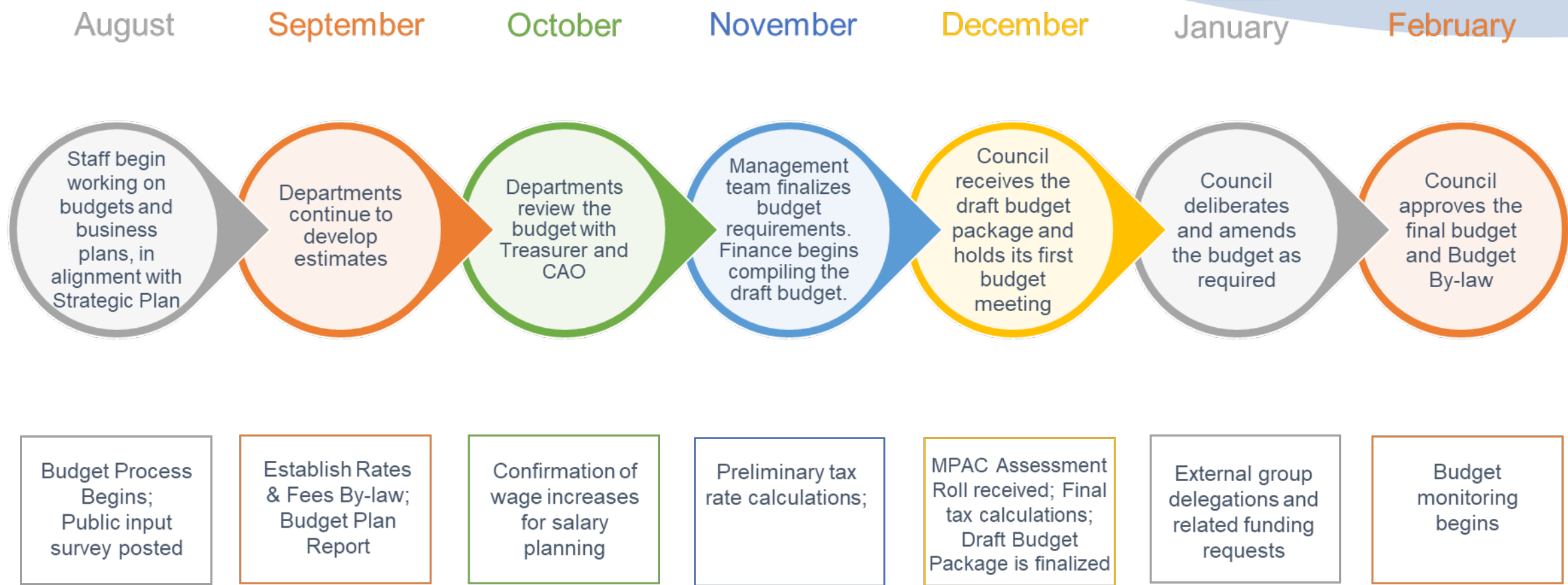


# 2024 Budget Presentation

December 18, 2023

# Budget Process:



# 2024 Budget Approach

- The approach has historically been to deliver the first draft of the budget incorporating the funding amounts required by each department to sustain current service levels
  - The initial draft budget would have also included amounts for projects or initiatives that are not necessarily required, but are perceived as favourable for the organization
- Following this same approach for 2024 would have resulted in a starting tax rate increase of 14%
- The Mayor has requested that staff deliver a draft budget that would provide a single digit tax rate increase
- Management revisited their budgets and made reductions to reduce spending, including reductions to some services
- These are itemized on a separate list provided in the Budget Report, along with the implications of each reduction
- The tax rate increase was adjusted to 7% once these reductions were made

# Budgeting Basics:

## Operating Budget:

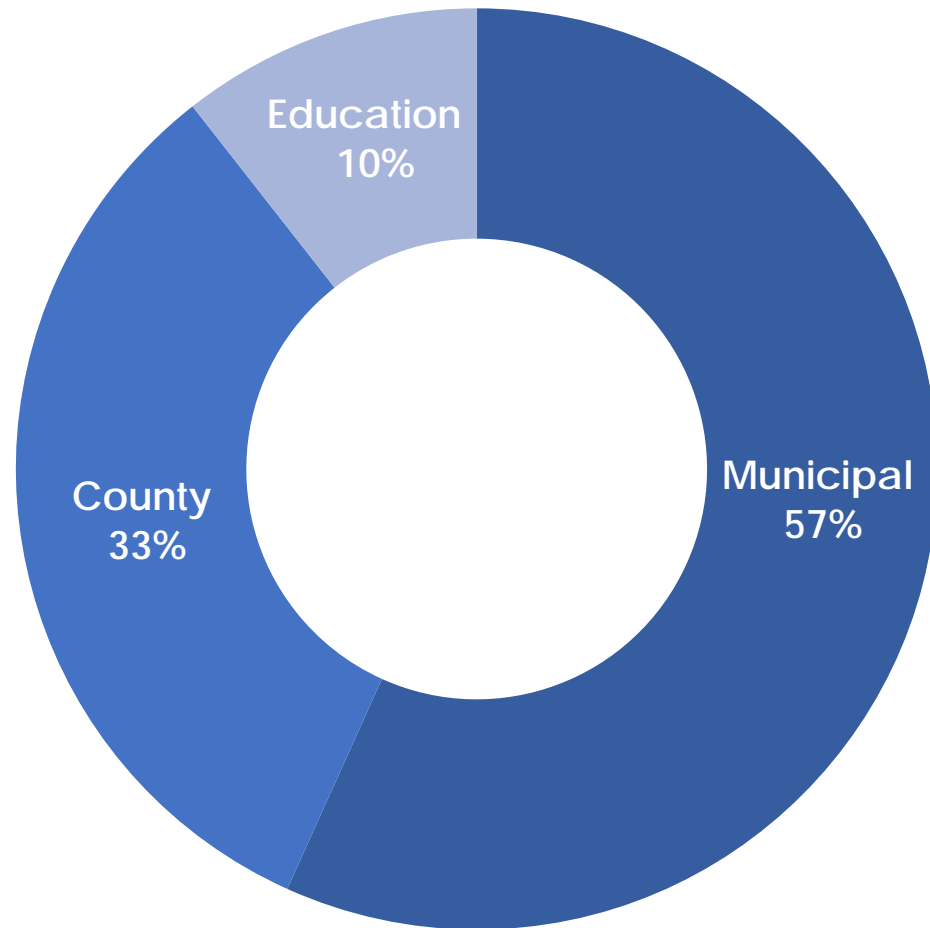
- The operating budget covers the day-to-day expenses needed to deliver services to residents. These costs are recurring and include expenses such as staff wages, office supplies and utilities
- General Levy Operating Budget:
  - Pays for the programs and services of the Municipality, including staff to deliver the services, supplies and repayment of debt
  - Paid for by municipal property taxes, user fees, and some grants
- Rate-based Operating Budget:
  - Pays for rate-based services of water and wastewater treatment, as well as the Building Department

# Budgeting Basics:

## Capital Budget

- The capital budget represents the Municipality's plan to purchase, build, maintain, repair and replace assets and infrastructure.
- The capital budget directly and indirectly impacts the operating budget as funds are needed to cover day-to-day operating expenses associated with the asset
- The 2024 capital budget is funded through a combination of:
  - Reserves and Reserve Funds
  - Grants (OCIF, CCBF)
  - Developer contributions
  - Donations
- As none of the capital projects are funded by the general tax levy, removing or deferring a capital project will have no impact on the tax rate increase for 2024.

# Property Tax Dollars Allocation



The tax bill is split in 3 separate portions:

- 57% to pay for services provided by the Municipality of Kincardine
- 33% goes to pay for Bruce County services
- 10% is allocated to School Boards for education

The County has approved its 2024 net tax levy increase at 6.16%, however the County tax rate has not yet been calculated. The Province has not yet set the 2024 Education tax rate.

# Municipal Property Tax Levy

In 2016, MPAC updated the assessed values of every property in Ontario. These values will continue to be used to calculate the property taxes for 2024, unless there have been changes to the property that resulted in an updated assessment from MPAC.

The Province will conduct a review of the property taxation and assessment system focusing on fairness, equity and economic competitiveness. Property reassessment will be deferred until this work has been completed.

The table below details the change in the total taxes collected over the past 5 years (*includes PIL education retained*):

Year	Total Municipal Levy	Yr over Yr % Change	Local Municipal Tax Rate	Yr over Yr % Change
2020	\$18,411,953	8.16%	0.00715794	5.60%
2021	\$19,078,863	3.62%	0.00737268	3.00%
2022	\$20,141,158	5.57%	0.00772018	4.71%
2023	\$21,700,301	7.74%	0.00820810	6.32%
Draft 2024	\$23,275,853	7.26%	0.00878267	7.00%

## 1% Tax Rate Increase:

- \$196,000 in additional municipal property tax revenue
- \$8.21 increase in property tax bill for every \$100,000 CVA
- \$22.57 increase for the average residential household assessed at \$275,000



# How does the assessed value of a home impact the property tax bill?

Property Tax Calculation Examples with a 7% tax rate increase:

**A**

**B**

**A x B = C**

**D**

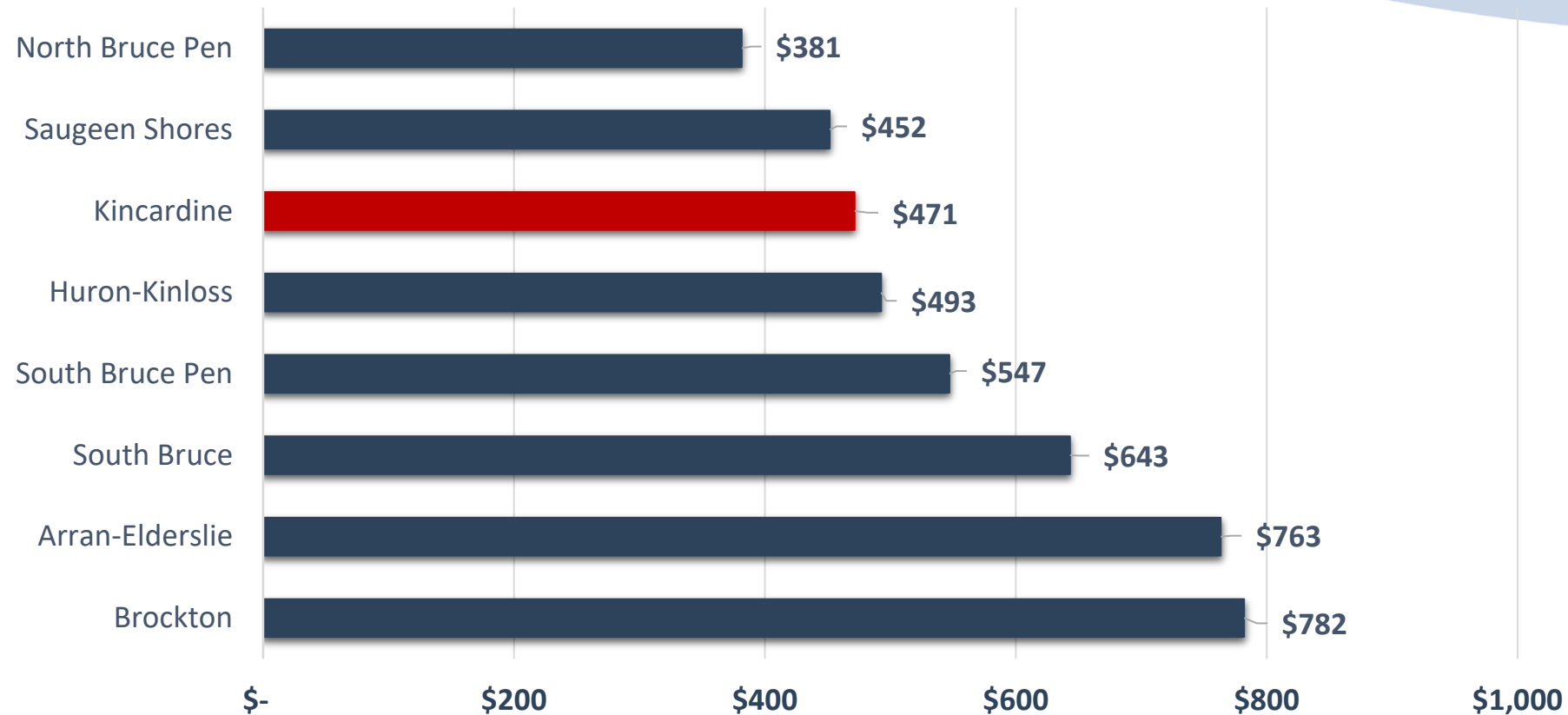
**C - D**

Property Assessment Value	Draft 2024 Municipal Tax Rate	Draft 2024 Municipal Property Tax Bill	2023 Property Tax Bill	Cost of 7% Increase
\$ 100,000	0.00878267	\$ 878.27	\$ 820.81	\$ 57.46
\$ 275,000	0.00878267	\$ 2,415.23	\$ 2,257.23	\$ 158.01
\$ 300,000	0.00878267	\$ 2,634.80	\$ 2,462.43	\$ 172.37
\$ 400,000	0.00878267	\$ 3,513.07	\$ 3,283.24	\$ 229.83
\$ 500,000	0.00878267	\$ 4,391.34	\$ 4,104.05	\$ 287.28
\$ 600,000	0.00878267	\$ 5,269.60	\$ 4,924.86	\$ 344.74
\$ 700,000	0.00878267	\$ 6,147.87	\$ 5,745.67	\$ 402.20
\$ 800,000	0.00878267	\$ 7,026.14	\$ 6,566.48	\$ 459.65

