



Municipality of Mississippi Mills

SPECIAL COUNCIL AGENDA

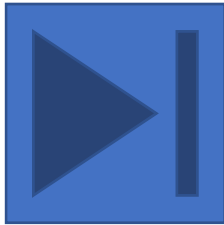
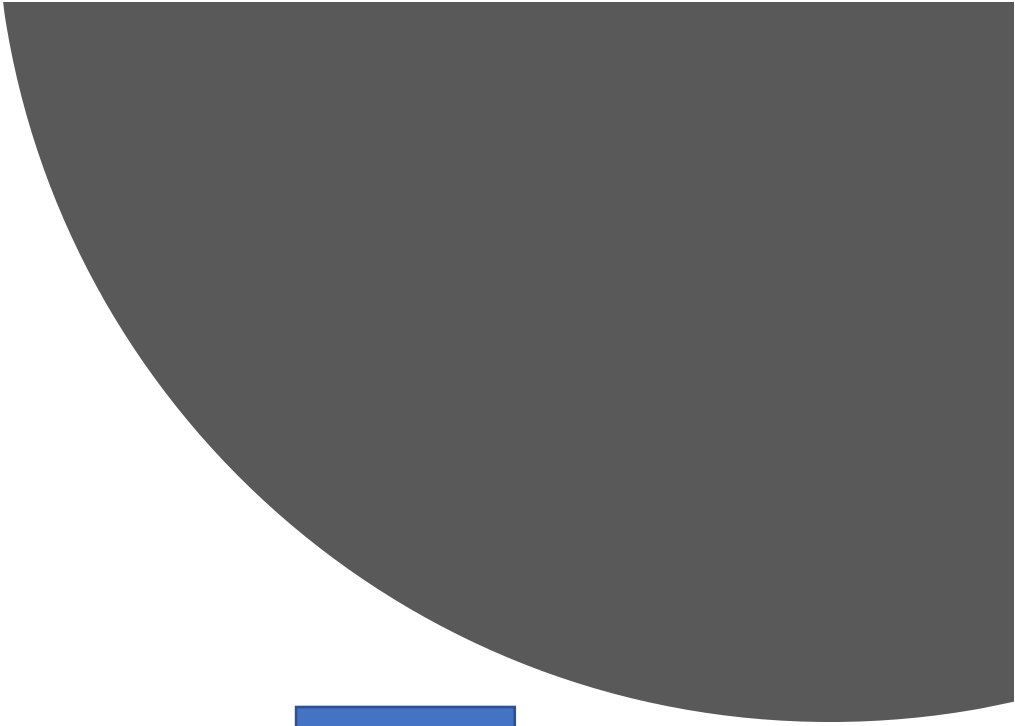
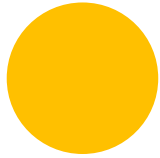
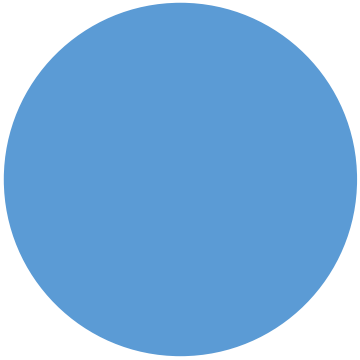
Thursday, January 16, 2020

6:00 p.m.

Council Chambers, Municipal Office

- A. CALL TO ORDER (6:00 p.m.)**
- B. ATTENDANCE**
- C. APPROVAL OF AGENDA**
- D. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
- E. PUBLIC MEETINGS**
 - 1. 2020 Budget
- F. CONFIRMATORY BY-LAW – 20-006**
- G. ADJOURNMENT**

Pages 2-35



Municipality of
Mississippi Mills
2020 BUDGET

TOPICS

1. Introduction
2. 2019 Accomplishments
3. Long Term Planning/Asset Management
4. 2020 Budget
5. Proposed 2020 Municipal Taxation
6. Proposed 2020 Water & Sewer Rates
7. Next Steps
8. Questions / Comments

