



# Proposed Operating & Capital Budgets

A corporate overview of the Thames Centre proposed 2024  
operating and capital budgets for Councils consideration.





# Agenda

- 01 Proposed Total Operating & Capital Budget
- 02 Budget Considerations
- 03 Budget Approach
- 04 Budget Highlights/Strategic Priorities
- 05 Property Taxes
- 06 Municipal Property Tax Comparison
- 07 How Municipal Budgets Work

# Proposed Operating & Capital Budget

\$24 M Operating

Staff salaries, maintenance  
contracts, office expenses  
and reserves



\$9 M Capital

Purchase, repair and major  
replacement of assets  
(roads, buildings, etc.)



# Budget Considerations



# 2024 Operating Budget Approach



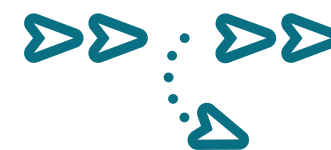
## Tax Dollars

Greater transparency, sustainability, and demonstrated respect for tax dollars



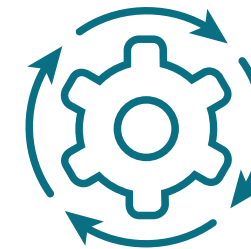
## Phasing Service Growth

Phasing service growth and increasing user fees where appropriate



## Realigning

Realigning service levels to meet changes in public demand



## Operational Allocation

Maximizing eligible reserves to fund one-time operating expenditures; moving eligible Capital items out of the operating budget



## Mitigation

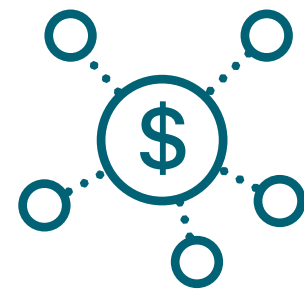
Mitigating inflationary impacts through efficiencies and/or alternative service delivery methods through partnerships

# 2024 Capital Budget Approach



## Review Existing Capital Projects

Evaluate unspent 2023 Capital to assess forecast of commitments and identify projects to be closed and funding returned to source



## 2024 Capital Plan

Focused on projects that can be delivered in 2024 with a high degree of certainty



## Funding Sustainability

Evaluation of a 3 year Capital Program to align Capital Projects to reserve funding projections



## Delivery Strategy

Continuous improvement to align Capital Plan in projection years with implementation of formalized Project Management



## Asset Management Plan Alignment

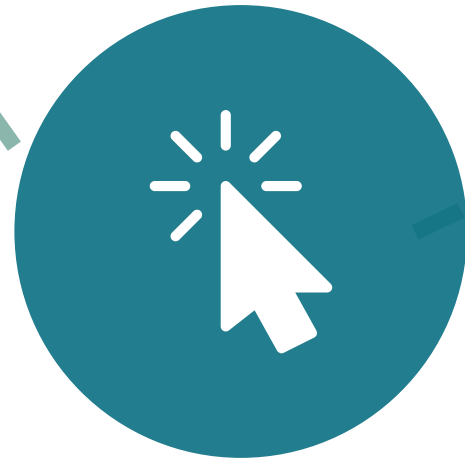
Continuous improvement to align Capital Plan with findings of Asset Management Plan with updated version coming in 2024

# Budget Process Overview



## Needs & Costing

- Actuals to Budget Comparison
- 5 year actuals considered
- Multi Year Plan Reviews
- Capital Business Case templates created and utilized to prioritize requests



## Operating & Capital Budget Submission

- Corporate Consolidation of Budget
- Identify Inter -Departmental Impacts and operating impacts from Capital requests
- Prioritization of Service Requirements with input from Public Engagement



## Leadership & Council Review/Approval

- Finalize Corporate Prioritization in alignment with new Strat Plan
- Budget Review with Council for final approval
- Tax ratios and Tax rate approval with associated By - Laws in January



## Budget Amendments

Reports presented to Council for approval as required

# Budget Survey

## What we heard

Most satisfied & least satisfied service at Thames Centre Fire Services along with Waste Collection led in most satisfied services, while the least satisfied was the Planning/Building and Road Infrastructure.

