



2022 Budget Report

December 15, 2021



great energy. balanced life.

Kincardine at a Glance

The Municipality of Kincardine was officially formed in 1999 by the amalgamation of the Town of Kincardine, the Township of Kincardine, and the Township of Bruce. Kincardine is one of eight lower-tier municipalities in the County of Bruce.



Property Values

The average household assessment value used to calculate property taxes is **\$275,000**



Population

A 2021 population of **12,292** with an estimated **6,323** households.



Household
Income

The 2021 average household income is estimated at **\$133,827**



Land Area

The land area of Kincardine is **538** sq. kms, with a population density of **23** people per sq. km.

Budget at a Glance

The 2022 budget includes 3 components: the tax-supported operating budget, the water and sewer self-funded budget, and the capital investment budget.

The tax-supported budget covers the daily costs of running municipal services, excluding water and sewer services, and building department operations. The 2022 tax-supported operating budget includes \$27.67 million in transfers and expenditures, which is an increase of \$533 thousand (2%) over the prior year.



Tax-Supported
Operating Budget

6.8%	2022 <i>draft</i> tax rate increase
\$138	Increase per average household
\$2,165	Total municipal portion per household



Water & Sewer
Budget

3%	Water/sewer rate increase
\$31	Increase per average household
\$1,077	Average total cost per household



Capital Investment

0 %	Tax rate increase to fund capital
\$ 0	Total increase in annual capital contribution
\$3.81M	Total contribution to tax-funded capital program
\$11.58M	Total 2022 capital program

Executive Summary

The 2022 draft budget consists of tax-supported operating expenses of \$27.67 million, compared to \$27.14 million in 2021, which represents an overall increase of \$533 thousand, or 2%. The draft 2022 operating budget includes a municipal tax rate increase of 6.8%. For the average residential property assessed at \$275,000, a tax rate increase of 6.8% amounts to an annual increase of \$138.

The ongoing Covid-19 pandemic continues to impact the Municipality and our residents and businesses. MPAC has once again postponed the 2020 Assessment Update and have indicated that property assessments for the 2022 and 2023 property tax years will continue to be based on the fully phased-in January 1, 2016 current values. In a typical year, Kincardine brings in \$230,000 in additional taxation revenue resulting from value/equity changes, plus an additional \$280,000 from in-year assessment changes. In 2022, additional revenue from in-year assessment changes amounts to \$141,392.

In 2020, the Municipality undertook an Organizational Review in order to ensure that the organization was positioned to effectively and efficiently deliver services and to better align with the Strategic Plan. The goals of the Organizational Review included:

- Improved human resources alignment;
- enhanced communications;
- building a customer service excellence culture;
- strengthening our focus on leadership and effective management;
- and better alignment of services into clear focus areas

In 2021, the Municipality began implementing the new organizational structure and created four new departments:

- 1) Corporate Services – “Administration & Compliance”
- 2) Community Services – “Public Safety & Engagement”
- 3) Infrastructure & Development – “Open for Business”
- 4) Strategic Initiatives – “Innovation & Effectiveness”

The 2022 budget includes new headcount that were added in 2021 resulting from the restructuring, including:

- Manager of Strategic Initiatives
- Community Economic Development Coordinator
- Communications Coordinator
- Manager, Operations
- Director, Community Services

Executive Summary

In order to achieve the goals identified in the Organizational Review, the 2022 Budget Report (Appendix G) includes several additional new position requests:

- Manager, Parks & Facilities
- Manager, Environmental Services
- Outside Maintainer (2), Infrastructure & Development
- Locator, Environmental Services

It is imperative to have the appropriate staffing in place, and Council is being asked to consider these additional new positions for 2022.

Summary of Expenditures

The primary factors, many of which are uncontrollable, contributing to the increase in the tax-funded operating budget are summarized in the following table:

Operating Budget Impact				
Unfavourable Budget Variances:	Tax Funded	User Funded	Total	% Tax Rate Impact
Salaries & Benefits	\$ 954,752	\$ (11,975)	\$ 942,777	5.62%
2021 Reserve Contributions:				
Tax Mitigation	\$ 385,000	\$ -	\$ 385,000	2.27%
Contingency Reserve	\$ 211,461	\$ -	\$ 211,461	1.24%
Insurance Premiums	\$ 104,202	\$ 12,880	\$ 117,082	0.61%
Software & Hardware	\$ 116,355	\$ 1,790	\$ 118,145	0.68%
Legal Fees	\$ 56,000	\$ 38,000	\$ 94,000	0.33%
CIP	\$ 50,000	\$ -	\$ 50,000	0.29%
IDEA (non-labour costs)	\$ 44,800	\$ -	\$ 44,800	0.26%
Communications (non-labour costs)	\$ 35,550	\$ -	\$ 35,550	0.21%
SVCA levy	\$ 21,664	\$ -	\$ 21,664	0.13%
Total Unfavourable Variances	\$ 1,979,784	\$ 40,695	\$ 2,020,479	11.65%
Favourable Budget Variances:				
Recreation & Facilities Revenue	\$ (211,600)	\$ -	\$ (211,600)	-1.25%
Waste Management Revenue	\$ (154,000)	\$ -	\$ (154,000)	-0.91%
Property Tax Equity Changes	\$ (141,392)	\$ -	\$ (141,392)	-0.83%
Loan Interest	\$ (51,000)	\$ (34,000)	\$ (85,000)	-0.30%
Total Favourable Variances	\$ (557,992)	\$ (34,000)	\$ (591,992)	-3.28%
Total Property Tax Rate Impact				8.37%
Tax Mitigation Measures:				
50% Bruce Telecom dividend to Operating	\$ (250,000)	\$ -	\$ (250,000)	-1.47%
Contingency Reserve offset for CIP	\$ (50,000)	\$ -	\$ (50,000)	-0.29%
Defer 3% Lifecycle Reserve Fund Contribution	\$ (509,634)	\$ -	\$ (509,634)	0.00%
Total Tax Mitigation Measures	\$ (809,634)	\$ -	\$ (809,634)	-1.77%
Total Net Property Tax Rate Impact (+/- 0.2%)				6.60%

Combined, the above changes to 2022 budgeted revenues and expenditures would require the equivalent of a tax rate increase of 8.37% to offset these costs. Additional tax mitigation measures have been implemented to ease the tax increase including dividend reallocation, a reserve transfer to offset one-time costs of developing a Community Improvement Plan (CIP) and deferring the 3% annual increase for the Lifecycle Reserve Fund contribution. Through these measures, the proposed tax rate increase is reduced to 6.8%.

Additional information is provided for categories with significant changes from the prior year in the following sections.

Summary of Expenditures

i. Salaries and Benefits

Salaries and benefits amount to \$11.59 million in 2022 compared to \$10.64 million in the prior year and represent 34% of total operating budget for the Municipality. Compared to 2021, salaries and benefits have increased by \$943 thousand, or 8.9%.

	2021 Budget	2022 Budget	\$ Variance	% Variance
Salaries	\$ 8,355,302	\$ 9,039,349	\$ 684,047	8.2%
Statutory & Health Benefits	\$ 2,288,659	\$ 2,547,389	\$ 258,730	11.3%
Total Payroll Costs	\$ 10,643,961	\$ 11,586,738	\$ 942,777	8.9%

The increase in salaries of \$684,000 (8%) is a result of several factors including:

- Implementation of the Organizational Review and the restructuring of municipal departments
- Negotiated wage increase of 2.5% effective January 1, 2022
- Implementation of market study (property tax impact of \$257,000; tax rate impact of 1.5%)
- Annual step increases

The statutory and health benefits costs include WSIB, group insurance, CPP, EI, EHT, LTD, and health and dental benefits. The Municipality's group benefit program, which includes life insurance, long term disability, extended health care and dental benefits, is underwritten by Manulife Financial. Annual extended health and long term disability premiums for 2022 are estimated to increase by 15%, or \$104,000 based on current claims experience and recent trends.

The CPP maximum pensionable earnings is also increasing in 2022, from \$61,600 to \$64,900, as well as the CPP rate which is increasing from 5.45% to 5.70%. This has also impacted the budget by a total of \$45,000. EHT, EI and WSIB account for a further increase of \$41,000.

Summary of Expenditures

ii. Fleet and Equipment:

Replacement of equipment such as vehicles and machinery is included in the capital budget each year. While the Lifecycle Reserve Fund may be used to fund the eventual replacement of equipment, the 2022 operating budget includes a \$100 thousand transfer to the Equipment Replacement Reserve Fund for the Fleet Replacement program. This contribution is consistent with 2021 and 2020 contribution levels. The Operations fleet replacement program requires an annual investment in excess of \$700,000 to be sustainable.

The 2022 budget also includes an additional \$100,000 as a transfer to the Fire Equipment Replacement Reserve Fund for the future replacement of Fire Department vehicles. Over the next 5 years, the fire department requires a total investment in its fleet in the amount of \$3.95 million, with the replacement of the 12-2 Pumper required in 2022 at an estimated cost of \$650,000. It is recognized that the \$100,000 contribution is not sufficient to fund the Fire capital plan, as the actual annual funding would require over \$500,000 in annual contributions. In an effort to minimize the tax rate impact for 2022, only \$100,000 has been included in the draft operating budget.

The operating budget for fleet management amounts to \$875 thousand in 2022 (excluding reserve fund transfers), an increase of \$55 thousand (6%) over the prior year. The need for increased funds is directly attributed to the aging fleet and costs associated with repairs and maintenance of the equipment. It is anticipated that these costs will continue to increase in the near term until enough funds are available to support a comprehensive replacement program.

iii. Materials & Supplies:

Program related costs have been reviewed and adjusted based on actuals of the prior year and using an inflation factor where appropriate. The 2022 operating budget includes \$342 thousand in software contracts and computer hardware purchases. Software costs include Cityworks, ActiveNet, FMW budgeting software, Laserfiche, Zoom, eScribe, Consignoo, Bang the Table community engagement software, and the Mobile App. The operating budget also includes cyber security protection and implementation of two-factor authentication.

Summary of Expenditures

iv. Funding to External Organizations:

The Municipality offers a Community Investment Grants (CIG) program that provides a total of \$60 thousand in grant funding to various charitable and non-profit organizations. The CIG Team reviews all applications to determine eligibility and makes a recommendation to Council on how the funds should be distributed. In addition, the 2022 budget includes the following:

- \$3 thousand in annual sustainable funding to each of the following festivals: Kincardine Scottish Festival, Lighthouse Blues Festival, and Kincardine Summer Music Festival (\$9 thousand total)
- \$5 thousand to the Bruce County Museum for municipal archive storage
- \$5 thousand for the Community Foundation Grey Bruce
- \$5 thousand for the Kincardine Community Fund program expenses

v. Contracted Services:

The Municipality spends approximately \$5.2 million on contracted services, 44% of which is for policing. Contracted services also includes garbage collection and recycling, engineering, municipal drains, airport management, Marina operations, Saugeen Mobility and Regional Transit (SMART), SVCA, legal, consulting, and audit services.

Specifically, the 2022 budget includes the following significant contracts:

- OPP Policing Contract - \$2.3 million
- Bruce Area Solid Waste Recycling (BASWR) - \$485 thousand
- Saugeen Valley Conservation Authority (SVCA) - \$328 thousand (7% increase)
- By-law Enforcement - \$120 thousand
- Airport Management - \$104 thousand
- Saugeen Mobility and Regional Transit (SMART) - \$75 thousand
- Paisley Contracted Fire Services - \$57 thousand
- Fire Dispatching Services - \$49 thousand
- Audit Fees - \$45 thousand

Summary of Expenditures

vi. Energy Costs:

The total 2022 utility costs, including propane, natural gas and hydro, amount to \$1.4 million and represent 4% of total operating expenses. These costs have been budgeted to decrease by \$22,000 (1%) in order to reflect the conversion to natural gas at the Davidson Centre. In 2022, the Kincardine and Tiverton Fire Halls, Hawthorne Medical Clinic, and the locum houses will all be converted to natural gas. The cost/benefits of converting the remaining facilities will be reviewed and considered in subsequent budget years.

vii. Insurance Costs:

The Municipality is insured by Intact Insurance (formerly Frank Cowan) for its General Insurance and Risk Management Program. The 2022 annual insurance premium, excluding cyber coverage, has been estimated at \$423,000, which represents an increase of \$93,000 (28%) over the prior year. Municipalities have been experiencing significant insurance premium increases and Kincardine has been advised to budget for an increase between 15% - 45%.

Cyber insurance coverage is also increasing from \$9,000 in 2021 to an estimated \$33,000 in 2022. Increasing premiums are the result of a rise in ransomware attacks in the public sector, and in some cases, it has become difficult to even qualify for insurance coverage. Most cyber insurance carriers require municipalities to meet high security benchmarks to protect themselves from cyber attacks, and therefore the IT budget includes security upgrades and two-factor authentication to strengthen the Municipality's security practices and protect against threats.

viii. Physician Recruitment:

The Municipality provides physician recruitment incentives in order to attract and retain new doctors to our community and offer quality health care to residents. In 2021, the Municipality decided to create a new Physician Recruiter/Clinic Manager position for a one-year trial period. A Physician Recruitment Committee was formed to implement and evaluate the one-year pilot program. The 2022 budget includes \$20 thousand for physician incentive payments based on contractual agreements, \$40,000 to recruit two new physicians, as well as \$28 thousand for program supplies, marketing and travel. The Family Health Organization (FHO) provides a contribution of \$40,000 towards the Clinic Manager portion of the position.

Long-Term Borrowing

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit (ARL) statement, outlining the revenue and debt servicing calculations. Kincardine's 2021 ARL statement from the Province indicates that the Municipality is utilizing 3% of net revenues to service debt. In 2017, the Municipality adopted self-imposed internal debt limitations of 10% of net revenues (below the Provincial 25%).

The Municipality records all debt repayment amounts in the operating budget. Total debt charges included in the 2022 operating budget is \$1.15 million and is comprised of the following projects:

Capital Project	2022 Debt Charges	Outstanding Balance	Completion Year
Queen St. Bridge Rehabilitation	\$ 168,000	\$ 2,637,000	2041
Municipal Administration Centre Renovations	\$ 201,000	\$ 765,830	2025
LED Street Lighting	\$ 139,000	\$ 495,000	2025
Fire Rescue Vehicle	\$ 37,000	\$ 140,000	2025
Tile Drain Debentures	\$ 33,000	\$ 68,000	Various
Huron Terrace Sewage Pumping Station	\$ 560,000	\$ 8,600,000	<i>Pending</i>
9/21 Business Park Servicing	\$ 12,500	\$ 4,250,000	Pending
Total Debt Charges	\$ 1,150,500	\$ 16,955,830	

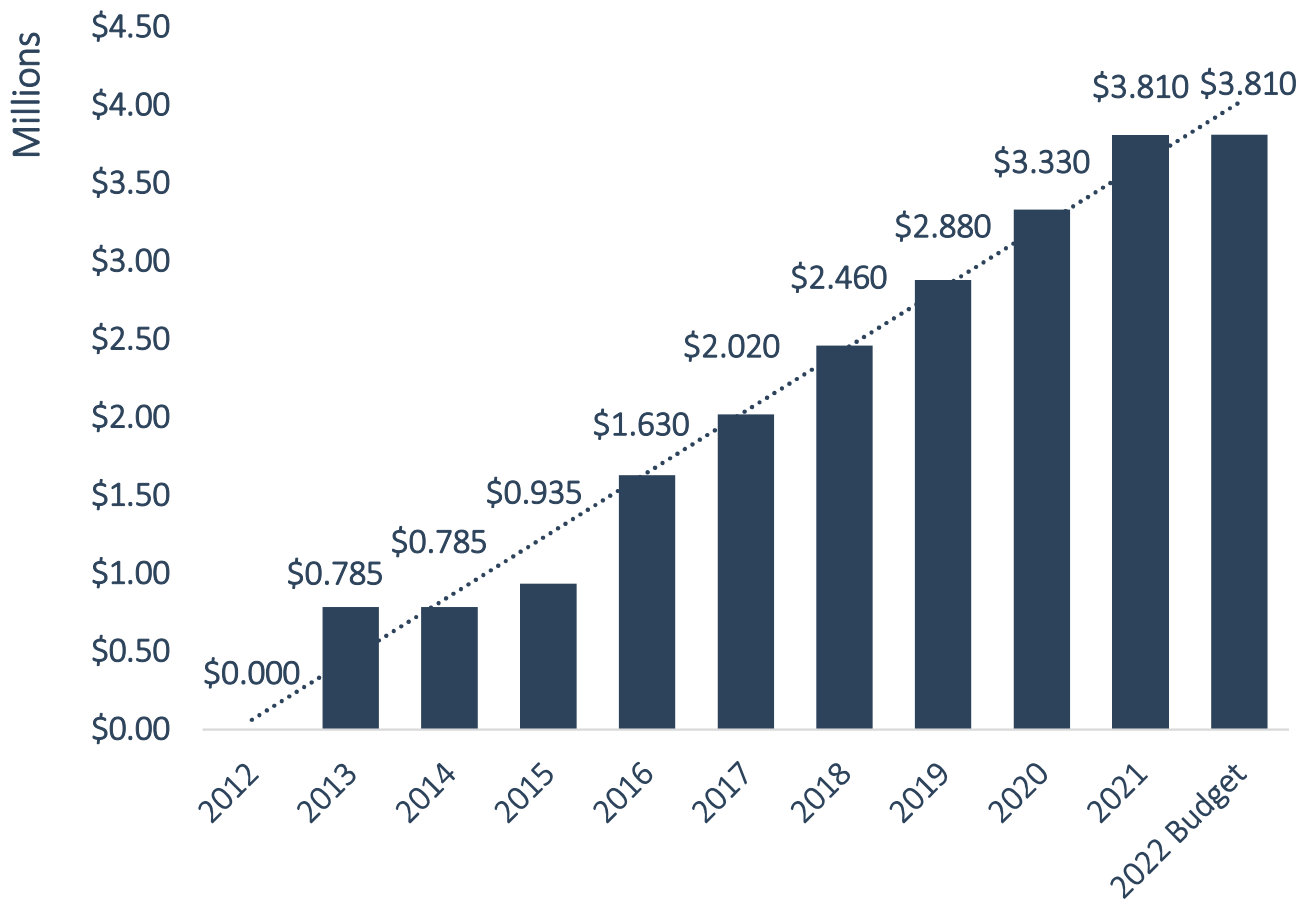
The above chart excludes internal borrowing commitments of \$3.57 million for servicing OPF business park lands and the \$1.026 million for the Connaught Park Sewage Pumping Station upgrades.

Tax-Supported Reserve Fund Transfers

Contribution to Tax-Supported Capital:

Contribution to tax-supported capital represents the amount of funds that are allocated to capital projects through the Lifecycle Reserve Fund. Maintaining and improving our existing infrastructure will continue to require investment. Since 2013, Kincardine has been making significant progress by allocating funds to the Lifecycle Reserve Fund, which is intended to fund future asset rehabilitation and replacement.

The following graph illustrates the annual contributions since the creation of the Lifecycle Reserve Fund in 2012:



Tax-Supported Reserve Fund Transfers

The 2022 budget includes \$3.81 million as a transfer to the Lifecycle Reserve Fund. For the first time in 10 years, the 2022 operating budget does not include the recommended 3% tax rate increase to fund the Lifecycle Reserve Fund. This is primarily because of the financial impact resulting from the organizational restructuring and the implementation of the market study results, which has significantly impacted the Municipality's operating costs beginning in 2022.

Based on the draft municipal Asset Management Program, in order to maintain existing levels of service, an annual tax rate increase of 6.2% would be required solely for capital and infrastructure replacement. With the current 3% tax rate increase, a reduction to levels of service would be realized over time. Therefore, Council is strongly encouraged to add the additional 3% tax rate increase in the 2022 operating budget in order to prevent future capital shortfalls in asset management.

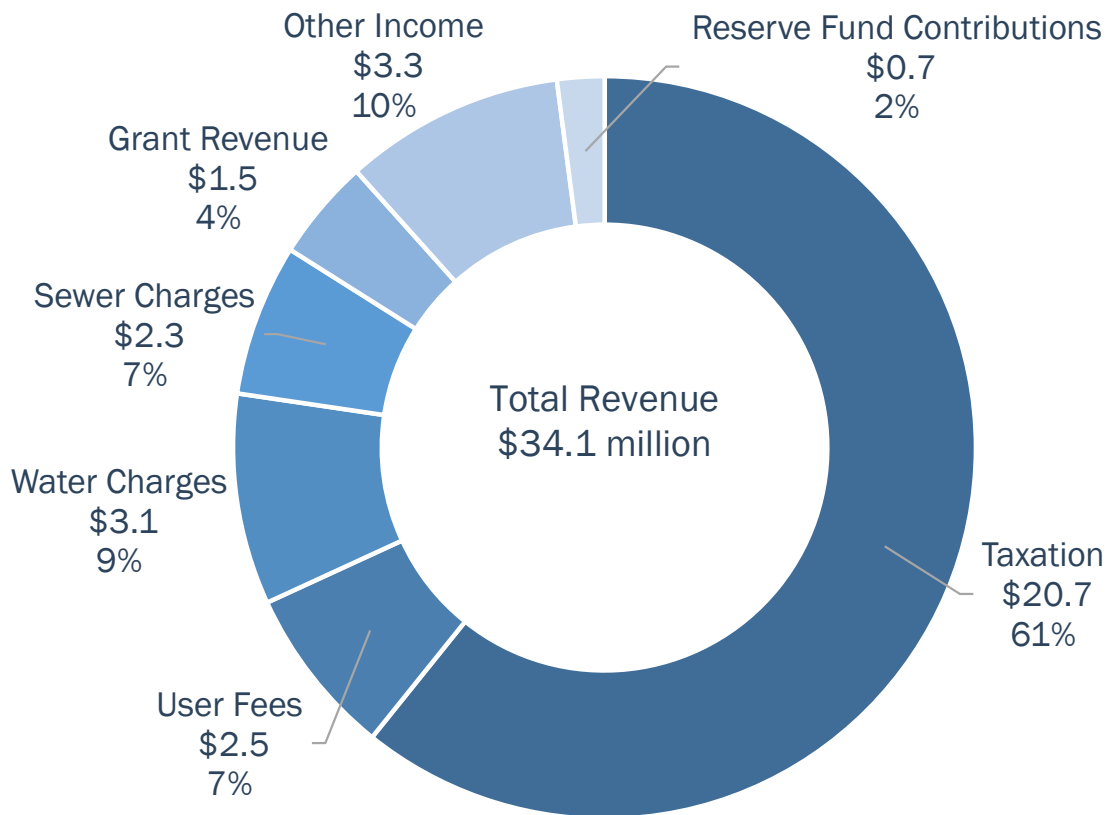
While the budget includes a \$3.81 million capital contribution, at the same time the budget draws on this reserve fund by an amount of \$3.249 million, leaving a net contribution of only \$561 thousand. The overall transfer of funds into the Lifecycle Reserve Fund should be substantially more than the funds transferred out for current projects, otherwise the long-term capital plan will remain significantly underfunded.

The 2022 operating budget also includes a \$50 thousand transfer to the Recreation Reserve Fund for future repairs and rehabilitation of the Davidson Center indoor pool. The budget also includes a \$100 thousand reserve fund transfer for fleet replacement, \$100 thousand for landfill cell replacement, as well as \$100 thousand for Fire & Emergency vehicle replacement.

Summary of Revenue

Under the Municipal Act, 2001, the Municipality is required to prepare a balanced budget where revenues equal expenses. Total revenue of \$34.1 million is required to offset spending and contributions to future capital, an increase of \$782,000 (2%) over prior year.

The revenue sources are summarized as follows:



Summary of Revenue

i. Property Taxes:

Property taxes are the most significant source of funding for the municipality and represent 61% of total overall revenue. The \$20.4 million in property tax revenue is inclusive of the proposed 6.75% tax rate increase, and can be broken down further in the following classifications:

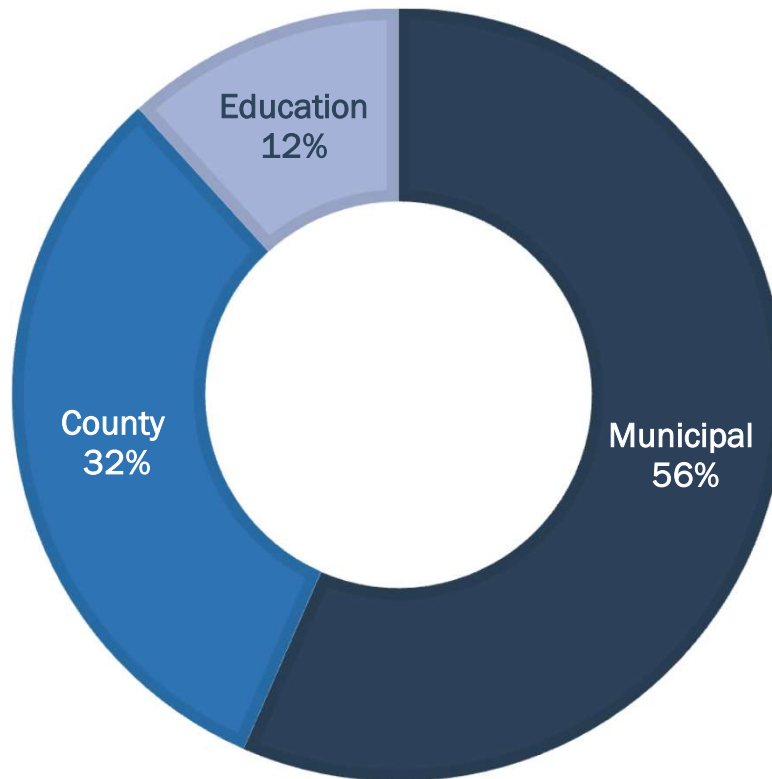
2022 Property Taxes by Tax Class



Summary of Revenue

ii. Property Tax Bill Allocation:

The Municipality is responsible for the billing and collection of taxes for Kincardine, the County of Bruce and the School Boards. The Municipality's portion of the average 2022 annual residential tax bill based on property with an assessed value of \$275 thousand is represented as follows:



The total annual average municipal residential property tax bill for 2022 is estimated to be \$2,164, based on the draft budget.

Summary of Revenue

iii. Net Assessment Growth:

As a result of the ongoing COVID-19 pandemic, the Ontario government has again postponed the 2020 assessment update for another year. Property assessments for the 2022 and 2023 tax years will continue to be based on the fully phased-in January 1, 2016 values. Therefore, the assessment increase in 2022 is limited to new assessment only (no value/equity changes) and amounts to additional taxation revenue of \$141,392 for 2022.