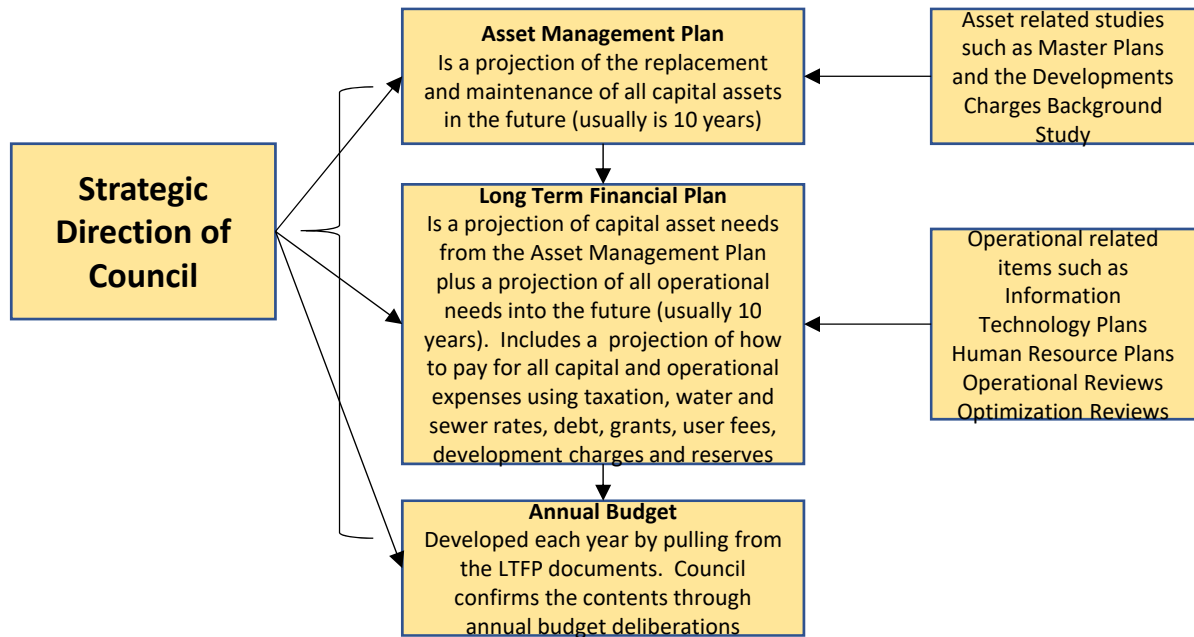
2019 ACCOMPLISHMENTS

- ▶ **Followed the Municipality's Asset Management Plan and continued to provide much needed funding for infrastructure with a focus on roads, bridges, watermains and wastewater**
- ▶ **Undertook road, water and sewer work on Victoria St.**
- ▶ **Completed road work on Ramsay Concession 11A and Concession 12 as well as bridge work on the Shaw Bridge, and the Dasherboard replacement at the Stewart Community Centre**
- ▶ **Opened new Daycare space at the Holy Name of Mary School**
- ▶ **Replaced aging equipment; a ½ truck in Public Works and lawn moving equipment for Parks and Recreation**
- ▶ **Completed the water storage Environmental Assessment and started the detailed design**
- ▶ **Completed water looping on Concession 11A Ramsay between Ottawa Street and Honeyborne Street.**
- ▶ **Continued the Water meter replacement program-now have 2,313 radio frequency meters with approximately 475 remaining to be changed.**



LONG TERM FINANCIAL PLAN/ASSET MANAGEMENT PLAN

- ▶ **The Municipal Long Term Financial Plan (LTFP) was approved by Council in 2012 and was reviewed in 2015 to confirm the targets/priorities included. An update is required in 2020. It focuses on capital and operational needs over the long term.**
- ▶ **The Water and Sewer Financial plan was approved by Council in 2015 to support the long term needs of this service area for both operating and capital. The rate study is scheduled to be updated in 2020.**
- ▶ **The Asset Management Plan (AMP) was first developed in 2013 and updated in 2016. A new asset management regulation requires further updating to meet legislated deadlines-the next one is July 1, 2021. The AMP forecasts over the long term replacement or major maintenance of all municipal assets.**
- ▶ **The Long Term Financial Plan and the Water and Sewer rate study provide the financial foundation to support many other planning documents including the Asset Management Plan. All of these plans collectively inform the annual budget.**
- ▶ **The financial plans of the Municipality are developed with the long term goal of achieving financial sustainability.**



SUSTAINABILITY

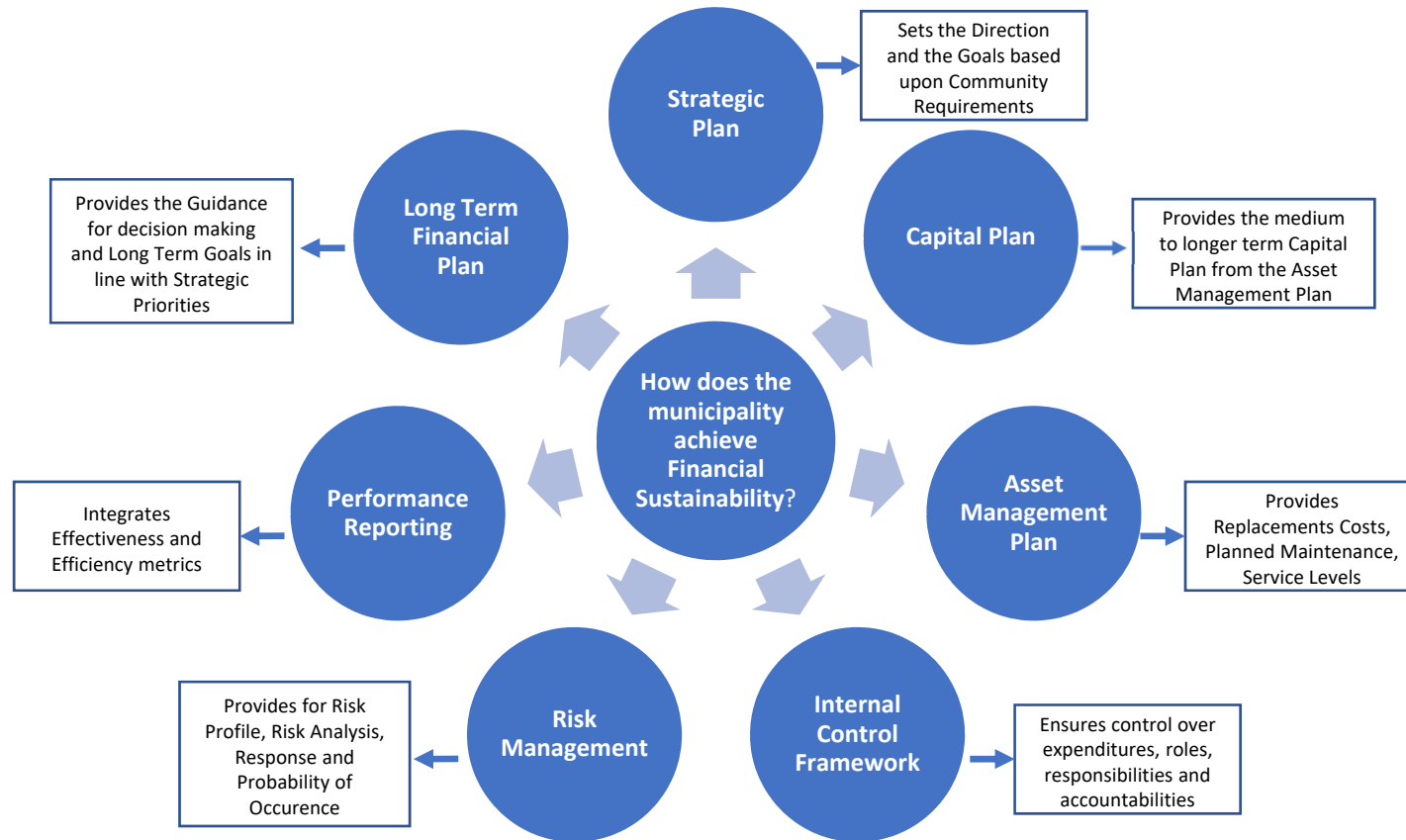
- The Water and Sewer Rate Study, the LTFP and the annual budget are interconnected and are all working towards sustainability.



