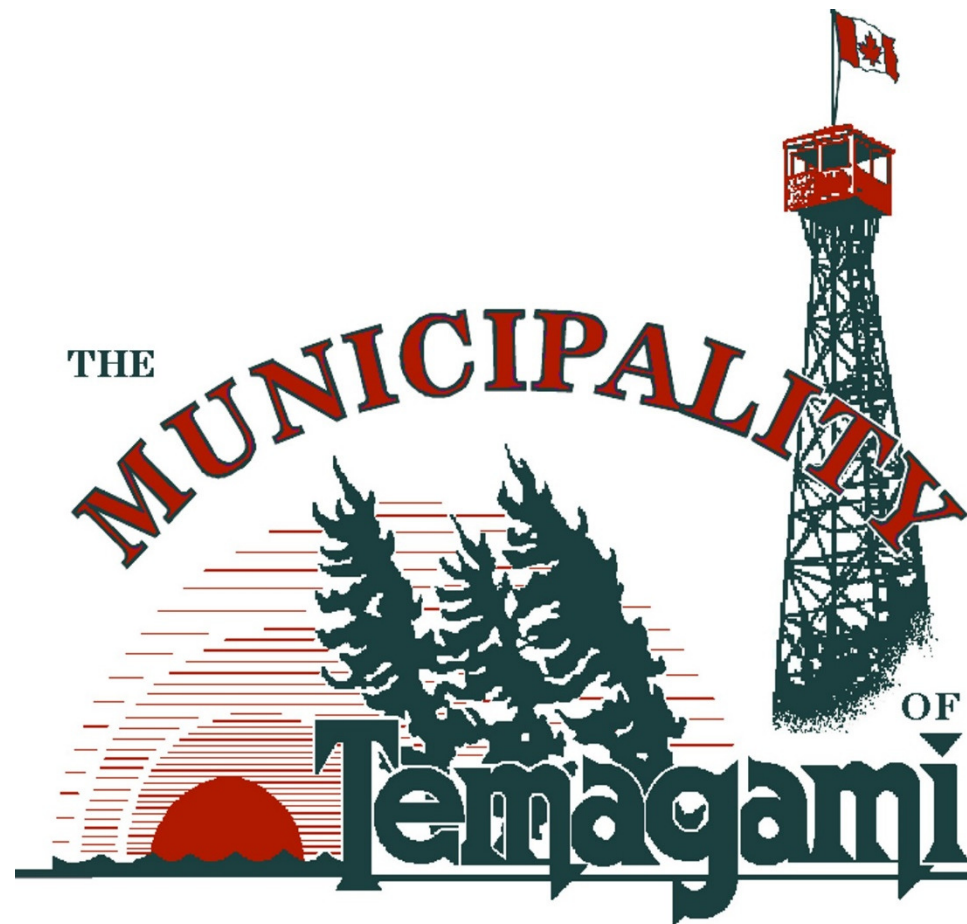


2016 DRAFT BUDGET



Presented
May 30, 2016

2016 Draft Budget Council Direction and Results

Council Direction

- Increases in capital will reflect a 2% capital levy (\$67,000).
- Limit operating growth to 1% – offset increases where possible.

Results

- Tax levy up 1.9% for capital (\$67,000).
- Operating growth up 1%.
- New pressures funded by 2.5% assessment growth.
- Offset by 5% decrease in Provincial OMPF funding (\$49,200).
- A \$8.88 m budget.
- May need to borrow (\$55,000) for capital.

