

2024 DRAFT BUDGET

26 Pitt Street
Cornwall, Ontario
K6J 3P2
613-932-1515
www.sdgcounties.ca

Table of contents

Introductory notes.....	3
Charts.....	7
Department breakdowns.....	11
Budget summary.....	13
Council budget.....	15
Corporate Services.....	18
Ontario Provincial Police.....	24
Planning Services.....	28
Economic development.....	31
Tourism.....	34
Library Services.....	37
Health and Social Services.....	39
Financial Services.....	41
Court Services.....	44
IT Services.....	48
GIS Services.....	51
SDG Counties Administration Building.....	54
Forestry Services.....	56
Transportation Services.....	61

2024 SDG Counties budget introduction notes

The following draft budget outlines proposed SDG Counties' 2024 activities. We remain in a strong financial position, which will allow council several budgetary and project options.

Draft 2024 budget bottom lines:

- 5.49% increase in SDG Counties property tax rates.
- SDG Counties taxes for an average home valued at \$220,459 will increase \$73.87.
- 2024 County taxation totals \$58,784,911; an increase of \$3,644,840.
- 1% change in the tax levy = \$557,000.

This increase in total tax dollars is summarized as follows:

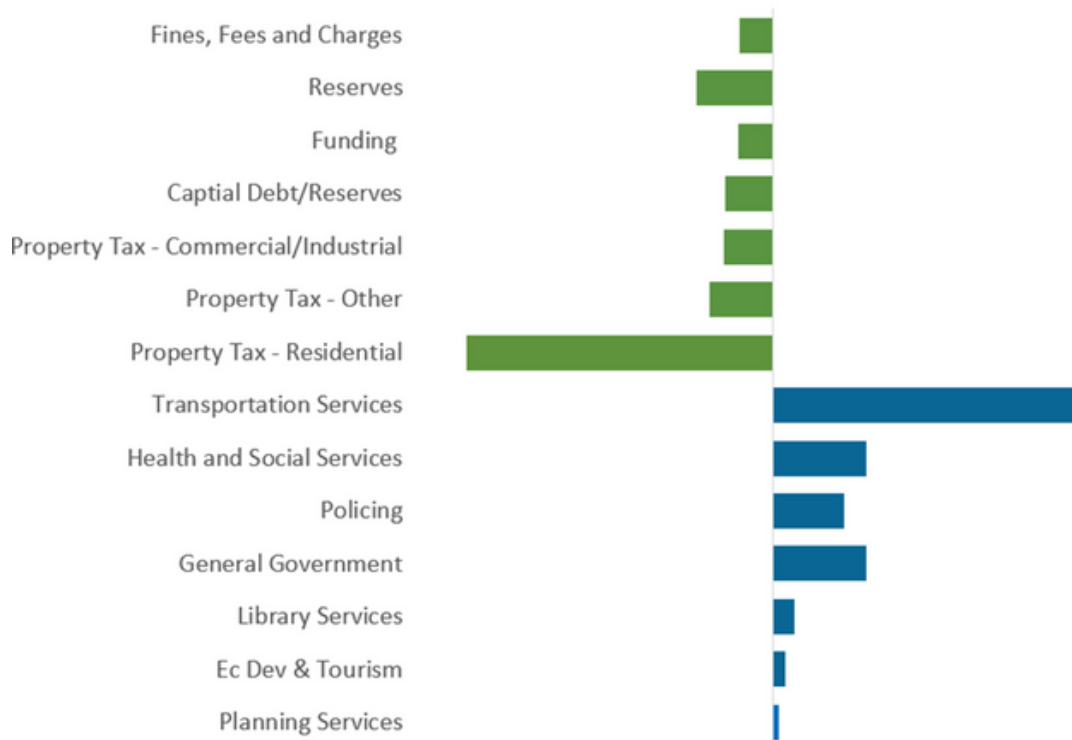
2024 Summary of Departmental Changes

Health & Social Services	\$	1,681,564
Transportation Services		701,016
Planning Services		167,622
Police Services		208,738
OMPF Funding Reduction		89,130
Economic Development/Tourism		146,661
Library Services		132,135
IT Services		97,921
Court Division		192,037
Council & Committees		(65,259)
Corporate Services		169,620
Office Complex		29,562
Finance Division		94,093
Net Change in Taxation	\$	3,644,840

2024 budget at a glance

The 2024 budget includes total gross expenditures of \$86 million. Under the Municipal Act, 2001, SDG Counties is required to prepare a balanced budget where revenues equal expenses.

Consistent with most municipalities, SDG Counties' main source of revenue is property tax. As funding declines, property taxes increase to support services. Taxation currently accounts for 69% of our total budgeted revenue.



Shared services 2023 values

Actual 2023 values reported in this document are not final amounts and will be reconciled during the year-end process. Costs of Social Services, Social Housing, Paramedic Services, and GlenStorDun Lodge are invoiced to SDG Counties based on the City of Cornwall's approved budget. The Tax Rate Stabilization Reserve has been established to accommodate any potential budget overruns that may occur with shared services.

SDG Counties support services

Amounts under SDG Counties Support Services are included in each department and reflect internal charges for costs/time incurred as departments provide services to other 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 Counties continues to allocate some support costs to accurately record the full cost of all 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 Counties.

Federal/provincial funding

Reduced funding from other levels of government increases the pressure on taxation to support SDG Counties services. OMPF transitional funding for 2024 is \$505,070 and in 2023 was \$594,200, a reduction of 15% or \$89,130.

In June 2021 the Federal Gas Tax Fund was renamed the Canada Community-Building Fund (CCBF). This funding is a permanent source of revenue 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 received \$2,163,000 and has budgeted the same for 2024.

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 received \$1,847,000 in 2023.

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 2024 will continue to be based on the fully phased-in January 1, 2016 current values unless there have been changes to your property.

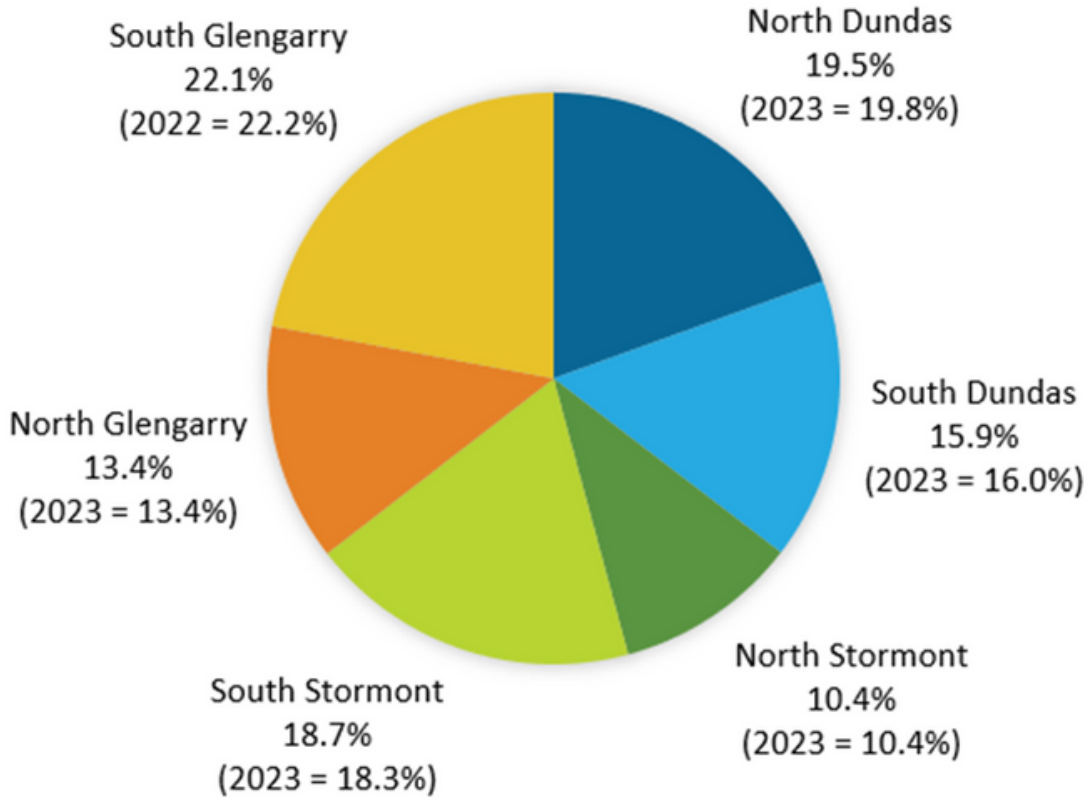
MPAC continues to review properties during non-Assessment Update years as new homes are built, owners renovate, structures are demolished, and properties change use. MPAC has a board of directors that provides governance and oversight. It consists of 13 members: seven municipal representatives, four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

Current budget snapshot

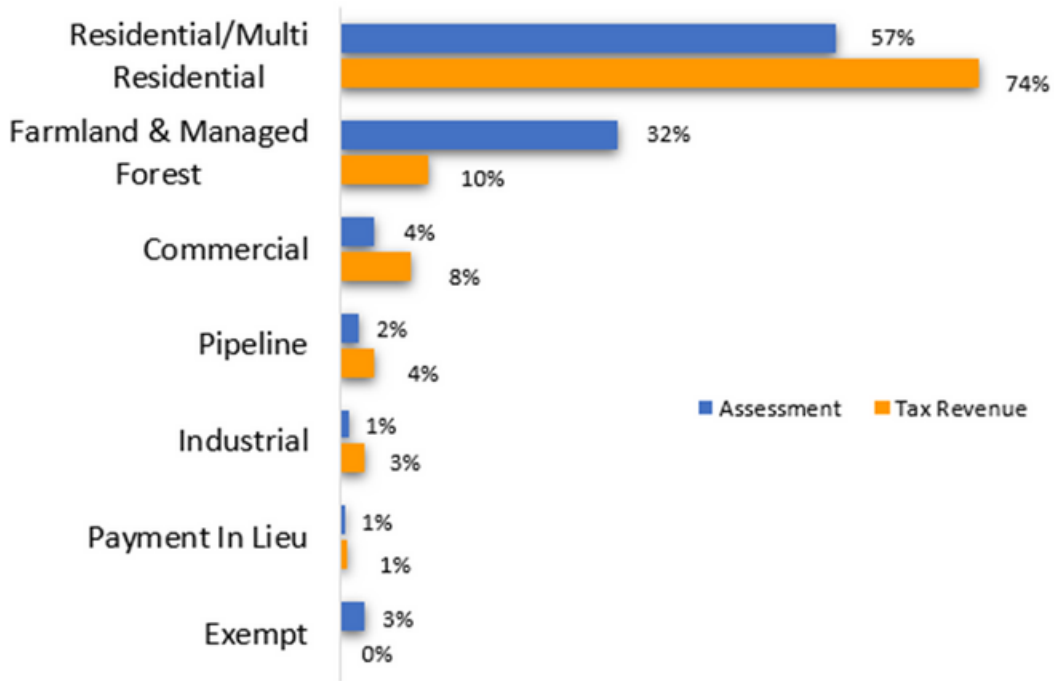
	2023	2024	Change \$	Change %
County Total Tax Dollars	\$ 55,140,071	\$ 58,784,911	\$ 3,644,840	6.61%
Total Weighted Assessment	\$ 9,028,151,365	\$ 9,124,364,971	\$ 96,213,607	1.07%
Residential Tax Rate	0.006108	0.006443	0.0003351	5.49%
<hr/>				
*Average Residential Assessment 2020	\$ 220,459	\$ 220,459	\$ -	0.00%
County Taxes	\$ 1,346	\$ 1,420	\$ 73.87	5.49%