- The long term financial plans ensure that sufficient funds exist to operate, rehabilitate, and replace capital assets at the optimal time with the intention of achieving the lowest lifecycle cost without reliance on long term debt and other funding sources. In addition, they ensure that funds exist to follow the strategic direction of Council and meet other legislated changes, growth needs and service level demands.

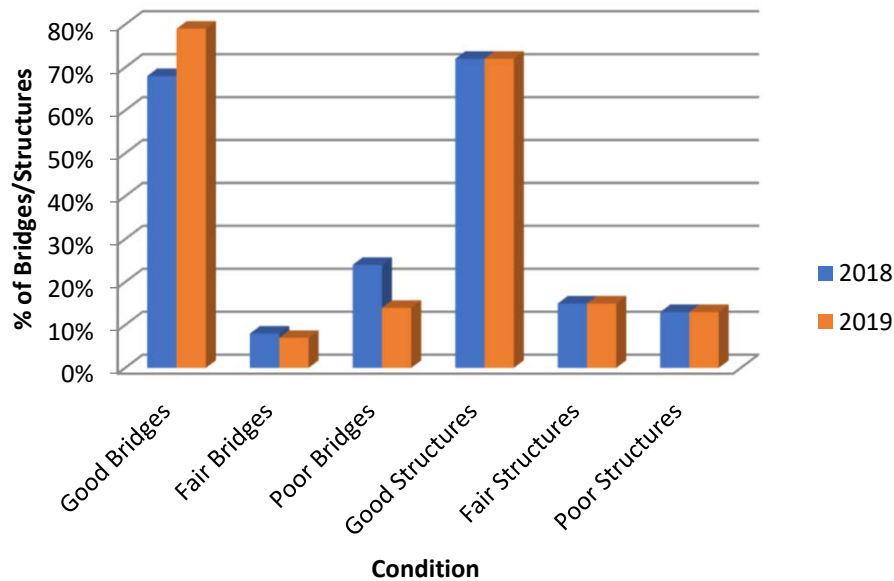


What are the Elements of Financial Sustainability?



ASSET MANAGEMENT PLAN RESULTS

Figure 1 - Bridges and Large Structures



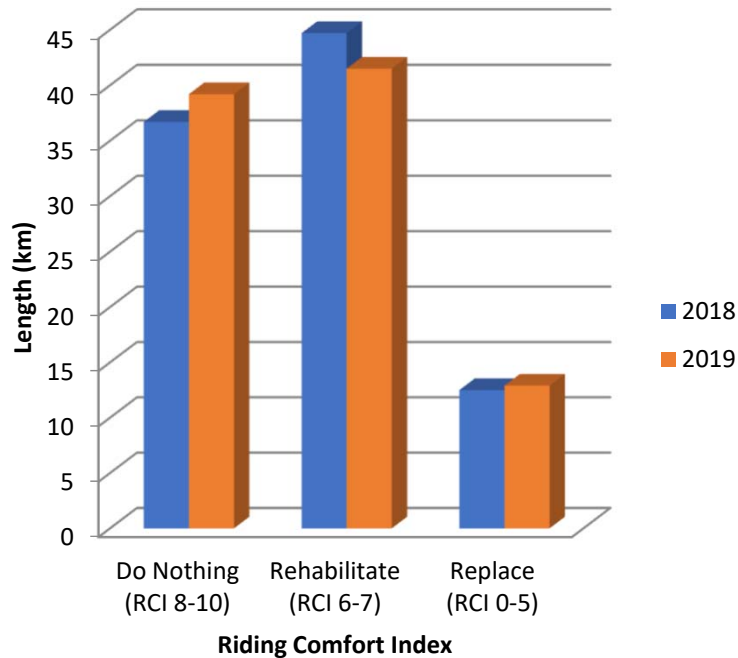
Bridges		
	2018	2019
Total Number of Bridges	15 (2,519m ²)	15 (2,519m ²)
Good Bridges (BCI >70)	68%	79%
Fair Bridges (BCI 60-70)	8%	7%
Poor Bridges (BCI <60)	24%	14%
Large Structures		
Total Large Structures	11 (672m ²)	11 (672 m ²)
Good Structures (>70)	72%	72%
Fair Structures (60-70)	15%	8%
Poor Structures (<60)	13%	20%

BRIDGE/CULVERT
ASSET
MANAGEMENT
PLAN RESULTS
SINCE 2013

Bridges	2013	2017	2018	2019
Good	8%	22%	68%	79%
Fair	21%	21%	8%	7%
Poor	71%	57%	24%	14%
Culverts				
Good	54%	59%	72%	72%
Fair	18%	20%	15%	8%
Poor	28%	21%	13%	20%