Assessment Growth

	2022 Budget	2021	2020	2019	2018	3-year average
In-year growth	\$ 141,392	\$ 176,233	\$ 384,402	\$ 222,155	\$ 232,947	\$ 279,835
Value/Equity Change	\$ -	\$ -	\$ 233,823	\$ 229,845	\$ 222,350	\$ 228,673
0% tax rate increase	\$ 141,392	\$ 176,233	\$ 618,225	\$ 452,000	\$ 455,297	\$ 508,507
% net growth	100%	100%	62%	49%	51%	54%
% value changes	0%	0%	38%	51%	49%	46%

In the average year, Kincardine brings in \$230,000 in additional taxation revenue resulting from value/equity changes, plus an additional \$280,000 from in-year growth. In comparison to the 3-year average, the 2022 budget will see \$367,000 less in revenue from assessment growth, thereby placing increased pressure on the tax rate to offset this difference.

Summary of Revenue

iv. Investment Income:

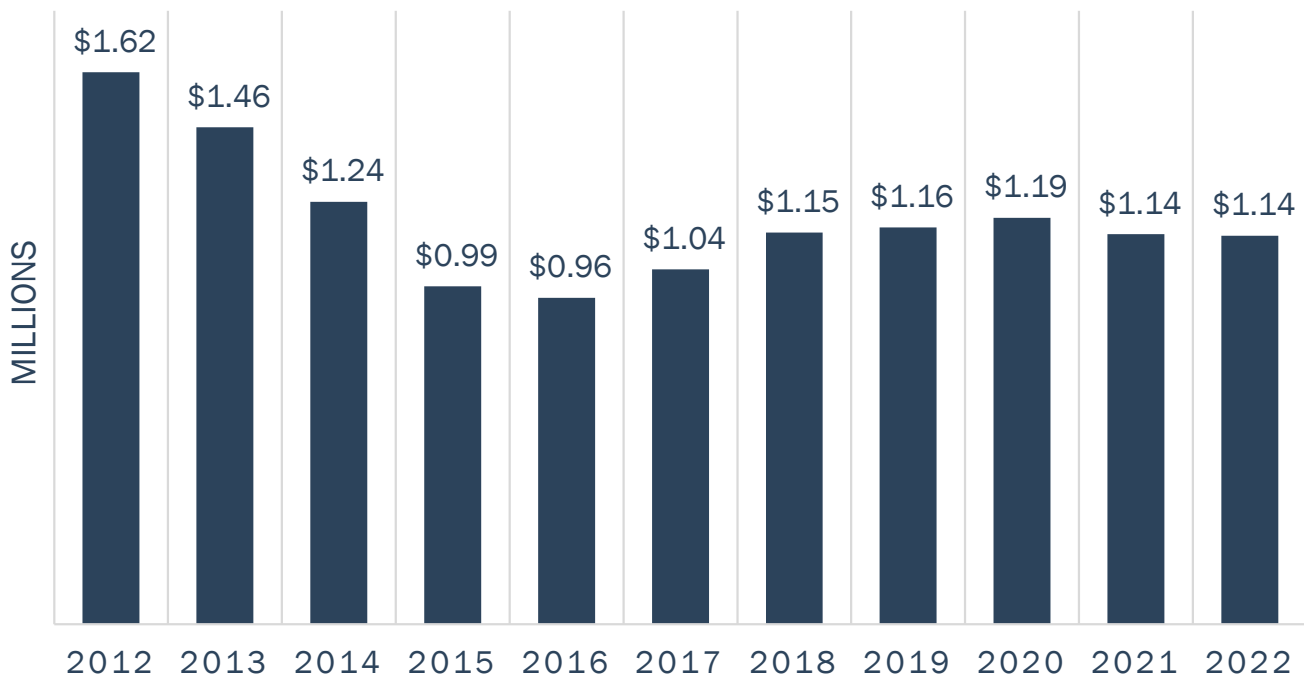
The most significant portion of investment income is related to dividend payments that the Municipality receives from Bruce Telecom. The Municipality owns 100% of Bruce Telecom and includes an annual dividend of \$500 thousand in the budget. The 2022 draft budget allocates 50% of the dividend to the capital budget, and 50% to the operating budget in order to alleviate the property tax burden.

The Municipality also owns 13.5% of Westario Power Inc. and has included an estimated dividend of \$60 thousand in the 2022 operating budget.

v. OMPF Grant:

The Municipality's 2022 Ontario Municipal Partnership Fund (OMPF) allocation will be \$1.1429 million. This represents a decrease of \$1 thousand (0%) over 2021.

The following chart illustrates the OMPF grant allocated to the Municipality over the last ten years:

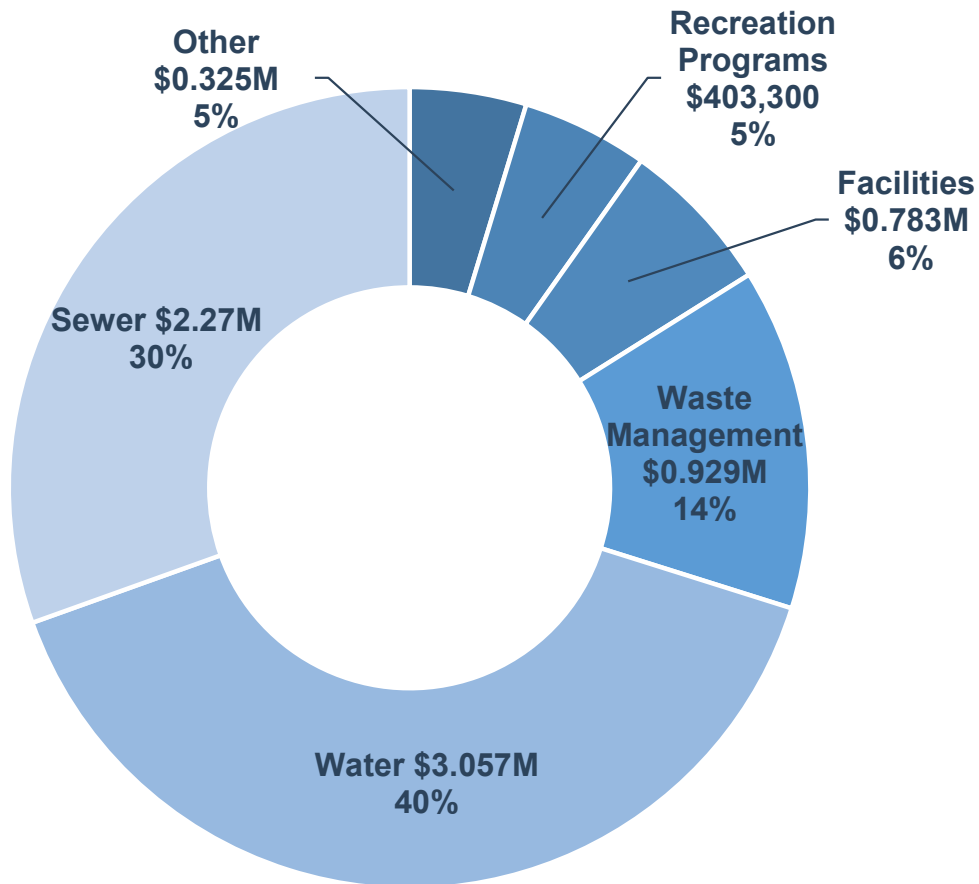


Summary of Revenue

vi. User Fees:

The Municipality charges user fees for various services that it provides. A review of user fees is conducted annually in advance of the budget process, and incorporates inflationary adjustments directly linked to program delivery. Consideration is also given to charges in other municipalities with similar operations and services.

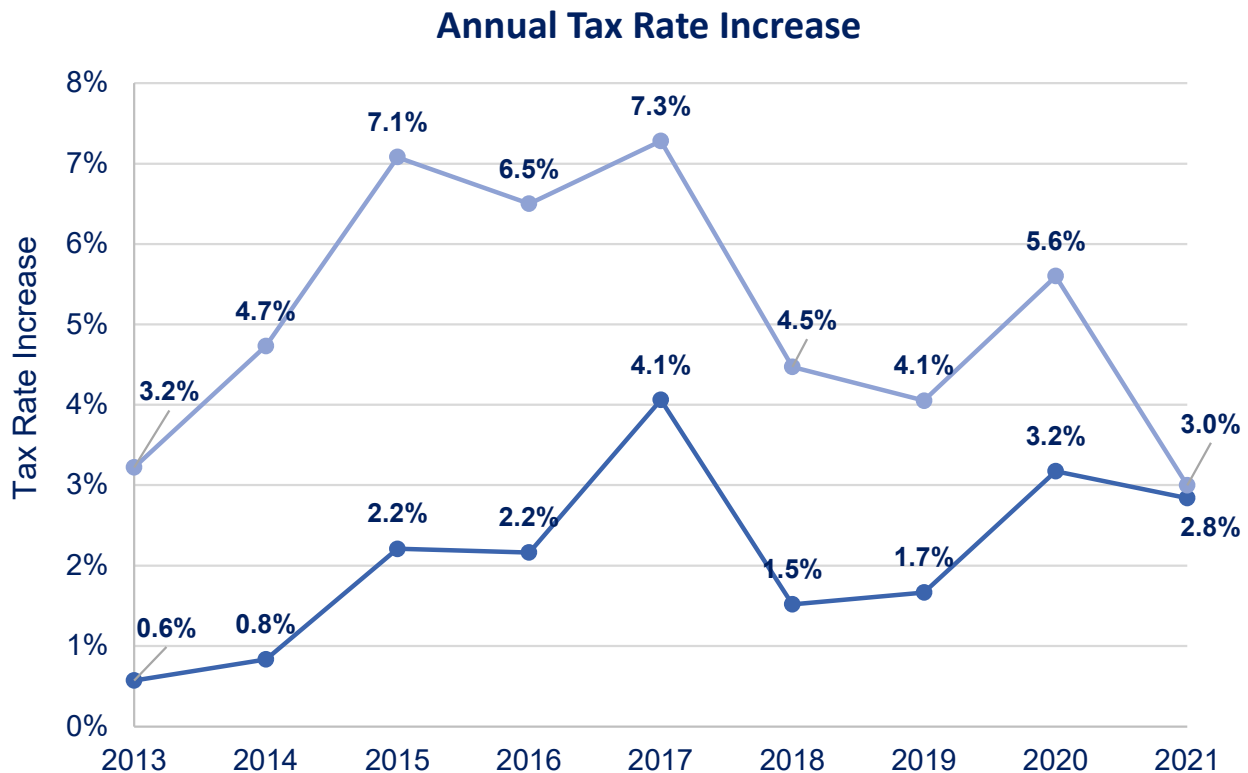
2022 User Fee Revenue



The most significant user fee revenue source is from water and wastewater services (\$5.543 million), which accounts for 70% of total user fee revenue in 2022. These programs operate on a full cost recovery basis and are self-funded.

Concluding Remarks

The 2022 draft operating budget includes a municipal tax rate increase of 6.8%. The following graph shows the municipal and total tax rate increases over the last eight years:



The combined tax levy increase, using 2021 County and Education tax rates, amounts to an overall increase of 3.8% for the overall property tax bill. The average annual household impact based on a property with an assessed value of \$275 thousand would see an increase in taxes as follows:

	2022	2021	\$ Change	% Change
Kincardine	\$ 2,165	\$ 2,027	\$ 138	6.80%
Bruce County	\$ 1,136	\$ 1,136	\$ -	0.0%
School Boards	\$ 421	\$ 421	\$ -	0.0%
Total	\$ 3,722	\$ 3,585	\$ 138	3.8%



Council

2022 Business Plan
Municipality of Kincardine

Message from the Mayor

The past two years have been unprecedented and challenging. COVID-19 will continue impact all of us in 2022, even as the provincial government moves to reopen Ontario.

We continue to face challenges to the health and wellbeing of our residents, frontline worker staffing shortages, a growing housing crisis, rising awareness around the need for action against climate change and how our nuclear sector can help, and growing demands on infrastructure as our community grows.

More than ever, the public needs services from the Municipality and other levels of government but has limited resources for tax increases to cover increased servicing. Municipal staff have done a tremendous job collaborating to put forward a draft budget that balances fiscal responsibility with growing service needs.

Thank you to staff for their expertise in organizing the draft budget for Council's consideration. For Council and Municipal staff, the budget process is one of the key responsibilities we have to residents of the Municipality of Kincardine.

On behalf of Council and staff, I wish you the best in the year 2022.

Yours sincerely,

Gerry Glover
Mayor



Role of Council

Council is responsible for providing leadership for the Municipality. They uphold and promote the purposes of the Municipality and promote public involvement in municipal activities. Council promotes the Municipality, and collaborates to foster activities that enhance the economic, social and environmental well-being of the Municipality.

As specified in the Municipal Act, s.224, the role of Council is as follows:

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the Municipality;
- c) to determine which services the Municipality provides;
- d) to ensure that administrative policies, practices and procedures and controllership policies, are in place to implement the decisions of council;
- e) to ensure the accountability and transparency of the operations of the Municipality, including the activities of the senior management of the Municipality;
- f) to maintain the financial integrity of the Municipality; and,
- g) to carry out the duties of council under this or any other Act.



Council's Goals & Objectives

- To support staff in undertaking the economic development initiatives, as outlined in the Economic Development section of the Integrated Strategy.
- To support staff in undertaking initiatives that promote quality services and programs that support healthy, safe, accessible, and inclusive communities, as outlined in the Community Wellbeing section of the Integrated Strategy.
- To support staff in undertaking initiatives that provide high quality infrastructure and asset management to meet the current needs and future growth of the community, as outlined in the Vibrant Growth and Infrastructure section of the Integrated Strategy.
- To support staff in undertaking initiatives to provide responsive, efficient, and effective government services, as outlined in the Responsive and Effective Government section of the Integrated Strategy.



Council's Operating Budget Summary

Council & CAO	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
CAO	15,623		(15,623)	(100%)
Total Revenue	15,623		(15,623)	(100%)
Expenses				
Council	344,296	363,806	19,510	(6%)
CAO	312,604	327,526	14,922	(5%)
Total Expenses	656,900	691,332	34,432	(5%)
Surplus/(Deficit)	(641,277)	(691,332)	(50,055)	(8%)

Summary of Details:

Council and CAO revenues are budgeted to decrease by \$16,000 (100%), while total expenses are budgeted to increase by \$34,000 (5%).

CAO:

- **Revenues:** The operating budget shows a decrease in revenues of \$16,000, however the prior year amount represents Provincial Modernization Funding used to offset the costs of developing the Digital Information Strategy. Therefore, there is no direct impact on the operating budget.
- **Expenses:** The majority of the increase in expenses of \$15,000 (5%) is attributed to wages/benefits, primarily due to a wage reallocation between Human Resources and the CAO's budget. Due to the ongoing CAO recruitment process, the wages for the incumbent CAO are prorated with an estimated start date of April 1, 2022. The expenses include an offsetting reduction to travel, conferences and training of \$10,000 due to the position vacancy.

Council:

Council's operating expenses primarily include:

- Wages and benefits of \$268,000
- \$15,000 for new laptop computers for the newly elected Council
- Travel, conferences and training totalling \$37,000
- \$10,000 for the Integrity Commissioner
- \$10,000 for memberships including AMO, Canadian Association of Nuclear Hosts, and Great Lakes St. Lawrence Cities
- \$3,000 dedicated to the Mayor's budget for meeting expenses



Corporate Services

2022 Business Plan
Municipality of Kincardine

Corporate Services

The **Corporate Services** department's area of focus is on Administration & Compliance and consists of Legislative Services, Human Resources, Financial Services, and Information Technology.

Financial Services: The Financial Services Department is responsible for monitoring and implementing sound financial policies that support the Municipality as a whole. The department advises the CAO and Council on the status of the Municipality's finances and actions required to meet financial obligations and objectives. The Financial Services Department is responsible:

- Capital and operating budget preparation
- Financial reporting
- Property tax billing and collection
- Utility billing and collection
- Purchasing
- Payroll
- Insurance and risk management
- Information Technology
- Police Services

Legislative Services: Legislative Services is responsible for the development of practices and procedures that achieve transparency and lead to public confidence and trust in local government. The Clerk's statutory duties include recording decisions and proceedings of Council and maintaining record of Council minutes and by-laws. Appropriate records management policies must be in place to manage legal liability and risk. This department also manages Accessibility, Kincardine Community Fund, Community Investment Grants, corporate records management, by-law enforcement, and licensing. Other services include:

- Accessibility
- Municipal elections
- Municipal Freedom of Information and Protection of Privacy (MFIPPA)
- Heritage designations
- Issuance of marriage, lottery, taxi, and refreshment vehicle licences
- Commissioner of Oaths and Affidavits

Corporate Services

Human Resources: The Human Resources department is responsible for a broad range of functions that develops and supports our greatest asset - our employees. In order to support the overall employee experience and maximize employee effectiveness, the Human Resources department oversees the following areas:

- Recruitment, Retention & Orientation
- Compensation & Benefits
- Performance Management
- Policy Implementation
- Workplace Health & Safety
- Employee & Labour Relations
- Employee Engagement & Recognition

Corporate Services

2021 Accomplishments

Goal REG 1: The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth

- Partial implementation of the Organizational Review, including the creation of the revised organizational departments: Community Services, Corporate Services, Infrastructure & Development and Strategic Initiatives
- Completion of a comprehensive Job Evaluation and Market Study review to strategically align compensation to that of comparators
- Successful recruitment of 25 positions and creation of updated job descriptions for each position
- Improvements to the corporate Health & Safety Program with a focus on Covid-19

Goal REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs

- Hired a dedicated staff resource to support internal and external communications
- Public engagement for the 2022 election process for the Deputy Mayor, as well as soliciting public input in the 2022 Budget and the Asset Management Plan

Goal REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances

- Implemented Phase 3 of the FMW budgeting software (Fund Manager), eliminating the need for manual data entry of reserve fund information when preparing the annual budget. This will aid to reduce errors and improve efficiencies in the budget preparation process.
- Continued to advanced the municipal Asset Management Program in order to ensure compliance with O. Reg 588/17. Further progress has been made in the areas of Levels of Service (LOS), including conducting a public survey to determine proposed LOS.

Corporate Services

2021 Accomplishments

Goal REG 4: Improve organization efficiency and be more innovative

- Reviewed the internal procure-to-pay process and developed a new Procurement Policy that aligns with current legislation
- Records management enhancements including Laserfiche Training, expansion to include additional user, implementing self-service for current users to manage the lifecycle of documents in the Laserfiche environment
- Improve and expand upon electronic meeting protocols

Goal CW 6 : Develop actions that create improvements in inclusion, diversity, equity and access

- Promote accessibility initiatives including accessible parking video and provide advice on accessibility in the community through the Accessibility Advisory Committee

Goal CW 7: Enhance community safety and wellbeing in the Municipality

- Updated and provided public education on various municipal by-laws including the Public Nuisance By-law, Noise Control By-law, Overnight Camping By-law, Traffic and Parking By-law, Tree By-law and On Street Patio By-law.
- Worked with the OPP and community partners on education regarding Human Trafficking, Sexual Violence and Harassment
- Engaged with James Special Services to provide by-law enforcement services throughout the Municipality including additional beach patrol throughout the summer.
- Worked with OPP and other Bruce County communities to develop a plan for a Detachment Board

Goal ED 7: Support arts, culture and heritage to enrich the lives of residents and attract visitors

- Completed the Heritage Conservation District Study
- Completed scanning of Heritage Kincardine Photo Collection
- Completed Arts, Culture and Heritage asset/cultural mapping

Corporate Services

2022 Goals & Objectives

Goal REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances

- Finalization and adoption of the Asset Management Plan (AMP) in order to ensure compliance with Ontario Regulation 588/17

Goal REG 4: Improve organization efficiency and be more innovative

- Implement self-service declaration by all users such that staff can generate documents within the Laserfiche environment capturing the full life cycle of a record from creation to disposition.
- Implement hybrid meetings for Council and all Municipal Committees.
- Implement live streaming and closed captioning of Council meetings using eScribe.
- Implement Digital Services Centralization
- Continuation of Backup and Disaster Recovery Initiative
- Implementation of Multi-Factor Authentication to support Security and Cyber-Threat mitigation requirements
- Discovery and Implementation of Managed Detection and Response services
- Server Room refurbishment and Server replacement to support GIS/Cityworks requirements and improve network infrastructure

Goal CW 6 : Develop actions that create improvements in inclusion, diversity, equity and access

- Support Kincardine Community Fund in creating and organizing fundraising events such as the Cardboard Boat Races
- Support Accessibility Advisory Committee in the development of video to highlight accessible features of Municipality

Goal CW 7: Enhance community safety and wellbeing in the Municipality

- Update and provide public education on various municipal by-laws including the Taxi By-law and Refreshment Vehicle By-law.
- Work with the OPP and community partners on education regarding Human Trafficking, Sexual Violence and Harassment

Goal ED 7: Support arts, culture and heritage to enrich the lives of residents and attract visitors

- Heritage Kincardine to print the South Side Walking Tour and create a Kincardine Township Driving Tour

Corporate Services Operating Budget Summary

Corporate Services	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Treasury	3,425,710	2,759,650	(666,060)	(19%)
HR	15,000	12,000	(3,000)	(20%)
Legislative Services	131,240	188,018	56,778	43%
Total Revenue	3,571,950	2,959,668	(612,282)	(17%)
Expenses				
Treasury	6,472,201	6,332,831	(139,370)	2%
HR	285,395	339,635	54,240	(19%)
Legislative Services	3,053,821	3,170,438	116,617	(4%)
Total Expenses	9,811,417	9,842,904	31,487	(0%)
Surplus/(Deficit)	(6,239,467)	(6,883,236)	(643,769)	(10%)

Summary of Details:

Revenues are budgeted to decrease by \$612,000 (17%), while operating expenses are budgeted to increase by \$31,000 (0%). The Treasury revenues from 2021 include transfers from reserves that were made to reduce the tax rate increase to a maximum of 3%. The budget included a transfer of \$211,000 from the Contingency Reserve and \$385,000 from the Tax Mitigation Reserve Fund for a total of \$596,000. The impact of this reduced the tax rate increase by ~ 3.5%. Consequently, this shortfall needs to be made up in the 2022 budget and collected through property taxes.

Further details for each department are discussed in detail.

Corporate Services Treasury Budget

Treasury	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
General Government	3,256,761	2,639,000	(617,761)	(19%)
Treasury	168,949	120,650	(48,299)	(29%)
Total Revenue	3,425,710	2,759,650	(666,060)	(19%)
Expenses				
General Government	5,337,413	5,081,443	(255,970)	(5%)
Treasury	902,558	950,963	48,405	(5%)
Information Technology	232,230	300,425	68,195	(29%)
Total Expenses	6,472,201	6,332,831	(139,370)	2%
Surplus/(Deficit)	(3,046,491)	(3,573,181)	(526,690)	(17%)

General Government: The General Government budget represents administrative activities that are common to all departments within the Municipality, including grants, reserve fund transfers, audit, banking and legal fees, and interest income.

- **Revenues:** The operating revenues primarily include the annual Ontario Municipal Partnership Funding (OMPF) of \$1,142,900, the Bruce Telecom (BT) dividend of \$500,000, and the Armow Wind contribution of \$650,000. The Armow Wind funds are transferred to reserve funds for use towards capital infrastructure projects undertaken in 2022. Normally, 100% of the Bruce Telecom dividend is transferred to reserve funds annually, however to offset the financial pressures in the 2022 operating budget, only \$250,000 has been transferred to capital. The impact of this results in a reduced tax rate increase of 1.47%.

The OMPF funding is comparable to 2021 with a minor decrease of \$1,300. Of the revenue decrease of \$618,000, \$596,000 (96%) is due to the transfer out of reserves to offset the tax rate impact for 2021, as discussed previously.

Corporate Services Treasury Budget

- **Expenses:** The operating expenses primarily include reserve fund transfers to fund capital infrastructure projects. This includes 50% of the BT dividend (\$250,000), \$650,000 Armow Wind funds, as well as \$3,810,000 for the Lifecycle Reserve Fund contribution.

The 2022 budget does not include the recommended 3% tax rate increase for Asset Management purposes due to the financial impact associated with the Organizational Review implementation. Consistent with prior year, the budget includes a transfer (expense) of \$139,000 towards the repayment of the internal loan for the OPF servicing project. This amount represents the equivalent of the 2022 municipal property taxes of the MCR building located on those lands.

Treasury:

- **Revenues:** The Treasury budget primarily includes administration fee revenue for the various tax services provided, including tax certificates, arrears notices, roll transfers, and tax registrations. Total revenues amount to \$121,000, which is comparable to the prior year. The majority of the fees collected include arrears notices (\$37,500), ownership changes (\$25,000), and tax certificates (\$20,000).
- **Expenses:** The Treasury operating expenses show an increase of \$48,000 (5%) over prior year. The increase is primarily attributed to wages/benefits, which represent 90% of the overall departmental expenses. Other costs include software costs of \$28,000, postage costs of \$23,000, training of \$11,500, and telecommunications of \$6,000.

Information Technology (IT):

The IT budget includes an increase in expenses of \$68,000 (29%) over the prior year. The increase relates primarily to \$40,000 in new software for cyber security and to implement two-factor authentication. This is a requirement for cyber insurance providers, and without two-factor authentication, there is a risk that the Municipality will not receive cyber security insurance coverage upon renewal in June 2022. The budget also includes \$33,000 for cyber insurance, which is an increase from the original premium of \$8,500 in 2020. Since the pandemic, the risk of cyber threats has increased and the insurance premiums reflect this.

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year	2022	Department	B Information Technology								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Information Technology</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
B001	Server Replacement @ MAC	0	30,000		30,000						
Total	<i>Information Technology</i>		30,000		30,000						
Total	Municipality of Kincardine		30,000		30,000						

Corporate Services

Human Resources Budget

Human Resources	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Health & Safety	15,000	12,000	(3,000)	(20%)
Total Revenue	15,000	12,000	(3,000)	(20%)
Expenses				
HR	263,095	315,810	52,715	(20%)
Health & Safety	22,300	23,825	1,525	(7%)
Total Expenses	285,395	339,635	54,240	(19%)
Surplus/(Deficit)	(270,395)	(327,635)	(57,240)	(21%)

Health & Safety:

- **Revenues:** The operating revenues for Health & Safety (H&S) represent a reserve fund transfer from the Workplace Insurance Reserve Fund of \$12,000 to offset H&S training costs.
- **Expenses:** The operating expenses for Health & Safety are comparable to the prior year and include \$12,000 in training costs for Joint Health & Safety Certification and mental health initiatives. Other costs include consulting fees and subscription costs for the Safety Data Sheet (SDS) system.

Human Resources (H/R): Operating expenses for H/R amount to \$316,000 representing an increase of \$53,000 (20%) over the prior year. Of this increase, \$30,000 is attributed to wages/benefits, and \$23,000 is attributed to higher legal fees for human resource matters. The budget also includes \$47,000 for recruitment costs primarily to fill the Chief Administrative Officer (CAO) vacancy, as well as \$32,000 for costs relating to job evaluation, market study, and organizational culture initiatives.

