



2024 DRAFT OPERATING BUDGET OVERVIEW

Message from CAO

Planning for Today and Tomorrow



2023 Steps Forward

- Adoption and implementation of Strategic Action Plan
- Records Management – migration of department documents and implementation of new online documents management system
- New HR and H&S Policy Manuals
- Fire Master Plan Update Report
- Master Servicing Plan development
- Pre-authorized Debit Implemented- Municipal Water/Sewer Payments
- Zoning By-law Housekeeping Update
- Lancer Centre -Amending Agreement with School Board
- Route Optimization Project – National News “In this Ontario municipality, AI is coming for the garbage”



2024 Priorities

Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 Priority Initiatives Identified in Goals



Safe and Reliable Infrastructure

6 Initiatives Identified in Plan



Diverse and Prosperous Economy

5 Initiatives Identified in Plan



Welcoming and Vibrant Community

13 Initiatives Identified in Plan

10 Initiatives Identified in Plan



Exceptional and Accountable Government

2024 DRAFT BUDGET

Budget Process for 2024

The Township of South Stormont Council adopted multi-year budget processes in 2022. The budget is reviewed on an annual basis to address significant changes resulting from unforeseen activities, legislated changes and emergent needs.

In 2024 changes based on new information, development pressures and the economic outlook have necessitated a more intensive review and recommendations that are divergent from the traditional budget process in South Stormont.

The recommendations made are viewed as the first steps to support longer term financial viability and sustainability for the Township as a community and the Township's operations.

Short Term (5yr) Growth Outlook

What is Known

Significant development on horizon, it will bring

- Jobs
- Housing
- New commercial enterprises

Many planned and ongoing community-based capital projects

Township Opportunities

- Being ready to meet the new phases of growth
- Brings expanded assessment base
- More diversified local economy
- More diversified community
- Being able to complete what's in pipeline

Short Term (5yr) Growth Outlook

What is Needed

- Introduction of more housing options
- Service growth to support development
- Infrastructure improvements in Ingleside and Long Sault to meet the growth requirements
- Organizational capacity expanded to support level of services expected/required
- Long term financial plan

2024 Economic Outlook

Financial Indicators

Ontario's 2023 Fall Economic Outlook and Fiscal Review predicts:

- Unemployment rate of 6.4%
- Canadian Dollar \$0.76 to the American Dollar by end of 2024
- Annual CPI growth of 2.5% in 2024

September 2023, Ontario CPI was 3.8%

CPI measures average household spending based on a fixed basket of goods and services, and therefore cannot be directly compared to municipal expenditure increases. Other inflationary and investment pressures on the municipality are also considered.

2024 Economic Outlook

Financial Indicators

Many economists are not as optimistic as the Province:

- 0% or marginal growth of 1% is anticipated
- Canadian Mortgage and Housing Corporation (CMHC) expects housing prices to rise in 2024 and 2025, largely driven by immigration and lack of supply
- Fixed 5-year mortgage rates anticipated in the 5.7% range
- Consumer spending likely to be low due to higher debt payments from rising interest rates
- Interest rates may rise once more, unlikely to begin to drop until mid 2024 or later.

Planning for Today and Tomorrow Considering the Needs of Current and Future Residents

Geography	2021	2016	% Change
North Stormont	7,400	6,873	7.7%
Cornwall	47,845	46,589	2.7%
South Stormont	13,570	13,110	3.5%
South Dundas	11,044	10,852	1.8%
South Glengarry	13,330	13,150	1.4%
North Dundas	11,304	11,278	0.2%

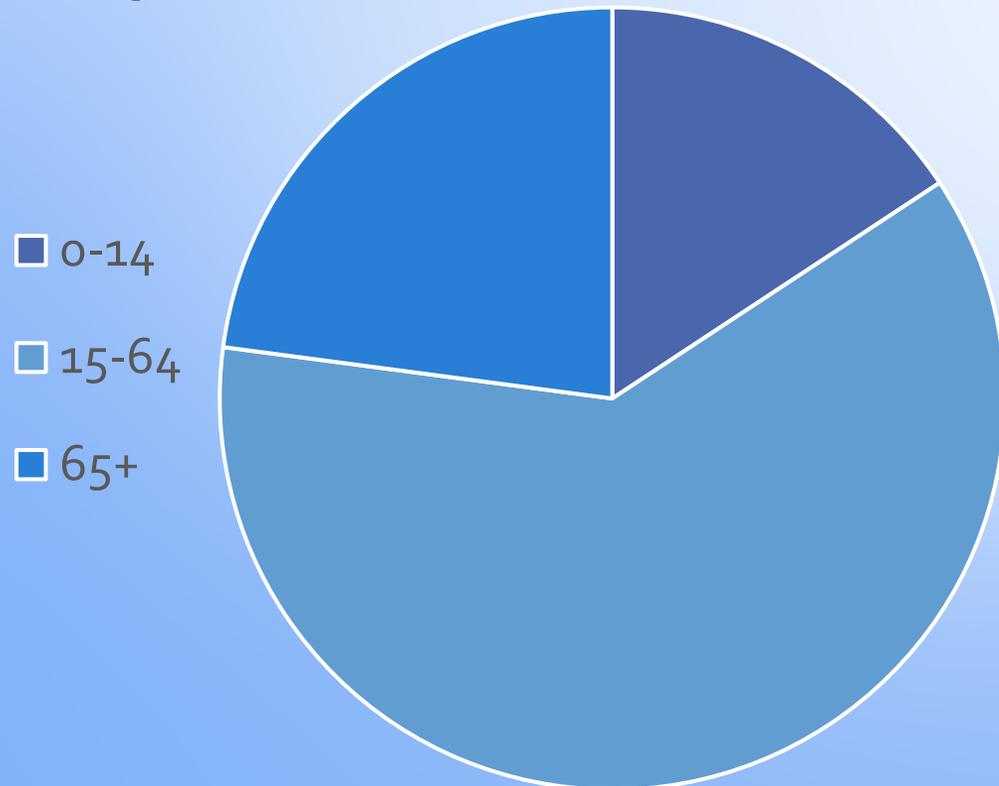
Statistics Canada, above & statistical charts in following 4 slides, 2021 Census of Population

Planning for Today and Tomorrow

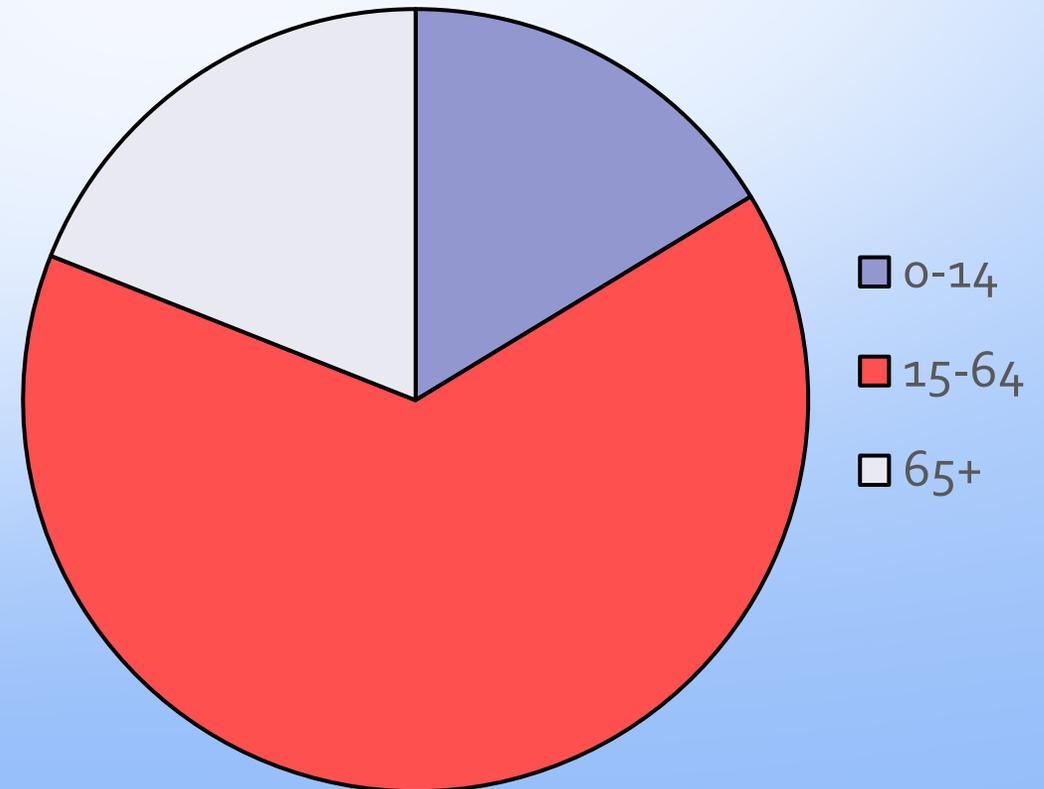
Considering the Needs of Current and Future Residents

The Operating Budget focuses on delivering services based on the needs of current residents. Senior's and children's program demand is growing. In the last five years, age demographics in South Stormont show the over 65 group and the under 15 group are growing.

Age Distribution in South Stormont



Age Distribution in Canada



Planning for Today and Tomorrow

Considering the Needs of Current and Future Residents

	2016			2021		
	Number of People	% total pop.	% minority pop.	Number of People	% total pop.	% minority pop.
Pop.	12,995	100.0		13,419	100.0	
Visible Minority	140	1.1	100.0	355	2.6	100.00
South Asian	30	0.2	20.7	80	0.6	22.5
Chinese	25	0.2	13.8	45	0.3	11.3
Black	45	0.3	31.0	80	0.6	22.5
Latin American	0	0.0	0.0	35	0.3	12.7
Korean	15	0.1	13.8	25	0.2	7.0
Multiple Vis. Minorities	0	0.0	0.0	15	0.1	5.6

Planning for Today and Tomorrow Considering the Needs of Current and Future Residents

Broad Occupational Category	Frequency (count)	Percentage
Legislative and senior management	40	0.6%
Business, Finance and Administration	960	14.8%
Natural and Applied Sciences	305	4.7%
Health	715	11.0%
Education, Law and Social/Community/Government	780	12.0%
Art, Culture, Recreation and Sport	65	1.0%
Sales and Service	1,385	21.4%
Trades, Transport and Equipment Operators	1,585	24.5%
Natural Resources, Agriculture and Related Production	200	3.1%
Manufacturing and Utilities	440	6.8%

Planning for Today and Tomorrow

Considering the Needs of Current and Future Residents

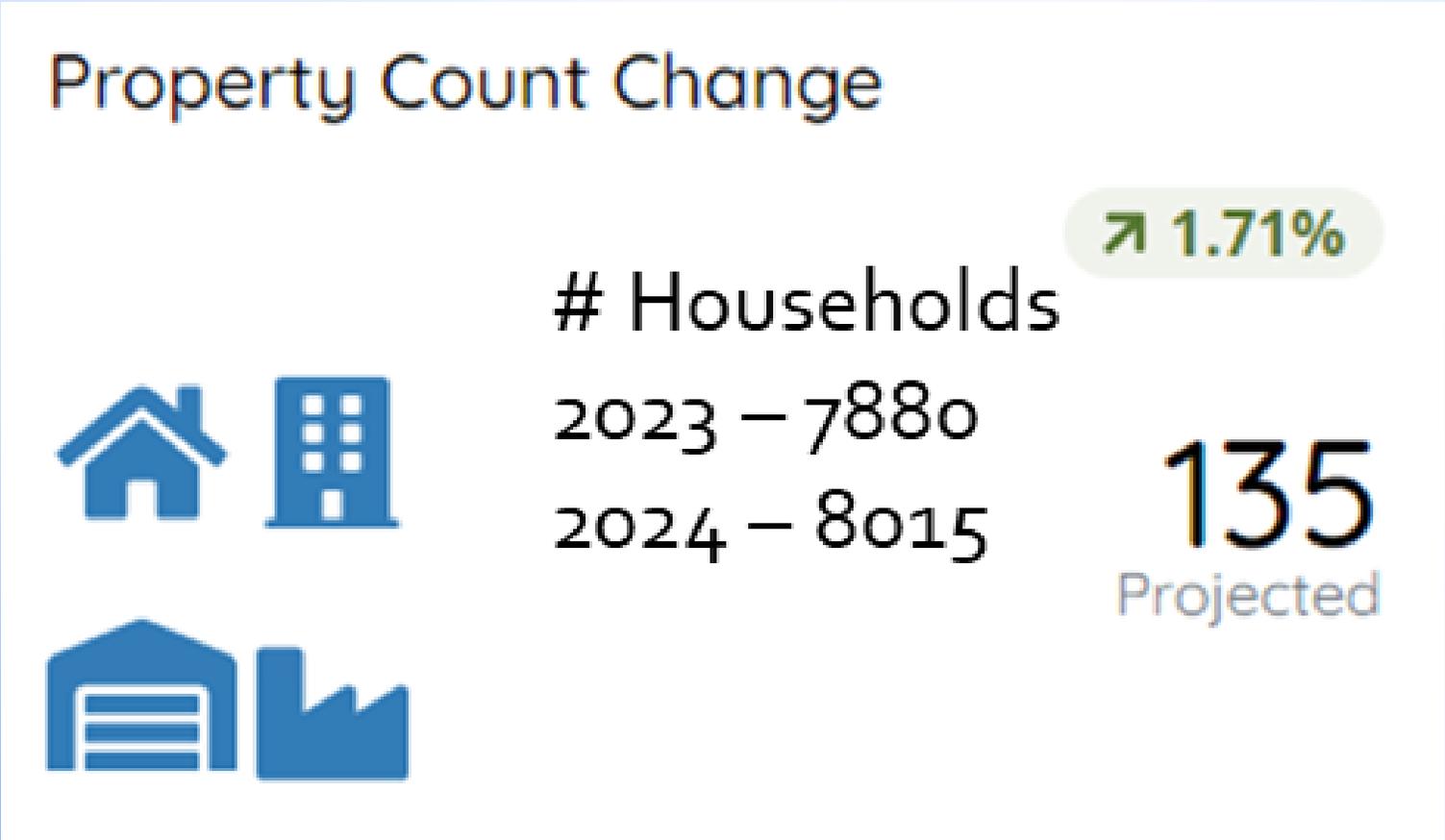
South Stormont household median after-tax income is \$81,000, up 11.7% from \$72,500 in 2015.

South Stormont household incomes are among the highest within the United Counties and Cornwall.

