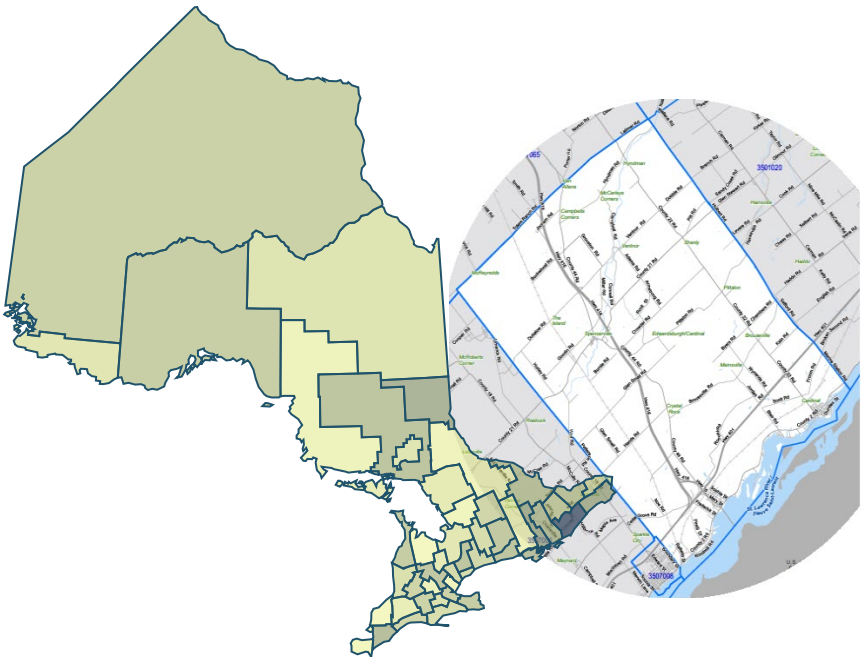


APPENDIX B: BENCHMARKS & CURRENT STATE ANALYSIS



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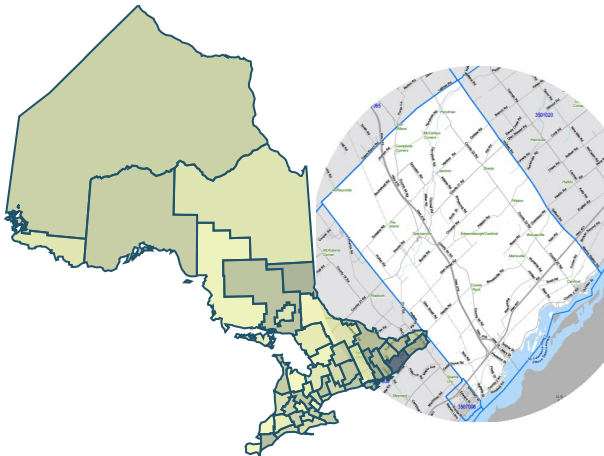


# BACKGROUND

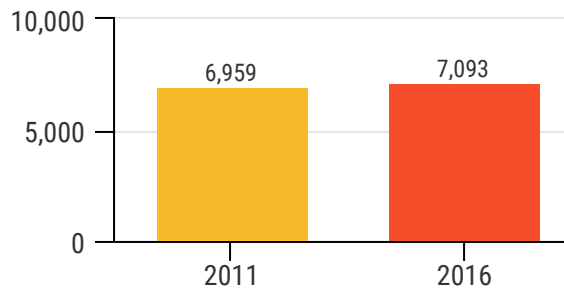
Situated on the beautiful St Lawrence to the south with deep agricultural roots, the Township of Edwardsburgh-Cardinal (the Township) is a lower-tier municipality in the United Counties of Leeds and Grenville (UCLG). Edwardsburgh Cardinal provides a unique blend of culture, history, recreation and nature.

Its idyllic surroundings and Port of Johnstown puts Edwardsburgh Cardinal in the perfect position for building businesses, attracting visitors from all around the world. Its proximity to Ottawa coupled with the transportation corridors (Highways 401/416) and the bridge to the US, Edwardsburgh Cardinal has much to offer.

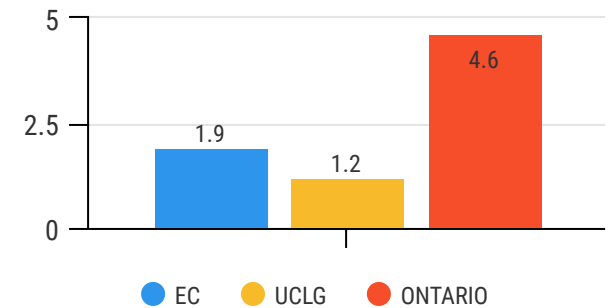
The Township prides itself on its history with plans to grow but it does not have the foundation in place to really grow. It is not not “small” in relative terms to most municipalities in Ontario. It represents 0.24% of the province’s population and there are 222 (53%) lower/single tier municipalities in Ontario that are smaller. However, it’s population of 7,093 (2016 Census), it has experienced some growth at 1.9% since 2011 as shown below. This is above UCLG growth rate of 1.2% but well below the 4.6% growth rate across Ontario.



EC Population Change

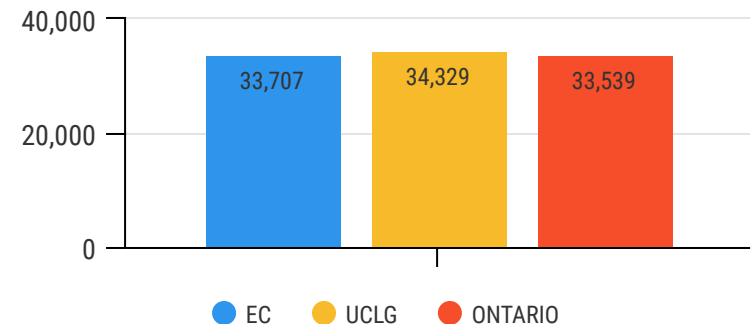


% Population Change



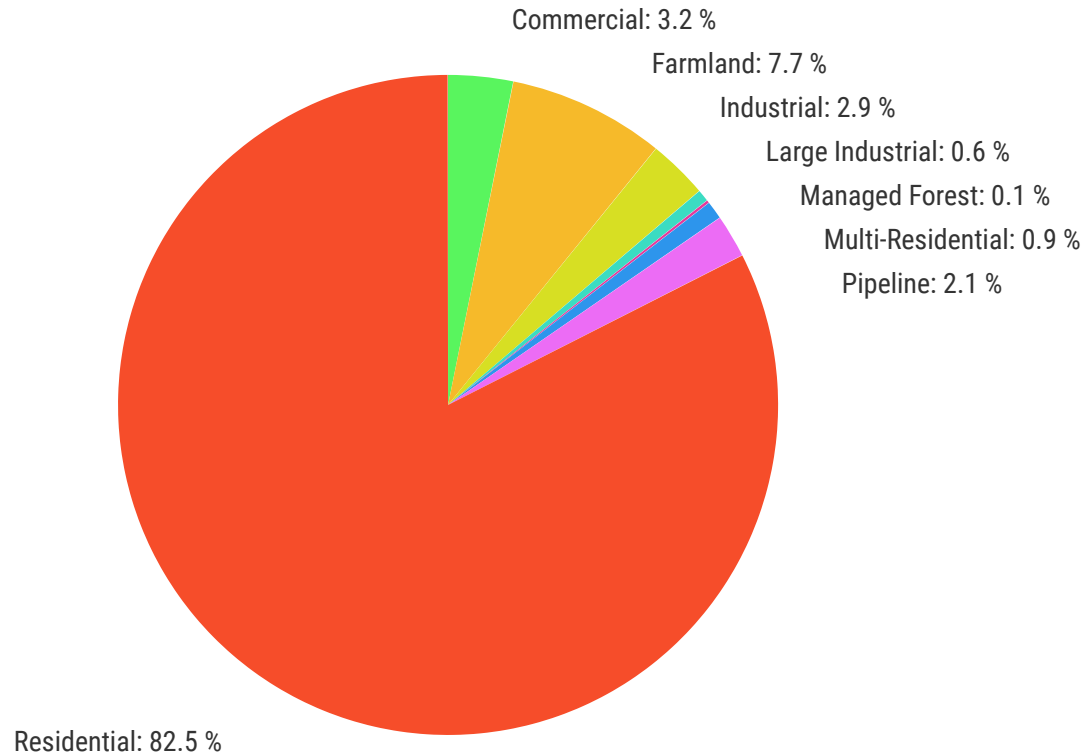
Like many municipalities outside the GTA, the Township’s is aging. Its median age is 43.4 years which is 2.4 years older than the provincial median. In terms of young people, the Township’s population under the age of 19 represents only 21% which is near the province’s overall proportion is 22%. In fact, with 6% of its proportion as teenagers, the Township has a huge opportunity to engage youth in its services. The challenge is to keep them once they reach adult hood. The only way to do that is to expand employment opportunities, affordable housing and recreational services that young people desire. Average income is slightly higher than the provincial average.

Average Income



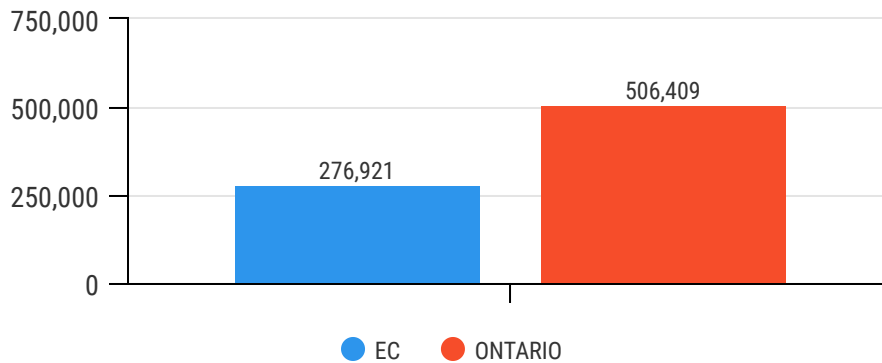
**EC Average age 43.4 - 2.4 years older than province**

Taxable Assessment by Class (FIR)

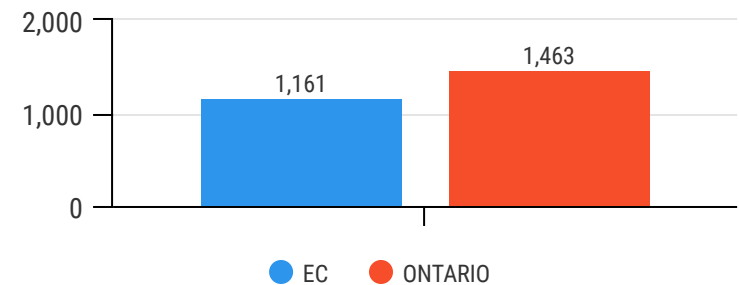


The assessment base is primarily residential at 82.4% but a growing industrial base.

Average Value of Dwellings (25% Sample Census)



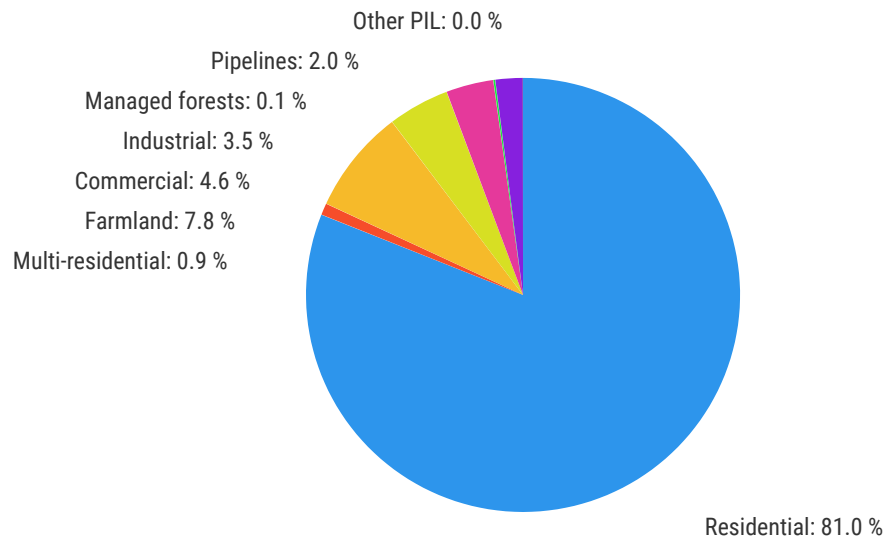
Average Monthly Shelter Costs



**The average housing prices and cost of living is lower than the provincial average.**

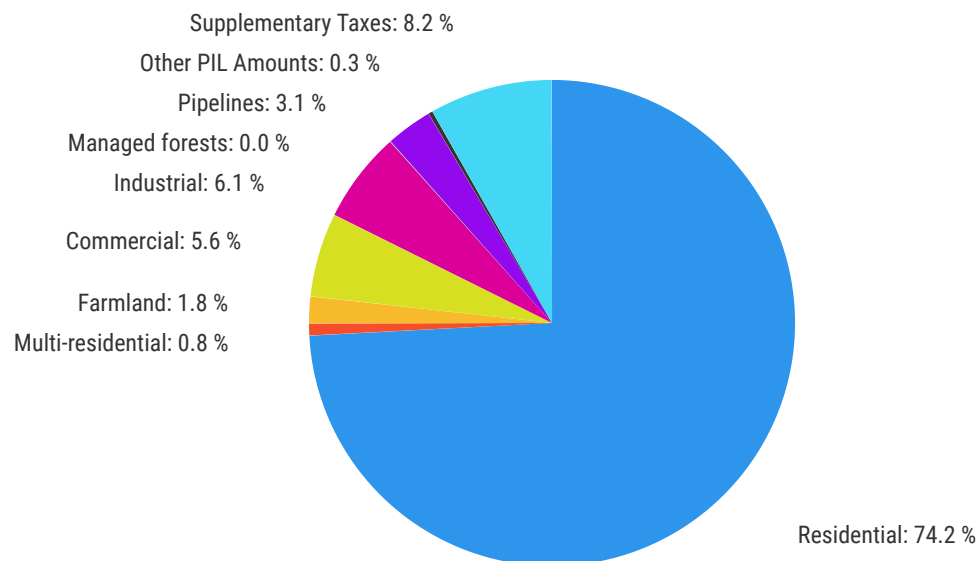
# EC - TAXABLE ASSESSMENT BY CLASS

## Taxable Assessment (Phase in) by Class 2018



Class	Taxable Assessment \$
Residential	\$642,689,025
Multi-residential	\$6,952,200
Farmland	\$61,798,997
Commercial	\$36,333,600
Industrial	\$27,997,217
Managed forests	\$1,099,049
Pipelines	\$16,214,000
Other PIL	\$25,600
Total	\$793,109,688

