

# Appendix A

# Public Feedback

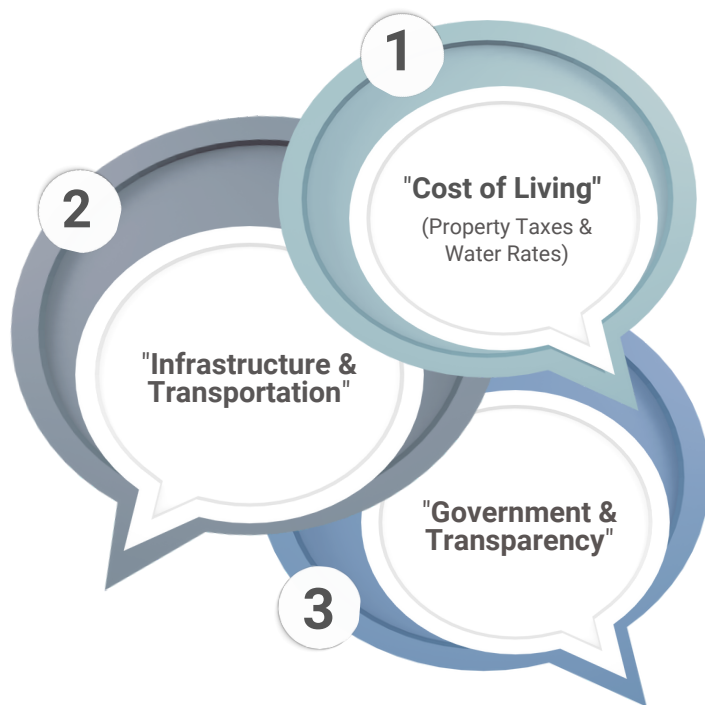
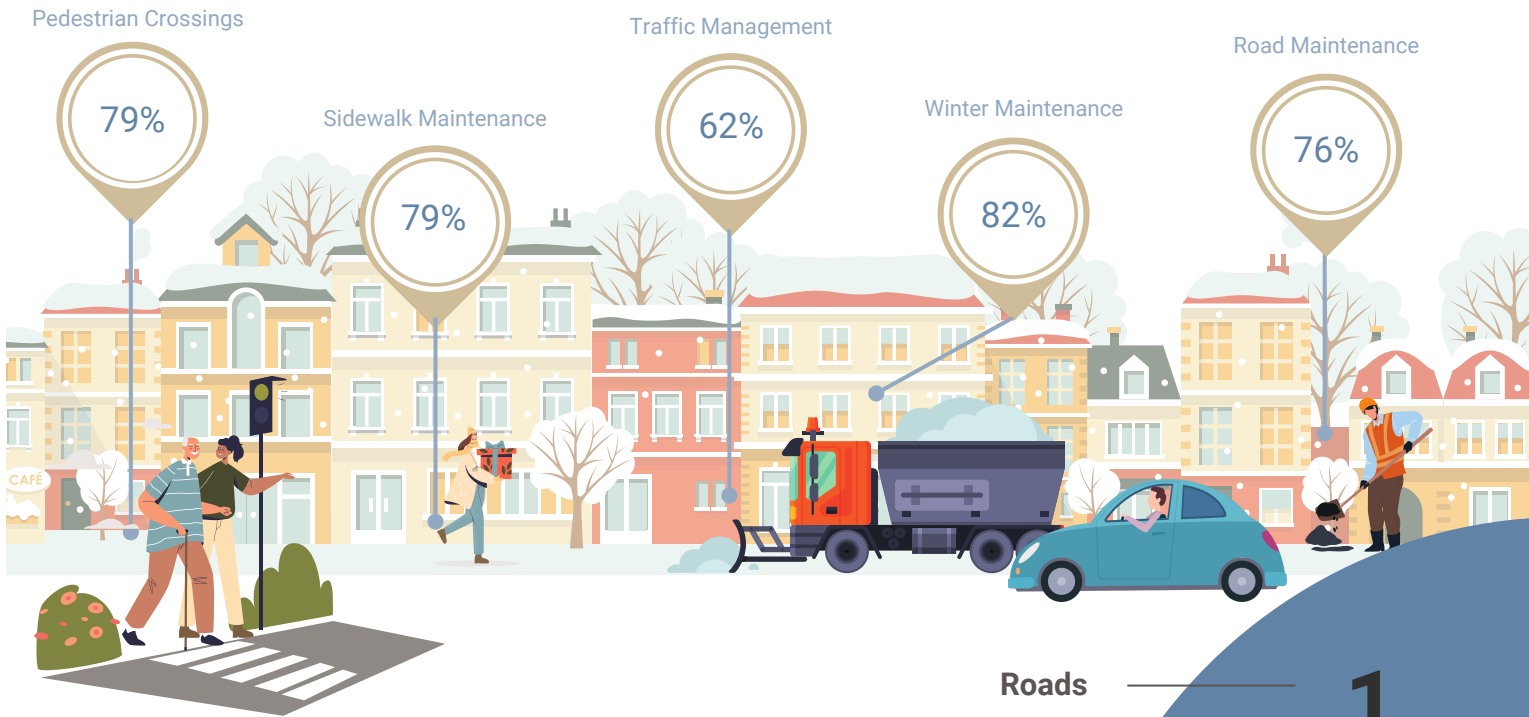




