



2023 Draft Budget Discussions

February 15th, 2023

February 16th, 2023



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2023 Budget Introduction Notes:

The following draft budget outlines the proposed SDG County's 2023 activities. Our strong financial position continues which provides Council with budget and project options.

The following draft 2023 budget currently results in:

- **3.73% increase** in County property tax rates,
- County taxes for an **average home valued at \$220,459 will increase \$48.47,**
- 2023 County taxation totals \$55,146,371; an increase of \$2,883,886
- 1% change in the tax levy = \$530,000
- This increase in total tax dollars is summarized as follows:

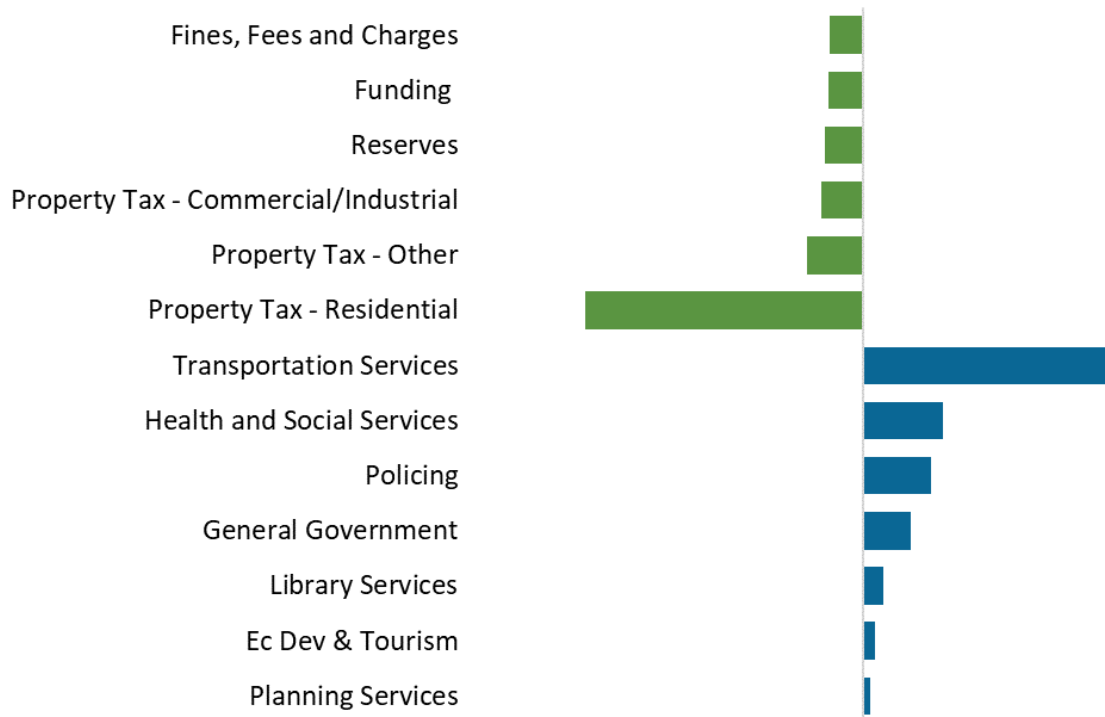
2023 Summary of Departmental Changes

Health & Social Services	\$	894,300
Transportation Services		2,398,083
Planning Services		(95,685)
Police Services		(263,255)
OMPF Funding		104,800
Economic Development/Tourism		372,607
Library Services		76,190
IT Services		74,060
Court Division		181,803
Council & Committees		164,607
Corporate Services		93,067
Surplus & Tax Changes		(25,000)
Office Complex		5,182
Finance Division		(1,096,873)
Net Change in Taxation	\$	2,883,886

2023 Budget at a Glance:

The 2023 budget includes total gross expenditures of **\$71.1 million**. Under the Municipal Act, 2001, the County is required to prepare a balanced budget where revenues equal expenses.

Consistent with most Municipalities, SDG County’s main source of revenue is property taxes. As funding declines, property taxes increase to support services. Taxation currently accounts for 78% of our total revenue.



Actual 2022 Values:

Actual 2022 values reported in this document are not final amounts and will be reconciled during year-end processes. Costs of Social Services, Social Housing, Land Ambulance, and GlenStorDun Lodge are invoiced to the County based on the City of Cornwall’s approved 2022 budget. The Tax Rate Stabilization Reserve has been established to accommodate any potential budget overruns that may occur with shared services.

The County continued to maintain a strong financial position, by keeping a solid level of reserves and not carrying debt.

County Support Services:

Amounts under County Support Services are included in each department and reflect internal charges for costs/time incurred as departments provide services to other County

departments. These internal support costs include office space, liability insurance, payroll & accounts payable processing, postage, and IT services. The province required support-cost allocation many years ago under their Municipal Performance Measurement Program (MPMP). Although the Province no longer requires this process, SDG County continues to allocate some support costs to accurately record the full cost of all County services especially Court Services. The net revenue of Court Services is shared with the City of Cornwall and all actual costs must be recorded to reconcile the correct net revenue for the City of Cornwall and SDG County.

Federal/Provincial Funding:

Reduced funding from other levels of government increases the pressure on local property taxes to support County services. OMPF funding for 2023 has declined 15% over 2022 and will continue to decline annually through the OMPF transitional funding stream.

In June 2021 the Federal Gas Tax Fund has been renamed the Canada Community-Building Fund (CCBF) which provides a permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. In 2023, SDG Counties will be receiving \$2,163,000.

The Ontario Community Infrastructure Fund (OCIF) was launched in 2014 and provides funding to help small, rural and northern communities renew and rehabilitate critical infrastructure. SDG Counties will be receiving \$1,847,000 in 2023.

The following chart summarizes funding from other levels of government:

Federal/Provincial Funding Summary

Funding Source	2020	2021	2022	Budget 2023
COVID-19 Funding	\$ 1,762,300	\$ -	\$ 100,000	
Social Services Relief Funding	\$ 125,000	\$ -	\$ -	\$ -
OMPF	\$ 967,300	\$ 822,300	\$ 699,000	\$ 594,200
Modernization Funding	\$ -	\$ -	\$ -	\$ -
Forestry Funding	\$ -	\$ -	\$ -	\$ 15,000
Roads Provincial Funding	\$ -	\$ -	\$ 384,080	\$ -
OCIF	\$ 965,532	\$ 965,532	\$ 2,022,994	\$ 1,846,706
FCM	\$ -	\$ -	\$ -	\$ -
Policing RIDE	\$ 15,811	\$ 15,540	\$ 13,387	\$ 15,000
Court Security Funding	\$ 74,779	\$ 72,117	\$ 24,362	\$ -
Cannabis Funding / Victim Services Grant	\$ -	\$ 9,048	\$ 89,366	\$ 79,933
French Training	\$ -	\$ -	\$ -	\$ -
Planning Provincial Funding	\$ -	\$ -	\$ 131,779	\$ 38,734
ICIP Funding	\$ -	\$ 2,534,899	\$ -	\$ -
RED Funding	\$ -	\$ -	\$ -	\$ -
Canada Community Building Fund (Gas Tax)	\$ 1,982,564	\$ 4,065,207	\$ 2,072,680	\$ 2,162,797
Library Operating Funding	\$ 131,761	\$ 131,761	\$ 131,761	\$ 131,761
Library Provincial Grants	\$ -	\$ 1,566	\$ 3,576	\$ 1,500
Library Federal Grants	\$ 11,545	\$ 19,467	\$ 4,193	\$ 5,000
Tourism Special Grants	\$ 70,528	\$ 7,836	\$ -	
Tourism Provincial Student Funding	\$ -	\$ 3,723	\$ 3,689	\$ 3,600
Tourism Federal Student Funding	\$ 11,760	\$ 11,225	\$ 8,400	\$ 8,400
Tourism RT09 Funding	\$ -	\$ 25,000	\$ -	\$ 99,750
Tourism Destination Marketing Fund	\$ -	\$ -	\$ -	
	\$ 6,118,880	\$ 8,685,221	\$ 5,689,267	\$ 5,002,381

Assessment:

Ontario property assessment values are updated every four years, however due to the pandemic they are currently based on 2016 sales data as determined by the Municipal Property Assessment Corporation (MPAC).

Increases to assessment values are phased-in over a four-year period, the previous cycle being 2017 to 2020. Due to the COVID-19 pandemic, the province has postponed the 2020 Assessment Update. Property assessments for 2023 will continue to be based on the fully phased-in January 1, 2016 current values unless there have been changes to your property.



Assessment Cycle

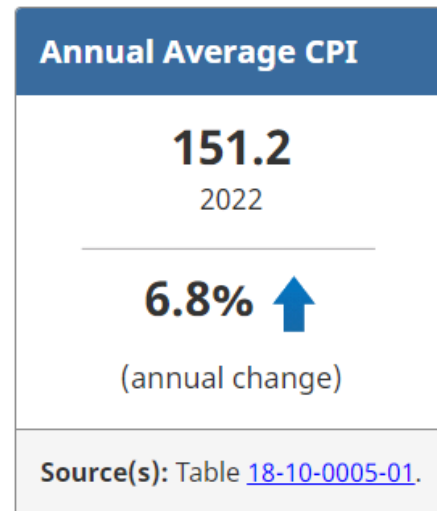
MPAC continues to review properties during non-Assessment Update years as new homes are built, owners renovate, structures are demolished, and properties change use. MPAC has a Board of Directors that provides governance and oversight. It consists of 13 members: seven municipal representatives, four property taxpayer representatives and two provincial government representatives.

Rate of Inflation:

The proposed 2023 budget results in a 5.52% increase in County tax revenue. Statistics Canada has a posted rate of inflation for 2022 (Ontario All-Items) at 6.8%.

Based on this current draft budget, County taxes on an average residential property will increase \$48.47 or 3.73%. If Council wishes to maintain the 2022 tax rates, a reduction to the budget of \$1,984,700 would be required, resulting in an overall tax levy increase of 1.72% or \$899,186.

Source: <https://www150.statcan.gc.ca/n1/daily-quotidien/230117/dq230117b-eng.htm>



The impact of other changes to the current draft budget are summarized in the following chart:

2023 Impact of Budget Changes

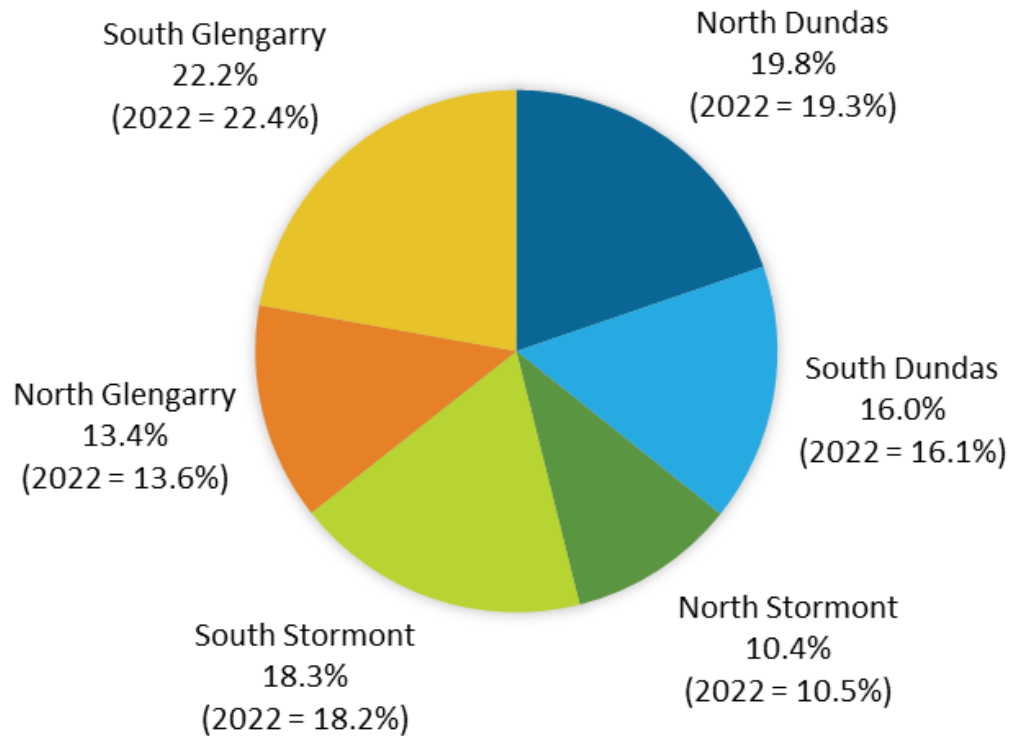
Change	Value	Change on Average Residential Property	
		Dollars	Percentage
Deduct	-\$1,984,700	\$0.00	0.00% *
Deduct	-\$532,000	\$35.47	2.73%
Current Draft Budget	\$0	\$48.47	3.73%
Add	\$532,000	\$61.46	4.73%
Add	\$1,000,000	\$72.88	5.61%

* Equals same property taxes and tax rate as 2022

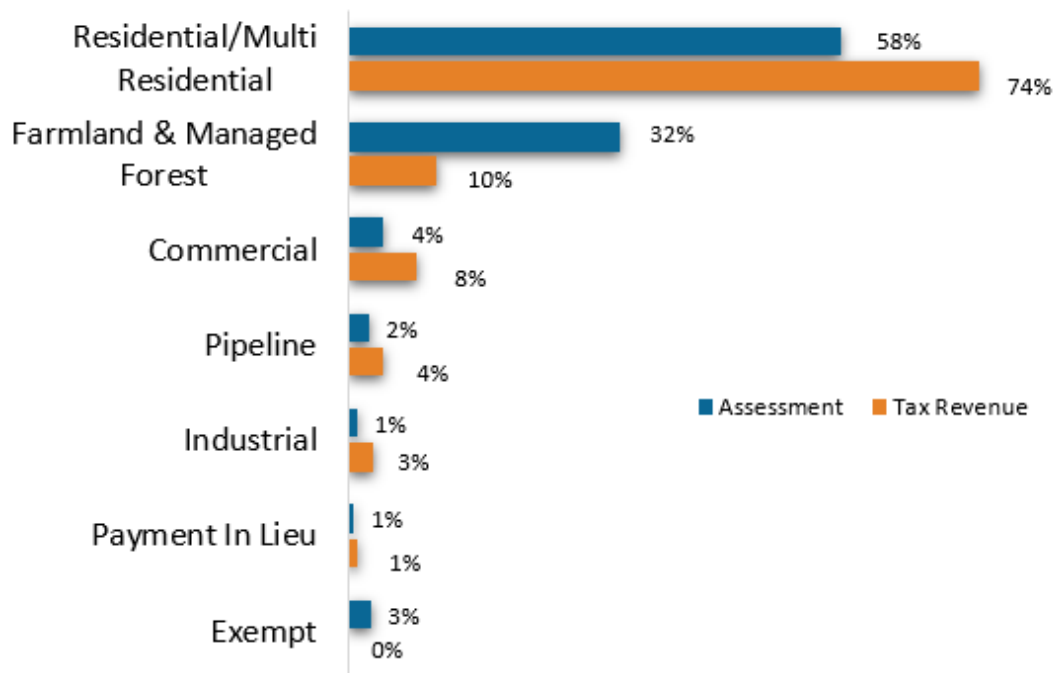
Current Budget Snapshot:

	2022	2023	Change \$	Change %
County Total Tax Dollars	\$ 52,262,485	\$ 55,146,371	\$ 2,883,886	5.52%
Total Weighted Assessment	\$ 8,875,452,379	\$ 9,028,151,363	\$ 152,698,984	1.72%
Residential Tax Rate	0.005888	0.006108	0.000220	3.73%
<hr/>				
Residential Assessment 2020	\$ 220,459	\$ 220,459	\$ -	0.00%
County Taxes	\$ 1,298	\$ 1,347	\$ 48.47	3.73%

Proportion of Taxable Assessment 2023

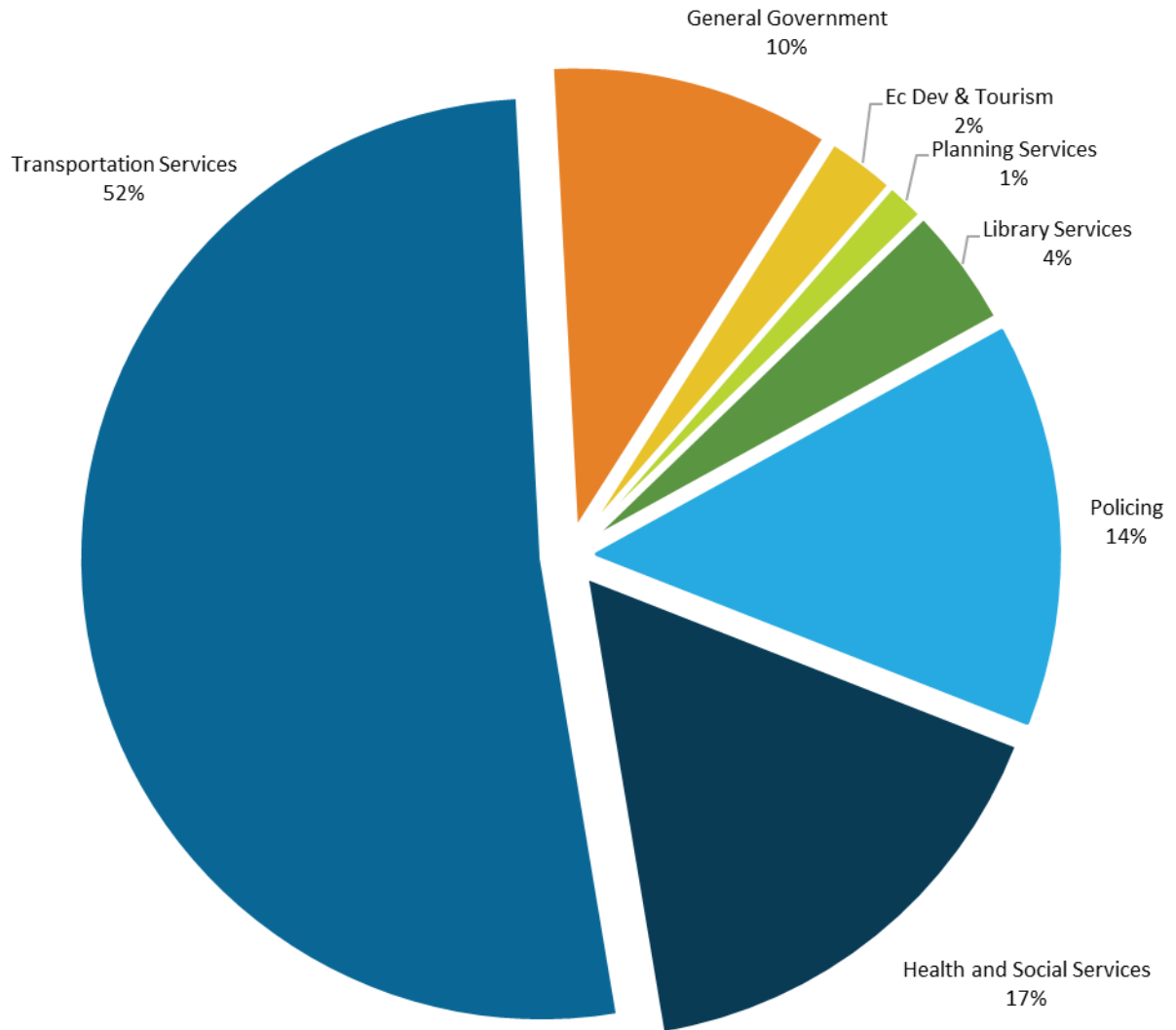


Assessment & Tax Revenue by Property Class 2023

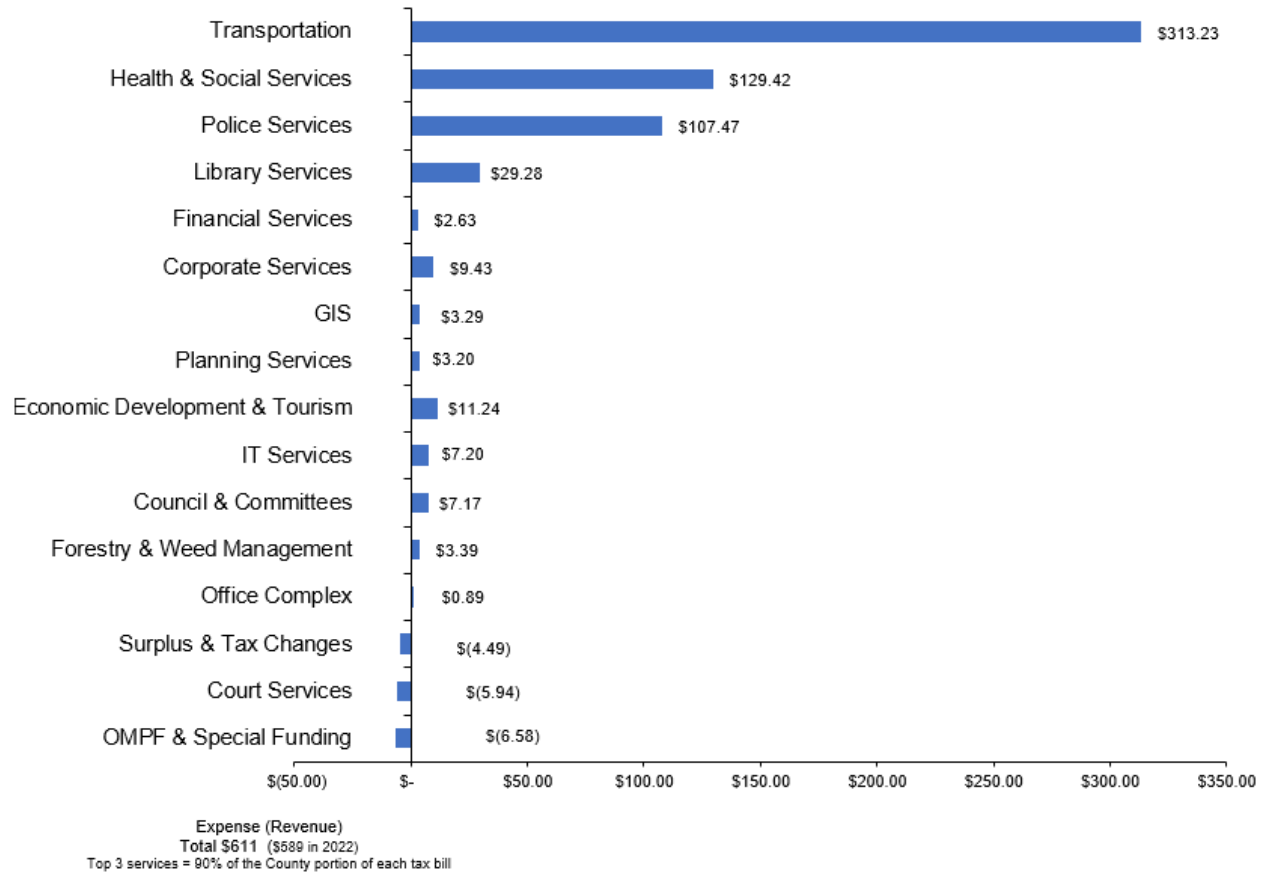


74% of the Total Tax Revenue is Raised From the Residential Property Class

2023 Budget Distribution of Expenses



2023 County Taxes - \$611 per \$100,000 Residential Assessment



Various Approaches to Refer to 2023 Draft Budget Results

Department	Net Tax Requirement	Residential \$100,000 Assm't	*Based on 2021 Census Data		Per Dollar \$1.00
			Per Household 28,588	Per Capita 66,792	
Transportation Services	\$ 28,278,751	\$ 313	\$ 989	\$ 423	\$ 0.51
Health & Social Services	11,684,509	129	409	175	0.21
Police Services	9,702,251	107	339	145	0.18
Library Services	2,643,733	29	92	40	0.05
Financial Services	237,636	3	8	4	0.00
Corporate Services	851,449	9	30	13	0.02
GIS Services	297,250	3	10	4	0.01
Planning Services	289,014	3	10	4	0.01
Economic Development & Tourism	1,014,849	11	35	15	0.02
IT Services	649,934	7	23	10	0.01
Council & Committees	646,881	7	23	10	0.01
Forestry and Weed Mgmt	305,800	3	11	5	0.01
Office Complex	80,181	1	3	1	0.00
Surplus & Tax Changes	(405,000)	(4)	(14)	(6) -	0.01
Court Services	(536,667)	(6)	(19)	(8) -	0.01
Corporate Funding	(594,200)	(7)	(21)	(9) -	0.01
Total Taxation	\$ 55,146,371	\$ 611	\$ 1,929	\$ 826	\$ 1.00

How Your Tax Dollar Works

Services Delivered by External Agencies	Net Cost	Per Dollar 2023	Per Dollar 2022
Police Services	\$ 9,702,251	17¢	21¢
Land Ambulance	\$ 6,508,694	12¢	10¢
Social Housing	\$ 1,984,866	4¢	3¢
Municipal Property Assessment Corp	\$ 1,149,828	2¢	2¢
Public Health Unit	\$ 1,052,632	2¢	2¢
Home for the Aged	\$ 1,239,530	2¢	2¢
Social Services	\$ 699,137	1¢	2¢
OMPF Funding	\$ (594,200)	(1)¢	(2)¢
Total Services Delivered by External Agencies	\$ 21,742,738	39¢	40¢
Services Delivered by SDG Counties			
Transportation Services	\$ 28,278,751	51¢	50¢
Library Services	\$ 2,643,733	5¢	5¢
Corporate Services	\$ 851,449	2¢	2¢
Economic Development & Tourism	\$ 1,014,849	2¢	1¢
IT Services	\$ 649,934	1¢	1¢
Council & Committees	\$ 646,881	1¢	1¢
Planning Services	\$ 289,014	1¢	1¢
GIS	\$ 297,250	1¢	1¢
Seniors Outreach Centres	\$ 199,650	0¢	0¢
Financial Services	\$ (912,192)	(2)¢	0¢
Forestry and Weed Management	\$ 305,800	1¢	0¢
Office Complex	\$ 80,181	0¢	0¢
Surplus & Tax Changes	\$ (405,000)	(1)¢	(1)¢
Court Services	\$ (536,667)	(1)¢	(1)¢
Total Services Delivered by SDG Counties	\$ 33,403,633	61¢	60¢
Total County Taxes	\$ 55,146,371	\$1.00	\$1.00

Note: 39 Cents of every County tax dollar are delivered by external agencies.

Reserve and Surplus Balances based on 2023 Budget

	2020	2021	2022 Estimated	2023 Budget	Purpose:
Stabilization Reserves:					
Tax Rate Stabilization	\$ 1,565,793	\$ 1,565,793	\$ 1,565,793	\$ 1,565,793	Used to offset costs of shared services known following budget approval
Working Reserve	6,324,884	7,110,962	7,110,962	7,110,962	Used at Council's discretion, available to offset significant impacts that, without funds from a reserve, would be financially damaging to the County. Should be maintained at 10-15% of the gross budget.
Road Resurfacing Cost Stabilization	1,812,495	1,812,495	1,312,495	1,620,495	Used to minimize cost fluctuations at tender award of paving activities.
Road Winter Maintenance Stabilization	1,015,000	1,015,000	1,015,000	1,015,000	Used to offset plowing (\$715K) resulting from severe winter weather & Salt (\$300K) for fluctuations in market prices
Program Specific Reserves:					
COVID-19 Reserve	1,258,768	1,341,455	-	-	To offset financial opperating pressures due to COVID-19
Sick Leave	11,547	-	-	-	Owing to employees under the former Sick Leave Bank - Balance paid in 2021
Council Donations	86,113	80,000	30,000	-	Council discretion
PSB Alarm Registrations	16,335	61,764	56,322	51,322	OPP Alarm registrations over three year registration period.
Library Services	70,440	63,742	63,742	81,322	Library furniture, mobile services, equipment
Document Management	26,195	-	-	-	Archiving Project
Service Delivery Reserve	665,961	657,289	650,156	-	Used for Efficiency and Modernization Projects
Service Review	6,315	-	-	-	
Regional Incentive Program	392,914	465,898	537,736	-	Ongoing regional incentive project / Date My
Tourism	20,069	18,500	55,750	-	County
Waste Management	85,000	26,941	-	-	Tourism & Grants
Forestry	91,652	37,945	77,945	120,945	For future forest purchases.
IT Projects	8,425	33,424	108,424	83,424	Reserve for Server Replacement and IT Projects
Planning/GIS Reserve	1,800	-	206,600	5,000	Ongoing planning projects
Legal Reserve	10,000	10,000	10,000	10,000	To offset legal costs.
Buildings and Equipment Reserves:					
26 Pitt Building	621,634	561,634	611,634	301,634	Used to minimize cost fluctuations in maintaining main Office Complex.
Salt Domes	450,000	625,000	800,000	915,000	Used to finance salt domes replacement at end of life
Road Equipment	346,795	431,795	570,241	420,241	Used to minimize cost fluctuations for equipment/fleet purchases.
Capital Projects Reserves:					
Bridges	2,895,940	3,894,044	2,810,341	2,464,044	For current bridge projects and future bridge replacements
Road Projects	5,281,150	6,291,928	5,988,097	3,087,457	For current and future roads projects
Garage Capital Planning	60,000	116,190	-	-	
Capital Reserve / LTC Reserve	6,500,000	6,500,000	6,500,000	6,500,000	Long Term Care Commitment - Maxville Manor \$2.5M, Dundas Manor \$4 M
Total Reserves	<u>\$ 29,625,224</u>	<u>\$ 32,721,800</u>	<u>\$ 30,081,240</u>	<u>\$ 25,352,639</u>	
	2020	2021	2022 Estimated	2023 Budget	
Surplus Balances					
Accumulated Library Surplus	207,366	441,044	603,155	401,155	
Accumulated Policing Surplus	178,307	273,427	183,705	63,705	
Total Surplus	<u>\$ 385,673</u>	<u>\$ 714,471</u>	<u>\$ 786,860</u>	<u>\$ 464,860</u>	

Questions:

Directors have prepared their respective department budgets and have also included reports describing key 2022 accomplishments/activities, in addition to 2023 budget impacts and options. If you have any questions while reviewing this document or would like specific data researched, please do not hesitate to contact the CAO or any Department Director:

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COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
 2022 2022 2023	CHANGE
GENERAL FUND				
REVENUE SUMMARY				
Taxation	-52,262,485	-52,261,974	-55,146,371	-2,883,886
Surplus & Tax Changes	-380,000	-821,652	-405,000	-25,000
Corporate Funding	-699,000	-713,566	-594,200	104,800
Council & Committees	-220,000	-170,000	-80,000	140,000
Corporate Services	-71,058	-55,672	-40,000	31,058
Economic Development/Tourism	-661,210	-512,448	-688,330	-27,120
Office Complex	-153,115	-139,003	-315,000	-161,885
Police Services	-286,427	-208,036	-199,933	86,494
Library Services	-254,626	-184,334	-362,031	-107,405
Finance Services	-282,141	-655,945	-1,485,000	-1,202,859
Court Services	-2,557,800	-2,172,447	-2,392,500	165,300
IT Services	-35,000	-52,898	-90,000	-55,000
Planning Division	-555,000	-481,256	-670,334	-115,334
GIS Division	-20,000	-4,460	0	20,000
Forestry	-86,500	-17,722	-63,900	22,600
Transportation Services	-6,653,674	-14,240,571	-8,596,439	-1,942,765
Total REVENUE SUMMARY	-65,178,036	-72,691,986	-71,129,038	-5,951,002
EXPENSES SUMMARY				
Council & Committees	702,274	717,377	726,881	24,607
Corporate Services	829,440	818,968	891,449	62,009
Economic Development/Tourism	1,303,452	1,160,106	1,703,179	399,727
Office Complex	228,114	201,353	395,181	167,067
Police Services	10,251,933	10,173,542	9,902,184	-349,749
Library Services	2,822,169	2,751,877	3,005,764	183,595
Health & Social Services	10,790,209	10,305,324	11,684,509	894,300
Finance Services	1,616,650	1,548,286	1,722,636	105,986
Court Services	1,839,330	1,453,707	1,855,833	16,503
IT Services	610,874	553,806	739,934	129,060
Planning Services	939,699	855,296	959,348	19,649
Forestry	255,415	204,396	369,700	114,285
GIS Services	291,409	260,295	297,250	5,841
Transportation Services	32,697,068	41,564,677	36,875,190	4,178,122
Total EXPENSES SUMMARY	65,178,036	72,569,010	71,129,038	5,951,002
Total GENERAL FUND	0	-122,977	0	0



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
TAXATION REVENUE				
Tax Requirements	-52,262,485	-52,261,974	-55,146,371	-2,883,886
Total TAXATION REVENUE	-52,262,485	-52,261,974	-55,146,371	-2,883,886
SURPLUS & TAX CHANGES				
Payment in Lieu of Taxation	-330,000	-323,211	-330,000	0
Supplemental Taxation	-550,000	-893,629	-550,000	0
Tax Reductions	500,000	395,188	475,000	-25,000
Total SURPLUS & TAX CHANGES	-380,000	-821,652	-405,000	-25,000
CORPORATE ITEMS				
OMPF Provincial Funding	-699,000	-699,000	-594,200	104,800
COVID-19	0	0	0	0
Total CORPORATE ITEMS	-699,000	-699,000	-594,200	104,800
Total GENERAL FUND	-53,341,485	-53,782,626	-56,145,571	-2,804,086

Taxation and Corporate Items

2022 Accomplishments:

- The approved 2022 budget resulted in a 1.83% residential tax rate increase, providing additional revenue from taxation of 3.10%, or \$1,571,575 over 2021.
- 2022 resulted in increased assessment from growth only, assessments continue to be at 2020 levels, therefore the average residential property in 2022 remained at \$220,459.
- Covid Funding was used in 2022 to offset related costs, therefore there was no impact to taxation.
- OMPF Funding in 2022 declined 15% over the prior year.

