



MUNICIPALITY OF WEST ELGIN 2023 DRAFT BUDGET

MARCH 2, 2023

PROPOSED 2023 BUDGET TIMELINE

- March 2, 2023
Summary of Draft Operating &
Capital Budget - I
- March 16, 2023
Committee of the Whole - II
- March 30, 2023
Committee of the Whole - III
- April 6, 2023
Committee of the Whole - IV

DRAFT BUDGET OBJECTIVES FOR 2023

1

Develop Strategic
Plan

2

Develop Recreation
Master Plan

3

Complete Service
Delivery Review

4

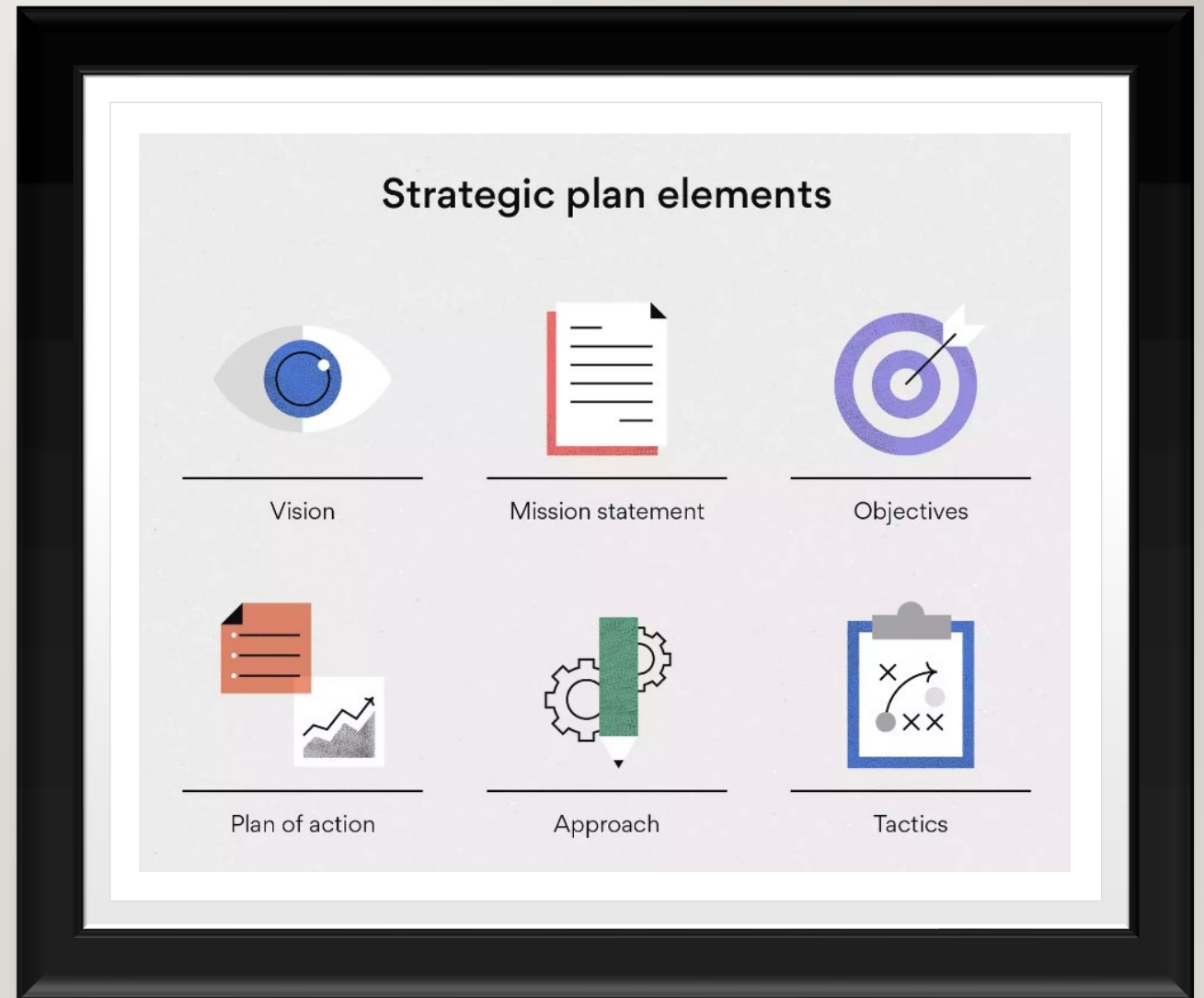
Continue
Implementing Asset
Management

5

Complete deferred
capital projects.

STRATEGIC PLAN ELEMENTS

- Establish business strategy for the next three years
- Draft mission and vision statement.
- Develop specific plan of action
- Develop multi-year plan of what you want to accomplish and how you plan to accomplish a specific project.



MASTER RECREATION PLAN

- The purpose of the Plan is to help identify culture, recreation, parks and facility service priorities through the provision of a comprehensive review and needs assessment.
- The Plan will help guide Council and Staff in making decisions that best meet the needs of the community.
- The Plan will provide guidance on park planning, facility redevelopment, facility expansion, partnership development and the delivery of programs, events and services.

RECREATION MASTER PLAN OBJECTIVES

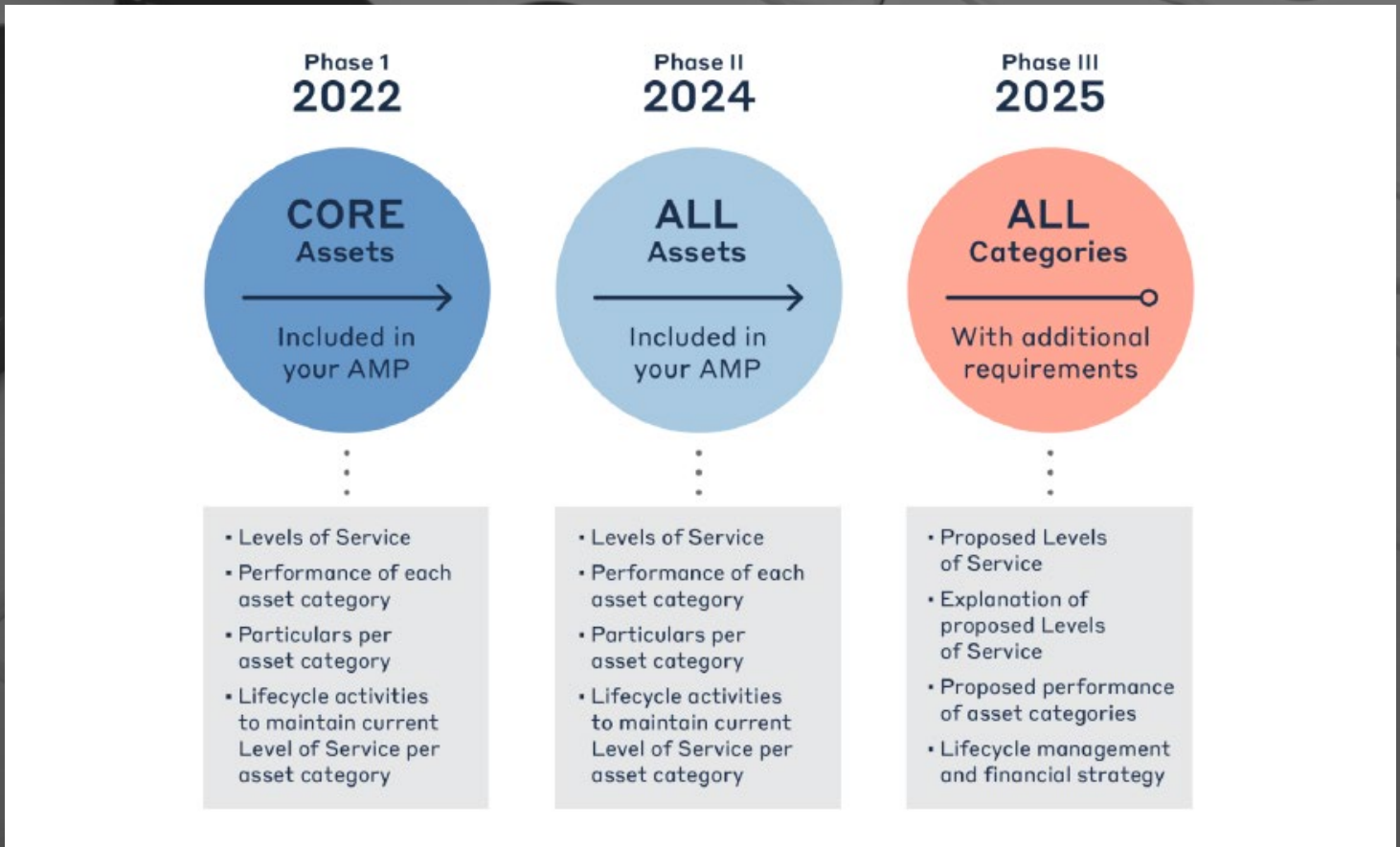
1. Create an inspirational vision for the delivery of culture, recreation, parks and facility services that aligns with Council's priorities and reflects the varied needs, interests and priorities of the community.
2. Complete an inventory of culture, parks and recreation services, programs, facilities and events including utilization levels, capacity and sustainability.
3. Provide a high-level assessment of the current state of existing indoor and outdoor facilities, including life expectancy. Identify gaps and provide recommendations for enhancements to existing facilities.
4. Undertake a needs assessment, current and future, to identify gaps and opportunities with respect to culture, parks, trails, recreation facilities, open spaces, community programs, services and events.
5. Provide a detailed assessment of current programs, activities and events provided by the municipality, volunteer organizations, community organizations and private business.

