



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

**Thursday, August 26, 2021 at 11:00 a.m.**

**By video conference** – The meeting will be live streamed on YouTube at the following link:  
<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

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### Land Acknowledgement Statement

*We would like to begin by respectfully acknowledging that Dufferin County resides within the traditional territory and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations), and Anishinaabe peoples.*

*We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.*

*These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.*

Roll Call

Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

Questions can be submitted to [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on August 25, 2021.

### **REPORTS**

1. GENERAL GOVERNMENT SERVICES – August 26, 2021 – ITEM #1  
Next Generation 9-1-1 Revised Implementation Schedule

A report from the Emergency Management Coordinator, dated August 26, 2021, to advise committee and council of the status of the nation-wide transition to Next Generation 9-1-1 (NG9-1-1).

**Recommendation:**

**THAT the report of the Emergency Management Coordinator dated August 26, 2021, regarding Next Generation 9-1-1, be received.**

2. GENERAL GOVERNMENT SERVICES – August 26, 2021 – ITEM #2  
Municipal Emergency Readiness Fund – Grant Request

A report from the Emergency Management Coordinator, dated August 26, 2021, to recommend approval of a grant request to committee and council for funding to assist with relocating emergency communications equipment used by the Mulmur-Melancthon Fire Department.

**Recommendations:**

**THAT, the report of the Emergency Management Coordinator dated August 26, 2021, regarding a Municipal Emergency Readiness Fund – Grant Request for the Township of Mulmur be received;**

**AND THAT, the request from the Township of Mulmur for a Municipal Emergency Readiness Grant in the amount of \$42,72.15 be approved.**

3. GENERAL GOVERNMENT SERVICES – August 26, 2021 – ITEM #3  
Hybrid Council Meeting Space

A report from the Clerk, dated August 26, 2021, to provide Council options to consider for hybrid virtual/in person Council and Committee meetings to support Council openness and transparency.

**Recommendations:**

**THAT the Report from the Clerk and Manager of IT dated September 9, 2021 titled Hybrid (virtual/in-person) Council Meeting Space, be received;**

**AND THAT staff report back on the cost of transitioning the 3<sup>rd</sup> floor of 55 Zina Street into a council chambers/multi-use space.**

4. GENERAL GOVERNMENT SERVICES – August 26, 2021 – ITEM #4  
Budget Update

A report from the Manager of Finance/Treasurer, dated August 26, 2021, to provide an update on the 2022 Budget.

**Recommendation:**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated August 26, 2022 Budget, be received.**

5. GENERAL GOVERNMENT SERVICES – August 26, 2021 – ITEM #5  
Financial Statement

A report from the Manager of Finance/Treasurer, dated August 26, 2021, to provide Committee with a monthly financial summary.

**Recommendation:**

**THAT the Financial Report for the month of June 2021 from the Manager of Finance/ Treasurer, dated August 26, 2021 be received.**

**Next Meeting**

Thursday, September 23, 2021 at 11:00 a.m.

Video Conference



## REPORT TO COMMITTEE

**To:** Chair Creelman and Members of the General Government Services Committee

**From:** Steve Murphy, Emergency Management Coordinator

**Date:** August 26, 2021

**Subject:** **Next Generation 9-1-1 Revised Implementation Schedule**

### **In Support of Strategic Priorities:**

**Good Governance (GG)** - ensure transparency, clear communication, prudent financial management

**Inclusive and supportive community (ISC)** – support efforts to address current and future needs for a livable community

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### **PURPOSE:**

The purpose of this report is to advise committee and council of the status of the nation-wide transition to Next Generation 9-1-1 (NG9-1-1).

### **BACKGROUND & DISCUSSION:**

As previously reported to Council (2021-05-27) the CRTC directed that the roll-out of NG 9-1-1 voice and text services be postponed due to COVID-19. The CRTC has recently announced new launch dates for key components of NG 9-1-1.

The reason for the transition to NG9-1-1 is that the current system has reached end of life and cannot keep up with evolving technologies or public expectations of the 9-1-1 system.

Specifically, the Commission has directed NG911 network providers to establish their NG911 networks, complete all NG911 production onboarding activities, and be ready to

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provide NG911 Voice by 1 March 2022, wherever public safety answering points (PSAPs) have been established in a particular region.

The Commission also directs telecommunications service providers (TSPs) to make the necessary changes to support NG911 Voice in their originating networks that are technically capable of supporting NG911 Voice, including completing all NG911 production onboarding activities and testing activities, by 1 March 2022; and begin providing, by 1 March 2022, NG911 Voice to their customers served by networks that are technically capable of supporting NG911 Voice, wherever PSAPs have been established in a particular region.

Further, the Commission directs, among other things, incumbent local exchange carriers (ILECs) to decommission their current 911 network components that will not form part of their NG911 networks by 4 March 2025.

The County of Dufferin's public safety answering point (PSAP) is provided by a third party contractor. This contractor, Northern911, has been actively involved in the development of NG 9-1-1 and is an early adopter of the required practices and technology upgrades.

**FINANCIAL IMPACT:**

There is no financial impact arising from this report.

**Recommendation:**

**THAT the report of the Emergency Management Coordinator dated August 26, 2021, regarding Next Generation 9-1-1, be received.**

Respectfully submitted,

Steve Murphy  
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer



## REPORT TO COMMITTEE

**To:** Chair Creelman and Members of the General Government Services Committee

**From:** Steve Murphy, Emergency Management Coordinator

**Date:** August 26, 2021

**Subject: Municipal Emergency Readiness Fund – Grant Request**

### **In Support of Strategic Priorities:**

**Good Governance (GG)** - ensure transparency, clear communication, prudent financial management

**Sustainable Environment and Infrastructure (SEI)** - protect assets both in the natural and built environment

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### **PURPOSE:**

The purpose of this report is to recommend approval of a grant request to committee and council for funding to assist with relocating emergency communications equipment used by the Mulmur-Melancthon Fire Department.