2023 Budget Impact:

- The amount of taxation required to support the draft 2023 budget is \$55,146,371, an increase of \$2,883,886 or 5.52% over 2022. Any changes made through budget deliberations will impact these amounts.
- The Ontario Municipal Partnership Fund (OMPF) continues to decrease by 15% annually.

2023 Budget Options:

- Any budget changes during our meetings will impact the 2023 tax requirements.
- Council may request to use the working reserve or the tax rate stabilization reserve to offset budget increases.
- OMPF revenue is determined by the Province and municipalities have no ability to increase this amount. The Transitional Funding has been decreasing by 15% annually for many years.



COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
COUNCIL & COMMITTEES REVENUE				
Transfer From Reserves	-220,000	-170,000	-80,000	140,000
Total COUNCIL & COMMITTEES REVENUE	-220,000	-170,000	-80,000	140,000
COUNCIL & COMMITTEES EXPENSES				
Council Wages & Benefits	275,245	292,396	316,602	41,357
Council Mileage	10,000	6,954	10,000	0
Council Meetings & Conferences	37,500	54,394	45,200	7,700
Council Supplies & Equipment	10,700	7,140	10,700	0
Council Insurance	1,000	778	1,000	0
Council Memberships	33,950	24,127	34,600	650
Integrity Commissioner	0	102	0	0
Council Functions & Banquet	8,000	8,435	9,000	1,000
Council Projects	50,000	45,792	65,000	15,000
Grants & Donations	216,940	220,847	170,000	-46,940
Committees Wages & Benefits	2,100	425	2,100	0
Committees Mileage	700	0	700	0
Committees Supplies	150	0	150	0
County Support Services	55,989	55,989	61,829	5,840
Total COUNCIL & COMMITTEES EXPENSES	702,274	717,377	726,881	24,607
Total GENERAL FUND	482,274	547,377	646,881	164,607

Council

2022 Accomplishments:

- Provided donations to various community organizations including County Fairs, Habitat for Humanity, Eastern Ontario Agri-Food Network, and the Ronald McDonald House
- Continued funding in 2022 for the Mobile Crisis Response Program (RN program with OPP)
- Hosted a Rural Education Symposium in February 2022. Approved terms of reference for the ad-hoc Rural Education Committee to be constituted in 2023.
- Continued advocacy for capital funding for the Dundas and Maxville Manors
- Continued advocacy for improvements to Highway 138
- Approved an updated Personal Policy Manual (key policy document governing the working conditions for non-union personnel)
- Approved an updated compensation/pay-equity plan for non-union County staff.

2023 Budget Impact:

- Budget allocations for meetings and conferences are at standard amounts due to the return to in-person attendance.
- Annual budgetary amount for eScribe fees for the electronic agenda management system.

2023 Budget Options:

- Consideration of increased and additional donation requests (see *Council Donation* document)
- Consideration of increasing the Warden’s Banquet amount in the Council Remuneration By-Law from \$5K to \$7K and the Warden’s luncheon/event amount from \$3K to \$4K. post-pandemic event costs have increased significantly.
- \$50K has been added to the draft Council Budget to make improvements to Council Chambers (sound proofing, ceiling speakers, wireless microphones for staff table)
- \$15K has been added to draft Council budget for the ad-hoc Rural Education Committee, as per the Committee’s Terms of Reference

SDG Council Donations 2023

Included in the draft budget:

Mobile Crisis Response Unit (OPP RN Program) - \$120,000 (Remaining \$30,000 in the Council Donations Reserve has been used to help fund this)

St. Lawrence River Institute - \$15,000 (Increased amount from \$10,000)

Eastern Ontario Agri-Food Network - \$25,000 (year 3 of three-year commitment)

County Fairs - \$9,000 (\$1,500 for each local County Fair)

Miscellaneous - \$1,000 (to be used at Council's discretion)

Additional Council Donation Options (not included in the draft budget):

County Fairs – Have received requests to increase the standard amount

Habitat for Humanity - \$5,000 request (\$1,000 was provided in 2022)

Ronald McDonald House Charities - \$50,000 request (donated \$50,000 in 2022)



Eastern
Ontario
Agri-Food
Network
Réseau Agroalimentaire de l'Est ontarien



Eastern Ontario Agri-Food Network

The Eastern Ontario Agri-Food Network is a non-profit membership organization dedicated to coordinating the development of the local agri-food sector in Eastern Ontario and fostering dialogue between its members and partners.

EOAN plays a key role in the success of producers of local food, beverage and original agricultural products in Eastern Ontario.



Eastern Ontario Agri-Food Network

Our core pillars and objectives are:

- **Marketing:** increase the production, marketing, and consumption of local food products.
- **Capacity building and member services:** provide support, training, and tools to local agri-food producers, businesses, and operations; connect food producers, the local food value chain, and agri-food stakeholders for collective action and problem solving.
- **Advocacy:** understand the needs and represent the broad agri-food sector in the region on matters of public policy, regulatory affairs, sector development.
- **Internal Operations:** implement resources, processes and tools for the effective and efficient operation and governance of the organization along with regulatory compliance and accountability to funders and stakeholders.





Objective: to continue annual core municipal funding to the EOAN in Cornwall, SDG, PR, Akwesasne.

- \$25,000 provided in 2021 and 2022.
- Entering 3rd year of a 3 year agreement in 2023.
- Ongoing collaboration with municipal staff.



65 current EOAN Members in SDG:

Wild Rose Organics
Tom's Pantry
Stonehouse Vineyard
Stewart's Honey
StoneCropAcres
Rutabaga Ranch
Paperboat Farms
Groovy Yurts
Glengarry Maple
Fields of Gold
Fauxmagerie Zengarry
Cornerstone Organics
Canobi AgTech
Cedarbarn Homestead
Ferme Butte et Bine



In a year:

385\$ per member or

0.22\$ per resident



Requests & Expectations

Municipal councils and staff asked for:

1. Accountability & governance.
2. Financial Leverage.
3. Sector Engagement.
4. Impact.
5. Collaboration.
6. Sector representation.
7. Sustainability.



Accountability & Governance

- EOAN by-laws improved and updated.
- Four municipal Board seats: guidance, oversight.
- Governance training provided to new directors.
- 2021 financial statements & review engagement.
- Budget approval for 2022 by the Board.
- Financial tracking and status reports.
- In compliance with all regulations.



Financial Leverage

➤ Municipal contributions - \$90,000 in 2021 and 2022

Jurisdiction	% Pop.	Funding	% Funding
PR	45%	\$ 40,000	44%
SDG	33%	\$ 25,000	28%
Cornwall	23%	\$ 25,000	28%

- OMAFRA Place to Grow \$94,689 over 2021 and 2022.
- MFA – PAFO \$50,000
- Desjardins \$25,000



Sector Engagement

- Memberships 190 registered, all kinds
 - Memberships & sponsorships \$17,700.
 - Other program income \$8,000.
- Facebook followers 1,641
- Instagram followers 308
- E-newsletter recipients 1355, 40-60% open rate
- Website sessions 27,289 in 2022



Impact

- Local Food Map – 78 vendors and markets.
- Local Food Discovery booklet – 20 vendors.
- Sample the East agritourism curated day and weekend trips – 10 routes and more coming
- Local Food Portal – closing down



Collaboration

- Cornwall Waterfront Farmers' Market
 - Kozroots Community Empowerment Projects.
- Sponsorships: *Apples & Art Tour in Cornwall and SDG, EO Garlic Festival, Smirleholm Honey, Paperboat Farms, Cornerstone Organics, Fiat Farms, PR Gala de l'excellence, Warden's Banquets, etc*



Sector Representation

- International Culinary Trail
 - Represent the region on the international committee.
 - Presented at an international webinar in Feb 2022.
- Presented at the OEMC in Cornwall in October 2022
- Presented at the International Agri-Tourism Conference (Vermont) in August 2022
- Groundwork for advisory committees based on sectors to gather information on challenges and obstacles
- Gala de l'excellence agri-food category sponsorship



Sustainability

- 3-year strategic planning being implemented.
 - Define who we are.
 - What the stakeholders want.
 - Our priorities and outcomes.
 - Measurements of success.
 - Leverage further provincial and federal funding.
- Stable staffing, admin & financial systems.
- Engaged directors and members.



Highlights for 2023

- Implement the recent strategic plan, including new membership structure and management systems
- Project in the works to tackle distribution challenges (Trillium)
- Launch of new local food brand
- New EOAN website
- New consumer focused website to promote local producers
- Increased public presence to promote local producers
- Deliver value to the stakeholders.
 - Regional local food branding and agri-food tourism.
 - Program improvements and reach.
 - Representation in public policy & regulations.
 - Expanded operator training and capacity building.



Highlights for 2023

EOAN will:

- Connect more consumers to more local producers via SavourEastON
- Improve organizational efficiency and impact with new membership structure, CRM and KPIs
- Support regional initiatives that tackle shared obstacles in the Eastern Ontario Agri-Food sector
- Offer direct business support to local producers



SAVOUR
AVOUREZ



N 



Eastern
Ontario
Agri-Food
Network
Réseau Agroalimentaire de l'Est ontarien



United Counties SDG

BUDGET REQUEST

Submitted by:
Habitat for Humanity Cornwall & The Counties

EVERY HOME

Habitat for Humanity Cornwall & The Counties has been working with our community and our Partner Families since 1998 to build affordable homes for low income, working families. We work to break the cycle of poverty that can very easily affect multiple generations. What makes us different from a bank or mortgage broker – beyond the fact that we are able to work with and invest in families who would not qualify with a mainstream lender – is our ability to offer these families a no-interest mortgage and a physical, working down payment in place of a traditional, financial down payment. We service the majority of SD&G, Cornwall & Akwesasne.

Habitat Cornwall extends our sincere gratitude for the previous United Counties SDG financial contributions to which have helped build strength, stability and self-reliance for local, low-income families. In fact, to date, seven families have moved from Cornwall & Area Social Housing. This means not only are those families now home owners, but seven other families are able to benefit from social housing.

We work hard to raise funds to be able to keep our home build program building. We do not receive regular, operational government funding. We operate our ReStore at 1400 Vincent Massey Drive in Cornwall which helps to generate funds to cover administration. This also helps with landfill diversion and offers a cost-effective shopping option for the community.

EVERY FAMILY

2022 has seen construction of two new, safe affordable homes. Both projects took place on building lots donated by local government partners – the Mohawk Council of Akwesasne and the Municipality of South Dundas.

Our Partner Families purchase their home from us at fair market value with an interest-free, 20-year mortgage. Mortgage payments are geared to income and never more than 30% of the household income. Instead of a financial down-payment, families must show a willingness to partner and dedicate 500 hours of volunteer time to the organization.

Of note, the affordability element within Habitat for Humanity is not the home itself; rather, it is the mortgage. The income geared, no interest mortgage creates long term stability for Partner Families.

In line with the United Counties strategic plan, we are proud that our projects help to enhance economic growth and prosperity while also improving the quality of life within our community. An increased tax base for the counties and townships is also a positive outcome.

The 2023 Habitat Home Build will take place in South Glengarry on a donated building lot. In fact, South Glengarry has donated two building lots, both of which can accommodate R2 zoning. This donation – the largest in our history – means we will be building our first semi-detached home in 2023. Habitat Cornwall is currently in discussions with another township regarding a building lot donation which could also accommodate R2 zoning. Previous land donations have saved the organization hundreds of thousands of dollars cumulatively, enabling us to put those resources back into our community and building more local homes.

EVERY DONATION

In 2018, Habitat Cornwall realigned our build program timelines and processes. We now prefer to follow donated land, allowing us to reduce our costs and build partnerships with active participants. This is more important than ever as we continue to recover and rebuild from the impacts of Covid-19. Local support from the United Counties of SDG will ensure resiliency within this.

In order to support our Home Build Program, and given the increased costs related to not only building a semi-detached home, but the realities of home construction in the current climate, we are respectfully requesting council to consider making a financial contribution of \$5,000. Similarly, Habitat for Humanity Cornwall & The Counties would also appreciate consideration of a suitable building lot to help build our land banks. Either of these donations would assist in our local, affordable housing efforts.

A financial or land donation will help us to further not only Habitat's mission, but the mission and strategic plan of our entire region, the province and our country. It is recognized by every level of government how critical our need for affordable housing is. While the core housing need varies throughout the county system, depending on the township or municipality, there is no doubt that the need greatly exists.

While we do tend to see a greater occurrence of home ownership in this region, that can be a double-edged sword. We also see a lesser amount of affordable housing as well as a more difficult rental market with lesser stock. With the April 2022 enactment of 'More Home for Everyone Act,' – and in particular the Community Infrastructure and Housing Accelerator – we are very hopeful that we will have more opportunity to work with townships and other levels of government on pieces of land which may have previously been outside of traditional zoning or by-law requirements.






EVERY PARTNERSHIP

Now, more than ever, home means so much more to us. It is our safe space, our refuge, our everything. At Habitat for Humanity, we know that home starts with hope. We hope for a better, safer, and brighter tomorrow. With your help, we are able to build strength, stability, and self-reliance while building hope and homes for those in our community who need it most. Affordable home ownership helps build strength, stability and self-reliance for our Partner Families while leaving a lasting legacy in our communities.

Every child deserves a solid floor to dance on – every parent deserves to know their children have a safe roof over their heads and a solid foundation around them. And we are proud to be able to do that for these families. You are able to help build their foundation.

Ontario Minister of Housing, Steve Clark, has noted on multiple occasions that the housing supply in Ontario has not kept up with demand, especially affordable housing. Partnership with and support of Habitat for Humanity Cornwall & The Counties is one small but significant way in which the United Counties of Stormont, Dundas, Glengarry can be a part of a much-needed solution.

HABITAT CORNWALL PROJECTED BUILD PROJECT TIMELINE

-  2022 - Partner Family to be selected - Winchester Springs (land donated by municipality of South Dundas)
-  2023 - Partner Families (2) to be selected - Green Valley Double Build (land donated by South Glengarry township)
-  2024 - Partner Family to be selected - township land donation in process
-  2025 - Location to be determined
-  2026 - Partner Families (2) to be selected - Green Valley (land donated by South Glengarry township)

HABITAT CORNWALL BUILD PROJECT HISTORY

2021/22 - Leaf-Saucier Family - Cornwall
 2020/21 - Ortiz Family - Cornwall
 2019 - Lauzon Family - Cornwall
 2018- Pinard Family - South Dundas
 2016- Brousseau Family - South Glengarry
 2014- Mondoux Family - Cornwall
 2013- Durocher Family - Cornwall
 2012- Grabs Family - North Stormont
 2011- White Family - South Dundas
 2011- Gosselin Family - Cornwall
 2010- McIntosh Family - Cornwall
 2010- Debellefeuille Family - South Stormont
 2010- Delorme Family - Cornwall
 2010- Morgan Family - North Dundas
 2001- Miles Family - Cornwall



Thank You

FOR ANY AND ALL CONSIDERATIONS

Contact:

Breckyn Caers, Community Engagement Coordinator
(613) 938-0413 ext.204 | breckyn@habitatcornwall.org



Roxborough Agricultural Society
16301 Fairview Drive, PO Box 199
Avonmore, Ontario, K0C 1C0

Kim Casselman, Director of Corporate Services/Clerk
Rebecca Russell, Director of Financial Services/Treasurer
26 Pitt Street
Cornwall, ON
K6J 3P2

RE: SDG Financial Support

November 16, 2022

Dear Kim & Rebecca,

The Roxborough Agricultural Society has been very grateful over the many years we have been supported by SDG Counties financially. We are extremely appreciative for the continued support - especially over the recent challenging years.

Operating costs continue to increase annually as they do for all business, organizations and households. Recently, those costs seem to have increased dramatically. We are very fortunate to have great support of volunteers to operate our programs, and we would like to maintain a family-friendly admission price to our events such as the Avonmore Fair. So, we are asking for your consideration for additional funding.

Historically, SDG Counties has provided \$1500 annually to the Roxborough Agricultural Society. From our records, that amount hasn't increased in more than 20 or 30 years. In that time frame, inflation has made a significant impact on everyone. We would respectfully request that SDG Counties consider increasing annual support to upwards of \$3000 if at all possible. This would make a significant impact on our ability to continue to provide positive experiences for everyone at the Avonmore Fair.

Our plans for the 2023 Avonmore Fair already include bringing in much of the same wholesome family entertainment that our community is used to expecting from our little "shindig"; from agricultural education, bands, competitions and games, to antique displays, children's activities, opportunities for the community to come together and for celebrations! The Avonmore Fair has always been a staple in the area, and we look forward to continuing to strengthen the community and the area more and more each year.

On behalf of the Board of Directors of the Roxborough Agricultural Society, I hope you will approve this request for funding increase. Please help us to make a bigger positive impact throughout the SDG Counties community!

If you have any questions or require further information, please do not hesitate to contact me at David@DavidWattie.ca or 613.793.3008.

Thank you very kindly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Wattie', with a stylized flourish extending to the right.

David Wattie
President, Roxborough Agricultural Society



Mountain Township Agricultural Society
P.O. Box 114
South Mountain, Ontario K0E 1W0
www.southmountainfair.ca

January 9, 2023

The United Counties of Stormont, Dundas and Glengarry
26 Pitt Street, Suite 223
Cornwall, ON
K6J 3P2

Re: Mountain Township Agricultural Society

Dear Council Members,

The Mountain Township Agricultural Society (MTAS) returned to almost normal operations in 2022. A successful Fair was held August 18 – 21, 2022 with an attendance of almost 11,000. The Mountain Township Agricultural Hall was able to reopen for community and private events.

MTAS is very grateful for past financial support received from the United Counties. We would like to highlight that the Counties grant of \$1500 has not changed in several years. As you are aware, the costs of almost everything involved in operating a fair have climbed substantially in the last few years. We are requesting that Council consider increasing the annual grant to local fairs such as ours to recognize these increased costs. The 131st South Mountain Fair will be held August 17 – 20, 2023.

We are hoping that the Counties will again support our grant request in 2023 so we can continue to offer our community activities such as the fair as well as maintain our grounds.

On behalf of the Society, thank you for your consideration of this request and your continuous support.

Yours truly,

Chloe Preston
President Mountain Township Agricultural Society



November 11, 2022

Kim Casselman, Director of Corporate Services/Clerk
Rebecca Russell, Director of Financial Services/Treasurer
26 Pitt Street
Cornwall, ON
K6J 3P2

Re: SDG Financial Support

Dear Kim & Rebecca,

As you know, SDG Counties has financially supported the Kenyon Agricultural Society for many years, and we are very appreciative that you continued to support us through the covid-19 pandemic. We are in very challenging times and your support means so much to us.

We are also facing the challenge that costs have and continue to increase significantly. The costs to hold our Fair have jumped remarkably - one example is the cost to rent outhouses and hand wash stations. This example is not glamorous but is a necessity, and during our Fair the cost has increased by more than 13% since 2019. As a result of the financial impact of increasing costs, we are reaching out to SDG Counties and respectfully request that your annual support also increase. SDG Counties kindly provides \$1,500 to us annually but it seems that this amount has not increased for more than 20 years.

We are currently restructuring our Maxville Fair Sponsorship Package and contributions between \$2,500 & \$5,000 would receive 20 admission passes, concession space, website acknowledgement with your link, recognition in the Maxville Fairbook, onsite signage, and print/social media promotions. This level of partnership between SDG Counties and the KAS, would be extremely beneficial for all.

We are aware that you are currently working on your 2023 budget, and we hope that you consider our sponsorship proposal. If you have any questions or require further information, please do not hesitate to contact me at krismaclod613@gmail.com or 613-297-4621.

Yours truly,

Kris MacLeod
President

Roxborough Agricultural Society

16301 Fairview Dr. Box 199

Avonmore, On. K0C1C0

United Counties of Stormont, Dundas & Glengarry

26 Pitt St

Cornwall, On. K6J 3P2

Warden and Council

On behalf of the Board of Directors of the Roxborough Agricultural Society (Avonmore Fair) we wish to apply for any grant monies available to help promote our next fair.

Any amount is welcome as expenses including insurance, midway, entertainment etc. are on the rise as I am sure you are all aware.

Thank you for your support in previous years. Hopefully we will be included in your budget this year to help make our 163rd fair a success.

Yours Truly

Wendy Trenholm

Secretary



CHESTERVILLE & DISTRICT
AGRICULTURAL SOCIETY
PO Box 571, Chesterville ON K0C 1H0

Helen Thomson
United Counties SDG,
26 Pitt Street
Cornwall, ON
K6J 3P2
Attention: Helen Thomson

Re: United Counties of SD&G Grant– 90th Edition of the Chesterville Fair

On behalf of the members and Board of the Chesterville & District Agricultural Society, I would like to thank you for your support over the years. As a direct result of these funds, we have added more attractions to our fair and as a result we have show a steady grow in attendance.

This year, the fair will run from August 25 through August 27. We are excited to build on our successes from 2022.

Our Fall demotion was also a success this year bring people from Smith falls, Shawville, Western Quebec and Upper New York State. We are hoping to continue building on the agricultural component of the fair, as we continue to believe in its importance in North Dundas and the communities within.

We are deeply appreciative of the ongoing support that has demonstrated over the past many years and we look forward to the continuation of that support for our 2023 fair.

Should you have any questions, or require any additional information, please feel free to contact the undersigned.

We thank you, in advance, for your consideration and favorable response to this request.

Respectfully,

Peter Vanderlind
Director of Sponsorship
Chesterville & District Agricultural Society
Box 571
Chesterville, ON
K0C 1H0
613-448-3336
sponsorship.cdas@gmail.com

Learning from the Past, Living in the Present, Preparing for the Future

Established 1931

The Campaign for **Ronald McDonald House Ottawa**



Œuvre des Manoirs
Ronald McDonald
House Charities^{®/TM}
Ottawa

**65% of children live outside of cities
with a children's hospital.**

Ronald McDonald House Charities

is Canada's Family Care Charity

Ontario is home to four leading children's hospitals. However, as our province spans over 6.5 thousand kilometers, travel for healthcare is **essential**.

Families of sick children incur many unexpected costs as a result. Families from the United Counties of Stormont, Dundas and Glengarry know this firsthand, as they must travel to Ottawa for specialized pediatric care that is unavailable at their local hospital.

Our House has acted as a source of safety and support for families for over 36 year. We have provided approximately **170,000 Nights of Comfort**.



Ronald McDonald House Ottawa's (RMHCO) core service is to provide Nights of Comfort to families in need.

The House currently has 14 bedrooms, a large communal kitchen and dining room, a library, a games room, a TV room, outside grounds to play in and more.

Our House runs at maximum capacity, frequently with multiple families on our wait list.



Stormont, Dundas & Glengarry

Since we opened in 1984, RMHC Ottawa has welcomed **228** families from your community.

For a total of **10,458** nights of comfort.

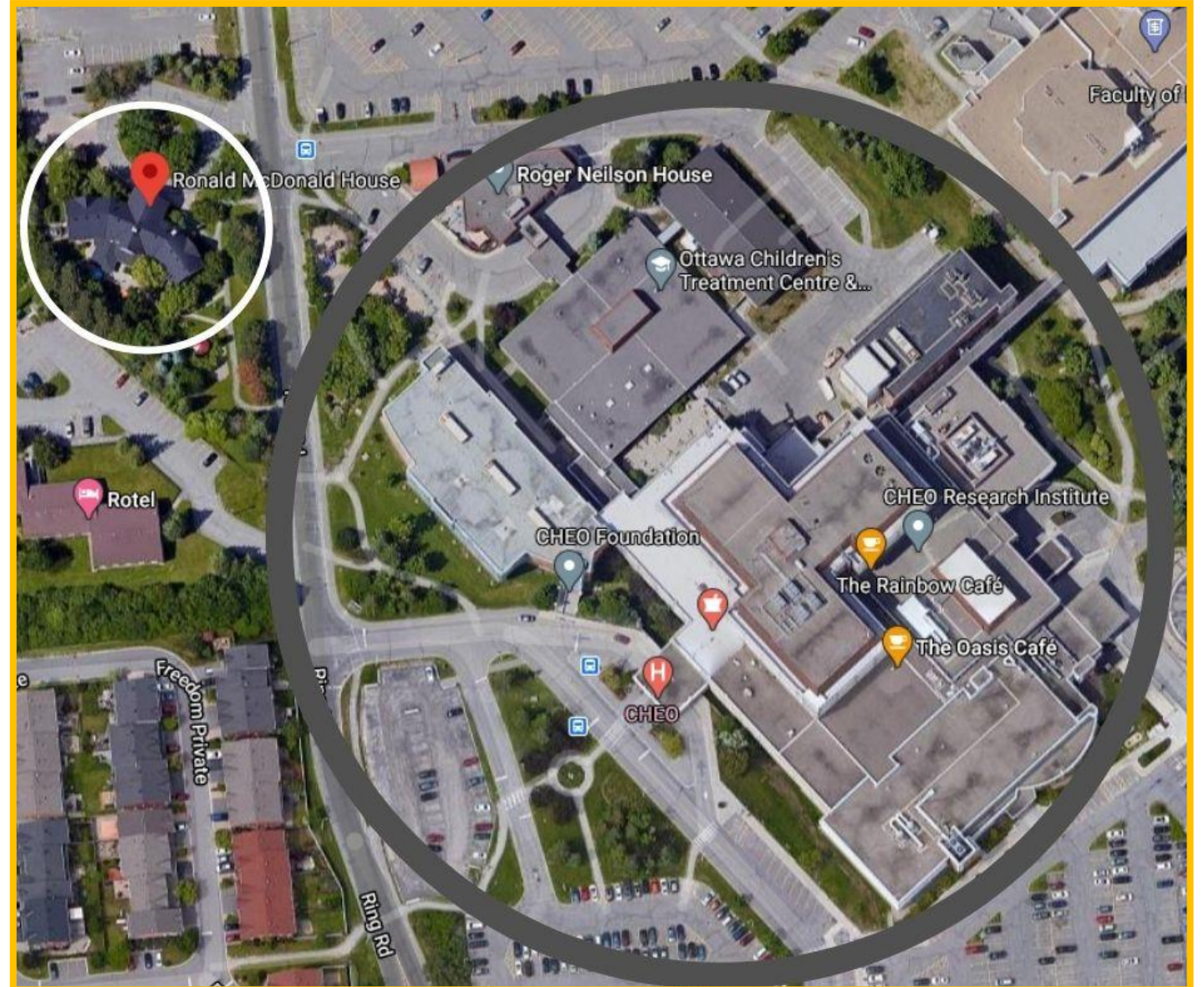
We've saved families a total of **\$3,001,446** in expenses that otherwise would have been paid out of pocket.

RMHCO saved the Cole family from Maxville, ON, \$127,626 while their son, Jesce, was seeking cancer treatment.



Where are we?

RMHC Ottawa is a mere 167 steps away from CHEO.



This is an **\$22.7 million** zero net carbon project that includes careful forecasting of the likely increases in construction costs while we plan, as well as all appropriate contingencies.



The expansion will be approximately **25,000 square feet** in size and will add **22 new bedrooms** to the existing 14.

Construction Costing and Approval Timeline



\$9.37 million investment from the federal government

On August 8th, 2022, the Federal Government announced a \$9.37 million investment in our House from Infrastructure Canada's Green and Inclusive Community Building Program.

This investment will help our House grow faster, with our anticipated start date set for Spring 2023.



What is a green and inclusive build?

In addition to eliminating our wait list and providing over 7,000 additional Nights of Comforts for families each year, our carbon-neutral House will be **Rick Hansen Foundation Certified** and built to the **LEED Gold standard**.

Our incredible architects at IDEA Design have designed several buildings to the LEED standard and understands the nuances and of working to this design standard.