*Based on 2020 Assessments due to no phase-in since 2020

Proportion of taxable assessment 2024

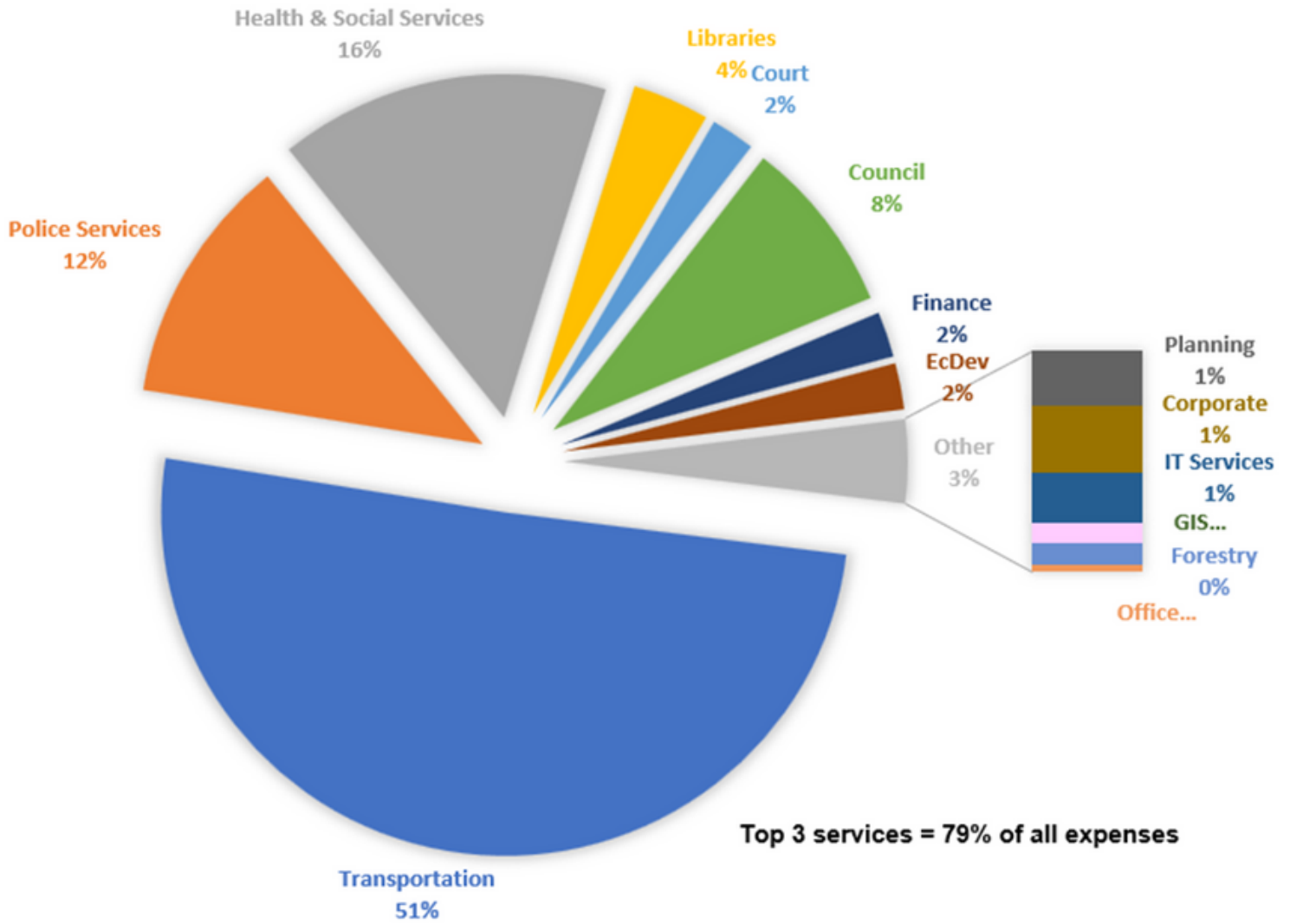


Assessment and tax revenue by property class 2024

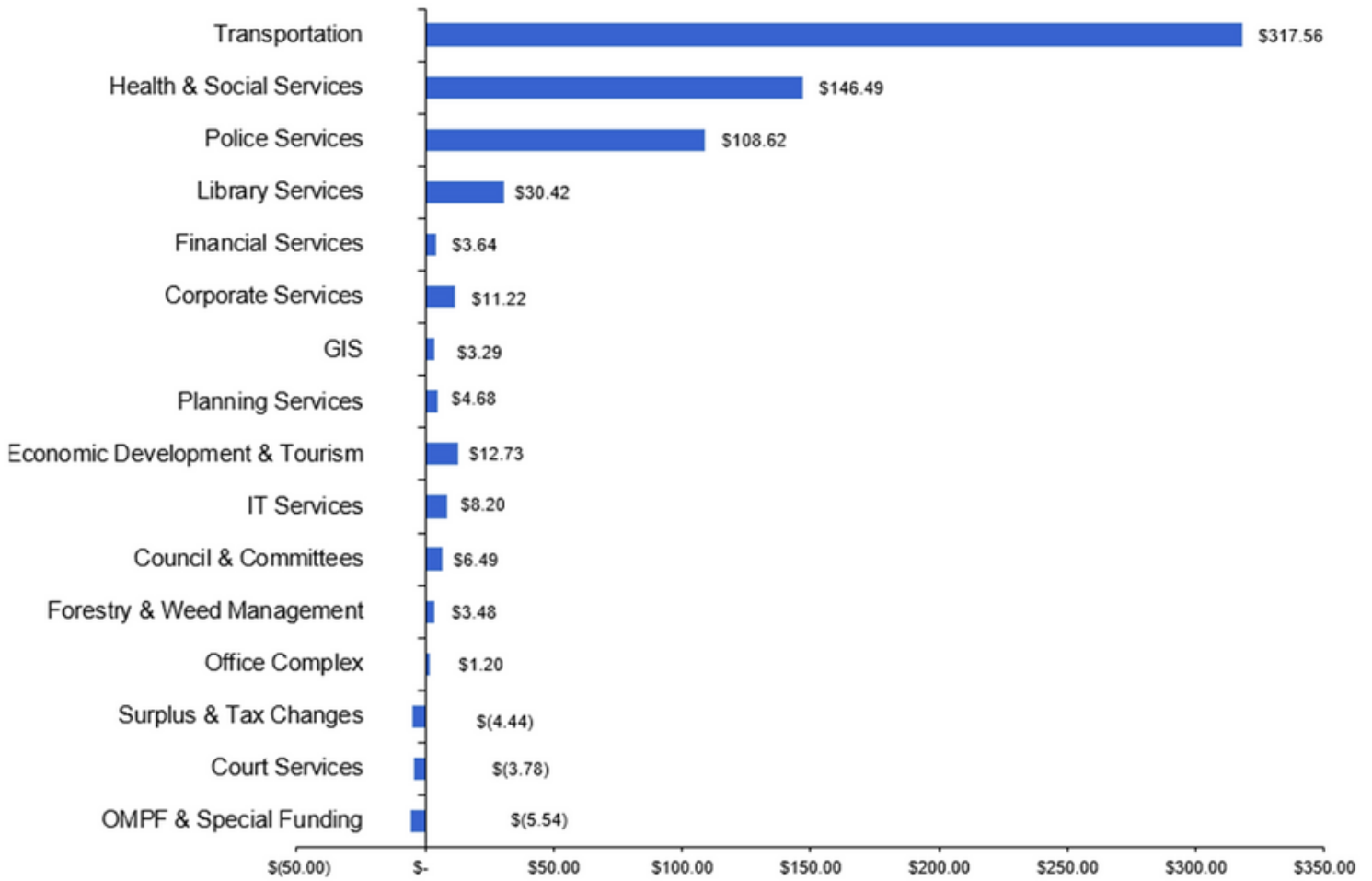


74% of the Total Tax Revenue is Raised From the Residential Property Class

2024 budget distribution of expenses



2024 SDG Counties taxes: \$644 per \$100,000 residential assessment



Expense (Revenue)
 Total \$644 (\$611 in 2023)
 Top 3 services = 89% of the County portion of each tax bill

Breakdown: Where are tax dollars spent in SDG Counties?

*41 per cent of every SDG Counties' dollar spent is delivered by an external agency.

Services Delivered by External Agencies	Net Cost
Police Services	\$ 9,910,989
Paramedic Services	\$ 7,283,447
Social Housing	\$ 2,352,604
Municipal Property Assessment Corp	\$ 1,172,830
Public Health Unit	\$ 1,243,440
Home for the Aged	\$ 1,555,004
Social Services	\$ 731,928
Total Services Delivered by External Agencies	\$ 24,250,242
Services Delivered by SDG Counties	
Transportation Services	\$ 28,975,047
Library Services	\$ 2,775,868
Corporate Services	\$ 1,023,769
Economic Development & Tourism	\$ 1,161,510
IT Services	\$ 747,855
Council & Committees	\$ 592,622
Planning Services	\$ 426,636
GIS	\$ 300,100
Seniors Outreach Centres	\$ 199,650
Financial Services	\$ (841,101)
Forestry and Weed Management	\$ 317,670
Office Complex	\$ 109,743
Surplus & Tax Changes	\$ (405,000)
OMPF Funding	\$ (505,070)
Court Services	\$ (344,630)
Total Services Delivered by SDG Counties	\$ 34,534,669
Total County Taxes	\$ 58,784,911

Departmental breakdowns

SDG Counties directors have prepared departmental budgets which include reports describing:

- Key 2023 accomplishments/activities
- 2024 budget impact factors
- 2024 budget options for consideration

Councillors with specific document questions or data research requirements are invited to contact the CAO or any department director.

Phone: 613-932-1515

- Maureen Adams, ext. 1202, madams@sdgcounties.ca
- Kimberley Casselman, ext. 1203, kcasselman@sdgcounties.ca
- Rebecca Luck, ext. 1211, rruck@sdglibrary.ca
- Ben de Haan, ext. 1262, bdehaan@sdgcounties.ca
- Rebecca Russell, ext. 1252, rrussell@sdgcounties.ca
- Peter Young, ext. 1266, pyoung@sdgcounties.ca
- Mike St. Onge, ext. 1201, mstonge@sdgcounties.ca

Reserve and surplus balances

	2022	Estimated 2023	Budget 2024	Purpose:
Stabilization Reserves:				
Tax Rate Stabilization	\$ 1,565,793	\$ 1,565,793	\$ 1,565,793	Used to offset costs of shared services known following budget approval
Working Reserve	7,056,370	7,056,370	7,056,370	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	1,312,495	1,159,855	1,159,855	Used to minimize cost fluctuations at tender award of paving activities.
Road Winter Maintenance Stabilization	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:				
Council Donations	30,000	30,000	30,000	Council discretion
PSB Alarm Registrations	56,322	56,322	66,888	OPP Alarm registrations over three year registration period.
Library Services	63,741	81,322	81,322	Library furniture, mobile services, equipment
Service Delivery Reserve	650,156	99,123	-	Used for Efficiency and Modernization Projects
Regional Incentive Program	537,736	543,486	68,155	Ongoing regional incentive project / Date My County
Tourism	55,750	50,000	12,750	Tourism Capital
Forestry	37,945	9,292	43,292	For future forest purchases.
IT Projects	108,424	133,424	158,424	Reserve for Server Replacement and IT Projects
Planning/GIS Reserve	206,600	35,000	-	Ongoing planning projects
Legal Reserve	10,000	10,000	10,000	To offset legal costs.
Police Reserve VSG	407	-	-	Victim Services Grant
Buildings and Equipment Reserves:				
26 Pitt Building	611,634	355,158	355,158	Used to minimize cost fluctuations in maintaining main Office Complex.
Salt Domes	800,000	915,000	915,000	Used to finance salt domes replacement at end of life
Road Equipment	570,241	420,241	490,241	Used to minimize cost fluctuations for equipment/fleet purchases.
Capital Projects Reserves:				
Bridges	2,396,202	2,049,906	1,099,906	For current bridge projects and future bridge replacements
Road Projects	6,085,205	5,523,997	2,980,997	For current and future roads projects
Capital Reserve / LTC Reserve	6,500,000	6,500,000	-	Long Term Care Commitment - Maxville Manor \$2.5M, Dundas Manor \$4 M
Total Reserves	\$ 29,670,022	\$ 27,609,289	\$ 17,109,151	

Surplus Balances	2022	Estimated 2023	Budget 2024
Accumulated Library Surplus	594,189	392,189	215,989
Accumulated Policing Surplus	217,653	97,653	33,948
Total Surplus	\$ 811,842	\$ 489,842	\$ 249,937

Summary

**United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET**



GL5410 Page : 1
Date : Nov 28, 2023 Time : 8:04 am

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
 2023 2023 2024	CHANGE
GENERAL FUND				
REVENUE SUMMARY				
Taxation	-55,140,071	-55,357,049	-58,784,911	-3,644,840
Surplus & Tax Changes	-405,000	-101,330	-405,000	0
Corporate Funding	-594,200	-594,200	-505,070	89,130
Council & Committees	-80,000	0	-8,500,000	-8,420,000
Corporate Services	-40,000	-40,000	0	40,000
Economic Development	-540,190	-304	-512,081	28,109
Tourism	-148,140	-97,762	-203,000	-54,860
Office Complex	-315,000	-256,924	0	315,000
Police Services	-199,933	-188,456	-169,000	30,933
Library Services	-362,031	-35,643	-333,011	29,020
Finance Services	-1,485,000	-1,439,009	-1,510,900	-25,900
Court Services	-2,392,500	-1,629,419	-2,125,000	267,500
IT Services	-90,000	-86,238	-2,400	87,600
Planning Division	-700,334	-518,576	-425,000	275,334
GIS Division	0	0	-5,000	-5,000
Forestry	-63,900	-39,619	-20,330	43,570
Transportation Services	-8,596,439	-6,423,175	-14,527,503	-5,931,064
Total REVENUE SUMMARY	-71,152,738	-66,807,705	-66,028,206	-14,875,468
EXPENSES SUMMARY				
Council & Committees	737,881	489,407	7,092,622	6,354,741
Corporate Services	894,149	760,734	1,023,769	129,620
Economic Development	1,097,315	462,820	1,150,041	52,726
Tourism	605,864	458,101	726,550	120,686
Office Complex	395,181	298,191	109,743	-285,438
Police Services	9,902,184	9,165,434	10,079,989	177,805
Library Services	3,005,764	2,574,174	3,108,879	103,115
Health & Social Services	11,684,509	9,998,869	13,366,073	1,681,564
Finance Services	1,722,636	1,564,144	1,842,629	119,993
Court Services	1,855,833	1,445,010	1,780,370	-75,463
IT Services	739,934	579,192	750,255	10,321
Planning Services	959,348	714,704	851,636	-107,712
Forestry	379,700	274,369	338,000	-41,700
GIS Services	297,250	227,417	305,100	7,850
Transportation Services	36,875,190	30,962,808	43,502,550	6,627,360
Total EXPENSES SUMMARY	71,152,738	59,975,373	66,028,206	14,875,468
Total GENERAL FUND	0	-6,832,331	0	0