2016 Draft Budget Review Sections

Section 1

Expenditure, Revenue and User Fee Trends

Section 2

Assessments, Tax Ratios and Tax Bills

Section 3

Overview - Operating Budget

Overview - Capital Projects

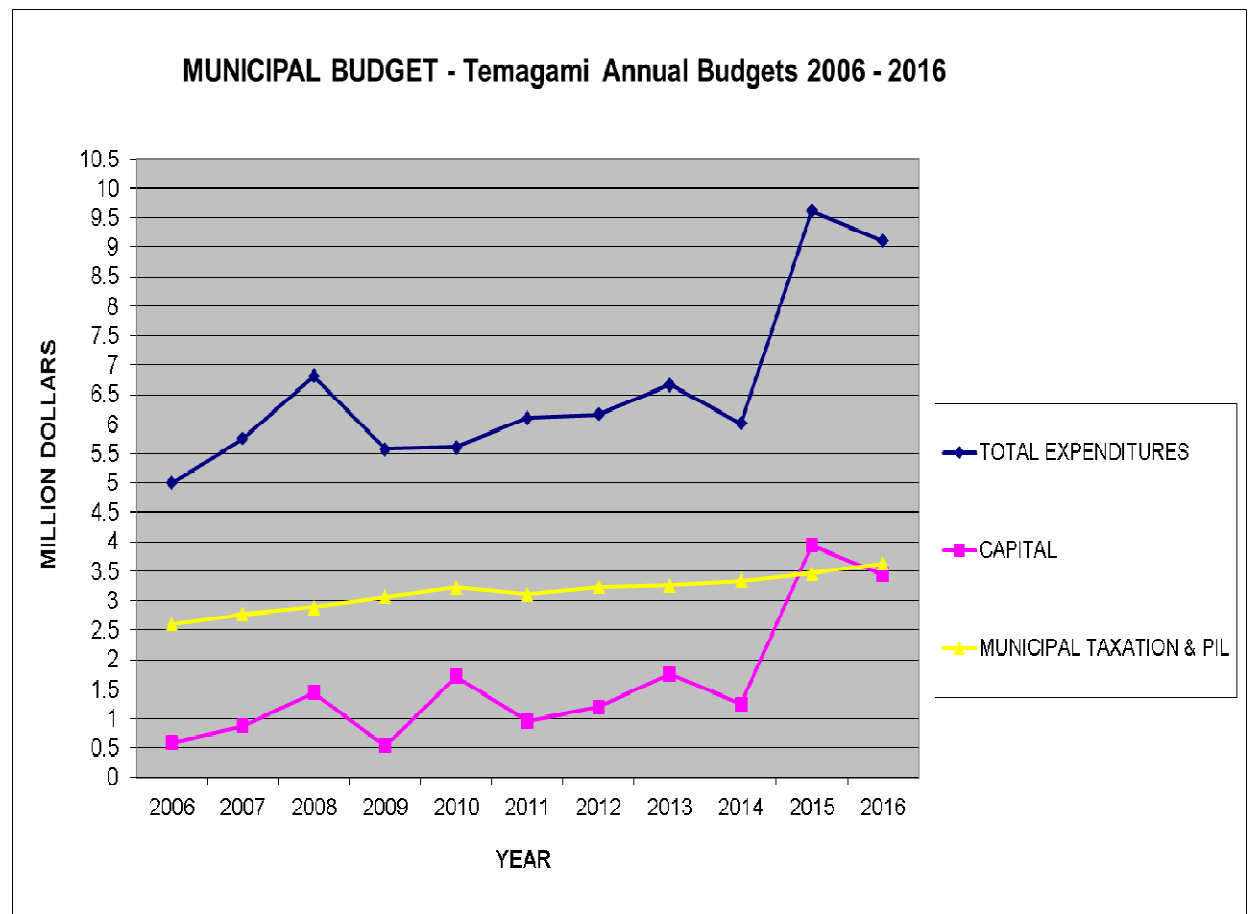
Summary and Observations

2016 Draft Budget Review

Expenditure, Revenue and User Fee Trends

Municipal Budget 2006 - 2016

- Capital Expenditures down 22.8%.
 - Capital and Other Revenues down 21.5% due to big funding year in 2015.
- Operating Expenditures up 1%.
- Tax Levy up 4.4% from 2015.
 - 1.9% Capital
 - 2.5% Assessment Growth



2016 Draft Budget Review

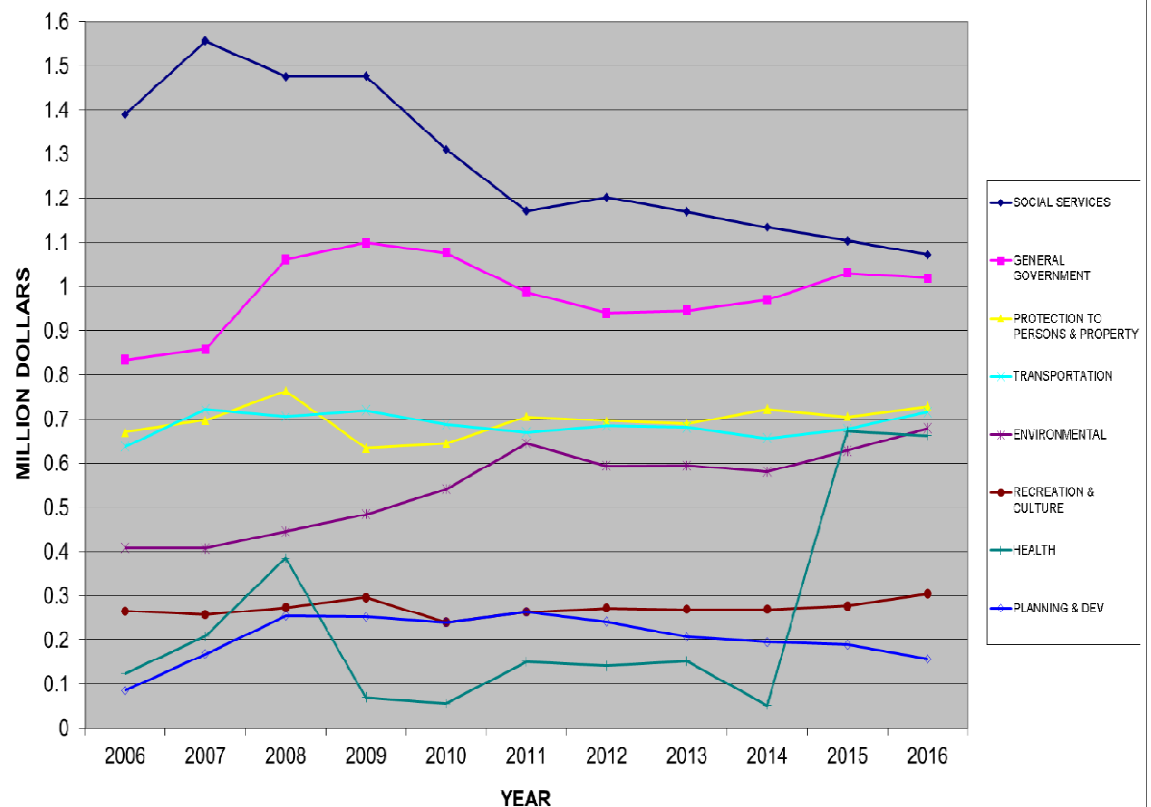
Expenditure, Revenue and User Fee Trends

