



City of  
**Peterborough**

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**To:** **Members of the Finance Committee**

**From:** **Richard Freymond  
Commissioner of Corporate and Legislative Services**

**Meeting Date:** **November 23, 2020**

**Subject:** **Report CLSFS20-054  
2021 Draft Budget**

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## **Purpose**

A report to provide the 2021 Draft Operating and Capital Budget for consideration.

## **Recommendation**

That Council approve the recommendation outlined in Report CLSFS20-054 dated November 23, 2020, of the Commissioner of Corporate and Legislative Services, as follows:

That the recommendations contained in Appendix A of report CLSFS20-054 of the Commissioner of Corporate and Legislative Services be moved for the purpose of discussion during detailed budget reviews by the Finance Committee starting November 23, 2020.

## **Budget and Financial Implications**

The 2021 Draft Budget meets Council's direction provided at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3% tax increase. Gross expenditures have increased 1.6%, whereas net tax levy requirements have increased 3.1%.

The 2021 Capital Budget includes \$70.7 million of capital work. The Budget uses all of the available capital levy, tax supported debenture financing and Federal Gas Tax to finance the work.

Altogether, the proposed tax increase is 2.87% for the average taxpayer based on an estimated 2020 median assessed value of \$260,000. For the median single-family dwelling (not on water), the all-inclusive increase means a \$118.69 annual increase.

Further details are provided through three budget books.

## **Background**

### **A. The 2021 Budget in Brief**

The 2021 Draft Budget presented, meets Council's direction provided at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3% tax increase all-inclusive guideline, as directed by Council through report CLSFS20-028 dated July 13, 2020, for a residential property assessed at \$260,000. The term "all-inclusive tax" means the municipal, education and storm and sanitary sewer surcharge amounts payable.

Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for the 2021 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2021. The phase-in program would then start in the 2022 taxation year.

The 2021 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2021 is estimated to remain flat over the 2020 budget level

As directed by Council through the 2021 Budget Guidelines report, the Tax Ratio Reduction Program continues in 2021, being the last year, for Industrial property owners. The Commercial Class reached the goal of 1.5 of the residential rate in 2020. The Multi-Residential class tax ratio remains at the 2010 rate.

### **B. Process, Challenges, Documents and Meeting Schedule**

#### **2021 Budget Process**

Corporate Services staff prepared and distributed budget packages to departments in early April 2020 who, in turn, submitted their initial 2021 proposed budgets in May.

The material was compiled, and a two-tiered review approach was completed. The first review was done with individual Department Commissioners and Financial Services staff. The second was a review by the CAO, the Commissioner of Corporate and Legislative Services, Manager of Financial Services, Budget Analyst and individual Department Commissioners.

Similar to the 2020 Budget, the City faced significant budget pressures for 2021 as a result of the continued impacts of the COVID pandemic, including reductions in revenues and increasing operating costs and reduced capital funding.

In September, the CAO and all the Commissioners completed a final review of the submissions and Corporate and Legislative Services staff prepared the 2021 Draft Budget.

## Community Consultation

The City consults with the community throughout the budget process – at the beginning when setting the guideline through drop-in style sessions and a budget survey, when the draft budget is released, and before Council considers approving the budget. As shown in Chart 1, there are 2 community engagement opportunities remaining.

**Chart 1**  
**2021 Budget Community Engagement Opportunities**

| Date                      | Engagement opportunity  |
|---------------------------|---|
| Monday, November 16, 2020 | Public meeting to hear from the community on the draft 2021 Budget                      |
| Monday, December 14, 2020 | Council considers final approval of the 2021 Budget, opportunity for public delegations |

## 2021 Operating Budget

When the Guideline Report CLFS20-028 was approved in July 2020, Council provided direction on a number of topics and asked staff to report back on how they were addressed in the budget. The following commentary provides a summary of how each was handled:

That staff be directed to prepare the Draft 2021 Operating and Capital Budgets that:

- a) Is reflective of the comments made at the Finance Committee at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3%

Action Completed: Staff committed to bringing forward a draft budget that reflected an All-inclusive rate increase of less than 3.0%. the Draft Budget being presented this evening reflects an increase of 2.87%.

