



South Stormont 2020 Budget Options November 27, 2019

Agenda

- Budget Context
 - 2020 Budget Goals & Objectives
 - 2020 Budget Considerations
 - 2020 Staff Considerations
 - 2020 Budget Factors
 - How South Stormont Compares
- Preliminary Budget
- Budget Options
- Taxation Revenue Options
- Recap/Discussion



2020 Budget Context

- A wide range of factors affect the Township's place, role and financial position
- Every municipality is affected by the Infrastructure Gap
- Choices are difficult
- Use of pay as you go (taxes) balanced with long term financing may be appropriate for some purchases
 - Future users of the assets contribute towards their use of the assets

2020 Budget Context

- 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
- **No decisions until at least December**

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 Considerations

- Unsure of funding to be received from the OCIF Formula Component – funding under review. Budgeted based on average of prior 3 years.
 - As funding continues to be reviewed and reduced, Townships must consider alternative options to funding such as increasing efficiencies, tax rates, fees/charges or reducing levels of service.
 - The Township of South Stormont's grant revenue accounted for 18% of total revenue for 2019.

2020 Budget Considerations

- Services provided & expectations gap
 - How will this be funded?
- Continued downward and increased service requirements
- Continued growth and development
- Unable to sustain historical funding methods
 - Reliance on assessment growth & reserves versus affordable increases in tax rates = in future homeowners and others are hostage to decisions made today

2020 Budget Considerations

- Address legislated standards & requirements
- Growth of municipality
- Address information deficit
 - Asset Management; Full Lifecycle Funding
- Prepare for future, develop long term financial plan
- Succession Planning
- Service Delivery Review

2020 Staff Considerations

- Incorporate projects as identified in the Goals & Objectives Session
- Proactive approach to improve efficiencies & future considerations
- Consider future years
 - Future generations and affordability
 - Mix between reliance on assessment growth, reserves, property tax increases and debt

2020 Budget Factors

- Consumer Price Index (CPI) was 1.7% for the 12-month period ending October 2019
- Predictions for contract and professional services is currently estimated at 2.0%-2.7% with the expectation the increase grows as shortages for skilled labour and professional services increases (Statistics Canada)
- Postage increased by 2.0%

2020 Budget Factors

- Current Collective Agreement with the Canadian Union of Public Employees ends March 31, 2020
- Seasonal/Climate change impacts
- Insurance rates increasing at a faster rate than CPI
- Estimated costs for Employee Group Benefit Plan increasing
 - Employee Extended Health Care (EHC) +23%
 - Short-term Disability +15% (currently paid by employees)

How South Stormont Compares

| | South Stormont | North Dundas | South Dundas | South Glengarry | Loyalist Twp | Brighton | Perth East Twp | Ontario |
|--|----------------|--------------|--------------|-----------------|--------------|----------|----------------|------------|
| Total Population | 13,110 | 11,278 | 10,833 | 13,150 | 16,971 | 11,844 | 12,261 | 13,448,495 |
| Average total income households in 2015 (\$) | 89,881 | 87,224 | 76,540 | 93,160 | 89,504 | 81,162 | 93,255 | 97,856 |
| Average after-tax income households in 2015 (\$) | 75,429 | 74,031 | 66,066 | 77,840 | 76,037 | 69,025 | 79,020 | 80,322 |
| Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%) | 10.0 | 10.4 | 14.0 | 10.7 | 8.6 | 10.8 | 14.1 | 14.4 |

How South Stormont Compares

| Municipality | Hh'ds 2017 | Assessment 2017 | Local Taxes 2017 | Tax Dollars per Hh'd 2017 | Hh'ds 2018 | Assessment 2018 | Local Taxes 2018 | Tax Dollars per Hh'd 2018 |
|-----------------|------------|-----------------|------------------|---------------------------|------------|-----------------|------------------|---------------------------|
| South Stormont | 5,495 | 1,381,139,677 | \$6,788,597 | \$1,235 | 5,548 | 1,455,951,342 | \$7,077,079 | \$1,276 |
| Loyalist | 6,789 | 1,787,510,150 | \$14,465,135 | \$2,131 | 6,965 | 1,857,751,659 | \$15,772,848 | \$2,265 |
| Brighton | 5,099 | 1,315,483,203 | \$8,181,845 | \$1,605 | 5,099 | 1,390,407,805 | \$8,100,580 | \$1,589 |
| Perth East | 4,182 | 2,639,461,304 | 7,301,657 | \$1,746 | 4,080 | 3,001,616,189 | \$8,008,151 | \$1,963 |
| North Dundas | 4,666 | 1,749,249,054 | 5,981,551 | \$1,282 | 4,706 | 1,915,737,972 | \$6,189,924 | \$1,315 |
| South Dundas | 4,555 | 1,408,586,390 | 6,559,121 | \$1,440 | 4,555 | 1,495,537,225 | \$6,940,890 | \$1,524 |
| South Glengarry | 5,948 | 1,955,608,536 | 8,755,007 | \$1,472 | 5,948 | 2,130,855,506 | \$8,941,801 | \$1,503 |

South Stormont at a Glance

| Total Population | Total Households | Median Annual Income (2015) | 2018 Twp Taxes/HH | 2018 Twp Expenditures/HH | 2018 CAO's TV, Internet, Cell Expenditures |
|------------------|------------------|-----------------------------|-------------------|--------------------------|--|
| 13,110 | 5,548 | \$76,092 | \$1,275.61 | \$2,522.55 | \$3,729.84 |

South Stormont Services/HH

Council, Road maintenance, Snow clearing – roads and sidewalks, Road construction, Sidewalk construction, Drainage, Building services, Planning services, Waste Collection, Recycling, Fire Protection, Emergency Management, Parks, Recreation programming, Recreation facilities, By-law Enforcement, Animal Control, Economic Development, Heritage, Communications, Tax collection, Bill payments, Asset Management, Fire Safety Education/Training and Inspections, Health and safety, Parking lots, Compliance with Provincial standards/regulations, Human Resources, Compliance with Federal laws, standards, regulations, Financial reporting, Grant applications, Elections, Birth/Death registrations, Corporate secretariat functions, Corporate financial functions, Financial management, Risk management, Water, Wastewater, Storm water, Loan payments, Grants to community, Medical responses, Information technology, Records management, Services locates, Procurement, Parks construction, Parks maintenance, Committees, Community groups ...



How South Stormont Compares 2019 Residential Tax Rate

| Municipality | Township Rate | County Rate | Education Rate | Combined Rate |
|-----------------|---------------|-------------|----------------|---------------|
| North Glengarry | 0.00521277 | 0.00579000 | 0.00161000 | 0.01261277 |
| South Glengarry | 0.00501881 | 0.00579000 | 0.00161000 | 0.01241881 |
| South Dundas | 0.00498179 | 0.00579000 | 0.00161000 | 0.01238179 |
| South Stormont | 0.00446871 | 0.00579000 | 0.00161000 | 0.01186871 |
| North Dundas | 0.00399121 | 0.00579000 | 0.00161000 | 0.01139121 |
| North Stormont | 0.00348701 | 0.00579000 | 0.00161000 | 0.01088701 |



