



Meeting Date: November 15, 2023

Submitted by: Tiffany Farrell, Director of Corporate Services

Report No: CPS-52-2023

Subject: 2024 Budget

Recommendation:

THAT Report CPS-52-2023, re: 2024 Budget report and draft booklet be received.

Purpose:

To provide Council with the proposed 2024 operating and capital budget.

Background:

The draft budget prepared by staff is the culmination of ongoing engagement on public priorities throughout the year starting with the strategic plan followed by master plans, public meetings, online engagement, budget working group meetings and informal feedback. The budget is prepared taking into consideration input from the community and direction from Council.

Each year, Council approves an annual budget, made up of two parts:

- Operating Budget – Annual operations of municipal facilities and services, primarily funded through property taxes and user fees.
- Capital Budget – Capital program for all municipal projects, funded through taxes, water and sewer fees, development charges, debt, grants, or other reserve funds.

Analysis:

Each year, the Municipality undergoes an annual budget process to create budgets that support the municipal operations and deliver the programs and services required to maintain the high quality of life we enjoy in our community.

Through the budget process, choices are made to ensure the municipality's services provided to residents align with the priorities in the Municipal's strategic work plan.

On November 1, 2023, staff presented the 2024 Capital Budget.

Attached to this report is the 2024 draft budget booklet which includes both the capital and operating budget information.

Final adoption of the capital and operating budget will be done by Bylaw on December 20, 2023, if approved by Council.

The 2024 budget booklet has been expanded to provide more information to Council and the public, especially around revenues and trends in funding. The goal of the budget booklet is to present the budget to our residents in a way that is open and understandable.

Building on the creation of the booklet, staff have also launched Open Budget in 2023 and it has been updated for 2024. Open Budget is a data visualization tool for displaying financial information. Sharing information through Open Budget is part of Middlesex Centre's commitment to providing an open and transparent budget process. This site provides easy to use visualizations of municipal budgetary information. It can be used by Council and the public to see how our public funds are allocated. You will find interactive charts, graphs, and tables that present data for current and past budgets. Open Budget can be accessed from our website by visiting the 2024 budget page - <https://middlesexcentre.openbook.questica.com/>

Additionally, the Middlesex Centre budget booklet for 2023 received the GFOA's budget award. The award represents a significant achievement for a Municipality. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. To receive the budget award, Middlesex Centre must satisfy nationally recognized guidelines for an effective 2023 Budget presentation. The 2024 booklet has been created working off the 2023 booklet along with improvements suggested by staff and from the evaluation process.

Currently, there is still some information that is outstanding. These items are listed below. Once received, staff will update the budget and the booklet. Staff will balance these amounts to the tax rate stabilization reserve fund so that the projected tax rate increase of 3.22% is not impacted. Most of the item's outstanding are for analysis purposes and information will be added to the final booklet.

- Ontario Community Infrastructure Funding (OCIF) has been announced; however, the municipal amount has not been released. Staff have budgeted the 2024 value at the same amount as 2023.
- Canada Community Benefit Fund (CCBF) has been announced; however, the municipal amount has not been released. Staff have budgeted the 2024 value at the same amount as 2023.
- Federal and Provincial grant opportunities have been announced and staff continues to actively pursue all viable grant opportunities to leverage wherever possible. No funding is confirmed and included in the 2024 budget unless it has been confirmed.

- Final amounts from our conservation authorities
- A few reports from MPAC for 2023 used in some analysis for 2024 budget
- Bill 23 budget impacts related to Development Charge funding for 2024
- The final BMA Study
- Continued work on operating and capital projects to be carried forward

Financial Implications:

As outlined in the attached documents for the 2024 budget.

Strategic Plan:

This matter aligns with following strategic priorities:

The process of developing the budget and the final budget itself directly responds to:

- Responsive Government - Objective 5.3 – Foster a culture of innovation, continuous improvement, and cost-effective service delivery.
 - By sharing information and gathering input, continuing our timely and effective communication to the public.
 - By reviewing and enhancing our processes
- Sustainable Infrastructure and Services - Objective 4.3 – Continue with our asset management plan and apply a financial sustainability lens to all municipal assets and infrastructure.
 - By progressively updating our asset management plan and building the reserve funds for the timely repair/replacement of our assets and expanding our current practice of making annual reserve fund contributions toward the cost of projected asset management expenditures.
 - By communicating our approach to capital projects and communicating clearly with the public on capital spending priorities in terms of costs, benefits, funding sources and timing.
- Responsive Government - Objective 5.1 – Enhance Customer Service
 - By expanding opportunities for digital and on-line services.
- Responsive Government - Objective 5.2 – Foster a culture of mutual trust and respect within Council and between Council and staff.
 - By reinforcing a common purpose among Council members and promoting teamwork between Council and staff.

- Sustainable Infrastructure and Services - Objective 4.1 – Improve safety for road users.
 - By addressing road safety challenges and implementing existing traffic calming policies on Middlesex Centre roads.
 - Work collaboratively with Middlesex County to implement safety improvements in the Glendon Drive corridor.
- Sustainable Infrastructure and Services - Objective 4.2 – Expand existing services in accordance with the pace of new development and apply a financial sustainability lens to all municipal services and programs.
 - By analyzing and projecting the operating cost impacts of new residential development.

Attachments:

A1 Middlesex Centre Draft Budget Book Presentation 2024

A2 Middlesex Centre Draft Budget Book 2024