Taxation and surplus

**United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET**



GL5410

Date : Nov 22, 2023

Page : 1

Time : 2:11 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
TAXATION REVENUE				
Tax Requirements	-55,140,071	-55,357,049	-58,784,911	-3,644,840
Total TAXATION REVENUE	-55,140,071	-55,357,049	-58,784,911	-3,644,840
SURPLUS & TAX CHANGES				
Payment in Lieu of Taxation	-330,000	-101,330	-330,000	0
Supplemental Taxation	-550,000	0	-550,000	0
Tax Reductions	475,000	0	475,000	0
Total SURPLUS & TAX CHANGES	-405,000	-101,330	-405,000	0
CORPORATE ITEMS				
OMPF Provincial Funding	-594,200	-594,200	-505,070	89,130
Total CORPORATE ITEMS	-594,200	-594,200	-505,070	89,130
Total GENERAL FUND	-58,139,271	-58,052,579	-59,694,981	-3,555,710

Council budget

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 27, 2023

Page : 1

Time : 11:24 am

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
COUNCIL & COMMITTEES REVENUE				
Council Costs Recovered	0	-80,133	0	0
Transfer From Reserves	-80,000	0	-6,500,000	-6,420,000
Total COUNCIL & COMMITTEES REVENUE	-80,000	-80,133	-6,500,000	-6,420,000
COUNCIL & COMMITTEES EXPENSES				
Council Wages & Benefits	316,802	252,132	292,500	-24,102
Council Mileage	10,000	6,667	10,000	0
Council Meetings & Conferences	45,200	20,698	54,220	9,020
Council Supplies & Equipment	10,700	8,410	10,700	0
Council Insurance	1,000	778	1,000	0
Council Memberships	34,600	38,982	41,100	6,500
Council EOWC Expenses	0	0	2,500	2,500
Council Functions & Banquet	11,000	7,993	19,000	8,000
Council Projects	65,000	0	52,500	-12,500
Council Grants & Donations	179,000	149,478	6,535,000	6,356,000
Committees Wages & Benefits	2,100	1,905	4,000	1,900
Committees Mileage	700	670	1,000	300
Committees Supplies	150	0	1,000	850
County Support Services	61,829	61,829	68,102	6,273
Total COUNCIL & COMMITTEES EXPENSES	737,881	549,540	7,092,622	6,354,741
Total GENERAL FUND	657,881	489,407	592,622	-65,259

Council

2023 accomplishments

- Provided donations to community organizations including county fairs, Habitat for Humanity, Eastern Ontario Agri-Food Network, and St. Lawrence River Institute.
- Continued funding in 2023 for the Mobile Crisis Response Team.
- Revised funding agreement to assist with the redevelopment of Dundas Manor.
- Set strategic priorities for the remainder of the term - completed the SDG Counties Strategic Plan 2023-2026.
- Formalized and implemented the ad hoc Rural Education Committee.
- Regional Advocacy Training Session in anticipation of 2024 delegations.
- Continued advocacy for improvements to Highway 138.
- Ratified a new Collective Agreement with CUPE 1715.
- Approved funding for the EOWC's '7 in 7' Regional Housing Plan.

2024 budget impact

- Budget allocations for meetings and conferences are at standard amounts.
- Annual budgetary amount for eScribe fees for the electronic agenda management system.
- The annual budget for the Warden's Banquet has been increased to \$15,000. In the past, this has been a "break-even" event. Revenue for this event has not been added to the 2024 draft budget. In 2024, proceeds from banquet ticket sales could be donated to a local charity of the Warden's choice.
- Mobile Crisis Response Team funding (\$120,000) has been added to the police budget
- \$6.5 million has been transferred from the manor reserve to help fund the manor redevelopment projects.
- Council donations included in the 2024 draft budget are the following: county fairs (\$18,000), St. Lawrence River Institute (\$15,000), Habitat for Humanity (\$1,000), Miscellaneous (\$1,000). There is currently \$30,000 in the council donations reserve that could be used to offset additional donations

Council

2024 budget options

- Consideration of increased and additional donation requests (see Council Donations document)
- \$20,000 has been added to the draft council budget to complete the improvements to council chambers (sound proofing, wireless microphones for staff table, etc.)
- \$15,000 has been added to the draft Council budget for the ad-hoc Rural Education Committee, as per the Committee’s Terms of Reference
- \$15,000 has been added to the draft council budget to purchase pipe and drape. This can be used at SDG Counties events (i.e. warden’s banquet, economic development events, etc.) and can also be loaned out to the local municipalities for local events

2024 Budget - Council Donation Requests

Included in 2024 Draft Budget:	Amount
County Fairs	\$ 18,000.00
Habitat for Humanity	\$ 1,000.00
St. Lawrence River Institute	\$ 15,000.00
Miscellaneous	\$ 1,000.00
Total	\$ 35,000.00

Additional Donation Requests:	Amount
Social Development Council	\$ 72,337.50
United Way SD&G - Last Resort Program (Minimum Request \$120,000 / Maximum Request \$135,000)	\$ 120,000.00
Eastern Ontario Agri-Food Network	\$ 35,000.00
Royal Canadian Legion Ontario Command - 11th Annual Military Service Recognition Book Sponsorship	\$ 1,095.00
SD&G Historical Society	\$ 12,000.00
<i>1784 Event - June 2024</i>	
	\$ 240,432.50

Corporate services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 2:43 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
CORPORATE SERVICES REVENUE				
Transfer From Reserves	-40,000	0	0	40,000
Total CORPORATE SERVICES REVENUE	-40,000	0	0	40,000
CORPORATE SERVICES EXPENSES				
Wages & Benefits	677,790	544,457	804,471	126,681
Meetings & Conferences	18,070	23,423	32,000	13,930
Supplies & Equipment	11,900	17,381	14,900	3,000
Solicitor Fees	9,000	1,267	9,000	0
911 Service	33,000	28,499	39,000	6,000
Health & Safety	19,600	9,837	22,400	2,800
Emergency Preparedness	6,700	4,697	15,210	8,510
Projects	79,000	59,463	37,000	-42,000
County Support Services	39,089	39,089	49,788	10,699
Total CORPORATE SERVICES EXPENSES	894,149	728,112	1,023,769	129,620
Total GENERAL FUND	854,149	728,112	1,023,769	169,620

Corporate services

2023 accomplishments

Chief Administrative Officer

- Worked collaboratively with the CAOs at our local municipalities as well as the City of Cornwall
- Actively engaged with the EOWC and the EOLC. Main priorities of the EOWC include:
 - “7 in 7+” Regional Housing Plan – building 7,000 rental units over seven years with a mixed model approach that will also yield an additional 21,000 additional market rate units.
 - Advocating for a long-term care human resources strategy to address staffing shortages across the region that works for rural homes and their labour markets.
 - Paramedic Services – modernizing the dispatch system to improve the prioritization of calls and overall level of service. In addition, advocate for improvements to reduce offload delays at hospitals which would allow paramedics to spend more hours serving our communities.
- Work in partnership with our neighbouring counties (Leeds & Grenville, Prescott Russell, Renfrew County and Lanark County) to engage the City of Ottawa for a fair agreement to compensate our municipalities for the cost of cross border calls requiring our paramedics to respond to calls in Ottawa.
- Supported county council with their strategic plan and priorities for the 2023-2026 term of council. These priorities focus on:
 - Partnerships and Collaboration
 - Advocacy and Governance
 - Branding
 - Green Living
- Attended conferences including ROMA, OGRA, AMO and Ontario East. Delegations included:
 - Ministry of LTC - advocating for LTC homes Dundas Manor and Maxville Manor in support of the expansion and redevelopment of these facilities.
 - Ministry of Transportation – advocating for improvements to Highway 138 to make this route safer for those travelling through SDG Counties.
- Organizational support with several key recruitments including (but not limited to) the Director of Library Services and the human resources manager. We were also successful renegotiating a two-year contract for CUPE 1715 (Transportation Services).

Corporate services

2023 accomplishments

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 various committee/board meetings as required (Police Services Board, Accessibility Advisory Committee, Rural Education Committee, Committee of the Whole)
- 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 SDG Counties.
- Managed various Freedom of Information requests under MFIPPA.
- Managed the corporation's accessibility program under AODA and coordinated all meetings for the joint SDG Accessibility Advisory Committee
- Provided support to the warden including organizing the Warden's Breakfast, Warden's Banquet and Warden's Inauguration
- Continued the implementation of an electronic records management system in partnership with IT Services (transitioned each department to SharePoint)
- Prepared draft budgets and reports for Corporate Services, council, and policing
- Participated in the recruitment and onboarded the human resources manager

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 countywide
- Promoted and hosted Senior and Elected Officials Workshop with Emergency Management Ontario
- Participated in an Emergency Services and Road Authorities communication working group, facilitated procurement of rapid communications software
- Completing rapid communications software onboarding
- Developed transportation response escalation for central communications process

Corporate services

Training and Emergency Management cont'd

- Developing a Response Escalation Framework to formalize procedures and communication rollout during times of routine, monitoring, enhanced, activated and state of emergency response for core SDG Counties services
- Oversaw continuation of hearing conservation program
- Completed a new accident/incident reporting template and decision-making flowchart for staff
- Provided onboarding training for permanent and seasonal staff
- Developed hazard specific training forms by department for summer student hires
- Collaborated with library staff and the communications coordinator to develop a library branch volunteer onboarding video and handbook
- Provided support to Joint Health and Safety Committee and patrol safety initiative.

Corporate Communications

- **SDG Counties Communications** - Regular web updates, daily social media engagements, staff newsletter, videos, graphics, info sheets, consistent media relations.
- **Emergency management** - Completed an array emergency training as per requirements. Liaised with local municipalities to augment emergency management communications.
- **Helped facilitate the annual emergency exercise and training day** - Coordinated emergency communications during the December 2022 blizzard and April 2023 ice storm. Created a video series that ran online daily during Emergency Preparedness Week.
- **Creation of a new SDG Counties' intranet** - This new intranet is a repository of SDG Counties' policies, procedures, forms and templates. The new intranet will act as an informal communications hub for SDG Counties' staff.
- **Completion of the first phase of the SDG Historic Tour** - This project saw 18 historic plaques installed throughout SDG Counties. The project also includes an internet component and a partnership with the Upper Canada District School Board so that area students can learn about local history.
- **Augmented communications support for the Township of North Stormont** - This included stewardship of the township's website and social media channels. Facilitated North Stormont council meeting streams, as needed.

Corporate services

Corporate Communications cont'd

- **Ontario Provincial Police partnership** - Retained by the SDG OPP to assist with stewardship of the AV/communications materials for the detachment's human trafficking symposium.
- **SDG Library** - Technical support for the SDG Library's virtual meetings. Communications support for the SDG Library.
- **SDG Tourism** - Communications support for SDG Tourism, including vetting the annual Discover Guide, photo-taking and editorial support.
- **Economic development** - Video, media release and event creation/stewardship.
- **Transportation Services** - Video, media release and social media graphics.
- **Warden's events** - In concert with the Director of Corporate Services/Clerk, helped to administer the SDG Warden's business breakfast, Warden's banquet, Warden's inauguration and associated events.
- **Outreach** - Monthly PSA columns for the Seaway News.

Human resources

- The Human Resources Manager started at SDG Counties on Aug. 28
- Provided effective and consistent HR direction and guidance across the organization
- Oversaw SDG Counties' recruitment processes
- Assisted with the collective bargaining process
- Assisted local municipalities with key recruitments and provided advice and guidance on human resources matters

2024 budget impact

- The overall Corporate Services budget has increased in 2024 mostly due to the addition of Human Resources within this department.
- The Meetings & Conferences budget has increased due to increased participation in conferences by the CAO and departmental staff. This budget also includes various membership fees and mileage.
- The Health & Safety budget has increased slightly due to the requirement for additional certification training for Joint Health & Safety Committee members
- The Emergency Preparedness budget has increased due to the addition of an amount for rapid communications software and additional training for the SDG Counties CEMC and Alternate CEMC

Corporate services

2024 budget impact cont'd

- The following items have been included in the draft Corporate Services Projects budget: \$3,000 for an EOWC intern, \$4,100 for an HR self-assessment tool which can be shared with local municipalities, \$4,500 for a performance management module for the SDG Counties HRIS system, \$5,000 to complete the installation of the remaining SDG historic plaques, \$5,000 for records management/SharePoint maintenance, and \$15,000 for two new workstations as a result of the new office build within Corporate Services.

2024 budget options

- Council could choose to add an additional \$33,000 to this budget to complete the final phase of the SDG Historic Tour (plaque project). There are currently 18 plaques installed, with another six plaques to be installed in the spring, wrapping up two phases of this three-phase project.

