

2023 Budget Report

December 19, 2022

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 2022 population of **12,961** with an estimated **6,428** households.



Household
Income

The 2022 average household income is estimated at **\$135,005**



Land Area

The land area of Kincardine is **538** sq. kms, with a population density of **24** people per sq. km.

Budget at a Glance

The 2023 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 2023 tax-supported operating budget includes \$24.233 million in expenditures, which is an increase of \$1.224 million (5.3%) over the prior year.



Tax-Supported Operating Budget

10.7%
\$227
\$2,350

2023 *draft* tax rate increase
Increase per average household
Total municipal portion per household



Water & Sewer Budget

7%
\$75
\$1,152

Water/sewer rate increase
Increase per average household
Average total cost per household



Capital Investment

3%
\$540K
\$4.85M
\$23.55M

Tax rate increase to fund capital
Total increase in annual capital contribution
Total contribution to tax-funded capital program
Total 2023 capital program

Executive Summary

The 2023 draft budget consists of tax-supported operating expenses of \$24.234 million, compared to \$23.009 million in 2022, which represents an overall increase of \$1.224 million, or 5.3%. The draft 2023 operating budget includes a municipal tax rate increase of 10.7%. For the average residential property assessed at \$275,000, a municipal tax rate increase of 10.7% amounts to an annual increase of \$227.

MPAC has again postponed the 2020 Assessment Update and has confirmed that property assessments for the 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. Without the value/equity assessment increases, upwards adjustment of the tax rate will be required. In 2023, additional revenue from in-year assessment changes (growth) amounts to \$403,000.

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 2022 budget included the addition of new headcount resulting from the restructuring, including:

- Director of Community Services
- Manager of Strategic Initiatives
- Manager of Environmental Services
- Manager of Operations
- Manager of Parks & Facilities
- Communications Coordinator

There were also 6 positions that were modified from part-time to full-time positions. The 2023 budget year is the first year for these additional positions to be included in the budget for the full 12-month period, and not prorated. This cost increase is included in the total payroll cost variance discussed under the Summary of Expenditures.

Inflation and rising prices for goods and services has also impacted the day-to-day operations of the Municipality, particularly the cost of fuel. Fuel cost increases directly affect the operating costs across all departments. Supply chain shortages have also increased the prices of goods for materials, equipment and supplies (chemicals, automotive parts, salt/sand, gravel, etc.) creating further pressures on the municipal budget. With an inflation rate of 7%, any tax increase that is less than inflation will require a decrease in municipal service levels.

Summary of Budget Impacts

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 - Existing Service Levels:	Tax Funded	User Funded	Total	% Tax Rate Impact
3% Annual Contribution to Lifecycle RF	\$ 540,000	\$ -	\$ 540,000	2.95%
Salaries & Benefits increases	\$ 506,020	\$ 78,115	\$ 584,135	2.76%
Increase in debenture principal & interest payments	\$ 73,686	\$ 188,837	\$ 262,523	0.40%
Increase in Fuel/Diesel costs	\$ 171,765	\$ 1,500	\$ 173,265	0.94%
Insurance Premiums - 25% increase	\$ 110,970	\$ 25,804	\$ 136,774	0.61%
Waste Mgmt Contracted Services Cost Increase	\$ 66,400	\$ -	\$ 66,400	0.36%
Building Maintenance costs	\$ 49,040	\$ 26,060	\$ 75,100	0.27%
Software Contracts	\$ 26,390	\$ 20,100	\$ 46,490	0.14%
Employee & Council Training/Travel	\$ 36,694	\$ 4,200	\$ 40,894	0.20%
Road materials (salt, loosetop mtce)	\$ 42,000	\$ -	\$ 42,000	0.23%
SVCA levy increase	\$ 33,833	\$ -	\$ 33,833	0.18%
	\$ 1,656,798	\$ 344,616	\$ 2,001,414	9.05%
Revenue Losses:				
Westario Power Dividend reduction	\$ 60,000	\$ -	\$ 60,000	0.33%
Lease rental income	\$ 47,580	\$ -	\$ 47,580	0.26%
Decline in Healthclub Membership Enrollment	\$ 36,000	\$ -	\$ 36,000	0.20%
	\$ 143,580	\$ -	\$ 143,580	0.78%
Total Unfavourable Variances - Existing Services	\$ 1,800,378	\$ 344,616	\$ 2,144,994	9.83%
Cost of New Programs or Services:				
Cost of New Debenture for Queen St. Reconstruction	\$ 185,675	\$ 376,976	\$ 562,651	1.01%
Physician Recruitment - Expanded Program:				
Nurse Practitioner contribution (0.6 FTE)	\$ 85,200	\$ -	\$ 85,200	0.47%
Interest-free mortgage costs	\$ 15,000	\$ -	\$ 15,000	0.08%
2023 Incentive payments	\$ 120,000	\$ -	\$ 120,000	0.66%
ER Program	\$ 10,000	\$ -	\$ 10,000	0.05%
Total Impact of Physician Recruitment Program	\$ 230,200	\$ -	\$ 230,200	1.26%
Total Cost of New Programs or Services	\$ 415,875	\$ 376,976	\$ 792,851	2.27%
Favourable Budget Variances:				
Property Tax Assessment Growth Changes	\$ (402,588)	\$ -	\$ (402,588)	-2.20%
Increase in OMPF Funding	\$ (91,200)	\$ -	\$ (91,200)	-0.50%
Bank interest income	\$ (85,000)	\$ -	\$ (85,000)	-0.46%
Recruitment Cost Savings	\$ (39,000)	\$ -	\$ (39,000)	-0.21%
Total Favourable Variances	\$ (617,788)	\$ -	\$ (617,788)	-3.37%
Impact of Tax Mitigation Measures used in 2022:				
2022 50% Bruce Telecom dividend to Operating	\$ 250,000	\$ -	\$ 250,000	1.37%
2022 Contingency Reserve to offset one-time costs	\$ 196,600	\$ -	\$ 196,600	1.07%
Total 2022 Tax Mitigation Measures	\$ 446,600	\$ -	\$ 446,600	2.44%
Total Net Property Tax Rate Impact (+/- 0.2%)	\$ 2,045,065	\$ 721,592	\$ 2,766,657	11.17%
Other cumulative budgetary variances	\$ 94,518			0.52%
2023 Draft Property Tax Increase	\$ 1,950,547			10.65%

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 \$12.44 million in 2023 compared to \$11.85 million in the prior year and represent 34% of total operating budget for the Municipality. Compared to 2022, salaries and benefits have increased by \$584 thousand, or 4.9%.

	2022 Budget	2023 Budget	\$ Variance	% Variance
Salaries	\$9,232,584	\$9,598,644	\$366,060	4.0%
Statutory & Health Benefits	\$2,621,827	\$2,839,897	\$218,070	8.3%
Total Payroll Costs	\$11,854,411	\$12,438,541	\$584,130	4.9%

Salaries: The increase in salaries of \$366,000 (4%) is a result of several factors including:

- Implementation of the Organizational Review and the restructuring of municipal departments. 2023 is the first full year of budgeting for salaries of the new positions created in 2022.
- Negotiated wage increase of 2.5% effective January 1, 2023, which accounts for approximately \$203,000 (55%) of the increase
- Annual step increases
- Increase to minimum wage of \$0.50/hour accounts for \$15,000 (4%)

Benefits: The statutory and health benefits costs include WSIB, group insurance, CPP, EI, EHT, LTD, and health and dental benefits. Effective January 1, 2023 OMERS has removed the eligibility requirement for non-full time employees to join the plan so that all non-full-time employees may elect to join at any time. The estimated impact of this plan change is \$86,000 for 2023.

The CPP maximum pensionable earnings is also increasing in 2023, from \$64,900 to \$66,600 as well as the CPP rate which is increasing from 5.70% to 5.95%. This has also impacted the budget by a total of \$22,000. EHT, EI and WSIB account for a further increase of \$52,000.

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 2023 operating budget includes a \$100 thousand transfer to the Equipment Replacement Reserve Fund for the Fleet Replacement program. This contribution is consistent with 2022 and 2021 contribution levels. The Operations fleet replacement program requires an annual investment in excess of \$1,200,000 to be sustainable.

The 2023 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 \$3.39 million, with the replacement of the 12-2 Pumper required in 2023 at an estimated cost of \$850,000. 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 2023, only \$100,000 has been included in the draft operating budget.

The operating budget for fleet management amounts to \$1.13 million in 2023 (excluding reserve fund transfers), an increase of \$257 thousand (30%) over the prior year. Of this increase, \$147 thousand (57%) is related to increased fuel costs. The monthly average per litre cost of gasoline over the 12-month period ending October 2022 has increased from 144.3 to 164.3, an increase of \$0.20/litre (14%), reaching a peak average of 205.9 in June 2022. The monthly average per litre cost of diesel fuel over the same 12-month period has increased from 142.8 to 216.4, an increase of \$0.736/litre (52%), reaching a peak average of 225.9 in May 2022. These inflationary increases have been adjusted for in the 2023 budget.

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.

Summary of Expenditures

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 2023 operating budget includes \$415 thousand in software contracts and computer hardware purchases. Software costs include Keystone, Cityworks, ActiveNet, FMW budgeting software, Laserfiche, Zoom, eScribe, Consigno, Cloud Permit, Bang the Table community engagement software, and the Mobile App. The operating budget also includes cyber security protection and mobile device management.

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 2023 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 \$5.5 million on contracted services, 43% 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 2023 budget includes the following significant contracts:

- OPP Policing Contract - \$2.3 million
- Bruce Area Solid Waste Recycling (BASWR) - \$546 thousand (6.5% increase)
- Saugeen Valley Conservation Authority (SVCA) - \$362 thousand (10% increase)
- By-law Enforcement - \$120 thousand
- Airport Management - \$111 thousand (7% increase)
- Marina operations - \$108 thousand
- Saugeen Mobility and Regional Transit (SMART) - \$86 thousand (4.9% increase)
- Paisley Contracted Fire Services - \$60 thousand (5% increase)
- Fire Dispatching Services - \$46 thousand
- Audit Fees - \$46 thousand

Summary of Expenditures

vi. Energy Costs:

The total 2023 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 \$81,000 (5.6%) in order to reflect the conversion to natural gas at the Davidson Centre and energy savings with recent LED upgrades. In 2023, 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 continue to 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 2023 annual insurance premium, excluding cyber coverage, has been estimated at \$550,000, which represents an increase of \$127,000 (30%) over the prior year. Municipalities have been experiencing significant insurance premium increases and Kincardine has been advised to budget for an increase between 20% - 45%.

Cyber insurance coverage is also increasing from \$33,000 in 2022 to an estimated \$43,000 in 2023. 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. A backup server and two-factor authentication were implemented in 2022 and the 2023 IT budget includes further security upgrades to strengthen the Municipality's security practices and protect against threats.

viii. Physician Recruitment & Retention:

The Municipality provides physician recruitment incentives in order to attract and retain new doctors to our community and offer quality health care to residents. The 2023 budget includes a contribution of \$85,200 to fund 60% of the ongoing costs of a Nurse Practitioner providing services at the Hawthorne Community Medical Clinic. The 2023 operating budget also includes recruitment incentives for new physicians, including a \$250,000 interest-free mortgage, relocation costs, and lump-sum payments. The budget also includes \$10,000 for the Emergency Room (ER) program which offers additional compensation to locum doctors to work at the Kincardine hospital ER.

The Township of Huron-Kinloss provides an annual contribution of \$17,000 towards the Physician Recruitment & Retention program.

The 2023 total tax rate impact of the physician recruitment program results in a tax rate increase of 1.28%.

Long-Term Borrowing

The Municipality records all annual debt charges (principal and interest) in the operating budget, which requires either property tax dollars or user fees to fund these amounts. The 2023 draft budget includes a debt charges of \$1.986 million, which is an increase of \$825,000 (71%) over prior year. This is largely due to the Queen Street Reconstruction project planned for 2023 at an estimated cost of \$7 million, and which would be funded entirely through external borrowing. For budgetary purposes, the annual repayment has been estimated at \$563,000 based on a 20-year term at an interest rate of 5.02%. The project would be funded proportionately through the water, wastewater and roads budgets. The remaining increase in the annual debt costs is primarily attributed to the new Huron Terrace Forcemain debenture, which was recently finalized and requires a debt payment of \$777,000 in 2023.

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 2022 ARL statement from the Province indicates an ARL of \$6,890,691. In 2017, the Municipality adopted self-imposed internal debt limitations of 10% of net revenues (below the Provincial 25%).

Total estimated long-term borrowing for 2023 amounts to \$22.569 million is comprised of the following projects:

Capital Project	2023 Debt Charges	Outstanding Balance	Completion Year
Queen St. Bridge Rehabilitation	\$ 168,000	\$ 2,404,000	2040
Municipal Office Renovations	\$ 201,000	\$ 391,000	2025
LED Street Lighting	\$ 142,000	\$ 248,000	2025
Fire Rescue Vehicle	\$ 37,000	\$ 72,000	2025
Tile Drain Debentures	\$ 28,000	\$ 19,000	Various
Huron Terrace Sewage Pumping Station	\$ 777,000	\$ 7,885,000	2042
9/21 Business Park Servicing	\$ 55,500	\$ 4,250,000	Pending
Queen St. Reconstruction	\$ 563,000	\$ 7,050,000	Pending
Physician Recruitment - mortgage interest	\$ 15,000	\$ 250,000	Pending
	\$ 1,986,500	\$ 22,569,000	

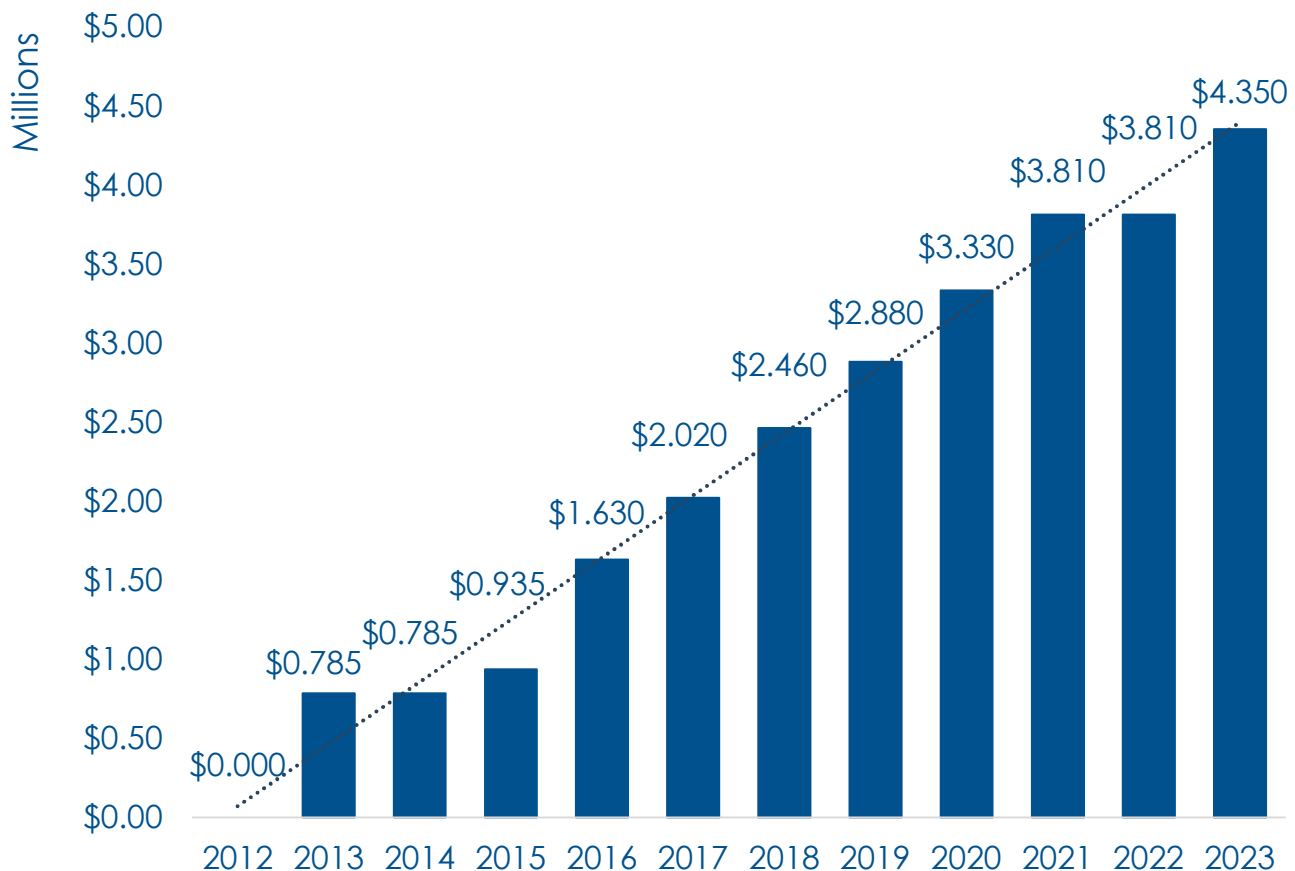
The above chart excludes internal borrowing amounts of \$240,000 for the OPF Business Park Lands and \$922,000 for the Connaught Park Sewage Pumping Station upgrades.

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. Total contributions to the Lifecycle Reserve Fund over the 10-year period amounts to \$22,445,000:



Tax-Supported Reserve Fund Transfers

The 2023 budget includes \$4.85 million as a transfer to the Lifecycle Reserve Fund. This includes the full Bruce Telecom dividend of \$500 thousand. This also includes a 3% tax rate increase (\$540 thousand) per the current Asset Management Policy. Based on the 2022 Asset Management Plan, in order to maintain existing levels of service, an annual tax rate increase of 6.7% 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.

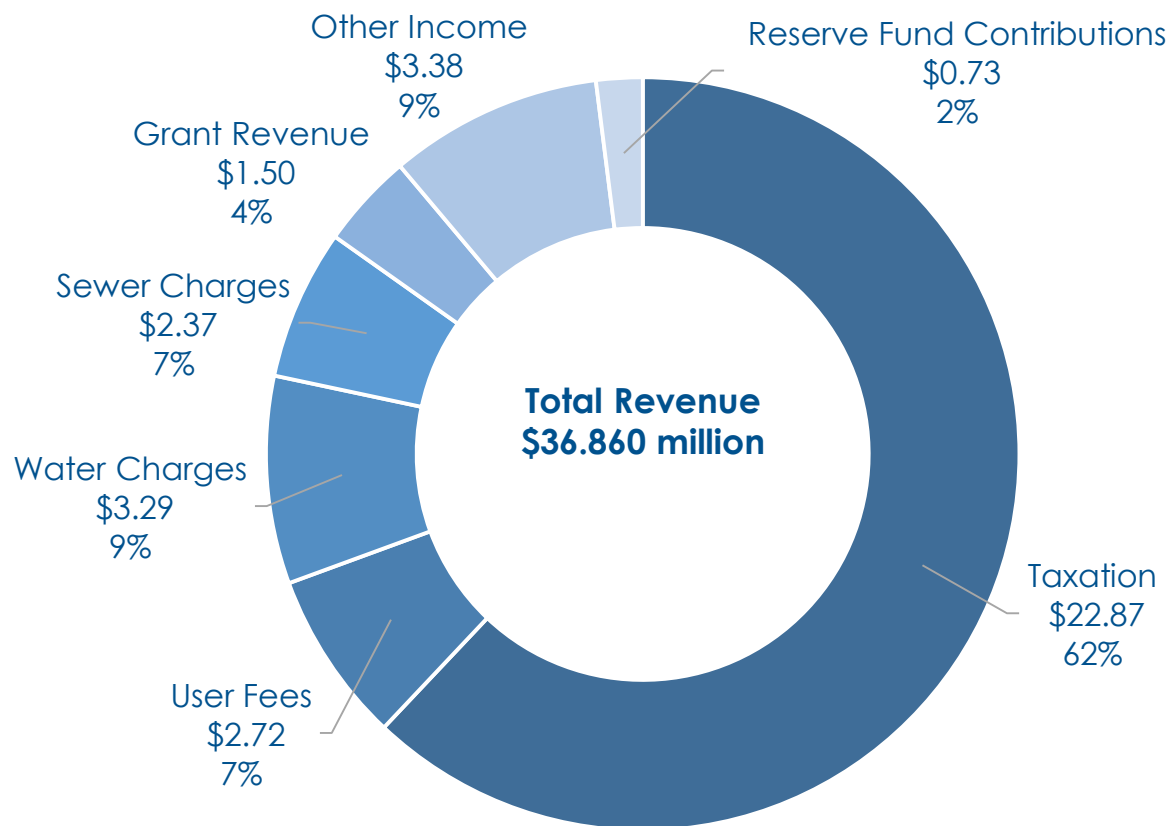
While the budget includes a \$4.85 million capital contribution, at the same time the budget draws on this reserve fund by an amount of \$3.28 million, leaving a net contribution of only \$1.57 million. The overall transfer of funds into the Lifecycle Reserve Fund should be substantially more than the funds transferred out for current projects, otherwise the long-term capital plan will remain significantly underfunded.

The 2023 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 \$36,860,000 million is required to offset spending and contributions to future capital, an increase of \$2,315,000 (6.7%) over prior year.

The revenue sources are summarized as follows:

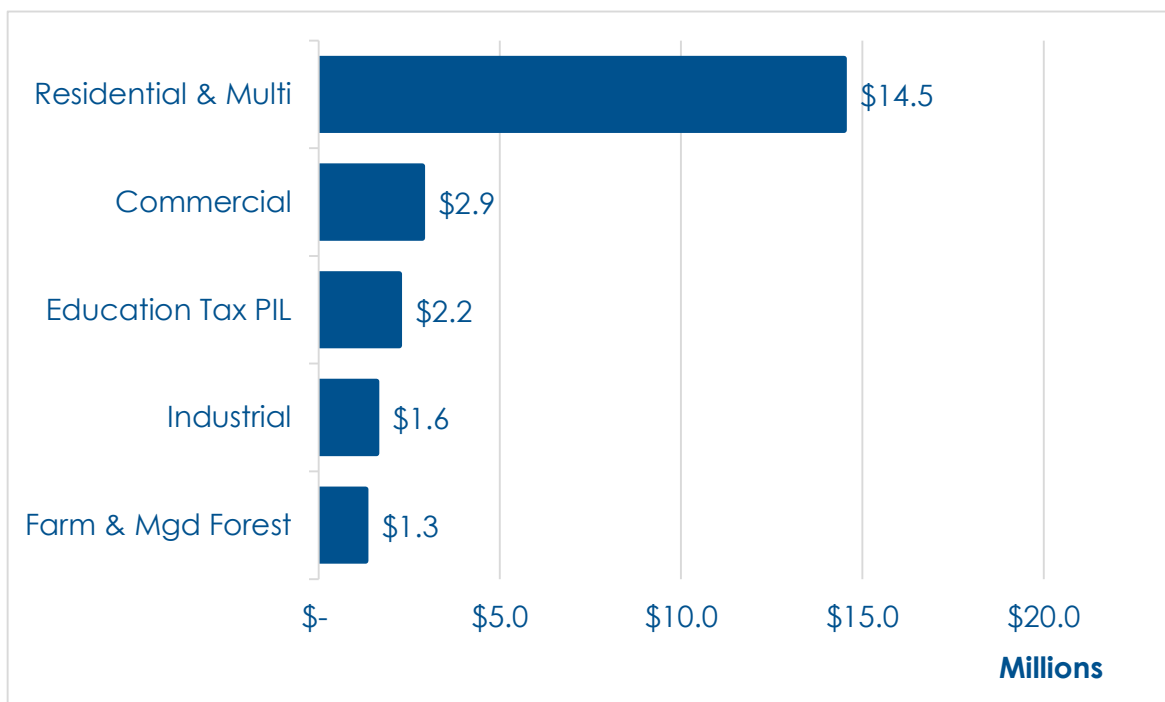


Summary of Revenue

i. Property Taxes:

Property taxes are the most significant source of funding for the municipality and represent 62% of total overall revenue. The \$22.5 million in property tax revenue is inclusive of the proposed 10.7% tax rate increase, and can be broken down further in the following classifications:

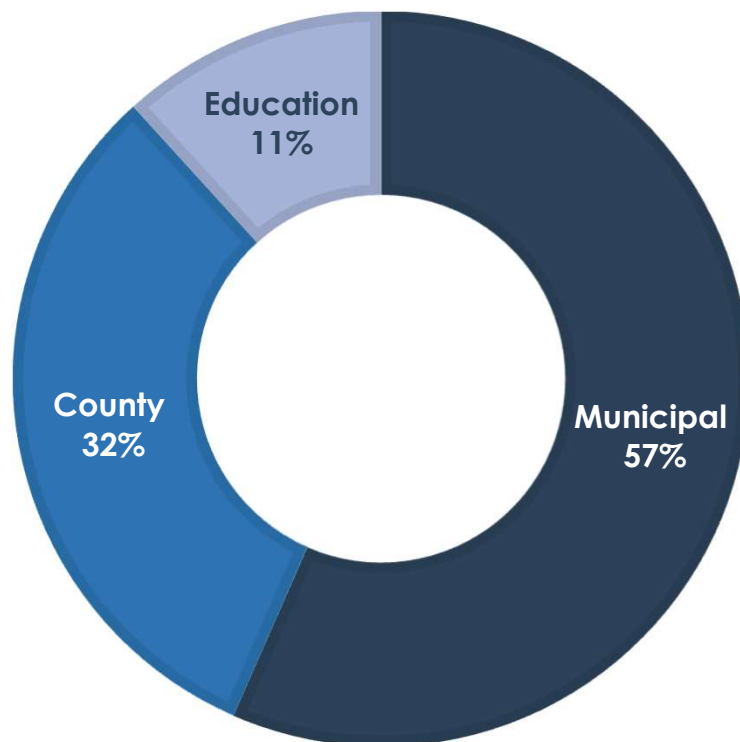
2023 Property Taxes by Tax Class



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 2023 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 2023 is estimated to be \$2,350 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 2023 tax year will continue to be based on the fully phased-in January 1, 2016 values. Therefore, the assessment increase in 2023 is limited to new assessment only (no value/equity changes) and amounts to additional taxation revenue of \$402,588 for 2023.

Assessment Growth

	2023 Draft Budget	2022	2021	2020	2019	2018	3-year average
In-year growth	\$ 402,588	\$ 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	\$ 402,588	\$ 141,392	\$ 176,233	\$ 618,225	\$ 452,000	\$ 455,297	\$ 508,507
% net growth	100%	100%	100%	62%	49%	51%	54%
% value changes	0%	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. While the 2023 budget will see significantly higher than average in-year growth by 44% in comparison to the 2018-2020 average, the municipality will not realize the value/equity change of ~ \$230,000, thereby placing increased pressure on the tax rate to make up this difference.

Summary of Revenue

iv. Investment Income:

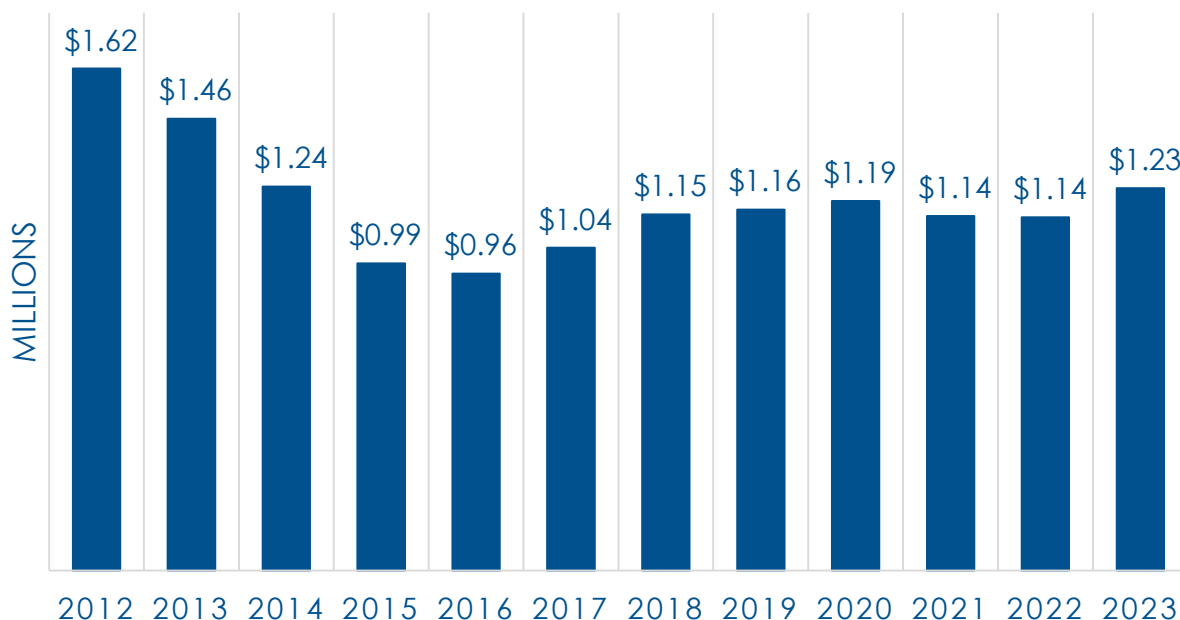
The most significant portion of investment income is related to dividend payments that the Municipality receives from Bruce Telecom. The Municipality owns 100% of Bruce Telecom and includes an annual dividend of \$500 thousand in the budget. The 2023 draft budget allocates the full dividend to the capital budget, whereas in 2022 the budget allocated 50% of the dividend to the operating budget in order to alleviate the property tax burden. The year-to-year impact of this change results in a tax rate increase of 1.39% for 2023.

The Municipality also owns 13.5% of Westario Power Inc. and has historically budgeted for a dividend of \$60,000 with actual dividends realized of \$107,000. In 2023, this dividend has been removed from the operating budget due to uncertainty. The impact of this translates to a tax rate increase of 0.33%.

v. OMPF Grant:

The Municipality's 2023 Ontario Municipal Partnership Fund (OMPF) allocation will be \$1.234 million. This represents an increase of \$91 thousand (8%) over 2022 and results in a tax rate decrease of 0.51%.

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

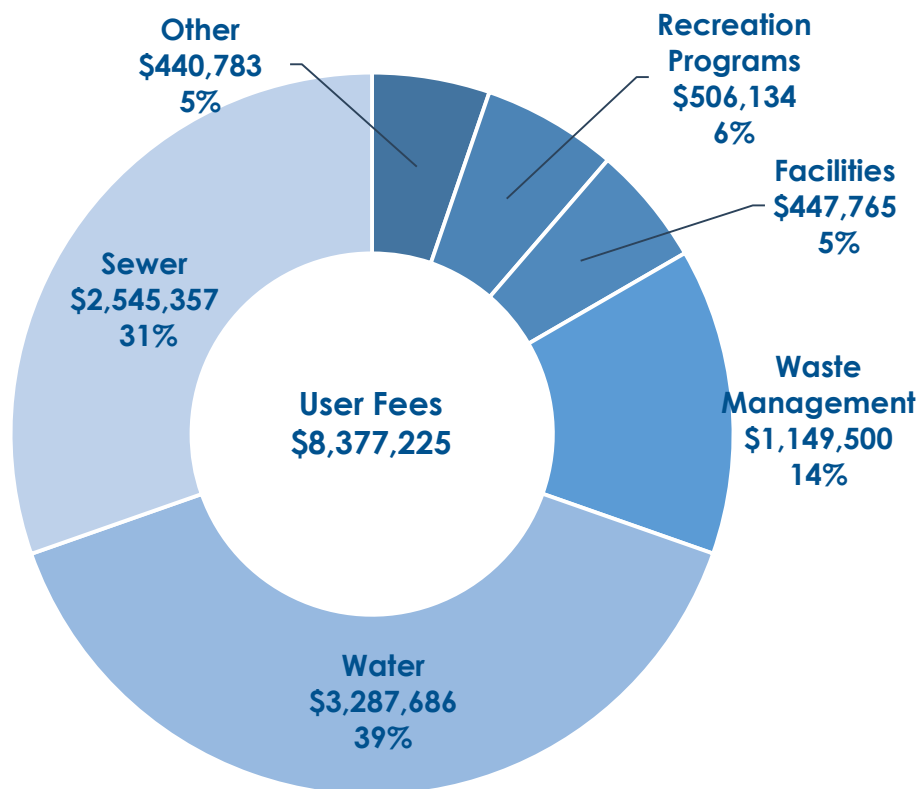


Summary of Revenue

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.

2023 User Fee Revenue



The most significant user fee revenue source is from water and wastewater services (\$5.833 million), which accounts for 70% of total user fee revenue in 2023. These programs operate on a full cost recovery basis and are self-funded.

Asset Management

In 2022, the Municipality completed an update to its Asset Management Plan (AMP). O. Reg 588/17 and as amended by O. Reg. 193/21, required municipalities by July 1, 2022, to have an approved AMP for core assets that discusses current levels of service and the cost of maintaining those services. The plan that was approved by Council on June 13, 2022, also meets the future requirements of the regulation including current levels of service for all infrastructure assets, proposed levels of service and a strategy to fund the lifecycle activities.

The strategy recommends an increase to the tax rate of 6.7% annually solely for infrastructure replacement, plus an increase in user fees of 6.9% and 8.8% annually for water and wastewater respectively. The 2023 Rates and Fees were approved with these increases in mind. However, in consideration of affordability of the overall tax bill, the recommended tax rate increase dedicated to future infrastructure remains at 3%.

Investment in Existing Capital Infrastructure

Asset Category	AMP Annual Lifecycle Cost	Draft 2023 Budget	2023 Reserve Fund Contributions	2023 Funding Gap
Bridges, Culverts & Stormwater	3,251,050	599,241		
Roads	5,632,000	3,480,000		
Buildings	2,634,049	1,065,000		
Fleet & Equipment	1,778,839	2,044,000		
Yard Improvements	1,097,148	539,000		
Total Tax Supported	\$ 14,393,086	\$ 7,727,241	\$ 5,860,000	\$ 1,867,241
Water	2,963,876	5,934,000	1,045,561	4,888,439
Wastewater	3,553,710	4,308,000	1,257,962	3,050,038
Grand Total	\$ 20,910,672	\$ 17,969,241	\$ 8,163,523	\$ 9,805,718

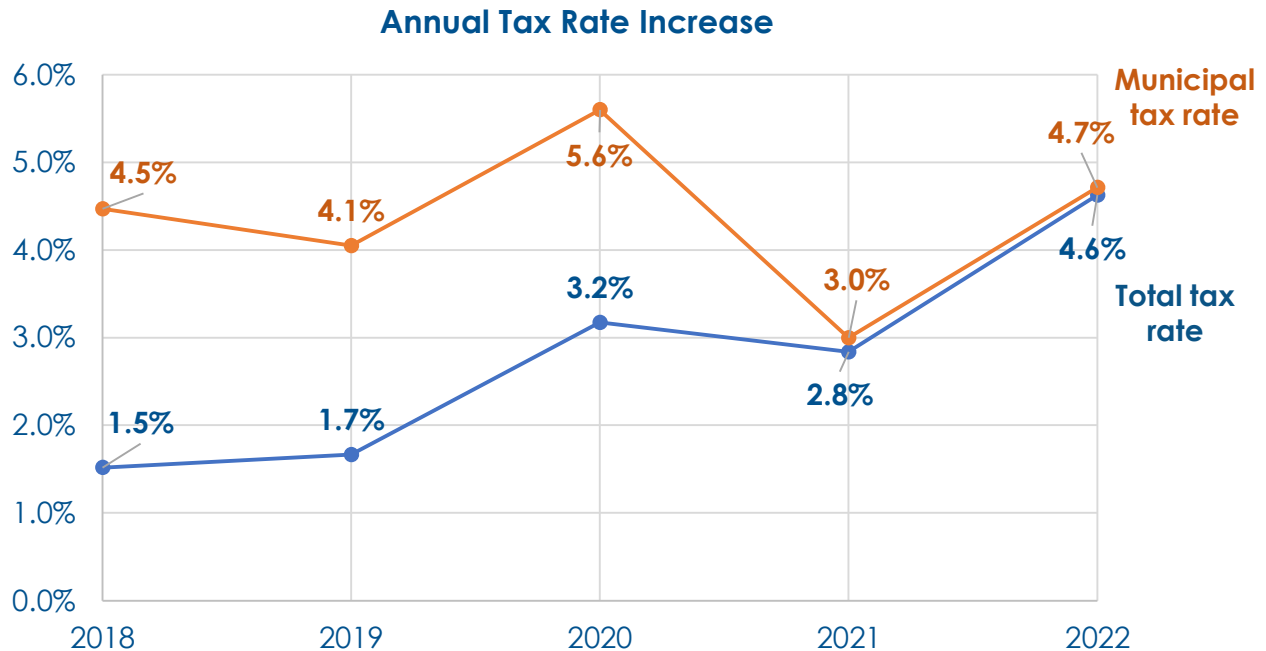
2023 New Capital Acquisitions:	\$ 5,583,000
Total 2023 Capital Budget	\$ 23,552,241

The proposed budget includes almost \$18 million in replacement costs for existing infrastructure. The current contribution from taxation and rate-based funding is approximately \$8.164 million, leaving a funding gap of \$9.8 million. Debt financing is utilized to complete high priority projects in 2023 to address this funding gap. Future asset management decisions will be a delicate balancing act between maintaining levels of service, maximizing benefits and reducing risk.

Presented in this budget are further updates to the AMP including building condition assessments on multiple municipal facilities.

Concluding Remarks

The 2023 draft operating budget includes a municipal tax rate increase of 10.7%. The following graph shows the municipal and total tax rate increases over the last 5 years:



The combined tax levy increase, using 2022 County and Education tax rates, amounts to an overall increase of 6.1% 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:

	2023	2022	\$ Change	% Change
Kincardine	\$ 2,350	\$ 2,123	\$ 227	10.7%
County	\$ 1,207	\$ 1,207	\$ -	0.0%
School Board	\$ 421	\$ 421	\$ -	0.0%
Total	\$ 3,978	\$ 3,750	\$ 227	6.1%

Council

2023 Business Plan
Municipality of Kincardine



Message from the Mayor

To the Citizens of the Municipality of Kincardine
Members of Municipal Council

I believe that as a community we are ready to get back to business and plan for the future. The recovery from the global pandemic is underway and we are now seeing more fully its impact to local, national, and global economies. We also see the mixed economic signals facing us and are cautiously optimistic. The Municipality of Kincardine's local economy enjoys strong pillars, including tourism, agriculture, and the nuclear industry.

Maintaining the services that our residents and businesses rely on, while prioritizing in key investments to replace aging infrastructure, and supporting targeted new investments, will bring sharp focus to Council's budget review. In some cases, keeping up our current services will mean addressing the issues associated with years of deferred maintenance. At the same time, this year's budget is affected by many uncontrollable external factors which requires Council to deal with the daunting task of considering how best to deal with the changes.

Included in the many roles of Council is our collective responsibility for ensuring that controllership policies are in place so that Council decisions may be implemented, while also ensuring that we are maintaining the financial integrity of the municipality. The budget process is one of the ways in which Council meets its key responsibilities to residents and businesses of the Municipality of Kincardine. I want to thank staff for their expertise in organizing the draft budget for Council's consideration.

Cautious planning includes maintaining reserves to serve as a buffer against unexpected challenges, as well as continuing to set aside funds for maintenance and replacement of our existing assets. As a community, we continue to face challenges in housing availability and affordability, the health care sector, 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.

On behalf of Council and staff, I wish you the best in the year 2023.

