



ORDERS OF THE DAY
Special Meeting of Council – Budget 2022
For Tuesday, February 1, 2022, 1:00 P.M.

- 1st Meeting Called to Order
- 2nd Adoption of Minutes
- 3rd Disclosure of Pecuniary Interest and the General Nature Thereof
- 4th Presenting Petitions, Presentations and Delegations - none
- 5th Motion to Move Into “Committee of the Whole Council”
- 6th Reports of Council, Outside Boards and Staff
 - 1. Presentation – Special Meeting of Council – Budget 2022 – Manager of Financial Services/Deputy Treasurer
- 7th Council Correspondence
 - 1. Items for Consideration – none.
 - 2. Items for Information (Consent Agenda) – none.
- 8th Other Business
 - 1. Statements/Inquiries by Members
 - 2. Notice of Motion
 - 3. Matters of Urgency
- 9th Closed Meeting Items – none.
- 10th Recess
- 11th Motion to Rise and Report
- 12th Motion to Adopt Recommendations from the Committee of the Whole
- 13th Consideration of By-Laws
- 14th Adjournment

VIRTUAL MEETING: IN-PERSON PARTICIPATION RESTRICTED

NOTE FOR MEMBERS OF THE PUBLIC:

Please click the link below to watch the Council Meeting:

<https://www.facebook.com/ElginCountyAdmin/>

Accessible formats available upon request.

Special Meeting of Council - Budget 2022

February 1, 2022



ElginCounty
Progressive by Nature

Summary of Budget Process Highlights

- ▶ The Budget Process for 2022 has included six meetings over the period of July 2021 to January 2022
- ▶ This timeline also included a period of Public Engagement using Bang the Table Software from July to mid September.
- ▶ The results of the 2022 budget survey can be found posted on our website page at:
- ▶ <https://www.elgincounty.ca/wp-content/uploads/2021/11/070-2022-Budget-Survey-Responses-1.pdf>
- ▶ A summary of each department presentation, and approved increases/decreases has been created and included for the purpose of this presentation in Appendix I.
- ▶ We had the advantage to have a video record of all our budget committee meetings. A link to the departmental presentation(s) are included and can be accessed for further clarification.
- ▶ Today's meeting serves as an update and debrief of where we were and where we are headed, to provide some further updates since the last budget committee meeting, and to gather feedback that may require further investigation to move the process forward.

Meeting #1 Highlights

- ▶ Highlights of Meeting #1 - July 27, 2021 included:
 - ▶ 2nd Q Financials - showed a favourable variance of \$225,000 bringing YTD Performance to \$402,000
 - ▶ An outline of additions to the 10 year plan since last budget included \$2,690,000 which are included in the 2022 budget and beyond
 - ▶ A proposed Budget Timeline was proposed and accepted in principle
 - ▶ The new Small Business Sub-Class was outlined. The administration of this Sub-Class was created in a different format than other Sub-Classes. The roll out would be complicated for our Local Municipal Partners and therefore, the Treasurer's collectively agreed that it was not recommended to proceed with implementation at this time.
- ▶ The budget survey was then posted ready for responses. In light of the pandemic and to accommodate social distancing, invitations to the public were posted on our facebook page and included in our weekly news paper ads in local papers.

Meeting #2 Highlights

- ▶ In advance of this meeting, the results of the Budget Survey were tabulated and shared with Department Managers. Some comments relative to areas that were not within our scope of work were received and we shared these with the appropriate Local Municipal Partners.
- ▶ Budget discussions began between Finance and individual departments. These discussions started the compiling of departmental 2022 needs. Staff were able to utilize the budget Survey to inform their work.
- ▶ Highlights of Meeting #2 - October 26, 2021 included:
 - ▶ CAO presented an introduction and a budget schedule with presentation outlines
 - ▶ The Budget Survey results were presented to the committee for review.
 - ▶ 3rd Quarter Financials were presented indicating further positive performance of \$385,000 bringing the overall year to date performance to \$787,000. The performance will enable the County flexibility to deal with any risks and opportunities that may arise in the fourth quarter of 2021.

Meeting #2 Highlights continued

- ▶ Presentations were heard from Department Directors and Managers outlining their preliminary ask for 2022 and beyond
- ▶ At the conclusion of this meeting, the Budget committee requested further clarification on some aspects of individual department presentations. Further information was requested to be provided at the next meeting from all departments with respect to the following 6 questions:
 - ▶ 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?

Meeting #3 Highlights

- ▶ Highlights of Meeting #3 - November 8, 2021 included:
 - ▶ CAO introduction included an overview of recommendations from Meeting #2, a more detailed overview of the results from the budget survey, Budget highlights from 2021 as a point of reference.
 - ▶ Department Directors and Managers presented clarification on items requested by the Committee from the last meeting as well as their responses to the six questions.
 - ▶ Further information was requested by the Committee related to the following departments:
 - ▶ Administrative Services - Agenda Management Software
 - ▶ Financial Services - Letter folding Machine Lease and Accounting intern
 - ▶ Engineering, Planning & Enterprise - Risks associated with Option #1 and Option #2 of the proposed Capital Asset Plan adjustments

Meeting #4 Highlights

- ▶ Highlights of Meeting #4 - November 16, 2021 included:
 - ▶ A brief overview of the budget process to date was presented. To clarify the details, department presentations were summarized into charts to identify revisions, deletions, and items that could move forward into the 2022 budget year with their financial effects on both the 2022 plan and beyond.
 - ▶ Staff asked the Committee to consider Recommendations that can move forward and Recommendations requiring further changes or clarification.
 - ▶ Recommendations were approved to move forward for Council consideration during this phase of the process.
 - ▶ The Committee requested that staff gather more information related to identified Transportation projects, IT Service Management Software and ability to enable an inhouse development solution, and the need for the POA Generator. In addition, the committee requested data showing the Budget, Actual, and Variance for the last three years be provided for the purposes of comparison.

Meeting #5 Highlights

- ▶ Highlights of Meeting #5 - December 9, 2021 included:
 - ▶ Known additions related to CPI Impacts and new pricing received
 - ▶ Financial options to accommodate the EPE additions to the capital plan
 - ▶ Related updates to an IT Inhouse ticketing system
- ▶ EPE updates:
 - ▶ POA generator has been confirmed as not required by the Ministry
 - ▶ Add Currie Road Pedestrian Crossover installation
 - ▶ Due to Bridge weight posting limit changes, operational constraints will be experienced by our Local Municipal Partner Bayham and therefore, rehabilitation of Philmore bridge must be addressed and can not be postponed so this bridge should be included in the 2022 budget deliberations
- ▶ The Committee requested staff bring back options that used the Growth of the County and incorporated an overview of Option #2 and Option #1 for further consideration. Preliminary increases to tax rates should also be presented as is possible.

Meeting #6 Highlights

- ▶ After meeting #5, staff further collaborated to compile a solution to meet the Budget Committee requests to provide solutions and options to incorporate Option #1 and Option #2 into the 10 year plan while delivering some tax relief to ratepayers in this coming year.
- ▶ Highlights of Meeting #6 - January 12, 2022 included:
- ▶ A comprehensive outline of the funds available for the overall County Capital plan using the current budget numbers was presented that included Capital from all departments. Option #2 and the immediate needs for Philmore Bridge were additionally added.
- ▶ Funding of the Philmore project using existing funds within the following three projects was deemed possible. The 2021 in year reallocation of funds will alleviate the need to raise taxes to accommodate the immediate need for this project. We also learned that we would receive additional OCIF funding during this time period which was also incorporated into the budget.

62901805 Port Bruce Bridge Replacement 73030	8,479,500	(8,038,239)	441,261
62901902 King George Lift Bridge Rehabilitation 4001	8,562,568	(7,224,054)	1,338,514
62901910 Meeks Bridge Replacement 27010	3,050,000	(2,109,181)	940,819

Meeting #6 Focus on 2022

- ▶ With the funding of Philmore Bridge accommodated and the debt repayments covered using existing funds, the end of 2022 showed a surplus of funds.
- ▶ This surplus could then be reallocated in various ways including setting it aside for use in future years. The Committee indicated that they would like to investigate the possibility of reducing the Growth Reserve for 2022 and return any surplus back to the Levy resulting in a reduction to the Taxpayer wherever possible. If newly found surplus was returned to the Levy, the reduction would reduce the increase on the Levy from 5.6% to 3.85%
- ▶ The implication of utilizing the growth by rolling it into the Levy is that it is not likely desirable to increase the Levy by the same amount in a future year to regain the lost funding. Therefore, the base would be permanently reduced into the future years which puts some further pressure on future years

Ten-Year Business Plan - Summary Report

Retrieved on Jan 5, 2022 08:23 PM

	2022 Budget
Funds Available to support Capital debt Repayment	(263,389)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)	
TL Redevelopment Construction Funding Subsidy	
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.	(1,500,000)
Use of Capital Surplus Reserves	
Option #1 - Roundabout funding from MTO Partnership	
Option #1 - Roundabout Costs	
Option #1 - Gillets, Jamestown, and Fulton Line Bridges	
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)	683,552
Use of Available Growth fund to fund Capital Debt	
Possible deferral of Capital to alleviate Further Debt	
Final funding Needs to balance to zero	42,770
	1.8500%
	2.0000%
	0.03850

- ▶ At Meeting #6 it was heard that a 3.85% increase on the Levy would result in an average tax rate increase for 2022 of 1.68% as per the table below.
- ▶ The Landfill rate is not set until later in the year when the regulation is implemented by the Ontario Property Tax Analysis system and will require an amendment at that time.
- ▶ This would translate to approximately \$10.50 per \$100,000 of assessment on a residential property.

Calculated Rates	Prior Year	Tax Rate	Increase
Residential	0.624937%	0.635435%	1.6799%
Farmland Awaiting Dev.	0.312469%	0.317718%	1.6798%
New Multi-Residential	0.624937%	0.635435%	1.6799%
Multi-Residential	1.249812%	1.270807%	1.6799%
Commercial - Occupied	1.023397%	1.040589%	1.6799%
Commercial - Small Value Added Farm	0.255849%	0.260147%	1.6800%
Commercial - Vacant Land	1.023397%	1.040589%	1.6799%
Industrial - Occupied	1.390547%	1.413907%	1.6799%
Industrial - Small Value Added Farm	0.347652%	0.353493%	1.6800%
Industrial - Vacant Land	1.390547%	1.413907%	1.6799%
Large Industrial - Occupied	1.769697%	1.799426%	1.6799%
Large Industrial - Vacant	1.769697%	1.799426%	1.6799%
Pipelines	0.715303%	0.727319%	1.6799%
Farm	0.143736%	0.146151%	1.6803%
Managed Forests	0.156234%	0.158859%	1.6801%
LandFill	20.874557%	21.225225%	1.6799%

Meeting #6 Focus on the Future

- ▶ Strategies to manage the future of assets in the County of Elgin include but are not limited to:
- ▶ Putting Growth funds into a Reserve that can be delayed until there is an in year surplus that warrants some savings to be used into the future. The Growth amount may also fluctuate from the amount in the budget so it will be prudent to monitor this and base savings on actuals.
- ▶ Once the Transportation Master Plan is received, and the Asset Management Program is enabled, the County will have better data on which to fine tune project timelines.
- ▶ Moving projects ahead or back by a year where a surplus is available may be an opportunity to manage funding pressures.
- ▶ Adopting a best practice to put surplus funds from prior years into a reserve for use in years where there is unusual pressure.
- ▶ Divesting of assets should still be investigated and may still be a viable option.
- ▶ Long term financing of a major build such as the Terrace Lodge rebuild is proposed to be amortized over 25years to match the funding envelope and remove pressure using a longer repayment period.
- ▶ These strategies are offered numerically on the next slide for the committee's review as a summary of possible options for consideration as it relates to the current plan. It should be noted that this plan is flexible to accommodate knowns and unknowns as better information is received.