- i) That the detailed draft Budget include a list of all services the City provides and whether these services are mandatory or non-mandated services, and

Action Completed: The work was done by KPMG and the findings are presented under Report CLSFS20-057 dated November 2, 2020.

- ii) That staff be directed to search for all potential cost savings.

Action Completed: A rigorous review of all potential cost savings have been completed. Many individual Divisional Budget line accounts have been reduced or held to prior year amounts. Overall, gross expenditures have increased by 1.6%.

b) That the revised Tax Ratio Reduction Program continues for the 2021 Budget for the final year, and reflects reductions:

- i) to the Industrial Class Tax Ratios but not the Multi-residential Class, and
- ii) at the reduced rate established through the 2016 Budget process;

Action Completed: The tax ratio for the Industrial Class has been reduced to 1.5%.

c) That the increase in the Police Services portion of the draft 2021 Operating Budget reflect no more than the estimated Operating portion of Net Tax Levy increase (estimated to be 2.18%), and any increase in the net Police Services budget beyond the estimated Operating Portion of the Net Tax Levy increase be addressed by Council as part of the detailed 2021 Budget deliberations to occur in November of 2020.

Action Completed: The increase for Police Services included in the 2021 Draft Budget is 2.18%.

d) That in response to Federal or Provincial announcements such as stimulus Funding becoming available as part of the COVID-19 pandemic recovery plan, staff be directed to provide a further Report at a later date in 2020 seeking up to an additional 0.5% All-Inclusive increase to provide the local funding share, if required.

Action Completed: As of the Report date, no staff Report has been submitted, as the Province has opted to provide financial relief to municipalities through the COVID Safe Restart Operating funds - Phase 1 and 2.

e) That, similar to the COPHI dividend payment, the annual earnings from Investing the proceeds resulting from the sale of assets of PDI be directed towards enhancing Capital financing, and not be used for purposes of reduction in the net tax levy.

Action Completed: funding in the amount of \$1.5 M, representing the proceeds on investment from the Sale of Assets of PDI have been included in the Draft 2021 Budget.

And further:

That staff report back on potential 2021 budget savings regarding:

a) The KPMG Social Services Division Review - efficiencies and savings

Action Completed: The staff Report CSSS20-015 providing an update on the efficiencies and savings in the Social Services Division is being presented at the November 23, 2020 Finance Committee Meeting.

b) That the following agencies have a 0% increase - PKED, Peterborough Humane Society, DBIA, Peterborough Family Health Team, and Greater Peterborough Innovation Cluster

Action Completed: No increases have been included for the 5 organizations listed.

- c) Community organizations and groups have a 0% increase  
Action Completed: No increases have been included for Community organizations.
- d) No capital funding for the Canoe Museum  
Action Completed: No increase has been included for the Canoe Museum.
- e) No new staff positions unless they are self-liquidating  
Action Completed: Apart from staff resources to begin preparations for the 2022 municipal election and the Climate Change Coordinator position, no staff positions have been added unless they are self-liquidating.
- f) Potential savings from the transit budget.

Action Completed: All budgeted activities and programs for Transit have been critically reviewed.

Of all City services, Transit is one of the hardest hit by COVID-19 due to reduced capacity on buses and additional cleaning required. The 2021 transit budget was developed based on estimated fare revenues from a base year of 2019 with appropriate adjustments to account for service changes approved by Council, such as the implementation of Selwyn Transit service. Revenue forecasts do not include any assumptions related to the impact of ongoing COVID-19 response measures.

A fare Increase of 10%, as fares have been not been increased since 2013, equating to an estimated increase in revenue of \$160,000 has been included in the draft budget.

To achieve additional savings, levels of service would need to be decreased (eg. elimination of all service on statutory holidays or service on weekends).

