



Committee Report

To: Warden Chris Peabody and
Members of the Corporate Services Committee

From: Edward Henley
Director of Corporate Services

Date: November 2, 2023

Re: 2024-2028 Budget Discussion

Staff Recommendation:

The 2024-2028 Budget Discussion report is for information.

Background:

On October 12, 2023, staff presented the proposed 2024-2028 budget and forecast to the Corporate Services Committee. Committee received the presentation and had opportunities to ask questions to gather additional information and understanding regarding the proposed budget and service levels. Staff answered the majority of questions during the previous meeting, and have now brought forward additional information to provide more detailed responses to outstanding inquiries. This report, including the attachments and presentation, provides this additional clarification.

For information on specific questions received please reference the following:

- Additional information on 2022 Capital Carryovers and 2023 Capital Spending to Date
 - See Appendix A
- Additional information on Housing and Homelessness Programs, Supports and Services
 - See Additional Information Presentation

Financial/Staffing/Legal/IT Considerations:

The proposed budget as presented by staff would result in a net levy increase of 8.25%, after estimated growth. This is made up of a 5.17% levy increase for operating budget and a 3.08% levy increase for capital budget.

Staff have prepared a list of options to reduce the proposed budget for committee's consideration if desired. If all options for reduction were implemented the proposed 2024 levy increase would be reduced to as low as 5.93%, by shifting financial implications to multiple future year budgets to absorb these deferrals. In order to support this, and smooth the proposed levy increases, some proposed 2025 capital projects would need to be delayed to 2027 or 2028 or consideration be given to alternate financing options. The risks and implications of these reductions and deferrals will be presented by staff during the budget deliberation meeting.

Budget	2024	2025	2026	2027	2028
Initial Proposed	8.25%	9.89%	6.28%	3.87%	5.73%
After Options for Reduction and Smoothing	5.93%	9.80%	8.69%	5.70%	4.47%

Interdepartmental Consultation:

The Senior Management Team has worked together to provide the proposed budget recommendation and options for amendment in line with the County’s Strategic direction.

Link to Strategic Goals and Elements:

Goal 4: Promote responsible growth.

Report Author:
Lynn Hatten
Deputy Treasurer

Departmental Approval:
Edward Henley
Director of Corporate Services

Approved for Submission:
Derrick Thomson
Chief Administrative Officer

Appendix A: 2022 Capital Carryovers and 2023 Capital Spending to Date

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
Corporate Services			
CS-2020-001 FMW Software	76,551	76,551	In Progress
CS-2020-002 Work Order System	74,036	74,036	In Progress
CS-2021-001 Office Furniture	0	1,000	Not Started
CS-2021-003 ERP Software	350,000	350,000	Not Started
CS-2021-004 Emergency Management Generator at Museum Dec 3/20 min	117,660	117,660	Complete
CS-2021-005 Reserves: Corporate Vehicles Purchase and Replacement	0	25,000	Complete
CS-2021-R01 Transfer to Emergency Management Capital Reserve	0	0	Complete
Net Cost of Capital Projects	618,247	644,247	
Non Departmental			
ND-2021-001 Interior Hub-Council Chamber Renovations	128,478	328,478	On Hold
ND-2021-004 Interior Hub-Replace Washroom Flooring	10,000	20,000	Not Started
ND-2021-005 Interior Hub-Replace Heat Pumps (2)	13,792	27,997	Not Started
ND-2021-007 Cayley St. -Carpeting Overlay	0	15,000	Not Started
ND-2021-008 Lakeshore Hub-Pave Parking Lot	30,900	30,900	Not Started
ND-2021-011 Lakeshore Hub-Replace Water Heater	2,575	5,150	Not Started
ND-2021-013 Interior Hub-Fob Entrance System	278,825	278,825	On Hold
ND-2021-015 Interior Hub Hot Water Heater	0	1,374	Not Started
ND-2021-R01 Transfer to Inland Hub Facility Reserve	0	90,000	Complete
ND-2021-R02 Transfer to Cayley St. Facility Reserve	0	61,000	Complete
ND-2021-R03 Repay Working Capital Reserve for Inland Hub renovations	0	15,000	Complete
ND-2021-R04 Transfer to Lakeshore Hub Facility Reserve	0	30,000	Complete
ND-2021-R05 Transfer to Peninsula Hub Facility Reserve	0	10,000	Complete
ND-2021-R06 Repay Working Capital Reserve for Peninsula Hub Purchase	0	40,000	Complete
ND-2022-002 Install EV Charging Station	17,000	17,000	Not Started
ND-2023-001 Lakeshore Hub Renovation	0	500,000	Not Started
ND-2023-002 Interior Hub - Parking lot expansion & EV charger installation	0	90,000	Complete
Net Cost of Capital Projects	481,570	1,560,724	
Information Technology			
IT-2021-001 Council Chambers Modernization	60,766	60,766	On Hold
IT-2021-002 End User Computing Lifecycle	0	95,000	In Progress
IT-2021-003 Meeting Room Technology	8,174	8,174	Complete
IT-2021-004 Infrastructure - Server and Storage	53,950	77,430	In Progress
IT-2021-005 Infrastructure - Networks	139,961	242,944	In Progress
IT-2021-006 Office Furniture	0	3,000	Not Started
IT-2021-R01 Transfer to Reserves -Computing, Network, Server and Printers	0	388,750	Complete
IT-2021-R02 ITS Vehicle	0	7,000	Complete