Meeting #6 Focus on the Future continued

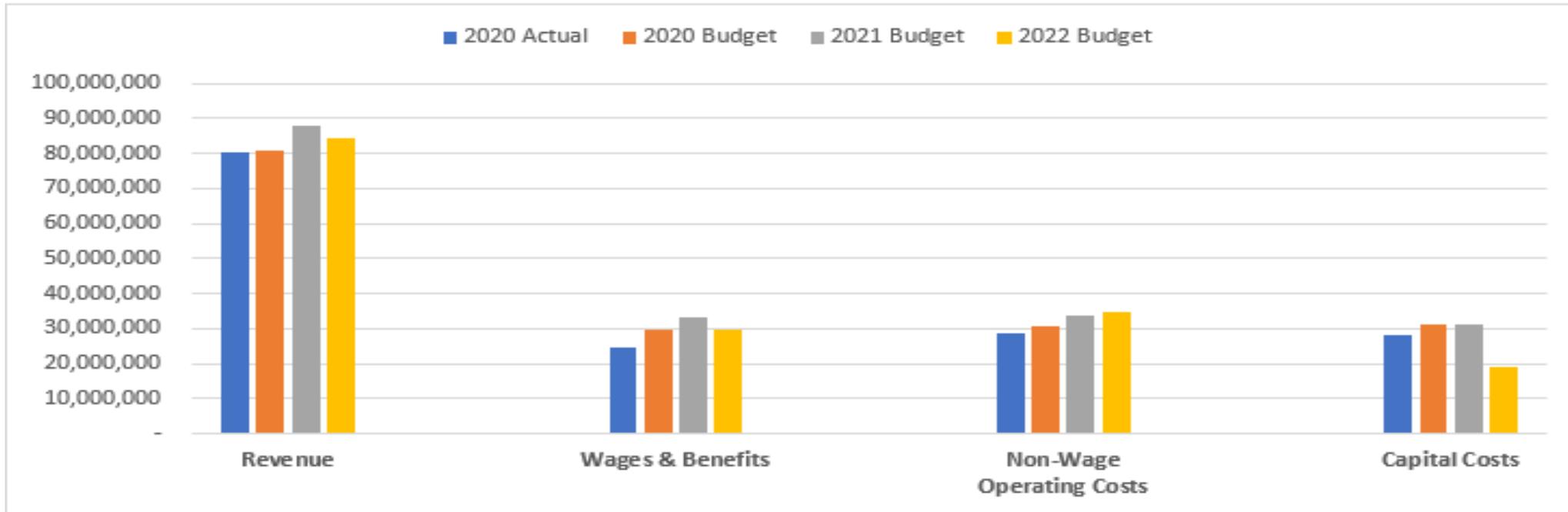
- ▶ The largest pressure point years from 2023 to 2026 could be managed with some preplanning and coordination as presented below. Additionally, 2031 would require additional consideration after 2026 is managed
- ▶ By earmarking approximately \$14M of Growth funds (either through levy or growth reserve), moving some projects between years, and setting aside possible surplus funds for use in a future year, we would be able to first manage Option #2 and additionally Option #1 over the 10 year capital plan.

Ten-Year Business Plan - Summary Report											
Retrieved on Jan 5, 2022 08:23 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
Funds Available to support Capital debt Repayment	(263,389)	4,031,451	(1,807,229)	194,646	1,746,264	(5,073,963)	(4,453,046)	(7,436,266)	(5,921,019)	7,829,217	(11,153,335)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)		698,606	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	11,876,294
TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.	(1,500,000)										(1,500,000)
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership								(2,375,000)			(2,375,000)
Option #1 - Roundabout Costs							620,000	4,130,000			4,750,000
Option #1 - Gillets, Jamestown, and Fulton Line Bridges						2,500,000	450,000				2,950,000
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	6,835,521
Use of Available Growth fund to fund Capital Debt		(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	800,000	3,100,000	3,300,000	(6,900,000)	(7,040,660)
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000		(800,000)	1,400,000					-
Final funding Needs to balance to zero	42,770	87,590	(25,547)	(96,381)	(24,185)	(123,466)	(43,096)	(19,609)	(37,265)	53,932	(185,258)
	1.8500%	3.600%	3.600%	3.600%	3.600%	3.600%	3.600%	3.600%	2.0%	2.0%	
	2.0000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.000%	2.0%	2.0%	
	0.03850	0.0560	0.0560	0.0560	0.0560	0.0560	0.0560	0.0560	4.0%	4.0%	

Meeting #7 Next Steps

- ▶ The Budget Committee was in favour of reducing the levy increase from 5.6% to 3.85% resulting in a suggested tax rate increase of 1.68%. It was then decided to move forward to bring a summary of the work done over the last 6 meetings before a Special Meeting of Council.
- ▶ A preliminary discussion of the borrowing strategy for Terrace Lodge as outlined on the new plan was undertaken at a high level. Staff have discussed with Infrastructure Ontario some strategies to manage the necessary borrowings over the next two years and how the two upcoming elections can affect approval timelines.
- ▶ The Budget Committee also requested a discussion regarding tax ratios be brought forward. At the time of the last budget committee meeting, the Minister of Finance's tax policy letter had not yet been received. Recently, this letter was received and is attached in Appendix II in readiness for a discussion about tax ratios as requested. A list of the current tax ratios has been included for review and consideration.
- ▶ In readiness for this meeting, staff have incorporated the changes discussed at the last budget meeting into the budget for 2022 and beyond. This has some effect on the outlying years due to inflationary factors. The Levy was only changed for 2022 with the remaining placeholders left the same in the example in the outlying years.
- ▶ Additional items have been identified since the last budget meeting that have impact on 2022 and beyond. These costs and their 10 year impact have been calculated and will be presented to discuss a possible strategy to manage those additions.

Three Year Budget Overview



2022 Budget	84,204,288	29,666,357	34,685,018	18,781,414
2022 Budget vs 2021 Budget	(3,977,644)	3,651,114	(1,109,954)	12,321,146
Change	-4.7%	12.3%	-3.2%	65.6%

Tax Ratios

- ▶ Attached are the tax ratios that are anticipated to be used for 2022.
- ▶ The Landfill ratio that will not be finalized until late March or early April.
- ▶ Appendix II is a letter received from the Minister of Finance related to anticipated changes to the Small-Scale On-Farm Business Subclass

2022 SCHEDULE A			
Ratios			
PROPERTY CLASS	Current	Prior	
Residential	1.0000	1.0000	
Farmland Awaiting Dev.	0.5000	0.5000	
New Multi-Residential	1.0000	1.0000	
Multi-Residential	1.9999	1.9999	
Commercial - Occupied	1.6376	1.6376	
Commercial - Small Value Added Farm	0.4094	0.4094	
Commercial - Vacant Land	1.6376	1.6376	
Industrial - Occupied	2.2251	2.2251	
Industrial - Small Value Added Farm	0.5563	0.5563	
Industrial - Vacant Land	2.2251	2.2251	
Large Industrial - Occupied	2.8318	2.8318	
Large Industrial - Vacant	2.8318	2.8318	
Pipelines	1.1446	1.1446	
Farm	0.2300	0.2300	
Managed Forests	0.2500	0.2500	
Landfill	33.402646	33.402646	

Small-Scale On-Farm Business Subclass

- ▶ An excerpt from the MofF letter is provided
- ▶ Assessment eligibility will be expanded from \$50,000 to \$100,000 on eligible properties. MPAC will provide further information for Municipalities before March 2022.
- ▶ MPAC will release property eligibility to municipalities in March 2022. We expect to have the Landfill rate available to us around that same timeframe.
- ▶ A preliminary review of this Subclass indicates that approximately 5 properties may be fully or partially eligible within the County.
- ▶ A Council decision would be required to further move this tax ratio change forward.
- ▶ Other possible changes have not been discussed. If there are any to be brought forward for discussion, please advise.

Small-Scale On-Farm Business Subclass

To enhance property tax programs that support farm businesses and to encourage their growth, the Province is increasing the assessment threshold for the small-scale on-farm business subclass. Currently, municipalities have the option of adopting this subclass which provides a reduced tax rate on the first \$50,000 of eligible assessment.

Starting in 2022, municipalities that adopt the small-scale on-farm business subclass will have the option to maintain the current assessment threshold of \$50,000 for municipal tax purposes, and they may also adopt a second subclass that would increase the amount of eligible assessment to \$100,000. The Province will apply a reduced business education tax rate to this increased \$100,000 threshold for all eligible properties, regardless of whether municipalities adopt the subclass.

It is anticipated that the Municipal Property Assessment Corporation will be identifying eligible properties and notifying affected property owners and municipalities by March 2022.

Focus on the New Plan

- ▶ The necessary changes to budget have been incorporated from the last budget meeting. The Levy has only been changed in the budget for 2022. A placeholder has been left in the example as an expected additional impact on future years that will need to be accommodated.
- ▶ The new budget plan for 2022 to 2031 is provided in further detail in Appendix III & IV. Emerging pressure point years are highlighted in yellow.

Ten-Year Business Plan - Summary Report											
Retrieved on Jan 24, 2022 07:36 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
Funds Available to support Capital debt Repayment	(1,074,498)	4,042,951	(1,795,729)	97,903	1,426,540	(2,421,613)	(3,379,012)	(5,698,958)	(5,909,519)	7,840,717	(6,871,219)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
Incremental Debt for Terrace Lodge (\$25M 25Years at Today's Rate 2.87 (includes interest)		698,606	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	11,876,294
TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.											-
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership											-
Option #1 - Roundabout Costs											-
Option #1 - Gillets, Jamestown, and Fulton Line Bridges											-
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)		683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	6,151,968
Use of Available Growth fund to fund in year Deficit		(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	(1,468,132)	800,000	3,100,000	3,300,000	(6,900,000)	(7,040,660)
Additional in year Considerations for Budget											-
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000		(800,000)	1,400,000					-
Final funding Needs to balance to zero	48,109	99,090	(14,047)	(193,124)	(343,909)	28,885	(39,062)	(37,301)	(25,766)	65,432	(411,694)
	1.8500%										
	2.0000%										
	0.03850										

Focus on the New Plan continued

- ▶ A placeholder has been added for additions requested since the last budget meeting. These items are outlined on their various departmental presentations in Appendix I. Staff have calculated the projected costs and the implications on the 2022 to 2031 plan.
- ▶ The budget plan beyond the immediate year is fluid and can be adjusted as needed but it is important to highlight the impact that a decision today could have on the future. Focus is again mainly on 2022 as the immediate concern with 2023 and 2026 as emerging areas of concern.
- ▶ The move to give back the surplus and reduce the levy enabled a reduction on the tax rate. It may not be desirable for Council to reverse this decision to offset these new additional costs. The Growth Reserve is just beginning to accumulate in 2022 but was not removed or utilized to get to this point. Using this fund to offset these additional costs can reduce our ability to use them into the future however, by setting aside approximately \$250K in 2022 (\$2.5M over 10 years), it will cover most of the outlying years on the additional costs. This is illustrated on the next slide.
- ▶ If unexpected project funding is received throughout the year, we can reduce the need to use the growth fund as it will help offset costs already allocated in year.

Focus on the New Plan continued

- ▶ Adjusting the Growth Fund in year will enable these changes to be accommodated using a known expense line that can be adjusted. If the reserve is not fully used, it will allow us to set aside some funds for unknown emergencies and known pressures in the future.
- ▶ Additionally, we may have other surplus operating or capital that will be set aside to fund future items and will take additional pressure off of levy increases and the use of the Growth Reserve.

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Funds Available to support Capital debt Repayment	(1,074,498)	4,042,951	(1,795,729)	97,903	1,426,540	(2,421,613)	(3,379,012)	(5,698,958)	(5,909,519)	7,840,717	(6,871,219)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
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TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.											-
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership											-
Option #1 - Roundabout Costs											-
Option #1 - Gillets, Jamestown, and Fulton Line Bridges											-
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Use of Available Growth fund to fund in year Deficit	(250,000)	(1,718,132)	(1,718,132)	(1,468,132)	(1,368,132)	(1,618,132)	550,000	2,850,000	3,050,000	(7,150,000)	(8,840,660)
Additional in year Considerations for Budget	219,180	157,769	168,492	174,680	181,842	186,998	190,034	194,588	198,497	202,477	1,874,557
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000		(800,000)	1,400,000					-
Final funding Needs to balance to zero	17,289	6,859	(95,555)	(18,444)	(62,067)	65,883	(99,028)	(92,714)	(77,269)	17,909	(337,137)
	1.8500%										
	2.0000%										
	0.03850										

Infrastructure Ontario - Terrace Lodge

- ▶ During the budget meeting, there was some discussion around the financing strategy for Terrace Lodge.
- ▶ The expected compliance premium from the Ministry of Health will be received over a period of 25 years for the purpose of this rebuild. Staff are suggesting that the timeline for repayment of the expected debt of \$25M also be amortized over a period of 25 years.
- ▶ By matching the repayment period to the funding period, the County will pay more in interest over the life of the debenture but the pressure to raise funds for this is removed by the funding we will receive. Below is a closer look at this expected cost as outlined in the first eight years of the payback period within the 10 year plan.