2020 Preliminary Budget and Funding Options



Township of South Stormont

Preliminary
Figures – As
presented on
Nov 16 & 26/19



| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|---------------------------------------|
| | | | | Base budget |
| | | | | As presented Nov 16 & Nov 26/19 |
| | | | | Option 1 |
| Revenue: | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 |
| NEW DEBENTURES | - | - | - | - |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 |
| Operating Expenditures: | | | | |
| GENERAL GOVERNMENT | 1,953,252 | 2,514,212 | 2,195,433 | 2,746,508 |
| PROTECTION OF PERSONS AND PROPERT | 103,167 | 132,250 | 135,370 | 145,550 |
| FIRE AND RESCUE | 741,285 | 889,702 | 866,233 | 957,700 |
| TRANSPORTATION SERVICES | 2,522,175 | 2,674,761 | 2,625,759 | 3,054,835 |
| PARKS AND RECREATION | 1,028,207 | 1,248,675 | 1,214,336 | 1,484,763 |
| PLANNING AND DEVELOPMENT | 499,332 | 772,289 | 717,709 | 813,600 |
| WASTE MANAGEMENT | 949,421 | 1,183,000 | 933,254 | 1,420,828 |
| DRAINAGE | 174,551 | 151,250 | 156,416 | 164,625 |
| SURPLUS TO TRANSFER TO RESERVES | - | - | 493,845 | - |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 |
| Contribution to Reserves: | | | | |
| GENERAL GOVERNMENT | 60,895 | 178,000 | 513,250 | 40,000 |
| PROTECTION OF PERSONS AND PROPERT | 8,333 | - | 21,360 | 50,000 |
| FIRE AND RESCUE | 153,109 | - | - | 300,000 |
| TRANSPORTATION SERVICES | - | - | 447,394 | 330,000 |
| PARKS AND RECREATION | 21,973 | - | 71,200 | - |
| PLANNING AND DEVELOPMENT | 129,094 | 153,000 | 322,014 | 136,000 |
| WASTE MANAGEMENT | - | 10,000 | 245,000 | 30,000 |
| DRAINAGE | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 |
| Capital/Project Expenditures: | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 |
| PROTECTION OF PERSONS AND PROPERT | - | 36,000 | 28,009 | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 |
| DRAINAGE | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 |

Township of South Stormont

2020 Project as proposed Nov 16 & 26,2019

| Department | Project | Cost | Grant | Donations | Carry forwards/work in progress | Reserves | Other | Debentures | 2020 Tax dollars | Notes | Priority Ranking |
|-------------------------------|---|--------------|--------------|-----------|---------------------------------|--------------|-------------|------------|------------------|--|------------------|
| Public Works - Transportation | Sunset Drive Drainage Outlet | \$ 52,000 | | | \$ (52,000) | | | | \$ - | Carry-over project from 2019 | Cont. |
| Public Works - Transportation | NLRW Culvert - Replace | \$ 360,000 | \$ (360,000) | | | | | | \$ - | Federal Gas Tax Funding | High |
| Public Works - Transportation | St. Andrews School - Pedestrian Crossover | \$ 25,000 | | | | | | | \$ (25,000) | Potential funding from school | High |
| Public Works - Transportation | Sidewalk Snow Plow | \$ 138,000 | \$ (118,500) | | | | \$ (19,500) | | \$ - | Modernization/Efficiency Payment Funding; Portion of rental to be credited | High |
| Public Works - Transportation | Sidewalk Boom Mover attachment | \$ 28,000 | \$ (28,000) | | | | | | \$ - | Modernization/Efficiency Payment Funding | High |
| Public Works - Transportation | Sidewalk Sweeper attachment | \$ 10,200 | \$ (10,200) | | | | | | \$ - | Modernization/Efficiency Payment Funding | High |
| Public Works - Transportation | Dafoe Road - Reconstruction | \$ 493,000 | | | | | | | \$ (493,000) | | Med |
| Public Works - Transportation | Valade-Lefebvre Rd. - Engineering (from 2019) | \$ 20,000 | | | \$ (20,000) | | | | \$ - | Carry-over project from 2019 | Cont... |
| Public Works - Transportation | St. Andrews Sidewalk | \$ 150,900 | | | | | | | \$ (150,900) | | Med |
| Public Works - Transportation | Sidewalks (Annual) | \$ 75,000 | \$ (75,000) | | | | | | \$ - | Federal Gas Tax Funding | Med |
| Public Works - Transportation | Railway St. - Asphalt Overlay | \$ 59,000 | | | | | | | \$ (59,000) | | Low |
| Public Works - Transportation | Lakeside Drive | \$ 1,165,825 | | | | | | | \$ (1,165,825) | | Low |
| Public Works - Transportation | Sandtown Road (West) - Reconstruction | \$ 377,100 | | | | | | | \$ (377,100) | | Low |
| Public Works - Transportation | OCIF Formula Funding | \$ - | \$ (250,000) | | | | | | \$ 250,000 | Funding stream is under review and the amount is to be confirmed at a later date | High |
| Public Works - Transportation | Garbage Truck | \$ 380,000 | | | | \$ (380,000) | | | \$ - | End of service life; maintenance costs are high | High |
| Public Works - Transportation | Garbage Truck - Cab and Chassis | \$ 125,000 | | | | \$ (125,000) | | | \$ - | End of service life | High |
| | | \$ 3,459,025 | \$ (841,700) | \$ - | \$ (72,000) | \$ (505,000) | \$ (19,500) | \$ - | \$ (2,020,825) | | |

Township of South Stormont

2020 Project as proposed Nov 16 & 26, 2019

| Department | Project | Cost | Grant | Donations | Carry forwards/work in progress | Reserves | Other | Debentures | 2020 Tax dollars | Notes | Priority Ranking |
|--------------------|---|------------|--------------|-----------|---------------------------------|----------|-------|------------|------------------|---|------------------|
| General Government | Secure IT Managed Services | \$ 10,000 | | | \$ (10,000) | | | | \$ - | Project continuation from 2019 - IT Project listing | Cont... |
| General Government | Fire & Rescue Management System | \$ 15,000 | | | \$ (9,000) | | | | \$ (6,000) | Project continuation from 2019 - IT Project listing | Cont... |
| General Government | Website Development | \$ 70,000 | | | \$ (40,750) | | | | \$ (29,250) | Project continuation from 2019 (multi-year project funding) - IT Project listing | C |
| General Government | Human Resources Management Software | \$ 25,000 | | | | | | | \$ (25,000) | New project | Low |
| General Government | Pet Licensing Software | \$ 7,000 | | | | | | | \$ (7,000) | New project | Med |
| General Government | Mobile App | \$ 18,000 | | | | | | | \$ (18,000) | New project | Low |
| General Government | Administration Building Renovations - Phase 2 | \$ 25,000 | | | | | | | \$ (25,000) | Create efficiencies in usage of space | High |
| General Government | Service Delivery Review | \$ 100,000 | \$ (100,000) | | | | | | \$ - | Municipal Modernization Grant (New Grant) | High |
| General Government | Human Resources Policy | \$ 40,000 | \$ (40,000) | | | | | | \$ - | Municipal Modernization Grant (New Grant) | High |
| General Government | Human Resources/Payroll Updates | \$ 75,000 | | | \$ (50,000) | | | | \$ (25,000) | Funding allocation committed \$50,000 in 2019 & 2020 for an overall of \$100,000; Cost adjusted based on preliminary quotes | High |
| General Government | Benefit Review | \$ 20,000 | | | | | | | \$ (20,000) | | High |
| General Government | St. Lawrence Medical Clinic Renovations | \$ 150,000 | \$ (45,000) | | | | | | \$ (105,000) | | High |

