



### **Council Budget Committee Meeting**

Elgin County Administration Building, Council Chambers  
November 8, 2021 at 9:00 a.m.

#### **Agenda**

- 1<sup>st</sup> Meeting Called to Order
- 2<sup>nd</sup> Approval of the Agenda
- 3<sup>rd</sup> Approval of the Minutes – October 26, 2021
- 4<sup>th</sup> Disclosure of Pecuniary Interest
- 5<sup>th</sup> Delegations – none
- 6<sup>th</sup> Briefings and Reports
  1. Overview
  2. Corporate Services
  3. Long-Term Care Homes
  4. Emergency Measures (Fire Training/Community Emergency Management)
  5. Administrative Services (Council/Warden)
  6. Community and Cultural Services
  7. Human Resources
  8. Financial Services/Provincial Offences Administration
  9. Engineering, Planning, & Enterprise
  10. Information Technology Services (ITS)
- 7<sup>th</sup> Other Business
- 8<sup>th</sup> Correspondence – none
- 9<sup>th</sup> Date of Next Meeting – Tuesday, November 16, 2021 at 9:00 a.m.
- 10<sup>th</sup> Adjournment



**Council Budget Committee**  
**Meeting Minutes**

Elgin County Administration Building  
Council Chambers/Webex  
October 26, 2021 at 11:00 A.M.

**ATTENDEES:** Warden Tom Marks, Chair (Council Chambers)  
Councillor Mary French (electronic)  
Councillor Ed Ketchabaw (Council Chambers)  
Councillor Dominique Giguère (Council Chambers)  
Councillor Jones (Council Chambers)  
Jim Bundschuh, Director of Financial Services (Council Chambers)  
Julie Gonyou, Chief Administrative Officer (Council Chambers)  
Brian Lima, General Manager of Engineering, Planning &  
Enterprise/Deputy CAO (Council Chambers)  
Michele Harris, Director of Homes and Seniors Services (Council  
Chambers)  
Jeff Brock, Director of Information Technology Services (Council  
Chambers)  
Amy Thomson, Director of Human Resources (Council Chambers)  
Jeff VanRybroeck, Fire Training Officer/CEMC (Council Chambers)  
Katherine Thompson, Manager of Administrative Services/Deputy  
Clerk (Council Chambers)  
Jennifer Ford, Manager of Financial Services/Deputy Treasurer  
(Council Chambers)  
Lisa Czupryna, Senior Financial Analyst (electronic)  
Mathew Waite, Financial Analyst (electronic)  
Jenna Fentie, Legislative Services Coordinator (Council Chambers)

**1. CALL TO ORDER**

The Council Budget Committee met this 26<sup>th</sup> day of October, 2021 at 11:00 a.m. in a hybrid format with Committee Members and staff participating as indicated above.

**2. APPROVAL OF THE AGENDA**

Moved by: Councillor Giguère  
Seconded by: Councillor Ketchabaw

RESOLVED THAT the agenda be approved as presented.

- Motion Carried.

### **3. APPROVAL OF THE MINUTES**

Moved by: Councillor French

Seconded by: Councillor Ketchabaw

RESOLVED THAT the minutes of the meeting held on July 27, 2021 be approved.

- Motion Carried.

### **4. DISCLOSURE OF PECUNIARY INTEREST**

None.

### **5. DELEGATIONS**

None.

### **6. BRIEFINGS AND REPORTS**

#### **6.1 2022 Budget Committee Introduction – Chief Administrative Officer**

The Chief Administrative Officer provided a schedule of the budget presentations and noted that if additional information or justification is required, it will be presented to the Committee at a future meeting.

#### **6.2 2021 Third Quarter Performance – Director of Financial Services**

The Director of Financial Services presented the budget comparison for the County showing favourable Third Quarter performance of \$385,000 bringing year-to-date performance to \$787,000. The performance through the third quarter will provide Council with the financial flexibility to deal with any risks and opportunities that may arise in the fourth quarter.

#### **6.3 2022 10-Year Plan Overview – Director of Financial Services**

The Director of Financial Services provided an overview of the 10-Year Plan and noted that the purpose of today's meeting is to give the Committee an understanding of operations of each service group, and to receive preliminary direction from the Committee to allow staff to fine-tune their budgets.

6.4 **Elgin County 2022 Budget Survey Results – Manager of Financial Services/Deputy Treasurer**

The Manager of Financial Services/Deputy Treasurer provided an overview of the results from the 2022 Budget Survey. The Manager of Financial Services/Deputy Treasurer previously shared the results of the Budget Survey with the Local Municipal Partners.

6.5 **Homes and Seniors Services – Director of Homes and Seniors Services**

The Director of Homes and Seniors Services recommended that an improvement of \$233,000 for Long-Term Care be included in the 2022 Homes budget which includes the CMI efficiency with minor offsets; and that \$28,725 be allocated for year one implementation and annual licence fee for Docit software to support nursing department compliance and documentation, and that \$16,514 be allocated annually for licence fee beginning 2023 and \$22,935 beginning 2025. The Director also recommended that Council approve a 2021 Budget carryover request of \$38,000 to 2022 to support one time implementation costs of automated Staff Call in program; and that up to \$15,000 be allocated annually for licencing fees; and that Council approve the continuation of Temporary part-time (0.5 FTE) clerk to support scheduling/staff replacements (call-ins), and scheduling and automated call in system implementation from April-December 2022 (costs ~ \$75,000 across 3 Homes); and that staff report to Council the financial impact of provincial funding related to Direct Care Staffing Supplement Funding (three (3) hours of care) and Allied Health Professional funding once full funding details are available.

**7. CLOSED SESSION**

Moved by: Councillor Ketchabaw  
Seconded by: Councillor Giguère

RESOLVED THAT we do now proceed into closed meeting session in accordance with the Municipal Act to discuss matters under Municipal Act Section 239 (2):

**In-Camera Item #1**

*(b) personal matters about an identifiable individual, including municipal or local board employees; (d) labour relations or employee negotiations – Long-Term Care Homes*

- Motion Carried.

The Committee recessed at 12:10 p.m. and reconvened at 12:30 p.m.

**MOTION TO RISE AND REPORT**

Moved by: Councillor Giguère

Seconded by: Councillor French

RESOLVED THAT we do now rise and report; and,

THAT the closed session report from the Director of Homes and Seniors Services be received for information.

- Motion Carried.

**8. BRIEFINGS AND REPORTS (continued)**

**8.1 Information Technology Services – Director of Information Technology Services**

The Director of Information Technology Services recommended Council consider funding the following: scheduled hardware replacements, additional training and development, IT Service Management (ITS) software, cybersecurity assessment, AI security analyst solution application, Privileged Access Management solution, consulting services, support and maintenance for the Human Capital Management Software (HCM), software and maintenance for the Long-Term Care Homes, Engineering, Libraries, and Administrative Services. The Director of Information Technology Services clarified that any software requests from other County departments would be part of the Information Technology Services budget. The Committee requested more information regarding the cost for cybersecurity insurance if Council invests in additional AI and cybersecurity tools.

**8.2 Engineering, Planning & Enterprise – General Manager of Engineering, Planning & Enterprise/Deputy CAO**

The General Manager of Engineering, Planning & Enterprise/Deputy CAO recommended that the required optimal and adequate 10-Year Transportation and Facility focused investments in the 10-Year Capital Plans be supported to maintain and improve existing overall condition/LOS rating; and that if further reduction of requested budget funding is required, consideration be given to deferring specific reconstruction capital projects and eliminate bridge assets, as opposed to impacting asset renewal related projects. The Committee requested more information regarding the potential risks associated with the closure, removal or sale of select town line bridges. The Committee also requested more information regarding the planned membership in Southwestern Ontario Marketing Alliance (SOMA) with the City of St. Thomas. The General Manager will be presenting a report to County Council at a future meeting regarding the

membership with the South Central Ontario Region Economic Development Corporation. The Committee also requested that the department look at which projects have the potential to be deferred to another year. The General Manager will provide options to the Committee at their next meeting.

8.3 **Financial Services – Director of Financial Services**

The Director of Financial Services recommended that the wage and benefit line be adjusted by \$15,000 for a co-op student position; and that \$3,000 annually for an upgraded letter folding machine be added starting in 2022. The Committee requested more information be brought back to their next meeting regarding modernizing the billing process, as well as potential sources of funding for the co-op student position.

8.4 **Provincial Offences – Director of Financial Services**

The Director of Financial Services recommended that the 2022 ten-year plan be approved with improvements to wages flowing through to increase municipal partner payments.

8.5 **Human Resources – Director of Human Resources**

The Director of Human Resources recommended that net expenditures of \$700,214 for Human Resources be included in the 2022 budget to reflect the estimated inflationary increase and additional HR position approved in September 2021.

The Committee recessed at 2:23 p.m. and reconvened at 2:36 p.m.

8.6 **Community and Cultural Services – Director of Community and Cultural Services**

The Director of Community and Cultural Services recommended that the budget for library electronic resources (operating) be increased by \$5,000 effective the 2022 budget year, with annual inflationary increases thereafter in the County's ten-year financial plan; and that the budget for library materials (capital) be maintained with annual inflationary increases in the County's ten-year financial plan starting in 2022; and that our team continue to look for opportunities and efficiencies in library collection budgets, including on-going partnerships with St. Thomas Public Library wherever feasible; and that library fine revenue be reduced by \$5,000 and off-set by donation revenue as outlined in the presentation "A Path Forward on Library Fines" presented to County Council on September 28, 2021.

8.7 **Administrative Services, Council and Warden – Chief Administrative Officer and Manager of Administrative Services/Deputy Clerk**

The Manager of Administrative Services/Deputy Clerk recommended that \$20,000 be included in the draft 2022 budget for County-wide Council orientation; and that \$5,000 be included in the draft 2022 budget for Council and Committee Promotion and Marketing; and that an additional \$2,000 be included in the draft 2022 budget for the Warden’s Banquet; and that an additional \$30,000 be included in the draft 2022 budget (and included annually in the Ten-Year Plan) for the implementation and licensing of electronic agenda software; and that an additional \$166,000 be added to the Ten-Year Plan for the replacement of eighteen (18) laptops every four (4) years. The Committee suggested cost-sharing the new Council orientation process with the local municipal partners and requested an assessment of the Council professional development and conference funds that have been expended by Councillors. The Committee also requested a review of the Service Delivery Review recommendations regarding the potential savings associated with purchasing agenda software. The Committee also requested options for consideration regarding alternative ways of funding the Warden’s Banquet (i.e. pay-per-attendee).

8.8 **Fire Training/Emergency Management – Fire Training Officer/CEMC**

The Fire Training Officer/CEMC recommended that wages and benefit lines be adjusted to reflect approved changes made by Council on October 12, 2021; and that the changes to the purchased services line, supplies line, mileage line, and revenue line be approved to support the operation of the Elgin-Middlesex Regional Fire School; and that the Capital projects presented be approved to help support the Fire Training and Emergency Management initiatives through the 2022 calendar year.

8.9 **Corporate & Wrap Up – Director of Financial Services**

The Corporate Services budget and the Budget Wrap-Up presentations will be deferred until the next Budget Committee meeting.

8.10 **2022 Budget Committee Conclusion – Chief Administrative Officer**

The Chief Administrative Officer noted that at the next Budget Committee meeting, staff will provide an overview presentation that focuses on the corporation as a whole and that indicates how new and established programs and services are connected. Additionally, each department will be required to respond to the questions asked specifically of them by Committee Members. Departmental presentations will include the following new information:

- 1) To what extent did your department take into consideration public input received through the survey?

- 2) To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?
- 3) To what extent have you considered offsets – in other words, what are you willing to give up?
- 4) There is a need to make clear connections and provide more information about how priorities and initiatives link back to the Service Delivery Review recommendations.
- 5) To what extent has your department collaborated with other departments to develop the draft budgets and arrive at your recommendations?
- 6) If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the risks associated with this?

The Chief Administrative Officer also proposed a schedule of additional meetings of the Budget Committee if required. The Committee will meet on November 8, 2021, November 16, 2021, November 23, 2021, and on November 30, 2021.

**9. OTHER BUSINESS**

None.

**10. CORRESPONDENCE**

None.

**11. DATE OF NEXT MEETING**

The Budget Committee will meet again on November 8, 2021 at 9:00 a.m.

**12. ADJOURNMENT**

Moved by: Councillor French  
Seconded by: Councillor Ketchabaw

Resolved that we do now adjourn at 3:05 p.m. to meet again on November 8, 2021.

- Motion Carried.

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Julie Gonyou,  
Chief Administrative Officer.

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Tom Marks,  
Chair.



# Budget Overview



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**Committee Meeting #3  
November 8, 2021  
Julie Gonyou, CAO**

# Goals

## Strategic Plan 2020-2022

### Investing in Elgin

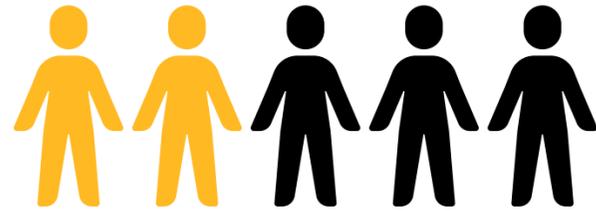
To make responsible financial decisions.

We do this by focusing on:

1. Ensuring we have the necessary tools, resources and infrastructure to deliver programs and services now and in the future.
2. Delivering mandated programs and services efficiently and effectively.

# Budget

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## Community Needs

Each year, we develop a budget to meet our community needs.

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# 2021

## Pandemic

- The business of the County of Elgin has continued unabated.
- Assistance from the provincial government (Safe Restart Funding and funds for Long-Term Care) has helped with some of the financial challenges associated with the pandemic
- Additional mitigation efforts were made to avoid and address in-year deficits
- Continued focus on long-term recovery is required

# ➤ Preliminary Budget Discussions

## General Focus:

The 2022 budget proposals reflect the great efforts of staff to focus services and resources in an effort to continue to build our community and its infrastructure.

## 10-year Plan - Focus:

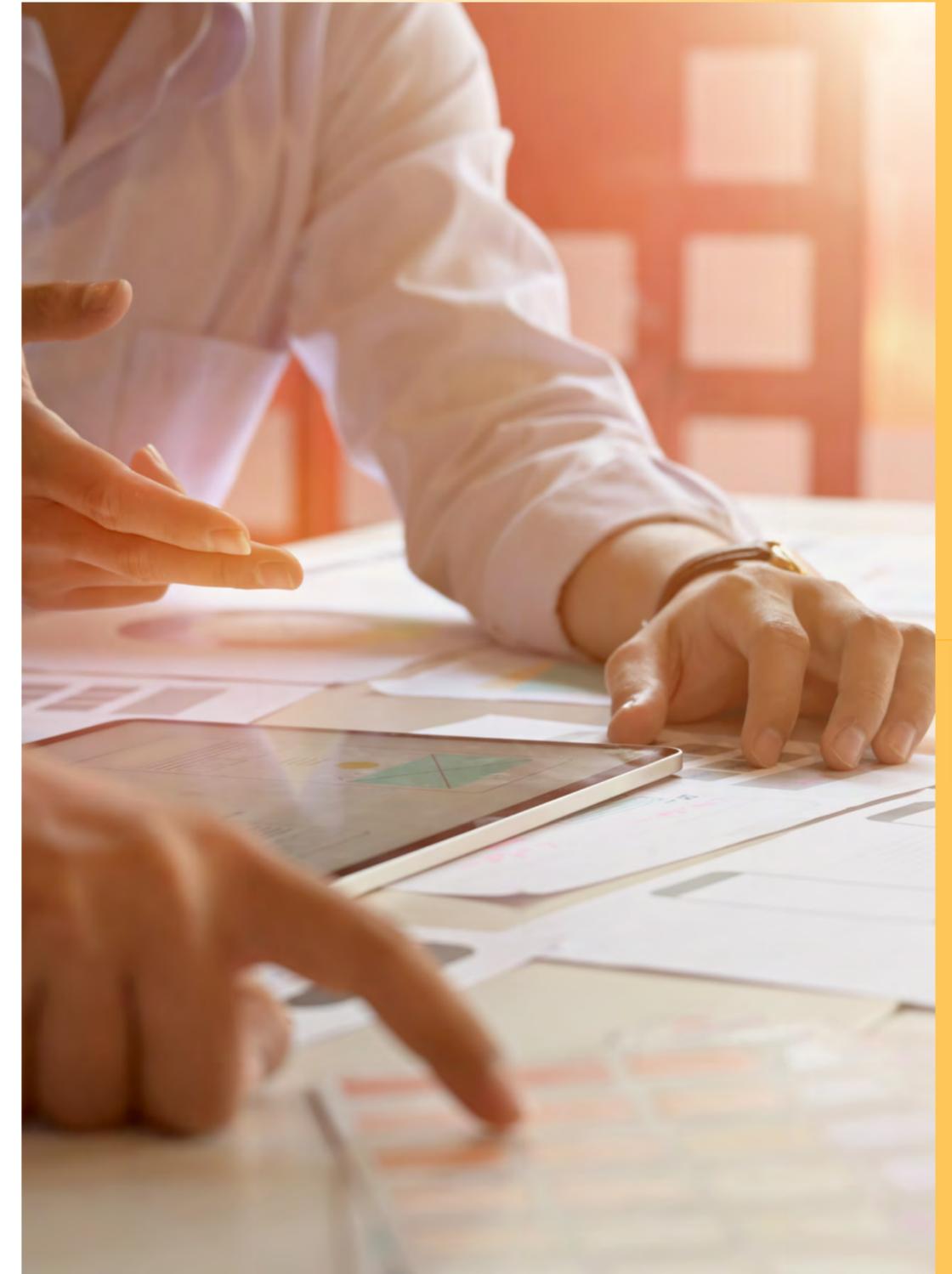
Our strategy is to continue with the base budget plan amid the ongoing pandemic to avoid any sharp inclines in the tax levy once the crisis passes.



# ➤ 10-year Plan

## Overview:

- Measured tax increases over the 10-year window to avoid double digit tax increases
- Temporary use of debt and reserves until the gradual tax increase takes full effect
- Asset Management Plan (AMP) added ~\$50M
- Use of provincial and federal infrastructure funding, along with assessment growth, to partially fund the AMP
- Remainder was funded by Council approved 3.6% tax increase on an average property from 2020-2029 (\* does not contemplate new challenges associated with inflation)



# ➤ Starting Point

## 2020

- Starting point for 10-year plan (2020) included a tax increase tied to inflation (assumed 2%) and capital budget of \$152M
- Council approved \$47M increase to address needs identified in the Asset Management Plan
  - Funded by adding an incremental 1.6% increase to tax rate for 10 years of the plan

## 2022-2029

Council approved tax increase of 3.6%

## 2031

Council approved tax increase of 2.0%

Impact with Average Assessment considered at Committee Meeting #2 <sup>14</sup>



# ➤ Long-Term Financial Planning

Demonstrates the planned capital and operational requirements for service delivery as identified in the Elgin County Strategic Plan 2020-2022.

- Forecast is built using long-term funding strategies and tools to manage the large number of priorities.
- Continues to evolve year-over-year.
- Moving toward a more "performance-based" budget - ensuring efficient and effective allocation of public funds.



# ➤ Annual Budget

Execute the initiatives as identified in the Strategic Plan and every day service obligations we must continue to deliver.