Fundraising - Current

Donor Name	Date	Type	Amount
Government - Federal	8/8/2022	Pledge	\$9,377,434.00
Ronald McDonald House Charities Ottawa	9/3/2020	Pledge	\$4,500,000.00
CHEO Foundation	1/4/2022	Pledge	\$500,000.00
Ottawa and Eastern Ontario McDonald's Owner/Operators	11/3/2020	Pledge	\$500,000.00
BMO Bank of Montreal	7/21/2022	Pledge	\$250,000.00
RMHC Global	2/28/2022	Pledge	\$200,000.00
Britton Smith Foundation	3/31/2021	One-time gift	\$100,000.00
Cansel Survey Equipment Inc.	8/12/2021	Pledge	\$100,000.00
Five B Family Foundation	2/7/2022	Pledge	\$100,000.00
Taggart Parkes Foundation	6/23/2022	Pledge	\$100,000.00
The Shabinsky Family Foundation	8/4/2021	Pledge	\$100,000.00
All other donations (Board, staff, corporate, individuals, private foundations)			\$413,240,611.43
RMHC Canada	6/30/2021	Pledge	\$2,200,000.00
Total:			\$18,440,611.54

Contact Us

407 Smyth Road
Ottawa, ON
K1H 8M8

613-737-5523

www.rmhottawa.com

christine@rmhottawa.com



Oeuvre des Manoirs
Ronald McDonald
House Charities^{®/TM}
Ottawa





For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
CORPORATE SERVICES REVENUE				
Cornwall Broadband	-25,858	-25,858	0	25,858
Sales & Miscellaneous	0	-1,171	0	0
Transfer From Reserves	-45,200	-28,643	-40,000	5,200
Total CORPORATE SERVICES REVENUE	-71,058	-55,672	-40,000	31,058
CORPORATE SERVICES EXPENSES				
Wages & Benefits	564,190	551,570	677,790	113,600
Meetings & Conferences	16,100	15,472	18,070	1,970
Office Supplies & Phones	7,000	5,960	8,400	1,400
Equipment	3,500	4,430	3,500	0
Solicitor Fees	9,000	8,815	9,000	0
911 Service	28,000	27,427	30,300	2,300
Health & Safety	19,100	18,191	19,600	500
Emergency Preparedness	7,150	4,992	6,700	-450
Projects	100,000	106,711	79,000	-21,000
County Support Services	75,400	75,400	39,089	-36,311
Total CORPORATE SERVICES EXPENSES	829,440	818,968	891,449	62,009
Total GENERAL FUND	758,382	763,296	851,449	93,067

Corporate Services

2022 Accomplishments:

Chief Administrative Officer

- Pandemic recovery continued to be an issue throughout 2022. Remaining provincial covid funding was used strategically to offset various costs related to the pandemic.
- EOWC priorities shifted to affordable and attainable housing throughout the region. The EOWC is working on a plan to build about 7,000 affordable housing units in the next 7 years. The plan will be developed/approved in 2023.
- A comprehensive compensation/pay equity plan was completed in October 2022, resulting in the implementation of a new salary grid for all non-union County staff.
- Corporate Strategic Plan
 - Since its adoption by County Council in November 2019, great progress continues to be made in each of the five identified priority areas:
 - **Service Delivery**
 - The County continues to strategically share/partner with SDG local municipalities and the City of Cornwall, particularly in the areas of land-use planning, IT services and joint tendering for a wide variety of public works capital and maintenance projects.
 - **Rural Schools**
 - Rural Education summit held February 2022
 - Rural education development plan completed by Paul Bennett in April 2022
 - Education working group dissolved by Council in October 2022 – replaced with Rural Education Committee to be constituted in early 2023.
 - **Community Sustainability**
 - The County continues to invest heavily in upgrading and maintaining its key infrastructure components, including roads and bridges.
 - A variety of comprehensive bridge rehabilitation projects and road reconstruction/rehabilitation projects were completed during 2022.
 - **Communication**
 - The Corporate Communications Coordinator continues to work closely with County and local SDG staff and other stakeholders to ensure that County messaging is consistent, clear and timely.
 - **Partnerships in Health Care**
 - The County continues to work as part of EOWC on long-term care issues and ambulance response times.

- The County’s Personnel Policy manual, the key policy document governing the working conditions for non-union personnel, was updated, and approved in 2022.
- All County job descriptions were reviewed/updated in 2022.
- Continued work with local SDG CAOs as part of the CAO’s working group.
- Provided staff support as necessary to various internal and external committees (EOWC, SMJLC, Library Board, Police Services Board, etc.).
- Engagement/participation in annual ROMA and AMO conferences, with County-specific and EOWC initiatives.
- Managed the HR policies and processes of the County:
 - Annual performance reviews
 - Recruitment
 - Performance management/discipline

Director of Corporate Services/Clerk

- Worked with the CAO and Directors to manage and coordinate all Council reports and process Council agendas.
- Prepared all necessary resolutions, by-laws, and minutes, and communicated Council direction when required.
- Arranged for Committee of the Whole meetings, as required.
- Prepared and monitored budgets for Corporate Services, Council, and Policing
- Arranged for disbursement of Council donations.
- Provided staff support to the Police Services Board
- Managed the Security Alarm Program on behalf of the County.
- Managed various Freedom of Information requests under MFIPPA.
- Provided support to the Warden including organizing the Warden’s Golf Tournament, Warden’s Banquet and Warden’s Inauguration
- Continued the implementation of an electronic records management system in partnership with IT Services (RFP, selection of vendor – StoneShare, began training and preparation for transition to new system in January 2023)
- Prepared draft budgets and reports for Corporate Services, Council, and Policing
- Participated in the recruitment of the following positions: Payroll Administrative Assistant, Manager of Finance/Deputy Treasurer
- Assisted with the update to the County’s Personnel Policy manual.
- Assisted with the CAO Recruitment process.
- Participated as a member of the AMCTO Zone 6 Executive Board (elected as Vice-Chair) and planned various virtual zone meetings.

Training and Emergency Management

- Oversaw municipal compliance requirements under the *Emergency Management and Civil Protection Act*
- Developed and facilitated a collaborative emergency management training and exercise workshop on cyber threats.

- Development of a video series addressing impacts of climate change on emergency preparedness for EM week
- Continued working with staff and external agencies to manage the impact of the COVID-19 pandemic and manage implementation and development of health and safety practices and policies across the organization.
- Oversaw dosimetry testing and continuation of hearing conservation program.
- Provided onboarding training for permanent/seasonal staff and volunteers (60 individuals)
- Provided support to Joint Health and Safety Committee and patrol safety initiative.
- Provided support for council meetings.
- Completed third unit of Municipal Administration Program

Corporate Communications

- Augmented County communications. This has included regular web updates, daily social media engagements, the return of the staff newsletter, consistent media relations, and the creation of a new concept for an internal Bulletin Board for staff to communicate materials not necessarily related to work (ie. bake sales, lost and found, social committee updates, etc.)
- Technical support for the SDG Library's virtual meetings.
- Communications support for the SDG Library.
- Communications support for SDG Tourism.
- Communications support for Economic Development.
- The creation of a County style guide and language use policies. This project will include the creation of both a style guide and language use manual for senior management/council approval early in 2023.
- Initiated/administered the United Counties Historic Tour project which will potentially see 18 plaques installed in local municipalities throughout SDG. This was an intensive project that involved liaising with local historians and experts, municipal officials and members of the public. The project will augment the County's tourism brand and will see the plaques installed in the spring of 2023.
- Administered the SDG Warden's golf tournament at the Glengarry Golf and Country Club.
- In concert with the Clerk/ Director of Corporate Services helped to administer the SDG Warden's banquet.
- In concert with the Clerk/Director of Corporate Services helped to administer the 2022 Council Orientation event.
- Member of the Records Management committee, which is working towards standardizing document management, information governance and workflow automation.
- Communications support for the 2022 Regional Education Symposium, including changes to the SDG website, live streaming the event and follow-up communications to the public.
- Monthly PSA columns for the Seaway News.
- Alternate CEMC. Completed an array emergency training as per requirements of this role.
- In concert with the Emergency Management Coordinator helped to administer a Cyber Security seminar involving local municipalities, area partners and County staff.

-
- Created a video series that ran online daily during Emergency Preparedness Week.
 - Acted as the recorder for the Service Manager Joint Liaison Committee, which involves partnerships with City of Cornwall staff and elected officials. This included agenda preparation, minute-taking and the scheduling of meetings.

2023 Budget Impact:

- This budget is largely status quo for 2023.

2023 Budget Options:

- The following items have been included in the draft CS budget: \$33K for the next phase of the Historic Plaque Project; \$6K for an upcoming Council strategic planning session; \$40K for the final phase of the electronic records management project (Municipal Modernization Funding can be used for this project)
- An HR Manager position has been added to the draft Corporate Services budget. This position will support the County and local municipalities with HR related functions including standardization of policies, training and development, investigations in the workplace, key recruitments, and collective bargaining.



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
POLICE SERVICES REVENUE				
RIDE Funding	-15,628	-13,387	-15,000	628
Provincial Funding	-169,299	-89,366	-79,933	89,366
Criminal Reference Check Fees	-68,500	-79,325	-75,000	-6,500
Alarm Registrations & Fines	-25,000	-20,514	-25,000	0
Alarm Registrations Reserves	-8,000	-5,442	-5,000	3,000
Total POLICE SERVICES REVENUE	-286,427	-208,036	-199,933	86,494
POLICE SERVICES EXPENSES				
Alarm Registration Program	35,977	28,933	38,234	2,257
OPP Contract	10,120,542	10,096,196	9,853,119	-267,423
Ride Program	15,628	4,350	15,000	-628
Victim Services	169,299	97,035	79,933	-89,366
Police Services Board Expenses	4,800	893	5,032	232
Equipment	13,000	13,439	0	-13,000
Memberships, Legal & Audit Fees	4,400	4,224	5,540	1,140
Community Initiatives	5,000	2,500	10,000	5,000
County Support Services	15,287	15,287	15,326	39
Transfer to Reserves	0	407	0	0
Surplus	-132,000	-89,723	-120,000	12,000
Total POLICE SERVICES EXPENSES	10,251,933	10,173,542	9,902,184	-349,749
Total GENERAL FUND	9,965,506	9,965,506	9,702,251	-263,255

Police

2022 Accomplishments:

- **Freedom Convoy:** For approximately 4 weeks there were numerous public demonstrations against government health mandates and restrictions surrounding the COVID-19 pandemic. Members of the SD&G Detachment were dispatched to various locations across the Province in order to assist municipal services with their policing responsibilities. Even though members were working numerous overtime shifts the level of service provided to SD&G was never compromised.
- **Member Wellness:** The Healthy Workplace Team has been active in supporting our members throughout the year. As the team has expanded so has their mandate. Our detachment as a whole and individual members have been accessing their services ensuring that we have a healthy, strong and resilient work force.
- **MCRT Unit:** The MCRT has had another incredible year. Officer wait times in our local emergency rooms continue to decrease and we continue to see more members of the public connected with the appropriate services at the on set. This results and fewer repeat calls for service allowing for more officer time conducting proactive law enforcement activities.
 - The MCRT has been enhanced by a grant from the Ministry of the Solicitor General. We now have more mental health clinicians, working a greater number of hours with our officers at the detachment. The results that have been reported to the ministry continue to show the positive benefits of these collaborations.
- **Collision Reporting Centre (CRC):** The collision reporting centre has been up and running for over 1 year. The frontline officers have noticed another decrease in their call volume thus once again allowing them time for proactive policing activities.
- **Community engagement:**
- **Traffic safety:** The SD&G Detachment laid over 5900 traffic related charges and issued 3200 warnings in 2022. This is a 100% increase year over year.
 - The detachment also saw a 90% increase in its RIDE activities year over year.
 - Highway 138 continues to be a focal point for their proactive traffic enforcement. The OPP has utilized numerous specialized services including its Aviation Services and the Highway Safety Division to ensure that we are doing our part in correcting driver behaviour. A member of the detachment also sits on the Highway 138 safety improvement committee which is working with the Government of Ontario to address meaningful, long lasting highway improvements that will increase its overall safety.
- **Hope Springs Eternal:** The detachment is in its last year of the grant. Much of the funds have been focused around training for their officers and community partners.
 - Part of the grant was used for a \$10,000.00 renovation of the victim interview room at the host Long Sault Detachment. This renovation has significantly improved the room making it much more comfortable and victim centered. When the renovations concluded the comment was made: “I feel like I am in my living room at home and not in a police station”.
- **Accolades/Recognition:** A SSgt. Norm Lamontagne received a Commissioners Commendation for his innovation in technology. Over the past 5 years A SSgt. Lamontagne has been inspirational in helping develop self populating applications which create greater officer efficiencies and reporting consistency to our community partners.

-
- **Marine Unit:** The Marine dedicated over 1,1587 hrs of marine patrol this year. They were involved in 10 rescues, issued over 50 provincial offence notices and issued 9 three-day suspensions. The marine unit was involved in 53 calls for service.

2023 Budget Impact:

- OPP contract policing costs have decreased by \$263,255 for 2023. Contract costs are based on a combination of fixed costs plus calls for service

2023 Budget Options:

- Limited options for budget as most costs are contract driven.
- Community Expense line item has been increased to \$10K, as per a request from the Detachment Commander for an additional \$5K for detachment discretionary expenses.
- The standard surplus amount of \$120,000 can be transferred from reserves to decrease the overall Police budget.

Ontario
Provincial
Police

Police
provinciale
de l'Ontario



Municipal Policing Bureau
Bureau des services policiers des municipalités

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File Reference:

612-20

September 29, 2022

Dear Mayor/Reeve/CAO/Treasurer,

Please find attached the OPP municipal policing 2023 Annual Billing Statement package.

This year's billing package includes a statement for the 2021 year-end reconciliation. The final cost adjustment calculated as a result of the 2021 annual reconciliation has been included as an adjustment to the amount being billed to the municipality during the 2023 calendar year.

The current OPPA uniform and civilian collective agreements expire on December 31, 2022. The estimated salary rates incorporated in the 2023 municipal policing annual statements are set to reduce the risk of municipalities potentially incurring larger reconciliation adjustments. A 1% general salary rate increase has been estimated.

The final reconciliation of the 2023 annual costs will be included in the 2025 Annual Billing Statement.

For more detailed information on the 2023 Annual Billing Statement package please refer to the resource material available on opp.ca/billingmodel. Further, the Municipal Policing Bureau will be hosting a webinar information session in November. An email invitation will be forwarded to the municipality advising of the session date.

If you have questions about the Annual Billing Statement, please email OPP.MPB.Financial.Services.Unit@OPP.ca.

Yours truly,

A handwritten signature in black ink, appearing to read "Phil Whitton", with a long horizontal flourish extending to the right.

Phil Whitton
Superintendent
Commander, Municipal Policing Bureau

OPP 2023 Annual Billing Statement

Stormont, Dundas and Glengarry UCo

Estimated costs for the period January 1 to December 31, 2023

Please refer to www.opp.ca for 2023 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	29,521		
	Commercial and Industrial	<u>1,855</u>		
	Total Properties	<u><u>31,376</u></u>	165.66	5,197,810
Calls for Service	(see summaries)			
	Total all municipalities	178,576,909		
	Municipal portion	2.2130%	125.95	3,951,852
Overtime	(see notes)		16.83	527,953
Court Security	(see summary)		0.46	14,348
Prisoner Transportation	(per property cost)		1.17	36,710
Accommodation/Cleaning Services	(per property cost)		<u>4.87</u>	<u>152,801</u>
Total 2023 Estimated Cost			<u><u>314.94</u></u>	<u><u>9,881,474</u></u>
2021 Year-End Adjustment	(see summary)			7,645
Grand Total Billing for 2023				<u><u>9,889,119</u></u>
2023 Monthly Billing Amount				824,093

OPP 2023 Annual Billing Statement
Stormont, Dundas and Glengarry UCo
Estimated costs for the period January 1 to December 31, 2023

Notes to Annual Billing Statement

- 1) Municipal Base Services and Calls for Service Costs - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2023 billing purposes the allocation of the municipal workload in detachments has been calculated to be 50.5 % Base Services and 49.5 % Calls for Service. The total 2023 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) Base Services - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$165.66 estimated for 2023. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) Calls for Service - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) Overtime - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2018, 2019, 2020 and 2021 has been analyzed and averaged to estimate the 2023 costs. The costs incorporate the estimated 2023 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2023 hours and salary rates and included in the 2025 Annual Billing Statement.
- 5) Court Security and Prisoner Transportation (CSPT) - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2023 costs have been estimated based on the 2021 activity levels. These costs will be reconciled to the actual cost of service required in 2023.

There was no information available about the status of 2023 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.
- 6) Year-end Adjustment - The 2021 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

OPP 2023 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1, 2023 to December 31, 2023

Salaries and Benefits	Positions	Base	Total Base Services and Calls for Service		Base	Calls for	
			FTE	%	\$/FTE	\$	Services
					\$	\$	
Uniform Members	Note 1						
Inspector	25.64	100.0	168,322		4,315,781	4,315,781	-
Staff Sergeant-Detachment Commander	9.73	100.0	150,818		1,467,464	1,467,464	-
Staff Sergeant	35.10	100.0	140,922		4,946,367	4,946,367	-
Sergeant	220.08	50.5	126,129		27,758,391	14,029,289	13,729,102
Constable	1,623.19	50.5	107,709		174,832,740	88,363,674	86,469,066
Part-Time Constable	11.74	50.5	86,136		1,011,235	510,785	500,449
Total Uniform Salaries	1,925.48				214,331,978	113,633,360	100,698,618
Statutory Holiday Payout			4,764		9,116,603	4,773,719	4,342,884
Shift Premiums			1,111		2,061,210	1,041,767	1,019,444
Uniform Benefits - Inspector			28.23%		1,218,345	1,218,345	-
Uniform Benefits - Full-Time Salaries			31.57%		65,982,867	34,350,305	31,632,562
Uniform Benefits - Part-Time Salaries			15.55%		157,247	79,427	77,820
Total Uniform Salaries & Benefits					292,868,250	155,096,922	137,771,327
Detachment Civilian Members	Note 1						
Detachment Administrative Clerk	171.79	50.5	67,806		11,648,405	5,887,601	5,760,804
Detachment Operations Clerk	1.86	50.5	64,114		119,253	60,268	58,985
Detachment Clerk - Typist	0.32	50.5	58,491		18,717	9,359	9,359
Court Officer - Administration	22.43	50.5	69,141		1,550,836	784,060	766,775
Crimestoppers Co-ordinator	0.80	50.5	64,554		51,643	25,822	25,822
Total Detachment Civilian Salaries	197.20				13,388,854	6,767,109	6,621,744
Civilian Benefits - Full-Time Salaries			32.15%		4,304,516	2,175,626	2,128,891
Total Detachment Civilian Salaries & Benefits					17,693,370	8,942,735	8,750,635
Support Costs - Salaries and Benefits	Note 2						
Communication Operators			6,698		12,896,865	6,751,718	6,145,147
Prisoner Guards			2,074		3,993,446	2,090,633	1,902,812
Operational Support			5,604		10,790,390	5,648,944	5,141,446
RHQ Municipal Support			2,713		5,223,827	2,734,758	2,489,069
Telephone Support			131		252,238	132,051	120,187
Office Automation Support			680		1,309,326	685,454	623,873
Mobile and Portable Radio Support			250		484,305	253,488	230,818
Total Support Staff Salaries and Benefits Costs					34,950,397	18,297,046	16,653,352
Total Salaries & Benefits					345,512,017	182,336,703	163,175,314
Other Direct Operating Expenses	Note 2						
Communication Centre			147		283,046	148,179	134,867
Operational Support			991		1,908,151	998,948	909,203
RHQ Municipal Support			122		234,909	122,978	111,930
Telephone			1,496		2,880,518	1,507,998	1,372,520
Mobile Radio Equipment Repairs & Maintenance			56		108,484	56,781	51,703
Office Automation - Uniform			2,282		4,393,945	2,300,302	2,093,644
Office Automation - Civilian			1,490		293,828	148,508	145,320
Vehicle Usage			8,999		17,327,395	9,071,172	8,256,223
Detachment Supplies & Equipment			406		781,745	409,256	372,489
Uniform & Equipment			2,105		4,077,848	2,134,365	1,943,483
Uniform & Equipment - Court Officer			921		20,658	10,444	10,214
Total Other Direct Operating Expenses					32,310,526	16,908,931	15,401,595
Total 2023 Municipal Base Services and Calls for Service Cost					\$ 377,822,543	\$ 199,245,634	\$ 178,576,909
Total OPP-Policed Municipal Properties						1,202,724	
Base Services Cost per Property						\$ 165.66	

OPP 2023 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1, 2023 to December 31, 2023

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2018 through 2021. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 88.91 FTEs with a cost of \$15,713,060 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2023 salaries were estimated based on the 2022 rates set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements with an estimated overall general salary rate increase of 1.0% for 2023 applied. The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2022-23). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.5% Base Services : 49.5% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2022 Municipal Policing Cost-Recovery Formula.

OPP 2023 Calls for Service Billing Summary
Stormont, Dundas and Glengarry UCo
Estimated costs for the period January 1 to December 31, 2023

Calls for Service Billing Workgroups	Calls for Service Count					2023 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2023 Estimated Calls for Service Cost
	2018	2019	2020	2021	Four Year Average				
					A	B	C = A * B		
Note 1		Note 2				Note 3		Note 4	
Drug Possession	71	20	29	34	39	7.1	273	0.0153%	27,265
Drugs	35	16	24	18	23	68.0	1,581	0.0883%	157,693
Operational	2,890	3,146	3,345	3,482	3,216	3.8	12,220	0.6825%	1,218,836
Operational 2	1,802	2,345	1,027	942	1,529	1.4	2,141	0.1196%	213,508
Other Criminal Code Violations	248	245	249	248	248	7.5	1,856	0.1037%	185,147
Property Crime Violations	1,271	1,346	1,113	1,108	1,210	6.4	7,741	0.4324%	772,085
Statutes & Acts	584	573	631	647	609	3.4	2,070	0.1156%	206,442
Traffic	1,101	1,119	902	1,071	1,048	3.7	3,879	0.2166%	386,853
Violent Criminal Code	546	508	489	447	498	15.8	7,861	0.4390%	784,024
Total	8,548	9,318	7,809	7,997	8,418		39,621	2.2130%	\$3,951,852
Provincial Totals	Note 5	401,534	441,088	364,415	373,300	395,084	1,790,383	100.0%	\$178,576,909

Notes to Calls for Service Billing Summary

- 1) Other criminal code violations related to occurrences considered largely administrative in nature, regarding attendance to a courthouse, have been removed from our list of billable occurrences, effective the 2023 billing year.
- 2) Displayed without decimal places, exact numbers used in calculations
- 3) Displayed to four decimal places, nine decimal places used in calculations
- 4) Total costs rounded to zero decimals
- 5) Provincial Totals exclude data for dissolutions and post-2019 municipal police force amalgamations

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OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Grand Total	8,548	9,318	7,809	7,997	8,418.00
Drug Possession	71	20	29	34	38.50
Drug Related Occurrence	19	12	11	14	14.00
Fail to disclose previous prescription (double doctoring)	1	0	0	0	0.25
Poss of illicit over 30g dried cannabis (or equiv) adult	1	1	1	1	1.00
Possession - Cannabis	34	0	0	0	8.50
Possession - Cocaine	3	2	4	0	2.25
Possession - Methamphetamine (Crystal Meth)	7	4	7	12	7.50
Possession - Methylenedioxyamphetamine (Ecstasy)	1	0	0	1	0.50
Possession – Opioid (other than heroin)	1	0	1	1	0.75
Possession - Other Controlled Drugs and Substances Act	4	0	3	5	3.00
Possession of > 4 budding or flowering cannabis plants	0	1	1	0	0.50
Possession of > 5g dried cannabis (or equiv) youth	0	0	1	0	0.25
Drugs	35	16	24	18	23.25
CDSA * Sec.6 - Sec.7	1	0	0	0	0.25
Cultivate/Propagate/Harvest cannabis by adult	0	2	3	6	2.75
Distribution > 30g dried cannabis (or equivalent) - adult	0	0	0	1	0.25
Distribution > 5g dried cannabis (or equivalent) - youth	0	0	0	1	0.25
Drug Operation - Commercial Grow Indoor	0	0	2	0	0.50
Drug Operation - Commercial Lab	0	1	0	0	0.25
Drug Operation - Residential Grow Indoor	0	0	1	0	0.25
Drug Operation - Residential Grow Outdoor	0	1	1	0	0.50
Drug Operation - Rural Grow	0	0	1	1	0.50
Other Cannabis Act	1	2	1	0	1.00
Possession of cannabis for purpose of distributing	0	0	0	1	0.25
Possession of cannabis for purpose of selling	0	0	1	0	0.25
Production - Cannabis (Marihuana) (Cultivation)	9	0	0	0	2.25
Production - Other Controlled Drugs & Substances	0	0	1	0	0.25
Trafficking - Cannabis	7	0	0	0	1.75
Trafficking - Cocaine	4	3	6	1	3.50
Trafficking - Methamphetamine (Crystal Meth)	0	0	1	3	1.00
Trafficking - Other Controlled Drugs and Substances Act	13	7	6	4	7.50
Operational	2,890	3,146	3,345	3,482	3,215.75
Accident - non-MVC - Industrial	1	0	1	0	0.50
Accident - non-MVC - Master Code	0	1	7	5	3.25
Accident - Non-MVC - Others	2	1	0	0	0.75
Accident - non-MVC - Public Property	1	0	0	0	0.25
Accident - non-MVC - Residential	0	1	0	0	0.25
Alarm - Holdup	1	0	0	0	0.25
Alarm - Master Code	7	16	0	0	5.75
Alarm - Others	54	39	0	0	23.25
Animal - Bear Complaint	2	0	1	1	1.00
Animal - Bite	14	10	6	14	11.00
Animal - Dog Owners Liability Act	20	11	12	11	13.50
Animal - Injured	23	27	24	26	25.00

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Animal - Left in Vehicle	28	7	9	15	14.75
Animal - Master Code	3	4	3	6	4.00
Animal - Other	85	80	17	23	51.25
Animal - Rabid	0	4	1	0	1.25
Animal - Stray	31	41	54	59	46.25
Assist Fire Department	18	25	19	27	22.25
Assist Public	433	610	805	976	706.00
By-Law - Master Code	0	2	3	2	1.75
Compassionate Message	5	1	0	0	1.50
Distressed / Overdue Motorist	3	7	9	5	6.00
Dogs By-Law	7	7	3	2	4.75
Domestic Disturbance	396	363	400	360	379.75
False Alarm - Warning Issued	0	2	0	0	0.50
False Fire Alarm - Building	4	2	0	0	1.50
False Fire Alarm - Other	1	2	0	0	0.75
False Fire Alarm - Vehicle	0	1	1	0	0.50
Family Dispute	281	332	354	315	320.50
Fire - Building	38	52	47	47	46.00
Fire - Master Code	1	0	0	0	0.25
Fire - Other	20	13	20	10	15.75
Fire - Vehicle	27	28	22	26	25.75
Fire Alarm - Master Code	0	1	0	0	0.25
Firearms (Discharge) By-Law	1	3	3	0	1.75
Fireworks By-Law	0	0	1	1	0.50
Found - Bicycles	9	16	1	2	7.00
Found - Gun	1	0	2	0	0.75
Found - Household Property	6	4	2	1	3.25
Found - Jewellery	1	1	0	0	0.50
Found - License Plate	5	12	2	0	4.75
Found - Machinery & Tools	2	1	0	0	0.75
Found - Others	24	20	8	3	13.75
Found - Personal Accessories	37	30	3	4	18.50
Found - Photographic Equipment	1	0	0	0	0.25
Found - Radio, TV, Sound-Reprod. Equip.	7	3	2	0	3.00
Found - Sporting Goods, Hobby Equip.	1	3	0	1	1.25
Found - Vehicle Accessories	2	1	1	0	1.00
Found Human Remains - Suspected Homicide	1	0	0	0	0.25
Found Property - Master Code	27	52	89	90	64.50
Homeless Person	2	0	0	0	0.50
Insecure Condition - Building	11	6	1	2	5.00
Insecure Condition - Master Code	0	8	16	12	9.00
Insecure Condition - Others	2	2	0	0	1.00
Insecure Condition - Vehicle	0	0	1	0	0.25
Loitering By-Law	0	0	2	0	0.50
Lost - Accessible Parking Permit	1	1	2	0	1.00

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Lost - Bicycles	0	1	0	0	0.25
Lost - Gun	0	1	0	0	0.25
Lost - Household Property	1	0	2	0	0.75
Lost - Jewellery	0	0	1	0	0.25
Lost - License Plate	15	12	11	6	11.00
Lost - Machinery & Tools	2	2	0	0	1.00
Lost - Others	24	13	7	15	14.75
Lost - Personal Accessories	29	24	20	26	24.75
Lost - Radio, TV, Sound-Reprod. Equip.	2	0	1	0	0.75
Lost - Sporting Goods, Hobby Equip.	1	0	0	0	0.25
Lost - Vehicle Accessories	2	4	2	1	2.25
Lost Property - Master Code	26	29	20	30	26.25
Medical Assistance - Defibrillator	1	0	0	0	0.25
Medical Assistance - Master Code	1	0	0	0	0.25
Medical Assistance - Other	11	20	0	1	8.00
Missing Person - Master Code	2	2	2	3	2.25
Missing Person 12 & older	47	64	22	12	36.25
Missing Person 12 & older - Foul play suspected	1	0	0	0	0.25
Missing Person Located 12 & older	29	38	26	29	30.50
Missing Person Located Under 12	8	7	5	4	6.00
Missing Person under 12	10	5	6	1	5.50
Neighbour Dispute	145	203	272	333	238.25
Noise By-Law	2	3	1	1	1.75
Noise Complaint - Animal	15	15	11	13	13.50
Noise Complaint - Business	1	1	0	0	0.50
Noise Complaint - Master Code	4	28	143	166	85.25
Noise Complaint - Others	22	19	19	21	20.25
Noise Complaint - Residence	87	49	10	3	37.25
Noise Complaint - Vehicle	3	3	0	2	2.00
Other Municipal By-Laws	23	31	26	11	22.75
Phone - Master Code	3	9	0	2	3.50
Phone - Nuisance - No Charges Laid	34	31	20	10	23.75
Phone - Obscene - No Charges Laid	3	1	3	0	1.75
Phone - Other - No Charges Laid	29	18	8	6	15.25
Phone - Text-related incident	0	1	0	2	0.75
Phone - Threatening - No Charges Laid	2	5	4	1	3.00
Protest - Demonstration	0	3	2	3	2.00
Sudden Death - Accidental	2	2	2	0	1.50
Sudden Death - Drowning	2	0	0	1	0.75
Sudden Death - Master Code	1	0	1	2	1.00
Sudden Death - Natural Causes	75	50	61	66	63.00
Sudden Death - Others	10	7	6	6	7.25
Sudden Death - Suicide	7	5	10	6	7.00
Suspicious Package	0	2	0	0	0.50
Suspicious Person	202	202	262	252	229.50

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Suspicious vehicle	160	161	205	165	172.75
Traffic By-Law	3	1	4	2	2.50
Trouble with Youth	107	119	76	112	103.50
Unwanted Persons	61	70	97	96	81.00
Vehicle Recovered - All Terrain Vehicles	3	6	3	1	3.25
Vehicle Recovered - Automobile	13	14	8	12	11.75
Vehicle Recovered - Construction Vehicles	3	0	0	1	1.00
Vehicle Recovered - Master Code	0	0	1	0	0.25
Vehicle Recovered - Motorcycles	1	1	2	3	1.75
Vehicle Recovered - Other	2	2	3	2	2.25
Vehicle Recovered - Snow Vehicles	0	0	0	1	0.25
Vehicle Recovered - Trucks	6	9	6	4	6.25
Sudden Death - Apparent Overdose/Overdose	0	0	0	2	0.50
Operational 2	1,802	2,345	1,027	942	1,529.00
911 call - Dropped Cell	115	609	162	150	259.00
911 call / 911 hang up	853	836	236	212	534.25
911 hang up - Pocket Dial	116	178	0	1	73.75
False Alarm - Accidental Trip	122	70	0	0	48.00
False Alarm - Cancelled	85	68	0	2	38.75
False Alarm - Malfunction	112	62	0	0	43.50
False Alarm - Others	174	314	364	315	291.75
False Holdup Alarm - Accidental Trip	6	10	36	28	20.00
False Holdup Alarm - Malfunction	4	2	0	0	1.50
Keep the Peace	215	196	229	234	218.50
Other Criminal Code Violations	248	245	249	248	247.50
Animals - Cruelty	1	4	3	2	2.50
Animals - Keeping wild animals	0	1	0	0	0.25
Animals - Kill or injure	0	3	2	1	1.50
Animals - Others	0	1	2	1	1.00
Animals - Unnecessary suffering	1	0	1	0	0.50
Attempts, Conspiracies, Accessories	0	0	1	0	0.25
Bail Violations - Fail To Comply	86	89	95	106	94.00
Bail Violations - Master Code	3	2	4	4	3.25
Bail Violations - Others	6	15	6	11	9.50
Bail Violations - Recognizance	5	1	3	2	2.75
Breach of Firearms regulation - Unsafe Storage	1	0	0	2	0.75
Breach of Probation	47	34	52	37	42.50
Breach of Probation - In relation to children	1	0	0	3	1.00
Child Pornography - Making or distributing	0	0	3	0	0.75
Child Pornography - Master Code	1	0	3	1	1.25
Child Pornography - Other	0	1	0	2	0.75
Child Pornography - Possess child pornography	2	2	1	0	1.25
Child Pornography - Print/publish child pornography	0	0	1	0	0.25
Common nuisance	0	0	0	2	0.50
Contraband Tobacco	1	0	1	0	0.50