Township of South Stormont

2020 Project as proposed Nov 16 & 26, 2019

| Department | Project | Cost | Grant | Donations | Carry forwards/work in progress | Reserves | Other | Debentures | 2020 Tax dollars | Notes | Priority Ranking |
|--|--|---------------------|-----------------------|--------------------|---------------------------------|---------------------|--------------------|-------------|-----------------------|--|------------------|
| Planning & Economic Dev | Waterfront Plan | \$ 30,000 | | | \$ (30,000) | | | | \$ - | Project continuation from 2019 - Multi-year project | Cont... |
| Planning & Economic Dev | Long Sault Secondary Plan | \$ 90,000 | | | \$ (90,000) | | | | \$ - | Project continuation from 2019 - Multi-year project | Cont... |
| Planning & Economic Dev | LS East Industrial Park | \$ 26,000 | | | \$ (26,000) | | | | \$ - | Project continuation from 2019 - Multi-year project | Cont... |
| Planning & Economic Dev | Development Charges Background Study | \$ 45,000 | | | \$ (45,000) | | | | \$ - | Grant funding is reducing and other revenue options should be identified and reviewed. | Low |
| Planning & Economic Dev | Plaza Improvements | \$ 6,000 | | | \$ (6,000) | | | | \$ - | Few items remain to complete early in 2020 | Cont... |
| Parks & Recreation | Parks and Recreation Master Plan | \$ 30,000 | | | \$ (30,000) | | | | \$ - | Continuation of 2019 Project | Cont... |
| Parks & Recreation | Ice Resurfacer (Replacement) | \$ 90,000 | | | | \$ (50,000) | \$ (12,000) | | \$ (28,000) | Other - expected proceeds from sale of equipment | Med |
| Parks & Recreation | 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 | High |
| Parks & Recreation | Purchase of new Truck | \$ 50,000 | | | | \$ (50,000) | | | \$ - | Funded through equipment reserves | High |
| Parks & Recreation | Construction of a Basketball Court / Rink - Ingleside Park | \$ 40,000 | | \$ (12,500) | | | | | \$ (27,500) | Donation (recorded in reserves) | Low |
| Fire Rescue | Pumper/Tanker Replacement | \$ 560,000 | | | | | | | \$ (560,000) | To maintain accreditation | Med |
| TOTAL PROPOSED CAPITAL PROJECTS | | \$ 1,572,000 | \$ (185,000) | \$ (12,500) | \$ (336,750) | \$ (112,500) | \$ (12,000) | \$ - | \$ (913,250) | | |
| TOTAL PROPOSED CAPITAL PROJECTS | | \$ 5,031,025 | \$ (1,026,700) | \$ (12,500) | \$ (408,750) | \$ (617,500) | \$ (31,500) | \$ - | \$ (2,934,075) | | |

Township of South Stormont

Option 1:

– As presented on Nov 16 & 26/19



| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|---------------------------------------|
| | | | | Base budget |
| | | | | As presented Nov 16 & Nov 26/19 |
| | | | | Option 1 |
| Revenue: | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 |
| NEW DEBENTURES | - | - | - | - |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 |

Township of South Stormont

2020 Proposed Capital Projects – Summary by Department

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 |
|---|-------------------------|------------------|------------------|---------------------------------------|
| | | | | Base budget |
| | | | | As presented Nov 16 & Nov 26/19 |
| Capital/Project Expenditures: | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 |
| PROTECTION OF PERSONS AND PROPERT | - | 36,000 | 28,009 | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 |
| DRAINAGE | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 |



Township of South Stormont

Summary of 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 (opening balance adjusted) | (691,895) | 494,465 | (25,000) | (222,430) |
| 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) |
| | \$ (13,220,453) | \$ 2,136,165 | \$ (1,407,646) | \$ (12,491,934) |

Township of South Stormont

Summary of Debt (Scenario with no new debt acquired in 2020)

| Lender / Particulars | Interest Rate | Term | Start Date | End Date | Loan Amount | Annual Payment | Principle | Interest | Dec. 31, 2020 (Anticipated) |
|---|---------------|----------|------------|-----------|----------------------|-------------------|-------------------|-------------------|-----------------------------|
| General Purpose Loans | | | | | | | | | |
| Ontario Infrastructure & Lands Corporation - Building Infrastructure | 3.52% | 15 years | 15-Nov-11 | 11-Nov-26 | \$ 2,833,000 | \$ 244,715 | \$ 193,368 | \$ 51,346 | \$ 1,313,250 |
| Ontario Infrastructure and Lands Corporation - Street Light Upgrades | 2.69% | 10 years | 15-Sep-14 | 12-Sep-24 | 550,000 | 63,096 | 55,576 | 7,520 | 237,767 |
| Ontario Infrastructure and Lands Corporation - Medical Clinic | 3.15% | 20 years | 15-Jun-15 | 10-Jun-35 | 1,455,000 | 98,149 | 61,150 | 36,999 | 1,141,277 |
| Bank of Montreal - EMS Building Mortgage | 2.28% | 25 years | 17-Jul-16 | 11-Jul-41 | 693,180 | 36,402 | 22,456 | 13,946 | 599,461 |
| Sub-total | | | | | 5,705,789 | 442,362 | 332,551 | 109,810 | 3,291,755 |
| Third Party Loans (does not affect overall tax rate) | | | | | | | | | |
| Province of Ontario - Tile Loans | | | various | | various | various | | | 151,366 |
| Ontario Infrastructure Projects - Windermere Drive water line extension (Estimated) | 2.80% | 30 years | 31-Dec-19 | 31-Dec-39 | 294,800 | 14,568 | 6,389 | 8,179 | 288,345 |
| Ontario Infrastructure Projects - Wales Village OC water line extension | 3.52% | 10 years | 15-Dec-12 | 13-Dec-22 | 154,561 | 18,470 | 17,993 | 476 | - |
| Ontario Strategic Infrastructure Financing Authority (OSIFA) - Water Plant Upgrades, etc. | 2.71% | 30 years | 04-Jul-06 | 26-Jun-36 | 5,939,000 | 290,493 | 185,069 | 105,425 | 3,936,171 |
| Sub-total | | | | | 6,410,525 | 323,531 | 209,451 | 114,080 | 4,375,882 |
| Totals | | | | | \$ 12,116,314 | \$ 765,893 | \$ 542,001 | \$ 223,891 | \$ 7,667,637 |

The 2019 Annual Repayment Limit (ARL) effective February 20, 2019, as provided to MMAH is \$ 2,177,453



2020 Budget Option 1a



Township of South Stormont

Option 1a

-Includes adjustments to grants and reserves (based on new information) and adjustments for non-union wages to CPI as at October 31, 2019

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) |
| | | | | Option 1 | Option 1a |
| Revenue: | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 |
| NEW DEBENTURES | - | - | - | - | - |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 |



Township of South Stormont

Summary of Reserves

Summary of Reserves - 2020

As presented on Nov 16 & 26/19 and adjusted based on new information (CPI, Reserve and Grant Funding)

| 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) | 296,700 | - | (305,325) |
| Building Reserve | (397,229) | - | (255,000) | (652,229) |
| General Government | (711,895) | 514,465 | (35,000) | (232,430) |
| PPP - Fire and Rescue | (389,337) | - | (50,000) | (439,337) |
| PPP - Other | (46,000) | - | (50,000) | (96,000) |
| Transportation Services | (573,263) | 637,000 | (330,000) | (266,263) |
| 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) | (671,588) |
| Environmental Services (Water and Sewer only) | (7,011,325) | - | (183,938) | (7,195,263) |
| | \$ (13,220,453) | \$ 2,196,165 | \$ (1,457,646) | \$ (12,549,339) |