### **BACKGROUND & DISCUSSION:**

In 2016 a wind storm toppled the communications tower used by the Mulmur-Melancthon Fire Department necessitating an immediate, but temporary solution. The decision was made to mount the communications equipment at the County owned tower in Whitfield. This solution, although reasonably effective, has resulted in degraded communications during emergency responses.

The Mulmur-Melancthon Fire Department, through the Township of Mulmur is requesting that a Municipal Emergency Readiness Fund (MERF) grant be made available to offset the costs associated with a permanent communications solution.

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Following the cancellation of the Joint Emergency Preparedness Program by the federal government in 2013 County Council began exploring ways to provide financial support to the member municipalities undertaking projects to better prepare for emergencies. In 2015 Council approved the Municipal Emergency Readiness Fund and criteria was established that permitted member municipalities to apply for funding for the following projects:

- Emergency Operations Centre - Includes construction/renovation, mapping, communications, furnishings, display screens, projectors, etc.
- Generators - A fixed or towable generator used to power a primary or alternate EOC, shelter or municipally owned critical infrastructure.
- Public Alerting System - Includes an automated system designed to alert members of a community to the presence of a hazard through telephone, email, SMS or other electronic means.
- Specialized Training - Includes training that is directly related to emergency preparedness but is not available locally.
- Telecommunications - Includes radios, repeaters, telephones, fax machine, television, video conferencing, EOC software and satellite communications equipment.

The fund provides funding for 50% of the project cost up to \$10,000 and each application is brought to committee and council for approval before the project commences.

To date the MERF has provided \$68,050.25 to assist with ten (10) emergency preparedness projects across Dufferin County. The total value of the preparedness initiatives undertaken by the member municipalities exceeds \$215,000.

The Township of Mulmur is requesting a MERF grant in the amount of \$4,272.15 which is 50% of the quoted cost.

Staff has reviewed the submission and this project meets the criteria established by Council for the Municipal Emergency Response Fund.

**Financial Impact:**

There is a sufficient balance in the fund to accommodate this request.

**Recommendations:**

**THAT, the report of the Emergency Management Coordinator dated August 26, 2021, regarding a Municipal Emergency Readiness Fund – Grant Request for the Township of Mulmur be received;**

**AND THAT, the request from the Township of Mulmur for a Municipal Emergency Readiness Grant in the amount of \$42,72.15 be approved.**

Respectfully submitted,



Steve Murphy  
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer





### APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: <b>Mulmur-Melancthon Fire Department</b>					
Address: <b>706166 County Rd 21, Mulmur</b>			Phone: <b>519-925-6481</b>		
Contact Name: <b>Mathew Waterfield- Fire Chief</b>			Email: <a href="mailto:mwaterfield@mulmur.ca">mwaterfield@mulmur.ca</a>		
Project Name: <b>Emergency Radio Communication Repeater Relocation</b>					
\$ Amount Requested: <b>\$4,272.15</b>			Estimated Project Cost: <b>\$8544.30</b>		
Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.):  <b>Email and quote attached to application.</b>					
<b>Criteria</b>	<b>Yes</b>	<b>No</b>	<b>Criteria</b>	<b>Yes</b>	<b>No</b>
Does this project align with the County's Emergency Management Program?			Has your municipality received funding from this program in the past 36 months?		
Does this project meet the 'Approved Projects' criteria?			Has work on this project already begun?		
Will this project enhance the resilience of the community as a whole?			Will this project be completed and a final report submitted before December 1 <sup>st</sup> ?		
Has the Municipal Council approved this project?			Has the Municipal Council approved this funding request?		
Signature – Senior Municipal Official <small>DocuSigned by:</small>  <small>7036-130E-0E-0248D</small>			Signature – Head of Council <small>DocuSigned by:</small>  <small>80752F-13E-00B-014</small>		
<b>Fund Administration Use</b>					
Application brought to committee on:			Committee approved as submitted [ ] Yes [ ] No		
Application brought before Council on:			Council approved as submitted [ ] Yes [ ] No		
Notes:					

**Send completed application and any supporting documentation to:**

Clerk – County of Dufferin  
55 Zina St. Orangeville, ON L9W 1E5

DocuSign Envelope ID: 8CD4DFEA-E73C-44C5-899F-4394EE90DA28



Five9 Solutions Inc.  
353 Manitou Dr.  
Unit #59  
Kitchener, ON N2C1L5  
Phone: 1-855-459-2020  
Tax ID: 754701936RT0001

**Sales Quote**

Sales Quote #:

**SO000335****Bill To:**

Mulmur Melancthon Fire Department  
706116 County Road 21  
Mulmur, ON, L0N 1H0

**Ship To:**

Mulmur Melancthon Fire Department  
706116 County Road 21  
Mulmur, ON, L0N 1H0

QUOTE DATE	CUSTOMER ORDER #	PAYMENT TERMS	SALESPERSON	SHIPPED VIA	
05/20/2021		Net 30	Roger Ruby	Five9 Personnel	
Items					
Item #	Description	Quantity	Unit of Measure	Unit Price	Amount
On-Site Fee	On-Site Fee	1		\$50.00	\$50.00
SD214-SF2P2SNM(D00)	Antenna, SD214 138-174Mhz 1/2Wave N(M)	1	Each	\$1,910.00	\$1,910.00
Clamp 130	Antenna Mounting Clamp - 130	3	Each	\$85.00	\$255.00
MAST6	6ft Mast 2.5 inch Schedule 80 Aluminum	1	Each	\$136.20	\$136.20
Misc Part	Custom ENG Mounting Bracket	1	Each	\$608.00	\$608.00
AVA5-50A	Andrew 7/8 Coaxial Cable, Black PE Jacket	220	Feet	\$5.08	\$1,117.60
AND-AL5NF-PSA	Connector N Female for AVA5	2	Each	\$47.89	\$95.78
IS-50NX-C2-MA	Polyphaser 125-1000Mhz DC Blocked Coax Protection N(F)	1	Each	\$112.45	\$112.45
LMR400	LMR 400 Cable	50	Feet	\$1.80	\$90.00
TMC-EZ-400-NMH-X	N (M) Straight LMR-400 Crimp Conn	2	Each	\$20.65	\$41.30
Misc	Grounding Kit & Cabling	1		\$75.00	\$75.00
Project Labour	Project Management, Equipment Move, Testing, & Commissioning	1		\$1,680.00	\$1,680.00
Tower Rigging Labour	Tower Rigging Labour - Includes Travel to Site	1		\$1,390.00	\$1,390.00
Tax Summary					
HST					\$982.97
Comments:	Supply & Install new antenna, feedline, grounding, lightning protection, and associated conns. Move repeater equipment from Whitfield to Honeywell. Install, test, & commission equipment.		SUBTOTAL		\$7,561.33
			DISCOUNT		-\$0.00
			OTHER CHARGES		\$0.00
			TAX		\$982.97
			Total Amount		\$8,544.30

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

DocuSign Envelope ID: 8CD4DFA-E73C-44C5-899F-4394EE90DA28

**From:** Roger Ruby  
**Sent:** May 20, 2021 3:11 PM  
**To:** Mathew Waterfield  
**Cc:** Scott McIntyre; Terry Green; Darryl Robinson  
**Subject:** Radio Communications RE: Coverage Concerns

Hello Mathew,

Darryl and Terry have walked us through the situation regarding coverage and basically your current tower site (Whitfield) is not a good geographic location and, to make it even worse, the antenna is on the wrong side of the tower for your needs. We understand that a move was made to the Whitfield tower out of extreme necessity when the former tower failed and the intent was for the move to Whitfield to be temporary.

To fix your current coverage challenges we propose installing a new antenna system at the Honeywood Fire Hall and move your repeater equipment back to that location. We have run RF coverage models to confirm that this location will significantly improve performance. This is a pretty straight forward job and I've attached a quotation for you to review.

Please let me know if you have any questions and if you'd like we can get onto a call or video conference to go through it in more detail.

I will send a separate email summarizing the other onsite work that has been completed thus far.

Thank you,

Roger Ruby  
Chief Executive Officer



353 Manitou Drive, Unit#59, Kitchener, ON N2C 1L5  
1 855.459.2020 | [roger.ruby@59s.ca](mailto:roger.ruby@59s.ca)  
[five9solutions.ca](http://five9solutions.ca) | follow us: [in](#)

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## **REPORT TO COMMITTEE**

**To:** Chair Creelman and Members of General Government Services

**From:** Michelle Dunne, Clerk and Peter Routledge, Manager of  
Information Technology & Geographic Information Systems

**Meeting Date:** August 26, 2021

**Subject:** **Hybrid (virtual/in-person) Council Meeting Space**

**In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** - ensure transparency, clear communication, prudent financial management

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### **Purpose**

The purpose of this report is to provide Council options to consider for hybrid virtual/in person Council and Committee meetings to support Council openness and transparency.

### **Background & Discussion**

The Province entered Step 3 of the "Roadmap to Reopen" on July 16, 2021 which lifted many restrictions, and includes allowing up to 25 people for indoor organized public events. Council has been holding its Committee and Council meetings virtually since April 2020, but has made amendments to the procedural by-law to allow a hybrid (virtual/in-person) meeting. With the Province lifting restrictions, staff have started researching how to conduct meetings in-person or with a virtual component.

There are many different ways that local municipalities have leveraged virtual technology to address physical distancing and lock down issues during the pandemic. While many municipalities have approved hybrid meetings as a concept, few have implemented the necessary steps to implement it. These challenges are being explored

by many municipalities around Ontario, and a collaborative approach could be helpful as we all prepare to reopen in the safest manner possible.

#### *Other Municipalities*

Some municipalities have set up a hybrid space in the interim. An example Simcoe County has an option for physical participation up to 5 members in council chambers with laptops for Zoom connections and streaming to Youtube. Their policy includes a condition that devices should not be shared—one device with one log on per member to avoid issues with vote taking. Simcoe has implemented a visual vote taking system to address verbal voting issues. The Region of Peel is similar, but have only technical staff required to broadcast the meetings on-site, while Council and other staff remain remote. Peel is currently developing a hybrid plan as COVID-19 restrictions end.

Taking a different approach, St. Catharines hosted a special meeting at a local performing arts centre. The performing arts centre was leveraged to accommodate council members and interested members of the public in November 2020, as a matter of particular public interest was on the agenda. This special event used 100 hours of staff prep time to prepare the AV needs, as well as set up for signage and physical distancing directives. At this meeting, citizens could participate either in person or over Zoom. Regular meetings in St. Catharines are continuing to run virtually, though this sort of hybrid model could be used for a special occasion. The cost and staff power utilized could be prohibitive, however, as one meeting was reported to cost \$1900 for the single event.