Program Operating Budgets 2006 - 2016

Over 5 Years:

- Social Services down
- Planning & Dev down
- General Govt up
- Environmental up
- Transportation up
- Protection up
- Health up
- Rec and Culture up

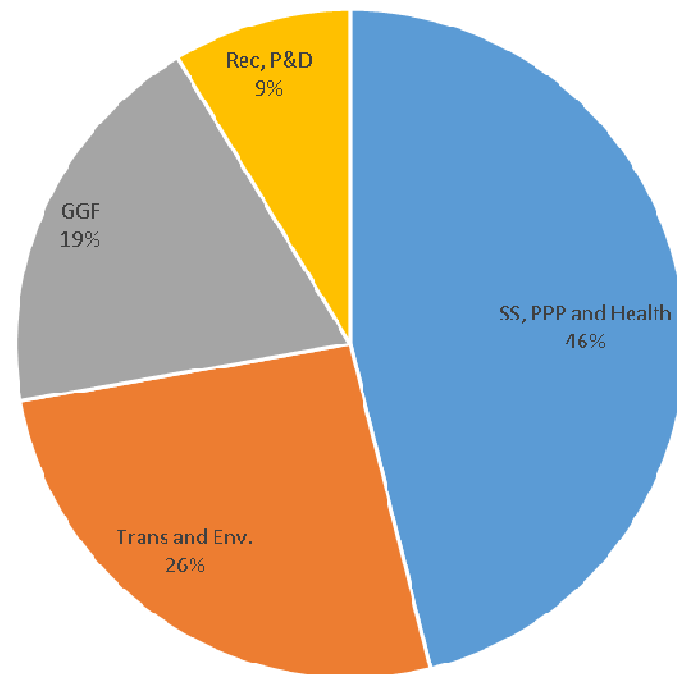
PROGRAM OPERATING BUDGETS 2006-2016 (excluding capital)



2016 Draft Budget Review Expenditure, Revenue and User Fee Trends Program Operating Budgets 2016

- Social Services, Protection to Persons and Health consume 46% of Operating Budget
- Transportation and Environment consume 26% of Operating Budget
- General Government consumes 19% of Operating Budget
- Recreation and Culture, Planning and Development consume 9% of Operating Budget

PROGRAM OPERATIONS 2016



2016 Draft Budget Review

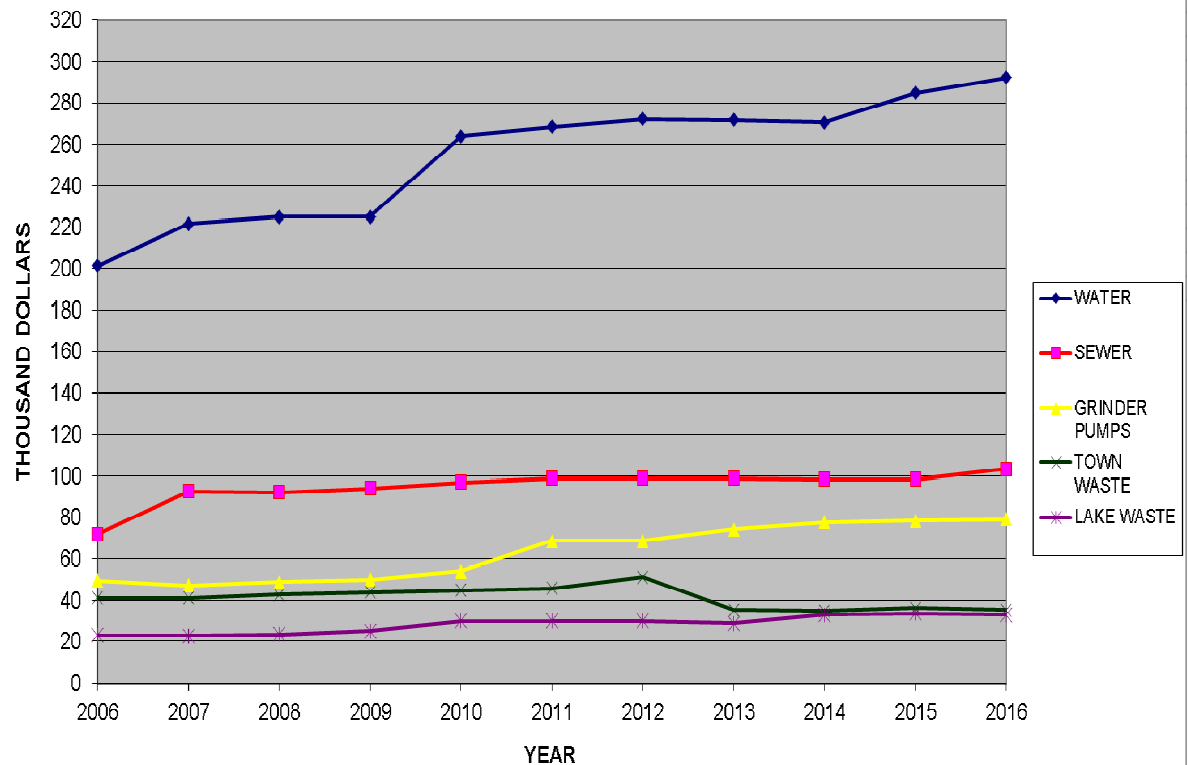
Expenditure, Revenue and User Fee Trends