Staff was also asked to report back on the impact of providing free rider service to those under the age of 12. The estimated loss in revenue in providing this benefit is \$31,000 for 2021.

And Lastly:

That staff provide a report on potential revenue generation in the event user fees were increased by 5-10%.

Action Completed: All user fees and charges have been increased by 5-10% and in some instances by even a greater percentage. The only exceptions to this are fees that are indexed annually by an inflationary factor, such as building permit fees, and further increases, beyond inflationary increases are not warranted, or, the fee rate is controlled by provincial legislation, such as Provincial Offences Act fines and cannot be increased.

The financial impact of the additional revenue generated by the increases in user fees are being mitigated by lower revenue projections as a result of the 2021 COVID pandemic impacts.

Further details of each are explained in the Budget Overview and throughout the Divisional areas of the budget.

In some cases, items may be referred to as ‘below the line’, meaning that those items, although noted in the budget documents are not actually included in the Draft Budget. The items are summarized starting on page 265 of the Highlights Book. Should any Council member wish to include any of the items in the 2021 Budget, a specific motion would be required. Council will then further need to decide which expenditures elsewhere in the budget could be reduced or add the amount to the 2021 Net Tax Levy Requirement. In previous years, these items may have been included by allocating funds from the 2021 General Contingency line, however, at a reduced amount of \$391,777, staff would suggest the Contingency amount is already too low at approximately half of what it has been in prior years and would caution reducing the amount further.

## 2021 Capital Budget

The 2021 Capital Budget includes 125 projects with a total cost of \$70.7 million.

During 2020, Council approved several pre-commitments of the 2021 and 2022 budgets as shown in Chart 2.

|   | Project name  | Report Reference           | Development Charges | Capital Levy Reserve | Tax Supported Debt/Capital Levy | Total 2021 Commitment | Total 2022 Commitment |
|---|---|----------------------------|---------------------|----------------------|---------------------------------|-----------------------|-----------------------|
| 1 | Enterprise Software Modernization   | CLSFS19-056                |                     |                      | \$ 1,000,000                    | \$ 1,000,000          |                       |
| 2 | Bethune Street Diversion (Shared & City Funded)                             | CLSFS19-056 & IPSENG20-007 | \$ 1,900,000        |                      | \$ 3,615,600                    | \$ 5,515,600          |                       |
| 3 | Peterborough Organics Project & Low Carbon Economy Fund Application Results | IPSES19-010                |                     |                      |                                 | \$ 1,700,000          | \$ 1,769,414          |
| 4 | Moorecraig Road & Roper Drive   | IPSENG20-017               |                     |                      | \$ 600,000                      | \$ 600,000            |                       |
| 5 | Naval Association Property Acquisition                                      | CLSFS20-034                |                     | \$ 200,000           |                                 | \$ 200,000            |                       |
| 6 | Simcoe Street Parking Garage Rehabilitation                                 | 2021 Budget Request        |                     |                      |                                 | \$ -                  | \$ 1,500,000          |
| 7 | Simcoe Street Culvert at Parking Garage                                     | 2021 Budget Request        |                     |                      |                                 | \$ -                  | \$ 1,500,000          |
| 8 | <b>Total</b>  |                            | <b>\$ 1,900,000</b> | <b>\$ 200,000</b>    | <b>\$ 5,215,600</b>             | <b>\$ 9,015,600</b>   | <b>\$ 1,769,414</b>   |

When preparing the Draft 2021 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects forward and the reduction of the capital

financing. Projects are deferred to future years and the costs are indexed by a range of 3% - 6% per year to reflect the inflationary costs of construction.

In 2012, through Report CPFS12-011 Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget. The combination of recommendations in the report were intended to:

- Accelerate the pace capital construction can occur that otherwise may not be able to occur;
- Allow the City to gain some ground on its backlog of capital projects;
- Allow the City to take advantage of the attractive interest rates presently available in the marketplace; and
- Not completely rely on increased debt but also provide for continuing increases in base capital levy.

