



Municipality of Mississippi Mills

SPECIAL COUNCIL AGENDA

Thursday, April 4, 2019

6:00 p.m.

Council Chambers, Municipal Office

PLEASE REMEMBER TO SET YOUR CELL PHONE TO SILENT AND THAT NO RECORDING DEVICES ARE PERMITTED.

A. CALL TO ORDER

B. ATTENDANCE

C. APPROVAL OF AGENDA

D. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

E. PUBLIC MEETINGS

1. 2019 Budget

Pages 2-28

2. 2019 Water and Sewer Budget

Pages 29-40

F. CONFIRMATORY BY-LAW – 19-XX

G. ADJOURNMENT

Municipality of Mississippi Mills 2019 BUDGET

TOPICS

1. Introduction
2. 2018 Accomplishments
3. Budget Challenges
4. Long Term Planning/Asset Management
5. 2019 Budget
6. Proposed 2019 Municipal Taxation
7. Next Steps
8. Questions / Comments





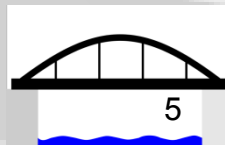
2018

ACCOMPLISHMENTS

2018 ACCOMPLISHMENTS



- ▶ Followed the Municipality's Asset Management Plan and continued to provide much needed funding for infrastructure with a focus on roads, bridges, watermains, wastewater & storm sewers
- ▶ Continued implementation of the Long Term Financial Plan
- ▶ Completed work on the Cochran Bridge (Con 7B) and work on the Short and Back Bridges in Almonte Ward along with maintenance on several large culverts
- ▶ Completed the conversion of streetlights to LED to reduce energy costs
- ▶ Completed 0.5 km of pavement upgrades (0.5% of network) and 12.9 km of surface treatment upgrades (14% of network)
- ▶ Completed an update to the Development Charges study
- ▶ Replaced aging equipment; Fire Truck, 2 Backhoes, 1 Grader, an Ice Resurfacer and 2 fleet vehicles
- ▶ Continued to pursue cost efficiencies through joint tendering and alternative technologies





Budget **CHALLENGES**



BUDGET CHALLENGES

- **Operating cost increases higher than inflation for items such as fuel, hydro, etc.**
- **Growth/infrastructure pressures with limited available resources**
- **Decrease in financial support from the Federal and Provincial governments for infrastructure but continue to have high replacement needs. The Municipality actively pursues all available grant opportunities**



**LONG TERM PLANNING/
ASSET MANAGEMENT**

LONG TERM FINANCIAL PLAN/ASSET MANAGEMENT PLAN

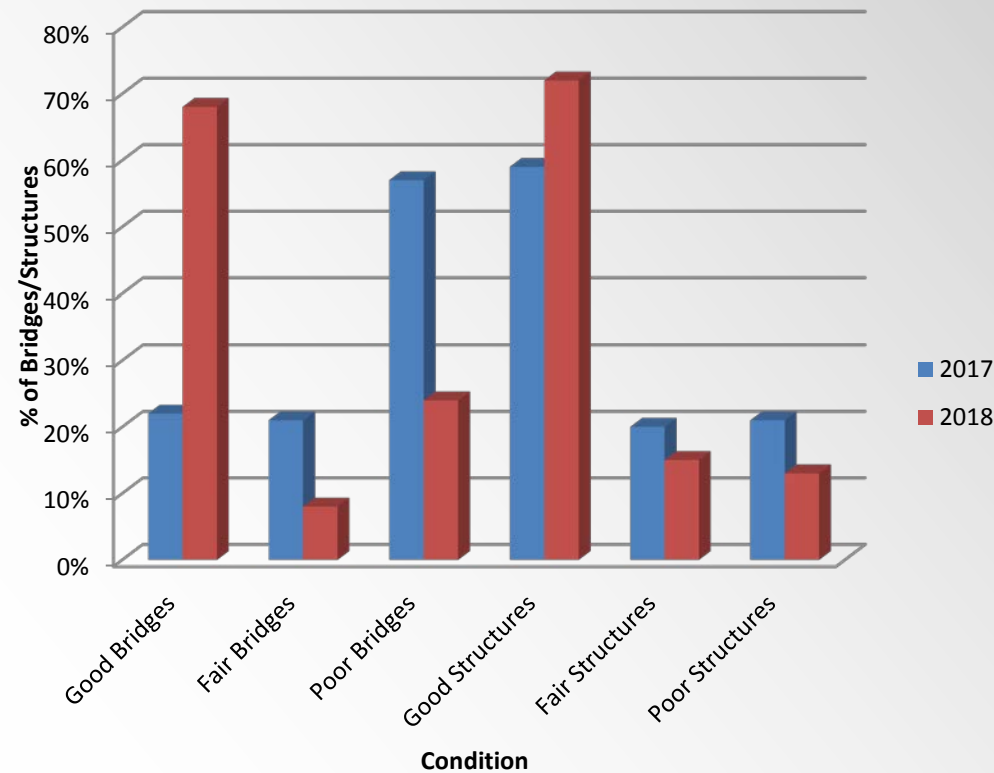
- ▶ **The LTFP was approved by Council in 2012 and was reviewed in 2015 to confirm the targets/priorities included in the plan and requires an update in 2019.**
- ▶ **The original LTFP established target expenditure levels, infrastructure replacement needs, reserve allocations, debt levels and tax revenue requirements to 2030 (7% to 2018 and 2.5% for 2019 to 2030).**
- ▶ **The LTFP provides the financial foundation to support the Asset Management Plan (asset replacement/rehabilitation needs to meet target levels of service)**

TARGET NET CAPITAL SPENDING VS. 2019 BUDGET

Spending Level	Amount
Target per Long Term Financial Plan	\$3,769,787
Per Draft 2019 Budget	\$3,578,006
Difference	(\$191,781) 2018-\$205,589 higher than target Note: Net Capital refers to the contribution from taxation after all other funding sources have been applied i.e. grants, debt, development charges, reserves, etc.