ASSET MANAGEMENT PLAN RESULTS

Figure 5 - Paved Roads



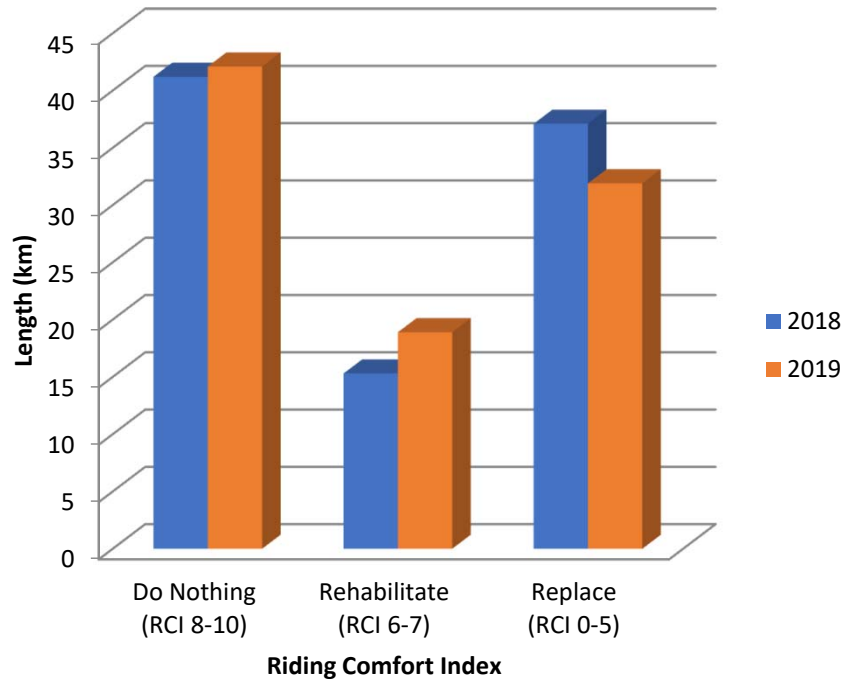
	<u>Service Indicators</u>	
Paved Roads		
	2018	2019
Network Length	93.9	93.6
Do Nothing RCI 8 - 10	36.7 km (39%)	39.2km (42%)
Rehabilitate RCI 6 – 7	44.7 km (48%)	41.5 km (44%)
Replace RCI 0 – 5	12.5 km (13%)	12.9 km (14%)

PAVED ROAD
ASSET
MANAGEMENT
PLAN RESULTS
SINCE 2013

	2013	2017	2018	2019
Good	22%	39%	39%	42%
Fair	58%	47%	48%	44%
Poor	20%	14%	13%	14%

ASSET MANAGEMENT PLAN RESULTS

Figure 6 - Surface Treated Roads



	<u>Service Indicators</u>	
Surface Treated Roads		
	2018	2018
Network Length	93.6 km	93.1 km
Do Nothing RCI 8 - 10	41.2 km (44%)	42.1 km (46%)
Rehabilitate RCI 6 – 7	15.3 km (16%)	18.9 km (20%)
Replace 0 – 5	37.1 km (40%)	31.9 km (34%)

SURFACE
TREATED ROAD
ASSET
MANAGEMENT
PLAN RESULTS
SINCE 2013

	2013	2017	2018	2019
Good	15%	31%	44%	46%
Fair	75%	31%	16%	20%
Poor	10%	38%	40%	34%

WATER MAIN AND SANITARY IMPROVEMENTS SINCE 2016

Location	m of water pipe replacement	m of water pipe added	m of sanitary pipe replacement	m of sanitary pipe lining	Original Age of Pipes
Church Street	375		375		1930's
Union Street North	155		155		1930's
State Street	165		165		1930.s
Victoria Street	555	135	555		1948- 1973
Concession 11A		275			
Mitcheson Street				300	1930's
Rosamond Street				60	1930's
Mary Street				215	1930's
Almonte Street				80	1972
Total	1250	410	1250	655	



**2020
BUDGET**



WHY BUDGET?

- A legislated requirement under the Municipal Act (estimated revenues equal estimated expenses)
- Fiscal Accountability (manage and optimize human, financial and physical resources)
- To implement the strategic direction of Council
- To implement the recommendations of other studies and plans (Master Plans, Asset Management plans, etc.)
- To provide an annual work plan (operating and capital) to deliver services to residents
- For internal control purposes (measures actual results against planned results)

Cost Drivers



The slide features a decorative background of curved lines in shades of grey and blue, some solid and some dashed, creating a sense of movement and depth. A large blue rectangular box is positioned on the left side, containing the title text.

SOURCES OF FUNDING

- Grants (Provincial, Federal, County)
- User Fees for specific services such as Water and Sewer charges
- Development Charges to address growth related needs
- Reserves (funds set aside in a previous budget)
- Long term financing for assets with long lives
- Special levies or charges to raise funds for a specific purpose
- Taxation

