



## Special County Council Meeting

### Minutes

December 6, 2023, 9:30 a.m.

Council Chambers

555 Courthouse Road, Cobourg, ON K9A 5J6

Members Present:     Warden Mandy Martin  
                              Deputy Warden Brian Ostrander  
                              Councillor Lucas Cleveland  
                              Councillor Robert Crate  
                              Councillor Olena Hankivsky  
                              Councillor Scott Jibb  
                              Councillor John Logel

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#### 1. Notices

##### 1.a Accessible Format

If you require this information in an alternate format, please contact the Accessibility Coordinator at [accessibility@northumberland.ca](mailto:accessibility@northumberland.ca) or 1-800-354-7050 ext 2327.

##### 1.b Meeting Format

This Special Council Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

##### 1.c Timed Item

Timed Item 14.b 'A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg - was presented as scheduled at 3:00 p.m.

**2. Call to Order**

Warden Mandy Martin called the meeting to order at 9:32 a.m.

2.a Territorial Land Acknowledgement

**3. Approval of the Agenda**

3.a Agenda dated December 6, 2023

**Council Resolution 2023-12-06-848**

**Moved by** Councillor John Logel

**Seconded by** Councillor Olena Hankivsky

"**That** the Special County Council Agenda for Wednesday, December 6, 2023 be approved, as amended, to include the item 'A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg', under New Business (item 14 b.)"

**Carried**

**4. Declarations of Interest**

- No declarations

**5. Presentations**

- Susan Brown, Chief of Northumberland Paramedics introduced Ivy Joules, Paramedic Therapy Dog

**6. Adoption of Minutes**

N/A

**7. Business arising from the Minutes**

N/A

**8. Communications**

N/A

**9. Determination of Items Requiring Separate Discussion**

9.a November 27, 28, and 29, 2023 Standing Committees  
'Recommendations to Council - Summary Chart'

9.b Community Health Committee - November 27, 2023

- 9.c Corporate Support Committee  
[No recommendations forwarded to the December 6, 2023 Special County Council Meeting]
- 9.d Economic Development, Tourism, and Land Use Planning  
- November 29, 2023
- 9.e Finance & Audit Committee  
- November 28, 2023
- 9.f Public Works Committee  
- Meeting Cancelled
- 9.g Social Services Committee Meeting  
- November 29, 2023

**10. Adoption of Items Not Requiring Separate Discussion**

**Council Resolution 2023-12-06-849**

**Moved by** Councillor Olena Hankivsky

**Seconded by** Councillor Robert Crate

"**That** Council adopt the recommendations from the five Standing Committees that were forwarded to the December 6, 2023 Special County Council Meeting, as contained in the Committee Minutes (meetings held on November 27, 28 and 29, 2023), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion."

**Carried**

**11. Consideration of Items Requiring Separate Discussion**

**11.a Items Recommended by Standing Committees for Separate Consideration**

**11.a.(1) Report 2023-134, Finance 'Court Security Funding Review'**

Randy Horne, POA/Court Services Manager  
Matthew Nitsch, Director Finance / Treasurer

**Council Resolution 2023-12-06-850**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Olena Hankivsky

"**Whereas** the Finance and Audit Committee (November 28, 2023) recommended that County Council identify this item for separate discussion at the December 6, 2023 Special Budget Meeting, noting that County Council is

required to review court security funding annually as part of the budget process;

**Now Therefore Be It Resolved That** County Council adopt the following:

- **That** County Council reaffirm its support to the Town of Cobourg and direct staff to continue to provide its share of the annual Provincial Court Security and Prisoner Transportation funding, as well as levy funds (up to \$275,000) to the Town of Cobourg, with the condition that the Provincial Offences court room will always have a Cobourg Police Service Special Constable assigned to be present in the courtroom (as has traditionally been the norm) for all scheduled POA Part I and Part III proceedings."

**Carried**

**11.a.(2) Social Services Committee (November 29, 2023), Closed Session Item 5.a 'Matters Pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (310 Division Street, Cobourg)'**

*[Item was considered in Closed Session]*

**11.b Motion(s) for Held Item(s)**

N/A

**12. Closed Session**

**12.a Matters Pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (310 Division Street, Cobourg) (Item recommended by Standing Committee for Separate Discussion)**

*Municipal Act Sections 239. (2.c) and (2.k)*

**Council Resolution 2023-12-06-851**

**Moved by** Deputy Warden Brian Ostrander

**Seconded by** Councillor John Logel

"**That** this Council proceed with the next portion of the meeting being closed to the public at 9:55 a.m.; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Sections 239. (2.c) and (2.k) in order to address matters pertaining to a proposed or

pending acquisition or disposition of land by the municipality or local board and confidential negotiations (310 Division Street, Cobourg), and that Jennifer Moore, Lisa Horne, Kate Campbell, Darrell Mast, Rebecca Carman, Bill Smith, Maddison Mather, and Cheryl Sanders remain present."

**Carried**

**13. Motion to Rise and Results from Closed Session**

**13.a Consideration of Closed Session Items Requiring Separate Discussion**

**1. Closed Session Items Recommended by Standing Committees for Separate Consideration**

**13.a(1.1) Social Services Committee (November 29, 2023), Closed Session Item 5.a 'Matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (310 Division Street, Cobourg)**

*[Councillor Cleveland arrived to the meeting at 10:18 a.m.]*

**Council Resolution 2023-12-06-852**

**Moved by** Deputy Warden Brian Ostrander

**Seconded by** Councillor Scott Jibb

"**That** this Council rise from Closed Session at 10:20 a.m.; and

**Further That** the confidential resolution moved in Closed Session regarding matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and confidential negotiations (310 Division Street, Cobourg) is hereby referred to this open session of Council for adoption."