Geography	Number of Households			Households Median After-tax Income		
	2016	2021	% Change	2015	2020	% Change
Cornwall	20,930	21,385	2.2	46,800	\$55,200	17.9
North Dundas	4,480	4,535	1.2	74,000	\$79,000	6.8
North Stormont	2,630	2,855	8.6	72,500	\$81,000	11.7
South Dundas	4,555	4,650	2.1	62,800	\$69,500	10.7
South Glengarry	5,300	5,430	2.5	73,000	\$80,000	9.6
South Stormont	5,150	5,410	5.0	72,500	\$81,000	11.7

Planning for Today and Tomorrow Considering the Needs of Current and Future Residents

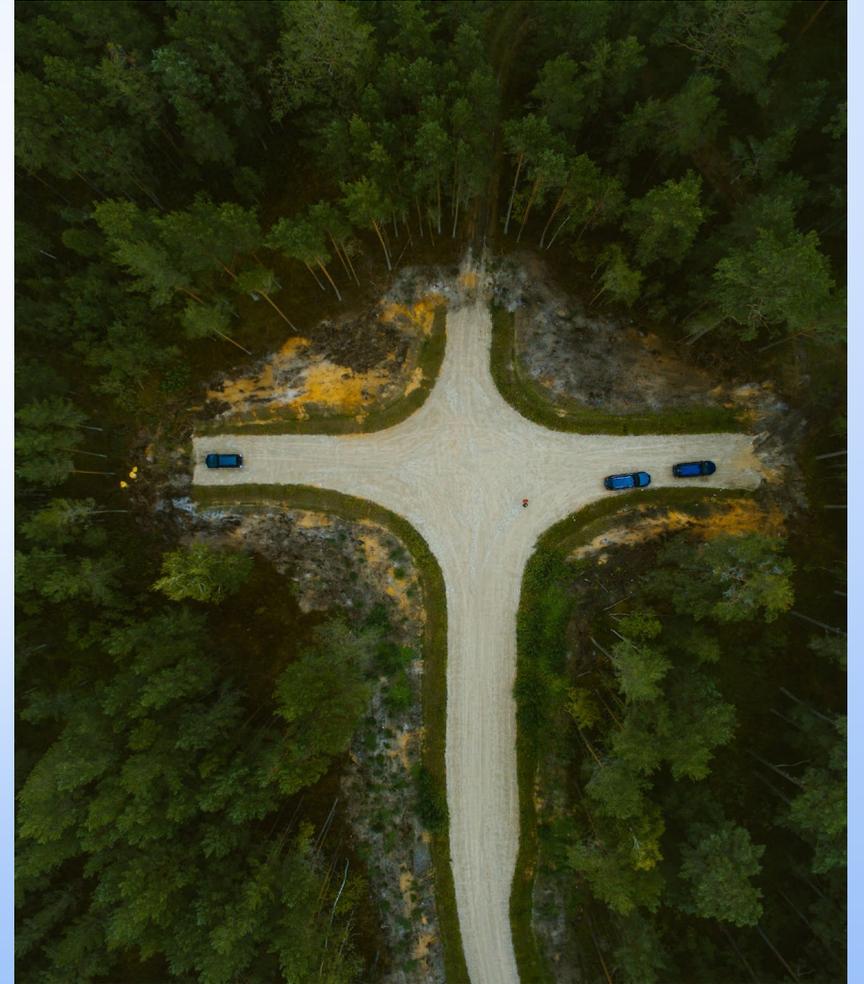
MPAC Household Count Projection based on Assessment Data



Township at Crossroads

Within Context of World and Canadian Economic Climates

- Growth Pressures
- Lack of housing options
- Aged and Aging Infrastructure
- No shared cost infrastructure programs, loans only
- Increased Expectations for Service
- Changing demographic
- Rising cost of supplies and materials
- High interest rates
- Lack of Long-Term Financial Plan



Township at Crossroads

Within Context of World, Canadian and Provincial Economic Climates

To meet the challenges Township must change the traditional direction used for budgeting

New Directions Required!

New Approaches Needed!



2024 DRAFT Budget

DRAFT budget prepared taking into consideration:

- Impact of current economic climate, interest rates up, inflation, supply chain issues, increased demand for labour/skills
- Significance of projects underway, project dollars not fully committed
- Grant funding reduced, lack of infrastructure programs
- Service delivery costs have increased significantly, e.g. fuel
- Legislative changes, downloaded responsibilities
- Asset Management Plan, addition of all other assets in 2024
- \$15.2M capital servicing expenditures in Ingleside and Long Sault required over next 5 years – does not include upgrades to water and wastewater plants
- Change historic use of funds to address capital pressures

2024 DRAFT Budget

DRAFT Department budgets prepared on basis of:

- No new operating or capital dollars unless previously approved
- Capital programs to remain within confines of money allocated in 2023
- Majority of grant funds previously used for Transportation reallocated for use in Water and Wastewater
- Introducing capital levy
- Minimal use of reserves, unless previously approved, e.g. 2023 projects that did not get started
- No debentures in 2024

2024 DRAFT Budget

Introduces Capital Asset Sustainability Levy

- Unable to rely on stable capital funding grants
- Recognizes long term needs
- Eliminate reliance on debentures for numerous small projects
- First step towards development of financial sustainability plan
- For use in Transportation, Parks and Recreation, Fire and By-law Services, Waste Management, Facilities and Storm Water Management – services and facilities accessed and used in all areas of Township
- Required to meet planned expenditures in 2024 without debenture

Message from Treasurer

Planning for Today and Tomorrow



Planning for Today and Tomorrow

What is an Operating Budget?

- Township's plan to pay costs to provide day-to-day services residents rely on; road maintenance, fire services, arena operations, parks maintenance, snow clearing, by-law enforcement, etc.
- It includes expenditures for materials, supplies and salaries for the people who deliver the services. It is largely funded by tax dollars.
- User fees help cover costs for individually accessed services; building permits and inspections, burn permits, recreation program fees and planning services.
- By law, municipal governments cannot budget for a deficit. The annual budget review process is critically important, it ensures services and initiatives are financially responsible.

Planning for Today and Tomorrow

What is a Capital Budget?

- The Township creates a capital budget to plan for significant costs related to buildings, land and other corporate asset projects.
- It is the annualized plan to support significant maintenance, repairs and replacement of equipment, facilities, in-ground infrastructure and Township owned land.
- All assets necessary for the safe and effective delivery of services.

Planning for Today and Tomorrow 2024 DRAFT Budget

Over the years, the Township of South Stormont has faced changes to the municipal environment that impact financial pressures:

- Covid 19 economic impact,
- inflationary pressures and rising interest rates,
- downloading of service delivery,
- new legislation, changes to property reassessment processes, and
- the implementation of items identified in the Township's Strategic Plan.

The 2024 Budget reflects a culmination of the various budget pressures through the different expense and revenue categories.

Planning for Today and Tomorrow

2024 DRAFT Budget

Further Challenges

Fuel

Fuel Budgets have been aligned to better reflect actuals in the 2024 Budget.

Consumer Price Index

The October 2022 Ontario Consumer Price Index was 6.5%. The September 2023 Consumer Price Index was reported at 3.8%. The Bank of Canada predicts that Consumer Price Index will remain around 3% for the next year, returning to the 2% target by the middle of 2025

	2020	2021	2022	2023	
Average Monthly Fuel Prices (Stats Can)	Average	Average	Average	Average	
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Sep	
DIESEL Ottawa-Gatineau, Ontario	101.283	126.117	198.992	169.711	
		24.5%	57.8%	-14.7%	
UNLEADED Ottawa-Gatineau, Ontario	98.567	130.592	167.608	156.733	
		32.5%	28.3%	-6.5%	
	2020	2021	2022	2023	2024
Township Expenses	Jan-Dec	Jan-Dec	Jan-Dec	Est. Ttl	
Total Fuel	\$198,999	\$238,591	\$385,851	\$353,984	
Average monthly fuel=	\$16,583	\$19,883	\$32,154	\$29,499	
		19.9%	61.7%	-8.3%	
Budget	\$42,900	\$13,800	\$150,816	\$156,346	\$315,800
		-67.8%	992.9%	3.7%	102.0%

Planning for Today and Tomorrow

2024 DRAFT Budget

Budget Challenges

Many factors are considered throughout the budget process. Several factors, however, are beyond the Township's control.

Collective Agreement

- CUPE 4219 contract signed in 2023 expires in March of 2026.

Non-Union Policy

- The policy established for non-union wages increases is based on Consumer Price Index in October. Many factors are considered throughout the budget process. Several factors, however, are beyond the Township's control.
- Percent increase is not yet known and will be approved by Council as part of the budget.

Payroll Costs/Benefits

- Payroll costs, other than direct wages, include CPP, EI, EHT, WSIB and the Ontario Municipal Employees Retirement System (OMERS) pension plan. Effective January 2024 CPP will have a two-tier earnings limit.

Planning for Today and Tomorrow 2024 Budget

Included In The Draft Budget

- Capital Levy at 8% = \$726,311
 - supports moving OCIF/OMPF for water/wastewater in future budgets and use of Gas Tax for water/wastewater in 2024.
- Sale of Lands = \$650,000
 - (\$400,000 to reserves, \$250,000 to support budget expenditures)
- Carry Forward Project Reserve = \$378,000
- No Debentures
- No Working Capital Reserve used, 2023 used \$421K from working capital to support budget.

Other Considerations

- Review 2023 Capital Projects – savings in 2023 projects carry to a capital reserve and used to support 2024 capital projects

Planning for Today and Tomorrow 2024 DRAFT Budget

Why is a Capital Asset Sustainability Levy Needed?

- Similar to other municipalities, South Stormont is facing the challenge of the infrastructure funding gap – the difference between the funding needed to keep assets in a state of good repair and the funding available.
- The Capital Asset Sustainability Levy is needed to ensure there are funds to repair and maintain infrastructure such as roads, parks and buildings.
- South Stormont has over \$325 million in core infrastructure assets that need to be maintained for the safe use of residents.
- In 2024 additional infrastructure assets, as mandated by the Province, will be added to the Asset Management Plan, buildings and equipment.
- Township growth and development will require more funds to build and maintain the service delivery infrastructure.

Planning for Today and Tomorrow 2024 DRAFT Budget

Using Proposed Capital Asset Sustainability Funds to Repair and Maintain South Stormont Infrastructure

- The Capital Asset Sustainability Fee is a levy on each property, based on a percentage of the Phased-In Assessment Value of a property as determined by the Municipal Property Assessment Corporation (MPAC).
- Administering the levy based on property values is an equitable approach to infrastructure funding.
- Council will set the overall amount to be collected through the levy during the Budget process.
- In 2024 the levy will appear on the Final Tax Bills, which are mailed to residents in July of every year.

Planning for Today and Tomorrow 2024 DRAFT Budget

Using Proposed Capital Asset Sustainability Funds to Repair and Maintain South Stormont Infrastructure

- The Township of South Stormont is responsible to repair and maintain roads, sidewalks, storm water ditches and ponds, community centres, fire stations, buildings, trails, parks, and more.
- Stable grant funding is reducing
- Based on published eligibility criteria Township has not been eligible for recent infrastructure grant programs
- A portion of paying the cost of that responsibility is proposed to come - in part - from a capital asset sustainability levy fee added to property tax bills.

Planning for Today and Tomorrow 2024 DRAFT Budget

Capital Asset Levy Options – 8% - 5% - 3%

Class	Levy Amount at 8%	Levy Amount at 5%	Levy Amount at 3%
Commercial	\$59,172	\$36,982	\$22,189
Industrial	\$26,681	\$16,676	\$10,005
Residential	\$604,425	\$377,765	\$226,659
Pipeline	\$36,004	\$22,502	\$13,501
Landfill	\$30	\$19	\$11
Total	\$726,311	\$453,944	\$272,367

2024 DRAFT Budget

Capital Levy Impact on Residential Taxpayer

Assessment Value	Capital Levy Rate @ 8%	Capital Levy-Residential	Capital Levy Rate @ 5%	Capital Levy-Residential	Capital Levy Rate @ 3%	Capital Levy-Residential
Per \$100,000 of Assessment	0.042590	\$42.59	0.026619	\$26.62	0.015971	\$15.97
Median Household \$210,000	0.042590	\$89.44	0.026619	\$55.90	0.015971	\$33.54

Planning for Today and Tomorrow

Property taxes are essential revenue streams distributed among our municipalities to fund various public services.

Property Tax Billing Mandate

As mandated by Provincial law, the majority of tax payments paid to the Township are collected and transferred to the United Counties of SDG and school boards.

Less than 1/3 of taxes collected by South Stormont are spent on Township services.

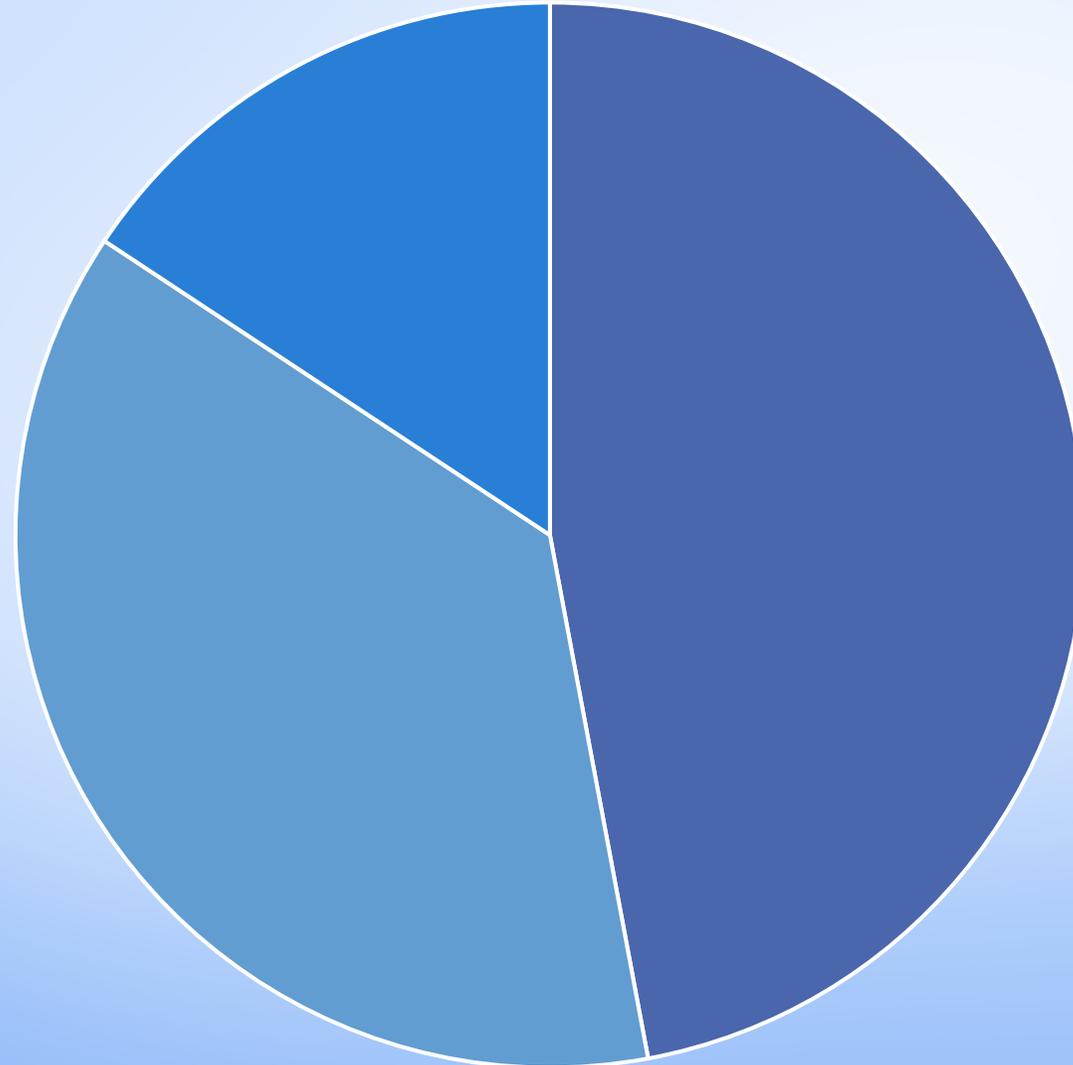
Tax Bill Distribution

Some Services provided by Tax Dollars

County	South Stormont	Local School Boards
Transportation Services	Fire and Emergency	Educational and Extracurricular programs
Health & Social Services	Facilities	Social Services
Police Services	Parks and Trails	
Library Services	Planning and Building	
Planning and Economic Development	By-Law Enforcement	
Forest & Weed Management	Waste Collection	
Court Services	Road Maintenance	
	Winter Maintenance	
	Drainage	

Tax Bill Distribution

Per \$1 Tax Dollar (Based on 2023 Tax Levy)



■ Counties (\$0.48) ■ South Stormont (\$0.38) ■ Education (\$0.16)

Planning for Today and Tomorrow

2024 DRAFT Budget

Property Assessment Growth

Generally, every four years, the Municipal Property Assessment Corporation (MPAC) updates all the property assessment values in Ontario, with the changes phased-in over four years.