Assessment Values are determined by MPAC

Tax rate determined by Municipality

# 2012 Municipal Taxes per \$100,000 CVA in Bruce County

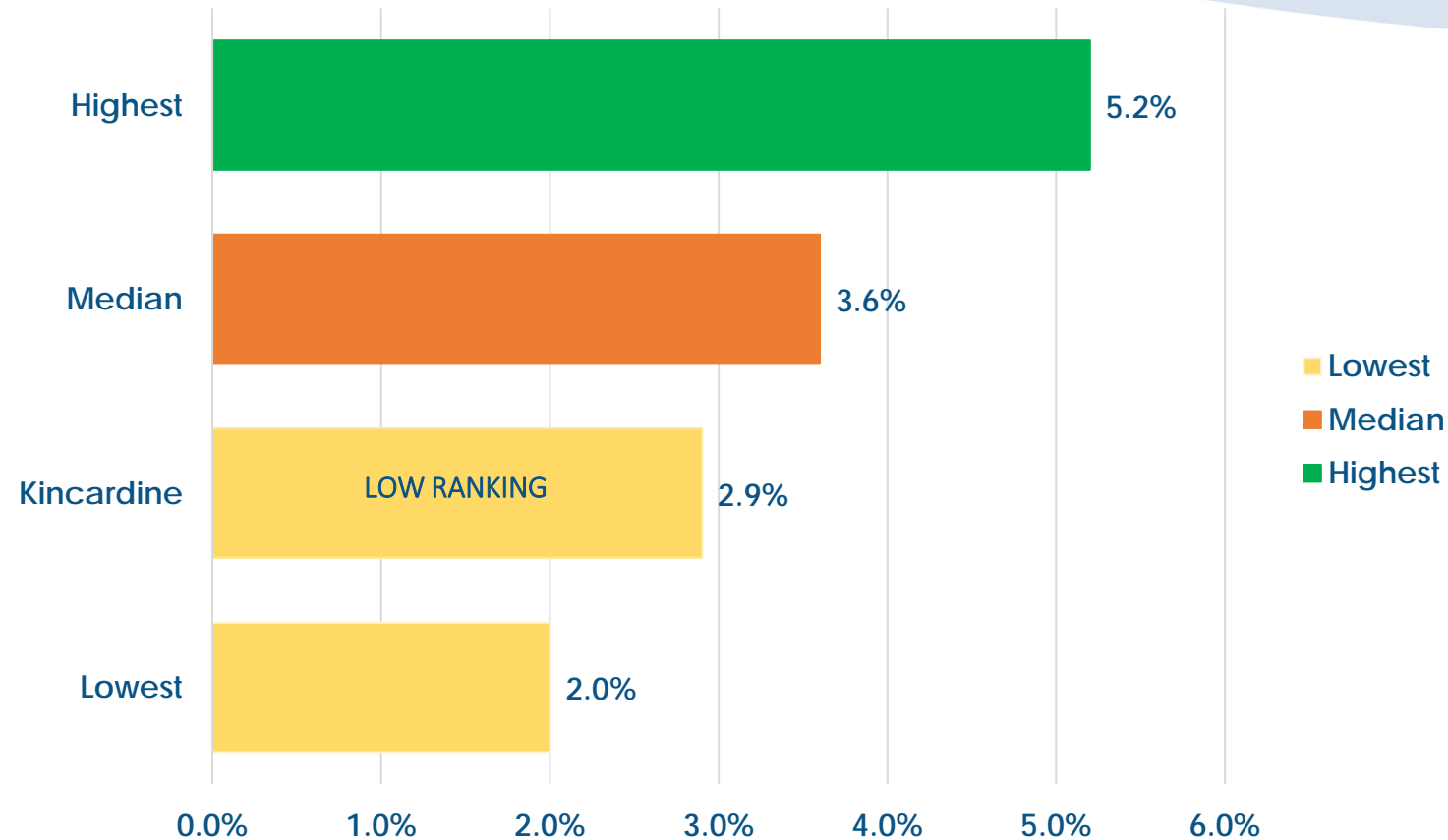


Kincardine  
had the 3<sup>rd</sup>  
lowest tax  
rate in 2012

# 2023 Municipal Taxes per \$100,000 CVA in Bruce County



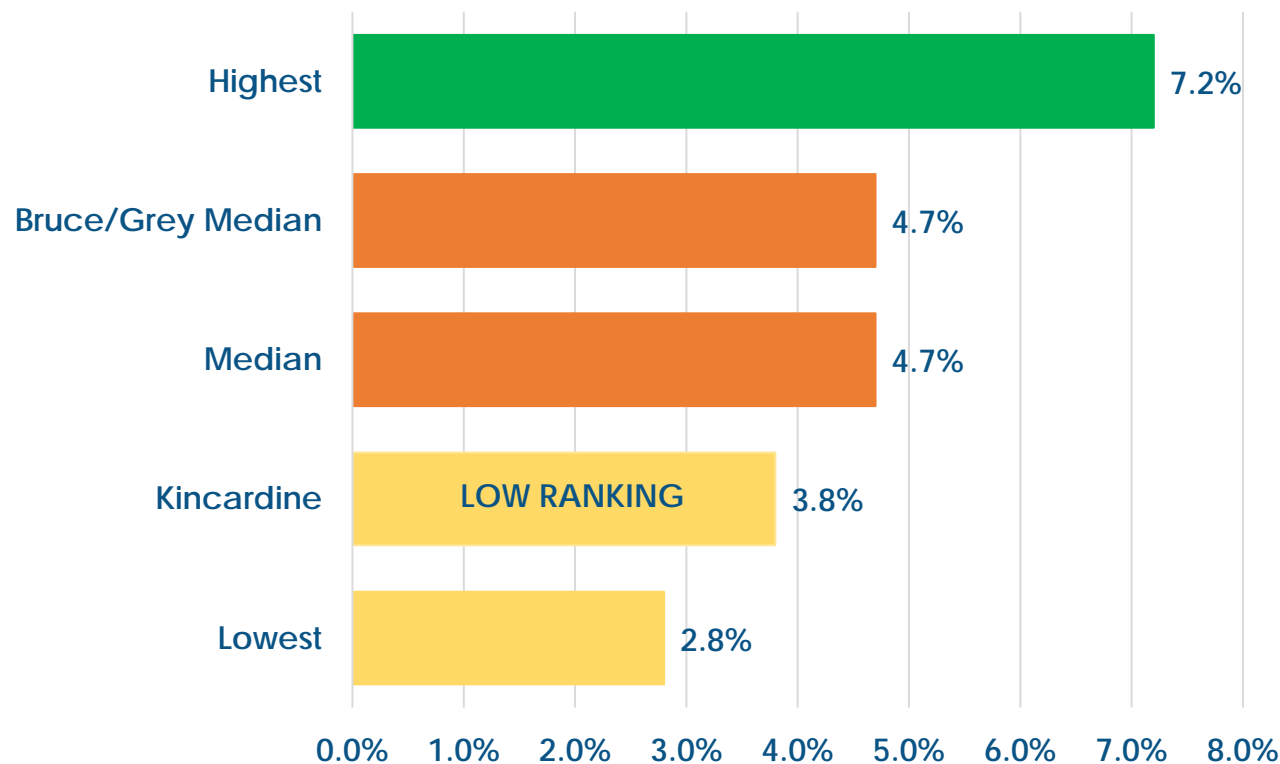
# 2023 Property Taxes as a % of Household Income



2023 Average Household Income:  
\$247,020 Highest  
\$ 68,680 Lowest  
\$113,183 Median  
\$139,049 Kincardine

Based on 2023 BMA Municipal Study with 121 participating municipalities.

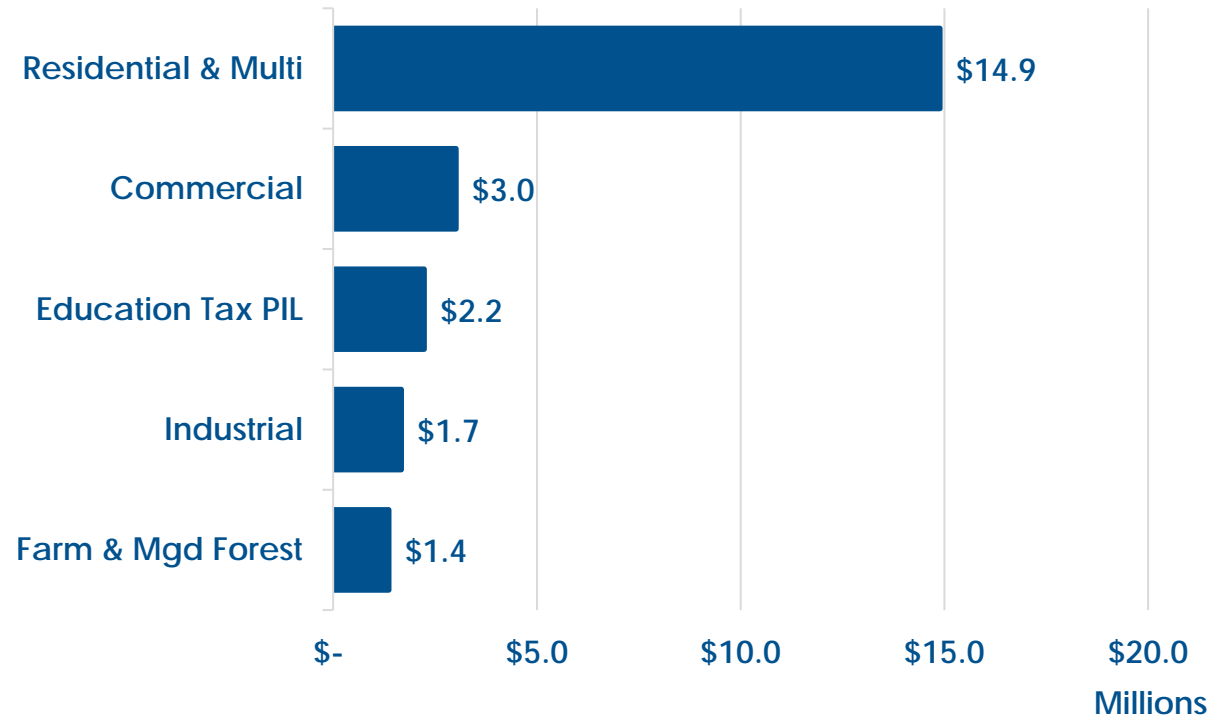
# 2023 Municipal Burden as a % of Household Income



Municipal Burden includes property taxes as well as water and sewer costs on a typical home, assuming average annual consumption of 200 m<sup>3</sup>.

Based on 2023 BMA Municipal Study with 121 participating municipalities.

# 2024 Property Tax Revenue by Tax Class



Total Property Tax Revenue = \$23.276 million

## Tax Revenue by Tax Class:

- Residential/Multi - 64%
- Commercial – 12.9%
- Education Tax PIL – 9.6%
- Industrial – 7.2%
- Farm/Managed Forest – 5.9%
- Pipeline - 0.4%

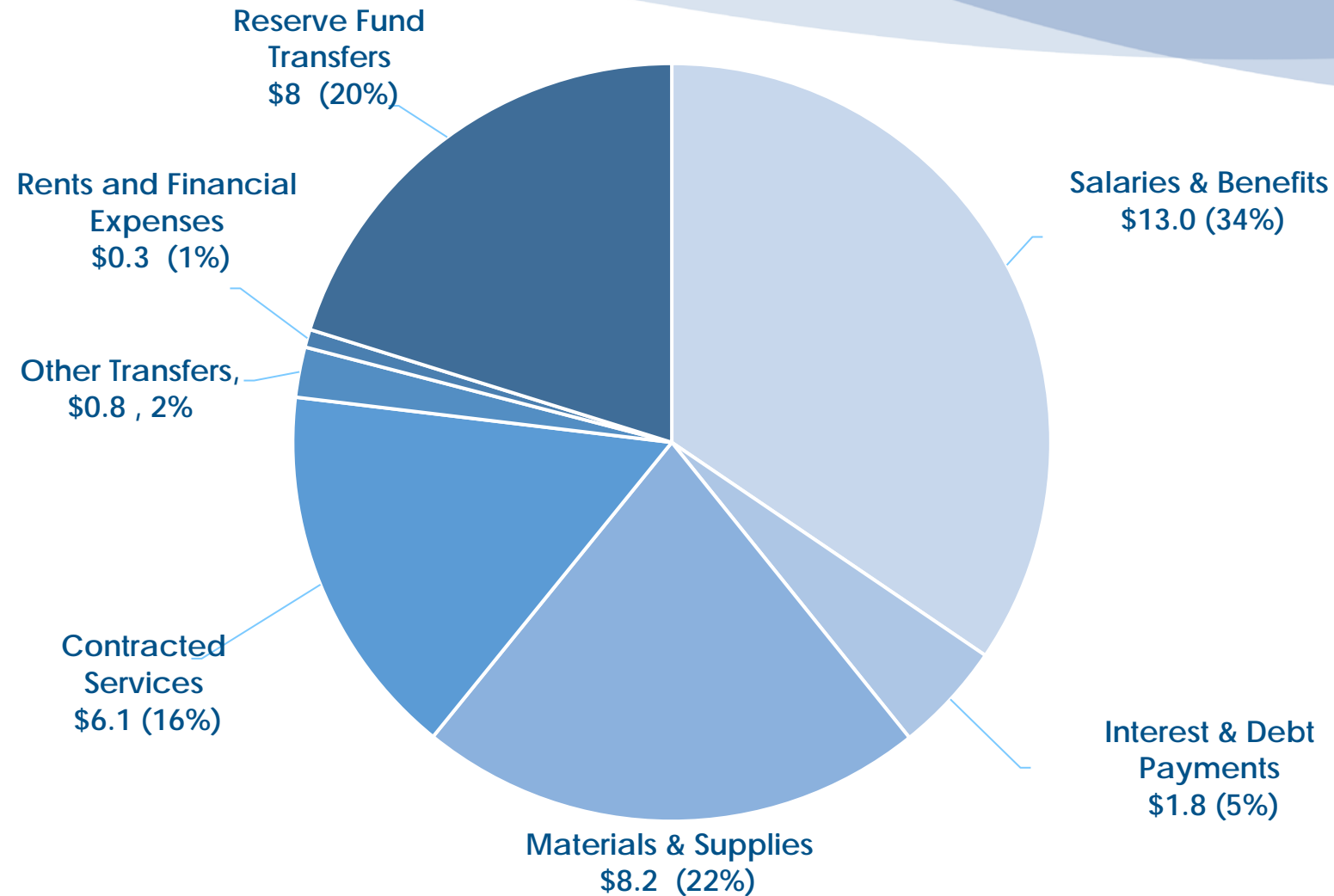
# Where do the municipal tax dollars go?



## A few examples:

- Winter road maintenance
- Recreation programming
- Waste management & collection
- Emergency services
- By-law enforcement
- Facilities maintenance
- Parks & trails
- Economic development & tourism
- Cemetery maintenance
- Airport operations
- Physician recruitment program
- Capital contributions