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Counterfeit Money - Master Code	4	3	0	0	1.75
Counterfeit Money - Others	5	1	1	2	2.25
Disobey court order / Misconduct executing process	1	0	3	0	1.00
Disturb the Peace	25	22	15	21	20.75
Frauds upon Government (fraud-corruption)	0	0	1	0	0.25
Indecent acts - exposure to person under 14	0	2	2	1	1.25
Indecent acts - Master Code	6	2	3	4	3.75
Indecent acts - Other	2	6	8	3	4.75
Libel - Defamatory	1	2	0	0	0.75
Libel - Extortion	1	0	0	1	0.50
Obstruct Justice / Fabricate Evidence	1	2	1	0	1.00
Obstruct Public Peace Officer	2	3	4	4	3.25
Offensive Weapons - Careless use of firearms	3	4	6	1	3.50
Offensive Weapons - Carry concealed	0	0	1	0	0.25
Offensive Weapons - Explosives	1	2	1	0	1.00
Offensive Weapons - Fail to Report Losing/Finding Firearm	0	0	1	0	0.25
Offensive Weapons - In Vehicle	0	0	1	3	1.00
Offensive Weapons - Other Offensive Weapons	8	3	3	3	4.25
Offensive Weapons - Other Weapons Offences	4	6	2	4	4.00
Offensive Weapons - Possession of Weapons	2	6	3	8	4.75
Offensive Weapons - Prohibited	1	0	0	1	0.50
Offensive Weapons - Restricted	2	0	0	0	0.50
Possess Firearm while prohibited	3	2	1	3	2.25
Possession of Burglary Tools	0	1	0	0	0.25
Possession Of Counterfeit Money	0	3	0	1	1.00
Prostitution - Communicate to provide sexual services	0	1	0	0	0.25
Public Mischief - mislead peace officer	4	7	4	5	5.00
Public Morals	0	1	0	0	0.25
Sureties to keep the peace - Sec 810(1)	1	0	0	0	0.25
Trespass at Night	10	8	5	6	7.25
Utter Threats to damage property	2	2	1	0	1.25
Utter Threats to injure animal	0	1	0	0	0.25
Utter Threats to Property / Animals	1	0	1	2	1.00
Uttering Counterfeit Money	2	1	0	0	0.75
Wilful and Forbidden Acts in Respect of Certain Property	0	0	1	0	0.25
All Other Criminal Code (includes Part XII.1 CC)	1	1	2	0	1.00
Sexual Offences, Public Morals and Disorderly Conduct	0	0	0	1	0.25
Property Crime Violations	1,271	1,346	1,113	1,108	1,209.50
Arson - Auto	0	0	0	1	0.25
Arson - Building	1	1	3	1	1.50
Arson - Others	0	0	1	0	0.25
Break & Enter	120	130	90	55	98.75
Break & Enter - Firearms	3	5	0	2	2.50
Break & Enter - steal firearm from motor vehicle	0	1	0	0	0.25
False Pretence - Other	0	1	0	1	0.50

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Fraud - Account closed	1	0	0	0	0.25
Fraud - False Pretence Over \$5,000	3	2	1	2	2.00
Fraud - False Pretence Under \$5,000	8	6	13	27	13.50
Fraud - Forgery & Uttering	5	5	12	4	6.50
Fraud - Fraud through mails	9	3	4	4	5.00
Fraud - Master Code	26	8	8	14	14.00
Fraud - Money/property/security Over \$5,000	22	25	23	26	24.00
Fraud - Money/property/security Under \$5,000	77	88	67	48	70.00
Fraud - Other	121	78	83	76	89.50
Fraud - Steal/Forge/Poss./Use Credit Card	14	26	10	8	14.50
Fraud - Transportation	0	1	1	0	0.50
Fraud - Welfare benefits	0	1	5	4	2.50
Identity Fraud	5	25	117	157	76.00
Identity Theft	1	10	6	2	4.75
Interfere with lawful use, enjoyment of property	6	9	13	11	9.75
Mischief - Master Code	180	177	130	158	161.25
Mischief Graffiti - Non-Gang Related	2	13	6	14	8.75
Mischief with Data	0	2	1	0	0.75
Personation with Intent (fraud)	8	9	43	75	33.75
Possession of Stolen Goods over \$5,000	9	7	6	2	6.00
Possession of Stolen Goods under \$5,000	9	5	4	0	4.50
Property Damage	33	51	34	30	37.00
Theft from Motor Vehicles Over \$5,000	2	3	0	1	1.50
Theft from Motor Vehicles Under \$5,000	53	77	33	29	48.00
Theft of - All Terrain Vehicles	14	10	8	4	9.00
Theft of - Automobile	18	12	6	7	10.75
Theft of - Construction Vehicles	1	1	0	2	1.00
Theft of - Farm Vehicles	1	1	2	0	1.00
Theft of - Mopeds	0	1	0	0	0.25
Theft of - Motorcycles	5	4	3	4	4.00
Theft of - Other Motor Vehicles	5	1	2	1	2.25
Theft of - Snow Vehicles	1	1	3	4	2.25
Theft of - Trucks	8	11	6	1	6.50
Theft of Motor Vehicle	27	26	18	38	27.25
Theft Over \$,5000 - Construction Site	2	3	2	0	1.75
Theft Over \$5,000 - Bicycles	0	1	0	0	0.25
Theft Over \$5,000 - Boat (Vessel)	3	4	8	4	4.75
Theft Over \$5,000 - Boat Motor	0	2	0	1	0.75
Theft Over \$5,000 - Farm Agricultural Livestock	0	0	0	1	0.25
Theft Over \$5,000 - Farm Agricultural Produce	0	0	1	1	0.50
Theft Over \$5,000 - Farm Equipment	1	4	3	2	2.50
Theft Over \$5,000 - Mail	1	0	6	4	2.75
Theft Over \$5,000 - Master Code	2	2	2	4	2.50
Theft Over \$5,000 - Other Theft	5	11	11	7	8.50
Theft Over \$5,000 - Persons	0	1	0	1	0.50

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
Theft Over \$5,000 - Trailers	5	7	4	4	5.00
Theft Over \$5,000 - Truck Load	0	0	0	1	0.25
Theft Over \$5,000 Shoplifting	1	0	2	1	1.00
Theft Under \$5,000 - Bicycles	5	9	4	5	5.75
Theft Under \$5,000 - Boat (Vessel)	8	0	4	3	3.75
Theft Under \$5,000 - Boat Motor	2	1	2	1	1.50
Theft Under \$5,000 - Building	3	10	6	0	4.75
Theft Under \$5,000 - Construction Site	2	4	4	1	2.75
Theft Under \$5,000 - Farm Agricultural Livestock	1	0	2	1	1.00
Theft Under \$5,000 - Farm Agricultural Produce	0	2	3	1	1.50
Theft Under \$5,000 - Farm Equipment	2	5	3	1	2.75
Theft Under \$5,000 - Gasoline Drive-off	225	224	132	115	174.00
Theft Under \$5,000 - Master Code	24	29	20	23	24.00
Theft Under \$5,000 - Mine Equipment/Property	0	1	0	0	0.25
Theft Under \$5,000 - Other Theft	143	150	103	92	122.00
Theft Under \$5,000 - Persons	2	2	4	2	2.50
Theft Under \$5,000 - Trailers	9	10	3	3	6.25
Theft Under \$5,000 Shoplifting	22	24	17	13	19.00
Trafficking in Stolen Goods over \$5,000	1	1	0	1	0.75
Unlawful in a dwelling house	4	2	3	2	2.75
Willful act / Omission likely to cause mischief	0	0	2	0	0.50
Statutes & Acts	584	573	631	647	608.75
Custody Dispute	7	11	10	7	8.75
Family Law Act - Custody/Access order	7	0	2	0	2.25
Family Law Act - Master Code	1	1	0	0	0.50
Family Law Act - Order for possession of matrimonial home	1	0	0	1	0.50
Family Law Act - Other	3	1	1	2	1.75
Family Law Act - Restraining order	1	0	0	0	0.25
Landlord / Tenant	142	131	158	170	150.25
Mental Health Act	98	78	124	123	105.75
Mental Health Act - Attempt Suicide	30	36	21	15	25.50
Mental Health Act - No contact with Police	15	34	17	29	23.75
Mental Health Act - Placed on Form	31	37	36	18	30.50
Mental Health Act - Threat of Suicide	90	85	63	65	75.75
Mental Health Act - Voluntary Transport	35	45	29	37	36.50
Trespass To Property Act	122	109	160	144	133.75
Youth Criminal Justice Act (YCJA)	1	5	3	0	2.25
Mental Health Act - Apprehension	0	0	7	36	10.75
Traffic	1,101	1,119	902	1,071	1,048.25
MVC - Fatal (Motor Vehicle Collision)	2	2	2	4	2.50
MVC - Others (Motor Vehicle Collision)	6	7	14	9	9.00
MVC - Pers. Inj. Failed to Remain (Motor Vehicle Collision)	4	1	2	1	2.00
MVC - Personal Injury (Motor Vehicle Collision)	64	89	62	90	76.25
MVC - Prop. Dam. Failed to Remain (Motor Vehicle Collision)	62	48	48	54	53.00
MVC - Prop. Dam. Non Reportable (Motor Vehicle Collision)	465	464	325	398	413.00

OPP 2023 Calls for Service Details
Stormont, Dundas and Glengarry UCo
For the calendar years 2018 to 2021

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2018	2019	2020	2021	
MVC - Prop. Dam. Reportable (Motor Vehicle Collision)	493	490	437	488	477.00
MVC (Motor Vehicle Collision) - Master Code	5	18	11	27	15.25
Road Rage	0	0	1	0	0.25
Violent Criminal Code	546	508	489	447	497.50
Aggravated Assault - Level 3	1	2	3	1	1.75
Aggravated Sexual Assault	1	1	0	1	0.75
Assault - Level 1	173	192	136	146	161.75
Assault Peace Officer	2	1	4	3	2.50
Assault Peace Officer with weapon OR cause bodily harm	2	1	2	3	2.00
Assault With Weapon or Causing Bodily Harm - Level 2	36	42	44	32	38.50
Attempted Murder	0	0	1	0	0.25
Counsel/Aid/Abet Person to commit suicide	0	0	0	1	0.25
Counseling Suicide	1	0	0	0	0.25
Criminal Harassment	113	74	75	72	83.50
Criminal Harassment - Offender Unknown	4	1	10	1	4.00
Criminal Negligence - Bodily Harm	0	0	1	0	0.25
Criminal Negligence Causing Death	1	0	0	0	0.25
Discharge Firearm with Intent	0	0	0	1	0.25
Extortion	3	2	3	2	2.50
Forcible confinement	5	1	3	7	4.00
Incest	1	0	1	0	0.50
Indecent / Harassing Communications	13	11	22	21	16.75
Invitation to Sexual Touching	1	2	3	0	1.50
Mischief - Cause Danger to Life	0	0	2	0	0.50
Murder 1st Degree	1	0	0	0	0.25
Non-Consensual Distribution of Intimate Images	1	5	1	1	2.00
Other Assaults / Admin Noxious thing	0	0	1	0	0.25
Pointing a Firearm	0	1	0	1	0.50
Robbery - Master Code	2	0	3	1	1.50
Robbery - Other	0	0	1	0	0.25
Robbery - Pursesnatch	0	0	0	1	0.25
Robbery - With Threat of Violence	3	6	0	2	2.75
Sexual Assault	54	50	41	58	50.75
Sexual Assault With a Weapon	2	0	1	2	1.25
Sexual Exploitation	0	2	1	1	1.00
Sexual exploitation of a person with a disability	0	0	0	1	0.25
Sexual Interference	6	9	21	15	12.75
Sexual offence occurring prior to January 4, 1983	0	0	1	1	0.50
Using firearm (or imitation) in commission of offence	0	0	1	0	0.25
Utter Threats - Master Code	9	9	4	6	7.00
Utter Threats to Person	109	94	99	64	91.50
Utter Threats to Person - Police Officer	1	2	1	1	1.25
Voyeurism	0	0	1	0	0.25
Other Violatons Against the Person	1	0	0	1	0.50
Abduction Under 14, by Parent/Guardian	0	0	2	0	0.50

OPP 2023 Estimated Court Security Cost Summary
Stormont, Dundas and Glengarry UCo
Estimated costs for the period January 1 to December 31, 2023

2022 Cost-Recovery Formula

Salaries and Benefits

		Positions	\$/FTE	Total \$
Uniform Members	Note 1			
Constable		0.08	107,709	8,475
Total Uniform Salaries		0.08		8,475
Statutory Holiday Payout			4,764	375
Shift Premiums			1,111	87
Uniform Benefits - Full-Time Salaries			31.57%	2,676
Total Uniform Salaries & Benefits				11,613
Support Costs - Salaries and Benefits	Note 2			
Communication Operators			6,698	527
Prisoner Guards			2,074	163
Operational Support			5,604	441
RHQ Municipal Support			2,713	213
Telephone Support			131	10
Office Automation Support			680	54
Mobile and Portable Radio Support			250	20
Total Support Staff Salaries and Benefits Costs				1,428
Total Salaries & Benefits				13,041
Other Direct Operating Expenses	Note 2			
Communication Centre			147	12
Operational Support			991	78
RHQ Municipal Support			122	10
Telephone			1,496	118
Mobile Radio Equipment Repairs & Maintenance			56	4
Office Automation - Uniform			2,282	180
Vehicle Usage			8,999	708
Detachment Supplies & Equipment			406	32
Uniform & Equipment			2,105	166
Total Other Direct Operating Expenses				1,307
Total 2023 Estimated Court Security Cost				\$ 14,348
Total OPP-Policed Properties				31,376
Cost Per Property				\$ 0.46

OPP 2023 Estimated Court Security Cost Summary
Stormont, Dundas and Glengarry UCo
Estimated costs for the period January 1 to December 31, 2023

Notes:

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the 2021 activity levels and requirements determined by servicing detachment staff. Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2023 salaries were estimated based on the 2022 rates set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements with an estimated overall general salary rate increase of 1.0% for 2023 applied. The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2022-23). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.
- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2022 Municipal Policing Cost-Recovery Formula.
- 3) There was no information available about the status of 2023 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

OPP 2021 Reconciled Year-End Summary
Stormont, Dundas and Glengarry UCo
Reconciled cost for the period January 1 to December 31, 2021

			Cost per Property \$	Total Cost \$
			<u> </u>	<u> </u>
Base Service	Property Counts			
	Household	29,187		
	Commercial and Industrial	<u>1,870</u>		
	Total Properties	<u><u>31,057</u></u>	179.62	5,578,411
Calls for Service				
	Total all municipalities	170,324,197		
	Municipal portion	2.3542%	129.11	4,009,776
Overtime			15.76	489,534
Court Security	(see summary)		0.45	13,919
Prisoner Transportation	(per property cost)		1.18	36,647
Accommodation/Cleaning Services	(per property cost)		<u>4.75</u>	<u>147,521</u>
Total 2021 Reconciled Costs			<u><u>330.87</u></u>	10,275,808
2021 Billed Amount				<u>10,268,163</u>
2021 Year-End-Adjustment				<u><u>7,645</u></u>

Note

The Year-End Adjustment above is included as an adjustment on the 2023 Billing Statement. This amount is incorporated into the monthly invoice amount for 2023.

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OPP 2021 Reconciled Court Security Cost Summary
Stormont, Dundas and Glengarry UCo
 Reconciled costs for the period January 1 to December 31, 2021

2020 Cost-Recovery Formula

Salaries and Benefits

		Positions	\$/FTE	Total \$
Uniform Members	Note 1			
Constable		0.08	104,552	8,227
Total Uniform Salaries		0.08		8,227
Statutory Holiday Payout			4,609	363
Shift Premiums			1,111	87
Uniform Benefits - Full-Time Salaries.			31.51%	2,592
Total Uniform Salaries & Benefits				11,269
Support Costs - Salaries and Benefits	Note 2			
Communication Operators			6,940	546
Prisoner Guards			1,853	146
Operational Support			5,129	404
RHQ Municipal Support			2,647	208
Telephone Support			120	9
Office Automation Support			673	53
Mobile and Portable Radio Support			264	21
Total Support Staff Salaries and Benefits Costs				1,387
Total Salaries & Benefits				12,656
Other Direct Operating Expenses	Note 2			
Communication Centre			165	13
Operational Support			742	58
RHQ Municipal Support			148	12
Telephone			1,456	115
Mobile Radio Equipment Repairs & Maintenance			39	3
Office Automation - Uniform			2,603	205
Vehicle Usage			8,294	653
Detachment Supplies & Equipment			502	40
Uniform & Equipment			2,102	165
Total Other Direct Operating Expenses				1,263
Total 2021 Reconciled Court Security Cost				\$ 13,919
Total OPP-Policed Properties				31,057
Cost Per Property				\$ 0.45

OPP 2021 Reconciled Court Security Cost Summary
Stormont, Dundas and Glengarry UCo
Reconciled costs for the period January 1 to December 31, 2021

Notes:

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the 2021 activity levels and requirements determined by servicing detachment staff. The COVID pandemic restrictions may have significantly reduced the court security requirements for the municipality.
Salary rates are based on weighted average rates for municipal detachment staffing by rank, level and classification. The 2021 salaries incorporate the January 1, 2021 general salary rate increases set in the 2019 to 2022 OPPA Uniform and Civilian Collective Agreements, (1.00% in January 2021 and 0.97% in July 2021 for Uniform and 1.00% for Civilian). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2021-2022).
- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2020 Municipal Policing Cost-Recovery Formula.
- 3) The Municipality's remaining grant credit from the Ministry's 2022 Court Security Prisoner Transportation Grant Program is subject to an adjustment if the 2021 grant allocation is more than the 2021 reconciled costs. There was no information available about the status of 2023 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.



COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
PLANNING DIVISION REVENUE				
Planning Fees	-40,000	-18,135	-40,000	0
Planning Costs Recovered	-40,000	-28,394	-100,000	-60,000
Land Division Fees	-225,000	-270,310	-230,000	-5,000
Student Funding	0	-2,100	0	0
Modernization Funding	-130,000	-131,779	-38,734	91,266
Transfer From Reserves	-120,000	-30,537	-261,600	-141,600
Total PLANNING DIVISION REVENUE	-555,000	-481,256	-670,334	-115,334
PLANNING DIVISION EXPENSES				
Wages & Benefits	444,606	430,160	526,776	82,170
Planning External support	225,000	26,559	0	-225,000
Training, Travel & Memberships	11,400	7,403	12,000	600
Office Supplies, Phone & Advertising	11,750	6,236	8,500	-3,250
Software & Equipment	36,000	37,325	69,000	33,000
Official Plan 5 Yr Review	75,000	56,473	15,000	-60,000
Legal	7,500	14,117	7,500	0
Growth and Population Study	50,000	39,847	20,000	-30,000
Planning Projects	55,000	7,133	261,600	206,600
County Support Services	23,443	23,443	38,972	15,529
Transfer to Reserves	0	206,600	0	0
Total PLANNING DIVISION EXPENSES	939,699	855,296	959,348	19,649
Total GENERAL FUND	384,699	374,040	289,014	-95,685

Planning & Economic Development: Planning

2022 Accomplishments:

- Resolved all major appeals to the 2018 *Official Plan*, with two site-specific appeals outstanding.
- Processed approximately 190 severance applications.
- Created new processes and practices for planning applications as a result of the pandemic, including a new electronic application management and online submission services (Cloudpermit); The entire severance process can now be entirely paperless, other than mandatory mailing to property owners and a sign on the property.
- Initiated planning services in North Glengarry and continued to provide services in South Dundas and North Stormont.
- Review and approval of plans of subdivision, plans of condominium, part-lot control by-laws and official plan amendments.
- County initiated Official Plan Amendments relating to cannabis production facilities and delegation of authority.
- Facilitated and participated in the local municipal planning working group meetings.
- Participated in A HOME working group with City of Cornwall, non-profit organizations, and local municipalities to support the provision of affordable housing in SDG.

2023 Budget Impact:

Planning Revenue

The 2023 budget is based on anticipating a similar volume of applications and the updated *Planning Fees* schedule. *Planning Cost Recovered* reflect that SDG is providing planning services to three local municipalities. Modernization funding applies to 2022-2023 projects concluding in January 2023. Staff are now collecting all up-front fees for agency review through the new Cloudpermit electronic planning submission service.

Planning Expenses

The 2023 budget generally is status quo and includes the completion of several 2022 projects that were planned over a two year period or were delayed due to external factors. These projects include:

- 1) Floodplain Study - Eastman Drain (\$25,000) – The project was delayed due to increased costs and a related Official Plan appeal, however a successful funding application was made Raisin Region Conservation Authority in November 2022 with no additional contribution required from SDG.
- 2) Floodplain Study – South Branch of South Nation River (\$46,600). Pre-approved by County Council in December 2022, this project will be completed over two years.
- 3) Development Charges Study (\$35,000): Development charges are a funding mechanism used across Ontario to ensure that new development contributes towards growth related costs. Currently, the City of Cornwall, Township of South Stormont, and Township of

North Dundas have development charge by-laws. Considering the needs in the asset management plan for funding for rehabilitation and replacement of existing infrastructure, a Development Charges By-law will reduce the need to increase property taxes to fund eligible growth-related projects, such as capital projects for the Transportation Services, Provincial Offences Act administration, and Library Services departments. The project started in 2022 but was put on hold due to Bill 23 changes and will resume in February 2023.

- 4) Zoning Review (\$100,000) and Subdivision Manual (\$55,000): These are 2022-2023 projects funded through the Municipal Modernization Program that will conclude in early 2023. This includes an SDG-wide site plan and subdivision manual that would reduce red tape by having a single set of up-to-date engineering and planning standards across SDG. A second project is proposed to assist in funding local municipal zoning updates.
- 5) SDG Natural Heritage Study Implementation (\$15,000): Updated Forest cover mapping was delayed until 2023 as the project was waiting for processing of Lidar elevation data.

2023 Budget Options:

- Most projects are continuations of 2022 budget items and are funded through reserves and grants.
- Three local Conservation Authorities have provided development review services to SDG and the local municipalities for several decades. Along with general advice, conservation authorities have been reviewing several hundred planning applications each year for environmental impacts, natural hazards such as floodplains, stormwater management, and other matters such as septic systems and hydrogeological and terrain analysis reports. Bill 23, the *More Homes Built Faster Act, 2022* made changes to the *Conservation Authorities Act* that removed the ability for conservation authorities to offer services or provide comments on several legislative and policy matters, including the *Planning Act*, limiting those comments to matters relating to natural hazards and source protection. Based on discussions with local municipal planning staff regarding the implications of Bill 23, it was identified that SDG could provide environmental planning review as a shared resource to replace the services the conservation authorities are no longer able to offer. An additional environmental planning position is proposed at the Community Planner rate that would provide this review for SDG and local municipalities for development applications, along with providing advice funded through the general levy. Approximately \$40,000 could be recovered based on modifying fees for County applications to reflect this service. SDG has not traditionally charged a separate fee for commenting on local applications such as minor variances, rezonings, and site plans; however, full cost recovery may be possible if this practice was changed. Alternatively, this service could be provided by consultants; however, based on the volume of applications and recent RFPs for environmental planning services, it is anticipated that this would result in higher costs.



COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
ECONOMIC DEVELOPMENT & TOURISM REVENUE				
Special Funding	0	-99,750	0	0
Student Funding	-14,948	-12,089	-12,000	2,948
Jail Tours Revenue	-10,000	-10,998	-10,000	0
Jail Special Events	-8,000	-11,316	-11,500	-3,500
Jail Souvenirs	-200	-452	-500	-300
Tourism Advertising Revenue	-23,835	-22,372	-23,390	445
Tourism Signage Program	-50,000	-35,150	-35,000	15,000
Recovered Costs	0	-990	0	0
Transfer From Reserves	-554,227	-319,331	-595,940	-41,713
Total ECONOMIC DEVELOPMENT & TOURISM R	-661,210	-512,448	-688,330	-27,120
ECONOMIC DEVELOPMENT & TOURISM EXPENSE				
Wages & Benefits	242,025	243,038	398,321	156,296
Meetings & Conferences	16,000	10,470	16,800	800
Memberships and Sponsorships	27,600	28,952	40,200	12,600
Supplies & Equipment	12,000	8,073	15,700	3,700
Advertising & Website	113,000	83,982	110,000	-3,000
Regional Incentive Program	614,727	178,162	730,190	115,463
Regional Incentive Program Committee	1,000	1,589	1,050	50
Jail Promotion	3,000	3,165	3,500	500
Jail Tours Expenses	1,500	1,791	7,000	5,500
Jail Events	5,000	5,975	6,000	1,000
Jail Projects	0	72,568	0	0
Tourism Marketing	177,600	177,379	248,000	70,400
Tourism Grants Paid	40,000	35,750	45,750	5,750
Tourism Signage Program	50,000	9,212	50,000	0
County Support Services	0	0	30,668	30,668
Transfer to Reserves	0	300,000	0	0
Total ECONOMIC DEVELOPMENT & TOURISM E	1,303,452	1,160,106	1,703,179	399,727
Total GENERAL FUND	642,242	647,657	1,014,849	372,607

Planning & Economic Development: Economic Development

2022 Accomplishments:

Manager of Economic Development

Note - Below is a summary of some of the major undertakings of the Economic Development Department – day to day or recurring administrative duties are not listed.

Business Retention and Expansion

1. Supporting businesses with pandemic recovery: Pandemic recovery remained a priority in 2022. Many businesses were struggling with high inflation costs, service interruptions and repayment of emergency loans and supports. During this period our region saw a rise in new business and business expansion. Manufacturing, logistics and agri-tourism are all emerging as expanding sectors.
 - Throughout the year we visited and worked with approximately 100 businesses, often in cooperation with local Economic Development Officers and regional, provincial, and federal organizations.
2. Sought to attract new and emerging industries: Attended meetings with RT-09 and the Great Lakes Cruise Association, in coordination with the City of Cornwall and Akwesasne Tourism, as part of a pitch to attract cruise ships to the deep-water docks in Cornwall. This opportunity would bring added value to SDG tourism operators, while also supporting enriched growth in the food processing industries which could bid on the food contracts for these ships.
3. Assisted business owners with the launch new businesses: The Glengarry Inn (North Glengarry); Lost Villages Brewing (South Stormont), A Scottish Cottage (North Glengarry); La Ferme Braydale (North Stormont), Paperboat Farms (North Stormont); Dream Small Farm (North Glengarry), Canobi Ag Tech (North Stormont); Whittaker Storage (South Dundas); Bray Heights Animal Rescue (South Glengarry); Sunwheel Farm (North Glengarry); and other individuals interested in launching a business, or relocating to SDG.
 - Hosted ribbon-cutting ceremonies for Whittaker Storage and Lost Villages Brewery.
4. Created an SDG Economic Development Newsletter providing insight on local grants and services available in the region.
5. Worked with Ground Level Insights to collect data on regional events and top visitor assets. This will help us to create targeted marketing campaigns based more clearly on where visitors are coming from.
6. Continued to develop the SDG Counties website. The new site was launched in 2021, but the content in the economic development section is dated and, in some cases, is no

longer accurate. In early 2023 we will be launching a new version of this section of the site, featuring automated tools designed by Local Intel to better showcase the regions assets and statistical supports. New video content, stories and databases are also being developed to further support this tool, which is intended to help attract residents, labor and business.

Advocacy and Business Support

1. The scarcity of medical staff has been identified as a top concern by municipal representatives and health and social services agencies within the region.
 - As part of this initiative, I had preliminary meetings with the Great River Ontario Health Team, which now represents all health representatives within our region, local hospital representatives and the Cornwall and Area Social Development Council. These initial meetings were the spark of the “Health Recruitment Strategic Planning Summit” that will be held at the Long Sault Community Centre on March 3rd. Municipal and health leaders will be invited to this event to discuss labor challenges in health care and to help outline a regional strategic plan for recruitment and retention.
 - A video series will be launched in 2023 to showcase opportunities in healthcare within SDG. The videos will focus on Glengarry Memorial Hospital, Winchester and District General Hospital and primary care opportunities.
2. The launch of the Made in SDG brand. A “Made in SDG” logo was created prior to the pandemic and was featured by a select number of food manufacturers as part of a pilot project. In 2023 the “Made in SDG” brand will be used as one of the main marketing pieces for Economic Development, including the launch of new social media channels and a video and blogging series.
3. In 2022, we applied to Fed Dev through RT-09 for the Tourism Relief Fund and was approved for a grant of \$99,750 at 100% funding. This grant offset the cost of purchasing two dual-unit electric vehicle charging stations to be located in the four parking spaces adjacent to the Warden’s House entrance. It will also offset the cost of the engineering and electrical study needed to install these chargers. Installation costs will be budgeted for in 2023 by the Building and Transport Department. The RT-09 grant further offset the entirety of the cost to film the Date My County video, a worker attraction video, and the 13 tourism videos that were released this year.
4. Assisted GFL Environmental with a proposal to extend the existing natural gas infrastructure to the Eastern Ontario Waste Handling Facility in Moose Creek as part of a project to convert the existing landfill gas into a fuel source to produce renewable natural gas. These advocacy efforts will continue in 2023.
5. Continued to correspond with representatives from the South Eastern Ontario Production Accelerator Fund (SEOPAF). They continue to campaign to the Ontario Ministry of Finance for a tax credit intended to attract screen-based production

companies to invest in projects within Southeastern Ontario. The project was supported by a letter of support from SDG Warden, Lyle Warden, in 2021. They are expected to apply for funding with FED DEV in early 2023 and will be asking for support from counties and cities within the affected region. A \$5,000 sponsorship has been budgeted for this program in 2023. SDG is one of the founding members of the association.

6. Sponsored the Cornwall Business Enterprise Centre (CBEC) 2022 events seminars for business. This enabled the enterprise centre to offer enhanced training this year to its business applicants, roughly half of which come from SDG Counties. In 2023, we have budgeted \$5,000 towards sponsoring CBEC and an additional \$2500 to sponsor 5 business breakfasts slated to take place in SDG Counties.
7. Worked with the organizers of the Ontario East Municipal Conference to help host and sponsor the 2022 municipal conference, which was held in person from September 14-16, at the NAV Centre in Cornwall. This sponsorship included hosting the banquet, arranging for entertainment, and assisting with logistics. The event is expected to return in 2023, at which point we will again be asked to be a platinum sponsor and to host the event banquet.
8. Adapted an existing site selection tool on the County website to assist with the sale of commercial, municipal properties and to promote area assets for sale. Also partnered with the Ontario East Economic Development Commission as part of the Regional Marketing Team to gain access to additional tools to market the region and available assets.
9. Continued to work with the Spark Centre to create a “landing pad” region between SDG Counties and Cornwall to welcome foreign business ventures.
10. Introduced a variety of businesses to a new program at St. Lawrence College launched to help facilitate local employment for foreign exchange students. More than 200 students are currently enrolled as international students at the Cornwall campus and 1200+ students are enrolled at their various campus’ creating a unique opportunity for employers amidst the labor shortages.
11. Met with representatives at ACFO to discuss the needs of the 400+ asylum seekers currently residing at the DEV centre. Discussed strategies to help them adapt to the local regional community and work opportunities for those with work permits.