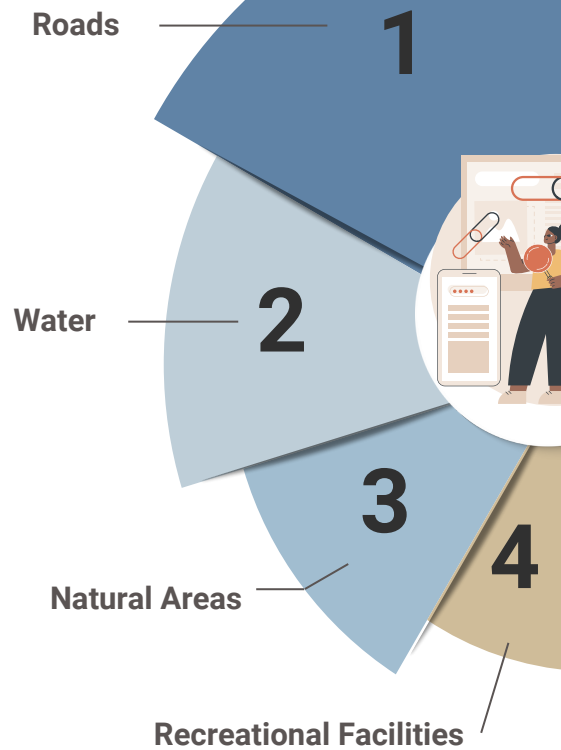
# Public Feedback

Based on 2023 Budget Consultation Survey results (174 participants).

Transportation Services Level of Satisfaction



Most important local issues



Municipal Assets Ranked Most Important

# Appendix B Staff Complement



# Staff Complement

	2019	2020	2021	2022	2023 (Budgeted)
<b>Council</b>					
Permanent Part Time	7	7	7	7	7
<b>Corporate Services</b>					
Permanent Full Time	12	12	12	15	16 *
Permanent Part Time			1	1	0
<b>Water/Wastewater</b>					
Permanent Full Time	9	10	11	9	10 **
<b>Roads</b>					
Permanent Full Time	20	18	20	21	21
<b>Recreation</b>					
Permanent Full Time	13	13	12	12	12
Permanent Part Time	1	1	4	4	4
<b>Waste Collection</b>					
Permanent Full Time	5	5	4	3	3
<b>By-law Enforcement</b>					
Permanent Full Time			0	1	1
<b>Building</b>					
Permanent Full Time	3	3	3	3	3
<b>Asset Management/ Development Services</b>					
Permanent Full Time	3	4	5	5	4*
<b>Fire</b>					
Permanent Full Time	3	3	2	2	2
Permanent Part Time	110	107	108	108	108
<b>Total Permanent Full Time</b>	<b>75</b>	<b>75</b>	<b>76</b>	<b>78</b>	<b>79</b>
<b>Total Permanent Part Time</b>	<b>111</b>	<b>108</b>	<b>113</b>	<b>113</b>	<b>113</b>

## Notes

Seasonal staff not included in the above.

In 2022, 40 seasonal staff were employed between beach rescue, bridge, recreation, roads, water, finance and asset management.