### On 2024 Municipal Taxes

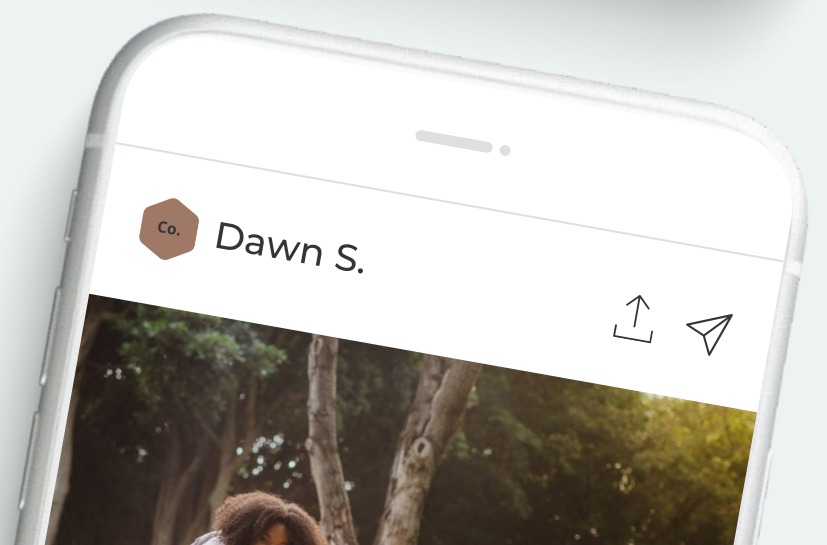
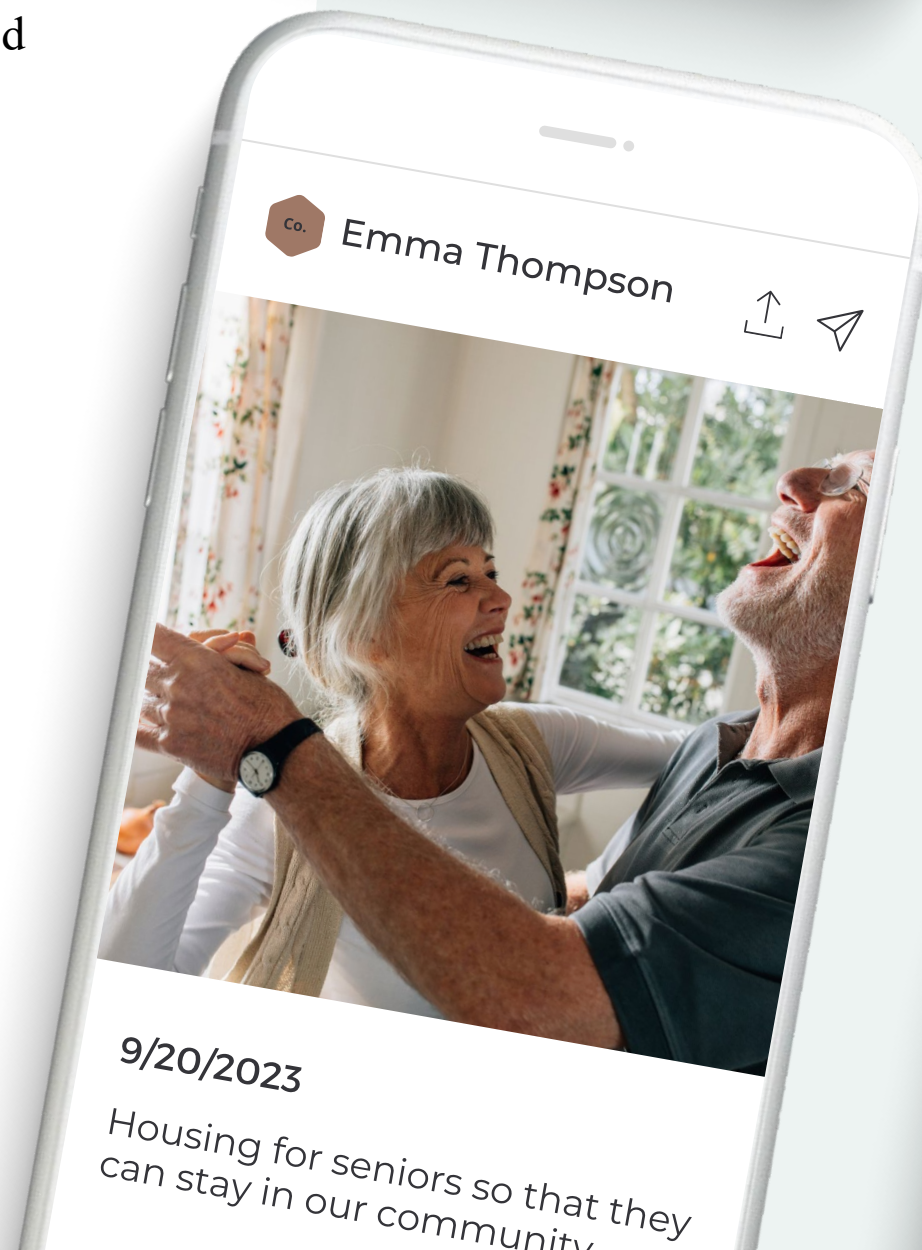
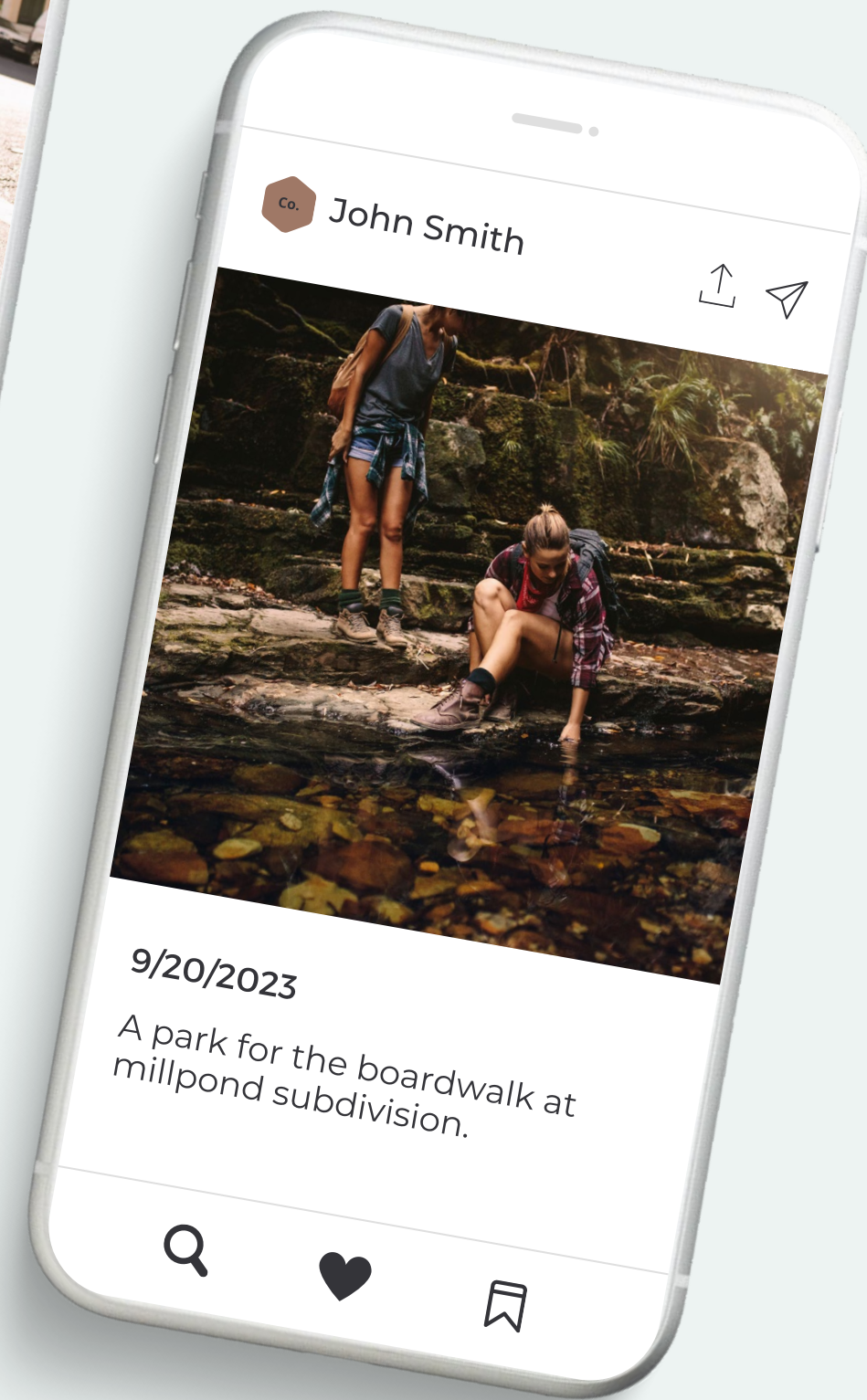
