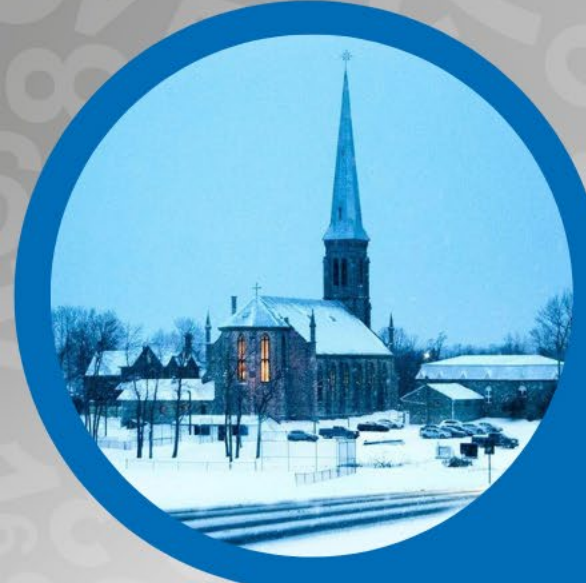
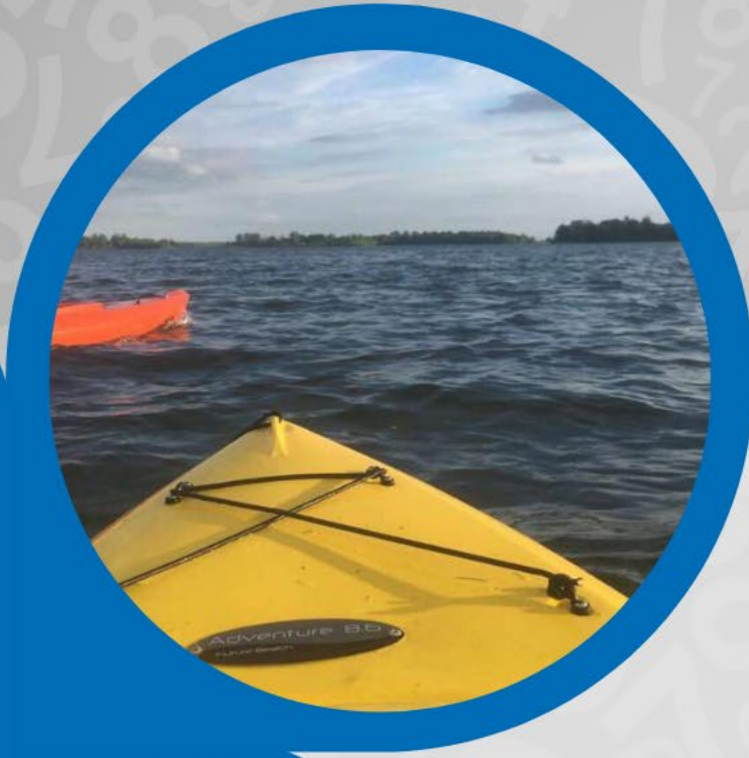


BUDGET CONTEXT

November 3, 2021



2021 in RETROSPECT



BUDGET CONTEXT 2022





BUDGET CONTEXT 2022



2021 in RETROSPECT

- World View
 - COVID – 19
 - Normal, changed forever
 - Health care, worldwide
 - Supply chain issues, shortages = backlogs, delivery delays, spiked transportation costs = higher consumer prices
 - Shipping container shortages, container standard size 40' more than doubled in cost to purchase since 2016
 - Not enough ships to transport cargo, size of ships ordered increased by almost 20%, delivery 2023
 - Cost to send container from China to west coast of US up over 13 fold pre-covid costs





BUDGET CONTEXT 2022



2021 in RETROSPECT

- World View
 - Inflation to date 2021, 3.5% globally
 - IT chip shortages
 - IT as a service, not off the shelf
 - Rise in cloud marketplaces
 - Cyber attacks
 - Climate control
 - US election



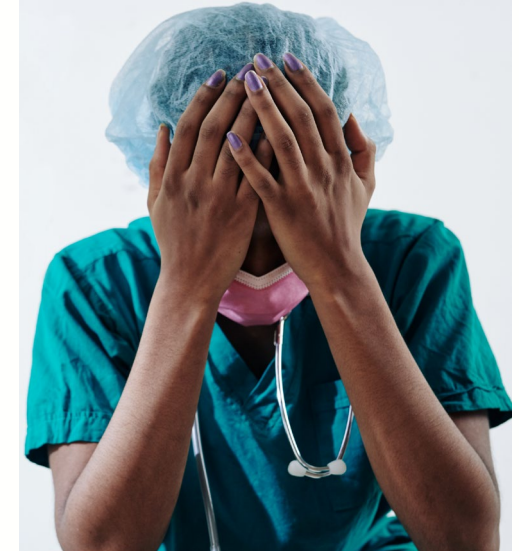


BUDGET CONTEXT 2022



2021 in RETROSPECT

- National View
 - COVID – 19
 - Lack of provincial cohesion
 - Lack of nurses, doctors in face of pandemic
 - ICU overloads, delayed health care
 - Changed world for at least a generation
 - Lack of optimism related to “normal”
 - Residential Schools
 - Military scandals
 - Governor General
 - Inflation in Canada, highest since 2003, 4.4% in September
 - National election
 - Disconnect between Federal and Provincial governments





BUDGET CONTEXT 2022



2021 in RETROSPECT

- Provincial View
 - COVID – 19
 - Grant programs realigned
 - Miscommunications, confusion
 - Delays for standard services
 - Health care, long term care
 - Small business focus for funding
 - Deficit financing of pandemic
 - New economic plan outlook & fiscal review - Nov 4th
 - Province's policy and attention metro/urban focused



2021 in RETROSPECT



BUDGET CONTEXT 2022





BUDGET CONTEXT 2022



2021 in RETROSPECT

- COVID – 19, South Stormont Township Organization
 - Services delivery continued in timely fashion
 - Organization demonstrated adaptability and flexibility
 - Employees adapted to changes with grace and dignity in face of some community displeasure
 - Introduced support for mental health
 - Service delivery improvements, technology
- Stats Canada estimates 830 new residents since 2016 census (2020), South Stormont estimated population 13,940





BUDGET CONTEXT 2022



2021 in RETROSPECT

- Community Strategic Plan sets course for years ahead
- Succession Plan, implementation underway
- Comprehensive revamp of chart of accounts
- Budget software
- Introduce multi - 3 year budget
- 7 capital projects completed by Public Works Services
- Building By-law updated and implemented
- 3 subdivisions approved





BUDGET CONTEXT 2022



2021 in RETROSPECT

- Long Sault Industrial Park, lands sold, roadway developed
- Consent application reviews (43), double 2019 & 2020
- Draft Plan Subdivision # approved lots doubled over last 2 years
- To September 30th \$5.39M construction value increase over 2020, 5 less permits issued
- Site plans for 2 major industrial / commercial developments submitted



2022 – 2024 What's Ahead 2021 Initiatives to be Completed



BUDGET CONTEXT 2022





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead 2021 Initiatives to be Completed

- Asset Management Plan
- Development Charges
- Subdivision Guidelines
- Shaver Bridge repairs
- Capital Streetlights
- Lefebvre Road Bridge Engineering
- 1 ton truck replacement
- Flatbed trailer
- Ingleside Medical Clinic renovations





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead 2021 Initiatives to be Completed

- Trillium Landfill Water Rights Easement Acquisition
- Collaborative Waste Management Options
- Long Sault Water Treatment Plant, Partial Permeate Line Installation
- Long Sault Wastewater Treatment Plant, Air Handling/Air Exchange Unit Replacements
- Manning Road Sewer Extension
- Ingleside Wastewater Treatment Plant
- Detailed Design – Engineering rescope





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead 2021 Initiatives to be Completed

- Fees & Charges Study
- Succession Planning
- Doctor Recruitment, patient accessibility
- Software procurement, installation & training
 - Human Resources Information System
 - Electronic Time Sheets
 - Records Management
 - Work Order System
 - Fuel Management System
 - Digitization Lot Grading
 - Parks & Recreation
 - Asset Management

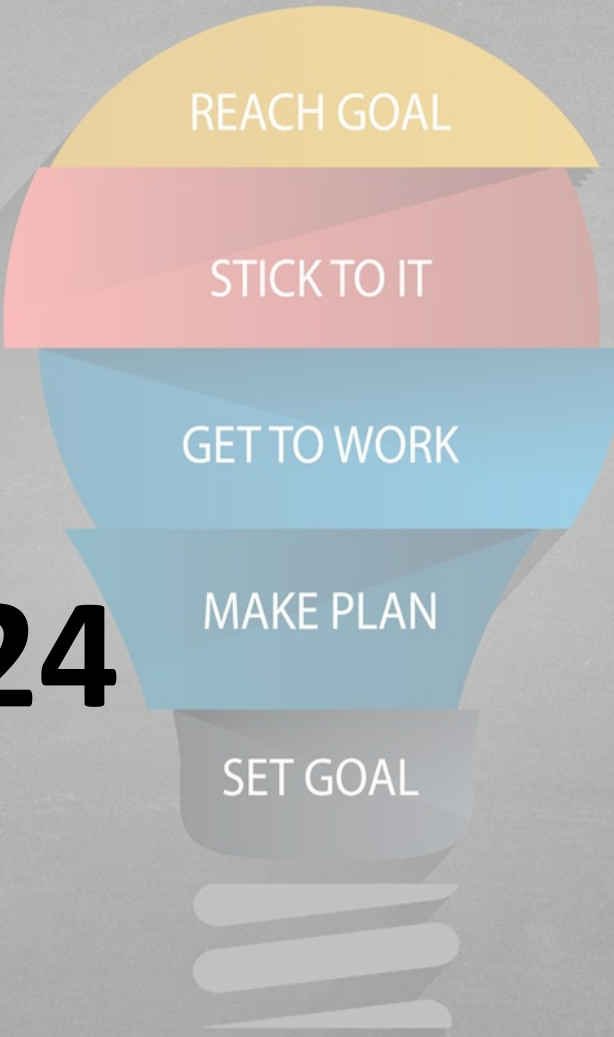




BUDGET CONTEXT 2022



2022 – 2024



What's Ahead





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead

- Post COVID realities
 - Supply chain challenges, service provider delays
 - Inflation and higher interest rates
 - Unknown funding from Federal and Provincial governments
 - Decrease in civility
 - New realities continue to evolve, uncertainty
- Municipal Election





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead

- Growth
 - Servicing Allocation Plans
 - Servicing Plans
 - Housing
 - Transit options
 - Education options
 - Labour supply
 - Changing demographics
 - Changing face of the community





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead

- Waterfront Development, from concept to implementation
 - Transition plan with St Lawrence Parks Commission
 - Prioritize plans, budgets
 - Implement priorities
- Ingleside Wastewater Treatment Plant
 - Phasing (?), prioritizing, budgets, debt
- Provincial Election





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead

- Health and Safety
- Fire Services Master Plan
- Economic Development Master Plan
- Information Systems Updates, Intake 3 Municipal Modernization
- Collective review of Water/Wastewater Services, Intake 3 Municipal Modernization
- Personnel changes, mentorships and training





BUDGET CONTEXT 2022



2022 – 2024 What's Ahead

- Adapting to multi-year budget process
- Develop and implement new financial policies and controls
- Implement Development Charges
- Continue to develop Industrial Parks, east and west



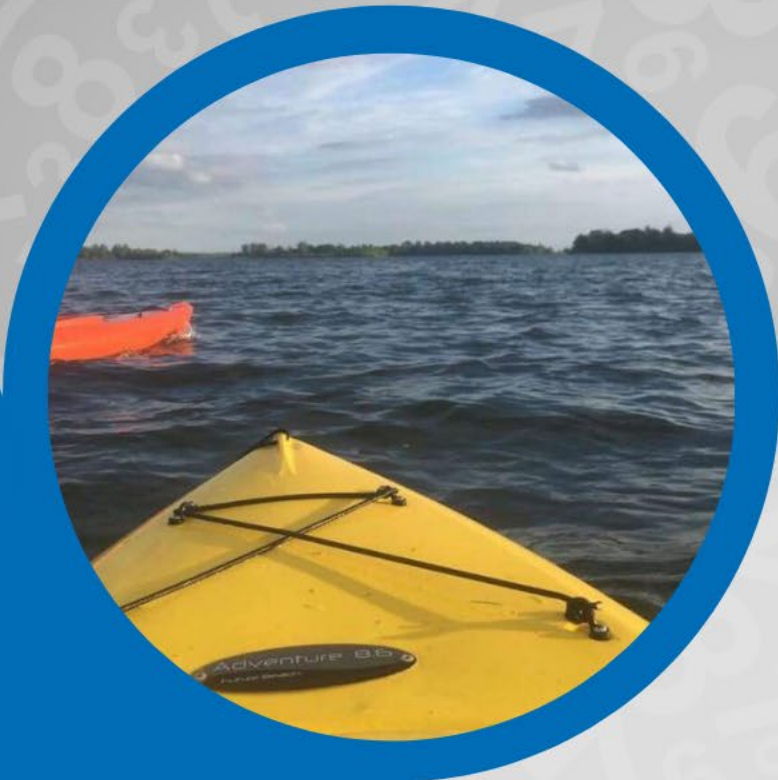


BUDGET CONTEXT 2022



2022 – 2024 What's Ahead





CAO

BUDGET

2022-2024

Proposed Budget Overview

November 3, 2021





CAO



**Proposed
BUDGET
2022-2024**



Recent Accomplishments

- ▶ Doctor recruited
- ▶ Implementing Service Delivery Review
- ▶ Implementing Community Strategic Plan
- ▶ Submission to Municipal Modernization Grant, Intake 3 for collaborative review of Water/Wastewater Systems
- ▶ Human Resources Policies, various introduced and adopted
- ▶ Addition of Human Resources / Executive Assistant position
- ▶ Transition of Communications / Economic Development Coordinator to CAO office
- ▶ Collaboration and partnership development, SLPC & Lactalis
- ▶ Leadership development & training



CAO



**Proposed
BUDGET
2022-2024**



Recent Accomplishments

- ▶ Regional Incentives Program, 3 projects approved
- ▶ Launched Speak Up South Stormont
- ▶ Enhanced Business Directory on website
- ▶ Transition of Community Guide to Communications
- ▶ Hamlet signs updated



CAO



**Proposed
BUDGET
2022-2024**



Initiatives Continuing

- ▶ COVID - 19 transitioning (?)
- ▶ Transition planning for waterfront lands
- ▶ Transition planning for Ingleside Wastewater Treatment Plant
- ▶ East Industrial Park land development
- ▶ Human Resources, policies, health and safety
- ▶ Transition planning related to community growth
- ▶ Work with industrial developers
- ▶ Speak Up South Stormont, increase traffic and engagement
- ▶ Doctor recruitment, access to health care
- ▶ 401 Signage



CAO



**Proposed
BUDGET
2022-2024**



Initiatives Continuing

- ▶ Asset management
- ▶ Leadership training and development
- ▶ Succession plan implementation
- ▶ Township Community Improvement Plan review
- ▶ Site Certification for Long Sault Industrial Park
- ▶ Human Resources Information Systems, ongoing evaluation and implementation
- ▶ Solar Energy project, Arena
- ▶ Ongoing investigation Emergency communications



CAO



**Proposed
BUDGET
2022-2024**



Proposed Operations Budget Highlights

- ▶ Implement Human Resources Information System
- ▶ Mainstreet Grant for informative signage
- ▶ Boundary signage on County Roads
- ▶ Training and employee development, including Health and Safety
- ▶ Business registration



CAO



**Proposed
BUDGET
2022-2024**



Operations Budget

Included with Corporate Services

2022 - 2024 General Government DRAFT Operating Budget Summary

	2022		2023		2024
REVENUES					
1000 - CORPORATE	\$ 1,257,443	\$	1,257,443	\$	1,257,443
1100 - COUNCIL - ADMIN	\$ 85,000	\$	5,100	\$	5,202
1200 - CORPORATE ADMINISTRATION - CAO	\$ 75,000	\$	80,000	\$	85,000
1300 - CORPORATE SERVICES	\$ 41,000	\$	42,500	\$	44,500
1400 - FINANCE	\$ 540,000	\$	551,400	\$	562,828
1610 - EMS OPERATIONS	\$ 54,400	\$	55,488	\$	56,598
1620 - OPP OPERATIONS	\$ 352,350	\$	359,397	\$	366,585
1900 - ECONOMIC DEVELOPMENT	\$ 445,000	\$	451,000	\$	457,000
5200 - SLMC OPERATIONS	\$ 98,150	\$	100,113	\$	102,115
6200 - HS-SENIOR CENTRE	\$ 8,500	\$	8,670	\$	8,843
Total Revenues	\$ 2,956,843	\$	2,911,111	\$	2,946,114
EXPENDITURES					
1100 - COUNCIL - ADMIN	\$ 259,040	\$	186,728	\$	189,747
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1300 - CORPORATE SERVICES	\$ 612,460	\$	656,322	\$	664,221
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2300 - CONSERVATION AUTHORITY - RAISIN	\$ 101,415	\$	103,200	\$	105,016
5200 - SLMC OPERATIONS	\$ 128,450	\$	128,983	\$	129,526
5400 - CEMETERIES	\$ 7,000	\$	7,000	\$	7,000
6200 - HS-SENIOR CENTRE	\$ 11,900	\$	12,021	\$	12,145
Total Expenses	\$ 3,749,037	\$	3,815,643	\$	3,919,909
Net Total	(792,194)		(904,532)		(973,795)



CAO



**Proposed
BUDGET
2022-2024**



Proposed Capital Projects

2022

- ▶ Economic Development Master Plan
- ▶ Long Sault Industrial Park storm water management pond
- ▶ Ongoing studies for Long Sault Industrial Park & Site Certification process
- ▶ Waterfront Plan development, supporting studies, design, place making



CAO



**Proposed
BUDGET
2022-2024**



Proposed Capital Projects

2023/2024

- ▶ Housing Needs Assessment
- ▶ Servicing Master Plan
- ▶ Ongoing studies for Long Sault Industrial Park & Site Certification process
- ▶ Signage for Long Sault Industrial Park
- ▶ Waterfront Plan development, supporting studies, design, place making

2022 - 2024 PROPOSED ECONOMIC DEVELOPMENT CAPITAL PROJECTS

2022 Proposed Capital Projects

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2021 Tax dollars
Economic Dev	Economic Dev	Economic Development Plan	\$ 65,000		\$ (65,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
Economic Dev	Economic Dev	Long Sault Industrial Park - Stormwater Management Pond	\$ 176,000		\$ (176,000)		\$ -
Economic Dev	Economic Dev	Long Sault Industrial Park - Future Phasing east and west of Phase 1 - Associated Studies	\$ 165,000	\$ (50,000)	\$ (115,000)		\$ -
Economic Development		SUB-TOTAL	\$ 456,000	\$ (50,000)	\$ (406,000)	\$ -	\$ -

2023 Proposed Capital Projects

Economic Dev	Economic Dev	Servicing Master Plan	\$ 75,000		\$ (75,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
Economic Dev	Economic Dev	Housing Needs assessment & Policy development	\$ 50,000		\$ (50,000)		\$ -
#REF!		SUB-TOTAL	\$ 175,000	\$ -	\$ (175,000)	\$ -	\$ -

2024 Proposed Capital Projects

Economic Dev	Economic Dev	Servicing Master Plan	\$ 75,000		\$ (75,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
#REF!		SUB-TOTAL	\$ 125,000	\$ -	\$ (125,000)	\$ -	\$ -



CAO



**Proposed
BUDGET
2022-2024**



Questions?