ASSET MANAGEMENT PLAN RESULTS

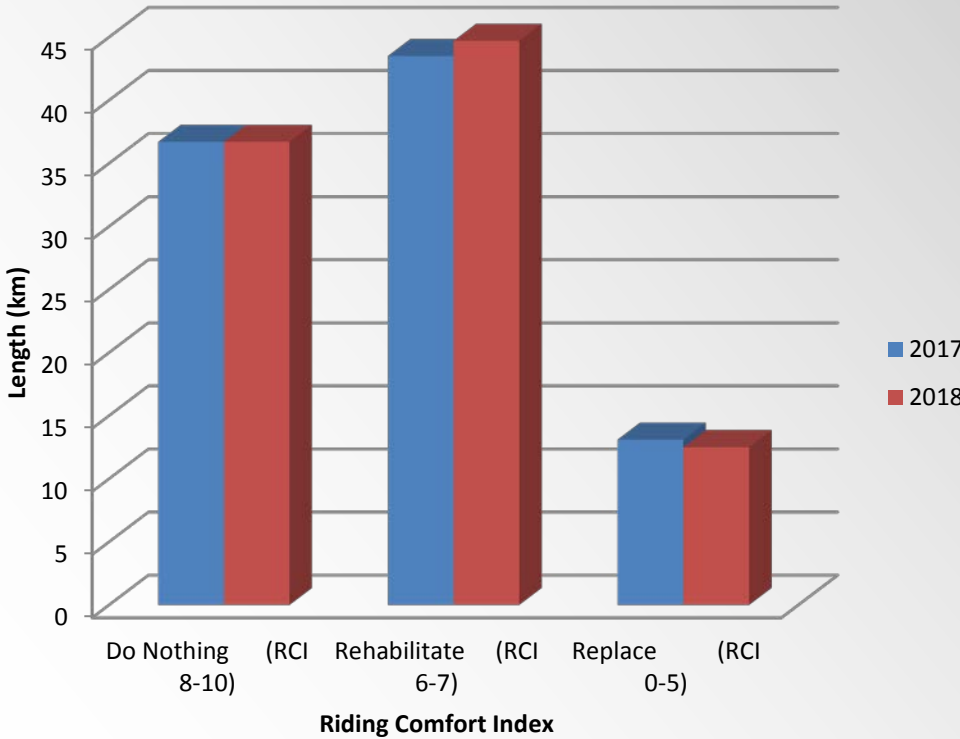
Figure 1 - Bridges and Large Structures



Bridges		
	2017	2018
Total Number of Bridges	15 (2,519m ²)	15 (2,519m ²)
Good Bridges (BCI >70)	22%	68%
Fair Bridges (BCI 60-70)	21%	8%
Poor Bridges (BCI <60)	57%	24%
Large Structures		
Total Large Structures	11 (672m ²)	11 (672 m ²)
Good Structures (>70)	59%	72%
Fair Structures (60-70)	20%	15%
Poor Structures (<60)	21%	13%