Ontario Provincial Police

United Counties of Stormont Dundas & Glengarry COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 3:50 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
POLICE SERVICES REVENUE				
RIDE Funding	-15,000	-14,709	-15,000	0
Provincial Funding	-79,933	-79,932	-29,000	50,933
Criminal Reference Check Fees	-75,000	-55,903	-75,000	0
Sale of Seized Items	0	-23,005	0	0
Alarm Registrations & Fines	-25,000	-14,150	-50,000	-25,000
Alarm Registrations Reserves	-5,000	0	0	5,000
Total POLICE SERVICES REVENUE	-199,933	-187,699	-189,000	30,933
POLICE SERVICES EXPENSES				
Alarm Registration Program	38,234	25,912	50,000	11,766
OPP Contract	9,853,119	8,205,683	9,894,751	41,632
Ride Program	15,000	14,709	15,000	0
Victim Services	79,933	69,579	20,000	-59,933
Mobile Crisis Response Team	0	0	129,000	129,000
Police Services Board Expenses	5,032	0	5,111	79
Memberships, Legal & Audit Fees	5,540	4,591	5,550	10
Community Initiatives	10,000	5,540	10,000	0
County Support Services	15,326	15,326	14,282	-1,044
Surplus	-120,000	0	-63,705	56,295
Total POLICE SERVICES EXPENSES	9,902,184	8,341,341	10,079,989	177,805
Total GENERAL FUND	9,702,251	8,153,642	9,910,989	208,738

Ontario Provincial Police

2023 accomplishments

- **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.
 - CCH, CCPS and the OPP presented a joint business case to Health East. Although the business case was very well received and praised for its thoroughness, Health East was not able to commit stable base funding to the MCRT program as there were other priorities within their realm of responsibility that took priority. As an act of good faith, and to recognize the incredible programs we have in Cornwall and SDG Counties, Health East injected, a one-time funding boost of \$110,000 to be split between the CCPS and OPP programs.
 - The MCRT enhancement grant concluded in April of 2023. The detachment was able to report back to the ministry with very positive results. Another grant cycle was announced in May and in October, the detachment was advised that they had once again been successful in their joint application. Highlighting this newest round of funding is an increased level of collaboration between the OPP, Cornwall Community Hospital, and the Cornwall Community Police Service.
- **Community engagement:** 2023 saw the detachments uniform members and auxiliary unit engaged not only in proactive patrols, but also numerous community activities. The SD&G Auxiliary Unit is one of the busiest in the Province of Ontario and they a truly help the detachment achieve its strategic goals.
 - The SDG Counties Police Services Board engaged with the detachment commander in shaping the detachments 2023-2025 action plan. The members of the board brought forth suggestions and ideas on how the OPP could better connect with communities with proactive programs which focus on engagement and education.
 - The SDG Counties Police Services Board completed the first detachment commander evaluation. The board discussed the evaluation with the detachment commander, and it was submitted to the OPP's east region Chief Superintendent for her review and so it could be used as another tool to help shape his annual OPP performance evaluation.

Ontario Provincial Police

2023 accomplishments cont'd

- **Traffic, trail, and marine safety:** To date, the SD&G Detachment laid over 6,300 traffic related charges and issued 2,900 warnings. The overall traffic stops have seen a 20% increase year over year.
 - The detachment also saw a 19% 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.
 - The Marine Unit dedicated over 1,263 hrs of marine patrol this year. They were involved in 10 rescues, issued over 79 provincial offence notices, and issued 11 three-day suspensions. The marine unit was involved in 53 calls for service.
 - The detachment is very proud to report that their proactive activities on the trails and waterways have once again yielded numerous positive interactions and equally important there were reported personal injury or fatal collisions.
- **Hope Springs Eternal:** The detachment completed the final year of its grant. The grants conclusion culminated with a day of learning and sharing surrounding Human Trafficking. It was a huge success with incredible speakers and over 200 attendees. The detachment was able to report back to the ministry with very positive results and many successes stories.
- **Victim Services Grant:** In May of 2023 the SD&G Detachment collaborated with VSSDGA and CCPS to apply for the latest victim services grant. In September the detachment was advised that their application had been successful. This grants focus is to improve the overall victim experience with regards to intimate partner violence, sexual assault, cyber sex crimes and human trafficking. This will also compliment very well with the VSSDGA ICE program. One of the key pillars of the grant will be the inclusion of a full-time victim advocate working directly in the SD&G Detachment.

Ontario Provincial Police

2024 budget impact

- OPP contract policing costs have increased by \$41,632 for 2024. Contract costs are based on a combination of fixed costs plus calls for service. Contract costs are still lower than they have been in previous years. There was a decrease of \$231,423 in 2023.
- A 2022 cost adjustment amount of \$86,290, reflected in the provincial billing package, has been applied to the 2023 budget.

2024 budget options

- There are limited options for this budget as most costs are contract driven.
- \$120,000 for the Mobile Crisis Response Team (RN Program) has been moved from the council budget to the police budget.
- A surplus amount of \$63,705 has been transferred from reserves to decrease the overall police budget.

Planning services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 2:06 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
PLANNING DIVISION REVENUE				
Planning Fees	-45,000	-12,495	-20,000	25,000
Planning Costs Recovered	-100,000	-40,025	-100,000	0
Land Division Fees	-255,000	-265,848	-275,000	-20,000
Modernization Funding	-38,734	-15,875	0	38,734
Transfer From Reserves	-281,600	0	-30,000	231,800
Total PLANNING DIVISION REVENUE	-700,334	-334,241	-425,000	275,334
PLANNING DIVISION EXPENSES				
Wages & Benefits	526,776	379,281	604,791	78,015
Training, Travel & Memberships	12,000	11,793	23,000	11,000
Supplies and Advertising	8,500	7,019	10,400	1,900
Software & Equipment	69,000	65,115	55,800	-13,200
Official Plan 5 Yr Review	15,000	0	15,000	0
Legal	7,500	29,090	15,000	7,500
Growth and Population Study	20,000	29,141	15,000	-5,000
Planning Projects	281,600	112,636	71,600	-190,000
County Support Services	38,972	38,972	41,045	2,073
Total PLANNING DIVISION EXPENSES	959,348	673,048	851,636	-107,712
Total GENERAL FUND	259,014	338,807	426,636	167,622

Planning services

2023 accomplishments

- Continued to resolve appeals to the 2018 Official Plan, with one site-specific appeal outstanding.
- SDG Zoning By-law review - providing updated zoning by-laws to all local municipalities to help implement new Official Plan
- On-pace for 163 severance applications in 2023
- 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.
- Providing planning services in North Glengarry, South Dundas and North Stormont;
- Review and approval of plans of subdivision, plans of condominium, part-lot control by-laws and official plan amendments
- SDG Counties initiated Official Plan Amendments (OPA 20).
- Facilitated and participated in the local municipal planning 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.

2024 budget impact

PLANNING REVENUE

The 2024 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. Staff are now collecting all up-front fees for agency review through the new Cloudpermit electronic planning submission service.

Planning services

2024 budget impact cont'd

PLANNING EXPENSES

The 2024 budget generally is status quo and includes the completion of several 2022/2023 projects that were planned over a two-year period, or were delayed due to external factors such as provincial policy changes.

These projects include:

- **Floodplain Study** – South Branch of South Nation River (\$46,600). Second year of funding (pre-approved in 2023 budget)
- **Development Charges Study (\$15,000)** – 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 bylaw 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 legislative changes and is nearing completion.
- **Growth Study (\$15,000)** – Phase 1 of the project (growth projections) has been completed. Phase 2 (land parcel selection) has been on pending provincial policy changes anticipated Fall 2023.
- **SDG Natural Heritage Study Implementation (\$22,500)** – Wetland Mapping partnership proposed in partnership with South Nation Conservation (\$10,000) and Raisin Region Conservation Authority (\$12,500) through Wildlife Habitat Canada – Habitat Conservation Stamp Initiative (\$45,000)

2024 budget options

- Generally most projects are continuations of 2023 budget items and are funded through reserves and grants.

Economic development

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410 Page : 1
Date : Nov 20, 2023 Time : 12:55 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
ECONOMIC DEVELOPMENT REVENUE				
Provincial Funding	0	0	-42,500	-42,500
Recovered Costs	0	-304	0	0
Transfer From Reserves	-540,190	0	-469,581	70,609
Total ECONOMIC DEVELOPMENT REVENUE	-540,190	-304	-512,081	28,109
ECONOMIC DEVELOPMENT EXPENSES				
Wages & Benefits	185,105	158,778	200,013	14,908
Meetings & Conferences	12,900	7,420	11,400	-1,500
Memberships and Sponsorships	38,800	31,951	59,800	21,000
Supplies & Equipment	9,000	5,783	5,700	-3,300
Advertising & Website	110,000	40,744	70,000	-40,000
Business Retention & Expansion	0	0	85,000	85,000
Regional Incentive Program	731,240	196,939	708,131	-23,109
County Support Services	10,470	10,470	10,197	-273
Total ECONOMIC DEVELOPMENT EXPENSES	1,097,315	452,083	1,150,041	52,726
Total GENERAL FUND	557,125	451,779	637,980	80,835

Economic development

2023 accomplishments

- Managing the Regional Incentives Program including review and processing of applications and issuing of payments through local municipalities. All \$250,000 was allocated in 2023, plus an additional \$43,000 in unspent funding from previous years, supporting a total of 16 projects.
- Marketing and branding regional initiatives to support resident and business attraction (e.g. videos highlighting local hospitals and innovative businesses, promotion of key properties for regional development opportunities, “Made in SDG” Branding)
- Workforce development including employment strategies, recruitment campaigns (e.g. Date My County, doctor recruitment) and job fairs
- Liaised with provincial and federal agencies in disseminating information to local EDOs through regular meetings and communications (e.g. Employability Network, Employment Ontario Shared Services meeting, Ontario East, SME Support Network)
- Supporting regional business development, lobbying efforts for projects such as GFL Environmental’s renewable natural gas project near Moose Creek and film tax credits.

2024 budget options

This budget is largely status quo, with one new major project proposed.

Regional Incentives Program

- Propose that \$250,000 be invested for 2024 (the same figure as 2023). Budget option could be to raise this amount by \$50,000 to \$300,000 in order to support additional projects, given that the RIP is typically fully subscribed.
- 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.

Economic development

2024 budget options cont'd

Business Retention and Expansion Plan (BR&E) (\$85,000)

- A Business Retention and Expansion Plan is a key economic development plan that includes a survey to understand priorities and how best to support local businesses and identification of business needs and priorities. The intention would also be to allow for the identification of potential expansion or retention opportunities for follow-up on a business-by-business basis. It is proposed that SDG Counties coordinate the hiring of a specialized consultant to conduct the work, based on consultation with local EDOs, versus a volunteer/in-house approach. SDG Counties will apply for Rural Economic Development funding (50%) to support the project. Each local municipality would receive individual results based on their business community needs. This coordinated approach has been successfully used in South Dundas, South Stormont, and South Glengarry in 2019, however the post-COVID business landscape has driven the need for an updated look at local municipal business priorities.

Tourism

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410 Page : 1
Date : Nov 20, 2023 Time : 2:01 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
TOURISM REVENUE				
Student Funding	-12,000	-14,862	-12,000	0
Jail Revenue	-22,000	-27,470	-25,500	-3,500
Tourism Special Events	0	28	0	0
Tourism Advertising Revenue	-23,390	-22,324	-32,000	-8,610
Tourism Signage Program	-35,000	-28,500	-35,000	0
Recovered Costs	0	-4,834	-48,500	-48,500
Transfer From Reserves	-55,750	0	-50,000	5,750
Total TOURISM REVENUE	-148,140	-97,762	-203,000	-54,880
TOURISM EXPENSES				
Wages & Benefits	213,216	189,131	238,091	22,875
Meetings & Conferences	3,900	834	8,000	2,100
Memberships and Sponsorships	1,800	1,018	1,800	0
Supplies & Equipment	6,700	4,833	7,500	800
Jail Promotion	3,500	2,404	15,000	11,500
Jail Tours Expenses	7,000	1,715	10,000	3,000
Jail Events	8,000	5,894	5,000	-1,000
Tourism Marketing	248,000	183,485	324,500	78,500
Tourism Grants Paid	45,750	28,125	40,000	-5,750
Tourism Signage Program	50,000	9,052	50,000	0
County Support Services	20,198	20,198	23,859	3,661
Transfer to Reserves	0	0	7,000	7,000
Total TOURISM EXPENSES	605,864	448,268	728,550	120,686
Total GENERAL FUND	457,724	348,508	523,550	85,828

Tourism

2023 accomplishments

- Continued partnership with Bell Media to run a winter and spring/summer television campaign.
- The 2023 SDG Discover Guide was delivered in February. A total of 40,000 guides were ordered, of which 20,000 copies were distributed through CTM Media to high-traffic tourist destinations along the 401 Corridor, campgrounds, and Montreal.
- Tourism staff attended five tradeshows in Toronto, Ottawa, and Montreal, in conjunction with partner organizations.
- The \$40,000 Regional Tourism Grant received 25 applications, of which 11 were selected for funding.
- The tourism signage program had over 60 signs eligible for renewal in 2023, and 12 new sign requests.
- SDG Tourism employed five summer students for the 2023 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 \$10,800, and the Summer Experience program of \$3,800.
- From May to August, students roamed the County and provided travel counselling to residents and visitors. Tourism staff tracked their daily interactions and invited visitors to complete a mobile survey (54 surveys completed). Overall, students attended close to 30 events this summer, and provided travel counselling to over 1,400 people.
- Jail tours were offered to the public on Thursdays – Sundays from May 25th – August 27th. The jail saw a total of 1,996 visitors through the doors with a total revenue of over \$20,000.
- SDG Tourism continued our partnership with the Haunted Walks Ottawa and the Phantoms of Yore and offered paranormal investigations in February, May, June, and October, which saw revenue of more than \$10,000.