Corporate Services

BUDGET

2022-2024

Proposed Budget Overview

November 3, 2021





Corporate Services



Proposed BUDGET 2022-2024

Recent Accomplishments

- ▶ Governance Review
 - ▶ Closed Meeting Protocol
 - ▶ Procedural By-law
 - ▶ Transfer of Closed Meeting Investigator support to Ombudsmen
 - ▶ Agenda Management Protocol
 - ▶ Public Petition Policy (draft complete)
 - ▶ Delegation of Authority (research underway)
- ▶ Implementation of Budget Software
- ▶ Implementation of Community Engagement Platform



Corporate Services



Proposed BUDGET 2022-2024

Accomplishments

- ▶ Replacement of Water/Wastewater IT Systems and Hardware
- ▶ Implementation of Pet Licensing Program
- ▶ Expanded use of eScribe
- ▶ Digitization of over 10,000 files
- ▶ Payroll records from 1950s forward compiled and appropriately destroyed





Corporate Services



Proposed **BUDGET** 2022-2024

Initiatives Continuing (2022-2023)

- ▶ Enhanced Customer Service with online options
- ▶ Heritage Designation (Repeal By-law No. 3418)
- ▶ Noise/Nuisance By-law Review
- ▶ Records Management Policy Review
- ▶ Sign By-law Review
- ▶ 2022 Municipal Elections
- ▶ Lease of Property Policy
- ▶ Use of Unopened Road Allowances





Corporate Services



Proposed **BUDGET** 2022-2024



Initiatives Continuing (2022-2023)

- ▶ Implementation of Information Technology (Municipal Modernization #2)
 - ▶ Human Resource Information Software & Electronic Timesheets
 - ▶ Asset Management and Work Order Platform
 - ▶ Fuel Management System
 - ▶ Recreation Programming System
 - ▶ Records Management
- ▶ Implementation of Planning Department Software
- ▶ Disaster Recovery Plan and Business Continuity Review
- ▶ IT Policies and Procedures



Corporate Services



Proposed BUDGET 2022-2024



Projects for 2022-2023

- ▶ Implementation of Information Technology (Municipal Modernization #3)
 - ▶ Lot Grading Digitization and Establishment of Lot Grading Procedures
 - ▶ Integration Strategy/Application
 - ▶ By-law Enforcement Software
 - ▶ Records Management and Records Digitization
 - ▶ Website Enhancement surrounding Accessibility
 - ▶ Worksite Devices (Public Works, Building and Recreation)
- ▶ Township Phone System Review (include off-site)



Corporate Services



Proposed **BUDGET** 2022-2024

Highlights of Operations Budget 2022-2024

- ▶ Legal fees and consulting fees to support Cemetery Master Plan initiatives
- ▶ Increased training budget for Members of Council (2023-2024)
- ▶ Increased IT security provisions
- ▶ Increased IT integration support
- ▶ Annual cost increases for software platforms
- ▶ Increased IT hardware cost – new term of Council in 2023





Corporate Services



Proposed **BUDGET** 2022-2024

Operations Budget 2022-2024

Refer to Handout



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Corporate Services



Proposed **BUDGET** 2022-2024

Questions?



Fire and Rescue/ Protection of Persons and Property

BUDGET

2022-2024

Proposed Budget Overview

November 3, 2021





Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024



Recent Accomplishments

Fire

- ▶ Purchase of Pump for Station 2 (Ingleside)
- ▶ Live Burn Training, 25 members (Leeds Thousand Islands Training Centre)
- ▶ 1 Member with full NFPA Certification (Firefighter I & II, RTC Rockland)
- ▶ 6 Members various OFC courses, blended (online)
- ▶ Station 4 sign installed
- ▶ Implementation of BeeOn/ICO Software
- ▶ 140 residents participated in Alarm for Life online survey
- ▶ 5-year Dispatch Agreement
- ▶ 6 Fire Investigations in 2021 (to-date)



Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024



Recent Accomplishments

Bylaw

- ▶ 240 By-law Incidents reported into AccessE11 (to-date)
- ▶ Implementation of DocuPet
- ▶ Passed Responsible Pet Ownership By-law



Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024



Initiatives Continuing

Fire

- ▶ Fire Master Plan & Community Risk Profile
- ▶ Purchase Pumper-Tanker, Station 4 (St. Andrews West)
- ▶ Location for Station 2 (Ingleside)
- ▶ Public Education/Fire Prevention continuing initiatives for seniors and schools
- ▶ Continue NFPA certification for Firefighters
- ▶ Update communications equipment
- ▶ Tiered Response Agreement with Cornwall EMS
- ▶ Review Firefighter wages
- ▶ Red Cross Training Partner Agreement, 2 Members being certified in January 2022
- ▶ Purchase vehicle inventory (Pumps & Rescues)



Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024



Initiatives Continuing

Bylaw

- ▶ Hiring and training new By-law Enforcement Officer
- ▶ DocuPet engagement with residents, 735 licenses issued to-date



Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024

Proposed Operations Budget Highlights

- ▶ Increase in Dispatch Agreement (NG-911)
- ▶ Slight increase (2%) in overall Operations budget over next 3 years





Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024

Operations Budget

Refer to Handout



2022 - 2024 Fire, Protection to Persons and Property DRAFT Operating Budget Summary

	2022	2023	2024
REVENUES			
2000 - FIRE SERVICES ADMIN	\$ 49,500	\$ 50,840	\$ 52,197
2400 - PROTECTIVE INSPECTION AND	\$ 7,650	\$ 7,803	\$ 7,959
2410 - ANIMAL CONTROL	\$ 50,000	\$ 51,000	\$ 52,020
Total Revenues	\$ 107,150	\$ 109,643	\$ 112,176
EXPENDITURES			
2000 - FIRE SERVICES ADMIN	\$ 513,769	\$ 469,780	\$ 475,218
2010 - FIRE DEPARTMENT - STATION 1 (LONG	\$ 173,600	\$ 176,620	\$ 179,693
2020 - FIRE DEPARTMENT - ST. 4 (ST.	\$ 174,877	\$ 177,876	\$ 180,927
2030 - FIRE DEPARTMENT - STATION 2	\$ 349,830	\$ 353,095	\$ 355,702
2040 - FIRE DEPARTMENT - STATION 3	\$ 144,404	\$ 146,682	\$ 148,999
2050 - FIRE PREVENTION	\$ 99,398	\$ 104,206	\$ 109,281
2400 - PROTECTIVE INSPECTION AND	\$ 109,105	\$ 114,342	\$ 116,250
2410 - ANIMAL CONTROL	\$ 67,500	\$ 68,248	\$ 69,009
Total Expenses	\$ 1,632,483	\$ 1,610,849	\$ 1,635,080
Net Total	(1,525,333)	(1,501,206)	(1,522,904)



Fire and Rescue/Bylaw



Proposed **BUDGET** 2022-2024



Questions?

Public Works **BUDGET** 2022-2024

Proposed Budget Overview
November 3, 2021

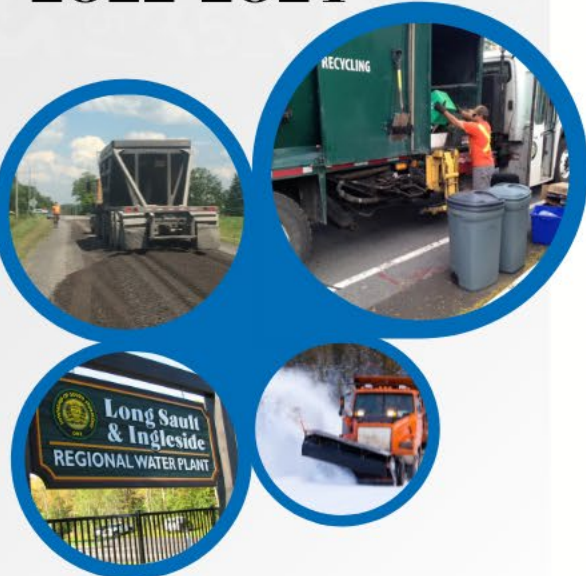




Public Works



Proposed BUDGET 2022-2024



Recent Accomplishments

Transportation

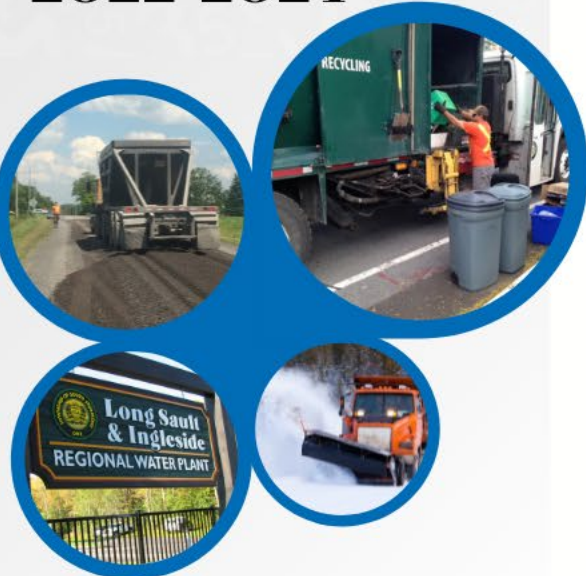
- ▶ Uninterrupted service provided despite COVID 19 restrictions.
- ▶ Implementation of new GL Accounts including reconciliation with new Budget software.
- ▶ Capital projects completed:
 - ▶ Myers Road Reconstruction
 - ▶ Valade Road Bridge
 - ▶ Duffy's Road Reconstruction
 - ▶ Saving Street Drainage and Culvert replacements
 - ▶ St. Andrews West – Pedestrian Crossover
 - ▶ St. Andrews West – County Road 18 Sidewalk Replacement
 - ▶ Varies Sidewalk Replacements



Public Works



Proposed **BUDGET** 2022-2024



Recent Accomplishments

Asset Management

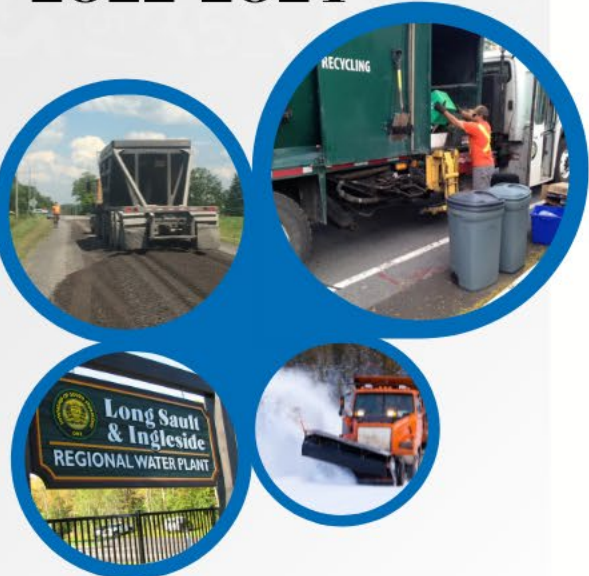
- ▶ Continued development of Asset Management Plan to meet requirements of O.Reg.588/17
 - ▶ Inventory of Core Assets
 - ▶ Development of Levels of Service for Core Assets
 - ▶ Development of Risk Management Framework
 - ▶ Asset Condition Surveys
 - ▶ Roads
 - ▶ Bridges
 - ▶ Storm Sewers



Public Works



Proposed **BUDGET** 2022-2024



Recent Accomplishments

Waste Management

- ▶ Additional 30% final cover to Trillium Landfill
- ▶ Continued participation in SDG Regional Waste Management Study

Drainage

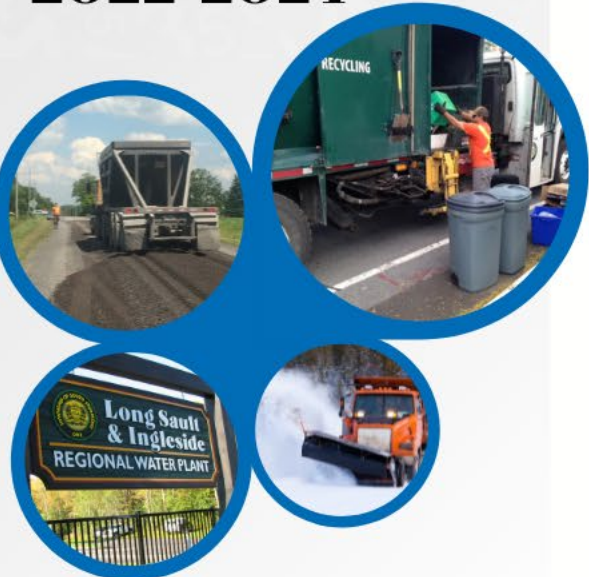
- ▶ Drain Maintenance and Billing remains current
- ▶ Forrester Branch Drain relocation project continues



Public Works



Proposed **BUDGET** 2022-2024



Initiatives Continuing

Asset Management

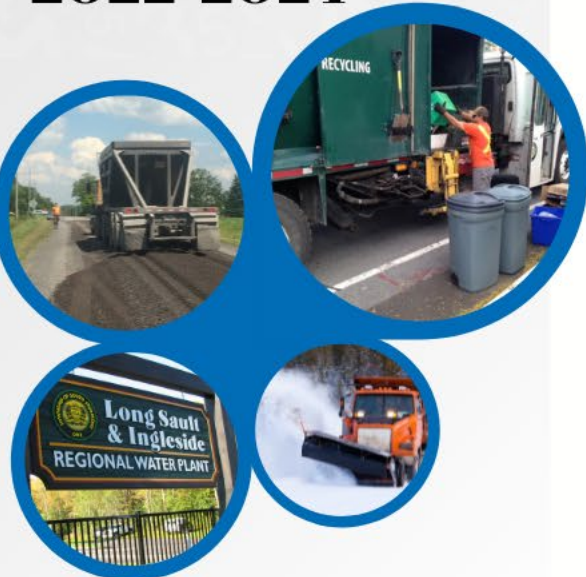
- ▶ Continued development of Asset Management Plan to meet requirements of O.Reg.588/17 by July 1, 2022 deadline
 - ▶ Define asset maintenance and rehabilitation strategies (lifecycle events), associated costs estimates, and risks associated with the strategies
 - ▶ Align AM inventory with Finance's PSAB list including addition and disposing of assets
 - ▶ Track documented customer and technical LOS
 - ▶ Acquire AM and Work-order software/solutions to support development of AM Plan



Public Works



Proposed BUDGET 2022-2024



Initiatives Continuing

Transportation

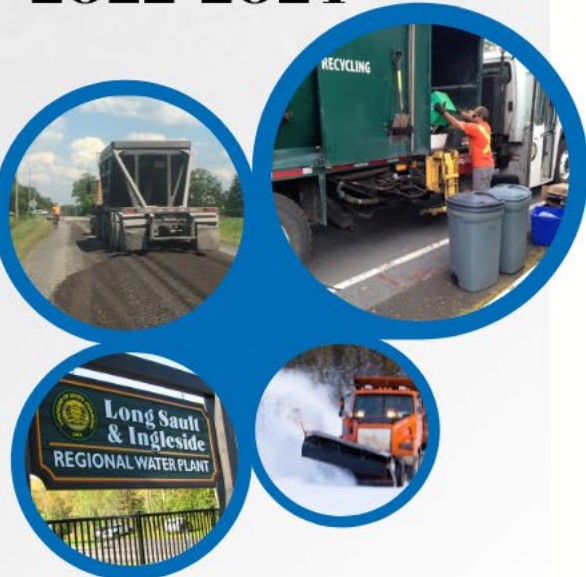
- ▶ Continued sidewalk improvements
 - ▶ Increased winter maintenance (new St. Andrews sidewalk)
 - ▶ Continued replacement program including OADA requirements
 - ▶ Review of connectivity with existing sidewalk network and new subdivisions
- ▶ Implementation of Service Delivery Review recommendations
 - ▶ Electronic work order and time sheets to be initiated for Public Works in 2022.
 - ▶ Equipment rate study review to assist with better cost analysis of municipal services
 - ▶ Development of Standard Operating Procedures, utilizing consistent templates for all services and procedures



Public Works



Proposed **BUDGET** 2022-2024



Initiatives Continuing

Transportation Cont'd

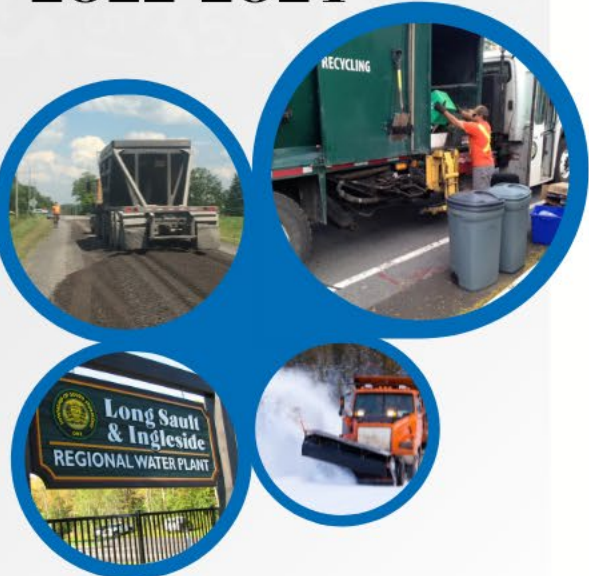
- ▶ Further implementation of Technology for Public Works Lead Hands and Supervisor with the use of tablets/laptops and computer software.
 - ▶ Complaint tracking
 - ▶ Road Patrol
 - ▶ GIS



Public Works



Proposed **BUDGET** 2022-2024



Initiatives Continuing

Waste Management

- ▶ Implementation of SDG Regional Waste Management Study action items
- ▶ Preparation for Blue Box transition to producer responsibility in 2025 with jointly with local municipalities in SDG
- ▶ Continued efforts for Trillium Landfill Water Rights acquisition.

Drainage

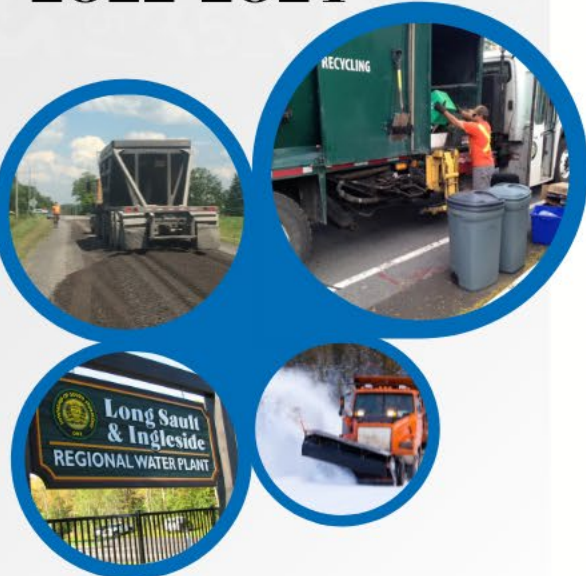
- ▶ Drainage improvements as requested
- ▶ Continued beaver management program



Public Works



Proposed **BUDGET** 2022-2024



Proposed Operations Budget Highlights

Transportation

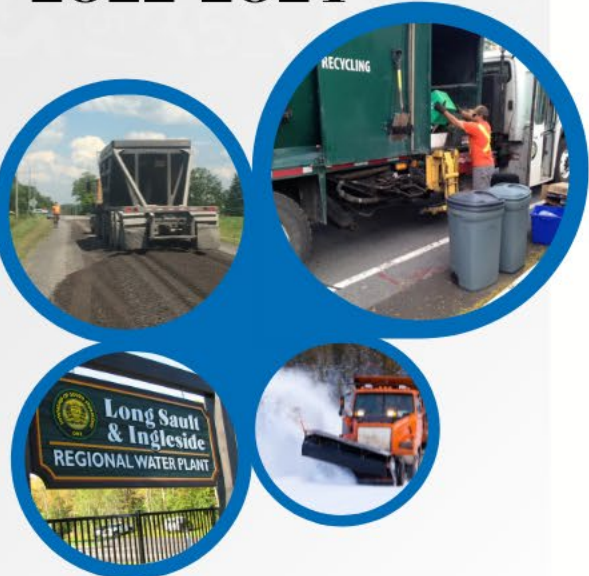
- ▶ Bridge maintenance to follow recommendations of 2021 OSIM Bridge Report
- ▶ Continuation of Gravel resurfacing schedule for 2022 includes approximately 25km of gravel roads.
- ▶ Continued removal of trees as a result of Emerald Ash Borer infestation.