Conferences and Stakeholder Engagement

1. Acted as a judge in the Cornwall Business Enterprise Centre’s “Starter Company Plus” Program.
2. Joined the CAO and Director of Planning in attending a meeting with the Eastern Ontario Warden’s Caucus Housing Summit. Attended numerous virtual follow up meetings.
3. Hosted RT-09s Workshop on strategies to attract the LGBT+ Travel Group, which contributes \$12 billion to the global travel market annually.
4. Attended the National Job Fair in Montreal as an exhibitor representing job opportunities in SDG Counties. Representatives from the Township of North Glengarry,

Job Zone and GIAG helped me to manage the booth and pitch opportunities at this event which attracts 25,000+ job seekers.

5. Participated in the International Plowing Match in Kemptonville by organizing and sponsoring a booth. Spoke with hundreds of the 65,000+ people who attended this event.
6. Promoted the Regional Incentives Program at Town Hall events and public engagement events.

Awards, Achievements

Obtained my Certificate in Economic Development from the University of Waterloo during the annual Economic Developers Association of Canada (EDAC) Conference that was held in Kingston.

Regional Incentives Program

Assisted successful applicants in closing out their RIP grants and receiving funds owed. Met with numerous individuals interested in participating in the Regional Incentives Program. Managed three intakes and worked with all the candidates. There were 19 successful applicants this year, which represented a total investment of \$319,730.47 in grant monies and a total construction value of \$2,025,951.83.

- A total of \$250,000 was budgeted for 2022 and an additional \$70,275.50 in unspent funds was reinvested.
- \$250,000 has once again been budgeted for the program in 2023.

Date My County

The “Date My County” contest launched on August 5th and quickly went viral. It attracted massive media attention from bloggers, television, and radio. It was featured on CBC’s top radio show and appeared on CTV News, Toronto Blog, the Toronto Star, Narcity and other national publications. It is reasonable to estimate that the media coverage alone generated in excess of \$100,000 worth of free publicity. Applications poured in from across Canada and included every walk of life. Applications came from across Canada and from as far away as Hong Kong, Switzerland and Iraq. A total of 177 people applied to the contest.

The Regional Incentives Program Approvals Committee selected Emily Tohana and her partner, Michael Bricteux, who will serve as SDG’s new ambassadors. They will be asked to journal about their experience in twice monthly blog posts that will be shared on the County’s website and social media channels. In exchange, they will be provided with \$1500 per month, for up to 12 consecutive months towards the cost of accommodations spent living in SDG Counties for the year that the contest runs. A video was made to help promote the contest, which was available at www.datemycounty.ca. A return of the Date My County Contest is being recommended for 2023 with a medical recruitment focus.

2023 Budget Impact:

This budget is largely status quo for 2023, however some internal and support costs have been re-allocated based on the new department structure.

- Regional Incentives Program
 - Propose that \$250,000 be invested for 2022 (the same figure as 2021).
 - With Council’s authorization, since the start of the program, unspent funds have been continually reinvested into the program. Propose that this continue to be the process.
- Date My County Contest
 - \$60,000 was invested into the Date My County contest in 2022 using monies that had been placed in reserves. In 2022, the Manager of Economic Development successfully secured \$100,000 in grant monies from RT-09. Part of these funds were used to create the branding videos for Date My County, which saved around \$10,000 in marketing costs. Due to pandemic related delays, the contest didn’t launch until August with the winners moving to the County in September 2023. An additional \$10,000 has been budgeted for the 2024 contest, which is budgeted at a total cost of \$50,000.

Planning & Economic Development: Tourism

2022 Accomplishments:

- Successful partnership with Bell Media and Global Kingston to create several robust and successful commercial and television campaigns.
- Bell Media:
 - Spring, summer, and fall commercials campaigns.
 - CTV Morning Live on-air contest
 - CTV Morning Live – Pre-taped live on location
 - Digital advertising
- Global Kingston:
 - Spring and fall commercials campaigns.
 - Digital advertising
- Through a broadcast partnership with Destination Ontario, SDG Tourism coordinated a LIVE morning show broadcast with The Weather Network from downtown Alexandria.
- Received the RTO9 Drive for Excellence program, which was used for a summer marketing campaign, to showcase the region through video, with an end goal of creating awareness and promoting visitation. We worked with RTO9's agency of record, Alphabet Creative, to fulfill the campaign.
- Christmas in the Counties contest ran for 3-weeks on Move 100, featuring commercials and live announcer reads, which encouraged listeners to shop local. The grand prize featured over 20 local businesses.
- The 2022 SDG Discovery Guide was delivered in May. A total of 40,000 guides were ordered, of which 20,000 copies will be distributed through CTM Media to in high-traffic tourist destinations along the 401 Corridor.
- The Regional Tourism Grant was allocated \$40,000 for 2022, the grant received 25 applications, of which 18 were selected for funding.
- The tourism signage program had over 50 signs eligible for renewal in 2022, and 24 new sign requests.
- SDG Tourism employed four summer students for the 2022 season. Students were trained and operated as tour guides for the Historic SDG Jail and rotated as tourism cycling ambassadors, attending community events, and attractions.
 - Funding was received from both The Canada Summer Jobs Program of \$8,400, and the Summer Experience program of \$3,700.
- Jail tours were offered to the public on Fridays – Sundays from May 27th – August 28th. The jail saw 1,477 visitors through the doors with net tour sales of \$10,435.
- SDG Tourism continued our partnership with the Haunted Walks Ottawa and the Phantoms of Yore and offered paranormal investigations. SDG Counties saw a total revenue of over \$11,000 from this joint venture.

2023 Budget Impact:

- Recommend that the funding allocation for tourism marketing be roughly the same as 2022, with a focus on video promotion, tradeshow, and the Discover Guide.
- Hire 5 summer students for the tourism department, to better cover the Historic SDG Jail and attend more local events and attractions throughout the season.

2023 Budget Options:

- The following items have been included in the draft tourism budget.
 - \$50K from reserves for a mobile visitor services trailer, that will be used at events and attractions around the region.
 - Enhancements for the jail and tour experience have been requested, including a digital kiosk, \$7,500, for the front entrance, and new cabinets, \$6,000, to display artifacts.



COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
 2022 2022 2023	CHANGE
GENERAL FUND				
LIBRARY REVENUE				
Provincial Operating Grant	-131,761	-131,761	-131,761	0
Provincial Capacity Grant	-500	-3,076	-1,500	-1,000
Other Special Funding	0	-500	0	0
Student Funding	-9,240	-4,193	-5,000	4,240
Fees & Fines Revenue	-15,000	-10,863	-12,000	3,000
Donations and Fundraising	-7,000	-1,157	-5,500	1,500
Sale of Items	-1,125	-2,155	-1,850	-725
Transfer From Reserves	-55,000	-30,630	-2,420	52,580
Transfer From Surplus	-35,000	0	-202,000	-167,000
Total LIBRARY REVENUE	-254,626	-184,334	-362,031	-107,405
LIBRARY EXPENSES				
Fulltime Wages & Benefits	857,645	719,398	936,733	79,088
Part time Wages & Benefits	707,686	788,727	756,878	49,192
Training & Support Wages & Benefits	115,444	26,028	36,566	-78,878
Student Wages & Benefits	19,034	22,384	22,971	3,937
Board Wages & Benefits (Non-council)	4,285	4,733	4,440	155
Staff Mileage	6,000	6,304	6,200	200
Board Mileage & Conferences	3,225	1,642	3,810	585
Staff Training & Development	16,635	12,046	19,715	3,080
Collections Material	319,775	246,294	346,478	26,703
Supplies & Equipment	45,319	39,701	41,222	-4,097
Postage	2,783	2,863	2,500	-283
Buildings Rent & Utilities Paid	191,447	214,573	220,138	28,691
Facilities Costs	136,897	98,984	82,309	-54,588
Furniture	47,000	45,446	81,200	34,200
Computers	64,115	68,995	75,202	11,087
Vehicles	34,500	34,259	46,250	11,750
Promotions	19,275	6,514	87,250	67,975
Programs	10,050	6,117	11,500	1,450
Audit & Legal Fees	3,200	4,664	3,750	550
Special Projects	59,500	81,741	40,900	-18,600
County Support Services	158,354	158,354	159,752	1,398
Transfer To Reserves	0	0	20,000	20,000
Transfer To (From) Surplus	0	162,112	0	0
Total LIBRARY EXPENSES	2,822,169	2,751,877	3,005,764	183,595
Total GENERAL FUND	2,567,543	2,567,543	2,643,733	76,190

Library Services: SDG Library

2022 Accomplishments:

- Branches fully re-opened to public in mid-March → curbside service was provided at all branches until then.
- Resumption of in-person programs and community outreach with ‘Pop Up Library’ appearances at community events and ‘StoryWalks’ at Counties forests.
- “Personality Dimensions” training provided to all staff to strengthen teams -- \$3,780 expense.
- Second year of market-value increase (to \$9.41/sq. ft.) of Branch Rents payments (plan approved by Library Board and Council in 2017).
- 1970 new members in 2022 → up from 828 in 2021.
- Additions to ‘Library of Things’ included radon detector, “memory lab” equipment (cassette to MP3, etc.)
- Purchase of additional Wi-Fi “hotspots” to meet public demand → \$1,650 expense.
- New subscription to Mango Languages database → \$2,150 expense.
- New 2022-2026 Strategic Plan done by Library Board, with facilitation by Laridae Communications → \$34,000 expense.
- Renovation (painting, new carpet furniture purchases, etc.) and installation of self-checkout system at Winchester Branch in Spring, 2022.
- New shelving installed at Crysler Branch in Fall, 2022.
- Elimination of overdue fines for all children’s materials as of March 1.
- Purchase and installation of 63 new (staff and public use) computers and monitors for all branches → approximately \$75,000 of provincial COVID funding used.
- Contracted consultation for Service Delivery Review – September-December → \$30,000 (unbudgeted) expense approved by Library Board.
- Continued advocacy for much-needed expansion for Lancaster Branch.
- Internal promotions for (contract) supervisory positions during ongoing staff shortages → opportunity for professional development for front-line staff
- Completion of OLS’s Advanced Public Library Leadership Institute program (APLL) by C. Servais, (Acting) Systems Support Coordinator → \$1,600 tuition funded by Library; completion of EXCEL Certificate program by S. Piticco.
- Mental health/well-being training provided to staff via CMHA’s “Not Myself Today”.
- Branch cleaning taken over by staff as of July → resulted in approximately \$20,000 reduction in expenses.

2023 Budget Impact:

- \$202,000 overall to be used from Library Surplus to offset specific expenses.
- Print/Copy revenue projections reduced to \$6,500 (from \$7,500), as public opts for scanning to email over print copies.

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- Fees & Fines revenue projections reduced to \$5,000 (from \$7,500 in 2022)
 - \$58,600 budgeted for 1-year contract for Communications & Marketing Coordinator.
 - New 'Computer Replacement Reserves' established for replacement of computers in approximately 5 years → \$20,000.
 - KIA van lease ends in July, to be bought out → \$12,000 expense.
 - New website → BiblioWeb/BiblioEvents @ \$40,000 + \$26,500 implementation fee = \$66,500 expense.
 - \$18,000 budgeted for recruitment of new Director of Library Services.
 - New shelving to be installed at Williamstown Branch → \$35,550 (quoted) expense.
 - New circulation desks planned for Avonmore and South Mountain branches.
 - 'Pop Up Library' (outreach equipment) to be refurbished → \$6,500 projected expense.
 - Collections Material increase of approximately \$27,900, to reflect strategic direction to invest in Library's growing digital collections, while ensuring print collections are not left behind.
 - Branch Rents increase to \$9.75 sq/ft reflects 3.6% increase over 2022; new lease agreements pending.

2023 Budget Options:

- Use additional surplus from 2022 to help offset overall Budget increase of \$76,000
- Budget estimates approved by Stormont, Dundas and Glengarry County Library Board on November 10, 2022



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
HEALTH & SOCIAL SERVICES EXPENSES				
Seniors Support Centres	199,650	199,650	199,650	0
Eastern Ontario Health Unit	1,025,972	999,454	1,052,632	26,660
Land Ambulance	5,962,829	5,962,824	6,508,694	545,865
Social Services	771,252	771,253	699,137	-72,115
Social Housing	1,821,238	1,574,712	1,984,866	163,628
GlenStorDun Lodge	1,009,268	797,431	1,239,530	230,262
Total HEALTH & SOCIAL SERVICES EXPENSE	10,790,209	10,305,324	11,684,509	894,300
Total GENERAL FUND	10,790,209	10,305,324	11,684,509	894,300

Health & Social Services

2022 Accomplishments:

- Seniors Support Centres: SDG County continues to fund six seniors' support centres across SDG. Funding totaling \$199,650 is provided annually to:
 - the North Dundas Seniors' Support Centre,
 - the JW MacIntosh Seniors' Support Centre,
 - the South Stormont Seniors' Support Centre,
 - the North Stormont Seniors' Support Centre,
 - the Glengarry Outreach Seniors' Support Centre.
 - This amount of funding has not changed since 2015.
- Eastern Ontario Health Unit costs for 2022 were reduced due to a reimbursement from the 2021 year-end reconciliation.
- Land Ambulance, Social Services, Social Housing and GlenStorDun Lodge: These public services are administered by the City of Cornwall and are cost shared with SDG County. Representatives from the City of Cornwall will present their 2023 budgets at a future Council meeting.

2023 Budget Impact:

- No change is expected in the funding paid to the Seniors Support Centres in 2023.
- The Eastern Ontario Health Unit's 2023 budget is not yet available. A 2% increase in the 2023 budget has been estimated.
- The City of Cornwall has provided budget amounts for SDG's portion of the shared services. The increase is \$867,640 over 2022.

2023 Budget Options:

- Use of the Tax Rate Stabilization Reserve can be used to offset any increases with the Shared Services.

2023

BUDGET SUBMISSION

OPERATING AND CAPITAL

- ONTARIO WORKS ■
- CHILDREN'S SERVICES ■
- HOUSING SERVICES ■
- GLEN STOR DUN LODGE ■
- CORNWALL SDG PARAMEDIC SERVICES ■
- RESERVES ■

Ontario Works

2023 Budget Submission

The Ontario Works Division provides support to residents of Cornwall and SDG, including the following:

- Income support for qualified residents in temporary need of assistance.
- Employment Assistance Program allows clients to participate in activities such as resume writing and interviewing workshops, job counseling and training, basic education and improving language skills.
- Basic funeral and burial coverage for residents with insufficient estate funds to cover these costs. The *Public Hospitals Act* and *Anatomy Act* also require municipalities to cover these expenses for persons who die in hospital and unclaimed bodies.
- Ontario Works recipients may be eligible for discretionary benefits (dental, vision care, dentures, prosthetics, etc.).

Description

The Ontario Works (OW) Division ensures that qualified residents of Cornwall and SDG receive Ontario Works income and employment assistance. We create opportunities that support individuals to achieve their true potential.

Key Goals

1. Provide income and employment assistance.
2. Maintain program integrity and accountability.
3. Ensure financial responsibility for provincial and municipal tax dollars.

Commentary / Budget Variances

Salaries and Benefits

Increases represent incremental and contractual obligations. The change also reflects a realignment in staffing through the divisions of Human Services.

Purchase of Goods

The decrease in the area is largely due to the full implementation of one-time projects that are not budgeted in 2023.

Services and Rents / Internal Revenue

Two full-time staff were reallocated from general cost of administration to Circles budget (which forms part of the Ontario Works global budget) but appears now as an internal charge through services and rents. Training for the implementation of life stabilization is being funded by the Reserves in 2023.



Financial and Transfers

Client benefit expenditures in the 2023 budget have been kept at the 2021 level. No new funding formula has been announced by the Ministry. In 2023, we plan to install kiosks at our main site for better client service which will be funded from reserves.

Provincial and Federal Grants

Provincial funding is received from the Ministry of Children, Community and Social Services (MCCSS). OW benefits are 100% provincially funded. The cost of administering benefits is shared between MCCSS, the United Counties of SDG (Counties), and the City.

Funding allocations for 2023 continue to be frozen at 2018 levels and consistent with 2021 allocations. A funding formula change is anticipated for 2024, following the implementation of employment service transformation in 2023.

Ontario Works

Operating and Capital Financial Summary

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,111,582	\$2,929,674	\$3,341,274	\$3,578,280	\$237,006	7.09%
Purchase of Goods	\$21,937	\$15,752	\$133,110	\$59,370	(\$73,740)	(55.40%)
Services and Rents	\$730,793	\$713,229	\$1,088,518	\$1,236,968	\$148,450	13.64%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Insurance	\$11,112	\$19,241	\$15,120	\$26,840	\$11,720	77.51%
Corporate Costs	\$660,638	\$501,422	\$636,140	\$646,544	\$10,404	1.64%
Financial and Transfers	<u>\$13,383,470</u>	<u>\$14,322,165</u>	<u>\$19,342,679</u>	<u>\$19,359,100</u>	<u>\$16,421</u>	<u>0.08%</u>
Subtotal	\$17,919,532	\$18,501,483	\$24,556,841	\$24,907,102	\$350,261	1.43%
REVENUE						
Provincial and Federal Grants	\$16,490,124	\$17,257,380	\$22,802,808	\$22,857,037	\$54,229	0.24%
Other Municipalities	\$411,449	\$330,931	\$493,883	\$524,656	\$30,773	6.23%
Fees, Service Charges, & Misc Revenue	\$24,971	\$13,018	\$0	\$0	\$0	0.00%
Internal Revenue	\$32,938	\$46,210	\$12,413	\$254,212	\$241,799	1947.95%
Contribution from Reserves	<u>\$0</u>	<u>\$0</u>	<u>\$95,345</u>	<u>\$47,000</u>	<u>(\$48,345)</u>	<u>(50.71%)</u>
Subtotal	<u>\$16,959,482</u>	<u>\$17,647,539</u>	<u>\$23,404,449</u>	<u>\$23,682,905</u>	<u>\$278,456</u>	<u>1.19%</u>
NET OPERATING COST (TAXATION)	<u>\$960,050</u>	<u>\$853,944</u>	<u>\$1,152,392</u>	<u>\$1,224,197</u>	<u>\$71,805</u>	<u>6.23%</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$960,050</u>	<u>\$853,944</u>	<u>\$1,152,392</u>	<u>\$1,224,197</u>	<u>\$71,805</u>	<u>6.23%</u>

Children's Services

2023 Budget Submission

The Children's Services Division is responsible for all aspects of the local Child Care and Early Years system within Cornwall and SDG, including the planning and oversight of local programs and services.

Manages the Child and Family Support Programs (EarlyON programs) and special needs resourcing.

Maintains service contracts with 12 operators for 34 sites and a licensed Home Child Care Agency for up to 20 sites to ensure sufficient childcare is available in the area.

Monitors and facilitates childcare provider compliance with Ministry of Education funding guidelines.

Determines fee subsidy eligibility for clients, including administration of the Canada-Wide Early Learning and Child Care system (CWELCC).

Distributes special purpose funds for minor renovations, repairs and maintenance, play equipment, capacity building and general operating grants.

A 5-year service plan that supports the goals and objectives of the division.

Description

Ensure families have access to a range of quality Child Care and Early Years programs that are supported by the Children's Services.

Key Goals

1. Increasing access and affordability for all.
2. Quality initiatives to support early years programs and services.
3. Promoting licensed care within our communities.
4. Maintaining community partnerships; sharing the Division's vision for the early years.

Commentary / Budget Variances

Salaries and Benefits

Increases represent incremental and contractual obligations. The change also reflects a realignment in staffing through the divisions of Human Services.

Purchase of Goods

The increase in Purchase of Goods is largely related to the public relations budget for workforce strategy recruitment and retention initiatives.



Services and Rents

Most of the increases in this area are a direct result of the implementation of CWELCC which included a substantial increase to stabilize funding to offset the reduction in childcare fees. In addition, we have realigned the budget to reflect trends more accurately for special needs resourcing and Operator repair/maintenance costs (this is primarily funded by the Ministry).

Financial and Transfers

In 2023, we plan to install kiosks (\$20K) at our main site for better client service which will be funded from general operating funds.

Revenue

The anticipated Ministry funding formula change has been delayed. Currently, we receive funding based on the existing formula which includes a calculation for the new CWELCC funding which accounts for the increase in internal revenue. We also receive funding for Early Learning and Child Care (ELCC) for childcare expansion. In addition, we receive parent fees through our directly operated Home Child Care agency which has increased based on trend.

Effective January 1, 2022, the cap on cost shared administrative funding was reduced from 10% to 5% and Consolidated Municipal Service Managers are required to cost share all administrative funding at a rate of 50/50, however, in 2022 and 2023 the Ministry has provided one-time transitional funding to offset the municipal share.

Children's Services

Operating and Capital Financial Summary

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$1,325,106	\$1,059,402	\$1,266,413	\$1,456,771	\$190,358	15.03%
Purchase of Goods	\$11,961	\$4,085	\$5,600	\$7,470	\$1,870	33.39%
Services and Rents	\$11,280,538	\$8,943,905	\$10,525,992	\$17,637,723	\$7,111,731	67.56%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Insurance	\$16,572	\$18,253	\$16,764	\$18,606	\$1,842	10.99%
Corporate Costs	\$298,770	\$165,067	\$222,993	\$266,166	\$43,173	19.36%
Financial and Transfers	<u>\$13,045</u>	<u>\$10,763</u>	<u>\$24,043</u>	<u>\$37,440</u>	<u>\$13,397</u>	<u>55.72%</u>
Subtotal	\$12,945,992	\$10,201,475	\$12,061,805	\$19,424,176	\$7,362,371	61.04%
REVENUE						
Provincial and Federal Grants	\$10,834,606	\$8,854,056	\$10,410,156	\$17,785,605	\$7,375,449	70.85%
Other Municipalities	\$217,332	\$135,791	\$277,369	\$174,481	(\$102,888)	(37.09%)
Fees, Service Charges, & Misc Revenue	\$713,897	\$688,538	\$565,136	\$730,622	\$165,486	29.28%
Internal Revenue	\$665,864	\$207,762	\$161,952	\$325,784	\$163,832	101.16%
Contribution from Reserves	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$12,431,699</u>	<u>\$9,886,147</u>	<u>\$11,414,613</u>	<u>\$19,016,492</u>	<u>\$7,601,879</u>	<u>66.60%</u>
NET OPERATING COST (TAXATION)	<u>\$514,293</u>	<u>\$315,328</u>	<u>\$647,192</u>	<u>\$407,684</u>	<u>(\$239,508)</u>	<u>(37.01%)</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$514,293</u>	<u>\$315,328</u>	<u>\$647,192</u>	<u>\$407,684</u>	<u>(\$239,508)</u>	<u>(37.01%)</u>

Housing Services

2023 Budget Submission

Housing Services Division is comprised of two core functions: the direct provision of community housing and administration of programs and services related to eviction prevention and supporting individuals and families experiencing homelessness or at risk of becoming homeless.

Following the 2022 merger of CAHC, the City now directly administers 1,231 units of affordable housing to meet the needs of seniors, singles, and families across 22 properties located in Cornwall and the United Counties of SDG. The division is also the designated Service Manager by the MMAH for the City and SDG. As the Service Manager, the division is responsible for the governance of social housing rental units provided by external providers, addressing local priorities to respond to housing needs of the community, and administering provincially mandated programs.

Description	Key Goals
To ensure that individuals with low-to-moderate incomes, seniors, or those with special needs (who can live with supports), have access to a range of quality housing programs that are supported by the Housing Services Division.	<ol style="list-style-type: none">1. To ensure a system of services and supports is in place to help those who are homeless or at risk of being homeless to obtain/maintain/stabilize housing.2. To support and promote efforts that help maintain and preserve suitable existing housing stock in the community.3. To encourage the development of appropriate and affordable new housing.

Commentary / Budget Variances

Salaries and Benefits

Due to operational requirements in community housing, we have planned for an additional 0.4 FTE to bring an existing part-time position to full time to support maintenance requests and work order management, as we add to our community housing portfolio. Other increases represent incremental and contractual obligations.

Purchase of Goods

There is a net decrease in Purchase of Goods. This includes a reduction of \$198K for building maintenance and repair materials and an increase in utilities of \$140K (new build) has been budgeted. In 2022, there was a one-time project (\$50K) for the rebranding of materials and signage.

Services and Rents

Variances are due to: one-time project costs including Housing's portion of backflow prevention project, costs to relocate and set up the Housing Services offices, and creating an online application for housing; hiring a consultant to complete an update of our Housing Revitalization Plan (funded through reserves); hiring a consultant for the creation of a 10-year Development Plan (funded through reserves); realignment of some job codes to meet best practices of the corporation (following the merger of the LHC) (ie from Purchase of Goods to Services and Rents); program delivery: increase for two Housing Stability Coordinators (not in the 2022 budget and funded 100% by the Ministry)

Financing LTD Principal and Interest / Contribution to Reserves

The increase in LTD is for financing the Ninth St. build. The change in Contribution to Reserves is related to future regeneration housing projects. An additional 104 new affordable housing units are being added to our portfolio in 2023. As such, budget increases are included to offset subsidies that these units require in order to make them truly affordable for eligible residents. Housing Services is in year two of a five-year rent supplement review, to keep up with market averages to preserve private landlord agreements and to increase the number of rent supplement units. These 323 rent supplement units are critical to our community. The province increased the cost indices for external housing providers and as per our legislated obligation under the Housing Services Act, our transfers to these provides increased by 6%.

Revenues

Housing Services is primarily funded by rental revenues, municipal subsidies, and Provincial program grants. Variances in revenue are related to changing program funding and fluctuations in rental income. Provincial/Federal Transfers: For Housing Programs, we received 100% Federal/Provincial for the delivery of various programs (HPP, COCHI and OPHI). For affordable/community housing, funding is primarily provided through rental revenues and municipal subsidies, as well as other minor revenue sources and we must provide funding to follow provincially legislated mandates (increases to the indexes, service level standards, etc.). Federal funding is still received for mortgages and to partially offset operating subsidies for Providers who still have outstanding mortgages to pay.

Housing Programs and Services

Operating and Capital Financial Summary

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$937,175	\$3,102,686	\$3,539,821	\$3,704,882	\$165,061	4.66%
Purchase of Goods	\$121,820	\$1,821,634	\$2,624,980	\$2,489,626	(\$135,354)	(5.16%)
Services and Rents	\$6,102,738	\$2,731,988	\$3,388,641	\$4,313,633	\$924,992	27.30%
Financing LTD Principal & Interest	\$0	\$624,387	\$803,856	\$1,174,771	\$370,915	46.14%
Insurance	\$8,144	\$337,944	\$363,715	\$555,435	\$191,720	52.71%
Corporate Costs	\$165,572	\$325,273	\$409,945	\$437,824	\$27,879	6.80%
Financial and Transfers	\$13,960,639	\$10,020,920	\$11,220,958	\$11,220,114	(\$844)	(0.01%)
Contribution to Reserves	\$1,651,112	\$200,425	\$225,096	\$741,110	\$516,014	229.24%
Subtotal	\$22,947,200	\$19,165,257	\$22,577,012	\$24,637,395	\$2,060,383	9.13%
REVENUE						
Provincial and Federal Grants	\$12,354,697	\$6,996,138	\$7,843,455	\$8,058,064	\$214,609	2.74%
Other Municipalities	\$1,650,839	\$1,443,477	\$1,543,806	\$1,743,876	\$200,070	12.96%
Fees, Service Charges, & Misc Revenue	\$2,473,554	\$6,579,299	\$7,234,749	\$7,960,974	\$726,225	10.04%
Internal Revenue	\$794,269	\$214,132	\$232,529	\$764,314	\$531,785	228.70%
Contribution from Reserves	\$100,000	\$8,528	\$510,000	\$119,440	(\$390,560)	(76.58%)
Subtotal	\$17,373,359	\$15,241,574	\$17,364,539	\$18,646,668	\$1,282,129	7.38%
NET OPERATING COST (TAXATION)	\$5,573,841	\$3,923,683	\$5,212,473	\$5,990,727	\$778,254	14.93%
CAPITAL						
Gross Capital	\$0	\$906,445	\$1,174,920	\$1,781,090	\$606,170	51.59%
Capital Funding	\$0	\$0	(\$268,472)	(\$967,420)	(\$698,948)	260.34%
NET CAPITAL COST (TAXATION)	\$0	\$906,445	\$906,448	\$813,670	(\$92,778)	(10.24%)
TOTAL OPERATING AND CAPITAL	\$5,573,841	\$4,830,128	\$6,118,921	\$6,804,397	\$685,476	11.20%

Summary by Activity

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
Housing Programs	\$5,573,841	\$1,421,982	\$1,370,377	\$1,412,257	\$41,880	3.06%
Housing Services	\$0	\$3,408,146	\$4,748,544	\$5,392,140	\$643,596	13.55%
TOTAL OPERATING AND CAPITAL	\$5,573,841	\$4,830,128	\$6,118,921	\$6,804,397	\$685,476	11.20%



2023 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2023

*Please note all figures are in 000s of dollars

DESCRIPTION	2022 GROSS BUDGET	2023 GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			2022 TAX BASE
			GRANTS	SDG	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
HOUSING SERVICES	1,174.92								
Affordable Housing Development - Ninth St.		440.00						440.00	
Building Interiors		385.00		87.97					297.03
120 Augustus Backup Generator		320.00		73.12					246.88
Building Exteriors		145.00		33.13					111.87
Infrastructure		365.43	236.43	29.48					99.52
Grounds		75.66		17.29					58.37
Cornwall Non-Profit Housing Capital Repairs		50.00						50.00	
Housing Services Total	1,174.92	1,781.09	236.43	240.99	-	-	-	490.00	813.67

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			TAX BASE
		GRANTS	SDG	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2022 Council Approved Capital	1,174.92		268.47					906.45
2021 Council Approved Capital	1,039.66		237.56					802.10
2020 Council Approved Capital	1,039.66		237.56					802.10
2019 Council Approved Capital	1,039.66		237.56					802.10
2018 Council Approved Capital	1,039.66		237.56					802.10

Please note that the capital budget dollars for Social Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of social housing to municipalities in 2001. Cornwall Not-for-Profit Housing capital budgets are set by the provincial funding and legislation associated with Non-Profit Social Housing.

Housing Services Division

Project Name: Affordable Housing Development – Ninth St.

Funding: \$440,000 Local Housing Corporation Capital Reserve

The affordable housing development on Ninth St., much like any other large development, inevitably has encountered some variances in development costs during construction.

These variances have largely been as a result of constructing a building of this type and size, as well as ongoing additional costs related to supply chain issues.

To mitigate the potential cost of borrowing, funds of up to \$440,000 would be drawn from the Local Housing Corporation (LHC) Capital Reserve as contingency funding, should it be required.