Budgeted User Charges 2006 - 2016

User Fees:

- Water up 2.5%
- Sewer up 5%
- Grinder up 0.7%
(same rate, additional unit)
- Solid Waste down 2.5%

ANNUAL BUDGETED USER CHARGES - 2006-2016



2016 Draft Budget Review

Assessments, Tax Ratios and Tax Bills

Additional Revenue from Assessment Growth

Additional Revenue from Assessment Growth											
Property Class	Returned Assessment Roll Taxable CVA				Tax Rate 2015	Municipal Taxation		Difference Between 2016 and 2015			
	2013	2014	2015	2016		2015	2016	Taxable CVA		Municipal Taxation	
								\$	%	\$	%
Residential	275,583,232	281,011,940	286,205,440	293,169,870	0.00804788	2,303,347	2,359,396	6,964,430	2.4%	56,049	2.4%
Multi Residential	979,625	1,010,750	1,041,875	1,073,000	0.01841412	19,185	19,758	31,125	3.0%	573	3.0%
Commercial	26,793,595	27,899,773	29,054,237	31,049,330	0.00925168	268,801	287,258	1,995,093	6.9%	18,458	6.9%
Commercial Excess Land	29,200	36,500	43,800	99,800	0.00647618	284	646	56,000	127.9%	363	127.9%
Commercial Vacant Land	953,200	1,362,650	1,782,425	1,477,900	0.00647618	11,543	9,571	(304,525)	-17.1%	(1,972)	-17.1%
Industrial	58,050	179,500	202,250	225,000	0.00659348	1,334	1,484	22,750	11.2%	150	11.2%
Industrial Vacant Land	31,000	31,000	31,000	31,000	0.00428576	133	133	0	0.0%	0	0.0%
Pipelines	103,137,500	104,716,948	106,296,448	107,808,000	0.00737423	783,854	795,001	1,511,552	1.4%	11,147	1.4%
Sub Total	407,565,402	416,249,061	424,657,475	434,933,900		3,388,481	3,473,248	10,276,425	2.5%	84,767	2.5%
Payment in Lieu											
Residential	4,211,600	4,361,750	4,581,150	4,561,700	0.00804788	36,869	36,712	(19,450)	-0.4%	(157)	-0.4%
Commercial	1,677,225	1,811,550	1,891,825	1,878,500	0.00925168	17,503	17,379	(13,325)	-0.7%	(123)	-0.7%
Commercial Excess	649,100	649,100	649,100	649,100	0.00647618	4,204	4,204	0	0.0%	0	0.0%
Commercial Vacant	910,175	1,005,650	1,101,125	1,397,600	0.00647618	7,131	9,051	296,475	26.9%	1,920	26.9%
Industrial	30,625	0	0	0	0.00659348	0	0	0	0.0%	0	0.0%
Sub Total	7,478,725	7,828,050	8,223,200	8,486,900		65,706	67,346	263,700	3.4%	1,640	2.5%
Total	415,044,127	424,077,111	432,880,675	443,420,800		3,454,186	3,540,594	10,540,125	2.5%	86,407	2.5%

Notes:

1. MPAC phase-in program (2013 to 2016) to update assessed value to valuation date of January 1, 2012 is in the 4th year.
2. In 2015 growth in assessment is 2.1% - \$8.8 million.
3. Applying the 2014 tax rate to the 2015 taxable CVA results in an increase of \$69,628 in Municipal Taxation Revenue due to the assessment growth from 2014 to 2015.
4. In 2016 growth in assessment is 2.5% - \$10.5 million.
5. Applying the 2015 tax rate to the 2016 taxable CVA results in an increase of \$86,407 in Municipal Taxation Revenue due to the assessment growth from 2015 to 2016.