Public Works



Proposed **BUDGET** 2022-2024



Proposed Operations Budget Highlights

Transportation Cont'd

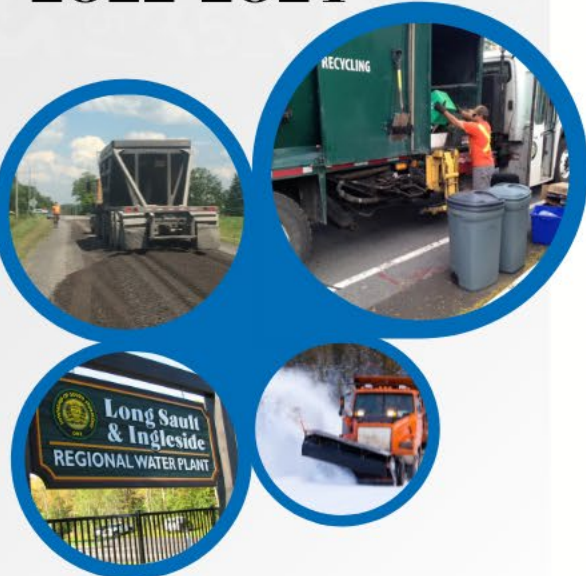
- ▶ Continued training of Staff:
 - ▶ Operations
 - ▶ Winter Maintenance
 - ▶ Rural Road Maintenance
 - ▶ Customer Service
 - ▶ Drainage
 - ▶ Supervision and Leadership



Public Works



Proposed **BUDGET** 2022-2024



Proposed Operations Budget Highlights

Waste Management

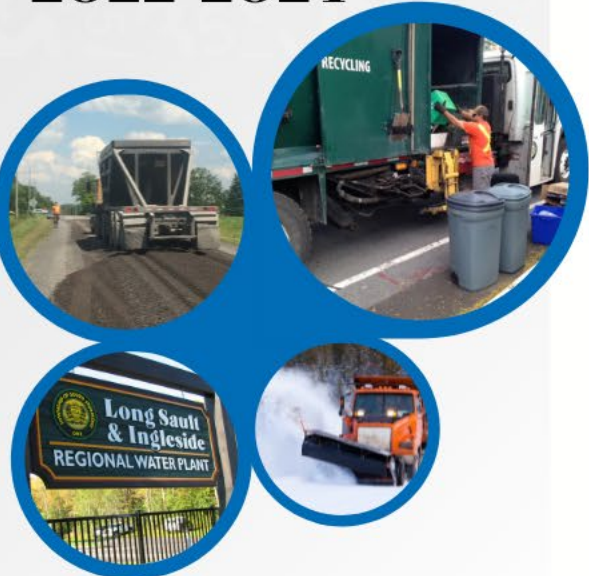
- ▶ Food Cycler Pilot project to commence in early 2022
 - ▶ 200 units to be offered at subsidized rate to residents
 - ▶ Diversion to be monitored and monitored and reported when pilot completed.



Public Works



Proposed **BUDGET** 2022-2024



Operations Budget

Refer to Handout

2022 - 2024 PWS DRAFT Operating Budget Summary

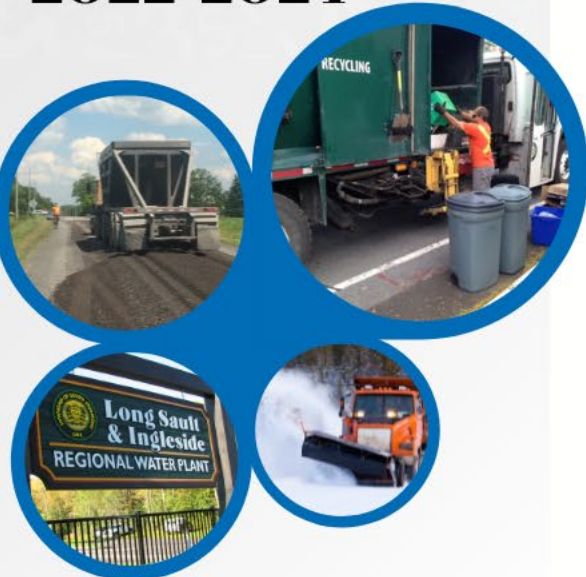
	2022	2023	2024
REVENUES			
3000 - PW - ADMIN	\$ 453,819	\$ 464,451	\$ 457,850
4400 - WM-SOLID WASTE COLLECTION	\$ 54,400	\$ 24,888	\$ 25,386
4600 - WM-WASTE DIVERSION	\$ 161,625	\$ 164,858	\$ 168,155
4900 - MUNICIPAL DRAINAGE	\$ 70,000	\$ 70,000	\$ 70,000
4910 - TILE DRAINAGE/SHORELINE ASSISTANCE	\$ 35,000	\$ 35,000	\$ 35,000
Total Revenues	\$ 774,844	\$ 759,196	\$ 756,390
EXPENDITURES			
3000 - PW - ADMIN	\$ 1,237,214	\$ 1,343,517	\$ 1,270,055
3010 - PW-EAST GARAGE ADMIN	\$ 117,735	\$ 119,984	\$ 122,271
3020 - PW-WEST GARAGE ADMIN	\$ 12,450	\$ 12,669	\$ 12,892
3110 - PW -ROADS - PAVED	\$ 550,050	\$ 557,192	\$ 569,167
3130 - PW - BRIDGES & CULVERTS	\$ 146,736	\$ 149,347	\$ 151,763
3135 - PW _ CULVERTS	\$ 73,730	\$ 75,028	\$ 76,349
3141 - PW-SAFETY DEVICES	\$ 154,637	\$ 157,398	\$ 159,872
3142 - PW-LOCATES	\$ 42,469	\$ 43,047	\$ 43,635
3150 - PW-ROADSIDE MAINTENANCE	\$ 319,039	\$ 324,431	\$ 329,022
3151 - PW-SIDEWALKS	\$ 26,113	\$ 26,332	\$ 26,355
3210 - PW- WINTER CONTROL	\$ 756,775	\$ 767,777	\$ 775,416
3220 - PW - WINTER CONTROL - SIDEWALKS	\$ 42,116	\$ 42,857	\$ 43,612
3500 - PW - STREET LIGHTING	\$ 143,633	\$ 143,774	\$ 143,908
3600 - PW-STORM SEWER	\$ 20,604	\$ 20,971	\$ 21,304
4400 - WM-SOLID WASTE COLLECTION	\$ 682,767	\$ 640,784	\$ 647,235
4510 - WM-LANDFILL -TRILLIUM	\$ 198,185	\$ 201,332	\$ 204,440
4520 - WM-LANDFILL -COUNTY ROAD 29	\$ 21,200	\$ 21,573	\$ 21,953
4600 - WM-WASTE DIVERSION	\$ 471,939	\$ 480,535	\$ 486,821
4900 - MUNICIPAL DRAINAGE	\$ 89,003	\$ 91,506	\$ 94,100
4910 - TILE DRAINAGE/SHORELINE ASSISTANCE	\$ 56,706	\$ 57,088	\$ 57,477
Total Expenses	\$ 5,163,101	\$ 5,277,142	\$ 5,257,647
Net Total	(4,388,257)	(4,517,946)	(4,501,257)



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Maloney Road Reconstruction

3.2km East of County Road #18 to O'Keefe Road

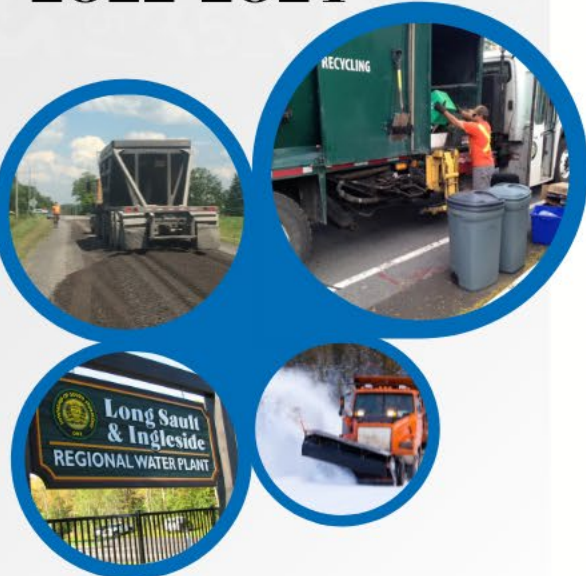
- ▶ ADT = 243 (2019)
- ▶ Condition Rating 4/10 (2017 RNS)
- ▶ 10 Year Capital Plan – Not included
- ▶ Rationale – Multiple section repairs completed previously. Council commitment during 2021 Budget Deliberations
- ▶ Work Scope – Reconstruction including pulverize, granulars and double surface treatment with fog seal
- ▶ Cost - \$281,000
- ▶ Funding Source – Tax dollars



Public Works



Proposed
BUDGET
2022-2024



Proposed Capital Projects Transportation Services

Project: **Headline Road Asphalt Overlay** **2.9km East of Power Dam Drive to Hwy#138**

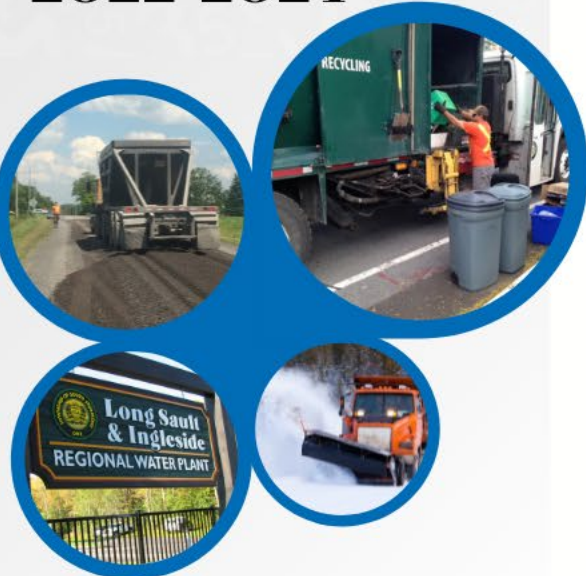
- ▶ ADT 770 (2016)
- ▶ Condition Rating 7/10 (2017 RNS)
- ▶ 10 Year Capital Plan – 2020
- ▶ Rationale – Asphalt overlay recommended in 2017 RNS
- ▶ Work Scope – Asphalt overlay with granular shouldering
- ▶ Cost - \$437,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Mille Roches Road Asphalt Overlay

0.7km Cherry St. to County Road 36 (Post Road)

- ▶ ADT 2350 (2021)
- ▶ Condition Rating 6/10 2017 RNS
- ▶ 10 Year Capital Plan - 2021
- ▶ Rationale – Asphalt overlay recommended in 2017 RNS
- ▶ Work Scope – Asphalt overlay, driveway tie-ins and shouldering
- ▶ Cost - \$121,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024

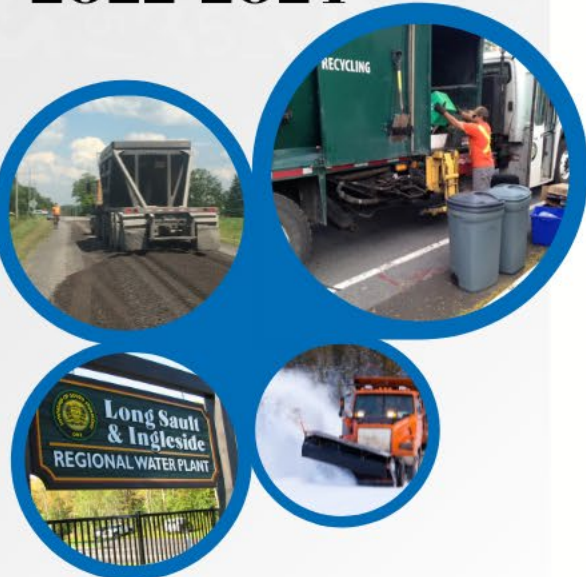


Proposed Capital Projects Transportation Services

Project: Lakeside Drive (Phase 3) Reconstruction

0.5km East of Moulinette Island Causeway to East Island

- ▶ ADT 107 (2019)
- ▶ Condition Rating 5/10 2017 RNS
- ▶ 10 Year Capital Plan – 2019
- ▶ Rationale – Reconstruction recommended in 2017 RNS, detailed design completed in 2021
- ▶ Work Scope – Reconstruction including ditching, ditch outlets, single lift asphalt with 1m paved shoulder
- ▶ Cost - \$*77,000
- ▶ Funding Source – Gas Tax





Public Works



Proposed **BUDGET** 2022-2024

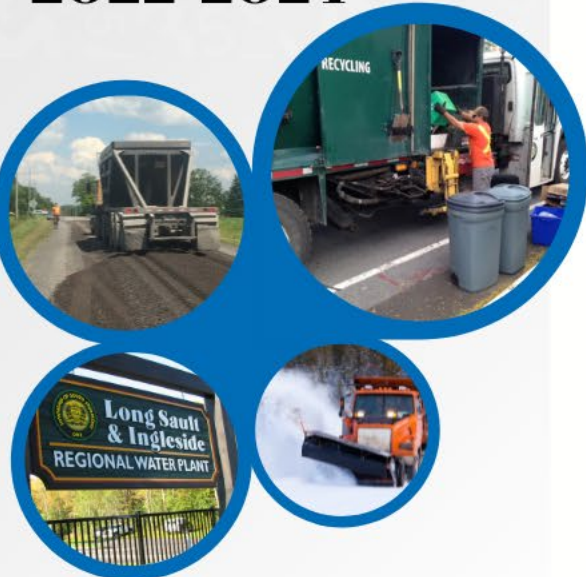


Proposed Capital Projects Transportation Services

Project: Savings Street Reconstruction

2.3km East of County Road #14 to North Stormont boundary

- ▶ ADT 152 (2017)
- ▶ Condition Rating 3/10 2017 RNS
- ▶ 10 Year Capital Plan – Not included
- ▶ Rationale – Council commitment in 2021 Budget discussions, drainage and road crossing culverts completed in 2021
- ▶ Work Scope – reconstruction including pulverize, granulars and double surface treatment with fog seal.
- ▶ Cost - \$217,800
- ▶ Funding Source – Property Tax





Public Works



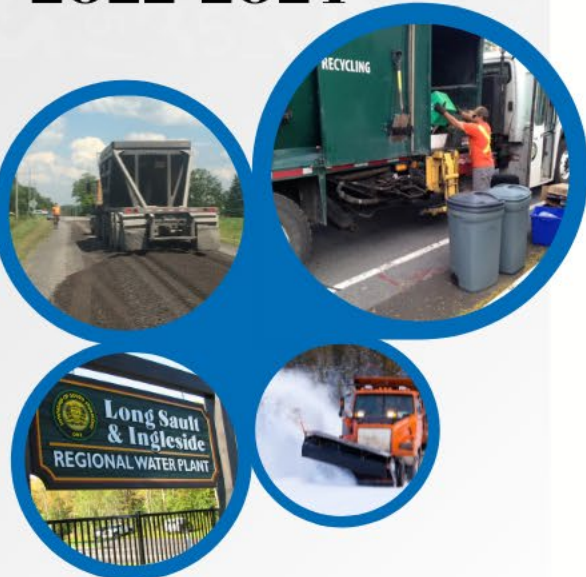
Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Beaver Dam Road Asphalt Overlay 0.55km east of Poplar Avenue

- ▶ ADT 238 (2019)
- ▶ Condition Rating **/10 2017 RNS
- ▶ 10 Year Capital Plan – Not included
- ▶ Rationale – Multiple section repairs completed previously. Council commitment during 2021 Budget Deliberations
- ▶ Work Scope –Asphalt padding, driveway tie-in and asphalt overlay
- ▶ Cost - \$77,500
- ▶ Funding Source – Property Tax

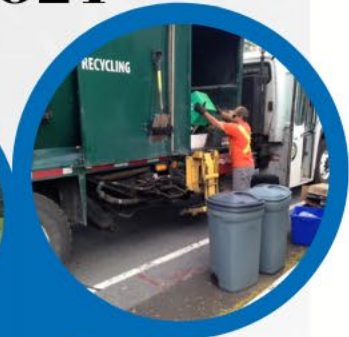




Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Poplar Avenue Asphalt Overlay

0.5km South of Headline Road to Beaverdam Road

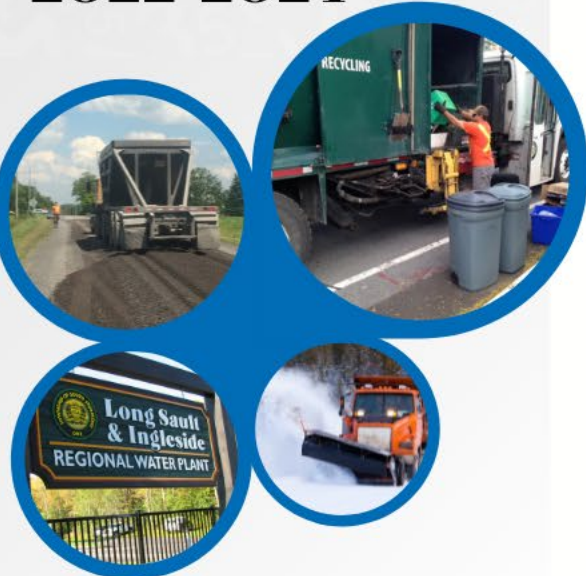
- ▶ ADT 238 (2019)
- ▶ Condition Rating 4/10 2017 RNS
- ▶ 10 Year Capital Plan – Not included
- ▶ Rationale – Multiple section repairs completed previously. Council commitment during 2021 Budget Deliberations
- ▶ Work Scope – Asphalt padding, driveway tie-in and asphalt overlay
- ▶ Cost – \$64,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Lefebvre Road Bridge Reconstruction

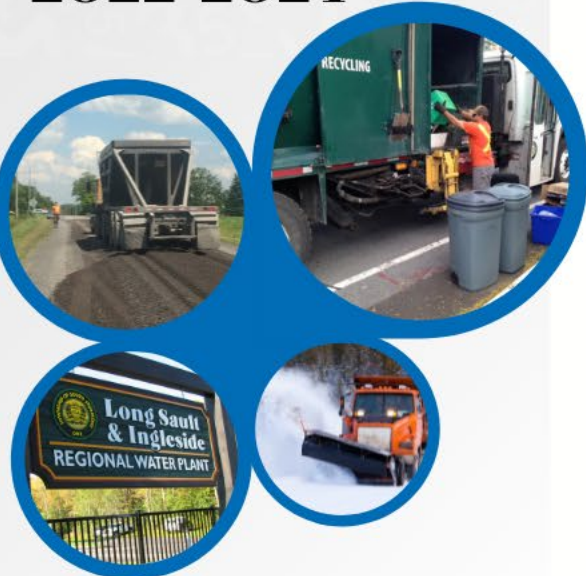
- ▶ Rationale – 2019 and 2021 OSIM Bridge inspections recommended rehabilitation in 2022
- ▶ Work Scope – construction of new ballast walls, topping slab replacement, new curbs and barriers to protect exterior girders, new concrete end walls guide rail and end treatments
- ▶ Cost - \$550,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Shaver Road Bridge Rehabilitation

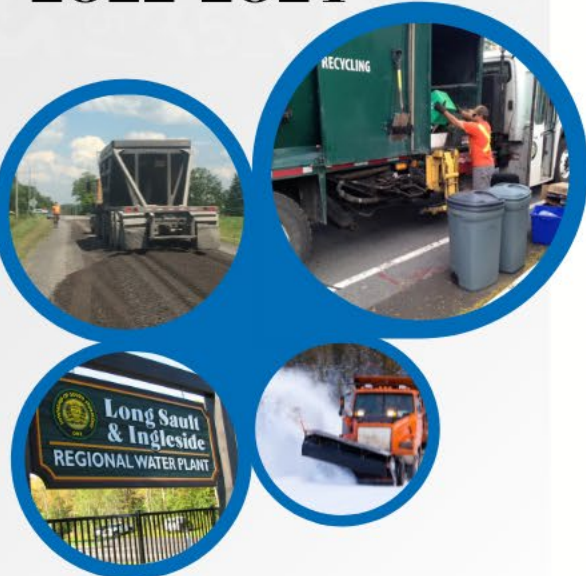
- ▶ Rationale – 2019 OSIM Bridge inspections recommended rehabilitation in 2020/2021. Work had been scheduled for 2022. 2021 Inspection revealed deterioration to the south bearing wall such that a recommendation was received from the consultant that the bridge be closed to vehicular traffic.
- ▶ Work Scope – Concrete repairs to both bearing walls involving in water work. Work will extend life of bridge approximately 20 years.
- ▶ Cost - \$200,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Transportation Services