Housing Services Division

Project Name: Building Interiors

Funding: \$297,030 Tax Base (City)
\$ 87,970 SDG
\$385,000

Apartment Renovations

These renovations include a full re-fresh of the housing units and can include replacement of kitchens, doors, electrical panels, painting, bathroom fixtures and plumbing, and flooring. Work is done to modernize units and repair any excessive damage to units. This expands the lifespan of the units for future use.

540 Adolphus St. Apartment Renovations (\$10,000)

Over the last 14 years the units at 540 Adolphus St. have been renovated as they became vacant. Currently, there are only nine (9) units left to renovate.

24 Augustus St. Apartment Renovations (\$25,000)

This renovation project has been ongoing for ten (10) years, the remaining 29 apartments will be completed as they become vacant.

15 Edward St. Apartment Renovations (\$35,000)

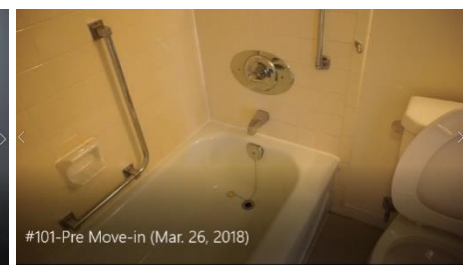
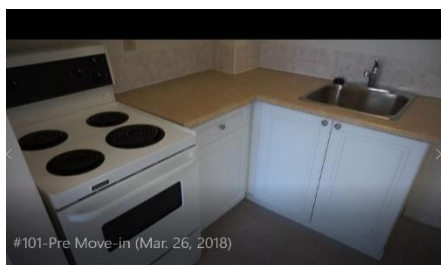
This renovation project has been ongoing for seven (7) years, the remaining 69 apartments will be completed as they become vacant.

Iroquois Kitchen Renovations (\$300,000)

This building is the last of the County sites to have their kitchens replaced with more modern and functional kitchen cabinets. The electrical and plumbing is also being upgraded with more GFI counter receptacles and the addition of a range hood fan.

Various locations (\$15,000)

Replace appliances as required.



Housing Services Division

Project Name: 120 Augustus Backup Generator

Funding: \$246,880 Tax Base (City)
\$ 73,120 SDG
\$320,000

120 Augustus Backup Generator - \$320,000

The existing generator provides backup power to the life safety equipment, elevator, and hallway lighting during times extended power outages. 120 Augustus currently has a natural gas backup generator that is 35 years old and is becoming increasingly difficult to repair. The replacement generator would operate the same equipment but would be powered by diesel and would be relocated to the exterior of the building.



Housing Services Division

Project Name: Building Exteriors

Funding: \$111,870 Tax Base (City)
\$ 33,130 SDG
\$145,000

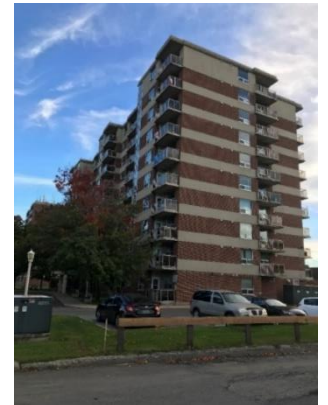
Brick Repairs at 24 Augustus (\$60,000)

The brick veneer on this building has been showing signs of condensation and spalling. Based on a consultants report these cracks and deterioration should be repaired before they become a hazard.



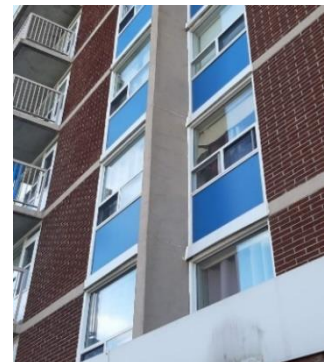
Brick Repairs at 120 Augustus (\$60,000)

The brick veneer on this building has been showing signs of condensation and spalling. Based on a consultants report these cracks and deterioration should be repaired before they become a hazard.



Exterior Stucco Repair at 540 Adolphus (\$25,000)

The stucco column on the northwest side of the building has been prone to water infiltration around some of the balconies. The stucco in that area needs to be removed and the leak identified and repaired. Contractors have tried to find the leak without any success.



Housing Services Division

Project Name: Infrastructure

Funding: \$236,430 Canada-Ontario Community Housing Initiative (COCHI)
\$ 99,520 Tax Base (City)
\$ 29,480 SDG
\$365,430

Glenview Sewer Replacement (\$250,430)

This property is 59 years old and is the largest family community housing property in the City of Cornwall. Due to the age of the property, the storm, sewer, and watermains are failing. The full sewer and wastewater system needs to be replaced or repaired. The entire replacement and repair will be completed in four phases. Phase 1 of the project began in 2022. This project will complete phase 2, which will be funded by the COCHI (\$236,430), SDG (\$3,200), and the City (\$10,800).



Water Heater Replacement at 517 Albert Street, Winchester (\$25,000)

These two water heaters are nearing the end of their life span. They are conventional tanks with low energy efficiency ratings. New high efficiency water heaters will reduce gas consumption by 25-30%.



High-Rise Water Piping Replacement (\$40,000)

The four, 10 storey, high-rise buildings located in Cornwall at 24 Augustus St, 540 Adolphus St, 120 Augustus St, and 15 Edward St, are all close to 50 years old. This project is an ongoing process to replace the deteriorated copper water piping throughout these buildings

Storm Catch Basin Repair at 540 Adolphus St, (\$13,000)

This parking lot continues to flood. This project involves inspecting pipes and removing any blockages or damaged pipes.



Intercom System Consulting and Replacement at 15 Edward (\$37,000)

This project involves the replacement of the existing original intercom system. A consultant would be required to identify what system would work best for that building and what system would be the most trouble free. Currently, we are sending a contractor there weekly to do repairs, as the tenants are all seniors and rely on the intercom to allow entry into the building for deliveries, PSW's, and visitors.

Housing Services Division

Project Name: Grounds

Funding: \$58,370 Tax Base (City)
\$17,290 SDG
\$75,660

113 Lochiel St., Alexandria, Parking Lot Repairs (\$25,000)

This project involves replacing the remaining asphalt that was not replaced when the parking lot was enlarged. The surface has deteriorated considerably and is posing a tripping hazard for the residents of the building.



Outdoor Scooter Garage/Pad - Various Locations (\$50,660)

Currently, there are three (3) sites with areas identified for scooter parking. There has been growing number of tenants using these mobility vehicles. Most of the tenants bring the scooters into their apartment for charging, resulting in damage to hallway carpets, walls, and elevators. The intent is to provide a covered pad with numerous receptacles for charging and a way to lock the scooters.



Housing Services Division

Project Name: Building Interior - Cornwall Non-Profit Housing Capital Repairs

Funding: \$30,000 Reserve

Kitchen Renovations in Townhouses (\$30,000)

This project involves the replacement of all the kitchen cupboards, countertop, sink and tap. Our special projects staff do the installation of the cabinets, and our staff plumber and electrician upgrade the plumbing and electrical. We maintain 170 non-profit townhouses of which only 8% are renovated.

Project Name: Building Exterior - Cornwall Non-Profit Housing Capital Repairs

Funding: \$20,000 Reserves

Walton Thermal Pane Replacement (Windows) Phase II (\$20,000)

The thermal seals in many of the windows have failed, leaving them hard to see through in the winter. This also affects their thermal efficiency. This is phase II of the project. In 2022 through Phase 1, under half were replaced.

Glen Stor Dun Lodge

2023 Budget Submission

The Glen Stor Dun Lodge (GSDL) is a long-term care home which is responsible for 132 beds. A number of departments support the legislative requirements of long-term care home, such as: Nursing Care, Programs and Services, Dietary, and Support Services (Housekeeping, Laundry and Maintenance).

The GSDL also houses an Outreach program that provides Adult Day Away Programs, the Community's Meals on Wheels Program, a Crisis Intervention Service, and a Telephone Assurance Program.

Description

The GSDL's mission is to provide quality care and service to our community through a collaborative, compassionate and innovative approach.

Key Goals

1. Fostering community engagement.
2. Striving towards organizational excellence.
3. Enhancing our commitment to our people.

Commentary / Budget Variances

Salaries and Benefits

The change in Salaries and Benefits is related to incremental and contractual increases. The change also includes a realignment of staff within the Lodge to better reflect services provided.

Purchase of Goods

The increase in Purchase of Goods is related to food provision costs (\$148K).

Services and Rents

The Lodge has returned to providing hot meals through the Meals on Wheels Program and restarted Day Away Programs which has increased transportation costs. We have also increased our funding for recruitment and retention efforts in 2023 and an increase for RN/RPN/ PSW Contracted Services (\$50K 100% funded).



Financing LTD Principal & Interest

Due to supply chain issues, the GSDL has not completed the air supply system upgrade or purchased a backup generator. These capital projects are expected to be completed by the end of 2023. The City will borrow for these projects at that time.

Contribution to Reserves

GSDL has increased the contribution to reserves by \$50K to support ongoing lifecycle capital works for the home.

Revenue

The GSDL receives funding from several sources. Revenues from the Ministry are based on funding envelopes for specific programs as well as formula-based funding centered on resident acuity (Case Mix Index (CMI)). As noted for 2023, the GSDL will be receiving some additional funding for specific programs and to continue to meet the 4 hours of resident care (\$50K). We also expect an increase in funding for resident acuity in 2023.

Internal Revenue

Internal Revenue is a fee the GSDL charges other divisions, such as OutReach, for use of its space within the facility.

Outreach Programs

There is a reduction in Outreach costs as a result of realignment of staffing and expenses to more accurately reflect services provided.

Operating and Capital Financial Summary

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$11,286,523	\$11,037,474	\$13,015,813	\$13,487,627	\$471,814	3.62%
Purchase of Goods	\$1,491,111	\$1,304,177	\$1,493,311	\$1,664,579	\$171,268	11.47%
Services and Rents	\$794,362	\$574,471	\$620,700	\$728,916	\$108,216	17.43%
Financing LTD Principal & Interest	\$0	\$0	\$58,600	\$0	(\$58,600)	(100.00%)
Insurance	\$58,200	\$67,139	\$70,703	\$86,114	\$15,411	21.80%
Corporate Costs	\$619,293	\$453,771	\$558,307	\$630,631	\$72,324	12.95%
Financial and Transfers	\$144,797	\$79,870	\$99,142	\$97,270	(\$1,872)	(1.89%)
Contributio to Reserves	\$18,310	\$268,310	\$268,310	\$318,310	\$50,000	18.64%
Subtotal	\$14,412,596	\$13,785,212	\$16,184,886	\$17,013,447	\$828,561	5.12%
REVENUE						
Provincial and Federal Grants	\$7,502,296	\$8,017,651	\$8,514,282	\$8,576,013	\$61,731	0.73%
Other Municipalities	\$955,397	\$915,540	\$998,768	\$1,172,030	\$173,262	17.35%
Fees, Service Charges, & Misc Revenue	\$3,777,089	\$3,348,118	\$4,156,336	\$4,377,550	\$221,214	5.32%
Internal Revenue	\$32,511	\$22,942	\$0	\$52,651	\$52,651	100.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	\$12,267,293	\$12,304,251	\$13,669,386	\$14,178,244	\$508,858	3.72%
NET OPERATING COST (TAXATION)	\$2,145,303	\$1,480,961	\$2,515,500	\$2,835,203	\$319,703	12.71%
CAPITAL						
Gross Capital	\$98,662	\$24,500	\$375,000	\$482,000	\$107,000	28.53%
Capital Funding (Grants)	\$0	\$0	(\$81,300)	(\$50,000)	\$31,300	(38.50%)
Capital Funding (Reserves)	\$0	\$0	(\$258,700)	(\$207,000)	\$51,700	(19.98%)
Capital Funding (Counties)	\$0	\$0	(\$10,500)	(\$67,500)	(\$57,000)	542.86%
NET CAPITAL COST (TAXATION)	\$98,662	\$24,500	\$24,500	\$157,500	\$133,000	542.86%
TOTAL OPERATING AND CAPITAL	\$2,243,965	\$1,505,461	\$2,540,000	\$2,992,703	\$452,703	17.82%

Summary by Activity

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
Resident Services	\$1,457,730	\$615,061	\$1,566,760	\$2,047,961	\$481,201	30.71%
Maintenance	\$698,999	\$618,697	\$779,881	\$775,862	(\$4,019)	(0.52%)
Outreach Programs	\$87,236	\$271,703	\$193,359	\$168,880	(\$24,479)	(12.66%)
TOTAL OPERATING AND CAPITAL	\$2,243,965	\$1,505,461	\$2,540,000	\$2,992,703	\$452,703	17.82%

2023 CAPITAL SUBMISSION

**CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2023**

*Please note all figures are in 000s of dollars

DESCRIPTION	2022 GROSS BUDGET	2023 GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			2022 TAX BASE
			GRANTS	SDG	Financing	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
GLEN STOR DUN LODGE									
Building Requirements - Internal		180.00		6.00				160.00	14.00
Building Requirements - External	230.0	120.00		36.00					84.00
Kitchen & Laundry Equipment	110.0	97.00	50.00					47.00	
Resident Equipment	35.0	85.00		25.50					59.50
Glen Stor Dun Lodge Total	375.00	482.00	50.00	67.50	-	-	-	207.00	157.50

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			TAX BASE
		GRANTS	SDG	Financing	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2022 Council Approved Capital	375.00	81.30	10.50				258.70	24.50
2021 Council Approved Capital	1,119.00	254.90	64.23	650.00				149.87
2020 Council Approved Capital	431.50		129.45					302.05
2019 Council Approved Capital	399.00		119.70					279.30
2018 Council Approved Capital	576.50		172.95					403.55

Glen Stor Dun Lodge

Project Name: Building Requirements - Internal

Funding: \$ 14,000 Cornwall (Tax Base)
\$ 6,000 SDG
\$160,000 Municipal Buildings Reserve
\$180,000

Bathing and Personal Care Room Modernization – 3rd floor (\$60,000)

The Bathing and Personal Care room hasn't been updated/modernized since the date of construction and an upgrade is required. This project is to provide the necessary upgrades to the spa for the residents of the GSDL. This is year 2 of a 3-year project and will be funded through the Municipal Buildings Reserve.



Modernize Resident Room Light Fixtures – 4th Floor (\$50,000)

There are 3 sconces, 1 ceiling light in the bathroom and 1 T8 fluorescent in each resident room which require updating and to change to LED lights. The sconces are breaking, and we do not have uniform replacements. This is year 1 of a year 3 project and will be funded through the Municipal Buildings Reserve.



Indoor Furniture Replacement – (\$20,000)

The Lodge needs to replace all material furniture with vinyl fabric or plastic materials for Infection Prevention and Control Measures. This includes office chair and, meeting room chairs.



Retrofit/Preventative Plumbing – (\$50,000)

The plumbing at GSDL is compromised due to the age of the building and the corrosion of the copper piping. Funds need to be available to complete repairs which are occurring more frequently. This project will be funded through the Municipal Buildings Reserve.



Glen Stor Dun Lodge

Project Name: Building Requirements - External

Funding: \$ 84,000 Cornwall (Tax Base)
\$ 36,000 SDG
\$120,000

Cement Curbs and Retaining Walls (\$60,000)

The cement curbs have damage due to the environment and winter snow removal. The curbs need to be repaired. The retaining walls around the gardens also have damage due to the environment and their age. Both the curbs and walls need to be repaired to stop further damage. The first stage of this project will be to repair the curbs and then to repair the retaining walls.



North Back Gardens Interlocking Brick (\$50,000)

The interlocking brick in the north gardens are full of weeds and missing silica. The bricks need to be removed, the ground leveled and cleared of all weeds. The bricks then reset and filled with silica to prevent weed growth.



Main Entrance Driveway Center Island (\$10,000)

The Lindens trees on the center island have been assessed. The trees need to be removed as they are dying. Once the trees and stumps are removed, shrubs, annuals, and perennials will be planted. It is important to replace the trees with other plants for the enjoyment of the residents.



Glen Stor Dun Lodge

Project Name: Kitchen & Laundry Equipment

Funding: \$50,000 Infection Prevention and Control (IPAC) funding
\$47,000 Municipal Buildings Reserve
\$97,000

Dining Room Chairs, Tables and Furnishings (\$50,000)

The GSDL needs to replace all material dining room chairs vinyl fabric for Infection Prevention and Control (IPAC) measures. There are three (3) dining rooms at GSDL. The number of dining room chairs to be replaced will be 120. The GSDL has been receiving IPAC funding for these types of replacements. If the GSDL does not receive IPAC funding in 2023, this project will be funded from the Municipal Buildings Reserve.



Replacement Reach-In Swing Door Refrigerator (\$12,000)

The kitchen requires a new reach-in refrigerator for the 2nd floor servery as the current one is reaching its end date and is requiring many repairs to remain operational. This project will be funded from the Municipal Buildings Reserve.



Replacement Reach-In Swing Door Freezer (\$15,000)

The kitchen requires a new reach-in freezer for their main floor stock room. The current freezer is reaching its end of life and is requiring many repairs to remain operational. This project will be funded from the Municipal Buildings Reserve.



Laundry Dryers (\$20,000)

The GSDL has three (3) industrial grade dryers which run 365 days a year, eight (8) hours a day. These dryers were purchased 20+ years ago and require more repairs and preventative maintenance. Replacement parts are becoming more difficult to attain. The replacement dryers will be more energy and time efficient. This project will be funded from the Municipal Buildings Reserve.



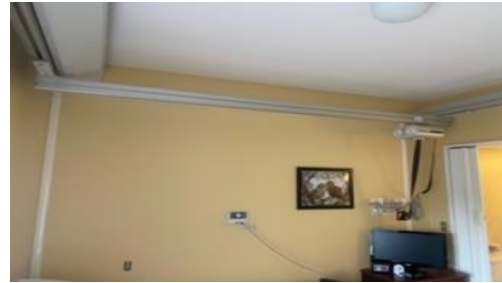
Glen Stor Dun Lodge

Project Name: Resident Equipment

Funding: \$59,500 Cornwall (Tax Base)
\$25,500 SDG
\$85,000

Ceiling Lifts (\$40,000)

As per our lift replacement program, the GSDL has started adding additional ceiling lifts in our resident rooms. Currently, 39 out of the 120 rooms have been set up with this equipment which consists of the made to measure ceiling and wall tracking and motorized lift mechanism. Each room has to be individually measured prior to installation. Due to supply chain challenges, the cost of each lift has increased by approximately 15%. GSDL would like to budget for an additional six (6) lifts in 2023 to meet the changing demands of health care needs of our residents.



Electric Beds (\$35,000)

Like our ceiling lift replacement program initiated in 2017, the GSDL has begun to replace the older model electric beds as replacement parts are becoming obsolete. The GSDL currently has 105 high-low beds throughout the facility. Due to supply chain challenges, the cost of a high-low bed has increased by approximately 40%. As in past years, the GSDL has replaced a minimum of ten (10) beds annually.



Mattresses (\$10,000)

For infection control purposes, stained and worn-down mattresses must be discarded and replaced with new ones. This project will address the replacement of 5 to 10 mattresses in 2022.



2023 TEN YEAR CAPITAL FORECAST

**CAPITAL FORECAST
FOR THE YEARS 2023 - 2032
GLEN-STOR-DUN-LODGE**

DESCRIPTION										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Building Requirements										
Bathing and Personal Care Room Modernization	60.0									
Modernize Resident Room Light Fixtures	50.0	50.0	50.0							
Indoor Furniture Replacement	20.0	50.0		20.0		20.0		20.0		
Retrofit Plumbing	50.0	50.0	50.0	50.0	50.0					
Cement Curbs and Retaining Walls	60.0									
North Back Garden Interlocking Brick	50.0									
Main Entrance Driveway Center Island	10.0									
Outdoor Furniture Replacement		10.0			10.0			10.0		
Cement Walkway Repairs		30.0					30.0			
Spa Room Modernization 4th floor			60.0							
Spa room modernization 2nd floor		60.0								
Awning - Gazebo							20.0			
1 Service Elevator Hydraulic Modernization			130.0							
Lighting 4th Floor										
Lighting 3rd Floor										
Asphalt				100.0		250.0				
Air Conditioning Units- Laundry Retrofit (2 into 1)								50.0		
Total Building Requirements	300.0	250.0	290.0	170.0	60.0	270.0	50.0	80.0	0.0	0.0
Flooring Replacement										
2nd floor repairs					50.0					
3rd floor repairs						50.0				
4th floor repairs							50.0			
Common Areas								50.0		
Total Flooring Replacement	0.0	0.0	0.0	0.0	50.0	50.0	50.0	50.0	0.0	0.0
Kitchen / Laundry Equipment										
Dining Room Chairs, Tables & Furnishings	50.0	20.0			25.0					
Dietary Equipment (Refrigerator, Freezer)	27.0	20.0								
Laundry Dryers	20.0							14.0		
Range, Oven and Open fry pot		25.0					25.0			
Condensers for Main Kitchen Fridge & Freezers							50.0			
Other dietary equipment	0.0	50.0	30.0	45.0	25.0	25.0	25.0	25.0		
Total Kitchen / Laundry Equipment	97.0	115.0	30.0	45.0	50.0	100.0	25.0	39.0	0.0	0.0
Resident Equipment										
Ceiling Lifts	40.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0		
Electric Beds	35.0	35.0	35.0							
Mattresses	10.0	15.0	10.0	15.0	10.0	15.0	10.0	15.0		
Bath Tubs			40.0	40.0	40.0					
Blanket Warmers		10.0								
Bedroom Furniture		20.0	20.0		20.0		20.0			
Beauty Parlor Furnishings					10.0					
Total Resident Equipment	85.0	110.0	135.0	85.0	110.0	45.0	60.0	45.0	0.0	0.0
Total Capital	482.0	475.0	455.0	300.0	270.0	465.0	185.0	214.0	0.0	0.0

Cornwall SDG Paramedic Services

2023 Budget Submission

Includes:

- The provision of Ambulance Services for the area of Cornwall, Stormont, Dundas and Glengarry.

Description

Paramedics are trained to provincial standards to render care to medically ill or injured patients.

The Community Paramedic program utilizes paramedics to respond to people who reside within Cornwall, Stormont, Dundas and Glengarry in an effort to reduce visits to an emergency department for non-emergency care.

The Public Access Defibrillation program is developed to provide an opportunity for the public to administer a lifesaving shock to anyone who suffers a sudden cardiac arrest in a public facility.

Key Goals

1. Meet legislated responsibilities under the Ambulance Act.
2. Build hospital avoidance strategies, such as Community Paramedics, treat and release, and treat and refer initiated with training and project coordination.
3. Implement mental resiliency strategies to reduce injury and absences from work.
4. Recruitment initiatives to attract and retain more paramedic college graduates.
5. Attempt to increase survival rates by promoting early defibrillation through the Public Access Defibrillation Program.

Commentary

Salaries and Benefits

Full time staffing levels will be maintained in 2023. Additional part time paramedic staff is required to fill the vacancies left when full time paramedics are not at work. One additional supervisor is required to adequately develop the increased number of paramedics.

Purchase of Goods / Services and Rents

Inflation, labour shortages, and supply chain disruptions will cause the cost of procurement of goods to be challenging resulting in variances from the previous year. The increase to the budget is related to medication (\$40K), replacement bedding (\$15K), fuel (\$30K), and uniform replacements (\$10K). Orders for ambulances placed in 2023 will not arrive until 2024, which may add to maintenance costs. The training budget was increased by \$35K. Enhancing paramedic education will focus on formal education towards developing mental health strategies; educating paramedics on new legislation which will allow for treat and referral which will coordinate the community paramedic program with 911 response; and improve the educational experience for both paramedic and paramedic student to increase the number of graduates and retain them within the service.

Financing LTD and Interest

The City borrowed for the purchase of ambulances in 2018. The loan matured in 2022. Capital for Paramedic Services is funded through the Land Ambulance Reserve.

Revenues

The anticipated funding increase from the Ministry of Health is set at 4% over 2022 actuals. Approximately 50% of the cost of running paramedic services is funded by the province. The remaining 50% of the costs are shared between the counties of SDG and the City. A cost sharing agreement describes how the costs between the City and the County are apportioned.



Community Paramedics is funded through the Ministry of Long-term Care at 100%.

Cornwall SDG Paramedic Services

Operating and Capital Financial Summary

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$13,084,818	\$12,515,291	\$14,678,982	\$16,055,020	\$1,376,038	9.37%
Purchase of Goods	\$1,009,510	\$927,564	\$1,126,580	\$1,228,820	\$102,240	9.08%
Services and Rents	\$1,192,998	\$977,483	\$1,509,575	\$1,540,813	\$31,238	2.07%
Financing LTD Principal & Interest	\$104,354	\$78,265	\$104,354	\$0	(\$104,354)	(100.00%)
Insurance	\$111,050	\$126,490	\$133,949	\$159,120	\$25,171	18.79%
Corporate Costs	\$510,910	\$404,883	\$503,630	\$552,397	\$48,767	9.68%
Financial and Transfers	\$834,775	\$104,768	\$187,822	\$154,130	(\$33,692)	(17.94%)
Contribution to Reserves	\$649,140	\$745,048	\$812,780	\$902,000	\$89,220	10.98%
Subtotal	\$17,497,555	\$15,879,792	\$19,057,672	\$20,592,300	\$1,534,628	8.05%
REVENUE						
Provincial and Federal Grants	\$8,398,240	\$7,300,179	\$8,796,752	\$9,536,682	\$739,930	8.41%
Other Municipalities	\$5,215,286	\$4,981,797	\$5,962,829	\$6,508,694	\$545,865	9.15%
Fees, Service Charges, & Misc Revenue	\$190,184	\$41,716	\$0	\$0	\$0	0.00%
Internal Revenue	\$233,742	\$42,292	\$114,671	\$87,820	(\$26,851)	(23.42%)
Contribution from Reserves	\$99,457	\$94,079	\$102,632	\$0	(\$102,632)	(100.00%)
Subtotal	\$14,136,909	\$12,460,063	\$14,976,884	\$16,133,196	\$1,156,312	7.72%
NET OPERATING COST (TAXATION)	\$3,360,646	\$3,419,729	\$4,080,788	\$4,459,104	\$378,316	9.27%
CAPITAL						
Gross Capital	\$21,807	\$0	\$1,126,000	\$875,000	(\$251,000)	(22.29%)
Capital Funding (Reserves)	\$0	\$0	(\$1,126,000)	(\$875,000)	\$251,000	(22.29%)
NET CAPITAL COST (TAXATION)	\$21,807	\$0	\$0	\$0	\$0	0.00%
TOTAL OPERATING AND CAPITAL	\$3,382,453	\$3,419,729	\$4,080,788	\$4,459,104	\$378,316	9.27%

Summary by Activity

	2021 Actuals	2022 Actuals Nov (Not Final)	2022 Budget	2023 Submission	\$ Change	% Change
Administration	\$1,270,217	\$1,382,311	\$1,757,401	\$1,901,194	\$143,793	8.18%
Cornwall Base	\$1,972,175	\$1,886,351	\$2,148,877	\$2,366,682	\$217,805	10.14%
County Bases	\$140,061	\$151,065	\$174,510	\$191,228	\$16,718	9.58%
Community Paramedic Program	\$0	\$0	\$0	\$0	\$0	0.00%
TOTAL OPERATING AND CAPITAL	\$3,382,453	\$3,419,727	\$4,080,788	\$4,459,104	\$378,316	9.27%



2023 CAPITAL SUBMISSION

**CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2023**

*Please note all figures are in 000s of dollars

DESCRIPTION	2022 GROSS BUDGET	2023 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2023 TAX BASE
			SDG	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
Cornwall SDG Paramedic Services								
Ambulance Replacement	760.00	345.00					345.00	
CPR Devices		60.00					60.00	
Paramedic Response Unit Replacement	285.00	300.00					300.00	
Defibrillator Retention Bracket Replacement		60.00					60.00	
Public Access Defibrillator Replacement		40.00					40.00	
Helmet Replacement		20.00					20.00	
CADLink, Real Time Data (RTD Project)		50.00					50.00	
Power Cot Replacement	81.00	-						
Cornwall SDG Paramedic Services Total	1,126.00	875.00	-	-	-	-	875.00	-

**COUNCIL APPROVED CAPITAL BUDGETS
FROM PRIOR YEARS**

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2022 Council Approved Capital	1,126.00					1,126.00	
2021 Council Approved Capital	950.00					950.00	
2020 Council Approved Capital	709.50					709.50	
2019 Council Approved Capital	660.00					660.00	
2018 Council Approved Capital	1,052.00		435.00			617.00	

Cornwall SDG Paramedic Services

Project Name: Ambulance Replacement

Funding: \$345,000 Land Ambulance Reserve

Based on historical data regarding major mechanical breakdowns, Cornwall SDG Paramedic Services has been utilizing a 48-month replacement cycle for ambulances as year over year increases in both call volumes and total annual kilometers have risen sharply. For the past 2 years, we have been unable to acquire replacements on schedule with no major breakdowns having occurred, even when we have exceeded 400,000km. We will be returning to a 54-month replacement strategy on the chassis and refurbishing the patient compartment box once (see BOR below) prior to replacing that part of the ambulance.

We have begun our Box-Off Remount (BOR) project in 2022, with one unit receiving this work. In 2023, we will have three (3) PowerLoad equipped ambulances inserted into the BOR project, reducing the replacement costs by a total of \$300,000. This does require up to 6-8 weeks of downtime to facilitate the work. We have initiated a strategy to reduce the impact on service by keeping one decommissioned (older) ambulance serviced and ready to deploy if the need arises.



Cornwall SDG Paramedic Services

Project Name: CPR Devices

Funding: \$60,000 Land Ambulance Reserve

The service has placed five (5) of these units (Zoll – Auto-Pulse) in our Paramedic Response Units for rapid deployment to cardiac arrest calls. CPR devices are proven to provide higher quality chest compressions with a more consistent depth and rate of compression as opposed to the manual option. Cardiac arrest numbers are rising across the country due to an aging population and opioid overdoses. Paramedics are placed at greater risk to perform manual chest compressions during transport to hospital.

These devices have the potential to improve patient outcomes and will provide a safer option when transport to hospital is required during a cardiac arrest response.

Pictured below are the two units being considered.



Stryker – Lucas II



Zoll – Auto-Pulse

Cornwall SDG Paramedic Services

Project Name: Paramedic Response Unit Replacement

Funding: \$300,000 Land Ambulance Reserve

The service had three (3) of these units scheduled for replacement in 2022 but were unable to complete the project as the vehicle manufacturer (GM) cancelled the order due to supply chain issues with major components. The older units are now 10 years old, and we have noted an increase in breakdowns, reducing their reliability.

We will therefore be re-ordering 3 replacements in 2023 and adjusting our 10-year capital strategy accordingly.



Cornwall SDG Paramedic Services

Project Name: Defibrillator Retention Bracket Replacement

Funding: \$60,000 Land Ambulance Reserve

The service deploys 15 transport units, each supplied with a cot and response equipment. Paramedics rely heavily on defibrillators to assist with almost every call scenario. These units are a required piece of equipment that is always front and center. These units weigh about 25lbs and safety regulations require that they are properly secured prior to any vehicular movement.

The service employs brackets and arms that hold these defibrillators within easy reach of the paramedic and the patient, especially during transport. These attachment points are mandated to be crash test rated, to 10G of the weight attached, to ensure safety during any high inertia event (accident). As wear and tear on the arms and brackets occurs over time, these adjunct pieces of transport equipment are in need of replacement in 2023.

The service is considering the two options shown below.