- Base obligations include:
  - Inflationary pressures for compensation and capital projects
  - Contractual commitments (Medavie EMS, Tree Commissioner, etc.)
  - Insurance requirements
  - Facility maintenance requirements
  - Debenture payments
  - Asset Management Planning
  - Growth pressures



# Consider 2021

## 2021

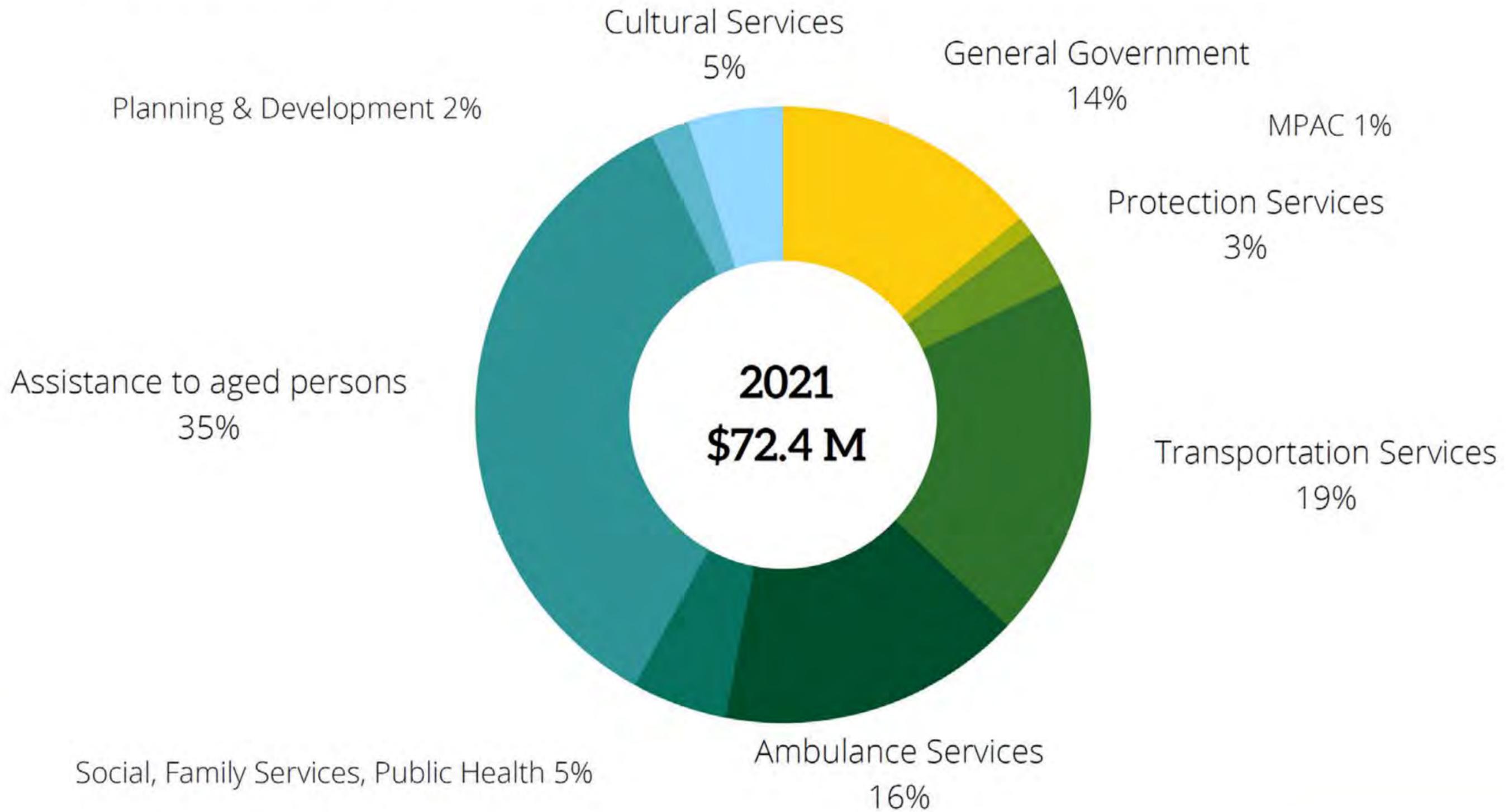
- 10 year plan
- Revenue & Expenditures

**Determine  
Path  
Forward**

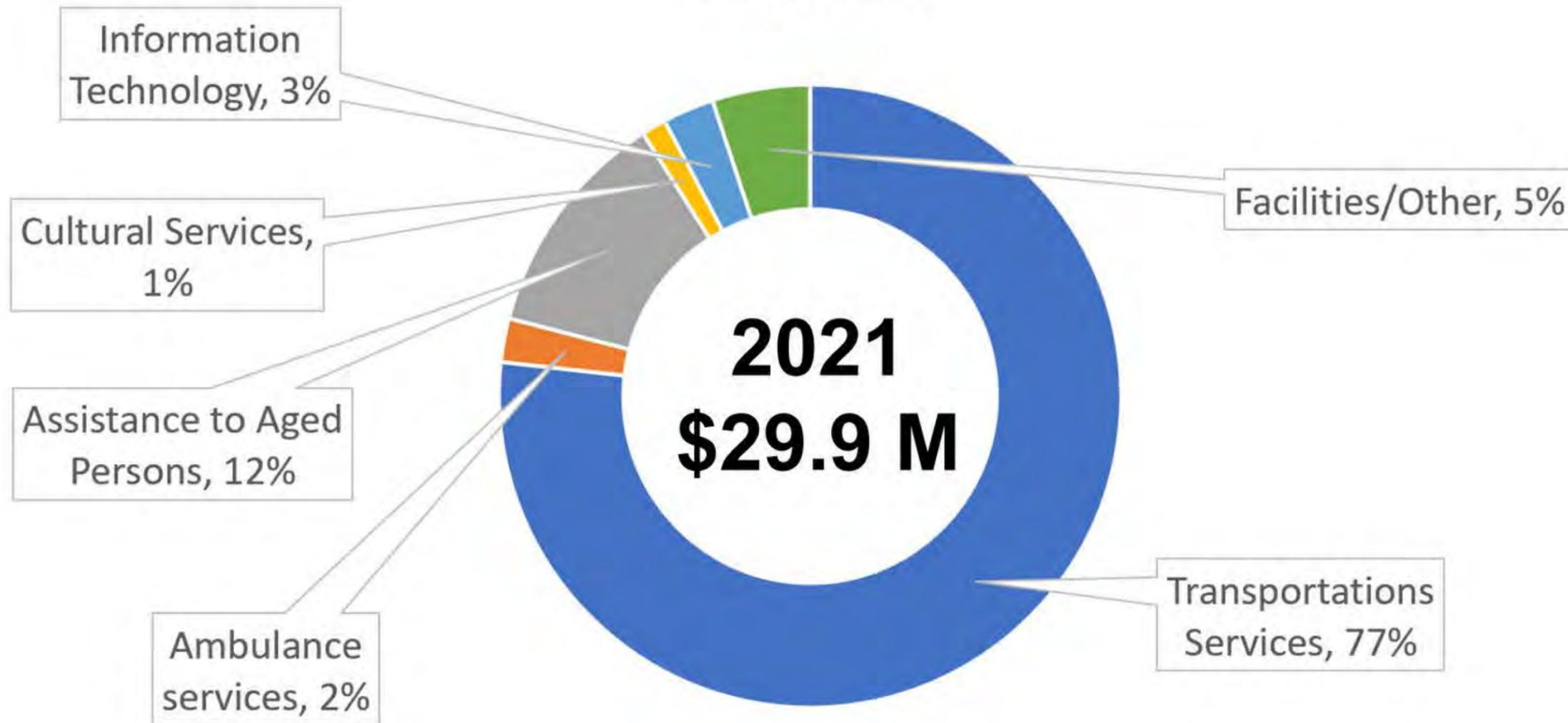
## 2022

- Changes to 10 year plan
- Look for efficiencies
- Consider revenue & proposed expenditures

# COUNTY EXPENDITURES



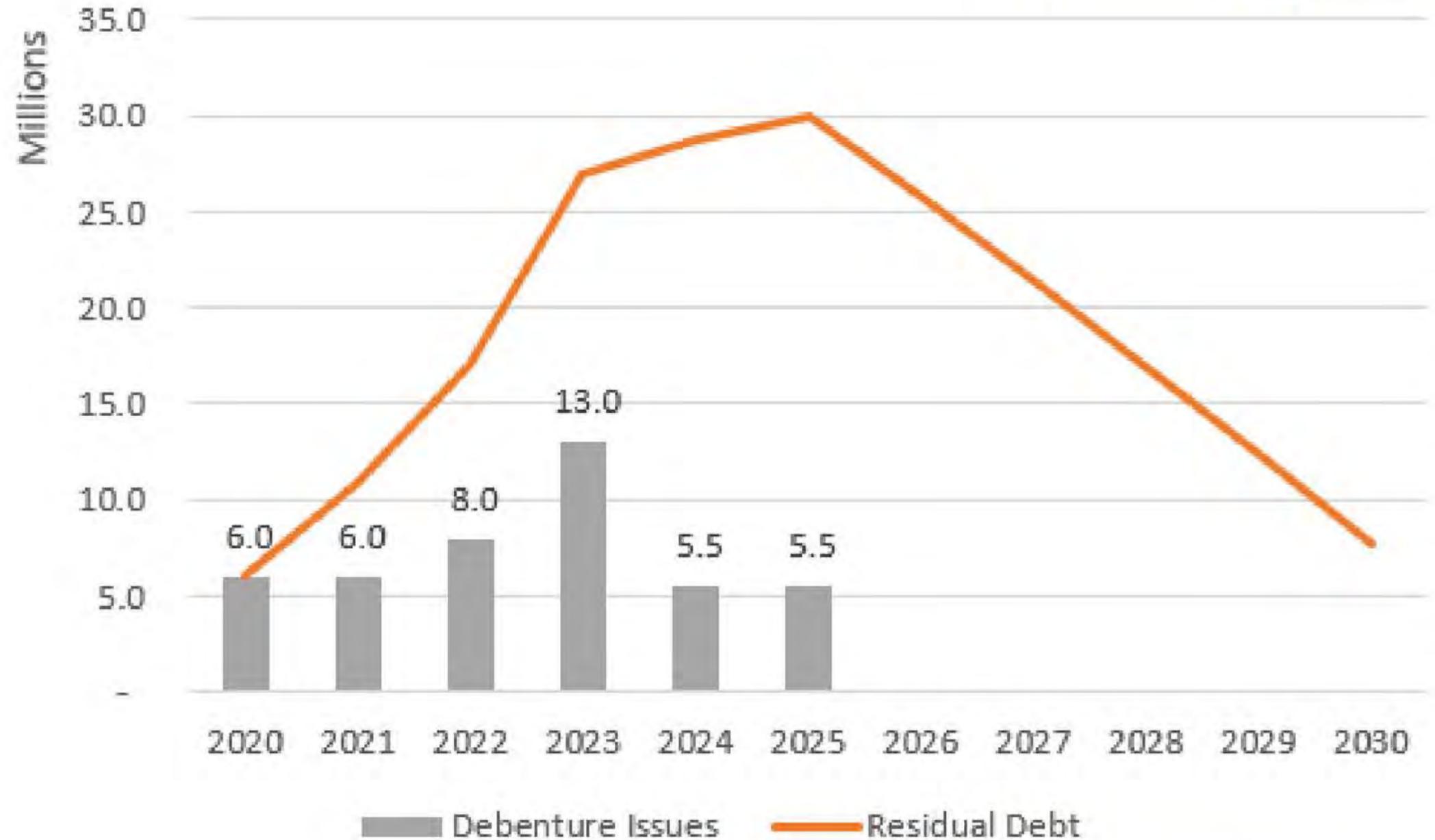
# Capital



- Carry-forward project budget adds a further \$40.5 million (predominately Terrace Lodge) of budget available for 2021
- 2021 - 2030 Capital Budget is \$209 million (\$9 million increase due to facilities capital maintenance)

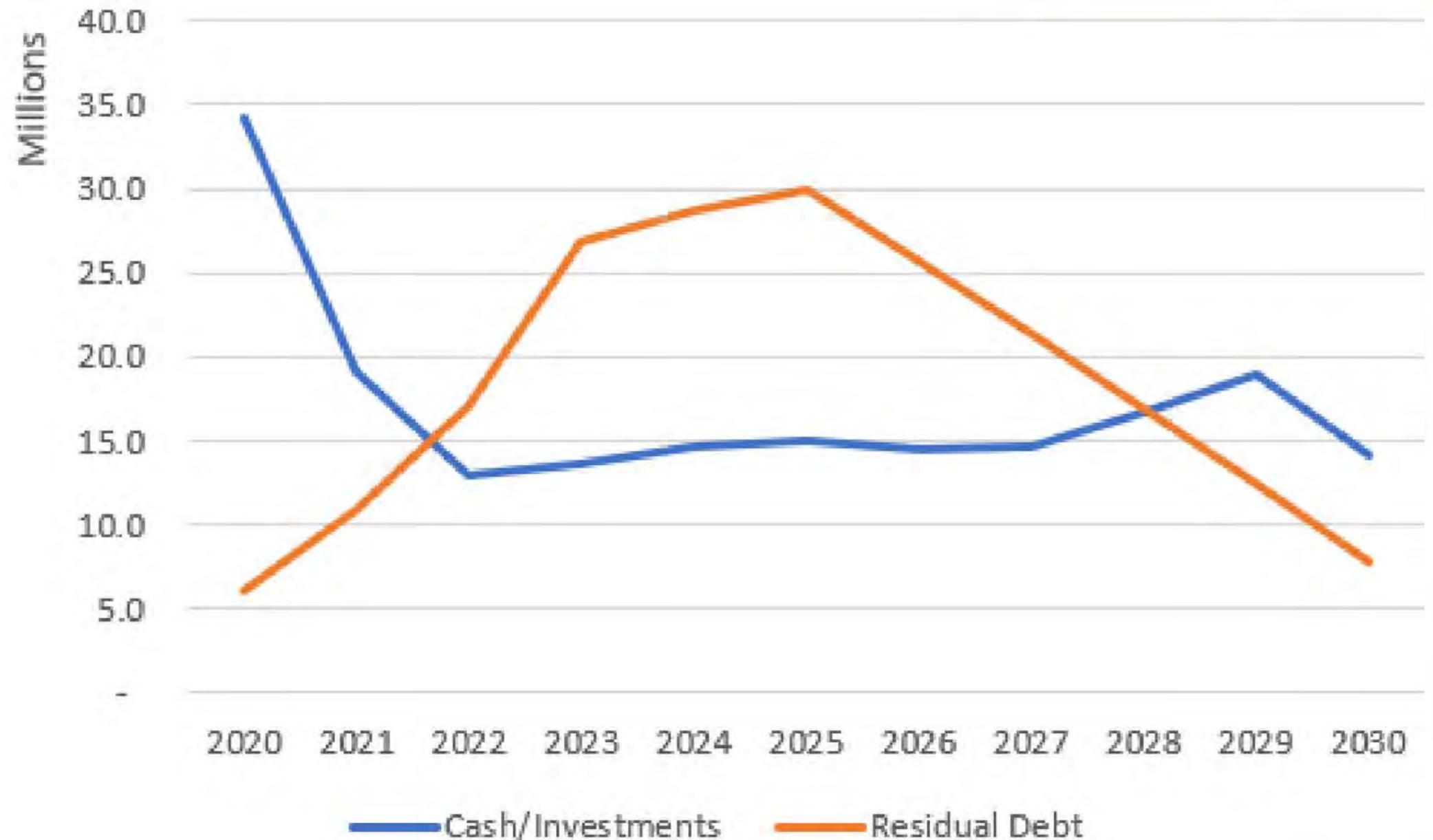
# Debt Financing to Reduce Current Taxes

- 2020 plan included \$35 million in debt with ten year terms
- Current plan includes an increase in facilities capital spending of \$9 million
- Total debt acquired from 2020-2030 would be \$44 million with a 2030 residual level of debt of \$7.7 million

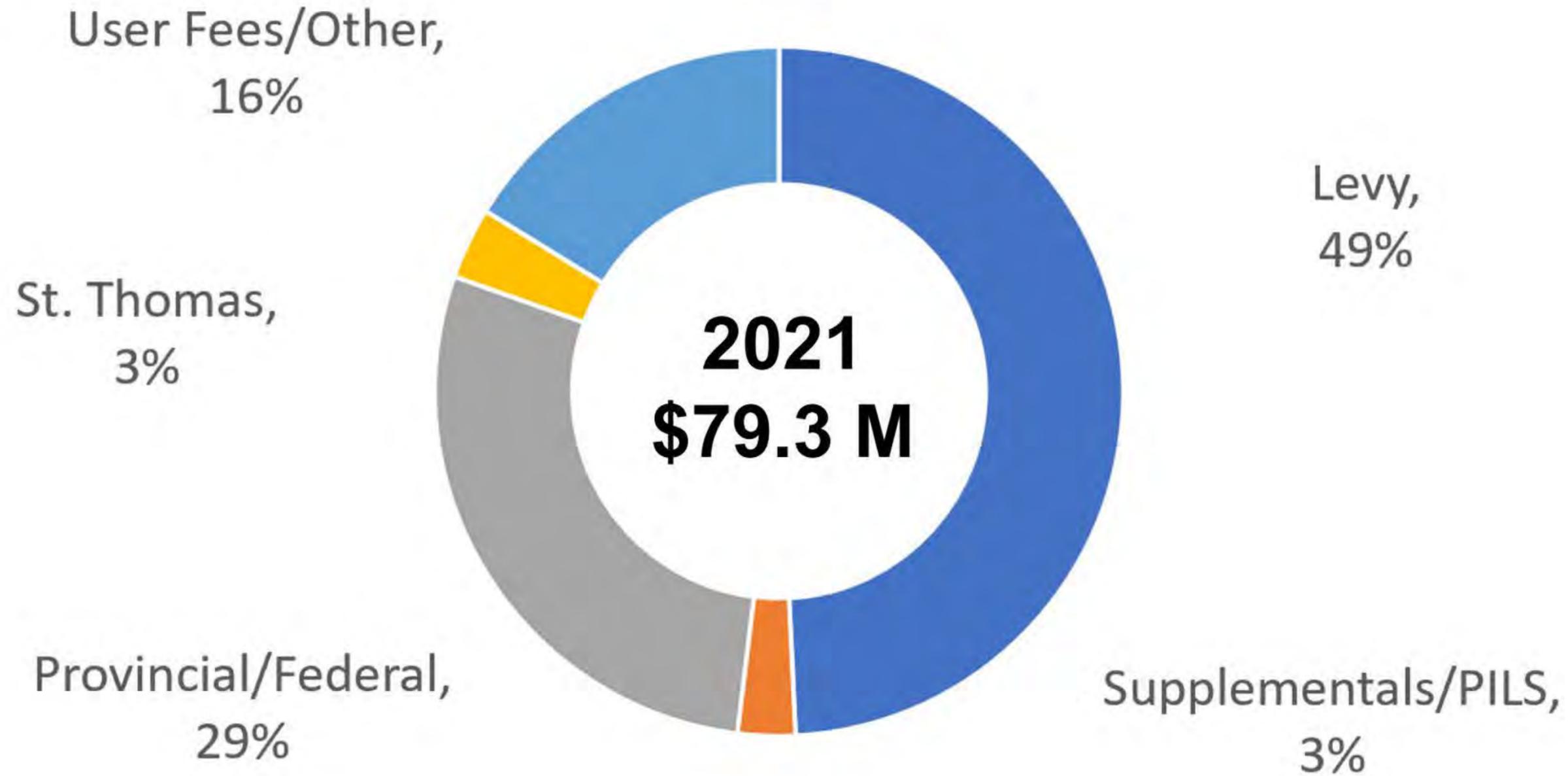


# Cash Reserve Used to Reduce Taxes

- Council has built a cash reserve to fund major capital such as Terrace Lodge
- Cash and investments at the end of 2020 stood at \$34 mil
- Cash, debt and levy allow Council to invest \$209 million in infrastructure
- 2030 cash levels drop to \$14 million or the equivalent of one quarterly levy payment
- Further debt of \$8.0 million required in 2031 to maintain a “1/4 levy payment” cash reserve