## Tax \$ by Class (2018)



Class	2018 EC Taxes
Residential	\$4,140,806
Multi-residential	\$44,793
Farmland	\$99,542
Commercial	\$312,174
Industrial	\$337,928
Managed forests	\$1,770
Pipelines	\$172,901
Other PIL	\$15,311
Supplementals	\$457,353
Total	\$5,582,578

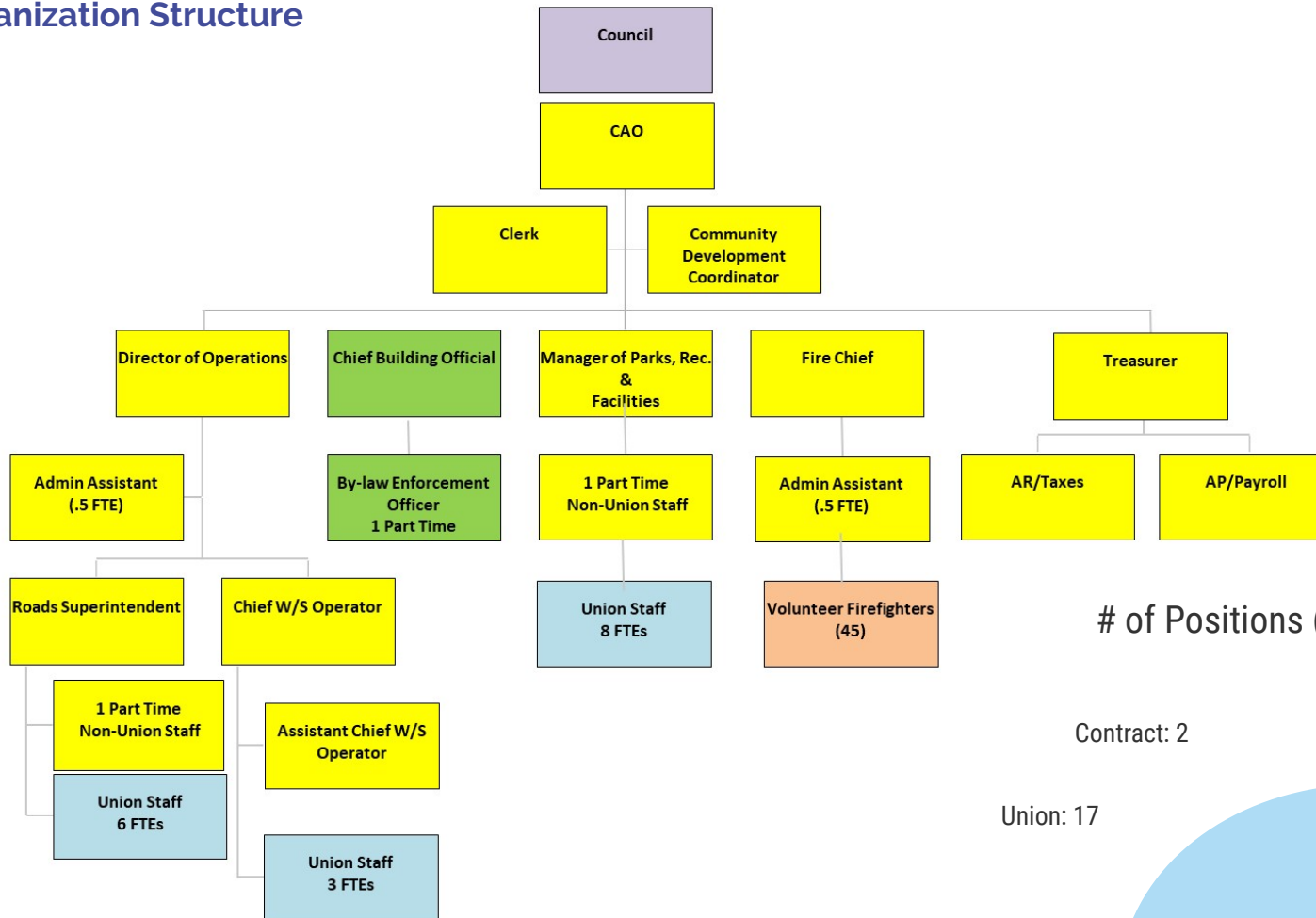
## EC'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
# OF SERVICES	3	6	8	8	1	4	5
# OF ACTIVITIES	147	35	85	57	1	39	36
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> <li>Corporate Management</li> <li>Governance</li> <li>Program Support</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police</li> <li>Conservation authority</li> <li>Bylaw</li> <li>Building permit and inspection services</li> <li>Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>Roads – Paved,</li> <li>Roads – unpaved</li> <li>Roads – bridges and culverts</li> <li>Roadways – Traffic</li> <li>Roadside</li> <li>Winter control</li> <li>Parking</li> <li>Street lighting</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater collection</li> <li>Conveyance, treatment</li> <li>Disposal</li> <li>Storm sewer system</li> <li>Water treatment</li> <li>Distribution/ transmission</li> <li>Solid waste collection</li> <li>Disposal</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Parks</li> <li>Recreation programs</li> <li>Recreation facilities – Arenas, Swimming Pools, Halls</li> <li>Libraries (Out of scope of review)</li> </ul>	<ul style="list-style-type: none"> <li>Planning and zoning</li> <li>Commercial and industrial</li> <li>Residential development</li> <li>Agriculture and reforestation</li> <li>Tile drainage/ shoreline assistance</li> </ul>
2019 BUDGET (INCL CAPITAL)							
EXPENDITURES	\$ 986,170	\$ 2,144,521	\$ 3,501,536	\$ 2,481,990	\$ 5,000	\$ 2,131,273	\$ 220,742
REVENUE		-\$ 180,510	-\$ 777,832	-\$ 1,981,363	-\$ 100	-\$ 857,690	-\$ 78,032
NET	\$ 986,170	\$ 1,923,211	\$ 2,723,704	\$ 500,627	\$ 4,900	\$ 1,273,583	\$ 142,710



# WORKFORCE - CURRENT STATE ANALYSIS

## Organization Structure



### # of Positions (2019) Not FTEs

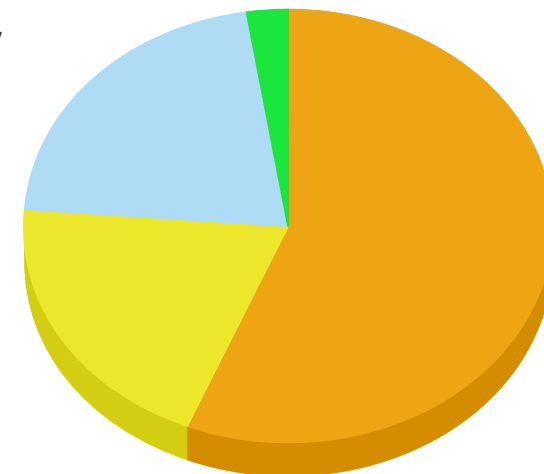
Contract: 2

Union: 17

Non Union/Management: 16

Volunteers: 45

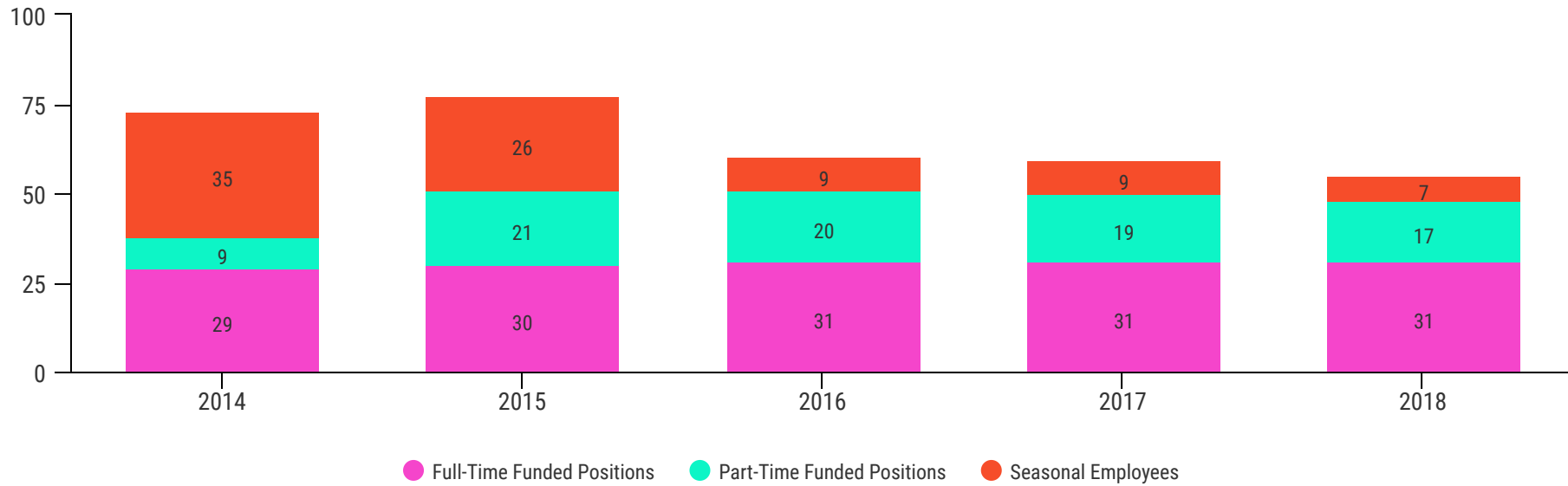
Note: At commencement of the review, the position was CAO/Clerk with a Deputy Clerk - Positions split upon announcement of retirement