Yours sincerely,
Mayor Kenneth Craig

Council's Goals & Objectives

The Corporate Strategic Plan for the Municipality of Kincardine was established for a five-year period, 2020-2025, and is incorporated to the overall Integrated Strategy. Plans and strategies are living documents, and with the start of a new term of Council there is opportunity to review of the Strategic Plan and for Council to confirm which areas continue to be priorities.

A progress report on the Integrated Strategy was presented in Fall 2022 to the 2018-2022 Council. This report outlined the activities and goals that were accomplished during the term and which ones were still underway.

In general, the Goals of the 2020-2025 Strategic Plan are:

1. Human Resources Alignment
2. Enhanced Communication
3. Sustainable Practices/Resources
4. Organizational Efficiency and Innovation

Council also has a role in supporting staff as they undertake various initiatives to help meet the stated goals and objectives, including:

- Economic development initiatives, as outlined in the Economic Development section of the Integrated Strategy.
- 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.
- 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.
- Initiatives to provide responsive, efficient, and effective government services, as outlined in the Responsive and Effective Government section of the Integrated Strategy.

CAO's Office

2023 Business Plan
Municipality of Kincardine



CAO's Office

By providing leadership to staff and support to Council, the CAO's Office is committed to advancing the Council goals and administrative priority in order to achieve key outcomes for the community and for the organization.

This is achieved through strategic and operational guidance by the CAO along with the senior leadership team to ensure delivery of professional public service in support of the Municipality of Kincardine Council.

The CAO's Office provides strategic advice as well as administrative and legislative support to the Mayor and Council.

The CAO oversees the Department Heads for the organization, as well as serving as the key staff liaison for intergovernmental relations.

CAO's Office Service Strategy

CAO's Office

Staff at all levels are to be congratulated for their dedication and effort to serving the community throughout 2020-2022. It has not been business as usual since March 2020 due to the COVID-19 global pandemic. Ever-changing rules and the environment in which municipalities operate have had significant impacts on local service delivery, but throughout the changing environment staff in the Municipality of Kincardine have continued to follow the Strategic Plan and Master Plans set by council, in order to implement Council's goals, while at the same time adjusting and responding to changing direction.

The response to adopting and adapting to new processes helps to support the move towards more digitization for internal processes and external interactions. Working with neighbouring municipalities and the County of Bruce to explore opportunities for building capacity and increasing efficiencies and effectiveness for service delivery will be a focus for the CAO's Office in 2023.

The Corporate Strategic Plan established for 2020-2025 will be reviewed during the early part of the new Council term to confirm that the stated Mission, Vision, and Goals reflect the priorities till 2025. The Corporation's ability to achieve the goals and vision for the community are directly affected by the fiscal position of the Municipality.

Consideration of the Municipality's ability to respond to economic fluctuations or other economic, social, and environmental impacts inform the financial flexibility of the Municipality. The municipal sector is primarily regulated by the provincial government, any provincially imposed changes force the Municipality to respond, and in many situations require additional local resources to respond to unfunded mandates.

The long-term goal of the CAO's Office is to foster public trust and confidence in the administration of the municipality through integrity, good governance, and to promote financial and environmental sustainability to ensure a strong health community.

Developing the framework for review of new and existing public policies will be a priority in 2023 to ensure that they meet the needs of the Municipality of Kincardine.

CAO's Office Overview

Key Customers

- The Public
- Council
- Committee and Local Board Members
- Senior Leadership Team
- Management Team
- Municipal Staff
- Bruce County Staff
- Neighbouring Municipal Staff
- Government Ministry and Agency Staff

Legislated Standards

- Municipal Act, 2001
- Planning Act
- Emergency Management and Civil Protection Act
- Provincial Policy Statement
- County of Bruce Official Plan
- Municipality of Kincardine Official Plan
- Municipality of Kincardine Comprehensive Zoning By-law
- Employment Standards Act, 2000
- Canada Revenue Agency
- Assessment Act
- Development Charges Act
- Municipal Elections Act
- Jobs and Infrastructure for Prosperity Act, 2015
- Municipal Freedom of Information and Protection of Privacy Act
- Accessibility for Ontarians with Disabilities Act, 2005
- Accessible Customer Service Policy
- Integrated Accessibility Standards Policy
- Labour Relations Act, 1995
- Occupational Health and Safety Act, 1990
- Human Rights Code, 1995
- Workplace Safety and Insurance Act, 1997
- Jobs and Infrastructure for Prosperity Act, 2015
- Consolidated Rates and Fees By-Law
- Purchasing and Procurement Policy
- Budget By-Law

CAO's Office Overview

Links to Integrated Strategy

The Integrated Strategy focuses on four core areas: Economic Development; Community Well-Being; Vibrant Growth and Infrastructure; and Responsive and Effective Government. Initiatives supporting Council's priorities, as well as administrative priorities, are reported on regularly to highlight progress. Establishing measurements to help communicate when priorities are being met will be a focus in 2023.

Links to Municipal Asset Management Plan

The municipal asset management plan is a direction set by council to guide staff and the community. The AMP establishes service levels and ties the management of infrastructure assets back to those service levels set by Council to achieve stated goals and objectives.

The Municipality of Kincardine uses infrastructure to sustain services but must also consider what infrastructure projects will help contribute to improved productivity and economic growth for the future.

Infrastructure and Development and Community Services department heads are the key asset managers for the Municipality. Corporate Services works with all department heads to help provide council with options for asset maintenance and replacement, and new infrastructure, within the financial context of the Municipality. The CAO's Office works with and leads senior leadership to provide the long-term perspective and consider the future needs of residents and businesses.

CAO's Office Planned Major Initiatives

Goals & Objectives	Actions	Timing
REG 1: The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth	<ul style="list-style-type: none"> Report to Council on Review of Organization Review 	2023
REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs	<ul style="list-style-type: none"> Implement quarterly reports to ensure Council and the public are aware of department activities 	2023
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Develop and implement a four-year policy review schedule in order to minimize risk and ensure compliance with new laws and regulations, and ensure they align with the Municipality's mission, vision, and goals. 	2023 and ongoing
CW 7: Enhance community safety and wellbeing in the Municipality	<ul style="list-style-type: none"> Participate with Grey-Bruce County leads for the Community Safety and Well-Being Plan and report back on activities and outcomes. 	2023 and ongoing
CW 8: Protect the lives and property from emergencies due to dangerous conditions created by people or the environment	<ul style="list-style-type: none"> Work with key community stakeholders and emergency services to elevate emergency management program 	2023-2024
ED 1: Solidify the community's presence in the nuclear sector and capitalize on the future and nuclear options to ensure long-term economic sustainability	<ul style="list-style-type: none"> Collaborate with Bruce County and neighbouring municipal staff to promote the area as a supportive community for the nuclear sector and an area open to alternative energy projects through engagement in MIC, the Green Energy Frontier, and through messaging to the nuclear and alternative energy sector, OPG, and to senior levels of government 	2023
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	<ul style="list-style-type: none"> Undertake an Environmental Scan to support and identify areas of strength and weakness 	2023

CAO's Office Program Delivery Plan

What changes/risks will impact program delivery?

- Changes to provincial legislation or new provincial mandates that impact the Municipality of Kincardine may shift focus from stated priorities to respond to changes.
- New obligations and legislation imposed on municipal governments which require the expenditure of funds or use of local resources.
- Significant changes to Council's stated objectives may alter the CAO's Business Plan towards new goals.
- Emergencies or disasters may require re-prioritization.
- Staffing changes in other departments.
- Unexpected financial requirements which impact other departments.

Staff Resources:

Department total FTE Requirements	Current	2023	2024	2025
CAO's Office	2	2	2	2

Full Time Equivalent (FTE) Variances:

- N/A

Information and Technology Requirements:

No new requirements anticipated at this time.

Council and CAO Operating Budget Summary

Council & CAO	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Expenses				
Council	357,450	379,922	22,472	(6%)
CAO	325,982	370,471	44,489	(14%)
Total Expenses	683,432	750,393	66,961	(10%)
Surplus/(Deficit)	-683,432	-750,393	-66,961	(10%)

Summary of Details: Council and CAO expenses are budgeted to increase by \$67,000 (10%).

Council:

Council's operating expenses primarily include:

- Wages and benefits of \$273,000
- Travel, conferences and training totalling \$55,000
- \$15,000 for the Integrity Commissioner
- \$11,000 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

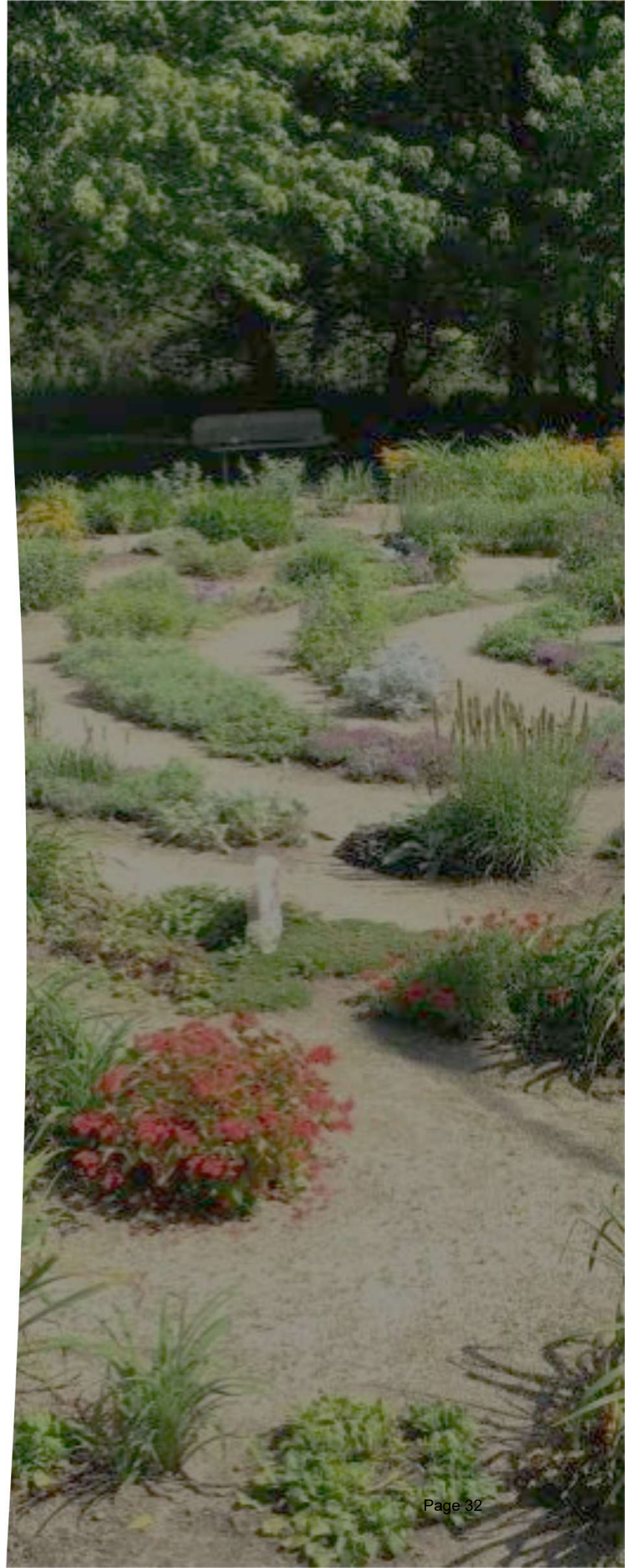
The overall increase in budgeted expenses is primarily due to an increase in the budget for training and conferences of \$23,000 (74%) for the newly elected Council.

CAO:

- **Expenses:** The majority of the increase in expenses of \$44,000 (14%) is attributed to wages/benefits which are \$34K (16%) higher than prior year, as well as an increase in travel & conferences of \$8,000 (200%). This is directly due to the hiring of a new CAO which was vacant in 2022. Also included in the CAO's budget is the \$27,000 contribution for the Municipal Innovation Council (MIC) membership, which is a 3-year agreement that has been extended. The CAO budget also includes office supplies, telecommunications, and postage expenses.

Corporate Services

2023 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. The Corporate Services department includes statutory positions, specifically: Treasurer, Deputy Treasurer, Clerk, and Deputy Clerk.

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 for:

- Capital and operating budget preparation
- Financial reporting
- Property tax billing and collection
- Utility billing and collection
- Accounts Payable
- Payroll
- Insurance and risk management
- Information Technology
- Asset Management

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:

- 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 Service Strategy

Financial Services

The Financial Services department is responsible for the overall financial administration of the corporation and is the conduit for communicating financial information to both internal and external stakeholders. The department is committed to providing key financial information to members of the public, staff, Council and regulatory agencies in an open and transparent manner and through a variety of reports and deliverables. We provide the information needed to make long-term, financially sustainable decisions.

The finance department is responsible for leading the annual budget process, which becomes the key document that drives the objectives and sets the work plan of the municipality for the year. The development of the budget is a multi-step process that requires input and coordination from many key stakeholders including council, committees, staff and management, provincial and federal governments, and members of the community. The budget is ultimately driven by the goals and objectives approved by Council through strategic planning and priority setting.

The Financial Services department provides operating budget-to-actual variance reports on a regular basis to demonstrate accountability and transparency and to gauge whether the municipality is on track in meeting its objectives for the year. A capital budget variance review is performed semi-annually and reported to Council to communicate project status and to identify potential cost savings or overages.

Customer service is a primary area of focus for the Financial Services department, as we are often the first point of contact for residents seeking information on municipal services. We aim to respond to all customer inquiries on a timely basis and in a professional and courteous manner.

Corporate Services Service Strategy

Legislative Services

The Legislative Services Department manages two functional areas – governance and by-law enforcement including licencing. In the governance role, it supports staff and council by preparing council and committee packages, providing advice on meeting protocol, legislative and delegated requirements, and supporting an open and transparent decision-making processes. It also ensures that the community has access to meetings and various methods for providing input.

It supports staff in the management of information in all forms, throughout its lifecycle, in an open, accountable, accessible and transparent manner. As the Head for Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Clerk aims to ensure that records that can be made publicly available are provided, either proactively or upon request.

By-law Enforcement is led by the Legislative Services Department with the assistance of contracted service provider, James Special Services. This involves updating by-laws to ensure they are effective and meet the requirements of the community, educating Council, the public and staff regarding the various by-laws, working with the Province of Ontario regarding set fines, issuing various licences and enforcing by-laws if necessary.

Human Resources

The Human Resources department aims to ensure that the Municipality has the adequate people resources in place to effectively deliver services. The department is committed to providing a positive employee experience and a work environment where all employees are valued, respected and welcome. The department plays an integral part of supporting supervisory staff to achieve high performance from their employees. This is completed through established policies, programs, well-defined tools and advice to reduce human resources risk.

The Health & Safety Program focuses on identifying hazards; reducing workplace risk; providing awareness and training to employees; and providing the necessary supervision. Establishing goals and action plans to continually further the effectiveness of the program is the main objective.

Corporate Services Overview

Key Customers

- Residents and businesses
- Employees
- Council
- Bruce County
- Visitors
- Community service groups
- Government Agencies
- Vendors
- Committee and Local Board Members

Legislated Standards

- Municipal Act
- Canadian Public Sector Accounting Standards
- Generally Accepted Accounting Standards
- Employment Standards Act, 2000
- Canada Revenue Agency
- Assessment Act
- Development Charges Act
- Consolidated Rates and Fees By-Law
- Purchasing and Procurement Policy
- Budget By-Law
- Accessible Customer Service Policy
- Integrated Accessibility Standards Policy
- Municipal Elections Act
- Jobs and Infrastructure for Prosperity Act, 2015
- Municipal Freedom of Information and Protection of Privacy Act
- Accessibility for Ontarians with Disabilities Act, 2005
- Labour Relations Act, 1995
- Occupational Health and Safety Act, 1990
- Human Rights Code, 1995
- Workplace Safety and Insurance Act, 1997
- Canada Pension Plan Act
- Personal Information Protection and Electronic Documents Act, 2000
- Funeral, Burial and Cremation Services Act, 2002

Corporate Services Overview

Links to Integrated Strategy

The Financial Services department will provide analysis and recommendations involving various strategic and master plans of the municipality, as well as ensuring that the financial resources of the municipality are allocated in accordance with the Integrated Strategy.

The Legislative Services department will ensure that the Municipality enhances community safety and wellbeing in the Municipality by implementing measures to update, provide education, and enforce various by-laws and working with the Ontario Provincial Police and community partners on education regarding Human Trafficking, Sexual Violence and Harassment. It will ensure responsive and effective government by upgrading the Council Chambers to a hybrid system, adopting progressive records management and access to information protocol and practices to make data open to the public through Laserfiche Project.

The Human Resources department will ensure that the Municipality of Kincardine has a skilled and aligned workforce, positioned to support municipal operations.

Links to Municipal Asset Management Plan

The Financial Services department is responsible for the collection and maintenance of information on all municipal Tangible Capital Assets, which forms the basis for the 2022 Municipal Asset Management Plan (AMP). The AMP is used to inform the budget process, and capital projects that are identified as requiring rehabilitation or replacement are fed into the capital budget for 2023 and beyond.

The AMP financial strategy is integral to the budgeting process and when establishing the annual consolidated rates & fees by-law. In order to close the annual funding gap of \$11.2 million and to be able to offer municipal services at the established proposed levels of service, the adoption of the recommended tax and utility rate increases are critical.

Corporate Services 2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Implementation of the Organizational Review	Partially	Hiring of management team completed as of Q2 2022.
Develop governance documents including well-defined job descriptions	Partially	Task lists have been converted to job descriptions to identify responsibilities and qualifications for any position. Completed 45 of 65 job descriptions.
New Purchasing & Procurement Policy adopted and implemented	Yes	Funded through the Municipal Modernization Program (MMP) grant. Developed new standardized templates and procedure manual and provided staff and council training.
Asset Management Plan	Yes	Adopted the 2022 AMP which complies with legislative requirements set out for 2025. This includes establishing proposed levels of service and funding strategy.
Electronic Records Management System Modernization	Partially	Laserfiche has been upgraded to a new version with additional modules and allow more licenced users. Two contract Staff have been hired to inventory records that are stored offsite, digitize roll files and dispose of records that have exceed their retention.
Information Technology	Partially	Completed installation of backup server at the Fire Hall. Completed server migration at the MAC. Implemented multi-factor authentication for remote access.
Human Resources Policy Manual Update	Partially	Review of the Human Resources Policy Manual was completed with an Action Plan created to create new policies and procedures. The following policies were updated in 2022: Employee Code of Conduct, Workplace Harassment, Workplace Violence, Right to Disconnect, Acceptable Use of Information Technology
Enhanced levels of by-law enforcement service	Yes	Contracted services to 3rd party, adding enforcement during peak summer months and 24-hour dispatch line. Updated by-laws including Refreshment Vehicles, Traffic & Parking By-Law.
Human Trafficking, Sexual Violence And Harassment	Partially	Working with community partners including the OPP to host community information sessions, and supporting a Victim Counsellor at Women's House Serving Bruce & Grey

Corporate Services 2022 Grant Funding

Infrastructure Investment and Application-Based Funding

- Municipal Modernization Funding (Phase 3) - \$170,000 for Records Management
- Municipal Modernization Funding (Phase2) - \$31,000 for Procurement Policy
- Community Safety and Policing Grant (CSP) Grant - \$98,000 (2022 – 2025) to fund the Dedicated School Resource Officer
- Victim Support Grant - \$107,800 (2021-2023) to improve public awareness surrounding
- Farm Credit Canada (FCC) grant – sponsored the Kincardine Curling Club grant application for \$8,500 for Kitchen Facility Upgrades

Non-application based infrastructure investment, such as the Canada Community-Building Fund (formerly Federal Gas Tax Fund) and Ontario Community Infrastructure Fund (OCIF) also requires reporting back to funding partners.

Corporate Services Planned Major Initiatives

Goals & Objectives	Actions	Timing
REG 1: The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth	<ul style="list-style-type: none"> Human Resources Policy Manual updates Completion of job descriptions Assessment of Organizational Review and Current Structure 	2023
REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs	<ul style="list-style-type: none"> Use of tools to engage the public New Council training and education sessions 	2023
REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances	<ul style="list-style-type: none"> Continue condition assessments for infrastructure, including municipal facilities Ongoing refinement of data Financial strategy implementation 	2023-2025
REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances	<ul style="list-style-type: none"> Implementation of PS 3280 – Accounting Standard for Asset Retirement Obligations (AROs), including policy development 	2023
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Implement self-service declaration by all users such that staff can generate documents within Laserfiche environment, capturing the full lifecycle of a record from creation to disposition 	2023-2024
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Implement e-procurement throughout the organization 	2023-2024
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Roll-out the electronic ticketing platform to automate the ticketing process and fine collections for by-law infractions (I.e. parking violations) 	2023
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Implement timesheet time-and-attendance software 	2023-2024
REG 4: Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Implement a mobile device management program Improve cyber security measures 	2023
CW 7: Enhance community safety and wellbeing in the Municipality	<ul style="list-style-type: none"> Continued Victim Support Grant work 	2023

Corporate Services Program Delivery Plan

What changes/risks will impact program delivery?

- Changes to staffing levels or staff turnover
- New legislation imposed on municipal governments which require the expenditure of funds or use of internal resources
- Goals and objectives of new councils
- Budgetary constraints and limited resources

Staff Resources:

Department total FTE Requirements	Current	2023	2024	2025
Financial Services	10.35	11.35	12.35	12.35
Legislative Services	6*	4	4	4
Human Resources	1	1.5	1.5	1.5

*Includes 2 FTE on contract expiring February 2023

Full Time Equivalent (FTE) Variances: Staff is proposing 3 new staff positions for Corporate Services in the 2023 draft budget.

- **Health & Safety Coordinator (Part-Time):** There is a need for a dedicated resource to continue the work that has been started to address the actions from the 2019 Safety Audit Report as well as create an effective and compliant Health & Safety Program for the Municipality.
- **IT Coordinator (Full-Time):** The demand on IT services has rapidly increased in the past 3 years. The number of computers, printers, servers and mobile devices has increased by over 35%. With the continued growth of IT infrastructure, devices, and services, an additional staff resource is recommended to assist with daily operational support
- **Records Management Assistant (Full-Time Contract):** The Laserfiche project is still in progress and the request is for 2 contract positions for the remainder of 2023 (March to December) to assist the Records Management Clerk in scanning additional roll files and historic records and also to assist in educating all staff in how to use Laserfiche and TOMRMS.

Additional information on New Position Requests is included in the Appendix.

In 2024 a request for a Purchasing/Procurement position will be recommended to maximize the benefits of the e-procurement platform and to centralize the procurement function. This is a position that was included in the Organizational Review.

Corporate Services Program Delivery Plan

Information and Technology Requirements:

- Laserfiche: To implement self-service declaration by all users such that staff can generate documents within Laserfiche environment. Data migration to new SQL environment, and deployment of software (dependent on DC network reconfiguration for completion)
- Bids & Tenders e-procurement platform to improve the process for municipal procurement and to expand outreach
- Cybersecurity Enhancements to improve threat detection and awareness:
 - Software/Hardware installation combined with monitoring to achieve threat analytics and drive security improvements
 - Improvements to email scanning and AI learning will greatly improve our ability to limit threat exposure
 - Penetration testing allows us to understand our environment and adapt to new threats
 - Internal mock threat campaigning to increase staff awareness and understanding
- Mobile Device Management to provide a centralized hub for mobile technology
 - Provides improved security, monitoring, management, and retrieval capabilities
 - Streamline integration and management requirements with cloud/mobile tools (Cityworks, Cloud Permit, etc.)
- Completion of ESRI/GIS Upgrade project to bring GIS environment to current
 - Supports critical functionality and enables expanded usage to users and systems
- Davidson Centre Network Reconfiguration
 - Implementation of new IP schema to all devices
 - Cabling and network reorganization
 - Static VPN connection to MAC available on completion
- Water Plant Server-to-Server Migration, with existing VM's will migrate to the new server
- Adobe Licensing Project
 - Current licensing model and software are deprecated
 - Deployment is labour intensive
- IT Data Collection and Reporting (ticketing system implementation for problem and resolution tracking)
- Video Surveillance and Security Systems (camera replacement at WMC)
- Network maintenance/improvements by location:
 - MAC – Network cabling/Wi-Fi
 - Davidson Centre – Network Cabling/Wi-Fi/Server removal
 - Water Plant – Fibre installation/Network Cabling
 - KFD – Switch/Cabling/Wi-Fi
 - TFD – Switch/Cabling/Wi-Fi
 - Tiverton Arena – Point to Point Wireless to support maintenance
 - Airport – Fibre installation/Network Cabling

Corporate Services Operating Budget Summary

Corporate Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Treasury	2,956,250	2,950,500	(5,750)	(0%)
HR	12,000	4,000	(8,000)	(67%)
Legislative Services	473,777	128,322	(345,455)	(73%)
Total Revenue	3,442,027	3,082,822	(359,205)	(10%)
Expenses				
Treasury	6,328,447	7,203,475	875,028	14%
HR	331,151	302,965	-28,186	(9%)
Legislative Services	3,390,551	3,115,438	-275,113	(8%)
Total Expenses	10,050,149	10,621,878	571,729	6%
Surplus/(Deficit)	-6,608,122	-7,539,056	-930,934	(14%)

Summary of Details:

Revenues are budgeted to decrease by \$359,000 (10%), while operating expenses are budgeted to increase by \$572,000 (6%). The Treasury revenues from 2022 include transfers from reserves of \$197,000 that were made to reduce the tax rate and to offset one-time expenditures. The Treasury expenses include a transfer to the Lifecycle Reserve Fund of \$4,850,000, which includes a 3% tax rate increase equivalent to \$540,000 dedicated to fund future capital as well as the full allocation of the Bruce Telecom dividend of \$500,000.

Further details for each department are discussed in detail.

Corporate Services Financial Services Budget

Financial Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
General Government	2,835,600	2,805,100	(30,500)	(1%)
Treasury	120,650	115,400	(5,250)	(4%)
IT		30,000	30,000	100%
Total Revenue	2,956,250	2,950,500	(5,750)	(0%)
Expenses				
General Government	5,081,443	5,923,022	841,579	17%
Treasury	947,635	961,018	13,383	1%
IT	299,369	319,435	20,066	7%
Total Expenses	6,328,447	7,203,475	875,028	14%
Surplus/(Deficit)	-9,284,697	-10,153,975	-869,278	(9%)

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 \$1,234,100, the Bruce Telecom (BT) dividend of \$500,000, the Armow Wind contribution of \$660,000, and the Westario Power dividend. The OMPF funding is increasing by \$91,000 (8%) compared to prior year. The \$500,000 Bruce Telecom dividend is transferred to reserve funds annually, however in the 2022 budget \$250,000 (50%) of the dividend was left in the operating budget to reduce the tax rate by 1.47%. In order to sustain ongoing and future infrastructure replacement, the full amount was transferred to reserve funds in the 2023 draft budget. The Armow Wind funds of \$660,000 are transferred to Community Benefits Reserve Fund for use towards capital infrastructure projects. The dividend from Westario Power has been historically budgeted at \$60,000 (actuals are \$108,000), however the Municipality has been advised by Westario Power not to budget for a dividend in 2023.
- The budget also includes interest income earned on the operating bank account of \$175,000, which represents an \$85,000 increase over the prior year due to rising interest rates. In 2021 the interest rate was only 0.95%, compared to 4.45% in Q4 2022.

Corporate Services Financial Services Budget

- **Expenses:** The operating expenses are budgeted to increase by \$875,000 (14%). This budget primarily include reserve fund transfers to fund capital infrastructure projects, as follows:
 - A transfer to the Lifecycle Reserve Fund in the amount of \$4,850,000. This amount includes a 3% tax rate increase (\$540,000) dedicated to fund capital infrastructure for the asset management program. In 2022, the 3% tax increase did not occur and therefore the overall contribution remained the same as in 2021 at \$3,810,000. The transfer of \$4,850,000 also includes the full \$500,000 dividend from Bruce Telecom. In 2022, the budget only allocated 50% of this dividend (\$250,000) to the Lifecycle Reserve Fund with the other 50% allocated to the operating budget to reduce the tax rate.
 - The annual payment of \$660,000 from SP Armow Wind under the development agreement is shown as an operating expense and is being transferred to the Community Benefits Reserve Fund.
 - The budget includes a transfer (expense) of \$146,000 towards the repayment of the internal loan for the OPF Business Park project. This amount represents the equivalent of the 2023 municipal property taxes of the MCR building located on those lands. This allocation is made to reduce the internal loan balance, which will be ~ \$94,000 at the end of 2023 and will be fully repaid by 2024 using this repayment approach.

The General Government expenses include \$40,000 for an external Governance Review to review the current operations of Council/Committee of the Whole system, including advisory committees. This one-time cost is being funded by the Contingency Reserve.

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 \$115,000, which is comparable to the prior year. The majority of the fees collected include arrears notices (\$40,000), ownership changes (\$20,000), and tax certificates (\$15,000).
- **Expenses:** The Treasury operating expenses show an increase of \$13,000 (1%), which is comparable to prior year. Expenses consist of wages/benefits, which represent 89% of the overall departmental expenses. Other costs primarily include software costs of \$29,000, postage costs of \$22,000, training and conferences of \$18,000, and telecommunications costs of \$6,000.

Corporate Services Financial Services Budget

Information Technology (IT):

The IT budget includes an increase in expenses of \$20,000 (7%) over the prior year. The increase relates primarily to increased cyber security measures, mobile device management of \$11,000 and updates to Adobe licensing for \$3,600. This is offset by a reduction in computer supplies of \$16,000. The new positions created in 2022 required new hardware which were one-time purchases in 2022 and will be added into the replacement cycle for future replacement. The budget also includes \$43,000 for cyber insurance, which is a significant 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. The increase in insurance costs over prior year amounts to \$10,000 (30%).

Corporate Services Human Resources Budget

Human Resources	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Health & Safety	12,000	4,000	(8,000)	(67%)
Total Revenue	12,000	4,000	(8,000)	(67%)
Expenses				
Human Resources	307,926	281,640	-26,286	(9%)
Health & Safety	23,225	21,325	-1,900	(8%)
Total Expenses	331,151	302,965	-28,186	(9%)
Surplus/(Deficit)	-319,151	-298,965	20,186	6%

Health & Safety:

- **Revenues:** The operating revenues for Health & Safety (H&S) represent a reserve fund transfer from the Workplace Insurance Reserve Fund of \$4,000 to offset planned mental health training costs.
- **Expenses:** The operating expenses for Health & Safety are comparable to the prior year and include \$10,000 in training costs for Joint Health & Safety Certification and mental health initiatives. Other costs include consulting fees (\$1,500), subscription costs for the Safety Data Sheet (SDS) system (\$5,300), conferences & travel (\$3,000) and office supplies.

Human Resources (H/R): Operating expenses amount to \$281,000 representing a decrease of \$26,000 (9%) over the prior year. Of this decrease, \$39,000 is due to reduced recruitment costs for the CAO position that has now been filled. The budget for consultants and legal fees has also decreased by \$24,000 (31%) due to the completion of the organizational review and the job evaluation program and market study. Other H/R expenses include salaries/benefits, employee service recognition awards (\$11,050), conferences & travel (\$3,500), memberships and subscriptions (\$14,000), advertising (\$4,500) and telecommunications (\$1,500).

Corporate Services Legislative Services Budget

Legislative Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Clerk	342,048	26,180	(315,868)	(92%)
By-Law Enforcement	25,550	33,550	8,000	31%
Police Services	106,179	68,592	(37,587)	(35%)
Total Revenue	473,777	128,322	(345,455)	(73%)
Expenses				
Clerk	875,862	588,697	-287,165	(33%)
By-Law Enforcement	146,416	170,005	23,589	16%
Police Services	2,368,273	2,356,736	-11,537	(0%)
Total Expenses	3,390,551	3,115,438	-275,113	(8%)
Surplus/(Deficit)	-2,916,774	-2,987,116	-70,342	(2%)

Legislative Services: The operating revenues for the Legislative Services department are projected to decrease by \$345,000 (73%) while expenses are budgeted to decrease by \$275,000 (8%). This is primarily due to the Electronic Records Management project undertaken in 2022, explained in further detail below.

Clerk:

In 2022, the Municipality was successful in applying for Intake 3 of the Municipal Modernization Program (MMP) grant for the Electronic Records Management project in the amount of \$170,000. While this project is still ongoing into 2023, the 2022 budget includes \$170,000 in grant revenues and \$91,000 in reserve transfers for this project (\$261,000 total), as well as offsetting expenses of \$261,000. This accounts for 91% the decrease in expenses over prior year. Any unspent funds will be carried over into 2023 for completion of this project.

- **Revenues:** Excluding the above project, 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 \$19,000 in operating revenues. The 2022 budgeted revenues also included \$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.

Corporate Services Legislative Services Budget

- **Expenses:** Excluding the Electronic Records Management project costs and the Election costs, the Clerk's operating expenses have increased by \$12,000. The majority of this increase is attributed to wages/benefits, which represents a 4% increase over prior year (\$16,000). The operating budget also includes \$36,000 for software programs including Laserfishe, eScribe, Consigno, and Zoom. Other operating costs include advertising (\$2,000), telecommunications (\$4,300), training & conferences (\$7,600), and shredding costs (\$1,500).

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

- **Accessibility:** The Accessibility budget amounts to \$8,000 and includes training and public education expenses, as well as \$5,000 for the purchase of MobiMats. Grants or community sponsorship will be sought to fund this purchase.
- **Heritage Kincardine:** The Heritage Kincardine budget amounts to \$8,250 and includes printing costs for Heritage Walking Tours (\$2,300) and other signage (\$2,000).
- **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 2023 CIG allotment is \$60,000 which is consistent with prior years. The budget also includes a \$5,000 contribution to the Bruce County Museum for the storage of historical archives, and \$9,000 to fund: Kincardine Scottish Festival (\$3,000), the Blues Festival (\$3,000) and the Kincardine Summer Music Festival (\$3,000). The total budget for grants is \$74,000.
- **Kincardine Community Fund (KCF):** The KCF has an operating budget of \$9,200 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.

Corporate Services Legislative Services Budget

By-Law Enforcement:

- **Revenues:** Operating revenues for by-law enforcement amount to \$33,500, which is an increase of \$8,000 (31%) over prior year. The majority (60%) of the revenues are generated from dog licence fees estimated at \$20,000, and parking infractions of \$6,000. The budgeted revenues have increased due to greater enforcement through our contract with James Special Services (JSS) for by-law enforcement.
- **Expenses:** The operating expenses are budgeted to increase by \$24,000 (16%). The majority of the operating expenses are for the JSS contract for the provision of by-law enforcement services which amounts to \$120,000. The budget has also increased by \$9,200 for the purchase of software and related costs associated with the implementation of electronic ticketing which was an approved project in 2022. This will greatly streamline the ticketing process and allow users to pay fines online as opposed to coming to the municipal office. Other expenses includes training expenses for municipal staff (\$2,000), legal (\$5,000), dispatching services (\$2,400), printing and advertising (\$1,500).

Corporate Services Policing Services Budget

Policing:

The Municipality has a contractual agreement with the Ontario Provincial Police (OPP) for the provision of police services. For 2023, the estimated cost per property is \$356.16 compared to \$360.79 in 2022, which is a decrease of \$4.63. With a property count of 6,652 (household, commercial and industrial), this amounts to a total cost of \$2.369 million. The 2021 year-end adjustment amounts to \$57,000, for a total net estimated cost of \$2.312 million for 2023. This represents an increase of \$17,000 (0.7%) which is comparable to the prior year.

The 2023 operating budget also includes grant revenue and program costs for the Victim Support Grant, which is a cost neutral program with no impact to the tax rate. The Municipality also receives grant funding of \$32,000/year for 3 years (ending 2025) to offset costs of the local School Resource Officer.

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Treasury*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
A001	Payroll Software system	0	50,000	50,000							
Total	<i>Treasury</i>		50,000	50,000							

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023

Version 3 Management Review

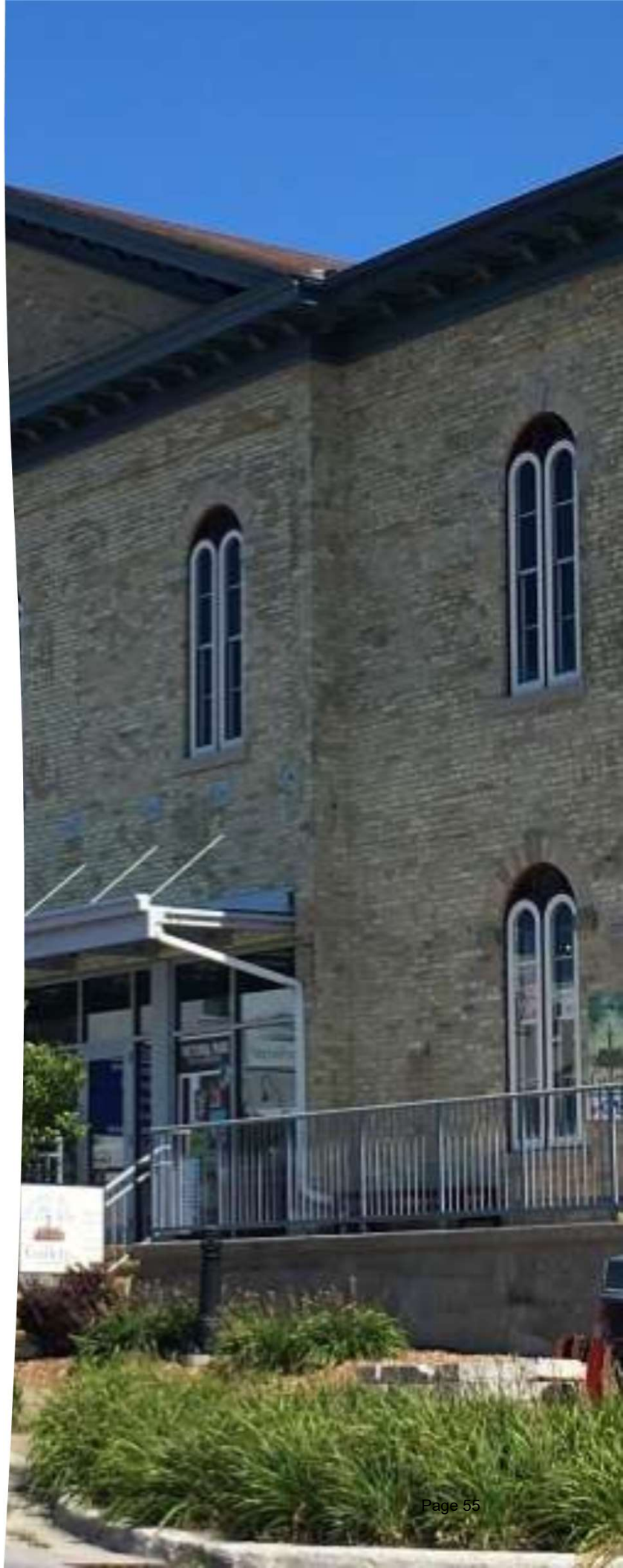
Forecast Periods 2023

Department *Information Technology*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
B001	MAC Printer	0	7,000		7,000						
B002	Replacement for Water Office	0	7,000		7,000						
B005	Server Upgrades for GIS/CW -	0	25,000		25,000						
Total	<i>Information Technology</i>		39,000		39,000						

Community Services

2023 Business Plan
Municipality of Kincardine



Community Services

The Community Services Department 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:** The Recreation and Culture division oversees the program management of the Davidson Centre, Kincardine Arts Centre, Tiverton Sports Centre, parks programming , a variety of special events, youth programs, seniors' programs, crossing guards and consultation and support to dozens of community recreation groups within the municipality.
- **Parks & Facilities:** This division 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:** The Fire Services division provides fire and life safety public education programs, fire prevention activities through fire safety inspections and fire code enforcement, as well as fire suppression and rescue services as prescribed through legislation. Fire Services also provides emergency response to motor vehicle collisions and emergency medical situations. Within the Province of Ontario, the delivery of fire protection services is guided by the Fire Protection and Prevention Act, 1997 (FPPA) and includes the strategic optimization of the three lines of defence. This division also coordinates the Coast Guard Auxiliary Water Rescue Unit.