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
IT-2022-001 Library Laptops	5,527	5,527	Not Started
IT-2023-001 Printers - Copiers - Multifunction Devices	0	5,000	In Progress
Net Cost of Capital Projects	268,378	893,591	
Human Resources			
WE-2021-001 Office Furniture	0	2,500	Not Started
WE-2021-002 Software Program Enhancements	41,960	52,960	In Progress
WE-2021-R01 Transfer to Reserves Avanti Computer Upgrade -Desktop Software	0	21,000	Complete
Net Cost of Capital Projects	41,960	76,460	
Paramedic Services			
PS-2020-001 Paramedic Station Port Elgin	7,928,840	7,928,840	In Progress
PS-2021-002 Power Stretcher Purchase	0	70,000	In Progress
PS-2021-003 Furniture & Fixtures - Stations	6,900	17,715	Not Started
PS-2021-004 Equipment Other SC, Scoop, Bags	0	22,889	In Progress
PS-2021-R01 transfer to reserves for medical equipment	0	144,000	Complete
PS-2021-R02 transfer to reserves for Tablets, printer	0	15,000	Complete
PS-2022-002 Computers & Mounts for Vehicles	70,000	70,000	Tendered
PS-2022-004 Community Paramedicine Capital	0	28,000	Not Started
PS-2023-001 Ambulance Purchase	0	784,294	Awarded
PS-2023-002 Paramedic Stations Communications Boards	0	19,000	In Progress
PS-2023-003 Autopulse	0	211,046	In Progress
PS-2023-005 Sauble Beach-Generator & Keyless Entry	0	80,000	In Progress
PS-2023-R01 Transfer to Emergency Management Capital Reserve	0	5,000	Complete
PS-2024-003 powerload + Installation	0	33,000	Not Started
Net Cost of Capital Projects	8,005,740	9,428,784	
Transportation & Environmental Services			
TS-2020-001 Luminaires-BR 2 & 3	72,654	72,654	In Progress
TS-2020-003 Lucknow Back-up generator	57,086	57,086	Complete
TS-2020-005 Security for shops	100,000	120,000	Not Started
TS-2020-008 Jenny St. project (Wiarion)	79,453	79,453	Complete
TS-2020-009 Bruce Rd. 1-Realignment	41,218	41,218	In Progress
TS-2020-010 Bruce Rd. 6-Gaylea Easement	20,000	20,000	Not Started
TS-2020-017 Arran Township Shed Bridge	74,808	74,808	In Progress
TS-2020-018 Chesley Main St. Bridge (Enviro)	32,355	32,355	In Progress
TS-2020-021 Trails-Signage	1,245	1,245	Not Started
TS-2020-025 Fischer Bridge Repair	53,535	53,535	Not Started
TS-2020-026 Truck Mounted Grader	15,000	15,000	Not Started
TS-2021-001 McCurdy Bridge-Environmental Costs	19,543	19,543	Not Started
TS-2021-002 Repairs Stoney Creek Culvert	50,000	50,000	Not Started
TS-2021-003 Replace Superstructure Reid Bridge BR 6-West of Teeswater	7,796	7,796	Not Started
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	2,897,325	6,597,231	In Progress
TS-2021-006 Repair Superstructure Sweiger Bridge BR 10	16,235	16,235	Not Started
TS-2021-007 Repair Deck Stephenson Bridge BR 15	340,992	410,992	Complete