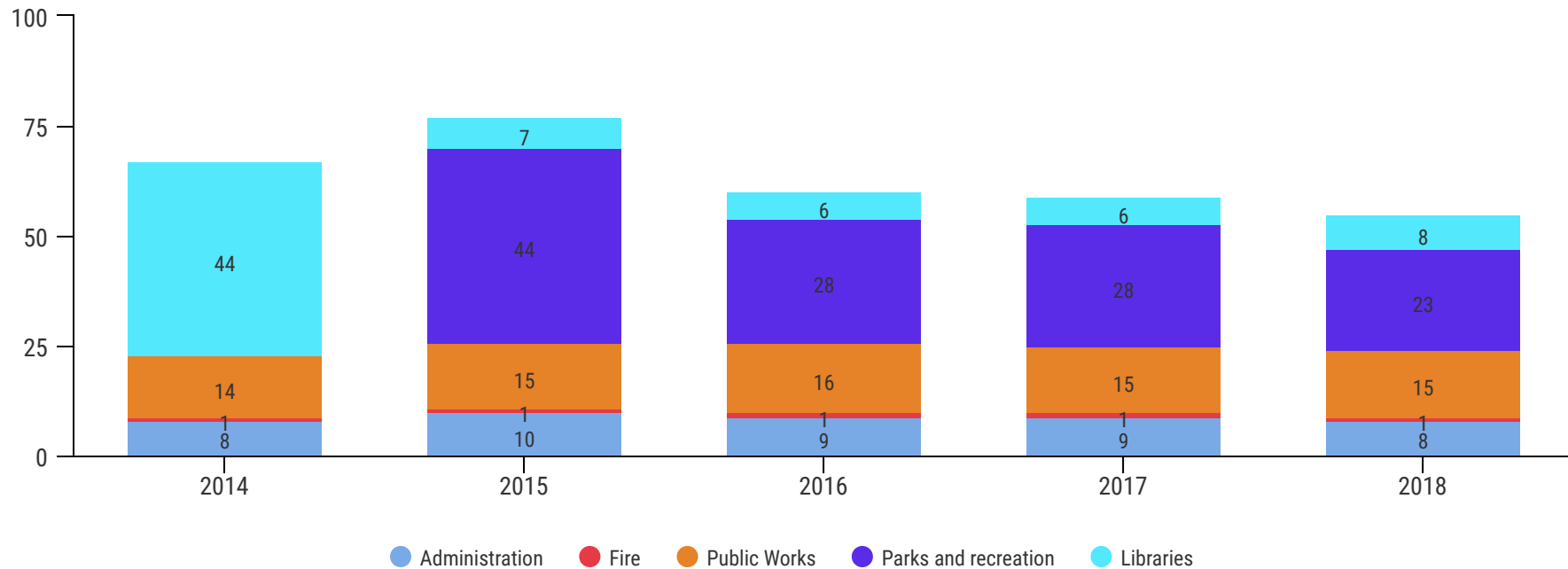


# WORKFORCE - TREND ANALYSIS

## Workforce by Type 2014-2018 (FIR)



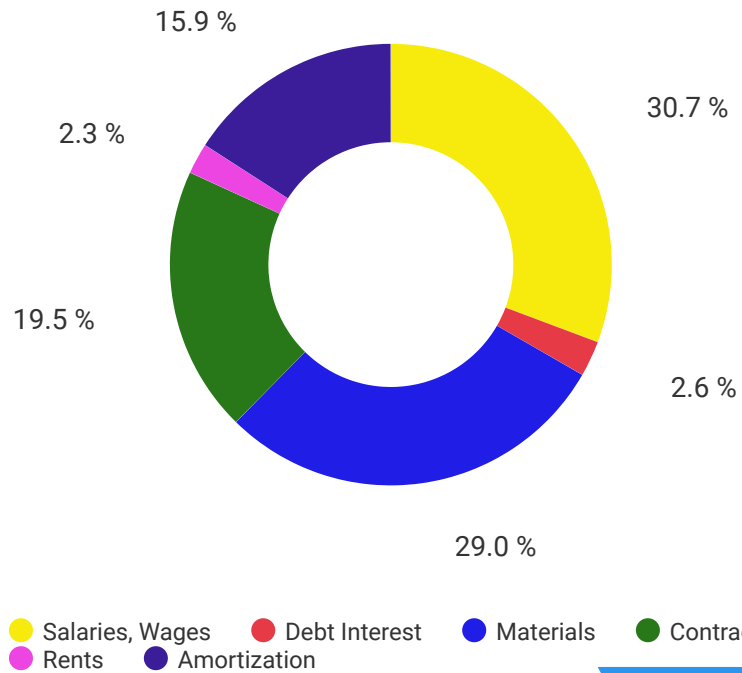
## Workforce by Function 2014-2018 (FIR)



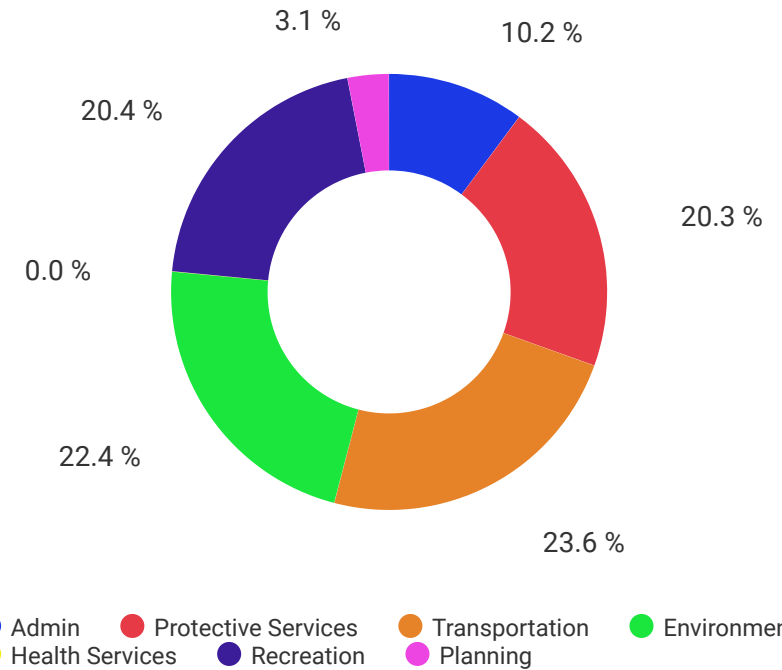


# EC RESULTS - CURRENT STATE ANALYSIS

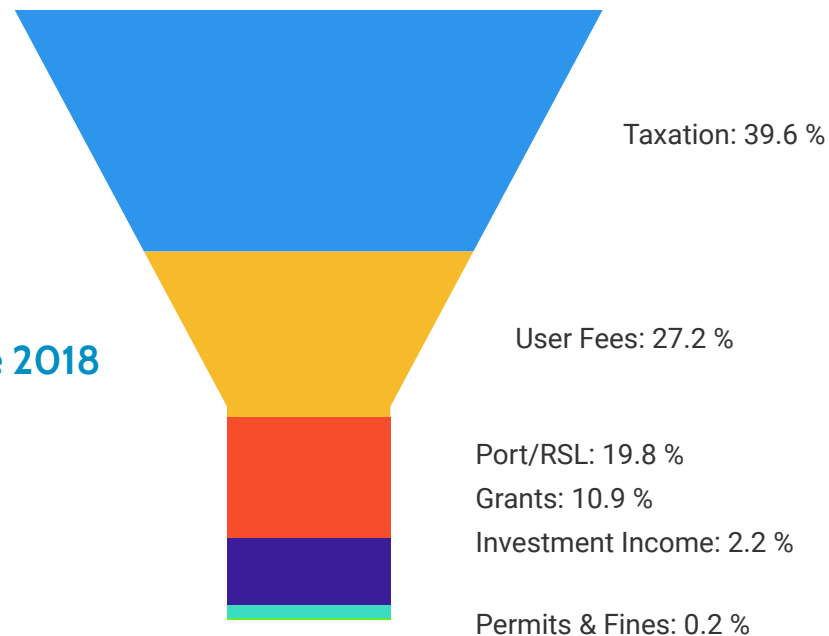
## Expenses by Object 2018



## Expenses by Function 2018



## Revenues by Type 2018

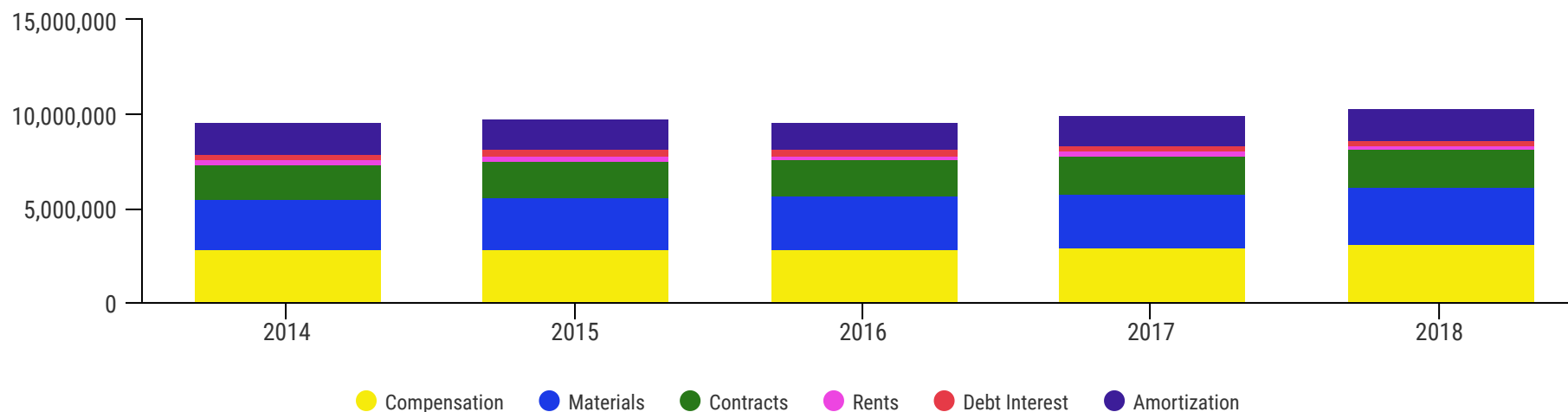






# EC EXPENSES - TREND ANALYSIS

## Expenses by Object 2014-2018 (FIR)

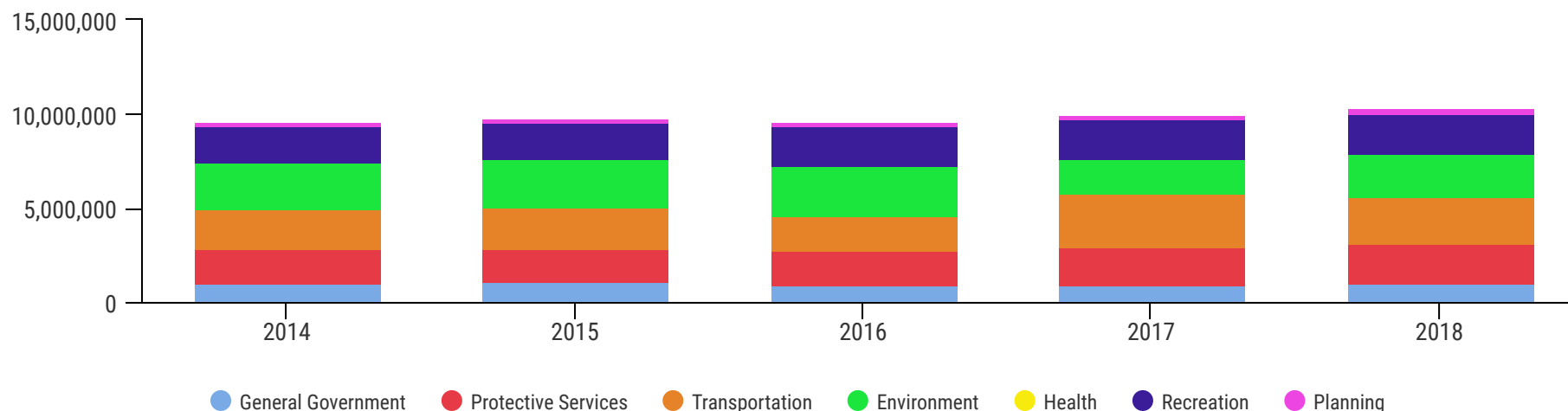


Object	2014	2015	2016	2017	2018	Average %age Change Year over Year
Compensation	\$2,842,022	2,829,318	\$2,882,078	\$2,953,582	\$3,169,041	3.1%
Materials	\$2,716,980	2,793,293	\$2,780,836	\$2,836,851	\$2,997,265	-1.5%
Contracts	\$1,835,609	1,887,784	\$1,950,683	\$2,033,547	\$2,009,732	5.7%
Rents	\$250,879	340,674	\$251,068	\$263,154	\$234,138	3.3%
Debt Interest	\$307,210	298,980	\$288,864	\$282,167	\$270,928	56.9%
Amortization	\$1,617,398	1,564,566	\$1,459,246	\$1,563,216	\$1,639,360	1.0%
Grand Total	\$9,570,098	\$9,714,615	\$9,612,775	\$9,932,517	\$10,320,464	
Year over Year %age Change	1.5%	1.5%	-1.0%	3.3%	3.9%	