RECREATION MASTER PLAN OBJECTIVES

6. Identify gaps in programs, activity and event delivery, partnership opportunities for the enhancement of and delivery of programs, activities and events.
7. Develop prioritized short, medium and long-term capital improvement plans (10-year period) for investments in existing facilities and new construction. The plan will focus on:
 - Parks (West Lorne and Rodney)
 - Recreation Centre, Arena and Pool
 - Joe's Bush
8. Provide recommendations for investment and provision of services in the community.

ASSET MANAGEMENT

- **O. Reg 588/17 requires municipalities to develop an asset management plan in three stages:**



ASSET MANAGEMENT PLAN DEVELOPMENT

- 1. Ensure alignment between the AMP and the Municipality's current strategic objectives.**
- 2. Analyze inventory and state of infrastructure.**
- 3. Develop Asset Management Strategies**
- 4. Establish Levels of Service**

SERVICE DELIVERY REVIEW

- A Service Delivery Review is an evaluation process in which the systemic review of a specific municipal service(s) determines whether that particular service is needed; if so, at what level the service is needed based on several criteria (legally, economically, or for the benefit of the community); and the most appropriate, responsive, effective and efficient way to provide that service now and into the future.

SERVICE DELIVERY REVIEW

A Service Delivery Review involves asking the following questions about service and cost management:

- Does the municipality need to provide this service/business?
- What do citizens expect of the service and what outcomes does Council want for the service?
- Are there areas that require new or enhanced service?
- What are the full costs and benefits of the service?
- What are the alternative ways of delivering the service?

COMPLETE DEFERRED CAPITAL PROJECTS

Arena – Roof Painting, Drain and Evestrough Repairs

Roads – Walker Street Reconstruction and Develop
Storm Water Management Plan

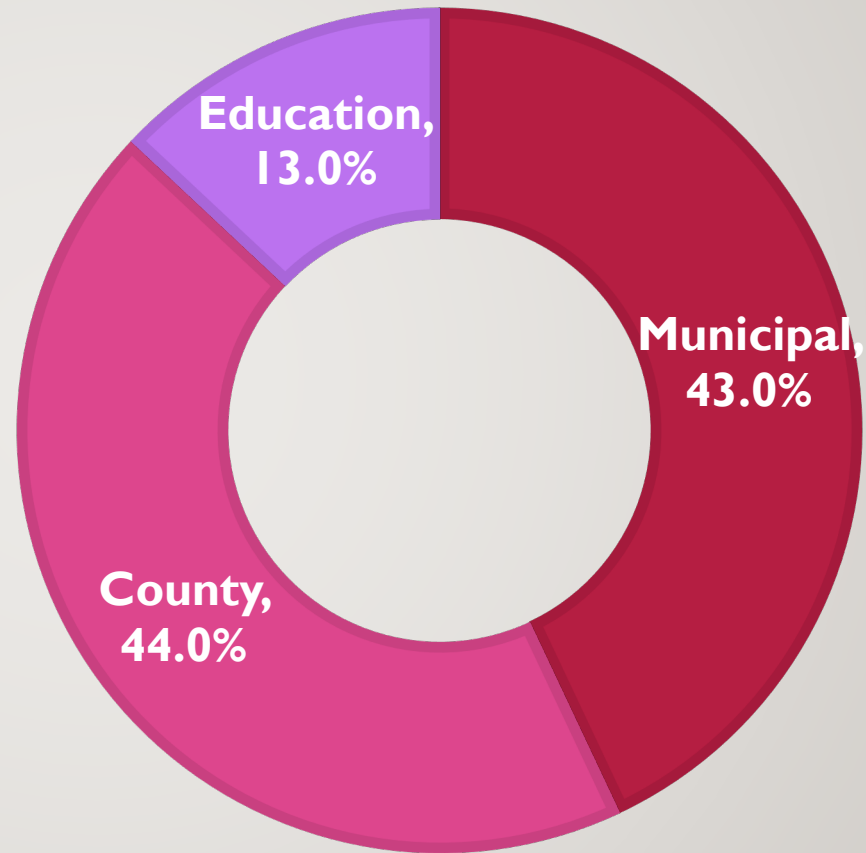
Sidewalks – Extend sidewalks on Graham Rd to Marsh
Line, to Todd Place

Water – install AMR (Automatic Meter Reading) device
on R3, R4 & R5

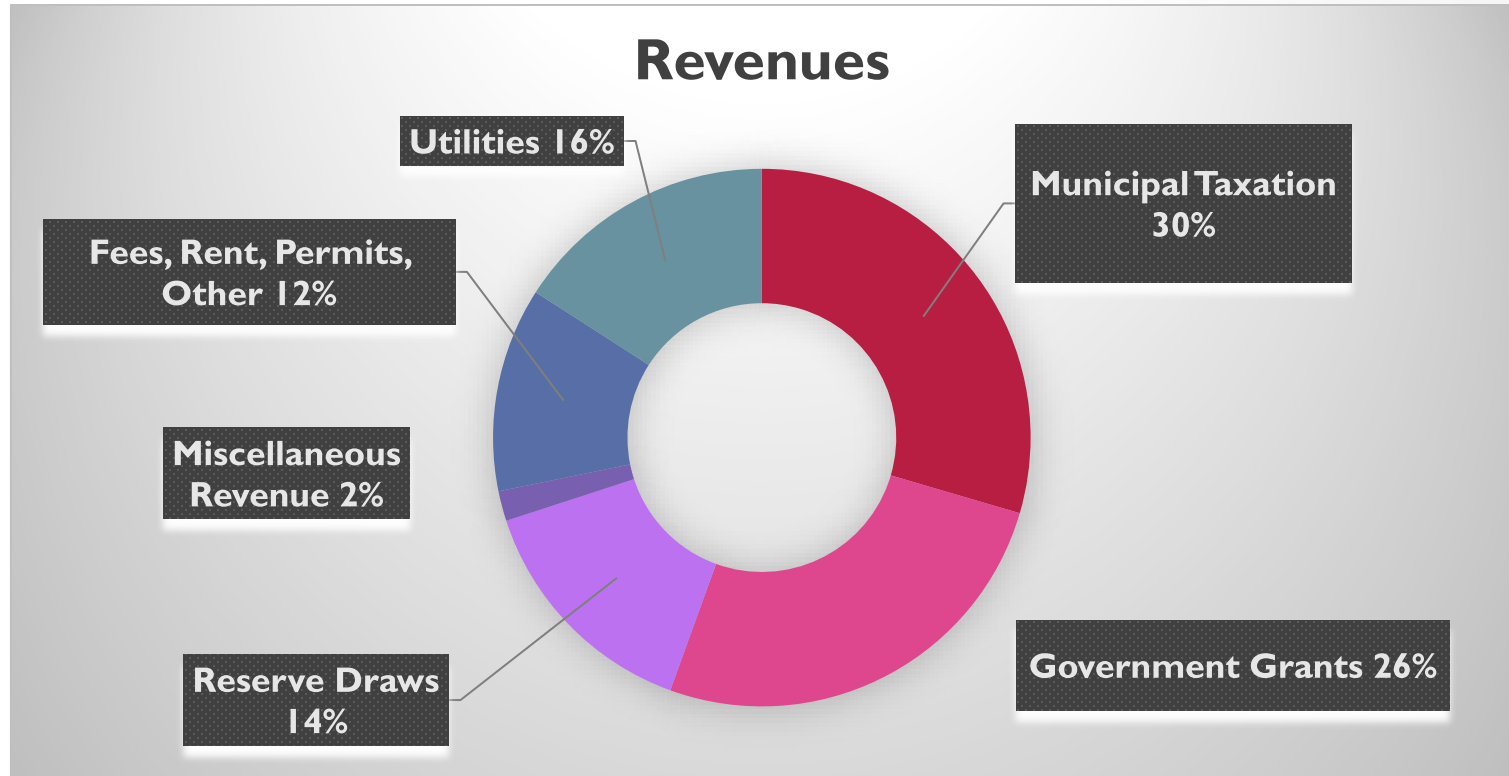
2023 BUDGET SUMMARY

- 2023 Draft Budget proposes 5.37% levy increase; Council can choose to accept this proposal and vote to approve Capital and Operating Budget as presented, resulting in an increase in **Municipal** portion of the property tax rate of 4.23%; which raises \$4,007,381.53 in total property taxes.
- This would be an annual increase of about \$52.10 per year (or \$4.34/month) for a residential home valued at \$200,000.00.
- For 2023 a 1% property tax increase represents approximately \$48,274.
- We are assuming no change in County and School Board rates.