Tourism

2024 budget impact

- SDG Counties will be handling the invoices and payment of fees related to the 2024 joint visitor guide with the City of Cornwall. The tourism marketing budget will see an increase to accommodate this joint project, however the increase will be offset by revenues from the City of Cornwall.
- Funds will be allocated towards a joint Tourism Strategic Plan in partnership with the City of Cornwall.

2024 budget options

Following options are available to the draft tourism budget:

- Council has the option to add an additional \$20,000 to visitor services for the tourism department to update their mobile visitor services setup including new tents, popup displays, and tables.
- Council has the option to increase the sponsorship budget by \$5,000 to further support the 75th anniversary of the Glengarry Highland Games. In the past, SDG Tourism has been a proud sponsor of the Glengarry Highland Games with a contribution of \$5,000, featuring a prominent display of the SDG Tourism logo in their television advertisements. As the 75th anniversary of the games approaches in 2024, organizers are seeking an enhanced sponsorship of \$10,000 to elevate the event.

Library services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 9:00 am

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
 2023 2023 2024	CHANGE
GENERAL FUND				
LIBRARY REVENUE				
Provincial Operating Grant	-131,761	0	-131,761	0
Provincial Capacity Grant	-1,500	0	-1,000	500
Student Funding	-5,000	-8,152	-8,300	-3,300
Fees & Fines Revenue	-12,000	-12,108	-10,250	1,750
Donations and Fundraising	-5,500	-11,101	-4,000	1,500
Sale of Items	-1,850	-1,885	-1,500	350
Transfer From Reserves	-2,420	-2,420	0	2,420
Transfer From Surplus	-202,000	0	-176,200	25,800
Total LIBRARY REVENUE	-362,031	-35,666	-333,011	29,020
LIBRARY EXPENSES				
Fulltime Wages & Benefits	936,733	699,172	977,450	40,717
Part time Wages & Benefits	793,444	726,675	915,069	121,625
Student Wages & Benefits	22,971	23,847	23,408	437
Board Wages & Benefits (Non-council)	4,440	3,537	5,189	749
Staff Mileage	6,200	9,007	10,372	4,172
Board Mileage & Conferences	3,810	4,395	8,043	4,233
Staff Training & Development	19,715	9,434	24,918	5,203
Collections Material	346,478	239,692	350,976	4,498
Supplies & Equipment	41,222	27,478	45,404	4,182
Postage	2,500	1,133	2,500	0
Buildings Rent & Utilities Paid	220,138	221,327	229,738	9,600
Facilities Costs	82,309	64,858	77,562	-4,747
Furniture	81,200	73,873	57,250	-23,950
Computers	75,202	66,505	60,477	-14,725
Vehicles	46,250	18,500	32,000	-14,250
Promotions	87,250	74,237	75,430	-11,820
Programs	11,500	6,876	12,400	900
Audit & Legal Fees	3,750	3,480	3,600	-150
Special Projects	40,900	15,782	9,000	-31,900
County Support Services	159,752	159,752	188,093	28,341
Transfer To Reserves	20,000	20,000	0	-20,000
Total LIBRARY EXPENSES	3,005,764	2,469,541	3,108,879	103,115
Total GENERAL FUND	2,643,733	2,433,876	2,775,868	132,135

Library services

2023 accomplishments

- Hired a Communications and Marketing Coordinator (Temporary).
- Implemented new SDG Library website.
- Participated in 14 pop-up events during Summer 2023.
- Hosted SDG Reads, on hiatus since 2019.
- Bought out the contract for the mobile outreach vehicle (KIA).
- Launched the Morewood Express Depot.
- South Mountain outfitted with “wish list” items through generous donation by Friends of the Library group.
- New shelving in Williamstown and circulation desk in Avonmore.
- Improved collections through increase to the 2023 Budget.

2024 budget impact

- The 2024 Budget sees a 5% increase from the 2023 Budget.
- The 2024 budget has been increased by \$33,179 to account for double staffing wages and benefits. This will provide the library system with an additional 1170 hours of staffing time, to be distributed among branches to help alleviate after-dark safety concerns.
- A total of \$176,200 to be used from Library Surplus to offset specific expenses.
- The Communications and Marketing Coordinator position budgeted to be a full-time position in 2024.
- A total of three board members and two staff to attend the OLA Superconference.
- Purchase of five new iPads and existing branch iPads to be retrofitted to allow for Square to be implemented in all 15 branches.
- Chesterville to acquire new shelving, tables, PAC stations and circulation desk.
- Bin wrapping to be installed at three branch locations. New Library signage at Alexandria and Long Sault branches.
- Programs to include March break event, volunteer appreciation, children’s author, TD Summer Reading Club, branch programming and system-wide programming.

2024 budget options

- Use additional surplus from 2023 to help offset overall Budget increase of \$132,135.
- Decrease the “Capital Collections” budget line item by \$2,000 to be reflective of a 0% increase.

Health and social services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 9:14 am

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
HEALTH & SOCIAL SERVICES EXPENSES				
Seniors Support Centres	199,650	199,650	199,650	0
Eastern Ontario Health Unit	1,052,632	1,010,582	1,243,440	190,808
Land Ambulance	6,508,694	5,973,625	7,283,447	774,753
Social Services	699,137	296,393	731,928	32,791
Social Housing	1,984,868	1,996,132	2,352,604	367,738
GlenStorDun Lodge	1,239,530	522,487	1,555,004	315,474
Total HEALTH & SOCIAL SERVICES EXPENSE	11,684,509	9,998,869	13,366,073	1,681,564
Total GENERAL FUND	11,684,509	9,998,869	13,366,073	1,681,564

Health and social services

2023 accomplishments

- Seniors Support Centres: SDG Counties continues to fund six seniors' support centres across our region. 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 2023 were lower than budgeted due to a reconciliation adjustment and a variance to final budget.
- Paramedic Services, Social Services, Social Housing and GlenStorDun Lodge: These public services are administered by the City of Cornwall and are cost shared with SDG Counties. Representatives from the City of Cornwall will present their 2024 budgets at a future Council meeting.

2024 budget impact

- No change is expected in the funding paid to the Seniors Support Centres in 2024.
- The Eastern Ontario Health Unit's 2024 budget is not yet available. A 20% increase in the 2024 budget has been estimated at \$190,808.
- The City of Cornwall has provided preliminary budget amounts for SDG Counties' portion of the shared services. The increase is \$1,490,756 over 2023.

2024 budget options

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

Ongoing 2024 budget review:

Cornwall administration is continuing to prepare its 2024 draft budget for City Council review. Following the Joint Liaison meeting of Nov. 22, 2023, further adjustments were made to the Shared Services' budgets. Currently, the Shared Services' budgets (Ontario Works, Child Care, Housing, Glen-Stor-Dun Lodge, and Paramedic Services) includes a contribution from the United Counties of SDG of \$11,480,000. This is an increase of \$1,225,043 or 11.95% when compared to the 2023 budget. Cornwall Administration is planning to finalize its 2024 draft budget before Christmas. Any further adjustments to the Shared Services' budgets will be communicated to the Administration staff at SDG.

Financial services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 2:59 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
FINANCE DIVISION REVENUE				
Transfer From Reserves	-25,000	0	-80,000	-35,000
Interest Income	-1,480,000	-1,439,009	-1,450,900	9,100
Total FINANCE DIVISION REVENUE	-1,485,000	-1,439,009	-1,510,900	-25,900
FINANCE DIVISION EXPENSES				
Wages & Benefits	497,680	425,926	542,849	45,169
Training & Development	8,025	5,319	13,705	5,680
Associations & Memberships	3,890	4,352	3,620	-270
Supplies & Equipment	28,524	18,574	22,770	-3,754
Software Costs	141,750	131,997	180,805	19,055
WSIB & Employee Assistance Package	87,168	76,588	76,697	9,529
Liability Insurance	106,425	79,227	88,729	-17,698
Audit Fees	16,600	4,906	16,600	0
Legal Fees	1,000	153	1,000	0
Assessment Management	5,000	0	5,000	0
MPAC	1,149,828	1,149,827	1,172,830	23,002
Asset Management	41,765	20,656	47,375	5,610
Finance Projects	25,000	0	60,000	35,000
County Support Services	-368,019	-368,019	-369,351	-1,332
Total FINANCE DIVISION EXPENSES	1,722,636	1,547,507	1,842,629	119,993
Total GENERAL FUND	237,636	108,498	331,729	94,093

Financial services

2023 accomplishments

- Testing and Implementation of the Square payment system for various library branches, moving away from cash.
- Stripe payments for Tourism and Transportation Services, for one window project payments, trust deposits and facility rentals.
- Ongoing project for Phase 3 of O. Reg. 588/17 Asset Management Plan for all infrastructure assets, to be implemented in July 2024.
- Provided assistance to North Dundas for payroll, and South Glengarry for accounts payable during staff shortages.
- Staff development and education, new staff training and cross training.
- Completed the development and testing of Vadim online timesheets for North Dundas and started project for North Stormont.
- 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.

2024 budget impact

- Interest income for 2024 has been increased by \$9,100 due to the economic outlook of bank prime rates in 2024.
- Modernization reserves remaining from 2023 are included to offset the cost of budget software.
- Wages and benefits have increased by \$45,169 due to Cost of Living adjustment and estimated merit increments.
- Training and development costs have been increased by \$5,680. Staff will continue training and development through municipal resources and programs.
- Membership fees decreased by \$270 due to a reduction in membership cost in 2024.
- Postage and Mailing costs are expected to decrease. Postage fees are declining due to increased use of electronic means. Postage costs are included in the finance budget and are allocated to individual departments through support costs.
- Liability Insurance and WSIB Insurance are updated to reflect existing insurance trends.

Financial services

2024 budget impact cont'd

- Cost reductions with office supplies, copier, phones and software are due to digital efficiencies being made.
- Audit Fees are expected to remain the same as 2023.
- Legal Fees and Assessment Management costs are maintained for 2024 at \$1,000 and \$5,000 respectively.
- MPAC costs are estimated to increase 3% or \$23,002 for 2024. 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 to reflect charges to other departments for corporate liability insurance, postage, and processing accounts payable and payroll.
- The overall increase to the Financial Services budget is \$94,093.

2024 budget options

- Reserves can be removed or used elsewhere.