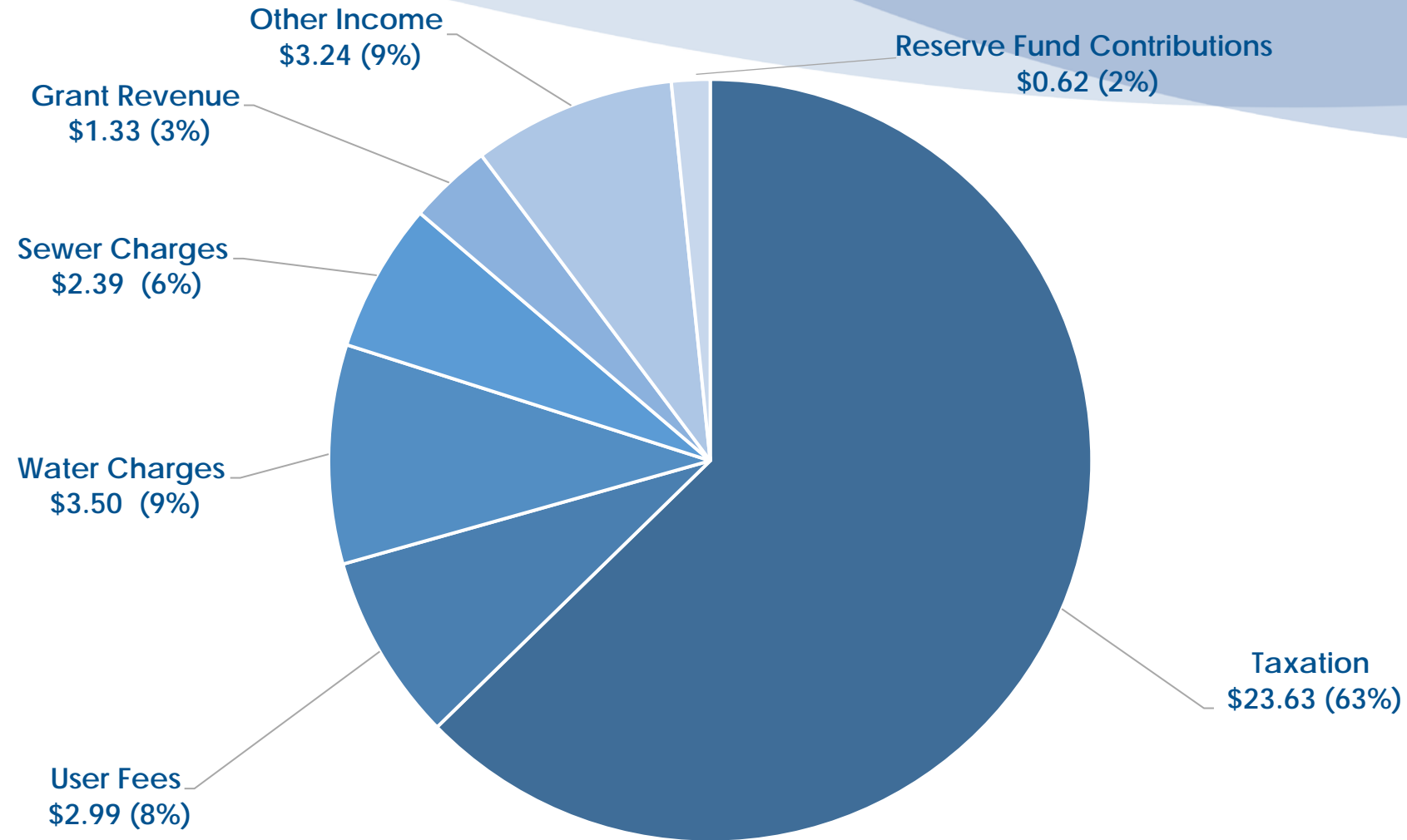
# Operating Expenses by Type



\* in millions



# Revenue Sources



Total Revenue \$37.687 million

# Operating Budget Impacts

# 2024 Uncontrollable Changes:

Significant Changes from the 2023 Municipal Levy to the 2024 Proposed Municipal Levy					
Uncontrollable Changes	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
Salaries & Benefits	\$ 374,883	\$ 62,269	\$ 437,152	1.91%	COLA at 3.3%; Merit Increase; Legislated
OMPF Funding Decrease	\$ 168,500	\$ -	\$ 168,500	0.86%	Reduction in grant funding
Property Tax Relief - Natural Gas Pipelines	\$ 100,000	\$ -	\$ 100,000	0.51%	Council Resolution
IT Services Agreement	\$ 100,000	\$ -	\$ 100,000	0.51%	Council Resolution; contractual
OPP Contract Cost Increases	\$ 97,000	\$ -	\$ 97,000	0.49%	Contractual obligation
Reduction to Bag Tag sales	\$ 60,000	\$ -	\$ 60,000	0.31%	Adjustment to actuals
Saugeen Valley C.A. Levy	\$ 53,438	\$ -	\$ 53,438	0.27%	Contractual obligation
BASWRA Recycling Contract	\$ 42,874	\$ -	\$ 42,874	0.22%	Inflationary
Insurance Premiums	\$ 36,357	\$ 19,417	\$ 55,774	0.19%	Inflationary
Office Lease rental income	\$ 29,633	\$ -	\$ 29,633	0.15%	Tenant agreements expiry
Revenue adjustments (Arena, Memberships, Swim Registration)	\$ (47,000)	\$ -	\$ (47,000)	-0.24%	Adjustment to actuals
Reduction to MCR municipal tax transfer to Sewer RF	\$ (51,442)	\$ -	\$ (51,442)	-0.26%	Internal loan repaid in full
Bank Interest Income	\$ (175,000)	\$ 3,540	\$ (171,460)	-0.89%	Favourable interest rates
<b>Total Uncontrollable Changes</b>	<b>\$ 789,243</b>	<b>\$ 85,226</b>	<b>\$ 874,469</b>	<b>4.03%</b>	

# Budget Impacts for Asset Lifecycle Maintenance Activities

The activities outlined below have been highlighted specifically in this Budget Report due to the increase in expected costed in 2024 in comparison to the prior year.

These maintenance activities have the highest variance and therefore the greatest financial impact on the property tax increase for 2024:

Asset Lifecycle Maintenance Activities	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
Buildings - Repairs and maintenance	\$ 108,600	\$ 3,540	\$ 112,140	0.55%	Required maintenance
Materials (dust, hardtop, loosetop, sand, dust)	\$ 106,000	\$ -	\$ 106,000	0.54%	Inflationary; Required maintenance
Grounds Maintenance	\$ 33,552	\$ -	\$ 33,552	0.17%	Required maintenance
Fleet - Repairs and maintenance	\$ 25,000	\$ -	\$ 25,000	0.13%	Required maintenance; Inflationary
Beach maintenance	\$ 25,000	\$ -	\$ 25,000	0.13%	Maintenance, sand migration
Murals maintenance	\$ 15,000	\$ -	\$ 15,000	0.08%	Required maintenance
<b>Total Asset Lifecycle Maintenance Activities</b>	<b>\$ 313,152</b>	<b>\$ 3,540</b>	<b>\$ 316,692</b>	<b>1.60%</b>	

The Municipality owns and maintains infrastructure assets valued at \$976 million (2022 dollars).

The operating budget includes maintenance and repair costs amounting to a total of \$1.261 million for all municipal facilities, fleet and equipment.

# Impact of 2023 One-Time Tax Mitigation Measures

The 2023 Budget included some one-time mitigation measures that aimed to reduce the property tax rate increase in 2023. Unless permanent budget reductions or service level reductions are made, these one-time offsets will impact the following year's budget.

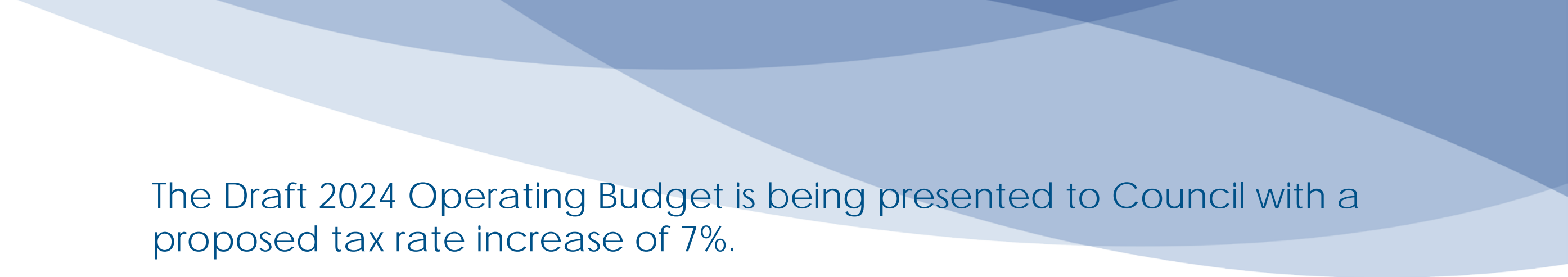
The following chart summarizes the tax rate impact of the 2023 decisions for the 2024 budget:

Impact of 2023 One-Time Tax Mitigation Measures	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
50% Bruce Telecom dividend allocated to Operating Budget	\$ 250,000	\$ -	\$ 250,000	1.28%	Planned Sale of BT - no dividend in budget
School Resource Officer - OCLIF Grant	\$ 27,000	\$ -	\$ 27,000	0.14%	Grant funding no longer available
One-Time Transfer from Tax Mitigation RF	\$ 30,000	\$ -	\$ 30,000	0.15%	Reveral of One-time funds
Nurse Practitioner/Physician Incentives - RF	\$ 155,200	\$ -	\$ 155,200	0.79%	Reversal of One-time funds
Tourism Staffing Support/Students	\$ 27,500	\$ -	\$ 27,500	0.14%	Reversal of One-time reduction
Horticultural Student - Add back	\$ 15,600	\$ -	\$ 15,600	0.08%	Reversal of One-time reduction
<b>Total 2023 Tax Mitigation Measures</b>	<b>\$ 505,300</b>	<b>\$ -</b>	<b>\$ 505,300</b>	<b>2.58%</b>	

# Summary of Budget Impacts

The following chart summarizes the total of these impacts on the operating budget and on the required tax rate.

Summary of Operating Budget Impacts	Budget Impact	% Tax Rate Impact
Uncontrollable Changes	\$ 874,469	4.03%
Asset Lifecycle Maintenance Activities	\$ 316,692	1.60%
2023 Tax Mitigation Measures - reversal	\$ 505,300	2.58%
<b>Total Impact on Operating Budget</b>	<b>\$ 1,696,461</b>	<b>8.20%</b>
Add: Other cumulative budgetary variances	\$ (32,862)	-0.19%
Less: Property Assessment Growth Impacts	\$ (198,163)	-1.01%
<b>Net Property Tax Increase Requirement</b>	<b>\$ 1,465,436</b>	<b>7.00%</b>

The background of the slide features abstract, overlapping geometric shapes in various shades of blue, creating a modern and professional look.

The Draft 2024 Operating Budget is being presented to Council with a proposed tax rate increase of 7%.

In order to be able to put forward this moderate increase, staff have had to thoroughly review their departmental operating budgets for cost reductions and/or service adjustments.

Some of these reductions include deferring planned work and reducing contingency budgets, other reductions include service level cuts.

The following slides provide a list of these reductions that have been removed from the draft budget, which amounted to \$508,331 or the equivalent of 2.56% on the tax rate.

# 2024 Reductions to Costs and Service Levels:

Service Level & Cost Reductions	Budget Impact	% Tax Rate Impact	Reason	Implications
Eliminate Tall Tree program and municipal tree purchases	\$ 73,000	0.37%	To reduce tax rate	Impacts the overall canopy in the Municipality
Reduced building maintenance for Ward shops	\$ 49,200	0.25%	To reduce tax rate	Defers items to maintain facilities; facility review will help guide best decisions moving forward
Council training and travel	\$ 35,000	0.18%	To reduce tax rate	Reduced learning opportunities and advocacy work
Permanently reduce 1 seasonal by-law officer	\$ 26,181	0.13%	To reduce tax rate	Reduced enforcement in summer months
Reduce budget for Radar & Safety Signs	\$ 24,000	0.12%	To reduce tax rate	Minimizes number of reviews that can be done to support new policies, and does not allow safety enhancement
Eliminate Guardrail Replacements	\$ 23,500	0.12%	To reduce tax rate	Number of guardrails that do not meet code will remain status quo; safety concerns
Eliminate Canada Day Fireworks display	\$ 23,000	0.12%	To reduce tax rate	Loss of a long-standing attraction to the community and tourism
Parks general contracting costs reductions	\$ 23,000	0.12%	To reduce tax rate	Reduction in port-a-potties and the extent of phragmites mitigations
Blue Box Transition costs	\$ 22,500	0.11%	To reduce tax rate	Staff may have to bring a report forward at a later date if supports are required for transitioning
Reduce budget for Parks Grounds Maintenance	\$ 20,000	0.10%	To reduce tax rate	Elimination of sports field seeding and topdressing. Any areas in need of immediate topdressing to address hazard spots will be done with inferior, regular topsoil from the shop stockpile and will likely result in migration of more weeds into the fields. Future remediation will incur greater costs.



# 2024 Reductions to Costs and Service Levels:

Waste Management Brush Chipping and Shingles	\$ 20,000	0.10%	Adjustment to actuals	No impact; possible cost overages if actuals exceed budget
MAC General Contracting	\$ 18,000	0.09%	To reduce tax rate	Reduction in grass cutting, snow removal and carpet cleaning.
Fleet maintenance Unit 3491 Blast & Paint	\$ 15,000	0.08%	To reduce tax rate	Unit will potentially deteriorate faster or remedial work will cost more in a future year
Permanent Closure of Yard Waste Depot	\$ 14,000	0.07%	To reduce tax rate	Service level reduction to the community; potential for illegal dumping of yard waste that may require clean up
Waste Management Centre Grounds Maintenance	\$ 12,500	0.06%	To reduce tax rate	Operations team may need to perform remedial work
Eliminate Streetscan and permitting module	\$ 10,500	0.05%	To reduce tax rate	Will continue with in-house options, find other means of permitting
Storm Sewer materials & weather stations	\$ 10,000	0.05%	To reduce tax rate	May run short on funds for materials, weather monitoring will be done via alternative means
Kincardine Community Fund contribution	\$ 9,200	0.05%	To reduce tax rate	No impact; ability to continue to grant from the existing fund of between \$4K - \$6K per year
Master Cycling Plan materials and premark arrows	\$ 8,800	0.04%	To reduce tax rate	Community upset over no further cycling areas identified as immediate expansion
Communications - advertising reduction	\$ 8,300	0.04%	To reduce tax rate	Reduced advertising budget to promote news and events
Removed Kincardine Talks software platform	\$ 8,150	0.04%	To reduce tax rate	Alternative community engagement will occur rather than through Kincardine Talks

... continued

# 2024 Reductions to Costs and Service Levels:

Grounds Maintenance W3 shop (Seacan storage)	\$ 7,000	0.04%	To reduce tax rate	Staff will continue to store materials as they have, may continue to store items outside
Streetlight maintenance costs	\$ 6,500	0.03%	Adjustment to actual	No impact; possible cost overages if actuals exceed budget
Reduce Waterfront Maintenance (beach grooming)	\$ 6,000	0.03%	To reduce tax rate	Budget will include one beach grooming per year
Communications - graphic design and AODA report formats	\$ 5,000	0.03%	To reduce tax rate	Limited ability to remediate reports to AODA format; reduced graphic design assistance
Bridges Engineering	\$ 5,000	0.03%	To reduce tax rate	Contingency; Funds are typically only required every other year; next OSIMS in 2025
Contracted snow removal	\$ 5,000	0.03%	To reduce tax rate	If winter weather is heavy, snow may sit on main street for longer periods of time prior to removal
Operations Engineering expenses	\$ 5,000	0.03%	Adjustment to actual	No impact; possible cost overages if actuals exceed budget
Removed Roads equipment rental contingency	\$ 5,000	0.03%	To reduce tax rate	No planned equipment needs in 2024, no impact anticipated
Communications - promotional materials	\$ 4,000	0.02%	To reduce tax rate	Reduced promo purchases for events and engagements
Water/WW One Call Platform Line	\$ 4,000	0.00%	To reduce user fees	No impact
Wastewater safety equipment	\$ 2,000	0.00%	To reduce user fees	No impact
<b>Total Service Level &amp; Cost Reductions</b>				
	<b>\$ 508,331</b>	<b>2.56%</b>		

... continued

# 2024 Additional Items for Consideration:

In an effort to keep the tax rate low, there were additional items that would have otherwise been included in the draft budget. The list is presented to Council for consideration to include in the budget for 2024:

2024 Items for Consideration (not included in Operating Budget)				
Items for Consideration	Tax Levy Impact	Budget Impact	% Tax Rate Impact	Reason
3% Annual Contribution to Lifecycle	\$ 588,000	\$ 588,000	3.00%	AMP Requirements
Strategic Plan	\$ 80,000	\$ 80,000	0.41%	Council Resolution
Water Operations Pilot Project	\$ -	\$ 65,000	0.00%	Walkerton Clean Water Centre pilot project for Scott's Point and Underwood Wells
Community Improvement Plan (CIP) Initiatives	\$ 60,000	\$ 60,000	0.31%	Strategic Plan Objective
Fire Master Plan	\$ 30,000	\$ 30,000	0.15%	Long range strategic planning framework to guide the fire services division
IDEA Training and events	\$ 50,000	\$ 50,000	0.26%	Strategic Plan Objective; Includes \$15,000 for Secord monument consultation, and \$35,000 for additional training & events that support inclusion
Food Cyler Initiative	\$ 12,500	\$ 12,500	0.06%	Strategic Plan Objective
PSB Request for E-bikes	\$ 12,000	\$ 12,000	0.06%	PSB Resolution
Tall Tree Program	\$ 10,000	\$ 10,000	0.05%	Includes a \$7,000 donation from Penetangore Watershed
<b>Total Items for Consideration</b>	<b>\$ 842,500</b>	<b>\$ 907,500</b>	<b>4.30%</b>	

# Summary of Budget Impacts

This following chart summarizes the previous information and the aggregate impact on the budget:

Summary of Operating Budget Impacts	Budget Impact	% Tax Rate Impact
Uncontrollable Changes	\$ 874,469	4.03%
Asset Lifecycle Maintenance Activities	\$ 316,692	1.60%
2023 Tax Mitigation Measures - reversal	\$ 505,300	2.58%
<b>Total Impact on Operating Budget</b>	<b>\$ 1,696,461</b>	<b>8.20%</b>
Add: Other cumulative budgetary variances	\$ (32,862)	-0.19%
Less: Property Assessment Growth Impacts	\$ (198,163)	-1.01%
<b>Net Property Tax Increase Requirement</b>	<b>\$ 1,465,436</b>	<b>7.00%</b>
Add: Cost/Service Reductions	\$ 508,331	2.56%
Add: Items for Consideration	\$ 907,500	4.30%
<b>Gross Property Tax Increase</b>	<b>\$ 2,881,267</b>	<b>13.86%</b>

The starting point of the draft 2024 budget would have required a tax rate increase of 13.86%. Excluding the impact of 0.9 % assessment growth, the required increase would have been 14.87%

The draft budget includes a reasonable increase of 7%. While this has resulted in some items being removed from the budget, Council may decide to add some items back in.