# EC EXPENSES - TREND ANALYSIS

## Expenses by Function 2014-2018 (FIR)

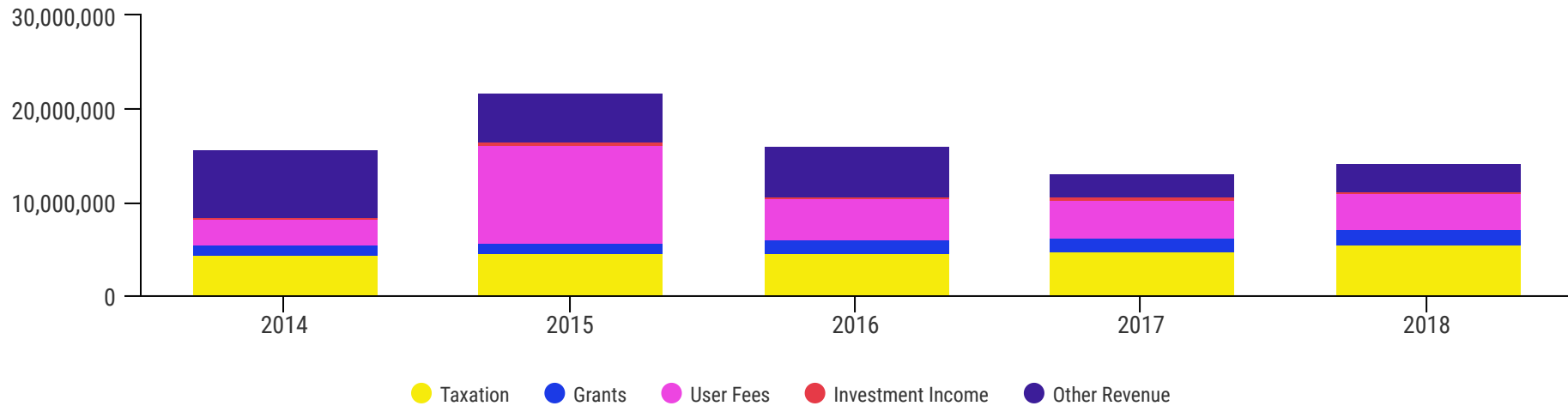


Function	2014	2015	2016	2017	2018	Average %age Change Year over Year
General Government	991,594	1,063,193	898,300	898,481	1,050,447	2.8%
Protective Services	1,830,140	1,817,153	1,893,513	2,010,471	2,096,322	5.3%
Transportation	2,137,184	2,170,640	1,839,009	2,860,558	2,432,998	5.5%
Environment	2,472,607	2,572,793	2,682,422	1,897,477	2,315,619	-1.9%
Health Services	1,308	0	784	784	2,330	318.5%
Recreation	1,928,979	1,936,413	2,095,704	2,086,716	2,105,979	3.7%
Planning	208,286	154,423	203,043	178,030	316,769	11.2%
Grand Total	\$9,570,098	\$9,714,615	\$9,612,775	\$9,932,517	\$10,320,464	
Year over Year %age Change	1.0%	1.5%	-1.0%	3.3%	3.9%	



# EC REVENUES - TREND ANALYSIS

## Revenues by Type 2014-2018 (FIR)



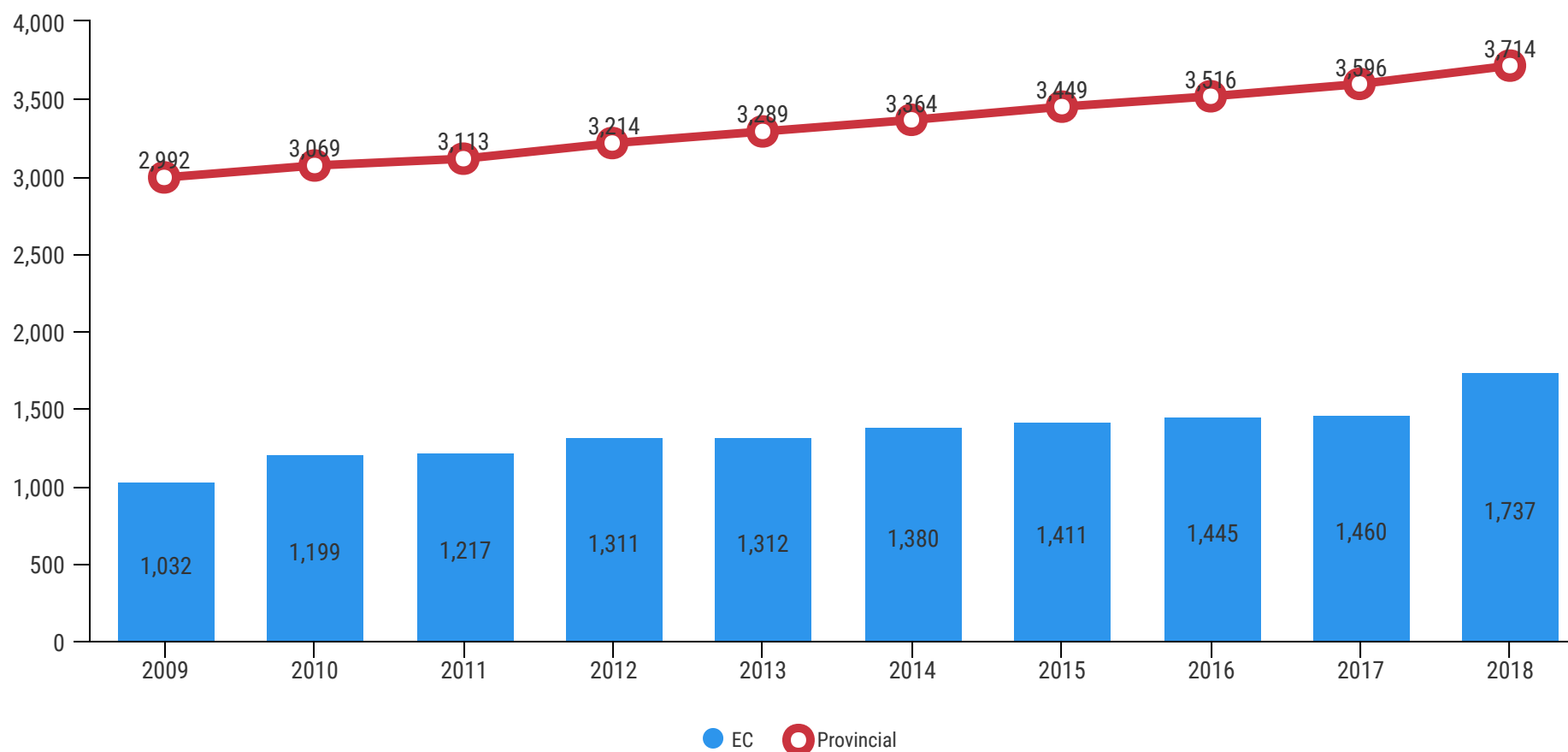
Object	2013	2014	2015	2016	2017	2018	Average %age Change Year over Year
Taxation	\$4,187,778	\$4,329,062	4,622,520	\$4,650,160	\$4,713,991	\$5,582,578	6.1%
Grants	\$1,521,606	\$1,118,412	1,086,776	\$1,414,002	\$1,538,329	\$1,541,208	2.0%
User Fees	\$3,039,887	\$2,870,622	10,523,458	\$4,357,621	\$4,084,984	\$3,865,911	38.2%
Investment Income	\$96,455	\$87,372	314,259	\$231,205	\$248,748	\$316,563	51.7%
Other Revenue	\$7,584,139	\$7,158,299	5,162,379	\$5,328,267	\$2,445,378	\$2,795,078	-14.0%
Grand Total	\$16,429,865	\$15,563,767	\$21,709,392	\$15,981,255	\$13,031,430	\$14,101,338	
Year over Year %age Change		-5.3%	39.5%	-26.4%	-18.5%	8.2%	

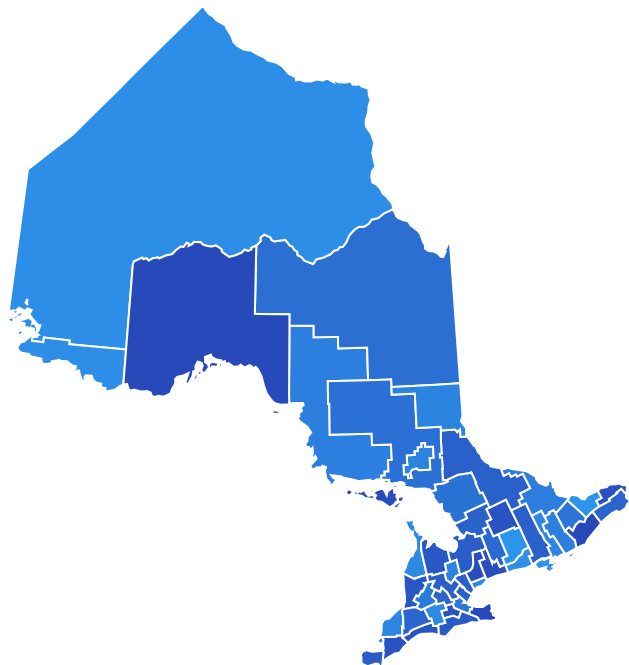


# EC RESULTS - TREND ANALYSIS

## Municipal (Lower & Upper Tier) Taxes per household

(EC is below provincial average of \$3,714)





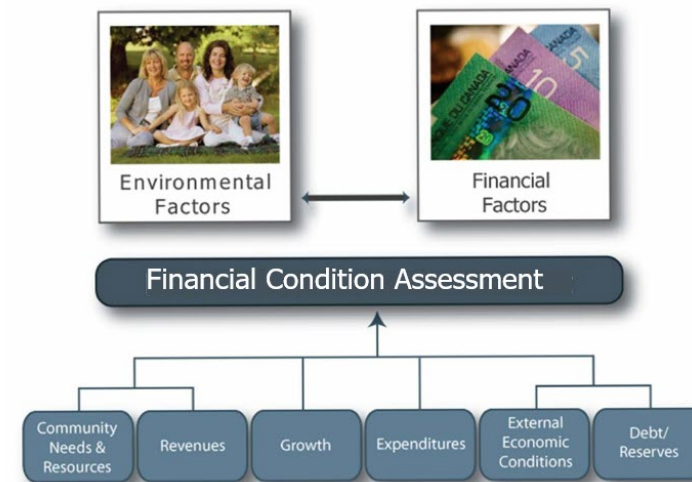
Municipality	County	Population (2016)	Population (2011)	Change	Population density (KM2)	Households
Edwardsburgh/Cardinal	UCLG	7093	6959	1.9%	22.81	3,110
Augusta	UCLG	7353	7430	-1.0%	23.34	3,130
Cavan-Monaghan	Peterborough	8829	8601	2.7%	28.85	3,409
East Zorra-Tavistock	Oxford	7129	6836	4.3%	29.46	2,907
Elizabethtown-Kitley	UCLG	9854	9724	1.3%	17.66	4,103
Leeds &Thousand Isle	UCLG	9,465	9,277	2.0%	15.45	5,963
Malahide	Elgin	9292	9146	1.6%	23.52	3,155
Minto	Wellington	8671	8334	4.0%	28.81	3,946
Plympton-Wyoming	Lambton	7795	7576	2.9%	24.44	3,543
Whitewater	Renfrew	7009	6921	1.3%	12.98	3,551

# EC BENCHMARKS - FINANCIAL INDICATORS

In order to provide additional perspective on the Town's financial performance and position, we have included in this chapter an analysis of financial indicators for the Township and other comparative municipalities.

In Canada, the Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments and also develops recommended practices. In 2009, PSAB released the Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is 'a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others'.

In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

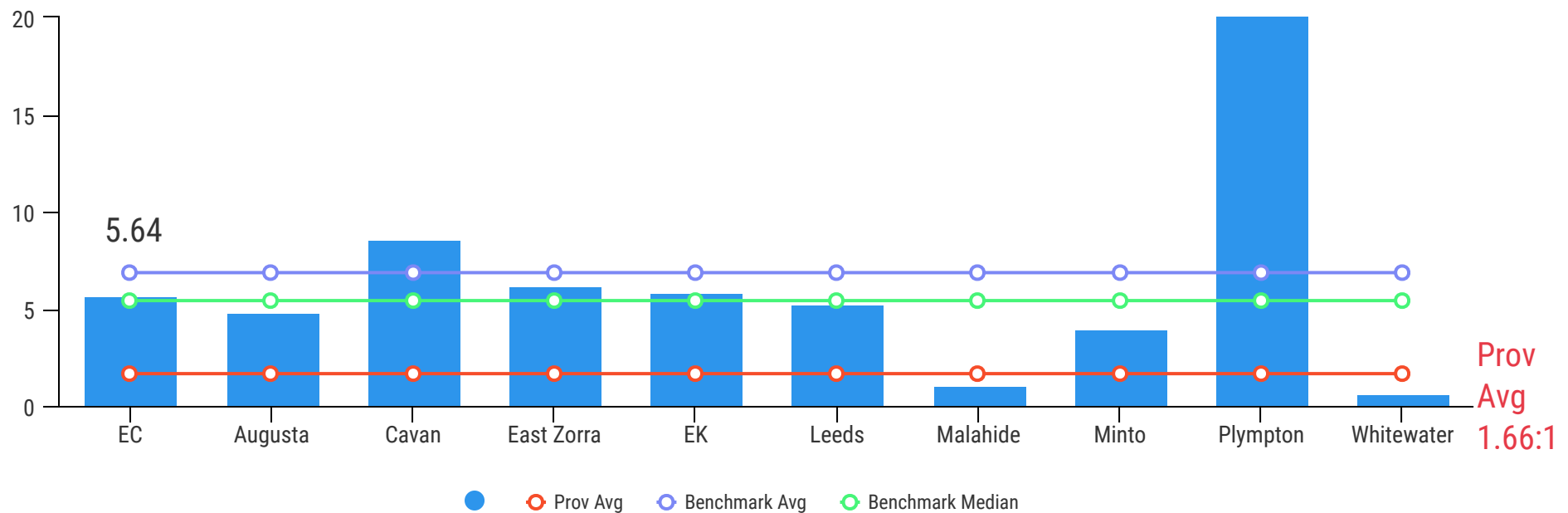


Financial Condition Category	Number	Financial Indicators
Sustainability	1	Current Ratio
Sustainability	2	Total reserves and reserve funds per household
Sustainability	3	Asset Sustainability Ratio : Capital additions as a percentage of amortization expense
Flexibility	4	Taxes per household
Flexibility	5	Local Residential Taxes per household
Flexibility	6	Taxes as a percentage of total revenues
Flexibility	7	Residential Taxable Assessment %age of Total
Flexibility	8	Debt Burden per household
Flexibility	9	Asset Consumption Ratio: Closing amortization over historical cost of tangible capital assets
Vulnerability	10	Operating grants as a percentage of total revenues
Vulnerability	11	Capital grants as a percentage of total capital expenditures