Corporate Services

Legislative Services Budget

Legislative Services	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Clerk	25,040	80,880	55,840	223%
By-Law Enforcement	23,550	25,550	2,000	8%
Police Services	82,650	81,588	(1,062)	(1%)
Total Revenue	131,240	188,018	56,778	43%
Expenses				
Clerk	576,402	654,911	78,509	(14%)
By-Law Enforcement	121,569	146,645	25,076	(21%)
Police Services	2,355,850	2,368,882	13,032	(1%)
Total Expenses	3,053,821	3,170,438	116,617	(4%)
Surplus/(Deficit)	(2,922,581)	(2,982,420)	(59,839)	(2%)

Legislative Services: The operating revenues for the Legislative Services department are projected to increase by \$57,000 (43%) while expenses are budgeted to increase by \$117,000 (4%). This is primarily due to the 2022 municipal election, explained in further detail below.

Clerk:

- **Revenues:** The operating revenues for the Clerk's department primarily include administrative fees and licences collected for marriage licences, lottery licences, burial permits, and commissioning. Collectively, these fees amount to \$15,000 in operating revenues. The majority of the 2022 budgeted revenues include \$63,200 from the Election Reserve to offset the costs associated with running the 2022 municipal election. Each year, \$15,000 is contributed to the Election Reserve to smooth out these costs evenly over the four-year period.
- **Expenses:** The Clerk's operating expenses are overall comparable to the prior year, excluding the costs of the municipal election. Expenses include wages/benefits as well as \$57,000 for software programs including Laserfish, eScribe, Consigno, and Zoom. The 2022 budget includes \$22,000 for live streaming and closed captioning of Council Meetings using eScribe and the existing hybrid meeting equipment to meet AODA Compliance. Other operating costs include advertising, telecommunications, training, and office supplies/shredding costs.

Corporate Services

Legislative Services Budget

The Clerk's operating budget also includes other sub-departments including the following:

- **Election:** The election budget includes costs directly associated with running the 2022 municipal election, including advertising, postage, Simply Voting, Voterview, and computer supplies. Total budgeted costs amount \$63,200 and are offset by a transfer from the Election Reserve.
- **Accessibility:** The Accessibility budget amounts to \$3,000 and includes training and public education expenses.
- **Heritage Kincardine:** The Heritage Kincardine budget amounts to \$8,000 and includes printing costs for Heritage Walking Tours and other related expenses.
- **Grants to Organizations:** Grants to external organizations are determined through the Municipality's Community Investment Grants (CIG) process, which provides financial assistance to local non-profit organizations to support Arts, Culture & Heritage, Sports & Recreation, Social & Environmental and Tourism initiatives. The 2022 CIG allotment is \$60,000 which is consistent with the prior year. The budget also includes a \$5,000 contribution to the Bruce County Museum for the storage of historical archives, and \$9,000 to fund the Kincardine Scottish Festival (\$3,000), the Blues Festival (\$3,000) and the Kincardine Summer Music Festival (\$3,000).
- **Kincardine Community Fund (KCF):** The KCF has an operating budget of \$10,000 to raise money to generate donations to the Community Fund managed by the Community Foundation Grey Bruce. Of this amount, \$5,000 goes directly to the Community Fund to increase the permanent endowment fund, with grants provided yearly from the interest earned on the original investment.

By-Law Enforcement:

- **Revenues:** Operating revenues for by-law enforcement amount to \$26,000, the majority which is generated from dog licence fees of \$19,000 and parking infractions of \$2,000.
- **Expenses:** The majority of the operating expenses are for the contract with James Special Services for the provision of by-law enforcement services which amounts to \$120,000. The budget also includes training expenses for municipal staff, veterinary boarding, legal and dispatching services.

Corporate Services Policing Budget

Policing:

The Municipality has a contractual agreement with the Ontario Provincial Police (OPP) for the provision of police services. For 2022, the total cost per property is \$360.79 compared to \$361.38 in 2021, which is a decrease of \$0.59. With a property count of 6,592 (household, commercial and industrial), this amounts to a total cost of \$2.378 million. The 2020 year-end adjustment amounts to \$83,000, for a total net estimated cost of \$2.295 million for 2022 which is comparable to the prior year.

The 2022 operating budget also includes grant revenue and program costs for the Community Safety and Policing (CSP) Grant focusing on education for Human Trafficking, Sexual Violence and Harassment. This program is cost neutral, with no overall impact on the tax rate.



Community Services

2022 Business Plan
Municipality of Kincardine

Community Services

The Community Services is focused on Public Safety & Engagement and consists of Community & Recreation Programs, Parks & Facilities, and Emergency Services. The department is responsible for ensuring that residents have access to affordable recreation programs that meet their needs. We strive to maintain safe, accessible facilities which include both indoor and outdoor assets and amenities for the enjoyment of all, including community centres, parks, beaches, playgrounds and sports fields.

- **Community & Recreation Programs:** This department is responsible for ensuring that residents have access to affordable recreation programs that meet their needs. We provide recreation programs for all ages, interests and abilities (land and water).
- **Parks & Facilities:** This department maintains safe, accessible facilities which include both indoor and outdoor assets and amenities for the enjoyment of all, including community centres, parks, beaches, trails, playgrounds and sports fields.
- **Fire & Emergency Services:** This department is responsible for fire rescue, fire prevention and emergency management services, including public education. The department also coordinates the Coast Guard Auxiliary Water Rescue Unit.

Community Services Accomplishments

Goal CW 1: Continue efforts to work with community partners to improve beach safety.

- Repaired Harbour retaining wall
- North Pier rehabilitation completed
- Installation of beach zone safety signage and information boards at Station and Dunsmoor beaches

Goal CW 2: Create and maintain vibrant parks and recreation facilities to create opportunities for multi-use, multi-generational, and multi-seasonal experiences

- Completed the conversion of the Davidson Centre to natural gas
- Completed the ammonia refrigeration system at Davidson Centre
- Installation of the pool HVAC unit
- Completed phase 3 of the Arts Center renovations which included improvements to the Scougall Gallery
- Completed the dugout (centre diamond) at Connaught Park
- Replacement of playground equipment at Savage Park, Alps Park and Underwood

Goal CW 5: Create cycling infrastructure that residents or visitors of all ages and abilities can get to where they need to be for fun, fitness, or function on a bike in a safe and comfortable way no matter the destination or time of year

- Completion of the master cycling plan
- Restored 2 existing trail networks that were hard surfaced by replacing the hot mix at Helliwell Park and Reynolds Dr.

Goal CW 7: Enhance community safety and wellbeing in the Municipality of Kincardine

- Provided support and assistance for the Covid Recovery and Vaccination Centre

Goal CW 8: Protect the lives and property from emergencies due to dangerous conditions created by people or by the environment.

- Completed first in-house NFPA 1001 Firefighter certification course to prepare our newest hires
- Continued development of the Emergency Services Training grounds
- Collaborated on the Fire Department Establishing and Regulatory Bylaw and the Kincardine Nuclear Emergency Plan.
- Refurbishment of the Fire Station 12 Tanker, thereby extending the life of the vehicle and achieving cost savings
- Implementation of the new online fire permit system

Community Services

Goals & Objectives

Goal CW 1: Continue efforts to work with community partners to improve beach safety

- Development of a Waterfront Master Plan, subject to 2022 budget approval

Goal CW 2: Create and maintain vibrant parks and recreation facilities to create opportunities for multi-use, multi-generational, and multi-seasonal experiences.

- Implement the Cityworks work order program to monitor workload and trends within parks and facilities
- Fulfill staff complement as identified in the Organizational Review approved by Council within Community Services for success in maintaining facilities
- Review operations for all facilities being amalgamated within Community Services
- Work towards completion of energy efficiency upgrades as recommended in the Energy Audit

Goal CW 4: Make it easier for the community to register and attend recreation programs and municipal facilities.

- Expand ActiveNet facility booking to support all facilities within the Municipality
- Increase social media presence

Goal CW 5: Create cycling infrastructure that residents or visitors of all ages and abilities can get to where they need to be for fun, fitness, or function on a bike in a safe and comfortable way no matter the destination or time of year.

- Support the transition of the Kincardine Trails Association to Community Services once Organizational Structure is complete

Goal CW 7: Enhance community safety and wellbeing in the Municipality of Kincardine

- Review of existing Policies and Procedures to ensure compliancy with Parks & Facilities
- Refine the inspection program for Parks & Facilities
- Enhanced seasonal staff training
- Undertake a comprehensive review and update of the Municipal Emergency Plan.
- Enhance the Fire communication system by increasing interoperability both internally and with external partners

Community Services Goals & Objectives

Goal CW 8: Protect the lives and property from emergencies due to dangerous conditions created by people or by the environment

- Replacement of Fire Station 11 rescue vehicle
- Replacement of Fire Station 12 Fire pumper truck
- Facilitate an in-house NFPA 1002 Pumping Apparatus Operator/Driver Certification Course
- Continue the improvements to the Emergency Services training grounds

Community Services Operating Budget Summary

Community Services	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Parks & Facilities	1,107,857	1,246,128	138,271	12%
Community & Recreation Programs	652,640	764,400	111,760	17%
Fire Department	344,889	224,519	(120,370)	(35%)
Total Revenue	2,105,386	2,235,047	129,661	6%
Expenses				
Parks & Facilities	4,583,702	4,950,287	366,585	(8%)
Community & Recreation Programs	1,123,393	1,106,915	(16,478)	1%
Fire Department	1,618,650	1,419,453	(199,197)	12%
Total Expenses	7,325,745	7,476,655	150,910	(2%)
Surplus/(Deficit)	(5,220,359)	(5,241,608)	(21,249)	(0%)

Summary of Details:

Revenues are budgeted to increase by \$130,000 (6%), while total expenses are budgeted to increase by \$151,000 (1%). The majority of these changes are primarily due to the impact of Covid-19 restrictions and the impact on the 2021 budgeted revenues. In 2021, staff projecting a revenue decrease of 25% for programming including swimming lessons, summer and March Break day camps, fitness programs, etc. The revenue reduction was also budgeted for ice rentals, gymnasium and room rentals, and the health club. In 2022, the budgeted was adjusted to pre-pandemic levels in most cases.

Further details are provided in each area.

Community Services Parks & Facilities Budget

Parks & Facilities	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Trails	500		(500)	(100%)
Parks	54,805	49,905	(4,900)	(9%)
Facilities	1,052,552	1,196,223	143,671	14%
Total Revenue	1,107,857	1,246,128	138,271	12%
Expenses				
Trails	43,233	34,840	(8,393)	19%
Parks	966,563	935,735	(30,828)	3%
Facilities	3,573,906	3,979,712	405,806	(11%)
Total Expenses	4,583,702	4,950,287	366,585	(8%)
Surplus/(Deficit)	(3,475,845)	(3,704,159)	(228,314)	(7%)

Summary of Details:

Parks & Facilities revenues are budgeted to increase by \$138,000 (12%), while total expenses are budgeted to increase by \$367,000 (8%).

Trails: The Kincardine Trails Association (KTA) is a Committee of Council and they are responsible for promoting trail development and use in our community. Together with a group of volunteers, they maintain ~ 30 kms of trails throughout the Municipality. The overall trails budget is comparable to the prior year, with the overall decrease in expenses of \$8,400 resulting from internal wage reallocations.

Parks: The Parks budget includes municipal parks and beaches, including Connaught Park, Reunion Park, Bluewater Trailer Park, horticulture, and the Community Garden.

- **Revenues:** Revenues for parks primarily includes lease revenue generated from the Bluewater Trailer Park in the amount of \$33,000. The budget also includes \$9,000 in user fees for use of the Connaught Park ball diamonds and \$4,200 for Kincardine Minor Soccer. The revenue decrease of \$5,000 is due to a reduction in forecasted donations due to the pandemic, which has negatively impacted community donations.

Community Services Parks & Facilities Budget

- **Expenses:** Parks expenses have decreased by \$31,000 (3%). The decrease in expenses relates to wages/benefits due to a prorated start date for the Parks Supervisor position (currently vacant) effective April 1, 2022, as well as \$21,500 for playground equipment which has been reallocated to the capital budget in 2022. Also, the 2021 budget included a one-time cost of \$15,000 for vehicle repair costs which are no longer required in the 2022 budget. The parks operating budget also includes:
 - \$10,000 for beach safety signage
 - \$30,000 for phragmites eradication
 - \$123,000 for grounds maintenance costs, beach maintenance, and grass cutting
 - \$52,000 for horticulture materials, supplies and equipment rentals

Facilities: With the organizational restructuring, facility operations will be transitioning to the Community Services department. Until the appropriate staffing model is in place, the responsibility over facilities continue to be shared between Community Services, Infrastructure & Development and Corporate Services.

Recreation facilities include the Davidson Centre, Tiverton Sports Centre, Brucedale Community Centre, Kincardine Pavilion, Whitney Crawford Community Centre, Tiverton Lions Hall, and the Arts Centre. Other facilities include the Municipal Administration Centre, Underwood, Lighthouse, Hawthorne Medical Clinic, Tiverton and Kincardine libraries, Armow Women's Institute, and the W.E. Thompson building.

The operating expenses for all facilities have increased by \$406,000 (11%) over the prior year's budget, while revenues have increased by \$144,000 (14%).

Recreation Facilities:

Due to the Covid-19 pandemic, the 2021 budget included a projected 25% decrease in revenues for facility rentals, including ice and arena, gymnasium, health club, and room rentals. For 2022, the revenue projections have been adjusted upwards to reflect pre-pandemic levels.

Community Services Parks & Facilities Budget

- **Arts Centre:** The Arts Facility typically generates annual revenues of \$16,000 from the various tenants renting the facility, including Bluewater Summer Playhouse, Kincardine Scottish Festival, Kincardine Theatre Guild, Kincardine Artists, and the Grey Bruce Woodturners Guild. In 2021, budgeted rental income was reduced by \$6,420 to account for rent “forgiveness” that was required if the pandemic continued. For the 2022 budget, the revenues have been increased back to pre-pandemic levels. Operating expenses are budgeted at \$110,000 and consists primarily of staff wages to maintain the facility, heating costs, insurance, and building maintenance.
- **Tiverton Sports Centre:** The Tiverton Sports Centre is forecasted to generate \$145,000 in revenues for 2022, primarily for arena rentals. This represents an increase of \$54,000 (59%) to reflect easing of pandemic restrictions and a forecasted increase in participation in recreation activities in 2022. Operating costs are budgeted at \$258,000 which is comparable to the prior year (\$261,000). Expenses primarily include staff wages, heating costs, insurance, and building maintenance.
- **Davidson Centre:** Operating revenues at the Davidson Centre are budgeted at \$575,000, representing an increase of \$50,000 (10%) from 2021 to account for pre-pandemic activity. Of the total revenues of \$575,000, \$202,000 (35%) are generated from the arena, \$96,000 (17%) are for the health club, and \$96,000 (17%) are from the pool. The budget also includes \$45,000 for room rentals, and \$38,000 for gymnasium rentals.

Operating expenses for the Davidson Centre amount to \$2,460,000 in 2022 compared to \$2,128,000 in 2021, representing an increase of \$332,000 (16%). The increase relates primarily to employee wages/benefits. The budget includes contract extensions for Customer Service Representatives (CSR) up to the end of August 2022 (projected) for a cost of \$55,500, however this is offset by Safe Restart grant funding therefore there is no impact on the overall budget. The CSRs are required for Covid screening upon entry into the facility. The remaining expenses consist primarily of heating, insurance, and building maintenance. As the facility has converted to natural gas in 2021, heating costs have been reduced by \$23,000 (16%) based on estimates.

Community Services Parks & Facilities Budget

- **Whitney Crawford C.C. (WCCC):** The WCCC has operating expenses of \$7,300 for hydro, water, insurance, and grounds maintenance. The budget is comparable to the prior year.
- **Bruce Dale Community Centre:** Operating expenses for the Bruce Dale Community Centre amount to \$10,000 which is comparable to the prior year. Expenses include employee wages, insurance, water and building maintenance costs.
- **Kincardine Pavilion:** This facility is operated by the Friends of the Pavilion under a lease agreement with the Municipality. Operating expenses included under the municipal budget include water and insurance. There are no significant changes in expenses from the prior year.

Other Municipal Facilities:

- **Municipal Administration Centre (MAC):** Operating revenues from the MAC amount to \$78,000 which represents lease agreements for the rental of office space on the second floor of the building. Operating expenses amount to \$539,000 compared to \$522,000 in the prior year (3% increase). The increase is due to higher building maintenance costs of \$20,000 for accessibility upgrades to the building, as well as \$5,000 for septic pump repairs. All other expenses are comparable to the prior year.
- **Underwood Office & Community Centre:** The Underwood facility has operating expenses of \$102,000 for 2022 compared to \$100,000 in 2021. Expenses include employee wages to operate the facility, heating costs, insurance, and building maintenance.
- **Armow Women's Institute:** The operating expenses for this facility amount to \$16,000 and includes building maintenance, insurance, grass cutting, and employee wages. There are no significant changes from 2021.
- **Tiverton Lions Hall:** The Hall is operated by the Tiverton Lions Club under a lease agreement with the Municipality. Municipal operating expenses for this facility amount to \$4,300 and includes insurance costs and water. There are no significant changes from 2021.

Community Services Parks & Facilities Budget

- **W.E. Thompson:** This Municipality has a long-term lease with Bruce Power for the use of this facility, whereby the Municipality provides janitorial services (3rd party contract) to maintain the building and is reimbursed for these costs by Bruce Power. The budget includes \$9,000 in net revenue as compensation from Bruce Power to administer the contract.
- **Lighthouse:** The Lighthouse is operated by the Kincardine Yacht Club (KYC) under a lease agreement with the Municipality. Operating expenses included in the municipal budget consist of insurance and building maintenance costs.
- **Kincardine & Tiverton Libraries:** The library buildings are owned by the Municipality and operated by the County of Bruce. Under the agreement, the County provides the Municipality with a combined annual financial contribution of ~ \$57,000 for both facilities, adjusted annually for CPI. Operating costs for both libraries amount to \$87,000 and consist primarily of employee wages to maintain the facility, hydro, cleaning supplies, insurance and building maintenance. The operating expenses are comparable to the prior year.
- **Hawthorne Medical Clinic:** The medical clinic is leased to several tenants including the Family Health Organization (FHO), Family Health Team (FHT), and McKechnie Pharmacy. Annual rent revenues for 2022 amount to \$168,000. Operating expenses for 2022 are budgeted at \$171,000 which includes employee wages, hydro, building maintenance, insurance, and grounds maintenance. The operating expenses are increasing by \$12,000 (8%) due to flooring and concrete repairs required in 2022.
- **Locum Houses:** The Society of United Professionals provides the Municipality with the use of 2 locum houses for physicians requiring local accommodations. The Municipality is required to maintain the locum houses and provide repairs and capital replacements through the annual operating budget. The 2022 budget includes the following:
 - **286 Wieck Blvd:** \$10,000 for replacement of the deck, pergola and fencing, and \$4,000 for unplanned maintenance costs.
 - **863 Mackendrick Dr:** \$25,000 for a roof replacement, \$20,000 for new fencing, \$6,000 for bathroom upgrades, and \$4,000 for unplanned maintenance costs.

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year	2022	Department	N Trails								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Trails</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9614	Red & Green 10KM Loop	0	50,000								50,000
9618	Park Street Ext Footpath	0	10,000		10,000						
N007	Pedestrian Foot Bridges -	0	125,000		125,000						
Total	<i>Trails</i>		185,000		135,000						50,000
Total	Municipality of Kincardine		185,000		135,000						50,000

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:18:54 PM

Budget Year	2022	Department	P Parks								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Parks</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9625	Waterfront Review	0	20,000		20,000						
9644	Victoria Park Gazebo	0	20,000		20,000						
P010	Connaught Park Upgrades	0	26,000		26,000						
P018	Huron Ridge Playground	0	55,000		55,000						
Total	<i>Parks</i>		121,000		121,000						
Total	Municipality of Kincardine		121,000		121,000						

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:19:41 PM

Budget Year	2022	Department	R Facilities								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Facilities</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9581	Conversion of Parks &	0	20,000	20,000							
9588	HVAC Replacement - Davidson	0	55,000		55,000						
9638	Kincardine Library - Renovations	0	50,000		50,000						
R008	Medical Clinic - HVAC	0	30,000		30,000						
R013	Dehumidifier - Tiverton Sports	0	55,000		55,000						
R015	Upgrade D.C. Lighting to LED -	0	60,000		60,000						
R017	HVAC Units - Tiverton Sports	0	40,000		40,000						
R018	Construction of new WCCC	0	6,988,000								
R027	Medical Clinic - LED Lighting	0	6,000		6,000						
R029	Pool painting	0	35,000		35,000						
R030	Dehumidification - Davidson	0	55,000		55,000						
R031	Davidson Centre - Flooring	0	22,000		22,000						
Total	<i>Facilities</i>		7,416,000	20,000	408,000						
Total	Municipality of Kincardine		7,416,000	20,000	408,000						

Community Services

Community & Recreation Programs

Community & Recreation Programs	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Recreation	652,640	764,400	111,760	17%
Total Revenue	652,640	764,400	111,760	17%
Expenses				
Recreation	1,028,926	1,035,110	6,184	1%
Crossing Guards	94,467	71,805	(22,662)	24%
Total Expenses	1,123,393	1,106,915	(16,478)	1%
Surplus/(Deficit)	(470,753)	(342,515)	128,238	27%

Summary of Details:

Community & Recreation Program revenues are budgeted to increase by \$112,000 (17%), while total expenses are budgeted to decrease by \$16,000 (1%).

The 2021 budget was developed using conservative revenue estimates due to closures and decreased participation in recreation as a direct result of the Covid-19 pandemic. With the gradual easing of restrictions, the 2022 budget has been adjusted to reflect pre-pandemic levels. The most significant recreation programs are highlighted in this report.

- **Summer Day Camp:** Budgeted revenues have increased to \$202,000 (increase of \$55,000, 37%) to reflect higher participation and easing of Covid restrictions. Program expenses are increasing by \$12,000 (5%) primarily due to staff wages and training.
- **Children's Swim Lessons:** Budgeted revenues have increased by \$100,000 (increase of \$17,500, 21%) to reflect an increase in class sizes due to easing of restrictions. Program expenses remain comparable to the prior year.
- **Aquafit:** Budgeted revenues have increased by 33% to \$25,000 for 2022 to reflect an increase in class sizes due to easing of restrictions. Program expenses remain comparable to the prior year.
- **Fitness Bundles:** Budgeted revenues have increased by 33% to \$23,000 for 2022 to reflect an increase in class sizes due to easing of restrictions. Program expenses remain comparable to the prior year.

Community Services

Community & Recreation Programs

- **Kincardine Marina:** The Kincardine Marina is operated by the Kincardine Yacht Club (KYC) under a lease agreement. The operating budget is included within the overall Municipal budget, however there is no direct financial impact to the taxpayers as marina user fees are sufficient to offset operating costs. The agreement includes a 50/50 cost-sharing model whereby 50% of all profits are deposited into the Kincardine Marina Reserve Fund for future capital costs.
- **Crossing Guards:** The operating expenses for crossing guards is budgeted to decrease by \$23,000 (24%) over the prior year. This is mainly due to a reduction in hours of operation as directed by the school board as a result of Covid restrictions and the requirement for students to remain on school property during the lunch hour.

Community Services

Fire & Emergency Services

Fire Department	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Fire Department	35,800	39,800	4,000	11%
Emergency Planning	138,869	145,719	6,850	5%
Covid-19 Pandemic	167,220	36,000	(131,220)	(78%)
Mysis	3,000	3,000		
Total Revenue	344,889	224,519	(120,370)	(35%)
Expenses				
Fire Department	1,323,853	1,219,718	(104,135)	8%
Emergency Planning	184,477	150,010	(34,467)	19%
Covid-19 Pandemic	91,320	36,000	(55,320)	61%
Mysis	19,000	13,725	(5,275)	28%
Total Expenses	1,618,650	1,419,453	(199,197)	12%
Surplus/(Deficit)	(1,273,761)	(1,194,934)	78,827	6%

Summary of Details:

Revenues are budgeted to decrease by \$120,000 (35%) while operating expenses are budgeted to decrease by \$199,000 (12%). Departmental details are discussed below.

Fire Department:

- **Revenues:** Revenues for the Fire Department mainly include burn permit sales, which are budgeted to increase by \$2,000 (9%) to \$25,000. The Municipality has realized an increase in burn permits upon implementation of the online burn permit portal in 2021.
- **Expenses:** Expenses for the Fire Department are decreasing by \$104,000 (8%) over the prior year, primarily due to a decrease in wages/benefits. This decrease is offset by an increase in dispatching services from \$25,000 to \$48,760 (95%) as a result of higher industry-wide dispatching costs and in accordance with the amended vendor agreement.

Other variances over prior year include:

- \$10,000 reduction for the purchase of 10 new truck tires required in 2021
- \$8,700 increase in insurance premiums
- \$5,000 for the defibrillator maintenance program for municipal facilities

Community Services

Fire & Emergency Services

Emergency Planning:

- **Revenues:** Revenues under this department represent the funding assistance agreement between Bruce Power and the Municipality of Kincardine for nuclear emergency preparedness. This funding is adjusted for inflation annually.
- **Expenses:** Operating expenses are budgeted to decrease by \$34,000 (19%) over prior year. This is primarily due to a decrease in wages/benefits due combining the Fire Prevention Officer and Community Emergency Management Coordinator roles. The budget also includes \$20,000 for sirens maintenance, however this is offset by funding collected from Bruce Power to maintain these assets on their behalf.

Covid-19 Pandemic:

This budget line include costs associated with Covid-19 and related grant revenue offsets. The revenue amount of \$36,000 represents carry-forward unspent funds from the Safe Restart grant funding receipt in 2021, which will be used to offset Covid-19 related costs in the 2022 operating budget. The offsetting costs represent the cost of security guards at the Davidson Centre until the end of March 2022.

Mysis:

The Mysis vessel is based in the Kincardine harbour and operated by the Canadian Coast Guard Auxiliary Unit through Bluewater Rescue Inc. The group conducts search and rescue activities in the area between Goderich and Southampton on Lake Huron. The organization is primarily funded by the Municipality of Kincardine. The 2022 operating budget amounts to \$14,000 in expenses, which includes a \$5,000 reduction over the prior year. The 2021 budget included costs for storage trailer repairs which will not be required in 2022.



Infrastructure & Development

2022 Business Plan
Municipality of Kincardine

Infrastructure & Development

The Infrastructure & Development department's focus area is "Open for Business" and consists of Environmental Services, Operations, and Development Services.