Ten-Year Business Plan - Summary Report											
Retrieved on Jan 24, 2022 07:36 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
Funds Available to support Capital debt Repayment	(1,074,498)	4,042,951	(1,795,729)	97,903	1,426,540	(2,421,613)	(3,379,012)	(5,698,958)	(5,909,519)	7,840,717	(6,871,219)
Debt Principle Repayment on \$12M Capital already incurred	1,122,607	1,142,114	1,161,973	1,182,187	1,202,765	1,223,711	1,245,032	1,266,739	1,288,835	329,797	11,165,760
Incremental Debt for Terrace Lodge (\$25M 25Years at Todays Rate2.87 (includes interest)		698,606	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	1,397,211	11,876,294
TL Redevelopment Construction Funding Subsidy			(392,923)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(785,845)	(5,893,838)
In Year funding of Philmore Bridge by reallocation from Meeks, Port Bruce and Port Burwell.											-
Use of Capital Surplus Reserves		(4,000,000)		(1,300,000)	(2,000,000)					(2,500,000)	(9,800,000)
Option #1 - Roundabout funding from MTO Partnership											-
Option #1 - Roundabout Costs											-
Option #1 - Gilllets, Jamestown, and Fulton Line Bridges											-
2022 levy reduction using Growth for each year of 10 year plan - .056% (.036% plus .02% Growth)		683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	683,552	6,151,968
Use of Available Growth fund to fund in year Deficit	(250,000)	(1,718,132)	(1,718,132)	(1,468,132)	(1,368,132)	(1,618,132)	550,000	2,850,000	3,050,000	(7,150,000)	(8,840,660)
Additional in year Considerations for Budget	219,180	157,769	168,492	174,680	181,842	186,998	190,034	194,588	198,497	202,477	1,874,557
Possible deferral of Capital to alleviate Further Debt		(1,000,000)	400,000	22	(800,000)	1,400,000					-
Final funding Needs to balance to zero	17,289	6,859	(95,555)	(18,444)	(62,067)	65,883	(99,028)	(92,714)	(77,269)	17,909	(337,137)

Infrastructure Ontario - Terrace Lodge

- ▶ Staff have been researching the debenture application process with our area representative from Infrastructure Ontario (IO).
- ▶ There are a few timeline issues in the 2022 year as we get closer to both the Provincial and Municipal elections. Elections normally include blackout periods where decisions are neither made nor finalized. For Infrastructure Ontario, this timeframe will begin when the writ drops in June until sometime in August. Our possible sign off dates would then occur sometime in September and possibly as late as October. This timing would then encroach upon our Municipal election period.
- ▶ Initial reviews indicates that the amount we expect to need is \$25M. IO suggests that we may want to apply for more than \$25M, so that if additional need arises, we do not have to reapply. If we do not need the full amount that we apply for, we would only debenture for the amount that we would need. The full construction preflow/debenture must be finalized within 5 years of approval or 120 days after substantial completion.
- ▶ The process for a project of this size takes extra levels of approval and therefore additional time. IO Staff suggest we begin the process in early February of 2022, which may enable the full application process to be completed before the June Provincial election deadline. We would then have the funds available to us as needed in early 2023 and beyond which would ensure we are fully funded and able to meet our payment obligations. We would pay interest on whatever funds are pre-flowed to us or can take out a large portion of the debenture in order to secure a favourable interest rate if we choose.

Summary and Wrap Up

- ▶ Questions:
- ▶ Concerns:
- ▶ Direction on Next Steps:
- ▶ The following Recommendations are presented for consideration:
 - ▶ THAT the 2022 budget be accepted as presented, and;
 - ▶ THAT the 2023 to 2031 budget with Option #1 be accepted in principle, and;
 - ▶ THAT the Landfill ratio be accepted in principle to be amended as per regulation 95-17 once updated for 2022, and;
 - ▶ THAT Staff proceed to include or not include the Small-Scale On-Farm Business Subclass in the tax ratios beginning in 2022, and;
 - ▶ THAT the recommended Tax Rate increase of 1.68% (3.85% increase on the Levy) be accepted in principle and amended once the Landfill rate is set, and;
 - ▶ THAT Staff proceed with an application to Infrastructure Ontario to finance the Terrace Lodge rebuild and bring a report to Council to further the process before the Provincial Election, and;

Budget Committee

Quick Reference Guide

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1	July 27, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/07/Budget-Committee-Agenda-July-27-2021.pdf Meeting: https://www.youtube.com/watch?v=iILbn-rCrnk&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=1&t=33s
2	October 26, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/10/Budget-Committee-Agenda-Package-October-26-2021-1.pdf Meeting: https://www.youtube.com/watch?v=te8aoQIFBZI&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=5&t=4s
3	November 8, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-Package-November-8-2021.pdf Meeting: https://www.youtube.com/watch?v=gml8wPA1NuA&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=3&t=5s
4	November 16, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-November-16-2021.pdf Meeting: https://www.youtube.com/watch?v=nIP7ORtdtys&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=4&t=1s
5	December 9, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/12/Budget-Committee-Agenda-Package-December-9-2021.pdf Meeting: https://www.youtube.com/watch?v=TwMyYdhloIY&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=2&t=3838s
6	January 12, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2022/01/Budget-Committee-Agenda-Package-January-12-2022.pdf Meeting: https://www.youtube.com/watch?v=H8O6RSrwyq

Emergency Services Department

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
<ul style="list-style-type: none"> Emergency Management Fire School EMS delivery 	<p>Department Restructuring</p> <p>Create an Emergency Management Department within the County to remove from Admin services as per the Service Delivery Plan</p> <p>Budgetary changed absorbed in existing budget and reflected in new position lines.</p>	<p>Approved by Council on October 12, 2021</p> <p>November 8, 2021 Meeting</p> <p>Discussion on how this is referenced in the service delivery review</p>	No adjustments to the proposal were required	The committee recognized that this restructuring would have some effects within various budget lines.	\$0	\$0
<ul style="list-style-type: none"> EMS delivery 	<p>EMS Services</p> <p>Shifting the oversight of EMS Service Delivery to the Emergency Management Department</p> <p>Following the direction given in the Service Delivery Plan.</p>	<p>November 8, 2021 Meeting</p> <p>Discussion on how this is referenced in the service delivery review</p>	No adjustments to the proposal were required	The committee recognized that this restructuring would have some effects within various budget lines.	\$0	\$0

	Budgetary changed absorbed in existing budget and reflected in new position lines.					
<ul style="list-style-type: none"> Emergency Management Fire School EMS delivery 	<p>Administrative Assistant Position</p> <p>The addition of an Administrative Assistant position to assist with the operation of the Fire School, Fire Training, increased Emergency Management services, and EMS delivery.</p>	<p>Approved by Council on October 12, 2021</p> <p>50% of the position will be offset by Fire School Revenue</p>	No adjustments to the proposal were required	The committee supported the funds required to add this position to the draft 2022 budget	\$61,534 Wage \$17,000 Benefits	\$676,058 Wage \$186,774 Benefits
<ul style="list-style-type: none"> Emergency Management 	<p>Emergency Management Program Coordinator Position</p> <p>The addition of an Emergency Management Program Coordinator position. Primary CEMC for County and LMP's, maintains plans, HIRA's, contact lists, public education etc. for LMP's and County. Ask represents 6 months of 2022.</p>	<p>Tentatively approved by Council on October 12, 2021</p> <p>November 8, 2021 Meeting</p> <p>Discussion on having the resources to support the LMP's. risk of not hiring is not being able to support the need.</p> <p>Discussion on how shared services may show increases in the County budget but will reflect savings in the LMP budgets.</p> <p>November 16, 2021 Meeting</p> <p>Discussion on how charging the LMP's for emergency management services can assist with offsetting a portion of this wage. Discussions to ensue with LMP's</p>	No adjustments to the proposal were required	The committee supported the funds required to add this position to the draft 2022 budget	\$43,794 Wage \$11,500 Benefits	\$892,525 Wage \$246,577 Benefits
<ul style="list-style-type: none"> Fire School 	Operation of the Regional Fire School- Revenue	November 8, 2021 Meeting	No adjustments to the proposal were required	The committee supported the funds required to add this position to the draft 2022 budget	(\$242,800) revenue	(\$2,428,000) Revenue

	<p>Increased Revenue based on cost recover for partner Municipalities and an enrolment cost for outside students</p> <p>Increased revenue of \$242,800 over 2021. This represents an 80% enrollment rate for courses, this would be the recommended rate to be used without a full year of data.</p> <p>Additional enrollment would result in additional revenue over the budget line.</p>	<p>Discussion on how shared services may show increases in the County budget but will reflect savings in the LMP budgets.</p> <p>November 16, 2021 Meeting</p> <p>Options were brought forward for the enrolment rate of 80%, 90% or 100%. The committee direction was to stay at 80%.</p> <p>There was discussion on further revenue sources ie. Industrial training, fire extinguisher training, third party emergency planning. This will be best looked at in 2023 once a full year of the fire school has been in place</p>				
• Fire School	<p>Operation of a Regional Fire School- Mileage</p> <p>Increased mileage line to accommodate for increased course delivery and meeting travel.</p> <p>Proposing an increase of \$1500 bringing the mileage line from \$3500 in 2021 to \$5000 in 2022.</p>	<p>November 16, 2021 Meeting</p> <p>Options were brought forward to maintain course list, reduce by 10% or reduce by 20% to reduce cost impact which would in turn reduce revenue. It was decided to stay with set course list.</p>	No adjustments to the proposal were required	The committee supported the funds required to add this to the Draft 2022 budget	\$1,500	\$15,000
• Fire School	<p>Operation of a Regional Fire School- Purchased Services</p> <p>Increased purchased services line to accommodate for increased course delivery. This line includes contracted instructors, contracted course design, contracted course providers, contracted meal providers</p>	<p>November 8, 2021 Meeting</p> <p>Discussion on how shared services may show increases in the County budget but will reflect savings in the LMP budgets.</p>	No adjustments to the proposal were required	The committee supported the funds required to add this to the Draft 2022 budget	\$171,500	\$1,750,000

	<p>Proposing an increase of \$171,500 over the 2021 budget. Breakdown Instructors- \$110,000 Meals -\$35,000 Course Design - \$20,000 Course Provider- \$6,500 This increase is offset by revenue</p>	<p>November 16, 2021 Meeting Options were brought forward to maintain course list, reduce by 10% or reduce by 20% to reduce cost impact which would in turn reduce revenue. It was decided to stay with set course list.</p>				
<ul style="list-style-type: none"> Fire School 	<p>Operation of a Regional Fire School- Supplies Increased supplies line to accommodate for increased supplies needed for course delivery. This line includes, lumber, cars, easels, markers, consumables. This increase is offset by revenue</p>	<p>November 8, 2021 Meeting Discussion on how shared services may show increases in the County budget but will reflect savings in the LMP budgets. November 16, 2021 Meeting Options were brought forward to maintain course list, reduce by 10% or reduce by 20% to reduce cost impact which would in turn reduce revenue. It was decided to stay with set course list.</p>	<p>No adjustments to the proposal were required</p>	<p>The committee supported the funds required to add this to the Draft 2022 budget</p>	<p>\$30,000</p>	<p>\$300,000</p>
<ul style="list-style-type: none"> Emergency Management Fire School 	<p>Membership Line Addition of a Membership line in the departmental budget to allow for association memberships.</p>		<p>No adjustments to the proposal were required</p>	<p>The committee supported the funds required to add this to the Draft 2022 budget</p>	<p>\$1,000</p>	<p>\$10,000</p>
<ul style="list-style-type: none"> Fire School 	<p>Textbook Library (Capital) In 2021 a textbook library was started to allow the students to borrow textbooks from the County for course delivery. This allows the LMP's to reduce or reallocate funds previously used for the purchase of textbooks.</p>	<p>November 8, 2021 Meeting Discussion on how shared services may show increases in the County budget but will reflect savings in the LMP budgets.</p>	<p>No adjustments to the proposal were required</p>	<p>The committee supported the funds required to add this to the Draft 2022 budget</p>	<p>\$10,000</p>	<p>\$100,000</p>