The last update was January 2016, with the values phased-in for the taxation years 2017 through to 2020.

Due to COVID-19, the provincial government postponed the province-wide property assessment update, and paused the process updates in 2021, 2022, 2023, and the update will continue to be postponed for 2024.

Planning for Today and Tomorrow

2024 DRAFT Budget

Property Assessment Growth

As a result, property assessments for the 2024 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for 2020, 2021, 2023 and 2024 taxation year).

The updated average residential property assessment value, excluding multi-residential properties, is \$210,000 based on the January 2016 assessment base year.

Assessment Growth 2024 DRAFT Budget

Category	2023 Count	2023 Assessment	2024 Projected Count	2024 Projected Assessment	Variance 2023 to Projected 2024 (Growth)	% Growth
Commercial	147	43,042,800	149	43,086,300	43,500	0.10%
Government	5	2,245,000	5	2,269,000	24,000	1.06%
Industrial	108	115,611,000	115	128,429,500	12,818,500	9.98%
Institutional	8	14,988,000	8	20,879,000	5,891,000	28.21%
Residential/Farm	5922	1,470,628,500	5992	1,504,837,600	34,209,100	2.27%
Special/Exempt	38	10,085,500	38	10,085,500	-	0.00%
Vacant	1652	68,384,900	1708	69,637,500	1,252,600	1.80%
Total	7880	1,724,985,700	8015	1,779,224,400	54,238,700	3.05%

2024 DRAFT Budget Update - Expenditures

South Stormont's 2022 to 2024 Multi-Year Operating Budget proposed tax increases of 3 percent in 2022, 3 percent in 2023 and 4 percent in 2024.

In 2023 Council approved the tax increase at 5 percent.

For the 2024 draft budget Administration recommends the 4 percent increase as previously set and is proposing an 8 percent annual capital asset sustainability levy to support the capital infrastructure gap.

Impact on The Average Residential Tax Bill

The tax increase is applied to the assessed value of a property. The 2016 MPAC median assessed value is \$210,000 for residential homes in South Stormont.

Homes assessed at \$210,000, will see an annual average tax increase proposed in this budget for the Municipal portion of \$43.00 in 2024.

The Township's share of the average bill increases from \$1,074.98 in 2023 to \$1,117.98 in 2024.

Assessment Value	2023 Municipal Tax Rate	2023 Municipal Levy-Residential	2024 Municipal Tax Rate (4% Increase)	2024 Municipal Levy-Residential	Variance 2023 - 2024
Per \$100,000 of Assessment	0.51189495	\$511.89	0.532370748	\$532.37	\$20.48
Median Household \$210,000	0.51189495	\$1,074.98	0.532370748	\$1,117.98	\$43.00

Breakdown by Class - Municipal Levy

Breakdown of 2024 Municipal Tax Rate by Class (4% increase)

Class	2023 Levy	2024 Levy	Levy Increase
Commercial	\$1,030,003	\$1,190,066	\$160,063
Industrial	\$301,215	\$333,511	\$32,296
Residential/Farm	\$7,108,085	\$7,555,307	\$447,222
Total	\$8,439,302	\$9,078,884	\$639,581

2024 Budget Update - Expenditures

Total Township Budget

The draft budget for 2024 Total Expenditure Budget will be \$21,120,890, including the Operating, Contribution to Reserves and Capital Budgets. Water and Wastewater Budget is not included.

2024 Tax Levy Impacts

The 2024 Draft Operating Budget proposes a 4% tax levy increase.

Total Expenditure Budget	2023 Budget	2024 Budget	Variance Increase/ (Decrease)
Operating	\$12,683,384	\$13,260,012	\$576,628
Contribution to Reserves	\$925,658	\$1,580,000	\$654,342
Capital	\$7,001,877	\$6,280,878	(\$720,999)
Total Budget	\$20,610,919	\$21,120,890	\$509,971

2024 Budget Update – Total Operating and Capital Budget

	2024 Budget
Revenue:	
TAXATION	\$ 9,078,884
PAYMENTS IN LIEU	514,764
CAPITAL ASSET SUSTAINABILITY LEVY	726,311
FEEES AND CHARGES	1,783,995
UNCONDITIONAL/CONDITIONAL GRANTS	4,514,585
RENTS	642,793
INVESTMENT INCOME	550,000
DONATIONS AND OTHER	1,074,130
LOAN FUNDING/DEBENTURES	-
RESERVES	2,235,428
OTHER	
TOTAL REVENUE	\$ 21,120,890

2024 Budget Update – Total Operating and Capital Budget

	2024 Budget
Expenditures:	
Operating	
GENERAL GOVERNMENT	2,698,023
FIRE&RESCUE/PROTECTION PERSONS&F	1,598,610
TRANSPORTATION SERVICES	3,924,224
PARKS AND RECREATION	1,404,365
FACILITIES	1,310,565
PLANNING AND DEVELOPMENT	836,335
WASTE MANAGEMENT	1,337,100
DRAINAGE	150,790
TOTAL OPERATING EXPENDITURES	\$ 13,260,012
Reserves	
GENERAL GOVERNMENT	591,000
FIRE&RESCUE/PROTECTION PERSONS&F	325,000
TRANSPORTATION SERVICES	294,000
PARKS AND RECREATION	85,000
FACILITIES	5,000
PLANNING AND DEVELOPMENT	260,000
WASTE MANAGEMENT	20,000
DRAINAGE	
TAXATION	
TOTAL RESERVES EXPENDITURES	\$ 1,580,000
Capital	
GENERAL GOVERNMENT	240,000
FIRE&RESCUE/PROTECTION PERSONS&F	233,000
TRANSPORTATION SERVICES	1,776,500
PARKS AND RECREATION	3,883,205
FACILITIES	148,173
PLANNING AND DEVELOPMENT	-
WASTE MANAGEMENT	-
DRAINAGE	-
TOTAL CAPITAL EXPENDITURES	\$ 6,280,878
TOTAL EXPENDITURES	\$ 21,120,890

Reserve and Reserve Funds

Reserve Management

Reserves are used to fund capital projects and manage fiscal shocks to the operating budget. Reserves are funded through a number of sources including:

- Planned operating budget contributions to reserves funded through the tax levy or user rates
- Grants received from the provincial or federal governments
- Development charges and other development revenues collected for growth
- Operating budget surpluses which are allocated based on the Council approved surplus management strategy

Reserve and Reserve Funds

Development Charges are used to pay for growth

Development charges are collected on residential and non-residential developments. These funds are used to pay for the growth-related costs of capital projects needed to maintain consistent level of service to a growing community. The calculation of these development charges considers a number of factors:

Development charges include any growth projects that have been identified in the study, the historical service levels for each category and any benefit to existing residents; these costs are then distributed over the projected growth period included in the study

Reserve and Reserve Funds

Operating budget fiscal shocks are managed with stabilization reserves

In the operating budget, reserves are used to manage fiscal shocks to the budget which could result in large swings to the tax levy or user rates. This is done by smoothing the contributions to capital reserves and through the tax rate stabilization reserve.

A standard practice is to keep the tax stabilization reserve at a target balance of about 10 percent of annual tax revenue to pay for any unforeseen pressures. Our current Tax Stabilization Reserve balance is \$170,477 (2% of 2024 draft levy).

Projected Reserve/Reserve Fund Balances

	2023 Projected Balance	2024 Contribution to Reserve	2024 Contribution from Reserve	2024 Projected Balance
General Reserve Funds	\$218,238	\$205,00		\$423,238
General Reserves	\$7,117,043	\$1,375,000	-\$2,235,428	\$6,256,615
Grand Total	\$7,335,281	\$1,580,000	-\$2,235,428	\$6,679,853
Grand Total (Includes water/wastewater)	\$14,174,121	\$1,580,000	-\$2,235,428	\$13,518,693

Debt Management

Debt Management

Debt is a financing tool which enables South Stormont to manage the timing difference between when a capital project is constructed and when the funds are collected to pay for the project. This timing difference is most common for growth projects.

The 2024 Budget does not include any new debt authority to be approved at this time.

Existing Debt

	Opening Balance 2024	Principle	Interest	2024 Total Payment
EMS Building (2016)	\$528,941	\$24,598	\$11,804	\$36,402
Streetlights (2015)	\$61,845	\$61,845	\$1,251	\$63,095
Medical Clinic (2015)	\$945,849	\$69,350	\$28,799	\$98,149
Municipal Building (2012)	\$690,962	\$222,332	\$22,382	\$244,715
Fire Truck (2021)	\$507,693	\$23,088	\$12,578	\$35,666
Fire Truck (2023)	\$608,000	\$18,306	\$30,053	\$48,359
Bridge Work (2023)	\$656,000	\$19,751	\$32,426	\$52,177
Total (excluding Water/WW)	\$3,999,290	\$439,271	\$139,293	\$578,564

Current Debt – 10-year Outlook

Projection	2024 Opening	10 - year payments through Operating Budget										2033 Closing	
		2024 Payments	2025 Payments	2026 Payments	2027 Payments	2028 Payments	2029 Payments	2030 Payments	2031 Payments	2032 Payments	2033 Payments		
2022 Bridge Work	\$ 656,000	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 52,177	\$ 407,083
2022 Fire Truck	\$ 608,000	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 48,359	\$ 377,297
2021 Fire Truck	\$ 507,693	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 35,666	\$ 248,319
Municipal Building	\$ 690,962	\$244,715	\$244,715	\$244,715	-	-	-	-	-	-	-	-	\$ -
Medical Clinic	\$ 945,849	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 98,149	\$ 143,615
Street Lights	\$ 61,845	\$ 63,096	-	-	-	-	-	-	-	-	-	-	\$ -
EMS Building	\$ 528,941	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 36,402	\$ 255,828
Total Operating (excluding drainage)	\$3,999,290	\$578,564	\$515,468	\$515,468	\$270,754	\$1,432,141							
Drainage Loans	\$ 94,267	\$ 9,693	\$ 10,274	\$ 8,879	\$ 11,544	\$ 7,835	\$ 6,579	\$ 4,270	\$ 2,692	\$ 2,854	\$ 3,025	\$ 3,025	\$ 3,209
Total Operating (including drainage)	\$4,093,557	\$588,257	\$525,743	\$524,347	\$282,298	\$278,589	\$277,333	\$275,024	\$273,446	\$273,608	\$273,779	\$273,779	\$1,435,351
Water - Windermere 2019	\$ 268,006	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 14,429	\$ 186,323
Water - 2007	\$3,165,046	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$290,493	\$ 831,600
Total Water	\$3,433,052	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$304,923	\$1,017,923
Total Debt	\$7,526,609	\$893,179	\$830,665	\$829,270	\$587,221	\$583,511	\$582,256	\$579,947	\$578,369	\$578,530	\$578,702	\$578,702	\$2,453,273

2023 Budget included new debentures of \$1,112,200. To-date capital project savings may result in not requiring debentures for 2023 projects.

Cost of New Debt

If debenture required for 2023 \$1,112,200 – 15 year @ 4.89%

Principal Amount \$1,112,200
Interest Amount \$459,489.361
Total Payment Amount \$1,571,698.31

Monthly Payments \$8731.61
Annual Payment Total \$104,779.32

If debentured instead of 2024 Capital \$726,311 – 15 year @ 4.89%

Principal Amount \$726,311
Interest Amount \$300,064.75
Total Payment Amount \$1,026,375.75

Monthly Payments \$5,701.64
Annual Payment Total \$68,419.38

Current Interest Rate with
Infrastructure Ontario:

15 year 4.89%

20 year 4.99%

25 year 5.01%

2023 Economic Recap

The Canadian economy has been resilient against the backdrop of high interest rates, as the Bank of Canada raised its Central Bank Overnight rate by an additional 75 basis points throughout 2023. The Overnight rate remained at 5% as of the central bank's most recent interest rate announcement on October 25, 2023. Stronger than expected household spending has been supported by population growth, while inflationary pressures still remain elevated. The unemployment rate stood at 5.5% and has yet to see any material softening in labour demand. Although there has been progress on CPI trending slower, it was 3.8% at the end of September and has been volatile in response to fluctuations in energy prices.

There has been increasing evidence that elevated interest rates continue to dampen economic activity, which has been most evident with weaker demand for housing. Although goods inflation continues to moderate, price pressures are widespread in core inflation, which encompasses the services side such as high mortgage interest costs and rents.

APPENDIX

STRATEGIC ACTION PLAN 2024 Goals and Initiatives

Goal 1: Safe and Reliable Infrastructure

Continuation of 2023 Priorities:

- Public education campaign stressing importance of water conservation.

Spring/Summer 2024 Priorities:

- Complete Asset Management Plan for non-core assets.
- Liaise with development community to encourage advocating upper levels of government to help fund water/wastewater system expansion.
- Assess potential options and phased approaches for alternative short-term water/wastewater solutions, (discuss with the City of Cornwall re connecting to City water/wastewater systems).
- Finalize location and engage and architect/engineering firm to produce concept plan and cost estimate for a new fire hall.

Fall/Winter 2024 Priorities:

- Work with the County to establish South Stormont Growth Priorities, identify zones and timelines for settlement expansion.

Goal 2: Welcoming and Vibrant Community

Continuation of 2023 Priorities:

- Select a location and design a future dog park and kayak launch
- Identify financial and staffing resources to implement Parks and Recreation Master Plan and Waterfront Development Plan recommendations and integrate these into long-term financial plan and budget process.
- Initiate discussions with the County and member municipalities about transitioning to a County-led animal control program.
- Review/assess Township-owned property for more affordable housing options. Advocate for senior government to financially contribute to this housing project.