Technimount System



Rowland Emergency System

Cornwall SDG Paramedic Services

Project Name: Public Access Defibrillator Replacement

Funding: \$40,000 Land Ambulance Reserve

The service deploys over 350 Automatic External Defibrillators (AEDs) throughout the region. In the presence of cardiac arrest, early access to high quality Cardio-Pulmonary Resuscitation (CPR) and an AED drastically improves the patients' chances of survival.

As it is impossible to have fully equipped medical personnel at all scenes when the cardiac arrest occurs, survivability relies heavily upon those that are nearby to act, by calling 911, starting CPR, providing early access to an AED, and clearing a path for First Responder entry.

These units require annual maintenance and do have a life expectancy of about 10 years. The service employs a replacement strategy that proactively replaces these units prior to any noted breakdowns to ensure the units work as designed when needed.



Zoll AED, in Wall Mounted Cabinet



Zoll AED, Ready for Use

Cornwall SDG Paramedic Services

Project Name: Helmet Replacement

Funding: \$20,000 Land Ambulance Reserve

Impact rated head protection is required when a paramedic responds to some car/truck accidents, construction sites, scenes involving heavy equipment or with air ambulance support (flying debris).

The current version of such head protection is bulky and made of materials (plastic) that degrade over time, reducing the reliability and effectiveness of the protection and require replacing in 2023

The service will move to a less bulky version made of Kevlar or Carbon Fibre that does not degrade as quickly without jeopardizing the safety performance criteria. Each ambulance is equipped with two (2) helmets.

Pictured below are two of the options being considered.



Pacific R6D



Dräger HPS 3500

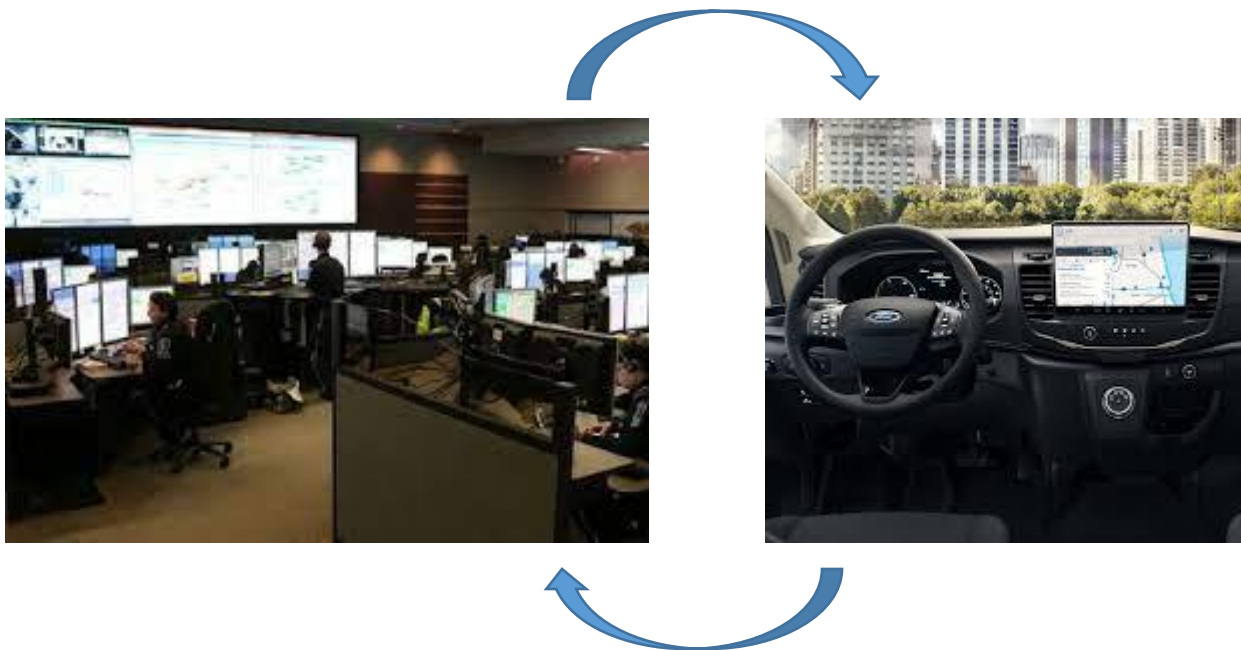
Cornwall SDG Paramedic Services

Project Name: CADLink, Real Time Data (RTD Project)

Funding: \$50,000 Land Ambulance Reserve

The service will be deploying the new CADLink system to allow for the integration of 'real-time data' (RTD) from the ambulance dispatch centre in Ottawa. CADLink is a mobile data terminal and data integration tool that is aimed at providing paramedic services an additional advantage aimed at reducing response times. It instantly provides paramedic crews with call information from the dispatch center, populates the electronic patient care record (ePCR) with all available / accurate data and plots the fastest route to the scene of the emergency.

This will streamline the patient recording process, reducing time on task for the paramedics and data entry issues, as well as providing a bi-directional data link between the dispatch centre and the crews on the road that will allow for additional time saving improvements as they are developed and become available.



2023 TEN YEAR CAPITAL FORECAST

**CAPITAL FORECAST
FOR THE YEARS 2023 - 2032**

CORNWALL SDG PARAMEDIC AND EMERGENCY MANAGEMENT SERVICES

DESCRIPTION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Ambulance Replacement	345.0	345.0	370.0	600.0	600.0	770.0	770.0	880.0	625.0	880.0
CPR Devices	60.0	60.0	20.0	60.0	60.0			20.0	20.0	20.0
ePCR Hardware		70.0			70.0			70.0		
Paramedic Response Unit Replacement	300.0	100.0	200.0		100.0		200.0	300.0		200.0
Defibrillator Retention Bracket Replacement	60.0							60.0		
Public Access Defibrillator Replacement	40.0	156.0		156.0	50.0	50.0		160.0		160.0
Helmet Replacement	20.0									
CADLink, Real Time Data (RTD Project)	50.0									
Defibrillator Replacement				900.0						
Ambulance Utilization Study		80.0								
Power Cot Replacement			30.0	30.0	30.0	90.0	90.0	90.0	30.0	90.0
Total Capital	875.0	811.0	590.0	1,716.0	880.0	820.0	970.0	1,490.0	645.0	1,260.0

2023 SUMMARY OF RESERVES (estimated)
December 31, 2023

RESERVES	Est. Opening Balance	Withdrawals	Additions	Est. Ending Balance
Land Ambulance Reserve	181,221			
Transfer Amortization			902,000	
Ambulance Replacement		-345,000		
CPR Devices		-60,000		
Paramedic Response Unit Replacement		-300,000		
Defibrillator Retention Bracket Replacement		-60,000		
Public Access Defibrillator Replacement		-40,000		
Helmet Replacement		-20,000		
CADLink, Real Time Data (RTD Project)		-50,000		208,221
Local Housing Corporation Operating Reserve Fund	1,984,437			
Interest Earned			11,000	
Interest Paid on CAHC 1st Mortgage			9,700	
Backflow Prevention		-75,000		
Digitize Files Project		-25,700		1,904,437
Local Housing Corporation Capital Reserve Fund	4,394,490			
Budgeted Contribution (LHC)			160,000	
Budgeted Contribution (AHP)			45,330	
Budgeted Contribution (NP)			145,780	
Interest Earned			20,000	
Cornwall Non-Profit Capital		-50,000		
Building Condition Assessment / Asset Mgmt Plan Updates		-200,000		
Affordable Housing Development Ninth St		-440,000		4,075,600
Social Housing - Regeneration Reserve	1,082,078			
Budgeted Contribution			390,000	
Interest Earned			36,640	1,508,718
Social Housing Providers Reserve	2,470,305			
Interest Earned			56,120	
Budgeted Withdrawal		-18,740		2,507,685
Social Housing Capital Reserve Fund	908,463			
Interest Earned			12,000	920,463
Employment Assistance Retained Surplus Reserve	641,357			
Kiosks		-47,000		594,357
Child Care ELCD Reserve	85,768			85,768
Consolidated Homelessness CHPI Reserve	39,927			39,927



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
FINANCE DIVISION REVENUE				
Transfer From Reserves	-15,000	0	-25,000	-10,000
Interest Income	-267,141	-655,945	-1,460,000	-1,192,859
Total FINANCE DIVISION REVENUE	-282,141	-655,945	-1,485,000	-1,202,859
FINANCE DIVISION EXPENSES				
Wages & Benefits	453,000	414,024	497,680	44,680
Training & Development	10,317	4,079	8,025	-2,292
Associations & Memberships	3,415	3,016	3,890	475
Postage & Mailer	18,000	16,630	18,000	0
Office Supplies & Copier	7,250	4,627	4,890	-2,360
Phones & Equipment	3,940	3,333	3,634	-306
Software	134,000	128,585	141,750	7,750
WSIB & Employee Assistance Package	60,306	60,767	67,168	6,862
Liability Insurance	93,520	98,425	106,425	12,905
Audit Fees	11,000	53	16,600	5,600
Legal Fees	1,000	0	1,000	0
Assessment Management	5,000	0	5,000	0
MPAC	1,152,859	1,152,859	1,149,828	-3,031
Asset Management Projects	13,000	11,846	41,765	28,765
Finance Projects	0	0	25,000	25,000
County Support Services	-349,957	-349,957	-368,019	-18,062
Total FINANCE DIVISION EXPENSES	1,616,650	1,548,286	1,722,636	105,986
Total GENERAL FUND	1,334,509	892,341	237,636	-1,096,873

Financial Services: Finance

2022 Accomplishments

- Phase 2 of O. Reg 588/17 Asset Management Plan for core infrastructure assets completed and approved by Council.
- Bamboo HR software enhancements to include onboarding and offboarding capabilities.
- Provided Vadim consulting hours to local municipalities for training or enhancements.
- Staff development and education, new staff training and cross training.
- Updated standard operating procedures for financial service department functions.
- Completed the development and testing of Vadim online timesheets, implementation expected in 2023 for Transportation and Students.
- Participated in the salary compensation review project, collected information from comparators, reviewed results with consultant and CAO. Updated Vadim relating to newly created job classes and salary ranges.
- Participation in Ministry of Finance OMPF Resource Group, SDG Treasurers Group, EOWC Treasurers Group, MMAH Eastern Ontario Treasurers Group, Association of Municipal Clerks & Treasurers, etc.

2023 Budget Impact:

- Interest income for 2023 has been increased by \$1,192,859 due to the bank prime rate increasing by 3.75% in 2022 and an additional 0.25% in January 2023.
- Modernization reserves remaining from 2022 are included to offset the cost of budget software.
- Wages and benefits have increased by \$44,680 due to compensation review and COLA adjustment.
- Training and development costs have been decreased by \$2,292. Staff will continue training and development through municipal resources.
- Membership fees increased by \$475 due to CPA memberships for 2023.
- Postage and Mailing costs are expected to remain consistent. Postage fees are included in the finance budget and are costed to individual departments through the allocation of support costs.
- Liability Insurance and WSIB Insurance are both expected to increase due to the current hard market and existing insurance trends.
- Cost reductions with office supplies, copier, phones and software are due to digital efficiencies being made.
- Audit Fees have increased by \$5,600 due to new quality management standards being implemented by The Auditing and Assurance Standards Board.
- Legal Fees are being maintained at \$1,000.
- MPAC costs decreased by \$3,072 for 2023. Provincial legislation requires

municipalities to use the assessment services of the Municipal Property Assessment Corporation (MPAC). MPAC costs are charged to municipalities in proportion to their assessment values and property counts and SDG County's cost includes all local municipalities.

- Projects include budget software and asset management plan consulting for compliance with the next O. Reg. 588/17 deadline.
- County Support Costs allocations have been updated and result in an increased charge to other departments for corporate liability insurance, postage, and processing accounts payable and payroll.
- The overall decrease to the Financial Services budget is \$1,096,873.

2023 Budget Options:

- Reserves can be removed or used elsewhere.



COUNCIL BUDGET

For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
COURT DIVISION REVENUE				
Gross Fine Revenue	-2,940,000	-2,094,768	-2,750,000	190,000
Fines Collected by Other Courts	-176,400	-86,747	-165,000	11,400
Provincial Surcharge & Dedicated Fines	558,600	395,576	522,500	-36,100
Transfer from Reserves	0	-386,508	0	0
Total COURT DIVISION REVENUE	-2,557,800	-2,172,447	-2,392,500	165,300
COURT DIVISION EXPENSES				
COVID Expenses	0	14,566	0	0
Wages & Benefits	680,997	713,946	862,431	181,434
Prosecution Services	30,000	34,864	35,000	5,000
Training & Development	10,320	3,932	9,232	-1,088
Forms, Supplies & Phones	18,880	16,838	18,005	-875
Notices & Mailing Services	2,550	1,308	1,520	-1,030
Ticket Scanning	7,000	391	3,500	-3,500
Software & Equipment	55,105	38,876	22,285	-32,820
Credit Card Charges	14,400	13,762	14,400	0
County Support Services	127,831	127,831	162,630	34,799
Satellite Court Leases	6,050	5,946	6,210	160
Collection Costs	64,000	56,339	64,000	0
Icon Computer System Charge	29,250	17,275	19,500	-9,750
Provincial Monitoring	25,050	25,044	25,050	0
Interpreters & Translators	22,000	7,267	22,000	0
Escort, Witness, & Reporter Fees	7,000	2,064	7,000	0
Judicial Services	225,000	136,506	205,000	-20,000
City of Cornwall Portion	513,897	236,950	378,070	-135,827
Total COURT DIVISION EXPENSES	1,839,330	1,453,707	1,855,833	16,503
Total GENERAL FUND	-718,470	-718,741	-536,667	181,803

Financial Services: Court Division

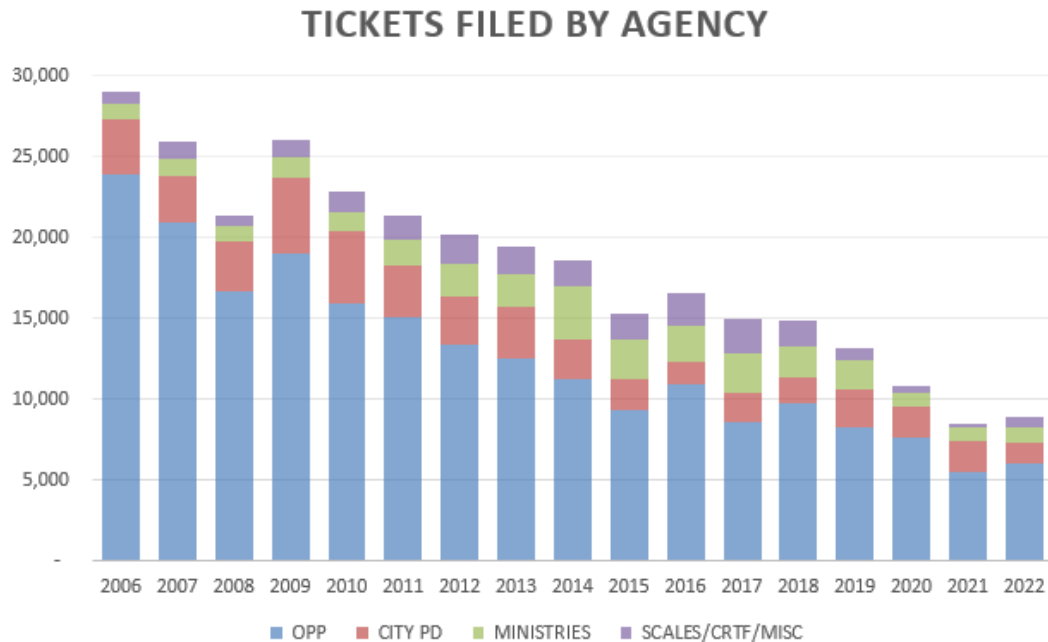
2022 Accomplishments:

- Fail to Respond Dockets (FTR’s) and Applications for Extensions of Time to Pay are being completed by court administration and approved by the Manager of Court Services, a task previously completed by the Judiciary. 2022 resulted in the following extensions and FTR convictions:

Year 2022		
Month	Extensions Granted	Convictions under Sec. 9(1) Fail to Respond (FTR)
January	33	153
February	62	163
March	75	111
April	53	57
May	76	205
June	44	250
July	69	147
August	60	187
September	52	144
October	59	180
November	55	181
December	31	43
	669	1821

- Completed Court Services Representative training in the courtroom – Zoom and clerk monitoring functions.
- Ongoing scheduling of trials and early resolution meetings, via in-person, remote or hybrid.
- Recruitment of a Court Services Coordinator in 2022.
- Purchased and configured of a new POA Server.
- OPP electronic filing of Part 1 tickets.
- Continued to be part of the POA Part III Transitional Planning Working Group to discuss key components of the transfer of Part III prosecutions.
- Participated in Municipal Court Managers Association, Shared Services Joint Liaison Committee, SDG Bylaw Enforcement Group, & SDG POA Panel.

- The charges filed in each year by enforcement agencies are summarized below:



- The Provincial Offences Intermunicipal Service Agreement outlines that a POA Panel must exist and is to have a representative from each of the serviced municipalities; being the six local municipalities, the City of Cornwall and the County. The POA Panel met on December 13, 2022 and a draft 2023 budget was presented.

2023 Budget Impact:

Revenues:

- The volume of charges has declined in recent years and this trend is expected to continue. The 2023 gross fine revenue is decreased by \$190,000 to \$2.75 million due to the reduction in ticket volume, but also considering the backlog of court files being resolved in 2023, and payments of these fines being made.
- POA charges can be paid at any court in Ontario and tickets issued on Highway 401 are often paid at the defendant’s place of residence which is reflected in the Fines Collected by Other Courts. The 2023 budget has been decreased by \$11,400 to \$165,000.
- A mandatory Victim Fine Surcharge is added to every POA fine and remitted to the province after fines are paid to the County. This surcharge is approximately 19% of our gross fine revenue and is estimated to be \$522,500 in 2023.

Expenses:

- The 2023 budgeted cost of Wages & Benefits has increased by \$181,434. This amount includes a Cost of Living Adjustment of 3%, reflects salary changes based on the 2022 salary compensation review, and includes the Court Services Coordinator position created in 2022.
- Many expenses are uncontrollable, including judicial services, interpreters, MAG costs, forms, and credit card costs.
- ICON charges are based on quantity of tickets therefore a decrease in expenses is estimated for 2023.
- Software and equipment costs are decreased by \$32,820 over 2022 due to the purchase of a POA server in the previous year.
- County Support Services reflects an increase of \$34,799 in 2023. These costs include allocations such as office space, payroll, accounts payable, IT services, liability insurance, postage, and cleaning costs. In 2023 there is also an estimated \$20,000 cost for air conditioner repairs and/or replacement.
- Net Revenues are shared with the City of Cornwall in proportion to the population reported in the AMCTO Municipal Directory. The City of Cornwall's portion at 41.7% is estimated to be \$378,070 in 2023.

2023 Budget Options:

- There are limited options for change to the 2023 budget, as the trend of declining revenue due to ticket reductions continue. The cost of administration of court services remains unpredictable due to Judicial and Ministry costs.



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 2022.....2023.....	CHANGE
GENERAL FUND				
IT SERVICES REVENUE				
Recovered Costs	0	-15,145	0	0
Transfer From Reserves	-35,000	-37,753	-90,000	-55,000
Total IT SERVICES REVENUE	-35,000	-52,898	-90,000	-55,000
IT SERVICES EXPENSES				
Wages & Benefits	631,503	530,176	669,585	38,082
Travel, Training & Development	16,500	3,850	16,625	125
Supplies & Equipment	8,500	7,194	8,500	0
Phones & Internet	28,200	26,105	28,830	630
Software	44,350	41,511	47,455	3,105
Cyber Insurance	14,000	16,929	22,000	8,000
Infrastructure Renewal & Projects	50,000	47,939	125,000	75,000
Contracted Services	6,000	2,463	6,000	0
Purchases for Local Municipalities	0	15,819	0	0
County Support Services	-213,179	-213,180	-209,061	4,118
Transfer to Reserves	25,000	75,000	25,000	0
Total IT SERVICES EXPENSES	610,874	553,806	739,934	129,060
Total GENERAL FUND	575,874	500,908	649,934	74,060

IT Services

2022 Accomplishments:

Director of IT

Note - Below is a summary of only the major undertakings of IT Services – day to day or recurring operational activities are not discussed.

IT Infrastructure

- Improved resilience of SDG internal network
- Warden’s house networking
- POA connection to province
- Connected additional remote sites to admin building for local municipalities
- Improvements to network connections to township offices
- Completed VoIP system for South Glengarry
- Library patron PC replacement
- Started work on new backup system
- Security camera systems at various remote sites
- Started work on new more secure server room

IT Systems

- Records management with Corporate Services
- IT service desk system
- Council video streaming for South Glengarry and North Glengarry
- Online timesheets (with Financial Services)
- Online utility billing/tax modules for additional municipality
- Library information system upgrade

2023 Budget Impact:

- Staff: Wages and benefits expenses increase driven by COLA.
- Cyber insurance: Premiums increasing due to cyberattacks becoming more common.
- IT infrastructure and project increase due to a \$50,000 carry over from 2022 and increased need to protect our IT assets.
- New project for 2023:
 - Cybersecurity initiatives
- Continuing projects in 2023:
 - Backup system
 - Records management (with Corporate Services)
 - IT governance, policies, and standards
- Reserves: Continue to contribute to IT Infrastructure reserve

2023 Budget Options:

- Proposed budget reflects the continued effort of building effective and resilient IT



Services to support the priorities of the County and local municipalities.

- Approving proposed budget will enable County IT to enhance cybersecurity for County and local systems.
- Eliminating support for IT standards and policy development would reduce budget by \$25,000 while increasing time required to develop and implement standards and policies.
- Reducing amount allocated for cybersecurity initiatives can reduce budget while becoming less likely to be insurable and increase chance of successful cyber-attack.
- Eliminating contribution to reserve fund would reduce budget by \$25,000.



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
GIS DIVISION REVENUE				
GIS Revenue	0	-4,460	0	0
Transfer From Reserves	-20,000	0	0	20,000
Total GIS DIVISION REVENUE	-20,000	-4,460	0	20,000
GIS DIVISION EXPENSES				
Wages & Benefits	185,259	183,923	193,250	7,991
Training, Travel & Memberships	5,000	148	8,000	3,000
Software, Data & Licenses	81,150	76,224	91,000	9,850
Aerial Mapping	20,000	0	0	-20,000
Transfer to Reserves	0	0	5,000	5,000
Total GIS DIVISION EXPENSES	291,409	260,295	297,250	5,841
Total GENERAL FUND	271,409	255,835	297,250	25,841

Transportation: GIS

2022 Accomplishments:

- Provided ArcOnline/SDG Explorer support and completed many GIS related projects for local municipalities
 - GIS Statistics:
 - 130 active municipal users (users that have logged in over past 30 days)
 - Water / sewer network, zoning and road data is the most accessed GIS information.
 - Total of 38,600 GIS application log-ins over the past 30 days
- Continue to provide critical support for the variety of emergency services that serve the residents of SDG. Support activities include:
 - Fire district and dispatch mapping
 - 911 Map Guide and Street List updates
 - Recreational Trail mapping for emergency services
 - Data preparation for Next Generation (NG) 911
- Provided Asset Management support through the year
 - Data connection between ESRI and Asset management software (Public Service Digest)
 - Updated asset inventory.
 - Created and/or supported the creation of asset maps for SDG and all local municipalities.
 - Created asset collector applications used by various municipalities.
- Working on in-house e-patrolling solution (*Minimum Maintenance Standards* compliance)
- Finalized Official Plan maps and integration of GIS data into Cloudpermit for the Planning Department
- Working on providing data into ESRI community maps
- Maintained parcel mapping, civic address, and road network files to ensure SDG Explorer was current and up to date for SDG and local municipalities.
- Supported public maps for tourism and economic development.

2023 Budget Impact:

- The costs associated with the GIS Division remain largely unchanged when compared to 2022 expenses. Increases in this budget are associated with general wage and software license increases.
- The 2023 budget includes a very modest expense (\$5,000) for updated aerial photography (DRAPE), which will go to a newly created reserve. Staff are proposing to fund this activity through a small annual expense for this activity rather than a larger expense every four to five years.

-
- Staff have included a \$6,000 expense for miscellaneous external support. Depending on the projects and activities GIS is undertaking, staff have needed to engage external technical support to assist with project solutions.

2023 Budget Options:

- Eliminate the DRAPE expense (\$5000): Although this would be a relatively insignificant savings, Council can elect to solely fund the DRAPE acquisition in the year it is obtained rather than putting money aside on an annual basis. Either approach has a marginal impact on overall tax rates.
- Begin to charge for external support (savings vary): As staff continue to prioritize and focus on the projects being delivered, it is evident that a significant amount of the work completed by GIS staff is in support of external clients (local municipalities and other County departments). This support is a service which is equally accessed and appreciated. Staff could investigate the opportunity to change to an 'external cost recovery' similar to the structure of Planning Services. This model would ensure that staff time is appropriately accounted for, which would result in increased revenues within the division, or the ability to spend more time working on internal priorities.



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
OFFICE COMPLEX REVENUE				
Provincial Funding	-100,000	-100,000	-5,000	95,000
Leases Pitt St Building	-11,115	-11,160	0	11,115
Transfer From Reserves	-42,000	-27,843	-310,000	-268,000
Total OFFICE COMPLEX REVENUE	-153,115	-139,003	-315,000	-161,885
OFFICE COMPLEX EXPENSES				
Wages & Benefits	87,864	117,246	92,692	4,828
Pitt St Building Operating	228,550	206,297	254,300	25,750
Pitt St Building Capital	0	0	335,000	335,000
Wardens House Project	135,000	51,110	0	-135,000
County Support Services	-223,300	-223,300	-286,811	-63,511
Transfer to Reserves Pitt St Building	0	50,000	0	0
Total OFFICE COMPLEX EXPENSES	228,114	201,353	395,181	167,067
Total GENERAL FUND	74,999	62,350	80,181	5,182

Transportation: Administration Building

2022 Accomplishments:

- Completed the renovation of the Warden's House (now used as office space for the Forestry and Construction Division of Transportation Services)
- Replacement of Warden's House boiler
- Major repairs to Administration Building boiler
- Upgraded server room (in-progress)
- Replaced AC Unit in server room and installed new unit in Warden's House
- Completed the contract with the temporary cleaner, who supported various pandemic mitigation efforts necessary to reopen the building to the public.
- Preliminary investigation into condition of flat roof membrane (confirmed to be at end of service life)
- Purchase of electric vehicle chargers (installation in 2023)
- Replacement of building alarm panel and associated components

2023 Budget Impact:

- The tenant who was previously renting the commercial kitchen located in the jail has ended their lease, resulting in a loss in rent revenue.
- *Building Operating* expenses includes all costs associated with the general operation of the building (heat, hydro, supplies, snow removal etc). This budget also includes minor building projects which are not considered capital. In 2023 the following minor projects are being proposed:
 - Replacement of the AC Unit in POA (\$20,000)
 - Installation of the electric car chargers (\$20,000)
 - Installation/ replacement of the parking lot light (\$5,000)
 - Installation of a partition wall in Corporate Services (\$20,000)
 - Finishing the cannon base repairs, painting and reinstallation (\$5,250)
 - Improvements to kitchen and lounge area, other misc. improvements (\$8,000)
 - Installation of new flag poles (\$5,000)
- The major capital project proposed in 2023 is the replacement of the flat roofs located overtop of the 1950 Administration Wing, and General Population Jail Area (\$300,000). Staff have also included a \$35,000 budget to complete the internal connection between the Administration Building and Jail, to provide improved access to the staff working out of the Warden's House. \$260,000 of these capital expenses will be offset by the Building Reserve.

2023 Budget Options:

- 1) Defer some of the minor building repairs or internal connection (Variable Savings):**
There are several minor building projects being proposed in 2023. Council can eliminate ones not deemed a priority in order to realize some savings.
- 2) Defer the replacement of the Flat Roof (\$40,000 in savings):** Although the roof is at the end of the service life, Council may choose to defer this work until 2024. Most of this project expense is being funded from the building reserve.
- 3) Decrease the use of the Building Reserve (Variable Increase):** The 2023 budget proposes to use a significant amount of the existing building reserve to help offset the cost of the flat roof replacement. In 2024 and beyond, staff would target replenishing this reserve to a more robust level. Council may determine that it prudent to use more 2023 tax dollars to offset the cost of the flat roof; keeping more funds within the building reserve.



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
FORESTRY DIVISION REVENUE				
Forestry Revenue	-36,500	-17,722	-48,900	-12,400
Federal & Provincial Grants	0	0	-15,000	-15,000
Transfer From Reserves	-50,000	0	0	50,000
Total FORESTRY DIVISION REVENUE	-86,500	-17,722	-63,900	22,600
FORESTRY DIVISION EXPENSES				
Weed Management	9,600	3,697	3,500	-6,100
Forestry Wages, Benefits & Training	0	25,165	109,200	109,200
Forestry Management	33,185	43,968	39,000	5,815
Forestry Property Expenses	25,130	38,556	80,000	54,870
Roadside Forestry	25,000	0	35,000	10,000
Forestry Special Projects	102,500	53,009	60,000	-42,500
Transfer To Forestry Reserves	60,000	40,000	43,000	-17,000
Total FORESTRY DIVISION EXPENSES	255,415	204,396	369,700	114,285
Total GENERAL FUND	168,915	186,673	305,800	136,885

Transportation: Forestry & Noxious Weeds

2022 Accomplishments:

Forestry

- Land Acquisition
 - Finalized property donation for Macaulay Property (Township of South Glengarry)
 - 88- acre tolerant hardwood stand
 - *Ecological Sensitivity Report* completed and accepted by Environment Climate Change Canada (ECCC)
 - Initiated a potential donation/ sale for 2023
- Woodlot Advisory Service program
 - 24 grants issued (\$12,000)
 - 12 site visits completed by South Nation Conservation
- Roadside Tree Planting Program
 - Planted approximately 2,300 Bareroot seedling and 315 potted stock
 - Tending of existing sites completed by SDG and SNC
- Harvest Management
 - Tender issued for compartments SDG 9-10, Warwick Forest, North Stormont (26 hectares).
 - Scheduled for harvesting in 2023-2024
 - Anticipated Revenue: \$43,000
- Property Administration
 - Replacement of culvert - Warwick Forest Conservation Area
 - Installation of gates at Macaulay Lane and Greenfield Forest
 - Investigation into carbon offset credits and potential revenue for the forestry program

Noxious Weed Control

- Mr. Peter Leyenaar retired after many years of service as the County's Weed Inspector. The Weed Inspector role has been incorporated into the Forest Coordinator position.
- Responded to approximately 43 calls regarding noxious weed complaints. Noted that wild parsnip continues to be weed with the most concern.
- Supported local municipalities with a variety of roadside vegetation management and weed control issues.
- Issued several weed orders.

2023 Budget Impact:

Revenue

- Forestry Revenues include both harvest revenue and revenues derived from various forest rental agreements (maple syrup taping at Howard Mitchel Forest and clubhouse rental at Riverside-Whitney).
 - The 2023 Harvest revenue is forecast at \$43,000; however, this is based on a

volume estimate. Harvest operations are often impacted by weather and site conditions. Harvest operations at this site are planned for 2023-2024

- The rental revenues from the maple syrup tapping lease at the Howard Mitchell Forest, and snowmobile clubhouse rental fees from the Riverside-Whitney Forest are consistent with 2022 values.
- Staff have budgeted \$10,000 revenue from the *Tree Canada Funding* to support increased roadside tree planting. If the funding is not received, actual 2023 roadside tree planting expenditures will be reduced by \$10,000.
- The Forestry Division also intends to hire a student, with some of the cost being offset by the *Canada Summer Jobs* program (\$5,000)

Weed Control Expenses

Given that the staffing cost has been incorporated into a full-time position, the staffing expense associated with noxious weed control has been eliminated. General expenses associated with noxious weed inspections are slightly reduced compared to 2022 values (mileage, training, advertising).

