

Recent Accomplishments

Finance & CAO Departments



Recent Accomplishments

Finance

- Asset management software implemented by the end of 2019
- Vadim SaaS transitioned
- Onboarding of Deputy Treasurer/Asset Management Coordinator
- Clean up of Trust account and recording of forfeitures as revenue
- Clean up of Reserve accounts and UCO surplus accounts
- Policies
 - Municipal Grant Policy updated
 - High Water Leak Policy
 - Research completed for several other policies (Reserve Policy, Investment Policy, Low-income Relief Policy,...)
- Lease negotiation (OPP Lease) by end of 2019

Recent Accomplishments

CAO

- Fire Dept. Code of Conduct & Ethical Standards, draft for other personnel
- 5 hiring processes completed in 2019
- Doctor Recruitment Committee
- Community engagement efforts with volunteer organizations – e.g. Lost Villages, Doctors

Initiatives Continuing

Finance

- Assessment Review Board – ongoing claim
- Asset Management Generation 2
 - Training
 - Growing the database
 - Asset assessments and setting Levels of Service
- Further policy reviews and updates
- Knowledge transfer to Deputy Treasurer/Asset Management Coordinator

Initiatives Continuing

CAO

- Personnel policies review & redevelopment
- Job Evaluations, Compensation, Pay Equity Review and Performance Management
- With Treasurer reviewing Financial policies (Procurement underway) and redevelopment
- Trillium Landfill – water rights acquisition
- Waterfront Development & Parks and Recreation Master Plan
- Lease arrangements with Ingleside Clinic
- Doctor Recruitment

Proposed Capital Projects

Finance & CAO Departments



Project Title: SLMC Renovations

Request	Funds to renovate the St. Lawrence Medical Clinic
Rationale	Essential service in the community
Considerations	Funding has been applied for to assist with this opportunity to assist the local medical clinic
Cost	\$150,000
Funding Source	Taxes, Grant
Time Span	Start date: 02/20 End date: 12/20

Project Title: CAO - Service Delivery Review

Request	To undertake a service delivery review to seek improvements in processes and improvements in ways and means in which services are delivered.
Rationale	A review of the current processes around sidewalk clearing in winter resulted in significant savings to the Township. A comprehensive review by an objective third party will help in two ways; a) staff time and opportunity is limited given work planned, b) expertise to review processes and services is not available internally. Helps assessing and determining service levels.
Considerations	Province has offered grant dollars, up to 100% of the cost for third party to conduct the review.
Cost	\$75 to \$125,000
Funding Source	Provincial Grant – up to 100% funded
Time Span	Start date: 12/19 End date: 06/20



Project Title: CAO - Job Evaluation, Compensation, etc.

Request	Project was approved in 2019 budget, funding split over two years, initial split - 2019 (\$50K) and 2020 (\$50K).
Rationale	Organization has changed based on legislated needs and skills required to perform work needed to meet corporate and community needs. Evaluation of staff positions and compensation is necessary to remain competitive, sustainable and compliant with pay equity, etc.
Considerations	There will be changes in position descriptions, how they are evaluated and assessed based on findings, compensation changes and adjustments may be necessary. Changes to Performance Management program are also welcomed.
Cost	\$25,000 for completion of the work to be performed as defined in RFP 17-2017. \$50,000 is carry forward from 2019 budget.
Funding Source	Taxes
Time Span	Start date: 12/19 End date: 06/20



Project Title: CAO - Benefits Review

Request	To undertake a third party review of the employee benefit package.
Rationale	Township has one of the least attractive benefit packages in the United Counties. Benefits are important for sustainability related to staffing, both for recruitment and retention purposes. Currently the Township's package is under the envelope of the United Counties. Each municipality's package differs.
Considerations	Upcoming Union negotiations, succession planning. 2020 proposed 23% increase in Employee Health and Dental coverages so a financial opportunity review is indicated.
Cost	\$20,000
Funding Source	Taxation
Time Span	Start date: 02/20 End date: 05/20