**Carried**

**13.a(1.2) Motion(s) for Held Item(s)**

N/A

**14. New Business**

**14.a 2024-2026 Budget Deliberations**

**14.a(1) Report 2023-139 '2024-2026 Draft Budget and Long-Term Plan' - Presentation**

Matthew Nitsch, Director Finance / Treasurer

*[Council recessed at 11:03 a.m. until 11:13 a.m.]*

**14.a.(2) Overview of Recruitment Landscape**

Lisa Ainsworth, Director Corporate Services

**14.a.(3) Review of Departmental Budgets and Issue Papers**

Matthew Nitsch, Director Finance / Treasurer

1. Public Works
2. Community and Social Services
3. Corporate Services
4. Economic Development, Planning and Strategic Initiatives
5. Communications
6. Information Technology
7. Golden Plough Lodge
8. Northumberland Paramedics
9. Finance
10. Legal Services
11. Corporate Management, Governance, External Transfers and Communications

*[Councillor Cleveland left the meeting at 11:44 a.m. and returned at 11:56 a.m.]*

*[Council recessed at 12:08 p.m. until 12:47 p.m.]*

*[Councillor Cleveland left the meeting at 2:15 p.m.]*

*[Councillor Jibb left the meeting at 2:22 p.m. and returned at 2:26 p.m.]*

*[Council recessed at 2:27 p.m. until 2:34 p.m.]*

*[Councillor Cleveland returned to the meeting at 2:42 p.m.]*

**Council Resolution 2023-12-06-853**

**Moved by** Councillor Lucas Cleveland

**Seconded by** Councillor John Logel

**“Whereas** our responsibility as Councillors is to not become involved in the operations and question the professionals who are tasked to run their departments; and

**Whereas** because we are elected to set policy and provide direction to staff because they are the professionals who understand their departments and their needs appropriately;

**That** because we gave clear direction for a target of a 4% tax increase or less which has not been presented; and

**Further That** this budget meeting be suspended immediately and that this Council direct staff to reconvene and work towards presenting a budget in the near future that is at or below the 4% target that was decided upon by this council.”

**Defeated**

**Council Resolution 2023-12-06-854**

**Moved by** Deputy Warden Brian Ostrander

**Seconded by** Councillor Olena Hankivsky

**"That** County Council receive Report 2023-139 '2024-2026 Draft Budget and Long-Term Plan' and PowerPoint presentation for information; and

**Further That** County Council defer 2024-2026 budget deliberations to the December 13, 2023 County Council meeting; and

**Further That** County Council direct staff to provide options to bring a 4% levy increase (after growth), plus a 1% dedicated infrastructure levy, plus a 1% dedicated housing levy for each year of the 2024-2026 budget, including options for the sharing of services and staff positions; and

**Further That** County Council direct that all student positions and cybersecurity items remain in the 2024-2026 budget.”

**Carried**

**14.a.(4) Other Items**

*[Deferred to the December 13, 2023 County Council Meeting]*

**14.a.(4.1) Review of Items Deferred by Council to 2024-2026 Budget Deliberations**

- University Hospitals Kingston Foundation funding request - \$46,000 annually for 5 years
- Commuter Connect Durham Line - \$150,000 estimated annual cost

**14.a.(4.2) Annual Review of Discretionary Items**

- Northumberland Hills Hospital and Campbellford Memorial Hospital Funding Request - \$250,000 annually (3 years remaining)
- Court security funding - \$275,000 annually

**14.a.(5) Summary / Next Steps**

*[Deferred to the December 13, 2023 County Council Meeting]*

**14.b A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg - Presentation**

Rebecca Carman, Associate Director, Housing and Homelessness  
 Bill Smith, Manager Homelessness Services

**14.b.(1) Delegations**

- Hillary Allen and Jeff Crowley
- Dawn Campbell (Affordable Housing Committee and Habitat for Humanity Northumberland)
- Chloe Craig
- Nancy Johnston and Lucy Caldwell (Cornerstone Family Violence Prevention Centre)
- Neil Ellis (Transition House)
- Emma Taylor (Northumberland Hills Hospital).

**Council Resolution 2023-12-06-855**

**Moved by** Councillor Robert Crate

**Seconded by** Deputy Warden Brian Ostrander

**“Whereas** the Council Procedural By-law 30-2022 allows delegations at Standing Committees only; and

**Whereas** Council may choose to waive a rule of procedure established by this by-law and that requires a two-thirds majority vote;



**Now Therefore Be It Resolved That** Council approve hearing delegations at the December 6, 2023 Special Council Meeting regarding Item 14.b ‘A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg.’

**Carried**

**Council Resolution 2023-12-06-856**

**Moved by** Deputy Warden Brian Ostrander

**Seconded by** Councillor Olena Hankivsky

“**That** County Council receive the delegations from the following individuals regarding ‘A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg’ for information’:

- Hillary Allen and Jeff Crowley;
- Dawn Campbell (Affordable Housing Committee and Habitat for Humanity Northumberland);
- Chloe Craig;
- Nancy Johnston and Lucy Caldwell (Cornerstone Family Violence Prevention Centre);
- Neil Ellis (Transition House); and
- Emma Taylor (Northumberland Hills Hospital); and

**Further That** the information brought forward by the delegations be referred to staff for consideration.”

**Carried**

**14.b.(2) Communications**

**14.b.(2.1) Correspondence, David Battersby**

**14.b.(2.2) Correspondence, Ann and James Grozier**

**Council Resolution 2023-12-06-857**

**Moved by** Deputy Warden Brian Ostrander

**Seconded by** Councillor Olena Hankivsky

“**Whereas** the Council Procedural By-law 30-2022 requires written communication to be delivered to the Clerk at least six days, Saturday and Sunday excluded, before the day scheduled for the meeting of the Council; and

**Whereas** Council may choose to waive a Rule of Procedure established by this by-law and that requires a two-thirds majority vote;

**Now Therefore Be It Resolved That** Council approve considering correspondence regarding Item 14.b 'A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg.'