Community Services Service Strategy

Community & Recreation Programs

The Recreation and Culture division provides recreation, arts and culture programming, management, and special events. Core services relate to recreation programming and special events.

Key initiatives for 2023 include:

- Continued research for granting opportunities
- Re-establishment of the Dedicated Bench Program
- Negotiating new agreements for our user groups that currently do not exist
- Transitioning the administration of special events for the municipality

This division has 19 FTEs and a proposed operating budget of \$1.05 million. Gross expenditures of \$2.001 million are offset by \$951,000 in revenues from user fees and charges, grants and government transfers, fund transfers, and other revenues.

Parks & Facilities

The Parks and Facilities division is responsible for the operation and maintenance of the municipality's public facilities. This includes all parks and recreation amenities. Core services include recreation amenities, horticulture, park operations, walkways & trails. As well as the libraries, medical clinic, locum houses and the Municipal Administrative Centre.

Key initiatives for 2023 include:

- Implementing recommendations from the Waterfront Master Plan
- Presenting to Council a completed Parks and Recreation Master Plan
- Updating comprehensive SOPs that will include newly acquired levels of service
- Completion of building conditions assessments in developing long term forecasts

This division has 17 FTEs and a proposed operating budget of \$3.281 million. Gross expenditures of \$4.323 million are offset by \$1.062 million in revenues from user fees and charges, and fund transfers

Fire & Emergency Services

The Fire & Emergency Services division provides fire suppression services, prevention programs and emergency response. Core fire services include administrative, communications, fire prevention, public education, training and development. Key initiatives for 2023 include advance our training strategy to include further in-house certification preparation with the addition of an electronic learning management system and other enhancements, to ensure legislative compliance with reduced financial impact as well as establishing & Regulating By-law. This division has 4 FTEs and a proposed operating budget of \$1.34 million. Gross expenditures of \$1.531 million are offset by \$191,000 in revenues from user fees and charges, and fund transfers.

Community Services Overview

Key Customers

The Department of Community Services impacts many individuals within the community as well as visitors. Recreation facilities (which includes our arenas, parks and trails) provide opportunities for our residents and visitors to enjoy initiating their leisure pursuits. Customers can include everyone from residents, to visitors, to groups and organizations.

Our fire division key customers include all of those living within the Municipality of Kincardine as well as external agencies that assist in the delivery of fire services.

Legislated Standards

There are numerous Acts and Legislations that apply to the operations of Community Services Department. Although not all listed in this document, the more pertinent ones include:

- Accessibility for Ontarians with Disabilities Act
- Building Code Act
- Development Charge Act
- Fire Protection and Prevention Act
- Liquor License Act
- Municipal Act
- Negligence Act
- Occupational Health and Safety Act
- Occupiers' Liability Act
- Fire Code
- Fire Marshals Directives
- Ontario Emergency Response Plan
- Public Pools Regulations

Community Services Overview

Links to Integrated Strategy

- **CW 1:** Continue efforts to work with community partners to improve beach safety
- **CW 2:** Create and maintain vibrant parks and recreation facilities to create opportunities for multi-use, multi-generational, and multi-seasonal experiences
- **CW 4:** Make it easier for the community to register and attend recreation programs and municipal facilities
- **CW 7:** Enhance community safety and wellbeing in the Municipality of Kincardine.
- **CW 8:** Protect the lives and property from emergencies due to dangerous conditions created by people or by the environment.

Links to Municipal Asset Management Plan

Community Services maintains all public facilities within the municipality.

These include: Davidson Centre, Tiverton Sports Centre, Municipal Administration Centre, Kincardine Community medical clinic, 2 fire halls, Underwood Administration Building, lighthouse, 2 libraries, Arts Centre, pavilions and gazebos, public washroom facilities, and parks shop.

The existing fleet allocated to Community Services included 13 fire front line fire vehicles, 11 assets in Parks that include tractors, pickups and trailers, 2 ice resurfacers and 2 vans which equates to \$6M in replacement costs.

There are 38 parks facilities located throughout the Municipality. Based on a total population of 11,389 people, this equates to 1 parks facility per 300 people. Staff inspect all pieces of playground equipment monthly including winter operations.

Staff oversee 49km of beach front with the primary focus on Station and Dunsmore beaches due to high bather load volumes.

The Municipality has 304,806 square meters or 75.3 acres of grass that is cut.

Community Services 2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Waterfront Master Plan Development	Partially	Consultant and staff will be presenting the WMP in January 2023. Multiple opportunities for community engagement have occurred to date, and staff are impressed with the amount of community participation that has occurred.
Commencement of quarterly operating meetings between Infrastructure & Development and Community Services	Started and on-going	This beneficial collaboration assists in identifying improved operations that will benefit users and will improve the way in which the departments provide services. Opportunities of efficiencies and resources are reviewed
Review of all facilities being amalgamated within Community Services	Done	In 2022 all public municipal facilities were amalgamated into Community Services. Staff have been reviewing a collaborated system on the operations of the facilities and streamlining the booking procedures.
Support the transition of the Kincardine Trails Association to Community Services	Done	Staff now meet regularly with the KTA and are working towards a five-year capital plan for the on-going development of the network.
Review the existing policies/procedures/guidelines within the department	On-going	Staff have developed user guides for all user groups that utilize the arenas, diamonds and soccer fields. These user guides provide expectations and requirements from both the municipality as well as the users. Staff are continuing to develop the required documentation in areas where there may be deficiencies such as operational requirements.
Enhance the Fire communications system by increasing interoperability both internally and with external partners	Done	Council approved the authorization of an agreement with Bruce county for the provision of Primary Public Safety Answering Point (PPSAP) services
Undertake a comprehensive review and update of the Municipal Emergency Plan	Training Completed.	Required training was completed with all required agencies and municipal employees. Further enhancements to the Plan will be articulated throughout the course of 2023.

Community Services 2022 Grant Funding

Infrastructure Investment and Application-Based Funding

Although not officially announced yet, the municipality has been successful in securing \$100,000 for inground garbage receptacles. A more formal announcement will be presented at a future Council meeting. Inground receptacles will start to replace some of the existing garbage cans within our parks. These units can hold up to 15 cans of our existing units. This will provide efficiencies when collecting garbage by staff.

Staff have worked with Kincardine Minor Ball Association and United Brotherhood of Carpenters Local 2222 in the construction of a set of dugouts at Connaught Park. It is anticipated that future opportunities will be available to construct more dugouts.

The Kincardine Lions Club annually have provided \$2,000 for inclusion campers program. These funds subsidize participants registered for day camps.

Canada Summer Jobs Fund provided \$6,300 in 2022. This amount assisted in subsidizing seasonal positions within the operation of day camps.

The Canadian Heritage - Jubilee 70 provided \$3,500 in funding for our Canada Day events for 2022.

Community Services Planned Major Initiatives

Goals & Objectives	Actions	Timing
CW 2: Create and maintain vibrant parks and recreation facilities to create opportunities for multi-use, multi-generational, and multi-seasonal experiences.	<ul style="list-style-type: none"> An RFP was issued and awarded to develop a Waterfront Master Plan. Community consultation has commenced. 	2023
CW 1.1: Identify and implement safety measures such as equipment and communication tools to educate people who visit the beach.	<ul style="list-style-type: none"> A partnership with NII, County of Bruce and University of Windsor was formed for the development of a Smart Beach concept to assist in education and awareness of potential hazards existing due to water conditions. This on-going three-year program will result in expansion of the program to neighbouring waterfronts. 	2022-2024
CW 1.2: Investigate options for beach warning light systems and technologies to warn the public about water hazards.	<ul style="list-style-type: none"> Mitigation options for warning systems are being considered as part of the technology within the Smart Beach Programs. Patrons to Station Beach should be able to access a warning system by the summer of 2023. 	2023-2024
CW 1.4: Implement measures to reduce risk of fatalities at the waterfront.	<ul style="list-style-type: none"> Waterfront fatality prevention and measures will be a focus through the Smart Beach Program process that aims to provide education and technology for users to ensure they have a positive experience at the waterfront. 	2022-2024
CW 2.1: Work with the Kincardine Lions Club on the development of a new All Wheel Park (Skate Park) at Lions Park.	<ul style="list-style-type: none"> Staff is assisting the Kincardine Lions Club with a comprehensive fundraising plan in efforts to escalate the potential donors through a "quiet phase" process. 	2022-2024
CW 2.2: Work with community partners and the Accessibility Advisory Committee to design and construct a new accessible gazebo in Victoria Park.	<ul style="list-style-type: none"> Staff will be seeking a plan that is all encompassing of Victoria Park that reflects a new performance area as well as additional accessible elements that meet AODA. If approved, it is anticipated that 2023 will be allocated for planning process with construction completed in spring 2024. 	2023-2024

Community Services Planned Major Initiatives

Goals & Objectives	Actions	Timing
CW 2.3: Work with user groups to develop a phased-in plan and budget for future upgrades to Connaught Park and the Tiverton Ball Diamonds.	In the 2022 budget there were funds allocated to hire consultant to conduct public engagement and drawings for the footprint of Connaught Park, which will support enhancements to the ball facilities.	2023
CW 8.3: Identify and plan for required technology enhancements for fire service response.	Council has approved the installation of traffic pre-emption devices, which will be installed in spring 2023. Staff are working with fire department communications to better improve firefighter safety	2023
VGI 2.8: Ensure that fire service facilities and programming provide the maximum benefit to all residents/businesses.	<p>Provided low cost extinguisher training to various groups and businesses</p> <ul style="list-style-type: none"> - Public engagement across all age groups e.g., children to seniors to share fire safety messaging - Participation in the Safe Beach initiative including public information session hosted at Station Beach - Enhanced social media initiatives to further public engagement - Continued inspection programming for residential, commercial, industrial facilities - Continued advancements of our fire training facility construction - Purchased equipment and training programming for water and ice rescue program - Participated in developing and administering enhanced special event planning process - Initiated 2 apparatus replacement processes - Introduced revised E&R By-law to align with best practices - Participated in zoning/site plan review process to ensure compliance with legislation 	2023-2025

Community Services Program Delivery Plan

What changes/risks will impact program delivery?

- Aging facilities and fleet
- Insufficient staff capacity to accommodate the level of standard required to continue operations.
- Climate change will impact our turf management practices, our shorelines and how we manage them.
- Increase or decrease in our user numbers can impact our operating budget with either an increase or reduction in revenue

Identify any potential ways to mitigate the risks

- Completed comprehensive Fleet Management Plans, Parks and Recreation Plan and Waterfront Master Plan
- Identify potential risks and consider contingency plans
- Ensure condition assessments are completed on all facilities

Staff Resources:

Department total FTE Requirements	Current	2023	2024	2025
Community & Recreation Programs	19	19	20	20
Parks & Facilities	17	17	17	21
Emergency Services	4	4	4	4

Full Time Equivalent Variances:

- The current customer service positions expire Dec 31, 2022. Staff are requesting the permanent continuation of these roles to meet the demands of facility usage and customer inquiries.
- The need to have an Executive Administrative Assistant in 2024 as identified in the Organizational Review, will provide additional resources currently limited within the Department
- Future considerations will include additional parks and facilities staff to assist with added demands experienced through the transition of operations.

Information and Technology Requirements:

Planned network reconfiguration at the Davidson Centre and network maintenance at both arenas and fire halls. The need for future tablets will be required once parks and facilities staff are actively using CityWorks to ensure accurate documentation of work requests. Anticipated in 2024

Community Services Operating Budget Summary

Community Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Parks & Facilities	1,157,444	1,061,653	(95,791)	(8%)
Community & Recreation Programs	860,084	995,488	135,404	16%
Fire Department	227,519	191,393	(36,126)	(16%)
Total Revenue	2,245,047	2,248,534	3,487	0%
Expenses				
Parks & Facilities	4,340,480	4,342,949	2,469	(0%)
Community & Recreation Programs	1,786,884	2,045,780	258,896	14%
Fire Department	1,420,230	1,531,616	111,386	8%
Total Expenses	7,547,594	7,920,345	372,751	5%
Surplus/(Deficit)	-5,302,547	-5,671,811	-369,264	(7%)

Summary of Details:

Community Services revenues are budgeted to decrease by \$3,500 (0%) while operating expenses are budgeted to increase by \$373,000 (5%). While the Covid-19 restrictions did impact the operating budget, the majority of the impact was sustained in 2021 for programs such as ice rentals, gymnasium and room rentals, and health club registrations. The 2022 budget for Community & Recreation Programs was adjusted to pre-pandemic levels in most cases, and therefore any variances between 2022 and the 2023 draft budget would be primarily non-pandemic related.

Further details for each department are discussed in detail.

Community Services Parks & Facilities Budget

Parks & Facilities	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Trails		6,500	6,500	100%
Parks	56,905	85,105	28,200	50%
Waterfront		1,000	1,000	100%
Facilities	1,100,539	969,048	(131,491)	(12%)
Total Revenue	1,157,444	1,061,653	(95,791)	(8%)
Expenses				
Trails	35,816	42,532	6,716	19%
Parks	1,043,567	1,131,420	87,853	8%
Waterfront	22,000	22,000	0	0%
Facilities	3,239,097	3,146,997	-92,100	(3%)
Total Expenses	4,340,480	4,342,949	2,469	(0%)
Surplus/(Deficit)	-3,183,036	-3,281,296	-98,260	(3%)

Summary of Details:

Parks & Facilities revenues are budgeted to increase by \$96,000 (8%), while total expenses are budgeted to increase by \$2,400 (0%).

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 excluding the new KIPP trail and beach access points. The overall trails budget is comparable to the prior year. The increase in expenses of \$6,500 is for the purchase of a trails counter, which is funded from the Contingency Reserve.

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 \$4,300 for Kincardine Minor Soccer. The budget also includes a \$25,000 contribution from the Parks Reserve Fund to fund the Parks Master Plan, explained further below.

Community Services Parks & Facilities Budget

- **Expenses:** Parks expenses have increased by \$88,000 (8%). The increase is primarily attributed to wages/benefits of an additional \$58,000 over prior year, as well as \$25,000 for consulting fees to update the Parks Master Plan. This cost is offset by a contribution from the Parks Reserve Fund so there is no impact to the tax rate. The parks operating budget also includes:
 - \$121,000 for grounds maintenance costs, beach maintenance, and grass cutting, including \$11,000 for playground surfacing (Grozelle Park), and \$11,500 for sports field paint & equipment
 - \$52,000 for horticulture materials, supplies and equipment rentals
 - \$26,800 for phragmites eradication
 - \$15,000 for seasonal vehicle leases for parks staff
 - \$10,000 for beach safety signage

Waterfront: The waterfront budget includes beach volleyball, the sing-a-long, and Reunion Park. The budget for Reunion Park makes up the majority of the overall waterfront budget, with \$15,000 in expenses for boardwalk expenses, and \$5,000 building maintenance costs for washroom upgrades.

Facilities: 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 decreased by \$92,000 (3%) over the prior year's budget, while revenues have decreased by \$131,000 (12%).

Recreation Facilities:

- **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. Operating expenses are budgeted at \$104,000 and consists primarily of staff wages to maintain the facility, heating costs, insurance, and building maintenance.

Community Services Parks & Facilities Budget

- **Tiverton Sports Centre:** The Tiverton Sports Centre is forecasted to generate \$145,000 in revenues for 2023, primarily for arena rentals, which is consistent with 2022 estimates. Operating costs are budgeted at \$320,000, which is an increase of \$66,000 (26%) over prior year. The majority of the increase relates to wages/benefits, which are increasing by \$50,000 (57%). Other expenses include heating costs (\$95,000), insurance (\$11,000), and building maintenance (\$54,000).
- **Davidson Centre:** Operating revenues at the Davidson Centre are budgeted at \$384,000. Of the total revenues of \$200,000 (52%) are generated from the arena, \$60,000 (16%) are for the health club, \$40,000 (10%) are for room rentals, and \$36,000 for gymnasium rentals (9%). The budget also includes a recreation contribution from Huron-Kinloss of \$46,300.

Operating expenses for the Davidson Centre amount to \$1,608,000 in 2023 compared to \$1,742,486 in 2022, representing a decrease of \$134,000 (8%). The decrease relates primarily to the reallocation of wages & benefits and other expenses between various sub-departments within the Facilities budget. The 2022 budget included contracts for Customer Service Representatives (CSR) for a cost of \$55,500, however this was funded through the Safe Restart grant and therefore there was no impact on the tax rate. The 2023 budget has removed the CSR wages however staff is recommending to add these positions as permanent part-time positions in the budget moving forward.

The remaining expenses consist primarily of heating, insurance, and building maintenance costs. Items of note include:

- Heating, utility & telecommunications costs (\$312,000)
- Building maintenance (\$86,500)
- Insurance (\$46,000)
- Health club & related equipment (\$20,000)
- Staff training (\$10,000)

Community Services Parks & Facilities Budget

- **Whitney Crawford C.C. (WCCC):** The WCCC has operating expenses of \$8,800 for hydro, water, insurance, and grounds maintenance. The budget is comparable to the prior year.
- **Brucedale Community Centre:** Operating expenses for the Brucedale Community Centre amount to \$11,000 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 (\$10,000). 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 \$18,000 which represents lease agreements for the rental of office space on the second floor of the building. The leased space has decreased over the last year due to increase in municipal staff requiring office space, as well as lack of demand resulting from Covid-19. Operating expenses amount to \$526,000 compared to \$519,000, which is comparable to the prior year . Costs include heating costs (\$74,000), janitorial costs (\$52,000), building maintenance (\$40,000), as well as \$200,000 for loan repayments for the office renovations. This loan will be fully repaid in 2025.
- **Underwood Office & Community Centre:** The Underwood facility has operating expenses of \$101,000 for 2023 compared to \$102,000 in 2022. 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 include building maintenance, insurance, grass cutting, and employee wages. There are no significant changes from 2022.
- **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 \$4,900 and includes insurance costs and water. There are no significant changes from 2022.

Community Services Parks & Facilities Budget

- **W.E. Thompson:** This Municipality has a 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. The lease is expiring in 2025 and a review will be reviewed at that time.
- **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 (\$8,400).
- **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 ~ \$58,000 for both facilities, adjusted annually for CPI. Operating costs for both libraries amount to \$88,000 and consist primarily of employee wages to maintain the facility, hydro, cleaning supplies, insurance and building maintenance. Building maintenance costs have increased from 2022 by a total of \$26,000 for the following:
 - Kincardine Library: Natural gas service (\$5,000) and exterior LED lighting (\$7,000)
 - Tiverton Library: Main floor carpeting (\$8,000), basement windows (\$5,000), drywall repairs (\$4,000), and exterior door (\$2,000)
- **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 2023 amount to \$191,000. Operating expenses for 2023 are budgeted at \$177,000 which includes employee wage allocations (\$28,000), hydro & utilities (\$77,000), building maintenance (\$31,000), and insurance (\$4,400). The operating expenses are comparable to the prior year.
- **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 2023 budget includes the following:

Community Services Parks & Facilities Budget

- **286 Wieck Blvd:** Total operating expenses of \$18,200 which primarily includes: \$5,000 for replacement of the deck, \$5,100 for utilities, \$1,500 for insurance, \$1,600 for telecommunications, and \$1,000 for grass cutting.
- **863 Mackendrick Dr:** Total operating expenses of \$46,000 which primarily includes: \$27,500 in building maintenance (roof, washroom renovations, front deck), \$5,000 for utilities, \$1,200 for insurance, \$1,700 for telecommunications, and \$750 for grass cutting.

The lease terms require that the Municipality has an established reserve fund of \$25,000 for each property in order to fund these capital expenditures. Cost sharing with the Society of United Professionals is reviewed annually through the budget process.

Community Services Community & Recreation Programs

Community & Recreation Programs	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Recreation	305,900	297,100	(8,800)	(3%)
Pool	242,584	249,400	6,816	3%
Marina	311,600	404,840	93,240	30%
Total Revenue	860,084	951,340	91,256	11%
Expenses				
Recreation	494,234	845,063	350,829	71%
Pool	909,245	698,017	-211,228	(23%)
Marina	311,600	404,840	93,240	30%
Crossing Guards	71,805	53,712	-18,093	(25%)
Total Expenses	1,786,884	2,001,632	214,748	12%
Surplus/(Deficit)	-926,800	-1,050,292	-123,492	(13%)

Summary of Details:

Community & Recreation Program revenues are budgeted to increase by \$91,000 (11%), while total expenses are budgeted to increase by \$215,000 (12%).

Recreation: The Recreation budget includes various programming such as summer day camp and school break programs, archery, volleyball, fitness bundles, Kindergym, babysitting courses, and pickleball. Overall recreation revenues are budgeted to decrease by \$8,800 while expenses are budgeted to increase by \$351,000.

- **Summer Day Camp:** Revenues are forecasted to decrease by \$25,000 (13%) over prior year. Some day camp numbers have been reduced to align with suggested industry norm camper to leader ratios that provide a safer experience for both the users and staff. Expenses have been reduced by \$9,000, with the program budgeted to operate with a deficit of \$44,000.
- **Fitness Bundles:** The operating budget for the fitness bundle programs is comparable to the prior year, with registration revenues of \$23,000 and operating expenses of \$30,000.
- **Kindergym:** The operating budget for the Kindergym program is comparable to the prior year, with registration revenues of \$1,000 and operating expenses of \$8,000. An additional \$2,000 has been included in the budget for the purchase of new equipment.

Community Services

Community & Recreation Programs

- **Volleyball:** The operating budget for volleyball includes registration revenues of \$15,000 and operating expenses of \$2,900. The revenues are budgeted to increase by \$7,500 over prior year primarily due to the increased popularity of this program.
- **Senior Games:** The operating budget includes revenues of \$1,100 and expenses of \$1,900. The budget is comparable to the prior year.
- **Youth Archery:** The operating budget includes revenues of \$2,000 and expenses of \$3,000. Expenses include \$2,000 for the purchase of 4 new mats.
- **Pickleball:** The operating revenues for this program are \$6,000 and expenses are \$1,000. The revenues are increasing by \$4,400 over the prior year due to the increase in registrations.
- **Babysitting & Home Alone Course:** The operating budget includes revenues of \$7,000 and expenses of \$5,300. There are no significant changes over the prior year.

The Recreation budget also includes general administration and overhead costs associated with recreation programming. Operating expenses primarily include wages & benefits (\$475,000), software contracts (\$28,800), ActiveNet transaction fees (\$18,500), telecommunications (\$5,670), program supplies (\$4,500), advertising (\$7,000), and training (\$3,000).

Pool: The Pool operating budget includes the overall costs of operating the Davidson Centre pool as well as individual programs offered, such as children's swim lessons, instructor and staff training, first aid, and aquafit. Pool revenues are budgeted to increase by \$6,800 (3%) while operating expenses are budgeted to decrease by \$211,000 (23%). The majority of the decrease in expenses is a result of the reallocation between Pool budget and the Davidson Centre budget primarily for utility costs (\$188,000) and wages/benefits (\$11,000). All other pool expenses are comparable and include chemicals (\$20,000), cleaning supplies (\$6,000), travel & training (\$3,000), safety equipment (\$3,000), and building maintenance (\$40,000). Consistent with prior years, the budget also includes a \$50,000 transfer to the Recreation Reserve Fund earmarked for future rehabilitation costs of the pool.

The budget for specific pool programs includes:

Community Services Community & Recreation Programs

The budget for specific pool programs includes:

- **Staff training:** This budget includes \$29,000 in expenses consisting of staff wages for participation in mandatory training for pool certification.
- **Children's swim lessons:** This budget includes revenues of \$135,000 and expenses of \$121,000. The registration revenues have been projected to increase by \$35,000 (35%) over prior year which is inline with 2022 actuals (\$145,000).
- **Aquafit:** This budget includes revenues of \$25,000 and expenses of \$22,000, which is comparable to the prior year.
- **Instructors, Water Safety, Lifeguard, Bronze Cross, and First Aid Courses:** These budgets are comparable to prior years and include registration fee revenues of \$21,200 and expenses of \$28,658.

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 taxpayers as 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.

The 2023 Marina operating expenses include a significant cost for dredging in the amount of \$150,000. These costs will be funded in part (70%) through the revenues generated from marina operations (\$106,000), with the remaining \$44,000 funded from the Marina Reserve Fund.

Crossing Guards: The operating expenses for crossing guards is budgeted to decrease by \$18,000 (25%) over the prior year. This is mainly due to a reduction in hours of operation as the crossing guards no longer provide services during the lunch hour. This was reduced during Covid as students were required to remain on school property during the lunch hour.

Community Services Fire & Emergency Services

Fire & Emergency Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Fire Department	42,800	39,800	(3,000)	(7%)
Emergency Planning	145,719	148,093	2,374	2%
Covid-19 Pandemic	36,000		(36,000)	(100%)
Mysis	3,000	3,500	500	17%
Total Revenue	227,519	191,393	(36,126)	(16%)
Expenses				
Fire Department	1,221,164	1,377,905	156,741	13%
Emergency Planning	149,341	139,986	-9,355	(6%)
Covid-19 Pandemic	36,000		-36,000	(100%)
Mysis	13,725	13,725	0	0%
Total Expenses	1,420,230	1,531,616	111,386	8%
Surplus/(Deficit)	-1,192,711	-1,340,223	-147,512	(12%)

Summary of Details:

Revenues are budgeted to decrease by \$36,000 (16%) while operating expenses are budgeted to increase by \$111,000 (8%). Departmental details are discussed below.

Fire Department:

- **Revenues:** Revenues for the Fire Department mainly include burn permit sales, which are budgeted at \$25,000, consistent with prior year. The Municipality has realized an increase in burn permits since the implementation of the online burn permit portal in 2021.
- **Expenses:** Expenses for the Fire Department are increasing by \$157,000 (13%) over the prior year, primarily due to an increase in wages/benefits of \$142,000. This represents 90% of the overall increase in expenses. The increase is due to an increase in volunteer firefighter payments to align with actuals, as well as wage re-allocations. Other expenses include:
 - Increase in dispatch services costs of \$11,000 (23%) as per the vendor agreement
 - Increase insurance cost allocation of \$10,000 (28%)
 - Radio, equipment maintenance, and parts costs of \$46,500
 - Building maintenance of \$10,000
 - \$10,000 reduction for the purchase of 10 new truck tires required in 2021
 - \$5,000 for the defibrillator maintenance program for municipal facilities
 - \$60,000 for the Fire Protection agreement with Arran-Elderslie

Community Services Fire & Emergency Services

Excluding wages/benefits, the total operating expenses have increased by \$15,000 (4%) primarily due to the insurance and dispatching services as described above. Consistent with prior years, the budget also includes \$37,000 in loan repayments for the fire rescue vehicle, and a \$100,000 transfer to the Equipment Replacement Reserve Fund (Fire).

Emergency Planning:

- **Revenues:** Revenues under this department represent the funding assistance agreement between Bruce Power and the Municipality of Kincardine for nuclear emergency preparedness (\$126,000), which is adjusted for inflation annually. The revenue also includes cost recovery for the maintenance of the emergency notification sirens that were transferred to the Municipality by Bruce Power.
- **Expenses:** Operating expenses amount to \$140,000 and are budgeted to decrease by \$9,000 (5%) over prior year, due to wages/benefits allocations. The budget includes telecommunications, materials and supplies, training, advertising, and \$20,000 for sirens maintenance (offset by funding from Bruce Power for to maintain the sirens on their behalf).

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 2023 operating budget amounts to \$14,000 in expenses, which is consistent with the prior year. Expenses include equipment & parts (\$9,500), fuel (\$1,100), and telecommunications (\$2,600).

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Trails*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
N008	Birchwood Public Walkway	0	45,000		45,000						
Total	<i>Trails</i>		45,000		45,000						

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Parks*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
P019	Playground Equipment	0	60,000		60,000						
P020	Inground garbage receptacles	0	10,000	10,000							
P023	25 - Park picnic tables	0	15,000		15,000						
P024	Buildings Review - Multiple	0	60,000	60,000							
P025	DC soccer field goal posts	0	20,000		20,000						
P028	Connaught park - diamond 2	0	80,000		80,000						
P030	Connaught park - inground	0	120,000		120,000						
P031	Station Beach - fence along	0	20,000		20,000						
P032	Station Beach - remodel, AODA	0	45,000		45,000						
P033	Station Beach - boardwalk design	0	50,000		50,000						
P034	Victoria Park - new band shell	0	25,000		25,000						
P035	bike racks, various parks	0	5,000		5,000						
P036	Inverhuron beach access look out	0	50,000		30,000						20,000
P040	Beach access points - steps	0	25,000		25,000						
P041	Bruce ave. soccer fields - players	0	10,000		10,000						
Total	Parks		595,000	70,000	505,000						20,000

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Facilities*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9030	Medical Clinic Conversion to	0	10,000		10,000						
9560	Medical Clinic - HVAC	0	30,000		30,000						
9598	HVAC Units - Tiverton Sports	0	60,000		60,000						
R009	Tiverton Library - Ramp and	0	45,000		45,000						
R011	Armow WI - Renovations	0	30,000		30,000						
R039	North Dehumidifer DC	0	80,000	80,000							
R040	Ride on Floor scrubber	0	40,000		40,000						
R041	DC Roof replacement (sec2,	0	225,000				225,000				
R042	DC Sound system replacement	0	40,000		40,000						
R044	DC Building condition	0	100,000	100,000							
R045	DC - Health Club flooring	0	60,000		60,000						
R046	DC - Furniture Replacement	0	15,000		15,000						
R050	TSC - north dehumidifer	0	80,000				80,000				
R051	TSC - LED lighting retrofit (over	0	60,000				60,000				
R052	TSC- sound system replacement	0	40,000		25,000		15,000				
R054	Art gallery - roof replacement	0	200,000		200,000						
R055	Art gallery - Key fob security	0	10,000	10,000							
R056	Medical centre - centralized	0	20,000		20,000						
R057	Medical centre - replacement	0	7,000		7,000						
R058	Medical Centre - 1st floor repaint	0	40,000		40,000						
R060	MAC - key fob security system	0	20,000	20,000							
R061	Lighthouse repainting	0	175,000		175,000						
R062	Lighthouse window replacement	0	10,000		10,000						
Total	Facilities		1,397,000	210,000	807,000		380,000				

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Fire Department*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9052	Womens Facilities Upgrade	0	30,000		30,000						
9062	FIRE TRAINING FACILITY	0	10,000		10,000						
U010	Car 3 Pickup Truck	0	80,000		80,000						
U021	Traffic Pre-Emption - Highway 21	0	70,000		70,000						
Total	<i>Fire Department</i>		190,000		190,000						
Total	Municipality of Kincardine		23,552,241	455,000	10,121,000	39,241	500,000	1,100,000	4,267,000	7,050,000	20,000

Infrastructure & Development

2023 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 Service Strategy

Environmental Services

The Environmental Services Team is responsible for Drinking Water treatment and distribution, Wastewater treatment and collection, Stormwater collection, Drainage, Tile Drainage, Waste Management services including garbage collection, recycling collection and available programs.

Staff are highly trained and regulated to perform duties and mandatory requirements associated with licenses and certification in Water and Wastewater. We are vital in maintaining operations to provide Safe and reliable drinking water following all applicable requirements and regulations. Customer service is a high priority to the staff, as we often are face-to-face with the residents, and developers of the municipality daily.

Quality Management System Policy

The Municipality of Kincardine owns, operates, and maintains the Kincardine, Tiverton, Scott's Point, Underwood and Armow, Municipal Residential Drinking Water Systems. The Municipality of Kincardine is committed to:

- Ensuring a safe and consistent supply of high-quality drinking water
- Complying with all applicable legislation and regulations
- Maintaining and continually improving the Drinking Water Quality Management System
- Promoting open and effective communication with ratepayers and community members concerning matters of drinking water quality
- Protecting the environment through water conservation and resource stewardship

Infrastructure & Development Service Strategy

Operations

The Operations Team provides front-line customer service related to the operations and services of the Operations Department Services provided include:

- Bridges & Culverts
- Cemeteries
- Roads, Curbs & Sidewalks
- Ditching
- Tree/Stump removal/trimming/planting
- Public Use Garbage Receptacles (excluding parks/beaches/trails)
- Grass Mowing (excluding parks/beaches/trails)
- Winter Maintenance/Road & Sidewalk Plowing and Sanding/Salting
- Fleet
- Parking Lots
- Streetlighting
- Capital Projects relating to Infrastructure
- Municipal Airport

The Operations Team's commitment is to serve all customers which include the public, fellow staff members and Council with professionalism, skill, and knowledge. Staff are committed to treating customers fairly while complying with all our policies, by-laws and regulations. We strive to ensure our services are accessible for all customers. The Operations Team's mandate is to respond to customer requests in a timely, accurate manner. The addition of Cityworks (a service request system) has enhanced our customer service by streamlining communication between field crews and staff. The department makes every effort to provide our service in the most cost-effective and timely fashion as possible. We will continue to measure and improve work processes by implementing innovative ideas, applying appropriate technology, training staff to be helpful and knowledgeable, and encourage teamwork among staff.

Infrastructure & Development Service Strategy

Development Services

The Development Services Team is a frontline resource for Building, Planning and Zoning information for developers (of any size), Council, and inquiring citizens. In addition to these services, it also provides Geographic Information Systems (GIS) and Asset Management Coordination for the Municipality.

The Municipality of Kincardine Development Services Department works with the County of Bruce Planning Department and others to support development and planning initiatives regarding severances, zoning amendments, and minor variances in the community. They draft and process agreements such as but not limited to: Site Plan Control, Subdivision, Part Lot Control, and Encroachments. All Minor Variance applications are reviewed with the Committee of Adjustment. Other Agreements processed through the department include Limited Services Agreements and Demolition Agreements.

This team is also staffed to provide well informed and outstanding customer service, working with applicants in all facets of building projects including plan review, approvals and permit issuance including:

- Zoning and property usage requirements
- New main buildings or structures (i.e. dwellings, barns, apartments, commercial structures)
- Additions and renovations
- Additional Residential Units (ARUs)
- Septic systems and permits
- Demolitions
- Accessory structures (i.e. sheds, garages, decks)
- Swimming pool enclosures
- Sign permits (temporary and other)
- Temporary tent permits
- Zoning and building compliance reports

Infrastructure & Development Service Strategy

The staff also reviews applicable development fees and charges and collects on behalf of the Municipality with regard to building, planning, pipeline and Development and Capital Charges, and tracks all building-related deposits.

Staff develop, administer and support the Municipality of Kincardine's GIS applications, asset data and work management system. They manage the tools and information required to analyze, visualize and convey data for strategic decision making.

Infrastructure & Development Overview

Key Customers

- Residents and businesses
- Employees
- Council
- Bruce County
- Community service groups
- Government Agencies
- Vendors

Legislated Standards

- Municipal Act
- Highway Traffic Act
- Minimum Maintenance Standards
- Employment Standards Act
- Development Charges Act
- Planning Act
- Ontario Building Code Act
- Heritage Act
- Drainage Act
- Consolidated Rates and Fees By-Law
- Purchasing and Procurement Policy
- Budget By-Law
- Source Water Protection
- O.Reg 129-04 Sewage Systems
- O.Reg 170/03 Drinking Water
- O.Reg 319 Small Drinking Water Systems
- Canadian Environmental Protection Act
- Clean Water Act
- Conservation Authorities Act
- Municipal Freedom of Information and Protection of Privacy Act
- Accessibility for Ontarians with Disabilities Act
- Labour Relations Act, 1995
- Occupational Health & Safety Act
- Funeral, Burial and Cremation Services Act
- Bereavement Authority of Ontario (BAO)
- Cemeteries Act R.S.O.
- Reg. 347 General Waste Management
- O.Reg 232/98 Landfilling Sites
- R.S.O. 1990 c E.19 Environmental Protection Act
- Ontario Underground Infrastructure Notification System Act 2012
- Nutrient Management Act
- Environmental Assessment Act

Infrastructure & Development Overview

Links to Integrated Strategy

- **VGI 1:** Optimize the use of existing infrastructure and ensure it is adequately maintained. The Infrastructure and Development department is responsible to proactively manage the Municipality's assets to best serve community needs and achieve strategic priorities, with the goal of optimizing the use of existing infrastructure and ensuring it is adequately maintained.
- **VGI 2:** Provide infrastructure needed to accommodate planned growth. Updated master plans for all key infrastructure, along with the review and revision of the Development Charge By-law will assist in assessing need to accommodate planned growth. Strategic capital planning will allow us to implement a proactive infrastructure to serve existing residents and enable future growth.
- **VGI 4:** Create more opportunities for waste diversion. Through Investigation and adoption of environmental practices we move to reduce the overall municipal carbon footprint in accordance with the integrated strategy.

Links to Municipal Asset Management Plan

The Infrastructure and Development department is responsible for the maintenance of 337 CL km of paved roads, and 38 km of sidewalks. To advance the Municipality's asset management program the department undertook a comprehensive road and sidewalk assessment program. The assessment tool conducted through *StreetScan* completed an automated road and sidewalk inventory and condition ratings of all roads and sidewalks. The prioritized models received as a result of the data collected allow the for the consideration of multiple forecasting scenarios for maintenance and capital planning.

Biannually the department undertakes OSIM inspections of all major bridges and structures. The data collected identifies any defects or deficiencies and provides a forecasted timeline and budget considerations for repairs and/or replacement of these structures.

With the addition of a Fleet Manager as part of the Manager of Operations role it has allowed us to work towards a comprehensive 10 year forecasted fleet replacement program for the entire municipal fleet across all departments. The program will allow the Municipality to receive the highest possible return on investment by acquiring and retaining vehicles through regular vehicular maintenance and upkeep monitoring along with regular replacement of aging fleet.

Infrastructure & Development 2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Investigate opportunities for operations layout and replacement facility options for the public works garages	Partially	The 2023 Operating budget includes the review of all facilities corporate wide. The purpose of the report is to identify space occupancy and growth, employee locations or assigned workstations, asset costs and life cycles, utility costs, as well as building repairs and capital improvement cost.
Rollout the Cityworks AMS and Storeroom modules across other municipal departments	Partially	The Operations Department Lead Hands for the Kincardine, Armow, and Underwood Shops all went live using Cityworks as of September 1, 2022 with first starting with a trial period from May-August, 2022. Storeroom is not currently being used by the Operations Team at this time as a full inventory of stock and supplies need to be completed and inputted. It is the plan that as of Spring 2023, the remaining Operations sectors will be live on Cityworks as well (Tree Crew, Cemeteries, Mechanic) using Service Requests, Work Orders, and Inspections.
Advance Cityworks within Operations to better manage workloads, including routine scheduling of tasks and resources	Yes	The Operations team is now using Cityworks to track work completion, concerns and complaints, upcoming work, inspections, work orders, requests from residents and visitors. This has allowed staff to more efficiently and effectively track the total cost of projects/requests as well as identify troublesome areas (e.g. flooding, potholes, etc).
Continue to manage new and existing assets using an overall lifecycle management approach	Partially	Through our annual maintenance programs and budget, maintenance of infrastructure is ongoing. Areas included are asphalt repairs and resurfacing, sidewalk replacement and crack sealing as well water and sanitary force main maintenance programs.