# New Position Requests for 2024:

The Budget Report also includes information on staff complement, as well as proposed new staffing additions. Appendix F includes further details for each of these proposed new positions. None of these positions have been incorporated into the draft operating budget:

The proposed 2024 Budget includes the following staff complement changes:

Records Assistant - Development Services (FT 1 Year Contract)	1.0
Lead Hand - Non-Recreational Building Maintenance	1.0
Parks and Facilities Maintainer	2.0
Lead Hand - Parks Maintainer	1.0
Water/Wastewater Operator	1.0
<b>Total</b>	<b><u>6.0</u></b>

# Uncontrollable Changes:

## 1. Salaries & Statutory Benefits:

	2023 Budget	2024 Budget	\$ Variance	% Variance
Salaries	\$9,682,497	\$9,996,069	\$313,572	3.2%
Statutory & Health Benefits	\$2,882,469	\$3,006,057	\$123,588	4.3%
Total Payroll Costs	\$12,564,966	\$13,002,126	\$437,160	3.5%

### Salaries:

- Inflationary wage increase of 3.3% effective January 1, 2024
- Annual step increases
- Increase to minimum wage of \$1.05/hour accounts for \$32,000 (10%)

### Benefits: OMERS, WSIB, group insurance, CPP, EI, EHT, LTD, and health and dental benefits

- \$26,000 (21%) of the increase is attributed to OMERS contributions
- \$26,000 (21%) of the increase is due to CPP contributions. The CPP maximum pensionable earnings is increasing in 2024 from \$66,600 to \$68,500. Also beginning in 2024, there is an additional maximum pensionable earnings (CPP2) for earnings up to \$73,200 resulting in an additional annual employer contribution of \$188 per qualifying employee.
- \$24,000 (19%) of the increase is related to Long Term Disability premiums
- EHT, group insurance, life insurance and WSIB represent the remainder of the increase

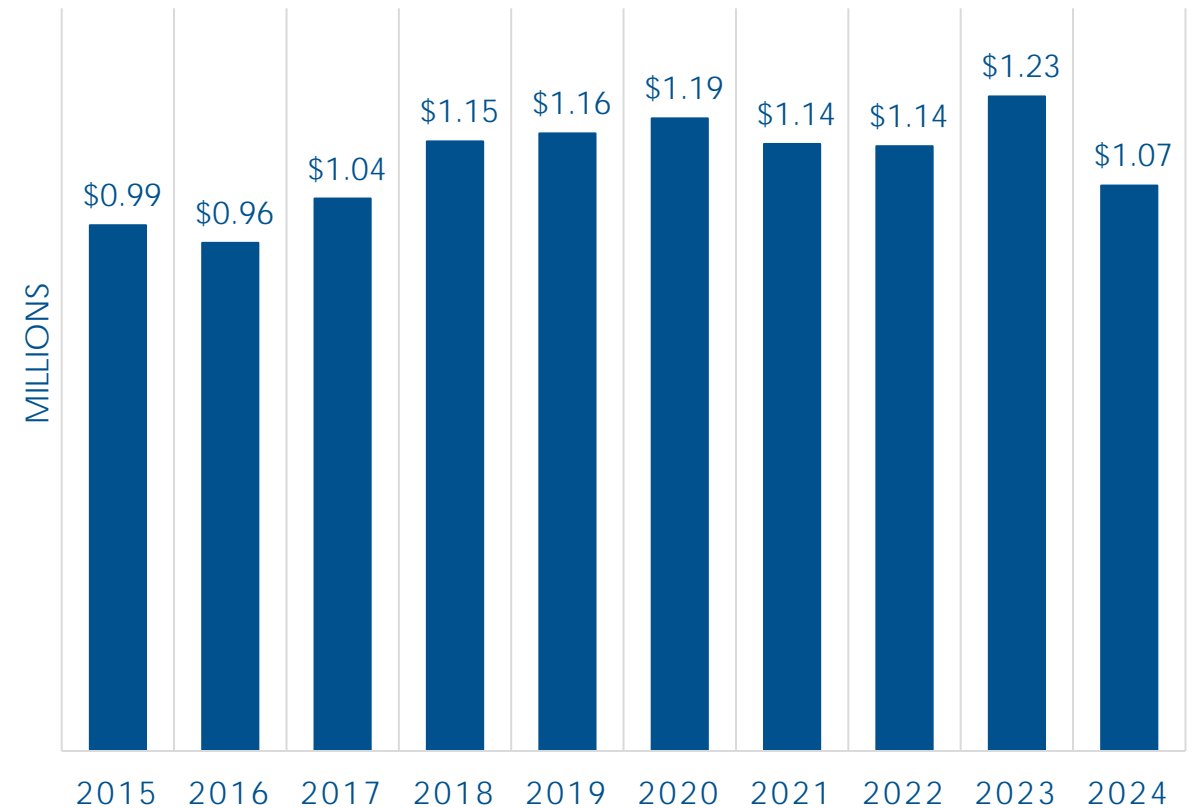
# Uncontrollable Changes:

## 2. OMPF Funding: Grant reduction = \$168,500 (14%)

The Municipality's 2024 Ontario Municipal Partnership Fund (OMPF) allocation will be \$1.066 million. This represents a decrease of \$169 thousand (14%) over 2023 and results in a tax rate impact of 0.86%.

Funding reduction due to the Farm Area Measure (FAM):

- reduced by 4.5% from 76.2% to 71.7%
- the number of properties classified under the farm property tax class has reduced from 1,099 properties to 1,045 and represents a smaller proportion of land in comparison to the total land within the Municipality
- per-household funding amount has decreased from \$169.20 to \$142.20



# Uncontrollable Changes:

## 3. Property Tax Relief Natural Gas Pipelines - \$100,000 tax revenue reduction

- Resolution #07/05/17-03 in support of the Natural Gas Grant Program Community Expansion program
- Municipality committed to a 10-year property tax “holiday”
- Financial contribution towards the municipal property tax that would be otherwise payable on the new natural gas infrastructure for a minimum period of 10 years
- With the completion of the natural gas project in Kincardine, the pipeline property values have been assessed by MPAC and the property taxes have been included in the overall taxable assessment for the Municipality.
- The 2024 municipal portion attributed to the natural gas project is approximately \$100,000 and therefore the operating budget includes a grant payment equivalent to this portion of the tax bill.



# Uncontrollable Changes:

## 4. IT Services Agreement - \$100,000 new operating cost

- Council approved entering into an IT Services Agreement with the County of Bruce.
- The agreement is in effect January 1, 2024 and will be an ongoing operating expense.
- It is expected that additional investment in IT assets and infrastructure will continue to be required.

## 5. OPP Contract - \$97,000 new operating cost

- Cost per property = \$360.96 (increase of \$4.80)
- 2023 Property Count 6,741 vs. 6,652
- $6,741 * \$360.96 = \$2,433,231$
- 2022 year-end adjustment = \$23,000 (vs. \$57,000 PY)
- Total net estimated cost - \$2.409 million (\$97,000 overall increase)

## 6. Bag Tag Revenues - \$60,000 revenue decrease

- 2023 cost of bag tags increased from \$2.50 to \$3.50
- Revenue projections did not meet budgeted amount of \$710,000 in 2023
- 2024 operating budget was adjusted to \$650,000

# Uncontrollable Changes:

## 7. Saugeen Valley Conservation Authority (SVCA) Levy - \$53,438 increase

- SVCA draft 2024 budget includes an overall municipal levy increase of \$216,256.
- Reflects recent changes to the Conservation Authorities Act.
- Kincardine's levy increase amounts to \$35,958, plus \$17,480 for Category 3 programs
- Services that were previously provided under Category 2 will now be performed by municipal staff in-house.

## 8. BASWRA Recycling Contract - \$42,874 increase

- Recycling contract includes an estimated 15% cost increase over 2024, primarily due to the change in market conditions for the resale of cardboard.

## 9. Insurance Premiums - \$55,774 increase

- 2024 insurance premium is estimated at \$605,000 (10% increase)
- The insurer has advised the municipality to budget for a 10-15% increase

## 10. Office Lease Rental Income - \$29,633 revenue reduction

- Rental income includes rent collected from tenants leasing municipal facilities
- Reduction due to expiring office leases in 2024

# Uncontrollable Changes:

## **11. Recreation Revenue Adjustments - \$47,000 increase**

- Arena rentals, memberships and registration revenues projected to increase by \$47,000
- Higher participation realized in 2023

## **12. Municipal property tax transfer for OPF lands business park - \$51,442 revenue increase**

- The internal loan for the servicing of the OPF Business Park will be paid in full in 2024
- The full amount of the property taxes attributed to the MCR building will not need to be fully applied to the loan repayment, leaving an extra \$51,442 in the operating budget.

## **13. Bank interest income - \$171,460 revenue increase**

- Higher interest rates for 2023-2024 resulting in higher interest earned on operating bank account



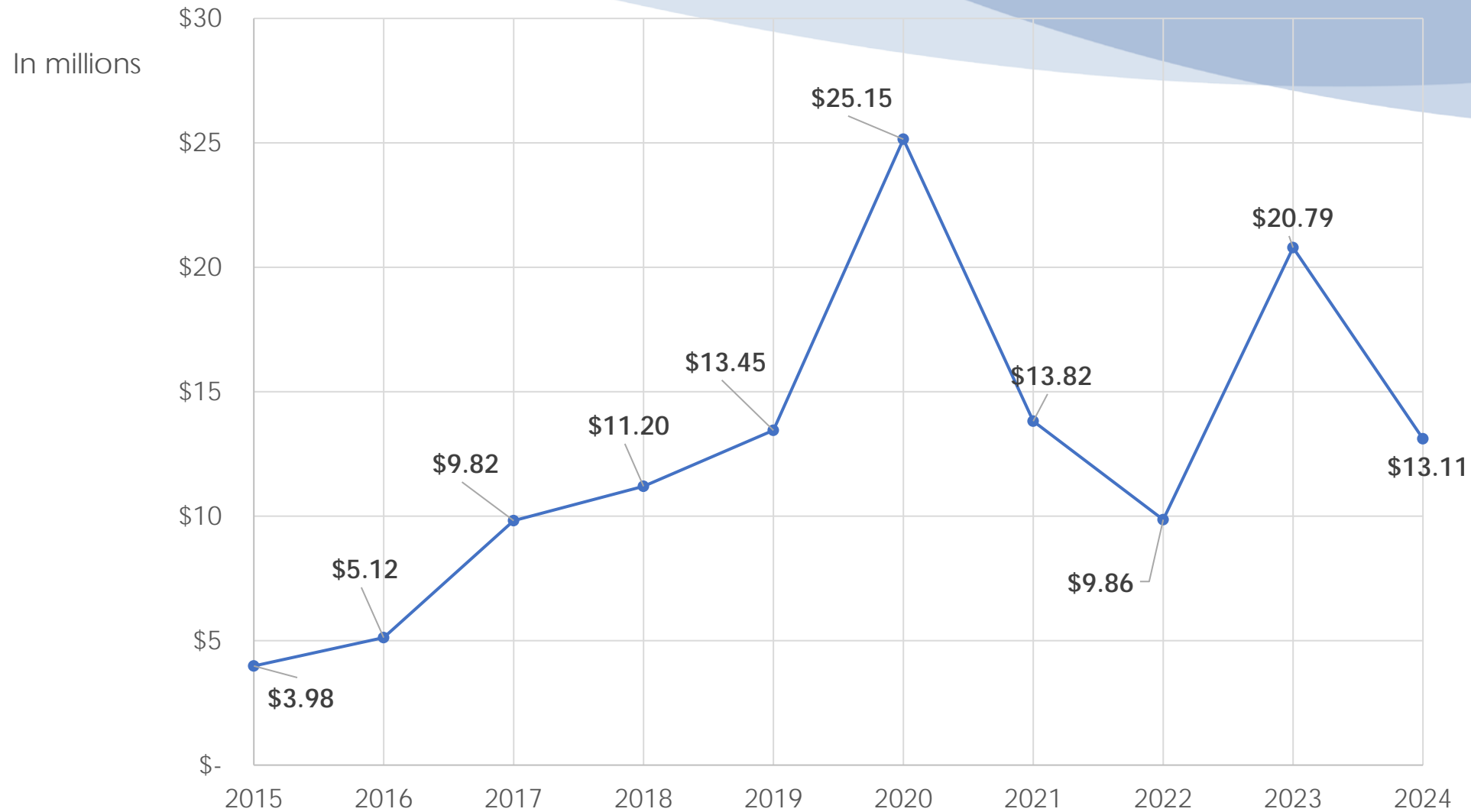
# Capital Budget

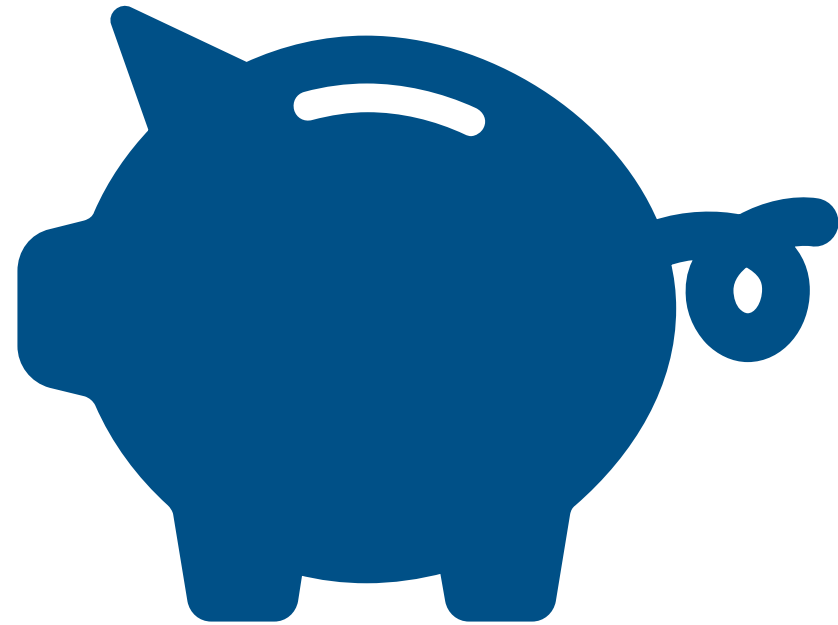


# 5-Year Capital Plan Summary

	Carry Forward	2024	2025	2026	2027	2028
Corporate Services						
Treasury			19,000			
Legislative Services		53,000	15,000			
<b>Total Corporate Services</b>		53,000	34,000			
Strategic Initiatives						
Tourism	25,000	330,000		25,000		
Economic Development	35,346					
<b>Total Strategic Initiatives</b>	60,346	330,000		25,000		
Infrastructure & Development						
Development Services		25,000	30,000			
Environmental Services	7,984,373	2,525,000	13,808,552	577,000	3,773,000	823,000
Operations	1,726,680	7,206,500	11,044,000	6,123,000	6,223,000	13,269,000
<b>Total Infrastructure &amp; Development</b>	9,711,053	9,756,500	24,882,552	6,700,000	9,996,000	14,092,000
Community Services						
Parks & Facilities	1,422,341	2,718,000	4,122,000	4,591,000	3,943,000	65,000
Community & Recreation Programs			25,000			
Fire Department	1,330,000	255,000	1,102,000	2,540,000	5,100,000	
<b>Total Community Services</b>	2,752,341	2,973,000	5,249,000	7,131,000	9,043,000	65,000
<b>Total Capital Departments</b>	<b>12,523,740</b>	<b>13,112,500</b>	<b>30,165,552</b>	<b>13,856,000</b>	<b>19,039,000</b>	<b>14,157,000</b>