2016 Draft Budget Review Assessments, Tax Ratios and Tax Bills

Tax Ratios

- **1998** - new Provincial system of Current Value Assessment (CVA)
"transition ratios":
 - Set the ratio for each of the other tax classes in relation to residential;
 - *other classes are: multi-res, commercial, industrial, pipeline, farm, and managed forest;*
 - Gave each tax class the same portion of the tax levy as before CVA;
 - the highest ratios that municipalities could use.**"ranges of fairness":**
 - what the Province thought was fair for each tax class;
 - Province's intent was to eventually get all ratios within these ranges;
 - Municipalities could change tax ratios annually **ONLY** if they moved towards the range of fairness for that class.

2016 Draft Budget Review Assessments, Tax Ratios and Tax Bills Tax Ratios

- **2006** – Province introduced changes
 - **“revenue neutral ratios”**:
 - To neutralize the effect of changes in assessments shifting proportion of levy between classes;
 - An option to give more flexibility to Municipalities in setting ratios.
 - **“ranges of flexibility”**:
 - did not replace “ranges of fairness”, but set additional parameters to work within;
 - annual ratios can now move away from the “ranges of fairness”, as long as they are within the “ranges of flexibility”.

2016 Draft Budget Review

Assessments, Tax Ratios and Tax Bills

Tax Ratios

Tax Ratios			Ranges of Fairness and Flexibility					
	2016 Starting Tax Ratios	Revenue Neutral Ratios	Starting and Revenue Neutral Ratios		2016 Starting Tax Ratios		Revenue Neutral Ratios	
			Range of Fairness		Range of Flexibility		Range of Flexibility	
			Low	High	Low	High	Low	High
Residential	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000
Multi-Residential	2.288071	2.257353	1.000000	1.100000	1.000000	2.288071	1.000000	2.257353
Commercial (Broad Class)	1.149580	1.122249	0.600000	1.100000	0.600000	1.149580	0.600000	1.122249
Industrial (Broad Class)	0.819281	0.755179	0.600000	1.100000	0.600000	1.100000	0.600000	1.100000
Pipelines	0.916295	0.917383	0.600000	0.700000	0.600000	0.916295	0.600000	0.917383
Commercial Subclass Reduction Factor	(0.65 - 0.70)	0.70						
Industrial Subclass Reduction Factor	(0.65 - 0.70)	0.65						

Notes:

1. The 2016 starting tax ratios in OPTA are the adopted 2015 tax ratios.
2. The Municipality can choose to use the starting ratios, the revenue neutral ratios, or alternative ratios that are within the appropriate range of flexibility.
3. These ranges are calculated annually through the OPTA (Online Property Tax Analysis) program developed by the Province.

2016 Draft Budget Review

Assessments, Tax Ratios and Tax Bills

Tax Ratios

Property Class	Assessment	2016 Starting Tax Ratio				2016 Revenue Neutral Ratios			
		Weighted Ratio	Weighted Assessment	Tax Rate	Municipal Tax	Weighted Ratio	Weighted Assessment	Tax Rate	Municipal Tax
					\$3,607,593				\$3,607,593
Residential	293,169,870	1.000000	293,169,870.00	0.00820017	2,404,043	1.000000	293,169,870.00	0.00821699	2,408,975
Multi Residential	1,073,000	2.288071	2,455,100.18	0.01876257	20,132	2.257353	2,422,139.77	0.01854866	19,903
Commercial	31,049,330	1.149580	35,693,688.78	0.00942675	292,694	1.122249	34,845,079.54	0.00922151	286,322
Commercial Excess Land	99,800	0.804706	80,309.66	0.00659873	659	0.785574	78,400.32	0.00645506	644
Commercial Vacant Land	1,477,900	0.804706	1,189,275.00	0.00659873	9,752	0.785574	1,161,000.26	0.00645506	9,540
Industrial	225,000	0.819281	184,338.23	0.00671824	1,512	0.755179	169,915.28	0.00620530	1,396
Industrial Vacant Land	31,000	0.532533	16,508.51	0.00436686	135	0.490866	15,216.86	0.00403345	125
Pipelines	107,808,000	0.916295	98,783,931.36	0.00751378	810,045	0.917383	98,901,226.46	0.00753813	812,671
Sub Total	434,933,900		431,573,021.72		3,538,973		430,762,848.48		3,539,575
Payment in Lieu									
Residential	4,561,700	1.000000	4,561,700.00	0.00820017	37,407	1.000000	4,561,700.00	0.00821699	37,483
Commercial	1,878,500	1.149580	2,159,486.03	0.00942675	17,708	1.122249	2,108,144.75	0.00922151	17,323
Commercial Excess	649,100	0.804706	522,334.66	0.00659873	4,283	0.785574	509,916.28	0.00645506	4,190
Commercial Vacant	1,397,600	0.804706	1,124,657.11	0.00659873	9,222	0.785574	1,097,918.64	0.00645506	9,022
Sub Total	8,486,900		8,368,177.80		68,620		8,277,679.67		68,018
Total	443,420,800		439,941,199.52		3,607,593		439,040,528.15		3,607,593