Court services

**United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET**



GL5410 Page : 1
Date : Nov 22, 2023 Time : 2:05 pm

For Period Ending 31-Jan-2024

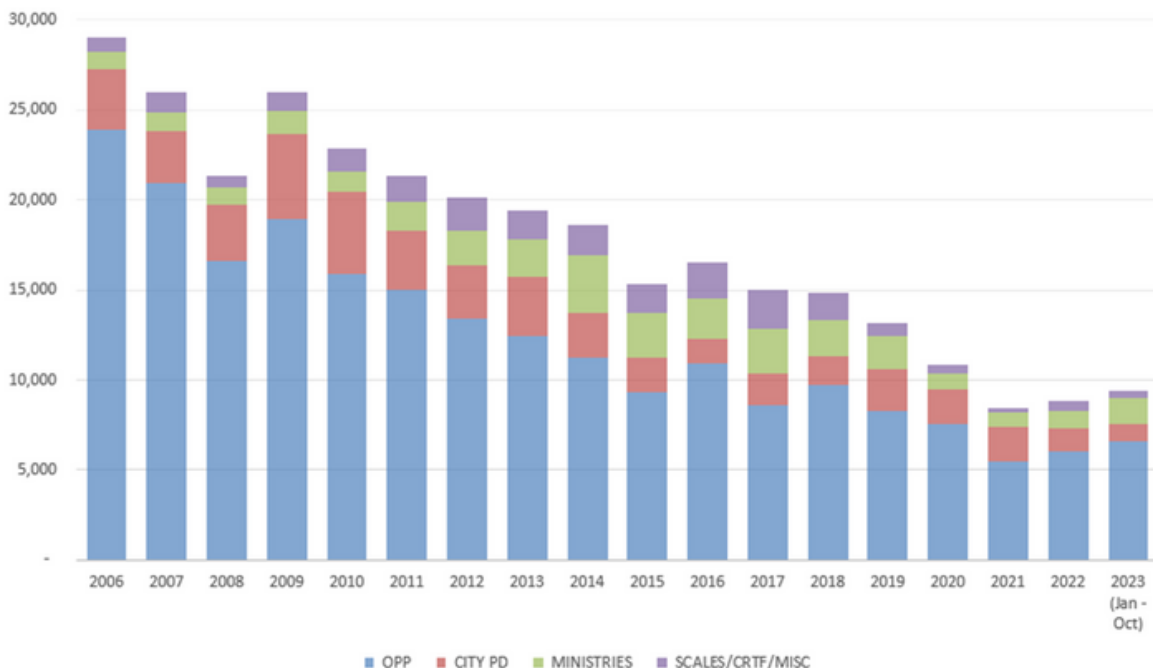
	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
COURT DIVISION REVENUE				
Gross Fine Revenue	-2,750,000	-1,906,584	-2,500,000	250,000
Fines Collected by Other Courts	-165,000	-59,708	-100,000	65,000
Provincial Surcharge & Dedicated Fines	522,500	337,070	475,000	-47,500
Total COURT DIVISION REVENUE	-2,392,500	-1,629,220	-2,125,000	267,500
COURT DIVISION EXPENSES				
Wages & Benefits	862,431	743,067	920,760	58,329
Prosecution Services	35,000	24,369	50,000	15,000
Training & Development	9,232	10,211	13,830	4,598
Forms, Supplies & Phones	18,005	11,885	18,005	0
Notices & Mailing Services	1,520	494	1,520	0
Ticket Scanning	3,500	0	3,500	0
Software & Equipment	22,285	20,655	24,765	2,480
Credit Card Charges	14,400	11,101	14,400	0
County Support Services	162,630	162,630	155,138	-7,492
Satellite Court Leases	6,210	6,132	1,400	-4,810
Collection Costs	64,000	43,656	57,000	-7,000
Icon Computer System Charge	19,500	16,401	19,500	0
Provincial Monitoring	25,050	18,783	25,050	0
Interpreters & Translators	22,000	7,403	32,000	10,000
Escort, Witness, & Reporter Fees	7,000	0	7,000	0
Judicial Services	205,000	88,230	190,000	-15,000
City of Cornwall Portion	378,070	249,535	246,502	-131,568
Total COURT DIVISION EXPENSES	1,855,833	1,414,552	1,780,370	-75,463
Total GENERAL FUND	-536,667	-214,667	-344,630	192,037

Court services

2023 accomplishments

- Responsibility of reopening functions have transferred to court administration September 2023.
- Extensions and Fail to Respond (FTR's) are an administrative function being completed by the Provincial Court since late 2021, where previously completed by a Justice of the Peace.
- Ongoing scheduling of trials and early resolution meetings, via in-person, remote or hybrid.
- Participation in the “New Innovations Fine Collections” working group.
- Completing Ministry of Attorney General Operational Audit for POA, for years 2019 to 2023.
- Working with local crown in preparation of the POA Part III Transfers and 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 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 SDG Counties. The POA Panel will meet in December 2023.
- The charges filed in each year by enforcement agencies are summarized below:

TICKETS FILED BY AGENCY



Court services

2024 budget impact

Revenues

- Budgeted revenues for 2024 are expected to decline based on the existing trend of reduced tickets by various enforcement agencies.
- POA Charges can be paid at any court in Ontario and many tickets issued on major highways such as the 401 are often paid at the Defendant's place of residence. Fines collected by other courts are remitted monthly and are expected to decline in 2024 due to the reduction of charges as well as online payment options through the SDG Counties website.
- A mandatory Victim Fine Surcharge is added to every POA fine, and as fines are paid to the SDG Counties Victim Fine Surcharge is remitted to the province. This surcharge and dedicated fines are approximately 19% of our gross fine revenue.
- Revenue is budgeted at \$2,125,000, which is a \$267,500 decline over 2023, but reflective of anticipated 2023 revenues.

Expenses

- The 2024 budgeted cost of Wages & Benefits has increased by \$58,329. This amount includes a Cost-of-Living Adjustment of 3%, and a corresponding increase in benefits.
- Prosecution Services are increased by \$15,000. Due to the possible transfer of Part III charges by our Municipal prosecutor, increased supervision and external prosecution relating to more serious offences will be required. However, this amount is offset by a reduction of Judicial Services (\$15,000) as the Part III Crown will no longer be required.
- Training and development to increase \$4,600 to enhance the skills and knowledge of a new POA team.
- 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.
- Increased costs of existing software and equipment expected for CAMS, Teranet, Adobe and NORDAT. All systems required for daily operations, courtroom function and collections.

Court services

2024 budget impact cont'd

Expenses cont'd

- County Support Services reduction over 2023 is due to capital replacement of the Court Administration A/C unit in 2023, no capital work is required in 2024. These costs include allocations such as office space, payroll, accounts payable, IT services, liability insurance, postage, and cleaning costs.
- Collections are completed through third party collection agencies and are recovered through payment of fines. Due to the reduction of tickets and subsequent revenues, collection expenses are also expected to decline.
- Satellite Court Leases will not be renewed in 2024. There have been no court proceedings in these locations since March of 2020, and there is no anticipation that the Judicial resources will be available in the near future. The Ministry of Attorney General provided direction of the closures in 2020. Should the Ministry provide notice of re-opening satellite courts, County Council will be informed and can provide direction of how to proceed.
- In July 2023, a POA Bulletin was communication to courts regarding the increasing costs of interpreters effective August 1, 2023. Fees have increased 50% for Accredited interpreters. Unaccredited interpreter fees have increased approximately 23%.
- 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 is 41.7%

2024 budget options

- There are limited options for change to the 2024 budget, as the trend of declining revenue due to ticket reductions continues. The cost of administration of court services remains unpredictable due to Judicial and Ministry costs.

IT services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410 Page : 1
Date : Nov 20, 2023 Time : 2:09 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 2023.....2024.....	CHANGE
GENERAL FUND				
IT SERVICES REVENUE				
Recovered Costs	0	-8,020	-2,400	-2,400
Transfer From Reserves	-90,000	0	0	90,000
Total IT SERVICES REVENUE	-90,000	-8,020	-2,400	87,600
IT SERVICES EXPENSES				
Wages & Benefits	689,585	535,563	725,810	56,225
Training, Travel & Memberships	16,625	4,187	16,625	0
Supplies & Equipment	8,500	11,360	11,000	2,500
Phones & Internet	28,830	23,437	31,230	2,400
Software	47,455	39,546	51,480	4,025
Cyber Insurance	22,000	21,492	24,300	2,300
Infrastructure Renewal & Projects	125,000	81,023	75,000	-50,000
Contracted Services	6,000	254	6,000	0
Purchases for Local Municipalities	0	3,147	0	0
County Support Services	-209,061	-209,061	-216,190	-7,129
Transfer to Reserves	25,000	25,000	25,000	0
Total IT SERVICES EXPENSES	739,934	535,949	750,255	10,321
Total GENERAL FUND	649,934	529,929	747,855	97,921

IT services

2023 accomplishments

IT Infrastructure

- Upgraded firewall security appliances (SDG Counties and local municipalities)
- Upgraded web site hosting platform
- Improved security of SDG Counties internal network
- POA server implementation
- Completed new backup system
- Completed server room move

IT Systems

- Completed records management with remaining departments
- Library system upgrade
- Implemented AirPrint at 15 library branches
- New POA system to connect to province
- Created test environment for POA system
- Improved help desk system

2024 budget impact

Staff

- Wages and benefits expenses increase driven by COLA
- Full year of salary for Business Systems Coordinator

Cyber insurance

- Premiums increasing due to cyberattacks becoming more common
- IT infrastructure and projects decrease by \$50,000

New projects for 2024

- Cybersecurity initiatives
- Improve help desk system (self serve portal)

Continuing projects in 2024

- Backup system
- IT governance, policies and standards

Reserves

- Continue to contribute to IT Infrastructure reserve

IT services

2024 budget options

- Proposed budget reflects the continued effort of building effective and resilient IT Services to support the priorities of SDG Counties and local municipalities.
- Approving proposed budget will enable SDG Counties IT to keep up with cybersecurity requirements for SDG Counties 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

GIS services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 3:47 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
GIS DIVISION REVENUE				
Transfer From Reserves	0	0	-5,000	-5,000
Total GIS DIVISION REVENUE	0	0	-5,000	-5,000
GIS DIVISION EXPENSES				
Wages & Benefits	193,250	135,231	194,600	1,350
Training, Travel & Memberships	8,000	608	8,000	0
Software, Data & Licenses	91,000	77,989	102,500	11,500
Transfer to Reserves	5,000	5,000	0	-5,000
Total GIS DIVISION EXPENSES	297,250	218,828	305,100	7,850
Total GENERAL FUND	297,250	218,828	300,100	2,850

GIS services

2023 accomplishments

- Recruited a new GIS Specialist
- Hosted a successful and well-attended Eastern Ontario GIS User Group meeting.
- Provided ArcOnline/SDG Explorer support and completed many GIS-related projects for local municipalities.
- 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
 - Data preparation for Next Generation (NG) 911
- Provided Asset Management support throughout the year.
- Data connection between ESRI and Asset management software
- Updated asset inventory.
- Created and/or supported the creation of asset maps for SDG Counties and all local municipalities.
- Created asset field collection applications used by various municipalities.
 - Provided mapping support for Forestry and Planning, such as Official Plan mapping, updating Zoning by-law maps and online applications.
 - Working on the in-house e-patrolling solution (Minimum Maintenance Standards compliance)
 - Maintained parcel mapping, civic address, and road network files to ensure SDG Explorer was up to date for SDG Counties and local municipalities.
 - Provide data to consultants on behalf of Townships.
- Created public maps and online surveys for tourism and economic development.

2024 budget impact

- The costs associated with the GIS Division remain unchanged when compared to 2023 expenses. Increases in this budget are associated with general wage and software license increases.
- The 2024 budget includes \$10,000 for aerial photography. This expense is offset by a \$5,000 reserve that was established in 2023. Staff are proposing to fund this regular activity through a small annual expense rather than the larger project expense that occurs every four years.
- Staff have included \$3,500 to purchase a new drone. SDG Counties' new GIS Specialist has his drone license. The drone is expected to provide beneficial mapping and aerial information to many SDG Counties departments/divisions as well as be of service to local municipalities.

GIS services

2024 budget options

- Eliminate the drone expense (\$3500)
 - Although this would be an insignificant savings, council can elect to eliminate the drone purchase.
- 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 SDG Counties departments). This support is a service that is equally accessible and appreciated.
 - Staff could investigate the opportunity to change to an ‘external cost recovery’ like the structure of Planning Services. This model would ensure that staff time is accounted for, which would result in increased revenues within the division, or the ability to spend more time working on internal priorities.

SDG Counties Administration Building

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410 Page : 1
 Date : Nov 20, 2023 Time : 2:34 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
OFFICE COMPLEX REVENUE				
Provincial Funding	-5,000	0	0	5,000
Costs Recovered	0	-448	0	0
Transfer From Reserves	-310,000	-256,476	0	310,000
Total OFFICE COMPLEX REVENUE	-315,000	-256,924	0	315,000
OFFICE COMPLEX EXPENSES				
Wages & Benefits	92,692	91,158	87,400	-5,292
Building Operating	254,300	223,350	265,500	11,200
Building Capital	335,000	257,223	75,000	-260,000
County Support Services	-286,811	-286,810	-318,157	-31,348
Total OFFICE COMPLEX EXPENSES	395,181	284,921	109,743	-285,438
Total GENERAL FUND	80,181	27,998	109,743	29,562

SDG Counties Administration Building

2023 accomplishments

- Completed the replacement of the flat roof systems at the Cornwall office
- Installed a new air conditioning unit for the provincial offenses area.
- Installed new electric vehicle charging stations, flag poles, and outdoor lighting packs.
- Completed the cannon base repairs and refinished the existing cannons.

2024 budget impact

- For the past several years, Transportation has been completing some costly repairs at the Administration Building, requiring the use of the existing building reserve to help offset these costs. There are no major building projects proposed in 2024 and all costs are proposed to be funded through the levy.
- Building Operating expenses include 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 2024 the following minor projects are being proposed:
 - Replacement of a boiler (\$40,000)
 - Lunchroom upgrades (\$10,000)
 - Office Painting (\$5,000)
 - Parking lot repairs/crack sealing (\$2,500)
- The major capital project proposed in 2024 is the installation of an accessible washroom in the jail area and the repair of the deteriorated floors located in the jail tunnel (\$75,000 combined).

2024 budget options

- Defer some minor building repairs or internal connections (Variable Savings)
 - Several minor building projects are being proposed for 2024. Council can eliminate those projects that are not deemed a priority to realize some savings.
- Use the building reserve to offset costs or include funds to Increase the reserve
 - The 2024 budget does not use building reserves to offset the costs associated with managing the County Administration Building. Council may deem it appropriate to use reserves to offset the cost of the boiler project (\$40,000) or bathroom installation (\$75,000). Alternatively, council may want to consider replenishing the reserves used over the past several years.