Project: Hunters Road Culvert Engineering

- ▶ Rationale – 2021 OSIM Bridge Inspections recommends replacement of culvert in 2023
- ▶ Work Scope – Detailed design of new culvert
- ▶ Cost - \$40,000
- ▶ Funding Source – Property Tax





Public Works



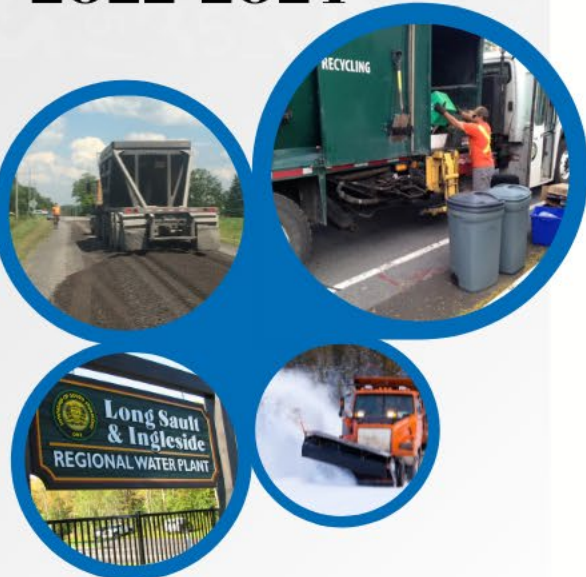
Proposed BUDGET 2022-2024



Proposed Capital Projects Transportation Services

Project: Capital Sidewalks

- ▶ Rationale – Sidewalk replacement in various locations to improve level of service and meet OADA requirements.
- ▶ Work Scope – Replacement of sidewalks in higher traffic areas which have reached the end of their useful life.
- ▶ Cost - \$75,000
- ▶ Funding Source – Property Tax

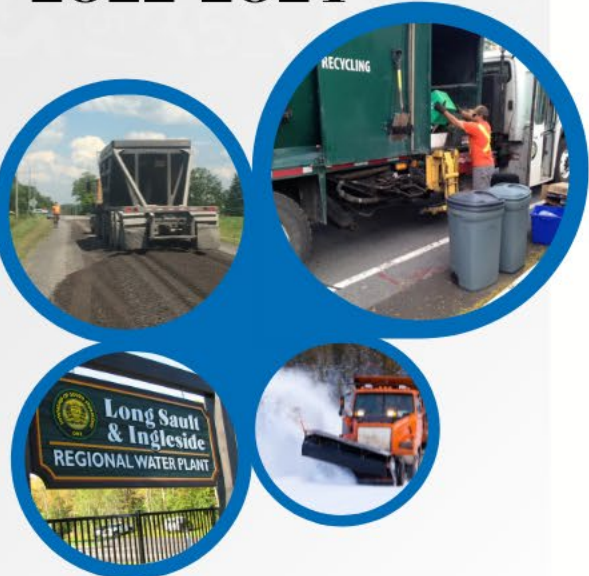




Public Works



Proposed BUDGET 2022-2024



Proposed Capital Projects Transportation Services

Project: New Streetlights

- ▶ Rationale – Additional streetlights as per staff recommendation and resident requests.
- ▶ Work Scope – Installation of 3-5 new streetlights. Proposed expenditure does not cover residents' requests or staff recommendations.
- ▶ Cost - \$15,000
- ▶ Funding Source – Property Tax



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects Fleet Replacement

Project: Tractor Loader Backhoe

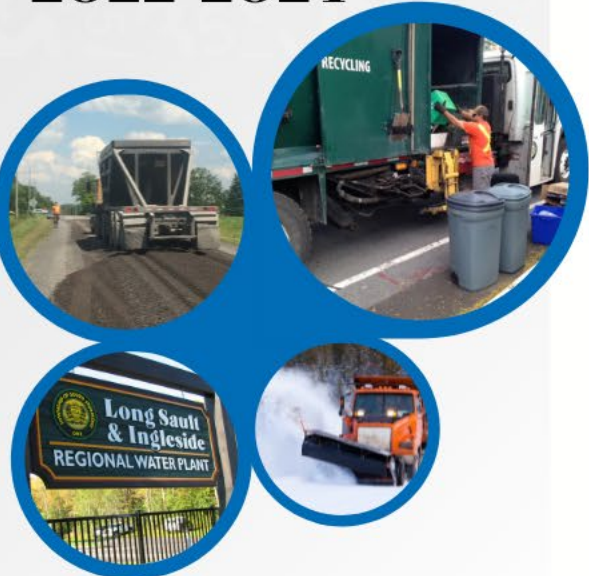
- ▶ Rationale – Current backhoe has reached the end of its service life, recommended in Fleet replacement schedule for 2023
- ▶ Work Scope –
- ▶ Cost - \$150,000
- ▶ Funding Source – Fleet replacement reserve



Public Works



Proposed **BUDGET** 2022-2024



Proposed Capital Projects

Refer to Handout

2022-2024 PROPOSED PUBLIC WORKS CAPITAL PROJECTS

2022 Proposed Capital Projects

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2021 Tax dollars
							\$ 281,000
Transportation	Roads	Maloney Road (DST w. FS)	\$ 281,000				\$ 281,000
Transportation	Roads	Headline Road - Asphalt Overlay (2020)	\$ 437,000				\$ 437,000
							\$ 121,000
Transportation	Roads	Mille Roches Rd (Asphalt Overlay	\$ 121,000				\$ 121,000
Transportation	Roads	Lakeside Drive (Phase 3) - reconstruction	\$ 877,000	\$ (830,786)			\$ 46,214
							\$ 217,800
Transportation	Roads	Savings Street (DST w. FS)	\$ 217,800				\$ 217,800
Transportation	Roads	Beaver Dam Road (Asphalt Overlay)	\$ 77,500				\$ 77,500
Transportation	Roads	Poplar Ave (Asphalt Overlay)	\$ 64,000				\$ 64,000
Transportation	Roads	Poplar Ave (Asphalt Overlay)	\$ 64,000				\$ 64,000
Transportation	Sidewalks	Sidewalks	\$ 75,000				\$ 75,000
Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Transportation	Bridge	Lefebvre Road Bridge - Reconstruction	\$ 550,000				\$ 550,000
Transportation	Bridge	Lefebvre Road Bridge - Reconstruction	\$ 40,000				\$ 40,000
Transportation	Culvert	Hunters Road Culvert Engineering	\$ 40,000				\$ 40,000
Transportation		SUB-TOTAL	\$ 2,755,300	\$ (830,786)	\$ -	\$ -	\$ 1,924,514
Transportation					\$ (150,000)		\$ -
Transportation	Fleet	Backhoe	\$ 150,000		\$ (150,000)		\$ -
Transportation	Fleet	Vehicle Replacement - 1 Ton Truck w. Dump Box	\$ 65,000		\$ (65,000)		\$ -
Transportation	Fleet	Vehicle Replacement - 1 Ton Truck w. Dump Box	\$ 65,000		\$ (65,000)		\$ -
Transportation	Fleet	SUB-TOTAL	\$ 215,000	\$ -	\$ (215,000)	\$ -	\$ -
Transportation							\$ 453,500
Waste Management	Waste Management	Trillium Landfill - Water Rights Easement Acquisition	\$ 453,500				\$ 453,500
Waste Management		SUB-TOTAL	\$ 453,500	\$ -	\$ -	\$ -	\$ 453,500



Public Works



Proposed **BUDGET** 2022-2024



Proposed 2023 Capital Projects Transportation

- ▶ East Island Causeway (Phase 4) Reconstruction - \$442,000
- ▶ Hunters Road Reconstruction - \$470,000
- ▶ Hunters Road Culvert Replacement - \$490,000
- ▶ Dafoe Road Reconstruction - \$571,000
- ▶ Capital Sidewalks - \$75,000
- ▶ New Streetlights - \$ 15,000
- ▶ **Total 2023 Capital Budget- \$2,063,000**



Public Works



Proposed **BUDGET** 2022-2024



Proposed 2024 Capital Projects Transportation

- ▶ North Lunenburg Road West Asphalt Overlay - \$61,000
- ▶ Hunters Road Reconstruction - \$470,000
- ▶ Myers Road Asphalt Overlay - \$468,000
- ▶ Atchison Road Surface Treatment Overlay - \$110,000
- ▶ Northfield Road Surface Treatment Overlay - \$76,000
- ▶ Northfield Road Reconstruction DST - \$174,000
- ▶ Campbell Bridge Rehabilitation - \$342,000
- ▶ Race Track Bridge Rehabilitation - \$255,000
- ▶ Capital Sidewalks - \$75,000
- ▶ New Streetlights - \$15,000
- ▶ Plow Truck - \$250,000
- ▶ **Total 2024 Capital Budget - \$2,296,000**

2022-2024 PROPOSED PUBLIC WORKS CAPITAL PROJECTS

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2021 Tax dollars
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2023 Proposed Capital Projects

Transportation	Roads	East Island Causeway (Phase 4) - reconstruction	\$ 442,000	\$ (277,863)			\$ 164,137
Transportation	Roads	Hunters Road Reconstruction (DST w.FS)	\$ 470,000				\$ 470,000
Transportation	Roads	Dafoe Road Reconstruction 089B (Asphalt)	\$ 571,000	\$ (571,000)			\$ -
Transportation	Sidealks	Sidewalks	\$ 75,000				\$ 75,000
Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Transportation	Street Lights	Street lights	\$ 490,000				\$ 490,000
Transportation	Bridge	Hunters Road Culvert - Replace Culvert	\$ 490,000				\$ 490,000
Transportation		SUB-TOTAL	\$ 2,063,000	\$ (848,863)	\$ -	\$ -	\$ 1,214,137

2024 Proposed Capital Projects

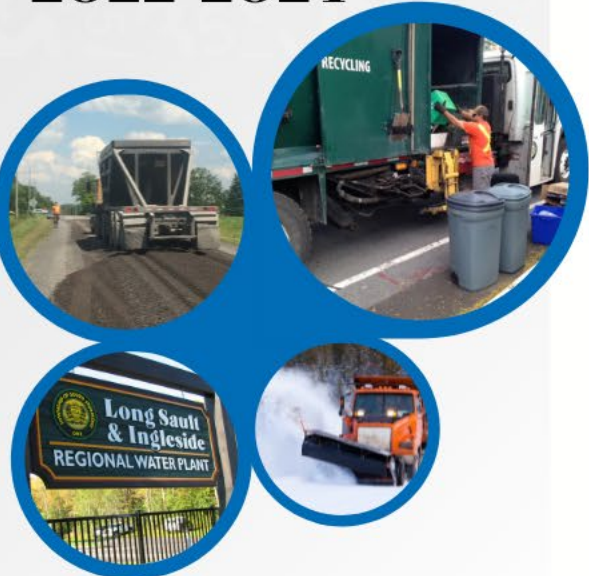
Transportation		NLRW (Asphalt Overlay)	\$ 61,000				\$ 61,000
Transportation		Hunters Road (DST w.FS)	\$ 470,000	\$ (380,863)			\$ 89,137
Transportation		Myers Road (Asphalt Overlay) 61	\$ 468,000	\$ (468,000)			\$ -
Transportation		Atchison Road - Single Surface Treatment with Fog Seal(SST w. FS Overlay) 040B/C	\$ 110,000				\$ 110,000
Transportation		Northfield Road (DST w. FS) 074A	\$ 174,000				\$ 174,000
Transportation		Northfield Road (SST w.FS) 74B	\$ 76,000				\$ 76,000
Transportation	Sidealks	Sidewalks	\$ 75,000				\$ 75,000
Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Transportation	Street Lights	Street lights	\$ 342,000				\$ 342,000
Transportation		Campbell Bridge - Rehab	\$ 342,000				\$ 255,000
Transportation		Race Track Bridge - Rehab	\$ 255,000				\$ 255,000
Transportation		SUB-TOTAL	\$ 2,046,000	\$ (848,863)	\$ -	\$ -	\$ 1,197,137
Transportation			\$ 250,000		\$ (250,000)		\$ -
Transportation	Fleet	Plow Truck	\$ 250,000	\$ -	\$ (250,000)	\$ -	\$ -
Transportation - Fleet		SUB-TOTAL					



Public Works



Proposed **BUDGET** 2022-2024



Questions?



Finance **BUDGET**

2022-2024

Proposed Budget Overview

November 3, 2021





Finance



Proposed **BUDGET** 2022-2024



Challenges in Finance

- ▶ Based on 2021 financial process, we have accomplished
 - ▶ New Chart of Accounts - design and implementation
 - ▶ Questica budget software – training and implementation
 - ▶ E-billing for Property Tax Accounts – design and implementation
 - ▶ Water Account recoding
 - ▶ Policy for reserve and reserve fund
 - ▶ Reserve and reserve fund reclassification
 - ▶ Prepare multiple year budget
 - ▶ New Finance Analyst position filled
 - ▶ Cash receipting procedure for various new online services offered



Finance



Proposed **BUDGET** 2022-2024



Initiatives 2022-2024

- ▶ Uploading cash receipting procedure
- ▶ Timesheet system analysis and implementation
- ▶ Work Order and Purchase Order analysis and implementation
- ▶ Outsourcing payroll
- ▶ Fees and charges review
- ▶ Long-Term financial strategic plan
- ▶ Finance department restructure
- ▶ Finance functional process
- ▶ Investment policy
- ▶ Covid finance process



Finance



Proposed **BUDGET** 2022-2024

Proposed Operations Budget Highlights

- ▶ Assist departments to apply for more funding/grants
- ▶ Improve cash receipting process
- ▶ Payroll process transition
- ▶ New financial position training
- ▶ Improve process surrounding property tax billing and collection
- ▶ Procurement process





Finance



Proposed **BUDGET** 2022-2024



Projects

- ▶ Uploading payments from various financial institutions
- ▶ Financial Application
 - ▶ Asset Management System
 - ▶ Work Order System
 - ▶ Purchase Order System



Finance



Proposed **BUDGET** 2022-2024

Finance Budget

Refer to handout



2022-2024 Operating Budget Summary

Division			
FINANCE		2022	2023
			2024
Revenues			
8480-PENALTIES	260,000	265,000	270,000
8481-INTEREST ON TAXES	180,000	185,000	190,000
8482-CHARGEBACKS	20,000	20,400	20,808
8520-TAX CERTIFICATES	50,000	51,000	52,020
8963-OTHER REVENUES	30,000	30,000	30,000
Total Revenues	540,000	551,400	562,828
Expenses			
1000-WAGES	323,654	339,749	346,656
1600-BENEFITS TOTAL	85,014	88,070	89,428
2000-REG TRAVEL-MILEAGE	1,100	1,119	1,139
2020-TRAINING FEES	5,500	5,597	5,695
2023-MEMBERSHIP FEES	6,200	6,300	6,500
3000-MATERIALS & SUPPLIES -	2,500	2,544	2,589
3100-OFFICE SUPPLIES	2,000	2,035	2,071
3129-OTHER EXPENSES	1,000	1,018	1,036
3180-TELEPHONE SERVICES	1,020	1,038	1,056
4000-CONSULTING SERVICES	85,000	86,496	88,018
4001-CONTRACTED SERVICES	20,000	20,000	20,000
5100-DONATIONS	10,000	10,000	10,000
5101-MISC DONATIONS	25,000	25,440	25,888
5810-BANK CHARGES	3,000	3,053	3,107
Total Expenses	570,988	592,459	603,182
Net Total	(30,988)	(41,059)	(40,354)



Finance



Proposed **BUDGET** 2022-2024

Questions?



Parks and Recreation BUDGET 2022-2024

Proposed Budget Overview
November 3, 2021





Parks and Recreation



Proposed BUDGET 2022-2024



Recent Accomplishments

▶ Completed Capital & Maintenance Projects

Project	Location
Painting and New Carpets	Long Sault Library
Condenser Tank & Hot Water Tank	Long Sault Arena
Internet Upgrades and Lobby Display Screen	Long Sault Arena
Simon Fraser Historical Plaque	Simon Fraser Park
Outdoor Rink House - Furnace Replacements	St. Andrews W. & Newington
Rotten Tree Removal (Ash & Various Species)	Various Park Locations
Purchase of Parkland in Lunenburg	Henry de Rooy Park
Purchase of New Bleachers & Picnic Tables	Various Park Locations
Construction and Install of Library Box	Moulinette Island



Parks and Recreation



Proposed BUDGET 2022-2024



Recent Accomplishments

- ▶ Purchase of new Zamboni Model 446



Previous Zamboni 445
2009 - 2021





Parks and Recreation



Proposed **BUDGET** 2022-2024



Recent Accomplishments

- ▶ Long Sault Tennis Court Resurfacing





Parks and Recreation



Proposed BUDGET 2022-2024



Recent Accomplishments

- ▶ Lost Villages – Capital Repairs & Maintenance



REPAIR & PAINT



REPAIR AND NEW FOUNDATION



BIKE RACK



Parks and Recreation



Proposed **BUDGET** 2022-2024



Recent Accomplishments

- ▶ Lost Villages – Capital Repairs & Roof Replacements





Parks and Recreation

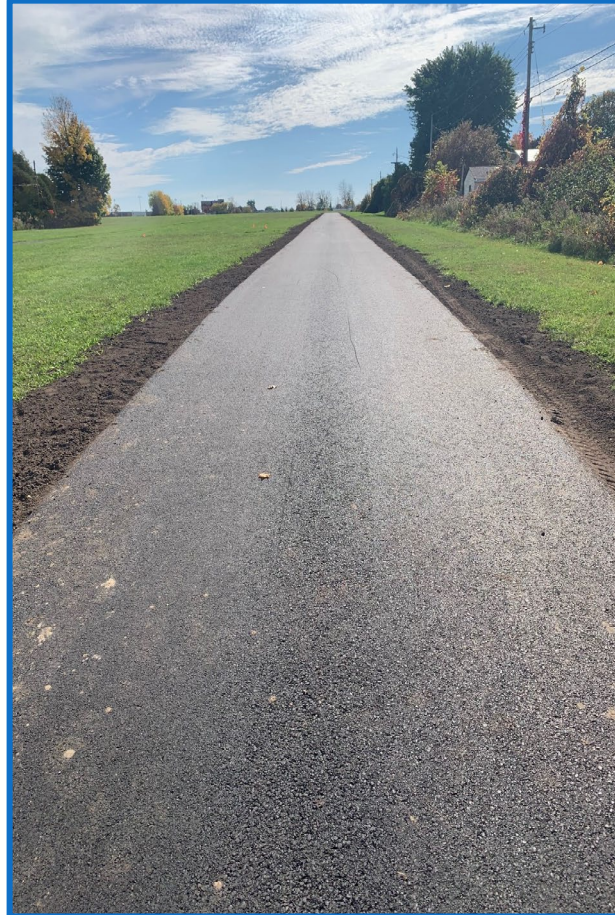


Proposed BUDGET 2022-2024



Recent Accomplishments

- ▶ Arnold Bethune Park – Multi-Use Path Phase I





Parks and Recreation



Proposed BUDGET 2022-2024



Recent Accomplishments

- ▶ Purchase (2021) and Install (2022) of Park Equipment



Arnold Bethune Park - Long Sault



MacLennan Park - Rosedale Terrace 8



Parks and Recreation



Proposed BUDGET 2022-2024



Recent Accomplishments

- ▶ Construction of Basketball/Rink Asphalt Pad



Initiatives Continuing

PROJECTS

COVID-19 Operations Adjustments (facilities and programs)

Access E11 Integration

Expansion of Online Facility Scheduling (public view)

Records Management and Retention

Application for “Bicycle Friendly Community” Status

Implementation of Recreation Facility Management Software

Raisin River Heritage Centre - Heritage Designation and Archives Solutions

Multi-Use Path Design and Feasibility Study - Long Sault Pipeline Corridor

Site Plan for Mille Roches Road Corridor - Various Properties

Research Parkland Options on Ault Island

Negotiations for Purchase of Waterfront Lands and Future Projects

Negotiations for Lease Agreement of Lancer Community Centre

Feasibility Study for Energy Efficiency Grant - Solar Panel Projects (arena)