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
TS-2021-009 Culvert Repairs-BR 86 East of Havelock St.	6,500	6,500	Not Started
TS-2021-010 Repair Silver Creek Culvert-Durham St. (Walkerton)	79,560	79,560	Not Started
TS-2021-011 Repair Schenk Bridge - BR 3	0	340,000	In Progress
TS-2021-014 Replace Durham St. Bridge BR 4 Walkerton	143,657	193,657	In Progress
TS-2021-016 Replace Culvert ID #8625120 West of BR 7	22,408	22,408	Not Started
TS-2021-017 Replace Culvert ID# 8628200 2.4 km East of HWY 21	82,883	482,883	In Progress
TS-2021-018 Rehabilitation and Reconstruction of West Road	26,758	26,758	In Progress
TS-2021-022 Bruce Rd. 6A East	5,357,621	7,127,621	In Progress
TS-2021-024 Replace Storm Sewer BR 15 Inverhuron	159,943	159,943	In Progress
TS-2021-028 Bruce Rd. 25 Improvements (multi-year)	299,181	299,181	Not Started
TS-2021-029 Bruce Rd. 33-Pre-eng/realignment/New construction/Phase 4	29,046	29,046	Not Started
TS-2021-030 Bruce Rd. 23 (Roundabout)	711,677	711,677	Not Started
TS-2021-035 Wiarton Shop Backup generator	71,604	71,604	Complete
TS-2021-046 Accessibility Upgrades	121,960	121,960	Not Started
TS-2021-047 Building Conditions report repairs	91,100	91,100	Not Started
TS-2021-048 Capital Housing-Vehicle/Equipment	244,934	992,600	In Progress
TS-2021-049 Walkerton Shop - Options Analysis	88,586	88,586	Not Started
TS-2021-050 Anti-icing Equipment Purchase (Reallocated to Snow Blowers)	75,000	75,000	Not Started
TS-2021-053 Repair Bridge BR 40 (4km west of BR 3)	14,785	14,785	Not Started
TS-2021-054 CN Rail Trail Resurfacing	0	100,000	In Progress
TS-2021-055 Trails-Fencing	32,446	32,446	Not Started
TS-2021-056 Willow Creek Bridge Repair	140,000	140,000	Complete
TS-2021-R04 Transfer to Working Capital-Wiarton Depot	0	113,602	Complete
TS-2021-R05 Transfer to reserve-Equipment (Vehicle/Machinery)	0	240,000	Complete
TS-2022-005 Ped. Crossing & Intersection improvement-BR 4/McNab St	254,518	254,518	Not Started
TS-2022-006 Road Rehabilitation BR 10 (Elmwood)	12,819	12,819	Not Started
TS-2022-007 Paisley Backup Generator	17,000	17,000	Complete
TS-2022-008 Paisley Shop additional bathroom/upgrade and water service issues	22,550	72,520	In Progress
TS-2022-010 Bruce Road 23 Auto flashing warning road closed ahead sign - Kincardine	13,000	18,000	Not Started
TS-2022-012 Computer/Electronic Purchases	474	30,474	In Progress
TS-2022-013 Mechanized Equipment	10,500	10,500	Not Started
TS-2022-016 Forklift Purchase	68,487	68,487	Complete
TS-2023-012 Bruce Road 9 Repair	0	198,000	In Progress
TS-2023-013 Bruce Road 20 CIP & Surface	0	50,000	Not Started
TS-2023-014 Bruce Road 2 & Yonge Street PXO	0	385,000	On Hold
TS-2023-015 Bruce Road 14 Repair	0	142,500	In Progress
TS-2023-016 Bruce Road 29 Paved Shoulders	0	536,500	In Progress