Forestry Expenses

- *Wages and Benefits* have increased in 2023 because of hiring a full-time staff person within the Forestry Division. This recent change is giving SDG the ability to proactively manage our forest resources.
- *Forestry Management* expenses are those costs associated with the administration and operational costs related to forest harvesting activities. In 2023, staff will be focusing efforts on mechanical site preparation and invasive species control. Other costs within this category include tree marking and harvest prescription review approvals.
- *Forest Property* expenses are costs associated with maintaining County forest properties. In 2023, these costs have been updated to reflect the fact that SDG is expanding its work and delivering property management activities in-house. This progressive change allows for increased accountability to Council and a more responsive model to address concerns and proactively manage our forests. Property expenses proposed in 2023 include FSC certification fees, removal of a pedestrian bridge in the Warwick Forest (replace with culverts), trail improvements at the Osnabruck Forest, sign installations, entrance/ access improvements and snow removal costs within the Summerstown Forest parking lot. To ensure true cost-accounting, staff have also included equipment 'rental' expenses through Transportation (pick-up and ATV) within this expense category. Accounting for equipment expenses within the Forestry Division is consistent with the model employed through the Department.
- The 2023 *Roadside Forestry* budget includes \$35,000 for the *SDG Roadside Tree Planting Program*. Actual expenditures will be reduced by \$10,000 if the \$10,000 *Tree Canada Funding* is not received.
- 2023 *Forestry Special Projects* include the following:
 - \$20,000 for the Woodlot Advisory Service (in partnership with South Nation Conservation)

- \$25,000 for small projects such as hazard ash removal at Summerstown Forest. It should be noted that staff are investigating ways to generate revenue from this work to offset the cost.
- \$10,000 for ash removal and trail improvements/ resurfacing in partnership with the Ontario Woodlot Association (OWA)
- \$5,000 for the purchase of specialized forestry equipment (pruning saws, pole saws etc.).
- Staff have proposed a \$43,000 budget for the land securement fund (*Forestry Reserves*) to support the acquisition of desirable properties of natural heritage significance. This budget is offset by the expected harvest revenue generated in 2023.

2023 Budget Options:

- 1) Reduce Roadside Forestry Budget or Woodlot Advisory Service Budget (Variable Savings):** Council may consider reducing the value of either / both the Roadside Forestry Budget or Woodlot Advisory Service budget. Savings can vary up to \$55,000. It is noted that both programs support the County’s environmental initiatives and existing County priorities. The Woodlot Advisory Service is valued by residents with forested property and the Roadside Tree Planting program supports the County’s ‘natural snow fence’ initiatives.
- 2) Reduce the “Forestry Small Projects” (up to \$22,500 in savings):** Council can reduce the value of the “Forestry Small Projects” budget, which would result in up to \$22,500 in savings. Although not significant investments, these projects are small initiatives that the staff wish to undertake to improve accessibility and public enjoyment of our properties. If reduced, some of these projects can be phased over several years, with the priority projects based on risk to forest users (e.g., removal of dangerous trees adjacent to trails).
- 3) Increase funding to “Land Securement Reserve” (varies):** The 2023 Land Securement Reserve is intended to provide some financial stability if Council wishes to acquire forested land. With the approval of the *Natural Heritage Study*, Council may want to increase the value put into the land securement reserve to enable the ability to proactively seek out properties that have natural heritage significance to our region.

COUNCIL BUDGET



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
TRANSPORTATION REVENUE				
Student Funding	0	-31,410	-10,000	-10,000
Aggregate Royalties	-105,000	-128,917	-120,000	-15,000
Entrance & Moving Permits	-80,000	-106,435	-95,000	-15,000
Sales & Recovered Costs	-45,000	-13,446	-100,000	-55,000
Recovered from Joint Tenders & Damages	-10,000	-5,008,207	-10,000	0
Salt Sold to Local Municipalities	-140,000	-177,753	-115,000	25,000
Other Funding	-50,000	-384,080	-200,000	-150,000
OCIF Funding	-2,022,994	-2,022,994	-1,846,706	176,288
Gas Tax Funding	-2,072,680	-2,072,680	-2,162,797	-90,117
Reserve used for Equipment	-80,000	0	-250,000	-170,000
Reserve used for Buildings	0	-116,190	0	0
Reserves from Modernization	0	0	-440,000	-440,000
Reserve used for Bridges	-1,450,000	-1,188,704	-346,296	1,103,704
Reserves used for Construction	-598,000	-2,989,755	-2,900,640	-2,302,640
Total TRANSPORTATION REVENUE	-6,653,674	-14,240,571	-8,596,439	-1,942,765
ROAD REPAIR & MAINTENANCE				
Patching & Sweeping	230,000	170,776	232,000	2,000
Shoulder Maintenance	295,000	194,390	285,000	-10,000
Mowing, Brushing & Roadside Mtce	842,000	744,659	866,000	24,000
Culverts, Drainage & Ditching	1,442,000	1,352,957	910,000	-532,000
Painting & Specialty Marking	510,000	485,443	0	-510,000
Signage, Lighting & Railway Crossings	452,000	499,228	483,400	31,400
Guiderail	350,000	294,501	30,000	-320,000
Plowing & Spreading	2,267,000	2,262,250	2,882,000	615,000
Winter Mtce Materials	2,703,500	3,294,441	3,243,000	539,500
Other Winter Maintenance	146,000	145,976	138,000	-8,000
Winter Road Patrol	160,000	124,380	170,000	10,000
Minimum Mtce Standards Patrolling	312,000	228,891	310,000	-2,000
Supervision & Locates	527,500	453,302	545,000	17,500
Total ROAD REPAIR & MAINTENANCE	10,237,000	10,251,194	10,094,400	-142,600
ROAD ASSET MANAGEMENT & RECONSTRUCTION				
Resurfacing	11,200,000	14,681,785	10,992,000	-208,000
Microsurfacing	555,000	506,931	1,000,000	445,000
Cracksealing	211,200	139,890	0	-211,200
Ongoing Activities	169,500	141,104	1,100,000	930,500
Getting Ready	95,000	111,843	355,000	260,000
Road Projects	2,133,462	4,711,002	3,875,000	1,741,538
Bridge Projects	5,121,000	5,255,602	5,556,000	435,000
Transfer to Projects Reserves	0	2,413,915	0	0
Transfer to AC Reserve	0	0	308,000	308,000
Total ROAD ASSET MANAGEMENT & RECONSTR	19,485,162	27,962,070	23,186,000	3,700,838
ROAD EQUIPMENT & HOUSING				
Total Fleet Operating Costs	1,233,000	1,708,911	1,568,850	335,850
In-house Equipment Rental	-1,100,000	-1,022,861	-1,560,000	-460,000
New Equipment & Buildings	715,000	776,462	1,390,000	675,000
Transfer Equipment/Buildings Reserve	345,000	138,446	215,000	-130,000
Total ROAD EQUIPMENT & HOUSING	1,193,000	1,600,958	1,613,850	420,850
ROAD OVERHEAD & ADMINISTRATION				
Administrative Wages	716,000	616,899	756,000	40,000
Garages	299,500	280,739	303,000	3,500
Training, Meeting & Conferences	70,000	63,067	70,000	0



For Period Ending 31-Jan-2023

	BUDGET	ACTUAL	BUDGET	BUDGET
2022..... 20222023.....	CHANGE
GENERAL FUND				
Health & Safety	40,000	42,932	40,000	0
Office & Drafting Supplies	43,000	40,223	51,500	8,500
Phone, Advertising & Communications	38,500	40,014	41,700	3,200
Insurance & Legal	80,000	138,716	95,000	15,000
County Support Services	326,506	326,506	351,940	25,434
Payroll Benefits, Holidays & Vacation	1,118,400	1,182,738	1,260,800	142,400
Payroll Burden Charged to Activities	-950,000	-981,379	-989,000	-39,000
Total ROAD OVERHEAD & ADMINISTRATION	1,781,906	1,750,455	1,980,940	199,034
Total GENERAL FUND	26,043,394	27,324,106	28,278,751	2,235,357

Transportation

2022 Accomplishments:

- Rehabilitated and paved 60 km of roadways, consisting of 42 km necessary to finish the goals set within the previous four-year resurfacing plan, and 18 km of Now-Needs roads, funded through 2021 surpluses and additional provincial funding.
- Completed a new four-year resurfacing plan (2023-2026)
- Undertook camera inspection of various storm sewers across SDG to update asset conditions and prepare for future work.
- Rehabilitated a number of culverts and large diameter pipes with both cured-in-place and spray-in lining technology.
- Replaced a number of cross culvert and entrance pipes.
- Rehabilitated / reconstructed the following bridges:
 - Lakeshore Drive (South Dundas)
 - Hallville Creek Culvert
 - Doran Bay Culvert
 - Black Creek Bridge
 - Hoasic Creek Bridge (replaced with twin concrete box culverts)
 - Ferguson Bridge
 - East Castor River Bridge
- Commenced detailed design on the proposed 2023 bridge projects.
- Successfully led the *One Window Permit Project*, funded through the Ministry of Municipal Affairs and Housing's Modernization Fund.
- Installed the new traffic signal and controller at the intersection of County Road 43 and 34 in Alexandria.
- Completed the finishing work at the Morrisburg Roundabout
- Started detailed design for County Road 22/ Dyer Road
- Started detailed design for County Road 34/ Main St., Alexandria
- Purchased a new snow plow
- Completed a variety of minor improvements at the Patrol Yards
- Commenced the installation of advance fingerboard signs.
- Wrapped up the Regional Waste Management, Roadmap to Collaboration report.
- Invested in digital technology to support *Minimum Maintenance Standards* patrolling and record-keeping.
- Completed the installation of a County-wide 2-way radio system (new tower and units in vehicles)
- Undertook approximately 10 million dollars in road repair and maintenance (mowing, ditching, winter control...)

2023 Budget Impact

Revenue

The 2023 budget has a significant increase in revenue when compared to 2022. Staff have strategically proposed the use of a variety of revenues to assist in addressing the budgetary pressures faced by Council. A summary of the major changes are as follows:

- Staff are rationalizing a number of project reserves that had been carried forward and are now completed (Morrisburg Roundabout, culvert repairs, Chesterville, County Road 5 Drainage etc).
- The County Road 22 reserve is being used to offset some costs incurred in 2023.
- \$250,000 from the equipment reserve will be used to offset 2023 equipment expenses. This value is in accordance with the attached 10-Year Equipment Replacement Plan.
- *General Revenue* projected in 2023 is consistent with 2022 values. Annual Departmental revenue typically consist of permit fees, aggregate royalties, surplus equipment sales, recovered costs and the sale of salt to local municipalities.
- *Municipal Modernization Funding* is being used to offset the purchase of a street sweeper as well as costs associated with the One Window Permit Project.
- Minor funding revenue is anticipated to offset the cost of student wages (\$10,000)
- Gas Tax Funding (\$2.1 million) and Ontario Community Improvement Funding (\$1.8 million) is also included as part of the 2023 Transportation budget.

Road Repair and Maintenance

The 2023 *Road Repair and Maintenance* budget shows a slight decrease when compared to 2022 budget values, although this decrease is associated with the relocation of costs into other budget areas to better align with internal controls and responsibilities. A summary of the budget changes are provided as follows:

- *Patching and Sweeping* has remained relatively unchanged when compared to 2022 budget values.
- *Shoulder Maintenance* has decreased when compared to 2022 budget values. This decrease derives from the fact that the Department will be selling, and not replacing, one of its two graders. The success of the County's paved shoulders has meant that less and less shoulder grading is necessary each year.
- The *Mowing Brushing and Roadside Maintenance* budget has been increased to accommodate the increased need for roadside tree removals due to the emerald ash borer. The roadside mowing budget has also increased to address greater inflationary costs associated with this activity.
- The *Culverts Drainage and Ditching* budget has decreased; however, a major driver of this change is because staff have moved the budget associated with the replacement / lining of culverts to 'construction' to better reflect that it is a capital expenditure

-
- (versus a maintenance/ operational activity).
 - *Painting and Specialty Marking* budget has been moved to the construction budget (ongoing activities).
 - The *Signage Lighting and Railway* budget has increased to reflect higher product costs and accommodate the costs associated with completing the County-wide advance fingerboard sign project that was started in 2022.
 - The Operation's *Guiderail* budget has also been reduced. The installation of new guiderail has been relocated to the Construction budget; whereas minor maintenance remains an operational expense.
 - The *Plowing and Spreading* budget is based on historical trends and contract costs. The 2023 proposed budget reflects the expected efforts necessary to maintain the current level of service being provided by SDG.
 - *Winter Maintenance Materials* has increased to accommodate the continued cost increases associated with this material. Staff continue to experiment with anti-icing technologies and monitor best-practices in order to reduce material use and minimize environmental impact.
 - *Supervision, Patrolling and Other Winter Maintenance Activities* remain relatively unchanged from 2022 budget values.

Road Asset Management and Capital Work

Resurfacing

For the past 11 years, County Council has been following the recommendations of SDG's asset management plan for its roads. This approach continues to pay dividends, as SDG is widely recognized as having an enviable road system when compared to other Counties within Ontario. The budgeted 2023 work represents the first year of the current plan recently approved by Council.

Council should be commended for its consistent, predictable, and reasonable approach to infrastructure management – it does not chase the 'worst first' roads, rather, follows a well-thought-out plan based on accurate road assessments and reasonable budgets. Staff recommend that Council continue with its strategy of completing the essential work identified in the four-year resurfacing plan and using 'extra' funds to pay for those additional projects not identified within the plan.

Since 2016, the County has amended its asphalt specification to ensure the asphalt cement is high-quality when compared to typical specifications. Although the County pays a premium for this asphalt cement, it is evident that the improved quality is mitigating some of the pre-mature cracking that had been commonly occurring on County roads. The result of the County's specification is that the SDG and local municipalities appear to be benefiting from improved lifecycle performance.

Table 1, below, notes this year’s recommended program. Note, staff have budgeted an increased cost for asphalt when compared to 2022 values; however, this market remains very volatile, and Council should be cautioned that SDG may require the use of reserves. A copy of the full four-year resurfacing plan is attached with the budget document.

Also included in the draft budget is \$200,000 in miscellaneous skin-patching. The skin-patch areas are confirmed after the spring thaw and are selected in consultation with operations staff where there are driving surface hazards or spots requiring significant hand-patch efforts.

In addition to resurfacing and skin patching, staff have budgeted \$1,000,000 for microsurfacing (Table 2). Microsurfacing is a very cost-effective pavement preservation activity that, when performed at the right time, helps to extend the life and long-term condition of a road. Depending on a review of the road network following spring thaw, staff may recommend reallocation of some of these microsurfacing funds to offset the cost of cracksealing if that is deemed a priority. Both cracksealing and microsurfacing are very cost-effective pavement preservation activities that, when performed at the right time, help to extend the life and long-term condition of a road.

Table 1: Resurfacing Projects from the 4-Year Plan Included in the 2023 Budget

Road	Location	Length (km)	Estimated Cost
1	From Irena Intersection westerly for 670m	0.67	\$155,000
1	From Haddo Rd. northerly to SDG 18 (east leg)	4.34	\$990,000
1	From SDG 18 east leg to SDG 18 west leg	1.95	\$446,000
3	From SDG 16 northerly to south limit of Inkerman	4.16	\$950,000
18	From Leeds & Grenville boundary easterly to SDG 1	3.05	\$664,000
20	From SDG 43 northerly to south limit of Dominionville	3.82	\$907,000
20	From North limit of Dominionville to 100m south of Kenyon Conc. Rd. 17	2.38	\$515,000
20	From 100m south of Kenyon Conc. Rd. 17 to SDG 22 east leg	0.41	\$94,000
20	From Grant St. northerly to SDG 24	5.14	\$1,094,000
20	From Prescott/Russell Boundary southerly to SDG 24	1.50	\$355,000
22	From SDG 20 easterly to the railroad crossing	3.35	\$794,000
26	From SDG 2 northerly to railroad crossing	0.74	\$172,000
26	From railroad crossing northerly to Concession 2 Rd.	2.43	\$522,000
26	From SDG 26 south leg to SDG 26 north leg	0.66	\$146,000
26	From SDG 26 east/west leg to 720m south of SDG 18	3.88	\$831,000
26	From approx. 720m south of SDG 18 to 120m south of SDG 18	0.60	\$130,000
26	From 120m south of SDG 18 to SDG 18	0.12	\$26,000
36	From SDG 33 to SDG 15	4.34	\$938,000
36	From SDG 33 to SDG 36/18	2.15	\$483,000
	Contingency, Geotech, Contract Admin		\$580,000
	TOTAL	46.7	\$10,792,000

Table 2: Microsurfacing Sites

Road	Location	Length (km)	Estimated Cost
2	From SDG 34 to Duncan St.	0.54	\$24,000
2	From Duncan St. to SDG 26	4.63	\$200,000
2	From SDG 26 to SDG 23	6.04	\$250,000
10	From SDG 34 to Sandfield Rd. (Two lifts)	0.39	\$33,000
10	From Sandfield Road to Alexandria east limit (Two lifts)	0.18	\$8,000
15	From 200m south of Gunn Rd. to SDG 43	0.89	\$38,000
15	From SDG 43 to Fairview Dr.	0.39	\$19,000
15	From Fairview Drive to Railroad Crossing	0.58	\$38,000
34	From Victoria Street to SDG 10	0.19	\$14,000
34	From SDG 10 to SDG 43	0.75	\$46,000
34	From SDG 21 to SDG 24	6.62	\$305,000
	Contingency, Geotech, Contract Admin		\$25,000
	TOTAL	21.2	\$1,000,000

Ongoing Activities

The 2023 “*Ongoing Activities*” has increased as a result of the reallocation of several activities that were previously included in *Road Repair and Maintenance*. Specialty Marking (\$50,000), Centreline Painting (\$550,000) and Guiderail replacement (\$325,000) are large costs that are now located within this budget category.

In 2023, the County will be continuing its’ annual traffic counting program (\$40,000). Regular traffic counting is necessary to ensure roads are accurately classified in accordance with the *Minimum Maintenance Standards*. Note, the County strives to update its traffic counts approximately once every three years (target of one-third of the County per year). This work is generally completed by summer students.

Biennial Bridge inspections will be completed this year (\$65,000). Staff will be working with interested local municipalities to bundle this activity.

Staff have budgeted to continue our storm sewer camera inspections as part of our asset management planning (\$50,000).

Getting Ready

Similar to “*Ongoing Activities*”, the *Getting Ready* budget has increased as a result of the reallocation of the *Culvert Replacement* (\$260,000) expense. The culvert replacement work managed by the Infrastructure Division proactively replaces or rehabilitates culverts which are scheduled to be paved over in near-future years. The *Getting Ready* portion of the budget also includes in-house design costs for various miscellaneous activities as well as unplanned land expenses (\$95,000).

Road Projects

The following major road projects/ initiatives have been included by Transportation in the draft 2023 budget:

- 1) SDG 18 (Black River Road) Embankment Repairs (\$145,000)
The stabilization repairs to the embankment on SDG 18 at Black River Road were designed in 2021; however, since a minor right-of-way widening was needed at the bottom of the embankment and the adjacent Ferguson Bridge was due for rehabilitation (completed in 2022) the actual construction was deferred until 2023. The work will be funded through a project-specific reserve.
- 2) Alexandria - County Road 10 and County Road 34 detailed design (\$270,000)
Staff continue to work towards completing the detailed design in 2023 to finalize the project budget, acquire property (if necessary) and prepare for construction in upcoming years (subject to funding and/or budget approval)
- 3) County Road 22 From Maxville to Highway 138 (\$2,500,000)
As discussed with Council at the January meeting, the County Road 22 project will commence in 2023. The net budget expense associated with this work is \$500,000 (expense minus use of \$2,000,000 in reserves). Actual 2023 costs will depend on how the work is phased by the contractor.
- 4) Traffic Signal Replacement, SDG 34 and 43, Alexandria – final clean up (\$85,000)
Although the work was completed in 2022, there remains several deficiencies and finishing work that needs to be completed as part of this project. The work is funded through reserves.

Special Projects (Roads)

The following special projects have also been included by Transportation in the draft 2023 budget

- 1) Williamstown Storm Sewer Lining (\$350,000)
As a result of CCTV inspections completed in 2022, the storm sewer in Williamstown was identified as deficient and needing rehabilitation. Note, in the four-year resurfacing plan, the road overtop of the sewer is tentatively identified to be resurfaced in 2025 (subject to Council approval); therefore, completing this sewer rehabilitation work in 2023 is both timely and logical.
- 2) County Road 2 / Dead Man's Curve Sightline Improvements (\$300,000)
In October 2022, Council directed staff to include the installation of a retaining wall to improve sightlines on County Road 2 at "Dead Man's Curve" as part of the 2023 budget. This work is proposed in cooperation and in a potential cost-sharing arrangement with the adjacent developer who intends to construct a multi-unit condo on the property immediately west of the curve.
- 3) Municipal Permitting Project (\$200,000)
Because SDG is the lead municipality, the project expenses are being paid by SDG. Note – all expenses are being offset by Provincial Funding.
- 4) SDG 43/ SDG 7 Sun Glare Study (\$5,000)
As directed by Council, SDG will be completing the sun glare study at the intersection of SDG 43/ SDG 7 in Chesterville to determine how much of a contributing factor this may be.
- 5) County Road 2 Dykes Geotechnical Study (\$15,000)
The County is responsible for a number of earthen dykes along County Road 2, created as a result of the flooding of the Seaway. From an asset management perspective, staff are recommending that SDG undertake a geotechnical review of these structures to confirm their current condition and assess if there are any risks/ hazards or future investments needed.
- 6) Morrisburg Drainage Improvements (\$5,000)
Staff are proposing a small budget to address any continued drainage issues in Morrisburg. The need for continued improvements will be confirmed in spring 2023 (during snow melt).

Bridge Projects

Given the number of approvals and associated technical and scheduling challenges which seem to accompany major bridge projects, staff are continuing to advocate that unspent bridge dollars from the previous budget are carried forward to help offset costs for this activity. The following structures have been included in the 2023 budget:

- 1) Cardinal Municipal Drain Culvert Rehabilitation (\$300,000) – SDG 20
- 2) Eastman Creek Culvert Lining (\$200,000) – SDG 42
- 3) Inkerman Bridge Design and Girder Pre-Purchase (\$500,000) – SDG 3
- 4) Martintown Bridge (\$1,800,000) – SDG 18
- 5) South Nation River Bridge (\$2,450,000) – SDG 43
- 6) Bridge Design Work (\$197,000)
 - a. Pitson Creek – shared with Leeds Grenville
 - b. Lunenburg Bridge
 - c. Hess Creek Bridge
 - d. CNR Grade Separation, Morrisburg

Staff have also included an \$82,000 budget to continue to repair bridge (culvert) ends and other miscellaneous minor bridge repairs. Transportation began these types of minor repairs in 2021, and strongly advocate that they should be completed on an annual, ongoing basis. Also included in the 2023 budget is \$27,000 to account for unfinished work from the 2022 bridge program (site clean-up, deficiencies etc).

Transfer to Asphalt Cement (AC) Reserve

Staff are proposing a \$308,000 transfer to the AC reserve. This is proposed as a result of using the AC reserve in 2022 to offset additional paving expenses associated with asphalt cement pricing fluctuations. Having a healthy AC reserve ensures that County Council will maintain the ability to fund its paving program despite market fluctuations. An additional transfer to this reserve will be proposed in 2024 to return it to the previous balance.

Road Equipment and Housing

Yearly equipment purchases are coordinated with the County's long-term equipment replacement schedule. The purpose of this schedule is to stabilize equipment replacements so that *Transportation* has predictable purchases year over year and dispose surplus equipment before it becomes a financial burden. A predictable replacement schedule allows staff to invest in today's repairs based on the expected service life of each vehicle. With a well-planned and executed equipment replacement schedule, staff can keep fleet operating costs relatively stable because the condition and age of the fleet remains the same.

Fleet Operating Costs and In-house Equipment Rental recovery are based on historical costs, trends, and fuel pricing. The County is budgeting approximately \$618,000 in fuel expenses for 2023. *Operating costs* are intended to offset the recovered cost of in-house equipment rentals.

New Equipment

In 2023, the equipment replacement schedule includes the following:

- Purchase of one tandem snowplow (\$320,000). This purchase has already been approved by Council. For interest, staff intend to tender the 2024 snowplow in spring (for delivery in summer 2024).
- Purchase of three half-ton pickup trucks (\$70,000 each).
- Purchase of one three-quarter ton patrol truck (\$60,000)
- Purchase of two one-ton dump chassis (\$70,000 each). Note, the existing dump bodies will be reused on these new chassis.
- Purchase of a street sweeper (\$440,000). Note, this expense is wholly offset through *Municipal Modernization Funding*.
- Purchase of a forestry all-terrain vehicle (\$20,000)
- Purchase of four disc mowers (\$20,000 each)

Housing

The 2023 Housing budget includes the following:

- Tarp replacement at the Winchester Springs Patrol (\$60,000)
- Miscellaneous shop upgrades (\$60,000)

Transfer to Equipment/ Building Reserve

Staff are recommending continuing to budget \$115,000 to a *Roads Building Reserve* as part of a long-term asset management plan for the existing salt storage and garage facilities. Council has prudently approved this transaction in previous budgets. Note, this value is typically \$175,000; however, it has been reduced to account for the expense necessary in 2023 to replace the tarps in Winchester Springs.

In accordance with current/ best practice, staff have included a \$100,000 transfer to the reserve based on the surplus equipment revenue that is forecast in 2023.

Road Overhead and Administration

- *Wages*: The increase in wages reflects cost-of-living adjustments for salaried staff.
- *Garages*: Staff are proposing modest increases to garage operating costs to account for utility expenses.
- *Training, Meeting and Conferences*: No budget increase is proposed for *Training, Meeting and Conferences*
- *Office and Drafting Supplies & Communications*: The *Office and Drafting Supplies and Communications* budget has increased to account for the costs associated with increased advertising, increasing license fees for the products used by the Department. This budget includes general office operating expenses such as the cost to purchase or lease computers, desks, software, printers, miscellaneous supplies, newspaper advertisements, job postings and various client-management subscriptions (e.g., *Municipal 511, Access E11 and Permit Central*).
- The *Insurance and Legal* budget includes allowances for unplanned legal expenses and the cost for insurance. The 2023 increase also includes money to support collective bargaining with CUPE 1715 this spring.
- *Payroll Benefits* budget has been increased to match anticipated expenditures associated with this activity.

2023 Budget Options:

Council has approved policy 2-15 which creates a framework to make use of Departmental surpluses for 'shovel-ready' now-needs roads. Once the surpluses and reserve transactions are finalized, staff will present a comprehensive report with options.

The following budget options are provided for Council's consideration.

1. Undertake further refinements and efficiencies to the four-year resurfacing plan (long-term savings)

Recognizing the continued financial pressures faced by the County, staff have responded to the challenge of finding ways to make best use of tax dollars within the current four-year resurfacing plan. If Council is amenable to a further refinement of the four-year resurfacing plan, as detailed below, it will result in an estimated \$350,000 in savings over four years because it would create more competitive and cost-effective rehabilitation and paving contracts.

The current four-year resurfacing plan has identified roads that should be rehabilitated and/or resurfaced, grouping areas in proximity to each other and balancing the value of the work year over year (targeting approximately 50km per year). Staff have reviewed the proposed four-year plan in greater detail and have noted ways to further reduce mobilization costs associated with moving from site to site. Although mobilization is not a major financial driver within this activity, it does impact costs because of transportation, lost productivity/production and increased housing / meal allowances.

The 'mobilization optimized' plan would still complete all the roads identified in the four-year plan, the difference being that roads are further grouped by 'site'; which ultimately results in nine less mobilizations/ moves over the four years. This approach increases productivity, which will also reduce contractor housing costs. A further benefit is that this approach will create future efficiencies for our preventative maintenance program, as, these contracts will generally follow the same schedule.

The downside to this approach is that SDG would have more variation in the annual work accomplishment. The 2023 program would only complete 39 kilometers because of the roads which are included in the 2023 grouping.

Even with the reduced accomplishment, staff would recommend that Council maintain the current resurfacing budget and put the unallocated funds into a reserve to offset the expense associated with the years that have a greater number of kilometers. Stated another way, a strategic use of reserves would ensure that Council maintains budget stability over its term. A further advantage of this approach is that the potential market volatility associated with the upcoming construction season is dampened with the reduced kilometers. With market stability, Council may further benefit with completing more work when the 'cost-per-kilometer' is more stable and predictable.

Unfortunately, this proposed option does not give Council a ‘tangible’ cost saving, that can be captured in 2023. Rather, this option is giving Council a more strategic approach to paving over the next four years that will keep contractor production continuous and more efficient, positively impact future preventative maintenance work, freeing up staff earlier in the construction season and reducing traffic disruption. All of the above benefits will result in intangible savings that are likely to provide Council with greater options/ opportunities for additional paving towards the end of the term.

2. Remove the Dead Man’s Curve Project (\$300,000 in savings).

Council may choose to remove the Dead Man’s Curve sightline project from the 2023 budget. This approach would not negate Council’s desire to partner in this improvement with the developer, rather if the project proceeds, Council could alternatively commit to using an existing reserve if the work is completed in 2023 and repay the reserve as part of the 2024 budget.

3. Delay Repayment of the Asphalt Cement Reserve (\$308,000 in savings)

Council may wish to delay the repayment of the AC reserve until future years. This approach would generate \$308,000 in savings within the current budget.

4. Defer the Storm Sewer Lining in Williamstown (\$350,00 in savings)

The four-year resurfacing plan currently illustrates the paving in Williamstown to occur in 2025. Accordingly, Council could reasonably defer the lining of the storm sewer until 2024, understanding that there is a minor risk of surface issues as a result of the deteriorated state of this sewer.

5. Defer the Rehabilitation of the Eastman Creek Culvert (\$200,000 in savings)

Of the large diameter culvert work scheduled in 2023, the Eastman Creek Culvert is in the ‘least’ deteriorated state, and, could be deferred by one year provided that staff engage in regular inspections of the condition of this pipe to confirm that it does not significantly deteriorate through the upcoming year.

6. Use of reserves to offset the cost of the Inkerman Bridge Project (up to \$400,000 in savings)

As part of the 2023 budget staff have included costs for completing the design work and moving ahead with the pre-purchase of the bridge girders in order to facilitate scheduling challenges with this bridge rehabilitation in 2024. Council can use existing reserves to offset the pre-purchase of the girders, repaying the use of reserves in 2024 such that the entire rehabilitation expense for this project is realized next year.

7. Reduce the use of Reserves for SDG 22/ Dyer Road

As a result of budget pressures this year, staff are proposing to use reserves to offset the costs of work completed on County Road 22. This approach will put significant budget pressures on the County next year.

8. Budget for the Hollister Pipe Abandonment (\$550,000)

This project consists of slip lining several of the large diameter pipes located on County Road 31 south of the Cass Bridge and abandoning the remaining pipes (fill with grout). Based on the current condition of the existing pipes, they are not at immediate risk of failure; however, this work should be completed soon in order to take advantage of their condition.