Spring/Summer 2024 Priorities:

- Research and introduce a draft Public Art Policy.
- Establish policy requiring developers include dedicated neighbourhood parkland

Goal 2: Welcoming and Vibrant Community

Fall/Winter 2024 Priorities:

- Continue negotiations to acquire waterfront property.
- Partner to facilitate an annual community volunteer fair and volunteer recognition event.
- Council representation on Agriculture Board and host/promote a community-wide annual Agricultural Open House.
- Pursue options with school boards for added community use of schools.
- Establish an Environmental Action Committee to consider practical actions to enhance the Township's natural environment.
- Create a tree management program that includes Township-wide tree canopy targets.
- Revise zoning bylaws to establish zones where higher density housing is encouraged.

Goal 3: Diverse and Prosperous Economy

Spring/Summer 2024 Priorities:

- Create an Economic Development Action Plan confirming Township's competitive advantages; explore tourism potential; identify branding/marketing requirements; assess internal staff skills/capacity.
- Strengthen relationship with the Chamber of Commerce jointly host Business Town Hall/Business Awards event.
- Enhance current Community Improvement Plan (CIP) incentives in partnership with the County, increase support to local businesses in both programs.
- **Fall/Winter 2024 Priorities:**
- Initiate marketing plan to attract new business based on recommendations from Economic Development Action Plan.
- Establish an authentic and professional brand and associated marketing material to promote tourism from recommendations in Economic Development Action Plan.

Goal 4: Exceptional and Accountable Government

Spring/Summer 2024 Priorities:

- Establish a long-term financial plan with a comprehensive reserve policy.
- Complete a Government Relations Strategy in consultation with local MP and MPP clarifying the Township's advocacy priorities and key messages. Engage an external government relations resource if required.
- Host semi-annual Town Hall community information session with Council and senior staff.
- Increase/maintain municipal fees and charges, goal cost-recovery and avoiding unnecessary increases in taxes.
- Update development charges to ensure that growth continues to pay for growth.
- Introduce an annual staff recognition event hosted by the Mayor and Council.
- Facilitate a Council and staff education session on workplace diversity, equity, and inclusion.

Goal 4: Exceptional and Accountable Government

Fall/Winter 2024 Priorities:

- Create a dedicated position responsible for communication and customer service.
- Introduce Post-Council Update for a broad audience.
- Initiate a rebranding project to create a new brand/image and better promote Township activities and facilities.



2024

DRAFT Budget

Fire and By-law

Recent Accomplishments

- Delivery of new Pumper/Tanker Station 4
- Fire Master Plan presented to Council
- New heavy duty bunker gear washing machine installed
- New SCBA fill station/compressor installed at Station 2
- Completed hydrostatic testing on all SCBA in accordance with NFPA
- All portable radios/base station radios and mobile radios replaced with new Tait radios
- Certified the entire department to awareness level for water/ice water rescue NFPA 1006



Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

Recent Accomplishments

- Certified 7 members at the technician level for water rescue NFPA 1006
- Certified 20 members for Firefighter 1 NFPA 1001
- Certified 5 members for Firefighter 2 NFPA 1001
- Certified 1 member for Fire Investigator NFPA 1033
- Hiring a new Deputy Chief/Training officer
- Overhaul and replacement for the tank portion in Tanker 3
- Implemented new software for by-law (Cloudpermit)
- Commenced Phase 1 of a comprehensive noise study re: Gun Club

2024 Priorities

Safe and Reliable Infrastructure-Strategic Priorities and Actions

1.3 Optimizing the delivery of essential services by maintaining and upgrading our facilities and equipment.

- (D)Finalize location and engage in architect/engineering firm to work with township staff to produce a concept plan and cost estimate for a new fire hall for Station 2 - Ingleside (Spring 2024).

Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
Fire and Protection of Persons & Property					
2000 - FIRE SERVICES ADMIN	418,941	380,523	403,552	285,188	526,355
2010 - FIRE DEPARTMENT - STATION 1 (LONG SAULT)	173,600	196,288	246,976	196,831	240,078
2020 - FIRE DEPARTMENT - ST. 4 (ST. ANDREWS)	174,877	186,681	190,978	170,074	184,735
2030 - FIRE DEPARTMENT - STATION 2 (INGLESIDE)	149,830	145,915	153,080	211,819	187,235
2040 - FIRE DEPARTMENT - STATION 3 (NEWINGTON)	144,404	149,604	167,410	143,670	167,131
2050 - FIRE PREVENTION	101,697	92,657	108,665	83,783	108,792
2400 - BYLAW AND OTHER PROTECTION	111,592	84,411	128,037	94,386	173,615
2410 - ANIMAL CONTROL	42,500	43,250	10,669	4,164	10,669
Contributions to Reserves	325,000	325,000	325,000	331,500	325,000
Total	1,642,441	1,604,329	1,734,367	1,521,415	1,923,610

2024 Contribution to Reserves

\$50,000 – Capital Reserve Equipment-Fire

\$250,000 – Fire Facilities Reserve

\$25,000 – Animal Control Reserve

Any in-year Donations received to the Fire Vessel Donations Reserve

2024 Initiatives

- Establish a learning contract with the Ontario Fire Marshall (OFM)
- Create in house training for NFPA 1001 (Firefighter 1&2)
- Continue certification for water/ice water rescue NFPA 1006
- Certification timeline for all personnel regarding NFPA standards, CPR First Aid, D-Z licensing.
- Establish a system for equipment expiry and replacement
- Hire firefighters for all four stations to maintain numerical standards in accordance with By-law 2023-004
- Phase 2 of communication system

Changes to Operating Budget

- All building maintenance costs removed from operational budget and shifted to the division of Facilities Coordinator
- Annual maintenance of all equipment and apparatus shifted from individual stations to Fire Service Administration (\$30,000)
- New category created "New Recruits" and allocated to fire service administration (\$65,000)
- Addition of Part-Time By-Law Officer

Capital Projects Summary – Fire Services

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Carry forwards/ Work in progress (Reserves)	Reserves/ Reserve Funds/ Surplus'	2024 Capital Levy	2024 Tax dollars	Project #
Fire Rescue	Fire Rescue	Phase 2 - Communications > Towers and Repeater	\$ 158,000			\$ (158,000)		\$ -	FP2401
Fire Rescue	Fire Rescue	Truck	\$ 75,000			\$ (75,000)		\$ -	FP2402
Fire Rescue		SUB-TOTAL	\$ 233,000	\$ -	\$ -	\$ (233,000)	\$ -	\$ -	

- Half Ton Pick Up Truck (\$75,000)
- Phase 2-Communication System (\$158,000)

HALF TON PICK UP TRUCK

Alignment with Strategic Plan

Goal 1: Corporate Capacity

1.4: Tools and Technology

- Funding Source: \$75,000 Fire Vehicle Reserve

Description of Project

- Replacement of 10-year old truck currently used by Fire Chief.
 - Nearly \$10,000 in repairs to the existing truck over the last year, approximately 200,000km
- New pick up will be assigned to the Fire Chief, with the existing truck being used by Deputy Chief, By-law Enforcement Officer and Fire Prevention Officer during normal business hours.
- Existing truck will also be used as a utility vehicle for SSFR to load contaminated hose and gear and transport to stations after fires.

Phase 2 Communication System

Alignment with Strategic Plan

Goal 1: Corporate Capacity

1.4: Tools and Technology

- Funding Source: \$158,000
Communication System

Description of Project

- Phase 2 of the overhaul of SSFR communication system
- \$132,000 for the installation of two new communication towers, each standing at a height of 64 feet (the fire halls will be used as the shelter and power)
- \$26,000 for the replacement of the analog repeater with a new digital repeater for the existing tower



2024

DRAFT Budget

Planning and Building

Planning and Building Department

Dedicated to playing a role in shaping the future of South Stormont with foresight and accuracy, our Planning and Building Department is committed to fostering sustainable development, enforcing regulatory compliance, and enhancing the community's character. We strive to balance innovation with tradition, ensuring a resilient, vibrant, and harmonious environment for current and future generations in South Stormont



Recent Accomplishments

- RRCA Land Donation and Swap Completed (Future Conservation Area)
- Approval John Chase Subdivision, BLOCK 3 Multi-Residential
- Approval Mirlaw/Glenco Subdivision
- Site Plans Active/Completed (Lactalis North and South Phases, Brothers Auto, Former Cashway (virtual golf simulator), Rose Mechanical Development, St. Lucie, (Our Lady of Good Council, etc.)
- First Intern Inspector appointed under newly established Internship Program
- Housekeeping Exercise
- Dormant Building Permit maintenance initiative
- Zoning By-law Amendments (Wildflower, Aultsville Commercial Component, etc.)
- Temporary AGCO patio process and successful implementation



Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 Priorities

Goal 1: Safe and Reliable Infrastructure

Embrace healthy community growth by building, maintaining and continuously improving our municipality owned infrastructure.

Spring/Summer 2024 Priorities:

- Work with the development community to advocate for government funding for water/wastewater system expansion.
- Determine potential options and a phased approach with costs for alternative short-term water/wastewater solutions, including discussions with the City of Cornwall about connecting to their water/wastewater systems.

Winter 2024 Priorities:

- Establish a Growth Priority Plan that identifies zones and timelines for settlement expansion.

2024 Priorities

Goal 2: Welcoming and Vibrant Community

Provide and enviable quality of life for everyone who calls South Stormont "home".

Winter 2023/2024 Priorities:

- Revise zoning bylaws to establish zones where higher density housing is encouraged.

Spring 2024 Priorities:

- Create a tree management program that includes Township-wide tree canopy targets.

Fall 2024 Priorities:

- Establish a policy requiring developers to include dedicated parkland in all new neighbourhoods.



2024 Initiatives

- Avenue 31 Development - Update: Draft Plan of Subdivision Application Pending Approval (MTO Challenges)
- John Chase Subdivision (BLOCK 3 - Multi-Residential Development) - Capacity Factored
- Fence and Sign By-laws (Planning/Building/By-law Enforcement) - Draft By-laws Completed Adoption in 2024
- Forest Protection / Clear Cutting By-law - Preliminary Discussions with Conservation Authorities (Consideration 2024)
- Site Plans - Long Sault East Industrial Park (3 Lots)
- Future Plans of Subdivision: Long Sault (4 Developers), St. Andrews (2 Developers), Ingleside (4 Developers)

2024 Initiatives

- Allocation Policy Review - Planning/Public Works - Draft Allocation By-law Completed / MSS Study Completion
- Evaluate Pedestrian Connectivity - Planning/ Public Works / WT Infrastructure (Long Sault/Ingleside)
- Zoning By-law Update (Townships, County and Republic Urbanism) - DRAFT Document Completed Adoption in 2024
- Growth Management Study and Settlement Boundary Expansion (County Wide) - PPS Changes Delayed
- Replace vacant Building/Planning position
- Continue Dormant Building Permit maintenance initiative
- New Site Plan By-law - Concurrent with new Zoning By-law
- Public / Development community, orientation meetings New Ontario Building Code / Planning and Building requirements

Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
Planning & Building Services					
8100 - PLANNING & ZONING	259,657	346,624	364,425	245,095	367,633
8110 - PD - COMMITTEE OF ADJUSTMENT	-		2,400	1,437	2,400
8500 - BUILDING PERMIT AND INSPECTION SERVICES	539,051	374,386	459,108	340,173	466,302
Contributions to Reserves	56,000	56,000	160,000	217,686	260,000
Total	854,708	777,010	985,933	804,391	1,096,335

2024 Contribution to Reserves

\$50,000 – Waterfront Reserve

\$200,000 – Development Charge Reserves

\$10,000 – Building Reserve

Changes to Operating Budget

- Forecast for both Planning and Building will be dependant on market trends and will dictate development activity. There is a lot of residential and ICI on the horizon.
- In 2023 we saw a significant slowdown in construction - material, labor costs, interest rates were all factors in the reduction.
- Building By-law fee increase in effect January 1st, 2024
- Appropriate cost recovery percentile for Planning fees has been approved
- Projected Development Charges (DC) revenues will be reduced in accordance with Bill 23 - 2024(15%)-2025(10%)-2026(5%)
- DC By-law fee to increase in effect September 15th, 2024



2024

DRAFT Budget

Parks and Recreation

- Facilities

Recent Accomplishments

- Completion of 2023 capital projects (including outstanding 2022 projects, grant reporting, and funding claims).
- Issued a Request for Expression of Interest for the future of the Raisin River Heritage Centre and subsequent hiring of consultants for demolition phase.
- Negotiated lease agreements for land and facility use with community partners (i.e. UCDSB Lancer Centre, SLPC Lakeview Waterfront Park).
- Continued to advocate and negotiate waterfront land transfer/purchase with SLPC and the Province of Ontario.
- Full review and implementation of new facility rental agreements and updated insurance procedures.
- Public meeting for a potential expansion of the Long Sault Multi-Use Recreational Trail along the Pipeline Corridor.

Recent Accomplishments

- Increase in programming participation across all youth and adult programs, including expansion of programs offered.
- Formed partnership with Carefor to offer Walking Group Program.
- Renewed the Lease Agreement for operation of the canteen at the Arena.
- Created Advertising Agreement with Mustangs and SSMHA at the Arena.
- Successful funding applications with Celebrate Canada, Ontario Trillium Foundation, Enabling Accessibility Fund, Veteran Affairs Canada, and saveONenergy.
- Introduced an additional operator to the department and assumed the responsibilities of the Facilities Coordinator from Public Works.