# EC BENCHMARKS - SUSTAINABILITY

## 1. Current Ratio - Current Assets over Current Liabilities...2018

This financial indicator provides an assessment of the Township's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and short-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

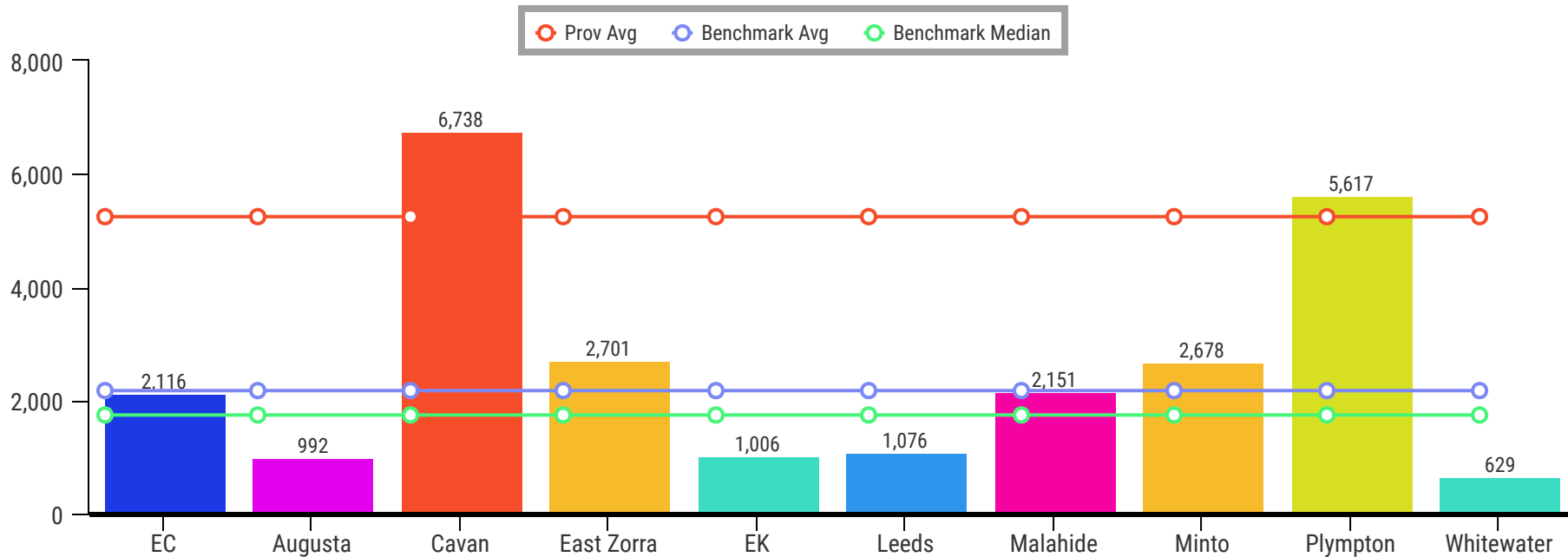


**(EC is 239% above provincial average of 1.66:1)**

# EC BENCHMARKS - SUSTAINABILITY

## 2. Reserves per household...2018

This financial indicator provides an assessment of the Township's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Township to revert to taxation or user fee increases or the issuance of debt.



**(EC is 37% below provincial average of of \$5,678)**



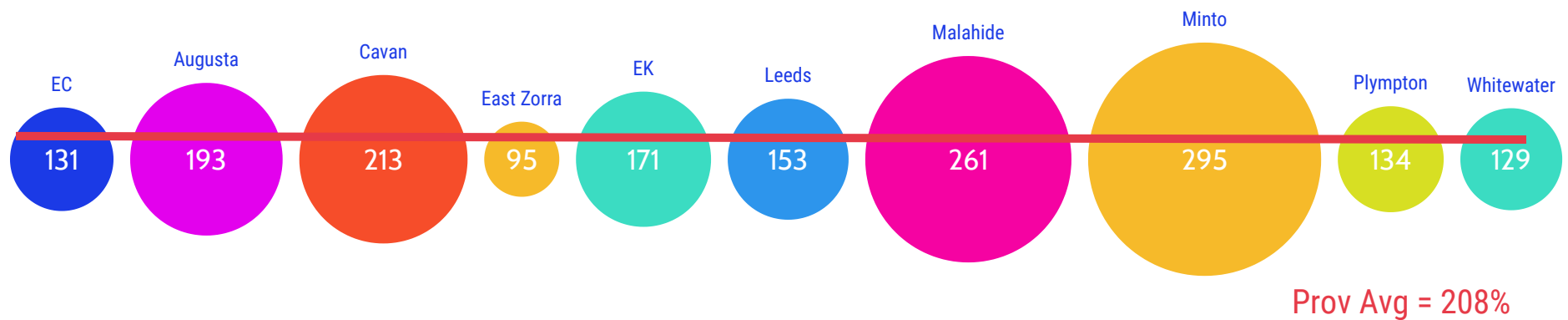
# EC BENCHMARKS - SUSTAINABILITY

## 3. Asset Sustainability Ratio...2018

Target >90%

This financial indicator provides an assessment of the Township's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Township's ability to continue to deliver services at the current levels may be compromised.

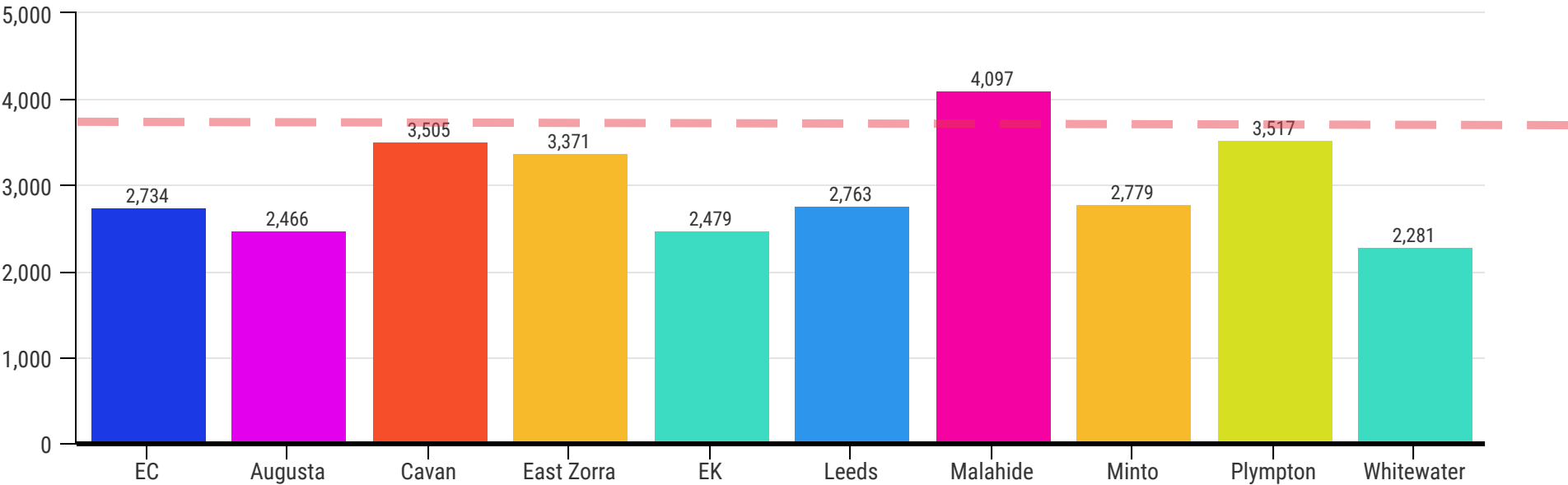
**(EC is below provincial average by 37%)**





## 4. Comparing Taxes (Municipal) per household...2018

This financial indicator provides an assessment of the Township’s ability to increase taxes as a means of funding incremental operating and capital expenditures.

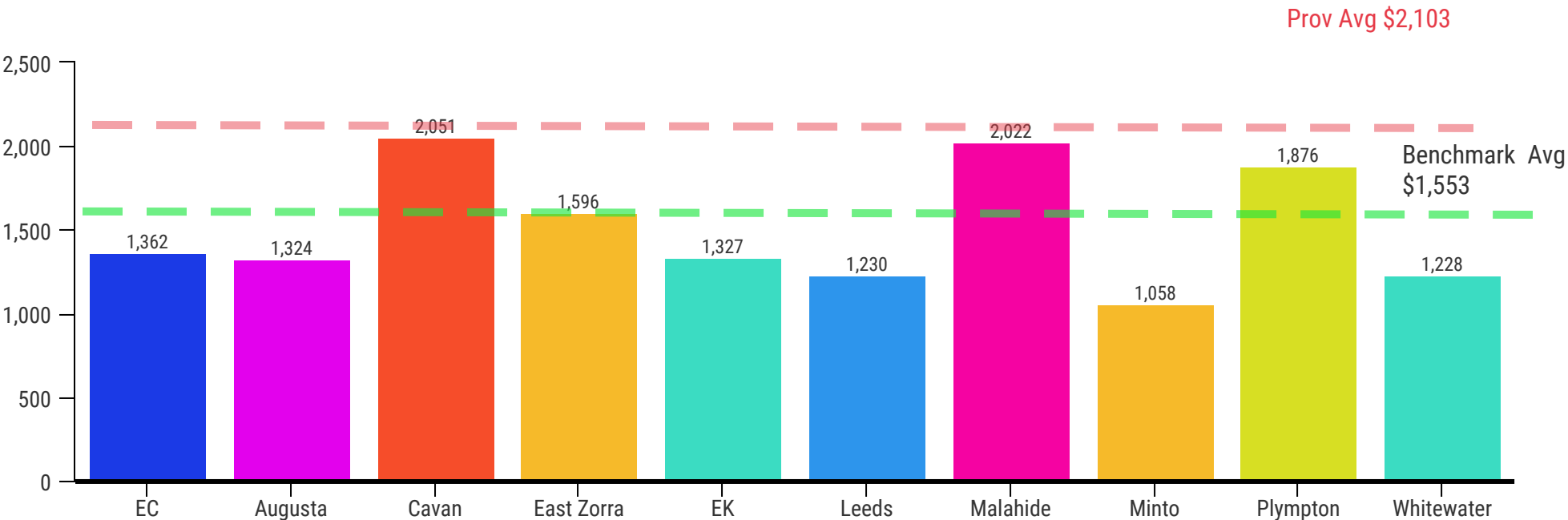


(EC is 8% below provincial average of \$3,714)



# EC BENCHMARKS - FLEXIBILITY

## 5. Comparing Residential Taxes (Lower Tier) per household...2018

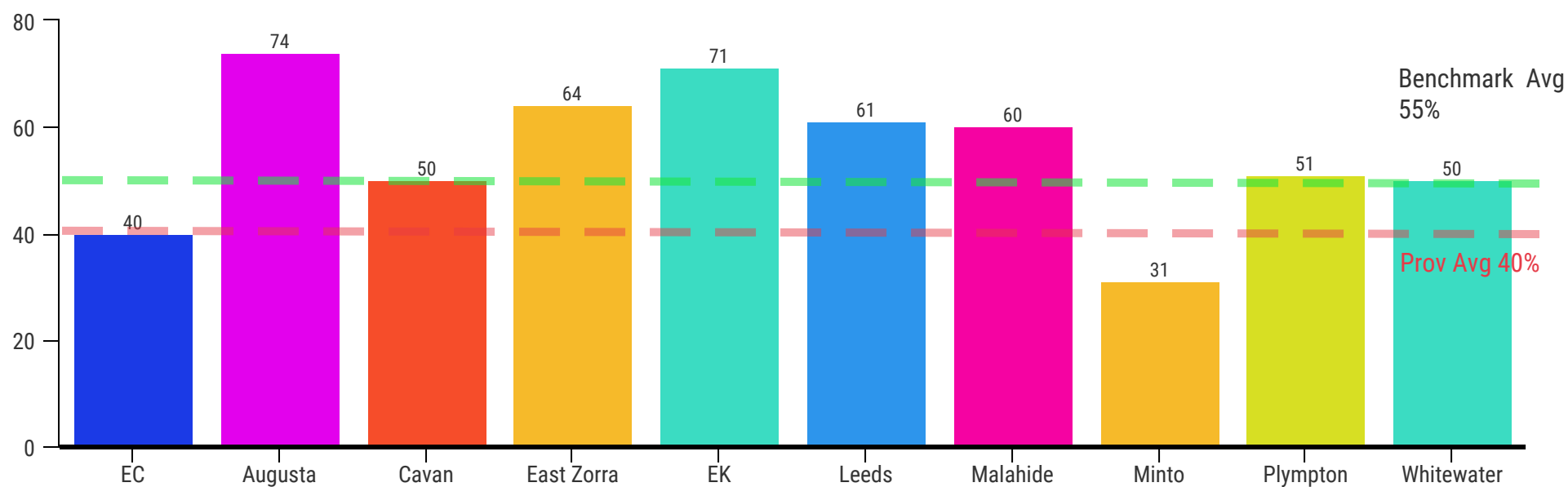


(EC is 12% below benchmark average and 35% below provincial average)