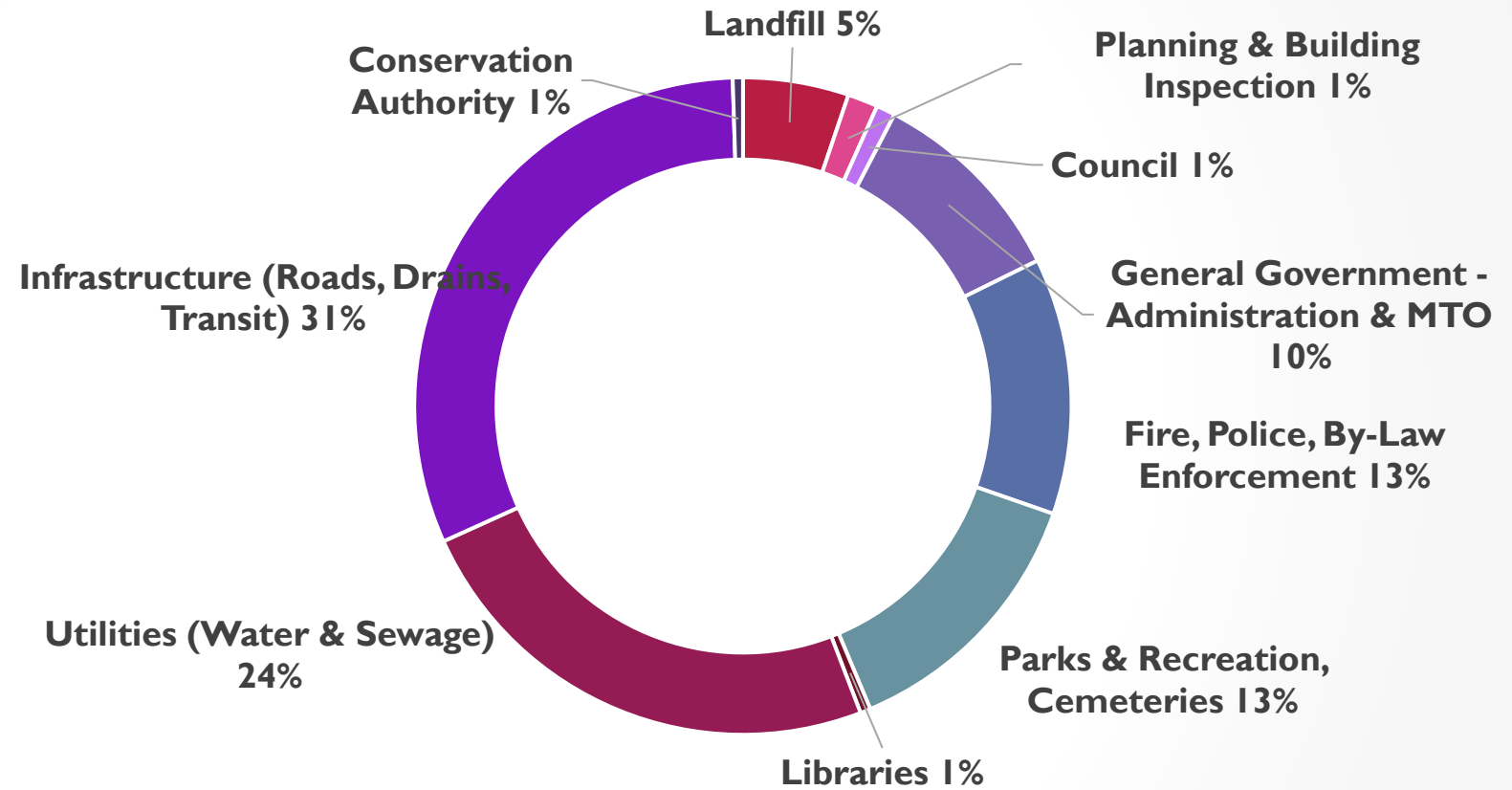
HOW YOUR TAX DOLLARS GET SPENT?



REVENUES
\$13.6M



EXPENSES \$13.6M



FACTORS AFFECTING 2023 BUDGET



The consumer price index annual average in 2022 was 6.8%.



MPAC has deferred assessment updates. For the 2023 budget year, we are only seeing funds from assessment on new construction.



Capital spending reduction minimal impact on the 2023 tax rate.



OMPF funding decrease \$30,300

Insurance Premiums increase \$44,523

By-Law Enforcement \$30,000

Dust Control \$110,000

Line Painting \$85,000

2023 BUDGET SUMMARY

REVENUES



Revenues

Taxation

Local Improvements

PIL

Miscellaneous Revenue

Grants:

GRANT - OMPF

GRANT - OCIF

GRANT - Canada Day

GRANT - SUMMER STUDENT

GRANT - ICIP: COVID Stream - Local Government

GRANT - Enabling Accessibility

GRANT - Municipal Modernization Service & Digital - Intake 3

Grant - FCM Asset Management

Grant - Municipal Modernization Payroll & Timekeep - Intake 2

Transfer to Reserves (OCIF)

Transfer from Reserves (Insurance)

2023 Budget**2022 Actuals****2022 Budget**

-\$	4,007,381.53
-	51,348.49
-	95,000.00

-\$	3,774,916.14	-\$	3,803,179.43
-	59,537.85	-	59,537.85
-	93,931.04	-	100,000.00

-	244,865.50
---	------------

-	257,202.20	-	185,550.00
---	------------	---	------------

-	1,843,100.00
-	366,035.00
-	-
-	6,200.00
-	-
-	-
-	48,500.00
-	-
-	-
-	366,035.00
-	15,000.00

-	1,873,400.00	-	1,873,400.00
-	430,629.00	-	430,629.00
-	5,495.00	-	5,000.00
-	6,262.00	-	10,000.00
-	100,000.00	-	100,000.00
-	-	-	72,900.00
-	50,102.00	-	132,288.00
-	50,000.00	-	50,000.00
-	51,480.00	-	79,200.00
-	430,629.00	-	430,629.00
-	55,000.00	-	55,000.00

Departmental Summaries

Council
Administration
Municipal Buildings
Fire
Police Services
Conservation Authority
Building Inspection
Emergency Measures
By-Law Enforcement
Animal Control
Roads
Service Ontario
Four Counties Transit
Street Lights
Sidewalks
Sewage - Rodney
Sewage - West Lorne
Water
Landfill
Cemeteries
Arena
Parks & Recreation
Port Glasgow Trailer Park
Libraries
Planning
Economic Development
Drains
Debentures

2023 Budget

\$	127,325.50
	1,149,005.08
	180,950.14
	678,556.16
	948,838.00
	68,007.00
-	0.00
	7,000.00
	60,480.00
	-
	1,466,176.69
-	3,504.32
	8,647.23
	37,500.00
	55,157.07
-	0.00
	0.00
	0.00
	604,646.90
	5,500.00
	135,583.98
	670,982.03
	0.00
	0.00
	40,800.00
	1,500.00
	16,895.56
	51,348.49
\$	0.00

2021 Actuals

\$	91,555.20	\$	98,876.50
	913,179.82		1,247,881.76
	186,251.19		230,787.38
	576,574.12		611,443.12
	935,390.64		978,808.00
	65,212.00		65,212.00
	10,350.56		30,636.60
	-		7,000.00
	26,809.11		40,689.18
-	9,827.90		-
	1,070,766.77		1,628,940.09
-	6,701.99		6,155.40
	6,575.28		10,762.95
	33,560.32		40,500.00
	16,324.77		47,937.78
-	44,309.49		-
-	177,552.44		-
-	90,362.22		0.01
	522,702.63		456,249.59
	3,550.66		5,500.00
	154,306.94		170,296.72
	511,715.62		683,412.92
-	180,923.78		0.01
-	6,896.72	-	0.00
	50,509.36		74,978.96
	725.03		100.00
	28,361.99		30,348.50
	59,424.39		59,537.85
-\$	1,630,054.37	-\$	0.00