\* Legislative Coordinator transferred to Corporate Services

\*\* New Compliance Coordinator position for 2023

# Appendix C

# Financial Information

The image shows a modern, open-plan office space. In the foreground and middle ground, there are several long wooden desks arranged in rows. Each desk is equipped with a computer monitor, a keyboard, and a modern office chair. The office has a high ceiling with exposed concrete beams and several large, dark, industrial-style pendant lights hanging from it. In the background, there is a brick wall and large windows that let in natural light. The entire scene is overlaid with a semi-transparent blue filter. On the left side, the text 'Appendix C' and 'Financial Information' is written vertically in a large, white, sans-serif font.

# Financial Policies

## Credit and Collections

The Municipality will continue to follow an approach and a consistent policy of collecting revenues that is in accordance with the Accounts Receivable Collections Procedures. A rate of 1.25% per month is charged on overdue tax accounts. If taxes are not paid within three years and an acceptable payment plan cannot be reached, properties go to tax sale. The water arrears are also added to the tax bill for collection after 90 days of payment due dates.

## Current Funding Basis

Current operating expenditures are paid from current revenues and fund balances carried forward from the prior year, after reserve and capital requirements are met. The Municipality will avoid budgetary and accounting practices that balance the current budget at the expense of future budgets.

## Financial Stability

Current revenues will fund current expenditures and a diversified and stable revenue system (including safeguarding of assets and prudent investment approach) will protect programs from short-term fluctuations in any single revenue source.

## Grants

Revenue from grant funding will only be included in the operating budget if they are recurring grants that are not expected to be discontinued. As a result, nonrecurring grants are not being used to fund ongoing operating projects.

## Investments

Cash and investment programs will be maintained in accordance with the Municipality's investment Policy. Funds will be managed in a prudent manner with emphasis on adherence to statutory requirements, safety, liquidity, and yield in that order.

## Long-Term Financial Plan

A long-term financial plan safeguards the financial health of the Municipality. The underlying approach is to support the Council to govern and the executives to manage the operations of the Municipality. All departments are responsible for meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect the policy directives, projected resources, and future service requirements.

## Multi-Year Budget

Central Elgin continues to undertake the multi-year (2) Operating and (5 year) Capital budget approach; however the budgets will be updated on an annual basis. This will allow for advance preparation of any proposed service level and growth related changes. This will also identify any trends and upcoming challenges.

## New Services

Any new service will be approved by Council. This will ensure appropriate funding is in place.

## User Fees

User fees and charges are examined on an annual basis to ensure that they are sufficient to recover all direct and indirect costs of service. These user fees will continue to be approved by Council through the by-law to establish user fees or charges for services, activities or the use of property.

## Use of Revenues

Revenues will not be dedicated for specific purpose unless required by law or generally accepted accounting principals (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the Budget Process.

# Financial Reporting

As part of Governance and Fiscal Monitoring – Monthly variance will be provided to staff. A quarterly financial report will be presented to Council which will explain budget variances to date and expected future budget variances.

## **Financial Information Return**

A Financial Information Return (FIR) is submitted to the Ministry of Municipal Affairs and Housing (MMAH) on an annual basis. The information in the FIR is consistent with the information in the audited financial statements.

## **Financial Statement Audit**

An external third party auditor performs an annual audit of the Municipality's consolidated financial statements to ensure that they are consistent with Canadian Generally Accepted Accounting Principles (GAAP) and Public Sector Accounting Board (PSAB) standards.

## **Internal Controls**

Financial Services maintains rigorous internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.



# Revenue Source Descriptions

## **Development Fees**

Fees collected from developers at the time a building permit is issued to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, water and sewer infrastructure, community centres, and fire facilities.

## **Donations & Grants**

Consists primarily of the Ontario Municipal Partnership Fund and other competitive, application based upper level of government grants.

## **Miscellaneous Revenues**

Various less significant sources of revenue

## **Reserves**

Funding provided from reserve funds

## **Elgin County**

Funds received for the Elgin County Roads Maintenance Agreement

## **Tax Levy**

This revenue is from the municipal tax levy. The annual requirement depends on the net expenditures of the operating and capital budget.

## **User Fees, Lease & Rental**

Fees charged on various programs or services provided, such as beach parking, solid waste bins, ice rentals and building permits.

## **Water User Fees**

Consists of a fixed monthly fee and a variable fee to fund water expenses.

## **Wastewater User Fees**

Consists of a fixed monthly fee and a variable fee to fund wastewater operating expenses.