# County Revenue

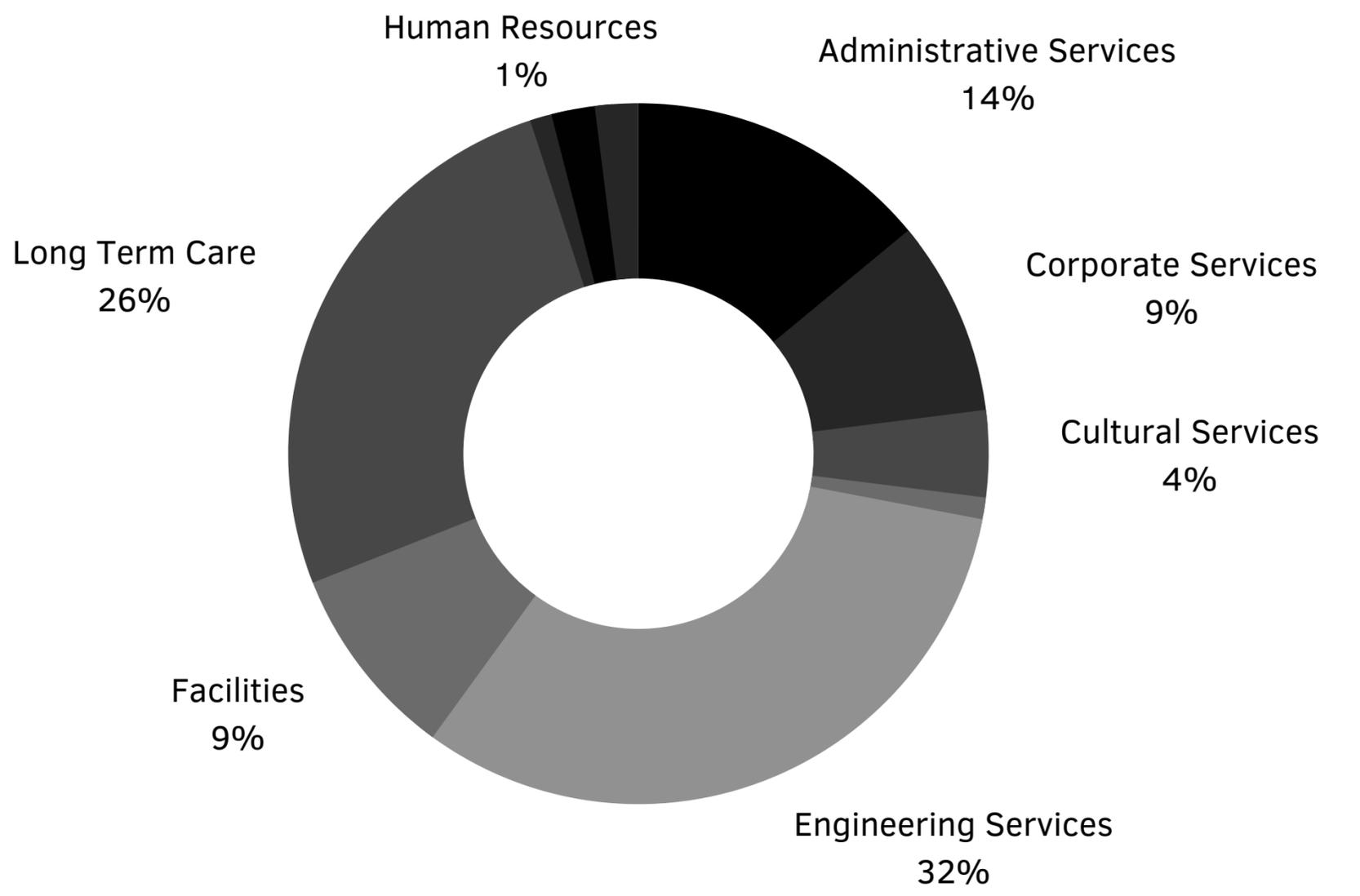


Carry-forward net project revenue (Port Bruce Bridge) adds a further \$2.5 million

# Departmental Share

## of total County Costs

Note: Emergency Services (0%)  
Planning (0%) Economic Development (1%) Financial Services (1%)



# ➤ Reports

## Department Presentations

- 1.) Corporate Services
- 2.) Long-Term Care Homes
- 3.) Emergency Measures (Fire Training/Community Emergency Management)
- 4.) Administrative Services (Council/Warden)
- 5.) Community and Cultural Services
- 6.) Human Resources
- 7.) Financial Services/Provincial Offences Administration
- 8.) Engineering, Planning, & Enterprise
- 9.) Information Technology Services (ITS)



# Public Engagement Survey Overview



## Respondents:

- Town of Aylmer - 15 (6.9%)
- Municipality of Bayham - 17 (7.9%)
- Municipality of Central Elgin - 107 (49.5%)
- Township of Malahide - 13 (6.0%)
- Township of Southwold - 19 (8.8%)
- Municipality of Dutton Dunwich - 9 (4.2%)
- Municipality of West Elgin - 33 (15.3%)
- Non-resident - 3 (1.4%)

216 respondents

Results not generalizable but still important for the Committee to consider

The following section is intended to present majority responses. Full survey results available at: <https://www.elgincounty.ca/wp-content/uploads/2021/10/Budget-Committee-Agenda-Package-October-26-2021-1.pdf>

# Survey Results Transportation Services



- How important are Transportation Services (Roads, Bridges and Infrastructure Management) to you and your family?

Very important - 117 respondents (54.2%)

Doesn't matter to me - 60 respondents (27.8%)

One of the most important services - 30 (13.9%)

- Elgin County's investment in Transportation Services should be:

Maintained - 142 respondents (66.7%)

Increased - 46 respondents (21.6%)

Reduced - 17 respondents (8%)

- If you chose increase in previous question (above), please indicate how you would prefer to see an increase in transportation infrastructure funded?

Phased-in increases over 3-4 years - 28 respondents (39.4%)

Debt financing over a short term (10 yrs) - 21 respondents (29.6%)

Debt financing over a longer term (20 years) - 19 respondents (26.8%)

# Survey Results Administration, Economic Development

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- Approximately 12% of the County's total budget supports Government Services, Administration, County Council and Committees. Is this amount:

Too much - 91 respondents (42.5%)

Appropriate - 75 respondents (35.0%)

Not sure/need to know more - 42 respondents (19.6%)

- The purpose of Economic Development (business support and retention efforts) and Tourism spending is to increase business activity in Elgin, thereby reducing the pressure on residential taxes. Are our efforts:

Ineffective - 78 respondents (36.3%)

Effective - 69 respondents (32.1%)

Not sure/need to know more - 65 respondents (30.2%)

- Elgin County's investment in Economic Development and Tourism should be:

Maintained - 88 respondents (40.9%)

Increased - 66 respondents (30.7%)

Not sure/need to know more - 35 respondents (16.3%)

Decreased - 26 respondents (12.1%)

# Survey Results

## Planning & EMS



- The County makes planning decisions that will determine the future of communities through an Official Plan and through by-laws that establish rules and regulations that control development. How important is planning and development services?

Very important - 90 respondents (41.9%)

Somewhat important - 77 respondents (35.8%)

Not important - 20 respondents (9.3%)

Doesn't matter to me - 9 respondents (4.2%)

- Elgin County's investment in planning and development (including Land Division Committee) should be:

Maintained - 125 respondents (58.1%)

Not sure/need to know more - 35 respondents (16.3%)

Decreased - 29 respondents (13.5%)

Increased - 26 respondents (12.1%)

- Southwestern Public Health questions omitted from overview.

- How important are Emergency Medical Services to you and your family?

Very important - 101 respondents (47%)

One of the most important - 68 respondents (31.6%)

Somewhat important - 39 respondents (18.1%)

# Survey Results

## EMS & Community and Cultural Services



- Elgin County's investment in EMS should be:

Maintained - 126 respondents (58.6%)

Increased- 74 respondents (34.4%)

Not sure/need to know more - 9 respondents (4.2%)



- How important are Elgin's 10 branch Libraries and Cultural Services (Elgin Heritage Centre and Archives) to you and your family?

Somewhat important - 74 respondents (34.3%)

Not important - 64 respondents (29.6%)

Very important - 51 respondents (23.6%)



- Elgin County's investment in Elgin's 10 branch Libraries and Cultural Services should be:

Maintained - 118 respondents (54.6%)

Decreased - 68 respondents (31.5%)

Increased- 22 respondents (10.2%)



- Social services questions omitted

# Survey Results

## Long-Term Care & General



- How important are Long-Term Care Homes and Seniors Services to you and your family?
  - Very important - 77 respondents (35.6%)
  - Somewhat important - 66 respondents (30.6%)
  - One of the most important - 40 respondents (18.5%)
  - Doesn't matter to me - 31 respondents (14.4%)
- Elgin County's investment in Long-Term Care should be:
  - Maintained - 110 respondents (46.7%)
  - Increased- 90 respondents (42.1%)
  - Decreased - 14 respondents (6.5%)
- Do you feel that you receive good value for your tax dollars?
  - Neutral - 81 respondents (37.5%)
  - Disagree - 58 respondents (26.9%)
  - Agree - 47 respondents (21.8%)
  - Strongly Disagree - 28 respondents (13.0%)

# Survey Results

## General

- What do you think will be the biggest challenges facing Elgin County in the near future?

Other: included in comments - 38 respondents (17.6%)

Maintaining high quality roads, bridges, and critical infrastructure - 37 respondents (17.1%)

Employment Opportunities: 35 respondents (16.2%)

Seniors Services: 30 respondents (13.9%)

Emergency Medical Services: 28 respondents (13.0%)

Support for Businesses: 27 respondents (12.5%)

Not sure/need to know more: 21 (9.7%)

- Please pick your top 2 priorities that you believe Elgin County should spend more tax dollars on:

Social services and affordable housing - 76 respondents

Long-Term Care - 63 respondents

Solving Elgin's Connectivity Challenges - 57 respondents

Transportation Services - 53 respondents

Emergency Medical Services - 46 respondents

Public Health - 40 respondents

Other: included in comments - 24 respondents

Grants for community programs, services, events - 21 respondents

Library & Cultural Services - 15 respondents

Not sure/need to know more - 13 respondents

# Survey Results

## General

- Acceptable ways to increase spending on these services include (check all that apply):
  - Finding efficiencies: 138 respondents
  - Decrease spending in other service and program areas: 108 respondents
  - Make increased spending conditional on increase in provincial funding: 83 respondents
  - Increase in the levy: 23 respondents
  - Other: specified in comments - 14 respondents
  - Not sure/need to know more: 12 respondents

- Fewer tax dollars should be spent on (select all that apply):
  - Library and Cultural Services - 89 respondents
  - Providing grants for community programs, services and events - 65 respondents
  - Not sure/need to know more - 59 respondents
  - Solving Elgin's Connectivity Challenges - 40 respondents
  - Social Services and Affordable housing - 39 respondents
  - Public Health - 24 respondents
  - Transportation - 18 respondents
  - Long-term Care - 15 respondents
  - Other: specified in comments - 12 respondents
  - Emergency Medical Services - 4 respondents

# Survey Results

## General



- If tax increases are necessary to maintain or improve the level of services provided by the County, what would be an acceptable yearly tax increase over the next 10 years?

0-2% - 109 respondents (50.9%)

0% - 52 respondents (24.3%)

2-4% - 33 respondents (15.4%)

Other - 12 respondents (5.6%)

4-6% - 8 respondents (3.7%)



**Recap:**

# Recommendations from Committee Meeting #2

# Long-Term Care Homes

## County of Elgin Homes – 2022 Budget Objectives & Requests/Recommendations

- ▶ Provide an overview of the following LTCH objectives and requests/recommendations and the relationship to Elgin County 2020 Service Delivery Review & Strategic Plan:
  - ▶ Case Mix Index (CMI) process and budgetary impact (efficiencies)
  - ▶ New software to support nursing and program departments; update dietary software
  - ▶ Recruitment and retention opportunities
  - ▶ Automated call-in program for shift replacement(s) and Online Scheduling Update
  - ▶ Ongoing pandemic staffing requirements despite anticipated pandemic funding completion date of March 31, 2022
  - ▶ Funding announcements – potential budgetary impact(s)

# Long-Term Care Homes

## County of Elgin Homes - Recommendations

- ▶ THAT an improvement of \$233,000 for Long Term Care be included in the 2022 Homes budget which includes the CMI efficiency with minor offsets; and,
- ▶ THAT, \$28,725 be allocated for year one implementation and annual license fee for Docit software to support nursing department compliance and documentation; and,
- ▶ THAT, \$16,514 be allocated annually for license fee beginning 2023, and \$22,935 beginning 2025; and,

# Long-Term Care Homes

## County of Elgin Homes - Recommendations

- ▶ THAT, council approve 2021 Budget carryover request of \$38,000 to 2022 to support one time implementation costs of automated Staff Call in program; and,
- ▶ THAT, up to \$15,000 be allocated annually for licensing fees; and,
- ▶ THAT, council approve the continuation of Temporary part time (0.5 FTE) clerk to support scheduling/staff replacements (call ins), and scheduling and automated call in system implementation from April – December 2022 (costs ~\$75,000 across the 3 Homes); and,
- ▶ THAT, staff shall report to council the financial impact of provincial funding related to Direct Care Staffing Supplement Funding (three (3) hours of care) and Allied Health Professional funding once full funding details available

# Information Technology Services

- Scheduled Hardware Replacement
  - \$227,532. Increase of 5% over 2021 as a result of inflation, increased cost due to supply as well as additional devices for new roles
- Additional Training & Development Spending
  - \$15,000 annually an increase of \$6k from 2021 (average cost of a training package is \$3,000 x 5 team members)
- IT Service Management (ITSM) Software
  - \$14,000 annual subscription
- Cybersecurity Assessment
  - \$35,000 every 3 years
- Artificial Intelligence (AI) Security Analyst Solution
  - \$85,000 annual subscription
- Privileged Access Management Solution
  - \$25,000 annual subscription
- Consultants
  - \$19,298
- Human Capital Management Software
  - Annual support and maintenance \$89,100 (2022), \$920,600 for the 10 year plan
  - Contingency for add ons \$13,000 annually (\$130,000 for the 10 year plan)
- Software and Maintenance - LTCH
  - DOCit Mobile App - Implementation \$12,000, annual fee \$16,227.90
  - Volunteer Management Software - annual fee \$1,133.00
  - Dietary software - update 10 year plan starting in 2022 to reflect increase of 5% annually vs the 2% that was previously reported

# Information Technology Services

- Software and Maintenance - GIS
  - Work Order Management - \$150,000, annual license fee \$65,110
  - All GIS licensing costs moved from Capital to Operating (change in 10 year plan \$1.5M-\$1.8M)
- Library Services
  - London Public Library Hosting service
  - Increase of \$4,000 for 2022
  - A change in 10 year plan of \$40,000 starting in 2022
- Administrative Services
  - Intranet Maintenance and Support - \$17,808 beginning in 2022 and included in 10 year plan
  - Bang the Table - Engagement Platform - \$16,282 beginning in 2022 and included in 10 year plan

# Engineering - Transportation:

## 2022 Highlights Summary

### Engineering – Transportation:

- ▶ Fingal Line (CR 16) Rehabilitation (Fingal to St. Thomas) - \$2.4M
- ▶ Village of Richmond Reconstruction (CR 38 and CR 43) - \$2.9M
- ▶ Imperial Road Rehabilitation (CR 73) - Including 1,500 m Continuous Left Turn Lane between Glencolin Line and College Line - \$3.6M
- ▶ Phillmore Bridge Deck Replacement - \$1.0M
- ▶ Elm Street (CR 56) and Centennial Avenue (CR 28) Roundabout Construction - \$1.4M
- ▶ Implementation of a GIS linked Asset & Work Order Management Software Solution & Geocortex \$242,467
  - ▶ 'Cityworks' is a comprehensive suite of applications for asset, work and property management
    - ▶ Implementation cost of \$150,000
    - ▶ Annual License Fee \$65,000
  - ▶ 'Geocortex' additional licenses required for LMPs to design, build, and maintain GIS applications in support of improved functionality
    - ▶ 2022 increase of \$27,467

# Engineering - Facilities:

## 2022 Highlights Summary

### Engineering – Facilities:

- ▶ Completion of facility condition assessments in support of 2021 Capital Budget details total 10-year recommended investments:
  - ▶ Administration Building - \$0.86M
  - ▶ LTCHs – \$0.81M
  - ▶ EMS Stations – \$0.075M

# Planning & Economic Development/Tourism:

## 2022 Highlights Summary

### Planning:

- ▶ Anticipated completion of Official Plan Review
- ▶ Implementation of Elgin Natural Heritage Systems Study
- ▶ Improved planning website accessibility and document rebranding

### Economic Development & Tourism:

- ▶ Enhancing partnership opportunities with the St. Thomas Economic Development Cooperation, SCOR, WOWC, etc.
- ▶ Re-establishment of Elgin County Conference Series & Ambassador Program
- ▶ Replacement of tourism departmental van
- ▶ In-house preparation of departmental strategic plan
- ▶ Increased departmental attendance at various community events and tradeshow
- ▶ Increased business facilitation liaison throughout the County

# Financial Services:

## Recommendations

- ▶ THAT the wage and benefit line be adjusted by \$15,000 for a co-op student position
- ▶ THAT \$3,000 annually for an upgraded letter folding machine be added starting in 2022

# Provincial Offences Administration:

## Recommendations

- ▶ THAT the 2022 ten-year plan be approved with improvements to wages flowing through to increase municipal partner payments

# Human Resources:

## Recommendations

- ▶ THAT net expenditures of \$700,214 for Human Resources be included in the 2022 budget.
- ▶ Changes are related to estimated inflationary increase and additional HR position approved in September of 2021

# Community and Cultural Services:

## Recommendations:

- ▶ THAT the budget for library electronic resources (operating) be increased by \$5,000 effective the 2022 budget year, with annual inflationary increases thereafter in the County's ten-year financial plan, and;
- ▶ THAT the budget for library materials (capital) be maintained with annual inflationary increases in the County's ten-year financial plan starting in 2022, and;
- ▶ THAT our team continue to look for opportunities and efficiencies in library collection budgets, including on-going partnerships with St. Thomas Public Library wherever feasible.
- ▶ THAT library fine revenue be reduced by \$5,000 and off-set by donation revenue as outlined in the presentation "A Path Forward on Library Fines" presented to County Council on September 28, 2021.

# Administrative Services:

## Recommendations

- ▶ THAT \$20,000 be included in the draft 2022 budget for County-wide Council Orientation.
- ▶ THAT \$5,000 be included in the draft 2022 budget for Council and Committee Promotion and Marketing.
- ▶ THAT an additional \$2,000 be included in the draft 2022 budget for the Warden's Banquet.
- ▶ THAT an additional \$30,000 be included in the draft 2022 budget (and included annually in the 10 year plan) for the implementation and licensing of electronic agenda software.
- ▶ THAT an additional \$166,000 be added to the 10 year plan for replacement of 18 laptops every four years.

# Fire Training/Emergency Management:

## Recommendations

- ▶ THAT the wages and benefit lines be adjusted to reflect approved changes made by Council on October 12<sup>th</sup>, 2021; and
- ▶ THAT the changes to the purchased services line, supplies line, mileage line and revenue line be approved to support the operation of the Elgin-Middlesex Regional Fire School; and
- ▶ THAT the Capital projects presented be approved to help support the Fire Training and Emergency Management initiatives throughout the 2022 calendar year.