Infrastructure & Development 2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Continued support for development proposals and infrastructure upgrades	On-going	Huron Terrace FM underground works completed in 2021. Huron Terrace SPS is underway in 2022 and is anticipated to be commissioned early 2023. Several development proposals reached approval status in 2022. Many files are nearing considerations for site plan or subdivision approvals.
Complete on-going capital works from 2021 and new considerations for 2022	Yes	Numerous capital project were completed in 2022 included Huron Terrace Forcemain, Durham St reconstruction, Bruce Road 15 Reconstruction and the KIPP Trail project.
Consider implementing recommendations from the Master Cycling Plan; initial opportunities in the 2022 budget include painting and signage	Yes	Phase I of the MCP has been implemented. This included line painting and signage along Huron Terrace, Bruce Ave and Queen St. South. Work will continue on this action in 2023.
Complete the comprehensive Zoning By-Law review and implementation	Partially	The review of the Zoning By-Law has been initiated and is expected to be complete in the Summer of 2023. The initial review of the current Zoning By-law has been completed. Public open houses and feedback forums have been completed. Next steps include discussion papers, a draft of the new Zoning By-law, further consultations, and a final draft of the new Zoning By-law for Council approval.
Update and consolidate bylaws including Site Plan Control to streamline and identify efficiencies	Partially	Site Plan control bylaw has been amended as directed by Bill 109 to appoint a person to approve plans and drawings (the CAO) in accordance with Section 41 (Site Plan Control). Once royal assent is received, bylaw 2022-112 will be amended to include reference to Bill 23.

Infrastructure & Development 2022 Grant Funding

Infrastructure Investment and Application-Based Funding

- ICIP – Community, Culture and Recreation Intake - \$797,757 used to complete the KIPP Trail (Kincardine to Inverhuron Provincial Park)
- OCIF - Ontario Community Infrastructure Fund - \$1,004,741 used for Rural paving of Concession 10 to Boundary and \$280,000 used for the Structure 2638 Concession 10 replacement
- CCBF - Canada Community-Building Fund (formally Gas Tax -\$725,000 for the Bruce Road 15 – Inverhuron servicing Project
- FCM Grant - \$50,000 used to complete an automated surface condition assessment (StreetScan) for 337 km roads and 38 km sidewalks.
- Ontario Municipal Commuter Cycling (OMCC) Program – remainder of original grant funds (\$1,500) used to implement phase I of the Municipal Cycling Plan
- OMAFRA - Agricultural Drainage Infrastructure – Maintenance and Drainage Superintendant – annual funds allocated to subsidize municipal drainage maintenance and Drainage Superintendant services

Infrastructure & Development Planned Major Initiatives

Goals & Objectives	Actions	Timing
REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances.	<ul style="list-style-type: none"> Implement a proactive infrastructure, through capital planning, to serve existing residents and enable future growth. Continue to investigate and adopt environmental practices as an organization that reduces the overall carbon footprint of the Municipality. Investigate energy efficiency upgrades across the municipal fleet, building, and infrastructure to reduce environmental impact and uncover cost savings over the long term. 	2023-2025
VGI 1: Optimize the use of existing infrastructure and ensure it is adequately maintained	<ul style="list-style-type: none"> Maintain and manage roads, sidewalks, streetlights, storm and wastewater infrastructure through capital and operational budgets. Engage with stakeholders to identify a vision for the downtown Kincardine streetscape and develop a plan to mitigate negative impacts on businesses and community residents. Complete the upgrades to downtown Kincardine's infrastructure in 2023. 	2023-2024
VGI 2: Provide infrastructure needed to accommodate planned growth	<ul style="list-style-type: none"> Update master plans for all key infrastructure areas Update the zoning bylaw to meet the specification of the Growth Management Strategy. Complete and Implement the Servicing Master Plan 	2023-2025

Infrastructure & Development Program Delivery Plan

What changes/risks will impact program delivery?

- Aging infrastructure and fleet/price increases for parts and materials
- Financial resources, and cost over runs
- Environmental Impacts, pressure for environmental conservation
- Growth and customer demands
- Staffing constraints

Potential ways to mitigate the risks –

- Development and implementation of preventive maintenance programs in all areas.
- Research and sourcing best value including fixed term agreements for goods or services.
- Continue to seek out grant and other funding opportunities
- Managing workload and developing new processes to improve the customer experience.
- Staff training and education to allow employees to expand their knowledge and skills. Through training and mentoring, junior staff will be provided opportunities to gain the knowledge, skills and abilities to fill senior operator roles.

Staff Resources:

Department total FTE Requirements	Current	2023	2024	2025
Operations	24	24	24	Under review
Development Services	6	6	8	Under review
Environmental Services	12	12	13	Under review

Infrastructure & Development Program Delivery Plan

No additional FTE's are requested in 2023. Future FTE requirements will be dictated by growth and maintaining levels of service.

Additional FTE's will be requested for 2024:

- **GIS Technician:** Currently there is one GIS staff member who manages GIS, asset management and CITYWORKS for the Municipality. As we expand our CITYWORKS platform, in addition to building out our GIS database and align planning opportunities through our asset management lens for strategic planning, it's becoming more important to close the gap to ensure our service demands can be met.
- **Planning Administrative Assistant:** In the last 2 years we have seen a rising number of planning files initiated, as well as new legislation being imposed at the local level. In order to ensure sufficient and reliable service is maintained, we are requesting the addition of a contracted staff member to guide us through 2024. The request for a contract will allow the department to understand if the need is more permanent beyond 2024 without having made that initial commitment.
- **Water & Wastewater Operator:** We are also looking to add an additional operator within the Environmental Services group to allow build out of maintenance programming flushing and camera works to guide our replacement program and to ensure adequate maintenance is performed. Additionally, they will help to support our valve turning maintenance program which will help ensure all water valves are functional at a time of need.

Information and Technology Requirements:

In 2023 we are requesting the acquisition of additional tablets to further our CITYWORKS platform amongst the operations department. Without these additions the program will be idle. The GIS server upgrade is planned for completion and these upgrades will allow the stagnation of GIS to be overcome. CITYWORKS and GIS software platforms are currently several iterations behind due to the current server state. Updates to this server will allow the department to continue our growth and implementation of public facing tools.

Infrastructure & Development Operating Budget Summary

Infrastructure & Development	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Development Services	678,671	701,452	22,781	3%
Environmental Services	7,127,324	7,424,591	297,267	4%
Operations	305,100	390,100	85,000	28%
Total Revenue	8,111,095	8,516,143	405,048	5%
Expenses				
Development Services	1,363,008	1,463,985	100,977	7%
Environmental Services	7,761,258	8,264,348	503,090	6%
Operations	5,886,444	6,545,543	659,099	11%
Total Expenses	15,010,710	16,273,876	1,263,166	8%
Surplus/(Deficit)	-6,899,615	-7,757,733	-858,118	(12%)

Summary of Details:

Revenues are budgeted to increase by \$405,000 (5%), while total expenses are budgeted to increase by \$1,263,000 (8%). Of this total expenditure increase, \$827,000 (65%) is for external borrowing costs, \$243,000 (19%) is attributed to wages and benefits, and \$257,000 (20%) is for fleet operations and maintenance.

Water and wastewater reserve fund transfers amount to \$1,046,000 and \$1,112,000 respectively.

The departmental details are discussed in further detail.

Infrastructure & Development Development Services Budget

Development Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Building Department	477,879	488,354	10,475	2%
Planning:				
Tile Drainage	4,292	2,848	(1,444)	(34%)
Planning & Zoning	196,500	210,250	13,750	7%
Total Planning	200,792	213,098	12,306	6%
Total Revenue	678,671	701,452	22,781	3%
Expenses				
Building Department	477,879	488,354	10,475	2%
Planning				
Saugeen Valley C.A.	340,674	374,507	33,833	10%
Tile Drainage	4,242	2,798	-1,444	(34%)
Planning & Zoning	427,717	471,872	44,155	10%
Total Planning	772,633	849,177	76,544	10%
GIS	112,496	126,454	13,958	12%
Total Expenses	1,363,008	1,463,985	100,977	7%
Surplus/(Deficit)	-684,337	-762,533	-78,196	(11%)

Building Department:

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

- **Revenues:** In 2023, the budgeted revenue figure of \$488,354 includes \$99,854 as a contribution from this Reserve Fund in order to offset operating costs. This withdrawal may or may not be required, depending on the actual revenues earned from building permits, or if there are budgetary cost savings realized in 2023. The revenue also includes \$325,000 in permit fee revenue, which is a projected increase of \$50,000 (18%) over the prior year budget. Actuals permit revenues have been trending higher than budget, and therefore the budget has been adjusted accordingly. All other revenue projections are comparable to the prior year.

Infrastructure & Development Development Services Budget

Expenses: Overall building department expenses are projected to increase by \$10,000 (2%) over the prior year, which is comparable. The more significant variances include a \$15,000 (4%) increase in wages/benefits, and \$16,000 for Cloudpermit software. Offsetting these increases is a 50% reduction to legal fees by \$20,000. All other expenses are comparable to prior year.

Planning:

- **Revenues:** Planning revenues show an increase of \$12,000 (6%) over prior year, primarily due to increases in site plan and developer control fee revenue and registration fee revenue. The revenues also include a \$115,000 Reserve contribution to fund the completion of the Zoning By-law.
- **Expenses:** Planning expenses are budgeted to increase by \$77,000 (10%) over the prior year. Of this increase, \$25,000 (32%) relates to an increase in Ontario Municipal Board (OMB) expenses relating to planned developments and related appeals. A portion of this (\$10,000) would be recoverable from developers and has been included in planning revenues as an offset. The budget for legal costs has also increased by \$7,000. The operating budget also includes \$115,000 for the completion of the Zoning By-law (offset by a Reserve contribution), as well as \$10,000 for the development of Tree Policy guidelines.

The Saugeen Valley Conservation Area (SVCA) 2023 general levy is budgeted to increase to \$367,000, which represents an increase of \$34,000 (10%) 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 \$4,800 for training, as well as \$2,000 for software and computer supplies.

Infrastructure & Development Environmental Services Budget

Environmental Services	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Water	3,178,252	3,326,890	148,638	5%
Wastewater	2,762,500	2,881,579	119,079	4%
Waste Management	1,144,250	1,155,800	11,550	1%
Stormwater	42,322	52,322	10,000	24%
Environmental Committee		8,000	8,000	100%
Total Revenue	7,127,324	7,424,591	297,267	4%
Expenses				
Water	3,178,252	3,326,890	148,638	5%
Wastewater	2,762,500	2,881,579	119,079	4%
Waste Management	1,614,743	1,768,840	154,097	10%
Stormwater	192,163	264,939	72,776	38%
Source Water Protection	4,100	4,100	0	0%
Environmental Committee	9,500	18,000	8,500	89%
Total Expenses	7,761,258	8,264,348	503,090	6%
Surplus/(Deficit)	-633,934	-839,757	-205,823	(32%)

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. Effective 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 \$149,000 (5%), primarily due to an increase in water user rates of 7% for 2023. Also included in revenues is \$25,000 in cost recovery from Bruce Power for engineering expenses incurred by the Municipality for the municipal water supply project.

Expenses: Water expenses, excluding reserve fund transfers, are projected to increase by \$443,000 (27%). Of this increase, \$252,000 (57%) is attributed to external debt financing costs. This includes an increase in interest payments for the 9/21 Business Park (\$13,000) and debt repayments for the Huron Terrace Forcemain (\$48,000), as well as debt payments for the planned Queen Street Reconstruction Project (\$191,000).

Infrastructure & Development Environmental Services Budget

Other budgetary cost increases include:

- Salaries & Benefits of \$85,000 (11% increase)
- Increase in engineering costs of \$25,000 for the municipal supply of water to Bruce Power, which is fully recoverable from Bruce Power
- \$25,000 (14%) increase for hydro costs to align with actuals
- Increase of \$11,000 (17%) for chemicals to account for inflationary price increases
- Increase of \$25,000 (160%) for contracted services for hydrant painting
- Increase of \$15,000 (41%) for insurance premiums
- Increase of \$21,000 (17%) for equipment and watermain maintenance
- Increase of \$17,000 (113%) for building maintenance including shingle replacement and filters in Underwood (\$8,500), fencing (\$5,500), and cement well tiles in Tiverton(\$2,500)

Other expenses include telecommunications (\$19,000), water monitoring (\$37,000), software contracts (\$19,000), and grounds maintenance (\$5,000). The budgeted reserve fund transfers to water reserve funds amount to \$1,010,000, which is a decrease of \$300,000 (23%) over the prior year.

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 \$119,000 (4%), primarily due to an increase in wastewater user rates of 9%.

Expenses: Wastewater expenses, excluding reserve fund transfers, are projected to increase by \$342,000 (24%). Of this increase, \$314,000 (92%) is attributed to external debt financing costs. This includes an increase in interest payments for the 9/21 Business Park (\$4,300) and debt repayments for the Huron Terrace Forcemain (\$124,000), as well as debt payments for the planned Queen Street Reconstruction Project (\$186,000).

Other budgetary cost increases include:

- Increase in equipment sewer main maintenance of \$20,000 (38%), including various manhole repairs
- Increase of \$9,500 (95%) for building maintenance including doors, windows and shingles replacement at various facilities

Infrastructure & Development Environmental Services Budget

Offsetting expense decreases include:

- Consulting fees decrease of \$15,000 (50%)
- Salaries & benefits decrease of \$22,000 (5%)

The budgeted reserve fund transfers to sewer reserve funds amount to \$1,112,000, which is a decrease of \$193,000 (15%) 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 \$12,000 (1%), which is comparable to the prior year. The revenues include \$440,000 for landfill tipping fees, and \$182,000 for disposals fees for specific materials (i.e. brush, shingles, drywall, metal, mattresses, and fridges/freezers). The revenue earned from the sale of bag tags amount to \$527,000, which has not increased from 2022.

Expenses: Waste management expenses are budgeted to increase by \$154,000 (10%) over prior year. The budgeted increase is largely due to higher contracted costs for recycling, garbage and cardboard collection of \$66,400 (14%). Other cost increases include salaries & benefits of \$57,000 (17%), mattress disposal costs of \$8,000 (61%), and grounds maintenance of \$20,000 for waste bin replacement and drainage tiles.

The leachate treatment facility's operating expenses amount to \$214,000 compared to \$208,000, representing an increase of \$6,000 (3%) over the prior year. The increase is primarily attributed to wages/benefits, as well as an additional \$15,000 required for equipment maintenance costs including aeration equipment.

Stormwater:

The stormwater budget includes storm sewers, and municipal drains. The budget increase is primarily due to wages/benefits reallocations for the Manager, Environmental Services.

Environmental Committee:

The Environmental Committee budget includes \$18,000 in expenses which includes the purchase of green cones (\$6,000), tree purchases (\$5,000), a water bottle filling station (\$6,000), and advertising (\$1,000). The budget includes \$7,000 in grant revenues to be used to offset the cost of the green cone purchases.

Infrastructure & Development Operations Budget

Operations	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Roads	37,800	51,300	13,500	36%
Fleet	20,800	20,800	0	0%
Cemeteries	153,700	183,200	29,500	19%
Airport	92,800	134,800	42,000	45%
Total Revenue	305,100	390,100	85,000	28%
Expenses				
Roads	3,898,253	4,238,694	340,441	9%
Bridges & Culverts	327,453	323,054	-4,399	(1%)
Fleet	971,662	1,228,704	257,042	26%
Cemeteries	331,447	347,036	15,589	5%
Airport	357,629	408,055	50,426	14%
Total Expenses	5,886,444	6,545,543	659,099	11%
Surplus/(Deficit)	-5,581,344	-6,155,443	-574,099	(10%)

Roads:

The Roads budget includes such costs as winter maintenance (salt, sand, snow clearing, etc.), streetlighting, Saugeen Mobility and Regional Transit (SMART), tree planting, ditching, loosetop and hardtop maintenance, crack sealing, and road signs.

Revenues: Roads revenues show an increase of \$13,500 (36%) over prior year. This is for the Tall Tree program, whereby the Municipality purchases tall trees for sale to the public and receives a donation from Bruce Power in support of this initiative. All other revenues are consistent with the prior year.

Expenses: Roads expenses are projected to increase by \$340,000 (9%). Of this increase, \$257,000 (76%) is attributed to external debt financing costs. This includes an increase in interest payments for the 9/21 Business Park (\$25,800) and debt repayments for the Huron Terrace Forcemain (\$46,000), as well as debt payments for the planned Queen Street Reconstruction Project (\$186,000). Other budgetary changes are due to the following:

- Increase in salaries & benefits of \$44,000 (2%)
- Insurance premiums are budgeted to increase by \$32,000 (29%)
- \$10,000 for new tablets for Cityworks implementation
- \$8,700 (27%) increase for training & conferences

Infrastructure & Development Operations Budget

- \$8,000 increase for legal fees
- \$10,000 for the replacement of flooring in the Underwood shop
- \$8,000 for tube heaters at the Armow shop
- \$10,700 (19%) increase for curb and sidewalk maintenance for increases in material costs and annual inspections
- \$7,000 (18%) increase for hardtop maintenance due to higher material costs
- \$17,000 (6%) increase for loosetop maintenance to increase quantity of material purchased
- \$10,000 (17%) increase for contracted services for dust layering
- \$5,000 (50%) increase for contracted snow removal
- \$25,000 (36%) increase in salt costs due to higher unit costs and usage
- \$35,500 (43%) increase in safety devices including \$8,000 for pedestrian crossing upgrades, \$2,500 for traffic control signage, \$15,000 for roadside markings as per the Master Cycling plan, and \$10,000 for re-lamping 2 intersections
- \$4,000 (5%) increase in the annual levy for SMART

Offsetting cost decreases include:

- \$40,000 for lakeshore grading repairs that are not required in 2023
- \$35,000 in lease costs for a tractor has not been renewed
- \$5,000 reduction for crack sealing costs

Bridges & Culverts:

Operating costs for bridges and culverts are budgeted to decrease by \$4,000 (1%), which is comparable to the prior year. The decrease is primarily due to a \$10,000 (22%) budgeted reduction in material purchases for piping, as well as internal wage reallocations. There is an offsetting increase of \$15,000 for a bridge inspections that is a bi-annual requirement and is needed in 2023.

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 \$257,000 (26%) over the prior year. Of this increase, \$147,000 (57%) is due to higher diesel and fuel prices. The monthly average per litre cost of gasoline over the 12-month period ending October 2022 has increased from 144.3 to 164.3, an increase of \$0.20/litre (14%), reaching a peak average of 205.9 in June 2022. The monthly average per litre cost of diesel fuel over the same 12-month period has increased from 142.8 to 216.4, an increase of \$0.736/litre (52%), reaching a peak average of 225.9 in May 2022.

Infrastructure & Development Operations Budget

Actual costs for 2022 year-to-date amount to \$314,000 compared to a total 2022 budget of \$235,000, resulting in an overage of \$79,000. The 2023 budget has been adjusted to account for these inflationary increases.

In addition, the parts budget has increased by \$50,000 (21%) for the increase in the cost of parts and materials, as well as an additional \$18,000 required for flail mower attachment repairs. The total budget for parts, vehicle and equipment maintenance expenses is \$355,500, increasing from \$286,000 (24%) in 2022.

Consistent with prior years, the fleet budget also includes a \$100,000 transfer to reserve funds for the fleet replacement program.

Cemeteries:

The municipality operates 3 active cemeteries in Kincardine, Tiverton and Port Bruce, offering burial plots and columbarium niches in both the Kincardine and Tiverton locations. A Care & Maintenance (C&M) Fund is a legally required trust fund that helps ensure the long-term upkeep of the cemeteries indefinitely. Only the interest earned from this fund can be used to maintain the cemetery, which for 2022 year-to-date amounts to \$11,000. The *Funeral, Burial and Cremation Services Act* outlines how much is required to be contributed for C&M. These prices are listed in the annual Consolidated Rates & Fees By-law. The Trust Funds are reported in separate financial statements and are audited annually by the municipal auditors.

The cemeteries budget includes an increase in revenues of \$29,500 (19%) due to higher than anticipated lot sales, interments and cremations in 2022, which has been adjusted for in 2023. Operating expenses are budgeted to increase by \$15,500 (5%) primarily due to higher fuel costs of \$4,000 (47%), \$5,000 for a columbarium plan, and \$4,000 for additional building maintenance costs. The budget also includes \$4,100 as a contribution to the Lovat Cemetery (private cemetery) for grounds maintenance.

Infrastructure & Development Operations Budget

Airport:

The overall operating expenses for the municipal airport are budgeted to increase by \$50,000 (14%) over prior year, along with an offsetting increase in revenues of \$42,000. The increase primarily relates to increasing fuel prices for 100LL and Jet A fuel. The municipality charges a markup of between \$0.25 – \$0.27 per litre above wholesale cost.

The budget also includes the following:

- \$111,000 for airport management services (external contractor) to operate the airport
- Annual monitoring fees and Automated Weather Observing System (AWOS) fees of \$10,000
- \$11,000 for insurance premiums
- \$10,000 for grounds maintenance
- \$6,000 for building and equipment maintenance

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Water*

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						
9519	Andrew Malcolm Watermain	0	30,000		30,000						
9542	Investigate Tiverton Water	0	200,000		200,000						
G003	Water Meter Replacement	0	3,000,000		3,000,000						
G057	Kincardine WTP Roof	0	120,000		120,000						
G058	Scott's Point Tile Bed and	0	20,000		20,000						
G059	Dent Well	0	25,000		25,000						
G064	Pneumatic Valves KWTP	0	27,000		27,000						
G065	Teflon Boards/Injector	0	12,500		12,500						
G066	Underwood Chlorine Pump	0	9,000		9,000						
G067	Kincardine Water Tower Aeration	0	25,000		25,000						
G068	Contingency Valve Replacement	0	60,000		60,000						
G069	New Roofing High Lift Buildings	0	55,000		55,000						
G070	Tiverton Water Tower	0	25,000		25,000						
Total	Water		3,670,500		3,670,500						

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Wastewater*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9464	Queen St Sewermain	0	7,050,000							7,050,000	
9465	Durham St Pump Station	0	1,430,000		1,430,000						
9469	Park Street Pump Station and	0	100,000		100,000						
9470	Genset for Kincardine Effluent	0	90,000		90,000						
9472	Mount Forest Ave Servicing	0	1,600,000		390,000				1,210,000		
9473	Kincardine Ave Servicing	0	2,000,000						2,000,000		
9487	WASTEWATER -	0	30,000		30,000						
H046	Sewer Flushing Repairs and	0	20,000		20,000						
H047	BEC Repairs	0	47,500		47,500						
H048	Kincardine Ave. Lift Station	0	25,000		25,000						
H049	King St. Tiverton Lift Station	0	25,000		25,000						
H050	SCADA Connaught Park	0	16,500		16,500						
H051	Replacement of Air Relief Valves	0	22,000		22,000						
H053	Roof Replacement	0	110,000		110,000						
Total	Wastewater		12,566,000		2,306,000				3,210,000	7,050,000	

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Waste Management*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9557	KWMC - Construction of Cell #2	0	400,000		400,000						
Total	Waste Management		400,000		400,000						

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Stormwater*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
Y002	Storm Flushing Program	0	20,000		20,000						
Y003	Storm Lakefront Inlets	0	45,000		45,000						
Y004	MD 21 New Road Crossing	0	80,000		80,000						
Y005	MD MacDonald Road Crossing	0	80,000		80,000						
Y007	Birchwood Ave Storm Easement	0	434,000		434,000						
Y008	Kincardine Kinloss Branch A	0	65,000		65,000						
Total	Stormwater		724,000		724,000						

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Roads*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
I020	Mahood Johnston - Urbanization	0	55,000		55,000						
I065	Rural Paving- Con 11 - S/R 20 -	0	875,000					875,000			
I078	Highway 21 & Russell Street	0	1,025,000						1,025,000		
Total	Roads		1,955,000		55,000			875,000	1,025,000		

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Bridges, Culverts, Storm*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9110	Brown's Hill Bridge 2121	0	39,241			39,241					
9114	Various Culvert Repair	0	325,000	100,000				225,000			
9167	Guard Rail Replacement	0	25,000	25,000							
Total	<i>Bridges, Culverts, Storm</i>		389,241	125,000		39,241		225,000			

Municipality of Kincardine
Capital Projects by Priority within Department

9-Dec-2022 10:34:51 AM

Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Fleet*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
K006	OPS - Replacement Sweeper	0	400,000		400,000						
K007	OPS - Replacement One Ton	0	80,000		80,000						
K019	OPS- Replacement Half Ton	0	60,000		60,000						
K020	ES- Replacement Half Ton Truck	0	60,000		60,000						
K021	OPS- Replacement Riding	0	20,000		13,000				7,000		
K022	OPS Replacement Single Axel	0	325,000		325,000						
K038	3/4 Ton Sewer Van 4399	0	60,000		35,000				25,000		
K062	CS- Replacement 1144 Facilities	0	65,000		65,000						
K063	OPS Under Ground Tank	0	20,000		20,000						
K066	DS - New CBO/Inspector Vehicle	0	60,000				60,000				
K068	CS - New Rotary Mower	0	20,000		20,000						
K070	OPS- Replacement Trackless	0	12,000		12,000						
K071	OPS-Replacement Trackless	0	24,000		24,000						
K072	OPS-Replacement Trackless	0	10,000		10,000						
K073	OPS- Forestry - New Compact	0	63,000		63,000						
K074	Utility Trailer for Wastewater	0	6,500		6,500						
K091	Water Tank (for tandem truck)	0	35,000		35,000						
K092	DS- New Inspector Vehicle	0	60,000				60,000				
K093	Landscape Trailer	0	20,000		20,000						
Total	<i>Fleet</i>		1,400,500		1,248,500		120,000		32,000		

Municipality of Kincardine
Capital Projects by Priority within Department

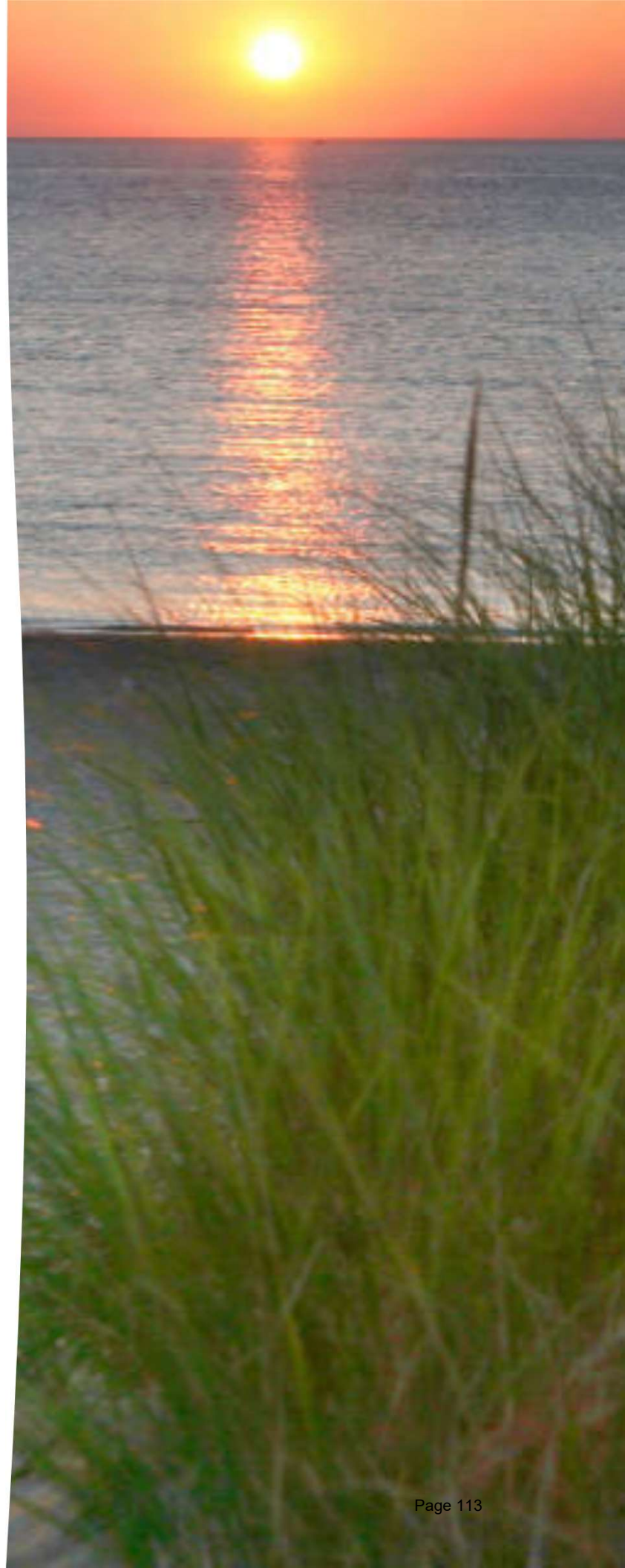
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Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Airport*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
O012	Mechanical Equipment	0	10,000		10,000						
O016	Airport Beacon	0	25,000		25,000						
Total	<i>Airport</i>		35,000		35,000						

Strategic Initiatives

2023 Business Plan
Municipality of Kincardine



Strategic Initiatives

Strategic Initiatives provides leadership in the development of strategies or initiatives that will advance corporate and community priorities. There are a wide range of projects and initiatives that are complex and require collaboration between multiple layers of government, private and public sector organizations, developers, non-profit organizations, and the community as well as staff from across the organization. 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. As part of this work a Community Improvement Plan is being developed to encourage development

Housing Action Plan: The Municipality of Kincardine has developed a Housing Action Plan that identifies short-term and long-term actions to improve the supply and availability of a diverse range of housing

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 visitors. This area also supports arts and culture to enrich the lives of residents and attract visitors.

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.

Strategic Initiatives

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.

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.

To develop the IDEA Action Plan, the public was engaged to identify and focus on the most pressing priorities to improve IDEA. This plan is a living document that supports an ongoing journey instead of a final document achievable by a certain date. 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. This Action Plan also includes actions to address the 94 calls to action in the Truth and Reconciliation report.

Strategic Initiatives Service Strategy

The Strategic Initiatives department creates opportunities and collaborates with the community and partners to achieve the following:

Economic Development:

- Solidify the community's presence in the nuclear sector and capitalize on the current and future nuclear opportunities to ensure long term economic sustainability.
- Improve investment readiness by implementing business friendly policies, processes, and services.
- Support business expansion and retention to support a diversified economy
- Proactively plan for housing that supports population growth and community development.

Tourism:

- Increase tourism by leveraging and promoting local assets.
- Provide signature events to increase visitors to the community.
- Support, promote and recognize arts and culture efforts in the Municipality to enrich the lives of residents and attract visitors.

Physician Recruitment and Retention:

- Recruit 3 Family Physicians to enhance community wellbeing and support hospital and emergency room services.
- Retain existing physicians and reduce turnover.
- Advocate to the Province and other Municipal organizations on issues and barriers in the health care sector especially as they relate to physician recruitment and retention.

Inclusions, Diversity, Equity and Access (IDEA):

- Implement the actions in the IDEA Action plan to create improvements in inclusion, diversity, equity and access in programs, services and initiatives.
- Recognize and celebrate the diversity of the community.
- Developing meaningful relationships with Saugeen Ojibway Nation (SON), which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation, the Métis Nation of Ontario (MNO) and the Historic Saugeen Métis (HSM).

Strategic Initiatives Service Strategy

Communications:

- Effectively and proactively serve, communicate and engage the public to build trust and confidence in municipal services, Council and staff.
- Create an inclusive public engagement framework to encourage two-way dialogue with the public.
- Incorporate a variety of communication channels to ensure that the public and visitors are aware of Municipal news, services and events.

Strategic Initiatives Overview

Key Customers

Economic Development

- Businesses – large and small
- Potential businesses and developers
- Nuclear Sector
- Agricultural sector
- Tourism sector
- Other municipalities
- School boards & Post-secondary institutions
- Residents
- BIA, Chamber and Community Organizations

Tourism

- Visitors
- Potential visitors
- Residents
- Other municipalities
- Arts, culture and heritage organizations
- Tourism Sector

Legislated Standards

- Ontarians with Disabilities Act
- Human Rights Legislation
- More Homes Built Faster Act, 2022 (Bill 23)

IDEA

- Residents
- Groups experiencing inequities
- Community organizations
- Saugeen Ojibway Nation which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation.
- Métis Nation of Ontario and the Historic Saugeen Métis

Communications and engagement

- Residents
- Media
- Internal departments
- All of the above

Physician recruitment

- Potential physicians
- Current physicians
- Hospitals
- Residents
- Post-secondary institutions

Strategic Initiatives Overview

Links to Integrated Strategy

Economic Development (ED): Create opportunities and collaborate with the community to focus on economic prosperity for all.

- ED1: Solidify the community's presence in the nuclear sector and capitalize on the current and future nuclear opportunities to ensure long term economic sustainability.
- ED 2: Improve investment readiness by implementing business friendly policies, processes and services.
- ED 3: Support business expansion and retention to support a diversified economy.
- ED 4: Develop housing and supports for residents, population growth and community development.
- ED 5: increase tourism by leveraging local assets and attracting visitors to the community.
- ED 6: Support arts, culture and heritage to enrich the lives of residents and attract visitors.

Community Wellbeing (CW): Provide quality services and initiatives that enhance quality of life, arts and culture, recreation in safe, accessible and inclusive ways.

- CW 6: Develop actions that create improvements in inclusion, diversity, equity and access (IDEA).
- CW 7: Enhance community safety and wellbeing in the Municipality of Kincardine.

Responsive and Effective Government (REG): Inspire public trust and confidence by providing responsive, efficient and effective government services.

- REG 2: The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs.
- REG 3: The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances.
- REG 4: Improve organization efficiency and be more innovative.

Strategic Initiatives

2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Solidify the community's presence in the nuclear sector and capitalize on the current and future nuclear opportunities to ensure long term economic sustainability.	Ongoing	<ul style="list-style-type: none"> Convened quarterly meetings with Bruce Power and Municipal staff. The Municipality participated in nuclear focused events such as CNA and with nuclear organizations like CANHC. As part of the outreach to the nuclear sector staff have been gathering information on needs such as housing, childcare and other issues that could impact long-term sustainability.
Improve investment readiness by creating shovel ready land and communicating business friendly policies and a corporate culture that demonstrates Kincardine is "open for business"	Ongoing	<ul style="list-style-type: none"> A monthly economic development e-newsletter has been developed this year. Ongoing media releases have been developed for large developments and their major milestones to keep the community as informed as possible. A Welcome Package for newcomers has been developed. The package promotes training and skilled development programs. Discussions with businesses took place this year about labour force issues and needs. This input was used to inform the development of the Housing Action Plan as well as identify gaps and issues on the labour shortage.
Increase tourism marketing and product development to leverage community assets and attract tourists	Ongoing	<ul style="list-style-type: none"> An online map was created to feature murals and art features in the Municipality. This tool is called Art Walks which provides art features in different areas of the Municipality. Processed and supported over 70 special events this year to attract tourists and support events for residents. The Municipality and volunteers also implemented the following special events: Canada Day parade and event; Scottish Pipe Band Parade every Saturday; Gathering of the Bands, Marine Heritage event and three Cruise Nights. An evaluation of the events and tracking of visitors coming to tourism centre took place to inform the development of the strategy.
Support business expansion and retention with a focus on small business to support a diversified economy	Ongoing	<ul style="list-style-type: none"> Building strong relationships with Chamber, BIA, Bruce County, NII and other organizations is ongoing The Municipality hosted the first Business Networking event in spring of 2022 with a focus on inclusive customer service

Strategic Initiatives

2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Develop housing and supports for residents, population growth and community development	Ongoing	<ul style="list-style-type: none"> This year's work was conducted to gather public input and complete an environmental scan regarding housing gaps, issues and priorities. A robust survey was also implemented with the public with over 1000 participants. The Housing Action Plan was approved in October 2022 and budget implications will go forward with the annual budget cycle. In partnership with the Kincardine and Area Seniors Advisory Action Committee a survey was conducted on transportation needs. Ongoing advocacy on transportation issues is needed. Hosted quarterly Realtor Roundtable session to improve communication with local relators and the issues surrounding housing. Identified potential improvements and needs to include in the Comprehensive Zoning By-law review. Advocacy opportunities to improve health care services and partnerships with post secondary institutions and investments is ongoing.
Support Agriculture, Agri-Business and Value-Added with a focus on local food production	Ongoing	<ul style="list-style-type: none"> Working to expand the Community Improvement Plan (CIP) to include rural areas in order to extend Spruce the Bruce incentives to rural initiatives. Information on local food growers was published in the Welcome Package. Need to do more to promote on social media and tourism sectors.
Develop actions that create improvements in inclusion, diversity, equity and access (IDEA)	Ongoing	<ul style="list-style-type: none"> An IDEA Committee was established and an IDEA Action Plan was approved in October 2022. The development of an Afro Centric Mural that celebrates Black Leaders was installed at the Davidson Centre shed. Hosted a virtual tour of the Mohawk Institute residential school Conducted four training sessions on the History of the land from a First Nations, Métis and Inuit perspective

Strategic Initiatives

2022 Program Achievements

2022 Goals and Objectives	Met	Comments
Recruit and retain Family Physicians to enhance community wellbeing and support hospital and emergency room services.	Ongoing	<ul style="list-style-type: none"> The Physician Recruitment program was initiated in spring of 2021 and has been progressing well. Actions have included, creating marketing, promotion, incentive packages and building stakeholder relations. Support for a Nurse Practitioner (0.6) working ER diversion was approved. Participation in job fair opportunities was increased this year now that covid restrictions have lessened. www.kincardine.ca/pr.
The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs.	Ongoing	<ul style="list-style-type: none"> Hired communications coordinator. Developed a communications strategy. Developed branding guidelines. Identified social media channels and have condensed where possible at this time. Developed a request and tracking process for communication requests. Developed an internal staff portal called the "Kintranet" to provide a one stop shop for information and resources for employees.