Parks and Recreation



Proposed BUDGET 2022-2024



Proposed Operations Budget Highlights - 2022



Parks and Recreation



Proposed **BUDGET** 2022-2024

- ▶ Commence repairs at Willis and Waterdown Cemeteries
- ▶ Continued replacement of old picnic tables
- ▶ Lost Villages building maintenance for Barber Shop and install of extra bike rack and bike repair station
- ▶ Replace dressing room benches and minor renovations to referee room and washrooms at Long Sault Arena
- ▶ Various employee training programs and certifications
- ▶ Roof repairs to various recreation facilities
- ▶ Continued removal of rotten ash trees in various parks



Proposed Operations Budget 2022 - 2024



Parks and Recreation



Proposed **BUDGET** 2022-2024



Refer to Handout

2022 - 2024 Parks and Recreation DRAFT Operating Budget Summary

	2022	2023	2024
REVENUES			
7000 - PARKS & RECREATION ADMIN	\$ 170,000	\$ 182,500	\$ 195,000
7100 - PARKS	\$ 2,550	\$ 2,595	\$ 2,641
7200 - RECREATION PROGRAMS	\$ 65,000	\$ 66,300	\$ 67,626
7210 - SPECIAL EVENTS	\$ 10,000	\$ 10,140	\$ 10,283
7310 - ARENA	\$ 342,750	\$ 349,605	\$ 356,597
7330 - COMMUNITY HALLS	\$ 18,000	\$ 18,360	\$ 18,727
7340 - GYMNASIUMS	\$ 10,000	\$ 10,200	\$ 10,404
7350 - POOLS	\$ 40,000	\$ 40,800	\$ 41,616
7400 - LIBRARY	\$ 40,000	\$ 40,800	\$ 41,616
Total PARKS & RECREATIONS	698,300	721,300	744,510
EXPENDITURES			
7000 - PARKS & RECREATION ADMIN	\$ 456,301	\$ 481,146	\$ 496,403
7100 - PARKS	\$ 58,031	\$ 59,139	\$ 60,269
7130 - BASEBALL DIAMONDS	\$ 1,894	\$ 1,927	\$ 1,961
7200 - RECREATION PROGRAMS	\$ 197,054	\$ 201,635	\$ 204,793
7210 - SPECIAL EVENTS	\$ 54,953	\$ 55,920	\$ 56,904
7300 - FACILITIES - ADMIN	\$ 570	\$ 580	\$ 590
7310 - ARENA	\$ 459,458	\$ 475,054	\$ 482,723
7320 - OUTDOOR RINKS	\$ 58,775	\$ 59,851	\$ 60,883
7330 - COMMUNITY HALLS	\$ 11,505	\$ 11,741	\$ 11,929
7340 - GYMNASIUMS	\$ 13,177	\$ 13,409	\$ 13,645
7350 - POOLS	\$ 71,337	\$ 72,932	\$ 74,145
7360 - SPLASH PADS	\$ 2,674	\$ 2,721	\$ 2,769
7400 - LIBRARY	\$ 18,329	\$ 18,652	\$ 18,980
7500 - MUSEUM	\$ 54,626	\$ 55,587	\$ 56,561
7510 - LOST VILLAGES	\$ 49,081	\$ 70,377	\$ 71,587
7520 - HERITAGE CENTRE	\$ 10,584	\$ 10,770	\$ 10,960
Total Expenses	1,518,349	1,591,441	1,625,102
Net Total	(820,049)	(870,142)	(880,592)



Parks and Recreation



Proposed BUDGET 2022-2024



Proposed Capital Projects

- ▶ Arnold Bethune Park – Multi-Use Path Phase II – CCRF Grant

Long Sault Trail Network and Future Opportunities





Parks and Recreation



Proposed BUDGET 2022-2024



Proposed Capital Projects

- ▶ Mille Roches Road Corridor – Multi-Use Path – OTF Grant

Long Sault Trail Network and Future Opportunities





Parks and Recreation



Proposed **BUDGET** 2022-2024



Proposed Capital Projects

- ▶ Park Equipment Upgrades – CCRF Grants

\$56,000 per location

- ▶ Maple Street Park
- ▶ Simon Fraser Park
- ▶ Moulinette Island Park
- ▶ Chase Meadows Park
- ▶ Arrowhead Estates Park





Parks and Recreation



Proposed **BUDGET** 2022-2024



\$42,500 Upgrade

- ▶ Lloyd Hawn Park - Newington

Proposed Capital Projects

- ▶ Park Equipment Upgrades - L.E.A.F. Grant





Parks and Recreation



Proposed BUDGET 2022-2024



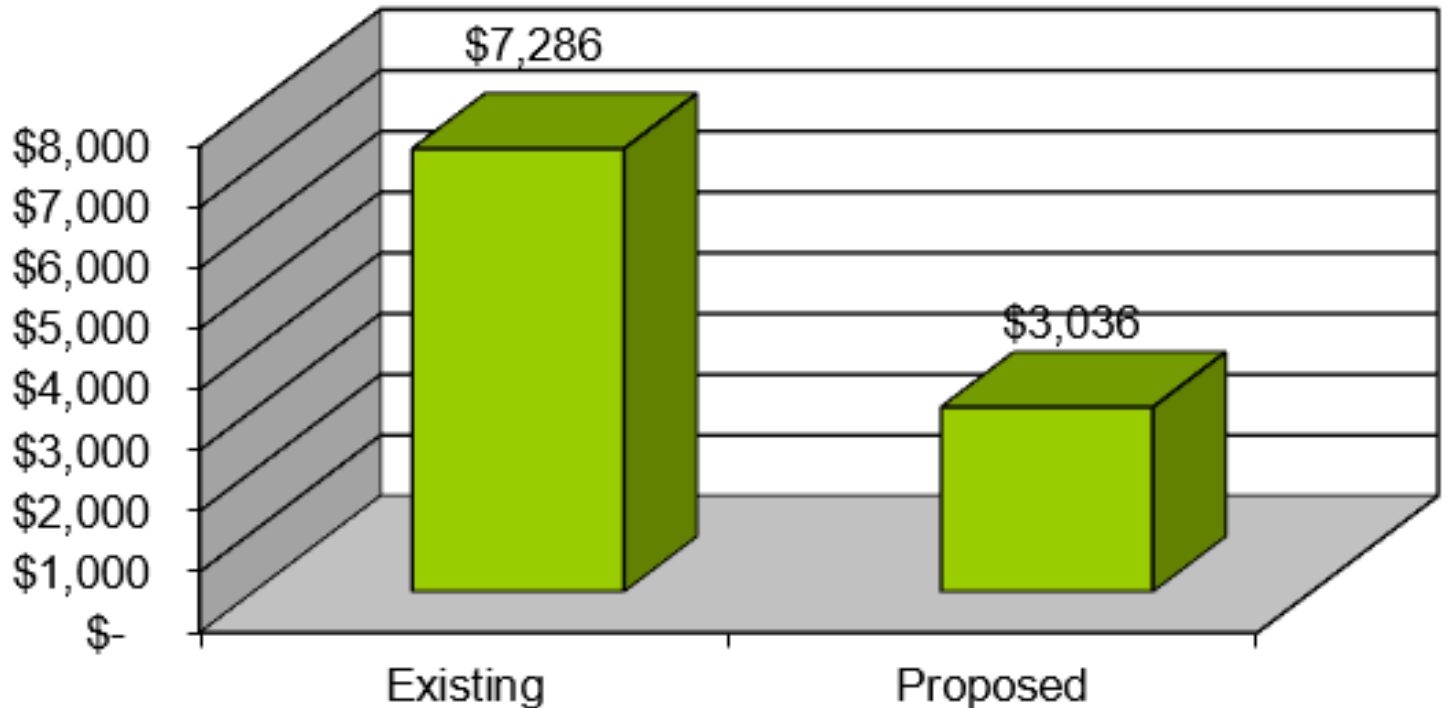
Proposed Capital Projects

- ▶ LED Lighting Upgrade – SaveONenergy Grant

\$37,500 Upgrade- With Annual Hydro Savings of \$4,000

- ▶ Long Sault Arena

Annual Energy Costs per Lighting Systems





Parks and Recreation



Proposed **BUDGET** 2022-2024



\$72,875 per location

- ▶ Ingleside Community Park
- ▶ Arnold Bethune Park
- ▶ Simon Fraser Park
- ▶ Lost Villages Museum

Proposed Capital Projects

- ▶ Community Park Pavilions - ICIP Grants





Parks and Recreation

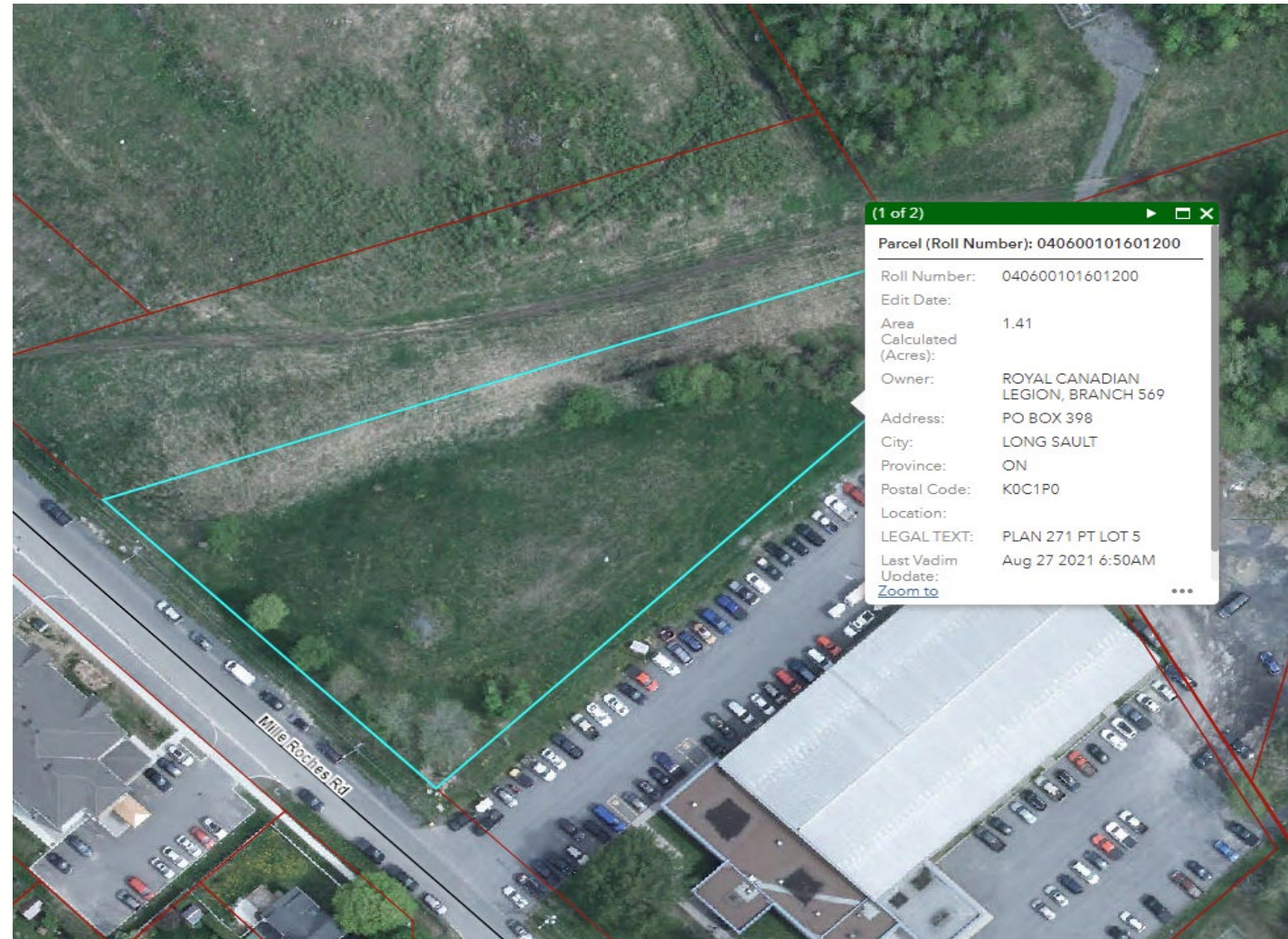


Proposed BUDGET 2022-2024



Proposed Project

- ▶ Negotiate Purchase of Land – Legion Property (Long Sault)





Parks and Recreation



Proposed **BUDGET** 2022-2024



Proposed Project

- ▶ Conceptual Design and Estimate of Dog Park and Kayak Launch (Waterfront Projects)
- ▶ Long Sault (Dog Park)
- ▶ Ingleside (Kayak Launch)



OVERVIEW - 2022 CAPITAL BUDGET



Parks and Recreation



Proposed **BUDGET** 2022-2024

Refer to Handout





Parks and Recreation



Proposed BUDGET 2022-2024

LIST OF 2023 CAPITAL PROJECTS

Refer to Handout





Parks and Recreation



Proposed BUDGET 2022-2024

LIST OF 2024 CAPITAL PROJECTS

Refer to Handout



PARKS and RECREATION PROPOSED 2022 - 2024 CAPITAL BUDGET

2022 PROPOSED DRAFT CAPITAL BUDGET

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2021 Tax dollars
			\$ 236,000	\$ (177,000)			\$ 59,000
Parks & Recreation	Parks	Arnold Bethune Park (Long Sault)	\$ 236,000	\$ (177,000)			\$ 59,000
Parks & Recreation	Parks	Maple Street Park (Ingleside)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Simon Fraser Park (St. Andrews W.)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Simon Fraser Park (St. Andrews W.)	\$ 50,000	\$ (37,500)			\$ 6,470
Parks & Recreation	Parks	Moulinette Island Park (Long Sault)	\$ 50,000	\$ (43,530)			\$ 12,500
Parks & Recreation	Parks	Chase Meadows Park (Long Sault)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Arrowhead Estates Park (Long Sault)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Arnold Bethune Park (Long Sault)	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Arnold Bethune Park (Long Sault)	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Simon Fraser Park (St. Andrews W.)	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Ingleside Community Park	\$ 72,875	\$ (53,439)			\$ -
Parks & Recreation	Parks	Ault Park (Lost Villages Museum)	\$ 72,875	\$ (72,875)			\$ -
Parks & Recreation	Parks	Construction of Multi-Use Path - Mille Roches Corridor	\$ 305,000	\$ (305,000)			\$ 29,100
Parks & Recreation	Parks	LED Lighting Upgrade	\$ 37,500	\$ (8,400)			\$ -
Parks & Recreation	Parks	LED Lighting Upgrade	\$ 42,500	\$ (42,500)			\$ -
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 42,500	\$ (42,500)			\$ -
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 1,162,500	\$ (959,623)	\$ -	\$ -	\$ 202,877
Parks & Recreation		SUB-TOTAL	\$ 1,162,500	\$ (959,623)	\$ -	\$ -	\$ 202,877

2023 PROPOSED DRAFT CAPITAL BUDGET

Parks & Recreation	Parks	Demolition of Raisin River Heritage Centre	\$ 750,000		\$ (750,000)		\$ -
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 40,000
Parks & Recreation	Parks	LED Lighting Upgrades	\$ 60,000	\$ (20,000)			\$ 45,000
Parks & Recreation	Parks	Compressor Replacement (x2)	\$ 130,000	\$ (45,000)	\$ (40,000)		\$ 25,000
Parks & Recreation	Parks	Compressor Replacement (x2)	\$ 25,000				\$ 25,000
Parks & Recreation	Parks	Digital Lawn Sign	\$ 30,000				\$ 30,000
Parks & Recreation	Parks	Electrical Panel Replacement	\$ 30,000				\$ 30,000
Parks & Recreation	Parks	Electrical Panel Replacement	\$ 1,095,000	\$ (102,500)	\$ (790,000)	\$ -	\$ 202,500
Parks & Recreation		SUB-TOTAL	\$ 1,095,000	\$ (102,500)	\$ (790,000)	\$ -	\$ 202,500

2024 PROPOSED DRAFT CAPITAL BUDGET

Parks & Recreation	Parks	Tree Planting	\$ 50,000	\$ (20,000)	\$ (20,000)		\$ 10,000
Parks & Recreation	Parks	Multi-Use Path construction or upgrades	\$ 350,000	\$ (200,000)	\$ (75,000)		\$ 75,000
Parks & Recreation	Parks	Multi-Use Path construction or upgrades	\$ 550,000	\$ (250,000)	\$ (250,000)		\$ 50,000
Parks & Recreation	Parks	Waterfront Park Development	\$ 550,000	\$ (250,000)	\$ (250,000)		\$ 12,500
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000	\$ (37,500)			\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 1,050,000	\$ (507,500)	\$ (345,000)	\$ -	\$ 197,500
Parks & Recreation		SUB-TOTAL	\$ 1,050,000	\$ (507,500)	\$ (345,000)	\$ -	\$ 197,500



Parks and Recreation



Proposed **BUDGET** 2022-2024



Questions?



Planning and Building

BUDGET

2022-2024

Proposed Budget Overview

November 3, 2021





Planning and Building

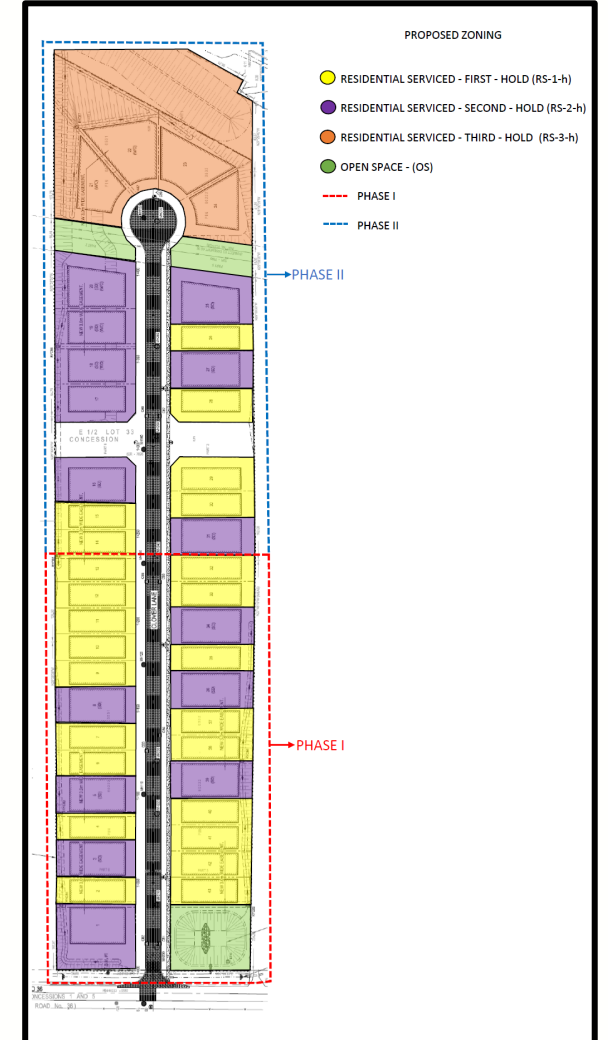


Proposed BUDGET 2022-2024



- ▶ Building By-law
- ▶ Site Plan and Subdivision Design Guidelines
- ▶ Approval Fenton Farm Subdivision
- ▶ Approval Lalande Subdivision
- ▶ Approval Stonegate Subdivision
- ▶ Long Sault East Industrial Park Land Sales
- ▶ Maple Court Site Plan