Many municipalities are making significant investments in upgrades to facilitate hybrid meetings. These municipalities include, Orangeville, Caledon, Guelph, Ottawa and Renfrew County. Renfrew County has made a significant investment into AV and facility upgrades (\$100,000), while Ottawa opted to create broadcast studio type council chamber (\$80,000) to continue to reach their community through these different streaming formats.

#### *Current Council Meeting Space and Obstacles*

Dufferin County faces some unique challenges to adapting to a hybrid format since it does not hold Council meetings in its own space. Prior to the pandemic, Council meetings were being held in person in the Orangeville Council Chambers. Should Dufferin continue to partner with Orangeville for use of their Council Chambers, there will be many considerations and obstacles. In order to accommodate for physical distancing, Orangeville changed the configuration of equipment for their Council by

installing stationary equipment within the Council chamber tables to accommodate their 7-person council. When County Council had used the space, staff physically changed the configuration of the tables, equipment and chairs to accommodate County Council. Another obstacle is in order to maintain physical distance requirements, the room capacity in Orangeville Council Chambers is at 13. With County Council having 14 members, along with the CAO, Clerks staff and Department Heads, there will have to be a schedule for which Council members could attend in person for specific meetings, so the room allowance would not be exceeded. While Committees are smaller in composition, they pose their own challenges. To allow for hybrid committee meetings, staff would need to rent Orangeville's chambers and work around the availability of the room. As visitors, County staff will be constrained on how to conduct hybrid meetings and will have to make our process fit within Orangeville's space.

The Service Optimization and Workforce Planning strategy framework that was adopted by Council at the July 8, 2021 meeting, included planning for the 3rd floor of the 55 Zina space to transition to a collaboration/meeting space for use by County staff, local municipalities, and community organizations. Staff are recommending using the proposed multi-purpose room as Council Chambers for optimization and allow for a hybrid meeting space that will work for County Council. By creating a multi-purpose meeting space it would maximize the use of County owned space and allow for a spot that can be inclusive and accommodating for all staff.

Implementing things like portable screens, modular furniture and a combination of individual, collaborative and breakout seating will enable the area to be easily adapted according to requirement. The space would also be equipped with the AV equipment necessary to continue hosting hybrid meeting and livestreaming on Youtube, which has been a valuable tool for increasing public engagement. The space could be used for a team meeting in the morning, a presentation or training space in the afternoon and more formal meeting, such as a Council or Committee meeting the same evening. A multi-purpose room would be cost-effective, space-efficient and will allow staff to take advantage of the benefits of agile and activity-based work space.

### **Financial, Staffing, Legal and IT Considerations**

There will be a financial impact but cost of renovations and necessary equipment is not known at this time. Staff is recommending having Sight and Sound (who installed the original AV system in both floors of 55 Zina) assess the 3<sup>rd</sup> floor space and provide a quote on AV solutions.

### *Technical Requirements*

Hardware and AV equipment that can be versatile in multi-use spaces could further accommodate changing needs as restrictions change.

Hardware and AV equipment

- TV screens, monitors, speakers, microphones, cameras, and lighting
- Input/output channel multiplexer, amplifier, codec, equalizer, and archiver

### **Recommendations**

**THAT the Report from the Clerk and Manager of IT dated September 9, 2021 titled Hybrid (virtual/in-person) Council Meeting Space, be received;**

**AND THAT staff report back on the cost of transitioning the 3<sup>rd</sup> floor of 55 Zina Street into a council chambers/multi-use space.**

Respectfully Submitted By:

Michelle Dunne  
Clerk

Peter Routledge  
Manager of Information Technology & Geographic  
Information Systems



## **REPORT TO COMMITTEE**

**To:** Chair Creelman and Members of General Government Services Committee

**From:** Aimee Raves, Manager of Corporate Finance, Treasurer

**Meeting Date:** August 26, 2021

**Subject:** **Budget Update**

**In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** – ensure transparency, clear communication, prudent financial management

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### **Purpose**

The purpose of this report is to provide an update on the 2022 Budget.

### **Background & Discussion**

Departments have begun compiling data for the 2022 – 2025 operating budgets. It has been past practice to complete the budget based on staff identified requirements for the coming years highlighting any Service Enhancements. For 2021, a different approach was used. Council set a target of 1.5% after growth for staff to work toward. After a number of adjustments through the Strategic Action Plan the final increase was 1.1% after growth.

### **Financial, Staffing, Legal, or IT Considerations**

Staff anticipate presenting an overall budget to Council in October with a more detailed package presented at October committee meetings. A more detailed capital work plan will come later as staff continue to work with consultants on the asset management plan, anticipating costing detail later this fall.



While completing the 2021 budget it was found beneficial to work towards a specific target of 1.5% after growth as a levy increase. There are a number of external factors, unknowns and items out of staff control that will make a similar increase unrealistic.

### *COVID 19*

There are continued pressures and costs associated with COVID 19 which are currently being funded through Safe Restart Funding and other COVID specific funding sources. There is uncertainty as to how long this funding will continue and what the future financial impact will be from some of the new COVID related policies.

### *External Factors*

Since the onset of the pandemic inflation has been near zero and sometimes even negative. This trend has ended as inflation has been over 3% in April, May and June. The inflation number for July 2021 is 3.7%, the highest in a decade. Although the surge in inflation earlier this spring was initially predicted to be a temporary, economists are now predicting inflation rates of 3, 4, or 5% will continue to be high for much longer. One driver of inflation has been fuel, with gasoline prices up more than 30% over a year ago. Other sectors are also seeing large increase including housing, automotive, lumber, equipment, meat and restaurant meals. In the long term, increases in inflation often result in increases in interest rates. However, current forecasts anticipate interest rates remaining relatively low into 2023.