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
TS-2023-017 Bruce Road 29 Everatt/Isthmus Intersection	0	204,500	In Progress
TS-2023-018 Bruce Road 6 / Absolam Street Resurfacing	0	445,000	In Progress
TS-2023-020 Bruce Road 19 Microsurfacing	0	275,500	Complete
TS-2023-021 Bruce Road 1 Repair	0	154,000	Not Started
TS-2023-024 Bruce Road 10 Crack and Seal	0	130,000	Complete
TS-2023-025 Meax Creek Bridge BR 6E	0	350,000	Not Started
TS-2023-027 Bruce Road 19 Conc14E to BR10	0	50,000	In Progress
TS-2023-029 Spring Creek Culvert and Trail	0	250,000	Not Started
TS-2023-R03 Transfer to Reserves - Trails Equipment	0	5,000	Complete
Net Cost of Capital Projects	12,078,242	22,890,386	
Human Services			
HS-2020-010 Design - Structural Balcony Repairs - 5031	16,447	16,447	In Progress
HS-2020-013 Construction - Parking Lot And Drainage Improvements - 5025	330,106	330,106	Not Started
HS-2020-016 5006 - Windows, Doors & Mansard Replacement	7,815	1,135,691	In Progress
HS-2021-011 Construction - Window & Door Replacement - 5001	45,364	45,364	In Progress
HS-2021-014 Design - Structural Balcony Inspections - 5003	8,121	8,121	In Progress
HS-2021-015 Construction - Life Safety Upgrades -5005	98,036	98,036	In Progress
HS-2021-017 5008 - Life Safety Upgrades	20,632	50,632	Complete
HS-2021-019 Construction - Life Safety Upgrades - 5009	55,229	55,229	In Progress
HS-2021-021 Construction - Life Safety Upgrades - 5010	119,085	119,085	In Progress
HS-2021-023 Construction - Life Safety Upgrades - 5013	95,741	95,741	In Progress
HS-2021-026 Construction - Life Safety Upgrades - 5020	51,669	51,669	In Progress
HS-2021-031 5024 - Windows & Doors Replacement	18,942	18,942	In Progress
HS-2021-037 Construction - Electrical Infrastructure Repairs	29,328	29,328	In Progress
HS-2021-044 Construction-Closed Circuit Television	577,648	577,648	In Progress
HS-2022-015 Construction - Window & Door Replacement - 5009	479,585	479,585	In Progress
HS-2022-016 Construction - Replace Common Area Flooring - 5010	56,491	56,491	Complete
HS-2022-020 Construction - Replace Common Area Flooring - 5022	76,221	76,221	Complete
HS-2022-021 Construction - Replace MUA Unit, Domestic Hot Water and Laundry - 5023	364,460	364,460	In Progress
HS-2022-028 Construction - Parking Lot And Drainage Improvements - 5029	594,892	594,892	In Progress
HS-2022-032 Construction - Window & Door Replacement - 5005	522,674	522,674	In Progress
HS-2022-033 5010 - Structural Building Repairs	20,166	300,166	In Progress
HS-2022-035 5025 - Unit Kitchen Replacement	12,877	297,877	Not Started
HS-2022-036 Construction - Electrical Infrastructure Repairs	73,313	73,313	In Progress