# EC BENCHMARKS - FLEXIBILITY

## 6. Taxes as a % of Total Revenue...2018



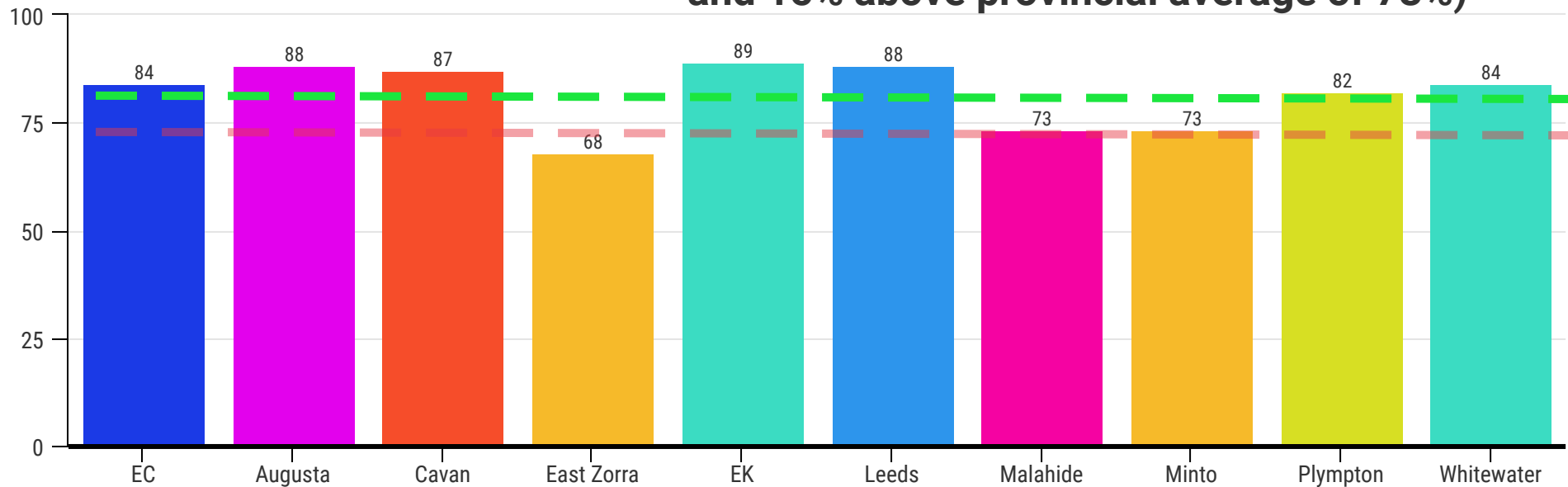
(EC is below benchmark average of 55% and at provincial average of 40%)



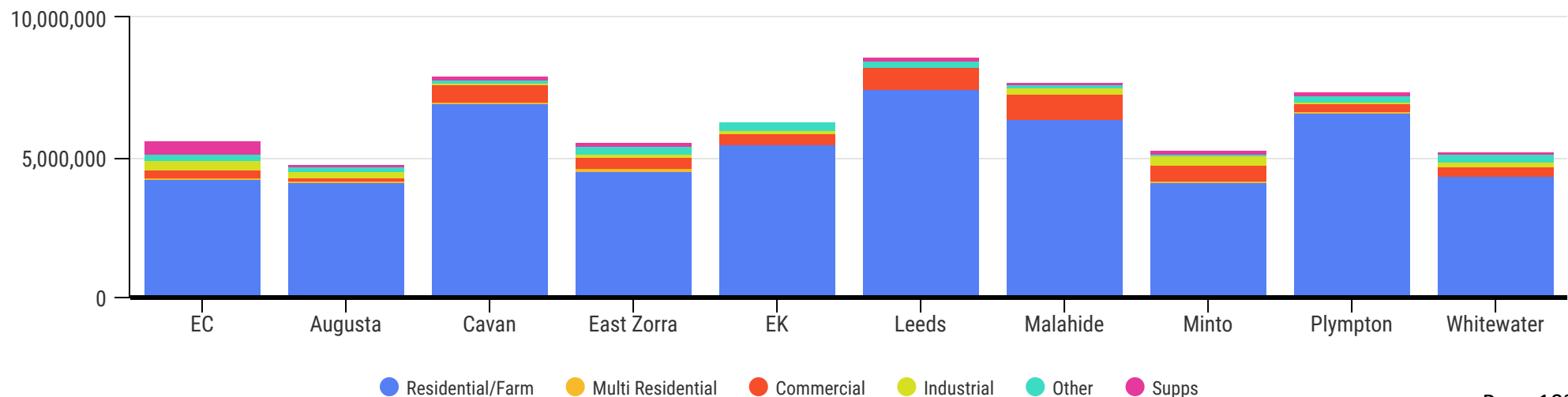
# EC BENCHMARKS - FLEXIBILITY

## 7. Comparing Residential Taxable Assessment % of Total...2018

(EC is 3% above benchmark average of 81% and 15% above provincial average of 73%)



## Tax \$ by Class 2018

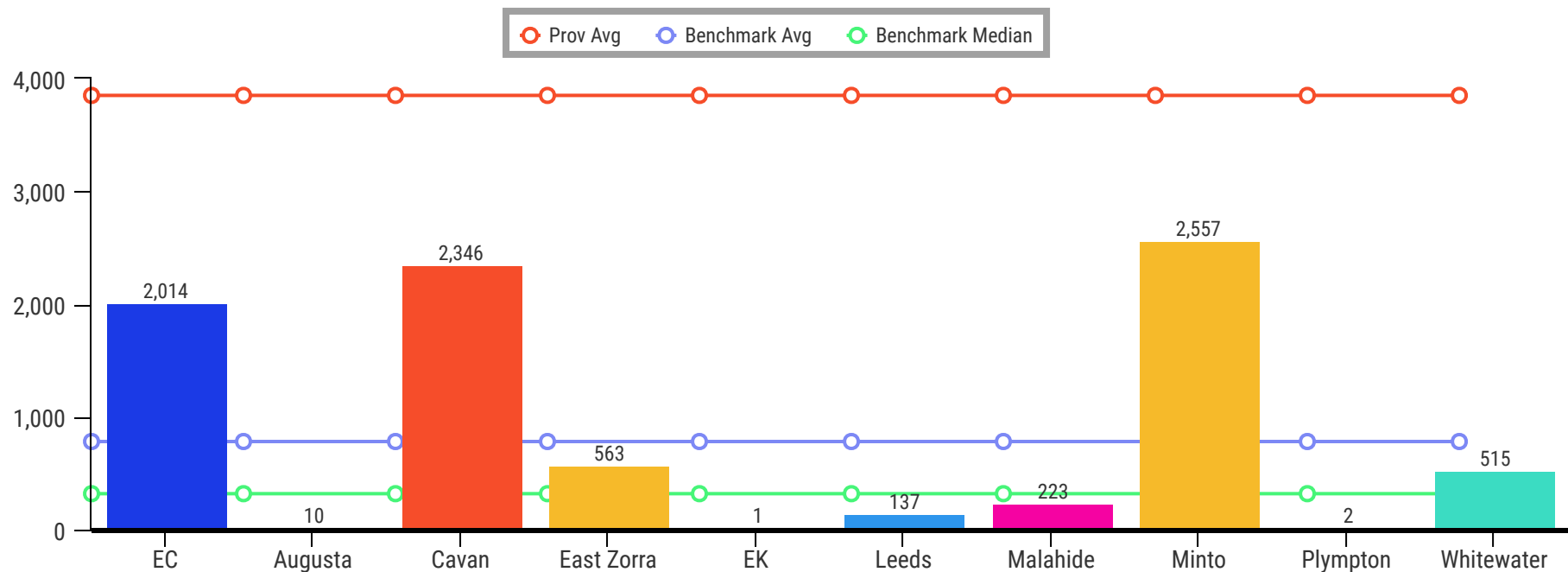




# EC BENCHMARKS - FLEXIBILITY

## 8. Debt Burden per household...2018

This financial indicator provides an assessment of the Town's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.



**(EC is 51% lower than provincial average but  
140% higher than benchmark average of \$837)**

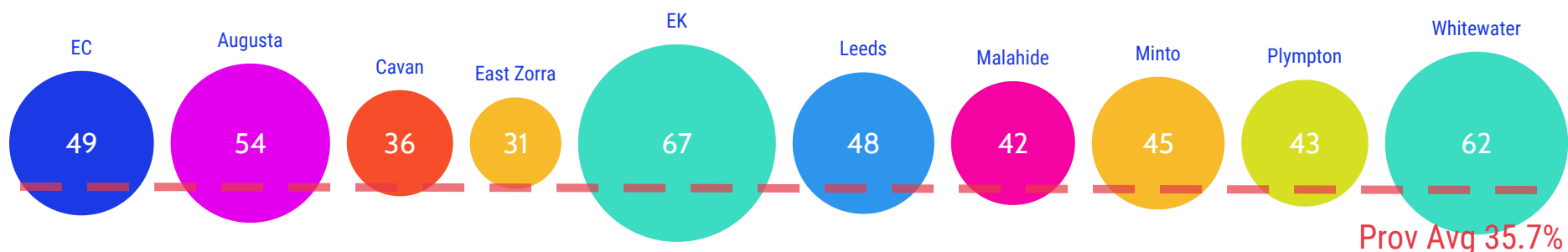


# EC BENCHMARKS - FLEXIBILITY

## 9. Asset Consumption Ratio...2018

Target is < 50%

This financial indicator provides an indication as to the extent to which the Township is reinvesting in its capital assets as they reach the end of their useful lives. The calculation is total accumulated amortization divided by closing historical cost balance. In other words, asset have depreciated more than the historical cost indicating aging of the assets without sufficient reinvestment.



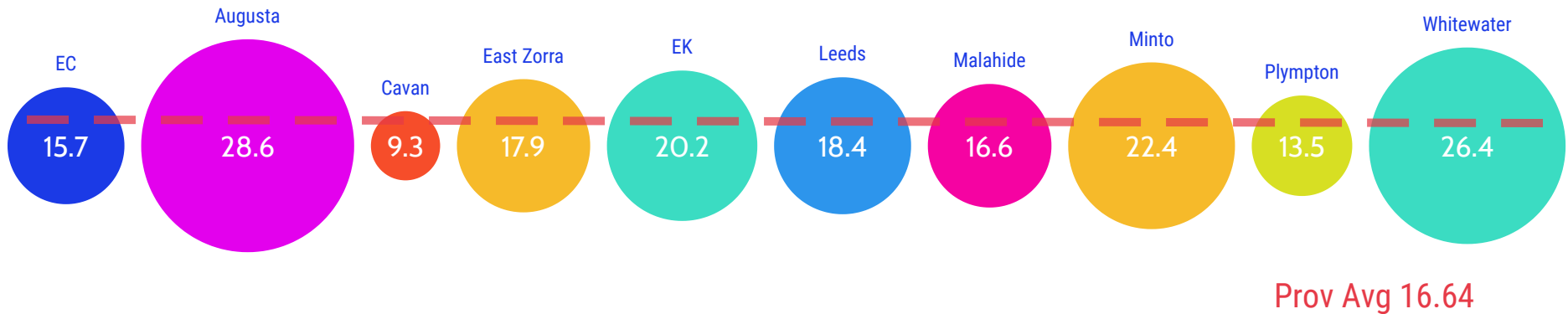
**(EC is below provincial average of 36%, close to benchmark average of 48% but its total asset base is 50% lower than Minto or Plympton)**



# EC BENCHMARKS - VULNERABILITY

## 10. Operating Grants as a %age of Revenue...2018

This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.