	Increase recognized in County budget but will reflect savings in LMP budgets.	<p>November 16, 2021 Meeting</p> <p>Options were brought forward to keep or eliminate the textbook library. Eliminating would push the cost back on the LMP's. It was decided to keep the textbook library.</p>				
<ul style="list-style-type: none"> • Fire School • Emergency Management 	<p>Utility Trailer (Capital)</p> <p>Trailer to be used for promotion and marketing of Fire School and Emergency Management. Will be used for moving equipment and resources as well as storage of assets. Also can be used as promotion at local events</p> <p>This includes the trailer, and locks.</p>	<p>November 16, 2021 Meeting</p> <p>Options were proposed to keep, eliminate, defer or get corporate sponsors for 50% cost. It was decided to go forward with the project at full cost and to not letter the trailer due to theft concerns.</p>	No adjustments to the proposal were required	The committee supported the funds required to add this to the Draft 2022 budget	\$15,000	\$0
<ul style="list-style-type: none"> • Emergency Management • Fire School 	<p>Emergency Operations Centre Technology and Furnishings (Capital)</p> <p>Funding to be used in conjunction with the renovation of the EOC project. This will cover 2 TV's with HDMH hookups, Screen, projector, integrated sound system, Mapping capabilities, Ipads with cases, tables, chairs, white boards.</p> <p>\$8,500 was budgeted in 2021 for the purchase of a smartboard, this was deferred due to the 2022 EOC renovation.</p>	<p>November 8, 2021 Meeting</p> <p>Discussion on how the County EOC is utilized by many of the LMP's as their secondary EOC.</p> <p>November 16, 2021 Meeting</p> <p>Options were proposed to keep, implement a 3 year phase in, or reduce by \$10K and seek out 2nd hand items. It was decided to keep in the budget and fully fund as it is better to do it at the time of construction.</p>	No adjustments to the proposal were required	The committee supported the funds required to add this to the Draft 2022 budget	\$51,500	\$0

Budget Committee

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2	October 26, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/10/Budget-Committee-Agenda-Package-October-26-2021-1.pdf Meeting: https://www.youtube.com/watch?v=te8aoQIFBZI&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=5&t=4s
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4	November 16, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-November-16-2021.pdf Meeting: https://www.youtube.com/watch?v=nIP7ORtdtys&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=4&t=1s
5	December 9, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/12/Budget-Committee-Agenda-Package-December-9-2021.pdf Meeting: https://www.youtube.com/watch?v=TwMyYdhloIY&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=2&t=3838s
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County of Elgin Homes

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
County of Elgin Homes	Docit Software implementation to integrate with Point Click Care. Docit is a mobile app to support documentation, assessments, continuity of care, compliance requirements in LTC. Anticipated to support Case Mix Funding efficiencies and minimize compliance risks.	Reviewed/discussed at Committee meetings 2, 3 & 4.	No adjustments required	The Committee supported the \$28,725 for Docit Software for inclusion in the 2022 draft budget.	Year one implementation and annual license fee will be funded from Efficiency Funding Received with no increase required for 2022 budget	Annual license fee \$16,514 until 2024; then \$22,935 10-year plan costs \$210,087 as addition to the budget
County of Elgin Homes	Automated call-in program for shift replacement – budgetary carryover from 2021. Online scheduling software program to be implemented in 2022 followed by automated call-in program for shift replacement. Aligns with Service Delivery Review priorities. Anticipated to support staff recruitment and retention efforts, improve staff moral, support continuity of care and reduce overtime costs.	Reviewed/discussed at Committee meetings 2, 3 & 4.	No adjustments required	The Committee supported the 2021 Budgetary Carryover of \$38,000 to support one-time implementation costs of automated staff call-in program for inclusion in the 2022 draft budget.	\$38,000 year one implementation and annual license fee.	Annual license fee estimated to be ~\$15,000. 10-year plan costs \$173,000

<p>County of Elgin Homes</p>	<p>Temporary Part-time clerks (all three Homes) April – December 2022 to support scheduling/staff replacements and successful scheduling/automated call-in system implementation.</p>	<p>Reviewed/discussed at Committee meetings 2, 3 & 4. Discussion regarding source of funding – recommended by committee members and finance department at Committee meeting 3 to use Safe Restart Funding (SRF).</p>	<p>Determined at Committee meeting 4 to use Safe Restart Funding (SRF).</p>	<p>The committee supported the one-time costs of ~\$75,000 (total across 3 Homes) to support temporary part-time clerk hours April – December 2022 utilizing SRF.</p>	<p>Funded by Safe Restart Funding – No increase to Budget</p>	<p>\$0</p>
<p>County of Elgin Homes</p>	<p>Include the CMI efficiency of \$308,000 in the 2022 Homes' budget.</p>	<p>Reviewed/discussed at Committee meetings 2, 3 & 4. Initial improvement ask at meeting 2 & 3 was \$233,000.</p>	<p>Determined at Committee meeting 4 to use Safe Restart Funding (SRF) to fund temporary part-time clerk costs (~\$75,000). Adjustment made to improvement ask from \$233,000 to \$308,000 (\$75,000 adjustment).</p>	<p>The Committee supported the improvement ask of \$308,000 be included in the 2022 Budget.</p>	<p>Decrease to budget (\$308,000)</p>	<p>CMI scores/funding provided by ministry annually. Improvements to budget will be calculated annually. Current reduction is estimated at \$3,080,000 over 10-year plan</p>

Budget Committee

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3	November 8, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-Package-November-8-2021.pdf Meeting: https://www.youtube.com/watch?v=gml8wPA1NuA&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=3&t=5s
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ADMINISTRATIVE SERVICES

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Staff Instructions						
Warden and Council/Administrative Services	<p>County-wide Council Orientation</p> <p>Note: it was proposed that \$20,000 be included in the draft 2022 budget for County-wide Council Orientation. This ask originally included the costs associated with holding a joint orientation session with speakers, developing orientation materials and hosting a bus tour.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs associated with the proposed orientation and to provide options including cost sharing with LMPs.</p> <p>At Committee Meeting #3, a revised proposal was brought forward that included \$10,000 for a Council-wide Orientation with the option for LMPs to contribute. Should LMPs choose not to contribute the orientation will be scaled accordingly.</p>	<p>Committee direction was to refine the proposal in the following ways:</p> <ul style="list-style-type: none"> - eliminate bus tour component; and investigate cost sharing options with LMPs. 	<p>Committee supported revised proposal and directed that this initiative be included in the 2022 draft budget for Council's consideration.</p>	\$ 10,000	n/a

<p>Warden and Council/Administrative Services</p>	<p>Warden's Banquet Note: it was proposed that an additional \$2,000 be included in the budget to accommodate increased costs of hosting the annual Warden's Banquet. Increased costs are related to the rising cost of food, decorations and venue rentals over the past decade.</p>	<p>At Committee Meeting #2 the Committee asked staff to provide additional information regarding costs associated with the Warden's Banquet and to present options that would reduce costs associated with hosting the event. At Committee Meeting #3 the Committee discussed reducing the scale of the Banquet, changing its format, requiring attendees to pay to attend or eliminating the event altogether but ultimately decided that any change to the Banquet would need to be discussed with Council as a whole.</p>	<p>Committee direction was to eliminate the additional \$2,000 funding request.</p>	<p>The Committee denied the increase of \$2,000 to the annual Warden's Banquet budget and supported the status quo amount for 2022. The Committee also requested that a report be brought to Council for consideration in 2022 with an analysis of the Banquet and ways in which costs could be reduced or recovered in future years.</p>	<p>\$0</p>	<p>\$0</p>
<p>Administrative Services</p>	<p>Council and Committees Marketing and Promotion Note: It was proposed that \$5,000 be included in the 2022 budget to cover costs associated with Council and Committee Marketing and Promotion (in cases where these costs are not associated with an existing project). These costs include promotion of the Budget Survey, Indigenous Strategy Outreach, COVID-19 Mental Health Survey, and other committee driven public engagement initiatives.</p>	<p>At Committee Meeting #4 staff provided more details regarding the costs associated with promoting Council and Committee initiatives in traditional and new media outlets. Options presented included to fund this engagement or reduce paid public engagement.</p>	<p>No adjustments to the proposal were required.</p>	<p>The Committee supported the \$5,000 for Council and Committees Marketing and Promotion for inclusion in the 2022 draft budget.</p>	<p>\$5,000</p>	<p>\$50,000</p>
<p>Administrative Services</p>	<p>Agenda Management Software Note: it was proposed that \$30,000 be included in the draft 2022 budget for Agenda Management Software.</p>	<p>At Committee Meeting #3 staff were asked to provide more details regarding the number of Agendas compiled annually for Council and Committees and the approximate time it takes to compile and make accessible these documents.</p>	<p>No adjustments to the proposal were required.</p>	<p>The Committee supported the \$30,000 for Agenda Management Software for inclusion in the 2022 draft budget.</p>	<p>\$30,000</p>	<p>\$300,000</p>

		At Committee Meeting #4 staff were asked to quantify financially the efficiencies that would be achieved should Agenda Management Software be implemented though an analysis of staff time vs. software solution.				
Administrative Services	Accelerated Replacement Cycle for Ambulance Laptops with the Addition of Two Spare Laptops Note: it was proposed that an additional \$166,000 be added to the 10 year plan for replacement of 18 laptops every four years for Ambulance Services.	Note: Based on performance in the field the Emergency Service provider has indicated that the replacement cycle for laptops used in the field will be reduced to every 4 years and that two additional laptops are required.	No adjustments to the proposal were required.	This spend is obligatory.	\$20,745	\$166,000

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3	November 8, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-Package-November-8-2021.pdf Meeting: https://www.youtube.com/watch?v=gml8wPA1NuA&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=3&t=5s
4	November 16, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-November-16-2021.pdf Meeting: https://www.youtube.com/watch?v=nIP7ORtdtys&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=4&t=1s
5	December 9, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/12/Budget-Committee-Agenda-Package-December-9-2021.pdf Meeting: https://www.youtube.com/watch?v=TwMyYdhloIY&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=2&t=3838s
6	January 12, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2022/01/Budget-Committee-Agenda-Package-January-12-2022.pdf Meeting: https://www.youtube.com/watch?v=H8O6RSrwyg

Cultural Services

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Library Services	Electronic resources in the library's operating budget be increased by \$5,000 effective the 2022 budget year, with annual inflationary increases thereafter in the County's ten-year financial plan. A detailed costing analysis with future cost projects was presented as part of this request to justify the increase so that current service levels can be maintained.	October 26, 2021 November 8, 2021 November 16, 2021 At the November 8 th meeting, staff were asked to develop a plan to increase fundraising revenue to mitigate / off-set this increase in future budget years beginning as soon as 2023. At the November 16 th meeting, a path forward on increasing donation revenue was presented for further refinement in 2022.	No further adjustments to the proposal were required.	The Committee supported the \$5,000 increase for library electronic resources, subject to the development of a fundraising / donation strategy by the end of 2022 for implementation as soon as 2023.	\$5,000 increase	\$50,000 increase to be mitigated by increased revenue
Library Services	Material costs in the library's capital budget be maintained with annual inflationary increases.	October 26, 2021	No further adjustments to the proposal were required.	The committee supported maintaining the library's annual capital budget for materials with annual inflationary increases in the 10-year plan.	Inflationary increase based on CPI 2022 – 1.02 already included was increased to Oct CPI of 1.049 difference of .029 increase added \$8K in 2022	Inflationary Increases base on CPI in 2022 added \$80K over 10 years

Library Services	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.	October 26, 2021	No further adjustments to the proposal were required.	The committee supported the adjustment, subject to County Council's endorsement of the library's fine free proposal in 2022.	No net impact	No net impact
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HUMAN RESOURCES DEPARTMENT

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Human Resources	Majority of HR budget is comprised of wages and benefits for departmental staff (Service based department)	October 26th, 2021: Communicated to Committee that increase in salaries/benefits budget line relate to the new HR Coordinator role approved by Council in 3 rd quarter 2021. Additional data shared with the committee displaying year-over-year workload increases. Increase to professional development line relates to the new position, as well as planned or approved professional development for existing HR team members (development was largely halted through '20 and '21 with some priority areas requiring catching-up in '22).	N/A	Committee requested additional information for November 8th, 2021 meeting, including: <ul style="list-style-type: none"> - Extent to which HR took into consideration related Budget Survey responses - Consideration toward inflationary pressures - Offsets considered - SDR recommendations considered – this included detail related to the Human Capital Management software implementation, and development toward an HR shared service across Elgin County - Collaborations with other departments - What impact a 5% cut would have on departmental operations & associated risks - Options for the Committee to consider This was presented to the Budget Committee on November 8 th and the Committee did not provide any direction to amend the proposed HR budget at that time.	Wages / Benefits increase 3.2% (related to inflationary increases & new position). Professional Development: Proposed increase from \$3600 to \$6600 for 2-years to cover planned development and catch-up items.	\$835,265 (salary & benefits for new role) \$6000 (2-year increase)