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
HS-2022-039 Termite Project Unit 107 1065 Huron Terrace	98,814	98,814	Complete
HS-2023-001 Unforeseen Capital One Off	0	295,500	In Progress
HS-2023-039 Future New BCHC Build	0	293,000	Not Started
HS-2023-040 5027 - MUA Unit & DHW Replacement	0	450,000	In Progress
HS-2023-041 Electrical Infrastructure Repairs	0	30,000	In Progress
HS-2023-042 Balcony Inspections & Repairs	0	10,000	Complete
HS-2023-043 Common Area Lighting Upgrades	0	15,000	In Progress
HS-2023-044 BCHC Leased Vehicle Buyout	0	31,600	Not Started
HS-2023-R01 Transfer To Reserve	0	2,509,138	Complete
Net Cost of Capital Projects	3,773,656	9,130,770	
Museum			
MU-2021-003 Anishnaabwe Endaat	5,000	5,000	Not Started
MU-2021-008 Office Furniture	0	16,000	Complete
MU-2021-R02 Transfer to Reserve for Vehicle	0	3,000	Complete
MU-2021-R03 Transfer to Reserve for Building	0	50,000	Complete
MU-2022-005 Air Quality Improvements (CCSF)	8,111	8,111	Complete
MU-2022-006 Bruce Gallery & BP Theatre AV Upgrades	42,593	42,593	Complete
MU-2022-R01 Transfer to Reserve for Furniture	0	5,000	Complete
MU-2023-001 HVAC Indoor Units	0	11,700	Not Started
MU-2023-002 HVAC Outdoor Units	0	62,500	Not Started
MU-2023-003 Exterior Patio Decking	0	18,355	Complete
MU-2023-004 Bruce Gallery Decking	0	14,140	Complete
MU-2023-005 Rooftop Ladder	0	12,097	Complete
MU-2023-007 Museum Expansion	0	50,000	In Progress
MU-2023-008 Communications & Security	0	35,922	Complete
MU-2023-R01 Transfer to Reserve for Computer	0	3,000	Complete
Software			
Net Cost of Capital Projects	55,704	337,418	
Library			
LB-2021-001 Library Book Purchases	0	341,178	In Progress
LB-2021-006 Branch furnishings/shelving	23,529	33,529	Awarded
LB-2021-007 Office Furniture	10,590	20,590	In Progress
LB-2021-008 Purchase of Library Van	63,288	63,288	Complete
LB-2021-009 Tablets	0	4,219	Complete
LB-2022-001 Purchase of Library Bookmobile	112,000	182,775	In Progress
LB-2022-003 Kincardine Branch Circulation Desk	15,000	15,000	Complete
LB-2022-R01 Transfer to Reserves-Library Van	0	12,000	Complete
LB-2022-R02 Library Branch Transfer to Reserves	0	25,000	Complete
LB-2023-001 Accessibility	0	3,600	In Progress
LB-2023-002 Sauble Beach	0	4,000	Complete
Net Cost of Capital Projects	224,407	705,179	
Gateway Haven			
GH-2020-002 Exterior Signage	7,500	7,500	Not Started
GH-2020-004 Exhaust fans	10,000	10,000	Not Started

Project Listing	Prior Year Carryover Expense	2023 Revised Expenses	Project Status
GH-2020-005 Keypads & automatic door openers	46,093	46,093	In Progress
GH-2021-001 Beds	0	12,000	In Progress
GH-2021-002 Mattresses	0	12,000	In Progress
GH-2021-004 Mechanical Lifts and/or Tornados	0	30,000	In Progress
GH-2021-R01 Transfer to reserves -future projects	0	55,000	Complete
GH-2021-R02 Repay working capital -phone system	0	25,000	Complete
GH-2022-002 Servery	80,000	160,000	Awarded
GH-2023-001 Fire System Upgrades	0	5,000	Not Started
GH-2023-002 Flooring (hallways, tub room, serveries)	0	17,000	Complete
GH-2023-003 Internet upgrade	0	200,000	In Progress
GH-2023-005 Replace wooden hand rails	0	40,000	Design
Net Cost of Capital Projects	143,593	619,593	
Brucelea Haven			
BH-2020-005 Mattresses	0	12,000	In Progress
BH-2020-006 Beds	0	12,000	In Progress
BH-2020-007 Repair Roof of Elevator Shaft	5,000	5,000	In Progress
BH-2021-R01 Brucelea - Transfer to Reserves	0	50,000	Complete
BH-2022-001 Brucelea - Mechanical Lift Replacement	9,293	39,293	In Progress
BH-2022-002 Brucelea - Tornado Replacement	0	34,000	In Progress
BH-2022-004 Flooring replacement	0	20,000	Not Started
BH-2022-R02 Transfer to Medical Equipment reserve	0	25,000	Complete
BH-2023-003 Kitchen Steamer Replacement	0	58,000	In Progress
BH-2023-004 Laundry Washing Machine	0	27,761	In Progress
BH-2023-005 Boiler Heat Exchange Replacement	0	20,000	In Progress
BH-2023-006 Split Heat Pump Replacement	0	11,840	In Progress
Net Cost of Capital Projects	14,293	314,894	
Total Capital Projects	25,705,790	46,602,046	