Municipality of West Elgin - Reserves

Tab

Acct No.	Description	2022 Budget			2023 Budget			Ending Balance
		Beg. Balance	FROM	TO	Beginning Balance	FROM	TO	
01-3000-3014	Tax Rate Stabilization	\$ 2,470,191.57			\$ 2,470,191.57			\$ 2,470,191.57
01-3000-3002	Contingency	\$ 456,470.28			\$ 456,470.28			\$ 456,470.28
01-3000-3032	Connectivity Project	\$ 50,000.00			\$ 50,000.00			\$ 50,000.00
01-3000-3009	Ontario Invests - Improve Service Delivery & Efficiency	\$ 162,758.93	(90,751.36)		\$ 72,007.57			\$ 72,007.57
01-3000-3038	Reserves - 2021 COVID-19 Recovery Funding	\$ 116,427.78			\$ 116,427.78			\$ 116,427.78
01-3000-3015	Safe Restart Funding	\$ 57,821.01			\$ 57,821.01			\$ 57,821.01
01-3000-3030	Prior Year Unused Capital	\$ 190,940.66			\$ 190,940.66			\$ 190,940.66
01-3000-3029	2021 Capital Carried Forward	\$ 250,000.00	(165,500.00)	135,000.00	\$ 219,500.00	(219,500.00)		\$ -
01-3000-3003	Vehicle Replacement	\$ 1,097,647.88			\$ 1,097,647.88	(750,000.00)	173,000.00	\$ 520,647.88
	General	\$ 337,513.98			\$ 337,513.98			\$ 337,513.98
01-3000-3031	County	\$ 77,999.81			\$ 77,999.81		33,904.44	\$ 111,904.25
	Monroe St.	\$ 44,100.00			\$ 44,100.00			\$ 44,100.00
01-3000-3005	Recreation - Multi-purpose courts	\$ 16,400.00		50,000.00	\$ 66,400.00		50,000.00	\$ 116,400.00
01-3000-3036	Animal Control Surplus	\$ 29,311.39	(9,827.90)		\$ 19,483.49	(9,900.00)		\$ 9,583.49
01-3000-3033	Arena	\$ -		100,000.00	\$ 100,000.00		40,000.00	\$ 140,000.00
01-3000-3006	Parkland - West Lorne	\$ 68,761.82			\$ 68,761.82			\$ 68,761.82
01-3000-3019	Parkland - Rodney	\$ 100,000.00			\$ 100,000.00			\$ 100,000.00
01-3000-3017	Trailer Park	\$ 384,472.48		180,000.00	\$ 564,472.48	(280,465.07)		\$ 284,007.41
01-3000-3011	Marina Washrooms	\$ 50,000.00			\$ 50,000.00			\$ 50,000.00
01-3000-3025	Marina Pier Extension	\$ 396,509.02	(165,000.00)		\$ 231,509.02		80,000.00	\$ 311,509.02
01-3000-3026	Marina Bridge	\$ -		20,000.00	\$ 20,000.00		50,000.00	\$ 70,000.00
01-3000-3007	Waste Management	\$ 87,844.00	(50,000.00)		\$ 37,844.00			\$ 37,844.00
	Landfill Closure	\$ 717,919.00			\$ 717,919.00			\$ 717,919.00
01-3000-3013	Water Construction - General	\$ 96,701.52			\$ 96,701.52			\$ 96,701.52
01-3000-3008		\$ 50,000.00			\$ 50,000.00			\$ 50,000.00
01-3000-3203	West Elgin Water	\$ 825,511.05		99,922.21	\$ 925,433.26	(123,826.59)	-	\$ 801,606.67
01-3000-3004	Fire - Trucks	\$ 233,433.92		70,257.50	\$ 303,691.42		130,000.00	\$ 433,691.42
01-3000-3034	West Lorne Complex	\$ -		7,382.34	\$ 7,382.34		6,343.72	\$ 13,726.06
01-3000-3035	Rodney Library	\$ -		6,000.00	\$ 6,000.00		10,107.36	\$ 16,107.36
01-3000-3012	West Lorne Community Improvement	\$ 25,748.24			\$ 25,748.24			\$ 25,748.24
01-3000-3022	Downtown Improvement	\$ 250,000.00			\$ 250,000.00			\$ 250,000.00
01-3000-3027	Economic Development	\$ 10,000.00			\$ 10,000.00	(10,000.00)		\$ -
	Election	\$ 30,000.00	(18,542.64)		\$ 11,457.36			\$ 11,457.36
01-3000-3028	Planning - Official Plan	\$ 50,000.00	(25,000.00)		\$ 25,000.00	(25,000.00)		\$ -
01-3000-3010	Developments	\$ 61,446.17			\$ 61,446.17			\$ 61,446.17
01-3000-3037	Building Inspection			21,010.73	\$ 21,010.73		2,386.23	\$ 23,396.96
01-3000-3018	West Lorne Heritage Homes & Hub	\$ 206,766.00			\$ 206,766.00			\$ 206,766.00
01-3000-3021	Policing	\$ 209,766.15			\$ 209,766.15			\$ 209,766.15
01-3000-3023	Insurance	\$ 70,000.00	(55,000.00)		\$ 15,000.00	(15,000.00)		\$ -
01-3000-3024	Municipal Buildings	\$ 727,595.95	(347,434.96)	50,000.00	\$ 430,160.99		50,000.00	\$ 480,160.99
01-3000-3100	OCIF	\$ 831,592.75	(267,575.46)	440,624.31	\$ 1,004,641.60	(300,000.00)	366,035.00	\$ 1,070,676.60
01-3000-3101	Federal Gas Tax	\$ 1,013,718.08	(924,425.13)	12,184.36	\$ 101,477.31			\$ 101,477.31
01-3000-3102	Provincial Gas Tax	\$ 105,124.90		6,263.55	\$ 111,388.45	(93,811.85)	5,000.00	\$ 22,576.60
01-3000-3201	Rodney Sewage	\$ 256,964.92		3,088.64	\$ 260,053.56		93,415.43	\$ 353,468.99
01-3000-3202	West Lorne Sewage	\$ 25,953.73		170,311.95	\$ 196,265.68		135,263.71	\$ 331,529.39
		\$ 13,003,640.52	\$ (2,119,057.45)	\$ 1,372,045.59	\$ 12,256,628.66	\$ (1,827,503.51)	\$ 1,225,455.89	\$ 11,538,153.26

SOURCES OF INCOME

MUNICIPALITY OF WEST ELGIN 2023 CAPITAL BUDGET

Administration	Server Upgrade
Administration	Security Cameras
Buildings	Council Chamber Renovations
Transit	Transit Bus
Arena	Roof Painting
Arena	Drain repair and eavestrough
Arena	Flooring for wamroom - rubber flooring
Arena	Zamboni Conversion
Recreation Center	Recreation Centre Ceiling replacement
Parks & Rec Operations	Pull Type Finishing Mower - replacement
Pool	Pool liner repair
PGTP	Bingo Hall Refurbishment
PGTP	Stairs to the Beach Replacement
Roads	GRADER 2 (Champion)
Roads	Boom Lift
Roads	TRACTOR #5 - Upgrade
Roads	Fence
Roads	Public Works Shed
Roads	BLACKS RD RECONSTRUCTION
Roads	VILLAGE STREET PAVING - Ridout
Roads	Walker Street Re-construction
Roads	Storm Water Management Plan
Roads	Bridge - Fleming Line
Roads	CAPITAL - CULVERT #6 REPLACEMENT - BLACKS@ KINTYRE
Sewage - Rodney	Lagoon Dredging
Sewage - West Lorne	Addition of Tie in from Filter By Pass to Lagoon
Sewage - West Lorne	Conveyor/Washer Addition to Barscreen
Sidewalks	SIDEWALKS - West Lorne (Graham Rd to Todd Place)
Water	Waterline Extension
Water	AMR (Automatic Meter Reading) - Software and Hardware
Water	Meter Replacement -

BUDGET 2023	Sources of Funding		
	Operating	Reserves	Grant
25,000.00	25,000.00		
21,000.00	21,000.00		
50,000.00	50,000.00		
139,000.00		93,415.43	45,188.15
14,500.00		14,500.00	
10,000.00		10,000.00	
20,000.00	20,000.00		
10,000.00	10,000.00		
25,000.00	25,000.00		
20,000.00		20,000.00	
50,000.00	50,000.00		
15,000.00	15,000.00		
400,000.00	119,534.93	280,465.07	
750,000.00		750,000.00	
40,000.00	40,000.00		
10,000.00	10,000.00		
12,500.00	12,500.00		
20,000.00	20,000.00		
25,000.00	25,000.00		
50,000.00	50,000.00		
10,000.00		10,000.00	
100,000.00		100,000.00	
25,000.00	25,000.00		
270,000.00	8,100.00		261,900.00
1,000,000.00		500,000.00	500,000.00
42,500.00	42,500.00		
42,500.00	42,500.00		
100,000.00	40,000.00	60,000.00	
50,000.00	50,000.00		
150,000.00	26,173.41	123,826.59	
30,000.00	30,000.00		
\$ 3,527,000.00	\$ 757,308.34	\$ 1,962,207.09	\$ 807,088.15
100%	21%	56%	23%

The background image shows a low-angle view of a classical building's exterior, featuring several tall, fluted columns with ornate Corinthian capitals. The architecture is made of light-colored stone. A dark, semi-transparent rectangular overlay is positioned in the center-right of the image, containing the main title and subtitle in white text. A thin red horizontal line is located below the subtitle.