Strategic Initiatives

Planned Major Initiatives

Goals & Objectives	Actions	Timing
Economic Development (ED): Create opportunities and collaborate with the community to focus on economic prosperity for all.		
Solidify the community's presence in the nuclear sector and capitalize on the current and future nuclear opportunities to ensure long-term economic sustainability	<ul style="list-style-type: none"> Support relationships with nuclear supply chain 	Ongoing
Improve investment readiness by implementing business friendly policies, processes and services.	<ul style="list-style-type: none"> Support business park development 	Ongoing
Support business expansion and retention to support a diversified economy.	<ul style="list-style-type: none"> Support and promote local agri-business and local food production. Support downtown Kincardine businesses to prosper during the reconstruction project. 	Ongoing
Develop housing and supports for residents, population growth and community development.	<ul style="list-style-type: none"> Implement the Housing Action Plan. Ensure Municipal policies and planning reflect the need for alternative housing options to support improvements in housing supply. Support and advocate for secondary and post secondary school improvements. Implement and promote programs from the Community Improvement Plan. 	Ongoing
Increase tourism by leveraging local assets and attracting visitors to the community.	<ul style="list-style-type: none"> Develop a tourism and marketing strategy. Develop tools and channels to promote the Municipality as a destination to visit with many attractions to see. Eg. Tourism website Develop a plan to improve gateway signage into the Municipality of Kincardine. Develop a plan for seasonal decorations including lights, banners etc. Implement special events with community partners for Canada Day, Cruise Nights, and Marine Heritage Events. Support the implementation of events that elevate the Scottish history in this community. This includes the Scottish Pipe Band parades every Saturday in July and August and the Gathering of the Bands. Reimagine the Tourism Centre for the summer of 2023. 	2023 Ongoing

Strategic Initiatives

Planned Major Initiatives

Goals & Objectives	Actions	Timing
Support arts, culture and heritage to enrich the lives of residents and attract visitors.	<ul style="list-style-type: none"> • Develop an Arts and Culture Plan • Hold annual arts and culture awards process and event. • Plan for and implement one new art installation each year. • Maintain Municipal murals • Implement Arts ignite. 	2023 Ongoing
Community Wellbeing (CW): Provide quality services and initiatives that enhance quality of life, arts and culture, recreation in safe, accessible and inclusive ways.		
Develop actions that create improvements in inclusion, diversity, equity and access.	<ul style="list-style-type: none"> • Implement the <u>IDEA Action Plan</u>. • Develop meaningful relationships with Saugeen Ojibway Nation (SON), which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation, the Métis Nation of Ontario (MNO) and the Historic Saugeen Métis (HSM). 	Ongoing
Enhance community safety and wellbeing in the Municipality of Kincardine.	<ul style="list-style-type: none"> • Participate with community partners in the implementation of the Community Safety and Wellbeing Plan. 	Ongoing
Work with partners to coordinate and support community special events.	<ul style="list-style-type: none"> • Revise the special events policy, process and guidebook. • Coordinate the Special Events Review Team review process. • Identify and implement solutions for special events impacted by the downtown Kincardine reconstruction project. 	Ongoing
Recruit and retain Family Physicians to enhance community wellbeing and support hospital and emergency room services.	<ul style="list-style-type: none"> • Implement the additional Nurse Practitioner resource. • Implement the physician and retention workplan. • Host an annual fundraising event to support physician attraction and retention initiatives. • Overall management of the Hawthorne Health Clinic including maintenance, health and safety, and relationships with tenants. • Facilitate the logistics of buildings and tenants at the locum houses. • Support the Emergency Room staffing where appropriate. • Implement and host a rural medicine retreat with community partners. • Onboarding of signed physicians to ensure successful startup. 	Ongoing

Strategic Initiatives

Planned Major Initiatives

Goals & Objectives	Actions	Timing
Responsive and Effective Government (REG): Inspire public trust and confidence by providing responsive, efficient and effective government services.		
Effectively and proactively communicate and engage with the public to build trust and confidence in municipal services, Council and staff.	<ul style="list-style-type: none"> • Manage and coordinate Municipal communication channels • Create an inclusive public engagement framework that includes processes, tools and resources that encourage two-way dialogue with the public. • Refresh the website to be user friendly, AODA compliant and efficient. • Create a social media plan and policy. • Implement the corporate brand guidelines 	Ongoing
Communicate and engage with staff to support service excellence.	<ul style="list-style-type: none"> • Develop staff communication tools and campaigns to strengthen organizational alignment, awareness and staff engagement. • Develop and implement departmental sharing of information and documents through the employee online portal. 	Ongoing
Leverage technology including intranet, community engagement software, digital platforms, and social media to better share information within the organization and to ratepayers.	<ul style="list-style-type: none"> • Increase staff knowledge and efficiency through trainings and guides on how to use existing or new technology • Promote the Municipality of Kincardine App and leverage its capacity during downtown Kincardine Construction 	Ongoing

Strategic Initiatives Program Delivery Plan

What changes/risks will impact program delivery?

- List any risks that will impact the program delivery, e.g. labour strike, legislative changes, change in priorities established by council, changes in priority set by administration, service level demands by public, or other departments, etc.
- Identify any potential ways to mitigate the risks

Staff Resources:

Department total FTE Requirements	Current	2023	2024	2025
Strategic Initiatives	4.5	4.5	5.5	5

Full Time Equivalent Variances:

- In 2025 additional supports will be needed in communications to support social media and graphic design.

Information and Technology Requirements:

The municipal website was last revamped in 2018. In order to maintain current standards, the website provider has recommended upgrades to a new platform.

Strategic Initiatives Operating Budget Summary

Strategic Initiatives	2022 Budget	2023 Draft Budget	\$ Variance	% Variance
Revenue				
Tourism	46,950	48,950	2,000	4%
Economic Development	51,625	35,000	(16,625)	(32%)
BIA	78,950	78,950	0	0%
Physician Recruitment	187,000	57,000	(130,000)	(70%)
Total Revenue	364,525	219,900	(144,625)	(40%)
Expenses				
Strategic Initiatives		162,383	162,383	(100%)
Arts, Culture & Heritage	9,300	5,800	-3,500	(38%)
Tourism	329,727	338,981	9,254	3%
Economic Development	340,959	157,887	-183,072	(54%)
BIA	78,950	78,950	0	0%
Communications	150,560	161,099	10,539	7%
IDEA	37,600	19,400	-18,200	(48%)
Physician Recruitment	305,595	359,968	54,373	18%
Total Expenses	1,252,691	1,284,468	31,777	3%
Surplus/(Deficit)	-888,166	-1,064,568	-176,402	(20%)

Summary of Details:

Revenues are budgeted to decrease by \$144,000 (40%), while total expenses are budgeted to increase by \$32,000 (3%). Further details are discussed below.

Strategic Initiatives:

The operating budget for Strategic Initiatives was created as a separate sub-department in 2023, and therefore there are no costs shown for 2022. This account consists of wages/benefits for Strategic Initiatives staff, which was previously allocated to the Economic Development budget. There are no other costs recorded in this budget.

Arts, Culture & Heritage (ACH):

The ACH operating budget amounts to \$5,800 in expenses and includes crosswalk painting, the Arts IgNight event, and an Indigenous Art partnership.

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 \$12,500 in 2023, as well as merchandise sales of promotional items for \$2,500.

Expenses: Tourism expenses are estimated to increase by \$9,000 (3%) over the prior year primarily due to employee wages & benefits (\$15,000). The budget also includes \$13,000 for the purchase of the Eldon Humphreys plaque, which is funded by a Reserve contribution. Other tourism expenses include promotional materials (\$5,000), wayfinding signage (\$1,250), training & conferences (\$3,200), printing & advertising (\$18,850), new events & initiatives (\$7,500), and the Scottish Pipe Band Parades and Phantom Piper (\$12,500).

The tourism operating budget also 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 \$9,500 for mural painting and maintenance of existing murals. These costs are offset by a Reserve contribution as they were originally included in the 2022 budget however the work has not yet been completed.

The tourism budget also includes a variety of annual activities and events including the Family special event (\$2,500), Phantom Piper, Cruise Night (\$3,000), Canada Day (\$29,000), Massed Bands (\$14,000), and Tall Ships (\$2,400).

Economic Development:

Revenues: The operating revenue of \$35,000 represents a contribution 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. The project was approved for \$50,000 in the 2022 budget, and the remaining unspent funds are being carried over into 2023 for the completion of the CIP.

Expenses: The operating expenses for Economic Development are decreasing by \$183,000 (54%) over prior year, primarily due to the reallocation of wages to the Strategic Initiatives budget. This accounts for \$154,000 (84%) of the overall decrease, with an additional \$15,000 decrease attributed to the CIP completion carried forward into 2023.

Strategic Initiatives

Operating Budget Summary

The remaining operating expenses primarily include the following costs:

- \$11,000 for the Community Economic Development Committee and related initiatives, including workforce development forums, workshops, and partner events
- \$3,000 for advertising expenses
- \$3,000 for training, conventions & conferences
- \$2,500 for telecommunication expenses
- \$2,000 for memberships (EDAC, OCNI)

Business Improvement Area (BIA): The BIA levy amounts to \$78,950 and remains the same as in 2022. The BIA levy is only charged to commercial properties located within the designated BIA boundary in the downtown Kincardine area.

Communications: The Communications operating budget is increasing by \$11,000 (7%) over prior year, primarily due to a reallocation of software costs from the Economic Development budget. The budget includes wages/benefits, as well as \$15,000 for software costs (Bang the Table, Adobe Photoshop, and Hootsuite), \$19,000 for printing and advertising, \$6,000 for travel and training, and \$4,000 for promotional materials.

IDEA: The Inclusion, Diversity, Equity and Access (IDEA) 2023 operating budget includes:

- \$15,000 for Council, staff and community training on equity and the Truth and Reconciliation calls to action
- \$2,000 for printing and advertising costs
- \$1,000 for office supplies and travel

Physician Recruitment:

Revenues: The revenues of \$57,000 include a \$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 dual role of the Physician Recruiter/Clinic Manager position. The 2022 (amended) budget also included a contribution from the Contingency Reserve of \$120,000 to fund the incentives for 2 new physicians that have been successfully recruited under this program.

Expenses: Operating expenses are higher than the prior year's budget by \$54,000 (18%). In addition to employee wages, the physician recruitment budget includes the following expenses:

- An \$85,200 contribution to the Family Health Team to fund 0.6 FTE Nurse Practitioner position
- \$15,000 in interest costs for the \$250,000 interest-free mortgage program offered to new physicians
- \$10,000 for the Emergency Room Program, a pilot program introduced as a trial in 2022 for attracting locum doctors

Strategic Initiatives Operating Budget Summary

- \$24,000 for program supplies, advertising, and promotional material
- \$11,000 for travel, conferences and trade shows
- \$2,000 for legal fees
- \$1,200 for telecommunications
- \$120,000 for physician incentive payments, which includes a second installment payment of \$40,000 for a newly signed physician, and \$70,000 allocated for one new recruitment in 2023 (if required)

The physician recruitment program has expanded significantly over 2022 and translates to a tax rate increase of 1.28% for 2023.

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year 2023
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Department *Tourism*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9653	DOWNTOWN SOUND SYSTEM	0	31,000		31,000						
F002	Christmas Light Replacement	0	25,000		25,000						
Total	<i>Tourism</i>		56,000		56,000						

Municipality of Kincardine
Capital Projects by Priority within Department

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Budget Year 2023
Version 3 Management Review
Forecast Periods 2023
Department *Economic Development*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
X001	Website Redevelopment	0	40,000		40,000						
Total	<i>Economic Development</i>		40,000		40,000						

Appendices

The following appendices include additional budget information:

- Appendix A – 2023 Operating Budget Summary
- Appendix B – 2023 Capital Budget Listing
- Appendix C – 2023 Capital Project Reports
- Appendix D – 2023 Carry Forward Projects
- Appendix E – 5-year Capital Forecast
- Appendix F – Reserve and Reserve Fund Listing
- Appendix G – New Position Requests
- Appendix H – Budget Survey Results

Appendix A

2023 Operating Budget Summary

Operating Budget Summary				
	2022	2023	Variance	% Variance
	Total Budget	Total Budget	2023 to 2022	2023 to 2022
Council and CAO				
Expenses	683,432	750,393	66,961	(10%)
Surplus/(Deficit)	-683,432	-750,393	-66,961	(10%)
Corporate Services				
Revenue	23,823,909	25,875,143	2,051,234	9%
Expenses	10,050,149	10,621,878	571,729	(6%)
Surplus/(Deficit)	13,773,760	15,253,265	1,479,505	(11%)
Strategic Initiatives				
Revenue	364,525	219,900	(144,625)	(40%)
Expenses	1,252,691	1,284,468	31,777	(3%)
Surplus/(Deficit)	-888,166	-1,064,568	-176,402	(20%)
Infrastructure & Development				
Revenue	8,111,095	8,516,143	405,048	5%
Expenses	15,010,710	16,273,876	1,263,166	(8%)
Surplus/(Deficit)	-6,899,615	-7,757,733	-858,118	(12%)
Community Services				
Revenue	2,245,047	2,248,534	3,487	-
Expenses	7,547,594	7,920,345	372,751	(5%)
Surplus/(Deficit)	-5,302,547	-5,671,811	-369,264	(7%)
Total Municipality of Kincardine		-8,760	-8,760	

Appendix B

2023 Capital Budget Listing

Capital Budget Summary			
	Carry Forward	2023	Total
Corporate Services			
Treasury			
A Treasury			
A001 Payroll Software system		50,000	50,000
Total A Treasury		50,000	50,000
B Information Technology			
B001 MAC Printer		7,000	7,000
B002 Replacement for Water Office Printer		7,000	7,000
B005 Server Upgrades for GIS/CW - ESRI		25,000	25,000
Total B Information Technology		39,000	39,000
Total Treasury		89,000	89,000
Total Corporate Services		89,000	89,000
Strategic Initiatives			
Tourism			
F Tourism			
9653 DOWNTOWN SOUND SYSTEM(19)		31,000	31,000
F002 Christmas Light Replacement		25,000	25,000
Total F Tourism		56,000	56,000
Total Tourism		56,000	56,000
Economic Development			
X Economic Development			
X001 Website Redevelopment		40,000	40,000
Total X Economic Development		40,000	40,000
Total Economic Development		40,000	40,000
Total Strategic Initiatives		96,000	96,000
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
9519 Andrew Malcolm Watermain Replacement		30,000	30,000
9525 KWTP UV DISINFECTION(19/18)	110,000		110,000
9542 Investigate Tiverton Water Supply Alternatives		200,000	200,000
G003 Water Meter Replacement Program and Software Upgra		3,000,000	3,000,000
G057 Kincardine WTP Roof Replacement		120,000	120,000
G058 Scott's Point Tile Bed and Drainage		20,000	20,000
G059 Dent Well Shingles/Insulate/Steel/Fencing		25,000	25,000
G064 Pneumatic Valves KWTP		27,000	27,000
G065 Teflon Boards/Injector Replacement		12,500	12,500
G066 Underwood Chlorine Pump Replacement		9,000	9,000
G067 Kincardine Water Tower Aeration		25,000	25,000
G068 Contingency Valve Replacement Program		60,000	60,000
G069 New Roofing High Lift Buildings KWTP		55,000	55,000
G070 Tiverton Water Tower Maintenance		25,000	25,000
Total G Water	110,000	3,670,500	3,780,500
H Wastewater			
9464 Queen St Sewermain Replacement		7,050,000	7,050,000
9465 Durham St Pump Station Upgrades 2022	64,053	1,430,000	1,494,053
9469 Park Street Pump Station and Forcemain Upgrades	70,000	100,000	170,000

Capital Budget Summary			
	Carry Forward	2023	Total
9470 Genset for Kincardine Effluent Station 2022		90,000	90,000
9472 Mount Forest Ave Servicing		1,600,000	1,600,000
9473 Kincardine Ave Servicing	137,680	2,000,000	2,137,680
9474 Huron Terrace Forcemain Replacement	120,000		120,000
9480 Huron Terrace Pump Station Upgrades	1,231,947		1,231,947
9484 KWWTP Aeration Upgrades	791,288		791,288
9487 WASTEWATER - INTERNAL/DONATED		30,000	30,000
H046 Sewer Flushing Repairs and Contingency		20,000	20,000
H047 BEC Repairs		47,500	47,500
H048 Kincardine Ave. Lift Station		25,000	25,000
H049 King St. Tiverton Lift Station		25,000	25,000
H050 SCADA Connaught Park		16,500	16,500
H051 Replacement of Air Relief Valves		22,000	22,000
H053 Roof Replacement		110,000	110,000
Total H Wastewater	2,414,968	12,566,000	14,980,968
L Waste Management			
9557 KWMC - Construction of Cell #2 (B/C)		400,000	400,000
Total L Waste Management		400,000	400,000
Y Stormwater			
Y002 Storm Flushing Program Repairs/Contingency		20,000	20,000
Y003 Storm Lakefront Inlets		45,000	45,000
Y004 MD 21 New Road Crossing		80,000	80,000
Y005 MD MacDonald Road Crossing Improvements		80,000	80,000
Y007 Birchwood Ave Storm Easement and Trail Connection		434,000	434,000
Y008 Kincardine Kinloss Branch A Enclosure		65,000	65,000
Total Y Stormwater		724,000	724,000
Total Environmental Services	2,524,968	17,360,500	19,885,468
Operations			
I Roads			
9130 Concession 2 and BR 23 Improvements	74,362		74,362
9138 Bruce Road 15 - Inverhuron Servicing Parent	1,294,785		1,294,785
9147 Tiverton Public Works Shed repairs	33,000		33,000
9165 Durham St/Lambton St/Saugeen St Parent	180,407		180,407
I020 Mahood Johnston - Urbanization from Bruce Ave to FH		55,000	55,000
I065 Rural Paving- Con 11 - S/R 20 - Boundary Rd		875,000	875,000
I078 Highway 21 & Russell Street Intersection		1,025,000	1,025,000
Total I Roads	1,582,554	1,955,000	3,537,554
J Bridges, Culverts, Storm			
9110 Brown's Hill Bridge 2121	45,759	39,241	85,000
9114 Various Culvert Repair		325,000	325,000
9167 Guard Rail Replacement		25,000	25,000
Total J Bridges, Culverts, Storm	45,759	389,241	435,000
K Fleet			
9274 Single Axel Plow/Sander 3416	314,229		314,229
K006 OPS - Replacement Sweeper 3420		400,000	400,000
K007 OPS - Replacement One Ton Dump Truck 5561		80,000	80,000
K019 OPS- Replacement Half Ton Truck 3476 (new patrol truck		60,000	60,000
K020 ES- Replacement Half Ton Truck Wtr 4435		60,000	60,000
K021 OPS- Replacement Riding Mower Cemetery 5558		20,000	20,000
K022 OPS Replacement Single Axel Plow/Sander 3419		325,000	325,000

Capital Budget Summary			
	Carry Forward	2023	Total
K038 3/4 Ton Sewer Van 4399 Replacement		60,000	60,000
K062 CS- Replacement 1144 Facilities Van		65,000	65,000
K063 OPS Under Ground Tank Replacement- Kincardine Shop		20,000	20,000
K066 DS - New CBO/Inspector Vehicle		60,000	60,000
K068 CS - New Rotary Mower		20,000	20,000
K070 OPS- Replacement Trackless Flail Mower		12,000	12,000
K071 OPS-Replacement Trackless Ribbon Blower		24,000	24,000
K072 OPS-Replacement Trackless Angle Sweeper		10,000	10,000
K073 OPS- Forestry - New Compact Track Loader with grapple		63,000	63,000
K074 Utility Trailer for Wastewater		6,500	6,500
K091 Water Tank (for tandem truck)		35,000	35,000
K092 DS- New Inspector Vehicle		60,000	60,000
K093 Landscape Trailer		20,000	20,000
Total K Fleet	314,229	1,400,500	1,714,729
O Airport			
O012 Mechanical Equipment Replacement		10,000	10,000
O016 Airport Beacon		25,000	25,000
Total O Airport		35,000	35,000
V General			
9176 Sunset Shoreline Erosion	251,741		251,741
9539 Phase 2 Cityworks Software Implementation	49,526		49,526
Total V General	301,267		301,267
Total Operations	2,243,809	3,779,741	6,023,550
Total Infrastructure & Development	4,768,777	21,140,241	25,909,018
Community Services			
Parks & Facilities			
N Trails			
9172 MECHANICS FOOTPATH(19)	47,842		47,842
9614 Red & Green 10KM Loop	80,000		80,000
9628 Pedestrian Foot Bridges - Rehabilitation	114,354		114,354
N008 Birchwood Public Walkway Improvements		45,000	45,000
Total N Trails	242,196	45,000	287,196
P Parks			
9630 Huron Ridge Playground Equipment Replacement	55,000		55,000
P019 Playground Equipment		60,000	60,000
P020 Inground garbage receptacles		10,000	10,000
P023 25 - Park picnic tables		15,000	15,000
P024 Buildings Review - Multiple Facilities		60,000	60,000
P025 DC soccer field goal posts replacement		20,000	20,000
P028 Connaught park - diamond 2 backstop		80,000	80,000
P030 Connaught park - inground sprinklers (3 ball diamonds)		120,000	120,000
P031 Station Beach - fence along marina		20,000	20,000
P032 Station Beach - remodel, AODA upgrades		45,000	45,000
P033 Station Beach - boardwalk design development		50,000	50,000
P034 Victoria Park - new band shell design, consultation		25,000	25,000
P035 bike racks, various parks		5,000	5,000
P036 Inverhuron beach access look out		50,000	50,000
P040 Beach access points - steps assessment		25,000	25,000
P041 Bruce ave. soccer fields - players benches		10,000	10,000
Total P Parks	55,000	595,000	650,000

Capital Budget Summary			
	Carry Forward	2023	Total
R Facilities			
9030 Medical Clinic Conversion to Natural Gas	30,000	10,000	40,000
9560 Medical Clinic - HVAC	30,000	30,000	60,000
9563 Medical Clinic - LED Lighting upgrade	6,000		6,000
9577 Upgrade D.C. Lighting to LED -Arena area	36,374		36,374
9578 Dehumidification - Davidson Centre	55,000		55,000
9588 HVAC Replacement - Davidson Centre	55,000		55,000
9597 Bruce Township Community Centre Kitchen Upgrades	15,000		15,000
9598 HVAC Units - Tiverton Sports Centre	40,000	60,000	100,000
9599 Dehumidifier - Tiverton Sports Centre	55,000		55,000
9637 Kincardine Library - Carpet	28,000		28,000
9638 Kincardine Library - Renovations	100,000		100,000
R009 Tiverton Library - Ramp and Stairs		45,000	45,000
R011 Armow WI - Renovations		30,000	30,000
R039 North Dehumidifier DC		80,000	80,000
R040 Ride on Floor scrubber		40,000	40,000
R041 DC Roof replacement (sec2,2.1,2.2,3,10)		225,000	225,000
R042 DC Sound system replacement		40,000	40,000
R044 DC Building condition assessment		100,000	100,000
R045 DC - Health Club flooring replacement		60,000	60,000
R046 DC - Furniture Replacement		15,000	15,000
R050 TSC - north dehumidifier		80,000	80,000
R051 TSC - LED lighting retrofit (over ice only)		60,000	60,000
R052 TSC- sound system replacement		40,000	40,000
R054 Art gallery - roof replacement		200,000	200,000
R055 Art gallery - Key fob security system		10,000	10,000
R056 Medical centre - centralized HVAC controls		20,000	20,000
R057 Medical centre - replacement chairs		7,000	7,000
R058 Medical Centre - 1st floor repaint		40,000	40,000
R060 MAC - key fob security system		20,000	20,000
R061 Lighthouse repainting		175,000	175,000
R062 Lighthouse window replacement		10,000	10,000
Total R Facilities	450,374	1,397,000	1,847,374
Total Parks & Facilities	747,570	2,037,000	2,784,570
Fire Department			
U Fire Department			
9049 Rescue Truck Replacement (Tiverton Station)	425,000		425,000
9052 Womens Facilities Upgrade	15,000	30,000	45,000
9055 Fire Stations Upgrades to Natural Gas	10,000		10,000
9056 Replacement of Pumper 12-2 Kincardine Fire Station	850,000		850,000
9062 FIRE TRAINING FACILITY(19/17)		10,000	10,000
U010 Car 3 Pickup Truck		80,000	80,000
U021 Traffic Pre-Emption - Highway 21		70,000	70,000
Total U Fire Department	1,300,000	190,000	1,490,000
Total Fire Department	1,300,000	190,000	1,490,000
Total Community Services	2,047,570	2,227,000	4,274,570
Total Capital Departments	6,816,347	23,552,241	30,368,588

Appendix C

2023 Capital Project Reports

Municipality of Kincardine

Capital Projects

Project	9062 FIRE TRAINING FACILITY(19/17)		
Department	Fire Department		
Version	3 Management Review	Year	2023

Description

65k set aside from tanker refurbish savings was used to make great progress in training facility completion. Require 10k to complete, paint, etc.

Justification

As of July 1, 2022 O. Reg. 343/22 Firefighter Certification requires all firefighters be CERTIFIED to the NFPA standard for the work performed. Having a complete and comprehensive training facility will allow us to accomplish the vast majority of our required training obligations without having to access other training facilities outside of the municipality.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	Low	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9114 Various Culvert Repair		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2023

Description

The annual culvert replacement consists of:
Tie Road Culvert -Replacement
North Line Culvert- East of S/R 20

Justification

Culverts have reached useful service life. The culverts were inspected and identified for replacement to avoid a failure.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	40,000		40,000
General Contracting	285,000		285,000
Expenditures Total	325,000		325,000
Funding			
Grant Revenue	225,000		225,000
Reserve Funds			
Reserves	100,000		100,000
Funding Total	325,000		325,000

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9167 Guard Rail Replacement		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2023

Description

Annual Guiderail Replacement as Per 2021 OSIM Report . The 2023 replacement will take place on Concession 2 West of Hwy 21 both North and South side

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	2023
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	

Municipality of Kincardine

Capital Projects

Project	9464 Queen St Sewermain Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2023

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 \$7,050,000.

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	2023
Expenditures			
Materials	50,000		50,000
Engineering/Consultants	900,000		900,000
General Contracting	6,100,000		6,100,000
Expenditures Total	7,050,000		7,050,000
Funding			
Loans	7,050,000		7,050,000
Reserve Funds			
Funding Total	7,050,000		7,050,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9470 Genset for Kincardine Effluent Station 2022		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants			
General Contracting	90,000		90,000
Expenditures Total	90,000		90,000
Funding			
Reserve Funds	90,000		90,000
Funding Total	90,000		90,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Construction	
Priority	Very High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9472 Mount Forest Ave Servicing		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants	110,000		110,000
General Contracting	1,490,000		1,490,000
Expenditures Total	1,600,000		1,600,000
Funding			
Other Revenue	1,210,000		1,210,000
Reserve Funds	390,000		390,000
Funding Total	1,600,000		1,600,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9487 WASTEWATER - INTERNAL/DONATED		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Contingency for pump replacements.

Justification

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

Budget

	Total	Carryfwd	2023
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	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9502 K WATER INTERNAL/DONATED		
Department	Water		
Version	3 Management Review	Year	2023

Description

Annual contingency for replacing watermain valves

Justification

Budget to include replacement of 1 main valve each year

Budget

	Total	Carryfwd	2023
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	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9511 K-WATER METER		
Department	Water		
Version	3 Management Review	Year	2023

Description

Annual contingency for replacement of water meters.

Justification

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9515 HYDRANT		
Department	Water		
Version	3 Management Review	Year	2023

Description

Annual contingency for hydrant replacement

Justification

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9519 Andrew Malcolm Watermain Replacement		
Department	Water		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants	30,000		30,000
General Contracting			
Expenditures Total	30,000		30,000
Funding			
Grant Revenue			
Reserve Funds	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9542 Investigate Tiverton Water Supply Alternatives		
Department	Water		
Version	3 Management Review	Year	2023

Description

Investigation of Tiverton Water Supply alternatives, including feasibility of connection to Kincardine water system. Includes booster station in Inverhuron and piping between Tiverton and Inverhuron. Includes the environmental assessment and design works related to the pipeline and booster station. Updates to the financial plan and rate structure would assess cost impacts of options to be considered.

Option for 2024 includes well upgrades - replace Briar Hill well #1 (\$120,000), and decommission old well. The installation of arsenic treatment system to Dent Well (\$400,000) has been pushed out to 2026 as the current sampling results are well below the Ministry limits. The arsenic levels will be monitored over the next few years to see if it will warrant upgrades.

Justification

Insufficient funds in Tiverton Reserve to continue as a stand alone system unless water rates increase substantially. Existing wells require substantial upgrades within 2-4 years. Connecting to the pipeline offers a better long term option.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	200,000		200,000
General Contracting			
Expenditures Total	200,000		200,000
Funding			
Reserve Funds	200,000		200,000
Funding Total	200,000		200,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9557 KWMC - Construction of Cell #2 (B/C)		
Department	Waste Management		
Version	3 Management Review	Year	2023

Description

Cell 2C the third of three phases of Cell 2 is required for construction. Works will include tree removal, excavation, and placement of a clay liner within the base of the next third of cell two creating additional landfilling space.

Justification

Cell 2B was constructed in 2021. In order to proceed with the next phase during summer months and ensure there are no capacity constraints, construction is required to proceed in 2023. Cell 2 is being filled in three phases below grade working from the west access road easterly towards Sideroad 15. Once the below grade filling has occurred we will then landfill material from the east end working westerly across all of cell 2.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	50,000		50,000
General Contracting	350,000		350,000
Expenditures Total	400,000		400,000
Funding			
Reserve Funds	400,000		400,000
Funding Total	400,000		400,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Yard Improvements	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9653 DOWNTOWN SOUND SYSTEM(19)		
Department	Tourism		
Version	3 Management Review	Year	2023

Description

This expense is to fund the purchase and implementation of speakers for the downtown core in Kincardine. The speakers will be used during special events such as Cruise nights, Hometown Christmas etc. They will amplify music as well as announcements.

Justification

These are to be installed in concurrence with the Queen St Reconstruction project.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	31,000		31,000
Expenditures Total	31,000		31,000
Funding			
Reserve Funds	31,000		31,000
Donations			
Funding Total	31,000		31,000

Attributes

Attribute	Value	Comment
Department	Tourism	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	A001 Payroll Software system		
Department	Treasury		
Version	3 Management Review	Year	2023

Description

The existing payroll system is antiquated and there is no Time and Attendance system available, resulting in time intensive and manual data entry processes that is prone to errors. The current payroll system does not have the capability to integrate with a new Time and Attendance software solution.

Justification

Further investigation is required to determine options. Implementing a time and attendance system will create efficiencies for all staff inputting time and improve scheduling, visibility and decision making.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	50,000		50,000
Expenditures Total	50,000		50,000
Funding			
Reserves	50,000		50,000
Funding Total	50,000		50,000

Attributes

Attribute	Value	Comment
Department	Treasury	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	B001 MAC Printer		
Department	Information Technology		
Version	3 Management Review	Year	2023

Description

New printer for upstairs at Municipal Administration Centre.

Justification

With the addition of new employees located in the upstairs of the MAC, a shared printer is required for the staff upstairs.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	7,000		7,000
Expenditures Total	7,000		7,000
Funding			
Reserve Funds	7,000		7,000
Funding Total	7,000		7,000

Attributes

Attribute	Value	Comment
Department	Information Technology	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	B002 Replacement for Water Office Printer		
Department	Information Technology		
Version	3 Management Review	Year	2023

Description

Replacement printer for Water Services office

Justification

Current Xerox WorkCentre 7835 has exceeded it's recommended life-cycle and is showing signs of intermittent failure

Total Impressions - 254,858

In-Service - 7 years

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	7,000		7,000
Expenditures Total	7,000		7,000
Funding			
Reserve Funds	7,000		7,000
Funding Total	7,000		7,000

Attributes

Attribute	Value	Comment
Department	Information Technology	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	B005 Server Upgrades for GIS/CW - ESRI		
Department	Information Technology		
Version	3 Management Review	Year	2023

Description

SQL database and Cityworks software upgrades to bring our environment to current.

Justification

The GIS server is running software that exceeds the portability threshold and cannot be upgraded in place. As part of this project, a new server has been installed and operational resources allocated to make a new GIS environment possible. This phase will fulfill the requirement necessary to complete transition to the new GIS environment.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment			
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

Attribute	Value	Comment
Department	Information Technology	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	F002 Christmas Light Replacement		
Department	Tourism		
Version	3 Management Review	Year	2023

Description

The snowflake lights that go on the light posts in downtown Kincardine have a life cycle of 3 to 5 years. It is time to restring the lights in 2023.

Justification

Budget

	Total	Carryfwd	2023
Expenditures			
Materials	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	Tourism	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G003 Water Meter Replacement Program and Software Upgrades		
Department	Water		
Version	3 Management Review	Year	2023

Description

Replacement of water meters in the municipality including radio read equipment and software updates. Total projected cost is \$3,000,000.

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	2023
Expenditures			
General Contracting	3,000,000		3,000,000
Expenditures Total	3,000,000		3,000,000
Funding			
Reserve Funds	3,000,000		3,000,000
Funding Total	3,000,000		3,000,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Description

Aged infrastructure.

Justification

Infrastructure is in desperate need to be replaced for the integrity of the building and water services. See images.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	120,000		120,000
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	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G058 Scott's Point Tile Bed and Drainage		
Department	Water		
Version	3 Management Review	Year	2023

Description

Replace tile bed.

Justification

Tile bed replacement will improve drainage in ditching and reduce road related issues.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G058 Scott's Point Tile Bed and Drainage		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G059 Dent Well Shingles/Insulate/Steel/Fencing		
Department	Water		
Version	3 Management Review	Year	2023

Description

Dent Well area maintenance.

Justification

Replace shingles, insulate building, steel and fencing.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Water	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G059 Dent Well Shingles/Insulate/Steel/Fencing		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G059 Dent Well Shingles/Insulate/Steel/Fencing		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G059 Dent Well Shingles/Insulate/Steel/Fencing		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G064 Pneumatic Valves KWTP		
Department	Water		
Version	3 Management Review	Year	2023

Description

Replacing Pneumatic Valves.

Justification

Valves are aged and need to start phasing in a replacement program.

Budget

	Total	Carryfwd	2023
Expenditures			
Materials	27,000		27,000
Expenditures Total	27,000		27,000
Funding			
Reserve Funds	27,000		27,000
Funding Total	27,000		27,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine
Capital Projects

Project	G064 Pneumatic Valves KWTP		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G065 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Description

Process of starting to replace aged chemical boards with improved teflon product.

Justification

Goal is to improve health and safety for staff in dealing with chemicals and leaks. Reduces water related issues and alarms and possibly overtime call in alarms. Less maintenance for staff.

Budget

	Total	Carryfwd	2023
Expenditures			
Materials	12,500		12,500
Expenditures Total	12,500		12,500
Funding			
Reserve Funds	12,500		12,500
Funding Total	12,500		12,500

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine
Capital Projects

Project	G065 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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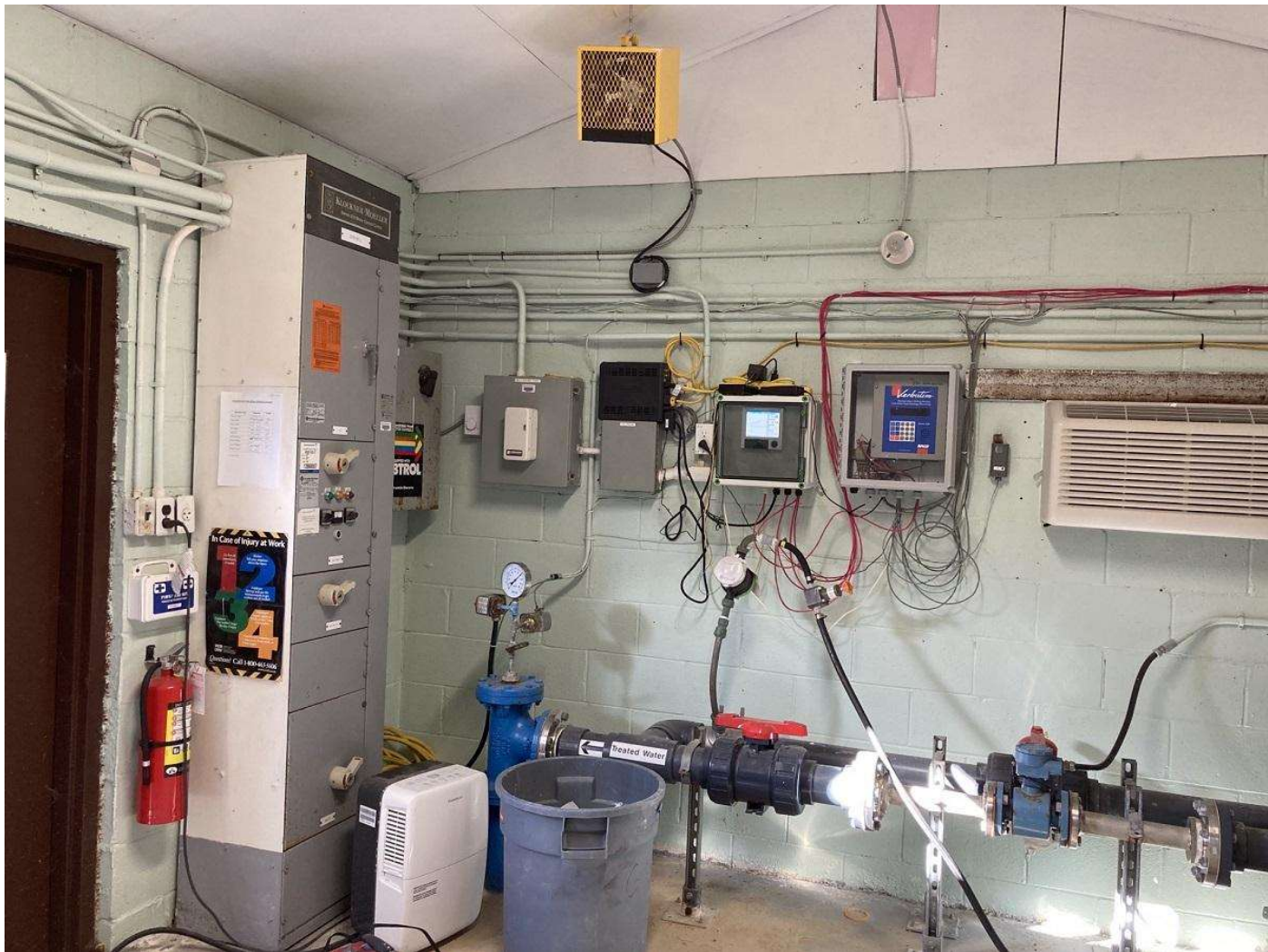
Municipality of Kincardine

Capital Projects

Project	G065 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G066 Underwood Chlorine Pump Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Description

Replacement of aging chlorine pumps.

Justification

Chlorine pumps replacement. This will improvement the drinking water system.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	9,000		9,000
Expenditures Total	9,000		9,000
Funding			
Reserve Funds	9,000		9,000
Funding Total	9,000		9,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G066 Underwood Chlorine Pump Replacement		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	G067 Kincardine Water Tower Aeration		
Department	Water		
Version	3 Management Review	Year	2023

Description

Adding a new aeration system to the interior base of the Kincardine water tower.

Justification

Would improve water quality and chlorine residuals within an aged standpipe with design flaws.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G068 Contingency Valve Replacement Program		
Department	Water		
Version	3 Management Review	Year	2023

Description

Valve turning.

Justification

Implement a valve turning program based on staffing levels, and the replacement program based on finding.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G069 New Roofing High Lift Buildings KWTP		
Department	Water		
Version	3 Management Review	Year	2023

Description

Roof replacements on high lift buildings at KWTP.

Justification

Roofing failed on the Garland report and need replacement.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Water	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	G070 Tiverton Water Tower Maintenance		
Department	Water		
Version	3 Management Review	Year	2023

Description

Tiverton Water Tower Maintenance

Justification

After receiving a report on the water towers, the base of the Tiverton tower requires structural repairs. Some grout and cement repairs at the base as well (see images below).