Project Title: CAO - Human Resources Policies

Request	To undertake a comprehensive review, re-write and update of the Human Resources Policy
Rationale	The current policy provides little direction, assistance or support to either the Management group or the employees. Clear and comprehensive policies, process and templates/forms will support a much clearer and transparent HR program for everyone.
Considerations	Recent HR matters are indicative of various areas that have no or little process and policy direction. The HR policy itself needs revamping, and it's important to add policies related to Training, Succession Planning, investigation processes for alleged wrong doing and include the appropriate templates and forms for use by Township and employees.
Cost	\$40,000
Funding Source	Modernization Reserve
Time Span	Start date: 03/20 End date: 08/20

General Government - Proposed Capital Projects

Department Sub-Group	Project	Cost	Grant	Donations	Carry forwards/work in progress	Reserves	Other	Debentures	2019 Tax dollars	Notes
Corporate Services	Secure IT Managed Services	\$ 10,000			\$ (10,000)				\$ -	Project continuation from 2019 - IT Project listing
Corporate Services	Fire & Rescue Management System	\$ 15,000			\$ (9,000)				\$ (6,000)	Project continuation from 2019 - IT Project listing
Corporate Services	Website Development	\$ 70,000			\$ (40,750)				\$ (29,250)	Project continuation from 2019 (multi-year project funding) - IT Project listing
Corporate Services	Human Resources Management Software	\$ 25,000							\$ (25,000)	New project
Corporate Services	Pet Licensing Software	\$ 7,000							\$ (7,000)	New project
Corporate Services	Mobile App	\$ 18,000							\$ (18,000)	New project
Corporate Services	Administration Building Renovations - Phase 2	\$ 25,000							\$ (25,000)	
CAO/HR	Service Delivery Review	\$ 100,000	\$ (100,000)						\$ -	New grant opportunity
CAO/HR	Human Resources/Payroll Updates	\$ 75,000			\$ (50,000)				\$ (25,000)	Cost adjusted based on preliminary quotes
CAO/HR	Benefit Review	\$ 20,000							\$ (20,000)	
CAO/HR	Human Resources Policy	\$ 40,000	\$ (40,000)						\$ -	Efficiency Grant
CAO/HR	St. Lawrence Medical Clinic Renovations	\$ 150,000	\$ (45,000)						\$ (105,000)	
		\$ 555,000	\$ (185,000)	\$ -	\$ (109,750)	\$ -	\$ -	\$ -	\$ (260,250)	



Proposed Operations Budget Highlights

Finance & CAO Departments



Proposed Operations Budget Highlights - Finance

Increased Revenue from interest due to favourable bank interest rate + \$55,000

Full staff plus Finance Clerk budgeted for 8 months + \$35,000

Professional fees carried forward for asset management, legal and assessment review board support + \$64,000

Balance of IT Project Support transferred to Professional Services (Vadim, CityWide) + \$60,000

Proposed Operations Budget Highlights - CAO

Increase in Professional Fees. Increased costs related to legal fees, plus the need for occasional professional support from engineers, auditors, architects, and facilitators + \$25,000

Purchasing policy review and update – based on the information provided by the Auditor in 2018 financial audit. Funded from 2019 Professional Fees.