**Carried**

**Council Resolution 2023-12-06-858**

**Moved by** Councillor John Logel

**Seconded by** Councillor Robert Crate

**That** County Council receive the correspondence from the following individuals regarding 'A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg' for information:

- David Battersby; and
- Anne and James Grozier."

**Carried**

**Council Resolution 2023-12-06-859**

**Moved by** Councillor John Logel

**Seconded by** Councillor Scott Jibb

**That** County Council receive the presentation regarding 'A Modernized Emergency Sheltering Hub - 310 Division Street, Cobourg' for information."

**Carried**

**15. Enactment By-laws**

N/A

**16. Closed Session**

N/A

**17. Media Questions**

**18. Confirming By-law**

**18.a A By-law to confirm the proceedings of a Special Meeting of County Council held on December 6, 2023**

**Council Resolution 2023-12-06-860**

**Moved by** Councillor Olena Hankivsky

**Seconded by** Councillor Robert Crate

"**That** By-law 2023-35 being a By-law to confirm the proceedings of a Special Meeting of County Council held on December 6, 2023 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

**Carried**

**19. Adjournment**

**Council Resolution 2023-12-06-861**

**Moved by** Councillor Scott Jibb

**Seconded by** Councillor Robert Crate

"**That** Council adjourn at 4:49 p.m."

**Carried**

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Mandy Martin, Warden

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Maddison Mather, Clerk



# 2024-2026 Budget & Long-term Plan

Special Council Meeting  
December 6<sup>th</sup>, 2023

*\*Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.*



# Multi-Year Budget 2024-2026



- Municipal Act, 2001, Section 291(1)
- Multi-Year Budget Policy (By-law 20-2022)
  - Framework for future operating and capital budgets
  - Aligns long-term goals and objectives with longer-term funding plans
  - Provides greater certainty to taxpayers about future direction
  - Make more strategic use of Council and staff time
- Mandatory annual review and re-adoption process for subsequent years
  - Must ensure obligations are met under the act annually
  - Opportunity for changes annually
    - New or Changed Regulation
    - New Council Direction
    - Cost or Revenue Driver
    - New Funding Opportunities
    - Carryovers
- Allows planning steps to be taken for base business/routine items (Snowplows, ambulances, recruiting, etc)
- Larger non-routine items (adopted in subsequent years) will be brought before council for approval
  - Purchasing by-law

# Presentation Outline



- Long Term Financial Planning Framework (LTFPF)
- 2024-2026 Draft Budget & Long-term Plan
- Recruitment / Staffing
  - Recruitment Landscape
- Departmental Overviews & Issue Papers
  - Public Works
  - Community & Social Services / NCHC
  - Corporate Services
  - Economic Development, Planning & Strategic Initiatives
  - Communications
  - Information Technology / Records Management
  - Golden Plough Lodge
  - Northumberland Paramedics
  - Finance / POA
  - Legal Services
  - Corporate Management, Governance, and External Transfers
- Questions/Next Steps

# Long Term Financial Planning Framework

# The Five Strategic Priorities



**Innovate  
for Service  
Excellence**



**Ignite  
Economic  
Opportunity**



**Foster a  
Thriving  
Community**



**Propel  
Sustainable  
Growth**



**Champion  
a Vibrant  
Future**



# LTFPF Overview



- Long Term Financial Planning Framework (LTFPF) ensures current budget year is not considered in isolation
- Framework of principles that guide financial decision making
- Assesses financial implications of current and proposed strategic directions
- Ensures alignment of short-term decisions with long-term strategies
- Ten year detailed financial plan for Capital and Operating
- Current years (2024-2026) budget and seven-year forecast
- Living document annually updated

# LTFPF Cycle/2024-2026 Budget Schedule



Jun/ July	<ul style="list-style-type: none"><li>• Finance and Audit Committee / Council approval of target levy increase and dedicated infrastructure target levy</li><li>• Examine all revenues/expenditures for saving opportunities and efficiencies</li></ul>
July/ August	<ul style="list-style-type: none"><li>• Budget stakeholder consultation</li><li>• Identify Issue Papers and major impacts</li><li>• Develop departmental Draft Budgets</li></ul>
September	<ul style="list-style-type: none"><li>• Review Issue Papers at Standing Committee meetings</li><li>• Detailed Departmental Draft Budgets and Long-term Plans submitted to Finance for review &amp; preliminary consolidation</li></ul>
October	<ul style="list-style-type: none"><li>• Review of Departmental Draft Business Plans</li><li>• Develop Draft Long-term Financial Plans by department and Consolidated Financial Model</li></ul>
October/ November	<ul style="list-style-type: none"><li>• Review Preliminary Budgets at Standing Committee meetings</li><li>• Finalize Business Plans and Draft Budgets</li><li>• Consolidate Draft County Budget and Long-term Financial Plan</li></ul>
December	<ul style="list-style-type: none"><li>• Post budget documents on website for public review</li><li>• Special Council Meeting – Consolidated Draft Budget Overview</li><li>• Regular Council Meeting – Consideration for Budget Approval</li></ul>
January	<ul style="list-style-type: none"><li>• Regular Council Meeting – Consideration for Budget Approval – if required</li></ul>
Ongoing	<ul style="list-style-type: none"><li>• Financial reporting</li><li>• Review for efficiencies, savings and funding opportunities</li></ul>