- **Environmental Services:** This department is responsible for the provision of water and wastewater services, stormwater, municipal drains, and waste management for the Municipality.
- **Operations:** This department is responsible for operating and maintaining the hard service infrastructure including roads, fleet, sidewalks, bridges, culverts, and streetlights. It also manages the airport and cemeteries.
- **Development Services:** This department is responsible for ensuring that building projects meet the minimum standards as set out in the Ontario Building Code. The Planning department is responsible for the development process including site plan, plan of subdivisions, land development, the Municipality's Official Plan, and zoning by-laws.

Infrastructure & Development Accomplishments

Goal VGI 1: Optimize the use of existing infrastructure and ensure it is adequately maintained

- Completed several construction contracts including the Huron Terrace Forcemain, reconstruction of Maple Street, and 2 kms of resurfacing along Bervie Sideroad including the replacement of structure 2112.

Goal VGI 2: Provide infrastructure needed to accommodate planned growth

- Commenced several construction contracts including the Huron Terrace Sewage Pumping Station
- Worked with EPCOR and AECON to bring natural gas to our community
- Supported several development proposals and related infrastructure upgrades

Goal VGI 4: Create more opportunities for waste diversion

- Implemented a leaf and yard waste diversion program
- Removed interim pilot labels from the film plastics EPS (Styrofoam) diversions

Goal ED 5: Develop housing and supports for residents, population growth and community development

- Issued building permits with a cumulative construction value in excess of \$46.4M as of mid-November 2021
- Processed 14 Site Plan Control applications and 4 Subdivision Agreements
- Processed 101 planning applications including zoning amendments, consent, minor variances and official plan amendment
- Updated the Municipal Development Charges By-Law which will allow for the Municipality to collect fees from development to meet the increase in need for growth related servicing.
- Completed the implementation of the updated Official Plan.
- Initiated our Comprehensive Zoning Bylaw review which will implement strategies and guiding principals as outlined from our Official Plan review completed earlier in 2021.

Infrastructure & Development Goals & Objectives

Goal REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances

- Investigate opportunities for operations layout and replacement facility options for the public works garages

Goal REG 4: Improve Organization efficiency and be more innovative

- Rollout the Cityworks AMS and Storeroom modules across other municipal departments
- Advance Cityworks within Operations to better manage workloads, including routine scheduling of tasks and resources

Goal VGI 1: Optimize the use of existing infrastructure and ensure it is adequately maintained

- Continue to manage new and existing assets using an overall lifecycle management approach

Goal VGI 2: Provide infrastructure needed to accommodate planned growth

- Continued support for development proposals and infrastructure upgrades
- Complete on-going capital works from 2021 and new considerations for 2022

Goal CW 5: Create cycling infrastructure that residents or visitors of all ages and abilities can get to where they need to be for fun, fitness, or function on a bike in a safe and comfortable way

- Consider implementing recommendations from the Master Cycling Plan; initial opportunities in the 2022 budget include painting and signage

Goal ED 5: Develop housing and supports for residents, population growth and community development

- Complete the comprehensive Zoning By-Law review and implementation
- Update and consolidate bylaws including Site Plan Control to streamline and identify efficiencies

Infrastructure & Development Operating Budget Summary

Infrastructure & Development	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Development Services	653,465	679,967	26,502	4%
Environmental Services	6,685,919	7,077,324	391,405	6%
Operations	301,100	305,100	4,000	1%
Total Revenue	7,640,484	8,062,391	421,907	6%
Expenses				
Infrastructure & Development				
Development Services	1,260,238	1,369,429	109,191	-9
Environmental Services	7,389,201	7,695,993	306,792	(4%)
Operations	5,567,446	5,882,341	314,895	(6%)
Total Expenses	14,216,885	14,947,763	730,878	(5%)
Surplus/(Deficit)	(6,576,401)	(6,885,372)	(308,971)	(5%)

Summary of Details:

Revenues are budgeted to increase by \$422,000 (6%), while total expenses are budgeted to increase by \$731,000 (5%). Of this total expenditure increase, \$382,000 (52%) is attributed to wages and benefits, and a further \$136,000 (19%) is attributed to an increase in reserve fund transfers primarily for water and wastewater.

The departmental details are discussed in further detail.

Infrastructure & Development Development Services Budget

Development Services	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Building Department	427,845	479,175	51,330	12%
Planning:				
Tile Drainage	13,620	4,292	(9,328)	(68%)
Planning & Zoning	212,000	196,500	(15,500)	(7%)
Total Planning	225,620	200,792	(24,828)	(11%)
Total Revenue	653,465	679,967	26,502	4%
Expenses				
Building Department	427,845	479,175	51,330	(12%)
Planning:				
Sagehen Valley Conservation Area	321,010	340,674	19,664	(6%)
Tile Drainage	10,007	4,242	(5,765)	58%
Source Water Protection	4,100	4,100		
Planning & Zoning	386,791	428,459	41,668	(11%)
Total Planning	721,908	777,475	55,567	(8%)
GIS	110,485	112,779	2,294	(2%)
Total Expenses	1,260,238	1,369,429	109,191	(9%)
Surplus/(Deficit)	(606,773)	(689,462)	(82,689)	(14%)

Building Department:

The Building Department is a self-sustaining function in which building department revenues should be sufficient to offset the costs of operating the building department, resulting in a net neutral budget. Any operating surplus or deficit is funded from the Obligatory Building Permit Reserve Fund.

- **Revenues:** In 2022, the budgeted revenue figure of \$479,937 includes \$145,000 as a contribution from this Reserve Fund in order to offset operating costs. The revenue also includes \$275,000 in permit fee revenue, which is a projected increase of \$25,000 (10%) over the prior year budget. All other revenue projections are comparable to the prior year.
- **Expenses:** Overall building department expenses are projected to increase by \$51,000 (12%) over the prior year. This is due to an increase in projected legal fees of \$38,000, as well as an increase in wages/benefits of \$14,000 (4%). All other expenses are comparable to prior year.

Infrastructure & Development Development Services Budget

Planning:

- **Revenues:** Planning revenues show a decrease of \$25,000 (11%) over prior year, however this is primarily due to a \$40,000 reduction in the Reserve contribution to offset the costs of the Zoning By-law and the Development Charges By-law. The Zoning By-law was originally funded in the 2020 budget, however due to delays associated with Covid-19, the project has not commenced until the Fall of 2021. The costs estimates have been reduced from \$140,000 to \$125,000, thereby decreasing the required reserve transfer by \$15,000. All other planning revenues are comparable to the prior year.
- **Expenses:** Planning expenses are budgeted to increase by \$56,000 (8%) over the prior year. The majority of this increase is due to wages/benefits of \$78,000, which is offset by a \$55,000 reduction in consulting expenses due to the completion of the Development Charges By-law as well as the Official Plan. There is an offsetting increase in Site Plan Control Expenses, however this is offset by an equivalent increase in Site Plan Control Fees (revenue) leaving no budgetary impact.

The Saugeen Valley Conservation Area (SVCA) 2022 general levy is budgeted to increase by \$22,000 (7%) for Kincardine over the prior year. The SVCA Board of Directors have approved the budget in principle.

GIS:

The GIS budget consists primarily of wages/benefits and remains comparable to the prior year. The budget includes \$4,200 for the cost of GPS units and related software.

Infrastructure & Development Environmental Services Budget

Environmental Services	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Water	3,092,248	3,178,252	86,004	3%
Wastewater	2,623,903	2,762,500	138,597	5%
Waste Management	932,750	1,094,250	161,500	17%
Stormwater	36,122	42,322	6,200	17%
Environmental Committee	896		(896)	(100%)
Total Revenue	6,685,919	7,077,324	391,405	6%
Expenses				
Water	3,092,248	3,178,252	86,004	(3%)
Wastewater	2,623,903	2,762,500	138,597	(5%)
Waste Management	1,500,967	1,570,774	69,807	(5%)
Stormwater	162,583	174,967	12,384	(8%)
Environmental Committee	9,500	9,500		
Total Expenses	7,389,201	7,695,993	306,792	(4%)
Surplus/(Deficit)	(703,282)	(618,669)	84,613	12%

Water:

The Municipality's water system is fully-funded by the water rates paid for by the users of the system and does not rely on property taxes. As of January 1, 2021, all water customers in the Municipality are charged the same water rates regardless of whether they are on the Tiverton or Kincardine municipal water system.

- **Revenues:** Water revenues are budgeted to increase by \$86,000 (3%), primarily due to an increase in water user rates of 2.76%.
- **Expenses:** Water expenses, excluding reserve fund transfers, are projected to increase by \$65,000 (7%). The majority of this increase is due to an increase in inspection costs of \$40,000, which represents 47% of the overall increase. The inspections are required for the Briar Hill Well, Scott's Point, and the Kincardine and Tiverton water towers for preventative maintenance. Expenses also include \$121,000 for equipment and mains maintenance costs, which is a \$9,000 (8%) increase over prior year. The budget also includes cost increases for chemicals (\$10,000) and insurance (\$7,000).

Total budgeted water reserve fund transfers to the Kincardine and BEC water reserve funds amount to \$1,389,000, which is an increase of \$93,000 (7%) over the prior year.

Infrastructure & Development Environmental Services Budget

Wastewater:

The Municipality's wastewater system is fully-funded by the wastewater rates paid for by the users of the system and does not rely on property taxes.

- **Revenues:** Wastewater revenues are budgeted to increase by \$139,000 (5%), primarily due to an increase in wastewater user rates of 3%.
- **Expenses:** Wastewater expenses, excluding reserve fund transfers, are projected to increase by \$50,000 (5%). Excluding wages/benefits, the majority of this increase is due to \$30,000 in planned maintenance on the Vactor truck. The remaining \$20,000 increase is for additional sewer main flushing and camera work.

Total budgeted wastewater reserve fund transfers to sewer reserve funds amount to \$1,350,000 which is an increase of \$43,000 (3%) over the prior year.

Waste Management:

The waste management department consists of garbage collection, landfill operations, and the leachate treatment facility.

- **Revenues:** Overall waste management revenues are budgeted to increase by \$162,000 (17%) over the prior year. The majority of the projected increases are for higher bag tag sales of \$75,000 (18%) and landfill tipping fees which are budgeted to increase by \$50,000 (13%) to \$440,000. A further \$39,000 revenue increase is budgeted for brush, shingle, mattress, and metal disposal revenues.
- **Expenses:** Waste management expenses are budgeted to increase by \$70,000 (5%) over prior year. The budgeted increase is due to \$14,000 for the Yard Waste Depot, \$10,000 for fencing at the Cardboard disposal depot, \$10,000 for legal fees, and \$9,000 for a new Heating/Cooling unit. Also, waste disposal monitoring costs are projected to increase by \$10,000 for the addition of a monitoring well at the Bruce Township landfill.

The garbage collection budget includes \$20,500 in costs for the Film Plastics project (\$14,000) and Styrofoam recycling (\$6,500). All other expenses remain comparable to the prior year.

The leachate treatment facility's operating expenses amount to \$208,000 compared to \$186,000, representing an increase of \$22,000 (12%) over the prior year. Of this increase, \$11,000 (50%) is attributed to wages/benefits. The remaining increase is due to higher leachate transfer costs and an additional \$6,000 for equipment repairs.

Infrastructure & Development Environmental Services Budget

Stormwater:

The stormwater budget includes storm sewers and municipal drains. The budget remains comparable to prior year, with minor variances in wages/benefit.

Environmental Committee:

The Environmental Committee budget includes \$9,500 in expenses, with \$3,000 for general committee costs and \$6,500 for a water filling station.

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year	2022	Department	G Water								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Water</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9502	K WATER INTERNAL/DONATED	0	40,000		40,000						
9511	K-WATER METER	0	12,000		12,000						
9515	HYDRANT	0	10,000		10,000						
9517	Scott's Point Well Replacement	0	225,000		225,000						
G003	Water Meter Replacement	0	2,500,000		2,500,000						
G047	Water and Wastewater Master	0	50,000		50,000						
G048	Bruce Road 15 Water servicing	0	180,000		180,000						
G049	Andrew Malcolm Watermain	0	120,000		120,000						
G050	KWTP SCADA Wiring Upgrades	0	100,000		100,000						
G051	SCADA Upgrades Well Sites	0	40,000		40,000						
G052	KWTP Reservoir Repairs	0	250,000		250,000						
G053	Mount Forest Ave - Servicing	0	5,000		2,000				3,000		
G054	Lake Street Servicing - Water	0	195,000						195,000		
G056	KWTP Building Upgrades 2022	0	500,000		500,000						
G057	Campbell St. Watermain	0	25,000		25,000						
Total	<i>Water</i>		4,252,000		4,054,000				198,000		
Total	Municipality of Kincardine		4,252,000		4,054,000				198,000		

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:15:14 PM

Budget Year	2022	Department	H Wastewater								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Wastewater</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9481	Maple St Pump Station Upgrades	0	65,000		65,000						
9487	WASTEWATER -	0	30,000		30,000						
H003	Durham St Pump Station	0	70,000		70,000						
H018	Park Street Pump Station and	0	70,000		70,000						
H035	Mount Forest Ave Sewermain	0	10,000		4,000				6,000		
H037	Bruce Rd 15-Forcemain	0	325,000		325,000						
H038	Water and Wastewater master	0	50,000		50,000						
H039	Genset for Kincardine Effluent	0	10,000		10,000						
H043	Lake Street Servicing -	0	600,000						600,000		
H045	Kincardine Ave Servicing -	0	165,000						165,000		
Total	Wastewater		1,395,000		624,000				771,000		
Total	Municipality of Kincardine		1,395,000		624,000				771,000		

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year	2022	Department	L Waste Management
Version	4 Council Review 1		
Forecast Periods	2022		
Department	<i>Waste Management</i>		

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
L009	Waste Management Trailer	0	10,000		10,000						
Total	<i>Waste Management</i>		10,000		10,000						
Total	Municipality of Kincardine		10,000		10,000						

Infrastructure & Development Operations Budget

Operations	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Roads	62,800	37,800	(25,000)	(40%)
Fleet	20,800	20,800		
Cemeteries	133,200	153,700	20,500	15%
Airport	84,300	92,800	8,500	10%
Total Revenue	301,100	305,100	4,000	1%
Expenses				
Roads	3,721,289	3,904,102	182,813	(5%)
Bridges, Culverts, Storm	346,630	316,902	(29,728)	9%
Fleet	919,712	974,324	54,612	(6%)
Cemeteries	265,159	331,888	66,729	(25%)
Airport	314,656	355,125	40,469	(13%)
Total Expenses	5,567,446	5,882,341	314,895	(6%)
Surplus/(Deficit)	(5,266,346)	(5,577,241)	(310,895)	(6%)

Roads:

The Roads budget includes such costs as winter maintenance (salt, sand, snow clearing, etc.), streetlighting, SMART, grass cutting, tree planting, Emerald Ash Borer, ditching, loosetop and hardtop maintenance, crack sealing, and road signs.

- **Revenues:** Roads revenues show a decrease of \$25,000 over prior year, however this is due to a reserve transfer that was included in the 2021 budget to offset Emerald Ash Borer removal costs. All other revenues are consistent with the prior year.
- **Expenses:** Roads expenses are projected to increase by \$183,000 (5%). The increase is due primarily to wages/benefits which are increasing by \$185,000 over 2021. Other budgetary changes are due to the following:
 - An increase of \$25,000 for loosetop maintenance costs (\$295,000 total budget)
 - Insurance premiums are budgeted to increase by \$28,000 (17%)
 - \$10,000 has been included in the budget for a Facilities design report to initiate a review of the public works garages and to consider a path forward for upgrades, expansion or replacement of the facilities. Our facilities are undersized, outdated and maintenance costs are increasing

Infrastructure & Development Operations Budget

- \$16,000 for Kincardine Shop floor repairs and replacement lighting
- \$10,000 for an air conditioner and water heater at the Armow Shop
- A \$15,000 reduction in sand purchases due to an anticipated decrease in quantity
- An increase of \$7,000 for barrel cones and road closure signage
- \$7,800 for the replacement of the Bruce Township road sign
- An increase of \$10,000 for roadside markings as per the Master Cycling plan.
- An increase of \$8,500 for re-lamping the traffic lights at Queen/Durham.
- A \$5,000 increase for streetlight locates and repairs

Bridges, Culverts, Storm:

Operating costs for bridges, culverts and storm are budgeted to decrease by \$29,000 (9%). The decrease is primarily due to bridge inspections and pedestrian structure inspections that were required in 2021, for which the budget has been reduced by \$18,000 in 2022. The budget has also been increased by \$10,000 to account for rising pipe material costs. All other costs remain comparable to the prior year.

Fleet:

The Fleet budget includes costs labour and parts/material costs associated with maintaining the Municipality's fleet. Overall fleet costs are expected to increase by \$55,000 (6%) over the prior year, of which \$48,000 (87%) is attributed to wages/benefits. The budget also includes \$285,000 in parts and vehicle maintenance expenses, and \$12,000 for tools and set-up for the Armow Shop. Consistent with prior years, the fleet budget also includes a \$100,000 transfer to reserve funds for the fleet replacement program.

Cemeteries:

The cemeteries budget includes an increase in revenues of \$20,500 (15%) due to higher than anticipated lot sales in 2021, which has been adjusted for in 2022. Operating expenses are budgeted to increase by \$67,000 (25%) primarily due to wages/benefits which represent 73% of the overall increase. Other operational expenses include grounds maintenance costs of \$15,000, \$7,000 in gate pillar repairs, and a \$7,000 increase in the transfer to the Perpetual Care trust funds for monument maintenance (legislated). The budget also includes \$3,500 as a contribution to the Lovat Cemetery (private cemetery) for grounds maintenance.

Infrastructure & Development Operations Budget

Airport:

The overall operating expenses for the Airport are budgeted to increase by \$40,000 (13%) over prior year primarily due to wages/benefits. Due to the pandemic, the Airport Anniversary celebration has been once again deferred to the 2022 budget. The amount of \$8,000 for the planned festivities will be carried forward from the prior year's budget by an offsetting reserve contribution. There have been no other significant additions or deletions to the airport budget.

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:16:07 PM

Budget Year	2022	Department	I Roads								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	Roads										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
I009	Goderich Street Paving	0	65,000		65,000						
I025	Whispering Woods Resurfacing	0	25,000		25,000						
I051	Mount Forest Ave road	0	25,000		10,000				15,000		
I054	Bruce Rd 15- Inverhuron	0	1,470,000		34,000		725,000		711,000		
I057	Shop Floor Replacement -	0	30,000		30,000						
I058	Rural Paving - Con 10 - S/R 20 -	0	1,060,000		1,060,000						
I069	Lake Street Servicing - Road	0	70,000						70,000		
I072	South Cedar Drainage	0	15,000		15,000						
Total	Roads		2,760,000		1,239,000		725,000		796,000		
Total	Municipality of Kincardine		2,760,000		1,239,000		725,000		796,000		

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:16:33 PM

Budget Year	2022	Department	J Bridges, Culverts, Storm
Version	4 Council Review 1		
Forecast Periods	2022		
Department	<i>Bridges, Culverts, Storm</i>		

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9114	Various Culvert Repair	0	195,000	195,000							
J025	2638 Culvert Concession 10	0	280,000		280,000						
J034	Guard Rail Replacement	0	25,000	25,000							
Total	<i>Bridges, Culverts, Storm</i>		500,000	220,000	280,000						
Total	Municipality of Kincardine		500,000	220,000	280,000						

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:17:55 PM

Budget Year	2022	Department	V General
Version	4 Council Review 1		
Forecast Periods	2022		
Department	<i>General</i>		

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9539	Phase 2 Cityworks Software	0	50,000		50,000						
Total	<i>General</i>		50,000		50,000						
Total	Municipality of Kincardine		50,000		50,000						

Municipality of Kincardine
Capital Projects by Priority within Department

29-Nov-2021 4:16:55 PM

Budget Year	2022	Department	K Fleet								
Version	4 Council Review 1										
Forecast Periods	2022										
Department	<i>Fleet</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
K009	Tractor Replacement 3492	0	425,000		425,000						
K012	Single Axel Plow/Sander 3416	0	300,000		300,000						
K014	One Half Ton Truck Replacement	0	50,000		50,000						
K017	Chipper Replacement 3441	0	100,000		100,000						
K057	Truck for Davidson Centre	0	50,000		50,000						
K060	Mechanics Tools	0	40,000		40,000						
K061	Mower - Parks	0	16,000		16,000						
Total	<i>Fleet</i>		981,000		981,000						
Total	Municipality of Kincardine		981,000		981,000						



Strategic Initiatives

2022 Business Plan
Municipality of Kincardine

Strategic Initiatives

The focus areas of the Strategic Initiatives Department include:

- **Economic Development:** The Economic Development goals and objectives are detailed in the [Economic Development Strategy](#), which is based on the current economic circumstances in the Municipality of Kincardine, emerging trends, and the actions to capitalize on the current and future opportunities to ensure long-term economic sustainability.

Through economic development, the Municipality is enabling the growth and diversification of the economy by creating a supportive environment for current and future entrepreneurs, businesses, developers, nuclear sector, agriculture and residents of Kincardine.

- **Tourism:** A strong reputation and tourism brand create momentum that drives further investment into the area. The development of our tourism assets will pay dividends for residents by providing more activities, creating a vibrant economy and enhancing quality of life. Through the tourism work we aim to make the Municipality of Kincardine a destination for tourists. Along side the work to attract tourists, this area also supports arts, culture and heritage to enrich the lives of residents and attract visitors.
- **Inclusion, Diversity, Equity and Access (IDEA):** The Municipality committed to developing an Inclusion, Diversity, Equity and Access (IDEA) Strategy to ensure the organization strengthens diversity in the workforce and implements inclusive processes, policies, programs and services to improve community wellbeing and attract and support newcomers to this area.

Through the IDEA engagement we hope to identify the issues and systemic barriers that are present in the community and implement actions needed to address these barriers. Work includes community workshops and training on equity and anti-oppression, creating awareness on the diversity in our community, ensuring our services meet the diverse needs of the community etc.

Strategic Initiatives

- **Physician recruitment:** Due to the influx of new residents and workers, our local hospitals and medical clinic are overwhelmed with new patients and therefore the Municipality is actively recruiting family physicians to work a combination of clinic, hospitalist, and Emergency Room (ER) shifts. A vibrant community is dependent on reliable access to healthcare. The goal is for every person to have access to a family physician to support their wellbeing and for our hospital to have the necessary physicians to support hospital services and the emergency room.
- **Communications and engagement:** The Corporate Strategic Plan identified 'Communications and Engagement' as a key priority and as such, the Municipality has been focusing on the creation of a Public Communications and Engagement Strategy. This document includes actions that foster an environment for two-way communication, improving citizen awareness of the work carried out in their local government, improving media relations, unifying the voice of the municipality, and communicating in an accessible, inclusive, transparent, and timely way.

Engagement with community residents, community partners and visitors is key to understanding the most pressing priorities and to ensure that the Municipality of Kincardine is achieving the vision.

Strategic Initiatives

2021 Accomplishments

Goal ED 2: Improve investment readiness by creating shovel ready land and communicating business friendly policies and a corporate culture that demonstrates Kincardine is “open for business”

- Created a Welcome Package
- Produced the first monthly economic development e-newsletter
- Began background research and analysis for the Housing Action Plan
- Hosted 2 realtor forums
- Participated in the Grey Bruce Immigration Partnership to support actions in the new strategic plan
- Partnered with Huron-Kinloss on the Digital Mainstreet Service Squad

Goal ED3: Increase tourism marketing and product development to leverage community assets and attract tourists.

- Supported and implemented downtown Kincardine Promenade in partnership with BIA and Chamber of Commerce
- Installation of the Rock garden, Surf mural and Pride crosswalk
- Implemented pop-up pipe parades at promenade and sunset piper
- Supported the local Lockdown Kilometre Challenge
- Launch of the Driftscape App

Goal ED 7: Support arts, culture and heritage to enrich the lives of residents and attract visitors

- Recognized the broad range of tourism assets in partnership with the Arts, Culture and Heritage Committee by developing an interactive asset map showcasing the unique building and features with the community
- Created an Arts Walk Tour and Southside Heritage Tour

Strategic Initiatives

2021 Accomplishments

Goal CW 6: Develop actions that create improvements in inclusion, diversity, equity and access (IDEA)

- Established the IDEA advisory committee and related strategy framework
- Identified and promoted dates of significance for diverse communities
- Hosted a virtual tour of the Mohawk Institute residential school – Six Nations
- Hosted 4 training sessions on the History of the land from a First Nations, Métis and Inuit perspective for Council, Committees, staff and the community
- Consultation on Land Acknowledgement and implemented a new land acknowledgement with resources for ongoing learning
- Created and promoted resources for national Indigenous History Month
- Hosted a display with information and resources in McPherson park to show support and create awareness on reconciliation actions
- In collaboration with the community, implemented the creation of an Afro-centric mural
- Hosted 3 Anti-oppression and equity training sessions for staff, council, Committees of Council and the public

Goal CW 7: Enhance community safety and wellbeing in the Municipality of Kincardine.

- Partnered with Grey and Bruce County, area municipalities and community partners to create a community safety and wellbeing plan.
- Implemented a one-year pilot program for physician including an updated competitive incentive package, and new promotional material.
- Created job postings and positive media attention reaching nation wide audiences
- Marketed and provided tours of the Municipality to visiting physicians
- Supported the ongoing maintenance of the physician Locum Houses

Goal REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs.

- Developed a Communications and Public Engagement Strategy
- Increased social media and posting frequencies, resulting in improved analytics
- Enhanced the media release process
- Developed a staff Communications Request Form to streamline process for public communications
- Developed a staff employee portal called the “Kintranet”
- Implemented Council Briefings notes
- Implemented a “What happened at Council” update for staff

Strategic Initiatives

Goals & Objectives

Goal ED 1: Solidify the community's presence in the nuclear sector and capitalize on the current and future nuclear opportunities to ensure long-term economic sustainability.

- Leverage investment in the nuclear sector
- Develop and build on Nuclear industry relations.
- Understand needs and future growth related to office/manufacturing space, housing, staffing, services, inclusion.
- Provide ongoing communication and potentially connect suppliers to other partnerships.
- Co-host a nuclear conference, seminar, supplier event
- Showcase nuclear supply companies that have moved into the area
- Collaborate with the Nuclear Innovation Institute (Nii) on their Net Zero & Clean Energy Frontier Projects

Goal ED 2: Improve investment readiness by creating shovel ready land and communicating business friendly policies and a corporate culture that demonstrates Kincardine is "open for business"

- Make business processes developer and business friendly; help navigate people through the systems and processes
- Proactive outreach to landowners and developers to move development proposals ahead
- Provide public updates via website, social media and newsletter as developments hit major milestones
- Develop and promote an inventory of local skilled training programs
- Develop and maintain investment-ready data resources including a community profile, skills inventory, labour market statistics and vacant lands with development potential.
- Ensure an organization business-first service delivery standard is implemented.
- Revise the Community Improvement Plan

Goal ED3: Increase tourism marketing and product development to leverage community assets and attract tourists.