# Corporate Services:

## 2022 Ten-Year Plan Variance over 2021 Ten-Year Plan

- ▶ Agenda Management Software of \$30,000 annually is being proposed starting in 2022 - \$21,000 higher than previously plan
- ▶ Interest rates have climbed, with the budget now assuming an incremental 0.2% for an interest rate of 1.9% resulting in an extra \$40,000 in annual interest payments.

# Corporate Services:

## Reserve Projects

- ▶ The Corporate department contains place holder projects for:
  - ▶ White's Station (\$3.3 million)
  - ▶ Community Improvement Plan (\$1.5 million)
  - ▶ EOC Software (\$0.4 million)
  - ▶ Agenda Management software (\$0.3 million)
  - ▶ SRF (\$0.9 million projected)
  - ▶ Growth (\$29 million)
- ▶ These reserve projects will be held in reserve until a Report to Council authorizes its use for project expenditures
- ▶ Plan includes tax revenue reductions over the ten years, forecast to grow to \$0.6 million, unchanged from the prior plan
  - ▶ the pipeline reduction has increased
  - ▶ with the landfill offsetting this change

# Budget Highlights

## 2021 Highlights Summary

<b>Changes with Tax Implications</b>	<b>(\$000)</b>	
Efficiencies	3,689	0.8%
Inflation	(3,832)	-0.1%
Homes Government Funding	4,237	0.9%
Insurance/Risk Mgt/Interest Rates	(493)	-0.1%
Service Changes	(1,456)	-0.4%
Engineering Capital inflation and service changes	(33,918)	-6.5%
<b>Total</b>	<b>(31,773)</b>	<b>-5.3%</b>

# Budget Highlights

## 2021 Highlights Summary

<b>Service Changes Details</b>	<b>(\$000)</b>	
Software/Hardware Costs/Productivity Equipmen	(3,414)	
Staffing	(3,640)	
Economic Development Service	(1,058)	
Vehicles	(23)	
Library Materials	(59)	
Planning and Land Division	(652)	
Emergency Measures	364	
Homes	(42)	
Staff/Council Development	(131)	
Community Outreach	(45)	
Facilities	6,449	
Engineering Operations	794	
<b>Total</b>	<b>(1,456)</b>	<b>-0.4%</b>

# Follow-Up Information:



1. To what extent did your department take into consideration public input received through the survey?
2. To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?
3. To what extent have you considered offsets - in other words, what are you willing to give up?
4. How are your department priorities linked back to the Service Delivery Review recommendations?
5. To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?
6. If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?
7. Options

# ➤ Reports

## Department Presentations

- 1.) Corporate Services
- 2.) Long-Term Care Homes
- 3.) Emergency Measures (Fire Training/Community Emergency Management)
- 4.) Administrative Services (Council/Warden)
- 5.) Community and Cultural Services
- 6.) Human Resources
- 7.) Financial Services/Provincial Offences Administration
- 8.) Engineering, Planning, & Enterprise
- 9.) Information Technology Services (ITS)



# 2022 Dept Budget Corporate

October 26, 2021



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# Workforce

- No employees are in the Corporate Activities and Corporate Services departments

# Department Summary

- ▶ Comprised of Corporate Activities and Corporate Services
- ▶ Corporate Activities include tax revenue, government grants, Social Service and Public Health
- ▶ Corporate Services includes insurance costs, external legal costs and recovery and corporate level type expenditures

# Budget Notes

- ▶ Project costs include:
  - ▶ Health Care Partnership
  - ▶ Worker's Compensation (WSIB)
  - ▶ Capital Expenditures for Ambulance Bases
  - ▶ Funding reserved for Modernization/Efficiency
  - ▶ Funds reserved to cover Growth related needs (funded by tax revenue growth)
- ▶ Major Memberships includes:
  - ▶ AMO
  - ▶ Federation of Canadian Municipalities
  - ▶ Elgin Ontario Health Team Membership
  - ▶ Federation of Canadian Municipalities
  - ▶ Elgin Ontario Health Team Membership
  - ▶ Municipal Employee Pension Centre of Ontario
  - ▶ Municipal World
  - ▶ Ontario Good Roads Association
- ▶ Purchased Services contains bottle water for lunchrooms and any other miscellaneous items that might arise (for example, signature disks)

# Department Summary

- ▶ External facing services provided include Public Health, Ontario Works, Child Care, Health Care partnership and community grants
- ▶ Internal Services includes legal, audit, insurance, WSIB and property assessment (MPAC)
- ▶ Public Health, Ontario Works, Child Care and MPAC are services delivered by third parties (City of St. Thomas and a provincially controlled organizations)
  - ▶ Council cannot directly influence these costs
- ▶ Safe Restart Fund (SRF) funding from the province of \$2.8 million has been received
  - ▶ \$1.6 million is forecast to be spent by year-end
  - ▶ Remaining \$1.0 million will cover the incremental costs incurred due to the pandemic in 2022 including Agenda Management Software, EOC Software, Ambulance UV Sterilization Units and temporary part-time clerks for Long-Term Care

# 2022 Ten-Year Plan Variance over 2021 Ten-Year Plan

- ▶ Agenda Management Software of \$30,000 annually is being proposed starting in 2022 - \$21,000 higher than previously plan
- ▶ Interest rates have climbed, with the budget now assuming an incremental 0.2% for an interest rate of 1.9% resulting in an extra \$40,000 in annual interest payments.

# Consultants

- Specialized legal services that are outsourced are:
  - Employment law
  - Tax appeals law
  - Integrity Commissioner

# Budget Process

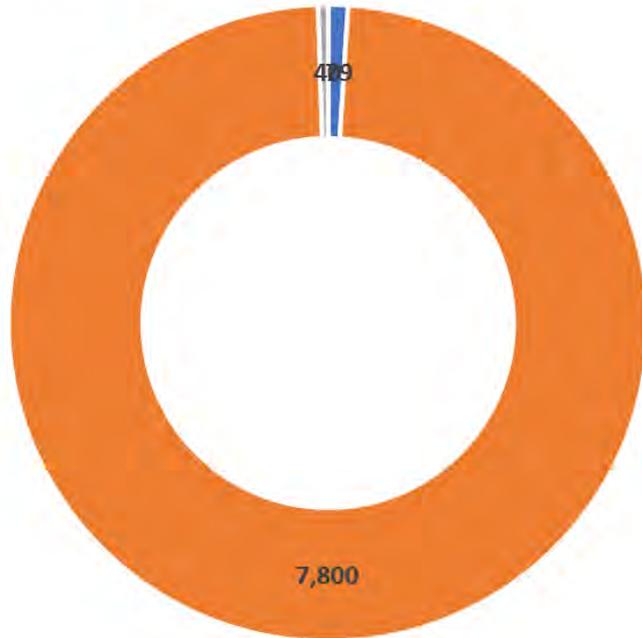
- ▶ Changes as approved by the Committee/County Council are incorporated into the plan
- ▶ Department reviews began August, with the resulting proposed changes being incorporated for consideration. Changes resulted from efficiencies, service demands and external factors
- ▶ Budget survey conducted in September with the results informing the department budget deliberations
- ▶ All changes from the February 2021 Council approved plan are tracked
  - ▶ Tax impacts for these changes are calculated
  - ▶ The sum of these tax impacts will result in a change to the 3.6% rate increase previously planned for 2022

# Reserve Projects

- ▶ The Corporate department contains place holder projects for:
  - ▶ White's Station (\$3.3 million)
  - ▶ Community Improvement Plan (\$1.5 million)
  - ▶ EOC Software (\$0.4 million)
  - ▶ Agenda Management software (\$0.3 million)
  - ▶ SRF (\$0.9 million projected)
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- ▶ These reserve projects will be held in reserve until a Report to Council authorizes its use for project expenditures
- ▶ Plan includes tax revenue reductions over the ten years, forecast to grow to \$0.6 million, unchanged from the prior plan
  - ▶ the pipeline reduction has increased
  - ▶ with the landfill offsetting this change

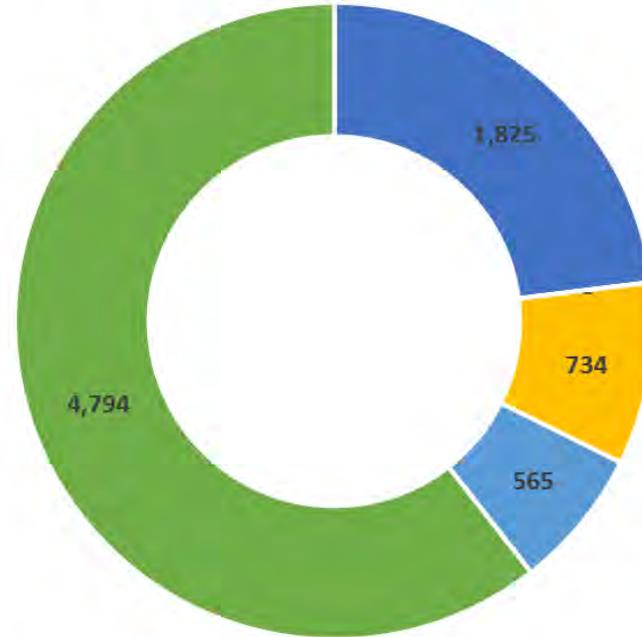
# Financial Position (2019-2021 Average Actual)

Expenses (\$000)



- Wages & Benefits
- Non-Wage Operating Costs
- Capital Costs

Funding (\$000)



- Provincial
- Federal
- Inter-Municipal
- User Fees
- Grants/Other
- Levy

- 60% of Elgin's Revenue comes from Property Tax

# 2022 Revenues & Expenditures

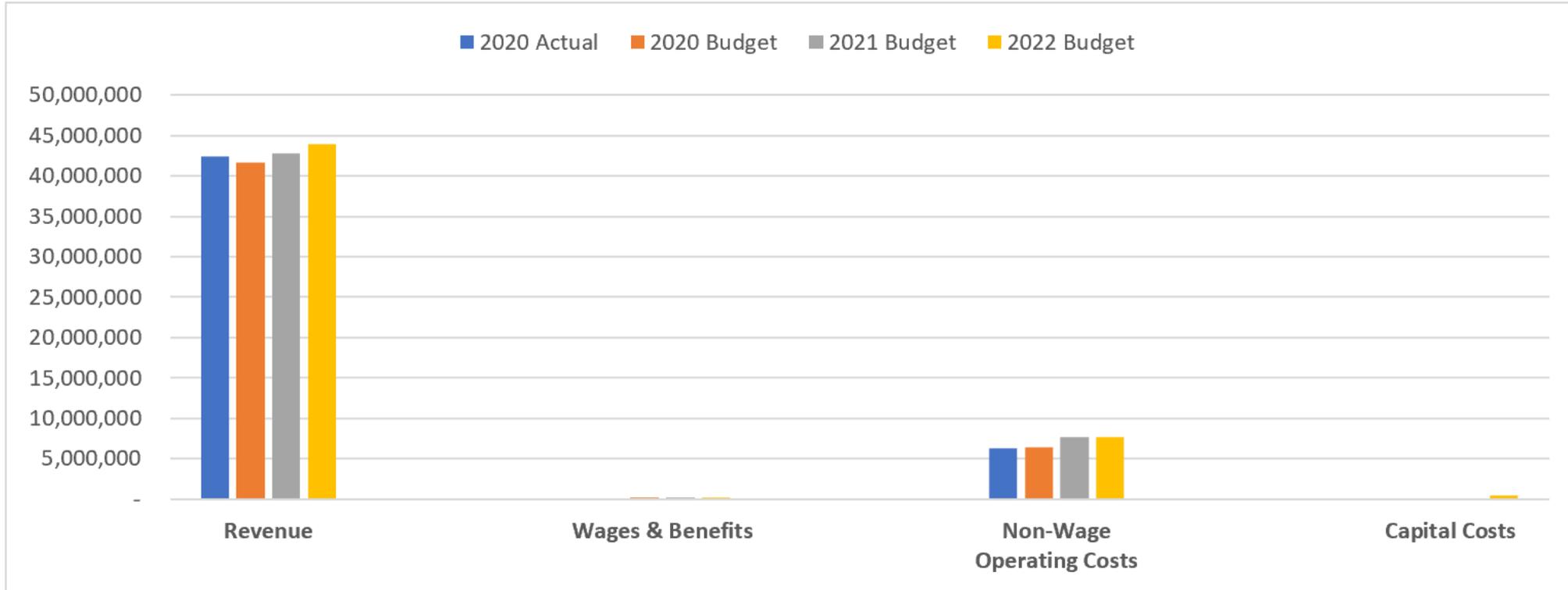
## ▶ Corporate Activities contains:

- ▶ Tax revenue
- ▶ OMPF and SRF funding
- ▶ Ambulance Bases rental revenue
- ▶ Investment Income and debt interest expense
- ▶ MPAC costs
- ▶ Community grant expenses
- ▶ Social Services (Ontario Works, Social Housing, Child Care)
- ▶ Public Health

## ▶ Corporate Services contains:

- ▶ Insurance costs
- ▶ External legal costs and recovery
- ▶ Payroll, bank, telephone, postage and audit charges
- ▶ Recognition and corporate clothing

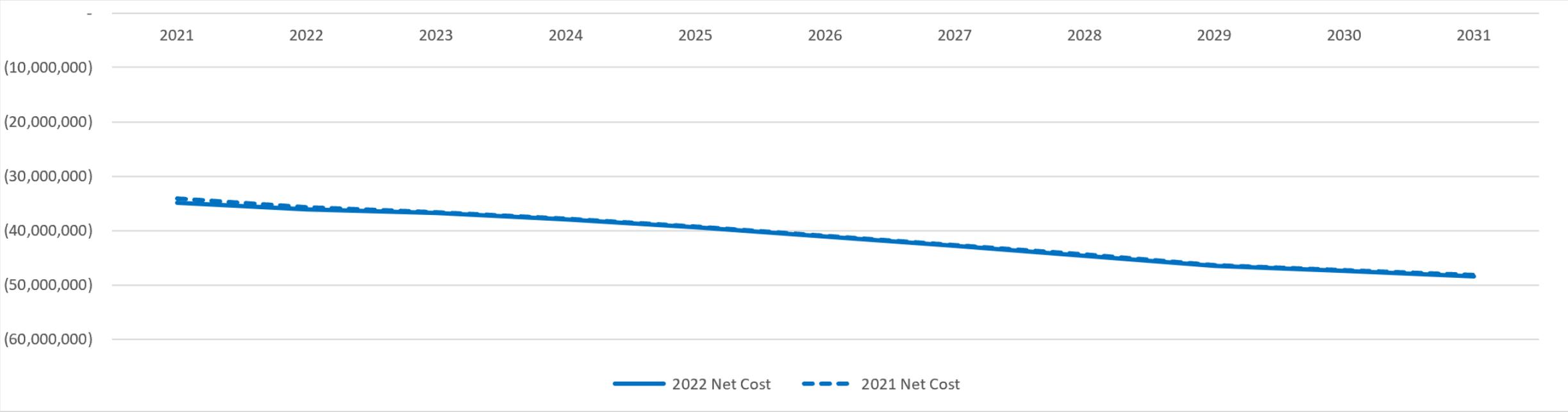
# Budget Summary (2020 – 2022)



<b>2022 Budget</b>	<b>43,994,068</b>	<b>207,800</b>	<b>7,733,251</b>	<b>464,950</b>
<b>2022 Budget vs 2021 Budget</b>	<b>1,188,475</b>	<b>214</b>	<b>(73,406)</b>	<b>(356,950)</b>
<b>Percent Change</b>	<b>2.7%</b>	<b>0.1%</b>	<b>-0.9%</b>	<b>-76.8%</b>

# Ten-Year Plan Cashflow Change From Prior Plan

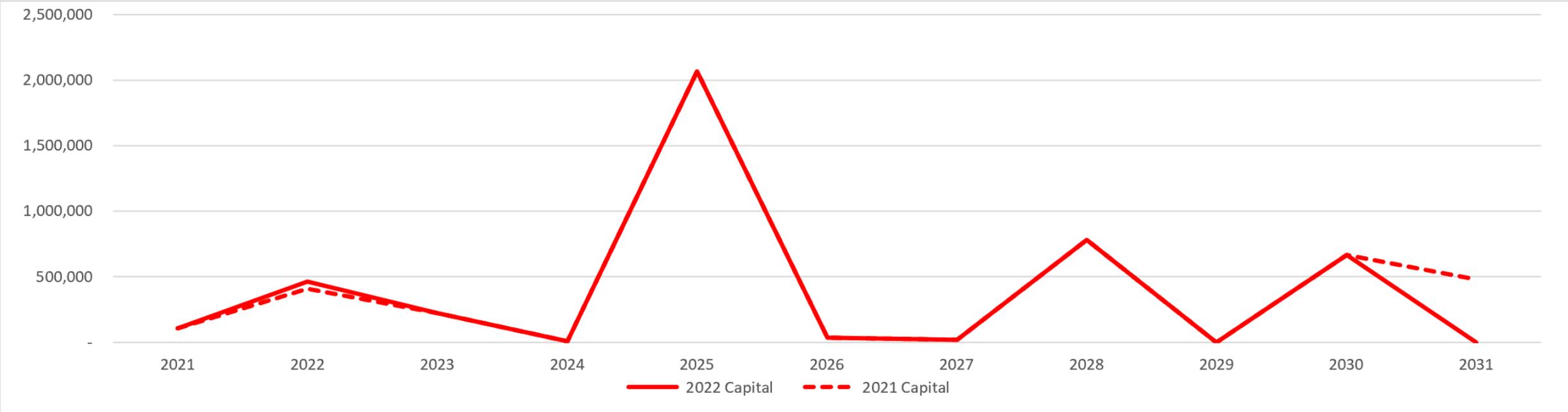
Net Operating Cost



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>2022 Plan</b>		(34,937,734)	(36,053,017)	(36,793,003)	(37,931,644)	(39,337,806)	(41,065,530)	(42,788,849)	(44,600,921)	(46,504,990)	(47,433,398)	(48,392,897)
<b>Change from 2021</b>		790,735	281,966	130,990	127,439	125,018	134,761	144,811	155,177	165,867	176,889	191,258
		-2.3%	-0.8%	-0.4%	-0.3%	-0.3%	-0.3%	-0.3%	-0.3%	-0.4%	-0.4%	-0.4%

► Changes reflect reserve line items, such as IT Director reserve or SRF being transferred to operational departments for planned spending

# Ten-Year Plan Cashflow Change From Prior Plan



<b>2022 Plan</b>	108,000	464,950	223,050	11,500	2,065,200	34,800	18,070	783,550	-	668,700	-
<b>Change from 2021</b>	-	(55,000)	-	-	-	-	-	-	-	-	479,344
	<b>0.0%</b>	<b>-11.8%</b>	<b>0.0%</b>								

- ▶ Change is for generator replacement at Edward Street station
- ▶ Budgets include spending at ambulance bases, as well as reserves for White's Station and EOC software

# 2022 Budget County Highlights

October 26, 2021



**ElginCounty**  
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# 2021 Highlights Summary

<b>Changes with Tax Implications</b>	<b>(\$000)</b>	
Efficiencies	3,689	0.8%
Inflation	(3,832)	-0.1%
Homes Government Funding	4,237	0.9%
Insurance/Risk Mgt/Interest Rates	(493)	-0.1%
Service Changes	(1,456)	-0.4%
Engineering Capital inflation and service changes	(33,918)	-6.5%
<b>Total</b>	<b>(31,773)</b>	<b>-5.3%</b>

# 2021 Highlights Summary

## Service Changes Details

(\$000)

Software/Hardware Costs/Productivity Equipmen	(3,414)
Staffing	(3,640)
Economic Development Service	(1,058)
Vehicles	(23)
Library Materials	(59)
Planning and Land Division	(652)
Emergency Measures	364
Homes	(42)
Staff/Council Development	(131)
Community Outreach	(45)
Facilities	6,449
Engineering Operations	794

<sup>71</sup>

**Total**

**(1,456)**

**-0.4%**

# 2022 Dept Budget Wrap-Up

October 26, 2021



**ElginCounty**  
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# Next Steps

Date	Meeting	Details
November 9, 2021	First budget meeting with Council	Review major changes from 2021 plan and potential impact on taxation
Mid November	Leadership Team	Finalize proposed budget
November 23, 2021	Steering Committee #3	Final review of budget
December 9, 2021	Council #2	Approval of budget and review of tax ratios and rates (with a static land fill ratio/rate)
Early March 2022	Steering Committee #3	Review final MPAC assessment and impact on rates
		Review provincial changes impacting budget and implications on the levy
		Present final tax ratios, rates and levy
Late March	Council #3	Final approval of ratios, rates and levy

# Options

- ▶ Growth Reserve Project was established with the 2021 plan, with \$0.7 million in 2022 and \$29 million in total. It is funded by the tax revenue on new assessment
  - ▶ Option 1: Increase taxes spread over 10 years increasing the annual 3.6% increase to 4.1%
  - ▶ Option 2: Use some of this reserve to reduce 2022 taxes
    - ▶ Identify details of the future needs that would draw upon this reserve (ie OP needs, departmental growth needs)
    - ▶ Bring back needs and the unallocated to Committee for review
    - ▶ Release a portion of unallocated reserve to reduce taxes in 2022

<b>February 2021 Approved 2022 Planned Tax Increase</b>	<b>3.6%</b>	<b>\$78</b>
Incorporated Budget Changes	-5.3%	
<b>Option 1 2022 tax increase</b>	<b>8.9%</b>	<b>\$193</b>
Spread increase over 10 years	-0.5%	
<b>Option 2 2022 tax increase</b>	<b>4.1%</b>	<b>\$89</b>
Release Unallocated Reserve	TBD	
<b>Option 3 2022 tax increase</b>	<b>TBD</b>	<b>TBD</b>

# Recommendations

- ▶ THAT the plan be fully funded through a 2022 tax increase of 8.9%; or,
- ▶ THAT the plan be fully funded by 4.1% tax increase for up to the next ten years; or,
- ▶ THAT a follow up report be provided to the Committee providing definitive uses of the growth reserve project and the unallocated portion that could be considered for release to lower the tax impact; and,
- ▶ THAT preliminary department budgets be presented to Council on November 9, 2021; and;
- ▶ THAT a tax rate increase of X.X% be presented to Council on November 9, 2021 as the preliminary estimate; and,
- ▶ THAT department budgets be brought back to the Committee prior to final approval at the December 9, 2021 Council meeting; and,
- ▶ THAT tax rates be brought back to the Committee prior to final approval at a March 2022 Council meeting.