# LTFPF Transparency

- Master Plans derived with public and stakeholder consultation embedded within financial model
- Stakeholder engagement – through strategic planning process
- Draft budget and long-term plan posted on website for public review
- Departmental business plans and Budget Issue Papers posted on website
- Monthly Financial Results presented to Finance and Audit Committee
- Quarterly Financial Results provided to Standing Committees and Council reporting actual performance vs. budget
- Finance staff available throughout the year
- Formal Annual Reports highlighting financial performance



# LTFPF Inputs

- Stakeholder consultation
- Strategic Plan
- Master Plans
- Economic indices
- Council recommend target base levy increase
- Provincial legislation changes / funding models on mandatory programs
- Asset Management
- Service Levels (taxpayer/resident/client needs)



# LTFPF Target Levy Rate

- Consistent modest levy increases over time
  - Limits volatility, strategic
- Committee / Council approved **4.0%** target levy increase for 2024-2026 and Dedicated Infrastructure Levy calculated at **3.0%** of prior year levy
- Committee / Council approved **4.0%** base levy target increase for 2027-2033 Long-term Plan
- Dedicated Infrastructure Levy
  - New Campbellford Bridge (cost escalations - inflationary pressures)

# LTFPF Target Levy Rate- Inflationary Indices

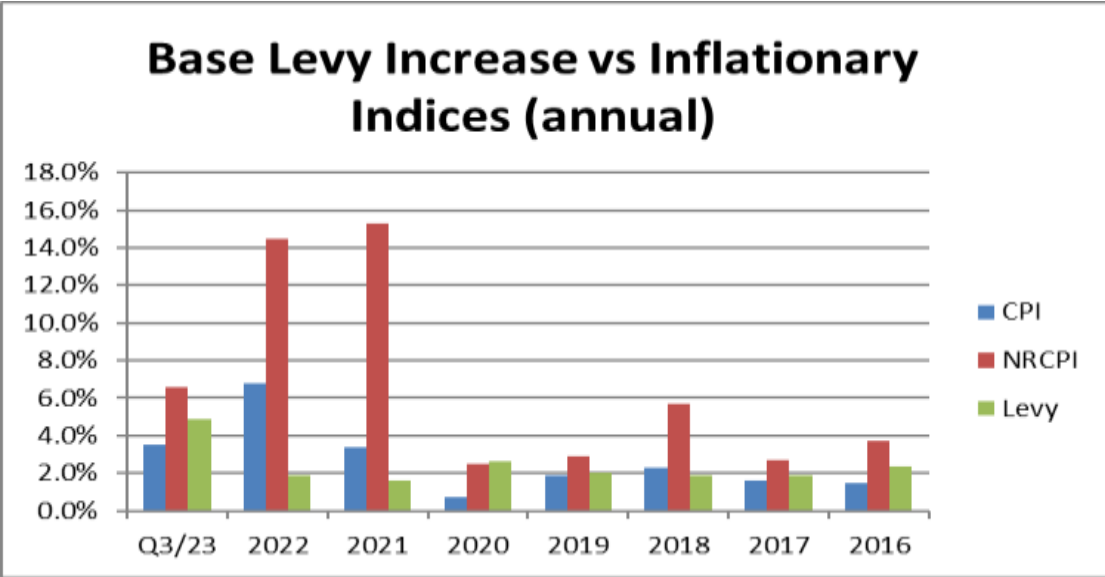


- Various indices reviewed under framework for setting target
- Levy target rate considers weighting for types of expenditures
- Consumer Price Index (CPI)
  - Bank of Canada (BOC) targets 2.0%
  - September 2023 **3.5%** (12-month change)
  - BOC expects CPI to remain elevated into next year declining to ~3.5% in mid 2024 then return to 2.0% in 2025
- Non-residential Building Construction Index (NRCPI)
  - Measures price changes for construction materials and skilled/unskilled labour
  - Year-over-year Q3 2023 **6.6%** (GTA)



# LTFPF Target Levy Rate- Inflationary Indices

- Need to consider inflation based on mix of goods and services for providing County services
  - Not keeping pace with overall inflationary pressures
  - Significant erosion of Operating and Capital Budgets 2022 & 2021
  - Risk of maintaining service levels
  - Compounds on Infrastructure Deficit
  - Cost escalations realized for Long-term Capital plan