Another economic indicator to consider is CPI which has also seen a steady increase in 2021. In June the national CPI figure was 3.1%. Experts anticipate prices will continue to rise well into 2022 if not 2023. CPI is tied to a number of County contracts, the most significant being waste collection. It should be noted that CPI does not adequately capture a number of items that impact municipal expenses and thus is not the only factor to consider when developing budgets. For example, the cost of vehicles, health insurance and insurance premiums are not fully captured in CPI. All of which have seen significant increases within the last year. These items, which we have little control over, as well as others are experiencing significant increases: employee health benefits (10%), insurance premiums (10 - 20%), and vehicle fuel (+30%).

### *Staffing and Employment Market*

Recruitment continues to be a concern across numerous County departments. Human Resources has seen a significant increase in the number of job postings in 2021. Within

the Finance division alone, we have posted four positions within 2021 with two of them requiring reposting due to lack of qualified applicants or candidates who accepted positions elsewhere. Similar experiences are occurring throughout the organization. This is not a Dufferin issue as other municipalities and industries are also experiencing similar issues. There are simply more positions available than there are qualified candidates creating significant competition in recruiting staff.

Human Resources is in the process of completing a market review to ensure we are offering competitive wages and increase our chances in attracting and retaining qualified staff. The review will result in an impact on the 2022 and future budgets but is deemed necessary to meet our recruitment needs. It should also be noted that our current union contracts are set to expire, which given the current market and CPI pressures will also impact the budget.

In addition, there continue to be capacity issues throughout the organization as many staff have taken on greater workloads over the past few years. This situation is not sustainable and will be addressed in an upcoming HR report.

### *Government Programs*

Similar to last year there are still a number of unknowns surrounding various programs which rely on provincial subsidies. Ontario Works and Employment are anticipating a significant reduction in subsidies potentially starting in 2023. The Children Services division were anticipating imminent changes within its sector as Federal-Provincial agreements are being announced throughout Canada. The call of a fall Federal election will likely put these changes on hold.

Similarly, the impact of the Federal commitment to Long Term Care is still unknown and likely also put on hold. The impacts of the provincial commitment to increase direct care hours and the continuation of PSW wage enhancement, as it is still unclear where the full responsibility for funding these will lie. Changes to both Paramedics and Public Health are still pending with no additional detail provided since the onset of the pandemic.

### *2022 – 2025 Budget*

The 2022 budget process faces a number of challenges including those identified above. Staff will continue to build the budget over the next several weeks with the intent of bringing an initial presentation to the October Council meeting. By then more information

should be available. The intention is to provide Council with a realistic target increase at that time.

**Recommendations:**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated August 26, 2022 Budget, be received.**

Respectfully Submitted By:

Aimee Raves, CPA, CMA  
Manager of Corporate Finance, Treasurer

Reviewed By: Sonya Pritchard, CMA

# Council & Grant Program

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$335	\$342	\$173	\$350	\$178	49.29%
Administrative and Office	\$79	\$54	\$33	\$133	\$100	25.11%
Service Delivery (Grant Progr	\$133	\$98	\$91	\$140	\$49	64.72%
IT and Communications	\$3	\$2	\$0	\$4	\$4	5.63%
Facilities	\$0	\$1	\$1	\$7	\$6	8.46%
<b>Total Expenditures</b>	<b>\$550</b>	<b>\$498</b>	<b>\$297</b>	<b>\$633</b>	<b>\$336</b>	<b>46.95%</b>
Transfers						
Transfers from Reserves	-\$6	\$0	-\$17	-\$17	\$1	103.01%
Transfers to Reserves	\$0	\$17	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$6</b>	<b>\$17</b>	<b>-\$17</b>	<b>-\$17</b>	<b>\$1</b>	<b>103.01%</b>
<b>Total Council &amp; Grant Programs</b>	<b>\$544</b>	<b>\$515</b>	<b>\$280</b>	<b>\$617</b>	<b>\$337</b>	<b>45.44%</b>

# Office of CAO

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	-\$195	-\$57	-\$1	\$56	8145.43%
Other Revenue	-\$53	-\$103	-\$37	-\$87	-\$50	42.28%
<b>Total Revenues</b>	<b>-\$53</b>	<b>-\$298</b>	<b>-\$94</b>	<b>-\$87</b>	<b>\$6</b>	<b>107.17%</b>
Expenditures						
Salaries and Benefits	\$988	\$1,296	\$604	\$1,306	\$702	46.28%
Administrative and Office	\$185	\$395	\$168	\$762	\$594	22.03%
Service Delivery	\$54	\$45	\$17	\$72	\$55	23.48%
IT and Communications	\$17	\$18	\$8	\$57	\$48	14.89%
Vehicles and Equipment	\$0	\$0	\$0	\$1	\$1	9.00%
Internal Services Recovered	-\$46	-\$83	-\$46	-\$107	-\$61	42.81%
COVID	\$0	\$61	\$13	\$98	\$85	13.13%
Capital Contribution	\$0	\$65	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,198</b>	<b>\$1,796</b>	<b>\$765</b>	<b>\$2,188</b>	<b>\$1,424</b>	<b>34.94%</b>
Transfers						
Transfers from Reserves	-\$112	-\$254	-\$93	-\$614	-\$521	15.18%
<b>Total Transfers</b>	<b>-\$82</b>	<b>-\$224</b>	<b>-\$78</b>	<b>-\$584</b>	<b>-\$506</b>	<b>13.39%</b>
<b>Total Office of the CAO</b>	<b>\$1,063</b>	<b>\$1,274</b>	<b>\$593</b>	<b>\$1,517</b>	<b>\$924</b>	<b>39.08%</b>