Recommendations c) and d) from the Report were central to the plan:

- c) That the annual draft operating budget include a 5% increase in the capital levy provision as a means of providing more capital levy to support the capital budget requirements.
- d) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

A 1% increase annually over 10 years was intended to create a base budget provision for tax-supported debt servicing costs that could, in theory, repurpose 10-year debt issued over and over again as the debt matured, without increasing the tax rate. From years 2013 through 2017, Council supported a 1% increase in the All-inclusive tax rate, 0.5% in 2018 and 0.0% in 2019 to 2021.

### **Casino Gaming Reserve**

One source of revenue that is a key component of the Capital Budget is the Casino Gaming Reserve. 2021 will be the Casino's third full year of operations, however operations are expected to be significantly impacted as a result of the Provincial restrictions from the COVID-19 pandemic. It is unknown when the Casino will be able to return to pre-pandemic operations and revenue levels, and as a result all Casino Gaming Revenues will be transferred to reserve in 2021 to finance project funding commitments previously approved.

### **Dividends from City of Peterborough Holdings Inc. (CoPHI)**

Another key revenue source for Capital is the dividends from COPHI. The budget includes \$5.2 million (2020 - \$5.9 million) in dividend payments in 2021 from CoPHI. The 2021 budgeted amount has been reduced to reflect the sale of Peterborough Distribution Inc. (PDI). The \$0.7 million reduction has been offset by an estimated \$1.5

million of additional revenues earned from the proceeds of the sale as directed by Council on July 27 through the following motion:

- e) That, similar to the COPHI dividend payment, the annual earnings from Investing the proceeds resulting from the sale of assets of PDI be directed towards enhancing Capital financing, and not be used for purposes of reduction in the net tax levy.

### **Amount for Stormwater Protection Used to Increase Tax Supported Debt**

For budget years 2018 – 2020, an amount for Stormwater Protection has been included in the Draft Budget for Council’s consideration. The annual amount of \$620,000 was meant to be an incremental increase, that over a 10-year period, would provide an additional cumulative base amount of \$6,200,000 for stormwater related costs. The amount was initially based on staff Report USEC17-001 and subsequently amended by Council through Report USEC17-026. The intended purpose of identifying a separate fee was to be more transparent about the cost of maintaining the City’s stormwater system, to identify a distinct stormwater funding arrangement and to better prepare the City to respond to future funding opportunities within the area of stormwater protection/rehabilitation. Specific activities include maintenance of catch basins, stormwater sewers, non-winter street cleaning and new work required to maintain the existing stormwater ponds, and to improve the quality of stormwater entering creeks and rivers. Ultimately, Council chose to keep the annual \$620,000 charge, but do so as part of the net tax levy requirement.

To date, a cumulative amount of \$1,860,000 has been included in the net tax levy requirement. For 2021, in recognition of the favourable interest costs to borrow funds and the critical need for additional capital financing; staff are recommending on a one-time basis, reallocation of the \$620,000 to increase the provision of tax supported debt.

The practical implication of redirecting the funds is that the 10-year plan of building a base budget for stormwater protection of \$6,200,000 will now take at least 11 years to complete.

## **Documents**

The 2021 Draft Budget is presented in **three books** with the layout of the books as follows:

### **Book 1 – 2021 Budget Highlights**

The 2021 Draft Budget Highlights Book provides a summary of the Operating and Capital Budgets and explains the key factors and implications of the proposed budget. The book also contains information on Long Term Debt and Reserves, Property Taxation, including Assessment, Tax Rate and Tax Policy, a detailed section on Staffing, and a Glossary of Common Acronyms used throughout the Budget.



It is recommended that the **Budget Highlights (Book #1)** be used by the Budget Committee during its review of the 2021 Draft Budget.