- Target waterfront development by completing a Waterfront Feasibility and Development Plan.
- Target Downtown development by increasing pedestrian infrastructure (benches, etc.), including bicycle infrastructure that encourages street traffic, draws people to the downtown cores of Kincardine's communities and waterfront and extends their stay.
- Leverage the existing traffic to the area by encouraging businesses to stay open longer and attracting sport tourism events.
- Increase dedicated tourism resources by undertaking a Tourism Development and Marketing Strategy.

Strategic Initiatives

Goals & Objectives

Goal ED 4: Support business expansion and retention with focus on small business to support a diversified economy.

- Develop business retention and expansion fundamentals by supporting networking events with local partners
- Build business awareness and access to education and financial resources.
- Showcase the municipality as a business-friendly jurisdiction
- Assist businesses with transitions and sale or transfer to ensure continuity
- Develop business champions in partnership with the BIA, Chamber, County of Bruce and Community Futures
- Encourage business incubation and B2B collaboration by investigating co-working space for professionals and small businesses
- Reimagine the Downtown as a multi-use area by forming innovative partnerships and reviewing parking requirements and EV charging stations

Goal ED 5: Develop housing and supports for residents, population growth and community development.

- Understand the communities housing and transportation needs by working with local partners (e.g, Realtors Roundtable), and gathering public input (e.g., a resident survey)
- Ensure policies and planning reflect the need for alternative housing options than single-family detached
- Enhanced advocacy role for the municipality in health care and post secondary investments from all levels of government
- Promote Kincardine as a great place to live, work and celebrate diversity.

Goal ED 6: Support Agriculture, Agri-Business and Value- Added with a focus on local food production.

- Outreach to the agricultural sector – include ag in BR+E plans
- Support and promote agriculture and farming in shop local campaign
- Target investment of cannabis growing and extraction/processing facilities
- Ensure new Zoning Bylaw complements on farm diversified uses

Goal ED 7: Support arts, culture and heritage to enrich the lives of residents and attract visitors.

- Work with community stakeholders to develop a Heritage Conservation District Study to identify and evaluate heritage resources, e.g., buildings, landscapes and streetscapes
- Review/update of the Arts, Culture & Heritage Action Plan

Strategic Initiatives

Goals & Objectives

Goal CW 6: Develop actions that create improvements in inclusion, diversity, equity and access (IDEA)

- Engage the community to identify the most pressing priorities for the IDEA Strategy
- Strengthen the organization's capacity to work with diverse communities
- Ensure programs, services, facilities and infrastructure remove barriers and meet the diverse needs of the community
- Develop meaningful relationships with Indigenous communities and take concrete actions towards reconciliation

Goal CW 7: Enhance community safety and wellbeing in the Municipality of Kincardine.

- Recruit and retain Family Physicians to enhance community wellbeing and support hospital and emergency room services.
- Develop marketing plan that promotes the opportunities for residents and practicing physicians
- Connect with potential physician candidates and showcase the community and attract 3 new physicians
- Support and retain existing physicians
- Participate with community partners in the implementation of the Community Safety and Wellbeing Plan

Goal REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs.

- Support two-way communications and engagement with the public to improve stakeholder relationships, and deliver effective communications about programs and services in an accessible, inclusive, transparent, and timely ways
- Create external communications that are aligned and consistently reflect the voice of the municipality
- Create communications that are accessible and inclusive
- Create public awareness of municipal initiatives, projects, services, public meetings, and staff contacts
- Engage the public and obtain feedback to influence decision-making
- Create understanding with the public on how to participate in local governance
- Leverage technology including intranet, community engagement software, digital platforms, and social media to better share information within the organization and to ratepayers

Strategic Initiatives

Operating Budget Summary

Strategic Initiatives	2021 Budget	2022 Draft Budget	\$ Variance	% Variance
Revenue				
Tourism	29,950	33,950	4,000	13%
Economic Development		51,625	51,625	100%
BIA General	78,950	78,950		
Physician Recruitment	517,000	57,000	(460,000)	(89%)
Total Revenue	625,900	221,525	(404,375)	(65%)
Expenses				
Arts, Culture & Heritage	8,500	9,500	1,000	(12%)
Tourism	345,739	322,050	(23,689)	7%
Economic Development	216,994	344,676	127,682	(59%)
BIA General	78,950	78,950		
Communications		157,044	157,044	100%
IDEA		44,800	44,800	100%
Physician Recruitment	620,705	177,478	(443,227)	71%
Total Expenses	1,270,888	1,134,498	(136,390)	11%
Surplus/(Deficit)	(644,988)	(912,973)	(267,985)	(42%)

Summary of Details:

Revenues are budgeted to decrease by \$404,000 (65%), while total expenses are budgeted to increase by \$136,000 (12%). The 2021 budget included a one-time \$500,000 contribution from the Healthcare Reserve Fund towards the purchase of the hospital CT Scanner which is reflected in the Physician Recruitment 2021 operating budget (revenues and expenses). The departmental details are discussed in further detail.

Arts, Culture & Heritage (ACH):

The ACH operating budget amounts to \$9,500 in expenses and includes \$5,000 for crosswalk painting, the Arts IgNight event, and an Indigenous Art partnership. Other costs consist of advertising, printing, and training/conferences.

Strategic Initiatives

Operating Budget Summary

Tourism:

- **Revenues:** Tourism revenues consist primarily of vendor fees for the Market in the Park, which are estimated to amount to \$15,000 in 2022, as well as merchandise sales of promotional items for \$5,500.
- **Expenses:** Tourism expenses are estimated to decrease by \$24,000 (7%) over the prior year primarily due to employee wage reallocations. Also, the \$9,000 annual funding for 3 festivals (Blues Festival, Kincardine Scottish Festival, and Kincardine Summer Music Festival) has been reallocated to the Community Investment Grants budget. The tourism operating budget includes:
 - **Information & Visitor Centre:** The Visitor Centre is leased at an annual cost of \$17,400. Costs to operate the facility primarily include employee wages (Tourism Coordinator and summer students), hydro, telecommunications, and office supplies.
 - **Murals:** The operating budget includes \$14,500 for mural painting, which includes \$8,000 for a new Indigenous mural, \$4,000 for Harbour St. mural updates, and \$2,500 for maintenance of existing murals.

The tourism budget also includes a variety of annual activities and events including the Teddy Bear parade, Phantom Piper, Cruise Night, Canada Day, Massed Bands, and Tall Ships.

Economic Development:

- **Revenues:** The operating revenue of \$51,625 primarily represents a one-time contribution of \$50,000 from the Contingency Reserve to offset the costs associated of developing a Community Improvement Plan (CIP). A CIP has been included in the operating budget to be developed with the assistance of a third-party consultant.
- **Expenses:** The operating expenses for Economic Development amount to \$345,000 representing an increase of \$128,000 (59%) over the prior year. Of this increase, \$123,000 (96%) is due to employee wages/benefits resulting from the organizational restructuring and the creation of the new Strategic Initiatives department. The operating expenses include the following costs:
 - \$9,000 for the Community Economic Development Committee and related initiatives, including workforce development forums, workshops, and partner events
 - \$50,000 for the development of a Community Improvement Plan (CIP), offset by a one-time reserve contribution
 - \$17,000 for software contracts, including Bang the Table and Accessibility compliance scanning software

Strategic Initiatives

Operating Budget Summary

Communications: The Communications operating budget is newly created as part of the organizational restructuring, with the hiring of a new Communications Coordinator. The budget includes wages/benefits, as well as \$12,000 for staff/Council training on media relations and accessibility compliant documentation and \$17,000 for advertising (partially reallocated with \$5,000 from the Tourism budget).

IDEA: The 2022 IDEA operating budget includes \$45,000 for the following activities and initiatives:

- \$41,000 for Council, staff and community training on equity and the Truth and Reconciliation calls to action
- \$2,000 for printing and advertising costs
- \$2,000 for office supplies and travel

Business Improvement Area (BIA): The BIA levy amounts to \$78,950 and remains the same as in 2021. The BIA levy is only charged to commercial properties located within the designated BIA boundary in the downtown Kincardine area.

Physician Recruitment: In 2021, the Municipality of Kincardine modified its physician recruitment program for a one-year trial period. The 2022 budget was prepared assuming the pilot program would be extended for the remainder of the calendar year.

- **Revenues:** Excluding the one-time \$500,000 reserve fund transfer for the CT Scanner, the operating revenues consist of an annual \$17,000 contribution from Huron-Kinloss towards the physician recruitment program, as well as a \$40,000 payment from the Family Health Organization (FHO) for the Physician Recruiter/Clinic Manager position.
- **Expenses:** Excluding the \$500,000 transfer amount, operating expenses are higher than the prior year's budget by \$57,000 (47%). In addition to employee wages, the physician recruitment budget includes the following expenses:
 - \$19,000 for program supplies, advertising, and promotional material
 - \$8,000 for travel and conferences
 - \$60,000 for physician incentive payments, including a \$20,000 payment for an existing physician and \$40,000 allocated for 2 new physicians

Appendices

The following appendices include additional budget information:

Appendix A – 2022 Operating Budget Summary

Appendix B – 2022 Capital Budget Listing

Appendix C – 2022 Capital Project Reports

Appendix D – 2022 Carry Forward Projects

Appendix E – 5-year Capital Forecast

Appendix F – Reserve and Reserve Fund Listing

Appendix G – New Position Requests

2022 Operating Budget Summary

	2021 Total Budget	2022 Draft Budget	Variance 2022 to 2021	% Variance 2022 to 2021
Revenue				
Council and CAO				
CAO	15,623		(15,623)	(100%)
Total Council and CAO	15,623		(15,623)	(100%)
Corporate Services				
Treasury	22,748,202	23,376,220	628,018	3%
HR	15,000	12,000	(3,000)	(20%)
Legislative Services	131,240	188,018	56,778	43%
Total Corporate Services	22,894,442	23,576,238	681,796	3%
Strategic Initiatives				
Tourism	29,950	33,950	4,000	13%
Economic Development	78,950	130,575	51,625	65%
Physician Recruitment	517,000	57,000	(460,000)	(89%)
Total Strategic Initiatives	625,900	221,525	(404,375)	(65%)
Infrastructure & Development				
Development Services	653,465	679,967	26,502	4%
Environmental Services	6,685,919	7,077,324	391,405	6%
Operations	301,100	305,100	4,000	1%
Total Infrastructure & Development	7,640,484	8,062,391	421,907	6%
Community Services				
Parks & Facilities	1,107,857	1,246,128	138,271	12%
Community & Recreation Programs	652,640	764,400	111,760	17%
Fire Department	344,889	224,519	(120,370)	(35%)
Total Community Services	2,105,386	2,235,047	129,661	6%
Total Revenue	33,281,835	34,095,201	813,366	2%
Expenses				
Council and CAO				
Council	344,296	363,806	19,510	(6%)
CAO	312,604	327,526	14,922	(5%)
Total Council and CAO	656,900	691,332	34,432	(5%)
Corporate Services				
Treasury	6,472,201	6,332,831	(139,370)	2%
HR	285,395	339,635	54,240	(19%)
Legislative Services	3,053,821	3,170,438	116,617	(4%)
Total Corporate Services	9,811,417	9,842,904	31,487	
Strategic Initiatives				
Arts, Culture & Heritage	8,500	9,500	1,000	(12%)

2022 Operating Budget Summary

	2021 Total Budget	2022 Draft Budget	Variance 2022 to 2021	% Variance 2022 to 2021
Tourism	345,739	322,050	(23,689)	7%
Economic Development	295,944	625,470	329,526	(111%)
Physician Recruitment	620,705	177,478	(443,227)	71%
Total Strategic Initiatives	1,270,888	1,134,498	(136,390)	11%
Infrastructure & Development				
Development Services	1,260,238	1,369,429	109,191	(9%)
Environmental Services	7,389,201	7,695,993	306,792	(4%)
Operations	5,567,446	5,882,341	314,895	(6%)
Total Infrastructure & Development	14,216,885	14,947,763	730,878	(5%)
Community Services				
Parks & Facilities	4,583,702	4,950,287	366,585	(8%)
Community & Recreation Programs	1,123,393	1,106,915	(16,478)	1%
Fire Department	1,618,650	1,419,453	(199,197)	12%
Total Community Services	7,325,745	7,476,655	150,910	(2%)
Total Expenses	33,281,835	34,093,152	811,317	(2%)
Surplus/(Deficit)		2,049	2,049	

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2022	Total
9138 Bruce Road 15 - Inverhuron Servicing Parent		1,975,000	1,975,000
9162 Maple St. Reconstruction	95,000		95,000
9165 Durham St/Lambton St/Saugeen St Parent	2,676,752		2,676,752
9474 Huron Terrace Forcemain Replacement	230,000		230,000
9478 Lake St North Servicing - Parent		865,000	865,000
9516 Highland Drive & McLeod Ave Watermain Replacement	32,000		32,000
G046 Water and Wastewater Master Plan Update Parent		100,000	100,000
H042 Mount Forest Ave Servicing - Parent		40,000	40,000
H044 Kincardine Ave Servicing - Parent		165,000	165,000
I058 Rural Paving - Con 10 - S/R 20 - Boundary		1,340,000	1,340,000
z001 Individual Projects			
Corporate Services			
Treasury			
B Information Technology			
B001 Server Replacement @ MAC		30,000	30,000
Total B Information Technology		30,000	30,000
Total Treasury		30,000	30,000
Legislative Services			
E Clerk			
9014 Updates to Council Chambers - Electronic Meetings	103,466		103,466
9027 Records Storage Modification	40,838		40,838
Total E Clerk	144,304		144,304
Total Legislative Services	144,304		144,304
Total Corporate Services	144,304	30,000	174,304
Infrastructure & Development			
Environmental Services			
G Water			
9502 K WATER INTERNAL/DONATED		40,000	40,000
9511 K-WATER METER		12,000	12,000
9515 HYDRANT		10,000	10,000
9517 Scott's Point Well Replacement		225,000	225,000
9525 KWTP UV DISINFECTION(19/18)	110,000		110,000
G003 Water Meter Replacement Program and Software Upgrades		2,500,000	2,500,000
G049 Andrew Malcolm Watermain Replacement		120,000	120,000
G050 KWTP SCADA Wiring Upgrades 2022		100,000	100,000
G051 SCADA Upgrades Well Sites 2022		40,000	40,000
G052 KWTP Reservoir Repairs		250,000	250,000

Carry Forward + Capital Budget Forecast

	Carry Forward	2022	Total
G056 KWTP Building Upgrades 2022		500,000	500,000
G057 Campbell St. Watermain		25,000	25,000
Total G Water	110,000	3,822,000	3,932,000
H Wastewater			
9464 Queen St Sewermain Replacement	114,000		114,000
9480 Huron Terrace Pump Station Upgrades	5,085,229		5,085,229
9481 Maple St Pump Station Upgrades		65,000	65,000
9484 KWWTP Aeration Upgrades	1,326,847		1,326,847
9487 WASTEWATER - INTERNAL/DONATED		30,000	30,000
H003 Durham St Pump Station Upgrades 2022		70,000	70,000
H018 Park Street Pump Station and Forcemain Upgrades		70,000	70,000
H039 Genset for Kincardine Effluent Station 2022		10,000	10,000
Total H Wastewater	6,526,076	245,000	6,771,076
L Waste Management			
L009 Waste Management Trailer		10,000	10,000
Total L Waste Management		10,000	10,000
Total Environmental Services	6,636,076	4,077,000	10,713,076
Operations			
I Roads			
9130 Concession 2 and BR 23 Improvements	75,000		75,000
I009 Goderich Street Paving		65,000	65,000
I025 Whispering Woods Resurfacing		25,000	25,000
I057 Shop Floor Replacement - Armow PW Shop		30,000	30,000
I072 South Cedar Drainage Improvement		15,000	15,000
Total I Roads	75,000	135,000	210,000
J Bridges, Culverts, Storm			
9114 Various Culvert Repair	30,000	195,000	225,000
J034 Guard Rail Replacement		25,000	25,000
Total J Bridges, Culverts, Storm	30,000	220,000	250,000
K Fleet			
9256 Tandem Plow/Sander 3484	325,000		325,000
K009 Tractor Replacement 3492		425,000	425,000
K012 Single Axel Plow/Sander 3416		300,000	300,000
K014 One Half Ton Truck Replacement Wtr 4436		50,000	50,000
K017 Chipper Replacement 3441		100,000	100,000
K057 Truck for Davidson Centre		50,000	50,000
K060 Mechanics Tools		40,000	40,000

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2022	Total
K061 Mower - Parks		16,000	16,000
Total K Fleet	325,000	981,000	1,306,000
O Airport			
9454 Airport Signage	20,000		20,000
9459 Kiosk Fuel System Upgrade	100,000		100,000
Total O Airport	120,000		120,000
V General			
9176 Sunset Shoreline Erosion	257,023		257,023
9539 Phase 2 Cityworks Software Implementation	9,000	50,000	59,000
Total V General	266,023	50,000	316,023
Total Operations	816,023	1,386,000	2,202,023
Total Infrastructure & Development	7,452,099	5,463,000	12,915,099
Community Services			
Parks & Facilities			
N Trails			
9172 MECHANICS FOOTPATH(19)	50,000		50,000
9604 KIPP Trail - Huron Ridge to Kin-Huron	1,430,000		1,430,000
9614 Red & Green 10KM Loop	30,000	50,000	80,000
9618 Park Street Ext Footpath Rehabilitation	20,000	10,000	30,000
N007 Pedestrian Foot Bridges - Rehabilitaion		125,000	125,000
Total N Trails	1,530,000	185,000	1,715,000
P Parks			
9625 Waterfront Review	40,000	20,000	60,000
9644 Victoria Park Gazebo Replacement	155,000	20,000	175,000
P010 Connaught Park Upgrades		26,000	26,000
P018 Huron Ridge Playground Equipment Replacement		55,000	55,000
Total P Parks	195,000	121,000	316,000
R Facilities			
9017 MAC - Generator	191,035		191,035
9581 Conversion of Parks & Recreation Facilities to Natural Gas		20,000	20,000
9588 HVAC Replacement - Davidson Centre		55,000	55,000
9637 Kincardine Library - Carpet	28,000		28,000
9638 Kincardine Library - Renovations	50,000	50,000	100,000
R008 Medical Clinic - HVAC		30,000	30,000
R013 Dehumidifier - Tiverton Sports Centre		55,000	55,000
R015 Upgrade D.C. Lighting to LED -Arena area		60,000	60,000
R017 HVAC Units - Tiverton Sports Centre		40,000	40,000

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2022	Total
R018 Construction of new WCCC		6,988,000	6,988,000
R027 Medical Clinic - LED Lighting upgrade		6,000	6,000
R029 Pool painting		35,000	35,000
R030 Dehumidification - Davidson Centre		55,000	55,000
R031 Davidson Centre - Flooring replacement Senior's room		22,000	22,000
Total R Facilities	269,035	7,416,000	7,685,035
Total Parks & Facilities	1,994,035	7,722,000	9,716,035
Fire Department			
U Fire Department			
9049 Rescue Truck Replacement (Tiverton Station)	425,000	200,000	625,000
9052 Womens Facilities Upgrade	15,000		15,000
9055 Fire Stations Upgrades to Natural Gas	10,000		10,000
U008 Replacement of Pumper 12-2 Kincardine Fire Station		650,000	650,000
U018 Fire Hose		10,000	10,000
U019 Fire Nozzles		5,000	5,000
Total U Fire Department	450,000	865,000	1,315,000
Total Fire Department	450,000	865,000	1,315,000
Total Community Services	2,444,035	8,587,000	11,031,035
Total z001 Individual Projects	10,040,438	14,080,000	24,120,438
Total Capital Departments	13,074,190	18,565,000	31,639,190

2022 Capital Projects

Municipality of Kincardine

Capital Projects

Project	9138 Bruce Road 15 - Inverhuron Servicing Parent		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Servicing upgrades (shared with Bruce County) Bruce County = 36%; Rds = 38%; Wtr = 10%; San = 16%. Work includes storm, sanitary and water assets. Proposed cross section upgraded to an urban cross section. Engineering commenced in 2021, full construction to be completed in 2022. Projected construction costs are \$1,975,000.

Justification

Existing infrastructure is undersized and requires increases to capacity. This will improve storm water management and increase servicing in the area. The existing storm pipe acts as main outlet for the drainage of Albert Rd., John and Victoria streets. Including water/wastewater to service open area while road is opened. The County has included the project within their program for 2022

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	1,975,000		1,975,000
Engineering/Consultants			
Expenditures Total	1,975,000		1,975,000
Funding			
Reserve Funds	539,000		539,000
Other Revenue	711,000		711,000
Obligatory Reserve Funds	725,000		725,000
Funding Total	1,975,000		1,975,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project	9138 Bruce Road 15 - Inverhuron Servicing Parent	0
Child Project(s)	G048 Bruce Road 15 Water servicing upgrades	180,000
	H037 Bruce Rd 15-Forcemain Upgrades	325,000
	I054 Bruce Rd 15- Inverhuron Servicing	1,470,000

Municipality of Kincardine

Capital Projects

Project	9478 Lake St North Servicing - Parent		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Servicing (benefitting property owners to cover costs)

Scope of work will include extension of water and sanitary servicing on Lake Street from current limits towards John Street. Approximately 125m of extension will be installed to service 8 properties. Driven by poor water quality on private wells, compromised septic systems and high lake levels. Our existing system has capacity to take on 8 additional wastewater connections .

Justification

Municipal servicing is being considered due to the high lake levels and impacts to existing septic systems and negative impacts they may impose to the lake and drinking water in the area. Providing municipal servicing will eliminate health hazards and provide properties a safe means to manage their sewage waste. Properties will be able to decommission their existing septic systems which should improve water quality in the area.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	79,000		79,000
General Contracting	786,000		786,000
Expenditures Total	865,000		865,000
Funding			
Other Revenue	865,000		865,000
Funding Total	865,000		865,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type		
Priority		
Status	New Capital Project	
Parent Project	G054 Lake Street Servicing - Water	195,000
Child Project(s)	H043 Lake Street Servicing - Wastewater	600,000
	I069 Lake Street Servicing - Road	70,000

Municipality of Kincardine

Capital Projects

Project	G046 Water and Wastewater Master Plan Update Parent		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Parent Project for Water and Wastewater Master Plan update. \$100,000 total- 50% Water and 50% Sewer

Justification

A master plan was completed in 2017. Several recommended upgrades have been completed. To ensure infrastructure is being addressed to support developments, a 5-year update is recommended.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
Reserve Funds	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Medium	
Status	New Capital Project	
Parent Project	G047 Water and Wastewater Master Plan update-Water 2022	50,000
Child Project(s)	H038 Water and Wastewater master Plan update-Sewer 2022	50,000

Municipality of Kincardine

Capital Projects

Project	H042 Mount Forest Ave Servicing - Parent		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Mt Forest reconstruction (development related)

Scope of work will include full reconstruction to municipal standard inclusive of sidewalk, curb, asphalt, road base, sanitary, storm and water.

Driven by 7 Mt. Forest development (developer will contribute) and then OPF lands. Also, existing road is fully amortized, and a liability in its current state.

Costs: Roads = Construction = \$255,000; engineering = \$25,000

Sanitary = Construction = \$90,000; engineering = \$10,000

Water = Construction = \$35,000; engineering = \$5,000

Justification

Driven by 7 Mt. Forest development (developer will contribute) and then OPF lands. Also, existing road is fully amortized, and a liability in its current state. Developer contributions to be negotiated during agreement process. PCI=31

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	40,000		40,000
General Contracting			
Expenditures Total	40,000		40,000
Funding			
Other Revenue	24,000		24,000
Reserve Funds	16,000		16,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	
Parent Project	H042 Mount Forest Ave Servicing - Parent	0
Child Project(s)	G053 Mount Forest Ave - Servicing	5,000
	H035 Mount Forest Ave Sewermain	10,000
	I051 Mount Forest Ave road reconstruction	25,000

Municipality of Kincardine

Capital Projects

Project	H044 Kincardine Ave Servicing - Parent		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Kincardine Ave Servicing (development related)

Scope of work will include extending water and sanitary across HWY21 from current limits to support several developments. Costs to be fully borne through developer agreements; we will lead project to extend servicing across HWY 21.

Justification

Engineering works currently underway; developers have provided retainers. Development on the east side of Hwy 21 is presently without municipal servicing. Extension of water and sewer will help support several sites to proceed with development plans. This will open a new area for serviced lands.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	165,000		165,000
General Contracting			
Expenditures Total	165,000		165,000
Funding			
Other Revenue	165,000		165,000
Funding Total	165,000		165,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Parent Project	G055 Kincardine Ave Servicing - Water	0
Child Project(s)	H045 Kincardine Ave Servicing - Wastewater	165,000
	I070 Kincardine Ave Servicing - Roads	0

Municipality of Kincardine

Capital Projects

Project	I058 Rural Paving - Con 10 - S/R 20 - Boundary		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Resurface 6.5KM of rural road with 50mm(HL4). Scope will include replacement of 18 CSP culverts, along with a road crossing for MD 89. Replace OSIM structure 2638. Works to include ditching, tree removal, shouldering and line painting. Road sections 26125, 26126 and 26127.