2020 Budget Option 2



Township of South Stormont

Examples of Debentures options & impacts

| <u>Description</u> | <u>Debenture Term in years (Useful life)</u> | <u>Interest Rate</u> | <u>Capital Cost</u> | <u>Annual Payment (Blended)</u> | <u>Average Annual Interest Cost</u> | <u>Total Cost to Finance (Interest + Principle)</u> | <u>Total Interest Cost (over entire loan)</u> |
|---------------------------------------|--|--------------------------|---------------------|-------------------------------------|---|---|---|
| Pumper/Tanker | 20 | 3.00% | \$ 560,000 | \$ 37,641 | \$ 9,641 | \$ 752,816 | \$ 192,816 |
| Pumper/Tanker | 20 | 4.00% | \$ 560,000 | \$ 41,206 | \$ 13,206 | \$ 824,116 | \$ 264,116 |
| Pumper/Tanker | 20 | 5.00% | \$ 560,000 | \$ 44,936 | \$ 16,936 | \$ 898,717 | \$ 338,717 |
| | | | | | | | |
| Lakeside Drive | 15 | 3.00% | \$ 1,165,825 | \$ 97,657 | \$ 19,936 | \$ 1,464,858 | \$ 299,033 |
| Lakeside Drive | 15 | 4.00% | \$ 1,165,825 | \$ 104,856 | \$ 27,134 | \$ 1,572,834 | \$ 407,009 |
| Lakeside Drive | 15 | 5.00% | \$ 1,165,825 | \$ 112,318 | \$ 34,597 | \$ 1,684,774 | \$ 518,949 |
| | | | | | | | |
| Sandtown Road (West) - Reconstruction | 10 | 3.00% | \$ 377,100 | \$ 44,208 | \$ 6,498 | \$ 442,076 | \$ 64,976 |
| Sandtown Road (West) - Reconstruction | 10 | 4.00% | \$ 377,100 | \$ 46,493 | \$ 8,783 | \$ 464,930 | \$ 87,830 |
| Sandtown Road (West) - Reconstruction | 10 | 5.00% | \$ 377,100 | \$ 48,836 | \$ 11,126 | \$ 488,362 | \$ 111,262 |

Annual payment impacts the Annual Repayment Limit (ARL)
Annual debenture payments can not exceed the ARL.



Township of South Stormont

Option 2:

Add Debentures for 3 projects:
 -Lakeside Drive
 -Sandtown Road West
 -Pumper/Tanker

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|--|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for new information, + Debentures |
| | | | | Option 1 | Option 1a | Option 2 |
| Revenue: | | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 | 8,134,384 |
| NEW DEBENTURES | - | - | - | - | - | 2,102,925 |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 | 2,374,465 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,834,934 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 | 10,927,909 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 876,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 5,031,025 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,834,934 |

*Can also consider debenture for Waste Management vehicle to increase reserves



Township of South Stormont

2020 Proposed Capital Projects – Summary by Department Option 2

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|------------------|------------------|--|---|--|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for new information, + Debentures |
| | | | | Option 1 | Option 1a | Option 2 |
| Capital/Project Expenditures: | | | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 | 555,000 | 555,000 |
| PROTECTION OF PERSONS AND PROPERTY | - | 36,000 | 28,009 | - | - | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 | 560,000 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 | 2,954,025 | 2,954,025 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 | 260,000 | 260,000 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 | 197,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 | 505,000 | 505,000 |
| DRAINAGE | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 5,031,025 |



Township of South Stormont

Summary of Debt (adjusted for Option 2 – addition of new debt)

Township of South Stormont Summary of Debt 2020

| Lender / Particulars | Interest Rate | Term | Start Date | End Date | Loan Amount | Annual Payment* | Principle | Interest | Dec. 31, 2020 (Anticipated) |
|---|---------------|-------|------------|----------|----------------------|-------------------|-------------------|-------------------|-----------------------------|
| General Purpose Loans | | | | | | | | | |
| Sub-total - Prior Debt | | | | | 5,705,789 | 442,362 | 332,551 | 109,810 | 3,291,755 |
| Sub-total - Third Party Loans | | | | | 6,410,525 | 323,531 | 209,451 | 114,080 | 4,375,882 |
| NEW: Pumper/Tanker (estimated) | 4.00% | 20.00 | | | 560,000 | 41,200 | 18,800 | 22,400 | 541,200 |
| NEW: Lakeside Drive (estimated) | 4.00% | 15.00 | | | 1,165,825 | 105,000 | 58,367 | 46,633 | 1,107,458 |
| NEW: Sandrown Road (West) (estimated) | 4.00% | 10.00 | | | 377,100 | 46,500 | 31,416 | 15,084 | 345,684 |
| NEW: Other | | | | | | | | | |
| Sub-total - New Debt (estimates) | | | | | 2,102,925 | 192,700 | 108,583 | 84,117 | 1,994,342 |
| Totals | | | | | \$ 14,219,239 | \$ 958,593 | \$ 650,584 | \$ 308,008 | \$ 9,661,979 |

*The 2019 Annual Repayment Limit (ARL) effective February 20, 2019, as provided to MMAH is \$ 2,177,453



2020 Budget Option 3



Township of South Stormont

Option 3:

Remove

Capital/Projects:

-Lakeside Drive

-Sandtown Road

West

-Mobile APP

-HR Management

Software

-Basketball Court

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for new information + Reduction of Capital Projects |
| | | | | Option 1 | Option 1a | Option 3 |
| Revenue: | | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 | 8,409,684 |
| NEW DEBENTURES | - | - | - | - | - | - |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 | 2,361,965 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 14,994,809 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 | 10,701,209 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 876,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 3,417,600 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 14,994,809 |



Township of South Stormont

2020 Proposed Capital Projects – Summary by Department Option 3

Remove Capital/Projects:

- Lakeside Drive
- Sandtown Road West
- Mobile APP
- HR Management Software
- Basketball Court

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|------------------|------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for new information + Reduction of Capital Projects |
| | | | | Option 1 | Option 1a | Option 3 |
| Capital/Project Expenditures: | | | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 | 555,000 | 512,000 |
| PROTECTION OF PERSONS AND PROPERT | - | 36,000 | 28,009 | - | - | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 | 560,000 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 | 2,954,025 | 1,411,100 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 | 260,000 | 232,500 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 | 197,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 | 505,000 | 505,000 |
| DRAINAGE | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 3,417,600 |



Township of South Stormont

Summary of Debt (Scenario with no new debt acquired in 2020)