General Government – 2020 Proposed Budget



	Average 2016 to 2018	2019 Budget	2019 Forecast	20120 Budget
Revenue:				
RENTAL INCOME	\$ 510,647	\$ 540,350	\$ 549,090	\$ 549,400
REIMBURSEMENT OF EXPENSES	27,193	20,000	26,000	20,000
INTEREST INCOME	135,658	120,000	248,802	175,000
PENALTY / INTEREST - TAXES	296,717	250,000	324,192	250,000
OTHER REVENUE	53,199	53,200	50,200	54,200
OMPF - ONTARIO MUNICIPAL PARTNERSHIP FUND	841,467	821,700	890,300	887,700
CONDITIONAL GRANTS	14,875	18,000	43,000	225,000
CONTRIBUTION FROM RESERVES	301,422	181,000	181,000	259,465
TOTAL REVENUE	2,181,178	2,004,250	2,312,584	2,420,765
Expenditures:				
COUNCIL	120,712	178,000	176,200	195,300
SALARIES, WAGES & BENEFITS	668,666	744,032	687,687	797,100
CONTRACTS	17,725	15,000	15,000	15,500
TRAVEL/TRAINING/MEETINGS/MEMBERSHIPS	20,837	45,000	48,550	65,600
UTILITIES & TELECOMMUNICATIONS	75,090	55,000	64,150	69,750
OFFICE SUPPLIES AND EQUIPMENT	18,026	65,680	46,100	64,500
SMALL TOOLS, EQUIP, MATERIAL & SUPPLIES	21,697	5,000	4,500	5,000
RENTALS/LEASES/MAINTENANCE	20,378	16,000	12,000	12,000
IT HARDWARE & EQUIPMENT	-	32,000	20,000	49,000
IT SOFTWARE & LICENCES	20,777	168,000	75,000	198,000
IT RENTALS/LEASES/MAINTENANCE	3,201	10,000	8,000	2,800
PROFESSIONAL FEES & SERVICES	116,685	244,000	161,470	319,400
BLDG/GROUNDS OPS	47,713	60,000	60,000	60,000
INSURANCE	29,687	31,500	40,171	44,000
CAPITAL MAINTENANCE	-	50,000	-	50,000
TAX WRITE-OFFS	83,265	100,000	80,001	100,000
MISC, BANK CHARGES, CAPPING ADJUSTMENT	2,859	13,000	14,500	15,000
GRANTS TO OTHERS	40,273	35,000	32,400	35,000
OSNABRUCK CENTRE WELL MONITORING	9,285	7,000	7,000	5,000
CONSERVATION AUTHORITY	93,256	94,300	97,008	97,000
EXPENSES FOR RENTAL BUILDINGS	181,444	202,700	202,696	203,558
MUNICIPAL BUILDINGS LOAN REPAYMENT AND INTEREST	342,864	343,000	343,000	343,000
CONTRIBUTION TO RESERVES	60,895	35,000	513,250	40,000
TOTAL EXPENDITURES	2,014,147	2,549,212	2,708,683	2,786,508
TOTAL CAPITAL PROJECTS	17,750	341,250	95,000	555,000
CURRENT YEAR SURPLUS/ (DEFICIT) - (Reliance on Tax Levy)	\$ 149,281	\$ (886,212)	\$ (491,099)	\$ (920,743)

* Certain figures have been reclassified to better align operational costs and capital costs for comparison purposes.

Questions?

Finance & CAO Departments



Proposed Capital Projects Overview

**Transportation, Drainage, Waste Management,
Corporate Services, Planning/Economic
Development & Communications, Parks and
Recreation, Finance and CAO**



2020 Budget Goals & Objectives

Top 10 Budget Considerations for 2020 based on Goals and Priorities
Work Completed on Sept. 24/2019

1. Increase reserves and identify funding sources
2. Fleet management & equipment upgrades
3. Ingleside WWTP
4. Asset Management Plan
5. Waste management plan updates
6. Reconstruction of roads, bridges & sidewalks
7. Human Resources planning
8. Waterfront enhancements
9. Setting and costing levels of services
10. Online activity (website, mobile app)



2020 Budget Context – Conclusions

- Budget items presented are based on the information gathered during the Goals and Objectives session in Sept.
- Projects presented are preliminary for Council review and consideration
- Staff working on various funding options to be presented on Nov 27th
- No decisions until at least December
- Comments and feedback welcomed