# Office of CAO and Communications

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	\$0	-\$57	\$0	\$57	100.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$57</b>	<b>\$0</b>	<b>\$57</b>	<b>100.00%</b>
Expenditures						
Salaries and Benefits	\$0	\$0	\$133	\$376	\$243	35.39%
Administrative and Office	\$0	\$0	\$72	\$265	\$193	27.03%
IT and Communications	\$0	\$0	\$1	\$2	\$1	55.56%
COVID	\$0	\$0	\$0	\$0	\$0	100.00%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$205</b>	<b>\$642</b>	<b>\$436</b>	<b>32.00%</b>
Transfers						
Transfers from Reserves	\$0	\$0	\$0	-\$250	-\$250	0.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$250</b>	<b>-\$250</b>	<b>0.00%</b>
<b>Total CAO, Comm</b>	<b>\$0</b>	<b>\$0</b>	<b>\$148</b>	<b>\$392</b>	<b>\$243</b>	<b>37.86%</b>

## Human Resources

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	-\$195	\$0	-\$1	-\$1	0.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>-\$195</b>	<b>\$0</b>	<b>-\$1</b>	<b>-\$1</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$771	\$1,040	\$334	\$679	\$345	49.25%
Administrative and Office	\$154	\$384	\$92	\$463	\$371	19.80%
IT and Communications	\$7	\$4	\$4	\$43	\$39	9.26%
COVID	\$0	\$0	\$9	\$0	-\$9	100.00%
Internal Services Recovered	-\$46	-\$83	-\$46	-\$107	-\$61	42.81%
<b>Total Expenditures</b>	<b>\$885</b>	<b>\$1,344</b>	<b>\$393</b>	<b>\$1,077</b>	<b>\$684</b>	<b>36.47%</b>
Transfers						
Transfers from Reserves	-\$47	-\$90	-\$46	-\$185	-\$139	24.67%
<b>Total Transfers</b>	<b>-\$47</b>	<b>-\$90</b>	<b>-\$46</b>	<b>-\$185</b>	<b>-\$139</b>	<b>24.67%</b>
<b>Total HR</b>	<b>\$838</b>	<b>\$1,060</b>	<b>\$347</b>	<b>\$892</b>	<b>\$544</b>	<b>38.94%</b>

## Health and Safety

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	\$0	\$0	\$0	\$0	0.00%
Other Revenue	-\$51	-\$55	-\$33	-\$87	-\$53	38.36%
Total Revenues	-\$51	-\$55	-\$33	-\$87	-\$53	38.36%
Expenditures						
Salaries and Benefits	\$97	\$130	\$74	\$126	\$52	58.76%
Administrative and Office	\$9	\$3	\$1	\$15	\$14	3.42%
Service Delivery	\$6	\$1	\$1	\$19	\$18	3.83%
IT and Communications	\$3	\$8	\$1	\$8	\$7	18.18%
Vehicles and Equipment	\$0	\$0	\$0	\$1	\$1	0.00%
COVID	\$0	\$0	\$0	\$98	\$98	0.00%
Total Expenditures	\$115	\$141	\$77	\$266	\$189	28.91%
Transfers						
Transfers from Reserves	-\$64	-\$86	-\$44	-\$179	-\$136	24.34%
Total Transfers	-\$64	-\$86	-\$44	-\$179	-\$136	24.34%
Total CAO, HR, HS	\$0	\$0	\$0	\$0	\$0	0.00%

# Emergency Management

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Other Revenue	-\$3	-\$48	-\$3	\$0	\$3	0.00%
<b>Total Revenues</b>	<b>-\$3</b>	<b>-\$48</b>	<b>-\$3</b>	<b>\$0</b>	<b>\$3</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$121	\$127	\$63	\$126	\$62	50.26%
Administrative and Office	\$22	\$8	\$4	\$20	\$16	20.93%
Service Delivery	\$48	\$44	\$16	\$53	\$37	30.32%
IT and Communications	\$7	\$6	\$2	\$5	\$2	46.78%
Vehicles and Equipment	\$0	\$0	\$0	\$0	\$0	30.00%
COVID	\$0	\$61	\$4	\$0	-\$4	0.00%
Capital Contribution	\$0	\$65	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$198</b>	<b>\$311</b>	<b>\$90</b>	<b>\$204</b>	<b>\$114</b>	<b>44.03%</b>
Transfers						
Transfers from Reserves	\$0	-\$78	-\$4	\$0	\$4	0.00%
Transfers to Reserves	\$30	\$30	\$15	\$30	\$15	50.00%
<b>Total Transfers</b>	<b>\$30</b>	<b>-\$48</b>	<b>\$11</b>	<b>\$30</b>	<b>\$19</b>	<b>36.56%</b>
<b>Total Emergency Management</b>	<b>\$225</b>	<b>\$215</b>	<b>\$97</b>	<b>\$234</b>	<b>\$136</b>	<b>41.62%</b>