Justification

The existing road network is in poor condition. Several culverts have corroded materials. PCI ratings from our streetscan were 21 and 32 for road sections; with 0 being low (0-25 serious) and 100 being excellent (85-100). Structure 2638 has a BCI rating of 0.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	1,340,000		1,340,000
Expenditures Total	1,340,000		1,340,000
Funding			
Reserve Funds	1,340,000		1,340,000
Funding Total	1,340,000		1,340,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority		
Status	Existing Capital Project	
Parent Project	I058 Rural Paving - Con 10 - S/R 20 - Boundary	1,060,000
Child Project(s)	J025 2638 Culvert Concession 10	280,000

Municipality of Kincardine

Capital Projects

Project	I058 Rural Paving - Con 10 - S/R 20 - Boundary		
Department	Roads		
Version	4 Council Review 1	Year	2022

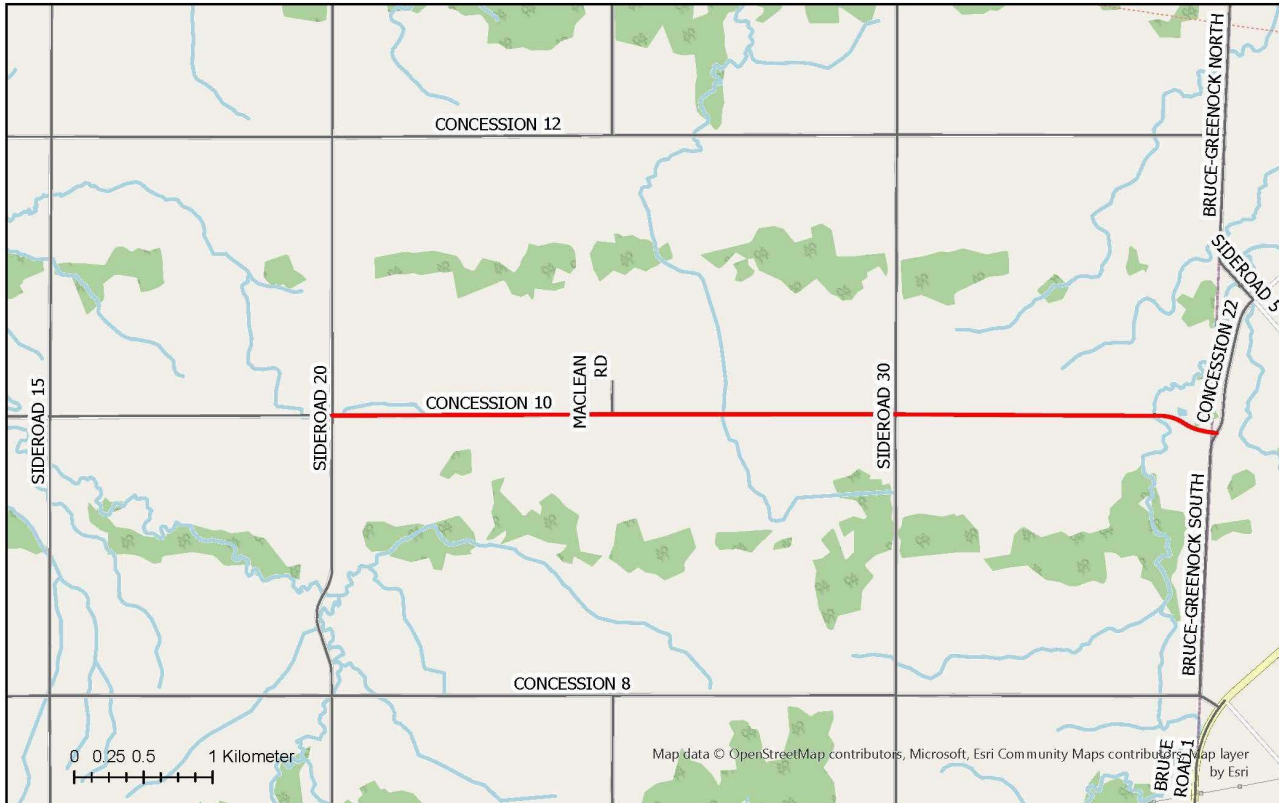
Gallery

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Concession 10 Paving - 2022

— To Be Paved



Municipality of Kincardine

Capital Projects

Project	B001 Server Replacement @ MAC		
Department	Information Technology		
Version	4 Council Review 1	Year	2022

Description

Replacement of main server at the Municipal Administration Centre. Includes removal of existing equipment, new server rack and server.

Replacement plan:
 Fire dept 2024
 Water dept & MAC 2030
 2nd server at MAC in 2031

Justification

The server provides access to the main financial and operations software which is critical to daily operations. Servers have a useful life of 7-8 years and this server was purchased in 2013 and is due for replacement.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Reserve Funds	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Information Technology	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9502 K WATER INTERNAL/DONATED		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Annual contingency for replacing watermain valves

Justification

Budget to include replacement of 1 main valve each year

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Reserve Funds	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9511 K-WATER METER		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Annual contingency for replacement of water meters.

Justification

Budget			
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	Total	Carryfwd	2022
Expenditures			
General Contracting	12,000		12,000
Expenditures Total	12,000		12,000
Funding			
Reserve Funds	12,000		12,000
Funding Total	12,000		12,000

Attributes		
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Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9515 HYDRANT		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Annual contingency for hydrant replacement

Justification

Budget			
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	Total	Carryfwd	2022
Expenditures			
General Contracting	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
Reserve Funds	10,000		10,000
Funding Total	10,000		10,000

Attributes		
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Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9517 Scott's Point Well Replacement		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

The Scott's Point drinking water well is in need of replacement. A new well will be drilled to provide water to the distribution system with the existing well abandoned and capped. Work in 2021 included the hydro-geological review and engineering. Well drilling to be completed in 2022.

Justification

A well inspection was completed in 2020 and the results found that the well is at a point that it needs to be replaced or relined. Replacement was the recommendation by W.D. Hopper and Sons Ltd and is the preferred option by staff. The existing well has been in use since 1970. The new well can be placed closer to the existing treatment building down the street and will eliminate 1 small building and underground piping and wiring.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants			
General Contracting	225,000		225,000
Expenditures Total	225,000		225,000
Funding			
Reserve Funds	225,000		225,000
Funding Total	225,000		225,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G003 Water Meter Replacement Program and Software Upgrades		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Replacement of water meters in the municipality including radio read equipment and software updates. Total projected cost is \$2,500,000.

Justification

Lifespan of water meters is 15 years. Last meter replacement program took place from 2006-2008. Looking at upgrading to radio read equipment to save time and money for reading individual meters, creating operational efficiencies. Currently contracted staff go from parcel to parcel to collect reads. Missed locations are completed by staff; sometimes resulting in a delay in readings and billing issues.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	2,500,000		2,500,000
Expenditures Total	2,500,000		2,500,000
Funding			
Reserve Funds	2,500,000		2,500,000
Funding Total	2,500,000		2,500,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G049 Andrew Malcolm Watermain Replacement		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

The watermain on Andrew Malcolm Drive to be replaced. This would replace 750m of 150mm diameter main. Scope includes replacement of sanitary main (A/C) and removes y'd services.

ICIP GreenStream2021IntakeFunding (pending outcome of application)_

Federal: 40% \$451,440.00

Provincial: 33% \$376,162.38

Justification

The watermain on Andrew Malcolm Drive has had multiple watermain breaks over the past 10 years and is in need of replacement. Staff applied to the second ICIP Green Stream intake and await funding decision. The engineering would be completed in 2022; if grant is approved our share = 27%.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	120,000		120,000
General Contracting			
Expenditures Total	120,000		120,000
Funding			
Reserve Funds	120,000		120,000
Funding Total	120,000		120,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G050 KWTP SCADA Wiring Upgrades 2022		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

The SCADA has been upgraded, wiring from equipment to SCADA requires replacement. A budget of \$100,000.00 is required for this project.

Justification

Wiring from SCADA to equipment is beginning to degrade, causing issues at the Water Treatment Plant. Without replacement risks with system reliability exist.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
Reserve Funds	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G051 SCADA Upgrades Well Sites 2022		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

SCADA upgrades to connect Underwood and Scott's Point Well Sites to KWTP SCADA.

Justification

Create ease and efficiency to view and download data for remote sites. Currently staff can only access at the sites. Adding these sites builds off recent progress and overall improves operational effectiveness.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Reserve Funds	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G052 KWTP Reservoir Repairs		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

The reservoir will need to be drained and repaired from the inside. We will need to utilize Huron-Kinloss water supply during this time frame. A water proofing repair material will be used to seal existing cracks. Following repair the reservoir would return to service.

Justification

Repairs will ensure safe potable drinking water for consumers, these repairs need to be made in the near future to mitigate risk. The reservoir at the KWTP is leaking and needs to be repaired to prevent water loss to the natural environment.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	50,000		50,000
General Contracting	200,000		200,000
Expenditures Total	250,000		250,000
Funding			
Reserve Funds	250,000		250,000
Funding Total	250,000		250,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G056 KWTP Building Upgrades 2022		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Structural repairs required for water treatment plant. Including replacing steel column sections re-coating steel, structural reinforcement and masonry repairs.

Justification

Exposed wood coverings have been badly damaged by termites. Structural beams and columns in the plant are corroding. Masonry repairs are required as well. All items were identified by BM Ross through a site inspection. Majority of scope suggested to be done in next calendar year.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	100,000		100,000
General Contracting	400,000		400,000
Expenditures Total	500,000		500,000
Funding			
Reserve Funds	500,000		500,000
Funding Total	500,000		500,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	G057 Campbell St. Watermain		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Future replacement of watermain and other assets. Project will allow for survey, design and tender preparation.

Justification

Existing watermain has had several breaks and requires replacement. While completing works other assets will be renewed.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
Reserve Funds	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9481 Maple St Pump Station Upgrades		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Design and approvals for upgrades to existing pump station commenced in 2020. Flow testing and other measures conducted in 2021. Improvements to the existing station to include electrical and pump upgrades.

Justification

The current station is prone to by-passing. Upgrades are required to address this issue and to allow for growth. Project identified in the Master Plan. Completing design upfront will aid in identifying scope of future project.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	65,000		65,000
General Contracting			
Expenditures Total	65,000		65,000
Funding			
Reserve Funds	65,000		65,000
Funding Total	65,000		65,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9487 WASTEWATER - INTERNAL/DONATED		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Contingency for pump replacements.

Justification

In case pumps fail we have money available to maintain systems and compliance.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Reserve Funds	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Low	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	H003 Durham St Pump Station Upgrades 2022		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Design and approvals only to a tender ready state. For future upgrades to the existing site. Review will look at mechanical/electrical and all operational components of the station.

Justification

Existing station is at capacity and prone to by-passes. Upgrades will address capacity issues and allow for growth. Commencing engineering and design upfront will ensure we are ready once demand triggers need and will improve construction budgeting to ensure we know what is to be built. Identified in the mater plan.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	70,000		70,000
General Contracting			
Expenditures Total	70,000		70,000
Funding			
Reserve Funds	70,000		70,000
Funding Total	70,000		70,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	H018 Park Street Pump Station and Forcemain Upgrades		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Replacement of pumps, electrical, mechanical and piping as required by engineered design in 2022. Design and approvals only to a tender ready state.

Justification

The existing infrastructure was identified in the master plan. Build out of the 9/21 business park will trigger upgrades to ensure adequate capacity available for the growth. Completing engineering and design now will prepare project for future budgets and tendering.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	70,000		70,000
General Contracting			
Expenditures Total	70,000		70,000
Funding			
Reserve Funds	70,000		70,000
Funding Total	70,000		70,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	H039 Genset for Kincardine Effluent Station 2022		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Generator for Kincardine Effluent Station for Wastewater treatment to provide backup power.

Justification

Currently there is no backup power source for the UV Treatment system. Any time there is a power outage the UV treatment is bypassed and a Bypass Report is submitted to Spills Action Centre and the MOH. Adding back up power will improve operational compliance.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	10,000		10,000
General Contracting			
Expenditures Total	10,000		10,000
Funding			
Reserve Funds	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Construction	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	L009 Waste Management Trailer		
Department	Waste Management		
Version	4 Council Review 1	Year	2022

Description

Replacement of existing trailer. Used trailer to be purchased.

Justification

Trailer is used to store and haul mattresses off-site for recycling. Existing trailer will no longer pass a safety. By recycling materials we are reducing volume of landfilled materials and being responsible environmentally.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
Reserve Funds	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	1009 Goderich Street Paving		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Existing road is gravel surfaced from Bruce Ave to Kincardine Ave. (575m approximately). Scope would convert gravel to a hard surface (HL4 at 50 mm). Placement of speed humps or seasonal speed deterrents to mitigate future concerns on a narrow road.

Justification

Existing road is gravel and narrow in an urban environment, requiring specialized contracted assistance for grading and dust control. The area serves as a connection to our trail network along with the Great Lakes Waterfront trail. Hard surfacing will reduce maintenance and improve safety for all users.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	65,000		65,000
Expenditures Total	65,000		65,000
Funding			
Reserve Funds	65,000		65,000
Funding Total	65,000		65,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	1009 Goderich Street Paving		
Department	Roads		
Version	4 Council Review 1	Year	2022

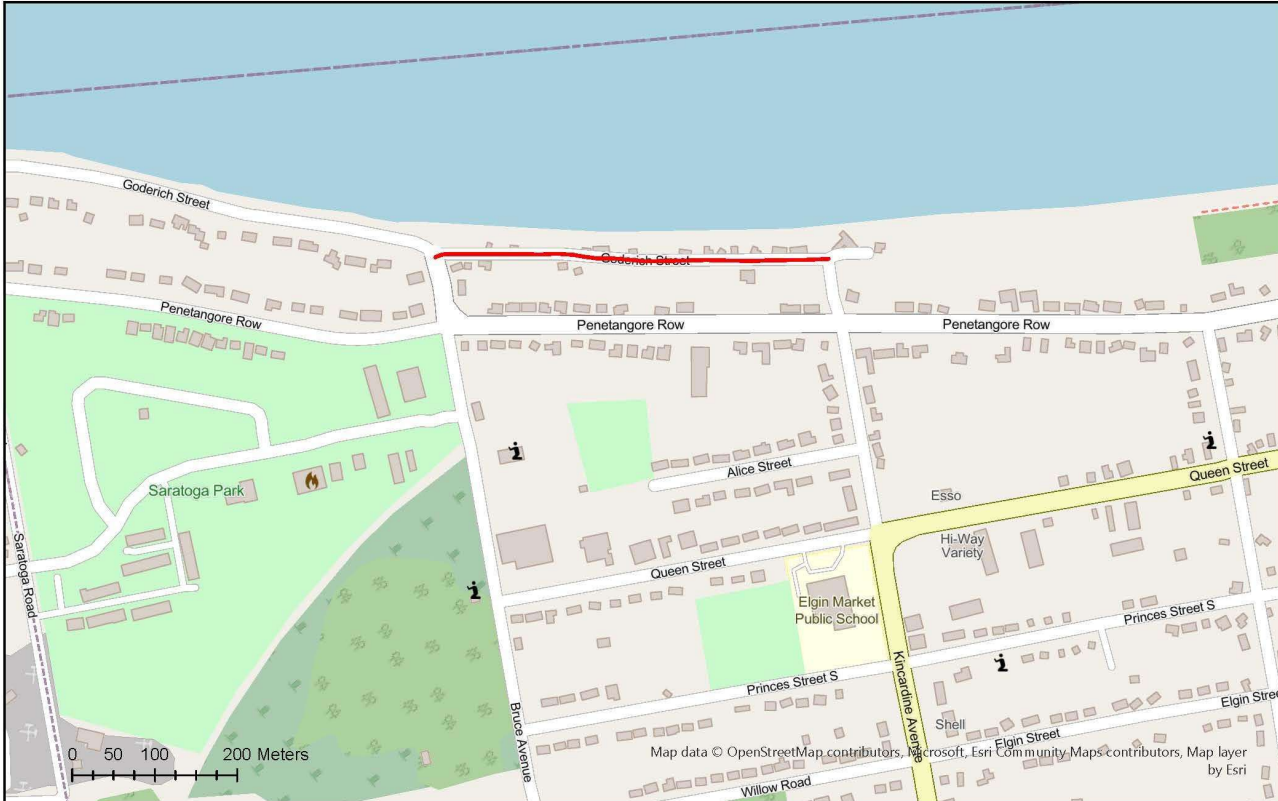
Gallery

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Goderich St. Paving - 2022

— To Be Paved



Municipality of Kincardine

Capital Projects

Project	I025 Whispering Woods Resurfacing		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Albert Rd to Robbie Lane; 50mm HL4. Repave approximately 115 meters of road.

Justification

Asset has deteriorated; if unable to resurface road should be pulverized and maintained as gravel.

Budget			
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	Total	Carryfwd	2022
Expenditures			
General Contracting	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
Reserve Funds	25,000		25,000
Funding Total	25,000		25,000

Attributes		
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Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	1025 Whispering Woods Resurfacing		
Department	Roads		
Version	4 Council Review 1	Year	2022

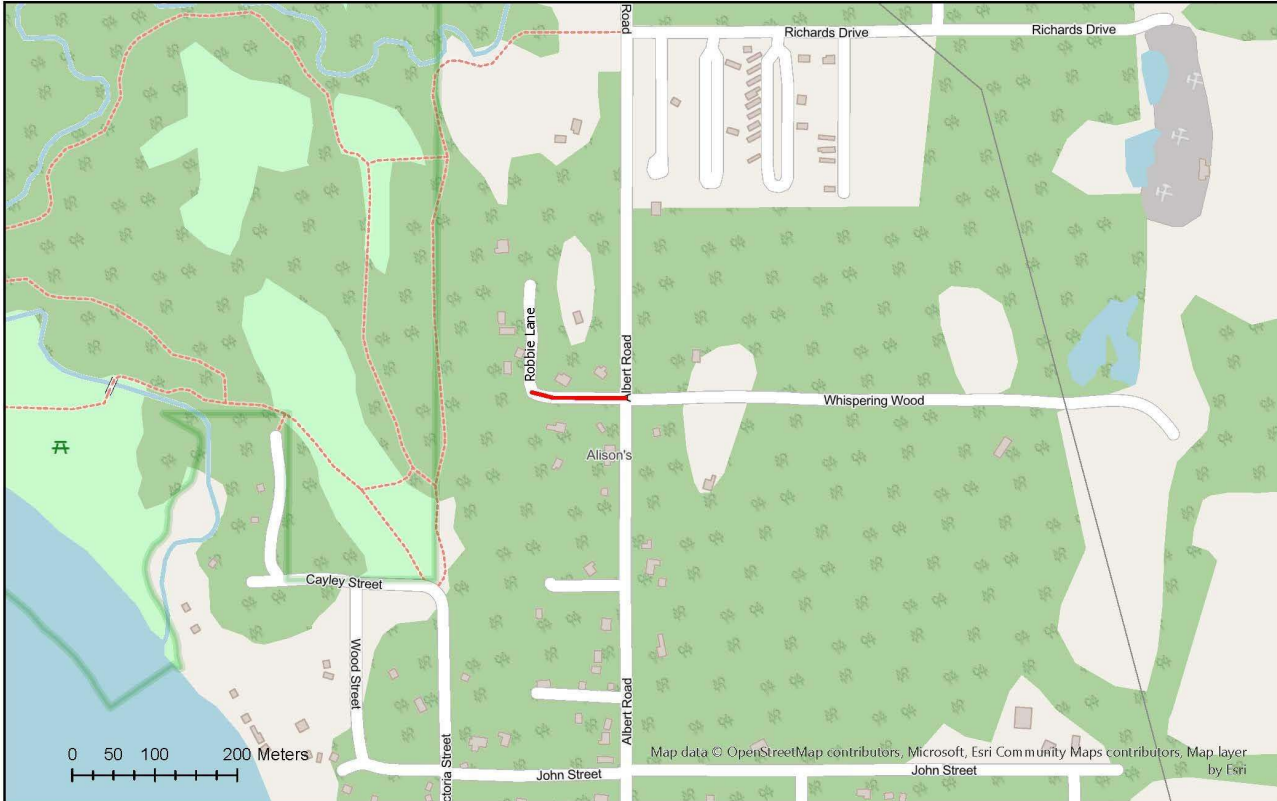
Gallery

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Whispering Woods Paving - 2022

— To Be Paved



Municipality of Kincardine

Capital Projects

Project	1057 Shop Floor Replacement - Armow PW Shop		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Replacement of Armow shop floor. Partial removal to address the substandard concrete. This would be an area of 53ft x 23ft.

Justification

Existing floor trench drains grates are highly corroded and could present a safety concern. Existing floor adjacent to trench drain and under bay door is crumbling. Currently overhead doors are unable to seal against floor when closed and as a result rain in the summer and snow in the winter enters at this location.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Reserve Funds	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	I072 South Cedar Drainage Improvement		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Installation of concrete curb along the road edge to allow for collection and conveyance of runoff.

Justification

Currently the edge of the roadway allows for water to drain onto the adjacent resident's property which in turn causes a substantial amount of water and debris to flow onto their property. These improvements will reduce liability and overall will improve the drainage.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	15,000		15,000
Expenditures Total	15,000		15,000
Funding			
Reserve Funds	15,000		15,000
Funding Total	15,000		15,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	J034 Guard Rail Replacement		
Department	Bridges, Culverts, Storm		
Version	4 Council Review 1	Year	2022

Description

Annual Guiderail Replacement as Per 2021 OSIM Report .

- 2113 Side Road 20
- 2626 Concession 12
- Malcolm Stand Wildfang

Justification

Existing guard rails are either deficient in regard to current standards or condition. OSIM inspections have identified the need to start addressing guard rails at several locations; staff have implemented a phased approach through the capital plan.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
Reserves	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K009 Tractor Replacement 3492		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Replaces 3492- 2004 New Holland - Underwood.
 Attachments include:

- Plow blade and wing- \$60,000
- Snow blower - \$25,000 - \$30,000
- Boom Mower- \$90,000 - \$110,000
- Lighting, radio etc. - approx. \$25,000

Justification

Current hours on the unit are 5890
 Keeping in line with fleet replacement program, unit has reached its useful service life. Replacement unit will be up-sized and eventually replace vohl blower, tiger mower and could be used on a plow route. The unit is multi versatile and be used year round.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	425,000		425,000
Expenditures Total	425,000		425,000
Funding			
Reserve Funds	425,000		425,000
Funding Total	425,000		425,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K012 Single Axel Plow/Sander 3416		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Replacement = 2004 Sterling single axel plow - 127,000 KMS

Justification

This unit was refurbished in 2016 to extend the life of it for five years. Currently the engine has excessive crankcase blowby and the engine is tired. This unit would require a new engine and substantial body work (chassis frame), new wiring harnesses, a new box. \$60,000 - \$100,000 to repair not incl labour.

Trucks were taking one full calendar year to replace pre-covid.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	300,000		300,000
Expenditures Total	300,000		300,000
Funding			
Reserve Funds	300,000		300,000
Funding Total	300,000		300,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K014 One Half Ton Truck Replacement Wtr 4436		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Replacement = 2012 GMC Sierra - Pick up Truck 1/2 tonne.

Justification

Reached useful service life - 10 years old
 Over 200,000 KMS
 Rotted underside, requiring substantial underbody work.
 The truck could be utilized in the summer months eliminating a rental for the summer students.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	50,000		50,000
Expenditures Total	50,000		50,000
Funding			
Reserve Funds	50,000		50,000
Funding Total	50,000		50,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K017 Chipper Replacement 3441		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Replaces 3441 - 1993 Vermeer chipper

Justification

With the purchase of a larger bucket truck in 2019 a larger chipper is required to handle the increased quantity and size of trees being removed (15 inch diameter). Existing unit is aging and hours of use has increased. Rather than the existing unit breaking down we prefer to invest in a new unit.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
Reserve Funds	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		

Municipality of Kincardine

Capital Projects

Project	K017 Chipper Replacement 3441		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	K057 Truck for Davidson Centre		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

New acquisition to provide support for Community Services operations. The crew cab will assist with down town of employees waiting to be transported to work sites.
 A more complex Fleet Management Plan will be reviewed in the coming months that will support Community Services operations.

Justification

Existing fleet is aging and becoming unreliable.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	50,000		50,000
Expenditures Total	50,000		50,000
Funding			
Reserve Funds	50,000		50,000
Funding Total	50,000		50,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Low	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K060 Mechanics Tools		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Both Armow and Kincardine shops will need to be outfitted with tool boxes and mechanic tools.

Justification

Currently Mechanics use personal tool box and tools. After consultation with HR it was determined that MOK should supply tools needed to perform the job both from a liability and employment perspective.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Reserve Funds	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	K061 Mower - Parks		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

New acquisition of a zero turn to be used in parks/airport. The zero turn model will provide efficiencies for Community Services.

Justification

Currently one mower is housed at the Airport for lawn maintenance. With the re-opening of parks and ball diamonds etc. the mower will be required in parks full-time. With the new ASP contract some lawn maintenance and snow removal done with MOK providing the equipment.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	16,000		16,000
Expenditures Total	16,000		16,000
Funding			
Reserve Funds	16,000		16,000
Funding Total	16,000		16,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	N007 Pedestrian Foot Bridges - Rehabilitation		
Department	Trails		
Version	4 Council Review 1	Year	2022

Description

The 2021 Pedestrian Bridge OSIM report has identified 12 foot bridges as needing rehabilitation. The works consist of erosion protection, replacement of deck boards and railings. A map of structures needing repairs is attached.

P – 1,2,6,7,8,10,11,12,19,20,21&23

Works included under the description:

- Remove vegetation
- Remove debris
- Erosion protection
- Replace deteriorated boards
- Reinforce railings
- Reset abutments
- Install cover plates

Justification

The repairs are necessary for safety and liability.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	125,000		125,000
Expenditures Total	125,000		125,000
Funding			
Reserve Funds	125,000		125,000
Funding Total	125,000		125,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

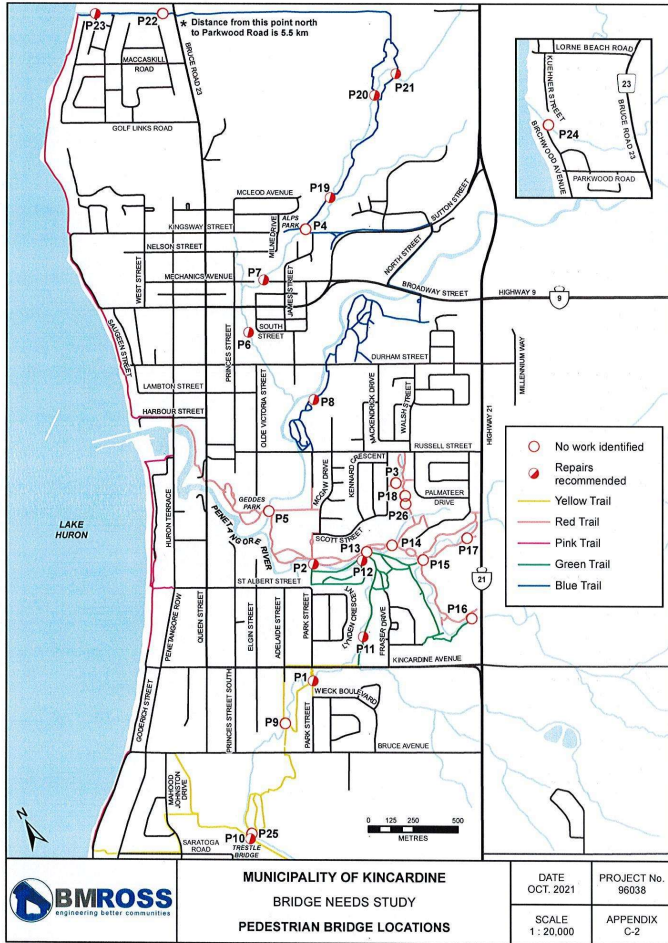
Municipality of Kincardine

Capital Projects

Project	N007 Pedestrian Foot Bridges - Rehabilitation		
Department	Trails		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	P010 Connaught Park Upgrades		
Department	Parks		
Version	4 Council Review 1	Year	2022

Description

Prior to the onset of COVID 19, a Connaught Park Revitalization Committee was formed to discuss potential opportunities for the enhancement of Connaught Park. The funds requested in 2022 will provide a third party to develop concept plans with a potential phased in approach for the rehabilitation of the property.