# 2024-2026 Draft Budget & Long-term Plan Overview



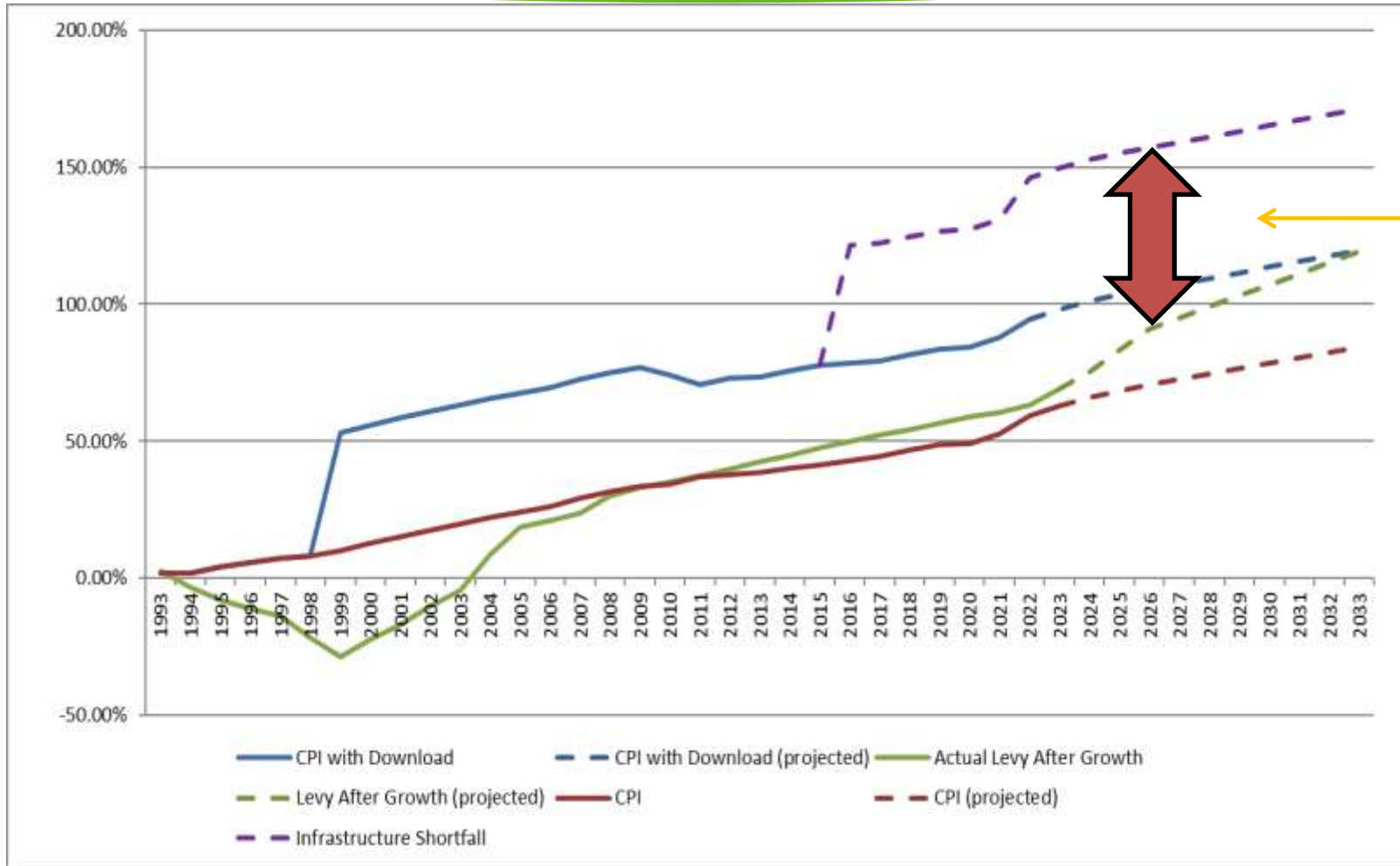
# Overview – The History



- Prudent & strategic financial decisions since 2001
- Financial lessons learned from the past (1990s)
- Rebuilt budget while delivering existing services and downloads
- Cost effective ways to implement needed service improvements
- Challenge to meet expectations and minimize levy
- Remain focused on today & the future