| Lender / Particulars | Interest Rate | Term | Start Date | End Date | Loan Amount | Annual Payment | Principle | Interest | Dec. 31, 2020 (Anticipated) |
|---|---------------|----------|------------|-----------|----------------------|-------------------|-------------------|-------------------|-----------------------------|
| General Purpose Loans | | | | | | | | | |
| Ontario Infrastructure & Lands Corporation - Building Infrastructure | 3.52% | 15 years | 15-Nov-11 | 11-Nov-26 | \$ 2,833,000 | \$ 244,715 | \$ 193,368 | \$ 51,346 | \$ 1,313,250 |
| Ontario Infrastructure and Lands Corporation - Street Light Upgrades | 2.69% | 10 years | 15-Sep-14 | 12-Sep-24 | 550,000 | 63,096 | 55,576 | 7,520 | 237,767 |
| Ontario Infrastructure and Lands Corporation - Medical Clinic | 3.15% | 20 years | 15-Jun-15 | 10-Jun-35 | 1,455,000 | 98,149 | 61,150 | 36,999 | 1,141,277 |
| Bank of Montreal - EMS Building Mortgage | 2.28% | 25 years | 17-Jul-16 | 11-Jul-41 | 693,180 | 36,402 | 22,456 | 13,946 | 599,461 |
| Sub-total | | | | | 5,705,789 | 442,362 | 332,551 | 109,810 | 3,291,755 |
| Third Party Loans (does not affect overall tax rate) | | | | | | | | | |
| Province of Ontario - Tile Loans | | | various | | various | various | | | 151,366 |
| Ontario Infrastructure Projects - Windermere Drive water line extension (Estimated) | 2.80% | 30 years | 31-Dec-19 | 31-Dec-39 | 294,800 | 14,568 | 6,389 | 8,179 | 288,345 |
| Ontario Infrastructure Projects - Wales Village OC water line extension | 3.52% | 10 years | 15-Dec-12 | 13-Dec-22 | 154,561 | 18,470 | 17,993 | 476 | - |
| Ontario Strategic Infrastructure Financing Authority (OSIFA) - Water Plant Upgrades, etc. | 2.71% | 30 years | 04-Jul-06 | 26-Jun-36 | 5,939,000 | 290,493 | 185,069 | 105,425 | 3,936,171 |
| Sub-total | | | | | 6,410,525 | 323,531 | 209,451 | 114,080 | 4,375,882 |
| Totals | | | | | \$ 12,116,314 | \$ 765,893 | \$ 542,001 | \$ 223,891 | \$ 7,667,637 |

The 2019 Annual Repayment Limit (ARL) effective February 20, 2019, as provided to MMAH is \$ 2,177,453



2020 Budget Option 4



Township of South Stormont

Option 4:

Debenture:
 -Pumper/Tanker
 -Lakeside Drive
 -Sandtown Road West

Remove Capital/Projects:
 -Mobile APP
 -HR Management Software
 -Basketball Court

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for Debenture & Grant Options + Reduction of Capital Projects |
| | | | | Option 1 | Option 1a | Option 4 |
| Revenue: | | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 | 8,076,384 |
| NEW DEBENTURES | - | - | - | - | - | 2,102,925 |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - | - |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 | 2,361,965 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,764,434 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 | 10,927,909 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 876,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 4,960,525 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,764,434 |



Township of South Stormont

2020 Proposed Capital Projects – Summary by Department Option 4

Remove
Capital/Projects:

- Mobile APP
-HR
Management
Software
-Basketball
Court

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for Debenture & Grant Options + Reduction of Capital Projects |
| | | | | Option 1 | Option 1a | Option 4 |
| Capital/Project Expenditures: | | | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 | 555,000 | 512,000 |
| PROTECTION OF PERSONS AND PROPERT | - | 36,000 | 28,009 | - | - | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 | 560,000 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 | 2,954,025 | 2,954,025 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 | 260,000 | 232,500 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 | 197,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 | 505,000 | 505,000 |
| DRAINAGE | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 4,960,525 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,764,434 |



Township of South Stormont

Summary of Debt – Option 4

Township of South Stormont Summary of Debt 2020

| Lender / Particulars | Interest Rate | Term | Start Date | End Date | Loan Amount | Annual Payment* | Principle | Interest | Dec. 31, 2020 (Anticipated) |
|---|---------------|-------|------------|----------|----------------------|-------------------|-------------------|-------------------|-----------------------------|
| General Purpose Loans | | | | | | | | | |
| Sub-total - Prior Debt | | | | | 5,705,789 | 442,362 | 332,551 | 109,810 | 3,291,755 |
| Sub-total - Third Party Loans | | | | | 6,410,525 | 323,531 | 209,451 | 114,080 | 4,375,882 |
| NEW: Pumper/Tanker (estimated) | 4.00% | 20.00 | | | 560,000 | 41,200 | 18,800 | 22,400 | 541,200 |
| NEW: Lakeside Drive (estimated) | 4.00% | 15.00 | | | 1,165,825 | 105,000 | 58,367 | 46,633 | 1,107,458 |
| NEW: Sandrown Road (West) (estimated) | 4.00% | 10.00 | | | 377,100 | 46,500 | 31,416 | 15,084 | 345,684 |
| NEW: Other | | | | | | | | | |
| Sub-total - New Debt (estimates) | | | | | 2,102,925 | 192,700 | 108,583 | 84,117 | 1,994,342 |
| Totals | | | | | \$ 14,219,239 | \$ 958,593 | \$ 650,584 | \$ 308,008 | \$ 9,661,979 |

*The 2019 Annual Repayment Limit (ARL) effective February 20, 2019, as provided to MMAH is \$ 2,177,453



2020 Budget Option 5



Township of South Stormont

Option 5:

Debenture:

- Pumper/Tanker
- Lakeside Drive
- Sandtown Road West

Remove

Capital/Projects:

- Mobile APP
- HR Management Software
- Basketball Court

Reduce Reserves/Use of Working Capital Reserves

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for Debenture & Grant Options + Reduction of Capital Projects + Working Capital Reserves/Reduction to reserves |
| | | | | Option 1 | Option 1a | Option 5 |
| Revenue: | | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 | 7,587,384 |
| NEW DEBENTURES | - | - | - | - | - | 2,102,925 |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - | 124,000 |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 | 2,361,965 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,399,434 |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 | 10,927,909 |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 511,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 4,960,525 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,399,434 |



Township of South Stormont

2020 Proposed Capital Projects – Summary by Department Option 5

Remove
Capital/Projects:

- Mobile APP
-HR Management
Software
-Basketball Court

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|------------------|------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for Debenture & Grant Options + Reduction of Capital Projects + Working Capital Reserves/Reduction to reserves |
| | | | | Option 1 | Option 1a | Option 5 |
| Capital/Project Expenditures: | | | | | | |
| GENERAL GOVERNMENT | 17,750 | 341,250 | 95,000 | 555,000 | 555,000 | 512,000 |
| PROTECTION OF PERSONS AND PROPERTY | - | 36,000 | 28,009 | - | - | - |
| FIRE AND RESCUE | 951,856 | 50,500 | 50,684 | 560,000 | 560,000 | 560,000 |
| TRANSPORTATION SERVICES | 1,715,915 | 1,946,000 | 1,565,465 | 2,954,025 | 2,954,025 | 2,954,025 |
| PARKS AND RECREATION | 338,770 | 211,000 | 206,577 | 260,000 | 260,000 | 232,500 |
| PLANNING AND DEVELOPMENT | 197,000 | 300,000 | 104,000 | 197,000 | 197,000 | 197,000 |
| WASTE MANAGEMENT | - | - | - | 505,000 | 505,000 | 505,000 |
| DRAINAGE | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 4,960,525 |



Township of South Stormont

Summary of Debt (adjusted for Option 5 – addition of new debt)

Township of South Stormont Summary of Debt 2020

| Lender / Particulars | Interest Rate | Term | Start Date | End Date | Loan Amount | Annual Payment* | Principle | Interest | Dec. 31, 2020 (Anticipated) |
|---|---------------|-------|------------|----------|----------------------|-------------------|-------------------|-------------------|-----------------------------|
| General Purpose Loans | | | | | | | | | |
| Sub-total - Prior Debt | | | | | 5,705,789 | 442,362 | 332,551 | 109,810 | 3,291,755 |
| Sub-total - Third Party Loans | | | | | 6,410,525 | 323,531 | 209,451 | 114,080 | 4,375,882 |
| NEW: Pumper/Tanker (estimated) | 4.00% | 20.00 | | | 560,000 | 41,200 | 18,800 | 22,400 | 541,200 |
| NEW: Lakeside Drive (estimated) | 4.00% | 15.00 | | | 1,165,825 | 105,000 | 58,367 | 46,633 | 1,107,458 |
| NEW: Sandrown Road (West) (estimated) | 4.00% | 10.00 | | | 377,100 | 46,500 | 31,416 | 15,084 | 345,684 |
| NEW: Other | | | | | | | | | |
| Sub-total - New Debt (estimates) | | | | | 2,102,925 | 192,700 | 108,583 | 84,117 | 1,994,342 |
| Totals | | | | | \$ 14,219,239 | \$ 958,593 | \$ 650,584 | \$ 308,008 | \$ 9,661,979 |