				Committee requested summary presentation of proposed new programs and service changes over 2021; this was presented on November 16th, 2021 and no additional direction was provided related to the HR budget as presented.		
Human Resources – Recruitment & Retention (Organizational Culture)	Continuation of Organizational Culture work; initiated in 2020 / 2021. Continuation of “Respect Lives Here” culture work, with consultant ‘Forward Working’, expanding to front-line staff, key Policy review & development, and leadership training & development through 2022. This budget line also includes recruitment process advertising costs.	October 26th, 2021: Organizational culture work to date, and plans through 2022 were presented to the Budget Committee.	N/A	No specific direction provided. \$15,000 (<i>request is to maintain this budget line, no increase year-over-year</i>)	\$0	\$0
Human Resources – Recruitment & Retention (Process review and improvement; Training & Development)	Continuation of Recruitment and on-boarding process review and improvement Including recruitment re-branding, development of a recruitment video, etc. This budget line also includes other corporate wide training costs as they arise; including H&S training and other corporate wide leadership and staff training.	October 26th, 2021: Recruitment and Retention work to date, and plans through 2022 were presented to the Budget Committee.	N/A	No specific direction provided. \$10,000 included annually under project costs for these initiatives as Staff Training Reserve (<i>request is to maintain project line, no increase year-over-year</i>)	\$0	\$0
Accessibility	Accessibility services provided to Middlesex County comprise the HR department’s only revenue source at this time. Anticipate continued 50:50 share of this role through 2022.	Communicated high level 2022 Accessibility plans including creation of an Accessible Elections Guide for LMPs and update County policies to better reflect requirements of the Integrated Accessibility Standards Regulation (IASR)	N/A	No specific direction provided.	No increase to budget requested	

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Financial Services

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Finance	Carry forward of unspent project funds to support Wages and Benefits to hire Accounting Student Position	Meeting #2 – Investigate funding options and justify need for Student position – Bring back further information related to payment reconciliation Investigate student funding options Meeting #3 – Student would Support HCM Project, and ensure comprehensive testing. Expected that this will help develop local pool of CPA talent with Municipal experience. Will fund from from existing unspent project as no available Financial support for CPA Student Co-op positions Reconciliations between departments and Finance more efficient for department needs		Reallocation of existing project funds from previous year.	\$0	\$0
Finance	Enhancement of letter folding machine – Current leased machine is several years old and only will fold one page per envelope. Lease costs to cover enhanced updated machine are being requested – from current \$1000 to \$4000 per year - an increase of \$3000	Meeting #2 –Review sources of revenue and modernization of billing process to eliminate need for machine Meeting #3 – Largest user would be Homes invoices and letters not a cost that can be easily absorbed by these clients. Other departments can benefit from the use of machine		Staff will investigate possible partnership with Central Elgin related to cost sharing of equipment to avoid the need to lease. Include funds as a placeholder with an update to be provided later in the year	\$3,000 Placeholder to be included in budget with further information to come forward	\$30,000 increase to

POA	Remove position from POA for Part time person and reduce steps due to new hires – Results in more revenue to LMP upfront for POA share – Net change is a decrease to revenue to the County	Meeting #2 – As staff move up steps for years of service the amount of savings incrementally decreases in the 10 - year plan	None	Include in 2022 and beyond	(\$4,104) Decrease to Revenue in first year due to decrease in costs	(\$19,066) Decrease offset by increases to LMP Payments
Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Corporate Activities	Increase in Interest rate for ten-year debenture now at 2.44% up from Sept 17 th rate of 1.9%	Meeting #4 - Accepted			\$0 (Debenture to be taken out in 2023 no expected effect on 2022)	\$1M Increase
Corporate Activities	Social Services - City of St. Thomas has provided an update that indicates a reduction in 2022	Meeting #4 - Accepted			(\$267,000) Decrease	(\$2.73M) Decrease
Purchasing	Enhancements to Purchasing department as per the Service Delivery Review	Council Meeting Jan 11	Placeholder included for Consideration in outlying years		\$44,180 Increase	\$900,247 Increase

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Planning Services

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Planning Services	<p>Official Plan 5-Year Review</p> <p>Note: It was proposed that an additional \$10,000 be included in the draft 2022 budget to fund ongoing enhanced public communications, and public meeting space rentals required through to report finalization.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the requested proposal.</p> <p>At Committee Meeting #3, staff provided the Committee with the requested additional justification, and recommended that the budget as proposed be maintained.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$10,000	\$0
Planning Services	<p>Elgin Natural Heritage Systems Heritage Study Implementation</p> <p>Note: It was proposed that \$20,000 be included in the draft 2022 budget to retain an environmental consultant to</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and requested</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$20,000	\$0

	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).	further information associated with the need to retain an external environmental consultant. At Committee Meeting #3, staff provided the Committee with the requested additional justification, and recommended that the budget as proposed be maintained.				
Planning Services	Improved Planning Website Accessibility and Document Rebranding Note: It was proposed that \$10,000 be included in the draft 2022 budget to improve planning website accessibility for the public and planning applicants, and undertake various planning application document rebranding utilizing an external marketing firm.	At Committee Meeting #2, the following feedback was received: Staff were asked to provide additional information regarding the costs and justification associated with this item. At Committee Meeting #3, the Committee recommended that this action could be supported with the assistance of Administrative Services staff.	Committee direction was to eliminate the \$10,000 funding request.	The Committee declined the request of \$10,000 to retain the services of an external marketing firm to improve planning website accessibility for the public and planning applicants, and undertake various planning application document rebranding, but instead directed staff to achieve the item utilizing the support of Administrative Services staff.	\$0	\$0
Planning Services	Increased Personnel Development / Training Investment Note: It was proposed that an additional \$1,500 be included in the draft 2022 budget to increase personnel professional development / training support for new staff.	At Committee Meeting #2, Staff requested that an additional \$1,500 be included in the draft 2022 budget to increase personnel professional development / training.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$1,500	\$0
Planning Services	Consultant Support to complete Official Plan Review	Received at Council		Add to existing project for Official Plan Review	\$50,000	\$0
Planning Services	Recruitment Services for Planning	Received at Council		Use of Legal and Professional Services (\$20,000)	\$0	\$0
Land Division Committee	Support from City of St. Thomas to ensure continuance of Service	Received at Council		Add to Purchased Services	\$40,000	\$0

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Economic Development & Tourism

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Economic Development & Tourism	Planned membership in Southwestern Ontario Marketing Alliance in partnership with the City of St. Thomas.	At Committee Meeting #2, the Committee requested more information regarding the planned membership in Southwestern Ontario Marketing Alliance (SOMA) with the City of St. Thomas (\$30,000 annual membership fee). At Committee Meeting #3, staff provided the requested additional information.	Proposed membership withdrawn for 2022 by Committee.	The Committee directed that Elgin County's membership in SOMA be cancelled for 2022 and be reassessed as part of future budget deliberations.	\$0	\$0

Economic Development & Tourism	Renewal of South Central Ontario Region (SCOR) Economic Development membership.	At Committee Meeting #2, the Committee requested more information regarding the planned membership in South Central Ontario Region Economic Development Corporation (SCOR) (\$25,000 (annual membership fee).	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$25,000	\$0 in 10-year plan requires annual review
Economic Development & Tourism	Purchased Services Note: It was proposed that \$45,000 be included in the draft 2022 budget to fund data, graphic design, website maintenance and Customer Relationship Software (CRM)	At Committee Meeting #2, the following feedback was received: Staff were directed to look at reducing budget areas by 5%, and thus recommended reduction budget item to \$40,000.	Recommended proposed budget was reduced to \$40,000. Which is an increase of \$27,000 over 2021	Committee supported the revised proposal and directed that the reduced funding be included in the 2022 draft budget for Council's consideration.	\$27,000 Increase	\$270,000 increase
Economic Development & Tourism	Business Retention & Expansion Note: It was proposed that \$15,000 be included in the draft 2022 budget to fund proactive efforts aimed at connecting with existing businesses to understand and respond to local business needs.	At Committee Meeting #2, the following feedback was received: Staff were directed to look at reducing budget areas by 5%, and thus recommended reduction budget item to \$10,000.	Recommended proposed budget was reduced to \$10,000. Which is a \$5000 increase over 2021	Committee supported the revised proposal and directed that the reduced funding be included in the 2022 draft budget for Council's consideration.	\$5,000 increase	\$50,000 increase
Economic Development & Tourism	Promotions/Special Events Note: It was proposed that \$20,000 be included in the draft 2022 budget to fund attendance and participation in local business initiatives and community events.	At Committee Meeting #2, the following feedback was received: Staff were directed to look at reducing budget areas by 5%, and thus recommended reduction budget item to \$18,500.	Recommended proposed budget was reduced to \$18,500. Which is an \$11,500 increase over 2021	Committee supported the revised proposal and directed that the reduced funding be included in the 2022 draft budget for Council's consideration.	\$11,500 increase	\$115,000 increase
Economic Development & Tourism	Quality of Life Note: It was proposed that \$30,000 be included in the draft 2022 budget to fund promotion with videos, social media, television, radio, etc.	At Committee Meeting #2, the following feedback was received: Staff were directed to look at reducing budget areas by 5%, and thus recommended reduction budget item to \$25,000.	Recommended proposed budget was reduced to \$25,000. Which is a decrease of \$11,000 over 2021	Committee supported the revised proposal and directed that the reduced funding be included in the 2022 draft budget for Council's consideration.	(\$11,000) decrease	(\$110,000) decrease

Economic Development & Tourism	<p>Tourism Van Replacement</p> <p>Note: It was proposed that \$40,000 be included in the draft 2022 budget to fund the replacement of the tourism van.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee received the requested justification and supported the expenditure.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$40,000	\$0
Economic Development & Tourism	<p>Elgin St. Thomas Small Business Enterprise Centre</p> <p>Note: It was proposed that \$50,000 be included in the draft 2022 budget to maintain funding investment.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee received the requested justification and supported the expenditure.</p>	No adjustment to the proposal was required.	<p>Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.</p> <p>This is an increase of \$15,000 over 2021.</p>	\$15,000 increase	\$150,000 increase
Economic Development & Tourism	<p>Visitor and Saviour Elgin Guides</p> <p>Note: It was proposed that \$27,500 be included in the draft 2022 budget to prepare new guides.</p>	At Committee Meeting #2, staff provided justification associated with this item.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$27,500 increase	\$275,000 increase

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2	October 26, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/10/Budget-Committee-Agenda-Package-October-26-2021-1.pdf Meeting: https://www.youtube.com/watch?v=te8aoQIFBZI&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=5&t=4s
3	November 8, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-Package-November-8-2021.pdf Meeting: https://www.youtube.com/watch?v=gml8wPA1NuA&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=3&t=5s
4	November 16, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-November-16-2021.pdf Meeting: https://www.youtube.com/watch?v=nIP7ORtdtys&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=4&t=1s
5	December 9, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/12/Budget-Committee-Agenda-Package-December-9-2021.pdf Meeting: https://www.youtube.com/watch?v=TwMyYdhloIY&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=2&t=3838s
6	January 12, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2022/01/Budget-Committee-Agenda-Package-January-12-2022.pdf Meeting: https://www.youtube.com/watch?v=H8O6RSrwyq

Information Technology Services

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Information Technology Services	Scheduled Hardware Replacement Note: Staff recommended that \$227,532 be included in the 2022 budget for replacement of IT hardware and avoid unplanned downtime due to failed hardware. An informal replacement schedule is in use to facilitate this function.	October 26: Committee suggested that staff monitor the impact of CPI on devices. Delay any that are drastically impacted if possible. November 16: Committee in favour of recommendation in principle, but staff should be cognisant of price fluctuations. If substantial changes, staff to bring report to council	None	November 16: Committee moved to include item in 2022 budget	\$227,532	\$2,829,883
Information Technology Services	Additional Training & Development Spending Note: Staff recommended that the Training and Development budget be increased by \$6,000. This will allow for at least 1 week of training per IT Employee		None	November 16: Committee moved to include item in 2022 budget	\$15,000 (\$9,000 previously approved + \$6,000)	\$150,000 (\$90,000 previously approved and additional \$60,000)