2016 Draft Budget Review Assessments, Tax Ratios and Tax Bills Tax Ratios

- It is recommended that Council establish the Revenue Neutral Ratios for all classes for 2016.
- Revenue Neutral Model – Mill Rates
 - Residential Rate ↑ \$0.17 / \$1,000 to \$8.22 / \$1,000
 - Pipeline Rate ↑ \$0.17 / \$1,000 to \$7.54 / \$1,000
 - Commercial Rate ↓ \$0.03 / \$1,000 to \$9.22 / \$1,000
 - Industrial Rate ↓ \$0.38 / \$1,000 to \$6.21 / \$1,000
- Our Residential Mill Rate very favorable compared to our neighbors.
- Reductions in the Commercial and Industrial Rates make us more competitive.

2016 Draft Budget Review

Assessments, Tax Ratios and Tax Bills

Sample Tax Bills – 2016 Revenue Neutral Ratios

2016 Sample Tax Bills - Revenue Neutral Ratios

	Temagami North - Non Waterfront				Temagami South - Non Waterfront				Rural - Non Waterfront			
	2016	2015	Difference	%	2016	2015	Difference	%	2016	2015	Difference	%
Assessed Value	151,000	145,500	5,500	3.8%	\$87,000	\$85,750	1,250	1.5%	147,000	145,500	1,500	1.0%
Municipal Property Tax	1,238	1,171	67	5.7%	713.41	690.11	23	3.4%	1,205	1,171	34	2.9%
Education Tax	284	284	0	0.1%	163.56	167.21	(4)	-2.2%	276	284	(7)	-2.6%
Area Charge User Fees	1,115	1,086	29	2.7%	1,634	1,605	29	1.8%	75	77	(2)	-2.8%
Total Bill	<u>2,637</u>	<u>2,541</u>	<u>97</u>	<u>3.8%</u>	<u>2,511</u>	<u>2,462</u>	<u>49</u>	<u>2.0%</u>	<u>1,557</u>	<u>1,532</u>	<u>25</u>	<u>1.6%</u>
	Temagami South - Waterfront				Marten River - Waterfront				Lake Temagami - Waterfront			
	2016	2015	Difference	%	2016	2015	Difference	%	2016	2015	Difference	%
Assessed Value	245,000	245,000	0	0.0%	130,000	130,000	0	0.0%	184,000	184,000	0	0.0%
Municipal Property Tax	2,009	1,972	37	1.9%	1,066	1,046	20	1.9%	1,509	1,481	28	1.9%
Education Tax	461	478	(17)	-3.6%	244	254	(9)	-3.6%	346	359	(13)	-3.6%
Area Charge User Fees	1,634	1,605	29	1.8%	0	0	0	0.0%	35	35	0	0.0%
Total Bill	<u>4,103</u>	<u>4,054</u>	<u>49</u>	<u>1.2%</u>	<u>1,310</u>	<u>1,300</u>	<u>11</u>	<u>0.8%</u>	<u>1,889</u>	<u>1,874</u>	<u>15</u>	<u>0.8%</u>