Budget

	Total	Carryfwd	2023
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

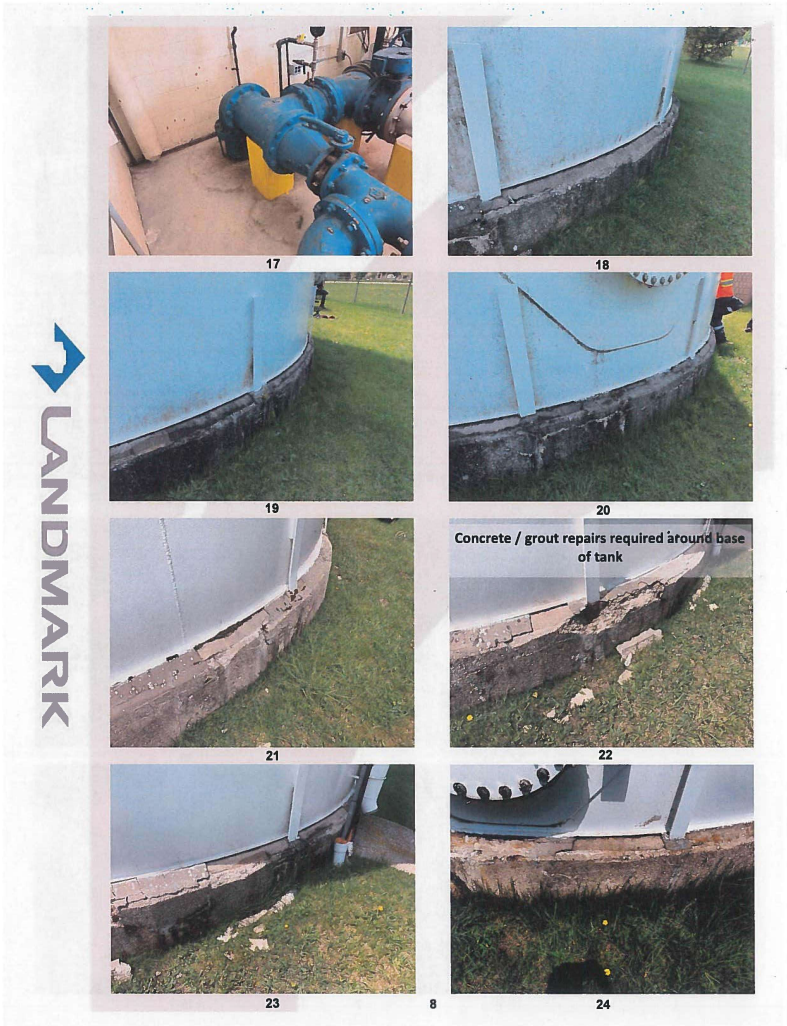
Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine
Capital Projects

Project	G070 Tiverton Water Tower Maintenance		
Department	Water		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H046 Sewer Flushing Repairs and Contingency		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Establish sewer flushing program.

Justification

Improve maintenance and establish trouble spots. Funding issues that are to arise.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Additional equipment and repairs.

Justification

Raw and effluent flow meters, composite sampler and blowers. Currently aged equipment, and parts not available.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	47,500		47,500
Expenditures Total	47,500		47,500
Funding			
Reserve Funds	47,500		47,500
Funding Total	47,500		47,500

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine
Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine
Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine
Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H047 BEC Repairs		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H048 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Aged equipment, past useful life.

Justification

Transfer switch, electrical panel, floats.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	H048 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H048 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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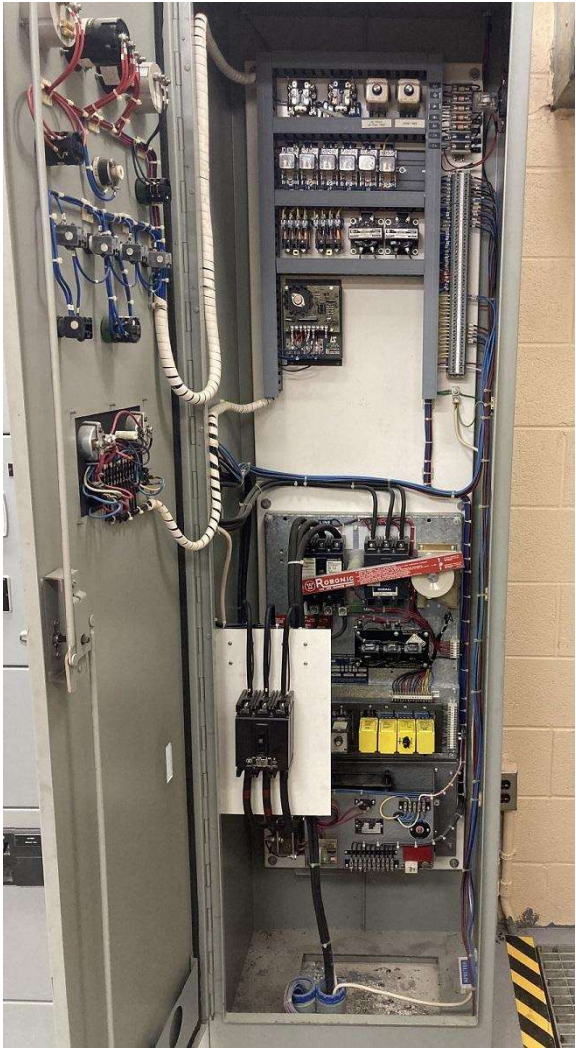


Municipality of Kincardine
Capital Projects

Project	H048 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H049 King St. Tiverton Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Aged equipment and structure, past useful life.

Justification

Shingle replacement, electrical upgrades, floats, transfer switch.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	H049 King St. Tiverton Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	H050 SCADA Connaught Park		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

SCADA Program

Justification

To lower call-outs, and help with diagnostics and data collection.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	16,500		16,500
Expenditures Total	16,500		16,500
Funding			
Reserve Funds	16,500		16,500
Funding Total	16,500		16,500

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	H051 Replacement of Air Relief Valves		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Replacing 4 Air Relief Valves.

Justification

Aged equipment and requires replacement.

Budget

	Total	Carryfwd	2023
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	Wastewater	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	H053 Roof Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

The following roofs require to be replaced:

Park Street Lift Station

Mahood Effluent Station

Tiverton BEC

Justification

From Garland inspection report, all roofs are fail or near fail conditions. These roofs require to be replaced.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	110,000		110,000
Expenditures Total	110,000		110,000
Funding			
Reserve Funds	110,000		110,000
Funding Total	110,000		110,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	I020 Mahood Johnston - Urbanization from Bruce Ave to FH		
Department	Roads		
Version	3 Management Review	Year	2023

Description

Sidewalk installation (220 lineal meters).

Justification

With development expanding the residential area and due to the proximity to the fire hall, pedestrians require a safe means of travel from the current limits of the sidewalk to Bruce Ave along Mahood Johnson. The section of road is semi urban and due to other capital commitments will be several years before full reconstruction or urbanization is needed or can be completed. Construction of sidewalk in this area now will address a safety risk related to pedestrian travel on a priority road utilized by our emergency services team.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Roads	
Asset Classification	Roads	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	1020 Mahood Johnston - Urbanization from Bruce Ave to FH		
Department	Roads		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	1020 Mahood Johnston - Urbanization from Bruce Ave to FH		
Department	Roads		
Version	3 Management Review	Year	2023

Gallery

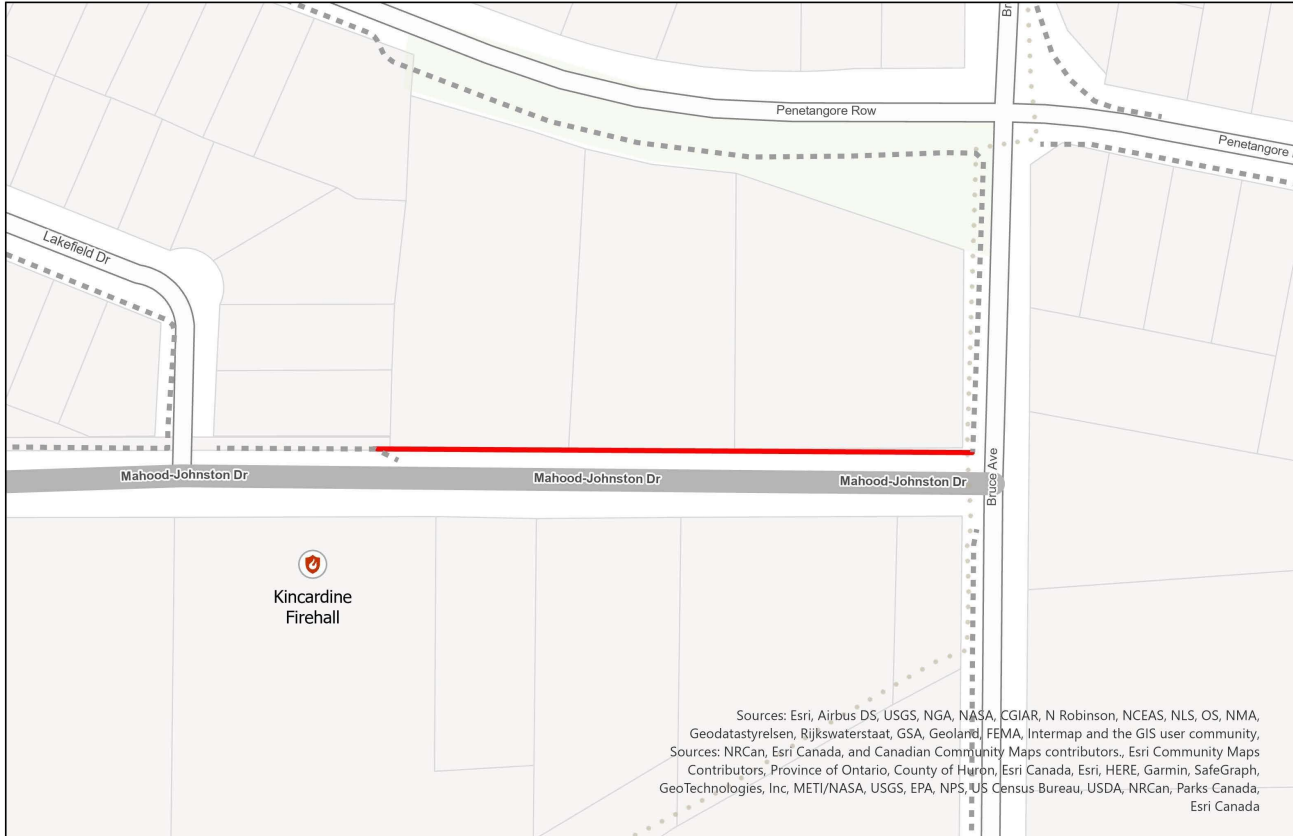
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Mahood Johnston Urbanization from Bruce Ave to Firehall



- New Sidewalk
- - - Existing Sidewalk



Municipality of Kincardine

Capital Projects

Project	I065 Rural Paving- Con 11 - S/R 20 - Boundary Rd		
Department	Roads		
Version	3 Management Review	Year	2023

Description

6km of rural road are in need of resurfacing road sections (RNS 21053,21054,21055).

Justification

The existing road section is in very poor condition with a PCI rating of 30 across the sections of road. This section of road network has the lowest rating of our rural roads. Ditching, grubbing of dead trees and culvert replacements will be incorporated into the works.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	875,000		875,000
Expenditures Total	875,000		875,000
Funding			
Grant Revenue	875,000		875,000
Reserve Funds			
Obligatory Reserve Funds			
Funding Total	875,000		875,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	I065 Rural Paving- Con 11 - S/R 20 - Boundary Rd		
Department	Roads		
Version	3 Management Review	Year	2023

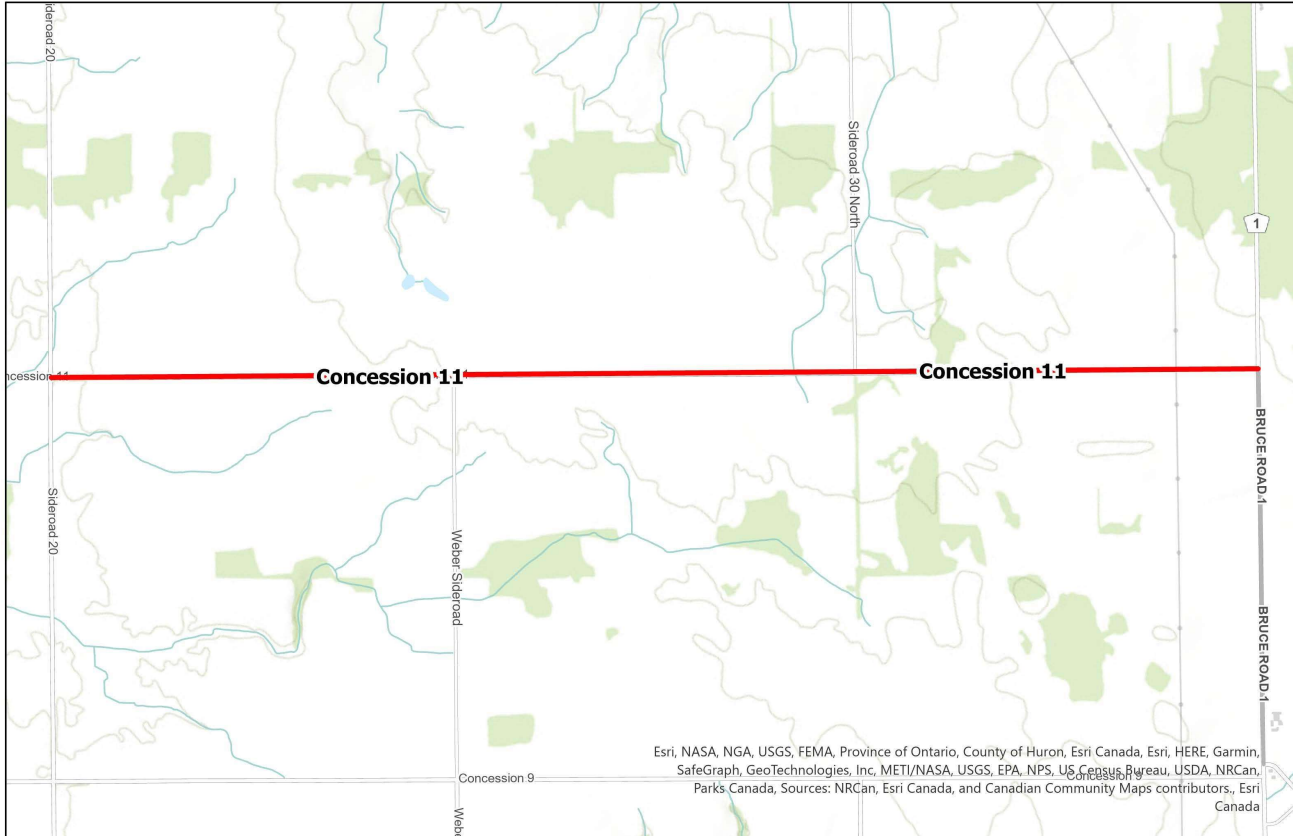
Gallery

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Concession 11 Paving Sideroad 20 to Bruce Road 1

— To Be Paved



Municipality of Kincardine

Capital Projects

Project	I078 Highway 21 & Russell Street Intersection		
Department	Roads		
Version	3 Management Review	Year	2023

Description

Russell Street and Highway 21 will be improved with traffic signals, pedestrian crossing features, sidewalks and an east leg inclusive of turning lanes along Highway 21 for north and south bound traffic.

Justification

MTO is planning upgrades to the existing intersection along the Highway 21 corridor in 2023. With pending development of Smart Centres lands along Hwy 21, the MTO, Municipality and landowner have been working to include components associated with the east leg that would connect a future Russell St extension to the Provincial highway. Completing these upgrades simultaneously ensures a cost-effective approach and is an additional step in opening up the development lands. The Proposed works will be fully funded by benefitting property owners.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	1,025,000		1,025,000
Expenditures Total	1,025,000		1,025,000
Funding			
Other Revenue	1,025,000		1,025,000
Funding Total	1,025,000		1,025,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	K006 OPS - Replacement Sweeper 3420		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2000 Freightliner 68752kms 9282hrs. The streetsweeper is used almost daily from April to June and throughout the summer months as required and then again steadily during the fall months. Streetsweeping request top the most common calls for service from the public.

Justification

The unit is past its useful service life and has become obsolete (parts). The unit underwent a significant overhaul in 2016 to get an additional 5 yrs out of the unit and it is now exceeding 6yrs. In 2018 the unit was out of service for a entire season due to the difficultly in finding parts for the unit due to its age. During this time a rental unit was used which also possed challenges. The capital required to keep it in operation exceeds its current value.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	400,000		400,000
Expenditures Total	400,000		400,000
Funding			
Reserve Funds	400,000		400,000
Funding Total	400,000		400,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K007 OPS - Replacement One Ton Dump Truck 5561		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2005 Ford 259317kms.

Justification

Unit has surpassed its service life of 10 yrs and has high KMs on the body. Due to the age and condition of the unit is it recommended for replacement. The dump box unit is still in decent shape and therefore can be repurposed on one of the other truck chassis that is in better condition. Required investments to unit exceed units residual value.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

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

Municipality of Kincardine

Capital Projects

Project	K019 OPS- Replacement Half Ton Truck 3476 (new patrol truck Underwood)		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2014 Ford F-150- 186903kms.

Justification

The Underwood patrol truck puts on significant mileage in the winter season. Replace unit with new truck and repurpose truck within our fleet to an area that requires less mileage. Depending on condition upon new unit arrival it could be repurposed to parks that will only require seasonal use and can eliminate a leased unit.

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K020 ES- Replacement Half Ton Truck Wtr 4435		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2012 Chevrolet Silverado with 157,000KMS

Justification

Unit is at its service life of 10yrs. Replace unit before it requires major repairs that will exceed its current value. Depending on condition upon new unit arrival the vehicle could be repurposed to parks as that will only require seasonal use and can eliminate a leased unit.

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K021 OPS- Replacement Riding Mower Cemetery 5558		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2018- Cub Cadet ProZ 960 Mower- 1087hrs

Justification

Unit has approximately half the service life hours remaining. Recommend replacement with new unit and still recover good value in trading current unit in.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
Other Revenue	7,000		7,000
Reserve Funds	13,000		13,000
Funding Total	20,000		20,000

Attributes

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

Municipality of Kincardine

Capital Projects

Project	K022 OPS Replacement Single Axel Plow/Sander 3419		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Replacement of Unit 3419 2004 Sterling single axel plow - 133,000 KMS

Justification

This unit has surpassed its useful service life. Sterling trucks are no longer manufactured, and parts have become difficult to source. The frame is spreading and will no longer pass safety inspection. The unit is also experiencing motor issues. The procurement time for new units exceeds 1 year due to manufacturing delays. Staff require approval to purchase the unit in 2023 in order to have it available in 2024. The existing unit received major rehabilitation in 2017 in order to extend the service life out to 2022. Without replacement we will be without a unit to maintain one of our plow routes

Budget

	Total	Carryfwd	2023
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	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K038 3/4 Ton Sewer Van 4399 Replacement		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

2014 Dodge Ram-65,000kms

Justification

Experienced a lot of issues with this unit. Since it is a 3/4 ton van the Dodge dealers in the area are not equipped to work on it for some of the specialty repairs needed, the closest shop is in Cambridge. Getting the unit to the shop is not ideal and generates a lot of added cost and downtime. Recommend replacing unit while it has good trade in value of approximately \$25,000.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Other Revenue	25,000		25,000
Reserve Funds	35,000		35,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K062 CS- Replacement 1144 Facilities Van		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Replacement of 2007 Chevy Van used by the Facilities Coordinator. The request is to replace the current expired van with a standard pick up truck with box topper. Staff feels this will be more useful and more versatile

Justification

The van has exceeded useful service life. 150,000 KM and requires body work.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	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	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K063 OPS Under Ground Tank Replacement- Kincardine Shop		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Underground fuel tanks at Kincardine shop. Year of placement unknown possibly 30 to 40 years old.

Justification

Investigate possible contamination of underground tanks and implement a plan and cost estimate to replace the underground tanks with above ground double walled tank system and remediate any site impacts. Future budget cycle will address issues and scope once know.

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K066 DS - New CBO/Inspector Vehicle		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

The purchase of two(2) 2023 vehicles for use by the Development Services department to carry out day to day operations and inspections. The staff of the Development Services department currently conducts daily on-site operations and site inspections through the usage of their own personal vehicles. Albeit, staff is reimbursed for mileage, department operations should be suitably administered through department resources. Service delivery through this program yields a yearly cost to the Municipality of approximately \$9,000, which translates to staff accumulation of approximately 15,000km/ yr to their personal vehicles. Between the cost reimbursement and overall depreciation/ wear and tear of their personal vehicles, staff also experiences other additional costs such as insurance. Some providers will not provide insurance coverage for staff to utilize personal vehicles for Municipal operations where others require additional coverage to be added to their policies. These additional coverages range from provider to provider and are borne by the policy holder.

Justification

Damage to vehicles, flat tires and accidents are also a concern to staff and bring with it inherent concerns with regards to insurance claims. My experience would be to avoid these types of situations where having potentially multiple insurance providers (both private and corporate) involved with a claim as this usually results in an expensive venture for Municipalities which far exceed any benefits realized from a mileage reimbursement program. The implementation of operations vehicles being provided to staff to conduct their daily duties is a common practice amongst most Municipalities. The costs to transition to this type of program will be borne by the Development Services department with no impact to the municipal tax levy.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Obligatory Reserve Funds	60,000		60,000
Funding Total	60,000		60,000

Attributes

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

Municipality of Kincardine

Capital Projects

Project	K068 CS - New Rotary Mower		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Used mower with a 16 foot cutting span with enclosed cab.

Justification

With is mow er we will be able to significantly reduce the amount of time it takes to cut grass on our larger fields (soccer, ball diamonds) therefore saving substantial amount of staff time. Also with a cab on the mow er staff will be able to cut grass in a variety of w eather and protects staff from prolonged hours in the sun.

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	K070 OPS- Replacement Trackless Flail Mower		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

WMC Flail mower requires replacement.

Justification

Buy new unit for Ward 1 trackless and repurpose existing good condition on mower to WMC that does not require as high of usage.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	12,000		12,000
Expenditures Total	12,000		12,000
Funding			
Reserve Funds	12,000		12,000
Funding Total	12,000		12,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K071 OPS-Replacement Trackless Ribbon Blower		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Ward 1 Ribbon Blower requires replacement.

Justification

The unit is 20+ years and is showing significant wear and it is vital for winter snow removal.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	24,000		24,000
Expenditures Total	24,000		24,000
Funding			
Reserve Funds	24,000		24,000
Funding Total	24,000		24,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K072 OPS-Replacement Trackless Angle Sweeper		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Ward 1 (Kincardine) sweeper attachment

Justification

The unit is 20+ year and i showing signs of wear and requires replacement before significant cost is required on old sweeper. The unit is used to sweep all sidewalks and asphalt pedestrian paths.

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	K073 OPS- Forestry - New Compact Track Loader with grapple		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Stand on compact track loader with grapple attachment.

Justification

This unit would allow the forestry crew to enter tight areas, such as green space and trail sections, to recover dead trees that need to be taken down. The compact unit, with the grapple, can enter these areas with minimal impact to living and healthy trees to retrieve the downed limbs and logs. This unit will be utilized to feed the woodchipper in a safer manner. It will ultimately reduce the amount of time spent normally as manual labour and therefore, allowing the crew to be more efficient in addressing a backlog of dead ash trees and other potentially dangerous deteriorated trees throughout the Municipality. Unit

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	63,000		63,000
Expenditures Total	63,000		63,000
Funding			
Reserve Funds	63,000		63,000
Funding Total	63,000		63,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Low	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	K074 Utility Trailer for Wastewater		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

5 x 10 Steel Utility Trailer.

Justification

To remove tag bins from sites with automatic screens.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	6,500		6,500
Expenditures Total	6,500		6,500
Funding			
Reserve Funds	6,500		6,500
Funding Total	6,500		6,500

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	K091 Water Tank (for tandem truck)		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Slip in Water Tank with spray bar and water pump.

Justification

Slip in water tank that will fit in our dump trucks. Used for watering our rural road reconstruction to dampen gravel surface so that we can achieve proper compaction. Also utilize for watering new sodded areas during the hot and dry summer months. In 2022 we spend approximately \$45,000 on contracted water truck for our Concession 10 paving and to keep sod watered on our Huron Terrace force main project.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	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	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	K092 DS- New Inspector Vehicle		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

Justification

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Obligatory Reserve Funds	60,000		60,000
Funding Total	60,000		60,000

Attributes

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

Municipality of Kincardine

Capital Projects

Project	K093 Landscape Trailer		
Department	Fleet		
Version	3 Management Review	Year	2023

Description

this is request is to purchase 2 additional landscape trailers. The additional trailers will enable us to transport the lawn mowers around the township for various locations that we currently cut grass at. As well this will enable us to deliver the various equipment for each special equipment throughout spring summer and fall.

Justification

Park team cuts grass all across the township and to do so, staff must load lawn mowers and associated equipment on a trailer in order to get the lawn mowers to the various sites across the township. currently with only one trailer in our fleet it is often difficult to transport all the lawn mowers around the township each day. in result of this we often are not able to stay on schedule with all grass cutting and may need to skip some locations until the following week. we also often use the trailer for some projects, and deleivering various supplies and equipment for special events

Budget

	Total	Carryfwd	2023
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	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	N008 Birchwood Public Walkway Improvements		
Department	Trails		
Version	3 Management Review	Year	2023

Description

Stairs for public access between 207/209 Birchwood. Will include some removal of trees and and installation of set of steps

Justification

The existing area is covered with trees on the west side of the parcel of property. To get people safely to the trail, removal of some trees and the installation of engineered steps are required. This will reduce the hazards in this area.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	45,000		45,000
Expenditures Total	45,000		45,000
Funding			
Reserve Funds	45,000		45,000
Funding Total	45,000		45,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Equipment	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	N008 Birchwood Public Walkway Improvements		
Department	Trails		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	O012 Mechanical Equipment Replacement		
Department	Airport		
Version	3 Management Review	Year	2023

Description

Replace furnace and water pressure pump

Justification

Budget

	Total	Carryfwd	2023
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	Airport	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	O016 Airport Beacon		
Department	Airport		
Version	3 Management Review	Year	2023

Description

Airport beacon replacement.

Justification

Current airport beacon has deteriorated, and the reflectivity of the interior portion is at a point that it requires replacement. Airport safety device that needs to be in conformance with airport standards. Recommend replacement so that we remain in compliance.

Budget

	Total	Carryfwd	2023
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

Attribute	Value	Comment
Department	Airport	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P019 Playground Equipment		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Repair and provide service material to a number of parks that currently are not up to code.

Justification

Staff get regular requests to install new pieces of playground equipment in established and new neighbourhoods. However, there are a considerable amount of existing playgrounds that require work to ensure they are compliant. Staff is seeking approval to provide those upgrades to ensure our existing playgrounds are sustainable until such time they are replaced.

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P019 Playground Equipment		
Department	Parks		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	P020 Inground garbage receptacles		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Staff is seeking approval to install inground garbage receptacles to replace above ground dated cans.

Justification

Inground receptacles will reduce the times that garbage needs to be collected as in-ground units can hold considerably more then the conventual cans. This will also reduce the number of times that staff need to pick up garbage in busy beach areas that potentially put our users at risk.

Additionally, areas that are further into our rural envelope, could have an inground can that is collected considerably less.

Cans can remain out during the course of the winter and still be accessed by the user.

Garbage is kept under ground which reduces smell and rodent issues.

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Low	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	P023 25 - Park picnic tables		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The majority of picnic tables in the inventory are constructed 100% of wood. These picnic tables are very old and have been well used for several years in all our parks and for special events. Over the past years there has not be a replacement plan in place.

Justification

Parks currently uses wooden framed picnic tables that are constructed from 2x4s in the shop. This is a time-consuming process, and the tables wear quickly as there is wood to ground contact. Switching to metal frame tables with 2x10 boards will significantly improve our efficiency in assembling these tables and the tables themselves will have greater longevity. These tables should have a longer replacement schedule compared to fully wooden tables and, therefore, should reduce the cost to operating. The goal is to replace 25 picnic tables each year until we have replaced them all

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	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	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P023 25 - Park picnic tables		
Department	Parks		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	P023 25 - Park picnic tables		
Department	Parks		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	P024 Buildings Review - Multiple Facilities		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The development of a comprehensive plan to review the Municipal facility requirements for our operations within Infrastructure & Development as well as Community Services and the opportunity for consolidation of those operational facilities

Justification

Existing work shops housing the operations for Infrastructure & Development as well as Community Services all require extensive work in order to ensure safe working conditions for our staff as well as users of our facilities. Some of these facilities are currently housed in areas that the public actively use. A Facility Requirement and Consolidation Review, will provide an existing environmental scan of those facilities and operations; determine if there is an opportunity to combine those facilities to one facility, and develop a plan for efficiencies in those operations.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment			
Engineering/Consultants	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Reserves	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P025 DC soccer field goal posts replacement		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The stationary soccer post at the DC soccer fields are in rough shape and are past its useful life. As these posts are stationary it limits the usefulness of the field

Justification

The goal is to replace these with portable nets as this will reduce the amount of time it takes to cut the grass. This will also prolong the life the netting as we won't be using a weed trimmer to trim around the nets.

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P025 DC soccer field goal posts replacement		
Department	Parks		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	P025 DC soccer field goal posts replacement		
Department	Parks		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	P028 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Backstops at the Connaught Diamonds are in need of replacement. The fence at all of these facilities is inadequate to prevent fly balls from hitting onlookers and is curling behind the batter's box. Replacement of these backstops will reduce the maintenance costs on fences from the operating budget.

Currently at Connaught park, hard ball is played on each of the diamonds. The back stop fencing currently in place is not meant for hardball and therefore not the appropriate size.

Justification

Currently players as well as on-lookers are exposed to the risk of injury from entanglement in the backstop fence or impacts from fly balls. There is the additional consideration of protection of municipal assets at Connaught park there are buildings in range of being struck with a ball under the current fencing conditions. the backstop at its end of life and due for replacement. as the current backstop is not meant for hardball basement the municipality is at risk for liability in its current state

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P028 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P028 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P028 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P030 Connaught park - inground sprinklers (3 ball diamonds)		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The irrigation system in all 3 ball diamonds is out date, inefficient and a safety concern. Staff water one diamond at a time and only one sprinkler head at a time. Staff have to connect the sprinkler head to one location at a time, which is in a hole in the outfield. The current sprinkler layout does not reach the entire ball diamond and therefore they have to be watered manually with a garden hose.

As mentioned, the sprinkler connections are in the outfield below the ground. This means there is a hole in the outfield where the sprinkler connects. This is a major safety concern and we have received complaints this summer on this matter.

Justification

Improvements of the irrigation system at Connaught will reduce the number of maintenance hours required for the diamonds and improve watering efficiency – ensuring greener grass. Staff time will be saved from manual watering will be redirected to more pressing sports field maintenance tasks that traditionally ‘fall behind’.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	120,000		120,000
Expenditures Total	120,000		120,000
Funding			
Reserve Funds	120,000		120,000
Funding Total	120,000		120,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P030 Connaught park - inground sprinklers (3 ball diamonds)		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P030 Connaught park - inground sprinklers (3 ball diamonds)		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P030 Connaught park - inground sprinklers (3 ball diamonds)		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P030 Connaught park - inground sprinklers (3 ball diamonds)		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P031 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The current fencing on the west side of the marina requires replacement due to the condition of it. Staff have received complaints over the existing condition of it.

Justification

This fence provides an additional barrier in stopping sand migration into the marina and parking lot. A more robust fence that captures the sand, while provide a barrier in capturing the sand so that staff can return it back to the beach.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Parks	
Asset Classification	Yard Improvements	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P031 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P031 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P031 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P031 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P032 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The current washroom building at the south end of Station Beach is not accessible and the existing concrete skirting is below ground level causes excess mud and debris being tracked into the washrooms..

Justification

Interior enhancements and raising the concrete grade will ensure the facility is compliant with the AODA.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	45,000		45,000
Expenditures Total	45,000		45,000
Funding			
Reserve Funds	45,000		45,000
Funding Total	45,000		45,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P032 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P032 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P032 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P032 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P033 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Staff is seeking approval to commence drawings for the replacement of the existing boardwalk due to the age and condition of it. Future construction would be considered in 2024.

Justification

The existing condition of the boardwalk exposes the municipality to potential litigate for a trip and fall. It has surpassed its age expectancy and needs replacement. Although the Waterfront Master Plan has yet to be presented and received by Council, early comments have indicated that there is a general consensus to have the boardwalk replaced. The first step is to have a proper design developed that will make the boardwalk safe, low maintenance, and accessible.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	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	Parks	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P033 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P033 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P033 Station Beach - boardwalk design development		
Department	Parks		
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Municipality of Kincardine

Capital Projects

Project	P034 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2023

Description

The current victoria park pavilion is very highly used all year round. The pavilion currently is not accessible and is in poor condition. As well the design of the existing pavilion is not widely versatile and therefore has limited uses.

Justification

First step is to start the consultation and design efforts with an architect. Then once we have an approved design we would add this to the 2024 capital budget for consideration

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P034 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P034 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P035 bike racks, various parks		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Currently we have very few back racks around town at the station beach, parks, or facilities. As well we have several different types of bike racks and most are in poor condition

Justification

The plan is to slowly replace the bike racks we have and to increase the entire inventory.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	5,000		5,000
Expenditures Total	5,000		5,000
Funding			
Reserve Funds	5,000		5,000
Funding Total	5,000		5,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P036 Inverhuron beach access look out		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Enhancements to beach access at County Road 15.
Will include a lookout area with potential to add steps at a later date if required.

Justification

Due to historic rising water levels the beach access at Bruce Country RD 15, has posed a risk for those wishing to access the beach at this well used access point.
A look out area will provide an opportunity for users to enjoy the area with the option to install steps at a later date.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	50,000		50,000
Expenditures Total	50,000		50,000
Funding			
Donations	20,000		20,000
Reserve Funds	30,000		30,000
Funding Total	50,000		50,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	P036 Inverhuron beach access look out		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P036 Inverhuron beach access look out		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P036 Inverhuron beach access look out		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	P040 Beach access points - steps assessment		
Department	Parks		
Version	3 Management Review	Year	2023

Description

This summer we have received numerous complaints regarding the condition and lack of beach access steps. First step is to get an accurate inventory of the number of beach access steps as well as condition. Then we will need to have costing estimates for each location and determine the priority or strategy in having them replaced

Justification

Currently these are a safety issue and liability for the municipality

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	P041 Bruce ave. soccer fields - players benches		
Department	Parks		
Version	3 Management Review	Year	2023

Description

Installation of 10 new aluminium players benches installed on concrete slabs at Bruce Ave pitches.

Justification

This is a basic requirement to have for all soccer fields

Budget

	Total	Carryfwd	2023
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	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	P041 Bruce ave. soccer fields - players benches		
Department	Parks		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R009 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Justification

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	45,000		45,000
Expenditures Total	45,000		45,000
Funding			
Reserve Funds	45,000		45,000
Funding Total	45,000		45,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R009 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R009 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R009 Tiverton Library - Ramp and Stairs		
Department	Facilities		
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Municipality of Kincardine

Capital Projects

Project	R009 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

As a municipal facility, the Municipality is required to ensure a conditions assessment is required to ensure the facility is structurally sound. Staff is requesting that funds be approved to have this completed. Additionally, a considerable amount of work is required on this facility over the next several years. More urgent items will include wall repair work, and potentially window installation

Justification

To ensure compliance the the reduction of risks associated due to the existing condition of the facility.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Reserves			
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	

Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R011 Armow WI - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R039 North Dehumidifer DC		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Proper dehumidification is an essential part of maintaining indoor ice surface. Without proper dehumidification for the arena air space, the arena space will be filled with fog and the ice will not be usable

Justification

Currently the North dehumidifier is at the end of its life and requires replacement. If not replaced the units efficiency will continue to decrease and repair/ maintenance will begin to increase. If the unit fails to continue to operate we maybe forced to cancel ice rentals. This is a critical operating equipment in all arena operations. With a new dehumidifier it is expected to have savings in utilities and increase the level of service.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserves	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R039 North Dehumidifier DC		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R040 Ride on Floor scrubber		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

With the Davidson Centre being our largest community centre in the municipality and the longest operating hours/ season, cleaning the various floors in the Davidson Centre consumes a fair amount time. Not only does the Davidson centre have a large amount of floors to maintain, there are also several levels, and types of floors to maintain. ie. painted floors, concrete, rubber, tile, vinyl.

Justification

Currently the floor scrubber we have was not designed to operate as long and cover as many floors that we need it to. As well the current unit is not able to drive up the ramps at the Davidson Centre and therefore we have had to replace the drive motor several times over the past years. With a properly sized ride on floor scrubber we will be able to clean all floors in the Davidson Centre in a shorter time period and less physical demands on the staff. Which can help reduce repetitive stress and injuries over time.

Budget

	Total	Carryfwd	2023
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	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R040 Ride on Floor scrubber		
Department	Facilities		
Version	3 Management Review	Year	2023

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Municipality of Kincardine

Capital Projects

Project	R041 DC Roof replacement (sec2,2.1,2.2,3,10)		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

This past summer Garland Canada which is an industry leader in the roof products and design, was asked to complete a full assessment of the current roofing condition and make up. Garland rep inspected the entire roof, has a full thermographic pictures of the roof to show where the roofing system is failing and or where it is in satisfactory condition. With the assessment we will now be able to see if the roofing system is failing and when it needs replacement. At the Davidson Centre there have been additions in the past and therefore the entire roof is not designed to the same level of standard nor of the same materials. Which only means the different roofing systems on this roof have different life spans and different preventative maintenance needs. From the completed roof assessment we now have a detailed replacement plan for the entire facilities roof to ensure the building roof infrastructure is maintained in a safe and efficient manner.

Justification

For 2023 it is recommended that a small portion of the roofing system be replaced as its past its life span and is currently failing. Failure to replace these sections of roof now will mean further deterioration of the roofing structures and active roof leaks inside the facility, Which could pose operational difficulties.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	225,000		225,000
Expenditures Total	225,000		225,000
Funding			
Obligatory Reserve Funds	225,000		225,000
Funding Total	225,000		225,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R042 DC Sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

At the beginning of the 2022- 2023 hockey season the sound system failed without warning or notice of any kind. The main amps, receiver is well past its life span and is due for replacement. The speakers as well are very old and need replacement. Several of the users in the Davidson Arena use the sound system on weekly basis and it is generally expected that arenas have a good operating sound system. One of the main users of the sound system is the Bulldogs hockey club. As they use the sound system for each game throughout the season, as well several of the special events held at the Davidson Arena utilizes the system.

Justification

Without a properly full functioning sounds system in the arena, the various user groups would not be able to operate their services at the same level and may be forced to rent ice elsewhere. With a proper sound system in the arena, it's foreseeable to attract new special events/users to the facility

Budget

	Total	Carryfwd	2023
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	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R042 DC Sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

H:\5 - F - Finance and Accounting\F05 - Budgets and Estimates\FMW 2023 Budget\Community services\Parks and Facilities\dc\DC Sound System 2.jpg



Municipality of Kincardine

Capital Projects

Project	R042 DC Sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R044 DC Building condition assessment		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

A building condition assessment of the Davidson Centre will outline the current conditions and remaining life cycle of each asset with in the building as well as the building itself. The original Davidson Centre envelopes of the building has seen minimal upgrades or replacements of its critical operating equipment.

Justification

A completed building condition assessment will provide staff a projected forecasting tool to help develop a comprehensive 5-10 year replacement plan as well to outline the long term financial cost to maintain the facility to the appropriate level.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
Reserves	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R045 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Replacement of existing original carpet tiles to a more conducive product that is easier for cleaning purposes.

Justification

The current flooring is in poor condition and causing operation issues. The carpet tiles tend to shift and move with the fitness equipment and weights. This is causing numerous repairs on a weekly basis. Carpet in gym spaces also carries germs that are difficult to remove. A rubberized surface would be a cleaner surface for our users and a more efficient way for staff to clean the area.

Budget

	Total	Carryfwd	2023
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	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R045 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R045 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R046 DC - Furniture Replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

All furniture required in the hall and meeting rooms is in need of replacement. Existing chairs are uncomfortable for the users and are missing elements that take them out of circulation. This has reduced the inventory of available furniture over the years.

Justification

New furniture will provide a meeting marketing tool for those wishing to book the facility for more formal functions. In addition, lighter and more accessible furniture will provide efficiencies for staff with set up and take down.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	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	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R050 TSC - north dehumidifier		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Proper dehumidification is an essential part of maintaining indoor ice surface. Without proper dehumidification for the arena air space, the arena space will be filled with fog and the ice will not be usable

Justification

Currently the North dehumidifier as at the end of its life and requires replacement. If not replaced the units efficiency will continue to decrease and repair/ maintenance will begin to increase. If the unit fails to continue to operate we maybe forced to cancel ice rentals. This is a critical operating equipment in all arena operations. With a new dehumidifier it is expected to have savings in utilities and increase the level of service.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Obligatory Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R050 TSC - north dehumidifier		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R051 TSC - LED lighting retrofit (over ice only)		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

The lighting system at the Tiverton Sport Centre is original to the building and is at end of life. The current lights/ ballast are not energy efficient and is not providing the minimum standard lighting level. Getting replacement parts is also starting to become difficult when needed.