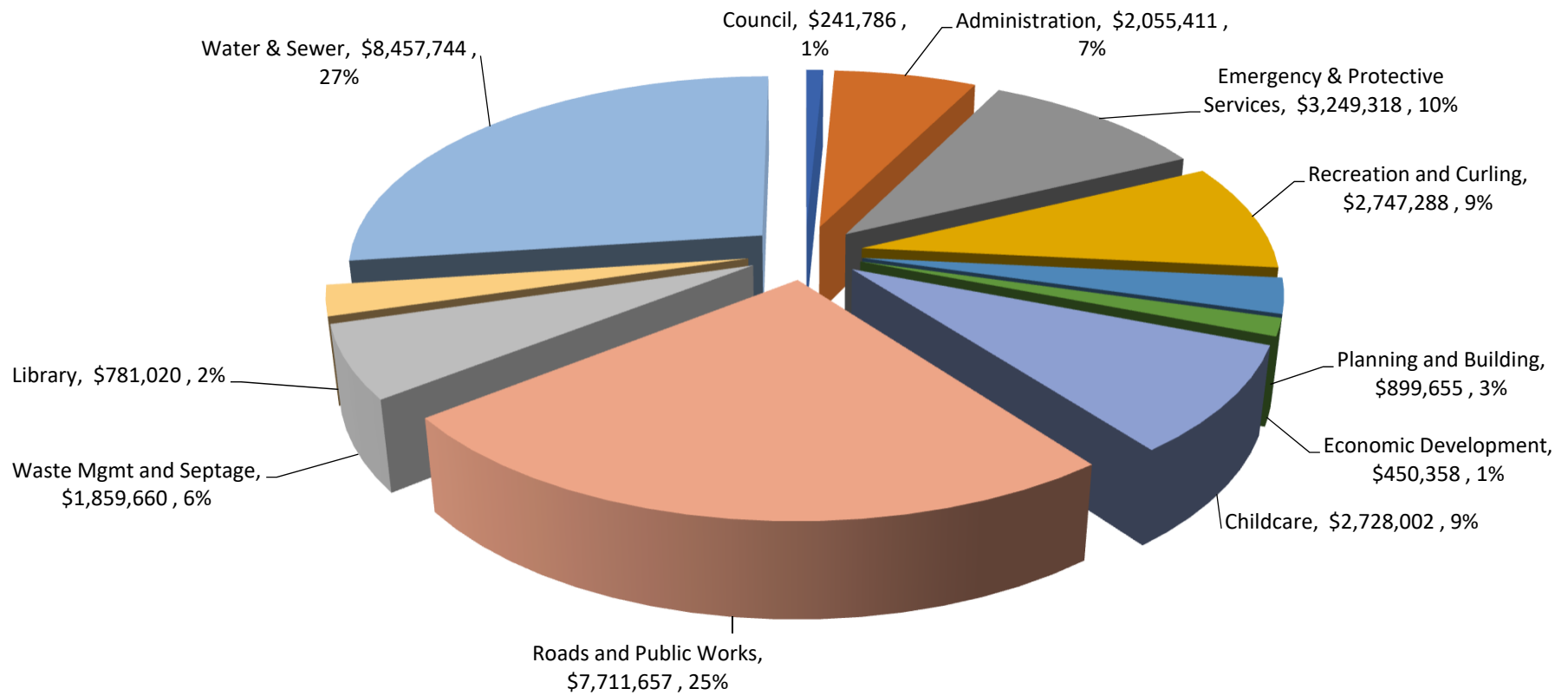
ACTUAL AND ESTIMATED LONG TERM FINANCING 2016-2020

	2016	2017	2018	2019	2020
				(Estimated)	(Estimated)
Total Principal	15,166,418	15,645,861	16,858,508	23,226,237	24,802,122
Municipal	7,574,948	7,984,521	9,393,894	13,205,473	12,133,797
Water and Sewer	7,591,470	7,625,945	7,440,805	10,008,541	12,644,516
Tile Drainage	-	35,395	23,809	23,809	23,809

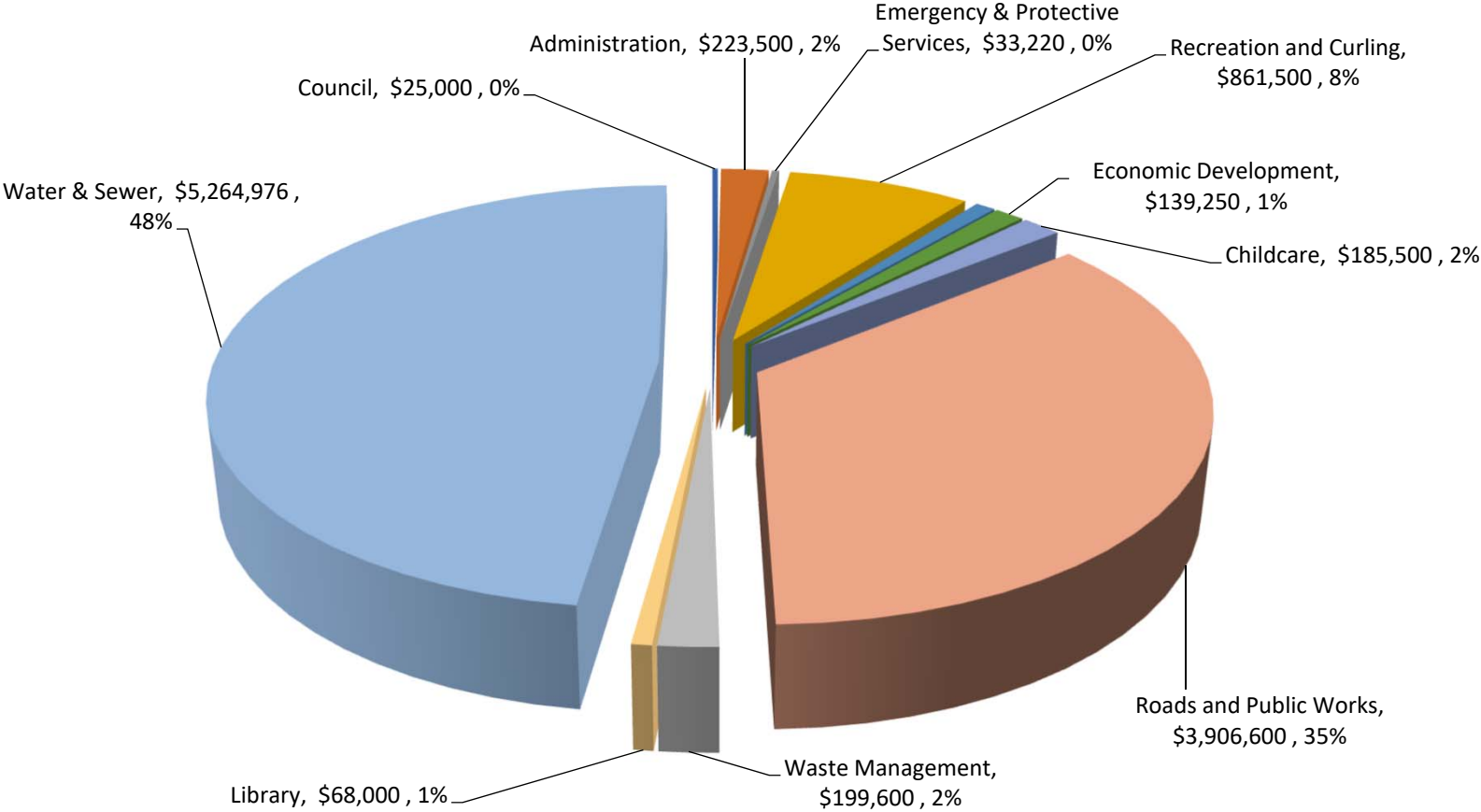
Mississippi Mills 2020 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	\$31,239,180
Funding for Municipal Operations & Capital <ul style="list-style-type: none"> ■ Municipal Tax Revenue ■ Long Term Financing ■ Reserves/Development Charges ■ User Fees & Other Revenues ■ Federal, Provincial, County Grants Total Revenue Current Shortfall	\$11,173,265 \$3,193,715 \$4,151,760 \$9,065,848 \$3,654,592 \$31,239,180 \$0