Staff will continue the community engagement and support a fundraising initiative to ensure the volunteer's efforts come to fruition.

Enhancements may include, lights, fencing, formalized parking, bike parking facilities and dug outs.

Justification

Ball continues to grow in Kincardine and is a sport that many enjoy. Enhancing the ball facilities will promote community pride and market the Municipality for an increase in potential ball tournaments that will have a further economic impact within the community.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	26,000		26,000
Expenditures Total	26,000		26,000
Funding			
Reserve Funds	26,000		26,000
Funding Total	26,000		26,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Replacement	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	P018 Huron Ridge Playground Equipment Replacement		
Department	Parks		
Version	4 Council Review 1	Year	2022

Description

Huron Ridge Playground was originally installed in _____. The average life expectancy of playground equipment 15-20 years. With ongoing maintenance and inspections, this can be pushed out to 25 years. New playground equipment at this location will enhance the aesthetics of the park and provide a positive impression of the neighbourhood.

Staff would conduct a competitive process for the selection of the park and will consider accessibility features as well as community engagement.

Justification

Without a replacement program for playground equipment, the Municipality exposes themselves to mitigation if the equipment is deemed unsafe. This particular park is old and dated. Continued replacement of playground equipment is an excellent practice to ensure compliance as well as community pride.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
Reserve Funds	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9581 Conversion of Parks & Recreation Facilities to Natural Gas		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

In 2021 the Davidson Centre was primarily converted to natural gas. However, the overall conversation did not include all of the appliances at that time.

In 2022, there is a desire to complete the entire project and convert the remaining appliances over. This includes: Two deep fryers, 2 stoves, 1 grill, 1 oven

Justification

Priority was to upgrade the Davidson Centre in 2021. The final appliances will complete this transition. The Municipality will realize cost savings by converting to natural gas.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
Reserves	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9588 HVAC Replacement - Davidson Centre		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

A new HVAC Unit is required to replace the existing original HVAC unit that supplies heat and air conditioning to the Kincardine Hall at the Davidson Centre.

Justification

This project was identified in the 2019 capital budget but was deferred as staff was hopeful that we would be able to get another year out of the current unit. The unit has now reached the end of its effective usage, and therefore it has become critical that a new unit be purchased as part of the 2022 capital budget.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
Reserve Funds	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R008 Medical Clinic - HVAC		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Upgrade the HVAC system to be compatible with the natural gas that is being installed in 2021.

Justification

Could be considered a combined RFP with Tiverton Sports Complex and Davidson Centre HVAC units for potential cost savings.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Reserve Funds	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R013 Dehumidifier - Tiverton Sports Centre		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

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Justification

There are two dehumidifiers at the Tiverton Sports Centre. Having efficiently run dehumidifiers is crucial for ice making and over the next five years they will both need to be replaced.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
Reserve Funds	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R015 Upgrade D.C. Lighting to LED -Arena area		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Existing illumination at the Davidson Centre over the ice surface is dangerously low and is a potential safety issue for users on the ice. A complete retro fit from existing to LED will not only improve the quality of play for individuals on the ice, it will also pay dividends in the future with energy savings.

Justification

Number of existing fixtures is currently 18 and after retrofit will be 21. Lighting system energy consumption is 45,606 kWh with after retrofit proposed at 17,588 kWh. Potential energy savings of \$5,043, maintenance savings of \$204 per year.the cost of postponing the project by one year will cost \$5,247 to the municipality.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Reserve Funds	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Low	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R015 Upgrade D.C. Lighting to LED -Arena area		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	R017 HVAC Units - Tiverton Sports Centre		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

The east rooftop unit is in need of replacement. It currently serves 4 dressing rooms on the east side of the facility as well as the daycare area.

The unit has a defective heat exchanger which has been serviced in the past but has been now shut down. With this unit out of commission, the 4 dressing rooms have had no air flow, 0% fresh air, and no air change. With the current situation due to the pandemic, this is a priority item.

New unit can be fitted for natural gas connection.

Justification

Will provide required air circulation and cooling features for summer usage which is currently non-existent.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Reserve Funds	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R018 Construction of new WCCC		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Work has been done on the construction of a new WCCC in Tiverton. Tender ready drawings for a new building are currently 98% completed, and the building includes a new library, washrooms, hall and kitchen facilities. Staff applied in the fall of 2019 for a Recreation Infrastructure Grant and we anticipate we will hear in 2020 about the success of our application.

Justification

The new WCCC will replace the existing WCCC and the Tiverton library which are in need of replacement.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	6,988,000		6,988,000
Expenditures Total	6,988,000		6,988,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Construction	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R027 Medical Clinic - LED Lighting upgrade		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Upgrade remaining lighting to LED. Currently we have been replacing on an as needed basis, as lights fail.

Justification

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	6,000		6,000
Expenditures Total	6,000		6,000
Funding			
Reserve Funds	6,000		6,000
Funding Total	6,000		6,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority		
Status		
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R029 Pool painting		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Historically the pool should be painted at least every five years. The current paint job is beyond five years and is very faded with lines difficult to see.

Justification

Without regular painting, the concrete surface becomes exposed and can cause more extensive damage to the concrete which becomes fragile due to wear and tear. This can lead to a more expensive repair project on the shell of the pool.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	35,000		35,000
Expenditures Total	35,000		35,000
Funding			
Reserve Funds	35,000		35,000
Funding Total	35,000		35,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R029 Pool painting		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	R030 Dehumidification - Davidson Centre		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

This is the unit on the south side at the Davidson Centre.

Justification

This is a condensing dehumidifier that often fail. The price we have is for desiccant dehumidifier which are simpler and perform much better. Without this unit in operation, could greatly impact the users experience and could result in black hours at the facility.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
Reserve Funds	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R030 Dehumidification - Davidson Centre		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	R031 Davidson Centre - Flooring replacement Senior's room		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

This well-used room, has had a considerable amount of traffic on the aging floor. Replacement is strongly recommended at this time to vinyl floor as a consideration. This type of flooring is easy to clean and will stand the demand.

Justification

In its current condition this is a safety issue and exposing the Municipality to litigation if there is a trip and fall. Additionally, it is difficult to clean and it requires additional time to ensure it is effectively cleaned.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	22,000		22,000
Expenditures Total	22,000		22,000
Funding			
Reserve Funds	22,000		22,000
Funding Total	22,000		22,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	R031 Davidson Centre - Flooring replacement Senior's room		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Gallery

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Municipality of Kincardine

Capital Projects

Project	U008 Replacement of Pumper 12-2 Kincardine Fire Station		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

The pumper in the Kincardine fire station is currently from 1988 and is 32 years of age. This truck has a replacement cycle of 20 years and should have been retired in 2008. The primary purpose of this spare truck is to provide a backup vehicle should any of the frontline trucks go out of service for repairs. My recommendation would be to purchase a new pumper and switch it with the Kincardine pumper. After 20 years of service this truck moves from a class A PUMPER to a class B PUMPER and can only be used as a non frontline truck as per the NFPA Standards

Justification

This vehicle requires major work to engine, brakes.

This truck has very old braking and steering systems
New fire trucks have many new safety features in order to meet the standards

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	650,000		650,000
Expenditures Total	650,000		650,000
Funding			
Reserve Funds	650,000		650,000
Funding Total	650,000		650,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority		
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	U018 Fire Hose		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

KFES has very limited fire hose in reserve. We have just a few spare lengths aside from what is in service on the trucks.

Justification

Some of our fire hose in use is 20+ years old. It does wear and degrade over time. We anticipate to lose a percentage of our hose each year in the testing process. We currently have only a very limited number of spare hose to put into service in the instance of hose failure.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
Reserves	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	U019 Fire Nozzles		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

We have many different models of fire nozzles in use between the two stations. It is time to begin to standardize our fire attack set ups across the fleet.

Justification

As we move forward with pumper replacements over the next few years the plan is to introduce consistency across the fire attack set ups. This investment will allow us to have both our current first due pumpers have uniform setups allowing our pump operators to achieve peak performance, and our suppression teams to have flows matched to engineered specifications for the most efficient fire flow.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	5,000		5,000
Expenditures Total	5,000		5,000
Funding			
Reserves	5,000		5,000
Funding Total	5,000		5,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Carry Forward Projects

Municipality of Kincardine

Capital Projects

Project	9162 Maple St. Reconstruction		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Phase 1- Reconstruct to Urban Standard from BR15 to water crossing.
 Separate y'd water services so each property has its own service.

Allocation:
 Roads - \$1,460,000
 Water - \$40,000

Surface paving to be completed in 2022.

Justification

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	95,000	95,000	
Expenditures Total	95,000	95,000	
Funding			
Reserve Funds	95,000	95,000	
Grant Revenue			
Revenue Fund			
Obligatory Reserve Funds			
Funding Total	95,000	95,000	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	High	
Status	New Capital Project	
Parent Project	9162 Maple St. Reconstruction	0
Child Project(s)	G023 Maple St. Reconstruction	0
	I001 Maple St. Reconstruction	0

Municipality of Kincardine

Capital Projects

Project	9165 Durham St/Lambton St/Saugeen St Parent		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Full reconstruction of Durham from Queen St to the west limits, Saugeen from Durham St to Lambton St and Lambton St from Huron Terrace to Saugeen St. Scope includes upgrades to water and sanitary to an urban section. Includes parking and pedestrian enhancements.

2022 will include Lambton, and Durham Street from McDonald to Queen.

Justification

Existing assets are amortized and require replacement. Durham St watermain is the main feed to our distribution system and is due for replacement due to age and risk of failure.

Work awarded in 2021, however split into two years due to COVID impact to material supply chain.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants			
General Contracting	2,676,752	2,676,752	
Expenditures Total	2,676,752	2,676,752	
Funding			
Reserve Funds	2,676,752	2,676,752	
Grant Revenue			
Funding Total	2,676,752	2,676,752	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification		
Project Type		
Priority		
Status		
Parent Project	9165 Durham St/Lambton St/Saugeen St Parent	0
Child Project(s)	G005 Durham St Area Watermain Replacement-Queen to West End	0
	2021	0
	H004 Durham Street Area Sewermain Replacement Queen St to West End	0
	1046 Durham St/Lambton St/ and Saugeen St Road Reconstruction 2021	

Municipality of Kincardine

Capital Projects

Project	9474 Huron Terrace Forcemain Replacement		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Replacement of Huron Terrace Forcemain from Pump station to lagoons on Bruce Ave. Route-Huron Terrace. Gordon St, Queen St, Kincardine Ave, Princes St, Bruce Ave. Includes some gravity sewermain work as well. Replace watermain on Queen Street from Gordon St to Kincardine Ave. Also includes replacement of water services on Princes St. Work awarded and commenced in 2020. Balance of contract to be completed in 2021.

The allocation of the construction costs are:

Roads - 21% (\$1,806,000)

Wastewater - 57% (\$4,902,000)

Water - 22% (\$1,892,000)

Surface paving to be completed in 2022.

Justification

Forcemain needs to be upsized for more capacity to accommodate growth. Existing forcemain is asbestos cement pipe, which is hazardous to the environment and can be quite frail. Failure of this main would impact a significant portion of our operations. Identified in Master Plan. The forcemain will be replaced from Huron Terrace Pump station over to Lagoons at Bruce Ave. Watermain that had frozen water services will be replaced at the same time on Queen St and Princes St South

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	230,000	230,000	
Expenditures Total	230,000	230,000	
Funding			
Loans	230,000	230,000	
Funding Total	230,000	230,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project	9474 Huron Terrace Forcemain Replacement	0
Child Project(s)	G022 Huron Terrace Forcemain Replacement	0
	H019 Huron Terrace Forcemain Replacement	0
	I029 Huron Terrace Forcemain Replacement	0

Municipality of Kincardine

Capital Projects

Project	9516 Highland Drive & McLeod Ave Watermain Replacement		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Initial scope included replacement of 419m of watermain on Highland Drive and McLeod Ave. Scope expanded to include storm and sanitary replacement; now inclusive of full reconstruction.

Justification

Watermain in poor condition. Has had multiple breaks. Area requires up-sizing for possible development behind hospital lands. Existing sewer is A/C and is 50+ years old. Existing services are Y'd and should be separated. Original scope focused on water. Engineering to be completed in 2021/2022 under open budget.

PCI=32,34 and 46

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	32,000	32,000	
General Contracting			
Expenditures Total	32,000	32,000	
Funding			
Reserve Funds	32,000	32,000	
Funding Total	32,000	32,000	

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project	9516 Highland Drive & McLeod Ave Watermain Replacement	0
Child Project(s)	H040 Highland and McLeod Sewermain Replacement 2022	0
	I071 Highland and McLeod - Reconstruction	0

Municipality of Kincardine

Capital Projects

Project	9014 Updates to Council Chambers - Electronic Meetings		
Department	Clerk		
Version	4 Council Review 1	Year	2022

Description

Upgrades to the Council Chambers including audio/visual equipment to facilitate hybrid (in-person & electronic participation) meetings.

Justification

The COVID19 pandemic has highlighted the need to upgrade our existing Council Chamber's audio/visual equipment. Upgrades will permit electronic participation for health, weather events or other reasons. Hybrid Meeting equipment was on back order but remainder of work such as networking, electrical upgrades and carpet replacement is either completed or in progress.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment			
General Contracting	103,466	103,466	
Expenditures Total	103,466	103,466	
Funding			
Reserve Funds	103,466	103,466	
Funding Total	103,466	103,466	

Attributes

Attribute	Value	Comment
Department	Clerk	
Asset Classification		
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9027 Records Storage Modification		
Department	Clerk		
Version	4 Council Review 1	Year	2022

Description

Renovate Clerk's Dept Records area.

Justification

With the sale of Westario, the Municipality's record storage needs to be moved to a new location. Shelving and electrical upgrades will be completed in early 2022 thus allowing staff to move temporary storage to one area.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	40,838	40,838	
Expenditures Total	40,838	40,838	
Funding			
Reserve Funds	40,838	40,838	
Funding Total	40,838	40,838	

Attributes

Attribute	Value	Comment
Department	Clerk	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9525 KWTP UV DISINFECTION(19/18)		
Department	Water		
Version	4 Council Review 1	Year	2022

Description

Carryover cost includes engineering. The project has been idle as we investigate municipal water supply to Bruce Power. Due to the volumes they would require, we need to finalize their status to finish off the design to ensure we have adequately sized equipment for treatment.

Justification

Ultraviolet (UV) Disinfection equipment will increase capacity at the Kincardine Water Treatment Plant. Will provide primary disinfection so chlorine is solely a secondary form of disinfection in the drinking water. Engineering to be done in advance of construction and tendering.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	110,000	110,000	
General Contracting			
Expenditures Total	110,000	110,000	
Funding			
Reserve Funds	110,000	110,000	
Funding Total	110,000	110,000	

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Reconstruction	
Priority		
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9464 Queen St Sewermain Replacement		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Reconstruction of Queen Street from Durham St to Durham Market South. Project breakdown Roads 33%, Wastewater 33%, Water 34%. Engineering to commence in 2021 with construction to begin in 2023. Construction costs are projected at \$4,800,000.

Justification

Sewermain in very poor condition and is the driving force for the reconstruction project. Lateral connections to several properties have or continue to fail.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	114,000	114,000	
Engineering/Consultants			
Expenditures Total	114,000	114,000	
Funding			
Reserve Funds	114,000	114,000	
Funding Total	114,000	114,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project	G025 Queen Street Watermain Replacement	0
Child Project(s)	H021 Queen Street Sewer Replacement	0
	I030 Queen Street Road reconstruction	0

Municipality of Kincardine

Capital Projects

Project	9480 Huron Terrace Pump Station Upgrades		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Pump Station Upgrades required in conjunction with new Huron Terrace Forcemain. Replacement of pumps and added screening system. Electrical and mechanical upgrades as required for new pumps and screening. Work could not take place too far in advance of the forcemain installation.

Work awarded in 2021, scope to be constructed in 2022.

Justification

Existing station is prone to by-passes and pump clogging. Upgrades will address capacity issues and allow for growth. Screening system will reduce clogging and staff exposure to safety risks while cleaning clogged pumps. Identified in Master Plan.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants			
General Contracting	5,085,229	5,085,229	
Expenditures Total	5,085,229	5,085,229	
Funding			
Reserve Funds	5,085,229	5,085,229	
Funding Total	5,085,229	5,085,229	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9484 KWWTP Aeration Upgrades		
Department	Wastewater		
Version	4 Council Review 1	Year	2022

Description

Replace existing surface mixer gearboxes with fine bubble aeration system. Works delayed due to Covid-19. Project has pre-selected and pre-purchased equipment. Moving to tender with construction in 2022.

Justification

1. Existing surface mixer gearboxes(4) are in need of being re-built. Recent repairs have shown cost of components has dramatically risen due to outdated technology and lack of parts production.
2. Existing mixers have failed for years to maintain required dissolved oxygen levels in summer months causing process and odour issues.
3. Proposed fine bubble aeration systems are generally 60% more energy efficient when compared to surface mixers.
4. Public and staff safety- surface mixers generate a measurable amount of microbial aerosols when compared to fine bubble aeration. This aerosol can contain pathogens and other micro organisms that can be harmful to staff working at or around the aeration cell as well as the public using the soccer fields right beside the cell.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	1,326,847	1,326,847	
Expenditures Total	1,326,847	1,326,847	
Funding			
Reserve Funds	1,326,847	1,326,847	
Funding Total	1,326,847	1,326,847	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9130 Concession 2 and BR 23 Improvements		
Department	Roads		
Version	4 Council Review 1	Year	2022

Description

Bruce County - BR 23 & Con 2 improvements. Joint project led by Bruce County.

Future round about construction by the County.

Justification

Concerns regarding traffic flow at this intersection. County leading this project.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	75,000	75,000	
Expenditures Total	75,000	75,000	
Funding			
Grant Revenue			
Reserve Funds	75,000	75,000	
Funding Total	75,000	75,000	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9114 Various Culvert Repair		
Department	Bridges, Culverts, Storm		
Version	4 Council Review 1	Year	2022

Description

Annual replacement program for 2022 consists of:

Sprucedale north of Conc 10
 Sunset Dr north of Concession 10
 Northline east of Sideroad 20 Municipal Drain MD-173
 Concession 11 Driveway Structure replacement

Justification

Culverts have reached useful service life.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants			
General Contracting	225,000	30,000	195,000
Expenditures Total	225,000	30,000	195,000
Funding			
Reserve Funds			
Reserves	225,000	30,000	195,000
Funding Total	225,000	30,000	195,000

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9256 Tandem Plow/Sander 3484		
Department	Fleet		
Version	4 Council Review 1	Year	2022

Description

Replaces 3484- 2007 Sterling Underwood shop

Justification

Fleet replacement program. Unit has reached useful service life. Plow trucks are approximately a 12 month turn around from date ordered.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	325,000	325,000	
Expenditures Total	325,000	325,000	
Funding			
Reserve Funds	325,000	325,000	
Funding Total	325,000	325,000	

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9454 Airport Signage		
Department	Airport		
Version	4 Council Review 1	Year	2022

Description

Jan 17th 2020 meeting deferred LED display. Did not complete in 2020; carrying forward to complete in 2021. Phase II installs an LED board to complete-deferred in 2021.

Justification

Existing sign was decrepit. New sign allows for expanded uses.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
Reserve Funds	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Airport	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9459 Kiosk Fuel System Upgrade		
Department	Airport		
Version	4 Council Review 1	Year	2022

Description

Kiosk Fuel System Upgrade with new chip card reader. Mandatory for current system.

Justification

The existing system will become obsolete by September 2021. Without upgrading we will not be able to sell fuel without the airport being staffed, resulting in lost revenue and decreased services. Additionally, the existing system has caused issues in recent years.

Work was awarded, and project commenced fall 2021. Until will be delivered early in 2022 to bring project to completion.

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	100,000	100,000	
Expenditures Total	100,000	100,000	
Funding			
Reserve Funds	100,000	100,000	
Funding Total	100,000	100,000	

Attributes

Attribute	Value	Comment
Department	Airport	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9176 Sunset Shoreline Erosion		
Department	General		
Version	4 Council Review 1	Year	2022

Description

Utilizing the existing approach completed in areas such as Goderich Street, we would complete excavation, placement of filter cloth and armour and gabion stone along the shoreline of Sunset Drive from Concession 12 to the Pier and between 42 to 20 Sunset Drive.

Justification

Work is required to mitigate the high water levels of Lake Huron from further eroding the embankments and the roadway along Sunset Drive. By not performing repairs, we anticipate areas of the road to be washed out and damaged leading to increased emergency repairs.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants			
General Contracting	257,023	257,023	
Expenditures Total	257,023	257,023	
Funding			
Grant Revenue	233,764	233,764	
Reserve Funds	23,259	23,259	
Funding Total	257,023	257,023	

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status		
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9539 Phase 2 Cityworks Software Implementation		
Department	General		
Version	4 Council Review 1	Year	2022

Description

Expansion of Cityworks to other municipal departments. Involves the creation of templates for inspections and work orders. Working towards bringing Operations team live by Spring 2022; with next steps to look at Community Services group.

Justification

The Environmental Services department implemented use in 2019. To expand on the municipal footprint, further addition of Operations and other departments is required. This will allow for a cross-functional operation of all departments, streamlining and making processes consistent. This provides a consistent platform for ratepayers regardless of the department they are dealing with and allows staff to access a full history of issues related to specific matters.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	59,000	9,000	50,000
Expenditures Total	59,000	9,000	50,000
Funding			
Reserve Funds	59,000	9,000	50,000
Funding Total	59,000	9,000	50,000

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9172 MECHANICS FOOTPATH(19)		
Department	Trails		
Version	4 Council Review 1	Year	2022

Description

Carried forward from previous budgets. Design complications due to existing lands. The project needs to be reassessed for options and a report brought forward to Council.

Justification

Existing steps have deteriorated and impose a safety issue. The steps are not accessible. Construct accessible access and remove existing safety issues.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	50,000	50,000	
Expenditures Total	50,000	50,000	
Funding			
Reserve Funds	50,000	50,000	
Funding Total	50,000	50,000	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9604 KIPP Trail - Huron Ridge to Kin-Huron		
Department	Trails		
Version	4 Council Review 1	Year	2022

Description

Install B-Line roadside paved trail. Work included topsoil & vegetation removal, granular placement, paving and restoration. Signage for the trail will be included.

Justification

The KTA and various stakeholders have been working to bring the KIPP Trail to fruition. With successful fundraising, the creation of the Great Lakes Waterfront Trail and gas installation we can proceed with construction. The Municipality was successful in obtaining Provincial and Federal funding through the ICIP Recreation stream to support the construction of this project.

Budget

	Total	Carryfwd	2022
Expenditures			
Advertising			
Engineering/Consultants			
General Contracting	1,430,000	1,430,000	
Expenditures Total	1,430,000	1,430,000	
Funding			
Grant Revenue	806,630	806,630	
Reserve Funds	270,000	270,000	
Donations	353,370	353,370	
Funding Total	1,430,000	1,430,000	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9614 Red & Green 10KM Loop		
Department	Trails		
Version	4 Council Review 1	Year	2022

Description

With the use of a heavy equipment contractor, reroute two trail sections with one being a flood prone area. Purchase materials and resurface ~1km of trail. Complete engineering/approvals on two potential bench-cut trail areas between G05-G16.

Justification

The current areas impose challenging terrain and safety issues. The 2KM were part of an initial 10KM loop previously established. The remaining 2KM would completes the trail to standards that were established. Bruce Power has provided an \$80,000 grant to support this project offsetting the Municipal costs.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	80,000	30,000	50,000
Expenditures Total	80,000	30,000	50,000
Funding			
Reserve Funds			
Donations	80,000	30,000	50,000
Funding Total	80,000	30,000	50,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9618 Park Street Ext Footpath Rehabilitation		
Department	Trails		
Version	4 Council Review 1	Year	2022

Description

Repair the existing abutments and trail as it connects to the bridge. Apply a lift of asphalt to hard surface the trail connecting it from Park St to Kincardine Ave.

Justification

The existing trail is washing out as it meets the pedestrian bridge. Repairs are required to prevent failure and address safety concerns. The existing foot path is stone dust and is prone to wash outs due to the grade of the path.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	30,000	20,000	10,000
Expenditures Total	30,000	20,000	10,000
Funding			
Reserve Funds	30,000	20,000	10,000
Funding Total	30,000	20,000	10,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9625 Waterfront Review		
Department	Parks		
Version	4 Council Review 1	Year	2022

Description

In 2021 Council approved the recommendation to complete a Waterfront Master Plan. This was paused as the staff have been working through an Organizational Structure. The development of the Request for Proposal will include components such as:

- 1) Safety recommendations
- 2) Accessibility
- 3) Vehicle and active transportation aspects
- 4) Gathering areas
- 5) Campground
- 6) Concept Drawings
- 7) Phased-in costing analysis
- 8) Community Engagement

Justification

The additional \$20,000 to the already approved \$40,000 is more in line with Waterfront Master Plan costing and will include Landscape Architect submissions which will assist staff in presenting future phases for development.

Budget

	Total	Carryfwd	2022
Expenditures			
Engineering/Consultants	60,000	40,000	20,000
General Contracting			
Expenditures Total	60,000	40,000	20,000
Funding			
Reserve Funds	60,000	40,000	20,000
Funding Total	60,000	40,000	20,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	Medium	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9644 Victoria Park Gazebo Replacement		
Department	Parks		
Version	4 Council Review 1	Year	2022

Description

In 2021 Council approved \$155,000 for the replacement of the wooden structure (Gazebo) at Victoria Park. Due to COVID 19, work was delayed as staff's focus was on the pandemic and the operations associated with that.

For 2022, staff would like to increase the budget by \$20,000 to include project management and community engagement. To date, some preliminary engineering work and concepts has been completed in draft.

Justification

Victoria Park is a well used and popular park year round. Repairs are needed on the Victoria Park Gazebo to ensure it is safe for all those who use it during the course of the year. As community events continue to increase as mitigations due to COVID are relaxed, it is anticipated that the new gazebo will be a focal point for special events and gatherings.