*The 2019 Annual Repayment Limit (ARL) effective February 20, 2019, as provided to MMAH is \$ 2,177,453

Township of South Stormont

Contribution to Reserves - Option 5

Reduce Reserves:

- Animal Shelter
- Fire Building Reserve
- Waterfront Reserve
- Waste Management Reserve

| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|--|-------------------------|----------------|------------------|--|---|---|
| | | | | Base budget As presented Nov 16 & Nov 26/19 | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for Debenture & Grant Options + Reduction of Capital Projects + Working Capital Reserves/Reduction to reserves |
| | | | | Option 1 | Option 1a | Option 5 |
| Contribution to Reserves: | | | | | | |
| GENERAL GOVERNMENT | 60,895 | 178,000 | 513,250 | 40,000 | 40,000 | 40,000 |
| PROTECTION OF PERSONS AND PROPERT | 8,333 | - | 21,360 | 50,000 | 50,000 | - |
| FIRE AND RESCUE | 153,109 | - | - | 300,000 | 300,000 | 50,000 |
| TRANSPORTATION SERVICES | - | - | 447,394 | 330,000 | 330,000 | 330,000 |
| PARKS AND RECREATION | 21,973 | - | 71,200 | - | - | - |
| PLANNING AND DEVELOPMENT | 129,094 | 153,000 | 322,014 | 136,000 | 126,000 | 76,000 |
| WASTE MANAGEMENT | - | 10,000 | 245,000 | 30,000 | 30,000 | 15,000 |
| DRAINAGE | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 511,000 |

*Contribution to reserves is decreased by \$635,000 (contribution to reserves + funds used to offset tax rate increase from working capital reserves).



Township of South Stormont

Summary of Reserves – Option 5

Summary of Reserves - 2020

Option 5

| Department | Opening Balance | Deductions | Additions | Closing Balance |
|---|------------------------|---------------------|-----------------------|------------------------|
| Working Capital Reserve | \$ (1,401,370) | \$ 124,000 | \$ - | \$ (1,277,370) |
| Federal Gas Tax | (887,982) | 435,000 | (397,708) | (850,690) |
| Efficiency Funding | (602,025) | 296,700 | - | (305,325) |
| Building Reserve | (397,229) | - | (5,000) | (402,229) |
| General Government | (711,895) | 514,465 | (35,000) | (232,430) |
| PPP - Fire and Rescue | (389,337) | - | (50,000) | (439,337) |
| PPP - Other | (46,000) | - | - | (46,000) |
| Transportation Services | (573,263) | 637,000 | (330,000) | (266,263) |
| Waste Management | (278,173) | - | (15,000) | (293,173) |
| Parks and Recreation | (236,671) | 106,000 | - | (130,671) |
| Planning and Development | (685,183) | 207,000 | (76,000) | (554,183) |
| Environmental Services (Water and Sewer only) | (7,011,325) | - | (183,938) | (7,195,263) |
| | \$ (13,220,453) | \$ 2,320,165 | \$ (1,092,646) | \$ (11,992,934) |

Reserve Summary

Reserve Summary

| Department | As reported in audited Financial Statements | | | | | | | Forecast | Budget - Option 5 |
|--|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| Working Capital Reserve | \$ 197,159 | \$ 705,526 | \$ 1,264,598 | \$ 1,630,339 | \$ 1,806,237 | \$ 2,407,587 | \$ 1,777,592 | \$ 1,401,370 | \$ 1,277,370 |
| Other Reserve | 1,463,118 | 1,788,166 | 1,901,211 | 2,280,985 | 1,817,427 | 1,526,344 | 2,184,050 | 4,807,758 | 3,520,301 |
| TOTAL RESERVES AND RESERVE FUNDS, EXCLUDING WATER & SEWER | \$ 1,660,277 | \$ 2,493,692 | \$ 3,165,809 | \$ 3,911,324 | \$ 3,623,664 | \$ 3,933,931 | \$ 3,961,642 | \$ 6,209,128 | \$ 4,797,671 |
| <i>Year over Year increase</i> | | <i>50.20%</i> | <i>26.95%</i> | <i>23.55%</i> | <i>-7.35%</i> | <i>8.56%</i> | <i>0.70%</i> | <i>56.73%</i> | <i>-22.73%</i> |
| Environmental Services (Water and Sewer) | \$ 4,001,572 | \$ 3,976,494 | \$ 4,514,793 | \$ 4,943,982 | \$ 5,021,018 | \$ 5,222,675 | \$ 6,763,092 | \$ 7,011,325 | \$ 7,195,263 |
| <i>Year over Year increase</i> | | <i>-0.63%</i> | <i>13.54%</i> | <i>9.51%</i> | <i>1.56%</i> | <i>4.02%</i> | <i>29.49%</i> | <i>3.67%</i> | <i>2.62%</i> |
| TOTAL RESERVES AND RESERVE FUNDS | \$ 5,661,849 | \$ 6,470,186 | \$ 7,680,602 | \$ 8,855,306 | \$ 8,644,682 | \$ 9,156,606 | \$ 10,724,734 | \$ 13,220,453 | \$ 11,992,934 |
| <i>Year over Year increase</i> | | <i>14.28%</i> | <i>18.71%</i> | <i>15.29%</i> | <i>-2.38%</i> | <i>5.92%</i> | <i>17.13%</i> | <i>23.27%</i> | <i>-9.28%</i> |