Municipal Residential Tax Rate 2016 0.821699% 2015 .804788%

Mill Rate per \$1,000 2016 \$8.22 2015 \$8.05 \$0.17 Increase

2016 DRAFT BUDGET SUMMARY	2013 Budget	2013 Actual	2014 Budget	2014 Actual	2015 Budget	2015 Actual Not Yet Final	2016 Staff/Committee Recommendation	2016 vs 2015 Budget Increase/ (Decrease) Amount %	
Revenues									
Operating Revenues									
Municipal Taxation	3,263,949	3,291,516	3,340,628	3,335,899	3,472,604	3,507,550	3,626,630	154,026	4.4%
User Charges	654,359	686,449	671,792	670,480	684,446	695,450	686,569	2,122	0.3%
Provincial Programs	1,205,747	1,172,833	1,082,745	1,074,235	1,652,500	1,699,046	1,574,256	(78,244)	-4.7%
Federal Programs	1,920	1,208	0	6,200	6,500	10,035	6,500	0	
Investment Income	14,500	21,468	14,500	17,975	14,500	17,023	15,000	500	3.4%
Penalties and Interest on Taxes	72,000	84,995	72,000	104,085	85,000	122,982	95,000	10,000	11.8%
Provincial Offences Act Revenues	12,500	17,076	12,500	14,384	13,000	16,611	13,000	0	
Other	117,064	164,441	52,263	82,319	26,034	91,943	25,169	(865)	-3.3%
Transfer to and from Previous Year Surplus	5,441	5,441	1,896	0	50,000			(50,000)	-100.0%
	5,347,479	5,445,428	5,248,324	5,305,578	6,004,584	6,160,639	6,042,124	37,539	0.6%
Capital and Other Revenues									
Provincial Programs	283,659	197,959	283,659	154,805	2,418,679	298,754	2,011,408	(407,271)	-16.8%
Federal Programs	263,551	270,305	107,301	50,176	568,921	225,046	266,877	(302,044)	-53.1%
Recycling Revenue - Scrap value of old truck	20,000	0	10,000	0	20,000	0	0	(20,000)	-100.0%
Land Sales					65,000	65,000	0	(65,000)	-100.0%
Loan					219,539	0	55,000	(164,539)	-74.9%
Transfer to/from Deferred Revenue	57,301	57,301	2,402	(35,447)	35,447	(48,645)	86,494	51,047	144.0%
Transfer to and from Reserves	70,000	70,000	70,000	70,000	0	54,854	0	0	
Transfer from Previous Years Surplus	621,261	621,261	291,039	291,039	284,467		416,554	132,087	46.4%
	1,315,772	1,216,826	764,401	530,573	3,612,052	595,008	2,836,332	(775,720)	-21.5%
Total Revenues	6,663,252	6,662,254	6,012,725	5,836,151	9,616,636	6,755,647	8,878,456	(738,181)	-7.7%
Expenditures									
Operating Expenditures									
General Government	941,548	859,350	957,223	1,016,197	1,030,872	970,881	1,018,889	(11,983)	-1.2%
Protection to Persons and Property	689,743	664,713	723,590	678,177	705,160	677,156	729,084	23,924	3.4%
Transportation Services	681,909	636,001	657,784	640,092	677,137	652,948	716,456	39,318	5.8%
Environmental Services	596,417	564,849	581,651	596,521	628,786	690,687	678,892	50,106	8.0%
Health Services	152,612	104,742	52,420	48,203	672,449	664,064	662,787	(9,663)	-1.4%
Social and Family Services	1,169,565	1,169,565	1,134,433	1,128,823	1,104,372	1,104,372	1,071,892	(32,480)	-2.9%
Recreational and Cultural Services	273,098	276,611	269,262	277,526	277,615	282,451	303,523	25,908	9.3%
Planning and Development	207,178	145,350	195,299	168,502	189,712	145,024	157,179	(32,533)	-17.1%
	4,712,069	4,421,182	4,571,661	4,554,041	5,286,104	5,187,583	5,338,701	52,597	1.0%
Capital Expenditures									
General Government	478,659	563,205	245,996	56,786	1,017,666	549,874	474,531	(543,135)	-53.4%
Protection to Persons and Property	43,000	18,988	210,000	207,981	14,542	24,142	17,700	(14,542)	-100.0%
Transportation Services	512,000	340,799	356,850	238,440	1,980,099	126,395	1,978,813	(1,286)	-0.1%
Environmental Services	412,208	352,033	213,203	75,658	458,107	41,718	210,000	(408,107)	-89.1%
Health Services	15,000	10,241	0	0	0	0	0	0	
Recreational and Cultural Services	43,000	29,057	39,900	28,857	216,400	100,688	324,000	107,600	49.7%
Planning and Development	19,500	2,803	30,000	0	248,200	7,769	210,431	(37,769)	-15.2%
	1,523,367	1,317,126	1,095,949	607,722	3,935,013	850,584	3,215,475	(897,238)	-22.8%
Transfers to Reserves	230,000	206,443	157,977	160,033	257,504	257,504	277,500	(4)	0.0%
Long Term Debt Repayment	197,815	198,715	187,138	187,684	138,016	137,906	46,781	(91,234)	-66.1%
Total Expenditures	6,663,252	6,143,467	6,012,725	5,509,480	9,616,636	6,433,576	8,878,456	(935,879)	-9.7%
Surplus (Deficit)	0	518,787	0	326,671	0	322,071	(0)		

GGF Recommendations for Revisions to Draft 2016 Operating Budget

- **Referred Item** – Donation to PET Scanner – Recommended: \$2,000 per year for 3 years in General Government – Operating – Donations.
- **Additional Item** – By-election – Recommended: \$10,000 in General Government – Operating – Election Expenses.
- **Above recommendations:**
 - bring General Government Operating from a 2.3% reduction in 2016 to a 1.2% reduction;
 - increase total Operating expenditures to 1% from 0.8%.