ASSET MANAGEMENT PLAN RESULTS

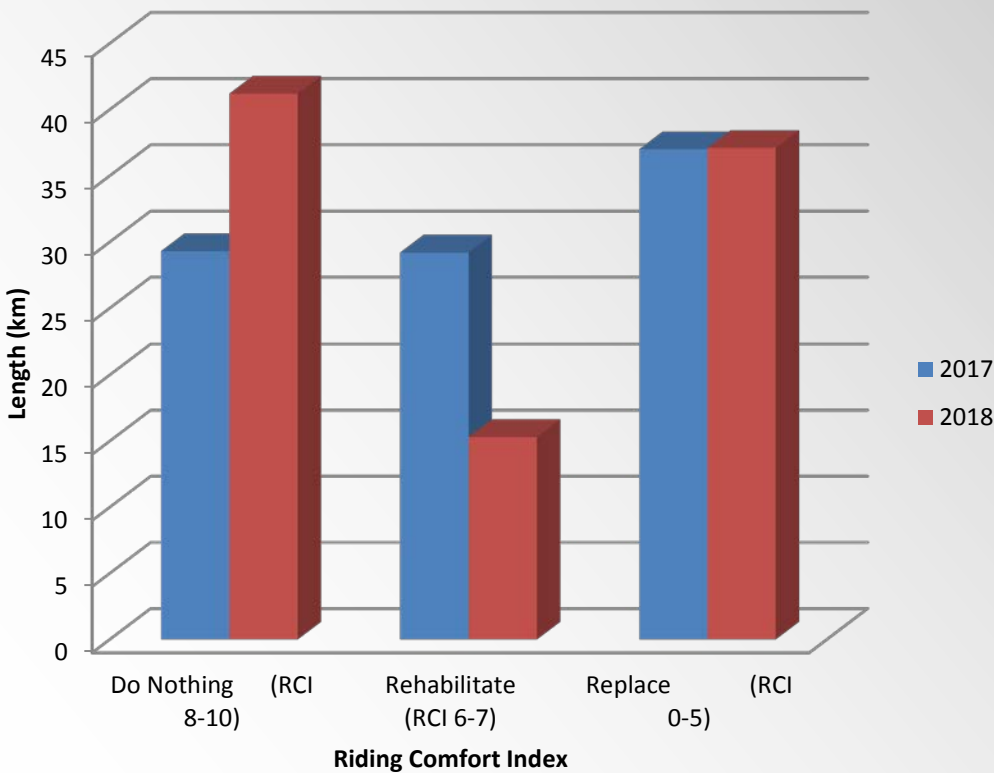
Figure 5 - Paved Roads



	<u>Service Indicators</u>	
	Paved Roads	
	2017	2018
Network Length	93.3	93.9
Do Nothing RCI 8 - 10	36.7 km (39%)	36.7 km (39%)
Rehabilitate RCI 6 – 7	43.5 km (47%)	44.7 km (48%)
Replace RCI 0 – 5	13.1 km (14%)	12.5 km (13%)

ASSET MANAGEMENT PLAN RESULTS

Figure 6 - Surface Treated Roads



	<u>Service Indicators</u>	
Surface Treated Roads		
	2017	2018
Network Length	93.6 km	93.6 km
Do Nothing RCI 8 - 10	29.3 km (31%)	41.2 km (44%)
Rehabilitate RCI 6 – 7	27.3 km (29%)	15.3 km (16%)
Replace 0 – 5	37.0 km (40%)	37.1 km (40%)

The image features two large, interlocking gears. The gear on the left is orange, and the gear on the right is blue. Inside each gear, a 3D human figure in a business suit is walking. The text "2019 BUDGET PROCESS" is centered over the two gears.