▶ Questions/Comments

# 2022 Department Budget County of Elgin Homes

Michele Harris, Director of Homes and  
Seniors Services

November 8, 2021



**ElginCounty**  
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# New Programs/Service Changes over 2021

- ▶ Redeployed Staff – staff from libraries continue to provide support to the Homes to support resident and staff safety (COVID funding)
- ▶ Increased nursing department student placements across all 3 Homes (recruitment and retention opportunity) to potentially offset future overtime costs
- ▶ New Horizons for Seniors Grant Application successful in 2021 and will be complete in 2022
- ▶ RNAO Best Practice Spotlight Organization
  - ▶ Training for best practice guidelines continues
  - ▶ Final year of 3 year program – designation anticipated in 2022

# New Programs/Service Changes over 2021

New software to support nursing department and CMI funding

- ▶ **Docit Software** Project implementation consideration – to support/streamline nursing department documentation, assessments, continuity of care, **minimize compliance risks and support CMI funding success**
  - ▶ Mobile app – integrates with Point Click Care
  - ▶ IT budget 2022 costs \$28,725 - \$12,211 for year one implementation + \$16,514 annual license fee
  - ▶ Ongoing annual license fee \$16,514 with discount to 2024 and \$22,935 beginning 2025
  - ▶ Case Mix Index (CMI) impact to be measured in 2023

# New Programs/Service Changes over 2021

## 2021 Budget Carryover Request to 2022 Budget & Implementation Support

- ▶ Online Scheduling program **and Automated call-in program** for shift replacement(s) to be implemented in 2022
- ▶ 2021 Budget Carryover Request to 2022 Budget for Automated call- in program
  - ▶ Estimated \$20,000 - \$40,000 one time implementation cost
  - ▶ Ongoing annual fees estimated \$8,000 - \$15,000
  - ▶ **NEW** - Temporary part time (0.5 FTE) clerk to support scheduling/staff replacements (call ins), and scheduling and automated call in system implementation - (April – December 2022 costs ~\$75,000 across the 3 Homes)

# Additional Information

## Funding announcements – potential budgetary impact(s)

- ▶ Direct Care Staffing Supplement Funding (3 hours of Care) and Allied Health Professional Funding – March 31, 2022
  - ▶ Awaiting additional information regarding Direct Care Staffing Supplement Funding and Allied Health Professional funding
  - ▶ Calculation details – disciplines/duties, paid/**worked** hours, etc.
  - ▶ Per bed funding
  - ▶ **Opportunity for significant efficiencies**

# To what extent did your department take into consideration public input received through the survey?

- ▶ How important are the long-term care homes (LTCHs) and Senior Services?
  - ▶ 84.7 % of respondents – “somewhat, “very important” or “one of the most important”
- ▶ Investment in LTCHs should be:
  - ▶ 88.8% of respondents – “maintained/increased”
- ▶ Comments:
  - ▶ “We spend way too much on LTC considering the low number of residents”
  - ▶ “Fundraising items for Terrace Lodge don’t make sense, too costly”
  - ▶ “Underfunding health care for years”
  - ▶ “A 5 year waitlist for LTC”

# To what extent did your department take into consideration public input received through the survey?

- ▶ Top 2 priorities that Elgin County should spend more tax dollars on:
  - ▶ # 1 – Social services/affordable housing
  - ▶ #2 LTCHs and Seniors Services
- ▶ Ways to increase spending on these services:
  - ▶ Efficiencies
  - ▶ Decrease spending in other service/program areas
- ▶ Fewer tax dollars should be spend on:
  - ▶ LTC and Seniors Services ranked 8<sup>th</sup> out of 10 options to spend less tax dollars

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Set objective to maximize efficiencies related to Case Mix Index (CMI) funding across all 3 Homes to offset increases in inflation
- ▶ The Homes continue to identify opportunities (although on a much lower level) within the operating budgets for each line (e.g. \$100 - \$1000) for items such as development, mileage, travel, equipment, repairs, etc.
- ▶ The Homes have not requested an inflationary increase to budget lines such as supplies, development, travel, mileage, repairs/maintenance, equipment, etc. despite the increase in costs to these budget items

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Raw food 5 % increase anticipated and planned in 2022 – implementation of dietary software in 2022 to positively impact 2023 (and ongoing) raw food budget
- ▶ Grants/value added opportunities for education for front line staff and programs for residents
- ▶ Docit Software to support CMI funding and compliance beginning 2023/2024
- ▶ Automated call in program software costs to reduce overtime costs

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ No inflationary increase for supplies
- ▶ Must maintain 3 hours of direct care staffing and meet incremental timelines for 4 hours of care – unable to reduce nursing department staffing
- ▶ Program and therapy hours currently align with funding
- ▶ Consideration to dietary and housekeeping/laundry

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Monitor provincial policy changes and how it affects the County Homes (ongoing)
  - ▶ Maximize efficiencies related to Case Mix Index (CMI) funding across all 3 Homes
  - ▶ Infection Prevention and Control Funding
  - ▶ Medication Safety Technology Funding
  - ▶ “Supporting Professional Growth Fund” of \$26.82/bed/month beginning November 1, 2021
- ▶ Continue to advocate for increased funding to offset the Homes costs to the County
  - ▶ 3-4 hours of care – efficiencies anticipated to offset municipal contributions
  - ▶ AdvantAge Ontario Board Member; volunteer for ministry sub-committees, etc.

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Continue to explore recruitment initiatives with Human Resources
  - ▶ Accelerated PSW program and increased PSW and registered staff programs = significant increase in placements = recruitment opportunities to be supported by Human Resources
  - ▶ Supportive Care Assistant Program
  - ▶ Involvement with Health Care Management software implementation
- ▶ Invest in online scheduling and online recruitment software; and
- ▶ Include annual direct costs of \$38,000 and annual direct savings of \$60,000 to support the aforementioned initiatives
  - ▶ Software and scheduling costs to support overtime reduction and time savings for clerical staff and registered staff (after hours)

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ Monthly meetings with finance year round – performance and variance reports
- ▶ Requests for Proposal processes adhered to; follow up meetings to ensure performance and expectations being met by service providers to support operational and capital budget
- ▶ Working with I.T. regarding new software to support nursing department, CMI funding, dietary compliance and raw food budget; and, volunteer management for program support services
- ▶ Investigating recruitment and retention strategies and implement those identified to be most achievable in collaboration with Human Resources
- ▶ Working with engineering to identify future capital requirements including Asset Management Plan

## If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- ▶ Staffing costs = 86 % of LTCHs budget
- ▶ 5% of 2022 operational budget - \$176,811
- ▶ Unable to reduce direct care staffing– need to meet 3 hours of direct care
- ▶ Across the Homes, reduction of 12 hours housekeeping/laundry and 14 hours dietary department = \$52,180
- ▶ Not recommended by staff due to Significant Risks:
  - ▶ Ministry Compliance risks
  - ▶ Infection/outbreak risks
  - ▶ Nutritional risks
  - ▶ Resident and family complaints
  - ▶ Resident care/services - quality of life and well-being

# Options

- ▶ Continue to work to strengthen CMI processes (implement software, consultant, education/support) to support maximum efficiencies
  - ▶ Recommendation that an improvement of \$233,000 for Long Term Care be included in the 2022 Homes budget which includes the CMI efficiency with minor offsets
  - ▶ This amount is greater than the 5% of 2022 operational budget - \$176,811
- ▶ Approach to provincial Ministry of Long-Term Care Direct Care Staffing Supplement Funding (three (3) hours of care)
  - ▶ Any staffing increases to be implemented at lowest possible cost
  - ▶ Ensure consistently meeting the 3 hours/resident/day requirement to avoid reconciliation of funds

# Recommendations

- ▶ THAT an improvement of \$233,000 for Long Term Care be included in the 2022 Homes budget which includes the CMI efficiency with minor offsets; and,
- ▶ THAT, \$28,725 be allocated for year one implementation and annual license fee for Docit software to support nursing department compliance and documentation; and,
- ▶ THAT, \$16,514 be allocated annually for license fee beginning 2023, and \$22,935 beginning 2025; and,

# Recommendations

- ▶ THAT, council approve 2021 Budget carryover request of \$38,000 to 2022 to support one time implementation costs of automated Staff Call in program; and,
- ▶ THAT, up to \$15,000 be allocated annually for licensing fees; and,
- ▶ THAT, council approve the continuation of Temporary part time (0.5 FTE) clerk to support scheduling/staff replacements (call ins), and scheduling and automated call in system implementation from April – December 2022 (costs ~\$75,000 across the 3 Homes); and,
- ▶ THAT, staff shall report to council the financial impact of provincial funding related to Direct Care Staffing Supplement Funding (three (3) hours of care) and Allied Health Professional funding once full funding details available

# 2022 Department Budget Emergency Services

Jeff VanRybroeck CEMC/Fire Training Officer

November 8, 2021



**ElginCounty**  
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# New Programs/Service Changes over 2021

## ▶ General

- ▶ Departmental Structure change to become a department rather than a function of administrative services.
- ▶ Addition of a FTE administrative assistant.
- ▶ Addition of EMS services into this departments portfolio

## ▶ Fire Training

- ▶ Course Delivery
  - ▶ 2021- 12 Fire Service courses were offered (2 online and 10 in-person)
  - ▶ 2022- 50 Fire Service courses will be offered (approx. 10 online and 40 in-person)
- ▶ Ontario Fire College Partnership- takes effect April 1<sup>st</sup> 2022
- ▶ Enhanced support to the LMP fire departments in terms of training certification, documentation and tracking.

## ▶ Emergency Management

- ▶ Enhanced Emergency Management support for LMP's.
- ▶ Potential addition of a FTE Emergency Management Program Coordinator.
- ▶ Emergency Management CEMC service to LMP's pilot program expires December 31, 2021

# Additional Information

- ▶ The general approach to the 2022 budget has been to strengthen the County's ability to effectively respond to emergencies, to strategically support area fire services, and to make NFPA certification training accessible to all LMP fire departments.
  - ▶ Promoting the support role the County can hold in terms of Emergency Management for the LMP's can lead to increased partnerships and conversations.
  - ▶ Ongoing operations through the pandemic have identified the need for coordinated planning between the County and all LMP's.

# To what extent did your department take into consideration public input received through the survey?

- ▶ Public survey did not have any direct questions or comments regarding Emergency Management or Fire Training.
- ▶ Feedback and comments were reviewed in detail prior to budget completion
- ▶ Notable comments in the survey were around reducing spending, working together and fiscal responsibility.
- ▶ 2022 budget preparation is focused on supporting the LMP's to allow them to provide a superior service at a reduced cost through partnership and collaboration.

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Discussions with LMP Fire Chiefs discussed meeting training mandates in an effective and efficient way allowing them to achieve more training with the same funds or account for inflation within the same budget umbrella.
- ▶ Discussions with LMP clerks and CAO's were focused on improving EM services through County partnership, allowing LMP staff to focus on growing demands.
- ▶ Sample department from 2021- 35 students
  - ▶ Department had 35 students enrolled in classes throughout 2021.
    - ▶ Through the County fire training partnership they were charged out at a cost recovery basis per student costing the LMP fire department \$ 3,464
    - ▶ If the Fire Chief had sent the same 35 students to take the same courses at a third party provider it would have cost the department \$ 17,480 for enrolment, not accounting for hotels, meals mileage.
    - ▶ The training partnership has saved this 1 Municipality \$ 14,016 over the 6 month sample of 2021, allowing them to do additional training within their training budget or reallocate funds based on inflation

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ The Emergency Services department is in the growth phase and with that in mind the consideration wouldn't be as much what are you willing to give up, as it would be where aren't we looking to grow.
  - ▶ Eliminate the CEMC partnerships with LMP's- (*RISK is that we are going against the Service Delivery Plan of looking for shared service opportunities*)
  - ▶ Defer the Emergency Program Coordinator position to 2023- (*RISK in not having the resources to provide adequate support to all LMP's of Elgin County and to the partner LMP's that we provide CEMC services to*)
  - ▶ Install the technology items in the Emergency Operations Centre over a 2-3 year period- (*RISK is that installation of technology items are generally more cost effective during the renovation phase, and we could be looking at higher costs doing these installs outside of the renovation*)
  - ▶ Reduce the fire training course offerings- (*RISK is that we are not equally respecting the training needs of each department within the partnership, also this would reduce the expenses but would also reduce the revenue in an equal or expanded amount*)

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Restructuring of department
- ▶ Improving trust and supporting LMP's
- ▶ Shared service and collaboration
- ▶ Organizational redesign- EMS shift to CEMC

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ Discussions with Facilities regarding EOC renovations
- ▶ Discussions with Finance regarding planning and revenue streams
- ▶ Discussions with Administration regarding support and resources.
- ▶ Discussions with LMP's regarding Emergency Management support and direction.
- ▶ Discussion with LMP Fire Chief regarding departmental training needs and NFPA course requirements
- ▶ Discussions with the Ontario Fire College regarding course availability and course needs in our area.

## If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- ▶ 5% of the Emergency Services operating budget is equivalent to \$13,702
- ▶ EOC technology phased in approach- \$13,000 per year over 3 years- *(RISK is that installation of technology items are generally more cost effective during the renovation phase, and we could be looking at higher costs doing these installs outside of the renovation)*
- ▶ Defer EM Program Coordinator position to Q4 2022-\$21,897 - *(RISK not having the resources and capacity to support LMP's that may want to extend the CEMC services agreement beyond the pilot, and inability to offer this service to other LMP's who may express interest)*
- ▶ Defer or eliminate the Utility Trailer to 2023- \$15,000- *RISK storage of assets becomes an issue, as well as time and resources to move equipment to LMP fire stations for training purposes.*
- ▶ Revenue Calculation- Currently the revenue calculation is factored in at 80% attendance in courses. By changing the calculation from 80% to 90% will add \$22,000 in revenue. Currently for 2021 we are running at 100% attendance with a 25% wait list.

# Recommendations

- ▶ THAT the wages and benefit lines be adjusted to reflect approved changes made by Council on October 12<sup>th</sup>, 2021; and
- ▶ THAT the changes to the purchased services line, supplies line, mileage line and revenue line be approved to support the LMP training initiatives and the operation of the Elgin-Middlesex Regional Fire School; and
- ▶ THAT the Capital projects presented be approved to help support the Fire Training and Emergency Management initiatives throughout the 2022 calendar year.

# 2022 Department Budget Administrative Services

Julie Gonyou, CAO

Katherine Thompson, Manager Administrative Services

November 8, 2021



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# New Programs/Service Changes over 2021

## For Council's Consideration in 2022:

- ▶ \$20,000 is being proposed for costs associated with a joint County-wide Council Orientation. These funds are only required every four (4) years and will cover orientation costs for the County of Elgin and any interested Local Municipal Partners.
- ▶ A budget increase of \$2,000 is being proposed for the Warden's Banquet. This budget has not been increased in over a decade. Costs have risen significantly in this time.
- ▶ An annual Council and Committees Promotion and Marketing budget of \$5,000 is being proposed to support Committee and Council driven engagement initiatives.
- ▶ To improve efficiencies and as referenced in the Service Delivery Review, electronic agenda software at the annual cost of \$30,000 is proposed.
- ▶ \$166,000 has been added to the ten year plan as a result of an accelerated replacement cycle for Ambulance laptops in the field, with the addition of two spare laptops.

# New Programs/Service Changes over 2021

## **Council Approved Changes in 2021 resulting in an increase in 2022 budget:**

- ▶ A Senior Legal Counsel was hired to assist with increased volume of legal work at the County and LMP level.
- ▶ A second Full-Time Legislative Services Coordinator was added to the staff compliment. This accounted for a minimal increase as this position replaced an Administrative Assistant role.
- ▶ Using COVID-19 relief funding a 2-year contract was approved for a Full-Time Main Reception Administrative Assistant. A placeholder has been included in the 10 year plan to support this position on an ongoing basis. This is subject to Council approval when the contract for this position ends in December of 2022.