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	175,000	155,000	20,000
Expenditures Total	175,000	155,000	20,000
Funding			
Reserve Funds	175,000	155,000	20,000
Funding Total	175,000	155,000	20,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9644 Victoria Park Gazebo Replacement		
Department	Parks		
Version	4 Council Review 1	Year	2022

Gallery

Victoria Park Gazebo



Municipality of Kincardine

Capital Projects

Project	9644 Victoria Park Gazebo Replacement		
Department	Parks		
Version	4 Council Review 1	Year	2022

Gallery

Victoria Park Gazebo 2



Municipality of Kincardine

Capital Projects

Project	9017 MAC - Generator		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Purchase and install a generator at the MAC to provide backup due to the relocation of the EOC

Justification

Provide backup for the MAC EOC

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	191,035	191,035	
Expenditures Total	191,035	191,035	
Funding			
Reserve Funds	191,035	191,035	
Funding Total	191,035	191,035	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9637 Kincardine Library - Carpet		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

The main floor carpet requires replacing due to wear and age. It has been requested by Bruce County, who operates the building for several years. There are several tripping hazards around the counter area due to the existing carpeting.

Justification

Replace the main floor carpet due to wear and age

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	28,000	28,000	
Expenditures Total	28,000	28,000	
Funding			
Reserve Funds	28,000	28,000	
Funding Total	28,000	28,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9638 Kincardine Library - Renovations		
Department	Facilities		
Version	4 Council Review 1	Year	2022

Description

Renovate the interior of the library to provide barrier free washroom(s). The existing public washrooms are not accessible and there are no change area for parents. This item has been requested by Bruce County who operates the facility for several years.

Using funds in 2021 for an architect, with construction to commence in 2022.

Justification

Provide barrier free washroom(s)

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	100,000	50,000	50,000
Expenditures Total	100,000	50,000	50,000
Funding			
Reserve Funds	100,000	50,000	50,000
Funding Total	100,000	50,000	50,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9049 Rescue Truck Replacement (Tiverton Station)		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

Request to replace the 23 year old rescue truck 11-6 in the Tiverton Fire Station
Budget request of \$425,000.00

Project not completed in 2021, request carryforward to 2022

Justification

This truck has far exceeded its 20 year replacement cycle and it should of been replaced in 2018
Out dated technology
Showing signs of wear and tear which could lead to safety concerns
Full tire replacement required
New vehicles include better safety features such as rollover protection better braking systems
Body on current truck is rusting and doors are worn out

Budget

	Total	Carryfwd	2022
Expenditures			
Vehicles/Equipment	625,000	425,000	200,000
Expenditures Total	625,000	425,000	200,000
Funding			
Reserve Funds	625,000	425,000	200,000
Funding Total	625,000	425,000	200,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9052 Womens Facilities Upgrade		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

Currently there is no proper change area for female firefighters
Secure facilities are required for female

Not completed in 2021. Carryover to 2022

Justification

Both fire halls require upgrading for proper change areas for women

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	15,000	15,000	
Expenditures Total	15,000	15,000	
Funding			
Reserve Funds	15,000	15,000	
Funding Total	15,000	15,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Buildings	
Project Type	New Construction	
Priority	Very High	
Status	New Capital Project	
Parent Project		
Child Project(s)		

Municipality of Kincardine

Capital Projects

Project	9055 Fire Stations Upgrades to Natural Gas		
Department	Fire Department		
Version	4 Council Review 1	Year	2022

Description

Upgrade to natural gas at both the Kincardine and Tiverton fire stations

Application deadline missed. Carry forward to 2022

Justification

Budget

	Total	Carryfwd	2022
Expenditures			
General Contracting	10,000	10,000	
Expenditures Total	10,000	10,000	
Funding			
Reserves	10,000	10,000	
Funding Total	10,000	10,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Parent Project		
Child Project(s)		

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
9138 Bruce Road 15 - Inverhuron Servicing Parent		1,975,000				
9162 Maple St. Reconstruction	95,000					
9165 Durham St/Lambton St/Saugeen St Parent	2,676,752					
9464 Queen St Sewermain Replacement			4,800,000			
9474 Huron Terrace Forcemain Replacement	230,000					
9478 Lake St North Servicing - Parent		865,000				
9516 Highland Drive & McLeod Ave Watermain Replacement	32,000		3,520,000			
G028 Nelson, Milne, Kingsway Reconstruction Parent 2026						3,590,000
G046 Water and Wastewater Master Plan Update Parent		100,000				
H042 Mount Forest Ave Servicing - Parent		40,000	380,000			
H044 Kincardine Ave Servicing - Parent		165,000	1,250,000			
I005 Albert Road - Storm Sewer Project Parent				1,955,000		
I013 Bruce Ave Reconstruction - Park St to Hwy 21 Parent			3,075,000			
I014 Nelson St (Queen St to Huron Terrace) Parent				700,000		
I019 West St - Reconstruction Parent					1,984,500	
I021 Conquergood Ave Parent					1,150,000	
I031 Princes Street Reconstruction Parent 2026						1,370,000
I033 Mechanics Ave Reconstruction Parent 2026						650,000
I036 Kingsway Street Reconstruction Parent 2026						915,000
I038 North Street Reconstruction Parent 2025					1,400,000	
I058 Rural Paving - Con 10 - S/R 20 - Boundary		1,340,000				
z001 Individual Projects						
Corporate Services						
Treasury						
A Treasury						
A001 Payroll Software system			100,000			
A002 Purchase of Replacement Postage Meter			8,000			
Total A Treasury			108,000			
B Information Technology						
B001 Server Replacement @ MAC		30,000		10,000		
Total B Information Technology		30,000		10,000		
Total Treasury		30,000	108,000	10,000		
Legislative Services						
E Clerk						
9014 Updates to Council Chambers - Electronic Meetings	103,466					
9027 Records Storage Modification	40,838					
E005 Photocopier/Printer				15,000		
Total E Clerk	144,304			15,000		
Total Legislative Services	144,304			15,000		
Total Corporate Services	144,304	30,000	108,000	25,000		
Strategic Initiatives						
Tourism						
F Tourism						
9653 DOWNTOWN SOUND SYSTEM(19)			30,000			
Total F Tourism			30,000			
Total Tourism			30,000			
Economic Development						
X Economic Development						
X001 Website Redevelopment			40,000			
Total X Economic Development			40,000			

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
Total Economic Development			40,000			
Total Strategic Initiatives			70,000			
Infrastructure & Development						
Environmental Services						
G Water						
9502 K WATER INTERNAL/DONATED		40,000	40,000	40,000	40,000	40,000
9511 K-WATER METER		12,000	12,000	12,000	12,000	12,000
9515 HYDRANT		10,000	10,000	10,000	10,000	10,000
9517 Scott's Point Well Replacement		225,000				
9525 KWTP UV DISINFECTION(19/18)	110,000		1,224,000			
9535 KWTP HIGHLIFT PUMP#3(19/18)SARATGAWTR13/1211/10/			200,000			
9542 Investigate Tiverton Water Supply Alternatives					200,000	3,300,000
G001 Briar Hill Well #1 Replacement-Tiverton			120,000			
G002 Arsenic Treatment for Dent Well-Tiverton						400,000
G003 Water Meter Replacement Program and Software Upgrades		2,500,000				
G049 Andrew Malcolm Watermain Replacement		120,000	1,080,000			
G050 KWTP SCADA Wiring Upgrades 2022		100,000				
G051 SCADA Upgrades Well Sites 2022		40,000				
G052 KWTP Reservoir Repairs		250,000				
G056 KWTP Building Upgrades 2022		500,000				
G057 Campbell St. Watermain		25,000				
Total G Water	110,000	3,822,000	2,686,000	62,000	262,000	3,762,000
H Wastewater						
9464 Queen St Sewermain Replacement	114,000					
9480 Huron Terrace Pump Station Upgrades	5,085,229					
9481 Maple St Pump Station Upgrades		65,000	750,000			
9484 KWWTP Aeration Upgrades	1,326,847					
9487 WASTEWATER - INTERNAL/DONATED		30,000	30,000	30,000	30,000	30,000
H003 Durham St Pump Station Upgrades 2022		70,000	1,000,000			
H006 Durham St Forcemain 2022			225,000			
H018 Park Street Pump Station and Forcemain Upgrades		70,000		4,000,000		
H039 Genset for Kincardine Effluent Station 2022		10,000	90,000			
Total H Wastewater	6,526,076	245,000	2,095,000	4,030,000	30,000	30,000
L Waste Management						
9557 KWMC - Construction of Cell #2 (B/C)			400,000			
L008 Perimeter Fencing KWMC			30,000	30,000	30,000	30,000
L009 Waste Management Trailer		10,000				
Total L Waste Management		10,000	430,000	30,000	30,000	30,000
Total Environmental Services	6,636,076	4,077,000	5,211,000	4,122,000	322,000	3,822,000
Operations						
I Roads						
9130 Concession 2 and BR 23 Improvements	75,000					
I008 Sutton Street Sidewalk Extension			40,000			
I009 Goderich Street Paving		65,000				
I010 Broadway Street Sidewalk			250,000			
I015 Stormwater Master Plan			60,000			
I020 Mahood Johnston - Urbanization from Bruce Ave to FH				350,000		
I025 Whispering Woods Resurfacing		25,000				
I027 Leggett Lane - Repave			20,000			
I057 Shop Floor Replacement - Arrow PW Shop		30,000				

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
I059 Rural Paving- Con 6 - S/R 15 - Boundary						1,000,000
I060 Rural Paving- Con 5 - S/R 20 - BR 1				800,000		
I061 Rural Paving - Con 10 - Hwy 21 - S/R 20			800,000			
I062 Rural Paving - Con 8 - S/R 15 - Boundary					1,000,000	
I072 South Cedar Drainage Improvement		15,000				
Total I Roads	75,000	135,000	1,170,000	1,150,000	1,000,000	1,000,000
J Bridges, Culverts, Storm						
9110 Brown's Hill Bridge 2121			3,000,000			
9114 Various Culvert Repair	30,000	195,000	150,000	150,000	150,000	
I017 Bridge Master Plan			90,000			
J006 2633 Bruce/Suageen Twn Line (culvert)				90,000		
J011 2207 Kincardine Ave (culvert)			575,000			
J012 2601 Albert Road Bridge				180,000		
J013 2116 Munro Bridge (Northline)				90,000		
J014 2132 White Bridge (Con 9)				395,000		
J015 2138 Evans Bridge (Victoria St)				300,000		
J016 2622 Concession 10 Bridge				30,000		
J017 2123 Sideroad 30 Bridge				185,000		
J018 2621 Sideroad 15 Bridge				140,000		
J019 2136 Sideroad 5 (culvert)				400,000		
J022 2115 Thompson Bridge						295,000
J023 2106 Weir Sheane Bridge						80,000
J024 2137 Collins Bridge						100,000
J026 2623 Culvert Concession 10					595,000	
J033 2204 Duham St Bridge						139,000
J034 Guard Rail Replacement		25,000	25,000	25,000	25,000	25,000
Total J Bridges, Culverts, Storm	30,000	220,000	3,840,000	1,985,000	770,000	639,000
K Fleet						
9256 Tandem Plow/Sander 3484	325,000					
K006 Sweeper Replacement 3420			330,000			
K007 One Ton Dump Truck 3456			60,000			
K009 Tractor Replacement 3492		425,000				
K012 Single Axel Plow/Sander 3416		300,000				
K013 Trackless Sidewalk Plow 3435				200,000		
K014 One Half Ton Truck Replacement Wtr 4436		50,000				
K015 KWMC -Compactor 4449					360,000	
K017 Chipper Replacement 3441		100,000				
K018 Tandem Plow/Sander 3460				325,000		
K019 Half Ton Truck Replacement 3476			50,000			
K020 Half Ton Truck Replacment Wtr 4435			50,000			
K021 Rlding Mower Cemetery 5557			15,000			
K022 Single Axel Plow/Sander 3419					250,000	
K023 Articulated Loader 3434				300,000		
K025 Riding Mower Cemetery 5558				15,000		
K028 4398 Sterling Vactor Truck						475,000
K029 Cemtery-Mini Excavator				55,000		
K030 Misc. Equipment - attachments				100,000		
K031 Replacement of Half Ton truck 4394 in 2026						50,000
K036 Fuel Management System - card lock			60,000			
K038 3/4 Ton Sewer Van 4399 Replacement 2024						80,000

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
K039 4454 P/U Truck						50,000
K040 3477 Service Truck					70,000	
K041 3483 Trackless					180,000	
K042 3408 P/U Truck					50,000	
K043 3487 Tandem Truck						325,000
K056 Ice Resurfer - Tiverton Sports Centre			125,000			
K057 Truck for Davidson Centre		50,000	30,000		33,000	
K059 Truck Hoist			70,000			
K060 Mechanics Tools		40,000				
K061 Mower - Parks		16,000	25,000	25,000		
K062 1144 Facilities Van Replacement			60,000			
K063 Under Ground Tank Removal - Kincardine Shop			20,000			
K064 2245 - Building and Planning Van			50,000			
Total K Fleet	325,000	981,000	945,000	1,020,000	943,000	980,000
M Cemetery						
M003 Kincardine- Columbarium Expansion			20,000	50,000		
M005 Paving - Kincardine/Tiverton				130,000		
Total M Cemetery			20,000	180,000		
O Airport						
9454 Airport Signage	20,000		25,000			
9459 Kiosk Fuel System Upgrade	100,000					
O009 Exterior Renovations				30,000		
O010 Security Camera System			12,000			
O011 Septic System Replacement				17,000		
O012 Mechanical Equipment Replacement			10,000			
O013 Hydro Service Upgrade			25,000			
O014 Runway Expansion						650,000
O015 Interior Renovations (Food Service)				1		
Total O Airport	120,000		72,000	47,001		650,000
V General						
9176 Sunset Shoreline Erosion	257,023					
9539 Phase 2 Cityworks Software Implementation	9,000	50,000				
Total V General	266,023	50,000				
Total Operations	816,023	1,386,000	6,047,000	4,382,001	2,713,000	3,269,000
Total Infrastructure & Development	7,452,099	5,463,000	11,258,000	8,504,001	3,035,000	7,091,000
Community Services						
Parks & Facilities						
N Trails						
9172 MECHANICS FOOTPATH(19)	50,000					
9604 KIPP Trail - Huron Ridge to Kin-Huron	1,430,000					
9614 Red & Green 10KM Loop	30,000	50,000				
9618 Park Street Ext Footpath Rehabilitation	20,000	10,000				
N005 Green Trail Construction			60,000			
N006 Trail Expansion Project				75,000		
N007 Pedestrian Foot Bridges - Rehabilitaion		125,000				
Total N Trails	1,530,000	185,000	60,000	75,000		
P Parks						
9625 Waterfront Review	40,000	20,000	500,000	250,000	200,000	200,000
9644 Victoria Park Gazebo Replacement	155,000	20,000				
P010 Connaught Park Upgrades		26,000	100,000	100,000		

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
P011 Tiverton Ball Diamond Upgrades				100,000		
P012 Picnic Shelters Replaced - Dunsmoor Park			55,000			
P015 Washrooms at Inverhuron Park			155,000			
P016 Dunsmoor Park Band Shell			160,000			
P018 Huron Ridge Playground Equipment Replacement		55,000				
P019 Playground Equipment Replacement			55,000	55,000	55,000	55,000
P020 Inground garbage receptacles			40,000	25,000	25,000	
Total P Parks	195,000	121,000	1,065,000	530,000	280,000	255,000
R Facilities						
9017 MAC - Generator	191,035					
9030 Medical Clinic Conversion to Natural Gas			40,000			
9581 Conversion of Parks & Recreation Facilities to Natural Gas		20,000		40,000		
9588 HVAC Replacement - Davidson Centre		55,000		60,000		
9637 Kincardine Library - Carpet	28,000					
9638 Kincardine Library - Renovations	50,000	50,000				
9641 LIGHTHOUSE RPRS(18/17/15)LIGHTHSE FNDTN RPR(14,1:			100,000			
9646 Replacement of Lighthouse Stairs			130,000			
R006 MAC - Parking Lot			12,000	150,000		
R008 Medical Clinic - HVAC		30,000	30,000			
R009 Tiverton Library - Ramp and Stairs			45,000			
R010 Underwood - Carpet			20,000			
R011 Armow WI - Renovations			15,000			
R013 Dehumidifier - Tiverton Sports Centre		55,000		55,000		
R014 D.C. Parking Lot - Phase 2 Engineering			50,000	382,000	911,000	
R015 Upgrade D.C. Lighting to LED -Arena area		60,000				
R016 Upgrade Tiverton Sports Centre to LED			60,000			
R017 HVAC Units - Tiverton Sports Centre		40,000				
R018 Construction of new WCCC		6,988,000				
R019 Tiverton Library - Accessible Front Door & Washroom			30,000			
R020 MAC - Carpet 2nd floor			40,000			
R021 MAC - LED lighting 2nd floor			20,000			
R022 Kincardine Library - Upgrade LED lighting			7,000			
R023 Armow WI - Entrance			30,000			
R024 Armow WI - New furnace				7,000		
R025 Lighthouse - Tower Window			30,000			
R026 Lighthouse - Natural Gas			10,000			
R027 Medical Clinic - LED Lighting upgrade		6,000				
R028 Kincardine Library - Gas Conversion			40,000			
R029 Pool painting		35,000				
R030 Dehumidification - Davidson Centre		55,000				
R031 Davidson Centre - Flooring replacement Senior's room		22,000				
R032 Pool - Replace mechanical equipment			900,000			
R033 Pool conditions assessment			25,000			
R034 Davidson Centre conditions assessment			25,000			
R035 Davidson Centre Flooring and Dashers Replacement						1,400,000
R036 Tiverton Sports Centre conditions assessment				25,000		
R038 Energy Audit for Municipal Facilities			50,000	30,000	40,000	50,000
R039 Bruce Township Community Centre Kitchen Upgrades			72,000			
Total R Facilities	269,035	7,416,000	1,781,000	749,000	951,000	1,450,000
Total Parks & Facilities	1,994,035	7,722,000	2,906,000	1,354,000	1,231,000	1,705,000

Appendix E

5 Year Capital Budget Forecast

	Carry Forward	2022	2023	2024	2025	2026
Community & Recreation Programs						
Q Recreation						
Q012 Convert Manual Backstops to Power Operated Units			25,000			
Total Q Recreation			25,000			
Total Community & Recreation Programs			25,000			
Fire Department						
U Fire Department						
9049 Rescue Truck Replacement (Tiverton Station)	425,000	200,000				
9052 Womens Facilities Upgrade	15,000					
9055 Fire Stations Upgrades to Natural Gas	10,000					
U005 Replace 1999 Aerial Apparatus					1,300,000	
U006 Replacement of the Tiverton Fire Station				1,800,000		
U008 Replacement of Pumper 12-2 Kincardine Fire Station		650,000				
U009 CAF11-2 Tiverton Mini pumper			450,000			
U010 Car 3 Pickup Truck			51,000			
U011 Car 1 Replacement						66,000
U013 Communications Equipment Reserve Fund					107,000	
U014 Fire hose replacement plan reserve fund					37,500	
U017 Firefighting Equipment Reserve Fund					75,000	
U018 Fire Hose		10,000				
U019 Fire Nozzles		5,000				
U020 Air Compressor Replacement				60,000		
Total U Fire Department	450,000	865,000	501,000	1,860,000	1,519,500	66,000
Total Fire Department	450,000	865,000	501,000	1,860,000	1,519,500	66,000
Total Community Services	2,444,035	8,587,000	3,432,000	3,214,000	2,750,500	1,771,000
Total z001 Individual Projects	10,040,438	14,080,000	14,868,000	11,743,001	5,785,500	8,862,000
Total Capital Departments	13,074,190	18,565,000	27,893,000	14,398,001	10,320,000	15,387,000

Appendix F

Fund Manager RF Schedule

	2022 Projected Opening Balance	2022 Budgeted projects	2022 Transfers Out	2022 Contributions In	2022 Interest Income	Projected Balance as of Dec 31, 2022
Reserves						
FROM Reserve-Working Capital	330,493					330,493
FROM Reserve-Community Policing	1,015					1,015
FROM Reserve-Capital	2,581,971	(255,000)	(192,500)	1,398,956		3,533,427
FROM Reserve-Election	97,343		(63,200)	15,000		49,143
Total Reserves	3,010,822	(255,000)	(255,700)	1,413,956		3,914,078
Reserve Funds						
FROM Marina Launch Ramp RF14	689				7	696
FROM Buildings-Underwood CC RF15	2,584				26	2,610
FROM Buildings-Women's Institute RF15	46,301				463	46,764
FROM Buildings-Locum House RF15	45,312		(44,000)		233	1,545
FROM Buildings-Westario RF15	55,007				550	55,557
FROM Buildings-Affordable Housing RF15	51,672				517	52,189
FROM Workplace Insurance RF17	374,916		(13,000)		3,684	365,600
FROM WCCC RF25	215,987				2,160	218,147
FROM W1 Industrial RF30	1,965				20	1,985
FROM Equipment Replacement CAO RF49	5,403				54	5,457
FROM Equipment Replacement Clerk RF49	13,314				133	13,447
FROM Equipment Replacement Treasury RF49	217				2	219
FROM Equipment Replacement General Govt RF49	404				4	408
FROM Equipment Replacement Kinc Fire RF49	102,142			100,000	1,521	203,663
FROM Equipment Replacement Paisley Fire RF49	2,556				26	2,582
FROM Equipment Replacement Roads RF49	277,778			100,000	3,278	381,056
FROM Equipment Replacement Garbage Collection RF49	5,029				50	5,079
FROM Equipment Replacement Kinc Landfill RF49	102,440			100,000	1,524	203,964
FROM Equipment Replacement Cemetery RF49	3,932				39	3,971
FROM Equipment Replacement MYSIS RF49	15,386				154	15,540
FROM Equipment Replacement Street Lighting RF49	6,157				62	6,219
FROM Equipment Replacement IT RF49	47,077				471	47,548
FROM Equipment Replacement Building RF49	4,787				48	4,835
FROM Equipment Replacement Planning RF49	20,123				201	20,324

Appendix F

Fund Manager RF Schedule

	2022 Projected Opening Balance	2022 Budgeted projects	2022 Transfers Out	2022 Contributions In	2022 Interest Income	Projected Balance as of Dec 31, 2022
FROM Rotary Dock RF51	21,800				218	22,018
FROM Arts Facility RF56	8,701				87	8,788
FROM Tourism RF60	327,008				3,270	330,278
FROM Trails RF63	36,168				362	36,530
FROM Tax Mitigation RF65	315,889				3,159	319,048
FROM Health Care RF66	623,138				6,231	629,369
FROM Marina RF69	156,030			3,152	1,576	160,758
FROM Recreation-Davidson Centre RF72	208,860	(100,000)		50,000	1,839	160,699
FROM Recreation-Recreation RF72	66,783				668	67,451
FROM Recreation-Parks RF72	29,571				296	29,867
FROM Cemetery RF74	2,449				24	2,473
FROM Community Benefits RF75	590,547	(705,000)		650,000	5,630	541,177
FROM Lifecycle RF82	4,697,523	(3,249,000)	(1,625)	4,060,000	51,022	5,557,920
Total Reserve Funds	8,485,645	(4,054,000)	(58,625)	5,063,152	89,609	9,525,781
Water & Sewer Reserve Funds						
FROM Tiverton Sewers RF18	156,920				1,569	158,489
FROM Tiverton Water RF24	115,426		(115,426)			
FROM Sewer RF67	3,863,486	(624,000)	(2,518,766)	1,488,690	30,364	2,239,774
FROM KWTP Water RF68	8,717,291	(4,104,000)		1,468,719	73,997	6,156,007
FROM BEC Water RF68	449,583			35,707	4,674	489,964
Total Water & Sewer Reserve Funds	13,302,706	(4,728,000)	(2,634,192)	2,993,116	110,604	9,044,234
Development Charges						
FROM DCs-Parks & Recreation RF80	282,984				2,830	285,814
FROM DCs-Cemetery RF80	3,842				38	3,880
FROM DCs-Public Works & Fleet RF80	24,821				248	25,069
FROM DCs-Fire Services RF80	75,826				758	76,584
FROM DCs-Waste Management RF80	6,691				67	6,758
FROM DCs-General Government RF80	4,395				44	4,439
FROM DCs-Roads & Related RF80	91,686				917	92,603
FROM DCs-Wastewater RF80			(268,755)	268,755		
Total Development Charges	490,245		(268,755)	268,755	4,902	495,147

Appendix F

Fund Manager RF Schedule

	2022 Projected Opening Balance	2022 Budgeted projects	2022 Transfers Out	2022 Contributions In	2022 Interest Income	Projected Balance as of Dec 31, 2022
Obligatory Funds						
FROM W2 Inverhuron Sewage RF42	185,164				1,852	187,016
FROM Parkland Trust RF55	100,085				1,001	101,086
FROM Federal Gas Tax RF71	364,692	(725,000)		361,204	1,828	2,724
FROM Building Permits RF73	2,036,567		(145,175)		19,640	1,911,032
FROM PIL Parking RF81	51,840				518	52,358
Total Obligatory Funds	2,738,348	(725,000)	(145,175)	361,204	24,839	2,254,216
Total Funding Sources	28,027,766	(9,762,000)	(3,362,447)	10,100,183	229,954	25,233,456

New Position Requests 2022

Department	Position Title	Category	Budget Impact	Tax Rate Impact	Justification
Community Services	Manager, Parks & Facilities	Full Time	\$ 145,000	0.85%	Identified in the Organizational Review supported by Council. In order for the recommendations within the review to have success, it is imperative that the appropriate staff are in place. The addition of this position will provide efficiencies and the transition of a number of items currently managed in other departments. Through economies of scales and management, this portfolio will assist in ensuring Community Services in Kincardine is a leader within the field of Parks and Recreation.
Infrastructure & Development	Locator	Full Time (currently 8-month seasonal contract)	\$ 5,200	0.03%	It is difficult to secure qualified personnel in this position due to this being an 8-month seasonal contract position. With growth in the community and the stringent legislation for excavations and locating, our locator is becoming increasingly busy during prime construction months. As a result, they are unable to maintain record drawings which could be updated in the off-season months. This staff member could further perform video work and inspections of sewer mains to determine the condition of our assets and allow us to complete further preventative maintenance. During the winter months they would be able to assist with snow removal of our various sites.
Infrastructure & Development	Outside Maintainer	Full Time	\$ 34,400	0.20%	The organizational review identified a need for 2 additional year round maintainers. With reallocating Parks staff to Community Services, there is a vacancy in the winter for two routes. The balance of the year we do not have sufficient staffing complement to maintain the overall workload. Adding two additional year round staff will allow us to further commit to in house uses of our tree crew which mitigates contracted services and reduces liability by removing trees at the appropriate time. Wages will be offset by eliminating a year round contract and use of the half time winter help.
Infrastructure & Development	Manager, Environmental Services	Full Time	\$ 38,500	0.23%	Identified in the Organizational Review supported by Council. In order for the recommendations within the review to have success, it is imperative that the appropriate staff are in place. Position is heavily relied upon for capital programming. With significant upgrades continuing and opportunities in the development sector vacancy will continue to challenge ability to execute effectively. Without position, other positions will continue to incur overtime throughout 2022. Position will be split in funding from tax base and user fees.