Forestry services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 2:20 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
FORESTRY DIVISION REVENUE				
Forestry Revenue	-48,900	-9,025	-20,330	28,570
Federal & Provincial Grants	-15,000	0	0	15,000
Total FORESTRY DIVISION REVENUE	-63,900	-9,025	-20,330	43,570
FORESTRY DIVISION EXPENSES				
Weed Management	3,500	239	3,500	0
Wages, Benefits & Training	109,200	96,190	114,300	5,100
Forestry Management	39,000	63,329	30,000	-9,000
Property Expenses	80,000	33,913	67,200	-12,800
Roadside Forestry	45,000	34,265	35,000	-10,000
Special Projects	60,000	40,125	54,000	-8,000
Transfer To Forestry Reserves	43,000	0	34,000	-9,000
Total FORESTRY DIVISION EXPENSES	379,700	268,061	338,000	-41,700
Total GENERAL FUND	315,800	259,036	317,670	1,870

Forestry services

2023 accomplishments

Forestry

- Land Acquisition
 - Finalized property donation for Laframboise Acres (Township of North Glengarry)
 - 30-acre parcel of agricultural and forested land
 - 5,400 seedlings planted in spring of 2023 on the agricultural portion

Woodlot Advisory Service program

- 21 grants issued (\$10,500)
- 16 site visits completed by South Nation Conservation

Roadside Tree Planting Program

- Planted approximately 2,200 Bareroot seedling and 1375 potted stock
- Tending of existing sites completed by SDG

Forest Management

- Harvest on SDG 9-10 (North Stormont), commenced October 2023
 - Anticipated Revenue: \$43,000
- 10 hectares of Mechanical Site prep (SDG 20-21)
- Nine hectares of Glossy Buckthorn Control (SDG 9-10)
- Preparation of harvest plan for Summerstown Forest and SDG 24-25

Property Administration

- Warwick Forest and Summerstown Forest
 - Culvert replacements, trail upgrades, signage installation, tree removals, invasive species and noxious weed control
- Osnabruck Forest
 - Installation of parking area, trail re-surfacing, and tree removals, invasive species and noxious weed control

Forestry services

2023 accomplishments cont'd

Noxious weed control

- Responded to approximately 26 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.

2024 budget impacts

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 2024 Harvest revenue is forecast at \$14,430, with expected harvests taking place at Warwick Forest, Summerstown Forest and compartment 24/25 (Little Russia Road, North Glengarry). The revenues are based on volume estimates.
- The rental revenues from the maple syrup tapping lease at the Howard Mitchel Forest, and snowmobile clubhouse rental fees from the Riverside-Whitney Forest.

Weed Control Expenses

- With the incorporation of the weed inspector duties/responsibilities as part of the forestry coordinator position, there are minimal expenses associated with the weed control expenses. The budget for this activity includes mileage, training, and advertising.

Forestry expenses

- Wages and Benefits are consistent with 2023 budget values.
- Forestry management expenses are those costs associated with the administration and operational costs related to harvesting, renewal, and tending. In 2024, staff will be focusing efforts on the operational planning in preparation of the updated 20-year management plan, chemical site preparation, continued control of invasive species, tending of trees at the newly acquired Laframboise property, and various marking and prescriptions for future harvests in accordance with the five-year operating plan.

Forestry services

2024 budget impacts cont'd

Forestry expenses cont'd

- Forest Property Expenses are the reoccurring expenses associated with the management of all SDG Counties properties. Expenses within this budget include administration and certification fees, trail maintenance costs, signage, equipment and other general expenses.
- The 2023 Roadside Forestry budget includes \$35,000 for the SDG Roadside Tree Planting Program.
- 2024 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 continued tree mitigation at Summerstown Forest. Staff intend to issue a tender for the sale of timber at Summerstown Forest, in an effort to improve forest health and salvage ash trees. If a timber sale is successful, this budget may be used to repair infrastructure and trail improvements in addition tree removals outside of harvest operating area.
 - \$6,000 for ongoing trail improvements at Osnabruck Forest in partnership with the Ontario Woodlot Association (OWA)
 - \$3,000 for the purchase of specialized forestry equipment
- Staff have proposed a \$34,000 budget for the land securement fund (forestry reserves) to support the acquisition of desirable properties of natural heritage significance. This budget is partially offset by the expected harvest revenue generated this year.

Forestry services

2024 budget options

- **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.
- **Reduce the 'forestry small projects' (up to \$54,000 in savings)**
 - Council can reduce the value of the "Forestry Small Projects" budget, which would result in up to \$54,000 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).
- **Increase funding to 'land securement reserve' (varies)**
 - The 2024 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.

Transportation services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410

Date : Nov 20, 2023

Page : 1

Time : 4:06 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
TRANSPORTATION REVENUE				
Student Funding	-10,000	0	0	10,000
Aggregate Royalties	-120,000	-154,973	-135,000	-15,000
Entrance & Moving Permits	-95,000	-111,395	-110,000	-15,000
Sales & Recovered Costs	-100,000	-76,255	-70,000	30,000
Recovered from Joint Tenders & Damages	-10,000	-1,450,908	-10,000	0
Salt Sold to Local Municipalities	-115,000	-112,014	-100,000	15,000
Other Funding	-200,000	0	0	200,000
OCIF Funding	-1,846,708	-1,892,814	-1,846,708	0
Gas Tax Funding	-2,162,797	-1,081,398	-2,162,797	0
Reserve used for Equipment	-250,000	-250,000	0	250,000
Reserves from Modernization	-440,000	-430,815	0	440,000
Reserve used for Bridges	-346,296	-346,296	-950,000	-603,704
Reserves used for Construction	-2,900,640	0	-2,543,000	357,640
Capital Funding - CTY RD 22	0	0	-6,600,000	-6,600,000
Total TRANSPORTATION REVENUE	-8,596,439	-5,706,867	-14,527,503	-5,931,064
ROAD REPAIR & MAINTENANCE				
Patching & Sweeping	232,000	207,979	250,000	18,000
Shoulder Maintenance	285,000	221,682	250,000	-35,000
Mowing, Brushing & Roadside Mtce	866,000	654,368	1,066,000	200,000
Culverts, Drainage & Ditching	910,000	809,927	940,000	30,000
Signage, Lighting & Railway Crossings	483,400	404,948	547,000	63,600
Guiderail	30,000	2,943	30,000	0
Plowing & Spreading	2,882,000	1,794,773	3,077,000	195,000
Winter Mtce Materials	3,243,000	3,008,186	3,351,500	108,500
Other Winter Maintenance	138,000	131,368	80,000	-58,000
Winter Road Patrol	170,000	107,832	170,000	0
Minimum Mtce Standards Patrolling	310,000	245,822	310,000	0
Supervision & Locates	545,000	425,208	545,000	0
Emergency Response	0	280,183	0	0
Total ROAD REPAIR & MAINTENANCE	10,094,400	8,295,219	10,616,500	522,100
ROAD ASSET MANAGEMENT & RECONSTRUCTION				
Resurfacing	10,992,000	10,989,040	12,520,000	1,528,000
Microsurfacing	1,000,000	659,138	532,000	-468,000
Ongoing Activities	1,100,000	447,680	970,000	-130,000
Getting Ready	355,000	415,252	805,000	450,000
Road Projects	3,875,000	2,537,955	9,180,000	5,305,000
Bridge Projects	5,556,000	3,901,885	5,690,000	134,000
Transfer to AC Reserve	308,000	0	0	-308,000
Total ROAD ASSET MANAGEMENT & RECONSTR	23,186,000	18,930,929	29,697,000	6,511,000
ROAD EQUIPMENT & HOUSING				
Total Fleet Operating Costs	1,568,850	1,419,485	1,759,000	190,150
In-house Equipment Rental	-1,560,000	-1,263,348	-1,735,000	-175,000
New Equipment & Buildings	1,390,000	1,106,785	1,100,000	-290,000
Transfer Equipment/Buildings Reserve	215,000	215,000	70,000	-145,000
Total ROAD EQUIPMENT & HOUSING	1,613,850	1,477,922	1,194,000	-419,850
ROAD OVERHEAD & ADMINISTRATION				
Administrative Wages	756,000	616,200	772,000	16,000
Garages	303,000	215,284	303,000	0
Training, Meeting & Conferences	70,000	79,604	85,000	15,000
Health & Safety	40,000	46,791	45,000	5,000
Office & Drafting Supplies	51,500	33,494	54,000	2,500

Transportation services

United Counties of Stormont Dundas & Glengarry
COUNCIL BUDGET



GL5410
Date : Nov 20, 2023

Page : 2
Time : 4:06 pm

For Period Ending 31-Jan-2024

	BUDGET	ACTUAL	BUDGET	BUDGET
2023..... 20232024.....	CHANGE
GENERAL FUND				
Phone, Advertising & Communications	41,700	54,179	45,000	3,300
Insurance & Legal	95,000	121,931	110,000	15,000
County Support Services	351,940	351,940	350,150	-1,790
Payroll Benefits, Holidays & Vacation	1,260,800	978,413	1,380,900	120,100
Payroll Burden Charged to Activities	-989,000	-895,994	-1,150,000	-161,000
Total ROAD OVERHEAD & ADMINISTRATION	1,980,940	1,801,842	1,995,050	14,110
Total GENERAL FUND	28,278,751	24,599,046	28,975,047	696,296

Transportation services

2023 accomplishments

- Rehabilitated and paved 45km of roadways.
- 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 cured-in-place lining technology
- Replaced a number of cross culvert and entrance pipes
- Rehabilitated / reconstructed the following bridges:
 - South Nation River Bridge
 - Hoople Creek Bridge
 - Baldwin Bridge (Waterproof and Pave)
 - Beaudette River Bridge
 - Cardinal MD Culvert
 - McDonald-Robertson MD Culvert
 - Sova MD Culvert
 - Fraser Creek Culvert
- Commenced detailed design on the proposed 2024 bridge projects
- Substantially completed the detailed design for County Road 22/Dyer Road. Commissioned draft R-plans of widening parcels and are beginning with right of way purchasing.
- Continued with the detailed design for County Road 34/Main St., Alexandria
- Purchased a new snowplow, including procurement of four additional units for local townships
- Purchased a new street sweeper and completed the annual sweeping for all townships
- Completed a variety of minor improvements at the Patrol Yards, including new tarps at the Winchester Springs patrol garage.
- Completed the installation of advance fingerboard signs
- Wrapped up the Regional Waste Management, Roadmap to Collaboration report
- Developed a digital program to support Minimum Maintenance Standards patrolling and record-keeping.
- Implemented Permit Central for transportation-related permitting
- Undertook approximately 10 million dollars in road repair and maintenance (mowing, ditching, winter control)

Transportation services

2024 budget impact

Revenue

The 2024 budget has a significant increase in revenue when compared to 2023, which is mainly a result of the financing that is being proposed to offset the SDG 22 reconstruction work. A summary of the major changes are as follows:

- The County Road 22 reserve will be used to offset the cost of this project (est. at \$2,400,000 at end of 2023).
- Unspent funds from the budgeted 2023 bridge work (namely the cancelled Martintown Bridge) are proposed to offset the costs associated with the 2024 bridge projects (\$800,000). Due to SDG Counties financial challenges with the 2024 budget, staff are also proposing to use the SDG 18 (Black River Road) Embankment Repairs (\$145,000) reserve to offset general costs rather than this project. The embankment concern has remained relatively stable, and was viewed as a low-priority project that will be re-budgeted in the future.
- General Revenue projected in 2024 is consistent with 2023 values. Annual Departmental revenue typically consists of permit fees, aggregate royalties, surplus equipment sales, recovered costs and the sale of salt to local municipalities.
- The major revenue budgeted in 2024 is the funding necessary to offset the costs associated with the County Road 22 reconstruction project (\$6,600,000). The financing of this project is necessary to offset costs, and, will result in annual debt repayments over the term of the loan.
- Gas Tax Funding (\$2.1 million) and Ontario Community Improvement Funding (\$1.8 million) are also included as part of the 2024 Transportation budget. There is no proposed change to these revenues.

Road repair and maintenance

The 2024 Road Repair and Maintenance budget shows an increase when compared to 2023 budget values. A summary of the budget changes is provided as follows:

- Patching and Sweeping have increased to account for the costs that the County is incurring to complete intersection sweeping (for safety purposes). Projected costs in 2024 are based on 2023 expenditures.
- Shoulder Maintenance has decreased when compared to 2023 budget values.
- 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.

Transportation services

2024 budget impact cont'd

Road repair and maintenance cont'd

The 2024 Road Repair and Maintenance budget shows an increase when compared to 2023 budget values. A summary of the budget changes is provided as follows:

- Patching and Sweeping have increased to account for the costs that SDG Counties is incurring to complete intersection sweeping (for safety purposes). Projected costs in 2024 are based on 2023 expenditures.
- Shoulder Maintenance has decreased when compared to 2023 budget values.
- 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 Culverts Drainage and Ditching budget proposes a modest increase compared to 2023 values.
- The Signage Lighting and Railway budget has increased. Clarifying responsibility for intersection signage and the installation of County-wide advance fingerboard signs necessitates increased annual costs to maintain this inventory.
- The Plowing and Spreading budget is based on historical trends and contract costs. The 2024 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 to reduce material use and minimize environmental impact. Staff anticipates using salt brine for Direct Liquid Application (DLA) work in the spring and fall of 2024, which should result in some savings when compared to the current product being used.
- Supervision, Patrolling, and Other Winter Maintenance Activities remain relatively unchanged from 2023 budget values.