# Appendix D

## Glossary & Abbreviations



# Glossary

TERM	DEFINITION
<b>Accounting Principles</b>	A set of generally accepted principles for administering accounting activities and regulating financial reporting. These principles comply with Generally Accepted Accounting Principles (GAAP) for local governments.
<b>Accrual Accounting</b>	An accounting method where revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred (sometimes referred to as full accrual, to distinguish it from modified accrual basis accounting).
<b>Annual Budget</b>	A budget for a single year which identifies the revenues and expenditures for meeting the objectives of the annual financial plan.
<b>Annualization Costs</b>	The incremental costs of a new facility or position that was approved for less than 12 months in the prior budget year.
<b>Assessment</b>	The value assigned to a property by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.
<b>Appropriation</b>	The amount of money approved by Council and set out in the budget for labour, revenue and other current operating and capital expenses.
<b>Approved Budget</b>	The budget as formally adopted by Council for the upcoming fiscal year.
<b>Balanced Budget</b>	A budget in which the estimated revenues are equal to the estimated expenses with reserves and reserve fund adjustments.
<b>Budget</b>	A financial plan for a specified period that outlines planned expenditures and the proposed means of financing these expenditures.
<b>Business Unit</b>	An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
<b>Capital Asset</b>	An asset with a long-term nature.
<b>Capital Budget</b>	The expenditures and financing sources to acquire or construct municipal assets.
<b>Capital Expenditure</b>	An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire assets which will have a useful life greater than one year.
<b>Capital Forecast</b>	The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.
<b>Capital Funding Strategy</b>	Used to determine the amount of funding that will be allocated to the Municipality's reserve funds as well as the amount allocated to the various services to support infrastructure replacement, growth and community building. The strategy is based on asset management data and the corporate strategic plan.
<b>Capital Project</b>	Means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of a fixed asset.
<b>Contingency</b>	An allotted set of funds available to cover unforeseen events that occur during the fiscal year. These funds are not carried over year-to-year.

TERM	DEFINITION
<b>Consumer Price Index (CPI)</b>	<p>An indicator of changes in consumer prices experienced by Canadians.</p> <p>CPI is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers. Since the basket contains goods and services of unchanging or equivalent quantity and quality, the index reflects only pure price change. As CPI is an indicator of changes for goods and services that can be associated with a retail price many public goods and services provided by governments are excluded since they cannot be associated with a retail price. The target population of the CPI consists of families and individuals living in urban and rural private households in Canada.</p>
<b>Debt Ratio</b>	<p>Indicates what proportion of debt a municipality has relative to the total of all reserves and reserve funds. The measure gives an idea of the potential risks the municipality faces in terms of its debt-load. A generally accepted target ratio for municipalities is considered to be 1:1.</p>
<b>Debt Servicing</b>	<p>The payment of debt interest and principal over a given period of time.</p> <p>Provincial regulation does not allow the Municipality to issue debt which would result in it exceeding its legislated Annual Repayment Limit (ARL) without approval from the Province. The 2022 ARL is based on the Municipality's 2020 Financial Information Return (FIR).</p>
<b>Department</b>	<p>A major administrative division of the Municipality that has overall management responsibility for an operation within a functional area.</p>
<b>Development Charges</b>	<p>Fees levied against new developments to pay for the initial capital costs of servicing growth.</p> <p>The principle behind development charges is that 'growth pays for growth' to ensure the financial burden of servicing new development is not placed on existing taxpayers.</p>
<b>Development Charge Debt</b>	<p>Any debt funded from development charges.</p>
<b>Discretionary</b>	<p>Funds that are to be spent at the discretion of Council without any conditions or obligations.</p>
<b>Efficiencies</b>	<p>The savings realized or additional revenue generated using existing resources.</p>
<b>Effectiveness</b>	<p>Refers to whether goal or objective is achieved. For example, garbage is picked up on time therefore the program is effective.</p>
<b>Estimates</b>	<p>Means the budget proposal for the expenditure and revenue of the Municipality funds for one fiscal year and includes the budget proposals for any particular department.</p>
<b>Expenditures</b>	<p>The cost of goods and services received for both the regular Municipal operations and the capital programs.</p>
<b>FTE (Full-time Equivalent)</b>	<p>A budgeted amount to represent permanent full and part-time productive hours of work. Municipal departments budget hours of work depending on program and service needs.</p>
<b>Fiscal Year</b>	<p>A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Municipality's financial condition and performance of operations.</p>
<b>Fund</b>	<p>A fiscal entity of self-balancing accounts used by governments to control common financial activities.</p>
<b>Fund Accounting</b>	<p>Is an accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.</p>
<b>Fund Balance</b>	<p>Funds accumulated through the under-expenditure of appropriations and/or receiving revenues greater than anticipated and included in the budget.</p>
<b>Grant</b>	<p>A monetary contribution—typically from one level of government to another—as a means to lend support to a specific service, program of function.</p>