# Budget/Long-term Plan Considerations

## Funding Gap

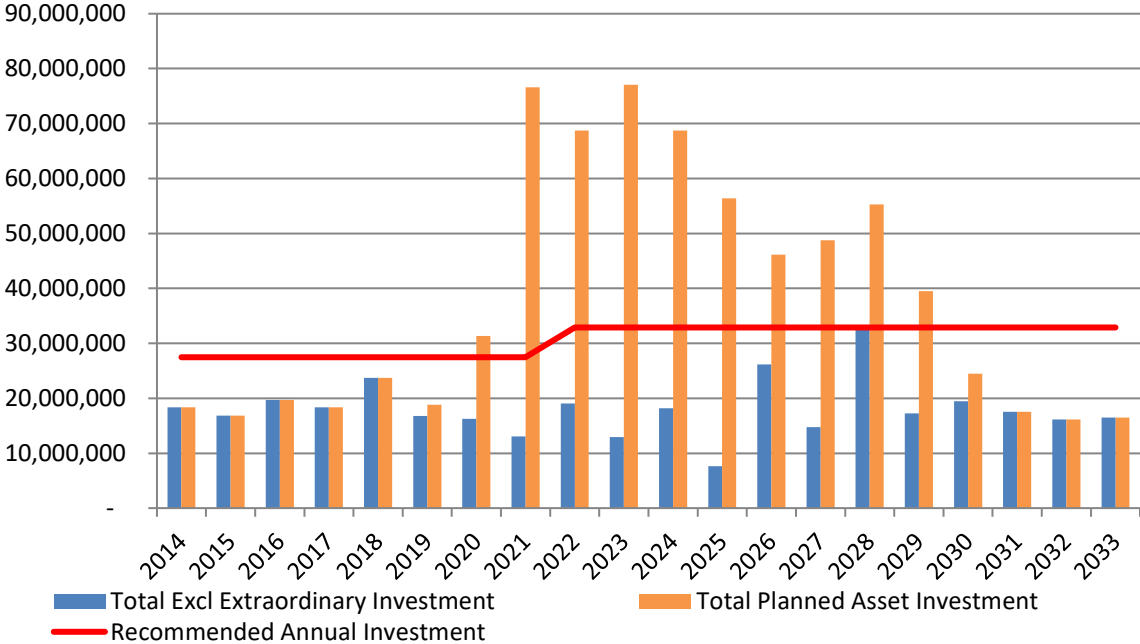


Current Funding Gap

# Focus on the Future

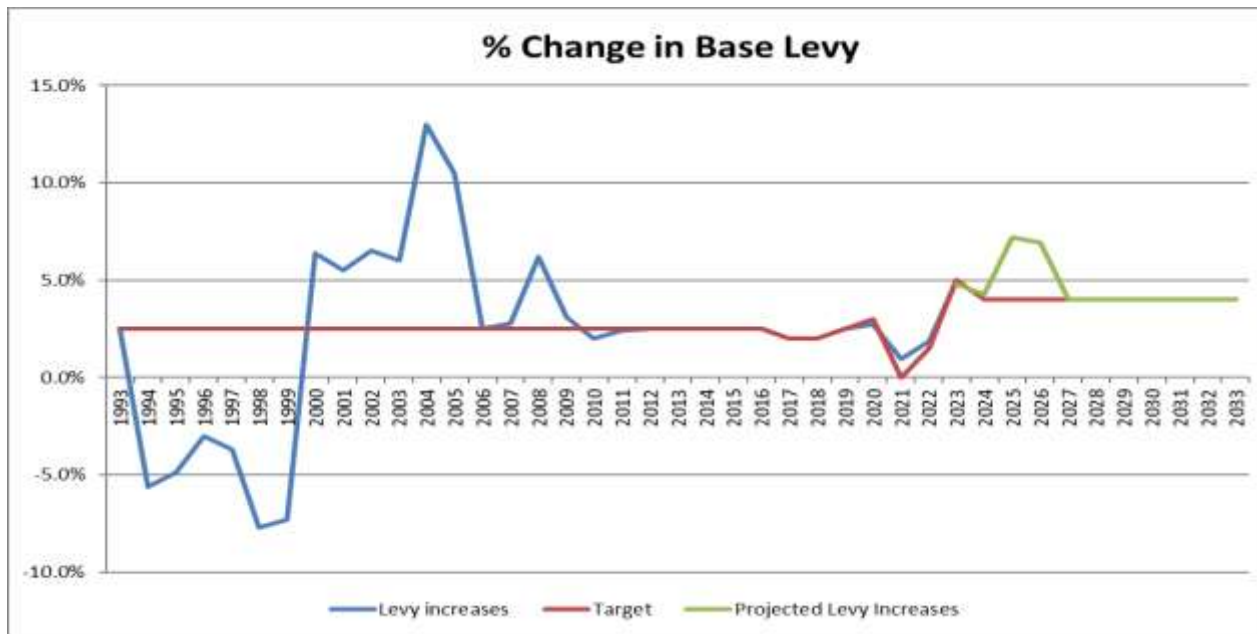


Capital Investments vs Asset Mgmt Plan  
Investment Target



- AM Plan estimates \$32.9M needed annually
- County-wide DC's:
  - Reduces debt and reserve financing large projects (ex. GPL Redevelopment)
  - Expands financial capacity Transportation Construction
  - Levy savings other capital investments (ex. Paramedics fleet)
- Need to:
  - Continue to ramp up capital budgets
  - Continue to contribute to reserves
  - Continue to assess inflationary pressures

# Funding the Future

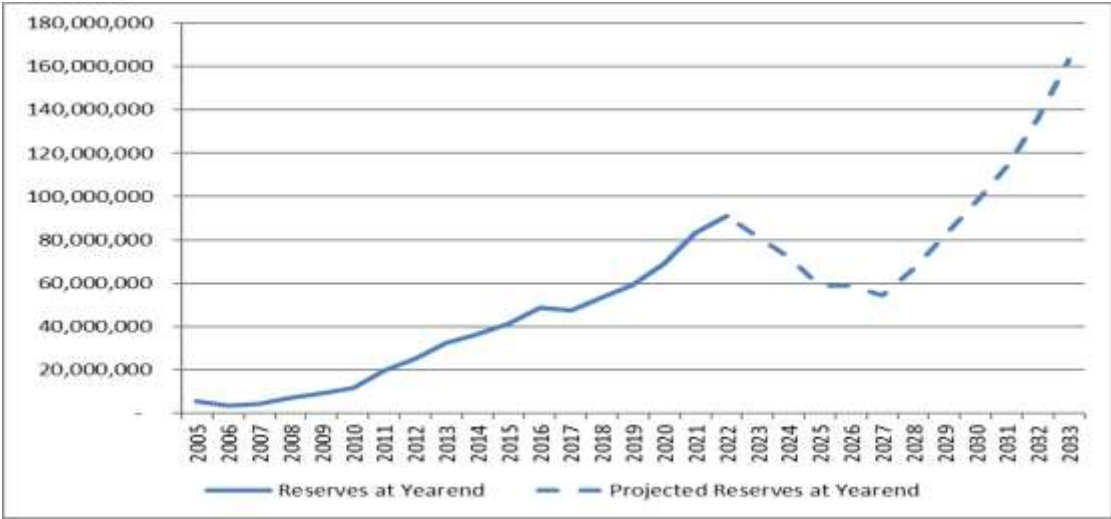


- Primarily stable levy increases since adopting LTFPF
- Recent levy increases below inflation causing pressure
- Not keeping pace with inflation risks return to erratic increases in future years
- Years of insufficient levy increases compound in long term plan as base moving forward in future years
- Dedicated capital levy introduced in 2016 to begin to address infrastructure gap
- Typical annual \$500K additional levy financing towards Transportation Construction Program has been replaced by Dedicated Infrastructure Levy