Parks and Recreation Department Project Team



Kevin Amelotte
Department
Director

Matthew Testa
Facilities
Coordinator

Cara Lemkay
Recreation
Coordinator



Ingleside Community Park

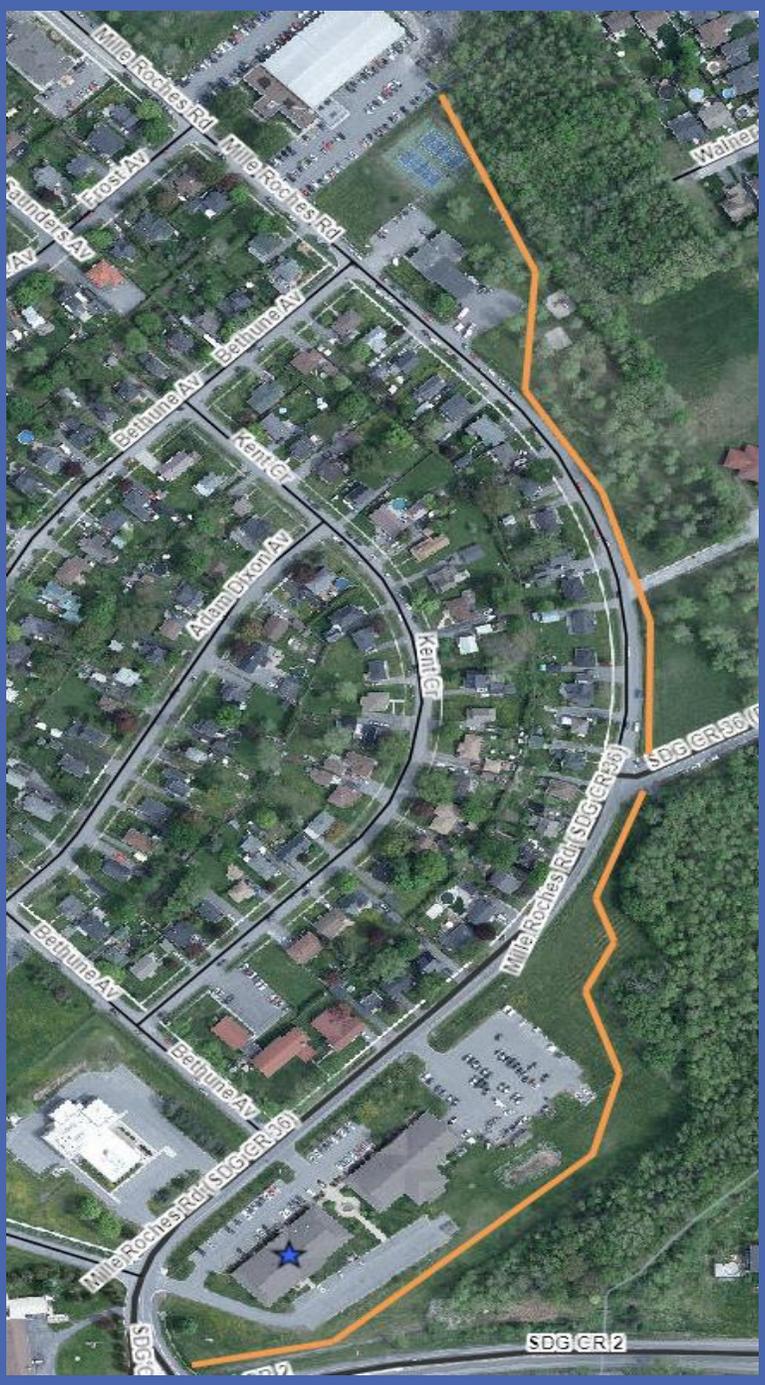
Basketball Court & Pickleball Upgrades



Lost Villages Museum – Ault Park Cenotaph, Pavilion, and HVAC Upgrades

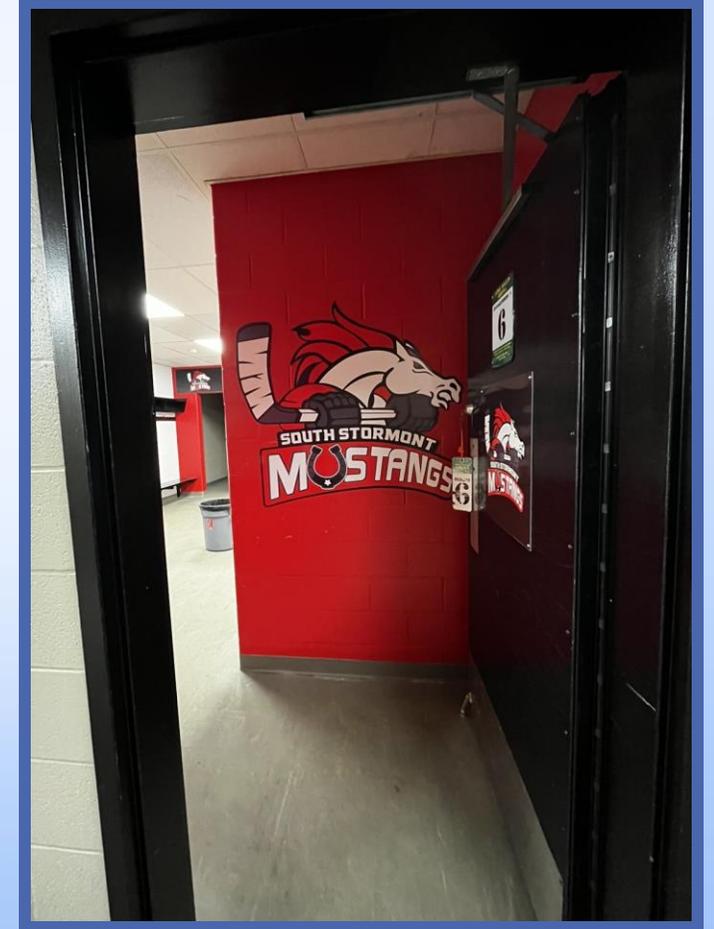
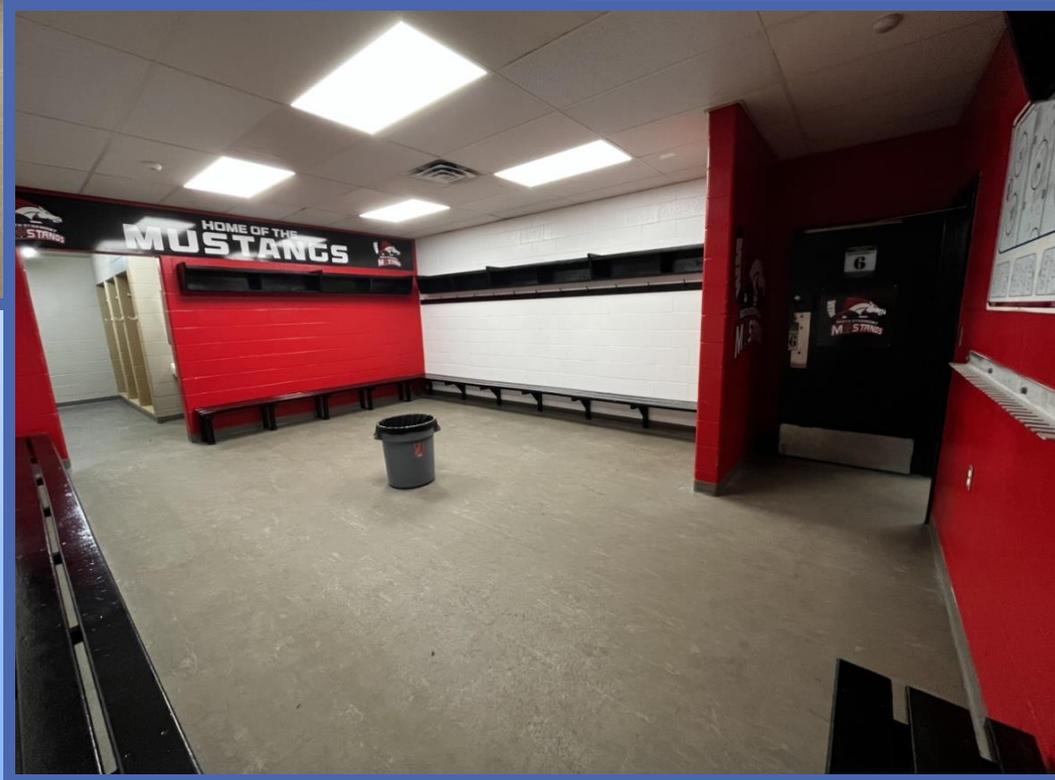
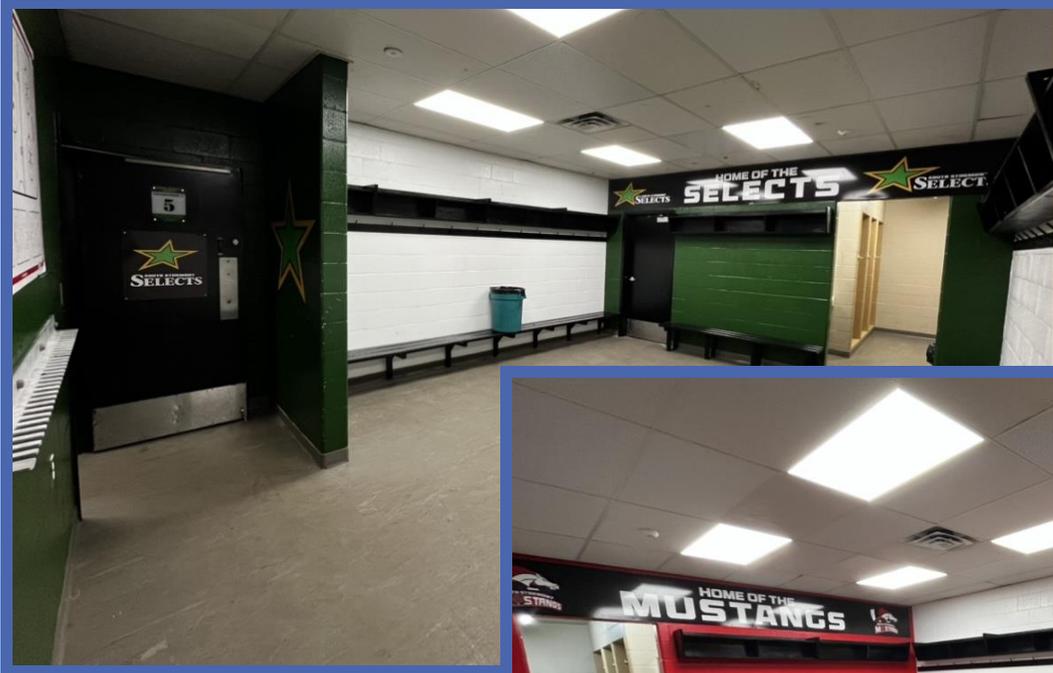


Multi-Use Recreational Trail Mille Roches Corridor



Long Sault Arena

Home Team Changerooms - Upgrades



Lloyd Hawn Park (Newington)