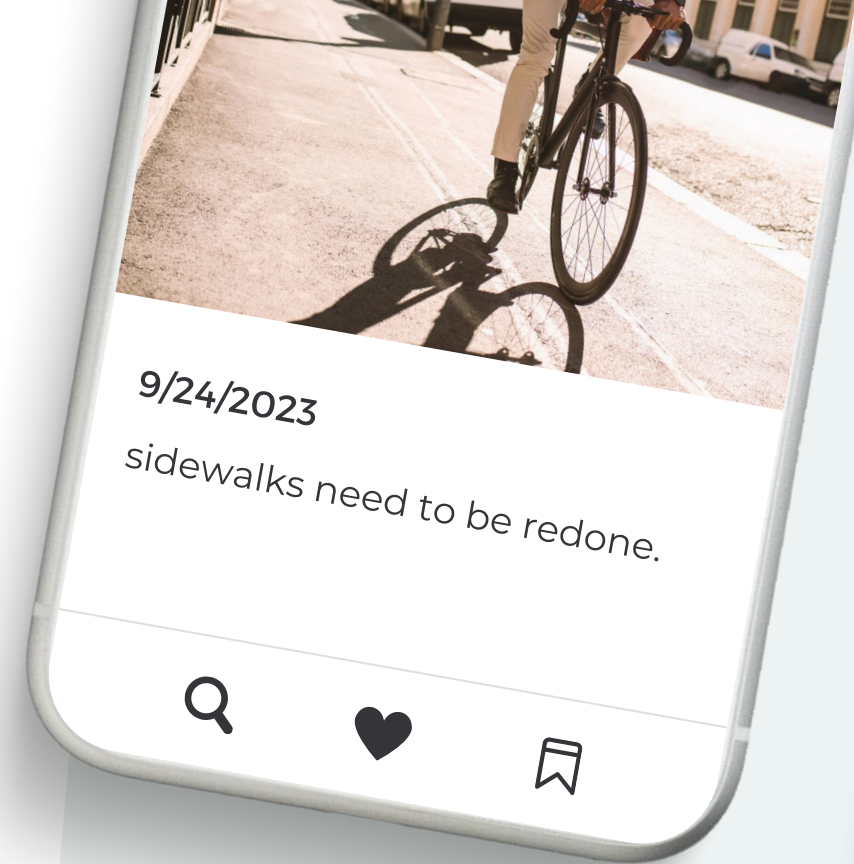
60% preferred maintaining services with inflationary increase only. 30% preferred reducing services to maintain or reduce tax levels. 10% preferred increasing taxes above inflation to enhance or expand services