Recent Accomplishments





Planning and Building

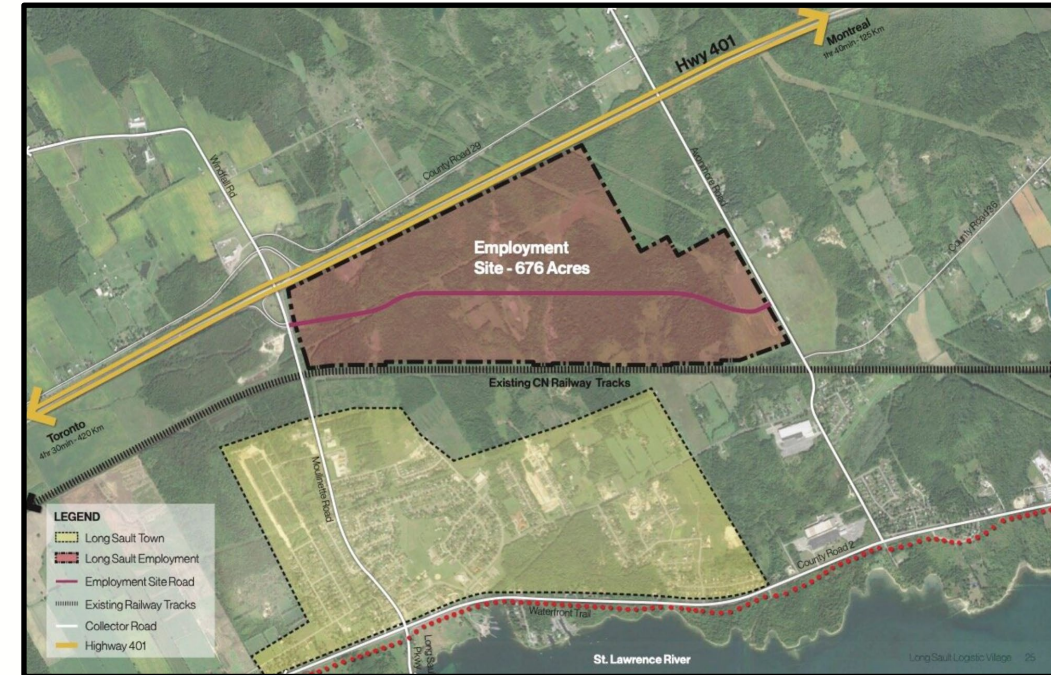


Proposed BUDGET 2022-2024



- ▶ Camino/Avenue 31 Development
- ▶ Waterfront Plan and Beaches Property Implementation Plans
- ▶ Development Charges Study
- ▶ John Chase Farm Subdivision
- ▶ Wills Transfer Development
- ▶ Mixed-Use Development Highway 138
- ▶ Next Phase of Cloudpermit Implementation (Planning)
- ▶ Evaluate Pedestrian Connectivity Options Along County Road 36 (Post Road)

Initiatives Continuing





Planning and Building



Proposed **BUDGET** 2022-2024

Proposed Operations Budget Highlights

- ▶ Development of Digital Lot Grading Layer
- ▶ Waterfront Plan Implementation Plans and Associated Studies
- ▶ Planning Fee Review (Service Delivery Review Recommendation)
- ▶ Similar or Greater Construction Volumes Anticipated





Planning and Building



Proposed BUDGET 2022-2024



Operations Budget

2022 - 2024 Operating Budget Summary

Division	2022	2023	2024
PLANNING & BUILDING	\$461,000	\$469,100	\$477,362
8100 - PLANNING & ZONING	\$80,000	\$81,600	\$83,232
8500 - BUILDING PERMIT AND INSPECTION SERVICES	\$381,000	\$387,500	\$394,130
Total Revenues	\$461,000	\$469,100	\$477,362
PLANNING & BUILDING	\$851,893	\$782,700	\$804,591
8100 - PLANNING & ZONING	\$319,566	\$324,662	\$329,848
8500 - BUILDING PERMIT AND INSPECTION SERVICES	\$532,327	\$458,037	\$474,743
Total Expenses	\$851,893	\$782,700	\$804,591
Net Total	\$(390,893)	\$(313,600)	\$(327,229)



Planning and Building

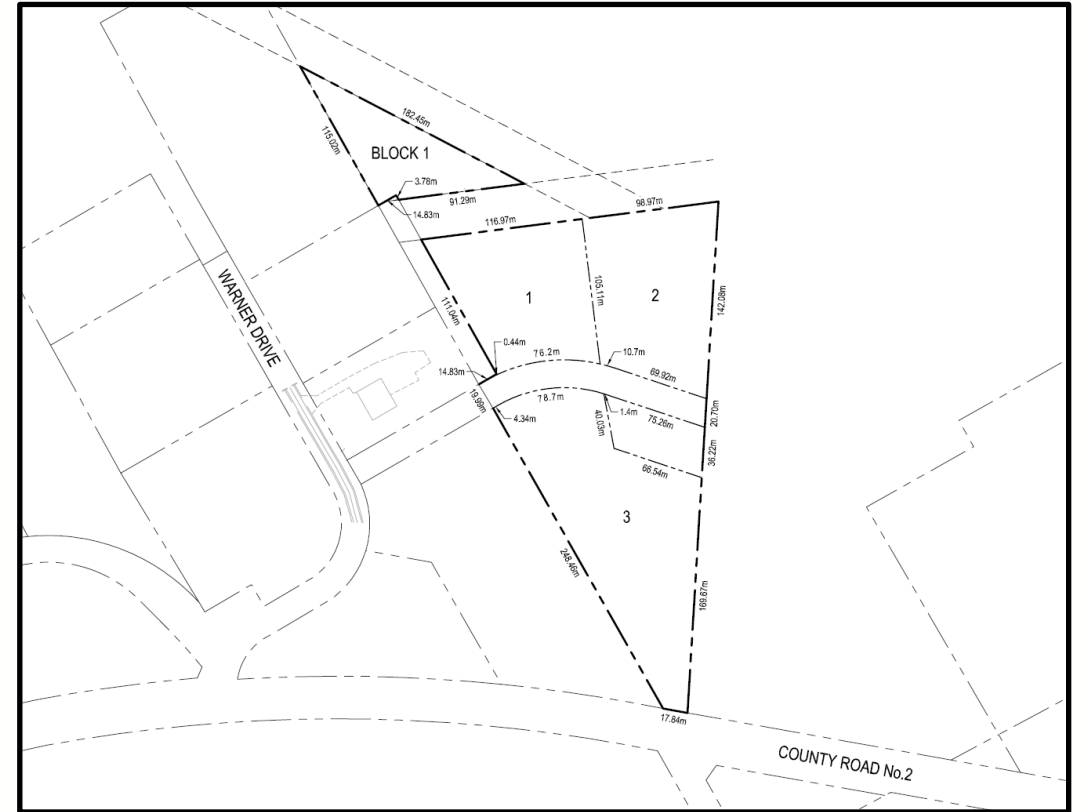


Proposed BUDGET 2022-2024



- ▶ Long Sault East Industrial Park – Future Phase Studies East/West of Phase 1 - \$165,000 - Investment Ready Certified Site 50% of eligible costs up to \$50,000
- ▶ Long Sault East Industrial Park – Phase 1 Stormwater Management Facility - \$175,906

Proposed Capital Projects





Planning and Building



Proposed **BUDGET** 2022-2024

Questions?





Financial Analysis **BUDGET**

2022-2024

**Proposed Budget Overview
November 3, 2021**





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Budget Financial Analysis

- ▶ Multi-Year Budget
- ▶ Current Financial Status
- ▶ 2022-2024 Financial Projection
 - ❑ 2022-24 Operating Budget Summary
 - ❑ 2022-24 Capital Projects Summary
 - ❑ Grant & Funding
 - ❑ Reserves & Reserve Funds
 - ❑ Taxation
 - ❑ Debt





Finance



Proposed **BUDGET** 2022-2024

Multi - Year Budget





Finance



Proposed **BUDGET** 2022-2024

Multi-Year Budget

- ▶ 2022 is a significant year for the Township of South Stormont. Unlike previous years when Township budgets were one year at a time, this year, we are presenting operating and capital budgets for the next 3 years.
- ▶ The multi-year budget process provides Council with an opportunity to make adjustments to the budgets each year as part of an annual update process. Council will still be required to vote on the annual operating and capital budgets each year.
- ▶ Multi-year budgeting allows us to take a longer-term view of Township's needs and better plan for stable service delivery and infrastructure investment.





Finance



Proposed **BUDGET** 2022-2024

Multi-Year Budget

- ▶ The multi-year budgets will also provide a blueprint for transformative change in the way we deliver key services and invest in infrastructure while providing certainty and predictability for taxpayers.
- ▶ Key priorities for the multi-year budgets include investment in community safety, community services, roads, fire protection as well as controlling expenses and driving efficiencies.
- ▶ The multi-year budget process will reflect community strategic plan, waterfront plan and asset management plan and develop more efficient services to community.





Finance



Proposed **BUDGET** 2022-2024

Multi-Year Budget

- ▶ The Township's population is on track to continue to grow steadily and strongly over the coming decades. It is critical that we manage and support this growth by investing in the right infrastructure and services at the right time so these investments are in place when we need them.
- ▶ The new multi-year budget process is more open and transparent than previous annual budget processes and has provided greater opportunity for active involvement of all members of community.
- ▶ Overall, we believe the 2022-2024 multi-year budgets present a responsible plan that will build our growing Township for the future.





Finance



Proposed **BUDGET** 2022-2024



Current Financial Status



Finance



Proposed **BUDGET** 2022-2024



Current Financial Status

Refer to Handouts

Revenue & Expenditure

October 27th 2021

	Year To Date	Annual Budget 2021	Budget Remaining	% Remaining
	2021		2021	2021
	Actual	Budget		
Revenue				
Taxation	7,642,136	7,558,065 -	84,071	-1%
Payments-In-Lieu	470,601	504,670	34,069	7%
Fees And Charges	459,563	1,208,074	748,511	62%
Unconditional Grants	1,164,969	1,862,443	697,474	37%
Conditional Grants	324,063	512,845	188,782	37%
Rental Income	358,448	561,470	203,023	36%
Investment Income	434,648	351,000 -	83,648	-24%
Donations & Others	546,639	698,550	151,911	22%
Loan Funding/Debentures	559,350	2,055,950	1,496,600	73%
Contribution From Reserves	2,338,094	2,368,094	30,000	1%
Total Revenue	14,298,511	17,681,161	3,382,651	19%
Expenditure				
General Government	2,448,694	4,015,898	1,567,204	39%
Protection Of Persons And Property	80,731	155,250	74,519	48%
Fire And Rescue	1,357,370	1,946,973	589,603	30%
Parks And Recreation	1,169,901	2,231,712	1,061,811	48%
Building & Planning	1,225,756	1,227,526	1,770	0%
Economic Development	63,741	334,134	270,393	81%
Transportation & Fleet Services	3,691,239	5,491,067	1,799,828	33%
Waste management	1,342,343	2,130,914	788,571	37%
Drainage	73,118	147,690	74,572	50%
Total Expenditure	11,452,893	17,681,161	6,228,269	35%
Total Surplus/Deficit	2,845,618 -	0 -	2,845,618	

2021 Grants & Funding

	GL Code	Received	Expected	Total
OMPF	2-9-1000-8205	\$902,600		\$902,600
OCIF	2-9-1000-8220	\$262,369	\$52,474	\$314,843
Federal Student Grant	2-9-1000-8211		\$85,418	\$85,418
2021 Covid-19 Recovery Funding	2-9-1400-8963	\$108,284	\$108,284	\$216,568
Celebrate Canada Funding	2-9-7210-8701 (72101)	\$7,000		\$7,000
Recycling Grant -Stewardship Ont.	2-9-4600-8239	\$59,914	\$59,914	\$119,828
Recycling Grant -Aggregate Resource	2-9-4600-8239	\$106,430		\$106,430
Barlow Community Benefit Fund	2-9-1900-8240	\$20,000		\$20,000
OMAFRA - Drainage Grant	2-9-4900-8220	\$7,135		\$7,135
Ont. Fire Marshall	2-9-2000-8555	\$7,800		\$7,800
Enbridge Fire Training Grant	2-9-2000-8555 (20002)	\$7,500		\$7,500
ICIP - Accessible play structures(Arnold Bethune & MacLennan Park)			\$113,845	\$113,845
ICIP - Community Parks Pavilion Projects			\$213,757	\$213,757
ICIP - Community Park Multi-Use Path Project			\$99,999	\$99,999
		\$1,489,032	\$733,691	\$2,222,723

Reserves & Reserve Funds

Name	(2020 Balance)	2021 projected Balance
Total Reserve Funds	\$	3,061,937	\$	3,207,937
Reserves				
GENERAL GOVERNMENT TOTAL	\$	5,475,527	\$	2,191,818
FACILITY TOTAL	\$	330,356	\$	1,105,356
PPP - FIRE AND RESCUE TOTAL	\$	540,487	\$	237,482
PPP - OTHER TOTAL	\$	25,000	\$	25,000
BUILDING TOTAL	\$	60,405	\$	60,405
TRANSPORTATION SERVICES TOTAL	\$	472,719	\$	724,509
PARKS AND RECREATION TOTAL	\$	86,491	\$	352,956
PLANNING TOTAL	\$	-	\$	106,000
ECONOMIC DEVELOPMENT TOTAL	\$	243,331	\$	768,331
ENVIRONMENTAL SERVICES TOTAL	\$	4,381,789	\$	3,222,336
Total Reserves & Reserve Funds	\$	14,678,042	\$	12,116,703



Finance



Proposed BUDGET 2022-2024



Current Financial Status

Debt Continuity Schedule 2021

Old Codes	New Codes	Description	Opening	Advance	Payments	Principal	Interest	Closing
					From next tabs			
		20 Yr. Fire Truck		559,350.00	11,888.80	7,194.33	4,694.47	552,155.67
1-2-1250-1601	5-7-4330-0800	30 Yr. Water - Windermere 2019	288,521.60		14,429.31	6,655.16	7,774.15	281,866.44
1-2-1250-4410	5-7-4311-0801	30YE Water - 2007	3,751,102.32	-	290,493.34	190,117.85	100,375.49	3,560,984.47
1-2-1250-1600	2-7-1800-0800	Municipal Building - 2012	1,313,249.39	-	244,714.52	200,234.84	44,479.68	1,113,014.55
1-2-1250-1610	2-7-5200-0800	Medical Clinic - 2015	1,141,277.47	-	98,149.08	63,104.74	35,044.34	1,078,172.73
1-2-1250-3800	2-7-3500-0800	LTD Street Lights - 2015	237,767.31	-	63,095.60	57,080.96	6,014.64	180,686.34
1-2-1250-1620	2-7-1610-0800	EMS Building 2016	599,460.64	-	36,401.76	22,973.14	13,428.62	576,487.51
Excluding tile drains			7,331,378.73	559,350.00	759,172.41	547,361.01	211,811.39	7,343,367.72
1-2-1250-4010	2-7-1000-0820		132,639.42		32,920.79	25,482.68	7,438.11	107,156.74
Including tile drains			7,464,018.15	559,350.00	792,093.20	572,843.69	219,249.50	7,450,524.46



Finance



Proposed **BUDGET** 2022-2024

2022-2024 Operating Budget Summary





Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Operating Budget Summary

Division	2022	2023	2024
FIRE RESCUE & OTHER	107,150	109,643	112,176
GENERAL GOVERNMENT	11,170,740	11,366,378	11,729,297
PARKS & RECREATIONS	698,300	721,300	744,510
PLANNING & BUILDING	461,000	469,100	477,362
PUBLIC WORKS	774,844	759,196	756,390
Total Revenues	13,212,034	13,425,618	13,819,735
FIRE RESCUE & OTHER	1,632,483	1,610,849	1,635,080
GENERAL GOVERNMENT	3,749,037	3,815,643	3,919,909
PARKS & RECREATIONS	1,518,349	1,591,441	1,625,102
PLANNING & BUILDING	851,893	782,700	804,591
PUBLIC WORKS	5,163,101	5,277,142	5,257,647
Total Expenses	12,914,863	13,077,775	13,242,328
Net Total	297,171	347,842	577,406



Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Operating Budget Summary

2022-2024 Multi-Year Net Budget Projection

Division	2021 Net Budget	2022 Net Budget	2023 Net Budget	2024 Net Budget	2022-2024 Net Increase (decrease)	2022-2024 Average Annual Net % Increase (Decrease)
Net Budget						
GENERAL GOVERNMENT	\$ 587,659	287,523	389,768	448,735	161,212	18.69%
PROTECTION OF PRSONS AND PF	\$ 107,750	118,955	123,787	125,280	6,325	1.77%
FIRE AND RESCUE	\$ 1,247,568	1,406,378	1,377,419	1,397,624	- 8,754	-0.21%
TRANSPORTATION SERVICES	\$ 2,928,396	3,189,482	3,319,874	3,287,772	98,290	1.03%
PARKS AND RECREATION	\$ 783,933	820,049	870,141	880,592	60,543	2.46%
PLANNING AND BUILDING	\$ 253,142	390,893	313,600	327,229	- 63,664	-5.43%
WASTE MANAGEMENT	\$ 1,187,027	1,158,066	1,154,478	1,166,908	8,842	0.25%
DRAINAGE	\$ 65,690	40,709	43,594	46,577	5,868	4.80%
Total	\$ 7,161,165	7,412,055	7,592,661	7,680,717	268,662	23.37%
Capital Contribution	396,900.00	297,171	347,842	577,406	280,235	31.43%
Based on Tax rate increase		2%	3%	4%		



Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Operating Budget Summary

Annual Operating Impact to Average Residential Family

	2021	2022	2023	2024 Average
Average assessed Residential Property Value: 206,000				
GENERAL GOVERNMENT	\$ 72.50	\$ 35.47	\$ 48.08	\$ 55.36
PROTECTION OF PRSONS AND FIRE AND RESCUE	\$ 13.29	\$ 14.67	\$ 15.27	\$ 15.45
TRANSPORTATION SERVICES	\$ 153.90	\$ 173.49	\$ 169.92	\$ 172.41
PARKS AND RECREATION	\$ 361.25	\$ 393.46	\$ 409.55	\$ 405.59
PLANNING AND BUILDING	\$ 96.71	\$ 101.16	\$ 107.34	\$ 108.63
WASTE MANAGEMENT	\$ 31.23	\$ 48.22	\$ 38.69	\$ 40.37
DRAINAGE	\$ 146.43	\$ 142.86	\$ 142.42	\$ 143.95
CAPITAL PROJECTS	\$ 8.10	\$ 5.02	\$ 5.38	\$ 5.75
Total Cost of Municipal Services	\$ 48.96	\$ 36.66	\$ 42.91	\$ 71.23
	\$ 932.38	\$ 951.03	\$ 979.56	\$ 1,018.74
				\$ 983.11





Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Operating Budget Summary

Daily Operating Impact to Average Residential Family

	2021	2022	2023	2024 Average
Average assessed Residential Property Value: 206,000				
GENERAL GOVERNMENT	\$ 0.20	\$ 0.10	\$ 0.13	\$ 0.15
PROTECTION OF PRSONS AND FIRE AND RESCUE	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
TRANSPORTATION SERVICES	\$ 0.99	\$ 1.08	\$ 1.12	\$ 1.11
PARKS AND RECREATION	\$ 0.26	\$ 0.28	\$ 0.29	\$ 0.30
PLANNING AND BUILDING	\$ 0.09	\$ 0.13	\$ 0.11	\$ 0.11
WASTE MANAGEMENT	\$ 0.40	\$ 0.39	\$ 0.39	\$ 0.39
DRAINAGE	\$ 0.02	\$ 0.01	\$ 0.01	\$ 0.02
CAPITAL PROJECTS	\$ 0.13	\$ 0.10	\$ 0.12	\$ 0.20
Total Cost of Municipal Services	\$ 2.55	\$ 2.61	\$ 2.68	\$ 2.79





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Financial Projection Operating Budget Summary

- ▶ Enhance the capacity of the services
- ▶ Restructure the working functions
- ▶ Focus on long-term growth
- ▶ Collaboration with community strategical plan
- ▶ Contribute reserves to fire hall replacement, waterfront projects
- ▶ Modernize the municipal processes
- ▶ Asset management plan