# Capital Budget Historical Spending





# Reserve Funds



# Tax-Supported Reserve Fund Contributions:

The 2024 Operating Budget includes the following Reserve Fund Contributions:

- \$4.35 million transfer to the Lifecycle Reserve Fund (does not include the annual 3% tax rate increase = \$588,000)
- \$100,000 for fleet replacement
- \$100,000 for fire and emergency vehicle replacement
- \$100,000 for landfill cell replacement
- \$50,000 for future repairs and rehabilitation of the Davidson Center indoor pool

The 2022 Asset Management Plan (AMP) Financial Strategy requires a consistent and increasing annual investment in capital so that excess annual funds can accrue in capital reserve funds. The Financial Strategy required:

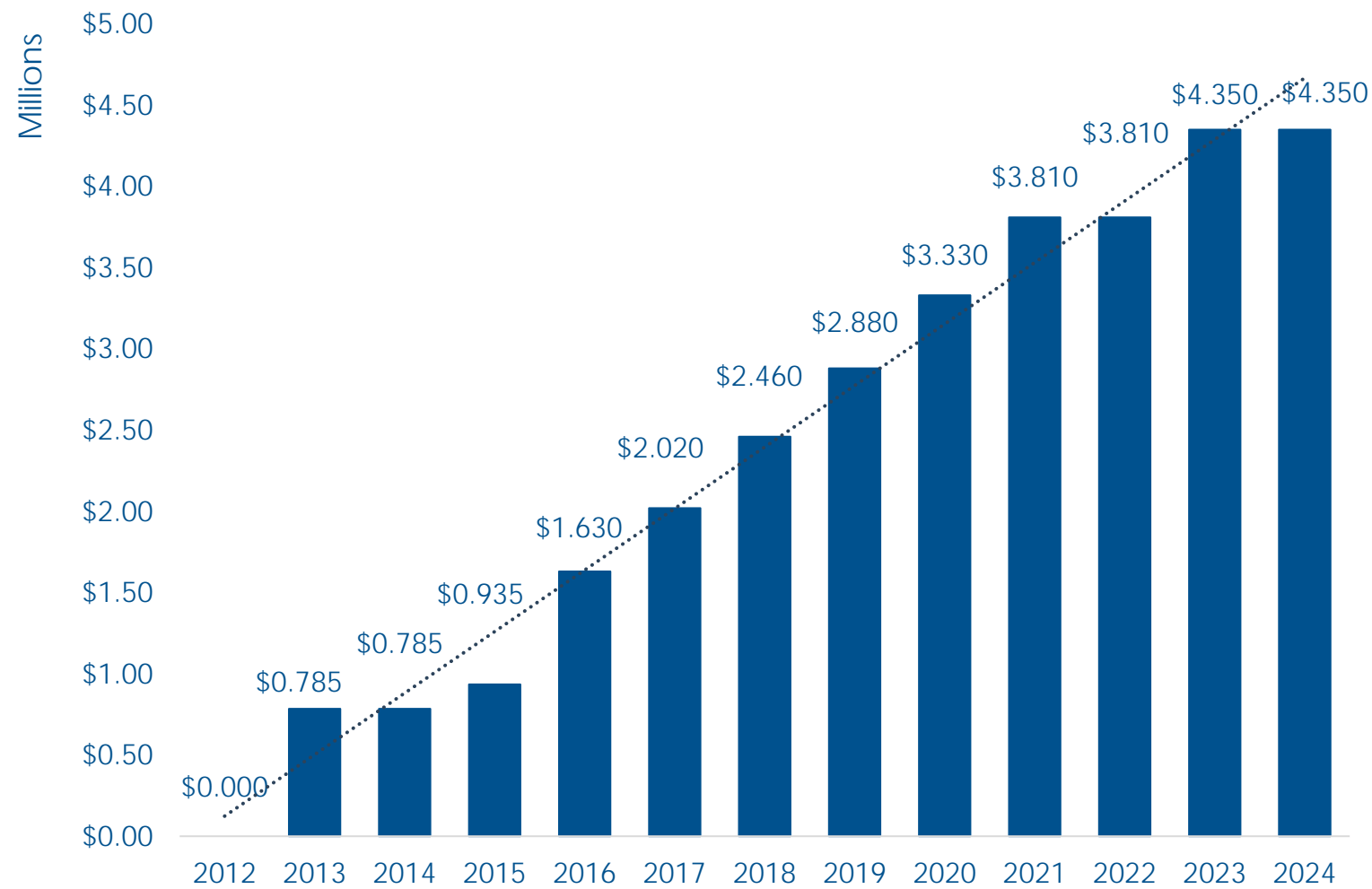
- Tax levy increase of 6.7% annually from 2023 to 2032 (includes 1.4% growth assumption)
- Tax levy increase of 2.8% annually from 2033 to 2041 (includes 1.4% growth assumption)

With a 0% tax rate increase in 2024 dedicated to the Lifecycle Reserve Fund, a reduction to levels of service would be realized over time and the long-term capital plan will remain significantly underfunded.

The draft 2025 capital budget currently draws more than \$14 million from this fund, resulting in an estimated net deficit of \$45,000. This will ultimately require the deferral of capital and infrastructure works potentially resulting in decreased service levels, as well as increased borrowing and increased taxes.



# Lifecycle Reserve Fund



Total Lifecycle  
Contributions  
from 2013 – 2023:

\$26.795 million



# Lifecycle Reserve Fund:

The draft capital budget includes a withdrawal from the Lifecycle Reserve Fund in the amount of \$5.762 million to fund the 2024 capital budget:

	Projected Balance
	as of Dec 31, 2024
FROM Lifecycle RF82	
Projected Opening Balance	9,592,696
Budgeted Projects	(5,761,500)
Contributions from Revenue Fund	4,350,000
Interest Income	444,347
<b>Projected Closing Balance</b>	<b>8,625,543</b>

## The Lifecycle Reserve Fund will be used to pay for the following proposed 2024 projects:

- Reconstruction of Bruce Avenue - \$1,775,000
- Roof replacement at the Davidson Centre - \$700,000
- Compactor for Waste Management Centre - \$570,000
- Replacement Plow Truck - \$425,000
- Culvert repairs - \$250,000
- Macpherson Park Playground replacement - \$200,000
- Replacement Ice Resurfacers - \$150,000
- Tiverton Sports Centre Washrooms - \$125,000
- Fire Department Compressor - \$125,000

Without investing in the Lifecycle RF, we could not afford to invest in our existing municipal assets or acquire new assets.

# Departmental Budgets



Council



# Council 2024 Priorities

1. Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability
2. Improve investment readiness
3. Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent services

# Council Operating Budget

Council	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Council				
Expenses				
Salaries & Benefits	295,277	308,065	12,788	(4%)
Materials & Supplies	91,788	89,357	-2,431	3%
Contracted Services	15,000	15,000		
<b>Total Expenses</b>	402,065	412,422	10,357	(3%)
Surplus/ (Deficit)	-402,065	-412,422	-10,357	(3%)
<b>Total Council</b>	<b>402,065</b>	<b>412,422</b>	<b>10,357</b>	<b>3%</b>

Council's operating expenses primarily include:

- Wages and benefits of \$308,000
- Travel, conferences and training totalling \$55,000
- Integrity Commissioner expenses of \$15,000
- \$11,000 for memberships including AMO, Canadian Association of Nuclear Host Communities, and Great Lakes St. Lawrence Cities
- \$3,000 for meeting and events expenses

The overall increase in budgeted expenses is primarily due to an increase in salaries and benefits.



Chief Administrative Officer





# CAO 2024 Priorities

Goals & Objectives	Actions	Timing
Responsible and Effective Government: Ensure the organization has optimal number of engaged human resources to support municipal operations and deliver excellent services.	• Implementation of recommendations from Review or Re-Organization	2024
	• Work with Council for the development of a new Strategic Plan. Present Environmental Scan to Council developed in 2023 to help provide context for goal setting for the municipal corporation.	2024
Responsible and Effective Government: Improve organization efficiency and be more innovative	• Continued implementation of the 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. Year one of four-year policy cycle has been completed.	Initiated in 2023 and ongoing
	<ul style="list-style-type: none"> <li>• Actively participate in Municipal Innovation Council to uncover best practices, shared service opportunities and knowledge exchange.</li> <li>• Explore other opportunities for shared service delivery or alternative service delivery models across the organization.</li> <li>• Continue to review opportunities for technology enhancements to support internal and external users of systems to improve interactions and/or efficiencies.</li> </ul>	Ongoing
Planning: Support and advocate for secondary and post-secondary school improvements.	• Advocate for coordination of skill trades training and work with school board partners to advance capital projects within Kincardine.	2023-2024
Planning: Supporting Community Growth	• Bring forward proposal for Council's consideration related to Secondary Growth Plans in settlement areas to help support infrastructure and service coordination, support community transition, and to identify and support growth management goals.	2024
Economy: Collaborate with all levels of government, and other partners, to promote the area as a supportive community for the nuclear sector.	• Work with Bruce County, Bruce Power, NII, Clean Energy Frontier to advocate for the municipality as a supportive host community for the main nuclear power generating station in Canada.	Ongoing

# CAO Operating Budget

CAO	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
CAO				
Expenses				
Salaries & Benefits	316,620	343,481	26,861	(8%)
Materials & Supplies	53,855	56,880	3,025	(6%)
<b>Total Expenses</b>	370,475	400,361	29,886	(8%)
Surplus/ (Deficit)	(370,475)	(400,361)	(29,886)	(8%)
<b>Total CAO</b>	<b>370,475</b>	<b>400,361</b>	<b>29,886</b>	<b>8%</b>

## CAO operating expenses primarily include:

- Salaries and benefits of \$343,000
- Materials & Supplies:
  - Municipal Innovation Council (MIC) membership fees of \$27,000
  - Training, conferences and travel costs of \$18,000
  - Office supplies and equipment



# Corporate Services



# Corporate Services 2024 Priorities

Goals & Objectives	Actions	Timing
Develop and implement actions that support a culture for employee engagement and leadership development	<ul style="list-style-type: none"><li>• Launch the employee engagement plan which allows input from employees on the work environment and job satisfaction</li><li>• Launch an employee recognition program (RAVE) to highlight employees who are living the corporate values</li></ul>	2024
Streamline the complaints process to ensure follow-up and resolution	<ul style="list-style-type: none"><li>• Investigate feasibility of Cityworks platform for handling complaints</li><li>• Review and update existing policies and procedures</li></ul>	2024
Provide updates on asset management and funding status	<ul style="list-style-type: none"><li>• Continue condition assessments for infrastructure, including municipal facilities</li><li>• Ongoing refinement of data</li><li>• Financial strategy implementation</li></ul>	2024-2025
Adopt progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche project	<ul style="list-style-type: none"><li>• Continue to roll-out Records Management throughout the organization</li><li>• Scanning of building department historical records</li><li>• Ongoing end-user training</li><li>• Implementation of a public portal</li><li>• Implement the accounts payable workflow process using Laserfiche</li></ul>	2024

# Corporate Services 2024 Priorities

Goals & Objectives	Actions	Timing
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"><li>• Continue to roll-out e-procurement throughout the organization via the Bids and Tenders platform</li></ul>	2024
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"><li>• Work with Bruce County IT to roll out the IT Service Agreement</li><li>• Transition employees to the new process including training on the ticketing platform</li></ul>	2024
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"><li>• Implement payroll system software across the organization</li><li>• Go-live date September 2024</li></ul>	Q3 2024
Implement actions that create a work environment focused on the health and safety of all employees	<ul style="list-style-type: none"><li>• Update corporate health and safety procedures</li><li>• Review the effectiveness of the Joint Health &amp; Safety Committee</li></ul>	2024

Financial Services	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Treasury				
Revenue				
User Fees & Charges	115,600	115,550	(50)	
Grant Revenue	1,234,100	1,065,600	(168,500)	(14%)
Other Income	1,532,648	1,229,993	(302,655)	(20%)
Reserve Fund Contributions	71,000	1,000	(70,000)	(99%)
<b>Total Revenue</b>	2,953,348	2,412,143	(541,205)	(18%)
Expenses				
Salaries & Benefits	853,944	906,398	52,454	(6%)
Interest & Debt Payments	2,648	1,118	(1,530)	58%
Materials & Supplies	193,618	313,147	119,529	(62%)
Contracted Services	176,250	152,100	(24,150)	14%
Rents and Financial Expenses	4,700	4,700		
Reserve Fund Transfers	5,405,600	5,122,033	(283,567)	5%
<b>Total Expenses</b>	6,636,760	6,499,496	(137,264)	2%
Surplus/(Deficit)	(3,683,412)	(4,087,353)	(403,941)	(11%)
IT				
Revenue				
Reserve Fund Contributions	30,000		(30,000)	(100%)
<b>Total Revenue</b>	30,000		(30,000)	(100%)
Expenses				
Salaries & Benefits	112,904	117,109	4,205	(4%)
Materials & Supplies	206,534	187,094	(19,440)	9%
Contracted Services		100,000	100,000	100%
<b>Total Expenses</b>	319,438	404,203	84,765	(27%)
Surplus/(Deficit)	(289,438)	(404,203)	(114,765)	(40%)
<b>Total Treasury</b>	<b>3,972,850</b>	<b>4,491,556</b>	<b>518,706</b>	<b>13%</b>

#### Treasury Revenues:

- User Fees - tax certificates, arrears notices, ownership changes, and transfers to roll
- Grant Revenue - OMPF of \$1,065,600
- Other Income - includes Arrow Wind contribution, bank interest, and penalties earned on past due amounts.

#### Treasury Expenses:

- Salaries and benefits of \$906,398
- Materials and supplies of \$313,147
- Reserve Fund transfers include \$4,350,000 for the Lifecycle RF, \$670,000 to the Community Benefits RF, and \$95,000 for the repayment of the internal loan for the OPF Business Park.
- Does not include the 3% annual tax rate increase

#### IT Revenues:

- 2023 IT Budget included a \$30,000 transfer from reserves to offset one-time costs for cyber security.

