



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 26th 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.

Julie Gonyou,
Chief Administrative Officer.

Tom Marks,
Chair.