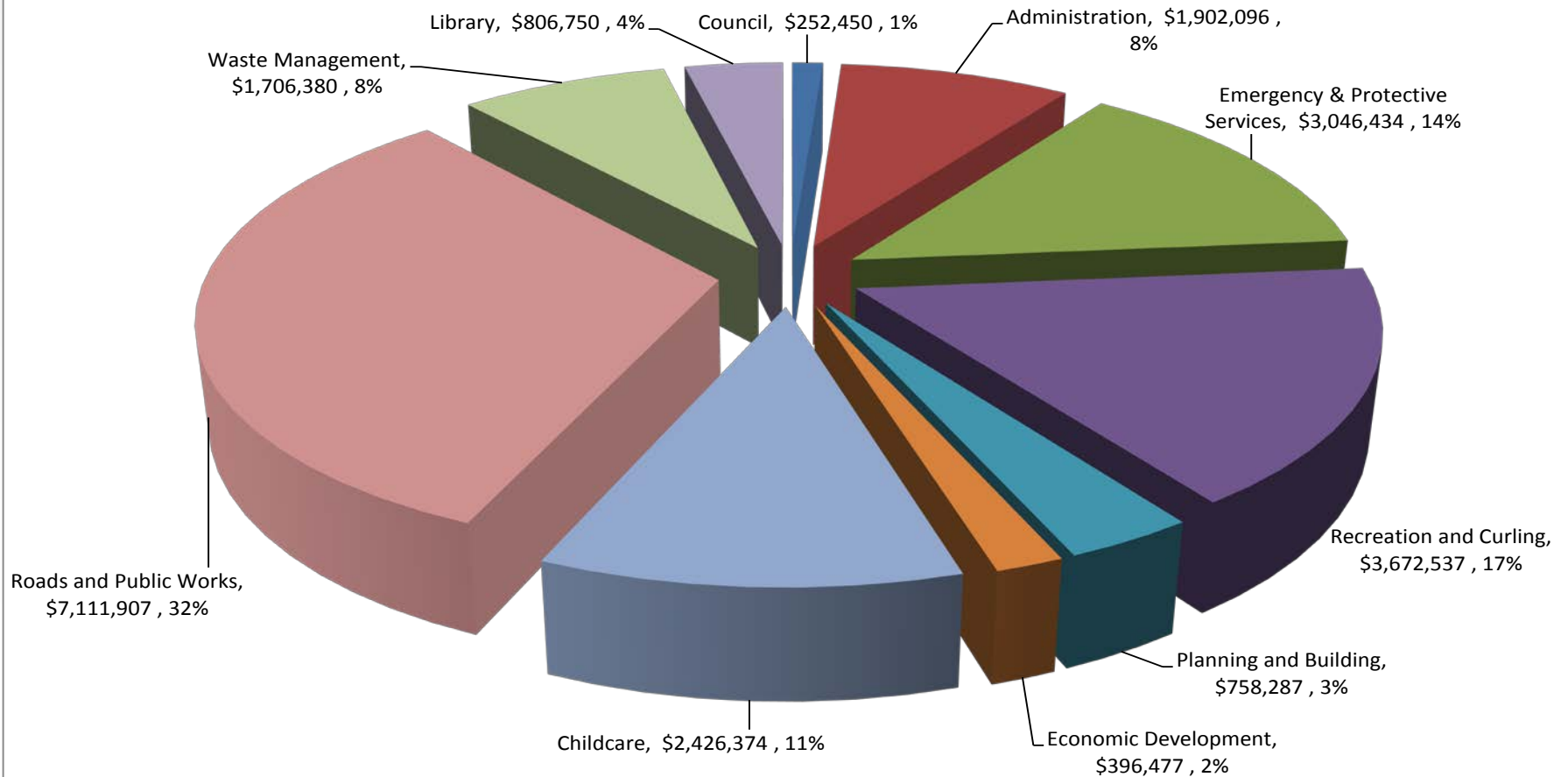
2019
BUDGET PROCESS

Mississippi Mills 2019 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	\$22,079,692
Funding for Municipal Operations & Capital <ul style="list-style-type: none"> ■ Municipal Tax Revenue ■ Long Term Financing ■ Reserves/Reserve Funds ■ User Fees & Other Revenues ■ Federal, Provincial, County Grants Total Revenue Current Shortfall	 \$10,688,015 \$1,084,600 \$2,728,904 \$4,995,239 \$2,582,934 \$22,079,692 \$0

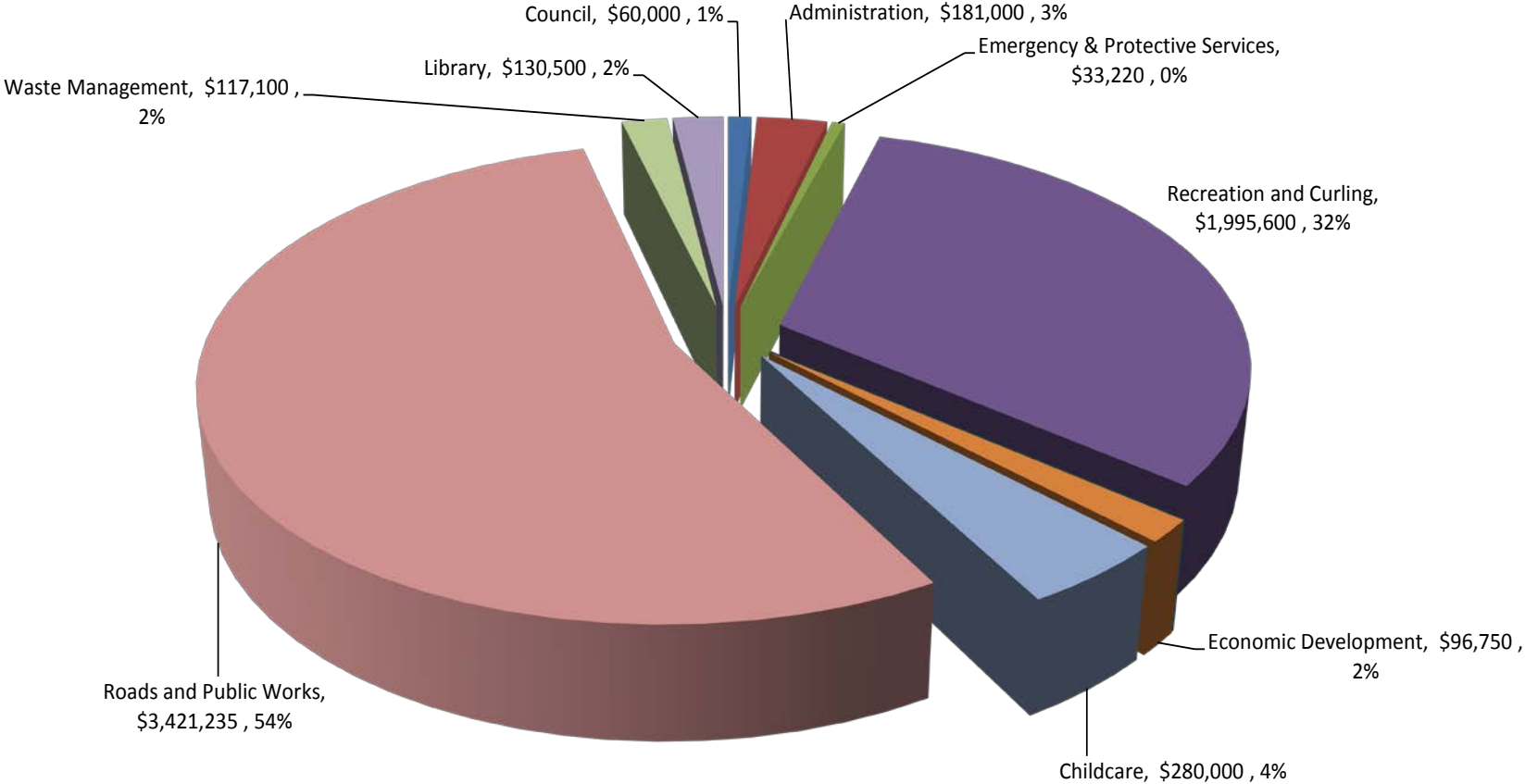
2019 OPERATING AND CAPITAL EXPENDITURES - \$22,079,692

2019 Operating and Capital Budgets



2019 CAPITAL EXPENDITURES - \$6,184,905

2019 Departmental Capital Budget



SAMPLE OF 2019 CAPITAL PROJECTS-TOTAL BUDGET

\$6,184,905

Project	Total
Gravel in Ramsay & Pakenham Wards	\$310,500
Paved Road Rehabilitation (1.2 km, 1.3% of network)	\$1,939,235
Shaw Bridge, Bridge Inspections and Bridge Design	\$269,000
Plow Truck, ½ ton, Lawn Mowing Equipment	\$267,000
Parks (Mill Run, Riverfront, Gemmill)	\$592,000
Facility Maintenance (Almonte Old Town Hall, Daycare, Library, Fire, Pakenham Garage, Ramsay Storage Shed)	\$463,220
Asset Management Plan, Live Streaming, Strategic Plan, Website	\$110,000
Dasherboard Replacement Pakenham Arena	\$1,059,600
Daycare Expansion to Holy Name of Mary School	\$150,000