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Capital Projects Summary





Finance



Proposed **BUDGET** 2022-2024



Capital Projects Summary

Refer to Handouts

2022 SUMMARY of PROPOSED PROJECTS

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2022 Tax dollars
Public Works - Transportation	Roads	Maloney Road (DST w. FS)	\$ 281,000				\$ 281,000
Public Works - Transportation	Roads	Headline Road - Asphalt Overlay (2020)	\$ 437,000				\$ 437,000
Public Works - Transportation	Roads	Mille Roches Rd (Asphalt Overlay	\$ 121,000				\$ 121,000
Public Works - Transportation	Roads	Lakeside Drive (Phase 3) - reconstruction	\$ 877,000	\$ (830,786)			\$ 46,214
Public Works - Transportation	Roads	Savings Street (DST w. FS)	\$ 217,800				\$ 217,800
Public Works - Transportation	Roads	Beaver Dam Road (Asphalt Overlay)	\$ 77,500				\$ 77,500
Public Works - Transportation	Roads	Poplar Ave (Asphalt Overlay)	\$ 64,000				\$ 64,000
Public Works - Transportation	Roads	Poplar Ave (Asphalt Overlay)	\$ 75,000				\$ 75,000
Public Works - Transportation	Sidewalks	Sidewalks	\$ 75,000				\$ 75,000
Public Works - Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Public Works - Transportation	Bridge	Lefebvre Road Bridge - Re-construction	\$ 550,000				\$ 550,000
Public Works - Transportation	Culvert	Hunters Road Culvert Engineering	\$ 40,000				\$ 40,000
Public Works - Transportation		SUB-TOTAL	\$ 2,755,300	\$ (830,786)	\$ -	\$ -	\$ 1,924,514
Public Works - Transportation		SUB-TOTAL			\$ (150,000)		\$ -
Public Works - Transportation	Fleet	Backhoe	\$ 150,000		\$ (150,000)		\$ -
Public Works - Transportation	Fleet	Vehicle Replacement - 1 Ton Truck w. Dump Box	\$ 65,000		\$ (65,000)		\$ -
Public Works - Transportation	Fleet	SUB-TOTAL	\$ 215,000	\$ -	\$ (215,000)	\$ -	\$ -
Public Works - Transportation	Fleet	SUB-TOTAL	\$ 453,500				\$ 453,500
Public Works - Waste Management	Waste Management	Trillium Landfill - Water Rights Easement Acquisition	\$ 453,500				\$ 453,500
Public Works - Waste Management		SUB-TOTAL	\$ 453,500	\$ -	\$ -	\$ -	\$ 453,500
Public Works - Waste Management		SUB-TOTAL			\$ (65,000)		\$ -
Economic Dev	Economic Dev	Economic Development Plan	\$ 65,000		\$ (65,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
Economic Dev	Economic Dev	Long Sault Industrial Park - Stormwater Management Pond	\$ 176,000		\$ (176,000)		\$ -
Economic Dev	Economic Dev	Long Sault Industrial Park - Future Phasing east and west of Phase 1 - Associated Studies	\$ 165,000	\$ (50,000)	\$ (115,000)		\$ -
Economic Dev		SUB-TOTAL	\$ 456,000	\$ (50,000)	\$ (406,000)	\$ -	\$ -

2022 SUMMARY of PROPOSED PROJECTS

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus¹	Debentures	2022 Tax dollars
Parks & Recreation	Parks	Arnold Bethune Park (Long Sault)	\$ 236,000	\$ (177,000)			\$ 59,000
Parks & Recreation	Parks	Maple Street Park (Ingleside)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Simon Fraser Park (St. Andrews W.)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Moulinette Island Park (Long Sault)	\$ 50,000	\$ (43,530)			\$ 6,470
Parks & Recreation	Parks	Chase Meadows Park (Long Sault)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Arrowhead Estates Park (Long Sault)	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Arnold Bethune Park (Long Sault)	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Simon Fraser Park (St. Andrews W.)	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Ingleside Community Park	\$ 72,875	\$ (53,439)			\$ 19,436
Parks & Recreation	Parks	Ault Park (Lost Villages Museum)	\$ 72,875	\$ (72,875)			\$ -
Parks & Recreation	Parks	Construction of Multi-Use Path - Mille Roches Corridor	\$ 305,000	\$ (305,000)			\$ -
Parks & Recreation	Parks	LED Lighting Upgrade	\$ 37,500	\$ (8,400)			\$ 29,100
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 42,500	\$ (42,500)			\$ -
Parks & Recreation		SUB-TOTAL	\$ 1,162,500	\$ (959,623)	\$ -	\$ -	\$ 202,877
Fire Rescue	Fire Rescue	Half Ton Fire Truck	\$ 50,000		\$ (50,000)		\$ -
Fire Rescue	Fire Rescue	Pumper /Tanker (Station 4)	\$ 580,000			\$ (580,000)	\$ -
Fire Rescue		SUB-TOTAL	\$ 630,000	\$ -	\$ (50,000)	\$ (580,000)	\$ -
TOTAL PROJECTS			\$ 5,672,300	\$ (1,840,409)	\$ (671,000)	\$ (580,000)	\$ 2,580,891

2023 SUMMARY of PROPOSED PROJECTS

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2023 Tax dollars
Public Works - Transportation	Roads	East Island Causeway (Phase 4) - reconstruction	\$ 442,000	\$ (277,863)			\$ 164,137
Public Works - Transportation	Roads	Hunters Road Reconstruction (DST w.FS)	\$ 470,000				\$ 470,000
Public Works - Transportation	Roads	Dafoe Road Reconstruction 089B (Asphalt)	\$ 571,000	\$ (571,000)			\$ -
Public Works - Transportation	Sidealks	Sidewalks	\$ 75,000				\$ 75,000
Public Works - Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Public Works - Transportation	Bridge	Hunters Road Culvert - Replace Culvert	\$ 490,000				\$ 490,000
		SUB-TOTAL	\$ 2,063,000	\$ (848,863)	\$ -	\$ -	\$ 1,214,137
Public Works - Transportation					\$ (75,000)		\$ -
Economic Dev	Economic Dev	Servicing Master Plan	\$ 75,000		\$ (75,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
Economic Dev	Economic Dev	Housing Needs assessment & Policy development	\$ 50,000		\$ (50,000)		\$ -
		SUB-TOTAL	\$ 175,000	\$ -	\$ (175,000)	\$ -	\$ -
Economic Dev					\$ (750,000)		\$ -
Parks & Recreation	Parks	Demolition of Raisin River Heritage Centre	\$ 750,000		\$ (750,000)		\$ -
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation	Parks	LED Lighting Upgrades	\$ 60,000	\$ (20,000)			\$ 40,000
Parks & Recreation	Parks	Compressor Replacement (x2)	\$ 130,000	\$ (45,000)	\$ (40,000)		\$ 45,000
Parks & Recreation	Parks	Digital Lawn Sign	\$ 25,000				\$ 25,000
Parks & Recreation	Parks	Electrical Panel Replacement	\$ 30,000				\$ 30,000
Parks & Recreation		SUB-TOTAL	\$ 1,095,000	\$ (102,500)	\$ (790,000)	\$ -	\$ 202,500
TOTAL PROJECTS			\$ 3,333,000	\$ (951,363)	\$ (965,000)	\$ -	\$ 1,416,637

2024 SUMMARY of PROPOSED PROJECTS

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Reserves/ Reserve Funds/ Surplus'	Debentures	2024 Tax dollars
Public Works - Transportation	Roads	NLRW (Asphalt Overlay)	\$ 61,000				\$ 61,000
Public Works - Transportation	Roads	Hunters Road (DST w.FS)	\$ 470,000	\$ (380,863)			\$ 89,137
Public Works - Transportation	Roads	Myers Road (Asphalt Overlay) 61	\$ 468,000	\$ (468,000)			\$ -
Public Works - Transportation	Roads	Atchison Road - Single Surface Treatment with Fog Seal(SST w. FS Overlay) 040B/C	\$ 110,000				\$ 110,000
Public Works - Transportation	Roads	Northfield Road (DST w. FS) 074A	\$ 174,000				\$ 174,000
Public Works - Transportation	Roads	Northfield Road (SST w.FS) 74B	\$ 76,000				\$ 76,000
Public Works - Transportation	Roads	Northfield Road (SST w.FS) 74B	\$ 76,000				\$ 76,000
Public Works - Transportation	Sidealks	Sidewalks	\$ 75,000				\$ 75,000
Public Works - Transportation	Street Lights	Street lights	\$ 15,000				\$ 15,000
Public Works - Transportation	Bridge	Campbell Bridge - Rehab	\$ 342,000				\$ 342,000
Public Works - Transportation	Bridge	Race Track Bridge - Rehab	\$ 255,000				\$ 255,000
Public Works - Transportation		SUB-TOTAL	\$ 2,046,000	\$ (848,863)	\$ -	\$ -	\$ 1,197,137
Public Works - Transportation	Fleet	Plow Truck	\$ 250,000		\$ (250,000)		\$ -
Public Works - Transportation	Fleet	SUB-TOTAL	\$ 250,000	\$ -	\$ (250,000)	\$ -	\$ -
Economic Dev	Economic Dev	Servicing Master Plan	\$ 75,000		\$ (75,000)		\$ -
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)		\$ -
Economic Dev		SUB-TOTAL	\$ 125,000	\$ -	\$ (125,000)	\$ -	\$ -
Parks & Recreation	Parks	Tree Planting	\$ 50,000	\$ (20,000)	\$ (20,000)		\$ 10,000
Parks & Recreation	Parks	Multi-Use Path cosnrtuction or upgrades	\$ 350,000	\$ (200,000)	\$ (75,000)		\$ 75,000
Parks & Recreation	Parks	Waterfront Park Development	\$ 550,000	\$ (250,000)	\$ (250,000)		\$ 50,000
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000	\$ (37,500)			\$ 12,500
Parks & Recreation	Parks	Playground Equipment Upgrades	\$ 50,000				\$ 50,000
Parks & Recreation		SUB-TOTAL	\$ 1,050,000	\$ (507,500)	\$ (345,000)	\$ -	\$ 197,500
TOTAL PROJECTS			\$ 3,471,000	\$ (1,356,363)	\$ (720,000)	\$ -	\$ 1,394,637



Finance



Proposed **BUDGET** 2022-2024



2022-2024 Financial Projection Capital Projects Summary

Total Capital Expenditures Proposed by Year

- ▶ 2022 : \$5,672,300
- ▶ 2023 : \$3,333,000
- ▶ 2024 : \$3,471,000
- ▶ 3 YEARS TOTAL \$12,476,300
- ▶ WHERE IS THE MONEY?



Finance



Proposed **BUDGET** 2022-2024

2022-2024 Grants & Funding





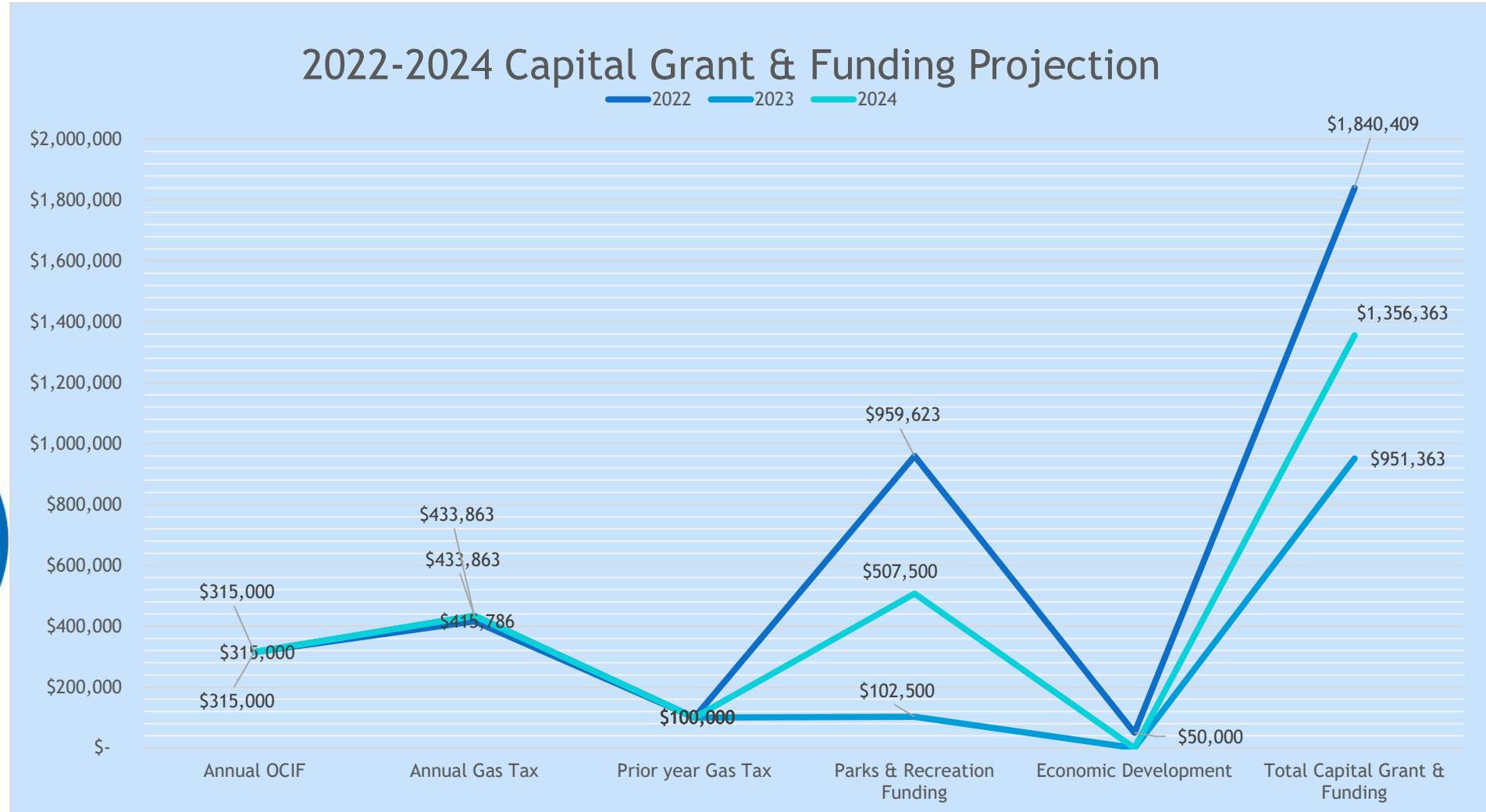
Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Capital Grants & Funding





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Reserves & Reserve Funds





Finance



Proposed **BUDGET** 2022-2024



2022-2024 Financial Projection Reserves & Reserve Funds

► Contribution from Reserves & Reserve Funds

2022:	\$671,000
2023:	\$965,000
2024:	\$720,000
Total:	\$2,356,000



2022-2024 Financial Projection Reserves & Reserve Funds

Finance



Proposed BUDGET 2022-2024

Name	2020 Audited Balance	2021 projected Balance	2022 Projected Contribution	2022 Projected Withdraw	2022 projected budget	2023 Projected Contribution	2023 Projected Withdraw	2023 projected budget	2024 Projected Contribution	2024 Projected Withdraw	2024 projected budget
Reserve Funds:											
Total Reserve Funds	20,175	20,175	-	-	20,175	-	-	20,175	-	-	20,175
Reserves											
GENERAL GOVERNMENT TOTAL	5,475,527	\$ 2,191,818	\$ 60,000	\$ 80,000	\$ 2,171,818	\$ 60,880	\$ 140,000	\$ 2,092,698	\$ 61,775	\$ 130,000	\$ 2,024,473
FACILITY TOTAL	330,356	\$ 1,105,356	\$ 610,000	\$ -	\$ 1,715,356	\$ 250,000	\$ 750,000	\$ 1,215,356	\$ 250,000	\$ -	\$ 1,465,356
PPP - FIRE AND RESCUE TOTAL	540,486	\$ 237,481	\$ 50,000	\$ -	\$ 287,481	\$ 50,000	\$ -	\$ 337,481	\$ 50,000	\$ -	\$ 387,481
PPP - OTHER TOTAL	25,000	\$ 25,000	\$ 25,000	\$ -	\$ 50,000	\$ 25,000	\$ -	\$ 75,000	\$ 25,000	\$ -	\$ 100,000
BUILDING TOTAL	60,405	\$ 60,405	\$ 6,000	\$ -	\$ 66,405	\$ 6,106	\$ -	\$ 72,511	\$ 6,213	\$ -	\$ 78,724
TRANSPORTATION SERVICES TOTAL	472,719	\$ 724,509	\$ 169,823	\$ 345,000	\$ 549,332	\$ 175,658	\$ -	\$ 724,990	\$ 162,500	\$ 250,000	\$ 637,490
PARKS AND RECREATION TOTAL	86,490	\$ 352,955	\$ 235,000	\$ 50,000	\$ 537,955	\$ 236,496	\$ 90,000	\$ 684,451	\$ 238,018	\$ 395,000	\$ 527,469
PLANNING TOTAL	-	\$ 106,000	\$ -	\$ -	\$ 106,000	\$ -	\$ -	\$ 106,000	\$ -	\$ -	\$ 106,000
ECONOMIC DEVELOPMENT TOTAL	243,331	\$ 768,331	\$ -	\$ 356,000	\$ 412,331	\$ -	\$ 125,000	\$ 287,331	\$ -	\$ 75,000	\$ 212,331
WASTE MANAGEMENT TOTAL	(431,827)	\$ 114,573	\$ 20,000	\$ -	\$ 134,573	\$ 20,000	\$ -	\$ 154,573	\$ 20,000	\$ -	\$ 174,573
Total Reserves & Reserve Funds	\$ 6,822,663	\$ 5,706,604	\$ 1,175,823	\$ 831,000	\$ 6,051,427	\$ 824,140	\$ 1,105,000	\$ 5,770,567	\$ 813,506	\$ 850,000	\$ 5,734,073





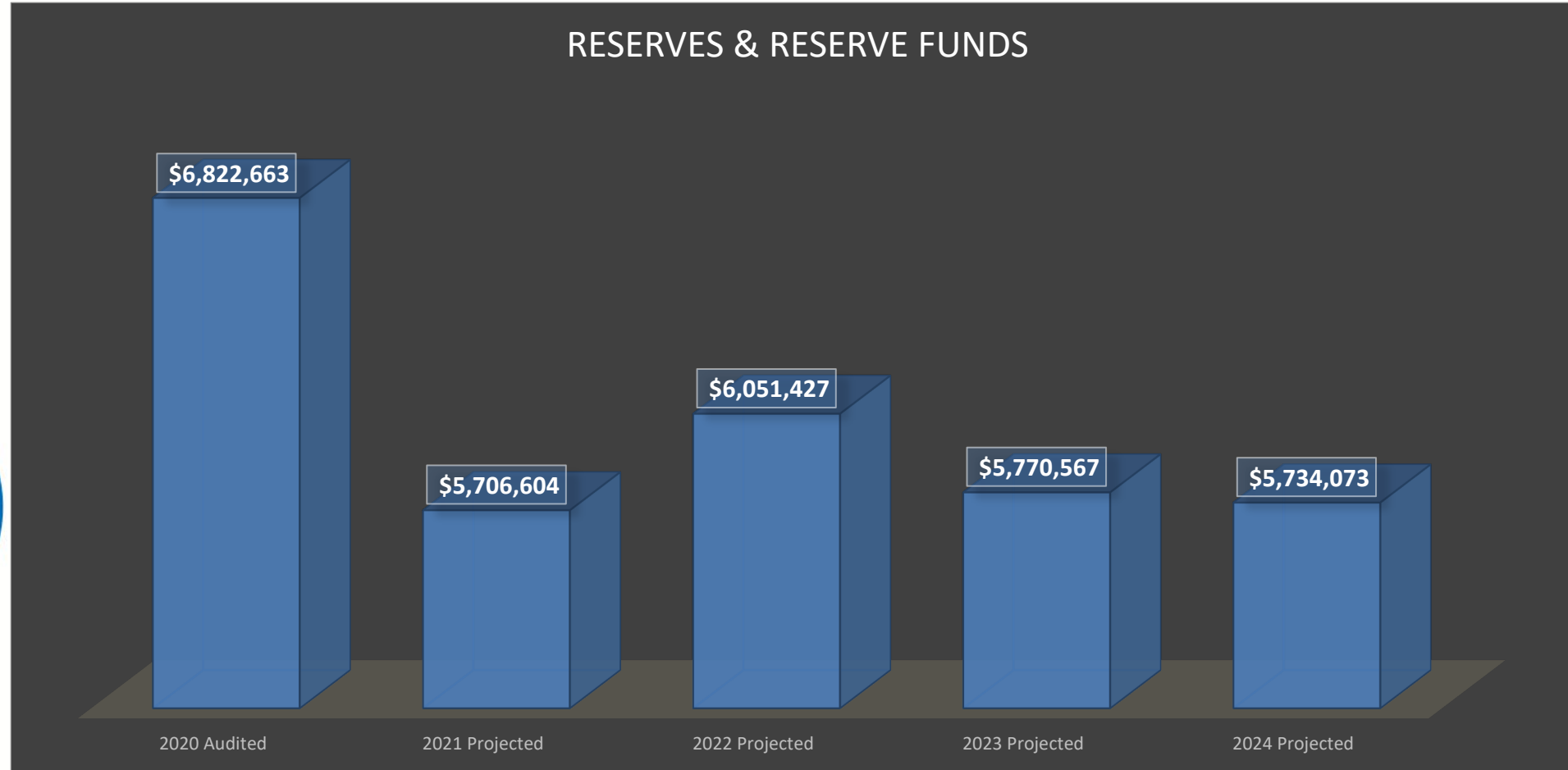
Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Reserves & Reserve Funds