TERM	DEFINITION
<b>Growth</b>	When additional costs are incurred in order to provide the same level of service to more citizens.
<b>Internal Charges</b>	Expenses allocated from one department to another. Internal charges appear as expenditures for the departments in receipt of the service and are equal to the internal recoveries of the departments providing the support.
<b>Internal Recoveries</b>	Amounts recovered by one department from another. Internal recoveries appear as revenue for the departments providing support and are equal to the internal charges to the departments receiving the service.
<b>Life Cycle Costing Practices</b>	The long term financial analysis for the acquisition, renewal and replacement of assets over the asset's useful life.
<b>Long-Term Debt</b>	Matures more than one year after it is issued.
<b>Non-Tax-Supported Budget</b>	Self-supporting and does not require a property tax transfer. The Municipality's Water Services, Wastewater, and the Ontario Building Code (OBC) are represented in this budget. The costs associated with their respective service areas are 100 per cent recovered through user fees and other non tax sources.
<b>Operating Budget</b>	The Municipality's financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them.
<b>Operating Impact from Capital</b>	Identifies additional operating costs—including compensation—resulting from new or expanded assets such as a facilities, vehicles, trails or parks being put into service during the budget year.
<b>Own Source Revenue</b>	All revenues received, not including Federal and Provincial Grants
<b>Payment-in-Lieu</b>	Compensation from the Federal and/or Provincial governments in recognition of lost property tax revenue.  Federally and provincially owned land are exempt from taxation, however, they often compensate the Municipality with 'payment-in-lieu of taxes.'
<b>Performance Measure</b>	Data collected to determine how effective and/or efficient a program is in achieving its objectives. Specific service levels are established for all major services, and then monitored to determine the level of success achieved.
<b>Reserve</b>	Allocation of accumulated net revenue. Reserves don't refer to any specific asset and don't require the physical segregation of money or assets.
<b>Reserve Funds</b>	Assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:  <b>Obligatory</b> – created whenever a statute requires revenues for special purposes to be segregated, e.g., Development Charges Reserve Funds, or  <b>Discretionary</b> – created whenever Council revenues to finance a future project for which it has authority to spend money
<b>Supplementary Revenue</b>	Based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.
<b>Tax Levy</b>	The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law. The Municipality is also responsible for levying taxes for the Boards of Education, Elgin County and the Business Improvement Area.
<b>Tax Rate</b>	The rate levied on each real property according to assessed property value and property class.
<b>Variiances</b>	Differences between actual revenues, expenditures, and performance indicators from those items targeted in the annual budget

# Abbreviations

TERM	DEFINITION
<b>ABC</b>	Advisory Board & Committee
<b>ARL</b>	Annual Repayment Limit
<b>AODA</b>	Accessibility for Ontarians with Disabilities Act
<b>BIA</b>	Business Improvement Area
<b>CAO</b>	Chief Administrative Officer
<b>ERP</b>	Enterprise Resource Planning
<b>ICS</b>	Infrastructure Community Services
<b>FIR</b>	Financial Information Return
<b>GAAP</b>	An abbreviation for generally accepted accounting practices which are the primary benchmarks used in accounting.
<b>IT</b>	Information Technology (may also be I.T.)
<b>MPAC</b>	Municipal Property Assessment Corporation
<b>NPH</b>	Non-Profit Housing
<b>OCIF</b>	Ontario Community Infrastructure Fund
<b>OMPF</b>	Ontario Municipal Partnership Fund
<b>OPP</b>	Ontario Provincial Police
<b>PIL</b>	Payment-in-Lieu
<b>RFP</b>	Request for Proposal
<b>TCA</b>	Tangible Capital Assets