<p>Information Technology Services</p>	<p>IT Service Management (ITSM) Software Note: Staff recommended that the committee support the acquisition of a full featured IT Service Management application to manage all IT requests, and provide staff with the ability to report on capacity and plan accordingly.</p>	<p>November 16: Committee requested that staff investigate if this function could be captured within an existing application, such as Laserfiche December 9: Staff investigated the option of utilizing Laserfiche and determined that much of the functionality would need to be developed either internally or externally and that any finished product would lack some functionality. Maintenance and administration of a customized application built in-house would require additional support as opposed to an application designed for this function</p>	<p>None</p>	<p>December 9: Committee moved to include item in 2022 budget</p>	<p>\$14,000</p>	<p>\$153,295</p>
<p>Information Technology Services</p>	<p>Cybersecurity Assessment Note: Staff recommended that the committee support a full Cybersecurity assessment of the organization every 3 years</p>	<p>October 26: Committee inquired if AMO's <u>A Municipal Cyber Security Toolkit</u> document provided any of the cyber functions that are being requested by staff. November 8: After reviewing the document, staff determined that no actual Tools were part of this document, just Best Practices which included performing scheduled assessments October 26: Committee asked if there are required cyber improvements to gain access to cyber insurance or improve rates. November 8: Staff discussed the current RFP for insurance with Purchasing. Due to</p>	<p>None</p>	<p>November 16: Committee moved to include item in 2022 budget</p>	<p>\$35,000</p>	<p>\$153,386</p>

		the number of factors that constitute the rate, it was not easily determined what the impact of a single item or absence of that item would be on the rate.				
Information Technology Services	AI Security Analyst Solution Note: Staff recommended that \$85,000 be included in the 2022 budget to support an Artificial Intelligence Security Analyst Solution to alert and respond to anomalies within the network	November 8: Staff proposed removing part of this application and investigate utilizing existing software. Committee echoed that efforts should always be to maximize existing software capabilities	November 8: Reduced ask to \$45,000 and a \$40,000 placeholder added. If existing application cannot address the gap, staff will come back to council to request use of the placeholder	November 16: Committee moved to include item in 2022 budget	\$45,000 \$40,000 placeholder	\$450,000
Information Technology Services	Privileged Access Management Solution Note: Staff recommended that the committee consider allocating \$25,000 to the purchasing of a Privileged Access Management Solution to audit, manage, and protect the most critical network accounts	November 8: Staff suggested putting this off until future years. Committee agreed that implementing a few cyber improvements this year and adding on in future years would be a more effective approach	Removed ask		0	0

Budget Committee

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3	November 8, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-Package-November-8-2021.pdf Meeting: https://www.youtube.com/watch?v=gml8wPA1NuA&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=3&t=5s
4	November 16, 2021	Agenda: https://www.elgincounty.ca/wp-content/uploads/2021/11/Budget-Committee-Agenda-November-16-2021.pdf Meeting: https://www.youtube.com/watch?v=nIP7ORtdtys&list=PLCpFwBTmUDtTn3yOjhhH7PSXnliz6pgZ3&index=4&t=1s
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ENGINEERING SERVICES - CORPORATE FACILITIES

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Corporate Facilities	<p>POA – Installation of New Standby Generator</p> <p>Note: It was proposed that \$85,000 be included in the draft 2022 budget to install new standby generator at the POA due to an increased number of power disruptions experienced through 2021.</p>	<p>At Committee Meeting #3, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the requested proposal.</p> <p>At Committee Meeting #4, staff provided the Committee with the requested additional justification, and recommended that the budget as proposed be maintained.</p> <p>At Committee Meeting #5, the Committee recommended that this action could not be supported at this time and</p>	Committee direction was to eliminate the \$85,000 funding request.	<p>The Committee declined the request of \$85,000 to install new standby generator at the POA due to an increased number of power disruptions experienced through 2021.</p> <p>Subsequently to the last budget committee meeting, a further disruption of operations at the POA building highlighted the need for a backup generator to be installed at this location. As a result, this item has been reintroduced to the budget for 2022 for Council’s consideration. The life expectancy of this item is expected to be outside the scope of the 10 year plan.</p>	\$85,000	\$0

		would recommend it be removed from the budget.				
Corporate Facilities	<p>POA – Installation of New UV/LED air filtration system</p> <p>Note: It was proposed that \$20,000 be included in the draft 2022 budget to install new UV/LED air filtration systems at the POA as mandated by the Province.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee recommended that this action could be supported.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	\$20,000	\$0
Corporate Facilities	<p>Administration Building – 1st Floor Renovations</p> <p>Note: It was proposed that \$300,000 be included in the draft 2022 budget to renovate the former POA suites on the 1st floor. This space will accommodate Fire Training and Economic Development and Tourism.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee recommended that this action could be supported.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	\$300,000	\$0
Corporate Facilities	<p>(EMS) Edward Street – Replacement of standby generator</p> <p>Note: It was proposed that \$55,000 be included in the draft 2022 budget to replace the standby generator at the (EMS) Edward Street as mandated by Technical Safety Standards Association (TSSA)</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee recommended that this action could be supported.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$55,000	\$0

<p>Corporate Facilities</p>	<p>Terrace Lodge LTCH – Elevator Upgrades</p> <p>Note: It was proposed that \$43,000 be included in the draft 2022 budget to address mechanical upgrades within the main building which was not part of the redevelopment project. These upgrades were identified in the 2020 Building Condition Assessment Report.</p>	<p>At Committee Meeting #2, the following feedback was received:</p> <p>Staff were asked to provide additional information regarding the costs and justification associated with this item.</p> <p>At Committee Meeting #3, the Committee recommended that this action could be supported.</p>	<p>No adjustment to the proposal was required.</p>	<p>Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.</p>	<p>\$43,000</p>	<p>\$0</p>
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Budget Committee

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Engineering Services - Transportation

Department or Service Area	Proposal (staff recommendations) with explanation	Committee Discussion Include Date(s)	Adjustments made to Proposal	Committee Direction (adjust and include OR direction to exclude - 2022 budget)	Amount Included in 2022 Budget	Amount Included In the 10-year plan
Engineering Services - Transportation	Talbot Line (CR3) Asphalt Resurfacing between Iona Road (CR14) and west limits of the Village of Shedden This road section was last resurfaced in 2010 and condition warrants an investment at this time in order to prolong its life.	At Committee Meeting #2, staff requested additional funding as a result of annual construction price inflation.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$855,000	\$0
Engineering Services - Transportation	Dunborough Road (CR5) Surface Treatment between Queens Line and Pioneer Line (CR2) This road section was last resurfaced in 2013 and warrants an investment at this time in order to prolong its life.	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$50,000	\$0
Engineering Services - Transportation	Fingal Line (CR16) Pre-engineering surveys – Port Talbot Hill In advance of the planned reconstruction of the Port Talbot	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$50,000	\$1,268,963

	Hill on Fingal Line, topographical, legal and geotechnical surveys and investigations are required to assist with in-house engineering of this project scheduled to be constructed in 2023.					
Engineering Services - Transportation	<p>Fingal Line (CR16) Road Recycling and Resurfacing between the Village of Fingal and the City of St. Thomas.</p> <p>This road section was constructed in 1971 and last resurfaced with asphalt in 1991. Asphalt recycling and resurfacing is planned to be completed to renew this aged roadway. The project will be extended into the City of St. Thomas' jurisdiction as requested by the City as a joint project.</p>	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$2,445,000	\$0
Engineering Services - Transportation	<p>Third Line (CR18) Road Recycling and Resurfacing between Mill Road and Southdel Drive.</p> <p>This road section requires improvements in order to accommodate traffic demands and will be rehabilitated by means of "full depth reclamation" and asphalt resurfacing and is the final section of Third Line to be completed.</p>	<p>At Committee Meeting #2, staff requested additional funding as a result rehabilitation strategy and annual construction price inflation. The Committee requested consideration of potential capital program reduction investment options.</p> <p>At Committee Meetings #3 - #5, staff presented four capital program investment options.</p>	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$700,000	\$0
Engineering Services - Transportation	<p>Village of Richmond Reconstruction (CRs 38 and 43).</p> <p>The Village of Richmond was last reconstructed in 1979. The project will replace existing curb and gutter, sidewalk, drainage and roadway. Engineering has been completed in-house.</p>	At Committee Meeting #2, staff requested additional funding as a result of detailed design completion and annual construction price inflation. The Committee requested consideration of potential capital program reduction investment options.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$2,980,000	\$0

		At Committee Meetings #3 - #5, staff presented four capital program investment options.				
Engineering Services - Transportation	Springfield Road (CR40) Microsurfacing between the south limits of Mount Salem and Nova Scotia Line. This road section was last resurfaced with Microsurfacing in 2014. Microsurfacing is being utilized as an asset condition hold strategy successfully on this relatively low volume road section.	At Committee Meeting #2, staff requested funding to advance project due to asset condition.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$150,000	\$0
Engineering Services - Transportation	Glen Erie Line (CR42) Pre-engineering surveys. In advance of the planned reconstruction of Glen Erie Line scheduled for 2024, topographical, legal and geotechnical surveys and investigations are required to assist with in-house engineering of this project.	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$100,000	\$1,740,000
Engineering Services - Transportation	Richmond Road (CR43) Microsurfacing and Granular Shouldering between Calton Line and Nova Scotia Line. This road section was last resurfaced in 2013 (south of Vienna Line) and 2015 (north of Vienna Line) and is due for another resurfacing treatment in order to maintain the road's condition.	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$175,000	\$0
Engineering Services - Transportation	Eden Line (CR44) Rehabilitation between Culloden Road and Talbot Line. This road section was last reconstructed in 1987 and requires a renewed pavement structure. The project will include road recycling, asphalt resurfacing and granular shouldering.	At Committee Meeting #2, staff requested funding as previously detailed in 10-year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$290,000	\$0

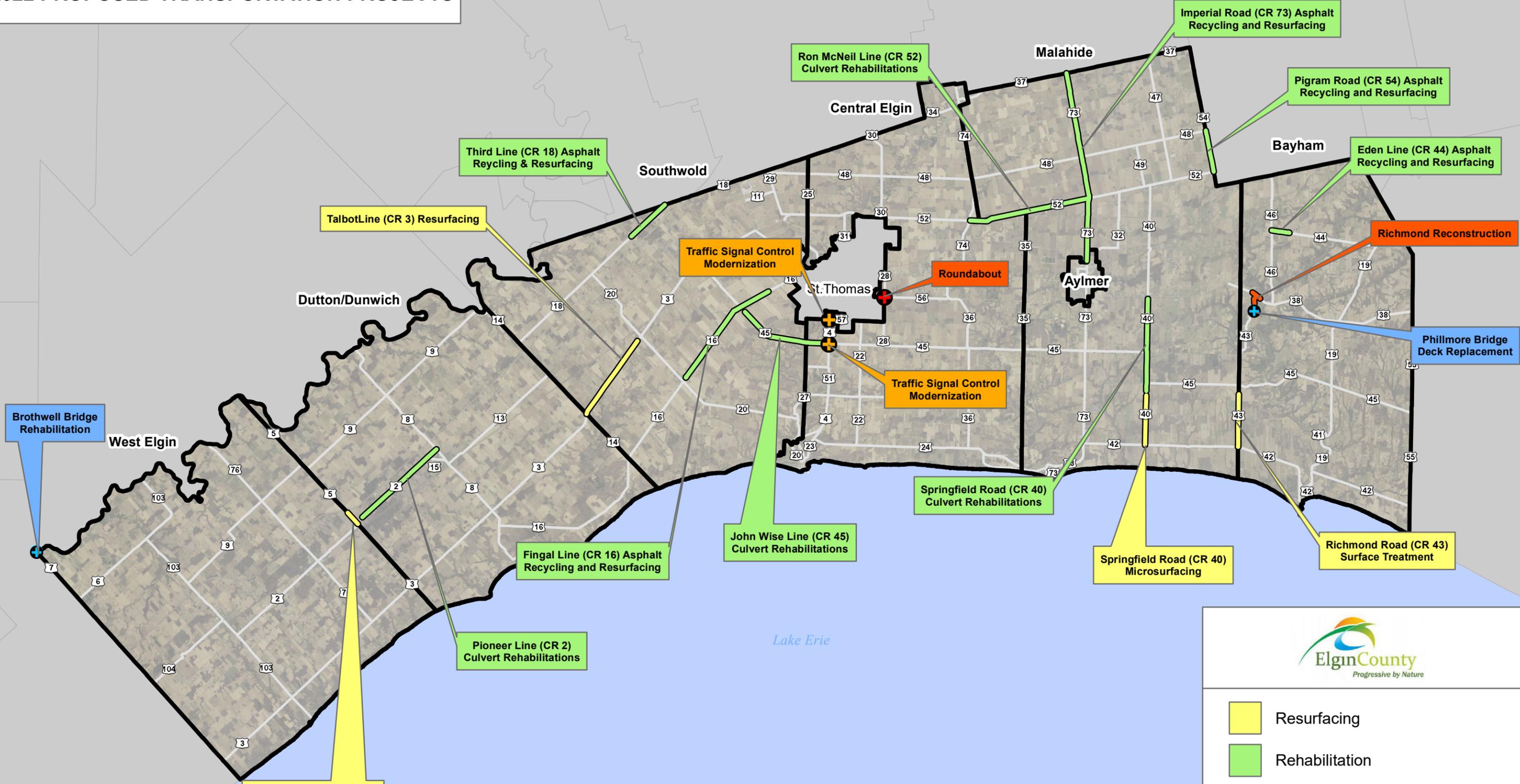
Engineering Services - Transportation	Pigram Road (CR54) Rehabilitation between Lyons Line and Ron McNeil Line. This road section was last reconstructed in 1998 and requires a renewed pavement structure. The project will include road recycling, asphalt resurfacing and granular shouldering. This is a jointly funded project with the County of Oxford who has shared jurisdiction.	At Committee Meeting #2, staff requested additional funding as a result of annual construction price inflation.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$382,500	\$0
Engineering Services - Transportation	Imperial Road (CR73) Rehabilitation between the north limits of the Town of Aylmer and Avon Drive. This road section was last reconstructed in 1993 and requires a renewed pavement structure. The project will include road recycling, asphalt resurfacing and granular shouldering. A 1500m long continuous left turn lane will be also constructed between Glencolin Line and College Line.	At Committee Meeting #2, staff requested funding as previously detailed in 10- year Transportation Asset Management Plan.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$3,600,000	\$0
Engineering Services - Transportation	King Bridge (B38) Rehabilitation Engineering. King Bridge is located on Ron McNeil Line, east of Dorchester Road, built in 1955 and has been identified to require rehabilitation as a result of biennial OSIM inspections. This project completes engineering for the planned rehabilitation scheduled for 2023.	At Committee Meeting #2, staff requested additional funding as a result of 2021 OSIM inspection findings.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	40,000	\$200,00
Engineering Services - Transportation	Phillmore Bridge (B49) Deck Replacement. Phillmore Bridge is located on Richmond Road, south of Heritage Line and built in 1992. Council has previously approved the replacement of the existing steel grate deck	At Committee Meeting #2, staff requested new funding per Council's direction. At Committee Meetings #3 - #5, staff presented four capital program investment options.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	\$1,500,000	\$0