**(EC is slightly lower than the provincial average of 16.6%, but lower than benchmark average of 18%)**

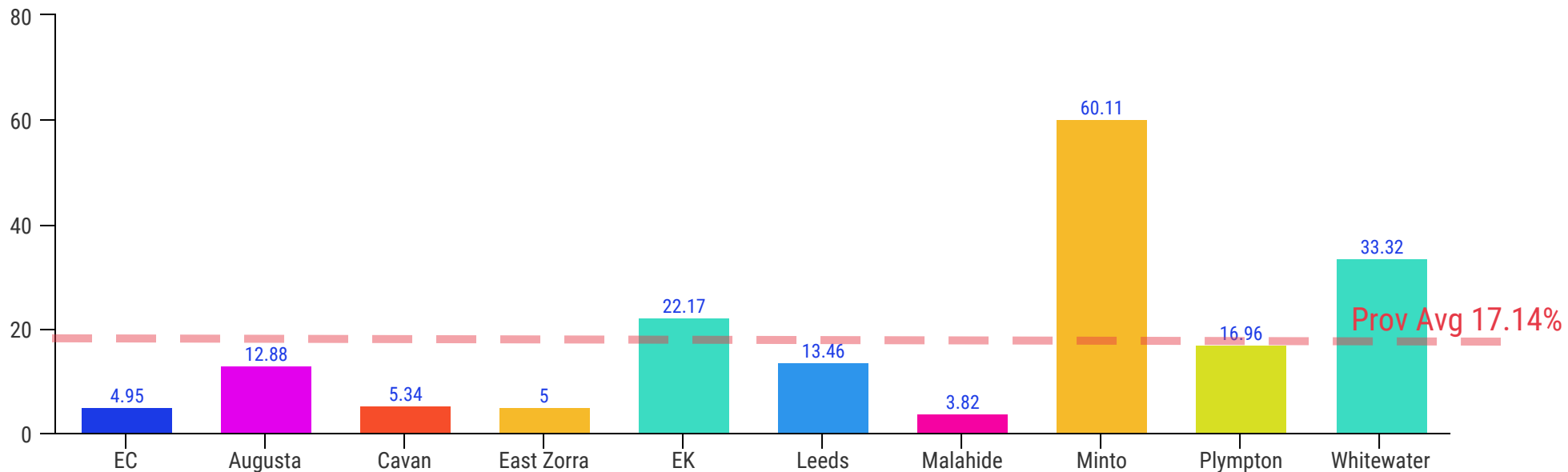




# EC BENCHMARKS - VULNERABILITY

## 11. Capital Grants as a %age of Total Capital Expenditures...2018

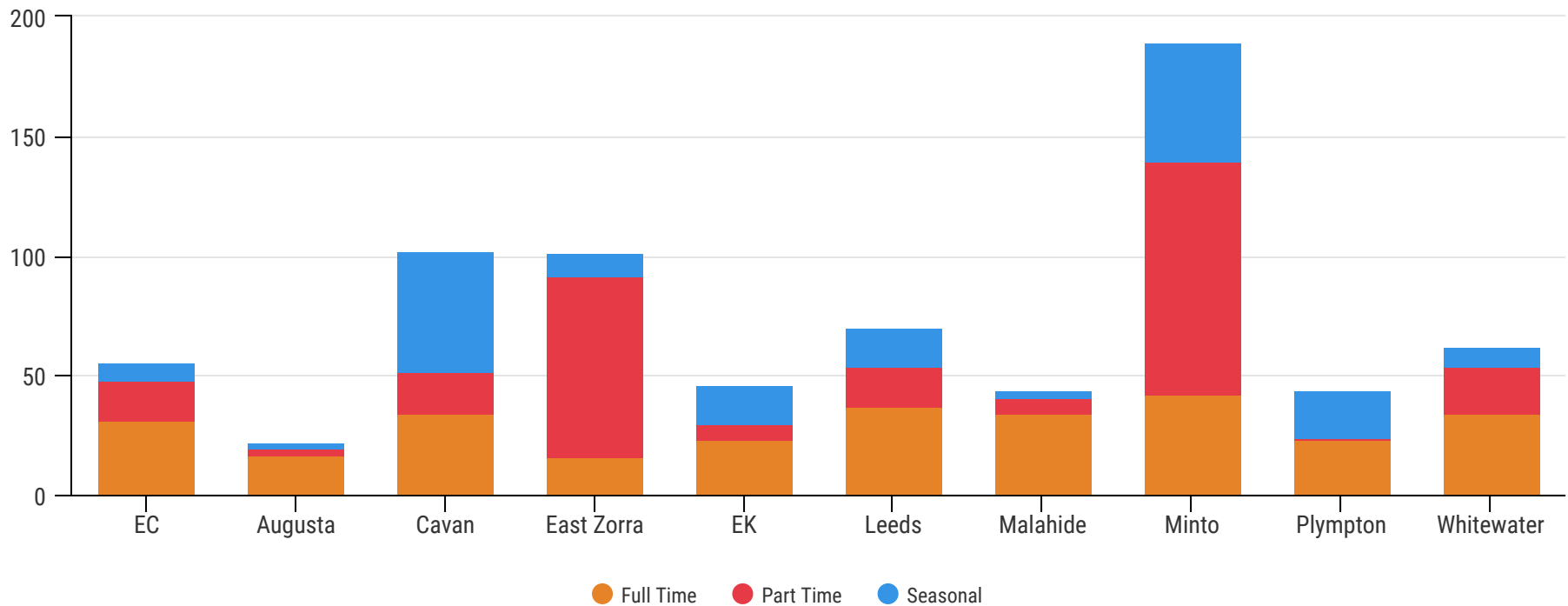
This financial indicator provides an indication as to the Township's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.



(EC is below provincial average by 29%)



## EC BENCHMARKS - FTEs 2018

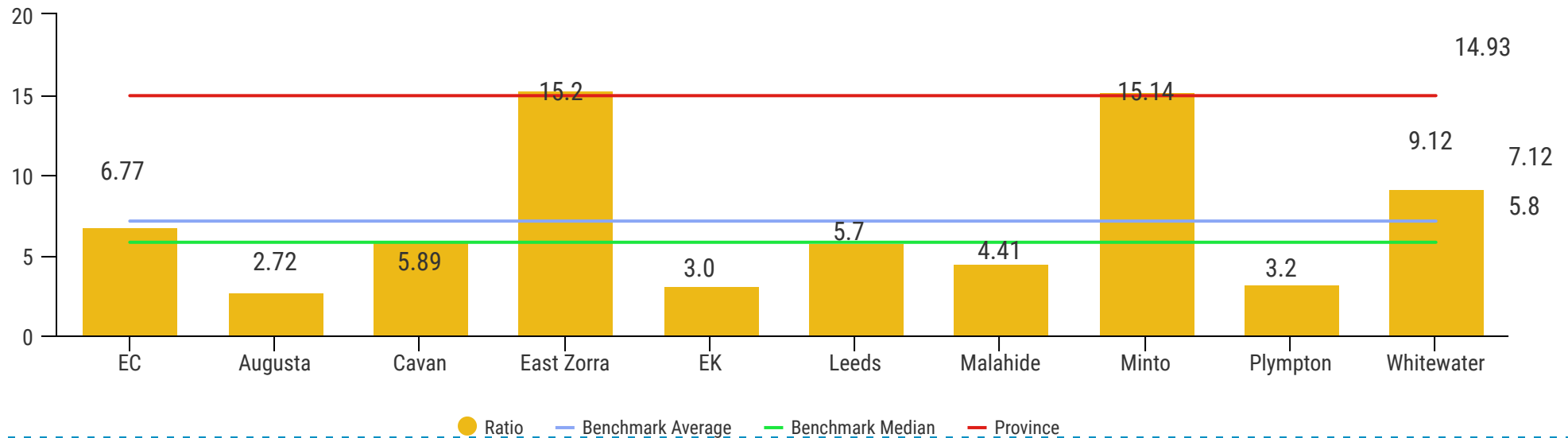


Position Type	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
Full Time	31	17	34	16	23	37	34	42	23	34
Part Time	17	3	18	76	7	17	7	98	1	20
Seasonal	7	2	50	9	16	16	3	49	20	8
Total	55	22	102	101	46	70	44	189	44	62

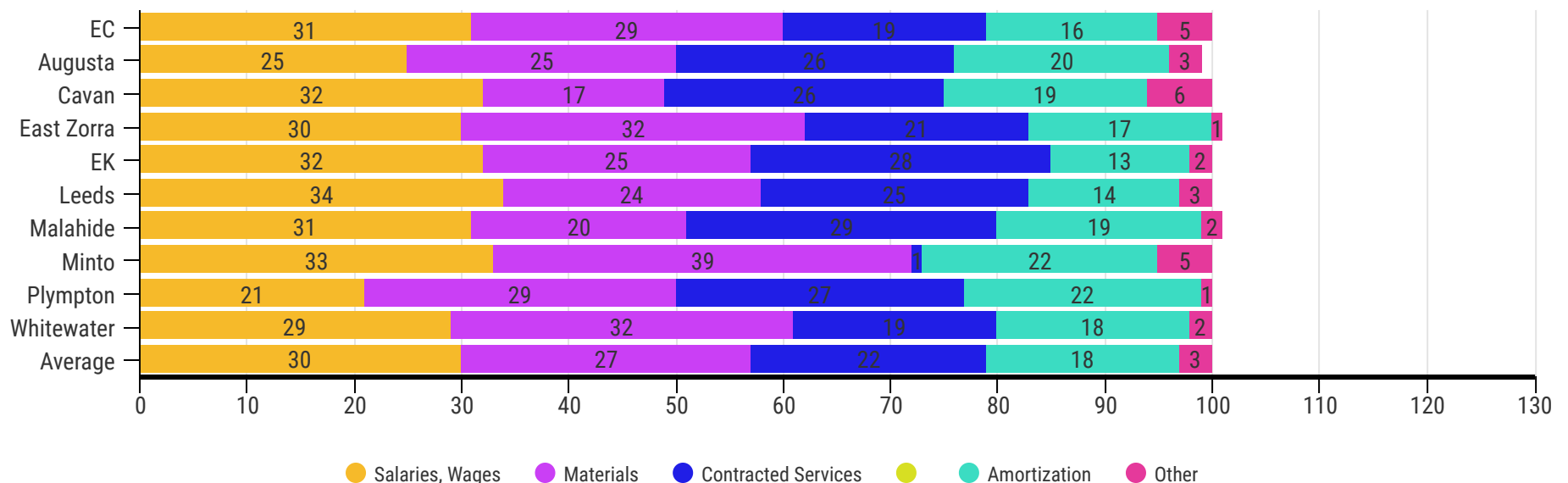


# EC BENCHMARKS - FTEs & COSTS

## Ratio: # of Workforce per 1000 Population... 2018



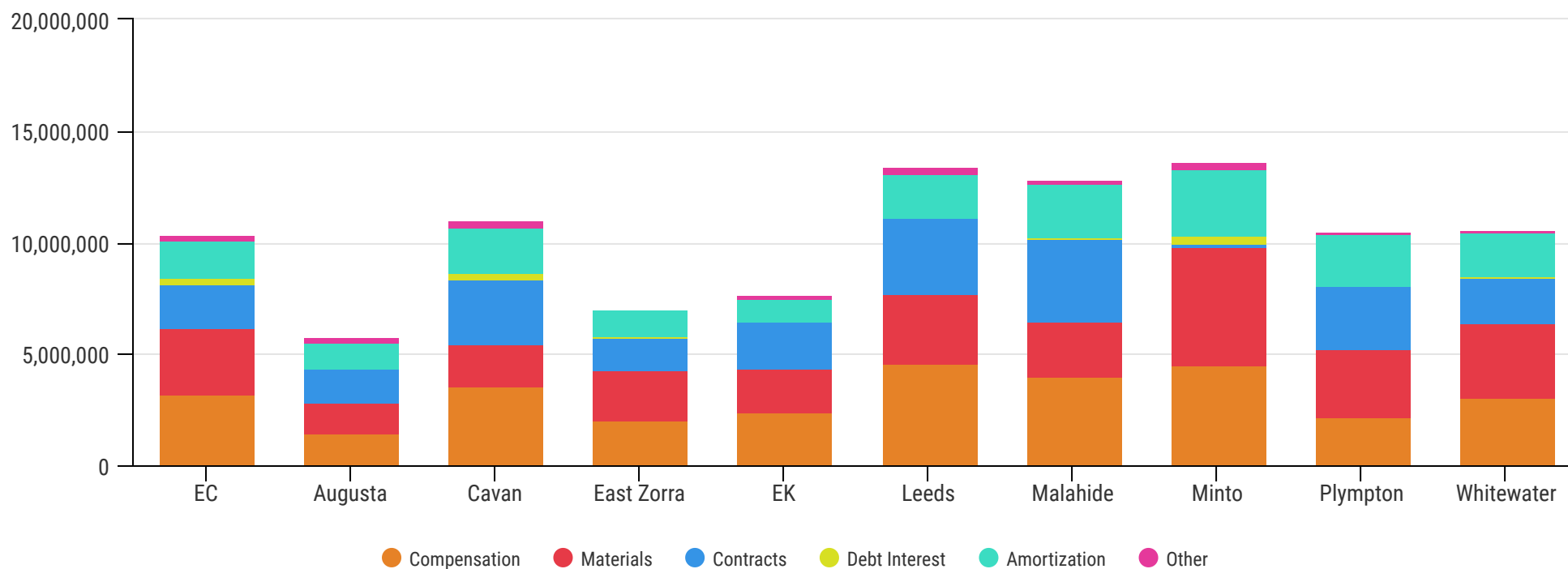
## % Expenses by Object per household...2018