#### IT Expenses:

- Salaries and benefits of \$117,109
- Materials and supplies of \$187,094
- Contracted Services of \$100,000 for the Bruce County for the IT Services Agreement

Human Resources	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
HR				
Expenses				
Salaries & Benefits	169,821	183,559	13,738	(8%)
Materials & Supplies	50,823	53,200	2,377	(5%)
Contracted Services	61,000	65,500	4,500	(7%)
<b>Total Expenses</b>	281,644	302,259	20,615	(7%)
Surplus/(Deficit)	-281,644	-302,259	-20,615	(7%)
Health & Safety				
Revenue				
Reserve Fund Contributions	4,000		(4,000)	(100%)
<b>Total Revenue</b>	4,000		(4,000)	(100%)
Expenses				
Salaries & Benefits		16,547	16,547	100%
Materials & Supplies	19,825	20,545	720	(4%)
Contracted Services	1,500	1,500		
<b>Total Expenses</b>	21,325	38,592	17,267	(81%)
Surplus/(Deficit)	-17,325	-38,592	-21,267	(123%)
<b>Total HR</b>	<b>298,969</b>	<b>340,851</b>	<b>41,882</b>	<b>14%</b>

#### Human Resources: Expenses:

- Salaries and benefits of \$183,559
- Materials and supplies of \$53,200 for employee service recognition awards, memberships, training and travel, advertising costs, and wellness initiatives.
- Contracted services of \$65,500 for legal fees, recruitment costs, and consulting expenses for job evaluation maintenance, market review, and employee engagement.

#### Health & Safety: Revenues:

- The 2023 budget included \$4,000 for a reserve fund transfer from the Workplace Insurance Reserve Fund to offset planned mental health training costs.

#### Expenses:

- Salaries and benefits of \$16,547, which represents 0.2 of an FTE allocated to H&S activities
- Materials and supplies of \$20,545 include training, AED replacement supplies, and subscriptions for the Safety Data Sheet (SDS) system.



Legislative Services	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Legislative Services				
Clerk				
Revenue				
User Fees & Charges	1,500	1,500		
Grant Revenue	110,966		(110,966)	(100%)
Other Income	17,680	17,180	(500)	(3%)
Reserve Fund Contributions	59,751		(59,751)	(100%)
<b>Total Revenue</b>	189,897	18,680	(171,217)	(90%)
Expenses				
Salaries & Benefits	402,307	438,356	36,049	(9%)
Materials & Supplies	88,090	80,689	-7,401	8%
Contracted Services	165,217	2,000	-163,217	99%
Other Transfers	79,000	69,000	-10,000	13%
Rents and Financial Expenses	800		-800	100%
Reserve Fund Transfers	15,000	15,000		
<b>Total Expenses</b>	750,414	605,045	-145,369	19%
Surplus/(Deficit)	-560,517	-586,365	-25,848	(5%)
By-Law Enforcement				
Revenue				
User Fees & Charges	1,000	1,000		
Grant Revenue	1,300	1,300		
Other Income	31,250	31,250		
<b>Total Revenue</b>	33,550	33,550		
Expenses				
Salaries & Benefits	22,915	37,405	14,490	(63%)
Materials & Supplies	15,490	12,400	-3,090	20%
Contracted Services	104,219	104,819	600	(1%)
Rents and Financial Expenses	1,200	1,200		
<b>Total Expenses</b>	143,824	155,824	12,000	(8%)
Surplus/(Deficit)	-110,274	-122,274	-12,000	(11%)

#### Clerk:

##### Revenues:

- 2023 Grant Revenue of \$110,966 was for the MMP grant for the ERM project.
- Other income - includes marriage licence fees, burial permits, lottery licences, food vendors, and taxi licences.

##### Expenses:

- Salaries and benefits of \$438,356
- Materials and supplies - software for Laserfiche, Zoom, Ricoh, and Consigno
- Contracted services - higher in 2023 due to the records project
- Other transfers - \$69,000 for CIG to external organizations to support Arts, Culture & Heritage, Sports & Recreation, Social & Environmental and Tourism initiatives.

#### By-Law Enforcement:

##### Revenues:

- Other income primarily includes dog licence fees and parking violations

##### Expenses:

- Salaries and benefits of \$37,405
- Contracted services - \$104,819 one full-time by-law enforcement officer plus one seasonal officer.
- The 2022 budget included 2 seasonal enforcement officers, however the budget has been reduced by 1 seasonal officer for cost reductions.



The Legislative Services operating budget also includes the following other sub-departments:

- **Accessibility:** The Accessibility budget amounts to \$3,000 and primarily includes training and public education expenses.
- **Heritage Kincardine:** The Heritage Kincardine budget amounts to \$6,250 and includes legal fees, printing costs, and other materials.
- **Kincardine Community Fund (KCF):** The KCF budget previously included a \$5,000 contribution to the Kincardine Community Fund managed by the Community Foundation Grey Bruce, as well as an additional \$4,200 to raise money to generate donations to the endowment fund. As there is no annual commitment to continue with these contributions and in an effort to reduce costs, the total of \$9,200 has been removed from the budget.

Police Services	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Police Services				
Revenue				
User Fees & Charges	3,133	3,133		
Grant Revenue	85,148	41,088	(44,060)	(52%)
Other Income	7,311	16,000	8,689	119%
<b>Total Revenue</b>	95,592	60,221	(35,371)	(37%)
Expenses				
Salaries & Benefits	9,256	7,779	-1,477	16%
Materials & Supplies	8,720	12,320	3,600	(41%)
Contracted Services	2,338,760	2,418,700	79,940	(3%)
<b>Total Expenses</b>	2,356,736	2,438,799	82,063	(3%)
Surplus/(Deficit)	-2,261,144	-2,378,578	-117,434	(5%)

#### Revenues:

- Grant revenue - includes \$32,388 for the school resource officer. The net cost of the officer to the Municipality is approximately \$27,000 which was offset by Cannabis Legalization Implementation Fund in 2023. These funds are no longer available in 2024.
- Other income - security checks and miscellaneous

#### Expenses:

- Salaries and benefits of \$7,779
- Materials and supplies - includes Police Services Board (PSB) budget for youth education, travel and conferences, and memberships.
- Contracted services primarily includes the OPP Policing Contract of \$2,410,000.
  - Estimated cost per property = \$360.96 vs. \$356.16 in 2023
  - Increase of \$4.80 (1.3%)
  - Property count = 6,741
  - Total cost = \$2.433 million
  - Increase of \$97,000 (4.1%) over 2023

Police Services Board	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Revenue				
User Fees & Charges	3,133	3,133		
<b>Total Revenue</b>	3,133	3,133		
Expenses				
Salaries & Benefits	9,256	7,779	(1,477)	16%
Materials & Supplies	7,250	11,450	4,200	(58%)
<b>Total Expenses</b>	16,506	19,229	2,723	(16%)
Surplus/(Deficit)	(13,373)	(16,096)	(2,723)	(20%)

- The Police Services Board Budget (PSB) is presented separately.
- The PSB has also requested to purchase e-bicycles for the police force valued at \$12,000. This item has been included as an Additional Item for Consideration to include in the budget.

# Corporate Services Capital Budget Highlights

The Capital Budget includes the following new projects for the Corporate Services Department:

- \$53,000 - CCTV Equipment



# Community Services



# Community Services 2024 Priorities

Goals & Objectives	Actions	Timing
Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities.	<p>1.1: Create and implement a Parks and Recreation Strategic Plan that helps the municipality plan for and provide parks for the community.</p> <p>1.2: Work with community partners to develop a plan for a new performance area as well as additional accessible elements for Victoria Park.</p> <p>1.3: Work with user groups to develop a phased-in plan and budget for future upgrades to Connaught Park and the Tiverton Ball Diamonds.</p> <p>1.4: Work with user groups to build a splash pad in Tiverton.</p>	<ul style="list-style-type: none"><li>• Completion of Strategic Plan in Q1 2024</li><li>• Design drawings Victoria Park Q2 2024</li><li>• Splash Pad Request part of 2024 Budget requests</li></ul>
Enhance the experience at the lakefront.	2.1: In partnership with MIC, County of Bruce and University of Waterloo implement the Smart Beach	<ul style="list-style-type: none"><li>• Smart Beach Program anticipated to be completed by Q4 2024</li></ul>
Protect people, property and the environment from the effects of dangerous conditions caused by people and nature.	3.1 Continue advancements of our fire training facility construction.	<ul style="list-style-type: none"><li>• Ongoing</li></ul>

Parks & Facilities	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Parks & Facilities				
Trails				
Revenue				
Reserve Fund Contributions	6,500		(6,500)	(100%)
<b>Total Revenue</b>	6,500		(6,500)	(100%)
Expenses				
Salaries & Benefits	17,177	17,228	51	-
Materials & Supplies	22,500	21,000	(1,500)	7%
<b>Total Expenses</b>	39,677	38,228	(1,449)	4%
Surplus/(Deficit)	(33,177)	(38,228)	(5,051)	(15%)
Parks				
Revenue				
User Fees & Charges	16,265	21,500	5,235	32%
Grant Revenue		5,000	5,000	100%
Other Income	34,340	34,933	593	2%
Reserve Fund Contributions	64,500		(64,500)	(100%)
<b>Total Revenue</b>	115,105	61,433	(53,672)	(47%)
Expenses				
Salaries & Benefits	646,458	611,013	(35,445)	5%
Materials & Supplies	375,085	429,577	54,492	(15%)
Contracted Services	76,000	50,300	(25,700)	34%
Rents and Financial Expenses	31,000	41,600	10,600	(34%)
<b>Total Expenses</b>	1,128,543	1,132,490	3,947	-
Surplus/(Deficit)	(1,013,438)	(1,071,057)	(57,619)	(6%)
Waterfront				
Revenue				
Other Income	1,000	2,000	1,000	100%
<b>Total Revenue</b>	1,000	2,000	1,000	100%
Expenses				
Materials & Supplies	20,000	58,000	38,000	(190%)
Contracted Services	2,000	2,000		
<b>Total Expenses</b>	22,000	60,000	38,000	(173%)
Surplus/(Deficit)	(21,000)	(58,000)	(37,000)	(176%)

#### Trails:

#### Expenses:

- Salaries and benefits - \$17,228
- Materials and supplies - \$21,000

#### Parks:

#### Revenues:

- User fees –rental fees for tournaments and parks user groups (Connaught Park ball diamonds, soccer fields)
- Other income - rental income for Bluewater Trailer Park
- Reserve fund contributions - included in 2023 for the Parks Master Plan.

#### Expenses:

- Salaries and benefits of \$611,013
- Materials and supplies of \$429,577 - grounds maintenance for general parks and sports fields maintenance, playgrounds, park water feature repairs/ restoration, and new tarps for ball diamonds.
- Contracted services of \$50,300 - grass cutting, phragmites eradication, garbage bin rentals, and port-a-potty rentals.
- Rent and financial expenses of \$41,600 - vehicle leases for parks and horticulture and equipment rental (\$5,000).

#### Waterfront:

#### Expenses:

- Materials and supplies of \$58,000 - snow fencing and beach grooming (\$45,000) and beach signage and equipment (\$8,000).

Parks & Facilities	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Facilities				
Revenue				
User Fees & Charges	431,500	485,500	54,000	13%
Grant Revenue	104,584	112,509	7,925	8%
Other Income	457,804	443,343	(14,461)	(3%)
Reserve Fund Contributions	16,000	30,500	14,500	91%
<b>Total Revenue</b>	<b>1,009,888</b>	<b>1,071,852</b>	<b>61,964</b>	<b>6%</b>
Expenses				
Salaries & Benefits	1,486,005	1,544,599	58,594	(4%)
Interest & Debt Payments	200,703	200,704	1	
Materials & Supplies	1,440,330	1,492,923	52,593	(4%)
Contracted Services	103,370	209,270	105,900	(102%)
Rents and Financial Expenses	28,100	28,150	50	
<b>Total Expenses</b>	<b>3,258,508</b>	<b>3,475,646</b>	<b>217,138</b>	<b>(7%)</b>
Surplus/(Deficit)	(2,248,620)	(2,403,794)	(155,174)	(7%)
<b>Total Parks &amp; Facilities</b>	<b>3,316,235</b>	<b>3,571,079</b>	<b>254,844</b>	<b>8%</b>

#### Revenues:

- User fees and charges of \$485,500 - rental fees, arena, admissions, and membership income from DC and TSC. Projected revenue increase of \$54,000
- Grant revenue of \$112,509 - Huron-Kinloss contribution (\$53,150); \$59,360 from the County of Bruce for the Kincardine and Tiverton libraries.
- Other income of \$443,343 - rental and use of municipal facilities including the medical clinic, MAC, Arts Centre, W.E. Thompson, locum houses and community centres.
- Reserve Fund contributions – to fund maintenance required at the 2 locum houses.

#### Expenses:

- Salaries and benefits amount to \$1,544,599
- Interest and debt payments of \$200,704 - MAC renovations
- Materials and supplies of \$1,492,923 - utilities, insurance, equipment and building maintenance costs, telecommunications, and other supplies/consumables.
- Contracted services of \$209,270 - janitorial services, grass cutting, alarm monitoring, and other maintenance and repair costs incurred by external contractors as required.



Community & Recreation Programs	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
<b>Recreation Programs</b>				
Revenue				
User Fees & Charges	288,134	295,567	7,433	3%
Grant Revenue	46,300	53,150	6,850	15%
Other Income	2,000	2,000		
Reserve Fund Contributions	5,000	5,000		
<b>Total Revenue</b>	341,434	355,717	14,283	4%
Expenses				
Salaries & Benefits	718,238	700,425	-17,813	2%
Materials & Supplies	92,805	94,324	1,519	(2%)
Contracted Services	1,400	1,400		
Other Transfers	5,000	5,000		
Rents and Financial Expenses	18,500	20,000	1,500	(8%)
<b>Total Expenses</b>	835,943	821,149	-14,794	2%
Surplus/(Deficit)	-494,509	-465,432	29,077	6%

The Recreation Programs budget includes various programming:

- summer day camp
- school break programs
- archery
- volleyball
- fitness bundles
- Kindergym
- babysitting courses
- pickleball

Community & Recreation Programs	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
<b>Pool</b>				
Revenue				
User Fees & Charges	269,400	292,700	23,300	9%
<b>Total Revenue</b>	269,400	292,700	23,300	9%
Expenses				
Salaries & Benefits	557,792	500,826	-56,966	10%
Materials & Supplies	90,200	111,284	21,084	(23%)
Reserve Fund Transfers	50,000	50,000		
<b>Total Expenses</b>	697,992	662,110	-35,882	5%
Surplus/(Deficit)	-428,592	-369,410	59,182	14%

#### Pool Budget:

- Includes the overall costs of operating the swimming pool and programming (children's swim lessons, instructor and staff training, first aid, and aquafit).
- Pool revenue increase due to children's swim lessons and increased participation.
- Salaries & Benefits decrease due to part-time wages and adjustments made to payment-in-lieu of benefits.
- Pool expenses increasing by \$21,000 (23%) due to the purchase of new equipment and benches (\$5,000), uniforms (\$2,500), safety equipment (\$3,500) and maintenance (\$2,000).
- Budget also includes a \$50,000 transfer to the Recreation Reserve Fund for future rehabilitation costs of the pool.

Community & Recreation Programs	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
<b>Marina</b>				
Revenue				
User Fees & Charges	14,434	17,058	2,624	18%
Other Income	475,406	536,828	61,422	13%
Reserve Fund Contributions	126,655	74,378	(52,277)	(41%)
<b>Total Revenue</b>	616,495	628,264	11,769	2%
Expenses				
Salaries & Benefits	8,912	8,557	(355)	4%
Materials & Supplies	172,505	180,427	7,922	(5%)
Contracted Services	428,278	431,980	3,702	(1%)
Rents and Financial Expenses	6,800	7,300	500	(7%)
<b>Total Expenses</b>	616,495	628,264	11,769	(2%)
Surplus/(Deficit)				
<b>Total Community &amp; Recreation Programs</b>	<b>976,813</b>	<b>883,557</b>	<b>(93,256)</b>	<b>(10%)</b>

### Kincardine Marina:

- Operated by the Kincardine Yacht Club
- No direct financial impact to operating budget as user fees are sufficient to offset operating costs.
- The 2024 expenses include dredging of \$317,505, funded in part through the revenues generated from marina operations and the Marina Reserve Fund.