	surface to accommodate all road users.					
Engineering Services - Transportation	Coyne Culvert (C74) Rehabilitation Engineering. Coyne Culvert is located on Talbot Line west of Coyne Road, built in 1950 and has been identified to require rehabilitation as a result of biennial OSIM inspections. This project completes engineering for the planned rehabilitation scheduled for 2023.	At Committee Meeting #2, staff requested additional funding as a result of 2021 OSIM inspection findings.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	\$25,000	\$100,000
Engineering Services - Transportation	Transportation Master Plan The County's first Transportation Master Plan was initiated in 2021 and scheduled to be completed in 2022. Additional project funds are required to complete the project (\$200,000 allocated in 2021)	At Committee Meeting #2, staff requested additional funding to support enhanced study communications.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$50,000	\$0
Engineering Services - Transportation	Currie Road (CR8) Pedestrian Crossover – Dutton Council has previously approved a request from the Municipality of Dutton Dunwich and subsequent study are recommendation from staff to install a pedestrian crossing at the intersection of Currie Road and Mary Street in the Village of Dutton	New funding included in 2022 draft budget as directed by Council.	As per Council direction at its meeting on November 23, 2021.	As per Council direction at its meeting on November 23, 2021.	\$110,000	\$0
Engineering Services - Transportation	Multiple Bridge and Culvert Repairs Project - Engineering As a result of the recently completed bridge and culvert inspections, 19 bridges and 29 culverts were identified to require minor repair works. Staff proposes to issue one comprehensive construction tender in 2023 to complete these repairs. This project funds the engineering design and specification package development in order to support next year's tender.	At Committee Meeting #2, staff reduced funding request as a result of in-house engineering contract administration.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$75,000	\$750,000

Engineering Services - Transportation	Natural Heritage Studies (Gillets Bridge, Fulton Bridge, Jamestown Bridge) Recent OSIM bridge inspections have identified the requirement for various bridge replacements before 2026. Required supporting studies must be completed in advance of planning and engineering for these structures and this work is scheduled to begin in 2022.	At Committee Meeting #2, staff requested additional funding as a result of detailed inventory and annual construction price inflation. The Committee requested consideration of potential capital program reduction investment options. At Committee Meetings #3 - #5, staff presented four capital program investment options.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$100,000	\$2,950,000
Engineering Services - Transportation	Culvert rehabilitations – Various locations. Each year road crossing culverts are rehabilitated (slip lined, repaired or replaced) in order to support scheduled future road rehabilitation work. This year's program includes culvert rehabilitations on Currie Road (CR8), Wellington Road (CR25), Pioneer Line (CR2), John Wise Line (CR45), Ron McNeil Line (CR52) and Springfield Road (CR40).	At Committee Meeting #2, staff requested additional funding as a result of detailed inventory and annual construction price inflation. The Committee requested consideration of potential capital program reduction investment options.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget for Council's consideration.	\$900,000	\$3,600,000
Engineering Services - Transportation	Roundabout – Elm Line (CR56) and Centennial Road (CR28). The County of Elgin's first roundabout will be constructed this year to improve traffic flow at an offset intersection. Additional project funds are required to complete this project now that detailed design has been completed (\$1,060,000 allocated in 2021)	At Committee Meeting #2, staff requested additional funding as a result of detailed design completion, as previously supported by Council.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the additional funding be included in the 2022 draft budget as previously directed by Council.	\$1,353,001	\$0
Engineering Services - Transportation	Electric Pickup Truck The County's Engineering Services Department currently utilizes one full size pick up truck. Staff utilize private vehicles for all other work related travel. Staff proposes to add an additional vehicle to the	New funding included in 2022 draft budget as directed by Council.	As per Council direction at its meeting on March 23, 2021.	As per Council direction at its meeting on March 23, 2021.	\$70,000	\$0

	fleet and proposes to purchase an all electric vehicle.					
Engineering Services - Transportation	<p>County Wide Master Servicing Plan</p> <p>The County of Elgin and its member municipalities will benefit from a Master Servicing Plan. The plan is envisioned to create a comprehensive inventory all existing water, wastewater and stormwater infrastructure and ensure investment plans are updated to accommodate anticipated land use and community growth for the future.</p>	At Committee Meeting #2, staff requested new funding be included in 2022 draft budget.	No adjustment to the proposal was required.	Committee supported the proposal and directed that the new funding be included in the 2022 draft budget for Council's consideration.	\$250,000	\$0
Engineering Services - Transportation	<p>Traffic Signal Modernization Improvements</p> <p>The County owns and operates 10 signalized intersections. This project will modernize 2 signal controlled intersections (Sunset Road at Southdale Line, and, Sunset Road at John Wise Line) in 2022 in advance of resurfacing of Sunset Road planned for 2023. The project will replace inductive signal actuation for radar sensors and add battery backup systems. The remaining 8 signalized intersections will receive similar improvements over the next 5 years.</p>		No adjustment to the proposal was required.	Committee supported the proposal and directed that the funding be included in the 2022 draft budget for Council's consideration.	\$100,000	\$400,000
Administrative Assistant Position	Position shared with Planning, Economic Development, Planning, Admin Building and Engineering	Position to be made permanent in 2023 and beyond	Included for consideration		\$0 (already included in 2022 budget)	\$799,311 Increase

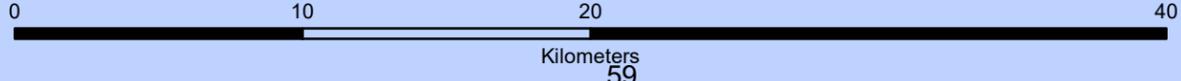
2022 PROPOSED TRANSPORTATION PROJECTS




 Elgin County
Progressive by Nature

	Resurfacing
	Rehabilitation
	Construction
	Bridge Project
	Traffic Signal Improvements


 1:250,000



Ministry of FinanceProvincial-Local
Finance DivisionFrost Building North
95 Grosvenor Street
Toronto ON M7A 1Y7Tel.: 416 327-0264
Fax.: 416 325-7644**Ministère des Finances**Division des relations provinciales-
municipales en matière de financesÉdifce Frost nord
95 rue Grosvenor
Toronto ON M7A 1Y7Tél. : 416 327-0264
Télééc. : 416 325-7644

January 18, 2022

Dear Municipal Treasurer / Clerk-Treasurer:

I am writing to advise you of a number of important property tax decisions for the 2022 taxation year. Regulations implementing the property tax policy decisions have been enacted and will be available on the e-laws website at www.ontario.ca/laws.

Reassessment

As announced in the *2021 Ontario Economic Outlook and Fiscal Review*, property assessments for the 2022 and 2023 tax years will continue to be based on the same valuation date that was used for 2021. This will maintain stability for municipalities and taxpayers.

The input that has been received during the Property Assessment and Taxation Review will help to inform decisions regarding future reassessments. The government remains open to receiving further advice related to property assessment accuracy and stability.

Education Property Tax Rates

Education property tax rates for 2022 will remain unchanged from the previous year as assessments continue to be based on the same valuation date used for 2021. This means that the residential education tax rate will remain at 0.153 per cent and the business education tax (BET) rate reductions implemented in 2021 will be maintained. BET rates have been reduced to 0.88 for 95 per cent of Ontario municipalities. The 2022 BET rates for your municipality are attached.

BET rates for certain properties where municipalities are permitted to retain the education portion of payment in lieu of taxes (PILs) will also remain at the rates set for 2021. The government is aware of municipal concerns that the federal government may no longer make PIL payments at the BET rates prescribed in provincial regulation. The Province continues to encourage the federal government to make its payments at the prescribed rates, and has issued a [technical bulletin](#) and corresponding amendment to the *Education Act* that provide the legislative clarity for the federal government to pay at the regulated rates. The Province also continues to support municipalities as they work together to ensure the federal government is fully aware that failure to make payments at the regulated PIL rate would have a very negative financial impact on local Ontario communities.

Small Business Property Subclass

Municipalities currently have the flexibility to target tax relief for small businesses through the adoption of the small business property subclass. As announced in the *2020 Budget*, the government will also consider matching municipal property tax reductions with education property tax reductions to provide further support for small businesses.

Municipalities may submit a request to the Minister for matching municipal reductions for 2022, with a copy to info.propertytax@ontario.ca, by **March 31, 2022**. The submission may include the by-law outlining the program requirements; the estimated municipal tax relief to small businesses; a summary of the consultations held with business stakeholders; and the registry of eligible properties, if available.

Measures announced in the 2021 Ontario Economic Outlook and Fiscal Review

Small-Scale On-Farm Business Subclass

To enhance property tax programs that support farm businesses and to encourage their growth, the Province is increasing the assessment threshold for the small-scale on-farm business subclass. Currently, municipalities have the option of adopting this subclass which provides a reduced tax rate on the first \$50,000 of eligible assessment.

Starting in 2022, municipalities that adopt the small-scale on-farm business subclass will have the option to maintain the current assessment threshold of \$50,000 for municipal tax purposes, and they may also adopt a second subclass that would increase the amount of eligible assessment to \$100,000. The Province will apply a reduced business education tax rate to this increased \$100,000 threshold for all eligible properties, regardless of whether municipalities adopt the subclass.

It is anticipated that the Municipal Property Assessment Corporation will be identifying eligible properties and notifying affected property owners and municipalities by March 2022.

Brownfields Financial Tax Incentive Program

The Brownfields Financial Tax Incentive Program (BFTIP) incents the redevelopment of unproductive contaminated lands by providing for the reduction of municipal and education property taxes on brownfield sites that undergo rehabilitation.

To increase the incentive provided under this program, the Province will extend the period for offering matching education property tax assistance from the current three-year period to up to six years for business developments and up to ten years for residential developments.

These enhancements also support the objectives of *More Homes, More Choice: Ontario's Housing Supply Action Plan*.

OPTA's Education Property Tax Reports and Financial Information Returns

In 2020, the Ministry of Municipal Affairs and Housing (MMAH) updated the municipal Financial Information Return (FIR). The *Education Property Tax Reports (EPT Reports)*

in the Online Property Tax Analysis (OPTA) system was updated accordingly with a new report reflecting the changes in the FIR.

Information from OPTA's new report is uploaded each spring to MMAH, when it is complete, to automatically update the FIR template for those municipalities that enter their EPT information, including payments and rebates and write-offs, in OPTA. This simplifies and streamlines the task of reporting in-year changes in the FIR.

For the 2021 FIR, eligible municipalities that enter the required information by April 4, 2022, will have their 2021 FIR template updated and available for download from MMAH, by May 2022. Municipalities can benefit from this option as this simplifies the completion of the FIR for municipalities and helps reduce the reporting burden.

Other Property Tax Decisions

Municipal Property Tax Flexibility – Levy Restriction

Municipalities with property classes subject to the levy restriction will continue to have the flexibility to apply a municipal tax increase to those classes of up to 50 per cent of any increase applied to the residential class. For instance, a municipality levying a 2 per cent increase in residential taxes could raise taxes on any restricted class by up to 1 per cent. A full levy restriction applies to multi-residential properties with a tax ratio greater than 2.0 in 2021.