# EC BENCHMARKS - EXPENSES BY OBJECT

## Expenses by Object...2018

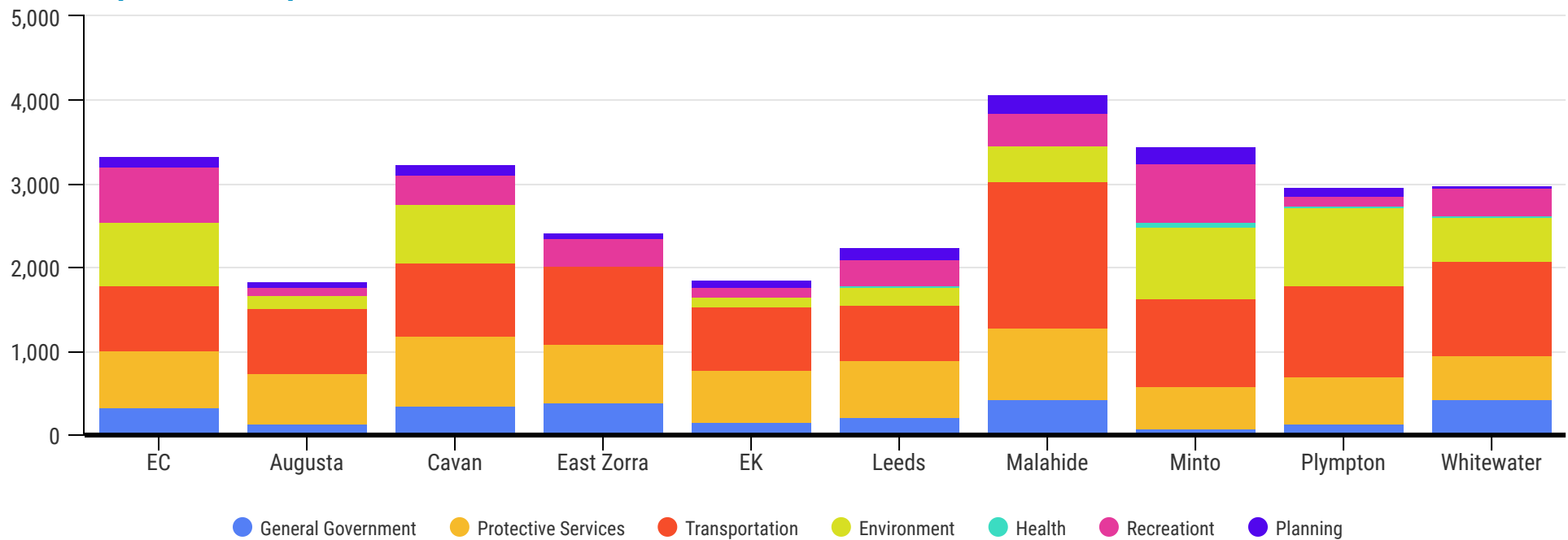


	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
Compensation	3,169,041	1,437,492	3,564,815	2,072,318	2,425,009	4,576,183	3,985,083	4,524,655	2,192,633	3,030,987
Materials	2,997,265	1,425,692	1,914,086	2,204,230	1,906,682	3,158,820	2,507,246	5,276,479	3,024,422	3,372,275
Contracts	2,009,732	1,510,001	2,883,387	1,473,852	2,117,642	3,381,912	3,724,559	190,995	2,854,355	2,055,436
Debt Interest	270,928	2,293	262,203	59,728	549	27,391	37,073	370,382	2,806	85,593
Amortization	1,639,360	1,172,800	2,036,490	1,171,011	1,009,505	1,923,613	2,380,249	2,958,628	2,333,846	1,897,328
Other	234,138	180,476	346,362	12,884	158,632	323,711	179,640	273,920	73,849	139,562
<b>Total</b>	<b>10,320,464</b>	<b>5,728,754</b>	<b>11,007,343</b>	<b>6,994,023</b>	<b>7,618,019</b>	<b>13,391,630</b>	<b>12,813,850</b>	<b>13,595,059</b>	<b>10,481,911</b>	<b>10,581,181</b>



# EC BENCHMARKS - EXPENSES BY FUNCTION

## Expenses by Function per household...2018



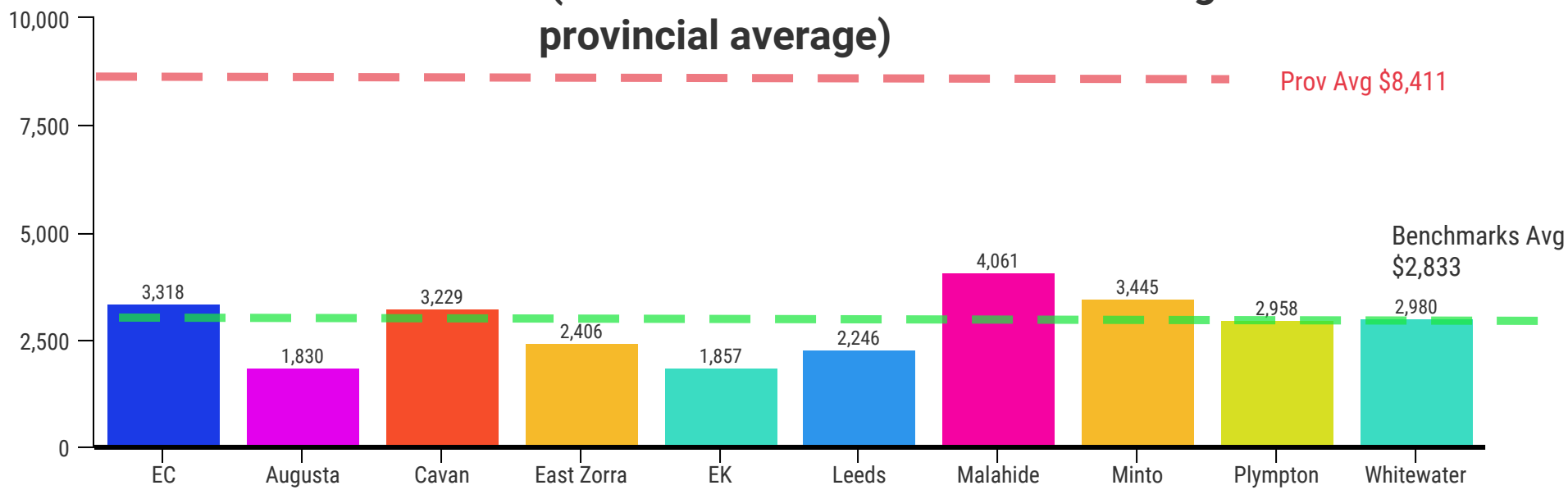
Function	EC	Augusta	Cavan	East Zorra	EK	Leeds	Malahide	Minto	Plympton	Whitewater
General Government	338	127	350	388	160	218	437	81	143	419
Protective Services	674	618	837	694	619	670	845	506	559	527
Transportation	782	772	877	939	755	661	1,750	1,039	1,083	1,136
Environment	745	148	702	-	119	227	422	860	945	532
Health	1	4	-	1	2	7	11	63	19	9
Recreation	677	109	338	341	116	322	396	702	119	326
Planning	102	52	124	42	85	140	201	186	92	32
Total per household	3,318	1,830	3,229	2,406	1,857	2,246	4,061	3,437	2,958	2,980



# EC BENCHMARKS - OPERATING & CAPITAL EXPENSES

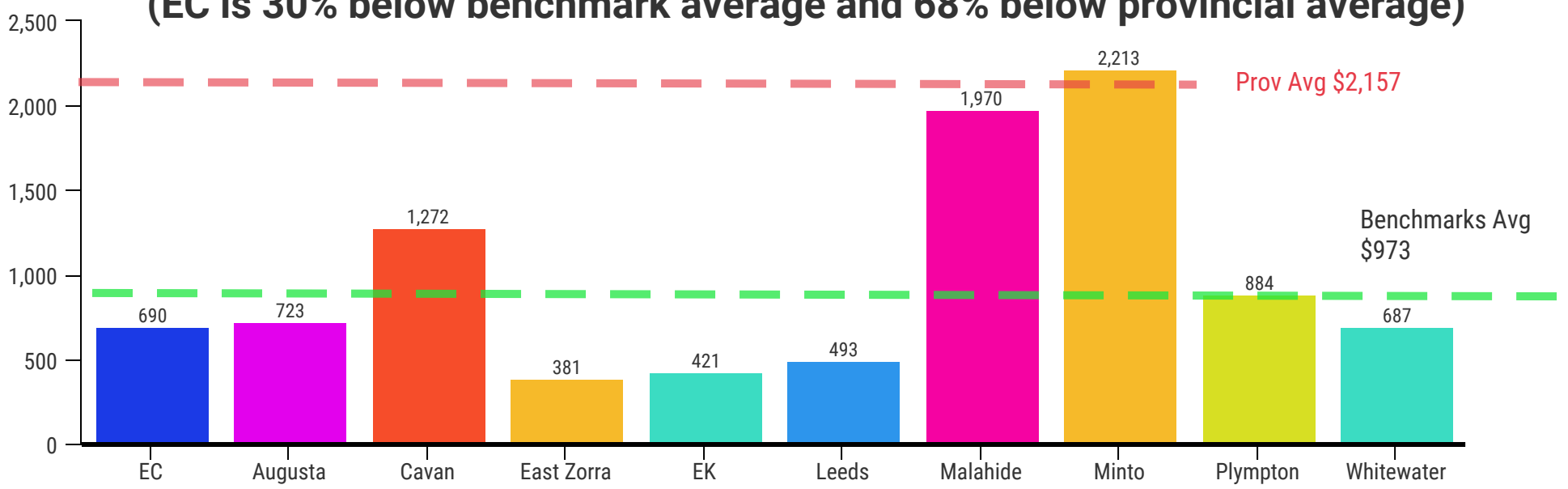
## Operating Costs per household...2018

(EC is 17% above benchmark average but 60% below provincial average)



## Capital Costs per household...2018

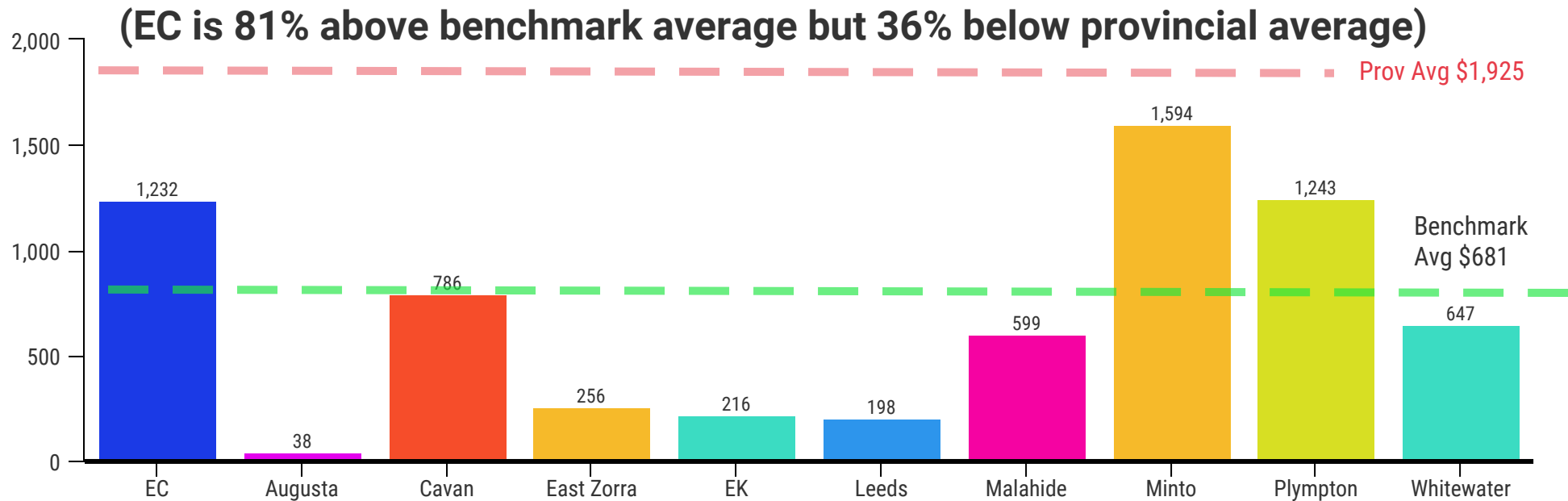
(EC is 30% below benchmark average and 68% below provincial average)





# EC BENCHMARKS - NON TAX REVENUES

## Comparing User Fees (Lower Tier) per household...2018



## Comparing Licences/Permits & Fines per household...2018