Park Equipment, Safety Surfacing, & Accessible Ramp



New Park Equipment and Safety Surfacing

Chase Meadows Park



Moulinette Island Park



Completed Landscaping Projects Various Locations



Cemetery Repairs

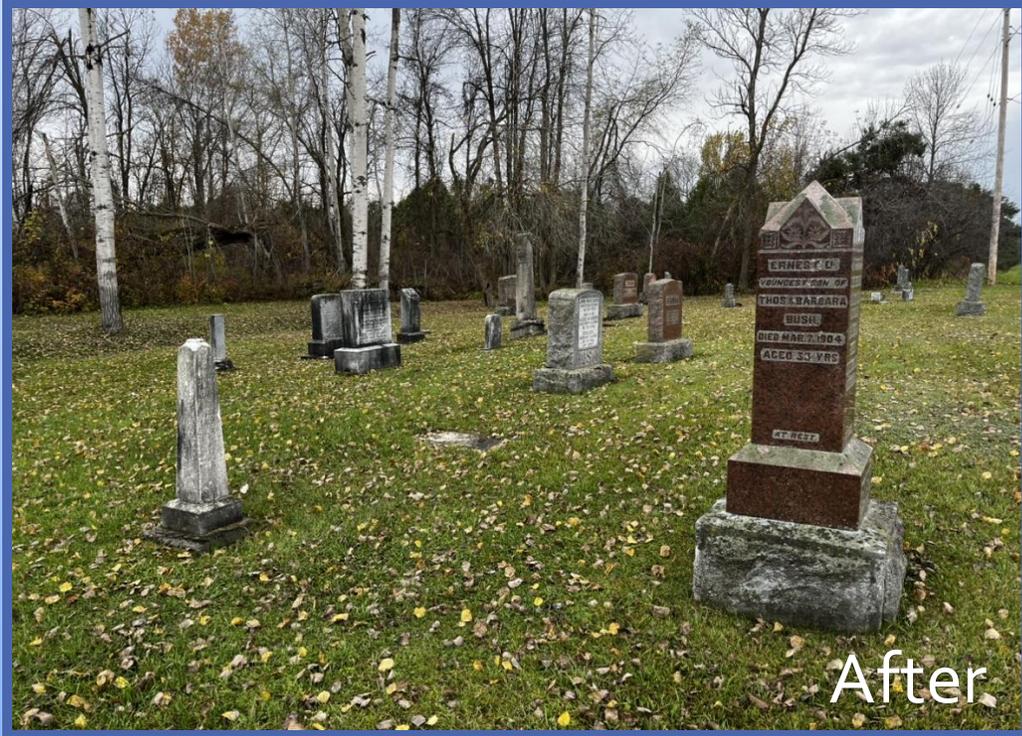
Stone Restoration and Placement

Willis Cemetery



After

Before



After

Dixon Cemetery

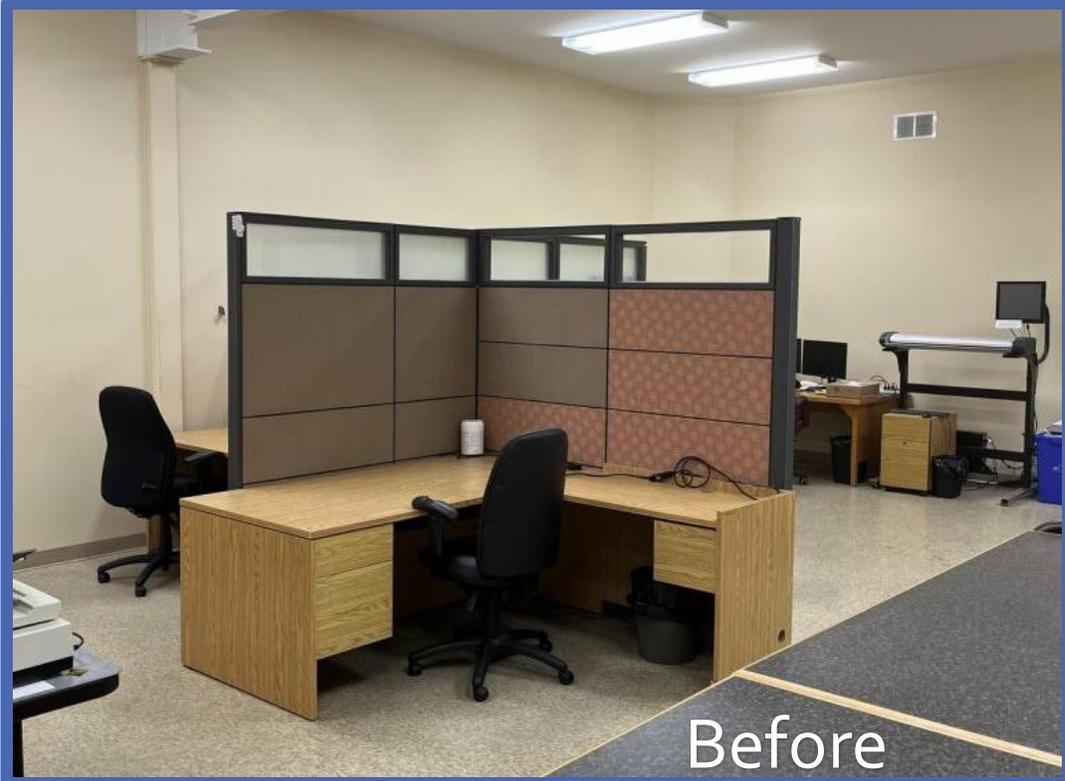


OTHER FACILITY IMPROVEMENTS

Across The Township

Municipal Office – Town Hall

Improved Office Spaces and Storage Area



Before



After



After

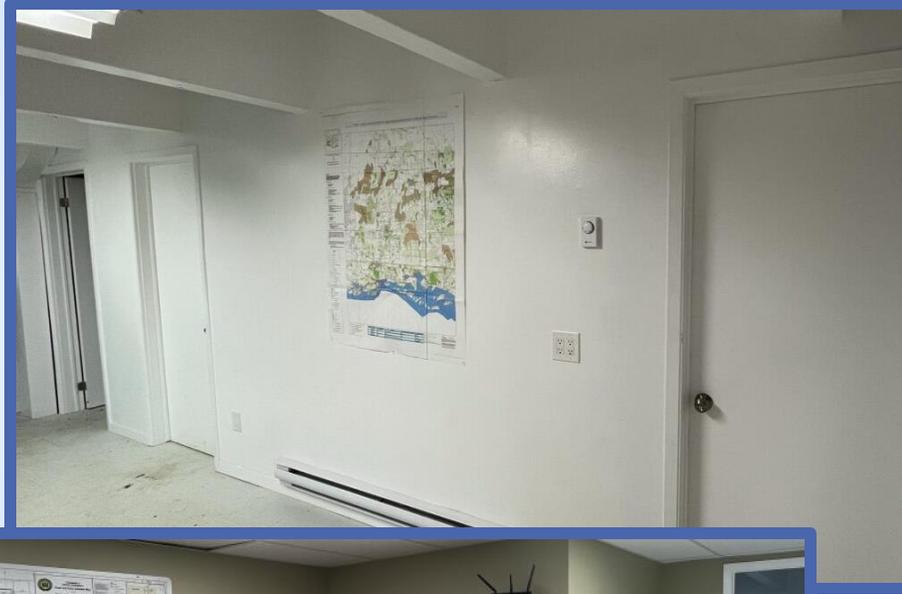
Municipal Office – OPP Detachment

Exterior Walkway Improvements



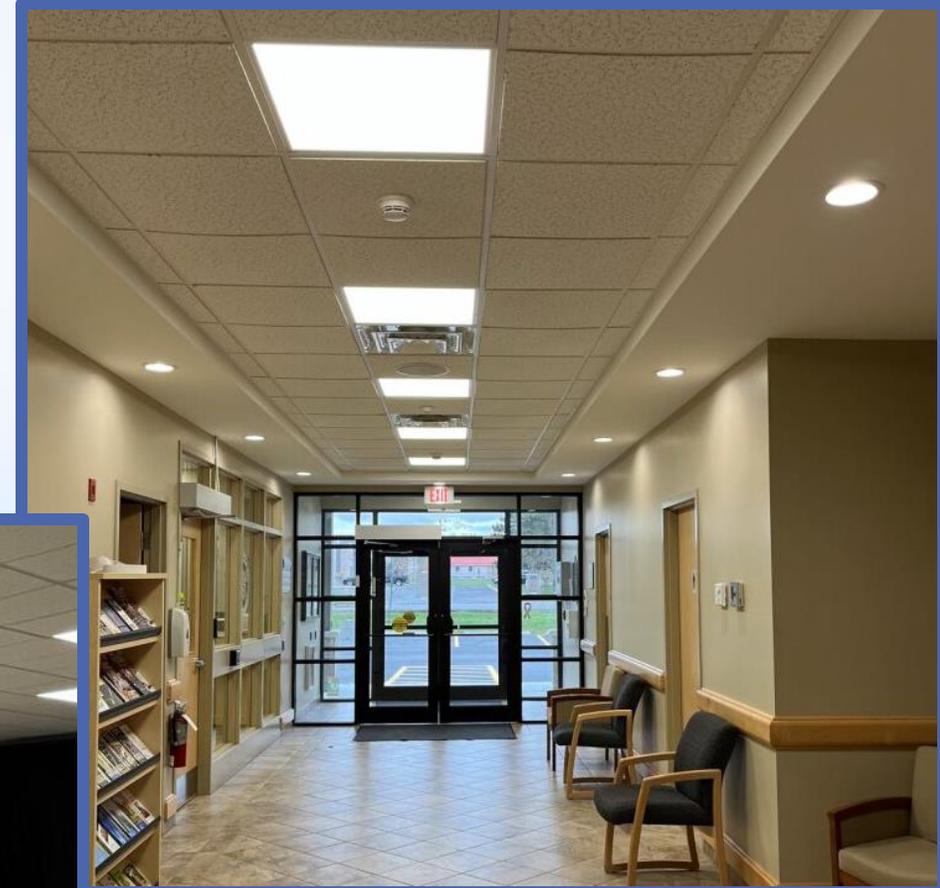
Public Works Garage

Interior Improvements to Office Spaces



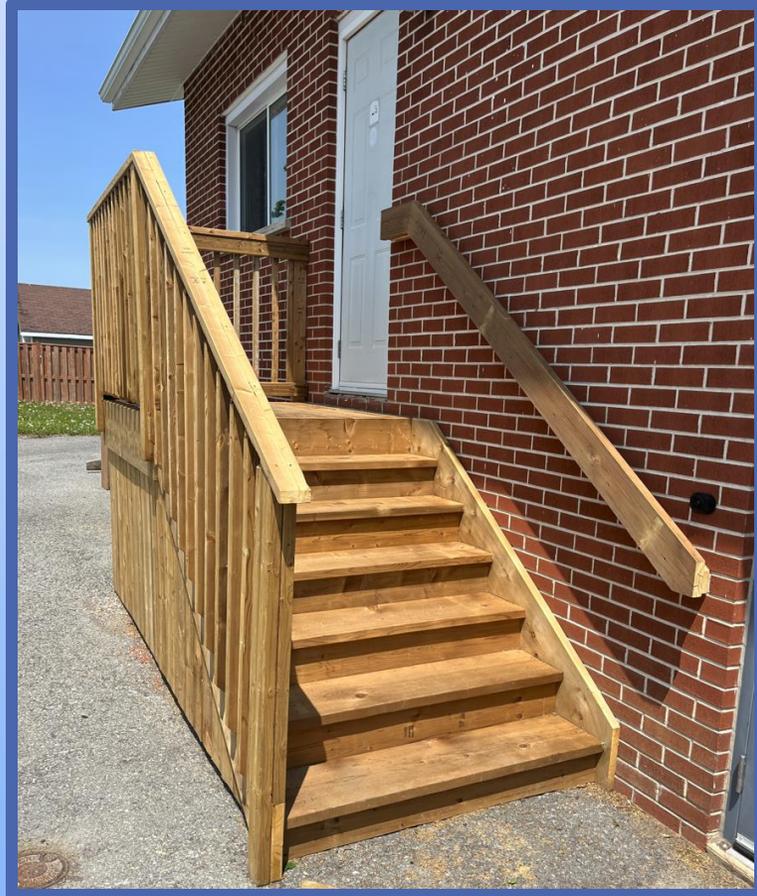
LED Interior Lighting Upgrades

Town Hall – OPP Detachment – Libraries (x2) – Fire Station 1



Fire Station 2 – Ingleside

Entrance Upgrade and Roof Repairs



2023 Community Events



Volunteer Appreciation Gala



Canada Day Celebrations



Sports Hall of Fame Ceremony

Arnold Bethune Community Park TD Tree Days - 2023



2023



SDG CHAMPS





Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 – Key Priorities & Initiatives

- Completion of 2024 capital projects (including outstanding 2023 projects, grant reporting, and funding claims).
- Research/Implementation of work order and asset management software.
- Further investigate opportunities for additional community uses of open space at the former Rothwell Osnabruck High School.
- Continue to advocate and negotiate waterfront land transfer/purchases with SLPC and the Province of Ontario.
- Complete Asset Management Plan for all non-core assets.
- Operations / Maintenance of outdoor rinks – strategy and future options.
- Future opportunities for Multi-Use Trails – Pipeline Corridor.

2024 – Key Priorities & Initiatives

- Review and renew lease agreements for continued use of lands for programs and passive recreation opportunities (i.e. St. Andrews West Sports Fields, Lakeview Waterfront Park).
- Monitoring and adjusting operational budget under Facilities to improve reporting and budget forecasts for future years.
- Continue to develop a tree management program for Township owned property.
- Work with Raisin River Conservation Authority to identify potential recreational opportunities on new conservation lands.
- Strong commitment on completing items identified in the Township Accessibility Plan.

Parks and Recreation Department 2024 Operations Budget



Operating Expense - Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
Parks & Recreation					
7000 - PARKS & RECREATION ADMIN	415,245	384,315	204,131	231,849	248,273
7100 - PARKS	241,979	304,090	288,606	343,401	264,341
7210 - SPECIAL EVENTS	28,500	68,176	81,489	73,280	82,550
7310 - ARENA	439,458	481,415	494,629	484,262	415,166
7320 - OUTDOOR RINKS	58,775	29,761	41,662	38,306	28,658
7330 - COMMUNITY HALLS	11,505	26,342	58,584	58,082	44,200
7340 - GYMNASIUMS (Lancer Ctr)	13,177	27,363	40,076	25,391	36,176
7350 - POOLS	71,337	128,736	177,834	142,659	141,986
7360 - SPLASH PADS	-	137	9,256	2,254	2,358
7400 - LIBRARY	18,329	15,846	24,436	14,731	2,719
7510 - LOST VILLAGES	103,707	108,677	128,425	107,449	137,938
7520 - HERITAGE CENTRE	9,910	12,845	47,575	34,027	-
Contributions to Reserves	70,000	85,000	85,000	85,000	85,000
Total	1,481,922	1,672,703	1,681,703	1,640,691	1,489,365

2024 Contribution to Reserves

\$50,000 – Waterfront Reserve

\$15,000 – Parks Reserve

\$20,000 – Arena Reserve

Operating Expense - Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
Facilities (Reports to Parks & Recreation)					
1600 - FACILITIES - ADMIN	-	78,798	59,195	134,662	58,925
1610 - EMS OPERATIONS	56,003	35,074	56,443	46,709	56,445
1620 - OPP OPERATIONS	358,105	164,840	360,826	210,307	360,825
1630 - SLMC	128,450	22,903	129,010	111,289	129,010
1640 - SS SENIOR CENTRE	6,900	14,680	6,925	4,398	6,925
1650 - MUN OFFICE BUILDING	375,599	194,059	249,932	170,396	255,232
1660-LONG SAULT ARENA					128,500
1661-LOST VILLAGES					10,373
1662-HERITAGE CENTRE					45,601
1664-INGLESIDE LIBRARY					19,686
1665-PARKS BUILDINGS					37,800
1666-POOLS/SPLASHPADS					11,600
1667-OUTDOOR RINKS					8,982
1671-STATION 1 (LS)					22,003
1672-STATION 2 (ING)					34,839
1673-STATION 3 (NEW)					17,166
1674-STATION 4 (ST.A)					25,497
1680-PW EAST GARAGE					62,533
1681-PW WEST GARAGE					10,684
1684-LANDFILL BUILDINGS					7,938
Contributions to Reserves	5,000	5,000	5,000	5,000	5,000
Total	930,057	515,354	867,331	682,761	1,315,564

2024 Contribution to Reserves

\$5,000 – Senior Support Centre Reserve

Changes to Operating Budget

- A proposed reduction in Parks and Recreation budget is due to funds being reallocated to support Facilities Operations.
- Continue to forecast high contractor cost for parks due to tree management issues involving storm clean-up and removal of dead ash and poplar trees.
- Noticing trends of reduced utility expenses for facilities that have undergone key projects such as LED lighting improvements and retrofits to new energy efficient equipment.
- Higher demand for levels of service on programs, facility rentals, and park spaces is causing additional administrative duties and operational time to fulfill requests/complaints across the entire department.
- Enhanced grass mowing services could have minor impact to multiple facilities.

2024 Proposed Capital Projects

- Parks and Recreation
- Other Facilities

Capital Projects Summary – Facilities / Parks and Recreation

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Carry forwards/ Work in progress (Reserves)	Reserves/ Reserve Funds/ Surplus'	2024 Capital Levy	2024 Tax dollars	Project #
Facilities	Long Sault Fire Hall	Furnace Replacement and Central Air Install	\$ 15,000				\$ (15,000)	\$ -	PB2401
Facilities	Various Facilities	LED Interior Lighting Upgrades (12 Buildings)	\$ 100,000	\$ (18,000)			\$ (82,000)	\$ -	PB2402
Facilities	Town Hall	Exterior Parking Lot LED Lighting Upgrades	\$ 33,173				\$ (33,173)	\$ (0)	PB2403
Parks & Recreation		SUB-TOTAL	\$ 148,173	\$ (18,000)	\$ -	\$ -	\$ (130,173)	\$ (0)	\$ -
Parks & Recreation	Lost Villages Museum (Ault Park)	Accessible Ramps and Porches - Various Buildings	\$ 85,000	\$ (68,000)	\$ (17,000)			\$ -	PR2401
Parks & Recreation	Lost Villages Museum (Ault Park)	Accessible Concrete Walkways - Entire Village	\$ 84,500	\$ (84,500)				\$ -	PR2402
Parks & Recreation	Raisin River Heritage Centre	Environmental Clean-Up, Demolition, Landscaping	\$ 800,000			\$ (800,000)		\$ -	PR2403
Parks & Recreation	Long Sault Arena	Multi-Project Facility Upgrades (solar, equipment, etc)	\$ 2,913,705	\$ (2,499,277)		\$ (414,428)		\$ -	PR2404
Parks & Recreation		SUB-TOTAL	\$ 3,883,205	\$ (2,651,777)	\$ (17,000)	\$ (1,214,428)	\$ -	\$ -	

Lost Villages Museum (Ault Park)

Accessible Ramps and Porches



Alignment with Strategic Plan:

- Safe & Reliable Infrastructure
- Welcoming & Vibrant Community

Description of Project:

- Design and construction of new accessible ramps and porches at Forbes Reading Room, Train Station, and the General Store/Barber Shop to meet building code, accessibility standards, and improve safety.

- **Project Budget:** \$85,000
- **Funding Source(s):**
 - \$68,000 Federal Grant
 - \$17,000 Raised in 2022 (Carry Forward)

Lost Villages Museum (Ault Park)

Accessible Concrete Walkways



Alignment with Strategic Plan:

- Safe & Reliable Infrastructure
- Welcoming & Vibrant Community

Description of Project:

- Design and construction of all new accessible concrete walkways to provide safe access to all park amenities within the Lost Villages Museum.

- **Project Budget:** \$84,500
- **Funding Source(s):**
 - \$84,500 Provincial Grant

Raisin River Heritage Centre

Demolition of Facility



- **Project Budget:** \$800,000
- **Funding Source(s):**
 - \$800,000 Facilities Reserve

Alignment with Strategic Plan:

- Safe Infrastructure

Description of Project:

- Complete the tender and hire a general contractor to perform the environmental clean-up, demolition, and landscaping to rehabilitate the lands.
- Recently have been budgeting approximately \$45,000 annually on variety of facility issues/planning.

Long Sault Arena

Multi-Project Facilities Upgrade



- **Project Budget:** \$2,913,705
- **Funding Source(s):**
 - \$2,499,277 Federal Grants
 - \$414,428 Surplus/Deficit Reserve

Alignment with Strategic Plan:

- Safe & Reliable Infrastructure
- Welcoming & Vibrant Community

Description of Project:

- Project is pending the successful grant application to Infrastructure Canada.
- Project would see variety of facility improvements including multiple upgrades to refrigeration plant components, new HVAC equipment, new roof, solar panel array, battery storage back-up system, etc.
- Substantial utility savings and reduction of greenhouse gas emissions.

Fire Station 1 – Long Sault

HVAC Upgrades



- **Project Budget:** \$15,000
- **Funding Source(s):**
 - \$15,000 – 2024 Capital Levy

Alignment with Strategic Plan:

- Safe & Reliable Infrastructure

Description of Project:

- Replace the aging furnace that has surpassed its useful life expectancy.
- Install air conditioning unit to provide adequate working environment for staff and training facility.