2020 OPERATING AND CAPITAL EXPENDITURES - \$31,239,180



2020 CAPITAL EXPENDITURES - \$11,002,146



SAMPLE OF
2020
CAPITAL
PROJECTS

Project	Total
Gravel in Ramsay & Pakenham Wards	\$310,500
Road Rehabilitation including pavement, surface treatment and microsurfacing	\$1,434,300
Levi Bridge, Culvert Guardrails, Drain Repairs	\$1,258,300
Plow Trucks	\$445,000
Parks (Mill Run, Riverfront, Gemmill)	\$572,000
Facility Maintenance (Admin. Office, Almonte Old Town Hall, Daycare, Library, Fire, Pakenham Sand Shed)	\$395,220
Live Streaming, Website	\$75,000

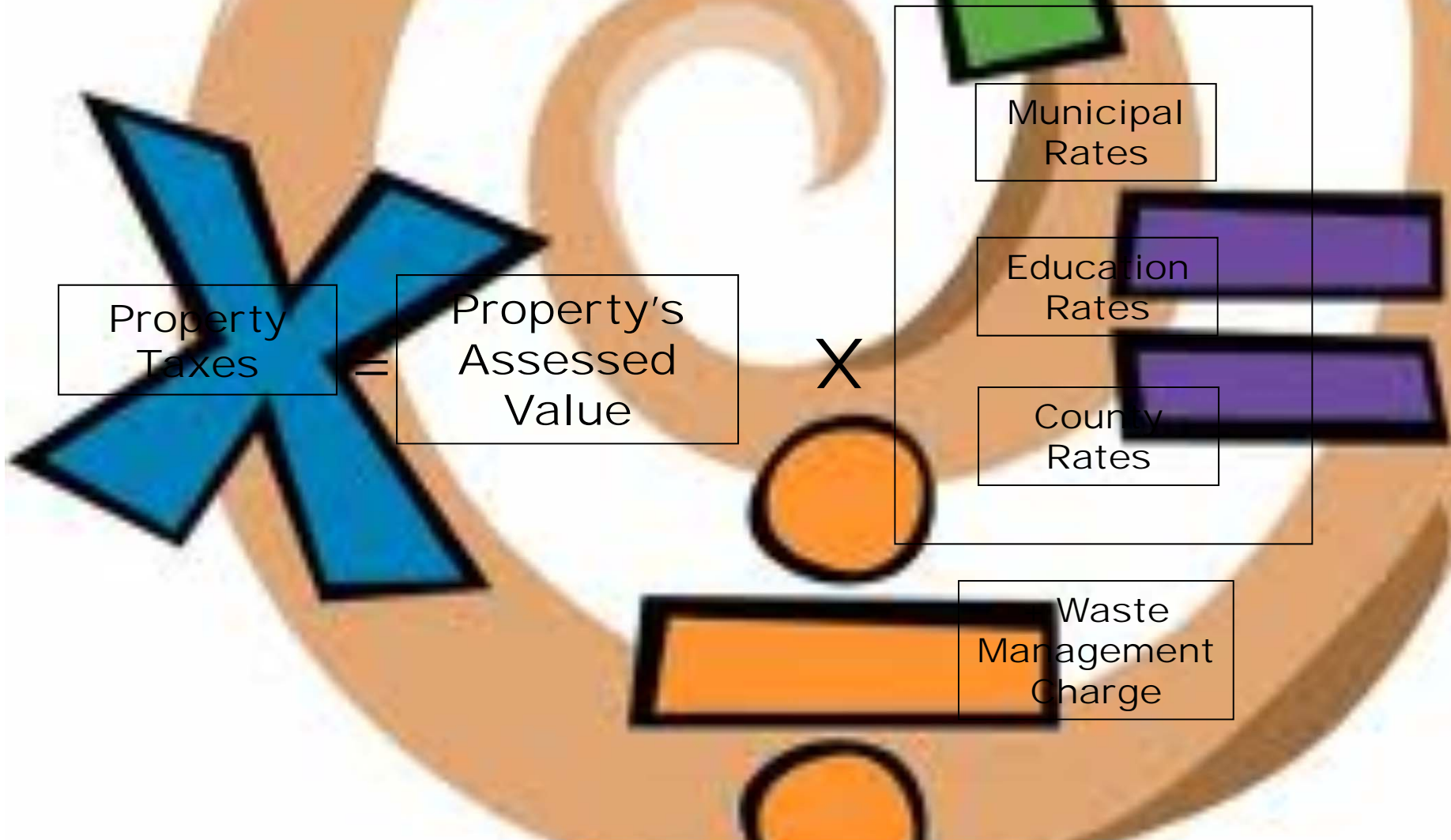
Proposed 2020 Resurfacing Projects

- **Pavement Renewals: 5 Arches Drive Pakenham (.4 km)**
- **Surface Treatment : Golden Line Road 760 m N of Almonte Rd. to March Rd., Concession 11A Ramsay (4 km) and Concession 11 North Pakenham (1.1 km)**
- **Microsurfacing-Concession 4A Ramsay (1.2 km), Concession 5A Ramsay (3 km) and Main St. Almonte (1.4 km)**