CAPITAL PROJECTS

ADMINISTRATION

Tab 14

SECURITY CAMERAS

**Video Recorder -
Installed in Server
room**

WHY SECURITY CAMERAS?

1. Increase Sense of Security
2. Prevent and Reduce Theft
3. Review suspicious activities
4. Monitor our premises 24/7
5. Reduce Insurance Costs

- On average, a server needs to be replaced every 5 to 7 years.
- By upgrading our IT infrastructure on a regular basis we will ensure optimal availability.

SERVER UPGRADE



FOUR COUNTIES TRANSIT 14 PASSENGER BUS

2024 MODEL

G5 FORD GAS

158 WB



COUNCIL CHAMBER SMALL RENOVATIONS AND PURCHASE OF FURNISHINGS

- Replacement of desks and chairs
 - Replacement of doors
- Closure of kitchen service window



OLD TOWN HALL

Objectives of the Project

Refurbishing Historic Community Building; increasing life cycle of municipal asset; ensuring climate change mitigation with insulation, new efficient HVAC, windsows & doors

Library Services –meeting library guidelines with larger space; ensuring inclusive use exceeding AODA requirements

Cultural & Community Services for our vulnerable citizens; rural, seniors, youth, indigenous

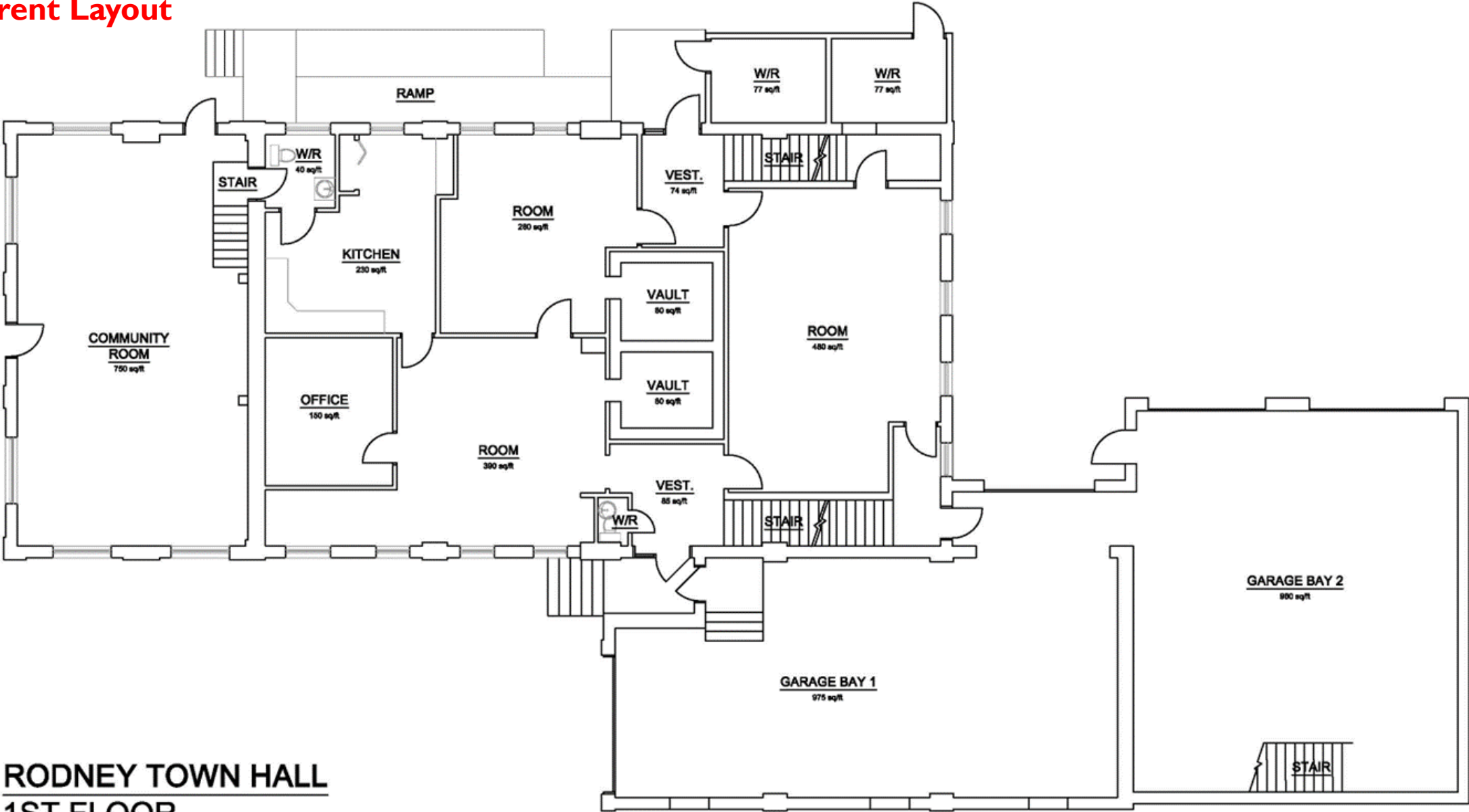
Essential Services in downtown core of a rural community Township where public transit is non existent

OLD TOWN HALL



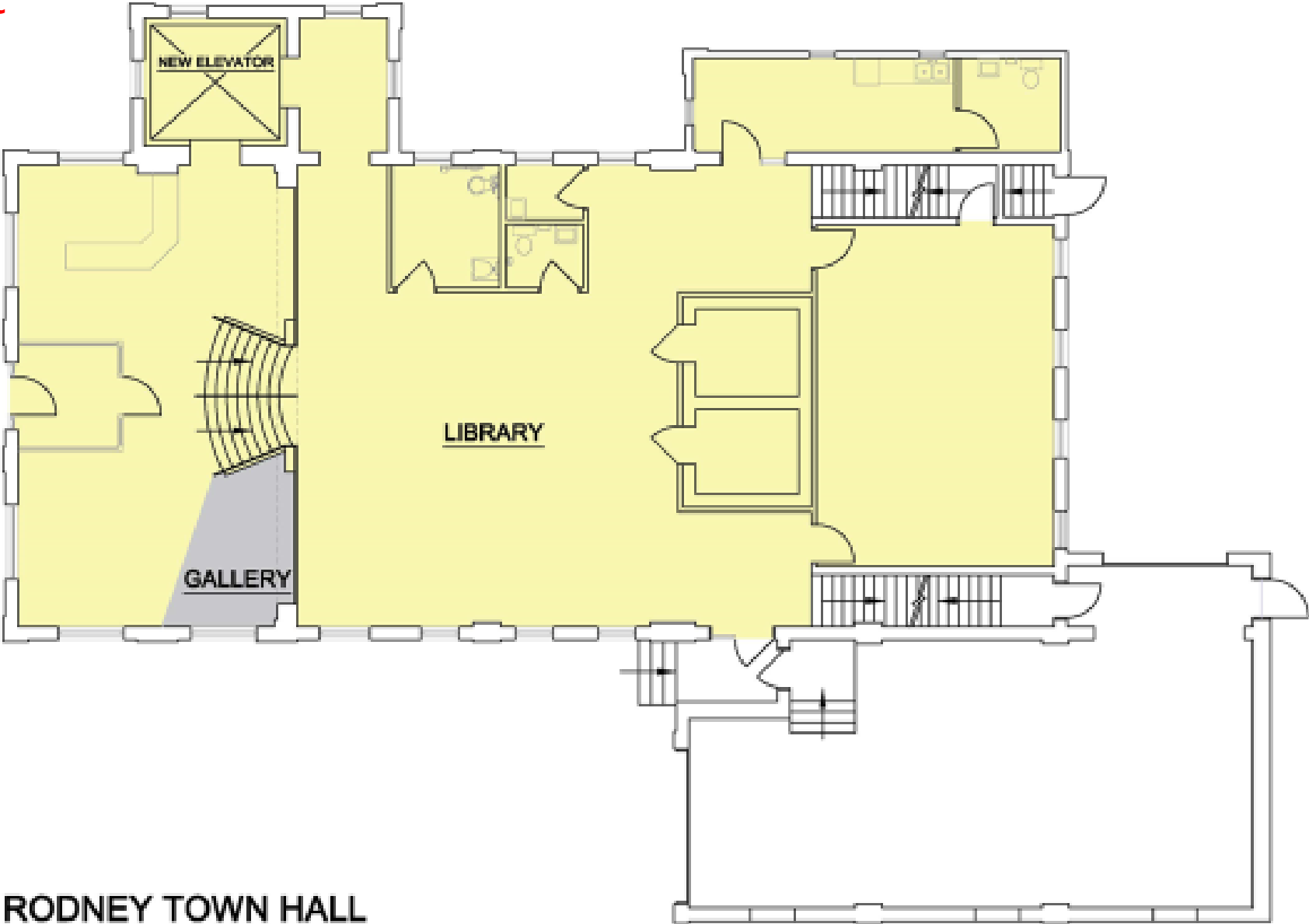
• Federal	\$ 1,006,500.00
• Provincial	\$ 838,666.13
• Municipal	<u>\$ 671,083.87</u>
	\$ 2,516,250.00