# Corporate Services

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
User Fees	\$0	-\$1	-\$1	-\$1	\$0	159.00%
Investment Income	-\$816	-\$357	-\$759	-\$400	\$359	189.85%
Taxation	-\$687	\$40	\$0	-\$485	-\$485	-0.03%
Rent Revenue	-\$11	-\$11	-\$12	-\$12	\$0	100.03%
Government Transfers	-\$896	-\$1,578	-\$619	-\$83	\$536	745.75%
Other Revenue	-\$701	-\$500	-\$236	-\$153	\$83	154.39%
<b>Total Revenues</b>	<b>-\$3,111</b>	<b>-\$2,406</b>	<b>-\$1,627</b>	<b>-\$1,133</b>	<b>\$494</b>	<b>143.55%</b>
Expenditures						
Salaries and Benefits	\$1,860	\$1,985	\$996	\$2,290	\$1,294	43.51%
Administrative and Office	\$1,472	\$1,301	\$653	\$1,878	\$1,225	34.78%
Debt Repayment	\$12	\$145	\$36	\$73	\$36	50.00%
Service Delivery	\$798	\$678	\$172	\$152	-\$19	112.69%
IT and Communications	\$350	\$450	\$439	\$554	\$115	79.24%
Facilities	\$4	\$5	\$3	\$9	\$6	36.65%
Vehicles and Equipment	\$4	\$2	\$1	\$6	\$4	23.73%
Internal Services Recovered	-\$187	-\$202	-\$119	-\$237	-\$119	50.00%
COVID	\$0	\$72	\$20	\$59	\$39	33.29%
Capital Contribution	\$251	\$352	\$240	\$240	\$0	100.00%
<b>Total Expenditures</b>	<b>\$4,564</b>	<b>\$4,787</b>	<b>\$2,442</b>	<b>\$5,023</b>	<b>\$2,581</b>	<b>48.61%</b>
Transfers						
Transfers from Reserves	-\$476	-\$219	-\$83	-\$356	-\$273	23.36%
DC Contribution	\$0	\$0	\$0	-\$30	-\$30	0.00%
Transfers to Reserves	\$802	\$1,489	\$619	\$5	-\$614	12935%
<b>Total Transfers</b>	<b>\$326</b>	<b>\$1,271</b>	<b>\$536</b>	<b>-\$381</b>	<b>-\$917</b>	<b>-140.67%</b>
<b>Total Corporate Services</b>	<b>\$1,779</b>	<b>\$3,652</b>	<b>\$1,350</b>	<b>\$3,509</b>	<b>\$2,158</b>	<b>38.49%</b>

# Clerks

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
User Fees	\$0	-\$1	-\$1	-\$1	\$0	159.00%
Other Revenue	-\$9	-\$9	-\$1	-\$9	-\$8	6.43%
<b>Total Revenues</b>	<b>-\$9</b>	<b>-\$10</b>	<b>-\$1</b>	<b>-\$9</b>	<b>-\$8</b>	<b>14.77%</b>
Expenditures						
Salaries and Benefits	\$363	\$378	\$177	\$430	\$253	41.11%
Administrative and Office	\$71	\$22	\$7	\$57	\$51	11.95%
Service Delivery	\$18	\$5	\$0	\$3	\$3	0.00%
IT and Communications	\$11	\$24	\$7	\$22	\$15	31.65%
Internal Services Recovered	-\$20	-\$20	-\$10	-\$20	-\$10	50.00%
COVID	\$0	\$5	\$1	\$0	-\$1	100.00%
<b>Total Expenditures</b>	<b>\$442</b>	<b>\$414</b>	<b>\$181</b>	<b>\$492</b>	<b>\$311</b>	<b>36.83%</b>
Transfers						
Transfers from Reserves	-\$27	-\$5	-\$1	\$0	\$1	0.00%
<b>Total Transfers</b>	<b>-\$27</b>	<b>-\$5</b>	<b>-\$1</b>	<b>\$0</b>	<b>\$1</b>	<b>0.00%</b>
<b>Total Clerks</b>	<b>\$407</b>	<b>\$399</b>	<b>\$179</b>	<b>\$483</b>	<b>\$304</b>	<b>37.10%</b>

# Corporate Finance

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Taxation	-\$687	\$40	\$0	-\$485	-\$485	-0.03%
Investment Income	-\$816	-\$357	-\$759	-\$400	\$359	189.85%
Government Transfers	-\$894	-\$1,578	-\$619	-\$83	\$536	745.75%
Other Revenue	-\$532	-\$363	-\$149	-\$55	\$94	271.15%
<b>Total Revenues</b>	<b>-\$2,929</b>	<b>-\$2,258</b>	<b>-\$1,527</b>	<b>-\$1,023</b>	<b>\$504</b>	<b>149.28%</b>
Expenditures						
Salaries and Benefits	\$716	\$713	\$250	\$619	\$369	40.33%
Administrative and Office	\$1,326	\$1,181	\$570	\$1,528	\$958	37.30%
Debt Repayment	\$12	\$145	\$36	\$73	\$36	50.00%
Service Delivery	\$695	\$624	\$136	\$143	\$7	94.87%
IT and Communications	\$37	\$42	\$40	\$45	\$5	89.33%
Internal Services Recovered	-\$94	-\$103	-\$58	-\$117	-\$58	50.00%
COVID	\$0	\$13	\$1	\$0	-\$1	0.00%
<b>Total Expenditures</b>	<b>\$2,691</b>	<b>\$2,616</b>	<b>\$974</b>	<b>\$2,290</b>	<b>\$1,316</b>	<b>42.53%</b>
Transfers						
Transfers from Reserves	-\$382	-\$13	-\$1	-\$190	-\$189	0.50%
DC Contribution	\$0	\$0	\$0	-\$30	-\$30	0.00%
Transfers to Reserves	\$796	\$1,483	\$619	\$0	-\$619	0.00%
<b>Total Transfers</b>	<b>\$413</b>	<b>\$1,469</b>	<b>\$618</b>	<b>-\$220</b>	<b>-\$838</b>	<b>-280.92%</b>
<b>Total Corporate Finance</b>	<b>\$176</b>	<b>\$1,828</b>	<b>\$65</b>	<b>\$1,047</b>	<b>\$982</b>	<b>6.19%</b>