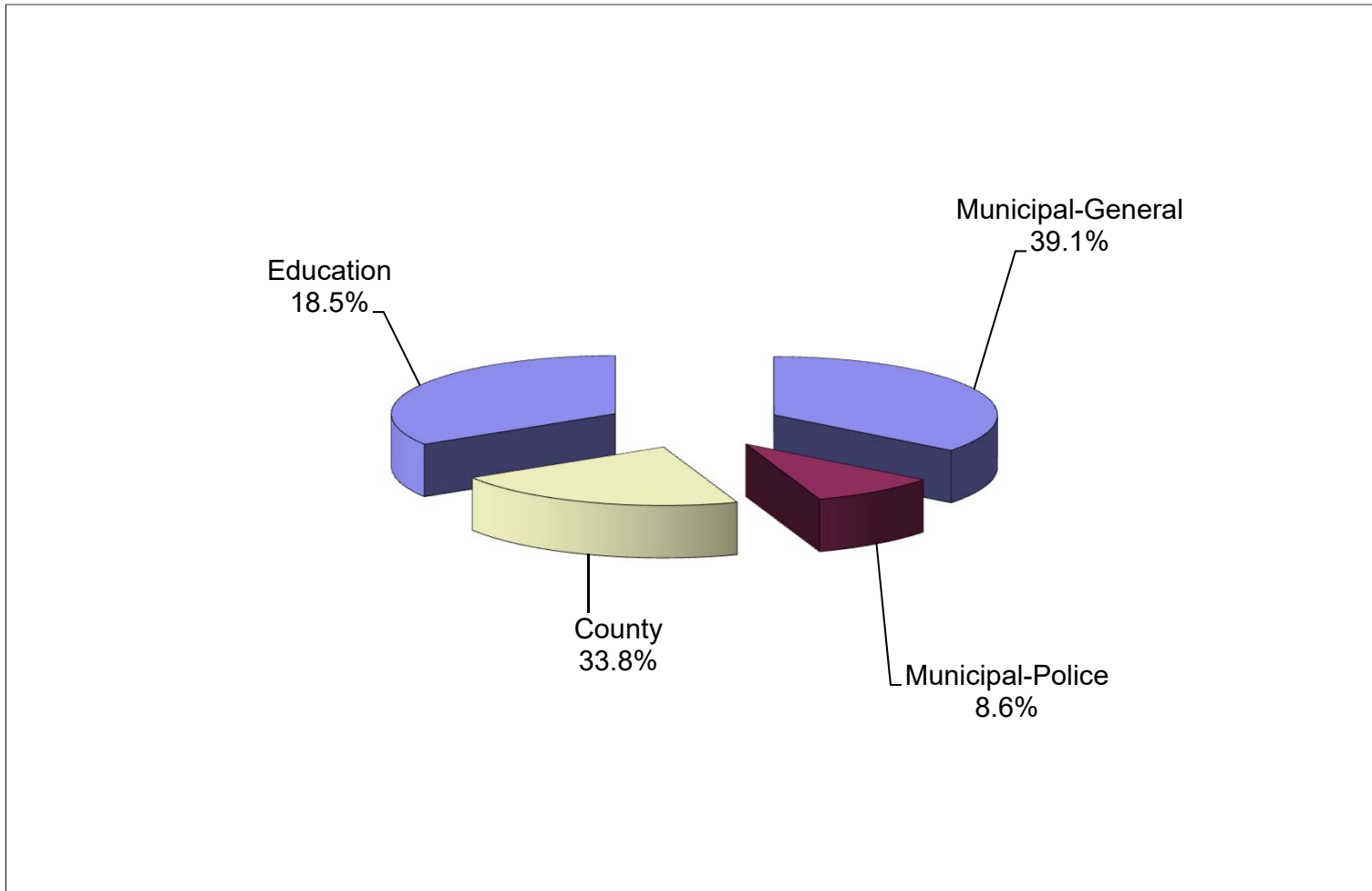
SAMPLE OF
2020 WATER
AND SEWER
CAPITAL
PROJECTS

Project	Total
Water Storage Construction	\$4,000,000
Sanitary Sewer Repairs	\$230,976
Gemmill's Bay Pump Station, Twin forcemain repair	\$130,000
OCWA Capital (water, sewer and WWTP)	\$150,500
WWTP Repairs (fencing, turbo blower, roof, pump, UV system and ATAD-SNDR Tank)	\$333,500
Annual Maintenance (CCTV program and well sampling)	\$57,000
Radio Frequency Meter Program	\$39,000
Water & Sewer Rate Study Update	\$25,000