Current Layout



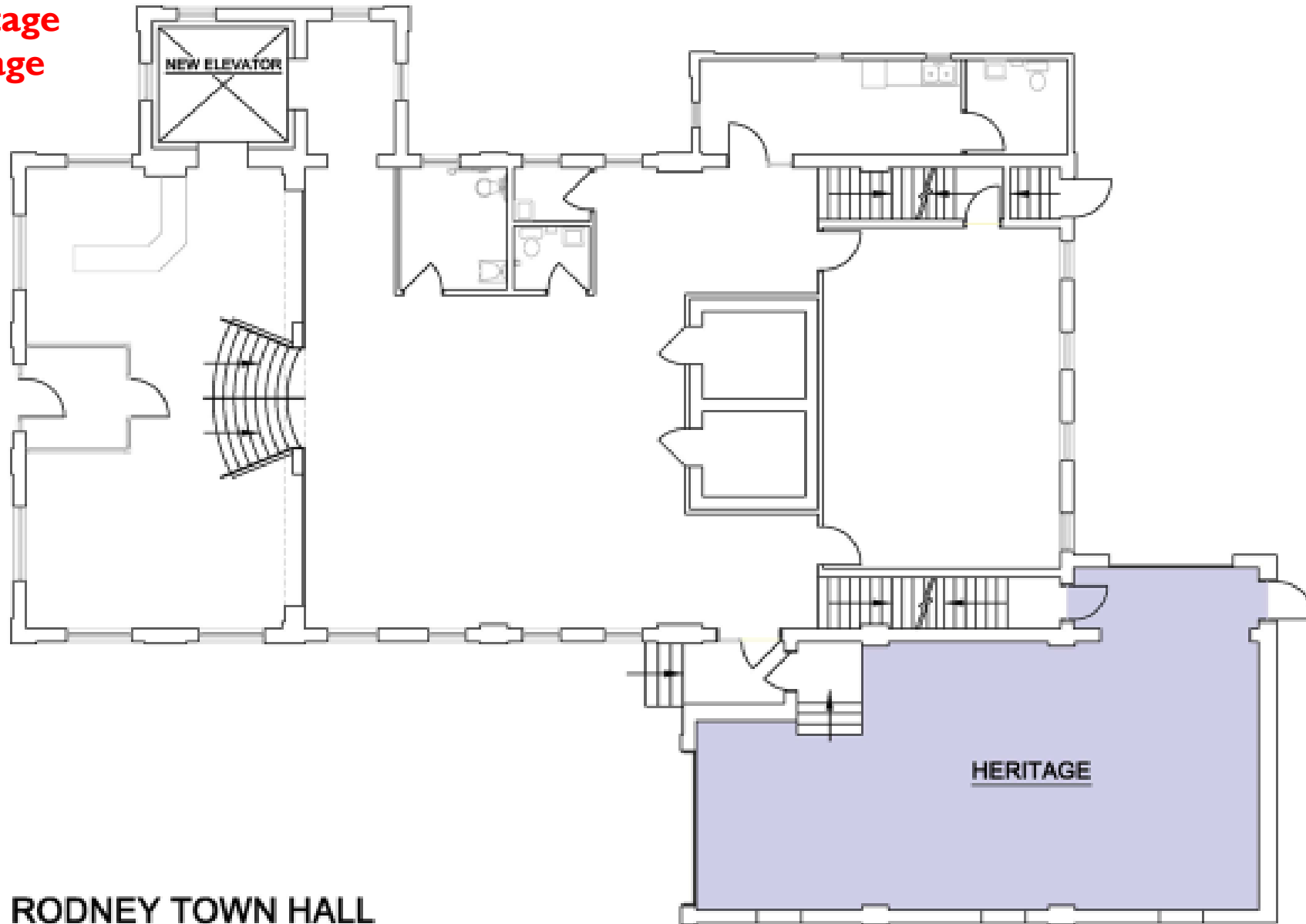
RODNEY TOWN HALL
1ST FLOOR

Proposed Layout



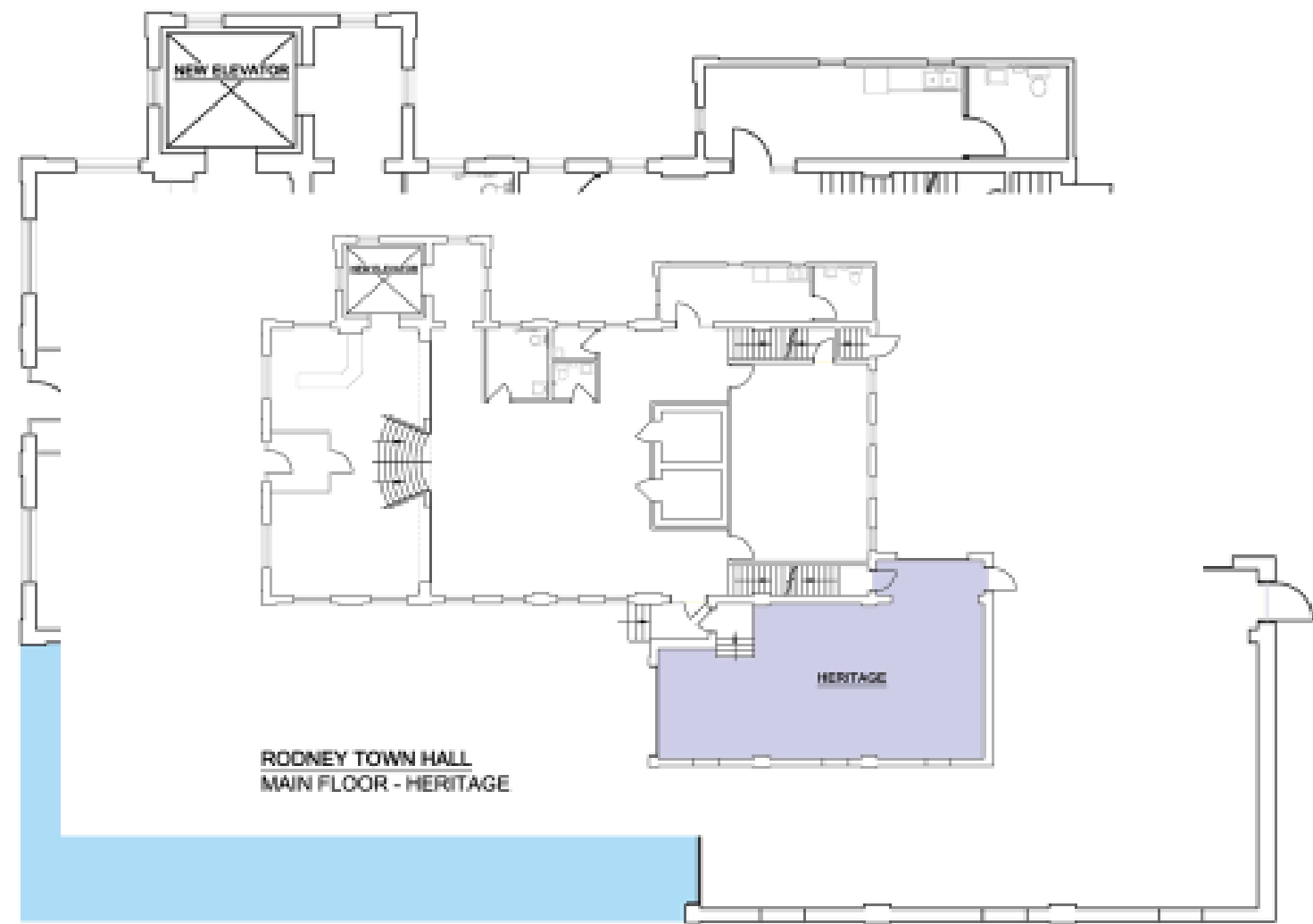
RODNEY TOWN HALL
MAIN FLOOR - GALLERY & LIBRARY