2020 Taxation Revenue Options



Township of South Stormont

2020 Taxation Revenue Options and Impact on Single Family Households

| Options | | \$ Increase Over Prior Scenario | 2020 Total Revenue Options | Increase in Revenue Over 2019 Budget | | 2020 RT Rate Options | | Based on \$100,000 Assm't | | Based on Median Single Family Property \$208,650 (2019- | | Year over Year Impact Median Single Family Residential Property \$206,500 (2018); \$208,650 (2019) | | |
|---------|--|---------------------------------|----------------------------|--------------------------------------|---------------|----------------------|------------------------------|---------------------------|-----------------------|---|-----------------------|--|------------------------|----------------------------|
| | | | | | | Tax Rate | % Rate Change over 2019 Rate | Municipal Taxes | \$ Change (over 2019) | Municipal Taxes - 2020 | \$ Change (over 2019) | Municipal Taxes - 2019 | Municipal Taxes - 2020 | \$ Impact 2020 versus 2019 |
| 1 | 2019 Budget \$s | \$ - | \$ 6,831,865 | \$ - | 0.00% | 0.00429553 | -3.88% | \$ 430 | -\$ 17.32 | \$ 895 | -\$ 36.06 | \$ 923 | \$ 895 | \$ (28.24) |
| 2 | 2019 Tax Rate (no change) | \$ 98,794 | \$ 7,107,298 | \$ 275,433 | 4.03% | 0.00446871 | 0.00% | \$ 447 | \$ - | \$ 931 | \$ - | \$ 923 | \$ 931 | \$ 7.82 |
| 3 | 2019 Tax Rate + 1.0% | \$ 71,202 | \$ 7,178,500 | \$ 346,635 | 5.07% | 0.00451348 | 1.00% | \$ 451 | \$ 4.48 | \$ 940 | \$ 9.32 | \$ 923 | \$ 940 | \$ 17.14 |
| 4 | 2019 Tax Rate + CPI* | \$ 51,218 | \$ 7,249,365 | \$ 417,500 | 6.11% | 0.00455803 | 2.00% | \$ 456 | \$ 8.93 | \$ 949 | \$ 18.60 | \$ 923 | \$ 949 | \$ 26.42 |
| 5 | 2019 Tax Rate + CPI* + Growth** | \$ 29,500 | \$ 7,587,691 | \$ 755,826 | 11.06% | 0.00477075 | 6.76% | \$ 477 | \$ 30.20 | \$ 994 | \$ 62.90 | \$ 923 | \$ 994 | \$ 70.72 |
| 6 | 2019 Tax Rate + 7.5% | \$ 70,500 | \$ 7,658,191 | \$ 826,326 | 12.10% | 0.00481508 | 7.75% | \$ 482 | \$ 34.64 | \$ 1,003 | \$ 72.13 | \$ 923 | \$ 1,003 | \$ 79.95 |
| 7 | 2019 Tax Rate + 8.5% | \$ 71,000 | \$ 7,729,191 | \$ 897,326 | 13.13% | 0.00485972 | 8.75% | \$ 486 | \$ 39.10 | \$ 1,012 | \$ 81.43 | \$ 923 | \$ 1,012 | \$ 89.25 |
| 8 | 2019 Tax Rate + 10% | \$ 160,000 | \$ 7,818,191 | \$ 986,326 | 14.44% | 0.00491568 | 10.00% | \$ 492 | \$ 44.70 | \$ 1,024 | \$ 93.08 | \$ 923 | \$ 1,024 | \$ 100.90 |

*Consumer Price Index predicted to increase by 2.0% for 2020

** 2019 In-year Growth is 1.49%; Assessment growth from 2019 to 2020 is 3.27%; **Total growth 4.76%**

2020 Taxation Revenue Options

◉ Items to consider

- Consumer Price Index predicted at a 2.0% increase
- Contract and professional services predicted to increase between 2.0%-2.7%
- 2019 In-year growth approximately 1.49%
- Assessment Growth (2019 to 2020) 3.27%
- A tax rate increase of 6.76% would account for CPI and growth but would still be using taxation revenue from growth to pay for current assets, maintenance levels and levels of service
 - No reserves would be set aside for growth
 - Does not address long-term financial planning
 - Does not increase levels of service or fully fund current asset requirements

South Stormont at a Glance

| Total Population | Total Households | Median Annual Income (2015) | 2018 Twp Taxes/HH | 2018 Twp Expenditures/HH | 2018 CAO's TV, Internet, Cell Expenditures |
|------------------|------------------|-----------------------------|-------------------|--------------------------|--|
| 13,110 | 5,548 | \$76,092 | \$1,275.61 | \$2,522.55 | \$3,729.84 |

South Stormont Services/HH

Council, Road maintenance, Snow clearing – roads and sidewalks, Road construction, Sidewalk construction, Drainage, Building services, Planning services, Waste Collection, Recycling, Fire Protection, Emergency Management, Parks, Recreation programming, Recreation facilities, By-law Enforcement, Animal Control, Economic Development, Heritage, Communications, Tax collection, Bill payments, Asset Management, Fire Safety Education/Training and Inspections, Health and safety, Parking lots, Compliance with Provincial standards/regulations, Human Resources, Compliance with Federal laws, standards, regulations, Financial reporting, Grant applications, Elections, Birth/Death registrations, Corporate secretariat functions, Corporate financial functions, Financial management, Risk management, Water, Wastewater, Storm water, Loan payments, Grants to community, Medical responses, Information technology, Records management, Services locates, Procurement, Parks construction, Parks maintenance, Committees, Community groups ...



2020 Budget Recap & Discussion



2020 Budget Recap

- ◉ Mix of funding options to consider
 - Debentures
 - Reserves
 - Reducing Levels of Service (Capital/Projects)
 - Increasing Local Tax Rates
- ◉ Considerations
 - Funding Gap (see next slide re: Public Works)
 - Goals & Objectives
- ◉ Discussion:
 - Further reductions to projects or reserves

Public Works

Total Capital Project Recap

Infrastructure Funding GAP



2020 Capital Projects - Transportation

| Project | | Reviewed Projects - Option Costing | AMP/ Capital Plans | Proposed for 2020 Budget | Asset Management Projects deferred | Other Projects to be deferred | Cost to complete all projects | |
|--|--------------------------|------------------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-------------------------------|---------------------|
| Roads | | ADT | | | | | | |
| St. Andrews Sidewalk | | | | | | | | |
| Option 1 - Concrete SW | | \$ 263,000 | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Option 2 - Asphalt SW | | \$ 150,900 | \$ - | \$ 150,900 | \$ - | \$ - | \$ 150,900 | |
| Sidewalks (Annual) | | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ - | \$ - | \$ 75,000 | |
| Savings St. - Reconstruction | 415 (2015) 400 (2019) | \$ 396,000 | \$ - | \$ - | \$ - | \$ 396,000 | \$ 396,000 | |
| Maloney Road - Reconstruction | 159 (2016) 243 (2019) | \$ 454,000 | \$ - | \$ - | \$ - | \$ 454,000 | \$ 454,000 | |
| Dafoe Road - Reconstruction | 415 (2015) 400 (2019) | \$ 493,000 | \$ - | \$ 493,000 | \$ - | \$ - | \$ 493,000 | |
| Railway St. - Asphalt Overlay | | \$ 59,000 | \$ - | \$ 59,000 | \$ - | \$ - | \$ 59,000 | |
| Myers Road - Reconstruction (2021) | 367 (2019) | \$ 782,500 | \$ 782,500 | \$ - | \$ 782,500 | \$ - | \$ 782,500 | |
| Sandtown Road West - Reconstruction (2020) | | \$ 377,100 | \$ 377,100 | \$ 377,100 | \$ - | \$ - | \$ 377,100 | |
| Lakeside Drive (2018-19) | | | | | | | \$ - | |
| Option 1 - CW to WTP | | \$ 1,165,825 | \$ 1,165,825 | \$ 1,165,825 | \$ - | \$ - | \$ 1,165,825 | |
| Option 2 - WTP to Sunset | | \$ 878,074 | \$ - | \$ - | | | \$ - | |
| Option 3- CW to Sunset | | \$ 2,043,899 | \$ - | \$ - | | | \$ - | |
| Simcoe St. | 1803 (2019) | | | | | | \$ - | |
| Option 1- Complete | | \$ 2,205,091 | \$ - | \$ - | | | \$ - | |
| Option 2- Storm only | | \$ 1,304,885 | \$ - | \$ - | \$ - | \$ 1,304,885 | \$ 1,304,885 | |
| Option 3-Reconstruct Rural | | \$ 826,873 | \$ - | \$ - | | | \$ - | |
| Pedestrian Crossover - St. Andrews School | | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ - | \$ 25,000 | |
| | | | | | | | \$ - | |
| Headline Road - Asphalt Overlay (2020) | 770 (2016) | \$ 388,500 | \$ 388,500 | \$ - | \$ 388,500 | \$ - | \$ 388,500 | |
| Sunset Drive (project continuation) | | \$ 52,000 | | \$ 52,000 | | | \$ 52,000 | |
| Sub-total | | | \$ 2,788,925 | \$ 2,397,825 | \$ 1,171,000 | \$ 2,154,885 | \$ 5,723,710 | |
| | | | | | | | \$ - | |
| Bridges | | | | | | | \$ - | |
| From 10 Year Plan (2020) | | | | | | | \$ - | |
| Valade-Lefebvre Rd. - Engineering (from 2019) | | \$ 20,000 | \$ 20,000 | \$ 20,000 | | | \$ 20,000 | |
| NLRW Culvert - Replace | | \$ 360,000 | \$ 360,000 | \$ 360,000 | | | \$ 360,000 | |
| O'Keefe Road - Guiderail | | \$ 52,800 | \$ 52,800 | | \$ 52,800 | \$ - | \$ 52,800 | |
| Sub-total | | | \$ 432,800 | \$ 380,000 | \$ 52,800 | \$ - | \$ 432,800 | |
| Vehicles/Equipment | | | | | | | \$ - | |
| Sidewalk Snow Plow | | \$ 138,000 | | \$ 138,000 | \$ - | \$ - | \$ 138,000 | |
| Boom Mower | | \$ 28,000 | | \$ 28,000 | \$ - | \$ - | \$ 28,000 | |
| Sweeper | | \$ 10,200 | | \$ 10,200 | \$ - | \$ - | \$ 10,200 | |
| Sub-total | | | \$ - | \$ 176,200 | \$ - | \$ - | \$ 176,200 | |
| PROJECTS IDENTIFIED IN ASSET MANAGEMENT PLANS | | | | \$ 3,221,725 | | | | |
| TOTAL CAPITAL PROJECTS | | | | | \$ 2,954,025 | \$ 1,223,800 | \$ 2,154,885 | \$ 6,332,710 |