# Additional Information – County-wide Orientation

- ▶ To prepare for orientation following the 2022 Election, staff are proposing:
  - ▶ That the County, with the support of LMPs, arrange for a joint-orientation session.
  - ▶ Following preliminary discussion with LMPs, it is suggested that this would include a bus tour of the County (\$5,000 - \$6,000)
  - ▶ Print materials and an orientation series with guest speakers (\$14,000 - \$15,000)
  
- ▶ **Options:**
  - ▶ #1: Cost-recovery from Local Municipal Partners for up to 50% of orientation
    - ▶ Revised “ask”: \$10,000 (County)
    - ▶ LMP cost-recovery (interested municipalities): \$10,000
    - ▶ Risk: if LMPs do not co-fund this initiative, orientation program will be scaled accordingly
  - ▶ #2: Forgo the bus tour, develop host one (1) conference series, develop County-wide orientation materials.
    - ▶ Revised “ask”: \$5,000 (County)
    - ▶ LMP cost-recovery (interested municipalities): \$5,000
  - ▶ #3: Focus on County-only orientation - \$5,000

# Additional Information – Agenda Software

- ▶ To improve efficiencies and as referenced in the Service Delivery Review, electronic agenda software at the annual cost of \$30,000 is proposed.
- ▶ **Options:**
  - ▶ #1: Buy software - \$30,000
    - ▶ Benefits: increase efficiencies
  - ▶ #2: Forgo software (2<sup>nd</sup> year in a row) and continue with inefficient process

# Additional Information – Agenda Management Software

- ▶ Annually, the Administrative Services Team compiles 24 Council Agendas and approximately 60-65 Committee Agendas.
- ▶ As part of the process, agenda templates are created, documents are ordered and attachments included, each document is checked and made accessible (AODA requirement), documents are combined and go through an approval process. A minutes template is also created for each meeting.
- ▶ Council agendas on average take nine (9) hours to compile. Committee agendas take approximately four (4) hours to compile. This includes all activities listed above (including the development of minutes templates).
- ▶ It takes approximately 456 hours annually to produce agendas and minutes for Council and Committees
  - ▶ Council ( $24 \times 9 = 216$ )
  - ▶ Committees ( $60 \times 4 = 240$ )
  - ▶  $216 + 240 = 456$
- ▶ Staff believe that automating this process with an agenda management software could reduce this time by at least 50%. A full year of implementation would be required to gather metrics to be presented to the Committee in advance of the 2023 agenda.

# Additional Information

## ▶ Warden's Banquet Costs

- ▶ Formerly a two tier system - approximately 100 guests were given free tickets and about 20 people had the option to purchase their ticket for \$20 which at the time was the cost of the meal. Now that meals are approximately \$40/head we would need to charge more per person to recoup our costs.
- ▶ Could be 100% cost-recovery – all attendees could pay and completely recoup our costs for the meal; however, it might be unpopular to charge former Wardens, members of Council and the Warden's guests. Also, if we charge staff to attend they may choose not to come.

### **OPTIONS:**

- ▶ 1. Charge everyone the cost of the meal (~\$40)
- ▶ 2. Reevaluate the list of attendees and come up with a 2 tiered list of free and paying guests
- ▶ Eliminate \$500 for the Warden's charity of choice
- ▶ 3. Charge more than the cost of the meal and give the excess funds to a charity. Making the Warden's Dinner a Charity Gala would be good for optics. People would also be more willing to pay if proceeds from their tickets go to a good cause. Each year it could be for the charity of the Warden's choice.

CAO Note: This is an event that is deeply rooted in tradition and politically sensitive – it is recommended that options be presented to Elgin County Council for their consideration as soon as possible if this is an area the Committee wishes to explore.

## To what extent did your department take into consideration public input received through the survey?

- ▶ 35% of respondents thought that the amount spent on Government Services, Administration, County Council and Committees was appropriate. 42.5% thought Elgin County spends too much on these services.
- ▶ Despite the call to reduce spending on government services, the public continues to call for increased opportunities to share feedback and increased government transparency.

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ When asking for additional funds for the Warden's Banquet we took into consideration the inflationary costs associated with Food and with venue rentals.

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ Eliminate the proposed agenda software if the time isn't right
- ▶ Scale back on Council meals and refreshments for Council meetings and other events arranged by Administration Staff on behalf of County Council
- ▶ Reduce Council and/or staff development
- ▶ Reduce supplies (e.g. printing supplies – surveys, etc.)
- ▶ Forgo assisting LMPs with new Council orientation – focus on County needs only

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ The Service Delivery Review identified significant savings as a result of manual and paper-based processes across Human Resources, Information Technology Services, Long-Term Care and Finance that allocate time to non-value added activities. The resulting duplication in efforts and misallocation of staff time represent annual productivity gains that would be addressed by digitizing these processes through one or two software solutions, reallocating staff time to higher value-added activities.
- ▶ The SDR predicted a 75% reduction in time spent on timekeeping, scheduling, payroll, data entry and records management processes for a productivity gain of \$241,000 annually. This is more related to the HCM Software though. Agenda prep wasn't included.
- ▶ While agenda preparation wasn't explicitly included in the SDR, a reduction in "paper-based processes" was referenced.

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ The tools utilized by the Administrative Services Department are entirely in service of Council, Committees and other department areas and therefore collaboration is continuous and ongoing.
- ▶ Careful consideration is given to ensure that what is accounted for in one budget is not included in another.
- ▶ Engagement tools deployed by the Corporate Communications function are in service of projects across the Corporation. To ensure that funds are used in the most efficient manner, the department is in constant consultation with other service areas to determine what engagement and communications needs will arise in the coming year, determine costs associated, and find ways to make the most efficient use of funds and tools through cross promotion.

# If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- ▶ Council Development could be reduced.
  - ▶ The Municipal Government environment has undergone significant and rapid change over the past 5 years. The vibrancy and vitality of a community relies on effective elected leadership. It is critical that officials stay up to date on the competencies and skills required to do their jobs effectively.
  - ▶ Council will forgo opportunities to network and communicate with their counterparts in other municipalities.
- ▶ Council Meal Allowances could be reduced.

## **BANQUET – change format to find 5% cost savings**

- ▶ Funds for the Warden's Banquet could be reduced and/or guests could be required to pay for their ticket to attend.
  - ▶ Risks include a reduced attendance rate and reduced significance of the event.
- ▶ Staff Development could be reduced.
  - ▶ Staff development is critical for business continuity and succession planning purposes.
  - ▶ Providing staff with development opportunities contributes to employee retention.
  - ▶ **Note: Council has pre-approved some of the staff development costs.**

# Options

The following options are presented for Committee consideration:

- ▶ Amount for County-wide Council Orientation could be reduced or the County could recover the cost from Local Municipal Partners (between \$10,000-15,000)
- ▶ The Committee could decide on status quo funding for the Warden's Banquet, a reduction in funding for the Warden's Banquet (5% savings) and adjustments could be made to planning for this event ( in excess of \$2,000).
- ▶ The Committee could direct staff to reduce paid Council and Committees Marketing and Promotions (\$5,000). This would result in fewer residents being reached during engagement processes.
- ▶ The Committee could defer Electronic Agenda Software until 2023 (\$30,000)

# Recommendations

- ▶ THAT \$20,000 be included in the draft 2022 budget for County-wide Council Orientation.
- ▶ THAT \$5,000 be included in the draft 2022 budget for Council and Committee Promotion and Marketing.
- ▶ THAT an additional \$2,000 be included in the draft 2022 budget for the Warden's Banquet.
- ▶ THAT an additional \$30,000 be included in the draft 2022 budget (and included annually in the 10 year plan) for the implementation and licensing of electronic agenda software.
- ▶ THAT an additional \$166,000 be added to the 10 year plan for replacement of 18 laptops every four years for Ambulance Services

# 2022 Department Budget Community and Cultural Services

Brian Masschaele

November 8, 2021



ElginCounty  
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# New Programs/Service Changes over 2021

- ▶ We are projecting that full service levels will be restored in 2022 after disruptions in both 2020 and 2021 due to COVID-19. This means library branches operating at full hours and providing all services, including community programming. Museum will again be hosting community events and meetings.
- ▶ No formal service enhancements are being proposed for 2022 over pre-pandemic levels.

# To what extent did your department take into consideration public input received through the survey?

- ▶ 64.4% of respondents rated services as somewhat important or above. 29.6% of respondents rated services as not important.
- ▶ 64.8% of respondents said service investments should be maintained or increased. 31.5% of respondents said service investments should be decreased.
- ▶ Current results from fine-free survey and other engagement efforts by the library indicate strong support for service among active users who may not be motivated to respond to a budget survey – We need to promote the budget survey to our users better.
- ▶ Perceived as a “soft” service but that is not the case. Legislated context of libraries as a **mandated** service under the *Public Libraries Act*, and the effectiveness of a cooperative model to provide that service to each municipality under the County’s administration, may not be fully understood. Archives also supports key legislative requirements under the *Municipal Act* and other acts through a cooperative approach with local municipal partners.
- ▶ Results show that **we must not be complacent** with the investments we receive and that we must continually show value for money to our ratepayers.

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Accounting for inflation is a major factor in our budget planning and has been integrated in the following areas:
  - Library lease payments to local municipal partners (October CPI used for annual increase);
  - Fuel and maintenance costs to operate library van;
  - Book, e-resources and magazine costs – Staff obtain market analyses from vendors to project annual increases which factor in market trends, inflation and USD considerations as outlined in October 26, 2021 presentation.

## To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ Two budget increases are being requested in 2022:
  - ▶ \$5,000 increase to electronic resources in the library operating budget (further analysis follows);
  - ▶ Increase in catalogue hosting costs to London Public Library from \$9,000 in 2021 to \$13,000 in 2022 as part of IT budget.
- ▶ \$5,000 in anticipated revenue loss from going fine-free in 2022 already mitigated in 2022 request.
- ▶ Mileage and professional development costs could be reduced further to mitigate these increases but are not recommended given return to full service in 2022 as we emerge from the pandemic.

# Service Delivery Review Recommendations

- **Elgin County already has strong, collaborative working relationship with the City of St. Thomas's library service. In the near term, there are potential cost savings for the two services to formalize procurement of both hardcopy and e-resources.**
- **As both communities' populations grow, there may be opportunities to collaborate in the development and operations of new library facilities in St. Thomas' westside and the Talbotville area.**
- **As the role of the library changes in both communities, there may be opportunities for the services to collaborate on the administration of social services and innovative programming.**

## Recommendations

- **Formalize procurement of hardcopy and e-resources.**
- **Explore partnerships for new facilities in high growth areas.**
- **Explore partnerships for innovative service models.**

# Service Delivery Review: Progress to Date

- ▶ Presentation of SDR recommendations to STPL Library Board – December 2020. At that time, the board indicated that current strategic planning efforts do not involve a second branch in the west part of the city.
- ▶ Three formal meetings and additional consultations have taken place between ECL and STPL staff to discuss collection synergies and buying opportunities.
- ▶ Outcomes to date:
  - ▶ Stronger partnerships, service improvement and innovation in the areas of programs and community partnerships (e.g. virtual drag queen story times), inter-library loans, access to book club kits, eresources collection development (e.g. complementary offerings) and future procurement of catalogue software.
  - ▶ In terms of collection procurement savings, we have identified two vendors (Library Services Centre and Library Bound) used by both libraries but to much different degrees and for different types of materials. Vendors have not identified any bulk discounts that could be achieved through co-purchasing. Savings on co-procurement of materials will not be realized. However, savings will occur in the areas of shipping and delivery of materials (co-delivery, from Library Services Centre), and purchasing programs (pre-purchasing materials processing costs for further discount, from Library Services Centre). Projected cost savings in 2022 of \$500-1,000 in these areas is due to these opportunities and is a result of these formal meetings and additional consultations with STPL staff.

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ Regular consultation with IT on matters such as connectivity costs at library branches and hardware/software costs to support services.
- ▶ Partnership with HR on collective agreement with CUPE that includes unionized wages increases as follows: 1.75% in 2022, 1.8% in 2023, 1.95% in 2024.
- ▶ Consultation with local municipal partners and Finance to establish library lease payments based on annual CPI increases.

If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- ▶ This amounts to a reduction of approximately \$150,000.
  - ▶ We would have to consider reducing the number of library branches by one and maybe two.
  - ▶ We would have to reduce branch hours and the staffing costs associated.
  - ▶ We would have to reduce the amount of materials we purchase.
  - ▶ We would have to explore every means possible to increase revenue and donations.
- ▶ Risks
  - ▶ Reduced lease income to local municipal partners.
  - ▶ Decrease in the quality of the collection which will then impact usage.
  - ▶ Will put library fine-free initiative at risk and eliminate the benefits associated.

# Options

- ▶ Professional development and travel budgets could be reduced but this not recommended. Training budget is critical given how quickly technology changes and is already less than 1% of total wages as recommended by ARUPLO guidelines. In 2022, the Ontario Library Association conference will be virtual again allowing more staff to participate and we will be returning to in-person training such as the annual ARUPLO conference.

# Recommendations:

- ▶ THAT the budget for library electronic resources (operating) be increased by \$5,000 effective the 2022 budget year, with annual inflationary increases thereafter in the County's ten-year financial plan, and;
- ▶ THAT the budget for library materials (capital) be maintained with annual inflationary increases in the County's ten-year financial plan starting in 2022, and;
- ▶ THAT our team continue to look for opportunities and efficiencies in library collection budgets, including on-going partnerships with St. Thomas Public Library wherever feasible.
- ▶ THAT library fine revenue be reduced by \$5,000 and off-set by donation revenue as outlined in the presentation "A Path Forward on Library Fines" presented to County Council on September 28, 2021.

# 2022 Department Budget Human Resources Department

Amy Thomson, Director of Human Resources

November 8, 2021



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# New Programs/Service Changes over 2021

- ▶ Continued work toward HR Shared Service Agreement with interested LMPs
- ▶ Human Resources departmental restructuring
  - ▶ Addition of Human Resources Coordinator position
  - ▶ Manager of Human Resources recruited - *adding back-up to Director position as needed to ensure operational/business continuity*
  - ▶ Accessibility Coordinator recruited
  - ▶ All position responsibilities reviewed and amended to meet current and anticipated future demands

# Additional Information

- ▶ Manulife Benefit plan April 1<sup>st</sup>, 2022 *projected* increase just received from benefit consultants Mosey & Mosey based on the first 9-months of 2021 experience:
  - ▶ Overall 2022 projected increase currently expected to be approx. **12.7%**, which represents a **\$207,096** annual increase
  - ▶ Long-term Disability (LTD) coming off 2-year rate guarantee and Life continues to be under rate guarantee for another year, due to 2020 marketing
  - ▶ Ultimately, organizational culture and wellness initiatives aim to improve employee health, which in the long term, should put downward pressure on the cost of benefit plans (especially associated with high cost drivers like disability leaves (LTD) and drug costs)

# To what extent did your department take into consideration public input received through the survey?

- ▶ All feedback and comments were reviewed in detail prior to budget completion
- ▶ Consideration of local and market conditions during collective bargaining and non-union compensation and policy recommendations
  - ▶ Conservative approach to collective bargaining relating to wages and benefits (aware of escalating benefit costs; costing analysis throughout process)
- ▶ Some survey comments related to staff compensation
  - ▶ Planned independent market salary and compensation policy review will identify any gaps to market or flaws in compensation policy application
  - ▶ Compensation strategy aims at 50<sup>th</sup> percentile to market, rather than leading

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ During collective bargaining – economic / costing analysis to limit impact to County budgets
- ▶ Continuous review of benefit plan anticipated cost drivers; consideration as workplace initiatives are developed with goal toward cost containment and reduction
- ▶ Have not requested an inflationary increase to budget lines such as supplies, development, travel, mileage, etc. despite the increase in costs to these budget items (no inflationary increase to these lines in over 3-years)
- ▶ Accessibility role consistently seeking grant opportunities for Elgin and Middlesex municipalities

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ Despite elements of benefit plans that are lagging market, recommendation has not been to increase due to significant and escalating plan costs
- ▶ Have reviewed all planned membership and development costs to ensure all are relevant and necessary for current roles and responsibilities
  - ▶ Rather than increasing across 10-year budget, only increase in specific year(s) of need
  - ▶ Ensure memberships are providing benefit and value to the organization
- ▶ Constantly pursue low or no cost professional development opportunities to maintain and enhance knowledge
  - ▶ Recently, virtual options are proving to be much less costly and often free
  - ▶ While determination was made to maintain budget in relation to development expenses during the pandemic, these dollars were not spent in 2020 or 2021
  - ▶ When planning for professional development, evaluate what can be “given up” in exchange for new needs
  - ▶ Sourced effective virtual leadership development opportunity – savings related to travel and course fees

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Working toward HR Shared Service agreement
- ▶ Human Capital Management system
- ▶ Organizational Structure Review work
- ▶ Documentation and review of HR processes
  - ▶ Conversion of manual / paper based processes to digital (with IT department support)

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ Collaboration with Homes Management and Leadership Team toward recruitment / retention and organizational culture developmental opportunities
- ▶ Collaboration with Leadership Team and impacted departments on policy review and development
- ▶ Utilization of performance reports from Finance and collaborate when discrepancies identified
- ▶ Worked with Finance / Purchasing to complete the RFP process to initiate a market salary review 2021/2022

# If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- ▶ 5% represents \$35,000 within the Human Resources budget:
  - ▶ Given that the department is service based, majority (93%) of total costs fall under wages and benefits for HR team members
    - ▶ 50% of the costs of the Accessibility Coordinator role are offset by revenue via Shared Service agreement
  - ▶ To achieve 5% savings would either require direct impact to staffing levels or significant decrease in operating costs
  - ▶ Risk to reducing staffing levels → escalating / unmanageable workloads within the department
  - ▶ Alternatively, majority of operating costs would have to be cut from the budget
    - ▶ Total operating costs of approx. \$53,000 would need to be reduced to \$18,000 (operating costs include corporate and HR professional development, recruitment advertising / improvement initiatives, organizational culture, memberships/subscriptions, office supplies, and Accessibility Advisory Committee expenses)
    - ▶ Risk → Most operating lines have been underspent or unspent throughout the pandemic, there is catch-up work in these areas.
    - ▶ Risk to delaying or cancelling professional development → professional development is required for maintenance of designations required for certain positions; members seeking development in line with changing and increasing demands (e.g. remaining current on legislative and best practice changes)

# Options

- ▶ Consider deferral of initiatives such as:
  - ▶ Organizational Culture development initiatives
    - ▶ Leadership Development
    - ▶ Recruitment & Retention Initiatives:
    - ▶ Wellness Program development
    - ▶ HR Policy & Program development
  - ▶ HR professional development
  - ▶ HR Shared Service Agreement – *in order to be of mutual benefit, will eventually result in revenue toward County HR budget (offsetting of costs)*

# Recommendations

- ▶ In order for the Human Resources department to achieve service delivery review recommendations, and continue to deliver current service levels, it is recommended:
  - ▶ THAT net expenditures of \$700,214 for Human Resources be included in the 2022 budget

# 2022 Department Budget Financial Services/POA

Jim Bundschuh

November 8, 2021



**ElginCounty**  
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# New Programs/Service Changes over 2021

- ▶ \$15,000 for a co-op student position
  - ▶ Reducing the risks associated with launching the large-scale HCM project by providing additional staffing support
  - ▶ Developing our local students provides a pool of CPA talent with experience in municipal government that the County and our LMPs can potentially draw upon when needed
  - ▶ To be funded by carryforward funds saved by internal completion of the programming required for the budget programming project. As a result, there would be no incremental impact to budget.
- ▶ An upgraded letter folding machine would add \$3,000
  - ▶ efficiency action to allow staff more time to focus on increased reporting demands
  - ▶ Similarly, would also benefit HR, Admin Services and EPE

# Additional Information related to Payment Platforms

- ▶ There arose a question regarding the need for various different payment platforms and whether this could be reduced and made more efficient.

Type of Software	Credit Card and Debit Card	Supporting Department Payments
Square	In Person	Museum/ Land Division/Planning/Engineering
Braintree/PayPal	Online	Terrace Lodge Fundraising/Engineering Permits
Paytickets/Teranet	Online	Provincial System for POA
Sierra	Online and In Person	Library

- ▶ While there are multiple platforms and software, the efficiencies are achieved at the department level when interacting with the client at time of payment and for the tracking of data specific to that department.
- ▶ Through automation, the incremental workload to Finance has been minimized to the greatest extent possible.