### The top priorities for residents

Affordable housing, Infrastructure, and Active Living were the top priorities for residents.

### The top projects for residents

Sidewalks and roadways were top projects residents want to see invested more in as well as more affordable housing.





# Strategic Priorities

Driven by a commitment to our community, the Strategic Plan serves as a guiding light for municipal decisions throughout the Council's term and is incorporated throughout the proposed Budget.



Smart  
Planning



Community  
Communications  
& Engagement



Active Living



Economic  
Development



Sustainability



# Sustainability

## Strategic Plan Integration

Aligning budgets with the 2024-2027 Strategic Plan by prioritizing financial resources according to Strategic Priorities 1B.

## 1% Annual Capital Infrastructure Levy

Addressing capital reserve depletion and loan repayments previously reliant on anticipated future Development Charges.

## Asset Management Plan Completion

Funding allocated for completing the Asset Management Plan in 2024, informing a sustainable long-term Financial Management Plan.



# Sustainability

## Tree Planting Program

Funding included to support Sustainability Goal 7D, developing a Tree Planting Program to ensure environmental sustainability.

## Project Management Implementation

Utilizing Project Manager funded through capital budget to mitigate Auditor-identified risks of incomplete projects, aiming for efficient completion of approved works.

## Affordable Tax Levels

The 2024 proposed Budget maintains affordability and sustainability, aiming for a recommended 3.4% tax rate.





# Smart Planning

## Sharpened Focus for Planning Operations

To assist in reducing wait times for Planning applications the budget entails Key Performance Indicators (KPI) development for better tracking; reallocating Source Water Protection responsibilities to UTRCA; moving By-Law to Legislative Services; moving Ec. Dev to CAO; and, adding 0.5 FTE support with aligned Planning fees and charges.

## Community Improvement Plan (CIP) Readiness

Funds allocated in the 2024 Budget for Council to consider CIP implementation, aligning with ongoing draft plan development.



# Community Communications & Engagement

## Community Grant Program

A Community Grant program is reflected in this budget for greater Community Engagement.

## Communications Coordinator

Communication Coordinator to achieve greater transparency and community engagement for Municipality's strategic goals 3A, 3B, and 3C.

## Livestreaming Upgrades

A proposed capital project to update the Council Chamber A/V system is included to address Goal 3D, to improve live streaming of Council meetings.

# Active Living

## Improve Trail Network

Proposed funding for improvements and extensions to trail network is within the Proposed 2024 Budget.

## Thorndale Community Park Walking Path

Walking path upgrades at Thorndale Community Park are included in the 2024 Proposed Capital Budget.

## Parks and Trails Masterplan

Goal 4C respecting Council consideration of developing and implementing a Parks and Trails Masterplan is in the 2024 Community Services workplan and budget.



# Economic Development

## Economic Development Committee

Council has created an Economic Development Committee as per Goal 5F within the Economic Development pillar, with some funding available to support the new committee set to meet for the first time in 2024.

## Economic Development Incentives

Funding is included in the 2024 Proposed Budget for potential economic development incentives related to Council's Community Improvement Plan.

## 2024 Support Local Campaign

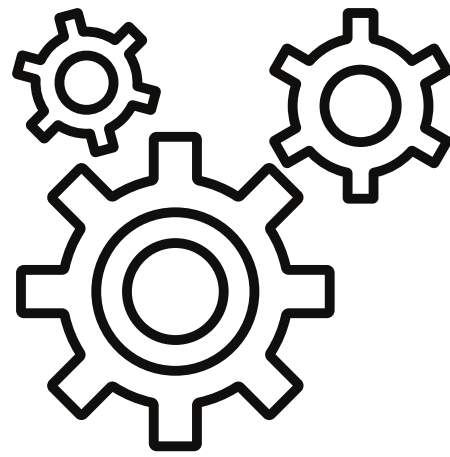
The Proposed Budget includes funding for a Support Local Campaign and staff will work with the County, as per Goal 5B, to support retention and attraction of local businesses.

## Tourism Focus

A Tourism Strategy and/or potential Tourism Masterplan can be initiated in 2024 with funds included in the Proposed Budget as per Goal 5G.