## **Book 2 – 2021 Operating Budget**

The 2021 Operating Budget document (Book #2) contains departmental financial summaries plus financial and narrative information by division and/or activity. The text pages set out the purpose and highlights for each activity.

The 2021 preliminary actual numbers shown in the document are unaudited estimates provided by departments earlier in 2020 and may change pending final year-end adjusting entries or updated information.

User Fee Schedules are included for all departments and will be included in a User Fee By-law that will be approved following budget deliberations.

## **Book 3 – 2021 Capital Budget and 2022 – 2030 Subsequent Years Capital Forecast**

The Capital Forecast document provides summaries of Capital projects by department and division and provides one detailed narrative page and financial page to support each project. Due to the legislative requirements of the Public Sector Accounting Board (PSAB), capital projects are split into two types, “Tangible Capital Assets” and “Other”. “Other” projects are typically studies or smaller maintenance type expenditures on City facilities that are below the thresholds identified for the tangible capital assets.

## **2021 Budget Committee and Council Schedule**

The proposed timetable to review the 2021 Draft Budget is set out below:

|                   |  |
|-------------------|--|
| November 2, 2020  | 2021 Draft Budget presented to Finance Committee by Staff.   |
| November 16, 2020 | Public Meeting of Finance Committee to receive input on the 2021 Draft Budget.   |
| November 17, 2020 | Meeting of Finance Committee to receive delegations from Outside Boards and Agencies on the 2021 Draft Budget                  |
| November 23, 2020 | Finance Committee reviews 2021 Draft Budget November 23 – November 26 as required.   |
| December 14, 2020 | Council considers all of the recommendations ultimately endorsed by the Finance Committee and adopts a 2021 Budget as amended. |

## **C. Recommendations**

The recommendations needed to implement the 2021 Budget are presented in Appendix A.

## Summary

The 2021 Draft Budget documents are provided as a basis for the budget deliberations. It is recommended that the 2021 Highlights Book be the guiding document for the Finance Committee review. Budget Books 2 and 3 (Operating and Capital Books respectively) are reference material for ensuring a complete understanding of the 2021 proposed financial plan.

Submitted by

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Attachment:

Appendix A – Operating and Capital Budget Recommendations

## Appendix A

### 2021 Operating and Capital Draft Budget Recommendations

That the following recommendations be moved for the purpose of discussion:

- a) That the 2021 Draft Budget, and all estimated revenues and expenditures, fees, contributions to reserve and reserve funds, and proposed staffing levels referenced in the documents be adopted.
- b) That the user fees and charges as set out in Book 2 be adopted as part of 2021 Budget process.
- c) That any unused CAO Budget at the end of 2021 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 28)
- d) That any unused Peterborough Technology Services Budget, at the end of 2021, be transferred to the Electronic Data Processing (EDP) Reserve, subject to the overall year-end position and that, if actual 2021 costs exceed the 2021 Budget, funds may be drawn from the EDP Reserve. (Page 49)
- e) That any unused Building Inspection Budget at the end of 2021 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2021 Budget, funds may be drawn from the Building Division Reserve. (Page 72)
- f) That any excess Airport development review fees at the end of 2021 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2021 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 73)
- g) That any 2021 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual 2021 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 89)
- h) That any unused portion of the 2021 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall year-end position, and that if actual 2021 Winter Control costs exceed the 2021 Budget, funds may be drawn from the Winter Control Reserve. (Page 89)
- i) That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Culvert at Parking Garage project. (page 97)
- j) That any unused Parking Budget, at the end of 2021, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual

2021 Parking costs exceed the 2021 Budget, funds may be drawn from the Parking Reserve. (Page 110)

- k) That any unused Traffic Signal Maintenance Budget at the end of 2021, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual 2021 Traffic Signal Maintenance costs exceed the 2021 Budget, funds may be drawn from the Traffic Signal Reserve. (Page 111)
- l) That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Parking Garage Rehabilitation project. (page 116)
- m) That any surplus funds at the end of 2021 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 140)
- n) That any unused Community Development Program net budget at the end of 2021 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year-end position and that, if actual 2020 Community Development Program costs exceed the 2020 Budget, funds may be drawn from the Reserve. (Page 140)
- o) That any surplus funds at the end of 2021 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases. (Page 152)
- p) That any surplus funds at the end of 2021 for the Marina be transferred to the Marina Reserve to be used for future capital improvements. (Page 156)
- q) That any surplus funds at the end of 2021 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements. (Page 156)
- r) That any surplus funds at the end of 2021 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements. (Page 157)
- s) That any unused Homelessness net budget at the end of 2021 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year-end position and that, if actual 2021 Homelessness costs exceed the 2021 Budget, funds may be drawn from the Reserve. (Page 177)
- t) That any remaining unused Social Services net budget at the end of 2021 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual 2021 Social Services costs exceed the 2020 Budget, funds may be drawn from the Reserve. (Page 177)
- u) That any surplus in the 2021 Housing Operating Budget at the end of 2021 be transferred to the Housing Reserve, subject to the overall year end position and

- that, if actual 2021 Housing costs exceed the 2021 Budget, funds may be drawn from the Housing Reserve. (Page 177)
- v) That any surplus in the 2021 Housing Choice Rent Supplement Program at the end of 2021 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2021 Rent Supplement costs exceed the 2021 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 177)
  - w) That any adjustment to the City's 2021 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2021 General Contingency provision. (Page 185)
  - x) That any unused portion of the 2021 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year-end position and that, if actual 2021 tax write-off costs exceed the 2021 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 189)
  - y) That any unused Employee Benefits Budget at the end of 2021 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2021 employee benefits exceed the 2021 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 189)
  - z) That any unused Insurance Budget at the end of 2021 be transferred to the Insurance Reserve, subject to the overall year-end position and that. (Page 189)
  - aa) That any adjustment to the City's 2021 requirement for the Insurance Budget, be netted against the City's 2021 General Contingency provision. (Page 189)
  - bb) That any unused 2021 Contingency Budget at the end of 2021 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2021 year-end position. (Page 189)
  - cc) That any unused Police Services Legal fees Budget at the end of 2021 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2021 Police legal fees costs exceed the 2021 Budget, funds may be drawn from the Policing Legal Fees Reserve. (Page 192)
  - dd) That any unused Police Services Budget at the end of 2021 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2021 Police Services costs exceed the 2021 Budget, funds may be drawn from the Police Special Projects Reserve. (Page 192)
  - ee) That any adjustments to the City's portion of the 2021 Peterborough County/City Paramedics Services Budget be netted against the 2021 General Contingency provision. (Page 201)

- ff) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2021 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2021 PCCP costs exceed the 2021 Budget, funds may be drawn from the PCCP Reserve. (Page 200)
- gg) That any adjustments to the City's portion of ORCA's 2021 Budget, based on the final approved ORCA Budget, be netted against the City's 2021 General Contingency provision. (Page 202)
- hh) That the 2021 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 totalling \$327,933, be approved. (Page 211)
- ii) That the 2021 budget request, representing all sums required by the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 totalling \$17,728, be approved. (Page 212)
- jj) That any excess Casino Gaming revenues at the end of 2021, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:
  - i) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that
  - ii) amounts beyond the \$1 million will be used for Capital works in the 2021 Capital Budget. (Page 215)
- ll) That any net surplus funds, after the disposition of the recommendations in this report, from 2021 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 215)
- mm) That the revised Tax Ratio Reduction Program continues for the 2021 Draft Budget and reflects reductions:
  - i) To the Industrial Class Tax Ratios but not the Commercial and Multi-residential Class Tax Ratios, and
  - ii) at the reduced rate established through the 2016 Budget process. (Page 230)
- nn) That a by-law be passed to establish the 2021 tax ratios for each property class as set out in the 2021 Operating Budget. (Page 231)
- oo) That the 2021 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 231)