2016 Draft Budget Review

Overview – Operating Budget

Significant Operating Budget Changes

Significant Operating Budget Changes			
General Government		-1.2%	
<ul style="list-style-type: none"> ▪ Decrease in salary - no intern ▪ Decrease in contingency ▪ Increase in maintenance contracts - IT changes ▪ Decrease in professional fees - Org. Review 			
Protection to Persons and Property		+ 3.4%	
<ul style="list-style-type: none"> ▪ Police services costs increase + 3.5% 			
Transportation Services		+ 5.8%	
<ul style="list-style-type: none"> ▪ Increase to Railway Crossings ▪ Change from calcium flake to liquid for roads ▪ Increase for snow plow contract ▪ Increase for Grader repair and maintenance ▪ No more lease payments for Backhoe/Loader ▪ Increase to large truck operations 			
Environmental Services		+ 8.0%	
<ul style="list-style-type: none"> ▪ OCWA contract costs increased ▪ Water and Sewer costs up - chemicals for plant ▪ New trash pump and hologna tank for sewer and grinder ▪ Recycling - Strathy - Heavy use = Higher costs 			
Health Services			- 1.4%
<ul style="list-style-type: none"> ▪ Ambulance decreased ▪ Cemetery maintenance cost reduced 			
Social and Family Services			- 2.9%
<ul style="list-style-type: none"> ▪ general welfare costs (DNSSAB) down - 1.5% ▪ Au Chateau costs down - 6.9% 			
Recreational and Cultural Services			+ 9.3%
<ul style="list-style-type: none"> ▪ Increase in summer staff to support events ▪ Compressor overhaul at Arena ▪ Library Local History Project costs 			
Planning and Development			- 17.1%
<ul style="list-style-type: none"> ▪ Planning - 14.4% ▪ No salary & benefits in 1st quarter ▪ Professional fees increased - vacancy ▪ Reduced legal fees ▪ Development - 20.6% ▪ No salary & benefits in 1st quarter ▪ Reduced advertising ▪ Reduced Community Market - no LIF funding 			

GGF Recommendations for Revisions to Draft 2016 Capital Budget

Recommended Changes:

- MRFD Building Addition – remove \$20,000 expenditure and leave in \$20,000 for reserve;
- Public Works Complex – reduce reserve from \$50,000 to \$25,000;
- Grader Repairs – remove \$25,000*;
- Grader Reserve – remove \$75,000*;

**Grader Note: we have \$29,000 in 2016 operating budget for repairs – should look at leasing or financing a new grader instead of doing major repairs. If leasing, could start in 2016 using operating budget for lease instead of repairs.*

GGF Recommendations for Revisions to Draft 2016 Capital Budget

- Future Improvements Town Roads – remove \$25,000 for reserve (doing major construction project in 2016 instead);
- Tower - Structure – project dependent on receiving funding, so finance up to \$55,000 of municipal portion if it goes ahead.

GGF Recommendations for Revisions to Draft 2016 Capital Budget (cont.)

Additional Items:

- Waterfront Wall – no municipal contribution and that the project be limited to the amount the donor wishes to contribute.
- Tower Clock Repair – no municipal contribution and that the project be limited to the amount the donor wishes to contribute.
- Loan Reserve – reduce \$135,504 to \$50,000 (*listed under Fiscal Services– Operating*).

2016 Draft Budget Review Overview – Capital Projects Capital Investments - 2016

Capital Investments - 2016 (\$000.)

General Government

- Visioning Exercise 7.0
- Replace USTI Server 24.0
- Waterfront - renovations and upgrades - Carry over 443.5

Protection to Persons and Property

- Marten River Helipad 10.2
- Risk Assessment 7.5

Transportation Services

- Spruce Drive - Carry over 1,818.8
- Access Road Repairs 50.0
- Gravel Resurfacing 50.0
- Fox Run Repairs 50.0
- Soil Testing 10.0

Environmental Services

- Landfill Site Orders 50.0
- Surface Water Impact Assessment & Detail Design 50.0
- OCWA Capital Letter Items - Water and Sewer 40.0
- Sludge Removal - TS Lagoon 20.0
- Solid Waste Site Acquisition 50.0

Recreational and Cultural Services

- Vehicle - Received in 2016 35.1
- Tower - exterior painting 286.0
- Library - Automation 2.8

Economic Development

- Train Station - renovations - Carry over 210.4

Investments to Reserves

- Loan Reserve 50.0
- Marten River Fire 20.0
- MR Accessible Washrooms 20.0
- Temagami Fire - Truck Reserve 80.0
- Public Works Complex 25.0
- Future Improvements - LT Access Road 50.0
- Landfill Closure Costs 7.5
- Arena 25.0

2016 Draft Budget Review Summary

- \$8.88 million budget down 9.7%
- \$5.34 million operating budget up 1.0%
- \$3.44 million capital budget down 22.8%
- Tax Levy up 4.4% (\$154,026)
- 1.9% tax levy increase added to Capital and 2.5% from assessment growth.
- Absorbed most salary and inflation effects, as well as reduction in OMPF funding.
- User Fees Increased – Sewer 5%, Grinder 0.7%, Water 2.5%

2016 Draft Budget Review Observations

- Thanks to Staff and Committees.
- Very difficult to continue to absorb inflation.
- Capital spending high again this year but decreased from 2015.
- A small loan may be needed to cover budgeted capital expenditures this year. The loan has been budgeted for, but will not be needed if the tower project is not funded.
- OMPF continues to be decreased in excess of offsetting expenses.
- Continue to search for efficiencies.
- Continue to grow user fees.
- Limited ability to aggressively seek grants.



2016 Draft Budget Review



Questions?