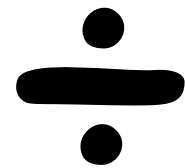


# Property Taxes Calculations



Required Budget

Determines cost to run  
municipal operations



Assessed Value

MPAC Establishes value of all  
Ontario properties

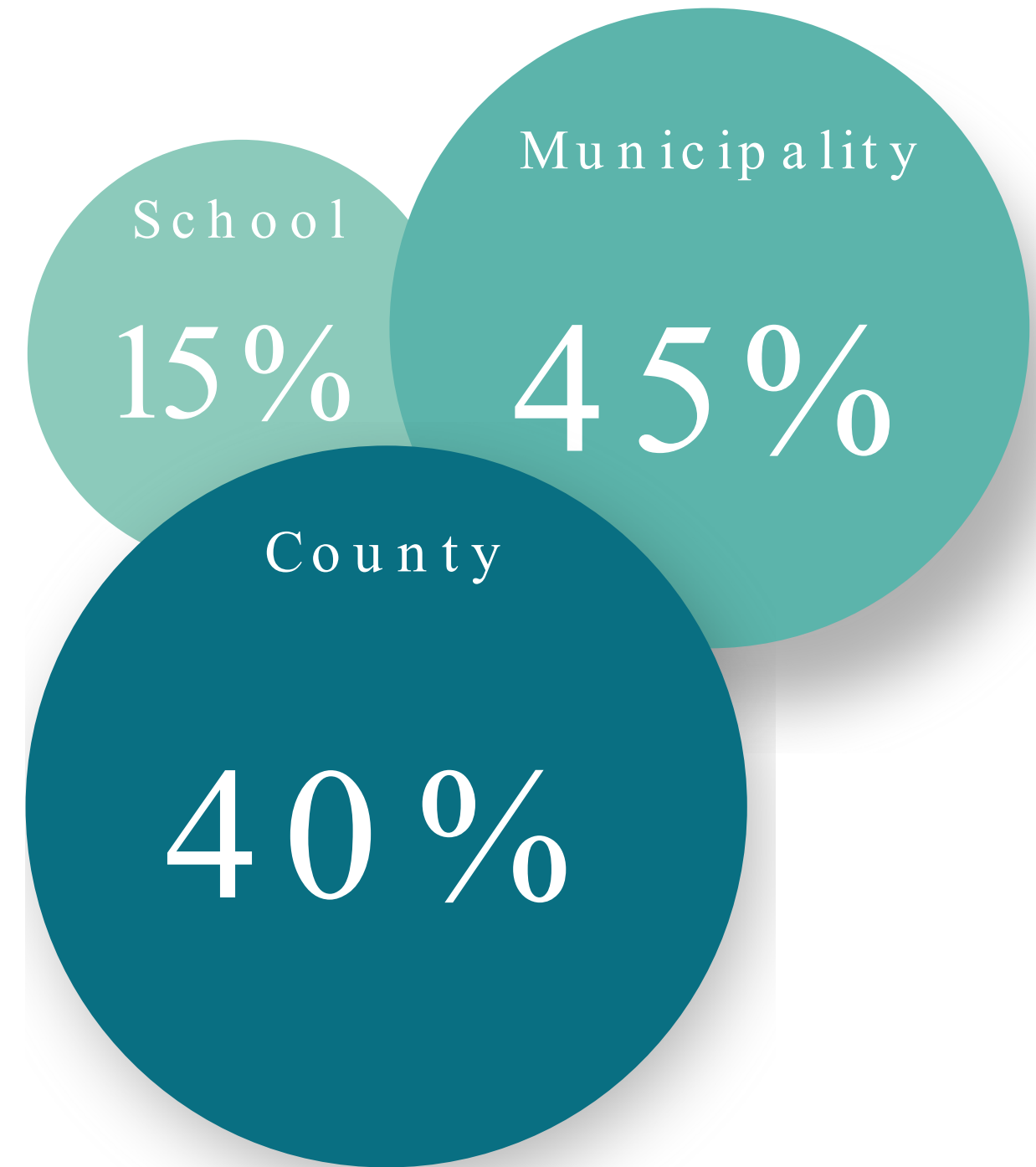