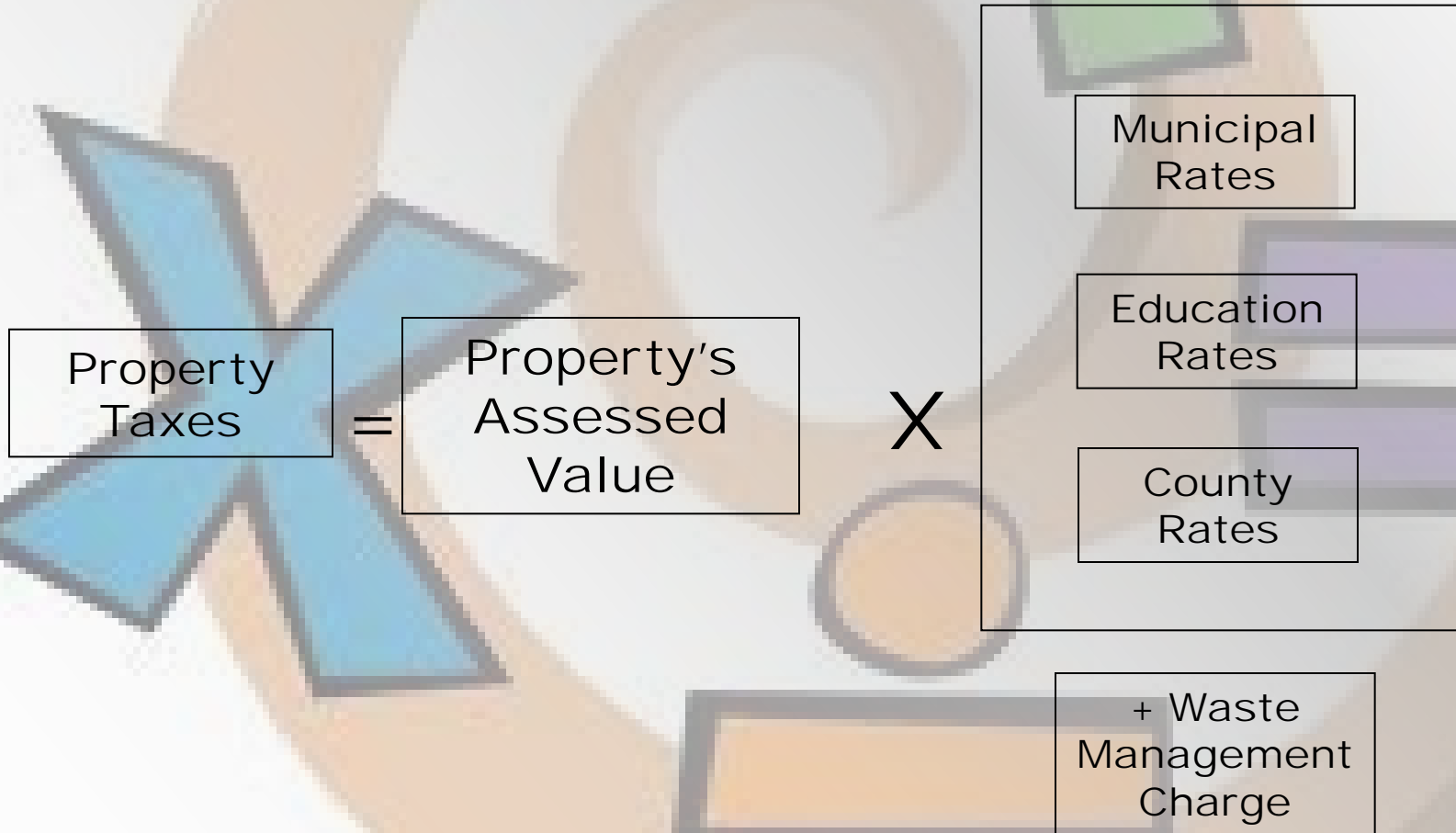
Proposed 2019 Resurfacing Projects

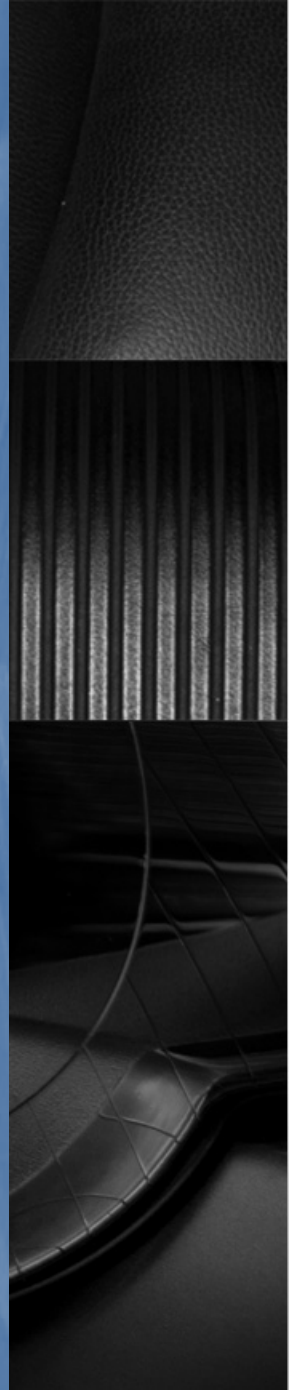
- **Pavement Renewals: Victoria St. (Martin St. North to St. James St.), Concession 11A (Ottawa to Urban boundary limit) and Menzie St. (2018 project completion)**
- **Surface Treatment : Panmure Road**