How Property Taxes are Calculated



BREAKDOWN OF TAX BILL

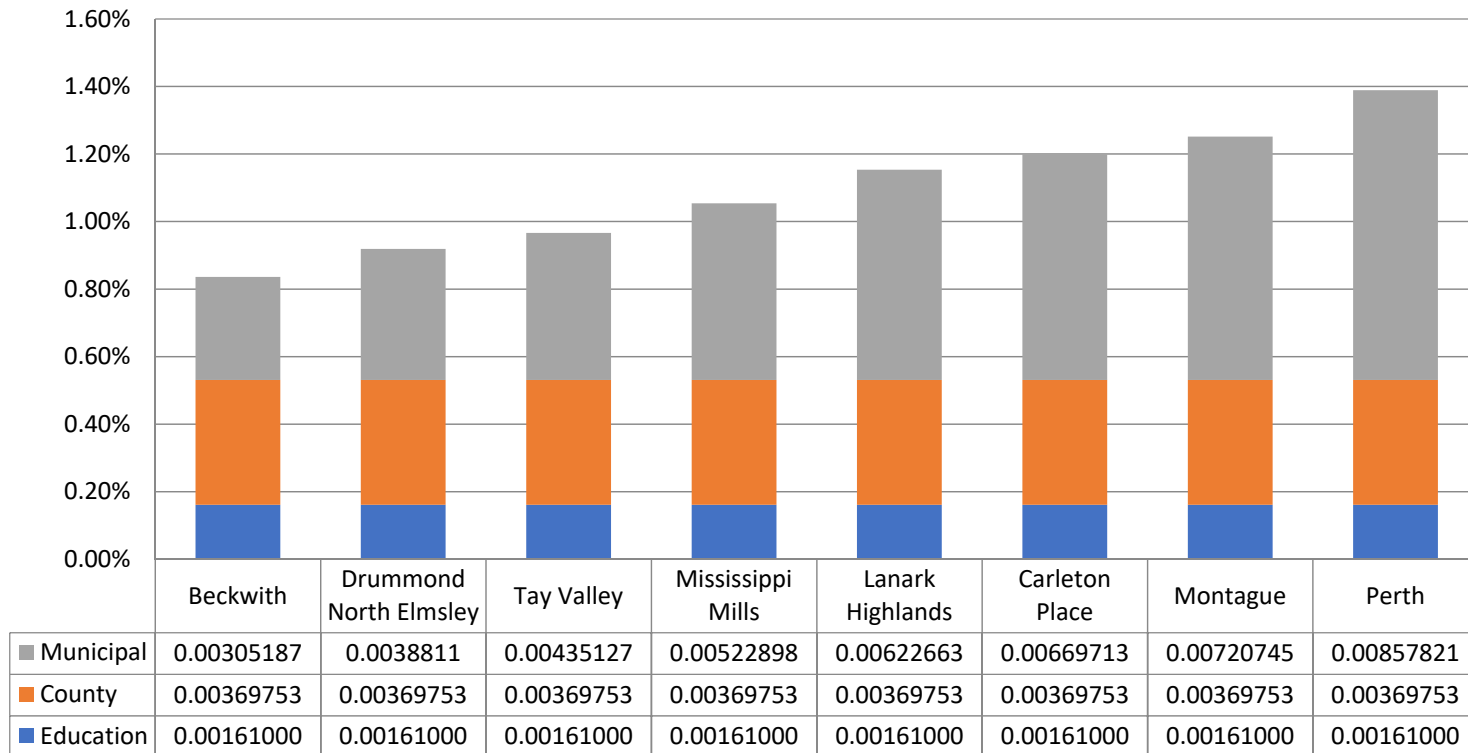


*2020 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 2.5%*

Year	Municipal	Police	Total
2019 (avg. assess=\$345K)	\$1,478.06	\$325.95	\$1,804.01
2019 Tax Rate	.00428421	.00094477	.00522898
2020 (avg. assess=\$364K)	\$1,510.55	\$333.45	\$1,844.00
2020 projected tax rate	.00414986	.00091603	.00506589
\$ annual change	\$32.49	\$7.50	\$39.99
\$ monthly change	\$2.71	\$.63	\$3.33
% change	2.2%	2.3%	2.22%

2019 Lower Tier Residential Tax Rates

2019 Residential Tax Rate by Municipality



COST OF SERVICE PER MONTH FOR RESIDENTIAL TAXPAYER (MUNICIPAL TAXES)

MUNICIPAL SERVICE	MONTHLY COST PER AVERAGE RES. TAXPAYER BASED ON ANNUAL MUNICIPAL TAXES OF \$1,844.00=\$153.66/MONTH	MONTHLY COST PER \$100,000 ASSESSMENT BASED ON ANNUAL MUNICIPAL TAXES OF \$506.58=\$42.22/MONTH
Emergency and Protective Services (Fire, Police, By-Law and other protection)	\$37.49	\$10.30
Recreation & Curling (Parks, Trails, Programs & Events)	\$17.06	\$4.69
Planning (Planning Services, Heritage Committee)	\$5.07	\$1.39
Economic Development	\$3.99	\$1.10

COST OF SERVICE PER MONTH FOR RESIDENTIAL TAXPAYER (MUNICIPAL TAXES)

MUNICIPAL SERVICE	MONTHLY COST PER AVERAGE RES. TAXPAYER BASED ON ANNUAL MUNICIPAL TAXES OF \$1,844.00=\$153.66/MONTH	MONTHLY COST PER \$100,000 ASSESSMENT BASED ON ANNUAL MUNICIPAL TAXES OF \$506.58=\$42.22/MONTH
Childcare	\$0.77	\$0.21
Roads & Public Works (road/bridge maintenance, winter control, street & traffic lights etc.)	\$54.86	\$15.07
Library	\$7.68	\$2.11
Administration & Council & Administration Buildings	\$21.21	\$5.83
Reserve Allocations for future capital replacement	\$5.53	\$1.52
Total	\$153.66	\$42.22

Proposed 2020 Water and Sewer Rates

	2019	2020	Increase
Annual Base Charge	\$608.00	\$632.00	3.95% or \$24.00
Consumption Rate	\$11.90/1,000 gallons	\$12.09/1,000 gallons	1.59% or \$0.19/1,000 gallons
Average Annual Billing (32,200 gallons / year)	\$991.18 (\$82.60 per month = \$165.20 per each 2 month billing)	\$1,021.30 (\$85.10 per month = \$170.20 per each 2 month billing)	\$30.12 (3.04%, \$2.50 per month = \$5.00 per each 2 month billing)

NOTE: BILLING CYCLE EVERY TWO MONTHS

NEXT STEPS

- **Continue to review service delivery options and pursue cost/delivery efficiencies within departments;**
- **Continue to pursue Federal/Provincial grant opportunities;**
- **Update the Long Term Financial Plan and the Asset Management Plan including performance indicators;**
- **Update the Water and Sewer Rate Study.**



QUESTIONS?

COMMENTS?