2020 Proposed Capital Projects

Department	Department Sub-Group	Project	Cost	Grant	Donations	Carry forwards/work in progress	Reserves	Other	Debentures	2019 Tax dollars	Notes
Public Works - Transportation	Roads	Sunset Drive Drainage Outlet	\$ 52,000			\$ (52,000)				\$ -	
Public Works - Transportation	Roads	Dafoe Road - Reconstruction	\$ 493,000							\$ (493,000)	
Public Works - Transportation	Roads	Railway St. - Asphalt Overlay	\$ 59,000							\$ (59,000)	
Public Works - Transportation	Roads	Sandtown Road (West) - Reconstruction	\$ 377,100							\$ (377,100)	
Public Works - Transportation	Roads	Lakeside Drive	\$ 1,165,825							\$ (1,165,825)	
Public Works - Transportation	Roads	St. Andrews Sidewalk	\$ 150,900							\$ (150,900)	
Public Works - Transportation	Roads	St. Andrews School - Pedestrian Crossover	\$ 25,000							\$ (25,000)	Potential funding from school
Public Works - Transportation	Roads	Sidewalks (Annual)	\$ 75,000	\$ (75,000)						\$ -	Federal Gas Tax Funding
Public Works - Transportation	Bridges and Culverts	Valade-Lefebvre Rd. - Engineering (from 2019)	\$ 20,000			\$ (20,000)				\$ -	Carry-over project from 2019
Public Works - Transportation	Bridges and Culverts	NLRW Culvert - Replace	\$ 360,000	\$ (360,000)						\$ -	Federal Gas Tax Funding
Public Works - Transportation	Equipment	Sidewalk Snow Plow	\$ 138,000	\$ (118,500)				\$ (19,500)		\$ -	Efficiency Grant Funding; Portion of rental to be credited
Public Works - Transportation	Equipment	Sidewalk Boom Mover attachment	\$ 28,000	\$ (28,000)						\$ -	Efficiency Grant Funding
Public Works - Transportation	Equipment	Sidewalk Sweeper attachment	\$ 10,200	\$ (10,200)						\$ -	Efficiency Grant Funding
Public Works - Transportation	Roads	OCIF Formula Funding	\$ -	\$ (250,000)						\$ 250,000	Funding stream is under review and the amount is to be confirmed at a later date
Public Works - Transportation	Waste Management	Garbage Truck	\$ 380,000				\$ (380,000)			\$ -	End of service life
Public Works - Transportation	Waste Management	Garbage Truck - Cab and Chassis	\$ 125,000				\$ (125,000)			\$ -	End of service life
		SUBTOTAL	\$ 3,459,025	\$ (841,700)	\$ -	\$ (72,000)	\$ (505,000)	\$ (19,500)	\$ -	\$ (2,020,825)	