Justification

A new LED lighting system is able to provide enough saving on the hydro bill to have a payback period of less than 3 years. As well LED lights have instant on technology, which means they are at 100% brightness instantly. LED lights also produce a fraction of the heat load on the refrigeration system.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Obligatory Reserve Funds	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R051 TSC - LED lighting retrofit (over ice only)		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R052 TSC- sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

The sound system at the Tiverton Sports Centre is currently not providing any service to our users in the facility. The main amps, receiver is well past their life span and is due for replacement. The speakers no longer provide the service that is required for the facility . If the sound system was operating properly we could attract new users, rentals

Justification

With out a properly full functioning sounds system in the arena, the various user groups would not be able to operate there services at the same level and may be forced to rent ice elsewhere. From a health and safety perspective, staff are unable to communicate with all patrons within the facility if needed.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Reserve Funds	25,000		25,000
Obligatory Reserve Funds	15,000		15,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R052 TSC- sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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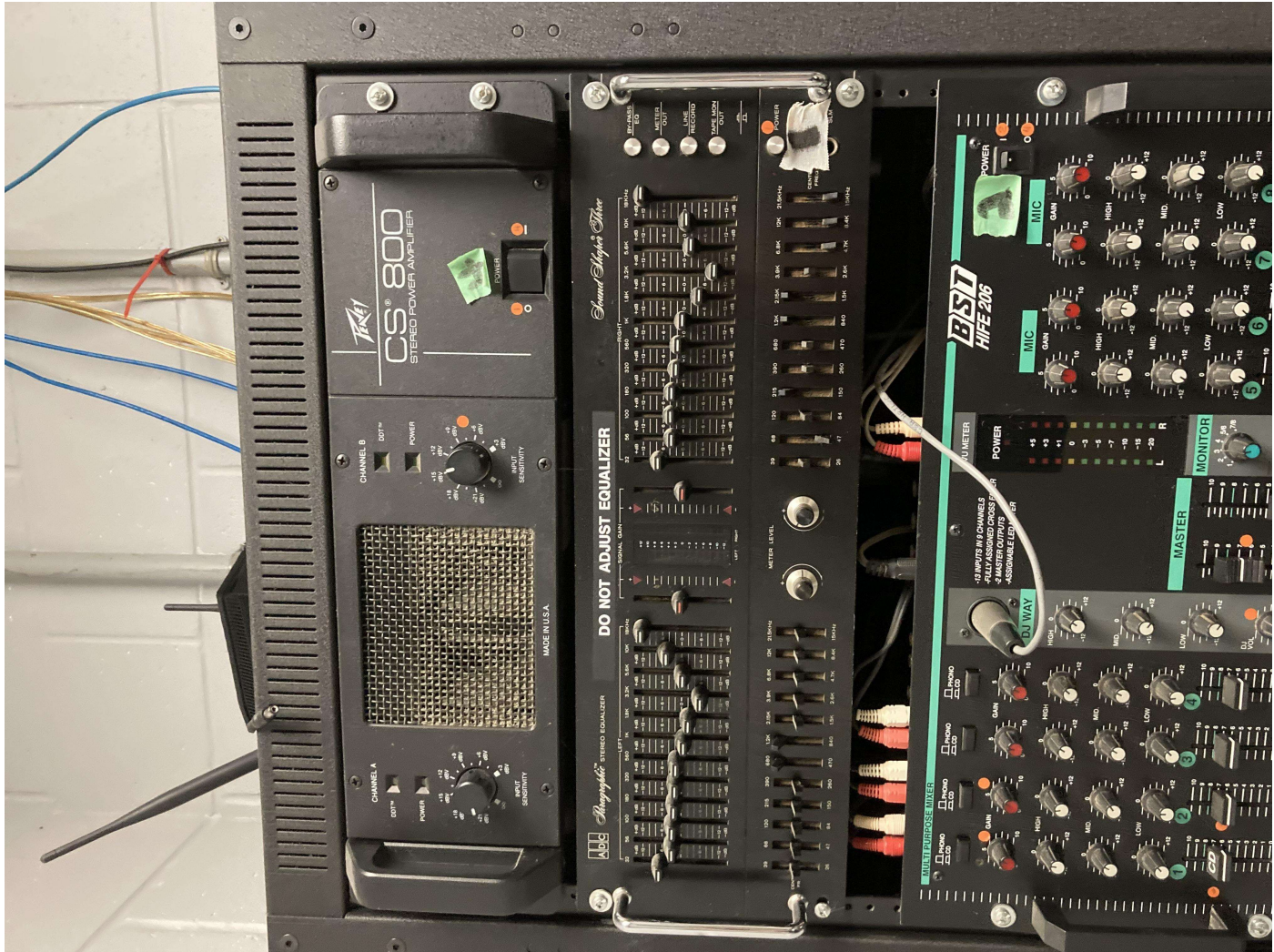
Municipality of Kincardine

Capital Projects

Project	R052 TSC- sound system replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R054 Art gallery - roof replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

For 2023 it is recommended that a small portion of the roofing system be replaced as its past its life span and is currently failing. Failure to replace these sections of roof now will mean further deterioration of the roofing structures and active roof leaks inside the facility, Which could pose operational difficulties.

Justification

This past summer Garland Canada (which is an industry leader in roof products) completed a full assessment of the current roofing condition and make up of the Arts Centre. Garland's experienced staff inspected the entire roof, had a full thermographic scan and pictures of the roof to show where the roofing system is failing and or where it is in satisfactory condition. With the assessment staff will now be able to see if the roofing system is failing and when it needs replacement. At the Art centre there is flat portion of the roof that is very poor condition and is currently failing. From the completed roof assessment we now have a detailed replacement plan for the entire roof to ensure the building roof infrastructure is maintained in a safe and efficient manner.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	200,000		200,000
Expenditures Total	200,000		200,000
Funding			
Reserve Funds	200,000		200,000
Funding Total	200,000		200,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R054 Art gallery - roof replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	R055 Art gallery - Key fob security system		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

The request is to have staff exterior doors changed to a programmable Key fob system. The existing doors would remain, and new key fob reader would be installed. As this is a great way to increase the security level and also a cost effective way to control the access to the facility.

Justification

The Art Centre has multiple tenants and the facility has not been rekeyed for several years, there is a concern that there are numerous keys in circulation in the community, with more being made on a regular basis.. As the municipality is the landlord for all tenants of the Art Centre this is a concern. For temporary users of the facility, key fobs can be considered an app and used on their cell phones. Staff can easily set up a time span on when they can use the facility without having to sign out keys, and the risk of having them not returned.

Budget

	Total	Carryfwd	2023
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	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	R056 Medical centre - centralized HVAC controls		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

The medical centre does not have a centralized HVAC controls system. There are numerous thermostats throughout the building. What occurs is that, one thermostat is calling for cooling and another is calling for heating. They will be constantly working against each other and increasing the utility costs. Several complaints have been received of the past years about the facility's temperatures and inability to maintain a suitable temp.

Justification

A centralized HVAC controller will ensure staff are be able to manage the temps from anywhere and be able to see what each HVAC unit is doing and why its running. With these systems, it will also be able to record and graph all temps from each unit. If staff get a complaint they will be able to trouble shoot the issue and solve it quickly. These controls are also able to save on the utilities by optimizing the operations of each unit. The return on investment would be inside of 5 years

Budget

	Total	Carryfwd	2023
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	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	R057 Medical centre - replacement chairs		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Chairs in the medical centre currently need replacement as most are original to the building and are in poor condition

Justification

The existing condition of the chairs may result in a health and safety issue, as chairs are a tool to use in order to effectively complete the requirements for the positions.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	7,000		7,000
Expenditures Total	7,000		7,000
Funding			
Reserve Funds	7,000		7,000
Funding Total	7,000		7,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R058 Medical Centre - 1st floor repaint		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Painting upgrades within the facility is due. The walls throughout the building has seen little in the area of wall repair and paint.

Justification

The medical centre has a high volume of patrons through it each day, there tends to be a fair amount of wear and tear to the building. Painting will need to be strategically planned with a professional painter, due to the limited down time within the facility and the complexity of having to move furniture.

Budget

	Total	Carryfwd	2023
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	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R060 MAC - key fob security system		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Transition from existing punch code security system on existing doors to a key fob program. This transition may take several years until all doors are completed, but will ensure staff are able to better monitor the facility with more care and control.

Justification

Key fobs provide better on boarding and off boarding of staff and avoids having maintenance staff changing pass codes when off boarding occurs as well as when tenants terminate leases. Pass codes can currently be passed around the community, which exposes the facility to potential loss. Key fobs enable authorized staff to review when a door has been activated and provides better security for the facility.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	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	New Acquisition	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	R061 Lighthouse repainting		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Staff are requesting funding to hire a commercial coatings specialist to repaint the turret by spring 2023.

Justification

The turret of the lighthouse is currently rusting and the previous paint job is flaking off. if not repaired the turret will continue to rust and deteriorate and an accelerated rate.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	175,000		175,000
Expenditures Total	175,000		175,000
Funding			
Reserve Funds	175,000		175,000
Funding Total	175,000		175,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	R062 Lighthouse window replacement		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Replacement of existing windows in lighthouse due to aging asset.

Justification

Existing windows have outlived their lifecycle, these windows are no longer operational and will not completely close. New windows will enhance energy efficiency

Budget

	Total	Carryfwd	2023
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	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	U010 Car 3 Pickup Truck		
Department	Fire Department		
Version	3 Management Review	Year	2023

Description

Car 3 will be due for replacement in 2023
This truck previously was Car 1 (Station 12) and was moved to Station 11

In the year 2023 this truck will be 10 years old and is due for replacement

Current pricing places a value of 80k on an outfitted vehicle.
The truck being replaced will be very suitable for allocation to another department within the municipality

Justification

The truck is used to move additional firefighters to the emergency scenes and bring equipment back and forth to incidents
This is used as a first response vehicle and needs upgrading due to its age.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	U021 Traffic Pre-Emption - Highway 21		
Department	Fire Department		
Version	3 Management Review	Year	2023

Description

The Ministry of Transport has approached the MOK with an offer to allow and install traffic signal pre-emption on Hwy 21 for fire apparatus at the two existing signalled intersections and the two new signaled intersections to be constructed in 2023.

Preemption allows fire apparatus to pre-empt a traffic signal, (the light changes green for the travel direction and other signals turn red) , allowing the responder vehicles to pass safely.

Justification

With only three routes available for Station 12 apparatus to move north from quarters into the town of Kincardine and to the rest of the municipality, staff strongly endorses the installation of signal pre-emption on Hwy 21. With all planned growth being located north of Station 12 staff sees the Hwy 21 corridor becoming increasingly vital to safe fire apparatus movement.

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	70,000		70,000
Expenditures Total	70,000		70,000
Funding			
Reserve Funds	70,000		70,000
Funding Total	70,000		70,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Very High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	X001 Website Redevelopment		
Department	Economic Development		
Version	3 Management Review	Year	2023

Description

This upgrade will bring in new technology and streamline some online processes.

Justification

Budget

	Total	Carryfwd	2023
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	Economic Development	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	Y002 Storm Flushing Program Repairs/Contingency		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

Repairs and contingency.

Justification

Flush aged infrastructure for better maintenance, and locate trouble spots.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	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	Stormwater	
Asset Classification	Storm Sewer	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	Y003 Storm Lakefront Inlets		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

Flush and install new equipment.

Justification

Prevent issues with sedimentation or plugging in inlets. May require baskets for surcharge.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	45,000		45,000
Expenditures Total	45,000		45,000
Funding			
Reserve Funds	45,000		45,000
Funding Total	45,000		45,000

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Storm Sewer	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	Y004 MD 21 New Road Crossing		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

MD#21 is a new municipal drain that will require a road crossing at lot 18, concession 6.

Justification

The municipality is responsible for the maintenance of a drainage works construction under the Drainage Act, RSO 1980. The municipality is responsible for cost associated with any new or existing road works.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Bridges & Culverts	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

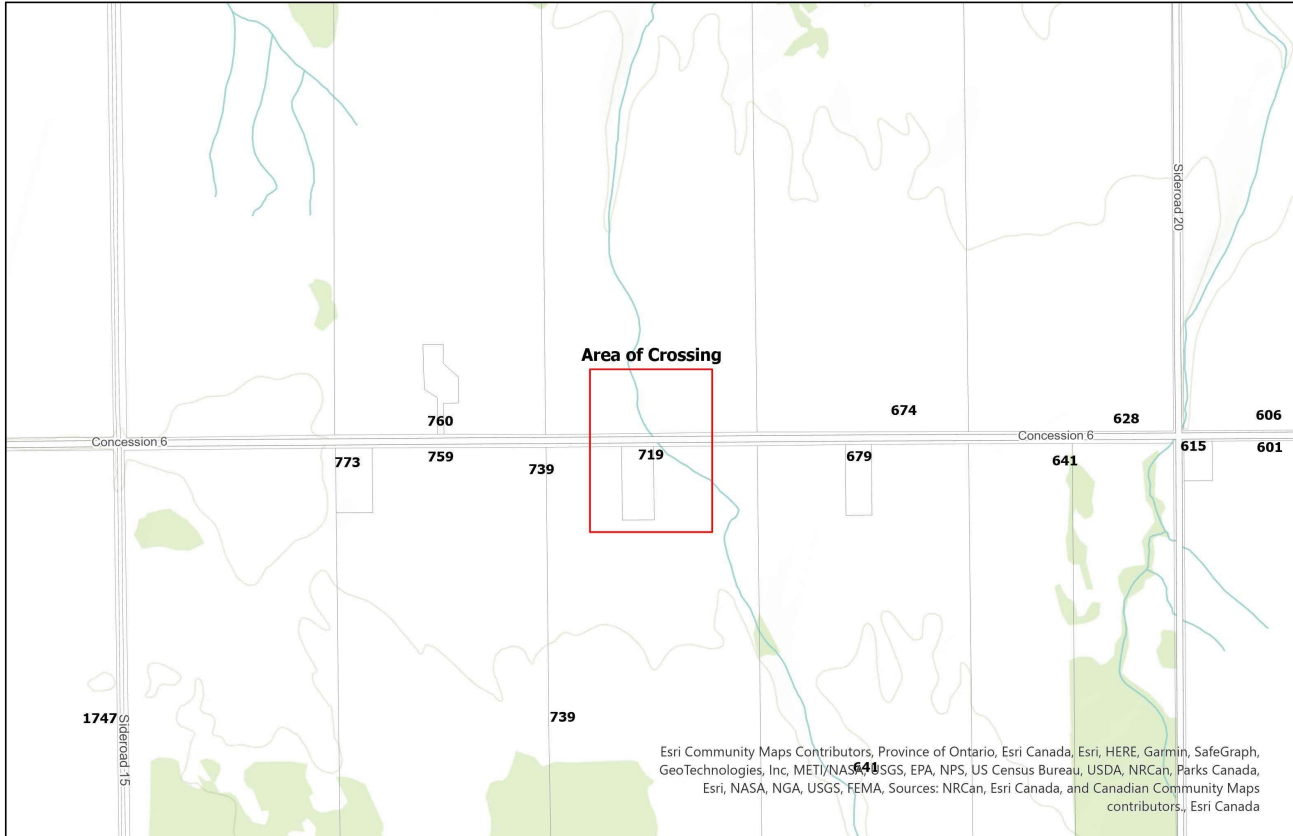
Project	Y004 MD 21 New Road Crossing		
Department	Stormwater		
Version	3 Management Review	Year	2023

Gallery

P:\MD21.jpg



Municipal Drain 21 Road Crossing Concession 6



Municipality of Kincardine

Capital Projects

Project	Y005 MD MacDonald Road Crossing Improvements		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

Improvement to MD road crossing at lot 22.

Justification

The municipality is responsible for the maintenance of a drainage works construction under the Drainage Act, RSO 1980. The municipality is responsible for cost associated with any road works.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
Reserve Funds	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Bridges & Culverts	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

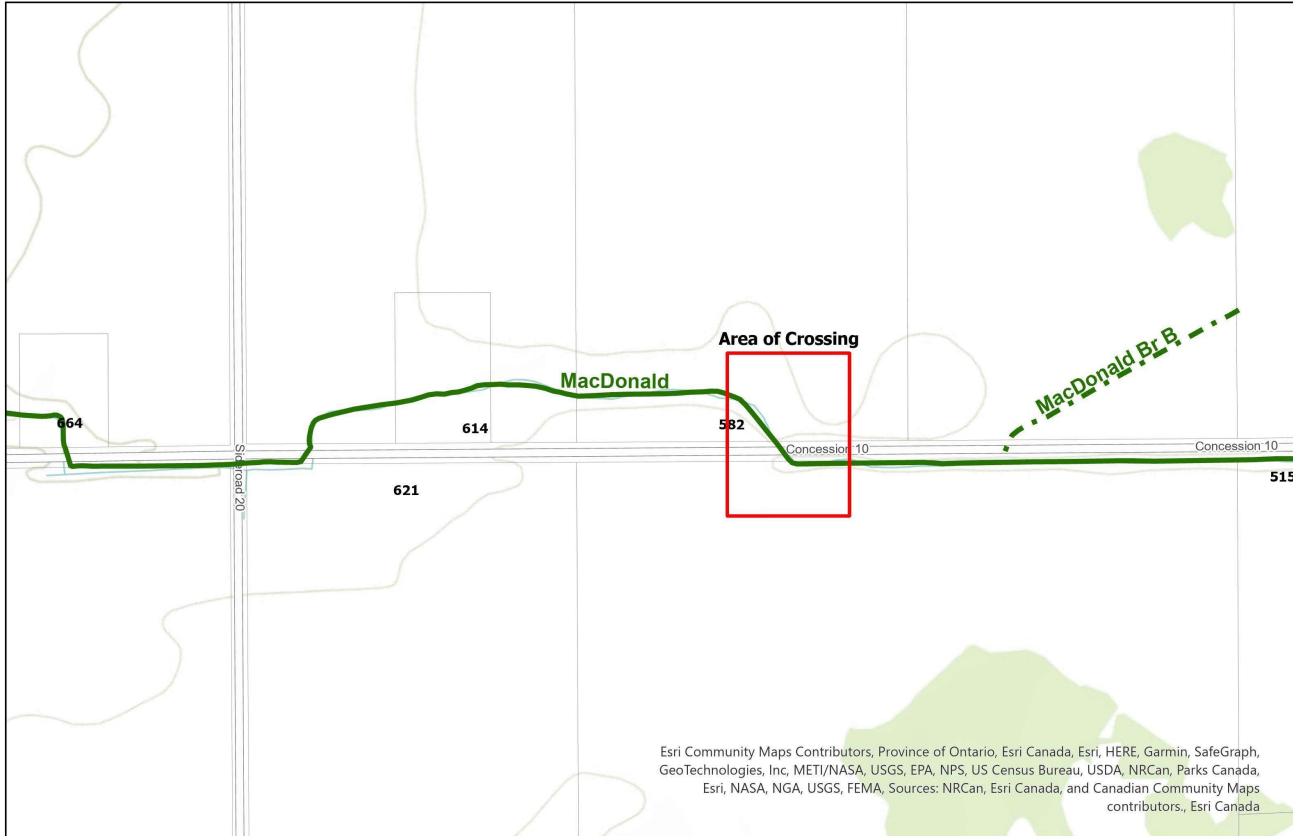
Project	Y005 MD MacDonald Road Crossing Improvements		
Department	Stormwater		
Version	3 Management Review	Year	2023

Gallery

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MacDonald Drain Road Crossing Concession 10



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Municipality of Kincardine

Capital Projects

Project	Y007 Birchwood Ave Storm Easement and Trail Connection		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

Installation of a covered piped outlet (approx. 94M), to provide an access point in Kin-Huron subdivision between 197 and 201 Birchwood (map attached).

Justification

At the request of members of the public the open storm easement would be enclosed to provide a walking link to the trail connection. There are currently 4 open access points along Birchwood (map attached)

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	44,000		44,000
General Contracting	390,000		390,000
Expenditures Total	434,000		434,000
Funding			
Reserve Funds	434,000		434,000
Funding Total	434,000		434,000

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Land Improvements	
Project Type	Reconstruction	
Priority	Low	
Status	Existing Capital Project	

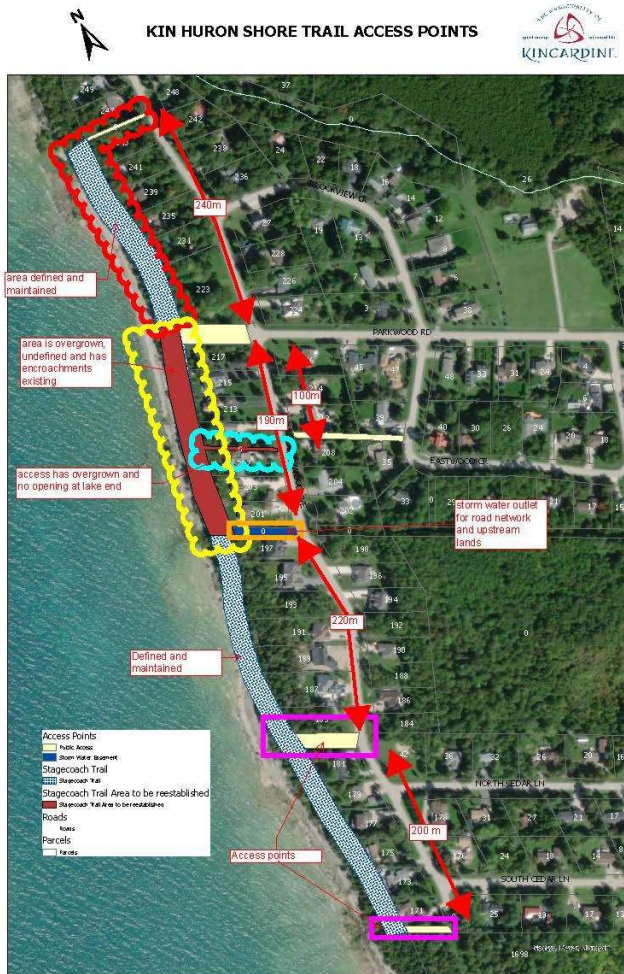
Municipality of Kincardine

Capital Projects

Project	Y007 Birchwood Ave Storm Easement and Trail Connection		
Department	Stormwater		
Version	3 Management Review	Year	2023

Gallery

P:\KinHuron Shore Trail Access Points (002).jpg



Municipality of Kincardine

Capital Projects

Project	Y008 Kincardine Kinloss Branch A Enclosure		
Department	Stormwater		
Version	3 Management Review	Year	2023

Description

The work included will provide an improvement to the existing Kincardine Kinloss Branch 'A' in accordance with Section 78 of the Drainage Act, R.S.O. 1990. The proposed works involve enclosing approx. 325 meters of the drain beginning at lots 59 and 60, Concession 3 north of Durham Road to Sideroad 30 road crossing.

The total cost of the project is estimated at \$355,000. In accordance with the Drainage Act costs shall be distributed among the upstream benefiting property owners. The municipality is responsible for the costs of the drain located within the Sideroad 30 ROW (\$65K).

Justification

The objective of the work is to provide drainage solution to help alleviate ponding, provide a subsurface drainage outlet, and improve the quality of the stormwater for the properties in the watershed as per Section 78 of the Drainage Act, R.S.O. 1990.

Budget

	Total	Carryfwd	2023
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	Stormwater	
Asset Classification	Storm Sewer	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Appendix D

2023 Carry Forward Projects

Municipality of Kincardine

Capital Projects

Project	9030 Medical Clinic Conversion to Natural Gas		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Conversion of the medical clinic to natural gas.

Justification

The Department of Community Services is in the process of converting all facilities over to natural gas where possible. This is a planned phased in approach and in 2023, staff would like to convert the Medical Clinic. This is an economical and efficient source for the purposes of heating and cooling the medical clinic.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	40,000	30,000	10,000
Expenditures Total	40,000	30,000	10,000
Funding			
Reserve Funds	40,000	30,000	10,000
Funding Total	40,000	30,000	10,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9049 Rescue Truck Replacement (Tiverton Station)		
Department	Fire Department		
Version	2 Treasurer Review	Year	2023

Description

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

New Chassis has been ordered and expected 1st quarter. Approved agreement is in place to have original builder complete the refurbishment and remount.

Justification

This truck has far exceeded its 20 year replacement cycle and it should have been replaced in 2018
Outdated 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	2023
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	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9052 Womens Facilities Upgrade		
Department	Fire Department		
Version	3 Management Review	Year	2023

Description

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

In 2021, Council approved \$15,000 to upgrade the facility to accommodate female firefighters. Continued research has indicated that this amount is required to be considerably higher. Staff would like to complete this project in 2023 to ensure suitable conditions are available for all firefighters.

Justification

Duty to Accommodate under the Human Rights Code

Under the Code, employers and unions, housing and service providers have a legal duty to accommodate the needs of people because of their gender identity or gender expression, unless it would cause undue hardship. The goal of accommodation is to help everyone have equal opportunities, access and benefits. Failure to accommodate may lead to a finding of discrimination under the Code.

This should always be done in a way that best promotes the person's integration and full participation.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	45,000	15,000	30,000
Expenditures Total	45,000	15,000	30,000
Funding			
Reserve Funds	45,000	15,000	30,000
Funding Total	45,000	15,000	30,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Buildings	
Project Type	New Construction	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9055 Fire Stations Upgrades to Natural Gas		
Department	Fire Department		
Version	2 Treasurer Review	Year	2023

Description

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

Working with Aecon to install supply lines from road, both stations. This was pushed out in their 2022 schedule into 2023..

Justification

Energy efficient upgrades

Budget

	Total	Carryfwd	2023
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	

Municipality of Kincardine

Capital Projects

Project	9056 Replacement of Pumper 12-2 Kincardine Fire Station		
Department	Fire Department		
Version	3 Management Review	Year	2023

Description

The pumper in the Kincardine fire station is currently from 1988 and is 34 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.

The Chief is working with the deputy chiefs in developing an RFP that meets their needs.

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	2023
Expenditures			
Vehicles/Equipment	850,000	850,000	
Expenditures Total	850,000	850,000	
Funding			
Reserve Funds	850,000	850,000	
Funding Total	850,000	850,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority		
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9110 Brown's Hill Bridge 2121		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2023

Description

2022 Engineering and Design and tender for 2024 replacement.

Justification

By completing an EA (previously commenced and wrapping up late 2022) we can fully understand all replacement options and associated costs. Inspections were completed in 2019 and the draft report is suggesting a replacement in 1-5 years. Once the EA is complete this will allow for final design and a tender package to be completed.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	85,000	45,759	39,241
General Contracting			
Expenditures Total	85,000	45,759	39,241
Funding			
Obligatory Reserve Funds			
Development Charges	85,000	45,759	39,241
Funding Total	85,000	45,759	39,241

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9130 Concession 2 and BR 23 Improvements		
Department	Roads		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	74,362	74,362	
Expenditures Total	74,362	74,362	
Funding			
Grant Revenue			
Reserve Funds	74,362	74,362	
Funding Total	74,362	74,362	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9138 Bruce Road 15 - Inverhuron Servicing Parent		
Department	Roads		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	1,294,785	1,294,785	
Expenditures Total	1,294,785	1,294,785	
Funding			
Other Revenue	466,123	466,123	
Reserve Funds	624,191	624,191	
Obligatory Reserve Funds	204,471	204,471	
Funding Total	1,294,785	1,294,785	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9147 Tiverton Public Works Shed repairs		
Department	Roads		
Version	3 Management Review	Year	2023

Description

Painting and roof repairs of the public works shed.
 Roof \$9,000
 Paint/replace metal \$24,000

Justification

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	33,000	33,000	
Expenditures Total	33,000	33,000	
Funding			
Reserve Funds	33,000	33,000	
Funding Total	33,000	33,000	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9165 Durham St/Lambton St/Saugeen St Parent		
Department	Roads		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants			
General Contracting	180,407	180,407	
Expenditures Total	180,407	180,407	
Funding			
Reserve Funds	180,407	180,407	
Funding Total	180,407	180,407	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification		
Project Type		
Priority		
Status		

Municipality of Kincardine

Capital Projects

Project	9172 MECHANICS FOOTPATH(19)		
Department	Trails		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	47,842	47,842	
Expenditures Total	47,842	47,842	
Funding			
Reserve Funds	47,842	47,842	
Funding Total	47,842	47,842	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9176 Sunset Shoreline Erosion		
Department	General		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants			
General Contracting	251,741	251,741	
Expenditures Total	251,741	251,741	
Funding			
Grant Revenue	251,741	251,741	
Reserve Funds			
Funding Total	251,741	251,741	

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status		

Municipality of Kincardine

Capital Projects

Project	9274 Single Axel Plow/Sander 3416		
Department	Fleet		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Vehicles/Equipment	314,229	314,229	
Expenditures Total	314,229	314,229	
Funding			
Reserve Funds	314,229	314,229	
Funding Total	314,229	314,229	

Attributes

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

Municipality of Kincardine

Capital Projects

Project	9465 Durham St Pump Station Upgrades 2022		
Department	Wastewater		
Version	3 Management Review	Year	2023

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 master plan.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	244,053	64,053	180,000
General Contracting	1,250,000		1,250,000
Expenditures Total	1,494,053	64,053	1,430,000
Funding			
Reserve Funds	1,494,053	64,053	1,430,000
Funding Total	1,494,053	64,053	1,430,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9469 Park Street Pump Station and Forcemain Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants	170,000	70,000	100,000
General Contracting			
Expenditures Total	170,000	70,000	100,000
Funding			
Reserve Funds	170,000	70,000	100,000
Funding Total	170,000	70,000	100,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9473 Kincardine Ave Servicing		
Department	Wastewater		
Version	3 Management Review	Year	2023

Description

Driven by development the project would include the extension (approx 100+ meters) of municipal water and sewer mains across the Highway 21 Corridor from Kincardine Ave. Cost associated with the project will be borne by the developer.

Justification

Goal VGI 2: Provide infrastructure needed to accommodate planned growth.

Budget

	Total	Carryfwd	2023
Expenditures			
Engineering/Consultants	311,680	137,680	174,000
General Contracting	1,826,000		1,826,000
Expenditures Total	2,137,680	137,680	2,000,000
Funding			
Other Revenue	2,137,680	137,680	2,000,000
Funding Total	2,137,680	137,680	2,000,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9474 Huron Terrace Forcemain Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	120,000	120,000	
Expenditures Total	120,000	120,000	
Funding			
Loans	120,000	120,000	
Funding Total	120,000	120,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9480 Huron Terrace Pump Station Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
Engineering/Consultants			
General Contracting	1,231,947	1,231,947	
Expenditures Total	1,231,947	1,231,947	
Funding			
Reserve Funds	1,231,947	1,231,947	
Funding Total	1,231,947	1,231,947	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9484 KWWTP Aeration Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	791,288	791,288	
Expenditures Total	791,288	791,288	
Funding			
Reserve Funds	791,288	791,288	
Funding Total	791,288	791,288	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9525 KWTP UV DISINFECTION(19/18)		
Department	Water		
Version	3 Management Review	Year	2023

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	2023
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	

Municipality of Kincardine

Capital Projects

Project	9539 Phase 2 Cityworks Software Implementation		
Department	General		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	49,526	49,526	
Expenditures Total	49,526	49,526	
Funding			
Reserve Funds	49,526	49,526	
Funding Total	49,526	49,526	

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9560 Medical Clinic - HVAC		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Upgrade the HVAC system to be compatible with the natural gas that is being installed.
Unit ordered in 2022 from KRR Incto be installed in 2023.

Justification

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

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	60,000	30,000	30,000
Expenditures Total	60,000	30,000	30,000
Funding			
Reserve Funds	60,000	30,000	30,000
Funding Total	60,000	30,000	30,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9563 Medical Clinic - LED Lighting upgrade		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

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

Justification

Budget

	Total	Carryfwd	2023
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		

Municipality of Kincardine

Capital Projects

Project	9577 Upgrade D.C. Lighting to LED -Arena area		
Department	Facilities		
Version	3 Management Review	Year	2023

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.
Project will be completed by January 2023.

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	2023
Expenditures			
Vehicles/Equipment	36,374	36,374	
Expenditures Total	36,374	36,374	
Funding			
Reserve Funds	36,374	36,374	
Funding Total	36,374	36,374	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Low	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9577 Upgrade D.C. Lighting to LED -Arena area		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	9578 Dehumidification - Davidson Centre		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

This is the unit on the south side at the Davidson Centre.
Install and commissioning planned for April 2023.

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	2023
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	

Municipality of Kincardine

Capital Projects

Project	9578 Dehumidification - Davidson Centre		
Department	Facilities		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	9588 HVAC Replacement - Davidson Centre		
Department	Facilities		
Version	3 Management Review	Year	2023

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.
Install and commissioning planned for April 2023.

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	2023
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	

Municipality of Kincardine

Capital Projects

Project	9597 Bruce Township Community Centre Kitchen Upgrades		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Commercial stove has been ordered and expected to be installed in February 2023.

Justification

The existing stove has been malfunctioning.

Budget

	Total	Carryfwd	2023
Expenditures			
General Contracting	15,000	15,000	
Expenditures Total	15,000	15,000	
Funding			
Reserves	15,000	15,000	
Reserve Funds			
Funding Total	15,000	15,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Low	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9598 HVAC Units - Tiverton Sports Centre		
Department	Facilities		
Version	3 Management Review	Year	2023

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.

Quote was received in 2022 which was overbudget. Requesting more funds for the 2023 budget.

Justification

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

Budget

	Total	Carryfwd	2023
Expenditures			
Vehicles/Equipment	100,000	40,000	60,000
Expenditures Total	100,000	40,000	60,000
Funding			
Reserve Funds	100,000	40,000	60,000
Funding Total	100,000	40,000	60,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9599 Dehumidifier - Tiverton Sports Centre		
Department	Facilities		
Version	3 Management Review	Year	2023

Description

Install and commissioning planned for April 2023.

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	2023
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	

Municipality of Kincardine

Capital Projects

Project	9614 Red & Green 10KM Loop		
Department	Trails		
Version	3 Management Review	Year	2023

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 complete 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	2023
Expenditures			
General Contracting	80,000	80,000	
Expenditures Total	80,000	80,000	
Funding			
Reserve Funds			
Donations	80,000	80,000	
Funding Total	80,000	80,000	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	

Municipality of Kincardine

Capital Projects

Project	9628 Pedestrian Foot Bridges - Rehabilitation		
Department	Trails		
Version	3 Management Review	Year	2023

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	2023
Expenditures			
General Contracting	114,354	114,354	
Expenditures Total	114,354	114,354	
Funding			
Reserve Funds	114,354	114,354	
Funding Total	114,354	114,354	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

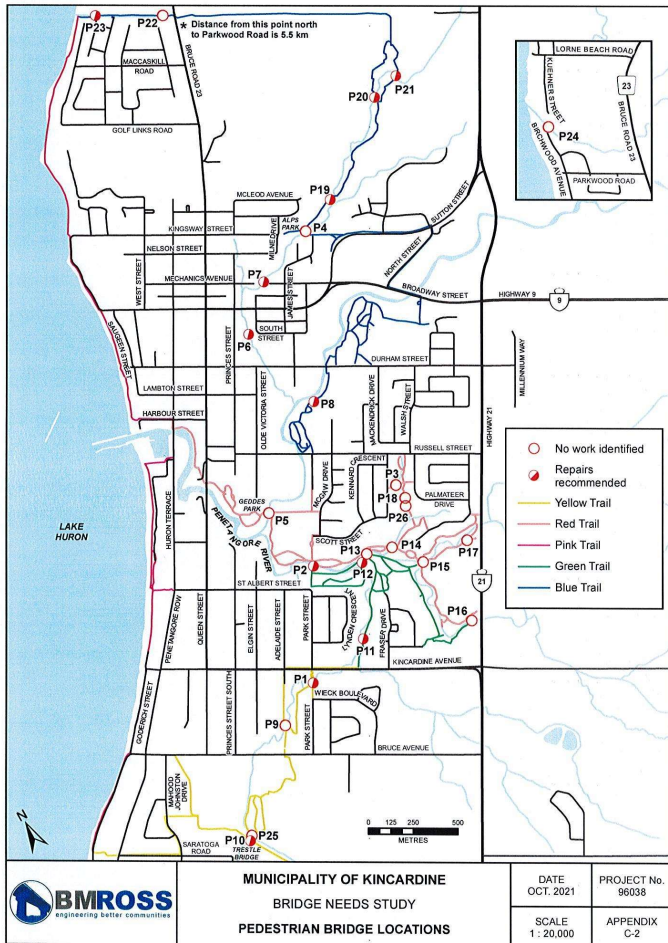
Municipality of Kincardine

Capital Projects

Project	9628 Pedestrian Foot Bridges - Rehabilitation		
Department	Trails		
Version	3 Management Review	Year	2023

Gallery

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Municipality of Kincardine

Capital Projects

Project	9630 Huron Ridge Playground Equipment Replacement		
Department	Parks		
Version	3 Management Review	Year	2023

Description

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.

RFP awarded to Openspace. Currently in the public engagement stage.

Plan to install and commission new playground equipment in April 2023.

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	2023
Expenditures			
Vehicles/Equipment	55,000	55,000	
Expenditures Total	55,000	55,000	
Funding			
Donations	2,000	2,000	
Reserve Funds	53,000	53,000	
Funding Total	55,000	55,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	

Municipality of Kincardine

Capital Projects

Project	9637 Kincardine Library - Carpet		
Department	Facilities		
Version	3 Management Review	Year	2023

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.

Purchase and install in Q1 2023.

Justification

Replace the main floor carpet due to wear and age

Budget

	Total	Carryfwd	2023
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	

Municipality of Kincardine

Capital Projects

Project	9638 Kincardine Library - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2023

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.

In process of design.