New Construction Classes for Education Property Tax Purposes

As a result of the 2021 BET rate reduction, which lowered rates below the previous new construction BET rates, the new construction property classes implemented for education tax purposes (properties with RTC codes of X, Y, Z and K) are no longer differentiated from the main business properties classes. To simplify and streamline the property tax system, properties in these classes will be returned to their respective main property classes. To ensure a smooth transition, this roll over will be reflected in the December 2022 Property Assessment Roll for the 2023 taxation year. This change would have no impact on property taxes paid by businesses.

If you have any questions related to these decisions, please contact Chris Broughton, Director of the Property Tax Policy Branch at Chris.Broughton@ontario.ca or 416-455-6307.

Sincerely,

Original signed by

Allan Doheny
Assistant Deputy Minister
Provincial-Local Finance Division

County of Elgin
2022 Business Education Tax (BET) Rates

BET Rate - Broad Classes

Business Property Class	2022 BET Rate	2022 New Construction BET Rate	2022 Payment-in-Lieu of Taxation (PILT) BET Rate	2022 New Construction PILT BET Rate
Commercial	0.880000%	0.880000%	0.980000%	0.980000%
Industrial	0.880000%	0.880000%	1.250000%	0.980000%
Pipeline	0.880000%	n/a	0.980000%	n/a
Landfill	0.880000%	n/a	23.687812%	n/a
Small-Scale On-Farm (Commercial & Industrial)	0.220000%	n/a	n/a	n/a

BET Rate - Optional Classes

Business Property Class	2022 BET Rate	2022 New Construction BET Rate	2022 Payment-in-Lieu of Taxation (PILT) BET Rate	2022 New Construction PILT BET Rate
Commercial Residual	n/a	n/a	n/a	n/a
Office Building	n/a	n/a	n/a	n/a
Shopping Centre	n/a	n/a	n/a	n/a
Parking Lot	n/a	n/a	n/a	n/a
Industrial Residual	0.880000%	0.880000%	1.250000%	0.980000%
Large Industrial	0.880000%	0.880000%	1.250000%	0.980000%

Ten-Year Business Plan - Summary Report

Retrieved on Jan 24, 2022 07:36 PM	2022 - 2031										
	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	Budget Total
I) Net Income											
Administrative Building Total	918,368	939,388	966,091	1,066,874	1,021,317	1,027,200	1,042,215	1,061,892	1,149,623	1,108,916	10,301,883
Administrative Services Total	1,022,626	1,050,499	1,082,938	871,249	887,559	905,748	916,766	940,715	957,463	985,019	9,620,582
Adult Day Total	-	-	-	-	-	-	-	-	-	-	-
Agriculture Total	60,953	61,982	63,032	64,103	65,195	66,309	67,445	68,604	69,786	69,786	657,195
Ambulance Total	3,395,249	3,466,089	3,534,405	3,566,330	3,636,608	3,706,509	3,777,592	3,850,597	3,924,718	4,000,383	36,858,482
Archives Total	252,531	255,882	245,121	248,754	253,312	257,972	261,797	267,570	281,180	286,222	2,610,343
Bobier Villa Adult Day Total	(0)	0	(60)	(60)	(61)	(60)	(61)	(60)	(61)	3,708	3,285
Bobier Villa Building & Property Total	445,714	454,897	466,700	522,811	481,863	491,093	500,764	512,602	569,881	529,882	4,976,206
Bobier Villa Dietary Total	630,628	646,148	664,404	676,623	691,135	705,981	722,331	736,582	752,360	768,767	6,994,959
Bobier Villa General & Admin Total	(961,358)	(991,317)	(999,804)	(1,011,499)	(1,022,153)	(1,032,870)	(1,044,777)	(1,054,429)	(1,065,242)	(1,059,130)	(10,242,580)
Bobier Villa Housekeeping Total	291,656	296,982	303,281	308,065	313,808	319,654	326,441	331,683	337,846	344,113	3,173,528
Bobier Villa Laundry Total	182,553	184,500	186,803	188,552	190,652	192,790	195,271	197,188	199,441	201,733	1,919,483
Bobier Villa Nursing & Personal Care Total	565,654	574,735	611,495	611,955	622,249	632,150	651,578	653,688	664,439	676,033	6,263,976
Bobier Villa Program & Support Total	13,309	11,915	11,199	9,188	7,761	6,302	5,240	3,271	1,692	132	70,010
Collections Total	(20,934)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(17,654)	(179,817)
Corporate Activities Total	(36,816,047)	(38,137,117)	(39,286,185)	(40,712,885)	(42,494,984)	(44,275,175)	(46,146,447)	(48,112,130)	(49,001,221)	(50,020,438)	(435,002,629)
Corporate Services Total	939,332	946,034	968,202	991,312	1,015,406	1,040,527	1,066,721	1,094,036	1,122,523	1,152,233	10,336,326
Council Total	341,789	326,863	332,040	337,319	364,353	348,197	353,800	359,515	388,776	371,289	3,523,941
Economic Development Total	893,087	854,041	866,390	874,099	883,562	893,248	901,328	913,118	923,435	893,929	8,896,239
Elgin Manor Building & Property Total	542,712	553,130	566,528	637,630	585,712	597,013	608,796	622,789	715,266	644,509	6,074,085
Elgin Manor Dietary Total	784,454	804,444	827,733	843,265	861,656	880,464	901,400	919,272	939,279	959,444	8,721,412
Elgin Manor General & Admin Total	(1,744,217)	(1,682,616)	(1,503,042)	(1,541,444)	(1,559,145)	(1,576,974)	(1,596,350)	(1,612,936)	(1,631,031)	(1,623,081)	(16,070,836)
Elgin Manor Housekeeping Total	454,633	463,141	473,296	480,918	490,085	499,424	510,108	518,627	528,471	538,484	4,957,187
Elgin Manor Laundry Total	229,965	231,972	234,342	236,147	238,311	240,512	243,067	245,044	247,365	249,727	2,396,451
Elgin Manor Nursing & Personal Care Total	1,286,016	1,309,480	1,381,463	1,391,173	1,416,116	1,440,640	1,479,772	1,493,265	1,519,586	1,547,509	14,265,019
Elgin Manor Program & Support Total	(44,950)	(47,922)	(49,932)	(53,804)	(56,891)	(60,040)	(62,771)	(66,574)	(70,009)	(73,448)	(586,343)
Emergency Measures Total	197,650	249,063	265,282	278,964	294,302	302,817	308,252	316,410	323,448	330,608	2,866,797
Engineering Services Total	9,661,769	10,235,379	10,557,563	10,793,013	10,975,606	12,417,593	12,711,836	10,744,713	14,957,238	15,379,601	118,434,311
Financial Services Total	748,077	752,161	776,922	789,205	804,571	820,312	833,219	852,582	869,261	886,140	8,132,451
Human Resources Total	700,214	730,568	760,944	811,488	797,403	813,313	826,350	881,166	862,864	880,115	8,064,425
Information Technology Total	1,979,308	2,009,690	2,098,665	2,171,478	2,200,964	2,189,863	2,266,671	2,296,951	2,345,617	2,464,494	22,023,701
Land Division Total	726	(51)	4,830	8,654	10,657	12,352	13,736	15,828	17,633	19,462	103,826
Library Services Total	2,948,141	3,082,460	3,177,439	3,246,218	3,317,213	3,378,369	3,430,597	3,502,761	3,566,910	3,632,446	33,282,552
Museum Total	274,819	249,663	255,212	258,614	262,854	267,159	270,764	276,040	280,647	285,310	2,681,081
Planning Total	213,486	255,692	254,105	257,539	372,230	265,452	268,337	272,681	276,414	402,118	2,838,054
Police Services Board Total	-	-	-	-	-	-	-	-	0	0	0
Provincial Offenses Act Total	(110,951)	(113,165)	(115,669)	(118,879)	(121,635)	(123,203)	(124,651)	(127,590)	(130,286)	(133,249)	(1,219,279)
Terrace Lodge Adult Day Total	0	(1)	(99)	(99)	(100)	(99)	(99)	(99)	(99)	6,072	5,377
Terrace Lodge Building & Property Total	484,885	479,107	(2,847,015)	(250,203)	(284,171)	(274,757)	(264,898)	(252,869)	(202,194)	(235,194)	(3,647,309)
Terrace Lodge Dietary Total	963,676	978,710	1,006,523	1,025,171	1,047,282	1,069,890	1,095,132	1,116,528	1,140,564	1,165,044	10,608,521
Terrace Lodge General & Admin Total	(1,151,347)	(865,964)	(881,004)	(898,051)	(945,561)	(970,502)	(997,471)	(1,021,152)	(1,038,526)	(1,029,960)	(9,799,538)
Terrace Lodge Housekeeping Total	499,270	499,593	510,446	518,649	528,501	538,532	550,099	559,170	569,743	580,500	5,354,503
Terrace Lodge Laundry Total	262,503	264,816	267,549	269,628	272,121	274,659	277,604	279,881	282,557	285,278	2,736,597
Terrace Lodge Nursing & Personal Care Total	1,270,244	1,295,907	1,378,282	1,385,822	1,410,421	1,434,629	1,475,388	1,486,430	1,512,357	1,539,668	14,189,148
Terrace Lodge Program & Support Total	1,740	(613)	(1,734)	(5,186)	(7,589)	(10,046)	(11,823)	(15,153)	(17,814)	(20,454)	(88,671)
Warden Total	111,098	112,830	114,597	116,399	118,237	120,112	122,024	123,974	125,964	127,993	1,193,228
I) Net Income Total	(7,280,968)	(7,228,658)	(10,488,374)	(8,752,555)	(10,070,924)	(10,184,594)	(11,284,560)	(14,765,474)	(10,749,792)	(10,895,941)	(101,701,839)

Ten-Year Business Plan - Summary Report

Retrieved on Jan 24, 2022 07:36 PM	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2022 - 2031 Budget Total
II) Capital											
Administrative Building Total	733,000	3,463,600	248,500	503,000	157,000	619,000	719,000	710,000	618,000	522,240	8,293,340
Agriculture Total	-	-	-	-	-	-	40,204	-	-	-	40,204
Ambulance Total	650,607	596,757	475,098	484,600	1,079,956	504,178	611,064	672,045	662,134	555,510	6,291,949
Archives Total	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Bobier Villa Building & Property Total	248,902	292,653	778,051	1,581,381	96,000	417,400	30,000	294,249	68,644	3,023,731	6,831,011
Bobier Villa Dietary Total	8,875	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	88,875
Bobier Villa Housekeeping Total	-	5,000	-	-	-	-	-	-	-	-	5,000
Bobier Villa Nursing & Personal Care Total	26,664	26,664	31,712	31,712	31,712	31,712	31,712	31,712	31,712	31,712	307,021
Corporate Activities Total	464,950	223,050	11,500	2,065,200	34,800	18,070	783,550	-	668,700	-	4,269,820
Economic Development Total	40,000	-	-	-	-	-	-	-	-	-	40,000
Elgin Manor Building & Property Total	226,000	529,000	169,500	100,000	85,000	50,000	457,000	263,000	99,000	3,537,950	5,516,450
Elgin Manor Dietary Total	12,000	12,000	13,000	13,000	13,000	14,000	16,000	20,000	20,000	20,000	153,000
Elgin Manor Housekeeping Total	-	5,000	-	-	-	-	-	-	-	-	5,000
Elgin Manor Laundry Total	-	-	-	-	-	-	-	-	-	-	-
Elgin Manor Nursing & Personal Care Total	52,193	84,193	34,884	34,884	34,884	34,884	34,884	34,884	34,884	34,884	415,458
Emergency Measures Total	76,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	166,500
Engineering Services Total	15,147,511	17,914,406	18,004,374	16,009,331	21,750,195	18,281,857	17,470,177	19,809,396	17,154,486	24,296,516	185,838,248
Information Technology Total	531,893	496,633	432,335	481,181	690,372	491,671	596,971	474,149	556,247	703,711	5,455,163
Land Division Total	-	5,600	-	-	-	6,062	-	-	-	6,561	18,223
Library Services Total	346,759	398,674	360,717	367,915	375,272	382,792	435,479	398,335	405,601	413,013	3,884,558
Museum Total	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Planning Total	-	-	-	-	11,041	-	-	-	-	12,190	23,231
Terrace Lodge Building & Property Total	93,000	426,700	1,334,481	35,000	26,700	30,000	90,000	44,000	55,000	1,411,800	3,546,681
Terrace Lodge Housekeeping Total	-	5,000	-	-	-	-	-	-	-	-	5,000
Terrace Lodge Nursing & Personal Care Total	82,560	55,770	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	298,330
II) Capital Total	18,781,414	24,590,700	21,974,152	21,787,204	24,465,932	20,961,626	21,396,040	22,831,769	20,454,407	34,649,818	231,893,062
III) Balance Sheet											
Corporate Activities	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)	-	-	-	-	(110,000)