# Folding Machine

Description	Annually
Revenue (\$1 per Statement)	\$4,000
Cost of Folding Machine	(\$3,000)
Net Income	\$1,000

Efficiencies can be achieved in various departments:

- Financial Services estimated at \$1,000 annually (ie. LTCH invoices and statements)
- Engineering/Land Division (ie. Notice of Appeals, Project Notifications)
- Human Resources (ie. Union Notifications, Pension Enrolment)
- Administrative Services (ie. News Letters, Initiations, Services Recognition Awards)

Central Elgin has a more capable folding machine than the one being contemplated here

- County could share in the cost with Central Elgin
  - Provides Central Elgin with revenue to reduce their costs
  - Provides County with a far more capable machine that Finance, EPE, HR and Admin Services could take advantage of

# Items to Consider in Billing Paper Invoice Costs to Homes

- ▶ 46% of our residents are on rate reduction which would mean funds available for other charges are limited to their comfort allowance which must include pharmacy costs, hair services, foot care, dental care, eyeglasses/hearing aids, assistive devices, clothing and other personal items – for those residents \$1.00 charge per statement would be significant
- ▶ The current generation of residents are paper based versus electronic based and would have challenges with accessing/printing electronic invoices
- ▶ The majority of residents would require assistance which shifts workload to the Homes staff and could be perceived by some residents as a violation of privacy

# To what extent did your department take into consideration public input received through the survey?

- ▶ “No one at the County level listens to the public ratepayer” The comments and information received in the survey encompassed all areas of the organization’s budget. The results of the survey were compiled and then shared with each of the departments to inform Directors and Managers during the budget process.
- ▶ “Municipalities should be sharing more services” We engaged with local municipal partners to share the information received from the budget survey that was pertinent to their service areas.
- ▶ Finding efficiencies was the most acceptable way to increase spending by more than 60% of respondents. Finance looks to departments to find efficiencies every budget cycle. In the 2022 budget, Finance has identified approximately \$330,000 in efficiencies. 2/3rds of this is related to the improvement in the Homes CMI with the remainder explained by offsetting inflation with departmental efficiencies.

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Each department across the corporation determines the inflationary pressures on their department, with the exception of wages, which the Finance department calculates centrally
- ▶ Over the years, all departments identify and implement process improvements that have allowed them to absorb the cost of inflation on most non-wage operating cost line items
- ▶ Finance and POA:
  - ▶ Added inflation for memberships, internal lease payments and legal costs
  - ▶ All other operating line items had \$2000 of inflation which was absorbed through efficiencies

# Inflationary Impact on Wages Across All Departments

- ▶ Included in the 2022 budget is a 2% placeholder for Non-Union Wages
- ▶ 1% variation would result in a change of \$75,000 or an impact of 0.2% on the levy

## Negotiated Union Contracts:

Union	Current Contract	2022 Increase	2023 Increase	2024 Increase
CUPE	Jan 1/21 - Dec 31/24	1.75%	1.80%	1.95%
ONA	Apr 1/20 - Mar 31/23	1.75%	TBD	TBD
SEIU	Jan 1/20 - Dec 31/22	2.00%	TBD	TBD

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ Inflation was absorbed on applicable operating line items providing \$2000 of efficiencies
- ▶ Added costs were proposed for an enhanced folding machine to allow Finance to continue to absorb added workload with the current workforce
  - ▶ Will investigate sharing in the costs of the more sophisticated folding machine located at Central Elgin
- ▶ An accounting intern at a cost in 2022 of \$15,000 will be funded through carryforward project
  - ▶ Reducing the risks associated with launching the large-scale HCM project by providing additional staffing support
  - ▶ Developing our local students provides a pool of CPA talent with experience in municipal government that the County and our LMPs can potentially draw upon when needed

# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Within the Corporate Activities budget and various department budgets, specific items were set up along with the necessary funding to support initiatives identified in the Service Delivery review
- ▶ In order to remain effective and efficient in an ever changing environment, we have relied heavily on improving processes that save time and are more efficient. Data queries have enabled us to accomplish tasks more effectively and in a timely manner so we are constantly looking for ways to improve our skill sets.
- ▶ Purchasing has moved to an online platform that has streamlined a previously paper based process and improved efficiency.
- ▶ A major initiative, the Human Capital Management software roll-out, is recommended by the SDR

## To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ Finance collaborates with all departments by meeting with each Director/Manager to discuss upcoming needs/changes. As changes are incorporated, review is ongoing with departments throughout the budget process.
- ▶ We are in the unique position to have an overview of all functional areas and when synergies between departments are discovered, we share possible areas where departments may be able to collaborate.
- ▶ Completing additional analysis when necessary and modifying our processes to support changing department needs is ongoing and enables information sharing in a more timely manner.
- ▶ Finally compiling the budget changes to determine the necessary tax rates to support the newly developing plan
- ▶ Providing quarterly reporting to Council budget committee to share current year progress
- ▶ Graphs and budget numbers representative of the 10 year plan are prepared for presentation to support each department's short term and long term needs and provide increased transparency for the Budget Committee

## If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

- A 5% reduction in the Finance department equals \$37,000
  - Proposed 2022 Non-Wage Operating Costs equals \$28,000 meaning that the bulk of the \$37,000 reduction would need to be achieved through staffing reductions
- A 5% reduction in POA equals \$108,000
  - Required non-wage operating costs such as payments to LMPs, provincial payments and internal lease payments represent the bulk of the spend with only \$44,000 in lines such as mileage, development and office supplies and \$361,000 in wages
- Reductions in staffing in both Finance and POA is needed to achieve a 5% reduction
  - Risk: escalating/unmanageable workloads within the department
- Non-wage operating lines (professional development, memberships, photocopy, office supplies/equipment) could be reduced to achieve minor savings
  - Risk: Most operating lines have been underspent or unspent throughout the pandemic, there is catch-up work in these areas.
  - Risk to delaying or cancelling professional development → professional development is required for maintenance of designations required for certain positions; required to keep abreast of changing and increasing demands (e.g. remaining current on legislative and best practice changes)

# Options

- ▶ Folding Machine
  - ▶ Investigate sharing in costs with Central Elgin; or
  - ▶ Eliminate budget item and absorb added workload with existing staff
- ▶ Accounting Intern
  - ▶ Fanshawe co-op student hired funded by internal efficiencies achieved by completing the carryforward budget programming in-house
    - ▶ Develops local CPA talent with municipal government experience that County and LMPs could potential draw upon
    - ▶ Reduces risk associated with launching the large-scale HCM project; or
  - ▶ Close existing budget programming project to surplus
- ▶ Finance and POA development
  - ▶ Maintain budgets to ensure staff keep abreast with changing demands; or
  - ▶ Reduce budgets

# Recommendations

- ▶ In order for the Finance and POA department to achieve service delivery review recommendations, and continue to deliver current service levels, it is recommended:
  - ▶ THAT expenditures of \$733,000 for Financial Services be included in the 2022 budget
  - ▶ THAT net revenue (revenue exceeds expenditures ) of \$225,000 for POA/Collections be included in the 2022 budget

# 2022 Budget Engineering, Planning & Enterprise

Brian Lima

November 8, 2021



**ElginCounty**  
*Progressive by Nature*

# New Programs/Service Changes over 2021

## Engineering:

- ▶ Deferral of St. George Street Reconstruction from 2022 to 2023
- ▶ Alter rehabilitation method for Third Line from “pulverize + asphalt paving” to “Cold In-place Recycling + asphalt paving”, thus increasing cost from \$0.42M to \$0.7M
- ▶ Quaker Road resurfacing changed to Cold In-Place Recycling + Resurfacing and deferred until 2024 +\$1.2M
- ▶ Village of Richmond Reconstruction detailed construction estimate increased budget from \$1.74M to \$2.9M
- ▶ Springfield Road Microsurfacing deferred from 2023 to 2022 +\$0.15M
- ▶ Phillmore Bridge Deck Replacement (NEW) added to 2022 for an estimated +\$1.5M
- ▶ Eden Bridge Rehabilitation deferred to 2023 \$0.5M
- ▶ Highway #3/Ford Road/Ron McNeil Line Roundabout Detailed Design +\$0.62M added for 2022
- ▶ Culvert Rehabilitations increased from \$0.3 to \$0.9M after detailed investigations
- ▶ Deferred Port Burwell Storm Sewer project (in cooperation with Bayham) \$0.18M
- ▶ Deferred Wellington Road/McBain Line Traffic Signals \$0.4M
- ▶ Preparation of County wide master servicing plan +\$0.25M
- ▶ Implementation of a GIS linked Asset & Work Order Management Software Solution +\$0.24M
- ▶ Addition of second departmental pickup truck +\$0.07M

# New Programs/Service Changes over 2021

## Facilities:

- ▶ POA – Installation of standby generator +\$0.085M
- ▶ POA – Installation of UV/LED air filtration system as **mandated** by Province +\$0.02M
- ▶ Administration Building – 1st floor renovation of former POA suites to accommodate Fire Training, Economic Development & Tourism +\$0.3M
- ▶ EMS (Edward Street) – Replacement of standby generator **mandated** by Technical Safety Standards Association (TSSA) +\$0.055M
- ▶ Bobier Villa – Several projects being carried forward from 2021 (i.e. electrical service replacement, IT server room relocation, retaining wall replacement, drainage upgrades, etc.) \$0.271M
- ▶ Elgin Manor – Consistent with 2020 Plan Budget Forecast
- ▶ Terrace Lodge – Completion of elevator and mechanical upgrades within main building (*not part of redevelopment project*) \$0.043M

# New Programs/Service Changes over 2021

## Planning:

- ▶ Consultant – Implementation of Elgin Natural Heritage Systems Heritage Study \$20,000
- ▶ Official Plan - 5 year Review Project \$10,000 (to fund public meeting space rentals, enhanced communications)
- ▶ Improved planning website accessibility and document rebranding \$10,000
- ▶ Increased personnel development/training investment \$1,500

# New Programs/Service Changes over 2021

## Economic Development & Tourism:

- ▶ Proportionate allocation of General Manager wages & benefits \$55,618
- ▶ Planned membership in Southwestern Ontario Marketing Alliance (SOMA) in partnership with City of St. Thomas \$30,000 (annual membership fee)
- ▶ In-house preparation of new departmental strategic plan \$15,000 (required to seek Ministry funding)
- ▶ Increased funding toward Foreign Direct Investment, Business Retention and Expansion, Local Food/Agriculture & Workforce Attraction initiatives \$53,000
- ▶ Replacement of tourism van \$40,000
- ▶ Renewal of South Central Ontario Region (SCOR) Economic Development membership \$25,000

# Additional Information

## Engineering:

The 10-year capital plan changes are as follows (excluding inflation & based on 2021 unit rates):

- ▶ Approved total 10-year (2021-2030) plan costs \$153.7M
- ▶ Proposed total 10-year (2022-2031) plan costs \$187.6M

**Difference of: ~\$33.9M (inclusive of anticipated inflation)**

## Variance Justification:

- ▶ \$22.5M of New Projects/ Change in Scope/Revised Budgets over 10-year plan
  - ▶ OSIM inspections completed in 2021 identify \$5M in additional needs as compared to the previous plan
  - ▶ Proposed Highway #3/Ford Road/Ron McNeil Line Roundabout (2023) +\$4.8M (excluding engineering)
  - ▶ Quaker Road Resurfacing changed to Cold In-place Recycling plus Asphalt Resurfacing + \$1.2M
  - ▶ Phillmore Bridge Deck Replacement +\$1.5M
  - ▶ County-wide Master Servicing Plan +\$0.25M
- ▶ Increase in construction unit costs based upon 2021 experience- 4.75% (2022 urban reconstruction) & 2% (plan balance) = ~\$11.5M

# Additional Information

## Facilities:

The 10-year capital plan changes are as follows (excluding inflation & based on 2021, unit rates):

- ▶ Approved total 10-year (2021-2030) plan costs \$31M
- ▶ Proposed total 10-year (2022-2031) plan costs \$28M

**Difference of: ~\$3M (inclusive of anticipated inflation)**

## Variance Justification:

- ▶ Administration Building various interior renovations & replacements +\$0.3M
- ▶ POA standby generator and UV filtration systems +\$0.1M
- ▶ Bobier Villa tub room renovations and various misc. projects +\$0.36M
- ▶ Elgin Manor various misc. projects +\$1.7M
- ▶ Terrace Lodge various misc. projects +\$0.223M
- ▶ EMS various misc. projects +\$0.67M

# Additional Information

## Planning:

- ▶ A consultant would be needed to assist in connecting the information from the Elgin Natural Heritage Systems Heritage Study with the County's Official Plan (recommendations on policy changes, and mapping changes)
- ▶ Official Plan 5-year Review funds to ensure meetings are well advertised, public meeting space rentals, and enhanced communications for the public
- ▶ Improved planning website accessibility and document rebranding to improve the look, feel and usability
- ▶ Increased personnel development/training investment based on additional staffing

# Additional Information

## Economic Development & Tourism:

- ▶ Current memberships;
  - ▶ South Central Ontario Region (SCOR) Economic Development as directed by Council in November 2020, \$25,000 annually
  - ▶ Ontario Food Cluster (OFC) \$4,000
    - ▶ OFC is a group of Counties that work with the Province of Ontario to attract agri-food businesses to the region
    - ▶ Organization generates 20-30 meetings per show, with 3-4 shows a year for approx. 100 leads/year
  
- ▶ Proposed membership;
  - ▶ Southwest Ontario Marketing Alliance (SOMA) \$30,000
    - ▶ Elgin currently does not have any representation on this group that focuses on; automotive sector, advanced manufacturing, composites, food processing and green technology
    - ▶ The Town of Aylmer was a member of SOMA in the past
    - ▶ Membership generates on average 25 leads/show with 3-4 shows attended a year, for a total of 100 leads/year

# To what extent did your department take into consideration public input received through the survey?

- ▶ 95% of respondents considered transportation infrastructure to be an important service
- ▶ 88% of respondents wished funding in infrastructure to be maintained or increased
- ▶ 48% of respondents considered Planning matters to be very important or important to the County
- ▶ 70% of respondents think investment in Planning should be maintained or increased
- ▶ 40.9% of respondents indicated they would like to see the investment in Economic Development and Tourism maintained.
  - ▶ Proposed 2022 Budget maintains investments that were made in Economic Development and Tourism in 2018
  - ▶ Both 2020 and 2021 budgets and programs were severely impacted by COVID-19
- ▶ 32% of respondents indicated that the department's attraction and retention efforts are reducing pressure on residential taxes
  - ▶ However, 30.2% of respondents indicated they were not sure/need to know more
  - ▶ As part of the department's 2022 work plan, there will be a focus on increasing communications to council, stakeholders and the public on the work being done to attract and retain business in the County

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ Inflation related to salaries/wages
- ▶ Staff reviewed historical construction tender items to determine recently experienced construction inflation - calculated to be 4.75% annually over the past 3 years.
- ▶ Therefore, 4.75% has been added to all Urban Road Construction Projects within the 10-Year Plan and for all 2022 projects. For all other projects, 2% annual compound inflation has been added to future years.
- ▶ Staff expects construction inflation to persist at this level for at least one year and taper to historical levels in future years.

# To what extent have you considered offsets – in other words, what are you willing to give up?

## Engineering:

- ▶ Infrastructure investment projects have been proposed based on current condition and future need. Project scope, method and timing have been developed to address the need at the least expensive lifecycle cost. Certain projects have an ideal investment timing window while others can be deferred, however triggering future increased costs. Council has options and these are presented in Question #6.

## Planning:

- ▶ Planning website accessibility and document rebranding to improve public and Applicant experience.

## Facilities:

- ▶ Corporate Facilities investment has been proposed based on recommendations from 2020 Building Condition Assessment Report. Certain projects have a critical timing window while others can be deferred, however this may trigger future increased costs, and potential liability.
  - ▶ Example: during budget development certain projects, such as the Whites Station Operation Centre upgrades, have been deferred to future years.

# To what extent have you considered offsets – in other words, what are you willing to give up?

## Economic Development & Tourism:

- ▶ Membership in SOMA is a consideration to contain budget increases
- ▶ There are other opportunities to generate leads and work in collaboration with the City of St. Thomas and surrounding municipalities on Investment Attraction
- ▶ Elgin is already a long-standing member of the Ontario Food Cluster - an organization that offers regional representation and collaboration for Investment Attraction

# How are your department priorities linked back to the Service Delivery Review recommendations?

## Engineering:

- ▶ In-house Engineering Design and Contract Administration has been implemented. When extended periodically to Facilities projects, the department has undertaken the role of General Contractor on several projects in the last year, resulting in savings with respect to professional fees and contractor overhead
- ▶ RMA Review has been undertaken and recommendations are expected soon.

## Planning:

- ▶ Priority was to improve Land Division Committee - any improvements to LDC can be accommodated within the current budget for LDC (costs covered by applications and fees)
- ▶ County would explore offering Registered Professional Planning (RPP) support to participating LMPs – pilot project with Southwold and West Elgin on-going, with no additional costs anticipated (cost recovery through the municipalities)

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ EPE Department's diverse portfolio leverages contributions from other disciplines within the department.
- ▶ Finance Department collaboration assisted with inflation calculations and modelling.
- ▶ Information Technology Services Department collaboration is continuous with GIS implementation and pivotal for the implementation of a GIS linked Asset & Work Order Management Software Solution.
- ▶ Corporate Facilities diverse portfolio of properties requires continuous working partnerships with all departments (i.e. Long Term Care Homes, etc.) and external customers (i.e. Administration Building tenants).

If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

Engineering:

- ▶ 4 Options are presented in the proceeding slides and as detailed below:
  - ▶ Option #1 – As Presented – Ideal Capital Investment Plan
  - ▶ Option #2 – Removal of select new projects and Townline Bridge assets
  - ▶ Option #3 – Option #2, plus Deferral of select Urban Reconstruction Projects
  - ▶ Option #4 – Option #3, plus Deferral of select Road Rehabilitation Projects and implementation of “Hold” strategies

# Option #1 – Ideal Capital Investment Plan

- ▶ Plan has been developed to address all known and anticipated future needs. This Option increases the total 10-Year Plan Costs by \$34M as compared to the approved 2021 Capital Plan.

## Impact to 10-Year Capital Plan

The 10-year capital plan changes are as follows (excluding inflation & based on 2021 unit rates):

Approved total 10-year (2021-2030) plan costs \$153.7M

Proposed total 10-year (2022-2031) plan costs \$187.6M

**Difference of: ~\$33.9M (inclusive of anticipated inflation)**

Variance Justification:

- ▶ \$22.5M of New Projects/ Change in Scope/Revised Budgets over 10-year plan
  - ▶ OSIM inspections completed in 2021 identify \$5M in additional needs as compared to the previous plan
  - ▶ Proposed Highway #3/Ford Road/Ron McNeil Line Roundabout (2023) +\$4.8M (excluding engineering)
  - ▶ Quaker Road Resurfacing changed to Cold In-place Recycling plus Asphalt Resurfacing + \$1.2M
  - ▶ Phillmore Bridge Deck Replacement +\$1.5M
  - ▶ County-wide Master Servicing Plan +\$0.25M
  - ▶ Increase in construction unit costs based upon 2021 experience- 4.75% (2022 urban reconstruction) & 2% (plan balance) = ~\$11.5M

# Option #2 – Removal of Select New Projects and Townline Bridge Assets

- ▶ Plan has been revised to eliminate select new/additional projects as compared to the approved 2021 Capital Plan and to plan for the permanent closure and removal of select Townline Bridge assets. This Option increases the total 10-Year Plan Costs by \$24.3M as compared to the approved 2021 Capital Plan.