Fire Department	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
<b>Fire Department</b>				
Revenue				
User Fees & Charges	6,000	6,000		
Grant Revenue	5,000	5,000		
Other Income	28,800	28,800		
<b>Total Revenue</b>	39,800	39,800		
Expenses				
Salaries & Benefits	847,461	883,361	35,900	(4%)
Interest & Debt Payments	36,898	36,897	(1)	
Materials & Supplies	278,570	295,012	16,442	(6%)
Contracted Services	115,695	119,945	4,250	(4%)
Reserve Fund Transfers	100,000	100,000		
<b>Total Expenses</b>	1,378,624	1,435,215	56,591	(4%)
Surplus/(Deficit)	(1,338,824)	(1,395,415)	(56,591)	(4%)
<b>Emergency Planning</b>				
Revenue				
Other Income	148,093	148,093		
<b>Total Revenue</b>	148,093	148,093		
Expenses				
Salaries & Benefits	67,002	134,449	67,447	(101%)
Materials & Supplies	52,986	55,823	2,837	(5%)
Contracted Services	20,000	23,062	3,062	(15%)
<b>Total Expenses</b>	139,988	213,334	73,346	(52%)
Surplus/(Deficit)	8,105	(65,241)	(73,346)	905%
<b>Mysis</b>				
Revenue				
Other Income	3,500	3,500		
<b>Total Revenue</b>	3,500	3,500		
Expenses				
Materials & Supplies	13,725	12,100	(1,625)	12%
<b>Total Expenses</b>	13,725	12,100	(1,625)	12%
Surplus/(Deficit)	(10,225)	(8,600)	1,625	16%
<b>Total Fire Department</b>	<b>1,340,944</b>	<b>1,469,256</b>	<b>128,312</b>	<b>10%</b>

### Fire Department:

#### Revenues:

- User Fees - funds recovered for fire
- Grant revenue - \$5,000 for the County Tiered Response Grant
- Other Income - burn permits

#### Expenses:

- Salaries and benefits - increase of \$36,000 (4%)
- Materials and supplies increasing by \$16,000 to purchase new A/C unit
- Contracted services increasing by \$4,250 for inflation for the Fire Protection agreement with Arran-Elderslie.

### Emergency Planning:

#### Revenues:

- Other Income - BP funding agreement for nuclear emergency preparedness.
- Revenue includes cost recovery for maintenance of emergency notification sirens

#### Expenses:

- Salaries and benefits – increase of \$67,000
- Materials and supplies - increasing by \$2,837

Mysis: The Mysis vessel is operated by the Canadian Coast Guard Auxiliary Unit through Bluewater Rescue Inc.

# Community Services Capital Budget Highlights

The Capital Budget includes the following new projects for Community Services:

- \$700,000 DC Roof Replacement
- \$300,000 Tiverton Splash Park
- \$300,000 DC Outdoor Track Refurbishment
- \$200,000 MacPherson Playground Replacement
- \$200,000 Connaught Park Ball Diamond Lighting
- \$130,000 DC LED Lighting Conversion
- \$125,000 Tiverton Washroom Accessibility Renovation
- \$125,000 Compressor Replacement (Fire Department)
- \$100,000 Fire Communications Equipment



# Infrastructure & Development



# Infrastructure & Development 2024 Priorities

Goals & Objectives	Actions	Timing
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"> <li>Implement a proactive infrastructure, through capital planning, to serve existing residents and enable future growth.</li> <li>Continue to investigate and adopt environmental practices as an organization that reduces the overall carbon footprint of the Municipality.</li> <li>Investigate energy efficiency upgrades across the municipal fleet, building, and infrastructure to reduce environmental impact and uncover cost savings over the long term.</li> </ul>	2024-2026
Optimize the use of existing infrastructure and ensure it is adequately maintained	<ul style="list-style-type: none"> <li>Maintain and manage roads, sidewalks, streetlights, storm and wastewater infrastructure through capital and operational budgets.</li> </ul>	Ongoing
Provide infrastructure needed to accommodate planned growth	<ul style="list-style-type: none"> <li>Update the zoning bylaw to meet the specification of the Growth Management Strategy.</li> </ul>	2024-2025
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> <li>Continue to look for cost savings by completing work in-house in part or entirely when possible.</li> <li>Look at reducing inventory of obsolete or older stock in shops.</li> </ul>	2024 +
Enhance community safety and wellbeing in the Municipality of Kincardine	<ul style="list-style-type: none"> <li>The Traffic Calming Implementation Policy will help municipal staff identify situations where traffic calming measures may be warranted, either in design of new subdivisions and site plans or to address traffic intrusion and/or speed issues on existing streets and to select the most appropriate measures to apply.</li> </ul>	2024 +

Development Services	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Development Services				
Building Department				
Revenue				
User Fees & Charges	42,500	35,000	(7,500)	(18%)
Other Income	346,000	348,000	2,000	1%
Reserve Fund Contributions	96,412	139,244	42,832	44%
<b>Total Revenue</b>	<b>484,912</b>	<b>522,244</b>	<b>37,332</b>	<b>8%</b>
Expenses				
Salaries & Benefits	399,384	419,694	20,310	(5%)
Materials & Supplies	63,528	69,050	5,522	(9%)
Contracted Services	22,000	32,000	10,000	(45%)
Rents and Financial Expenses		1,500	1,500	100
<b>Total Expenses</b>	<b>484,912</b>	<b>522,244</b>	<b>37,332</b>	<b>(8%)</b>
Surplus/(Deficit)				
Planning				
Revenue				
User Fees & Charges	135,250	117,500	(17,750)	(13%)
Reserve Fund Contributions	115,000	65,000	(50,000)	(43%)
<b>Total Revenue</b>	<b>250,250</b>	<b>182,500</b>	<b>(67,750)</b>	<b>(27%)</b>
Expenses				
Salaries & Benefits	227,080	235,670	8,590	(4%)
Materials & Supplies	49,743	65,243	15,500	(31%)
Contracted Services	195,000	150,000	(45,000)	23%
Other Transfers	366,507	419,945	53,438	(15%)
<b>Total Expenses</b>	<b>838,330</b>	<b>870,858</b>	<b>32,528</b>	<b>(4%)</b>
Surplus/(Deficit)	<b>(588,080)</b>	<b>(688,358)</b>	<b>(100,278)</b>	<b>(17%)</b>
GIS				
Expenses				
Salaries & Benefits	118,447	124,781	6,334	(5%)
Materials & Supplies	8,010	6,510	(1,500)	19%
<b>Total Expenses</b>	<b>126,457</b>	<b>131,291</b>	<b>4,834</b>	<b>(4%)</b>
Surplus/(Deficit)	<b>(126,457)</b>	<b>(131,291)</b>	<b>(4,834)</b>	<b>(4%)</b>
<b>Total Development Services</b>	<b>714,537</b>	<b>819,649</b>	<b>105,112</b>	<b>15%</b>

### Building Department:

#### Revenues:

- User fees - administration fees, occupancy permits, plumbing permits.
- Reserve Fund contributions to maintain a revenue neutral position.

#### Expenses:

- Salaries and benefits increasing by \$20,300 (5%)
- Contracted services are increasing by \$10,000.

### Planning:

#### Revenues:

- User fees – revenue decrease by \$17,750 due to a decreased site plan control applications.

#### Expenses:

- Salaries and benefits are increasing by \$8,600
- Materials and supplies are increasing by \$15,500.
- Contracted services - decreasing due to consulting fees remaining to complete the Zoning By-law.
- Other transfers – SVCA annual levy increasing by \$36,000 (10%), plus \$17,480 for Category 3 agreements.

### GIS:

The budget is comparable to the prior year.



Water Operations	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Water				
Revenue				
User Fees & Charges	1,056	1,056		
Water Charges	3,242,204	3,453,035	210,831	7%
Other Income	83,630	73,223	(10,407)	(12%)
Reserve Fund Contributions		23,109	23,109	100%
<b>Total Revenue</b>	3,326,890	3,550,423	223,533	7%
Expenses				
Salaries & Benefits	887,751	809,061	(78,690)	9%
Interest & Debt Payments	212,774	221,098	8,324	(4%)
Materials & Supplies	836,986	1,081,360	244,374	(29%)
Contracted Services	129,971	213,305	83,334	(64%)
Rents and Financial Expenses	30,000	32,000	2,000	(7%)
Reserve Fund Transfers	1,229,408	1,193,599	(35,809)	3%
<b>Total Expenses</b>	3,326,890	3,550,423	223,533	7%
Surplus/(Deficit)				
<b>Total Water</b>				

#### Revenues:

- Increased water user rates of 7%

#### Expenses:

- Salaries and benefits decrease \$79,000 (9%) due to reallocation of hours between the water/wastewater departments.
- Interest and debt payments for the 9/21 Business Park (\$29,000), Huron Terrace Forcemain (\$167,000) and Queen Street Bridge (\$25,000).
- Materials and supplies are increasing by \$244,000 (29%):
  - \$50,000 for fire flow testing
  - \$45,000 for upgrades for the BP water servicing
  - \$25,000 for hydrant painting
  - \$18,500 for software contracts and new tablets
  - \$15,000 to replace pH analyzers at the KWTP
  - \$10,000 for Briar Hill water meter replacement
  - \$7,000 for additional training
- Contracted services are increasing by \$83,000 (64%) for engineering work required for the BP water project
- Reserve fund transfers are estimated at \$1,194,000.

Wastewater Operations	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Wastewater				
Revenue				
User Fees & Charges	172,000	172,000		
Water Charges	44,426	47,723	3,297	7%
Sewer Charges	2,373,357	2,385,488	12,131	1%
Other Income	23,041	23,041		
Reserve Fund Contributions	268,755	268,755		
<b>Total Revenue</b>	2,881,579	2,897,007	15,428	1%
Expenses				
Salaries & Benefits	454,540	575,189	120,649	(27%)
Interest & Debt Payments	634,264	627,868	(6,396)	1%
Materials & Supplies	596,766	624,915	28,149	(5%)
Contracted Services	67,100	133,913	66,813	(100%)
Rents and Financial Expenses	40,000	44,000	4,000	(10%)
Reserve Fund Transfers	1,088,909	891,122	(197,787)	18%
<b>Total Expenses</b>	2,881,579	2,897,007	15,428	(1%)
Surplus/(Deficit)				
<b>Total Wastewater</b>				

#### Revenues:

- Sewer charges increasing by 8%, but budget not adjusted as actual 2023 revenues are lower than expected.

#### Expenses:

- Salaries and benefits increasing by \$121,000 (27%) due to reallocation of wages between the water/wastewater.
- Interest and debt payments include 9/21 Business Park (\$9,600), Huron Terrace Forcemain (\$433,000) and Queen Street (\$185,000).
- Materials and supplies increasing by \$28,000 (5%):
  - \$25,000 signage for sanitary sewer overflow pipes
  - \$17,000 for software contracts and new tablets
  - \$11,000 for more building maintenance
  - \$10,000 for BEC effluent UV parts
  - \$5,100 for increased insurance premiums
  - Offsetting reduction of \$40,000 for chemicals
- Reserve fund transfers estimated at \$891,000.

Waste Management	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Waste Management				
Revenue				
User Fees & Charges	1,309,500	1,249,500	(60,000)	(5%)
Other Income	6,300	6,300		0%
Reserve Fund Contributions	25,690		(25,690)	(100%)
<b>Total Revenue</b>	1,341,490	1,255,800	(85,690)	(6%)
Expenses				
Salaries & Benefits	442,804	435,845	-6,959	2%
Materials & Supplies	208,796	218,311	9,515	(5%)
Contracted Services	912,965	901,149	-11,816	1%
Rents and Financial Expenses	71,300	74,300	3,000	(4%)
Reserve Fund Transfers	100,000	100,000		
<b>Total Expenses</b>	1,735,865	1,729,605	-6,260	0%
Surplus/(Deficit)	-394,375	-473,805	-79,430	(20%)

### Waste Management:

#### Revenues:

- User fees - bag tag sales, landfill tipping fees, waste disposal fees. Revenues to decrease by \$60,000 (5%) due to lower than anticipated bag tag sales.

#### Expenses:

- Salaries and benefits of \$435,845
- Materials and supplies increasing by \$9,500 (5%):
  - increase diesel costs
  - grounds maintenance
  - building maintenance
  - chemicals for the leachate facility
  - utilities
- Contracted services - recycling, garbage and cardboard collection. Costs total \$589,000, 15% increase
- Reserve fund transfers of \$100,000 for future cell replacement at the landfill

Stormwater	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Stormwater				
Revenue				
Grant Revenue	22,213	22,213		
Other Income	20,109	20,109		
Reserve Fund Contributions	30,000		(30,000)	(100%)
<b>Total Revenue</b>	72,322	42,322	(30,000)	(41%)
Expenses				
Salaries & Benefits	154,591	153,309	-1,282	1%
Materials & Supplies	23,050	30,750	7,700	(33%)
Contracted Services	111,900	127,400	15,500	(14%)
<b>Total Expenses</b>	289,541	311,459	21,918	(8%)
Surplus/(Deficit)	-217,219	-269,137	-51,918	(24%)
Source Water Protection				
Expenses				
Contracted Services	4,100	4,100		
<b>Total Expenses</b>	4,100	4,100		
Surplus/(Deficit)	-4,100	-4,100		

#### Stormwater: Revenues:

- Grant revenue - provincial grants for drainage works
- Other income - collected from ratepayers for repayment of drain maintenance works
- Reserve fund contributions of \$30,000 in 2023 to offset the flushing program and CLI

#### Expenses:

- Salaries and benefits of \$153,309
- Materials and supplies – municipal drain maintenance costs, training, and new signage.
- Contracted services - storm pond cleanout costs at Stoney Island Crescent, storm flushing and camera work, drainage superintendent costs, and contracted drain maintenance costs.

Operations	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Operations				
Roads				
Revenue				
Other Income	51,300	43,700	(7,600)	(15%)
Reserve Fund Contributions	36,000		(36,000)	(100%)
<b>Total Revenue</b>	87,300	43,700	(43,600)	(50%)
Expenses				
Salaries & Benefits	2,060,991	2,137,504	76,513	(4%)
Interest & Debt Payments	523,993	547,911	23,918	(5%)
Materials & Supplies	1,195,953	1,150,520	(45,433)	4%
Contracted Services	449,455	524,655	75,200	(17%)
Rents and Financial Expenses	48,000	1,200	(46,800)	98%
<b>Total Expenses</b>	4,278,392	4,361,790	83,398	(2%)
Surplus/(Deficit)	(4,191,092)	(4,318,090)	(126,998)	(3%)
Bridges & Culverts				
Expenses				
Salaries & Benefits	103,199	99,075	(4,124)	4%
Interest & Debt Payments	142,379	142,380	1	-
Materials & Supplies	35,000	45,000	10,000	(29%)
Contracted Services	42,500	17,500	(25,000)	59%
<b>Total Expenses</b>	323,078	303,955	(19,123)	6%
Surplus/(Deficit)	(323,078)	(303,955)	19,123	6%
Fleet				
Revenue				
Other Income	20,800	20,800		
<b>Total Revenue</b>	20,800	20,800		
Expenses				
Salaries & Benefits	264,169	278,252	14,083	(5%)
Materials & Supplies	871,213	819,518	(51,695)	6%
Reserve Fund Transfers	100,000	100,000		
<b>Total Expenses</b>	1,235,382	1,197,770	(37,612)	3%
Surplus/(Deficit)	(1,214,582)	(1,176,970)	37,612	3%

#### Roads:

##### Revenues:

- Other income - decrease of \$7,600 for elimination of the Tall Tree program from the 2024 budget to reduce operating costs.
- Reserve fund contributions of \$36,000 in 2023 were for the downtown parking lot lease during the reconstruction

##### Expenses:

- Salaries and benefits increasing by \$76,513 (5%)
- Interest and debt payments include 9/21 Business Park (\$57,600), Huron Terrace Forcemain (\$159,600) and Queen St (\$185,140).
- Materials and supplies are decreasing by \$45,000 (4%).
  - \$58,000 (19%) for loasetop maintenance to increase quantity
  - \$20,000 (30%) increase for curb/sidewalk maintenance
  - \$15,000 for increased asphalt costs for hardtop maintenance
  - \$15,000 for increased sand purchases
  - \$10,000 for increased propane costs at the Ward shops
  - \$10,000 for increased insurance premiums

##### Reductions include:

- \$67,000 for removing the Tall Tree program and tree purchases
- \$15,000 in 2023 for roadside markings for the Master Cycling Plan
- \$10,000 in 2023 for re-lamping 2 intersections
- \$10,500 in 2023 for for pedestrian crossing upgrades
- Contracted services - increasing by \$75,200 (17%):
  - \$48,200 for curb/sidewalk maintenance, hardtop, crack sealing, and dust layer
  - \$12,000 for annual road sign inspections
  - \$6,000 for added janitorial costs at the Ward shops
- Rent and financial expenses included \$36,000 in 2023 for the downtown parking lot lease

### Bridges:

#### **Expenses:**

- Salaries and benefits decreasing by \$4,124
- Interest and debt payments of \$142,380 for Queen Street Bridge project.
- Materials and supplies increasing by \$10,000 due to erosion control work for a pedestrian bridge
- Contracted services decreasing by \$25,000 (59%) due to OSIM Bridge Inspections in 2023.