**Optional Heritage
Centre in Garage**



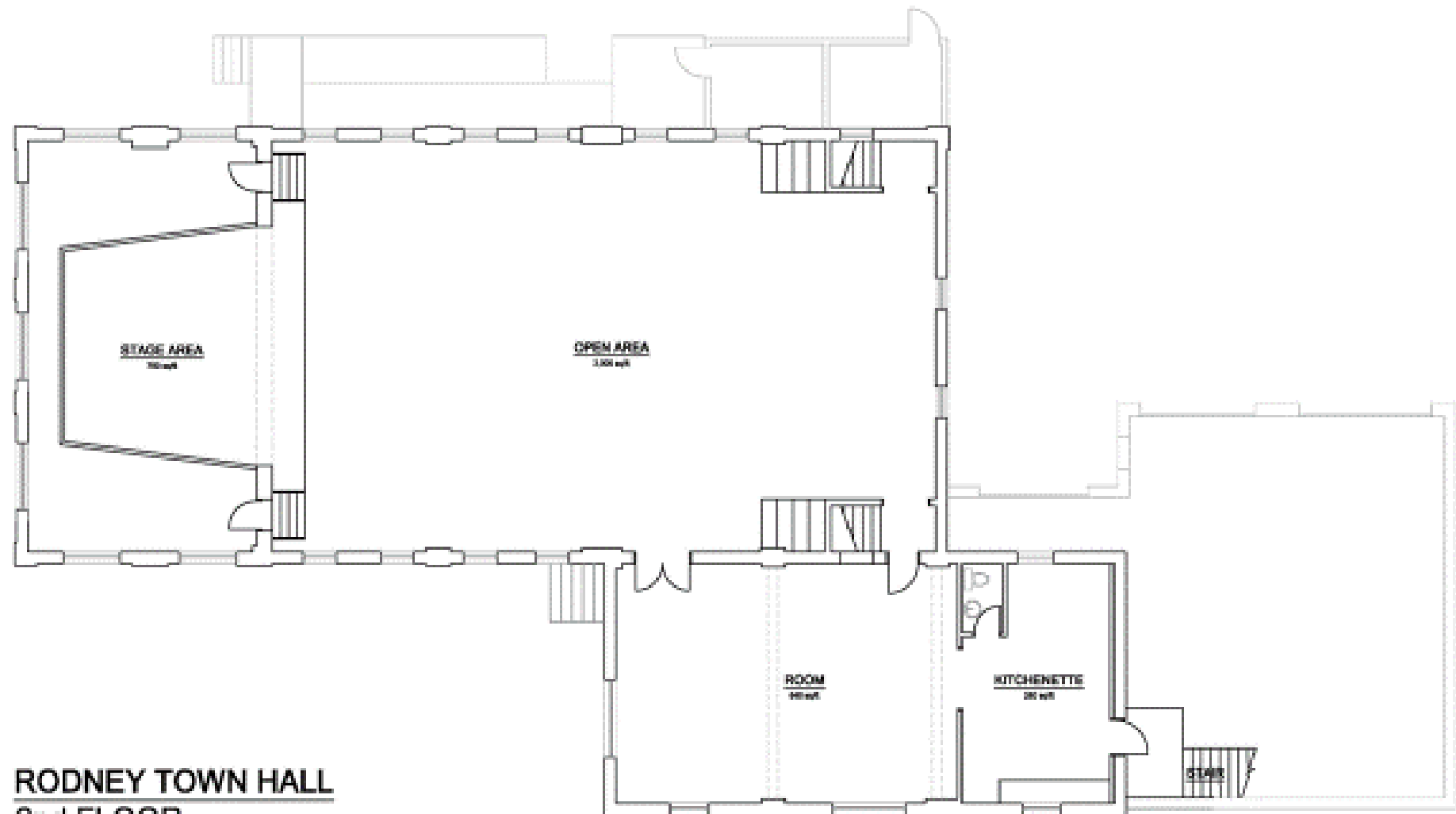
**RODNEY TOWN HALL
MAIN FLOOR - HERITAGE**

Proposal for Courtyard



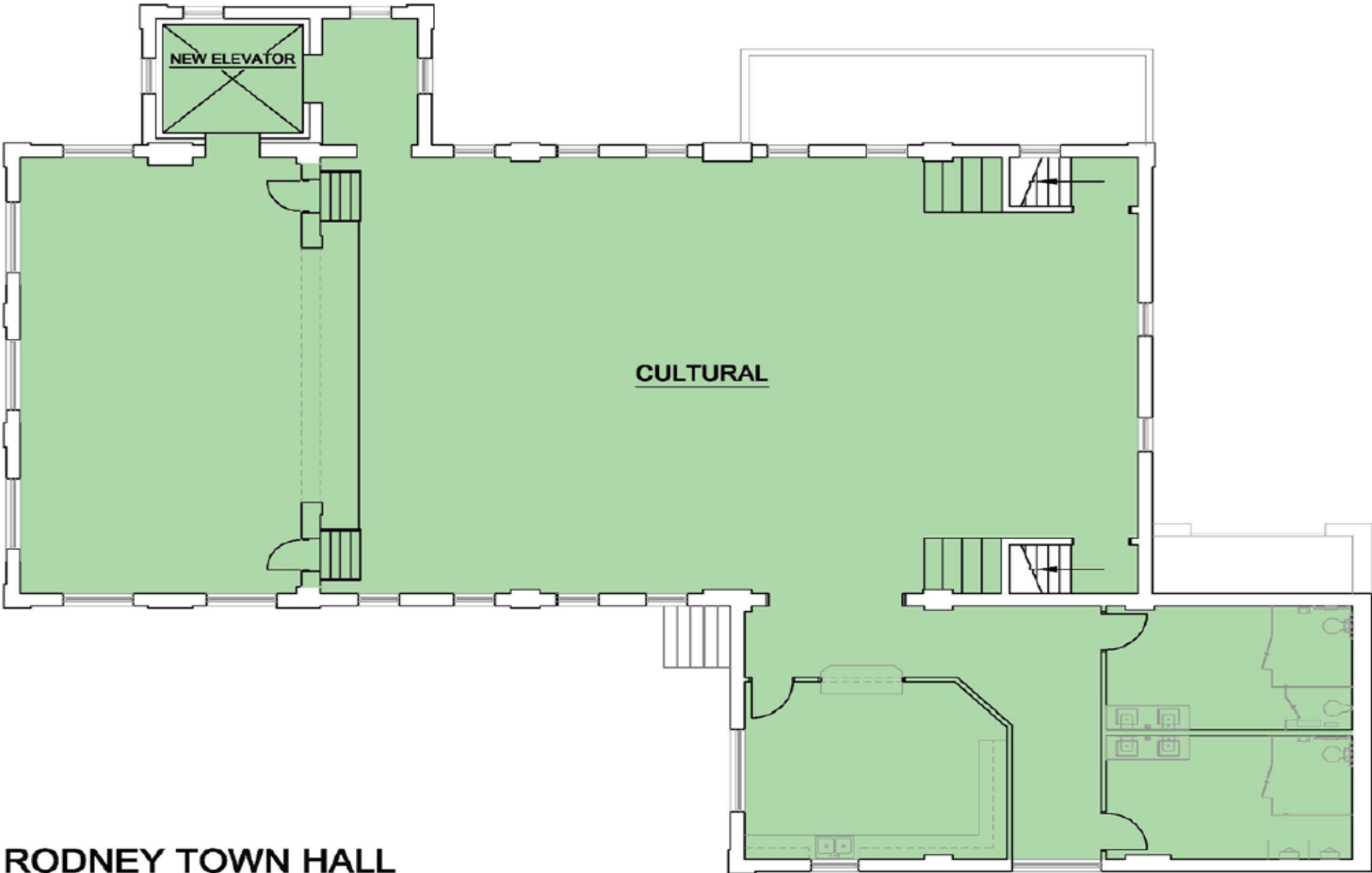
RODNEY TOWN HALL
GROUNDS - COMMUNITY COURTYARD