# Reserve Trend – 2005 to 2033



Forecasted Yearend Reserves

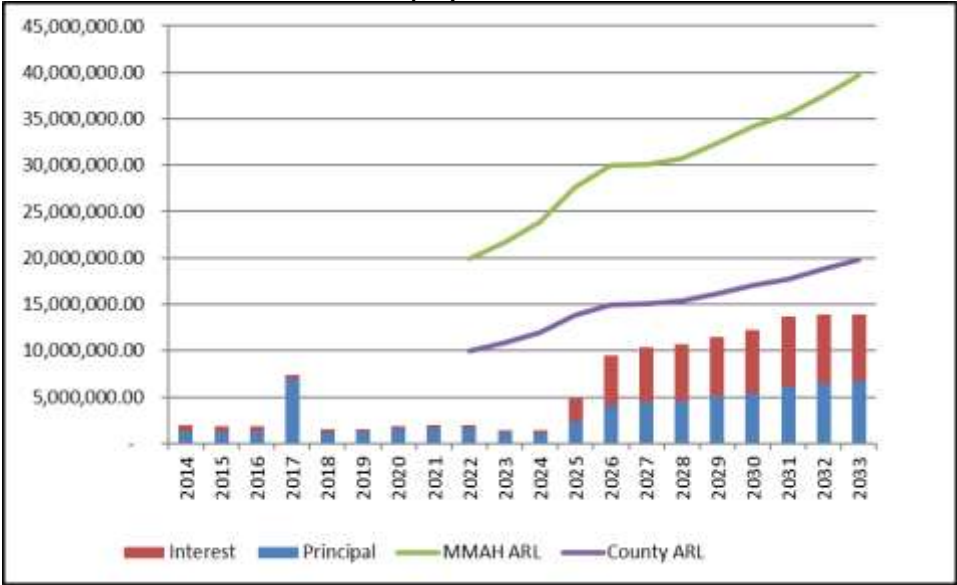


- Utilization over next 10 years for financing large projects and rate stabilization
- Reserves will fluctuate as drawn upon for intended usages
- Projected reserve balance will be depleted in 2027 to less than that of comparator average before gaining ground again towards financing future needs
- New County Reserve Policy approved in 2021 for managing reserves
- Consistently building into operating budgets
- Contributions are aligned to priorities in AM Plan
- AM Plan, Master Plans identify significant future needs
- Future landfill closure/post closure liability \$22.0M / reserve \$2.4M (2022)

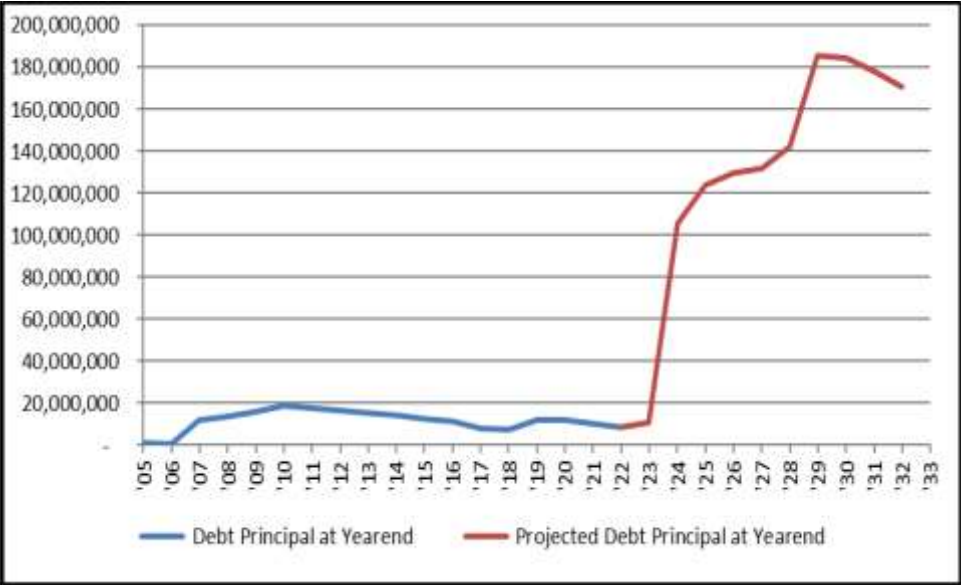


# Long-term Debt

Debt Repayment Schedule



Forecasted Yearend Debt



- Currently well below forecasted MMAH Annual Repayment Limit (ARL)
- Encroaching on County ARL established under newly adopted Debt Policy
- Will require greater utilization of reserves in future models to limit debt servicing costs
- Inflation and high interest rate environment further burden debt capacity as financing source
- Will take on new debt in the next few years increasing debt utilization, higher interest rates
  - GPL/NCAM Redevelopment
  - Elgin Park Redevelopment and Ontario Street Project
  - Placeholders Social Housing Expansion Projects, Brighton Paramedic Base, Consolidated Operations Facility (JOB)

# Economic Outlook



- Inflation rose to a 4-decade high in 2022 reaching 8.1%; latest CPI 3.1% (October year-over-year)
- Non-residential Building Construction Index at the 3rd quarter 2023 GTA 6.6%
- Global supply chain issues and geo-political conflict continue to drive inflationary pressures
- After increasing dramatically in 2022, the BOC overnight interest rate has remained at 5% for a number of months while the bank continues to assess it's impact on inflation.
- BOC forecast inflation to stay around 3.5% until the middle of 2024 and then decline to their target (2%) in 2025
- Household affordability a challenge for many with increased inflation and interest rates