LED Interior Lighting Upgrades

Multiple Facilities



- **Project Budget:** \$100,000
- **Funding Source(s):**
 - \$18,000 Hydro Grant
 - \$82,000 – 2024 Capital Levy

Alignment with Strategic Plan:

- Safe & Reliable Infrastructure

Description of Project:

- Manufacturing of fluorescent lights are slowing and LED upgrades to facilities is necessary. This is a continuation of facility upgrades to all Township owned buildings, these funds will assist in upgrades to 12 additional facilities.
- Substantial energy savings have reduced utility costs at facilities that have previously undergone these upgrades (i.e. Long Sault Arena, Town Hall)

LED Exterior Lighting Upgrade

Town Hall & OPP Detachment



- **Project Budget:** \$33,173
- **Funding Source(s):**
 - \$33,173 – 2024 Capital Levy

Alignment with Strategic Plan:

- Safe & Reliable Infrastructure

Description of Project:

- Manufacturing of fluorescent lights are slowing and LED upgrades to exterior lighting at Township owned facilities and park spaces will be necessary. This is a continuation of exterior lighting upgrades.
- Substantial energy savings have reduced utility costs at facilities that have previously undergone these exterior lighting projects (i.e. Long Sault Arena, Arnold Bethune Park)

Parks and Recreation Department 2024 Budget Presentation

QUESTIONS / COMMENTS



2024 DRAFT Operating Budget

Corporate Services

- Corporate Administration
- Information Technology

Recent Accomplishments

- Records Management (all departments)
- Delegation of Authority
- Lot Grading Master System
- Accounts Payable Workflow
- Human Resource Software
- By-law Enforcement Software
- Website Accessibility



Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 Priorities



- Community Information Sessions (Council and Directors)
- Introduce Post Council Meeting Updates
- Environmental Action Committee
- Emergency Management Program Development
- Accessibility Plan and Training

2024 Priorities

- Water and Wastewater IT Review
- IT Oversight Committee
- Security (data loss prevention, email phishing training)
- IT Master Plan Refresh (2024/2025)



2024 Initiatives

- Develop Government Relations Strategy in Support of the Township's Advocacy Priorities and Key Messages
- Research Equity, Diversity and Inclusion Initiatives for Collective Consideration



Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
General Government - Corporate Services Departments					
1000 - CORPORATE	-		-		
1100 - COUNCIL - ADMIN	263,125	242,738	206,215	164,082	190,960
1300 - CORPORATE SERVICES	527,491	511,165	578,822	453,375	549,214
1310 - CORPORATE INFORMATION SYSTEMS	422,127	775,603	463,225	529,437	454,618
2300 - CONSERVATION AUTHORITY - RAISIN	101,415	105,908	108,554	106,830	108,500
5400 - CEMETERIES	2,000	4,109	2,000	9,402	4,000
Contributions to Reserves	55,000	55,000	55,000	55,000	91,000
Total	1,371,158	1,694,523	1,413,816	1,318,126	1,398,292

2024 Contribution to Reserves

\$30,000 – Elections Reserve

\$20,000 – Corporate IT Reserve

\$36,000 – Facility Reserve (Council Chamber Upgrade)

\$5000 – Cemetery Reserve



Changes to Operating Budget

Reductions identified:

- Administration communication dollars re-allocated to Office of the CAO
- Minor decrease to legal fees
- Reduction to IT consulting
- Minor decreases to mileage, training, conference and membership budgets for Corporate Services, IT and Council

Changes to Operating Budget

Increases identified:

- Funds allocated to Emergency Management specifically
- Funds allocated for new Chain of Office
- Increase to IT equipment (end of Modernization Funding)

Overall, the result is a reduction in Operations allowing an allocation of \$36,000 to a Reserve for the future Audio, Visual and Hearing Assist Capital Project.

Capital Project

Audio, Visual and Hearing Assist Equipment for Council
Chambers and Community Hall
(2025 or 2026)

\$179,000

Description of Project:

1. Replace existing audio in Council Chambers and Community Hall
 - Wireless System
 - Additional Capacity
 - Integrate with Hearing Assist System
2. Replace existing Livestream/Recording System
 - Encoder and Multiple Cameras
 - Integrated with Audio and Visual Systems
 - Independent of Agenda Management System



Audio, Visual and Hearing Assist System for Council Chambers and Community Hall

Alignment with Strategic Plan

Safe and Reliable Infrastructure

1.3: Optimizing the Delivery of Essential Services by Maintaining and Upgrading our Facilities and Equipment

Exceptional and Accountable Government

4.1: Continually Improve Business Processes and Practices Ensuring Open Government and Financial Accountability

4.2: Improving Communication and Customer Service



THANK YOU





2024

DRAFT Budget

Public Works

Recent Accomplishments

TRANSPORTATION

- Appointment of a new Manager of Operations - Transportation.
- Uninterrupted service provided despite major storm events.
- Capital projects successfully completed:
 - Roads: Plaza, Cooper, Marydale, Alguire, Joseph, Philip, Eaman, McPhail, North Branch, Cameron, Atchison, and extending 45th Parallel.
 - Stormwater: infrastructure improvement.
 - Sidewalk: replacement in various locations.

Recent Accomplishments

WASTE MANAGEMENT

- Appointment of a new Manager of Operations – Environmental Services.
- Continued participation in SDG Regional Waste Management Group.
- FoodCycler pilot program:
 - The second 12-week pilot program ran from May to Aug 2023 and found that on average, each household with a FoodCycler would reduce approximately 201 kg of food waste per year.
 - The 75 FoodCycler units were found to divert more than 15 Metric Tonnes of food waste from the landfill per year.
 - With the current tipping fees, the second pilot program is estimated to save the Township approximately \$1,058.87 per year in tipping fees.
 - Net cost to the Township for the 75 units was under \$7500 + Shipping + HST.



Recent Accomplishments

MUNICIPAL DRAINS

- Appointment of a new Drainage Superintendent.
- Hawn Branch of the Shaver Creek Drain Engineer's report completed.
- MacDonald Branch to the Palen Creek Drain maintenance completed.
- Drain maintenance requests, inspections and billing remains current.
- 2023 Quarter 3 reported 70 beavers trapped from January to end of September.

Recent Accomplishments

LOT GRADING PROGRAM

- Lot Grading GIS project (Phases I & II) has been loaded into the ESRI Pilot Project App and operates as intended.
- Installation of ArcGIS Pro software & training - started
- Lot grading plans and issues review remains current

Recent Accomplishments

ASSET MANAGEMENT PROGRAM

- Create/update inventory list of non-core assets.
- Completed asset condition assessments for Facilities, Sidewalks, Parks & Recreation assets.
- Levels of Service & Risk Management Frameworks for Facilities, Fleet, and other non-core assets remains current.



Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 Priorities & Initiatives

TRANSPORTATION

- Develop an integrated process of addressing ongoing resident road safety issues and concerns.
- Focusing on proactively preserving our roads instead of delaying until extensive rehabilitation or replacement is necessary.
- Continue sidewalk replacements to improve connectivity, level of service, and meet AODA requirements.

2024 Priorities & Initiatives

WASTE MANAGEMENT

- Implementation of SDG Regional Waste Management Group action items.
- Exploring the possibility of entering into a regional waste disposal contract with the Moose Creek Waste Disposal Facility jointly with local municipalities in SDG.
- Preparation for Blue Box transition to producer responsibility in 2025 jointly with local municipalities in SDG.
- Continued efforts for Trillium Landfill expropriation and wells installation.

2024 Priorities & Initiatives

MUNICIPAL DRAINS

- Municipal drain maintenance and improvements as requested.
- Continued beaver management program.

2024 Priorities & Initiatives

LOT GRADING PROGRAM

- Counties to migrate phase I & II to their GIS system.
- Maintenance of system.
- Staff training for future maintenance and required corrections.

2024 Priorities & Initiatives

ASSET MANAGEMENT PROGRAM

- Continued implementation of developed Asset Management Plan for Core Assets.
- Continued developing of Asset Management Plan for Non-Core Assets. Specific initiatives:
 - Define asset maintenance and rehabilitation strategies (lifecycle events) and associated costs estimates.
 - Align assets inventory with Finance's PSAB list including addition of assets or asset retirement obligation.
- Procure a new asset management solution or software.

2024 Priorities & Initiatives

PUBLIC WORKS 2.0

- Implementation of electronic time sheets to be initiated for Public Works staff in 2023 using WebHR.
- Further implementation of Technology for Public Works Lead Hands and Staff with the use of tablets for complaint tracking, GIS, ... etc.
- Procure a new work order solution/software.
- Utilize AI-based models to optimize the utilization of different vehicles in public works operations.

Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
Public Works - Transportation & Waste Management					
3000 - PW - ADMIN	1,124,514	773,425	1,305,591	660,207	1,060,946
3010 - PW-EAST GARAGE ADMIN	117,735	142,674	123,228	113,906	98,973
3020 - PW-WEST GARAGE ADMIN	12,450	15,752	12,103	9,965	857
3110 - PW -ROADS	557,050	601,224	811,144	627,785	891,862
3130 - PW - BRIDGES AND MAJOR CULVERTS	220,466	79,919	111,594	31,243	76,106
3141 - PW-SAFETY DEVICES	154,637	86,356	82,954	65,614	91,265
3142 - PW-LOCATES	42,469	37,363	35,347	27,749	41,203
3150 - PW-ROADSIDE MAINTENANCE	319,039	428,435	263,850	487,640	595,872
3151 - PW-SIDEWALKS	26,113	54,203	18,168	10,610	19,990
3210 - PW- WINTER CONTROL	756,775	651,686	712,745	380,824	638,407
3220 - PW - WINTER CONTROL - SIDEWALKS	42,116	27,085	33,779	29,840	52,944
3500 - PW - STREET LIGHTING	143,633	110,141	130,000	148,684	160,545
3600 - PW-STORM WATER	20,604	61,843	157,222	134,461	195,254
Contributions to Reserves	169,823	169,823	175,658	175,658	294,000
Transportation	3,126,518	2,909,210	3,359,666	2,520,527	4,218,224
4400 - WM-SOLID WASTE COLLECTION	683,519	583,366	623,643	495,590	634,388
4510 - WM-LANDFILL -TRILLIUM	178,185	205,555	181,538	300,535	173,552
4520 - WM-LANDFILL -COUNTY ROAD 29	21,200	15,922	22,000	11,023	18,000
4600 - WM-WASTE DIVERSION	471,939	568,023	496,291	412,476	511,160
Contributions to Reserves	20,000	20,000	20,000	20,000	20,000
Waste Management	1,374,844	1,392,866	1,343,472	1,239,624	1,357,100
4900 - MUNICIPAL DRAINAGE	89,003	150,047	95,889	68,506	95,790
4910 - TILE DRAINAGE/SHORELINE ASSISTANCE	56,706	23,274	55,000	6,264	55,000
Contributions to Reserves	-	-	-	-	-
Drainage	145,709	173,321	150,889	74,770	150,790
Total	4,647,071	4,475,397	4,854,027	3,834,921	5,726,114

Contribution to Reserves

\$174,000 – Fleet Reserve

\$60,000 – Roads Reserve

\$60,000 – Winter Control Reserve

\$20,000 – Trillium Landfill Reserve

Changes to Operating Budget

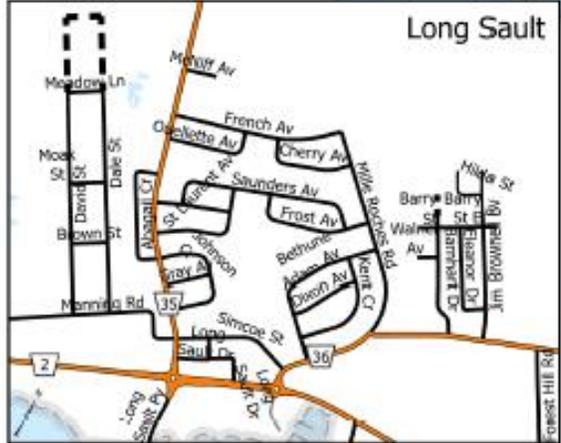
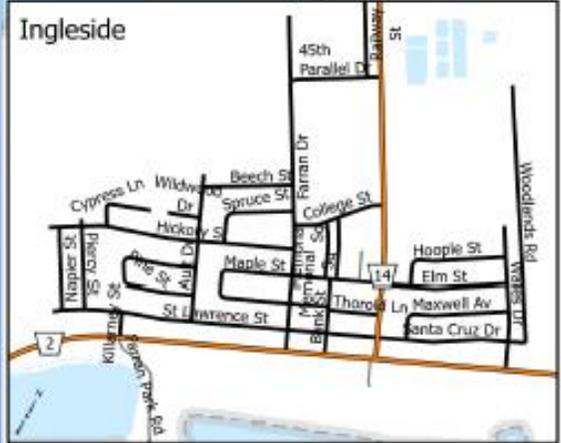
- Some reductions to Operating budget due to moving Hydro, Landscaping, Building Maintenance Contracts, Building Insurance to Facilities.
- Merging Bridges and Major Culverts into one GL account.
- Elevated funding for Roadside Maintenance in response to frequent icy freezing rain occurrences, necessitating subsequent efforts to gather and dispose of branches.
- Reduce the budget allocated to Winter Control due to eliminating contracted services.
- Raised contributions to the reserves.