Property Taxes



# 2023 Property Tax Distribution

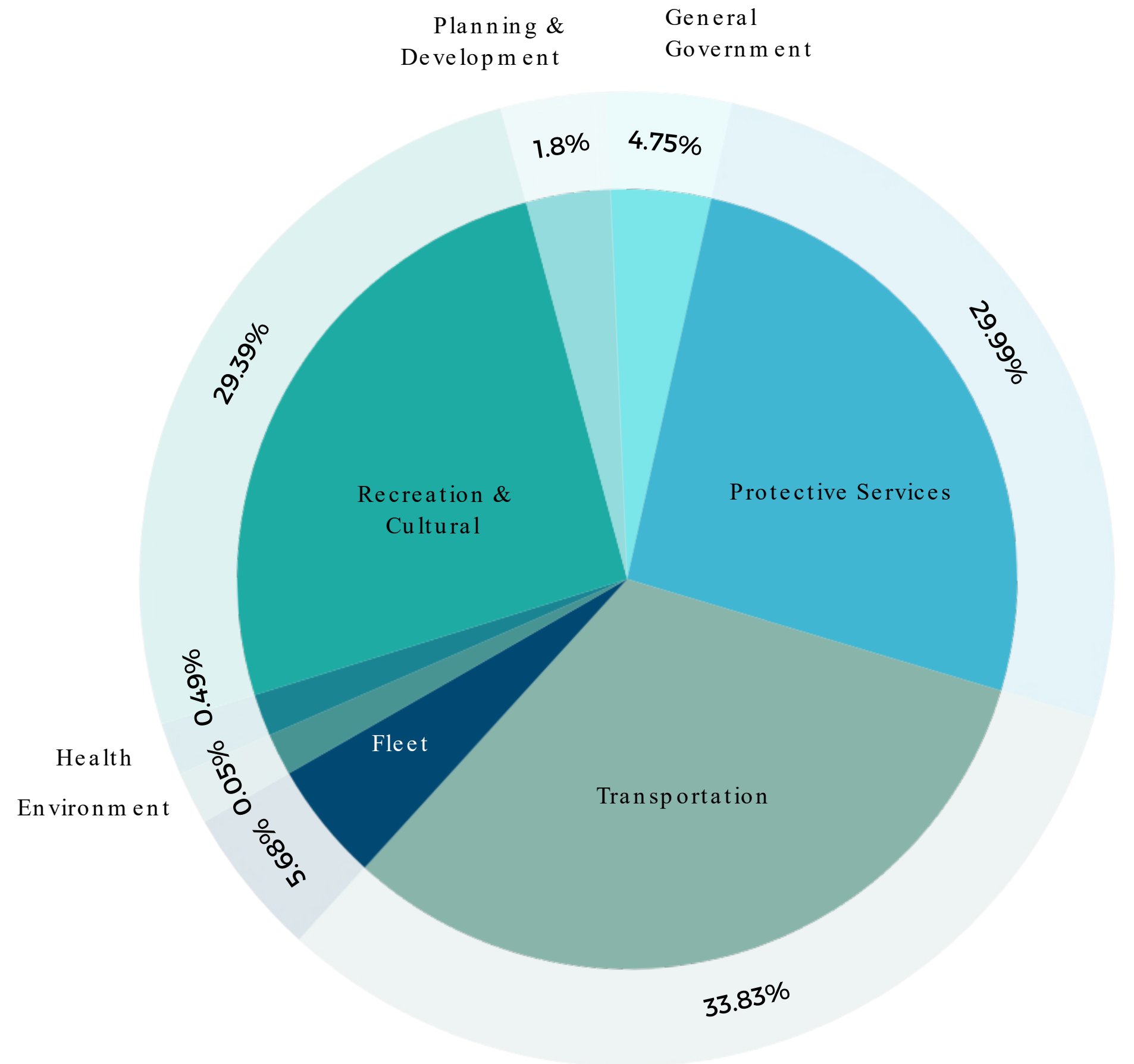
The property tax distribution for the upper tiers of the levy for 2023 were as follows:



# Property Tax

Posted proposed 2024 tax levy for Thames Centre is \$11.6 million.