2020 Proposed Capital Projects

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General Government	Corporate Services	Fire & Rescue Management System	\$ 15,000			\$ (9,000)				\$ (6,000)	Project continuation from 2019 - IT Project listing
General Government	Corporate Services	Website Development	\$ 70,000			\$ (40,750)				\$ (29,250)	Project continuation from 2019 (multi-year project funding) - IT Project listing
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General Government	CAO/HR	Service Delivery Review	\$ 100,000	\$ (100,000)						\$ -	New grant opportunity
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General Government	CAO/HR	Human Resources Policy	\$ 40,000	\$ (40,000)						\$ -	Efficiency Grant
General Government	CAO/HR	St. Lawrence Medical Clinic Renovations	\$ 150,000	\$ (45,000)						\$ (105,000)	
Planning & Economic Dev	Planning & Economic Development	Waterfront Plan	\$ 30,000			\$ (30,000)				\$ -	Project continuation from 2019 - Multi-year project
Planning & Economic Dev	Planning & Economic Development	Long Sault Secondary Plan	\$ 90,000			\$ (90,000)				\$ -	Project continuation from 2019 - Multi-year project
Planning & Economic Dev	Planning & Economic Development	LS East Industrial Park	\$ 26,000			\$ (26,000)				\$ -	Project continuation from 2019 - Multi-year project
Planning & Economic Dev	Planning & Economic Development	Development Charges Background Study	\$ 45,000			\$ (45,000)				\$ -	Grant funding is reducing and other revenue options should be identified and reviewed.
Planning & Economic Dev	Planning & Economic Development	Plaza Improvements	\$ 6,000			\$ (6,000)				\$ -	Few items remain to complete early in 2020
Parks & Recreation	Administration	Parks and Recreation Master Plan	\$ 30,000			\$ (30,000)				\$ -	Continuation of 2019 Project
Parks & Recreation	Arena	Ice Resurfacer (Replacement)	\$ 90,000				\$ (50,000)	\$ (12,000)		\$ (28,000)	Other - expected proceeds from sale of equipment
Parks & Recreation	Parks	Play Structure Equipment Replacement - MacLennan Park - Rosedale Terrace	\$ 50,000				\$ (12,500)			\$ (37,500)	Applied for ICIP grant but currently not included in funding model, if received funding will be \$37,500
Parks & Recreation	Administration	Purchase of new Truck	\$ 50,000				\$ (50,000)			\$ -	Funded through equipment reserves
Parks & Recreation	Parks	Construction of a Basketball Court / Rink - Ingleside Park	\$ 40,000				\$ (12,500)			\$ (27,500)	Donation (recorded in reserves)
SUBTOTAL			\$ 1,012,000	\$ (185,000)	\$ -	\$ (336,750)	\$ (125,000)	\$ (12,000)	\$ -	\$ (353,250)	
TOTAL			\$ 4,471,025	\$ (1,026,700)	\$ -	\$ (408,750)	\$ (630,000)	\$ (31,500)	\$ -	\$ (2,374,075)	

2019 Forecasted Reserves

Summary of Reserves - 2019

Department	Opening Balance	Deductions	Additions	Closing Balance
Working Capital Reserve	\$ (1,777,592)	\$ 531,222	\$ (155,000)	\$ (1,401,370)
Federal Gas Tax	(509,139)	47,158	(426,001)	(887,982)
Efficiency Funding	-	-	(602,025)	(602,025)
Buildings Reserve	(325,356)	-	(71,873)	(397,229)
General Government	(3,645)	-	(453,250)	(456,895)
PPP - Fire and Rescue	(419,337)	30,000	-	(389,337)
PPP - Other	(40,000)	-	(26,000)	(66,000)
Transportation Services	(118,322)	45,000	(499,941)	(573,263)
Waste Management	(184,250)	-	(93,923)	(278,173)
Parks and Recreation	(278,095)	96,700	(55,276)	(236,671)
Planning and Development	(305,906)	102,000	(481,277)	(685,183)
Environmental Services (Water and Sewer only)	(6,763,092)	308,525	(556,758)	(7,011,325)
	\$ (10,724,734)	\$ 1,160,605	\$ (3,421,324)	\$ (12,985,453)

2020 Forecasted Reserves

Summary of Reserves - 2020

Department	Opening Balance	Deductions	Additions	Closing Balance
Working Capital Reserve	\$ (1,401,370)	\$ -	\$ -	\$ (1,401,370)
Federal Gas Tax	(887,982)	435,000	(397,708)	(850,690)
Efficiency Funding	(602,025)	206,700	-	(395,325)
Building Reserve	(397,229)	-	(255,000)	(652,229)
General Government	(456,895)	494,465	(25,000)	12,570
PPP - Fire and Rescue	(389,337)	-	(50,000)	(439,337)
PPP - Other	(66,000)	-	(10,000)	(76,000)
Transportation Services	(573,263)	687,000	(330,000)	(216,263)
Waste Management	(278,173)	-	(30,000)	(308,173)
Parks and Recreation	(236,671)	106,000	-	(130,671)
Planning and Development	(685,183)	207,000	(126,000)	(604,183)
Environmental Services (Water and Sewer only)	(7,011,325)	-	(183,938)	(7,195,263)
	\$ (12,985,453)	\$ 2,136,165	\$ (1,407,646)	\$ (12,256,934)





Questions?