Current 2nd Floor



RODNEY TOWN HALL
2nd FLOOR

Proposed 2nd floor



RODNEY TOWN HALL
UPPER FLOOR - CULTURAL

Proposed Project Budget

Exterior	
Masonry	\$40,000
Roofing	\$75,000
Demolition (?)	\$40,000
Windows & Doors – Main	\$78,000
Windows & Doors – Upper	\$45,000
Parking	(is there adequate parking? This will be a key component)
Lighting/Landscaping	\$45,000
Interior	
Stairs	\$90,000
Elevator	\$250,000
Washrooms – Upper	\$100,000
Washrooms – Main	\$95,000
Replace Electrical System	\$100,000
Replace Plumbing System	\$100,000
Basement	\$40,000
Interior Finish	\$618,000
Kitchen	\$101,500
Furnishings	(some County/some West Elgin)
Fire rate underside of Main Floor & construct fire rated mechanical room	\$65,000
Replace HVAC Systems	\$150,000
Structural Modifications	\$150,000
Professional Services	\$125,000
Contingency Allowance (10%)	\$216,250
Total	\$2,503,750 + HST



Tab 14



INSPIRATIONAL | PROPOSED OPEN MULTI-USE AREA

PROPOSED MAIN FLOOR PLAN



MAIN FLOOR PLAN



INSPIRATIONAL | PROPOSED CHILDREN'S LIBRARY AREA





Tab 14



INSPIRATIONAL | PROPOSED MULTI-USE OPEN AREA (GALLERY, TABLE FOR GAMES - CARDS, CRAFTS AREA, ETC.)



INSPIRATIONAL | PROPOSED COURTYARD DESIGN / OUTDOOR COMMUNITY FARMERS MARKET



ISOMETRIC VIEW AT MAIN FLOOR



INSPIRATIONAL | PROPOSED LIBRARY MILLWORK, TRADITIONAL/MODERN STYLE, FURNITURE, ETC.



INSPIRATIONAL | PROPOSED STAFF KITCHEN



INSPIRATIONAL | PROPOSED CHILDREN'S LIBRARY AREA FURNITURE, MILLWORK, ETC.



INSPIRATIONAL | PROPOSED HERITAGE GALLERY



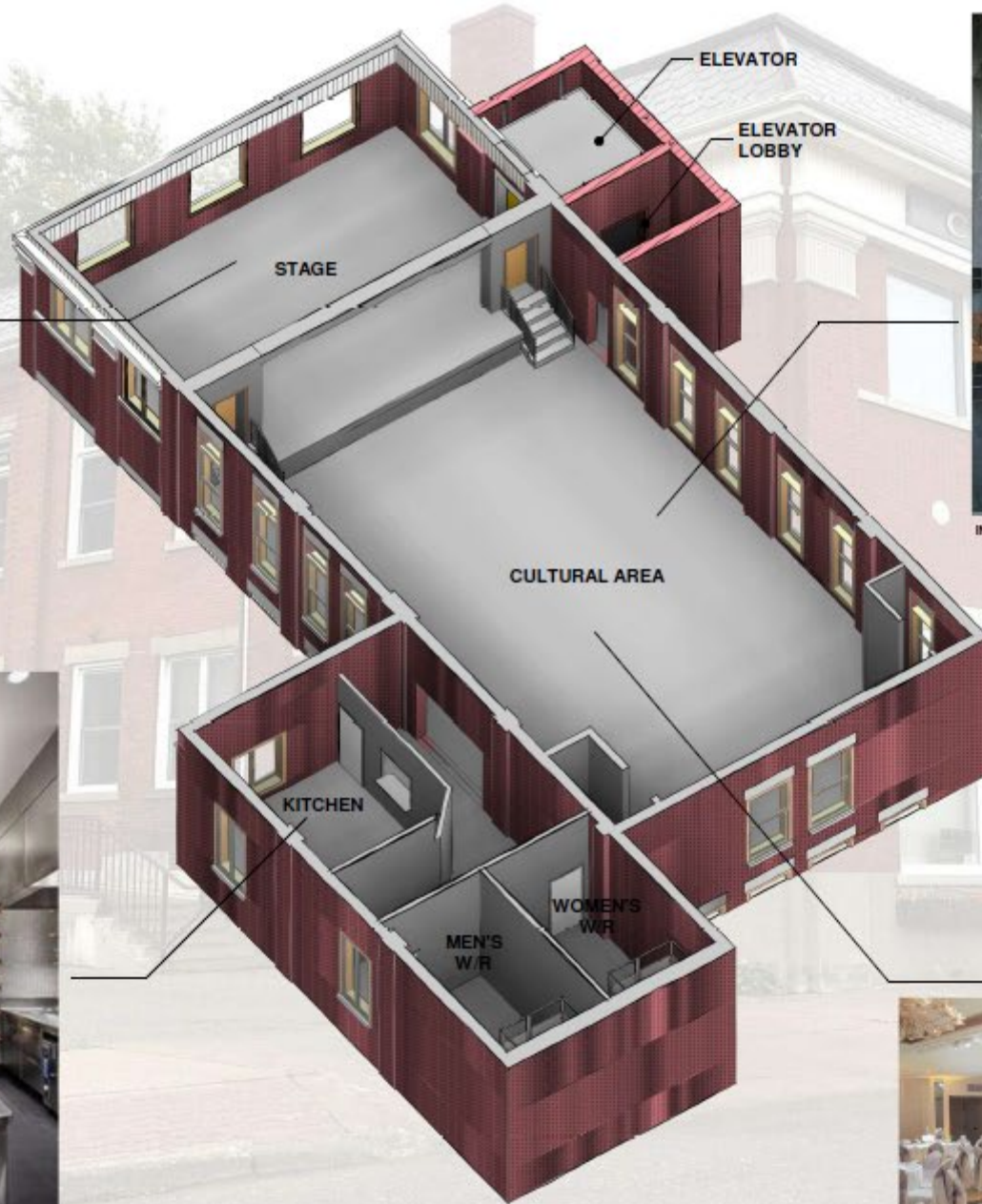
Tab 14



INSPIRATIONAL | PROPOSED CULTURAL AREA - MUSICAL PLAYS / MOVIE DAYS



INSPIRATIONAL | PROPOSED COMMERCIAL KITCHEN



INSPIRATIONAL | PROPOSED CULTURAL AREA - MEETING SPACES / TRAINING SPACE / CONFERENCE SPACE



2023 CAPITAL - ARENA

Roof Painting

Drain repair and
eavestrough

Flooring for warmroom -
rubber flooring

Zamboni conversion

2023 CAPITAL -
FIRE

SCBA 2 Paks,
4 cylinders

2023 CAPITAL – PARKS & RECREATION

Recreation Centre
Ceiling replacement

Pull Type Finishing
Mower - replacement

Pool Liner Repair

2023 CAPITAL -
PORT
GLASGOW
TRAILER PARK

Bingo Hall
Refurbishment

Stairs to the Beach
Replacement

2023 CAPITAL - ROADS

GRADER 2
(Champion)

Boom Lift

Tractor Replacement

Fence

Public Works Shed

BLACKS RD
RECONSTRUCTION

VILLAGE STREET
PAVING

Walker Street
Reconstruction

Storm Water
Management

Bridge - Fleming Line

CAPITAL -
CULVERT#6
REPLACEMENT -
BLACKS@KINTYRE

Task	Estimated Timeline	Estimated Expenditure
Phragmites Management – Spraying (once each in 2023 and 2024)	Between August 15 and October 15, 2023 and Between August 15 and October 15, 2024	\$1,000,000 total between both
Lagoon Cleanout / Dredging	Between June and September, 2023	
Rodney WPCP	Tendering: Spring 2024 Construction Start: Summer 2024 Construction End: 2025	Approx. \$2,500,000, excluding engineering services during construction

2023 CAPITAL – RODNEY SEWER

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2023 CAPITAL - SIDEWALKS

- SIDEWALKS - West Lorne (Graham Rd Continuation to Marsh, Marsh to Todd Place)

2023 CAPITAL - WATER

- WATERLINE EXTENSION
- AMR (AUTOMATIC METER READING) - SOFTWARE AND HARDWARE
- METER REPLACEMENT



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