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Financial Projection Reserves & Reserve Funds 3 Important Reserves

Refer to Handouts



Name	2020	2021	2022	2022	2022	2023	2023	2023	2024	2024	2024
	Audited Balance	projected Balance	Projected Contribution	Projected Withdraw	projected budget	Projected Contribution	Projected Withdraw	projected budget	Projected Contributio	Projected Withdraw	projected budget
Facilities Reserve	\$ 324,906	\$ 399,906	\$ 360,000		\$ 759,906		\$ 750,000	\$ 9,906			\$ 9,906
Fire Facility Reserve		\$ 700,000	\$ 250,000		\$ 950,000	\$ 250,000		\$ 1,200,000	\$ 250,000		\$ 1,450,000
Waterfront Reserve		\$ 200,000	\$ 200,000	\$ 50,000	\$ 350,000	\$ 200,880	\$ 50,000	\$ 500,880	\$ 201,775	\$ 300,000	\$ 402,655



Finance



Proposed **BUDGET** 2022-2024

2022-2024 Taxation





Finance



Proposed **BUDGET** 2022-2024

2022-2024 Financial Projection Taxation

- ▶ So far, how much money we still need to complete the proposed projects

Total cost of all projects :	\$12,476,300
Grants & Funding :	\$ 4,148,135
Reserves & Reserve Funds:	<u>\$ 2,356,000</u>
<u>Difference :</u>	<u>\$ 5,972,165</u>





Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Taxation

Residential Class (RT) Tax Rate Comparisons "Township portion"

	2017	2018	2019	2020	2021
Township of South Stormont	0.425613	0.425613 0.00%	0.446871 4.99%	0.464722 3.99%	0.473319 1.85%
Township of North Stormont	0.37920	0.359788 -5.12%	0.348701 -3.08%	0.335522 -3.78%	0.347689 3.63%
Township of South Glengarry	0.516089	0.502157 -2.70%	0.501881 -0.05%	0.495087 -1.35%	0.479049 -3.24%
Township of North Glengarry	0.516089	0.521277 1.01%	0.52130 0.00%	0.521277 0.00%	0.52128 0.00%
Township of South Dundas	0.48554	0.499713 2.92%	0.498179 -0.31%	0.510967 2.57%	0.517316 1.24%
Township of North Dundas	0.424441	0.415000 -2.22%	0.399121 -3.83%	0.409174 2.52%	0.400606 -2.09%

Comparable Communities (similar population, land area, dwellings)

Township of Brock	0.495179	0.482012 -2.66%	0.459442 -4.68%	0.449814 -2.10%	0.459764 2.21%
Township of Severn	0.285947	0.282936 -1.05%	0.302436 6.89%	0.323779 7.06%	0.343329 6.04%
Township of Clearview	0.658989	0.659405 0.06%	0.672374 1.97%	0.663258 -1.36%	0.680716 2.63%
Township of Norwick	0.596203	0.571341 -4.17%	0.568907 -0.43%	0.551361 -3.08%	0.566768 2.79%



Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Taxation

2022 Taxation Revenue Options

Options	\$ Increase Over	2022 Total Revenue Options	2022 RT Rate Options	Based on Median Single Family Property \$206,000 (2021-OPTA)		
			Tax Rate	Municipal Taxes - 2022	\$ Change (over 2021)	% Taxes Paid Change (over 2021)
2022 Tax Rate (no change)	\$ -	\$ 7,558,065	0.00473319	\$ 975	\$ -	0.00%
2022 Tax Rate + 1%	\$ 75,581	\$ 7,633,646	0.00478053	\$ 985	\$ 9.75	1.00%
2022 Tax Rate + 1.5%	\$ 113,371	\$ 7,671,436	0.00480419	\$ 990	\$ 14.63	1.50%
2022 Tax Rate + 2%	\$ 151,161	\$ 7,709,227	0.004827857	\$ 995	\$ 19.50	2.00%
2022 Tax Rate + 2.5%	\$ 188,952	\$ 7,747,017	0.004851523	\$ 999	\$ 24.38	2.50%
2022 Tax Rate + 3%	\$ 226,742	\$ 7,784,807	0.004875189	\$ 1,004	\$ 29.25	3.00%





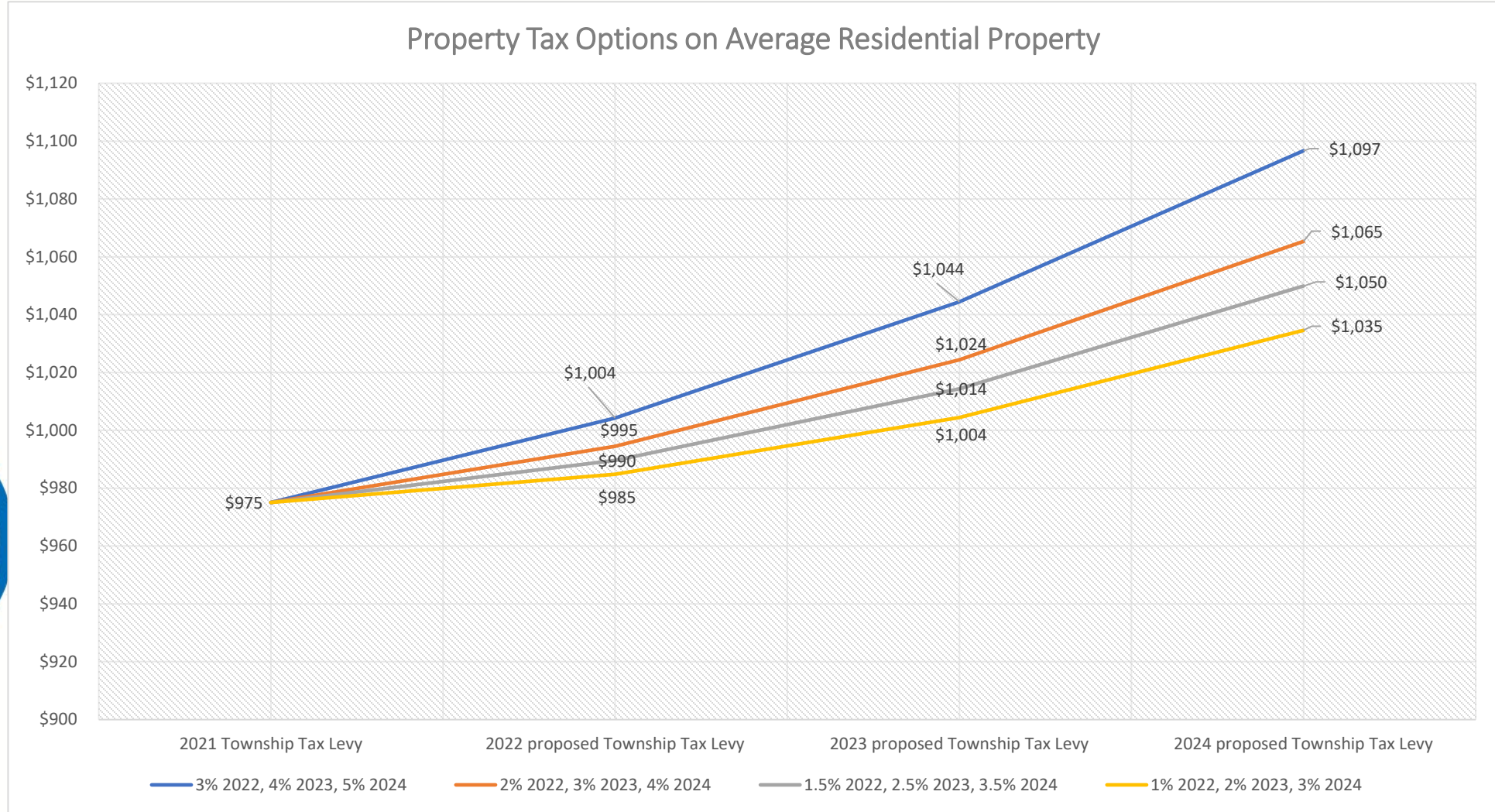
Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Taxation

Property Tax Options on Average Residential Property





Finance



Proposed **BUDGET** 2022-2024



2022-2024 Property Taxation

Refer to Handout

	2021	2022	2023	2024
	Township	proposed	proposed	proposed
Median Single Family Property	Tax Levy	Township	Township	Township Tax
\$206,000 (2021-OPTA)		Tax Levy	Tax Levy	Levy
3% 2022, 4% 2023, 5% 2024	\$ 975	\$ 1,004	\$ 1,044	\$ 1,097
Difference per Year		\$ 29	\$ 69	\$ 122
2% 2022, 3% 2023, 4% 2024	\$ 975	\$ 995	\$ 1,024	\$ 1,065
Difference per Year		\$ 20	\$ 49	\$ 90
1.5% 2022, 2.5% 2023, 3.5% 2024	\$ 975	\$ 990	\$ 1,014	\$ 1,050
Difference per Year		\$ 15	\$ 39	\$ 75
1% 2022, 2% 2023, 3% 2024	\$ 975	\$ 985	\$ 1,004	\$ 1,035
Difference per Year		\$ 10	\$ 29	\$ 60



2022-2024 Financial Projection Taxation

Finance



Proposed BUDGET 2022-2024

Additional Cash Provided by Tax rate Projections

3% 2022, 4% 2023, 5% 2024

2% 2022, 3% 2023, 4% 2024

1.5% 2022, 2.5% 2023, 3.5% 2024

1% 2022, 2% 2023, 3% 2024

2021 Township Tax Levy	2022 proposed Township Tax Levy	2023 proposed Township Tax Levy	2024 proposed Township Tax Levy	Total Additional Cash
\$ 7,558,065	\$ 7,784,807	\$ 8,096,200	\$ 8,501,010	
	\$ 226,742	\$ 311,392	\$ 404,810	\$ 942,944
\$ 7,558,065	\$ 7,709,227	\$ 7,940,504	\$ 8,258,124	
	\$ 151,161	\$ 231,277	\$ 317,620	\$ 700,058
\$ 7,558,065	\$ 7,671,436	\$ 7,863,222	\$ 8,138,435	
	\$ 113,371	\$ 191,786	\$ 275,213	\$ 580,370
\$ 7,558,065	\$ 7,633,646	\$ 7,786,319	\$ 8,019,909	
	\$ 75,581	\$ 152,673	\$ 233,590	\$ 461,843





Finance



Proposed **BUDGET** 2022-2024



2022-2024 Financial Projection Taxation

Proposed Tax Support Allocation

	Waterfront Projects	Tax- Rate Stabilization	total
2022 \$	250,000	\$ 150,000	\$ 400,000
2023 \$	250,000	\$ 150,000	\$ 400,000
2024 \$	250,000	\$ 150,000	\$ 400,000
total \$	750,000	\$ 450,000	\$ 1,200,000



Finance



Proposed BUDGET 2022-2024

2022-2024 Debt





Finance

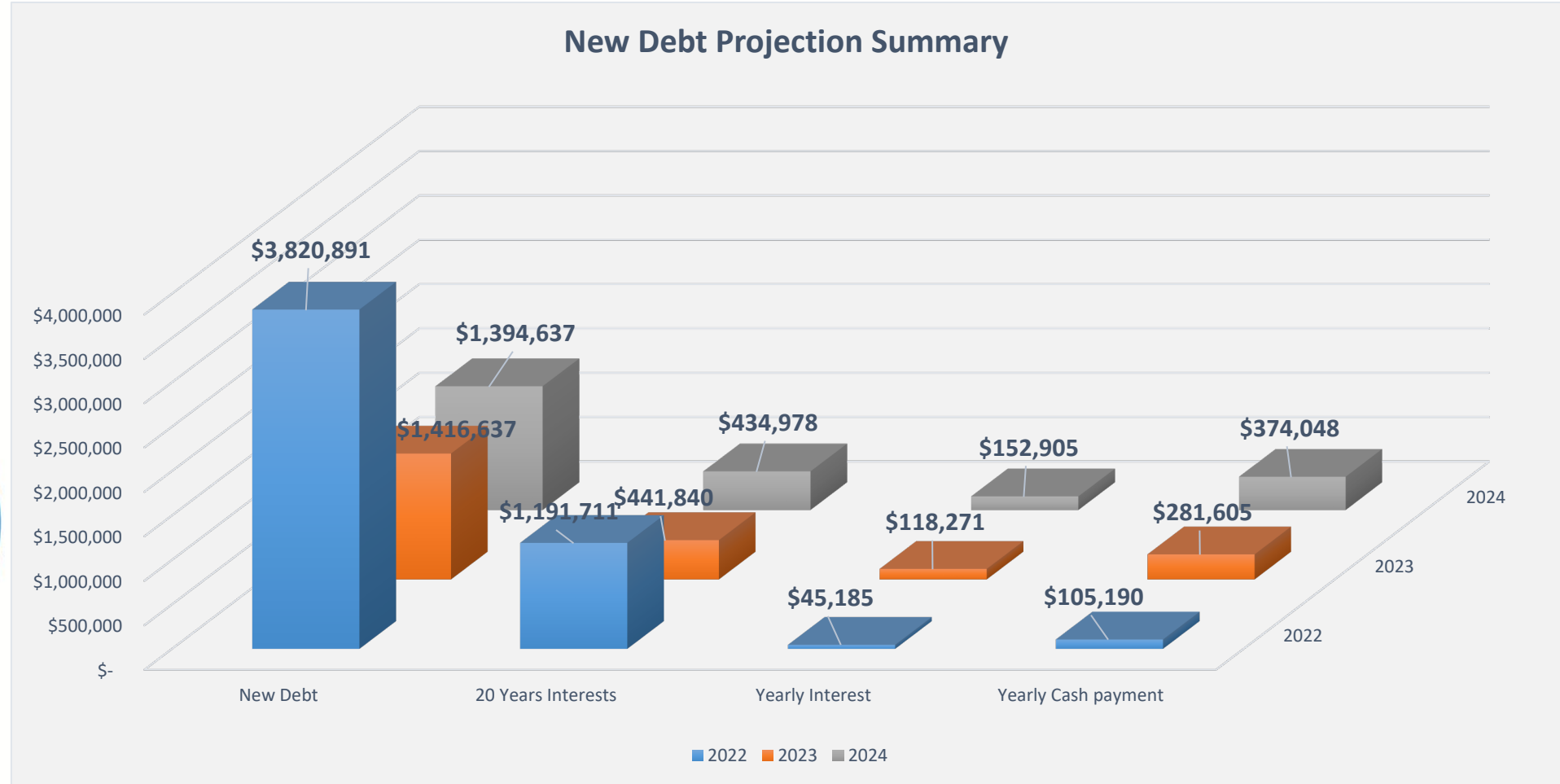


Proposed BUDGET 2022-2024



2022-2024 Financial Projection Debt

New Debt Projection Summary





Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Debt

New Debt Projection Summary

	New Debt	20 Years Interests	Yearly Interest	Yearly Cash payment	Projected Asset/liability Ratio	Available Debt limit for Future Capital Projects
2022	\$ 3,820,891	\$ 1,191,711	\$ 45,185	\$ 105,190	1.1152	\$ 30,812,585
2023	\$ 1,416,637	\$ 441,840	\$ 118,271	\$ 281,605	1.0250	\$ 29,395,948
2024	\$ 1,394,637	\$ 434,978	\$ 152,905	\$ 374,048	0.9495	\$ 28,001,311
Total	\$ 6,632,165	\$ 2,068,529	\$ 316,360	\$ 760,842		
2021 Budget						
Committed	\$ 660,000	Myers Road Reconstruction 4 km				
2022-2024 Total projection	\$ 5,972,165					

- 1 All debt projection is based on current 2.84% interest rate in 20 years term.
- 2 The Projected Asset/Liability ratio is based on 2020 audit.
- 3 Available debt limit calculation is based on 5% calculation of 2021 Annual Repayment Limit from Ontario Ministry of Municipal Affairs and Housing.





Finance



Proposed BUDGET 2022-2024



2022-2024 Financial Projection Debt

2022 Projection	Opening	Advance	Payments	Principal	Interest	Closing
			From next tabs			
2022 Debt Projection		3,160,891	69,113	39,329	29,784	3,121,562
2021 Debt Projection		660,000	36,077	20,676	15,401	639,324
20 Yr. Fire Truck	552,155.67		35,666.40	21,950.23	13,716.17	530,205.44
30 Yr. Water - Windermere 2019	281,866.44		14,429.31	6,836.73	7,592.57	275,029.71
30YE Water - 2007	3,560,984.47	-	290,493.34	195,304.95	95,188.39	3,365,679.53
Municipal Building - 2012	1,113,014.55	-	244,714.52	207,345.13	37,369.39	905,669.42
Medical Clinic - 2015	1,078,172.73	-	98,149.08	65,121.49	33,027.59	1,013,051.24
LTD Street Lights - 2015	180,686.34	-	63,095.60	58,626.77	4,468.83	122,059.58
EMS Building 2016	576,487.51	-	36,401.76	23,502.44	12,899.32	552,985.07
	7,343,367.72	3,820,891.00	888,139.62	638,692.83	249,446.78	10,525,565.88



Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Debt

2023 Projection	Opening	Advance	Payments	Principal	Interest	Closing
			From next tabs			
2023 Debt Projection		1,416,637	30,975	17,626	13,348	1,399,011
2022 Debt Projection	\$ 3,121,562	\$ -	\$ 207,338	\$ 120,242	\$ 87,095	\$ 3,001,320
2021 Debt Projection	\$ 639,324		\$ 43,292	\$ 25,465	\$ 17,827	\$ 613,858
20 Yr. Fire Truck	\$ 530,205		\$ 35,666	\$ 22,512	\$ 13,154	\$ 507,693
30 Yr. Water - Windermere 2019	\$ 275,030		\$ 14,429	\$ 7,023	\$ 7,406	\$ 268,006
30YE Water - 2007	\$ 3,365,680	\$ -	\$ 290,493	\$ 200,634	\$ 89,860	\$ 3,165,046
Municipal Building - 2012	\$ 905,669	\$ -	\$ 244,715	\$ 214,708	\$ 30,007	\$ 690,962
Medical Clinic - 2015	\$ 1,013,051	\$ -	\$ 98,149	\$ 67,203	\$ 30,946	\$ 945,849
LTD Street Lights - 2015	\$ 122,060	\$ -	\$ 63,096	\$ 60,214	\$ 2,881	\$ 61,845
EMS Building 2016	\$ 552,985	\$ -	\$ 36,402	\$ 24,044	\$ 12,358	\$ 528,941
	\$ 10,525,566	\$1,416,637	\$ 1,064,555	\$ 759,672	\$ 304,883	\$ 11,182,531





Finance



Proposed BUDGET 2022-2024

2022-2024 Financial Projection Debt

2024 Projection	Opening	Advance	Payments	Principal	Interest	Closing
			From next tabs			
2024 Debt Projection		1,394,637	30,494	17,353	13,141	1,377,284
2023 Debt Projection	1,399,011		92,924	53,890	39,034	1,345,121
2022 Debt Projection	3,001,320		207,338	123,702	83,636	2,877,618
2021 Debt Projection	613,858		43,292	26,198	17,094	587,660
20 Yr. Fire Truck	507,693		35,666	23,088	12,578	484,605
30 Yr. Water - Windermere 2019	268,006		14,429	7,215	7,214	260,792
30YE Water - 2007	3,165,046	-	290,493	206,108	84,386	2,958,938
Municipal Building - 2012	690,962	-	244,715	222,332	22,382	468,629
Medical Clinic - 2015	945,849	-	98,149	69,350	28,799	876,498
LTD Street Lights - 2015	61,845	-	63,096	61,845	1,251	0
EMS Building 2016	528,941	-	36,402	24,598	11,804	504,343
	11,182,531	1,394,637	1,156,998	835,679	321,319	11,741,489





Finance



Proposed **BUDGET** 2022-2024

Questions?