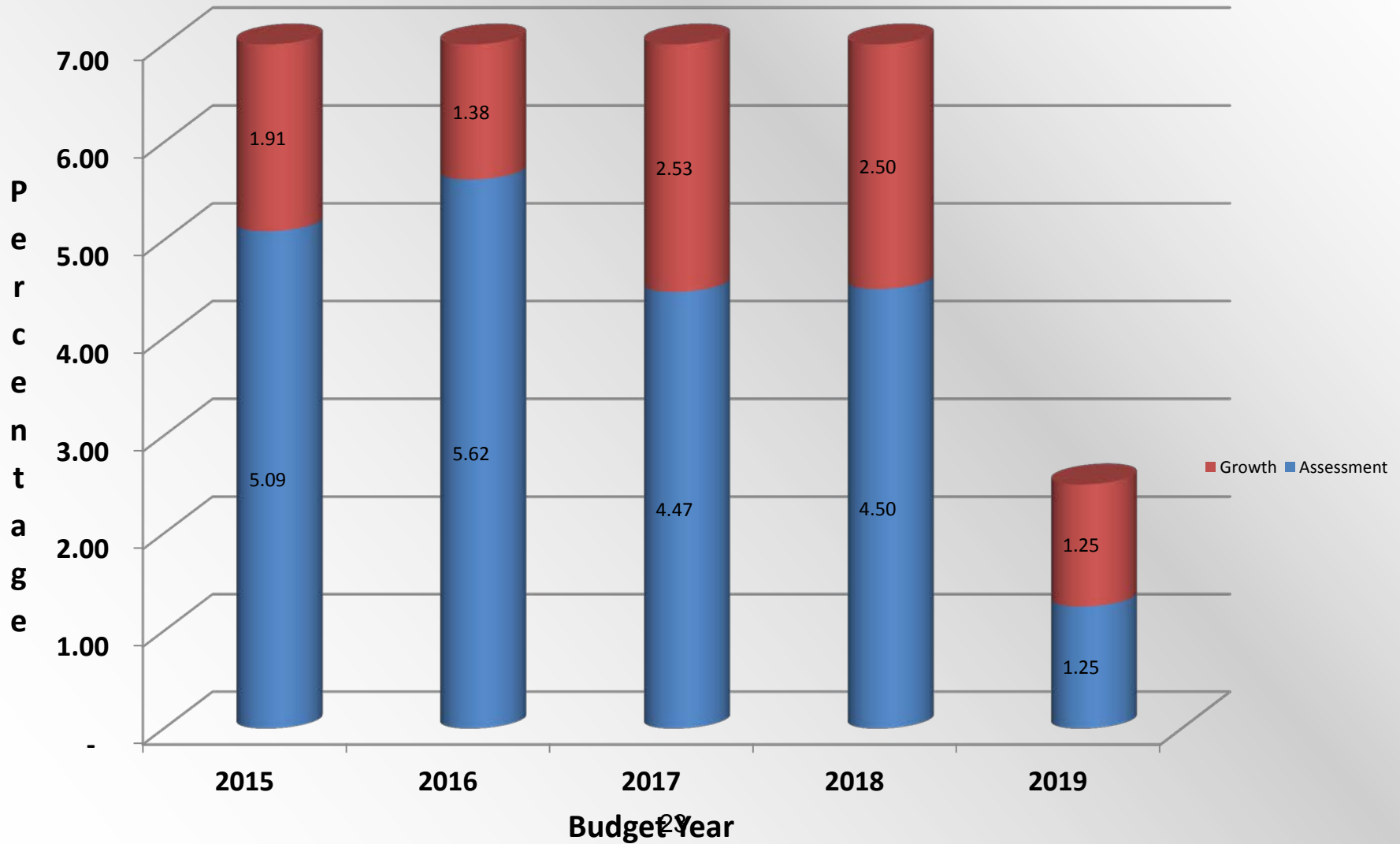
**PROPOSED 2019
MUNICIPAL TAXATION**

How Property Taxes are Calculated





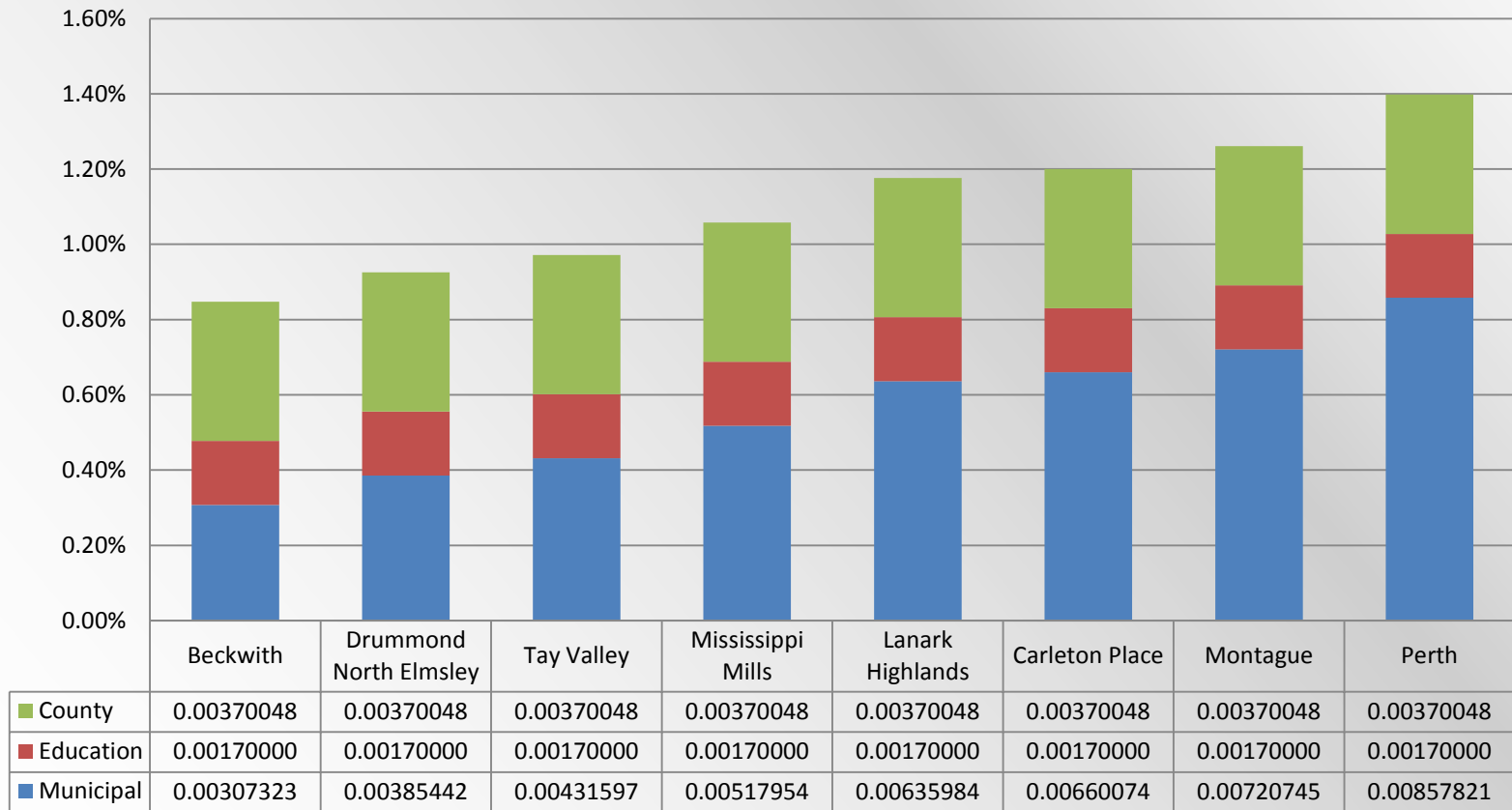
Tax Revenue Allocation between Growth and Reassessment 2015-2019



ESTIMATED OVERALL RESIDENTIAL TAX CALCULATION ON AVG. ASSESSMENT

Year	Municipal	Police	County	School	Total
2017 (avg. assess=\$334K)	\$1,404.50	\$325.47	\$1,235.96	\$567.80	\$3,533.73
2018 (avg. assess=\$345K)	\$1,474.51	\$326.58	\$1,254.41	\$557.18	\$3,612.68
\$ change	\$70.01 \$5.84/mth	\$1.11 \$.10/mth	\$18.45 \$1.54/mth	(\$10.62) (\$..89)/mth	\$78.95 \$6.58/mth
% change	4.98%	0.34%	1.49%	(2)%	2.23%

2018 Lower Tier Residential Tax Rates



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

MUNICIPAL SERVICE	MONTHLY COST PER AVERAGE RES. TAXPAYER BASED ON ANNUAL MUNICIPAL TAXES OF \$1,801.09=\$150.09/MONTH	MONTHLY COST PER \$100,000 ASSESSMENT BASED ON ANNUAL MUNICIPAL TAXES OF \$522.06=\$43.51/MONTH
Emergency and Protective Services (Fire, Police, By-Law and other protection)	\$36.29	\$10.53
Recreation & Curling (Parks, Trails, Programs & Events)	\$15.72	\$4.56
Planning (Planning Services, Heritage Committee)	\$2.55	\$.74
Economic Development	\$3.59	\$1.04

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

MUNICIPAL SERVICE	MONTHLY COST PER AVERAGE RES. TAXPAYER BASED ON ANNUAL MUNICIPAL TAXES OF \$1,801.09=\$150.09/MONTH	MONTHLY COST PER \$100,000 ASSESSMENT BASED ON ANNUAL MUNICIPAL TAXES OF \$522.06=\$43.51/MONTH
Childcare	\$1.05	\$.30
Roads & Public Works (road/bridge maintenance, winter control, street & traffic lights etc.)	\$58.55	\$16.97
Library	\$7.94	\$2.30
Administration & Council & Administration Buildings	\$21.55	\$6.25
Reserve Allocations for future capital replacement	\$2.85	\$.82
Total	27 \$150.09	\$43.51



NEXT STEPS

- **Continue to review service delivery options and pursue cost/delivery efficiencies within departments;**
- **Complete a Strategic Asset Management Policy**
- **Continue to pursue Federal/Provincial grant opportunities;**
- **Update the Long Term Financial Plan and the Asset Management Plan.**