# Procurement

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$0	\$0	\$92	\$287	\$195	32.10%
Administrative and Office	\$0	\$0	\$1	\$113	\$112	0.67%
IT and Communications	\$0	\$0	\$0	\$1	\$1	13.73%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93</b>	<b>\$401</b>	<b>\$308</b>	<b>23.22%</b>
Transfers						
Transfers from Reserves	\$0	\$0	\$0	-\$100	-\$100	0.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$100</b>	<b>-\$100</b>	<b>0.00%</b>
<b>Total Procurement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93</b>	<b>\$301</b>	<b>\$208</b>	<b>30.94%</b>

# Information Technology

(in 000s)	2019 ACTUAL	2020 ACTUAL	JUN 2021 ACTUAL	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Rent Revenue	-\$11	-\$11	-\$12	-\$12	\$0	100.03%
Government Transfers	-\$2	\$0	\$0	\$0	\$0	0.00%
Other Revenue	-\$161	-\$128	-\$87	-\$89	-\$3	96.91%
<b>Total Revenues</b>	<b>-\$174</b>	<b>-\$139</b>	<b>-\$98</b>	<b>-\$101</b>	<b>-\$3</b>	<b>97.27%</b>
Expenditures						
Salaries and Benefits	\$781	\$893	\$478	\$954	\$476	50.08%
Administrative and Office	\$75	\$98	\$76	\$180	\$105	41.97%
Service Delivery	\$85	\$49	\$36	\$6	-\$30	563.70%
IT and Communications	\$303	\$384	\$392	\$486	\$95	80.56%
Facilities	\$4	\$5	\$3	\$9	\$6	36.65%
Vehicles and Equipment	\$4	\$2	\$1	\$6	\$4	23.73%
Internal Services Recovered	-\$73	-\$79	-\$50	-\$100	-\$50	50.00%
COVID	\$0	\$54	\$18	\$59	\$41	30.43%
Capital Contribution	\$251	\$352	\$240	\$240	\$0	100.00%
<b>Total Expenditures</b>	<b>\$1,430</b>	<b>\$1,758</b>	<b>\$1,193</b>	<b>\$1,840</b>	<b>\$647</b>	<b>64.86%</b>
Transfers						
Transfers from Reserves	-\$67	-\$200	-\$81	-\$66	\$16	123.86%
Transfers to Reserves	\$6	\$7	\$0	\$5	\$5	0.00%
<b>Total Transfers</b>	<b>-\$60</b>	<b>-\$194</b>	<b>-\$81</b>	<b>-\$61</b>	<b>\$20</b>	<b>133.59%</b>
<b>Total Information Technology</b>	<b>\$1,196</b>	<b>\$1,425</b>	<b>\$1,014</b>	<b>\$1,678</b>	<b>\$664</b>	<b>60.41%</b>

# Corporate Services -

## Capital Asset Fund

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
<b>Opening Balance</b>	<b>-\$357</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$476</b>
Contributions				
Government Transfers	\$0	\$0	\$0	\$0
Capital Levy	-\$188	-\$233	-\$233	-\$233
Other Revenue	-\$4	-\$3	\$0	\$0
Transfers from Reserves	-\$60	-\$116	-\$1	-\$7
<b>Total Contributions</b>	<b>-\$251</b>	<b>-\$352</b>	<b>-\$233</b>	<b>-\$240</b>
Capital Work				
Equipment & Machinery	\$236	\$249	\$219	\$206
Vehicles	\$0	\$0	\$0	\$0
<b>Total Capital Work</b>	<b>\$236</b>	<b>\$249</b>	<b>\$219</b>	<b>\$206</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$490</b>	<b>-\$510</b>

## Work Plan Summary

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
Expenditures				
Cellular Booster Upgrades	\$0	\$0	\$31	\$30
Communication Systems Lifecycle	\$14	\$4	\$0	\$6
Communication Tower Lifecycle	\$0	\$0	\$0	\$0
Councillor Device Replacement	\$0	\$0	\$0	\$0
Courtroom AV Equipment	\$0	\$0	\$0	\$0
End User Device Lifecycle	\$68	\$173	\$71	\$144
IT Infrastructure Lifecycle	\$155	\$71	\$117	\$26
Equipment & Machinery	\$236	\$249	\$219	\$206
Vehicles	\$0	\$0	\$0	\$0
<b>Total Work Plan Summary</b>	<b>\$236</b>	<b>\$249</b>	<b>\$219</b>	<b>\$206</b>

# Information Technology -

## Capital Asset Fund

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
<b>Opening Balance</b>	<b>-\$357</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$476</b>
Contributions				
Capital Levy	-\$188	-\$233	-\$233	-\$233
Other Revenue	-\$4	-\$3	\$0	\$0
Transfers from Reserves	-\$60	-\$116	-\$1	-\$7
<b>Total Contributions</b>	<b>-\$251</b>	<b>-\$352</b>	<b>-\$233</b>	<b>-\$240</b>
Capital Work				
Equipment & Machinery	\$236	\$249	\$219	\$206
<b>Total Capital Work</b>	<b>\$236</b>	<b>\$249</b>	<b>\$219</b>	<b>\$206</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$490</b>	<b>-\$510</b>

## Work Plan Summary

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Communication Systems Lifecycle	\$14	\$4	\$0	\$6
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Courtroom AV Equipment	\$0	\$0	\$0	\$0
End User Device Lifecycle	\$68	\$173	\$71	\$144
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Equipment & Machinery	\$236	\$249	\$219	\$206
<b>Total Work Plan Summary</b>	<b>\$236</b>	<b>\$249</b>	<b>\$219</b>	<b>\$206</b>