Capital Projects

- Transportation
 - Roads
 - Bridges & Major Culverts
 - Sidewalk
 - Street Lights
- Fleet

Capital Projects Summary – Public Works

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Carry forwards/ Work in progress (Reserves)	Reserves/ Reserve Funds/ Surplus'	2024 Capital Levy	2024 Tax dollars	Project #
Public Works	Roads	Rombough Rd Pulverize and Pave 1 lift	\$ 165,000					\$ 165,000	PT2401
Public Works	Roads	Fraser St Pulverize and Pave 1 lift	\$ 45,000					\$ 45,000	PT2402
Public Works	Roads	MacIntoch Lane Pulverize and Pave 1 lift	\$ 30,000					\$ 30,000	PT2403
Public Works	Roads	Haughton St Pulverize and Pave 1 lift	\$ 30,000					\$ 30,000	PT2404
Public Works	Roads	Dafoe Rd DST	\$ 292,000				\$ (292,000)	\$ -	PT2405
Public Works	Roads	N Lunenburg Rd W DST	\$ 86,500	\$ (84,808)				\$ 1,692	PT2406
Public Works	Roads	Charles Street	\$ 48,000				\$ (48,000)	\$ -	PT2407
Public Works	Roads	Woodland Rd. Extension	\$ 10,000				\$ (8,138)	\$ 1,862	PT2408
Public Works	Roads	Engineering for East Causeway (Phase 4)	\$ 68,000					\$ 68,000	PT2409
Public Works	Bridges & Major Culverts	Bruining Road Culvert minor rehab	\$ 86,000		\$ (36,000)	\$ (50,000)		\$ -	PT2410
Public Works	Bridges & Major Culverts	Myers Road Culvert minor rehab	\$ 83,000				\$ (83,000)	\$ -	PT2411
Public Works	Sidewalk	General annual replacements	\$ 150,000				\$ (150,000)	\$ -	PT2412
Public Works	Street Lights	General annual replacements	\$ 30,000		\$ (15,000)		\$ (15,000)	\$ -	PT2413
Public Works	Fleet	2024 Plow Truck new	\$ 380,000					\$ 380,000	PF2401
Public Works	Fleet	2024 Pickup new	\$ 60,000			\$ (60,000)		\$ -	PF2402
Public Works	Fleet	2011 Ford F150 Pickup replacement	\$ 60,000			\$ (60,000)		\$ -	PF2403
Public Works	Fleet	1999 Water & Sewer Trailer replacement	\$ 18,000					\$ 18,000	PF2404
Public Works	Fleet	Wood Chipper	\$ 35,000					\$ 35,000	PF2405
Planning and Building	Fleet	2014 Ford Escape 4WD replacement	\$ 40,000			\$ (40,000)		\$ -	PF2406
Fire/By-Law	Fleet	2024 4WD (By-law Enforcement)	\$ 60,000			\$ (60,000)		\$ -	PF2407
Public Works		SUB-TOTAL	\$ 1,776,500	\$ (84,808)	\$ (51,000)	\$ (270,000)	\$ (596,138)	\$ 774,554	



Dafoe Road Reconstruction



- Funding: \$292,000
- Funding Source: 2024 Capital Levy (*proposed*)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Double Surface Treatment, over Pulverized Existing and New Granular A.
- Length: 2.6 KM
- ADT: 332
- Current Condition: PCI = 47.96/100
- Risk Score: **17.8 (Significant)**

Insignificant

Negligible

Moderate

Extensive

Significant

Rombough Road Reconstruction



- Funding: \$165,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Pulverize and Pave 1-Lift.
- Length: 1.1 KM
- ADT: 336
- Current Condition: PCI = 49.05/100
- Risk Score: **16.5 (Significant)**

Insignificant

Negligible

Moderate

Extensive

Significant

N Lunenburg Road W Reconstruction



- Funding: \$86,500
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Double Surface Treatment, over Pulverized Existing and New Granular A.
- Length: 0.92 KM
- ADT: 171
- Current Condition: PCI = 46.13/100
- Risk Score: **15.0 (Extensive)**

Insignificant

Negligible

Moderate

Extensive

Significant

Fraser Street Reconstruction



- Funding: \$45,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Pulverize and Pave 1-Lift.
- Length: 0.29 KM
- ADT: 49
- Current Condition: PCI = 36.60/100
- Risk Score: **12.1 (Extensive)**

Insignificant

Negligible

Moderate

Extensive

Significant

MacIntosh Lane Reconstruction



- Funding: \$30,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Pulverize and Pave 1-Lift.
- Length: 0.17 KM
- ADT: 49
- Current Condition: PCI = 38.08/100
- Risk Score: **10.8 (Extensive)**

Insignificant

Negligible

Moderate

Extensive

Significant

Haughton Street Reconstruction



- Funding: \$30,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Pulverize and Pave 1-Lift.
- Length: 0.20 KM
- ADT: 49
- Current Condition: PCI = 39.98/100
- Risk Score: **10.8 (Extensive)**

Insignificant

Negligible

Moderate

Extensive

Significant

East Island Causeway (Phase 4) Reconstruction



- Funding: \$68,000
(Completing Engineering design and work)
- Funding Source: 2024 Tax dollars
- Total construction cost (\$902,000)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: : Reconstruction including ditching, ditch outlets, single lift asphalt.
- Length: 0.50 KM
- ADT: 49
- Current Condition: PCI = N/A; CR = 70/100
- Risk Score: **7.99 (Moderate)**

Insignificant

Negligible

Moderate

Extensive

Significant

Charles Street Construction



- Funding: \$48,000
- Funding Source: 2024 Capital Levy (*proposed*)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Reconstruction and Pave 1-Lift.
- Length: 0.24 KM
- ADT: 49

Woodland Road Extension



- Funding: \$10,000
- Funding Source: 2024 Capital Levy (*proposed*)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Construction and Pave 1-Lift.
- Length: 50 meters
- ADT: 49

Bruining Road Culvert



- Funding: \$86,000
- Funding Source: Bridge Reserve

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Minor Rehabilitation.
- 2023 OSIM Inspection recommends work in 2024.

Myers Road Culvert



- Funding: \$83,000
- Funding Source: 2024 Capital Levy (*proposed*)

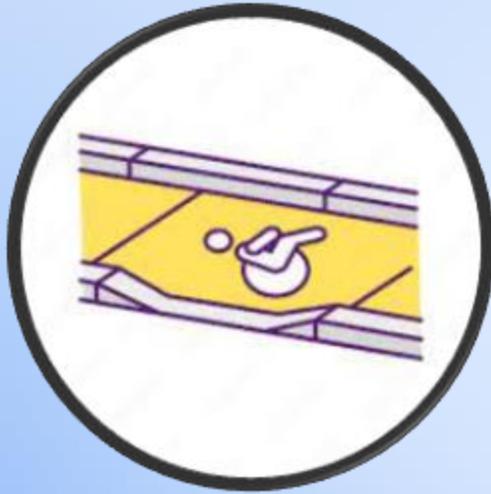
Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Work Scope: Minor Rehabilitation.
- 2023 OSIM Inspection recommends work in 2024.

Annual Sidewalk Replacements



- Funding: \$150,000
- Funding Source: 2024 Capital Levy
(*proposed*)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Sidewalk replacement in various locations to improve connectivity and meet AODA requirements.
- Work Scope: Replacement of sidewalks in higher traffic areas which have reached the end of their useful life.

Annual Street Lights Installations



- Funding: \$30,000
- Funding Source: \$15,000 Carry forwards and \$15,000 2024 Capital Levy (*proposed*)

Alignment with Strategic plan

- Goal 1: Safe and Reliable Infrastructure

Description of Project

- Additional streetlights as per staff recommendation and resident requests.

Plow Truck



- Funding: \$380,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- New Plow Truck

Pickups



- Funding: 2 x \$60,000
- Funding Source: Fleet Reserve

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- 1 x Pickup new
- 1 x 2011 Pickup replacement

Water & Sewer Trailer



- Funding: \$18,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- 1999 Trailer replacement

Wood Chipper Equipment



- Funding: \$35,000
- Funding Source: 2024 Tax dollars

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- New wood chipper

Four-Wheel Drive (4WD)



- Funding: \$40,000
- Funding Source: Fleet Reserve

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- 2014 4WD replacement

Four-Wheel Drive (4WD)



- Funding: \$60,000
- Funding Source: Animal Control Reserve

Alignment with Strategic plan

- Goal 1 - Objective 1.3: Optimizing the delivery of essential services by maintaining and upgrading

Description of Project

- 4WD/Truck new

REFERENCE SLIDE

<u>Risk Score</u>	
Calculated Risk	Risk
≤ 4.5	Insignificant
$> 4.5 - \leq 7.5$	Negligible
$> 7.5 - \leq 10$	Moderate
$> 10 - < 16$	Extensive
$\geq 16 - 25$	Significant

List of Acronyms

AODA – Accessibility for Ontarians with Disabilities Act

ADT – Average Daily Traffic

CR – Condition Rating

PCI – Pavement Condition Index

OSIM – Ontario Structure Inspection Manual



2024

DRAFT Budget

Finance

Finance Department

The Finance department provides governance and leadership in finance and budgets for South Stormont. The department works with both internal and external clients to support the Township's financial goals. Internally, Finance provides strategic financial advice to help achieve both short and long-term goals.

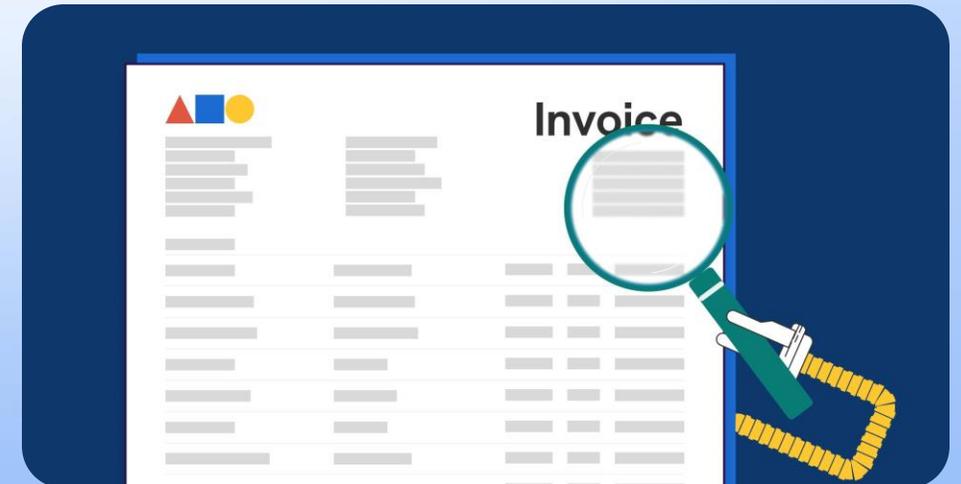
Finance also has a governance role to ensure regulatory requirements are met under the Municipal Act, Public Sector Accounting Board standards and the Procurement Bylaw.

Recent Accomplishments

- In 2023, the Finance team accomplished the following:
- Created and refreshed key policies including Asset Retirement Obligations, Mileage Reimbursement.
- Annual update to the Fees and Charges By-Law
- Reviewed and updated the Municipal Grants Program and Policy
- Appointed Municipal Auditor through RFP process for fiscal year 2023-2025, with option for two additional 1-year extensions.
- Property tax sales in April and December 2023.
- Closely monitoring tax accounts, to reduce the tax arrears.

Average Annual Processing

- 5650 Invoices
- 8127 Interim Tax Bills
- 8313 Final Tax Bills
- 145 Supplementary Bills
- 4325 Reminder Notices





Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



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2024 Priorities / Initiatives

- **Development of a Long-Term Financial Plan (LTFP)**

The LTFP Request for Proposal issued November 2023, anticipated contract award in early 2024 to establish a 10-year LTFP 2025-2034. This will be a major tool in building the 2025 budget.

- **Asset Retirement Obligation**

Starting in 2023 the Public Sector Accounting Board has expanded the reporting requirements relating to tangible capital assets. The new reporting requirements include identifying and planning for asset retirement obligations, essentially planning for the cost to clean contaminated land or remove toxic substances such as asbestos. In 2024, working with the auditors for 2023 year-end, we will be identifying and reporting on these assets.

Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
General Government - Financial Services					
1400 - FINANCE	638,053	488,884	625,360	335,342	602,110
Contributions to Reserves	33,692	33,692			
Total	671,745	522,576	625,360	335,342	602,110

Operating Budget

Overview

- Much of the operating expenditure budget for the Finance department relates to staffing and grants and donations.
- The operating budget for Finance is proposed at \$602,110 in 2024.

Notable Changes to Operating Expenses

- Increase to Municipal Grants program from \$10,000 to \$20,000
- Reduction to Wages/Benefits resulting from staffing changes starting at lower grid levels.



2024 DRAFT Budget

Chief Administrative Officer

- Human Resources
- Economic Development
- Corporate Communications

Recent Accomplishments

- 2023-2027 Strategic Action Plan
- Health and Safety & Human Resources Manuals developed & approved
- Benefit Review
- 50 Positions recruited and 47 employees onboarded (24 student positions)
- 32 positions exited (24 student positions)
- 2 Regional Incentive Program Applications approved, totaling \$59,000 in funding
- 2 business breakfast events. 1 in partnership with the Chamber of Commerce, and 1 with Cornwall Business Enterprise Centre
- Voyent Alert launched
- Emergency Management training for Communications
- Speak Up South Stormont reached 489 registered users





Strategic Action Plan Goals



**Safe and Reliable
Infrastructure**



**Diverse and
Prosperous
Economy**



**Welcoming and
Vibrant
Community**



**Exceptional and
Accountable
Government**

2024 Priorities

- Advocacy work to advance Township goals
- Support growth initiatives and ensure Township goals are met
- Develop RFP's for Economic Development, Housing Options
- Communications and customer service
- Financial viability
- Determine outcome for waterfront lands

2024 Initiatives

- Develop government relations strategy
- Review Township land inventory and recommend options
- Begin Diversity, Equity and Inclusion conversations
- Develop staff recognition event hosted by Mayor and Council
- Finalize negotiations with SLPC
- Assess communication needs and implement plan to address accordingly

Operating Expense Financial Summary

	2022 Budget	2022 Actuals	2023 Budget	2023 To-Date	2024 Budget
General Government - CAO Departments					
1200 - CORPORATE ADMINISTRATION - CAO	433,187	349,403	316,436	281,530	343,010
1710 - HUMAN RESOURCES			142,437	104,385	152,154
1720 - CORPORATE COMMUNICATIONS	82,186	64,348	86,826	61,394	77,050
1900 - ECONOMIC DEVELOPMENT	238,471	74,220	242,747	85,799	216,407
Contributions to Reserves	100,000	120,000	100,000	100,000	500,000
Total	853,844	607,971	888,445	633,108	1,288,621

2024 Contribution to Reserves

\$50,000 – Economic Development Reserve

\$50,000 – Waterfront Reserve

\$400,000 – Land Inventory Reserve (sale of property)



Changes to Operating Budget

- Additional \$400,000 to reserves
- Transitioned funds between Communications and Economic Development to support Human Resources Needs
- Addition of legal fees (property sales) and insurance deductible

Capital Projects

Transferred from 2023

- Economic Development Plan
- Lands transfer from SLPC

New Initiative

- Housing Options Project, once feasibility determined reserve funds from land sales will be requested

Capital Projects Summary

Economic Development

Department	Department Sub-Group	Project	Project Cost for this year	Grants	Carry forwards/ Work in progress (Reserves)	Reserves/ Reserve Funds/ Surplus'	2024 Capital Levy	2024 Tax dollars	Project #
Economic Dev	Economic Dev	Servicing Master Plan	\$ 75,000		\$ (75,000)			\$ -	ED2301
Economic Dev	Economic Dev	Economic Development Plan	\$ 65,000		\$ (65,000)			\$ -	ED2201
Economic Dev	Economic Dev	Waterfront Plan Development - Supporting Studies / Design / Place making	\$ 50,000		\$ (50,000)			\$ -	ED2203
Economic Dev	Economic Dev	Housing Needs assessment & Policy development	\$ 50,000		\$ (50,000)			\$ -	ED2302
Economic Dev		SUB-TOTAL	\$ 240,000	\$ -	\$ (240,000)	\$ -	\$ -	\$ -	

In Closing

- The complete 2024 draft budget has been provided based on supporting long term financial viability, retaining as much capacity as possible for the large infrastructure projects to come, and providing options for consideration as to how these objectives may be met.
- A large spreadsheet has been prepared and will be handed out that provides a comprehensive overview of the entire capital program for 2024.
- Should Council have other priorities or desire other options, or other forms of feedback Administration would need those in writing from members of Council by Wednesday, November 29th in order for staff to assess and determine how best to achieve those priorities.
- When we return at the next Budget meeting Council will then provide formal direction for the completion of the 2024 budget.