Mississippi
Mills



PUBLIC MEETING

2019 Water and Sewer Budget

April 4th, 2019

Discussion Items

- Accomplishments 2018
- Long Term Financial Plan
- Performance Measures
- 2019 Water & Sewer Budget
- Key Capital Projects
- Proposed 2019 Water and Sewer Rates
- Continuous Improvement
- Questions



Accomplishments 2018

- 2017 Year End MOE Inspection – 100% Rating on water system
- Water & Wastewater Master Plan (WWMP) Update completed. Water Storage EA nearing completion.
- Victoria Street design incorporates larger infrastructure to accommodate growth as per WWMP. State Street infrastructure reconstructed to provide additional capacity as per WWMP; Clyde St. looped to Spring St.
- Water meters – 89% now converted to radio frequency reads; approximately 220 remain to be changed.

Long Term Financial Plan

- Subsequent to the completion of the EA for water storage, the detailed design for the at-grade reservoir has been included in the 2019 budget.
- Watermain renewals on Victoria Street and looping on Concession 11A between Ottawa St. and Honeyborne St. have been approved for 2019
- Rate increases for the remainder of the forecast period (2017 to 2024) are expected at approximately 3% per year
- Periodic updates required in the future to confirm revenues, growth projections, and consumption trends

Performance Measures – Water

- MOECC Inspection Rating – 100%
- Watermain Breaks in 2017 – 3
- Water Service/Curb stop repairs - 7
- Replaced approximately 90 meters with RF meters in 2018
- Renewal of watermain (circa 1930) on State Street
- Treated water production remains low at 545 Megalitres (ML) for 2017 (peak of 736 ML in 2012)

Performance Measures – Wastewater

- Total volume of raw sewage treated 1757 ML in 2017
- Volume of septage received to December 3, 2018 – 3914 m³ (up from 3387 m³ at this time in 2017)
- Total instances of blocked sewers 2017 – 0
- Total number of sewer repairs 2017 – 0
- Total number of sanitary service repairs 2017 - 1
- Reduction in aged infrastructure with completion of sewer replacement on State Street.

2019 Water and Sewer Budget

Description	Dollars
Total Operating & Capital Expenditures	\$6,945,486
Funding for Operations & Capital <ul style="list-style-type: none"> ■ Water Bill Revenue ■ Bank Financing ■ Reserves/Reserve Funds ■ Other Revenues ■ Federal & Provincial Grants 	\$3,102,415 \$2,105,555 \$1,536,296 \$201,220 \$0
Total Revenue	\$6,948,486

Operating Budget (2019 vs 2018)

Description	2019	2018	%
Labour	325,811	310,385	4.97
General Operating Expenses (telephone, office supplies, postage & courier, etc.)	36,887	33,250	10.94
Travel & Training	16,000	16,000	0.00
Materials & Contracts (incl. OCWA)	1,623,903	1,592,857	1.95
Fuel & Oil	8,800	8,300	6.02
Maintenance & Repairs	36,229	36,181	.13
Grant in Lieu of Taxes (property taxes)	80,200	79,200	1.26
Insurance	14,052	16,716	(15.94)
Transfers to Reserves	315,132	362,091	(12.97)
Debt repayments	549,972	495,197	11.06
Capital funding	536,296	546,635	(1.89)
Total Operating Expenditures –Water & Sewer	3,543,282	3,496,812	1.33

Key Capital Projects–Total Capital Budget \$3,938,500

- Water Storage Detailed Design/EA - \$336,500
- Spring Street Pumping Station Impeller Upgrade - \$10,000
- Conc. 11A (Ottawa/Honeyborne) watermain looping - \$352,000
- Tender and Construction of Watermain and Sewer Linear Replacements on Victoria Street - \$2,401,000
- Farm Street Detailed Design (OCIF grant dependent) - \$73,000
- 2018/2019 Downtown Detailed Design – Water and Sewer Renewal - \$175,000

Key Capital Projects (cont'd)

- OCWA 7 Year Capital Plan - \$144,000
- Well 3 Pump inspection and replacement - \$70,000
- Well Site Maintenance - \$65,000
- Water Tower Maintenance - \$55,000
- WWTP pump repair - \$41,000
- WWTP roof repairs - \$60,000
- Annual Sewer Cleaning and CCTV - \$40,000
- Radio Frequency Meter Conversion - \$38,000

Proposed 2019 Water and Sewer Rates

	2018	2019	Increase
Annual Base Charge	\$585.00	\$608.00	3.93% or \$23.00
Consumption Rate	\$11.71/1,000 gallons	\$11.90/1,000 gallons	1.62% or \$0.19/1,000 gallons
Average Annual Billing (32,200 gallons / year)	\$962.06	\$991.18	\$29.12 (3.02% or \$4.86 per each 2 month billing)

39 NOTE: BILLING CYCLE EVERY TWO MONTHS

Continuous Improvement

- Billing cycles revised to every two months (6 times / year instead of 3 times / year) and a paperless billing option offered to residents
- Continue to review service delivery options, improve asset management, and pursue cost efficiencies where possible
- Pursue Federal and Provincial grant opportunities as they become available
- Continue with progressive preventative maintenance programs to extend service life and minimize incidents of unplanned work
- Continue to track operations through performance measurement data to monitor trends (negative/positive)