ROAD ASSET MANAGEMENT AND CAPITAL WORKS

Resurfacing

For the past 13 years, council has been following the recommendations of SDG Counties' 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.

Transportation services

2024 budget impact cont'd

Road repair and maintenance cont'd

ROAD ASSET MANAGEMENT AND CAPITAL WORKS CONT'D

Resurfacing cont'd

The budgeted 2024 work represents the second year of this council's four-year resurfacing goal. As approved by council last year, staff reconfigured the approved four-year plan such that it was bundled based on a geographic location. The benefit of this approach is that it minimizes the need for multiple mobilizations within the contract, making it more efficient and reducing the overall costs.

Table 1, below, notes this year's recommended program. As with previous years, staff have budgeted an increased cost for asphalt when compared to 2023 values; however, this market remains volatile. A copy of the full four-year resurfacing plan is attached to the budget document.

Also included in the draft budget is \$1 million in miscellaneous skin-patching. The 2024 skin patching is proposed to cover two locations. The first is a section of County Road 12 that was last rehabilitated approximately 10 years ago and requires only a single lift overlay to remain in serviceable condition. The second is a section of County Road 5 which requires a single lift to bind together the breaking roadway, a preservation method intended to buy time until the roadway can be properly reconstructed.

In addition to resurfacing and skin patching, staff have budgeted \$532,000 for microsurfacing (Table 2). 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. 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.

Table 1: Resurfacing Projects from the 4-Year Plan

Road	Location	Length (km)	Estimated Cost
9	From SDG 12 easterly to SDG 15	9.8	\$2,418,423
13	From the west limits of Chrysler westerly to SDG 32	7.8	\$1,776,861
15	From Elm Street easterly to SDG 9	3.9	\$896,510
15	From SDG 9 easterly to the west limits of Moose Creek	5.3	\$1,222,290
15	From west limits of Moose Creek easterly to HWY 138	2.3	\$628,794
20	From SDG 43 northerly to Dominionville south limit	4.0	\$930,059
20	From Dominionville north limit to Kenyon Concession Road 17	2.3	\$531,731
20	From Kenyon Concession Road 17 northerly to SDG 22 east leg	0.5	\$129,953
20	From Grant Street northerly to SDG 24	5.2	\$1,270,227
20	From Prescott Russell/SDG boundary southerly to SDG 24	1.6	\$427,771
22	From SDG 20 easterly to RR-Xing	3.4	\$772,377
	Contingency,		\$330,150
	Geotechnical Services		\$30,000
	Contract Administration		\$150,000
	TOTAL	46.02	\$11,520,000

Table 2: Microsurfacing Sites

Road	Location	Length (km)	Estimated Cost
19	From SDG 17 to Maple Road	5.01	\$231,000.00
13	From SDG 7 to SDG 32	3.93	\$181,000.00
15	From 200m S of Gunn Rd to SDG 43	0.89	\$38,000.00
15	From SDG 43 to Fairview Drive	0.39	\$19,000.00
	From Fairview Drive to RR-Xing	0.58	\$38,000.00
	Contingency/ Contract Administration		\$25,000.00
	TOTAL	10.8	\$532,000

Transportation services

2024 budget impact cont'd

Ongoing activities

There is no change to the 2024 “Ongoing Activities” budget. This budget includes activities such as traffic counting, centreline and specialty painting, and guiderail installation and maintenance. A major cost driver associated with these activities is material-based, and staff will be able to design tenders that provide some flexibility to ensure that budget values are met.

Getting ready

In 2023 staff completed some large diameter culvert inspections and identified several culverts that require replacement this year. These replacements are valued at \$695,000, which is driving the increase in this budget when compared to the 2023 numbers. Staff have also budgeted \$15,000 to hire a summer student so that a more comprehensive culvert inspection program can be completed to ensure that the SDG Counties has an updated condition assessment and investment plan for its large culverts.

Road projects

The following major road projects/ initiatives have been included by Transportation in the draft 2024 budget:

- Alexandria - County Road 10 and County Road 34 detailed design (\$220,000)
 - Staff continue to work towards completing the detailed design to finalize the project budget, acquire property (if necessary), and prepare for construction in upcoming years (subject to funding and/or budget approval). The design is expected to be complete in spring-summer 2024.
- County Road 22 From Maxville to Highway 138 (\$8,800,000)
 - Staff continue to work towards the ready design package and acquire property, and prepare for construction in the next year. Recent estimates from the SDG Counties’ consultant have indicated that the total project costs are expected to be \$8,800,000. As a result of this significant expense, the County is proposing to finance the project costs in order to mitigate the impact to the tax rate.

Transportation services

2024 budget impact cont'd

Special projects (roads)

The following special projects have also been included by Transportation in the draft 2024 budget

- Lunenburg Storm Sewer Lining (\$150,000)
 - As a result of storm sewer camera inspections, it has been determined that the Storm Sewer in Lunenburg is reaching the end of its service life and requires replacement. Staff are proposing to line the storm sewer.
- Regional Waste Management Working Group (\$10,000)
 - The Regional Waste Management Working Group has requested that SDG Counties approves a modest budget for 2024 activities, specifically to fund some training opportunities as well as have funds that can be used for regional advertising associated with the blue box changes and other waste management initiatives.

Bridge projects

Given the number of approvals and associated technical and scheduling challenges that 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 2024 budget:

- Eastman Creek Culvert Lining (\$250,000) – SDG 42
- Crooks McLeod Box Culvert Pre-purchase (\$700,000) – SDG 24
- Inkerman Bridge Replacement (\$1,900,000) – SDG 3
- Martintown Bridge Rehabilitation (\$2,310,000) – SDG 18
- Wert Municipal Drain (\$300,000) – SDG 15
- Boundary Rd. Bridge Hydraulic Design, partner with the City of Cornwall and the Township of South Glengarry (\$20,000) – Rd. 19
- Bridge Design Work (\$100,000)

Transportation services

2024 budget impact cont'd

Road equipment and housing

Yearly equipment purchases are coordinated with the SDG Counties' 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 disposes 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. SDG Counties is budgeting approximately \$571,000 in fuel expenses for 2024, which is slightly reduced compared to 2023 budget values. Operating costs are intended to offset the recovered cost of in-house equipment rentals.

New Equipment

In 2024, the equipment replacement schedule includes the following:

- Purchase of one tandem snowplow (\$400,000). This purchase has already been approved by council.
- Purchase of two double cab (crew) pickup trucks (\$75,000 each).
- Purchase of two one-ton dump chassis (\$80,000 each). Note, the existing dump bodies will be reused on these new chassis.
- Purchase of two long-arm flails (\$75,000 each)
- Purchase of two general-purpose pickups (\$50,000 each)
- Purchase of a new Administration staff vehicle (\$50,000)

Housing

The 2024 Housing budget includes the following:

- Tarp repair at the St. Andrews West Patrol (\$10,000)
- Fueling System Upgrades (\$60,000)
- Miscellaneous shop repairs (\$20,000)

Transportation services

2024 budget impact cont'd

Transfer to equipment/building reserve

In accordance with current/ best practice, staff have included a \$70,000 transfer to the equipment reserve based on the surplus equipment revenue that is forecast in 2024.

Road overhead and administration

- Wages
 - The increase in wages reflects cost-of-living adjustments for salaried staff as well as the additional staff member working in-office during the director's secondment to North Dundas. Note there is an offsetting revenue for this additional wage that has been budgeted.

- Garages
 - There are no increases proposed to the garages budget.

- Training, Meetings and Conferences
 - An increase is proposed in the Training, Meeting and Conferences budget. Post-pandemic, there has been renewed interest by Transportation staff for continued professional development and the availability of relevant courses.

- Office and Drafting Supplies & Communications
 - The Office and Drafting Supplies and Communications budget includes the costs associated with advertising, computer purchases and 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). Some of these expenses are offset through revenues generated by permits.

- The Insurance and Legal budget includes allowances for unplanned legal expenses and the costs for the Department's liability insurance.

- Payroll Benefits budget has been increased to match anticipated expenditures associated with this activity.

Transportation services

2024 budget options

The preliminary budget included funds and projects that have since been removed to provide a document that balanced the Departmental priorities against the fiscal challenges faced by SDG Counties.

Several options are being suggested to be included back into the 2024 budget based on their priority.

- Fully fund the Crooks-McLeod Culvert Replacement (Additional \$700,000)
 - The Crooks-McLeod culvert (bridge) is a very deep, large box culvert that has been experiencing settlement since early after its installation. Previous bridge inspections had identified the continued subsidence of the culvert; however the 2023 inspection noted that this structure appeared to be in a precarious condition, and, it is being suggested that the culvert be replaced immediately. Following this recommendation, staff have installed some monitoring gauges on the culvert and have not observed any active movement, rather, it is expected that the recent paving of SDG 24 overtop of the culvert resulted in some additional dead weight, and, consequently, accelerated the settlement compared to the distresses observed in previous inspections. At a minimum, staff have included the pre-manufacturing of the box culvert sections as part of the 2024 budget so that the replacement can be undertaken if a sudden failure or excessive movement is observed. To minimize the risk to the travelling public, staff would recommend that the full value of the replacement be added back into the budget.

- Replace SDG's RWIS Stations (\$55,000 each).
 - SDG Counties' two Road-Weather-Information-Stations (RWIS) were installed approximately 20 years ago, and, are at the end of their respective service lives, and, require replacement. Components within the stations are non-serviceable, and our service provider has indicated that full replacement is necessary to continue to guarantee weather reporting. This service is used by SDG Counties and our local municipalities to make critical decisions on how and when to respond to winter weather conditions.

Transportation services

2024 budget options cont'd

- Begin Investigations & Design for New Shops (Additional \$50,000).
 - As noted during the 2023 road tour, the three existing shop facilities are at the end of their useful life. There are concerns with the energy efficiency of the buildings, continuous leaks and mould challenges and ongoing maintenance issues. In order to begin to price out new shops, staff are recommending that the preliminary work begin in 2024 so that the eventual replacements can be budgeted and planned for.
- Geotechnical Study of Dykes on SDG 2 (Additional \$15,000)
 - In 2023, staff budgeted to complete a geotechnical study of the existing earthen dykes installed on County Road 2 between Cornwall and Long Sault. Presently, there are no concerns with these dykes; however it recommended that the condition dyke be reviewed and confirmed within the near future. As a result of budget challenges, this work was not included in the draft 2024 Transportation program.
- CN Grade Separation in Morrisburg (SDG 31) (Additional \$56,000)
 - The CN Grade Separation in Morrisburg will soon require rehabilitation, and, it is suggested that the design begin to ensure that work can be coordinated with CN Rail for construction in future years.
- Include the Transfer to Reserve for the Salt Storage Facility (\$165,000)
 - Since construction was completed, council has been putting \$175,000 per year into the Salt Storage Facility Reserve to help offset the cost of the eventual replacement of this structure. This transfer has been following good asset management practices. This reserve transfer was not included in the 2024 budget due to the fiscal challenges faced by SDG Counties this year.

Transportation services

2024 budget options cont'd

- Use of Reserves or Financing to offset the cost of the Inkerman Bridge Project (up to \$950,000 in savings)
 - The replacement of the Inkerman Bridge is included in the 2024 budget. This bridge will be completely replaced. Given that this type of replacement is more comprehensive than a typical rehabilitation, there is a rationale in considering that the capital cost to complete part of this project could be offset through the use of financing or reserves.
- Reduce the value of Bridge End Treatments and Minor Repairs (up to \$50,000 in savings)
 - Staff have committed to undertaking cost-effective minor repairs to structures in order to extend their service life and defer future rehabilitation. In 2023, staff completed concrete sealing on various structures, necessary brushing and clearing and the waterproofing and paving of the Baldwin Bridge. Work proposed in 2024 would be similar in nature and is subject to the budget allotted to these types of activities.
- Reduce the value of Skin Patching (up to \$500,000 in savings)
 - In 2023, SDG Counties accomplished approximately 750m of skin patching on County Road 5. The skin-patching holds together the existing, end-of-life asphalt and is part of a short-term holding strategy. The entire road has a deficient platform, but funding has historically been allocated elsewhere due to County Road 5's extremely low traffic volumes. Approximately 50% of the total proposed skin patching item in 2024 is intended to extend the holding strategy by an approximately 5.4km..

Transportation services

2024 budget options cont'd

- Defer County Road 22 (Dyer Road) Reconstruction
 - Due to the fact that this project is being largely funded through reserves and financing, there is no financial impact to deferring the County Road 22 project. Rather, deferral of this work would provide staff with the ability to seek out and apply for funding to complete this project, which would help reduce SDG Counties' future debt obligations.

Council could also consider a contribution to reserves in the 2024 budget to establish funding from the tax base for this project. In future years, this contribution to reserves could be reallocated to principal and interest payments if the project is financed.

Levy Increase Options	Increase on Average Residential Property	
	Dollars	Tax Rate
-	\$ 73.87	5.49%
557,000	\$ 87.32	6.49%
1,000,000	\$ 98.03	7.28%
1,500,000	\$ 110.11	8.18%