Justification

Provide barrier free washroom(s)

Budget

	Total	Carryfwd	2023
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	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	

Appendix E

5-year Capital Forecast

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
Corporate Services						
Treasury						
A Treasury						
A001 Payroll Software system		50,000				
Total A Treasury		50,000				
B Information Technology						
9021 Server Replacement @ MAC			10,000			
B001 MAC Printer		7,000				
B002 Replacement for Water Office Printer		7,000				
B005 Server Upgrades for GIS/CW - ESRI		25,000				
Total B Information Technology		39,000	10,000			
Total Treasury		89,000	10,000			
Legislative Services						
E Clerk						
E005 Photocopier/Printer			15,000			
Total E Clerk			15,000			
Total Legislative Services			15,000			
Total Corporate Services		89,000	25,000			
Strategic Initiatives						
Tourism						
F Tourism						
9653 DOWNTOWN SOUND SYSTEM(19)		31,000				
F001 TEST PROJECT			25,000			
F002 Christmas Light Replacement		25,000			25,000	
Total F Tourism		56,000	25,000		25,000	
Total Tourism		56,000	25,000		25,000	
Economic Development						
X Economic Development						
X001 Website Redevelopment		40,000				
Total X Economic Development		40,000				
Total Economic Development		40,000				
Total Strategic Initiatives		96,000	25,000		25,000	
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
9514 McLeod Ave Watermain Replacement					600,000	
9515 HYDRANT		10,000	10,000	10,000	10,000	10,000
9516 Highland Drive & McLeod Ave Watermain Replacement			3,520,000			

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
9519 Andrew Malcolm Watermain Replacement		30,000	947,602			
9525 KWTP UV DISINFECTION(19/18)	110,000		1,224,000			
9535 KWTP HIGHLIFT PUMP#3(19/18)			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		3,000,000				
G028 Nelson, Milne, Kingsway Reconstruction 2026					3,590,000	
G057 Kincardine WTP Roof Replacement		120,000				
G058 Scott's Point Tile Bed and Drainage		20,000				
G059 Dent Well Shingles/Insulate/Steel/Fencing		25,000				
G064 Pneumatic Valves KWTP		27,000	27,000			
G065 Teflon Boards/Injector Replacement		12,500				
G066 Underwood Chlorine Pump Replacement		9,000				
G067 Kincardine Water Tower Aeration		25,000				
G068 Contingency Valve Replacement Program		60,000				
G069 New Roofing High Lift Buildings KWTP		55,000				
G070 Tiverton Water Tower Maintenance		25,000				
G071 Kincardine and Scott's Point Water Tower Maintenance			15,000	15,000		
Total G Water	110,000	3,670,500	9,415,602	77,000	4,652,000	62,000
H Wastewater						
9464 Queen St Sewermain Replacement		7,050,000				
9465 Durham St Pump Station Upgrades 2022	64,053	1,430,000				
9469 Park Street Pump Station and Forcemain Upgrades	70,000	100,000	4,000,000			
9470 Genset for Kincardine Effluent Station 2022		90,000				
9472 Mount Forest Ave Servicing		1,600,000				
9473 Kincardine Ave Servicing	137,680	2,000,000				
9474 Huron Terrace Forcemain Replacement	120,000					
9480 Huron Terrace Pump Station Upgrades	1,231,947					
9481 Maple St Pump Station Upgrades			100,000	750,000		
9484 KWWTP Aeration Upgrades	791,288					
9487 WASTEWATER - INTERNAL/DONATED		30,000	30,000	30,000	30,000	30,000
H006 Durham St Forcemain 2022			225,000			
H046 Sewer Flushing Repairs and Contingency		20,000	20,000	20,000		
H047 BEC Repairs		47,500				
H048 Kincardine Ave. Lift Station		25,000				
H049 King St. Tiverton Lift Station		25,000				
H050 SCADA Connaught Park		16,500				
H051 Replacement of Air Relief Valves		22,000	22,000			
H053 Roof Replacement		110,000				

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
Total H Wastewater	2,414,968	12,566,000	4,397,000	800,000	30,000	30,000
L Waste Management						
9557 KWMC - Construction of Cell #2 (B/C)		400,000				
L008 Perimeter Fencing KWMC			35,000	30,000	30,000	36,000
Total L Waste Management		400,000	35,000	30,000	30,000	36,000
Y Stormwater						
Y001 Stormwater Master Plan			60,000			
Y002 Storm Flushing Program Repairs/Contingency		20,000				
Y003 Storm Lakefront Inlets		45,000				
Y004 MD 21 New Road Crossing		80,000				
Y005 MD MacDonald Road Crossing Improvements		80,000				
Y007 Birchwood Ave Storm Easement and Trail Connection		434,000				
Y008 Kincardine Kinloss Branch A Enclosure		65,000				
Total Y Stormwater		724,000	60,000			
Total Environmental Services	2,524,968	17,360,500	13,907,602	907,000	4,712,000	128,000
Operations						
I Roads						
9130 Concession 2 and BR 23 Improvements	74,362					
9138 Bruce Road 15 - Inverhuron Servicing Parent	1,294,785					
9147 Tiverton Public Works Shed repairs	33,000					
9165 Durham St/Lambton St/Saugeen St Parent	180,407					
I008 Sutton Street Sidewalk Extension			40,000			
I010 Broadway Street Sidewalk			250,000			
I013 Bruce Ave Reconstruction - Park St to Hwy 21			3,075,000			
I014 Nelson St (Queen St to Huron Terrace)						700,000
I019 West St - Reconstruction					2,450,000	
I020 Mahood Johnston - Urbanization from Bruce Ave to FH		55,000				
I021 Conquergood Ave				1,150,000		
I027 Leggett Lane - Repave						20,000
I036 Kingsway Street Reconstruction 2026						915,000
I038 North Street Reconstruction 2025				1,400,000		
I040 Charles Street Reconstruction 2027						465,000
I060 Rural Paving- Con 5 - S/R 20 - BR 1						875,000
I062 Rural Paving - Con 8 - S/R 15 - Boundary			1,110,000			
I064 Rural Paving- Con 5 - Hwy 21-S/R 20					1,100,000	
I065 Rural Paving- Con 11 - S/R 20 - Boundary Rd		875,000				
I067 Rural Paving - Northline - S/R 20 - Boundary Rd				875,000		
I073 Bruce Ave Sidewalk - Park St to Wieck Blvd			85,000			
I077 St. Albert sidewalk- Queen to Huron Terrace			40,000			
I078 Highway 21 & Russell Street Intersection		1,025,000				

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
Total I Roads	1,582,554	1,955,000	4,600,000	3,425,000	3,550,000	2,975,000
J Bridges, Culverts, Storm						
9110 Brown's Hill Bridge 2121	45,759	39,241	3,765,000			
9114 Various Culvert Repair		325,000	150,000	150,000		
9167 Guard Rail Replacement		25,000	25,000	25,000	25,000	
I017 Bridge Master Plan			90,000			
J006 2633 Bruce/Suageen Twn Line (culvert)			90,000			
J011 2207 Kincardine Ave (culvert)				675,000		
J012 2601 Albert Road Bridge				190,000		
J013 2116 Munro Bridge (Northline)				100,000		
J014 2132 White Bridge (Con 9)				400,000		
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	
J023 2106 Weir Sheane Bridge						80,000
J026 2623 Culvert Concession 10						595,000
J033 2204 Duham St Bridge					139,000	
Total J Bridges, Culverts, Storm	45,759	389,241	4,120,000	1,540,000	1,219,000	675,000
K Fleet						
9274 Single Axel Plow/Sander 3416	314,229					
9277 Truck for Davidson Centre				60,000		
9278 CS - New Mower - Parks			30,000			
K006 OPS - Replacement Sweeper 3420		400,000				
K007 OPS - Replacement One Ton Dump Truck 5561		80,000				
K013 OPS - Replacment Trackless Sidewalk Plow 3435 (rebuilt 2017)			200,000			
K015 ES - KWMC -Compactor 4449 Refurb			825,000			
K018 OPS- Replacement Tandem Plow/Sander 3460				350,000		
K019 OPS- Replacement Half Ton Truck 3476 (new patrol truck Underwood)		60,000				
K020 ES- Replacement Half Ton Truck Wtr 4435		60,000				
K021 OPS- Replacement Riding Mower Cemetery 5558		20,000				
K022 OPS Replacement Single Axel Plow/Sander 3419		325,000				
K023 OPS- Replacement Articulated Loader				300,000		
K025 OPS- Replacment Riding Mower Cemetery 5559			20,000			
K028 4398 Sterling Vactor Truck					700,000	
K029 OPS- NEW Cemtery-Mini Excavator				55,000		
K030 Misc. Equipment - atttachments				100,000		
K031 Replacement of Half Ton truck 4394 in 2026					60,000	
K033 Replacement of Half Ton Truck 4439 in 2027						60,000

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
K036 All Fleet - Fuel Management System - card lock				60,000		
K038 3/4 Ton Sewer Van 4399 Replacement		60,000				
K039 4454 P/U Truck					60,000	
K040 3477 Service Truck				70,000		
K041 3483 Trackless				180,000		
K042 3408 P/U Truck				60,000		
K043 3487 Tandem Truck					350,000	
K044 3429 Single Axel Plow						325,000
K045 3446 Trackless						180,000
K049 3413 One Ton						70,000
K054 3461 P/U Truck						60,000
K056 Ice Resurfacers - Tiverton Sports Centre				125,000		
K059 OPS- New Truck Hoist				80,000		
K062 CS- Replacement 1144 Facilities Van		65,000				
K063 OPS Under Ground Tank Replacement- Kincardine Shop		20,000				
K064 CS- Replacement 2245 Van (previously by-law)				55,000		
K066 DS - New CBO/Inspector Vehicle		60,000				
K068 CS - New Rotary Mower		20,000				
K069 Diesel Plate Packer			23,000			
K070 OPS- Replacement Trackless Flail Mower		12,000				
K071 OPS- Replacement Trackless Ribbon Blower		24,000				
K072 OPS- Replacement Trackless Angle Sweeper		10,000				
K073 OPS- Forestry - New Compact Track Loader with grapple		63,000				
K074 Utility Trailer for Wastewater		6,500				
K078 OPS- Replacement Cemetery 5555 Half Tonne - New to Armow Patrol				60,000		
K079 OPS Replacement 3/4 Tonne - ES to acquire old unit					70,000	
K091 Water Tank (for tandem truck)		35,000				
K092 DS- New Inspector Vehicle		60,000				
K093 Landscape Trailer		20,000				
Total K Fleet	314,229	1,400,500	1,098,000	1,555,000	1,240,000	695,000
M Cemetery						
M003 Kincardine- Columbarium Expansion			20,000	50,000		
M006 Coverall - soil					35,000	
M007 Tiverton Columbarium Phase II						70,000
Total M Cemetery			20,000	50,000	35,000	70,000
O Airport						
9454 Airport Signage				25,000		
O009 Exterior Renovations					30,000	
O010 Security Camera System			12,000			
O011 Septic System Replacement			17,000			

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
O012 Mechanical Equipment Replacement		10,000				
O013 Hydro Service Upgrade			25,000			
O015 Interior Renovations (Food Service)						25,000
O016 Airport Beacon		25,000				
Total O Airport		35,000	54,000	25,000	30,000	25,000
V General						
9176 Sunset Shoreline Erosion	251,741					
9539 Phase 2 Cityworks Software Implementation	49,526					
Total V General	301,267					
Total Operations	2,243,809	3,779,741	9,892,000	6,595,000	6,074,000	4,440,000
Total Infrastructure & Development	4,768,777	21,140,241	23,799,602	7,502,000	10,786,000	4,568,000
Community Services						
Parks & Facilities						
N Trails						
9172 MECHANICS FOOTPATH(19)	47,842					
9614 Red & Green 10KM Loop	80,000					
9628 Pedestrian Foot Bridges - Rehabilitation	114,354					
N006 Trail Expansion Project			75,000			
N007 In-Boulevard Multi-Use Path					1,400,000	
N008 Birchwood Public Walkway Improvements		45,000				
Total N Trails	242,196	45,000	75,000		1,400,000	
P Parks						
9625 Waterfront Review			500,000	150,000	200,000	
9630 Huron Ridge Playground Equipment Replacement	55,000					
P011 Tiverton Ball Diamond Upgrades			100,000			
P019 Playground Equipment		60,000	65,000	70,000	75,000	80,000
P020 Inground garbage receptacles		10,000	15,000	20,000	25,000	
P023 25 - Park picnic tables		15,000	15,000	15,000	15,000	15,000
P024 Buildings Review - Multiple Facilities		60,000				
P025 DC soccer field goal posts replacement		20,000				
P027 Connaught park - diamond 1 backstop			80,000			
P028 Connaught park - diamond 2 backstop		80,000				
P029 Connaught park - diamond 3 backstop				80,000		
P030 Connaught park - inground sprinklers (3 ball diamonds)		120,000				
P031 Station Beach - fence along marina		20,000				
P032 Station Beach - remodel, AODA upgrades		45,000				
P033 Station Beach - boardwalk design development		50,000	500,000			
P034 Victoria Park - new band shell design, consultation		25,000	300,000			
P035 bike racks, various parks		5,000	5,000	5,000	5,000	5,000
P036 Inverhuron beach access look out		50,000				

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
P040 Beach access points - steps assessment		25,000	75,000	75,000	75,000	75,000
P041 Bruce ave. soccer fields - players benches		10,000	10,000	10,000		
P042 A Dock Repairs				500,000		
Total P Parks	55,000	595,000	1,665,000	925,000	395,000	175,000
R Facilities						
9030 Medical Clinic Conversion to Natural Gas	30,000	10,000				
9560 Medical Clinic - HVAC	30,000	30,000				
9563 Medical Clinic - LED Lighting upgrade	6,000					
9577 Upgrade D.C. Lighting to LED -Arena area	36,374					
9578 Dehumidification - Davidson Centre	55,000					
9581 Conversion of Parks & Recreation Facilities to Natural Gas			40,000			
9588 HVAC Replacement - Davidson Centre	55,000		60,000			
9590 Davidson Centre Office Renovation Project					75,000	
9597 Bruce Township Community Centre Kitchen Upgrades	15,000					
9598 HVAC Units - Tiverton Sports Centre	40,000	60,000				
9599 Dehumidifier - Tiverton Sports Centre	55,000					
9637 Kincardine Library - Carpet	28,000					
9638 Kincardine Library - Renovations	100,000					
9646 Replacement of Lighthouse Stairs			130,000			
R006 MAC - Parking Lot				12,000		
R009 Tiverton Library - Ramp and Stairs		45,000				
R011 Armow WI - Renovations		30,000				
R014 D.C. Parking Lot - Phase 2 Engineering				50,000	500,000	
R016 Upgrade Tiverton Sports Centre to LED				60,000		
R019 Tiverton Library - Accessible Front Door & Washroom			15,000			
R020 MAC - Carpet 2nd floor				40,000		
R021 MAC - LED lighting 2nd floor			20,000			
R022 Kincardine Library - Upgrade LED lighting			10,000			
R024 Armow WI - New furnace			7,000			
R026 Lighthouse - Natural Gas						10,000
R028 Kincardine Library - Gas Conversion				35,000		
R032 Pool - Replace mechanical equipment					900,000	
R036 Tiverton Sports Centre conditions assessment			25,000			
R037 Tiverton Sports Centre Flooring and Dashers replacement						1,400,000
R039 North Dehumidifier DC		80,000				
R040 Ride on Floor scrubber		40,000				
R041 DC Roof replacement (sec2,2.1,2.2,3,10)		225,000				
R042 DC Sound system replacement		40,000				
R043 DC - Low E ceiling			80,000			
R044 DC Building condition assessment		100,000				

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
R045 DC - Health Club flooring replacement		60,000				
R046 DC - Furniture Replacement		15,000	15,000	15,000	15,000	15,000
R050 TSC - north dehumidifer		80,000				
R051 TSC - LED lighting retrofit (over ice only)		60,000				
R052 TSC- sound system replacement		40,000				
R054 Art gallery - roof replacement		200,000				
R055 Art gallery - Key fob security system		10,000				
R056 Medical centre - centralized HVAC controls		20,000				
R057 Medical centre - replacement chairs		7,000				
R058 Medical Centre - 1st floor repaint		40,000	40,000			
R060 MAC - key fob security system		20,000				
R061 Lighthouse repainting		175,000				
R062 Lighthouse window replacement		10,000				
R064 Dc LED lighting conversion remainder of buidling			180,000			
R065 Dc Pool LED lighting				40,000		
R066 Dc roof EPDM replacement			700,000			
R067 Dc wall repairs and sealing				150,000		
R068 Dc road sign LED replacement					40,000	
R069 Dc over head door motorized operator				20,000		
R070 Dc meeting room floor replacement			20,000			
Total R Facilities	450,374	1,397,000	1,342,000	422,000	1,530,000	1,425,000
Total Parks & Facilities	747,570	2,037,000	3,082,000	1,347,000	3,325,000	1,600,000
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					
9052 Womens Facilities Upgrade	15,000	30,000				
9055 Fire Stations Upgrades to Natural Gas	10,000					
9056 Replacement of Pumper 12-2 Kincardine Fire Station	850,000					
9062 FIRE TRAINING FACILITY(19/17)		10,000				
U005 Replace 1999 Aerial Apparatus				1,500,000		
U006 Replacement of the Tiverton Fire Station						2,500,000
U009 CAFC11-2 Tiverton Mini pumper			450,000			
U010 Car 3 Pickup Truck		80,000				
U011 Car 1 Replacement					80,000	
U012 Breathing Apparatus				295,000		

5 Year Capital Budget Forecast						
	Carry Forward	2023	2024	2025	2026	2027
U013 Communications Equipment			107,000			
U014 Fire hose replacement plan						20,000
U017 Firefighting Equipment				75,000		
U020 Air Compressor Replacement			60,000			
U021 Traffic Pre-Emption - Highway 21		70,000				
Total U Fire Department	1,300,000	190,000	617,000	1,870,000	80,000	2,520,000
Total Fire Department	1,300,000	190,000	617,000	1,870,000	80,000	2,520,000
Total Community Services	2,047,570	2,227,000	3,699,000	3,242,000	3,405,000	4,120,000
Total Capital Departments	6,816,347	23,552,241	27,548,602	10,744,000	14,216,000	8,688,000

Appendix F

Reserve and Reserve Fund Listing

Reserve and Reserve Fund Summary						
	2023 Projected Opening Balance	2023 Budgeted projects	2023 Transfers Out	2023 Contributions In	2023 Interest Income	Projected Balance as of Dec 31, 2023
Reserves						
FROM Reserve-Working Capital	330,493					330,493
FROM Reserve-Community Policing	1,015					1,015
FROM Reserve-Capital	4,001,883	-455,000	-278,500			3,268,383
FROM Reserve-Election	49,143			15,000		64,143
Total Reserves	4,382,534	-455,000	-278,500	15,000		3,664,034
Reserve Funds						
FROM Marina Launch Ramp RF14	695				21	716
FROM Buildings-Underwood CC RF15	2,608				78	2,686
FROM Buildings-Women's Institute RF15	46,737	-30,000			952	17,689
FROM Buildings-Locum House RF15	71,854		-11,000		671	61,525
FROM Buildings-Westario RF15	55,527				1,666	57,193
FROM Buildings-Affordable Housing RF15	52,160				1,565	53,725
FROM Workplace Insurance RF17	384,352		-5,000		11,456	390,808
FROM WCCC RF25	218,023				6,541	224,564
FROM W1 Industrial RF30	1,983				59	2,042
FROM Equipment Replacement CAO RF49	5,454				164	5,618
FROM Equipment Replacement Clerk RF49	13,441				403	13,844
FROM Equipment Replacement Treasury RF49	219				7	226
FROM Equipment Replacement General Govt RF49	408	-408			6	6
FROM Equipment Replacement Kinc Fire RF49	264,514			100,000	9,435	373,949
FROM Equipment Replacement Paisley Fire RF49	2,580				77	2,657
FROM Equipment Replacement Roads RF49	380,261			100,000	12,908	493,169
FROM Equipment Replacement Garbage Collection RF49	5,077				152	5,229
FROM Equipment Replacement Kinc Landfill RF49	206,053	-300,000		100,000	3,182	9,235
FROM Equipment Replacement Cemetery RF49	3,969				119	4,088
FROM Equipment Replacement MYSIS RF49	30,676				920	31,596
FROM Equipment Replacement Street Lighting RF49	6,215				186	6,401
FROM Equipment Replacement IT RF49	47,525	-47,000			721	1,246
FROM Equipment Replacement Building RF49	4,832				145	4,977
FROM Equipment Replacement Planning RF49	20,314				609	20,923
FROM Rotary Dock RF51	22,008				660	22,668
FROM Arts Facility RF56	7,326	-7,326			110	110
FROM Tourism RF60	340,185	-31,000			9,741	318,926
FROM Trails RF63	0				0	0
FROM Tax Mitigation RF65	579,334				17,380	596,714
FROM Health Care RF66	1,156,635		-600,000		25,699	582,334
FROM Marina RF69	142,409	-20,000	-44,148		3,310	81,571
FROM Recreation-Davidson Centre RF72	164,606			50,000	5,688	220,294
FROM Recreation-Recreation RF72	67,424				2,023	69,447
FROM Recreation-Parks RF72	29,839		-25,000		520	5,359
FROM Cemetery RF74	2,473				74	2,547
FROM Community Benefits RF75	432,961	-575,000		660,000	14,264	532,225
FROM Lifecycle RF82	7,701,132	-3,280,266		4,850,000	254,580	9,525,446

Reserve and Reserve Fund Summary						
	2023 Projected Opening Balance	2023 Budgeted projects	2023 Transfers Out	2023 Contributions In	2023 Interest Income	Projected Balance as of Dec 31, 2023
Total Reserve Funds	12,471,809	-4,291,000	-685,148	5,860,000	386,092	13,741,753
Water & Sewer Reserve Funds						
FROM Tiverton Sewers RF18	158,399				4,752	163,151
FROM Sewer RF67	5,141,355	-2,146,000		1,257,962	140,920	4,394,237
FROM KWTP Water RF68	11,186,663	-3,684,000		1,009,824	295,487	8,807,974
FROM BEC Water RF68	472,534			35,737	14,712	522,983
Total Water & Sewer Reserve Funds	16,958,951	-5,830,000		2,303,523	455,871	13,888,345
Development Charges						
FROM DCs-Parks & Recreation RF80	332,668				9,980	342,648
FROM DCs-Cemetery RF80	4,538				136	4,674
FROM DCs-Public Works & Fleet RF80	57,725				1,732	59,457
FROM DCs-Fire Services RF80	97,021				2,911	99,932
FROM DCs-Waste Management RF80	8,140				244	8,384
FROM DCs-General Government RF80	16,979				509	17,488
FROM DCs-Roads & Related RF80	133,168	-39,241			3,406	97,333
FROM DCs-Water RF80	47,838				1,435	49,273
FROM DCs-Wastewater RF80			-268,755	268,755		
Total Development Charges	698,077	-39,241	-268,755	268,755	20,353	679,189
Obligatory Funds						
FROM W2 Inverhuron Sewage RF42	186,932				5,608	192,540
FROM Parkland Trust RF55	181,530				5,446	186,976
FROM CCBF RF71	7,431	-380,000		376,908	177	4,516
FROM Building Permits RF73	1,955,166	-120,000	-99,854		55,357	1,790,669
FROM PIL Parking RF81	52,724				1,582	54,306
Total Obligatory Funds	2,383,783	-500,000	-99,854	376,908	68,170	2,229,007
Total Funding Sources	36,895,154	-11,115,241	-1,332,257	8,824,186	930,486	34,202,328

Appendix G

New Position Requests

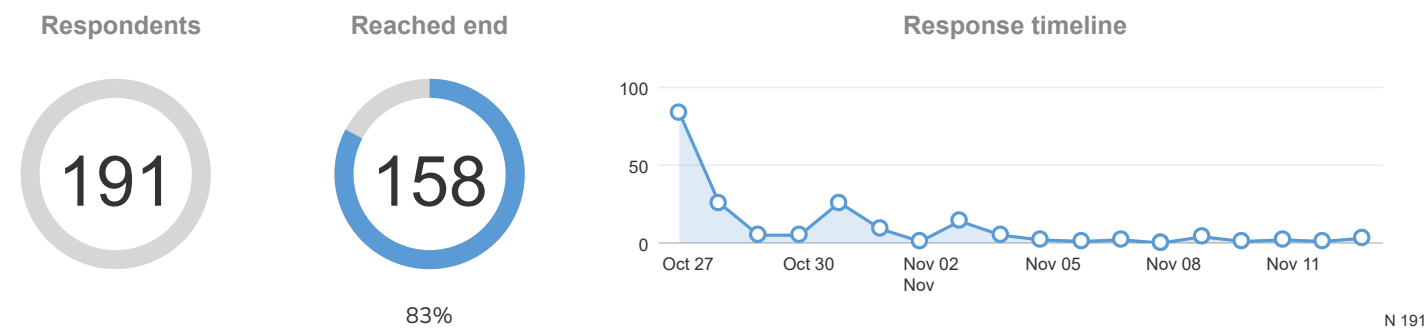
New Position Requests 2023

Department	Position Title	Category	Budget Impact	Tax Rate Impact	Justification
Legislative Services	Records Management Assistant	Full Time (contract)	\$ 18,900	0.11%	The current MMP Intake 3 - Laserfiche Project has two contract staff until the end of February 2023. The Laserfiche Project will not be complete at this point and the request is for 2 contract positions for the remainder of 2023 (March to December) to assist the Records Management Clerk in scanning additional roll files and historic records and also to assist in educating all staff in how to use Laserfiche and TOMRMS. This will assist with adopting progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche Project. One of the positions will be funded through the tax rate, and the second position would be funded from the Building Department budget and the Water/Wastewater budget. This would also eliminate the need for a building and planning summer student position.
Human Resources	Health & Safety Coordinator	Part Time	\$ 47,500	0.26%	There is a need for a dedicated resource to continue the work that has been started to address the actions from the 2019 Safety Audit Report as well as create an effective and compliant Health & Safety Program for the Municipality. There was good progress made until a required shift in focus to address COVID-19 and with a change in the alignment of functions as a result of the organizational review, having the responsibility for maintaining the Human Resources and Health & Safety program is too much for one individual to manage.
Community Services	Customer Service Representatives	Part Time	\$ 129,500	0.72%	The current Customer Service positions expire December 31, 2022. Request to permanently expand the customer service role to meet the demands of increasing population, customer inquiries and facility usage. The lack of staff resources and increased work loads prior to 2020 temporary hire prevented staff from accomplishing our organizational goals specifically Human Resources Alignment, Enhanced Communications and Organizational Efficiency and Innovation. Improves response time to customer inquiries, complaints and rental needs.
Corporate Services	IT Coordinator	Full Time	\$ 71,500	0.40%	The demand on IT services has rapidly increased in the past three years. The number of computers, printers, servers and mobile devices has increased by over 35%. It was identified in the Digital Transformation Strategy that the overall expense spent on IT was significantly lower than average. Currently there is no internal backup which creates the need to have third-party support during absences. With the continued growth of IT infrastructure, devices, and services, an additional staff resource is recommended to assist with daily operational support. This will allow current staff to focus on data integrity, systems management and cybersecurity needs.

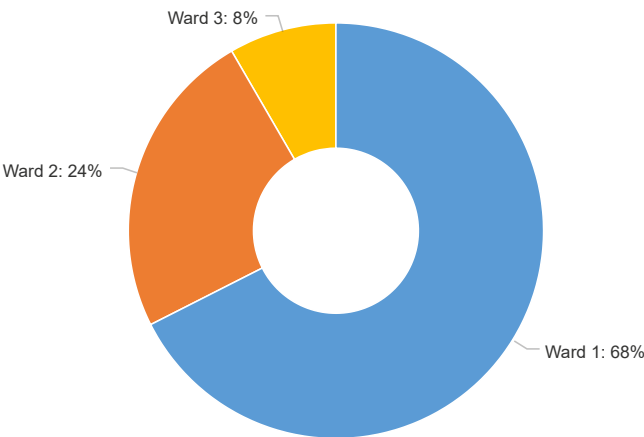
Appendix H

Budget Survey Results

2023 Municipality of Kincardine Budget Survey



Where in the Municipality of Kincardine do you live? If you're not sure, refer to the map.



N 191

Which of the following forms of communication would you find useful to stay informed and involved in the budget process? (check all that apply)

	Count	% of responses	%
Online surveys (like this one)	142		77%
Municipality of Kincardine Facebook page	102		55%
Municipal Webpage: www.kincardine.ca	86		46%
Council meetings	59		32%
Municipal Engagement Forum: www.kincardinetalks.ca	33		18%
Municipal App	23		12%
Other (please specify)	11		6%

N 185

Which of the following forms of communication would you find useful to stay informed and involved in the budget process? (check all that apply) - Other (please specify)

Other (please specify)	Report
newspaper	
Email updates	
Emails	
I especially like the regular email info mail outs which informs me easily about the goings on at Munic Council.	
mail info	
Kincardine Strong Facebook page	
Newspaper	
Employee	
New broadcasts	
Radio	
Email updates from Municipality	

N 11

In 2022, the average Municipality of Kincardine homeowner paid \$75 in local municipal taxes to support General Government Services, including By-law Enforcement. Should this service be:

	Count	% of responses	%
Enhanced	26		14%
Maintained	84		47%
Reduced	16		9%
Not sure/need more information before deciding	49		27%
Does not matter to me	5		3%

N 180

In 2022, the average Municipality of Kincardine homeowner paid \$360 in local municipal taxes to support fire, emergency, and policing programs, broken down as follows:• \$124 to support Fire & Emergency Services• \$236 to support Policing ServicesShould this service be:

	Count	% of responses	%
Enhanced	23		13%
Maintained	109		61%
Reduced	21		12%
Not sure/need to know more before deciding	23		13%
Does not matter to me	2		1%

N 178

In 2022, the average Municipality of Kincardine homeowner paid \$563 in local municipal taxes to support transportation services, broken down as follows:• \$402 to support road maintenance, including snow removal• \$99 to support fleet and equipment• \$34 to support bridge and culvert maintenance• \$28 to support municipal airport operationsShould this service be:

	Count	% of responses	%
Enhanced	36	<div><div></div></div>	20%
Maintained	107	<div><div></div></div>	61%
Reduced	17	<div><div></div></div>	10%
Not sure/need to know more before deciding	13	<div><div></div></div>	7%
Does not matter to me	3	<div><div></div></div>	2%

N 176

In 2022, the average Municipality of Kincardine homeowner paid \$66 in local municipal taxes to support waste management services, plus the cost of bag tags. Should this service be:

	Count	% of responses	%
Enhanced	52	<div><div></div></div>	30%
Maintained	98	<div><div></div></div>	56%
Reduced	11	<div><div></div></div>	6%
Not sure/need to know more before deciding	11	<div><div></div></div>	6%
Does not matter to me	4	<div><div></div></div>	2%






N 176

In 2022, the average Municipality of Kincardine homeowner paid \$423 in local municipal taxes to support Community Services.Should this service be:

	Count	% of responses	%
Enhanced	55	<div><div></div></div>	32%
Maintained	75	<div><div></div></div>	44%
Reduced	25	<div><div></div></div>	15%
Not sure/need to know more before deciding	13	<div><div></div></div>	8%
Does not matter to me	2	<div><div></div></div>	1%






N 170

In 2022, the average Municipality of Kincardine homeowner paid \$36 in local municipal taxes to support Health Services, including Physician Recruitment. Should this service be:

	Count	% of responses	%
Enhanced	96		56%
Maintained	47		28%
Reduced	14		8%
Not sure/need to know more before deciding	11		6%
Does not matter to me	2		1%






N 170

In 2022, the average Municipality of Kincardine homeowner paid \$80 in local municipal taxes to support Strategic Initiatives. Should this service be:

	Count	% of responses	%
Enhanced	30		18%
Maintained	57		34%
Reduced	57		34%
Not sure/need to know more before deciding	22		13%
Does not matter to me	2		1%

N 168

In 2022, the average Municipality of Kincardine homeowner paid \$72 in local municipal taxes to support the following programs: • \$60 for planning services, including zoning by-law amendments • \$12 for GIS Should this service be:

	Count	% of responses	%
Enhanced	34		20%
Maintained	76		46%
Reduced	27		16%
Not sure/need to know more before deciding	26		16%
Does not matter to me	3		2%

N 166

In 2022, the average Municipality of Kincardine homeowner paid \$411 in municipal taxes to support infrastructure and capital investment, including contributions towards capital projects such:

- Municipal facility upgrades
- Road reconstruction
- Fleet and Equipment
- Trails
- Fire Rescue vehicle

Should this investment be:

	Count	% of responses	%
Enhanced	34	<div><div></div></div>	21%
Maintained	91	<div><div></div></div>	56%
Reduced	20	<div><div></div></div>	12%
Not sure/need to know more before deciding	16	<div><div></div></div>	10%
Does not matter to me	2	<div><div></div></div>	1%

N 163

The average Municipality of Kincardine homeowner paid a total of \$2,123 in municipal taxes to support total municipal operations. How would you rate the overall value received for your local Municipality of Kincardine tax dollars?

	Count	% of responses	%
Excellent	12	<div></div>	7%
Good	48	<div></div>	29%
Fair	55	<div></div>	34%
Poor	42	<div></div>	26%
Unsure	6	<div></div>	4%

N 163

Which one item or project would you like to see addressed in the Municipality of Kincardine's 2023 budget?


























N 118

Which one item or project would you like to see addressed in the Municipality of Kincardine's 2023 budget?

Which one item or project would you like to see addressed in the Municipality of Kincardine's 2023 budget?	Report
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Which one item or project would you like to see addressed in the Municipality of Kincardine's 2023 budget?	Report
doctors top at the list	
Defund the police - they get too much money.	
Urgency in increasing projects to fight climate change ie. increased recycling options	
Feel there should be more Speed Limit signs in Kincardine. If there is ever a survey done to measure the average speeds on the main roads towards the lake (eg: Durham, Bruce) I would estimate an average speed of 65-70 kph would be the result. There either need to be speed bumps or a stop sign at more junctions (see Kleinburg Ontario) before there is a terrible accident. Not a high priority for the OPP. The speed limit on Hwy 21 through town needs to be addressed also, particularly if the new high school is built anywhere close to that road. This is Kincardine Beach, not Daytona Beach.	
Continued improvements to parks and sports fields along with recommendations that come out of the Waterfront Master Plan such as improvements to the boardwalk at Station Beach	
The state of the Kincardine health system is poor. There needs to be more doctors, nurses, and specialists brought to town I want to see economic development in Kincardine with more store and better support for our small businesses. If there was something to support our restaurants to keep them open.	
Sewers for the Inverhuron Beach area	
Outsource fleet maintenance to professionals like other munis do.	
Doctors	
Doctors --what ever it takes	
Brand and coordination of all services across the municipality An example of this would be recreational facilities	
-sidewalk installation along Mahood Johnson from Lakefield Drive to Bruce Street (by the fire department) -attract community partners with a community hub model which organizations like Home and Community Care Support Services, Alzheimer Society, Meals on Wheels, other non-profit organizations can use as a base to serve our community. Seniors services are sorely lacking in Kincardine compared to the number of older adults in the community that would like to 'age in place'. -become an 'Age Friendly Community' that supports people to live and contribute to the community as they age	
focus on getting the best value for every dollar. some of the extras (studies, art instalations etc) are nice but with cost of everything (including taxes) constantly going up it is becoming harder all the time for those of us on smaller fixed incomes to survive. other municipalities which manage to keep their tax increases lower are becoming very attractive.	
Affordable housing development	
Dedicated planning staff.	
Planting of more trees, rezoning of the several motels in ill repair found in prime town locations to residential, Instead of spreading out further from town. Young families and the elderly need proximity to the community facilities in town.	
Curbside compost pickup tomitigate wildlife infestations on in town properties. Longer leaf dump because 3 weeks in the fall is not enough. Maybe traffic speed cameras on roads like kincardine Ave and Bruce ave, and around school zones? This would free up police to do more than traffic violations...rarely are the police along bruce ave doing speed traps. These speed cameras would bring revenue to the municipality too...as well as improve community safety	
I would like to see Indoor Tennis for the winter! Pickleball players were trying to take over the Tennis Courts this Summer!They have access to the Complex but chose to stir things up for the Tennis players when we pay a fee of \$45.00 to play and they pay \$2.50 a game! Hockey gets first priority always! It isn't fair the way the Tennis Players were treated this year!	
Hospital improvements to attract drs and nurses	
Bike Lane enhancment	
Lowering taxes. I am paying 5k a year and our roads are a mess, nothing for teens in this town and our community center is horrible compared to other small towns. Where is my money going? I see no benefits for the amount I am paying	
I would very much like to see dedicated pickle ball courts. It would benefit pickle ball players, tennis players and the Harbour Street condo residents.	
Building separate facility for Pickle Ball players. There is land near/next to the Davidson Centre or the present concrete skate park pad may be reconfigured to be pickle ball courts for summer use.	
Improvements made to update and maintain the municipality owned medical clinic	
inclusion and diversity	
An outdoor dedicated pickleball facility.	

Which one item or project would you like to see addressed in the Municipality of Kincardine's 2023 budget?	Report
I would like to see a more functional, diverse waterfront. It's our biggest tourist draw in the summer but has few amenities. The new volleyball area is a great start. I'd love to see some licences for a limited number of food trucks at Station Beach and in other areas in town (like we have at the Scottish Fest, but semi-permanent over summer). Better and more diverse types of food would be a plus (too many fries/ice cream trucks in town right now; let's have Greek, Thai, Lebanese, Indian, etc. all of these cultures have excellent 'street food,' so people can grab and go). We could have temporary decking with limited seating for several different food trucks at the beach (and maybe similar structures at underused points in town (e.g., the lot beside the Pet Valu/Victoria Park)). I think it would add to our food diversity (which is a challenge) and would be an overall net positive for the town from cash perspective. Given staffing shortages, I think we would have to attract out-of-town vendors.	
Pickleball is a growing world-wide sport. Dedicated pickleball courts are required to keep up with demand. Taking over the tennis courts is not an acceptable solution as tennis players often have to wait for pickleball to finish. There have only been 3 tennis courts since I came to Kincardine in 1980. In order to reduce construction of the pickleball courts, I would suggest converting the rarely used skate park to pickleball courts. Looking at the bigger picture, Kincardine keeps growing with many new subdivisions, but there appears to be no plans to address recreational requirements in this expansion. Every new subdivision should have as part of their plan an outdoor recreational facility, be it a playground for kids, new soccer field, new baseball diamond, new pickleball court or a new tennis court. Kincardine is putting up new housing, but seems to be ignoring the need for recreation. Recreational facilities should be part of any new real estate expansion in Kincardine.	
Kincardine needs to attract commercial development, we are slowing losing the businesses in Kincardine. Any day one can travel to near by municipalities and meet people from Kincardine shopping in these communities. If we want people to choose to live in Kincardine and to spend their money in Kincardine we need to provide them with the business and experiences they want.	
Under asset management reduce amount of staff & equipment for road mtce. (e.g.snow ploughing & sanding) by sub-contracting this as it was in the past in town of kincardine.	
Outdoor Pickleball courts. Spring cleanup of Inverhuron beach.	
Keep an eye on the roads/streets. You don't want them to get to the point of no return and have to start over from scratch. I don't see the need for 20 pickups. That must be 1 for every 4	
Burying electrical lines in town. Stop throwing more cash at skateboard parks etc	
An on-going intense effort to get more doctors AND nurses for our hospital	
Dedicated outdoor pickleball courts.	
Dedicated pickleball courts. Upgrade recreation facilities and services for all ages. Continue to work with The Kincardine Tennis club to ensure the longevity and maintenance of the tennis courts. ensure the maintenance and safety of the playground facilities along the lake shore public areas. Make better use of the Agriculture park as a recreation space rather than a staging area for the never ending construction projects. We are now at year 4 at least of staging construction large haul equipment that impact the safety and well being of the neighbourhood and impacts the quality of the roads and natural spaces/trees/land/gardens. Thanks for all that has been accomplished so far. Good place to live and have a meaningful life of any age.	
An assessment of return on investment for the municipal airport considering that taxes for this are almost equal to what is estimated for bridge maintenance. I see no evidence of use except for private planes. If there is any corporate use which I doubt then perhaps those companies or company should be the ones to maintain the airport.	
LEAF PICK UP which done in RIPLEY & LUCKNOW ! Also increase the hours that the land fill site is open. The current hours are completely ARCHAIC and reflects the thinking of past & present council .	
health care	
better recycling program (there is no reason why in 2022 we should still need to put styrofoam, milk cartons, etc. in landfill) and we should have household 'green bins' that are regularly picked up.	
Pave the recycling depot on Bruce Avenue.	
Upgrade the municipality's computer system	
Dedicated outdoor pickleball courts in Kincardine.	
Recruiting medical staff	
Lights on highway 21 at Kincardine Ave	
Another ice surface please.	
Rural Roads !	
Sidewalk extended along Mahood-Johnston between Lakefield Drive and Bruce Ave. This is Safety issue!!	
Reduction of taxes	
Housing	