### Fleet:

#### **Revenues:**

- Other income is interdepartmental revenue with offsetting expenses in the airport budget for the use of the municipal tractor for winter maintenance on runways.

#### **Expenses:**

- Salaries and benefits increasing by \$14,000 (5%)
- Materials and supplies decreasing by \$51,000 (6%). Reductions include:
  - \$40,000 reduction in diesel purchases
  - \$35,000 incurred in 2023 for repairs to a loader
  - \$18,000 incurred in 2023 as a one-time cost for flail mower attachment repairs
- Reserve fund transfers include \$100,000 for future fleet replacement



Operations	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Cemeteries				
Revenue				
User Fees & Charges	171,500	171,500		
Other Income	11,700	23,700	12,000	103%
<b>Total Revenue</b>	183,200	195,200	12,000	7%
Expenses				
Salaries & Benefits	226,973	234,932	7,959	(4%)
Materials & Supplies	68,374	64,364	-4,010	6%
Contracted Services	18,500	26,500	8,000	(43%)
Rents and Financial Expenses	3,500	3,500		
Reserve Fund Transfers	35,000	35,000		
<b>Total Expenses</b>	352,347	364,296	11,949	(3%)
Surplus/(Deficit)	-169,147	-169,096	51	

### Cemeteries:

#### Revenue:

- User fees include interments, cremations, burials, perpetual maintenance, and lot sales.
- Other income represents bank and investment income earned on Care & Maintenance funds. Interest is budgeted to increase by \$12,000 due to higher interest rates.

#### Expenses:

- Salaries and benefits increasing by \$8,000 over prior year
- Materials and supplies decreasing by \$4,000 (6%) due to \$3,500 in maintenance costs incurred at the chapel in 2023.
- Rents and financial expenses represent credit card transaction charges
- Reserve Fund transfers are estimated amounts to be transferred to the perpetual care reserve fund for care and maintenance.
- The budget also includes \$4,100 as a contribution to the Lovat Cemetery (private cemetery) for grounds maintenance.

Airport Operations	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Airport				
Revenue				
User Fees & Charges	4,300	4,300		
Other Income	142,800	125,300	(17,500)	(12%)
<b>Total Revenue</b>	147,100	129,600	(17,500)	(12%)
Expenses				
Salaries & Benefits	86,222	86,651	429	-
Materials & Supplies	178,371	155,221	-23,150	13%
Contracted Services	123,590	127,290	3,700	(3%)
Rents and Financial Expenses	20,000	20,000		
<b>Total Expenses</b>	408,183	389,162	-19,021	5%
Surplus/(Deficit)	-261,083	-259,562	1,521	1%

### Revenue:

- User fees - tie-down revenues and landing fees
- Other income - fuel sales (\$76,000), airport land lease (\$20,000), hangar rental income (\$16,000), hangar property tax recovery (9,500), food vendor lease (\$2,000), and hydro cost recovery (\$2,000).

### Expenses:

- Salaries and benefits - \$86,651
- Materials and supplies - decreasing by \$23,000 (13%) due to decreased fuel purchases of \$20,000 for resale.
- Contracted services - airport management of \$115,000, and \$10,000 for annual monitoring fees and the Automated Weather Observing System (AWOS)



# Infrastructure & Development Capital Budget Highlights

**The Capital Budget includes the following new projects for Infrastructure & Development (> \$200,000):**

- \$3,075,000 Bruce Avenue Reconstruction
- \$1,480,000 Rural Paving Concession 8- S/R 15
- \$600,000 Highland Drive Watermain Relining
- \$570,000 KWMC Compactor
- \$425,000 Replacement Tandem Plow/Sander
- \$250,000 KWTP Reservoir Waterproofing
- \$250,000 Culvert Repairs
- \$200,000 Investigate Tiverton Water Supply Alternatives



# Strategic Initiatives



# Strategic Initiative 2024 Priorities

Goals & Objectives	Actions	Timing
<b>Focus area: Fostering a resilient economy</b>		
<b>Work with the nuclear sector (clean energy) to leverage current and future opportunities.</b>	<ul style="list-style-type: none"> <li>Enhance relationships with nuclear (clean energy) supply chain - meetings with nuclear suppliers.</li> <li>Promote Kincardine as a leading jurisdiction in the nuclear (clean energy sector).</li> <li>Collaborate with all levels of government, the Municipal Innovation Council, the Clean Energy Frontier to promote the area as a supportive community for the nuclear (clean energy) sector.</li> </ul>	Ongoing
<b>Improve investment readiness.</b>	<ul style="list-style-type: none"> <li>Increase and attract new builds in the business parks. Create an investment package</li> <li>Communicate the current and future state of developments.</li> <li>Undertake an Environmental Scan to support and identify areas of strength and weakness.</li> </ul>	Ongoing
<b>Support business expansion and retention to support a diversified economy.</b>	<ul style="list-style-type: none"> <li>Support and promote local agri-business and advocate for a diversity of farm uses.</li> <li>Support downtown Kincardine businesses to prosper during the reconstruction project.</li> <li>Communicate regularly with businesses –newsletter, BIA etc..</li> <li>Provide information through Welcome Centre to visitors and businesses</li> <li>Host celebrations for the reopening of the downtown</li> <li>Work with community partners to attract anticipated workforce needs and develop actions to retain the current workforce</li> <li>Host job fair expo</li> </ul>	Ongoing
<b>Leverage opportunities to attract visitors to the Municipality.</b>	<ul style="list-style-type: none"> <li>Develop a Tourism and Marketing Strategy to promote the Municipality as the place to visit!</li> <li>Implement special events with community partners to foster a sense of community belonging and attract visitors to the community.</li> <li>Enhance the downtown core experience e.g, seasonal decorations lights, banners etc.</li> <li>Reimagine the physical Tourism Centre.</li> </ul>	2024 Ongoing  Ongoing Oct 2024

# Strategic Initiative 2024 Priorities

Goals & Objectives	Actions	Timing
Focus Area: Planning for a sustainable future		
Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability.	<ul style="list-style-type: none"><li>• Complete and implement the Community Improvement Plan.</li><li>• Update the Affordable Housing Reserve Fund Policy and propose annual contributions to the Affordable housing reserve fund that can be earmarked for future affordable housing projects.</li><li>• Develop a community housing collaborative that works together to align work, raise issues of housing, advocate on housing needs and support new housing initiatives.</li><li>• Advocate, collaborate and communicate on housing needs and supports.</li></ul>	April 2024
		April 2024
		TBD
		Ongoing
Focus Area: Enhancing quality of life		
Support arts, culture and heritage to enrich the lives of residents and attract visitors.	<ul style="list-style-type: none"><li>• Host an event (Arts ignite) to show case the Arts and Culture Sector in the Municipality.</li><li>• Hold annual arts and culture awards process.</li><li>• Maintain, develop and support mural projects.</li><li>• Maintain and support seasonal lighting in the downtown cores of Kincardine and Tiverton.</li><li>• Maintain and replace banners for the downtown cores of Kincardine and Tiverton. Banners include winter, summer, Canada Day and Remembrance Day.</li></ul>	Ongoing
		Ongoing
Create improvements in inclusion, diversity, equity and access.	<ul style="list-style-type: none"><li>• Work towards actions to address truth, healing and reconciliation 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).</li><li>• Work with community partners to build awareness and understanding to improve inclusion, diversity, equity and access through events and training.</li><li>• Develop and implement the inclusion, diversity, equity and access lens to improve participation in programs, services and the built environment.</li><li>• Participate in the Grey Bruce Immigration Partnership.</li></ul>	Ongoing

# Strategic Initiative 2024 Priorities

Goals & Objectives	Actions	Timing
<b>Focus Area: Enhancing quality of life (continued)</b>		
<b>Support community wellness in the Municipality of Kincardine.</b>	<ul style="list-style-type: none"> <li>• Participate with community partners in the implementation of the Community Safety and Wellbeing Plan and report back on activities and outcomes.</li> <li>• Implement actions to recruit and retain physicians and health care staff in the Municipality of Kincardine.</li> <li>• Support the hospital expansion.</li> </ul>	Ongoing
<b>Focus area: Providing Responsive and Effective Government</b>		
<b>Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent services.</b>	<ul style="list-style-type: none"> <li>• Develop and implement actions that support a culture for employee engagement and leadership development.</li> </ul>	Ongoing
<b>Serve, communicate, collaborate and engage with the community to build trust and confidence in municipal services, Council and staff.</b>	<ul style="list-style-type: none"> <li>• Refresh the websites (both the Municipality of Kincardine and the Tourism websites) to be user friendly and efficient.</li> <li>• Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.</li> </ul>	February 2024 June 2024

Strategic Initiatives	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Strategic Initiatives				
Expenses				
Salaries & Benefits	162,386	168,130	5,744	(4%)
Materials & Supplies		9,350	9,350	100%
<b>Total Expenses</b>	162,386	177,480	15,094	(9%)
Surplus/(Deficit)	(162,386)	(177,480)	(15,094)	(9%)
<b>Total Strategic Initiatives</b>	<b>162,386</b>	<b>177,480</b>	<b>15,094</b>	<b>9%</b>

#### Strategic Initiatives:

##### Expenses:

- Salaries and benefits increasing by \$5,755
- Materials and supplies includes \$5,800 for crosswalk painting, Arts Ignight, and Indigenous artwork, as well as \$2,000 for volunteer appreciation

Economic Development	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Economic Development				
Revenue				
Reserve Fund Contributions	35,000		(35,000)	(100%)
<b>Total Revenue</b>	35,000		(35,000)	(100%)
Expenses				
Salaries & Benefits	99,126	102,843	3,717	(4%)
Materials & Supplies	23,265	27,643	4,378	(19%)
Contracted Services	35,500		(35,500)	100%
<b>Total Expenses</b>	157,891	130,486	(27,405)	17%
Surplus/(Deficit)	(122,891)	(130,486)	(7,595)	(6%)
<b>Total ECONOMIC DEVELOPMENT</b>	<b>122,891</b>	<b>130,486</b>	<b>7,595</b>	<b>(6%)</b>

### Economic Development:

#### Revenue:

- Reserve fund contributions of \$35,000 in 2023 to offset costs of developing the Community Improvement Plan (CIP)

#### Expenses:

- Salaries and benefits increasing by \$3,717 (4%)
- Materials and supplies includes \$10,900 for various initiatives such as workshops and partner events, \$5,300 for conferences and training, \$3,000 for promotional materials, and \$3,000 for advertising.
- Contracted services included \$35,000 in 2023 for the development of the CIP and branding guidelines for Tiverton

Communications	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
8025 COMMUNICATIONS				
Expenses				
Salaries & Benefits	81,799	88,787	6,988	(9%)
Materials & Supplies	44,300	41,750	(2,550)	6%
Contracted Services	35,000	35,000		
<b>Total Expenses</b>	161,099	165,537	4,438	(3%)
Surplus/(Deficit)	(161,099)	(165,537)	(4,438)	(3%)
8026 IDEA				
Expenses				
Materials & Supplies	19,400	20,800	1,400	(7%)
<b>Total Expenses</b>	19,400	20,800	1,400	(7%)
Surplus/(Deficit)	(19,400)	(20,800)	(1,400)	(7%)
<b>Total Communications &amp; IDEA</b>	<b>180,499</b>	<b>186,337</b>	<b>5,838</b>	<b>3%</b>

### Communications:

#### Expenses:

- Salaries and benefits increasing by \$7,000 (9%)
- Materials and supplies - printing & advertising (\$21,700), travel and training (\$7,000), software (\$6,650), and promotional materials (\$4,000).
- Contracted services - website development/maintenance, graphic design, AODA remediation and social media support.

### Inclusion, Diversity, Equity, and Access (IDEA):

#### Expenses:

- Materials and supplies - training and events for Council, staff and community on equity and the Truth and Reconciliation calls to action (\$15,000) as well as printing costs (\$4,000).

### Business Improvement Area (BIA) Levy:

The BIA has approved the 2024 levy and is proposing that the levy remain the same as in 2023 at \$78,950.



Physician Recruitment	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Physician Recruitment				
Revenue				
Grant Revenue	17,000	17,000		
Other Income	40,000	41,320	1,320	3%
Reserve Fund Contributions	180,200		(180,200)	(100%)
<b>Total Revenue</b>	<b>237,200</b>	<b>58,320</b>	<b>(178,880)</b>	<b>(75%)</b>
Expenses				
Salaries & Benefits	89,921	102,692	12,771	(14%)
Interest & Debt Payments	15,000		(15,000)	100%
Materials & Supplies	37,850	41,200	3,350	(9%)
Contracted Services	2,000	5,000	3,000	(150%)
Other Transfers	240,200	235,200	(5,000)	2%
<b>Total Expenses</b>	<b>384,971</b>	<b>384,092</b>	<b>(879)</b>	
Surplus/(Deficit)	(147,771)	(325,772)	(178,001)	(120%)
<b>Total Physician Recruitment</b>	<b>147,771</b>	<b>325,772</b>	<b>178,001</b>	<b>120%</b>

### Physician Recruitment:

#### Revenues:

- Grant revenues - \$17,000 contribution from Huron-Kinloss towards physician recruitment.
- Other income - payment from Family Health Organization (FHO) for the dual role of the Physician Recruiter/Clinic Manager position.

#### Expenses:

- Salaries and benefits increasing by \$12,771
- Materials and supplies include funds for physician visits such as hotel rooms, dinners, souvenirs, and recruitment event costs. Other costs include promotional materials, travel, memberships, advertising, and trade booths.
- Contracted services include legal fees required for assistance in reviewing various physician agreements
- Other transfers include \$140,000 for physician incentive payments, \$85,200 for the contribution towards the Nurse Practitioner, and \$10,000 for the ER locum stipend program.

# Next Steps:



- 2024 Operating Budget
- 2024 Capital Projects
- New Position Requests
- Pre-Budget Approvals



# Pre-Budget Approvals

- Tiverton Splash Park \$300,000



# Questions?