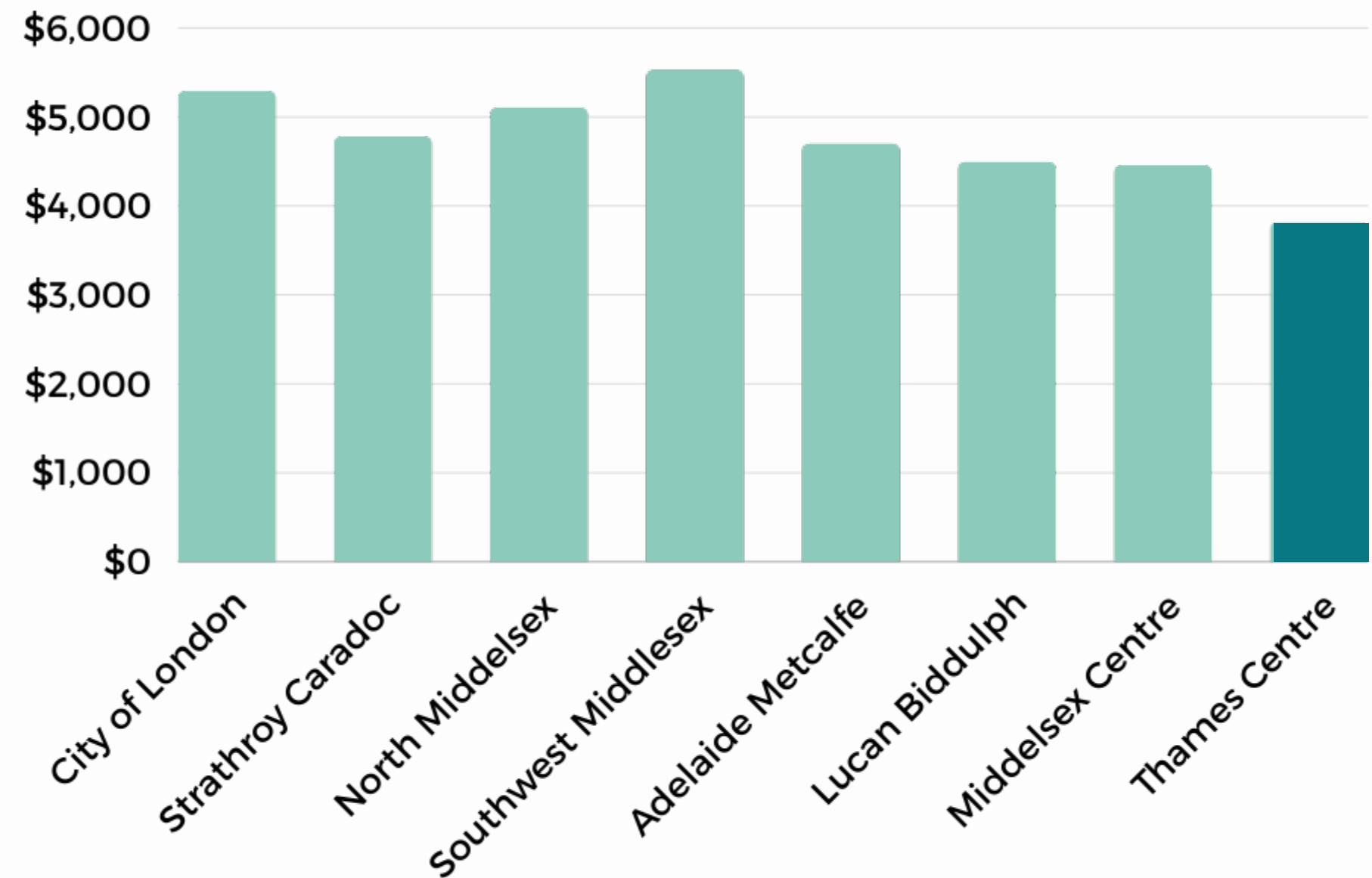
- General Government 4.75%
- Protective Services 29.99%
- Transportation Services 36.83%
- Fleet 5.68%
- Environment 0.05%
- Water / Waste Water 0%
- Health 0.49%
- Recreation and Cultural 29.39%
- Planning and Development 1.8%



# Residential Assessment

2022 Property Tax Comparisons for the average residence (\$362,527 assess value)

Municipality	2023 Local Lower Tier Rate
City of London	0.013
Strathroy-Caradoc	0.007
North Middlesex	0.008
Southwest Middlesex	0.009
Adelaide Metcalfe	0.007
Lucan Biddulph	0.007
Middlesex Centre	0.006
Thames Centre	0.005



# Long Term Debt

Description	2021	2022	2023
County Loans	(\$ 154,247.53)	0	0
Debentures Payable (External)	(\$ 45,798.59)	(\$ 39,144.00)	(\$ 32,075.93)
Debentures Payable (Internal) <sub>Drains</sub>	(\$ 90,326.29)	(\$ 129,357.00)	
Provincial Loan	(\$ 9,854,196.19)	(\$ 8,937,695.57)	(\$ 8,003,124.30)
MD & WW (Debenture Payable)	(\$ 288,249.56)	(\$ 240,410.21)	(\$ 193,595.22)
Library (Debenture Payable)	(\$ 1,080,790.14)	(\$ 1,054,575.41)	(\$ 1,027,645.44)
Firehall (Debenture Payable)	(\$ 263,969.63)	(\$ 252,321.94)	(\$ 240,367.08)
	(\$ 11,777,577.93)	(\$ 10,653,474.13)	(\$ 9,496,806.90)

# How Municipal Budget Works



Questions?