## Impact to 10-Year Capital Plan

The 10-year capital plan changes are as follows (based on 2021 unit rates):

- ▶ Approved total 10-year (2021-2030) plan costs \$154.1M
- ▶ Proposed Option #2 total 10-year (2022-2031) plan costs \$178.4M

**Difference of: ~\$24.3M (inclusive of anticipated inflation)**

Variance Justification from Option #1:

- ▶ Remove proposed Highway #3/Ford Road/Ron McNeil Line Roundabout (2023) +\$4.8M (including engineering) – proposed to be funded by the Province
- ▶ Defer proposed Phillmore Bridge Deck Replacement +\$1.5M until asset condition warrants replacement (+10 years)
- ▶ Plan for the permanent closure and/or transfer of Jamestown Bridge (\$0.9M), Fulton Bridge (\$1.3M) and Gillets Bridge (\$0.4M)

# Option #3 – Deferral of Select Urban Reconstruction Projects, in addition to Option #2

- ▶ Plan has been developed to include Option #2 revisions plus to defer urban road reconstruction projects to one project every other year. This Option reduces total 10-Year Plan Costs by \$0.4M as compared to the approved 2021 Capital Plan.

## Impact to 10-Year Capital Plan

The 10-year capital plan changes are as follows (based on 2021 unit rates):

- ▶ Approved total 10-year (2021-2030) plan costs \$154.1M
- ▶ Proposed Option #3 total 10-year (2022-2031) plan costs \$153.7M

**Difference of: ~(\$0.4)M (inclusive of anticipated inflation)**

Variance Justification from Option #2:

- ▶ Urban Reconstruction projects have been deferred to completing one, every other year as opposed to one per year.
- ▶ The following projects are re-scheduled to 2032 and beyond:
  - ▶ Dutton Reconstruction - \$4.9M
  - ▶ Fulton Street Reconstruction (Vienna) - \$1.7M
  - ▶ Port Burwell Reconstruction - \$5.1M
  - ▶ Springfield Reconstruction - \$9.5M

# Option #4 – Implementation of “Hold” strategies on select Road Rehabilitation Projects, in addition to Option #3

- ▶ Plan has been developed to include Option #3 revisions plus to implement “Hold” strategies on select road rehabilitation projects. In lieu of required road pavement structure rehabilitation, thin surfacing and gravel shouldering will be applied to select projects. This Option reduces total 10-Year Plan Costs by \$23M as compared to the approved 2021 Capital Plan.

## Impact to 10-Year Capital Plan

The 10-year capital plan changes are as follows (based on 2021 unit rates):

- ▶ Approved total 10-year (2021-2030) plan costs \$154.1M
- ▶ Proposed Option #4 total 10-year (2022-2031) plan costs \$131.1M

**Difference of: ~(\$23)M (inclusive of anticipated inflation)**

Variance Justification from Option #3:

- ▶ 14 projects have been revised to receive a thin overlay (i.e. Microsurfacing) and gravel shouldering to extend the lifecycle of the asset. Originally planned road rehabilitation (i.e. Cold In-Place Recycling and Asphalt Paving) of these roads will be deferred until years 2032 and beyond. A full list of these projects is included on the following slide.
- ▶ It should be noted that deferral of required rehabilitation will increase road maintenance demands over the term of the plan and until required rehabilitation projects are completed

# Option #4 – Implementation of “Hold” strategies on select Road Rehabilitation Projects, in addition to Option #3

- ▶ A list of projects to receive thin surfacing and gravel shouldering in lieu of rehabilitation under Option #4 with their anticipated savings to the plan:
- ▶ are as follows Pioneer Line (West Lorne to Currie Road) - \$2.0M
  1. Currie Road (Highway #401 to Thames River) - \$2.0M
  2. Shackleton Line (Dutton to Iona Road) - \$1.7M
  3. Fingal Line (Currie Road to Iona Road) - \$2.4M
  4. Fingal Line (Iona Road to Fingal) - \$1.2M
  5. Union Road (Shedden to Third Line) - \$0.9M
  6. Fairview Road (Dexter Line to Sparta Line) - \$0.7M
  7. Glencolin Line / Hacienda Road (Imperial Road to Ron McNeil Line) - \$1.2M
  8. Springwater Road (John Wise Line to Highway #3) - \$1.0M
  9. Quaker Road (Sparta to Highway #3) - \$1.8M
  10. Quaker Road (Dexter Line to Sparta) - \$0.6M
  11. Springfield Road (Glencolin Line to Springfield) - \$0.6M
  12. Nova Scotia Line (Imperial Road to Port Burwell) - \$3.2M
  13. McMillan Line / Queens Line (McPherson Road to Rodney) - \$1.3M

# Options Summary

## Option #1 – Ideal Capital Investment Plan, as presented

- ▶ This Option includes all known needs and provides appropriate investments to address those needs as identified in the approved Asset Management Plan as well as new Council priorities. This option adds **\$34M** to the approved Capital Plan.

## Option #2 – Removal of select new projects and Townline bridge assets

- ▶ This Option removes/defers select projects that have been added since the approved 2021 Capital Plan and also proposes to permanently close and/or transfer select Townline bridges (Fulton Bridge, Jamestown Bridge and Gillets Bridge). This option adds **\$24.3M** to the approved Capital Plan.

**RISK – Social impact.**

## Option #3 – Deferral of select urban reconstruction projects, in addition to revisions made in Option #2

- ▶ This Option defers select urban reconstruction projects so that they are scheduled every other year, essentially rescheduling 4 projects to 2032 and beyond. This option reduces the total cost of the approved Capital Plan by **\$0.4M**.

**RISK – Social impact, increased capital and maintenance costs, and extended infrastructure lifecycles.**

## Option #4 – Defer Road Rehabilitation Projects and implement “Hold” strategies, in addition to revisions made in Option #3

- ▶ This Option defers select road reconstruction projects and implements thin surfacing and gravel shouldering only to extend the asset’s lifecycle. Rehabilitation of these roads is deferred to 2032 and beyond. This option reduces the total cost of the approved Capital Plan by **\$23M**.

**RISK – Social impact, increased capital and maintenance costs, and extended infrastructure lifecycles.**

# If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

## Facilities:

- ▶ Continue to defer or eliminate the Whites Station Operation Center repairs and upgrades ~ \$3.36M in savings. This represents an approximate 10% reduction in the overall 10-year capital budget.  
**RISK – Increased capital and maintenance costs, and extended infrastructure lifecycles. Increased liability due to the age and condition of the structure.**
- ▶ Defer scheduled replacement of mechanical/electrical equipment as per BCA, based on annual assessment to extend the usable lifespan ~ approx. \$25,000 / annually  
**RISK – Increased capital and maintenance costs, and extended infrastructure lifecycles. Increased liability due to the age and condition and age of equipment. This option is not supported by staff.**
- ▶ Pay now or pay later... The consequence of project deferral will have a cascading effect and simply moves and increases expenditures in future years and reduce Level of Service.
- ▶ Deferring facility lifecycle equipment or component replacements will increase future costs and reactive intervention activities.

# Options Summary

- ▶ Option 1 – Proceed As Presented – Capital Plan has been developed to address all current and anticipated needs.

OR

- ▶ Option 2 – Continue to defer investments in the White Station Operation Centre included within the Capital Plan or eliminate entirely to the result of an approximately \$3.36M.

# If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?

## Planning:

- ▶ Rebranding of Planning documents and improved website accessibility and availability - \$10,000  
Risk – Outdated and inconsistent Planning documents ultimately results in negative feedback from the public and Applicants.

## Economic Development:

- ▶ SOMA ( ) - \$30,000  
Risk – Missed attraction and investment opportunities
- ▶ Purchased Services - \$5,000  
Risk – Reduced access to data
- ▶ Business Retention and Expansion - \$5,000  
Risk – Reduced amount of reporting capability
- ▶ Promotions/Special Events - \$1,500  
Risk –Reduced number of local events department is able to attend
- ▶ Quality of Life - \$5,000  
Risk –Reduced amount of promotion

# Options Summary

## Planning:

- ▶ Maintain proposed budget;

OR

- ▶ Defer the proposed planning website accessibility and document rebranding exercise. This option would result in a cost savings of \$10,000

## Economic Development:

- ▶ Reduce budget line items as proposed;
  - ▶ SOMA - \$30,000
  - ▶ Purchased Services - \$5,000
  - ▶ Business Retention and Expansion - \$5,000
  - ▶ Promotions/Special Events - \$1,500
  - ▶ Quality of Life - \$5,000

# Recommendations

## Engineering & Facilities:

- ▶ THAT the required optimal and adequate 10-year Transportation and Facility focused investments identified in the respective 10-year capital plans be supported to maintain and improve existing overall condition/LOS rating; and,
- ▶ THAT, if further reduction of requested budget funding is required, consideration be given to deferring specific reconstruction capital projects and eliminate bridge assets, as opposed to impacting asset renewal related projects.

## Planning:

- ▶ THAT the budget as proposed be maintained.

## Economic Development & Tourism:

- ▶ THAT Elgin County's membership in SOMA be cancelled for 2022 and to be reassessed as part of future budget deliberations; and,
- ▶ THAT the budget line items be reduced as proposed.

# 2022 Department Budget Information Technology Services

Jeff Brock

November 8, 2021



**ElginCounty**  
*Progressive by Nature*

# New Programs/Service Changes over 2021 -Not Directly Pertaining to ITS Department

- ▶ Human Capital Management Software (HCM)
  - ▶ \$103,000 Operating, \$1,500,600 against 10 year plan
- ▶ Long Term Care Homes
  - ▶ DOCit
    - ▶ \$12,000 Capital, \$16,227 Operating, \$210,087 against the 10 year plan
  - ▶ Volunteer Management Software
    - ▶ \$1,133 Operating, \$12,415 against the 10 year plan
- ▶ Engineering
  - ▶ GIS and Asset Management and Work Order System
    - ▶ \$150,000 Capital, an additional \$30,000 Operating, an additional \$300,000 against the 10 year plan

# New Programs/Service Changes over 2021 -Not Directly Pertaining to ITS Department

- ▶ Library Services
  - ▶ London Public Library Hosting Services
    - ▶ \$4,000 increase over 2021, \$40,000 against 10 year plan
- ▶ Admin Services
  - ▶ Intranet Maintenance and Support
    - ▶ \$17,808 Operating, \$178,080 against the 10 year plan
  - ▶ Bang the Table
    - ▶ \$16,282 Operating, \$162,820 against the 10 year plan

# New Programs/Service Changes over 2021 -ITS Department

- ▶ Hardware Refresh
  - ▶ \$227,532 Capital, an increase from 2021 of \$11,488, \$296,414 against 10 year plan
- ▶ Training and Development
  - ▶ An additional \$6,000 Operating, \$60,000 against 10 year plan
- ▶ IT Service Management Software
  - ▶ \$14,000 Operating, \$153,295 against 10 year plan
- ▶ Cybersecurity Assessment
  - ▶ \$35,000 every 3 years, \$153,386 against 10 year plan
- ▶ AI Security Analyst Solution
  - ▶ \$85,000 Operating, \$875,984 against 10 year plan
- ▶ Privileged Access Management Solution
  - ▶ \$25,000 Operating, \$273,742 against 10 year plan

# New Programs/Service Changes over 2021 -Totals

	Capital Expense	Operating Expense	Against 10 Year Plan
Non-ITS	\$162,000	\$188,450	\$2,193,915
ITS	\$227,531	\$159,000	\$1,812,821
<b>Total</b>	<b><u>\$389,531</u></b>	<b><u>\$347,450</u></b>	<b><u>\$4,006,736</u></b>

- ▶ 2021 Hardware Replacement was \$268,908
- ▶ 2022 Hardware Replacement is \$227,531

# Additional Information

- ▶ **Does AMO have anything to offer in terms of consolidating any of the cyber efforts?**
  - ▶ Reviewed the [A Municipal Cyber Security Toolkit](#) document in detail.
  - ▶ Although it is referred to as a Toolkit, it does not contain any actual tools. The document provides a comprehensive guide to best practices for improvements that a municipality should consider.
  - ▶ Cyber Security Assessment to identify potential vulnerabilities is referenced as a top priority
- ▶ **Does implementation of any of the requested budget items have an impact on Cyber Insurance premiums?**
  - ▶ Discussed with the Purchasing Department.
  - ▶ Because there are so many factors that contribute to premium costs, it is hard to determine if a certain product may impact these rates.
  - ▶ Previous RFP garnered 3 follow up questions, and this RFP has had 70, with approximately half pertaining to IT and Cyber.
  - ▶ Purchasing department indicated that they believe there will be many organizations that are denied cyber insurance because of the underlying risk to insurance companies.
- ▶ The AMO document also indicates that:
  - ▶ *Insurance companies that offer cyber insurance often perform evaluations of an organization's security practices and policies to determine whether adequate procedures are in place to mitigate potential cyberattacks. Municipal governments that do not meet certain standards will pay higher premiums for a cyber insurance policy – premiums are higher for municipalities that have not implemented safeguards to protect themselves from a cyberattack.*

# Additional Information

- ▶ **Should the Cyber Assessment be completed prior to any other Cyber initiatives?**
  - ▶ The intent of the assessment is to highlight areas that may not be apparent to individuals without a focus on security.
  - ▶ The assessment will also build a foundation for a more detailed security plan
  - ▶ The other cyber requests will not negatively impact the assessment, they relate to areas of concerns that were determined internally
  
- ▶ **Has there been any consideration to utilizing cloud services more broadly?**
  - ▶ Although there are no plans to complete a wholesale move of all existing infrastructure to the cloud, there is consideration given to both on premise vs cloud when reviewing solutions
  - ▶ Some solutions that utilize cloud services include:
    - ▶ PointClickCare, Mealsuite (new meal, menu application)
    - ▶ Intranet
    - ▶ HCM

# To what extent did your department take into consideration public input received through the survey?

- ▶ Reducing or maintaining tax rates
  - ▶ As departments attempt to achieve efficiencies through the use of technology, IT must develop skills and abilities that contribute to these initiatives.
  - ▶ Training and development will better position the team to support and suggest opportunities.
- ▶ The public indicated that LTCH should remain a priority.
  - ▶ Providing and maintaining IT equipment that allows services and employees to be effective is captured in the Hardware Replacement request.

# To what extent in planning for 2022 did your department take into consideration or account for inflation pressures?

- ▶ A review of the hardware costs indicated that although some items increased due to inflation and market conditions, other items actually decreased
  - ▶ A standard desktop computer decreased in cost by -1.6 %
  - ▶ A power user desktop computer increased by 5%
  - ▶ Standard laptop decreased by -1.3%
  - ▶ A power user laptop increased by 5%
- ▶ Supply is the market condition that is having a greater impact
- ▶ When placing orders, the team makes every effort to procure items when prices are more favourable.

# To what extent have you considered offsets – in other words, what are you willing to give up?

- ▶ InfoTech Research was cancelled,
  - ▶ Part of \$17,600 was redirected to more focused training and development \$6,000, resulting in a positive offset of \$11,600
- ▶ The AI Analyst request contains an email portion.
  - ▶ Discussion with anti virus provider uncovered that there may be a component within our current package that will provide similar protection.
  - ▶ AI email portion \$36,450 – professional services to implement additional components \$7,500, would result in a positive offset of \$28,950
  - ▶ Department will investigate and trial. If not sufficient, AI email piece may be highlighted again in 2023
  - ▶ Need to better understand impact to resource requirements
- ▶ Privileged Access Management
  - ▶ Could implement stronger governance and prepare for this solution in future years
- ▶ Hardware Replacement
  - ▶ Push devices a year longer. Will need to be made up in subsequent years

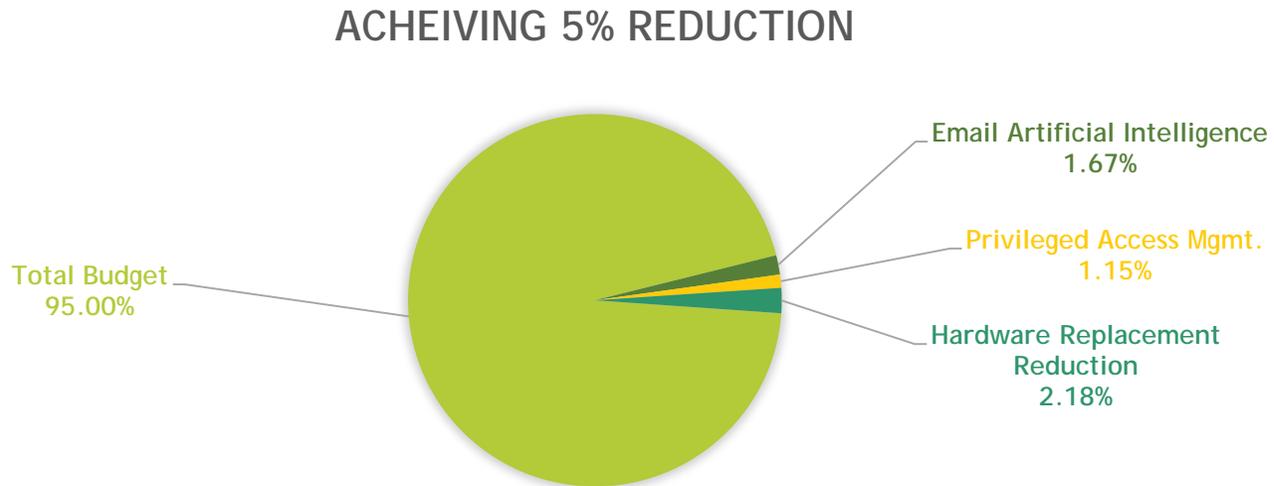
# How are your department priorities linked back to the Service Delivery Review recommendations?

- ▶ Increased training and development aim to improve overall breadth of knowledge of the team, while developing specialized skillset in key areas
- ▶ Improvements in cybersecurity along with the improved skillsets will build confidence in the IT Team and will attract LMP's to use the team's services

To what extent has your department collaborated with other department(s) to develop the draft budgets and arrive at your recommendations?

- ▶ IT works extensively with other departments to understand, review and implement software and hardware to facilitate the unique requirements that may exist within their department
- ▶ IT completes it's due diligence to ensure that there is not any overlapping of software, that any new software is scalable, and that there are not any known conflicts with other components of the infrastructure

If your department was faced with a 5% cut, what would you recommend to be reduced or eliminated? What are the associated risks?



- ▶ Removal of the email AI piece could result in a lower level of protection if IT is not able to expand upon, and implement an existing solution with current resources
- ▶ Postponing Privileged Access Mgmt. solution until 2023 can be managed through improved governance
- ▶ Some hardware replacements could be delayed. This would result in a lower capital ask for 2022 that would need to be made up in subsequent years

# Options

- ▶ Modify the Artificial Intelligence ask to only the network side, and remove the email portion.
  - ▶ Reduces the ask from \$85K to \$50K
  - ▶ Investigate expanding on existing technologies and implement
  - ▶ Reevaluate and determine if this should be a consideration for 2023
- ▶ Remove the Privileged Access Management solution
  - ▶ Focus on governance as well as policies and procedures to address most critical areas of concern
  - ▶ Reevaluate and determine if this should be a consideration for 2023
- ▶ Hardware refresh
  - ▶ Reduce the capital ask, and adjust quantities accordingly
    - ▶ Would result in increased ask in subsequent years
  - ▶ Leave the capital ask, but ensure that staff remains vigilant with spending and is aware of any serious price fluctuations

# Recommendations

- ▶ If it is determined that each department reduce by 5%, it is recommended to make the following changes in this order:
  - ▶ Remove the email artificial intelligence solution and attempt to expand on existing solution
  - ▶ Remove the Privileged Access Management solution and reconsider options in future
  - ▶ Reduce the requested capital amount for the hardware replacement and plan to make up in future years.