Township of South Stormont

2020 Proposed Budget Options - RECAP



| | Average 2016 to 2018 | Budget 2019 | Forecast 2019 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 | Preliminary Budget 2020 |
|---|-------------------------|-------------------|-------------------|----------------------------|---|--|---|---|---|
| | | | | Base budget | Adjusted based on new information (CPI, Reserve and Grant Options) | Adjusted for new information, + Debentures | Adjusted for new information + Reduction of Capital Projects | Adjusted for Debenture & Grant Options + Reduction of Capital Projects | Adjusted for Debenture & Grant Options + Reduction of Capital Projects + Working Capital Reserves/Reduction to reserves |
| | | | | Option 1 | Option 1a | Option 2 | Option 3 | Option 4 | Option 5 |
| Revenue: | | | | | | | | | |
| TAXATION | 6,057,103 | 6,831,865 | 6,871,083 | 10,217,809 | 10,043,809 | 8,134,384 | 8,409,684 | 8,076,384 | 7,587,384 |
| NEW DEBENTURES | - | - | - | - | - | 2,102,925 | - | 2,102,925 | 2,102,925 |
| PAYMENTS IN LIEU | 481,399 | 481,281 | 504,077 | 504,670 | 504,670 | 504,670 | 504,670 | 504,670 | 504,670 |
| UNCONDITIONAL GRANTS | 1,302,655 | 1,535,175 | 1,611,683 | 1,572,700 | 1,572,700 | 1,572,700 | 1,572,700 | 1,572,700 | 1,572,700 |
| CONDITIONAL GRANTS | 464,946 | 751,158 | 1,919,151 | 541,325 | 681,325 | 681,325 | 681,325 | 681,325 | 681,325 |
| CONTRIBUTION FROM RESERVES | 1,544,487 | 845,560 | 852,080 | 1,494,465 | 1,464,465 | 1,464,465 | 1,464,465 | 1,464,465 | 1,464,465 |
| WORKING CAPITAL RESERVES | 90,000 | 285,000 | 285,000 | - | - | - | - | - | 124,000 |
| OTHER | 1,625,495 | 2,061,850 | 965,234 | 2,374,465 | 2,374,465 | 2,374,465 | 2,361,965 | 2,361,965 | 2,361,965 |
| TOTAL REVENUE | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,834,934 | 14,994,809 | 16,764,434 | 16,399,434 |
| Operating Expenditures: | | | | | | | | | |
| GENERAL GOVERNMENT | 1,953,252 | 2,514,212 | 2,195,433 | 2,746,508 | 2,701,508 | 2,701,508 | 2,701,508 | 2,701,508 | 2,701,508 |
| PROTECTION OF PERSONS AND PROPERTY | 103,167 | 132,250 | 135,370 | 145,550 | 145,550 | 145,550 | 145,550 | 145,550 | 145,550 |
| FIRE AND RESCUE | 741,285 | 889,702 | 866,233 | 957,700 | 957,700 | 999,700 | 957,700 | 999,700 | 999,700 |
| TRANSPORTATION SERVICES | 2,522,175 | 2,674,761 | 2,625,759 | 3,054,835 | 3,054,835 | 3,206,335 | 3,021,635 | 3,206,335 | 3,206,335 |
| PARKS AND RECREATION | 1,028,207 | 1,248,675 | 1,214,336 | 1,484,763 | 1,484,763 | 1,484,763 | 1,484,763 | 1,484,763 | 1,484,763 |
| PLANNING AND DEVELOPMENT | 499,332 | 772,289 | 717,709 | 813,600 | 813,600 | 813,600 | 813,600 | 813,600 | 813,600 |
| WASTE MANAGEMENT | 949,421 | 1,183,000 | 933,254 | 1,420,828 | 1,420,828 | 1,420,828 | 1,420,828 | 1,420,828 | 1,420,828 |
| DRAINAGE | 174,551 | 151,250 | 156,416 | 164,625 | 155,625 | 155,625 | 155,625 | 155,625 | 155,625 |
| SURPLUS TO TRANSFER TO RESERVES | - | - | 493,845 | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | 7,971,390 | 9,566,139 | 9,338,355 | 10,788,409 | 10,734,409 | 10,927,909 | 10,701,209 | 10,927,909 | 10,927,909 |
| Contribution to Reserves: | | | | | | | | | |
| GENERAL GOVERNMENT | 60,895 | 178,000 | 513,250 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| PROTECTION OF PERSONS AND PROPERTY | 8,333 | - | 21,360 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - |
| FIRE AND RESCUE | 153,109 | - | - | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 50,000 |
| TRANSPORTATION SERVICES | - | - | 447,394 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 | 330,000 |
| PARKS AND RECREATION | 21,973 | - | 71,200 | - | - | - | - | - | - |
| PLANNING AND DEVELOPMENT | 129,094 | 153,000 | 322,014 | 136,000 | 126,000 | 126,000 | 126,000 | 126,000 | 76,000 |
| WASTE MANAGEMENT | - | 10,000 | 245,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 15,000 |
| DRAINAGE | - | - | - | - | - | - | - | - | - |
| SURPLUS TO TRANSFER TO RESERVES | - | - | - | - | - | - | - | - | - |
| TOTAL CONTRIBUTIONS TO RESERVES | 373,404 | 341,000 | 1,620,218 | 886,000 | 876,000 | 876,000 | 876,000 | 876,000 | 511,000 |
| TOTAL CAPITAL/PROJECT EXPENDITURES | 3,221,291 | 2,884,750 | 2,049,735 | 5,031,025 | 5,031,025 | 5,031,025 | 3,417,600 | 4,960,525 | 4,960,525 |
| TOTAL EXPENDITURES | 11,566,085 | 12,791,889 | 13,008,308 | 16,705,434 | 16,641,434 | 16,834,934 | 14,994,809 | 16,764,434 | 16,399,434 |

South Stormont 2020 Budget