# 2024 Challenges and Opportunities



- Challenges

- Broad Inflation all Departments (CPI and Non-residential Construction)
- Interest on Construction Financing - \$4.5M (reserves)
- Waste Collection Contract Increase - \$644K
- 2023 Non-Union Salary adjustment - \$720K
- Decrease in Federal Non-profit subsidy - \$273K
- Health Unit charge - \$131K
- Merit, COLA, Union increases – \$3.0M
- Transportation Supplies (Sand and Salt, Emulsions) -\$383K
- Initial Debt Payment for Elgin Street (Phase 1) - \$147K
- Issue Papers Levy Impact - \$4.0M

- Opportunities

- Transfer to Reserves (GPL project) - \$1.0M
- Levy Savings from Closure of MRF - \$1.5M
- Other Savings and efficiencies - \$1.5M



# 2025 Challenges and Opportunities



- Challenges

- Broad Inflation all Departments (CPI and Non-residential Construction)
- Decrease in Federal Non-profit subsidy - \$111K
- Merit, COLA, Union increases – \$2.5M
- GPL Nursing Wages and Benefits - \$1.8M
- Initial Debt Payment for GPL & NCAM Project - \$3.1M
- Waste Collection Contract - \$250K
- Waste Transfer to Reserves - \$300K
- Issue Papers Levy Impact - \$2.2M

- Opportunities

- GPL Rebuild Construction Funding Subsidy - \$1.0M
- GPL Nursing - Supplemental Funding/Resident Revenues - \$1.8M

# 2026 Challenges and Opportunities



- Challenges
  - Broad Inflation all Departments (CPI and Non-residential Construction)
  - Initial Debt Payment for Elgin Street (Phase 2) - \$170K
  - Decrease in Federal Non-profit subsidy - \$285K
  - Merit, COLA, Union increases – \$2.9M
  - Additional Debt Payment for GPL & NCAM Project - \$3.1M
  - Issue Papers Levy Impact - \$597K



# 2024-2026 Budget Details

- Key capital projects & purchases include:
  - GPL & NCAM Redevelopment
  - Elgin Park Housing Redevelopment
  - Ontario St. Housing Development
  - LHC and Corporate facilities projects
  - Roads and Bridge work
  - Equipment for Transportation, Waste & Paramedic Depts.
  - Shingle and Dimensional Lumber Diversion Program
  - Campbellford Bridge
  - Joint Operations Base (Land and Design)
  - Highland Drive Landfill Remediation
  - Brighton Emergency Services Base
  - Residual Waste E.A.





# Draft 2024 Budget

- Proposed levy increase after growth is 6.36%
  - Dedicated Infrastructure Levy 1.07% (on target)
  - Levy increase after growth and DIL 5.29% (target 4.0%)
  - Proposed Dedicated Housing Levy 1.0%
  - Levy increase after growth, DIL, and DHL 4.29%
  - Kingston Hospital request and Commuter Connect 0.29%
- Growth estimated at 2.0%
- Hospital funding \$250K continues based on 5-year commitment commencing in 2022
- Court Security Funding Town of Cobourg \$275K
- Total levy \$73.9M
- Supports priorities in 2023 – 2027 Strategic Plan
  - Maintains existing programs and services
  - Supports shared services
  - Funds immediate capital needs
  - Invests for the future

# Draft 2025 & 2026 Budgets



	<u>2025</u>	<u>2026</u>
Levy increase after growth	7.91%	7.79%
Dedicated Infrastructure Levy (DIL) (on target)	0.13%	0.19%
Levy increase after Growth and DIL (compared to 4% target)	7.78%	7.60%
New Proposed Dedicated Housing Levy (DHL)	0.59%	0.67%
Base Levy increase after growth, DIL, and DHL	7.19%	6.93%
Amount above targets (\$2,363,973 and \$2,384,309)	3.20%	2.94%

- Growth estimated at 2.0%
- Supports Priorities in the 2023-2027 Strategic Plan
- Total Levy
  - 2025 - \$81.2M
  - 2026 - \$89.1M
- Includes:
  - NHH & CMH Hospital Funding \$250K/year
  - Court Security Funding \$275K/year
  - University Hospitals Kingston request \$46/year
  - Commuter Connect Durham Line Estimate \$150K/year

# Dedicated Infrastructure Investment



- DIL introduced in 2016 continues in 2024 to address the Infrastructure Gap
- Based on 3.0% of 2023 base levy
  - Total \$2.0M in 2024
  - 2023 DIL was based on 2% of 2022 base levy
  - 2024 incremental increase 1.07%
  - Allocated to the Transportation reserve in 2024
  - 2025 - \$2.1M, 2026 - \$2.3M
- DIL increases in 2027 because of increase in target and then continues with modest increases in the long-term plan
  - 2027 - \$3.4M
  - 2028 - \$3.6M
  - 2029 - \$3.9M
  - 2030 - \$4.1M

# Draft 2024 Budget (Cash)



## Draft Cash Budget Summary

Operating expenses	\$140.4M
Capital	\$67.4M
Debt Principal Repayment	\$1.1M
Change in Reserves	<u>(\$9.2M)</u>
	\$199.7M
Grants & Subsidies	\$59.6M
Other Non-levy Revenue	\$25.9M
Debt/Construction Financing	<u>\$40.3M</u>
Levy	\$73.9M

# Draft 2024 Budget (Accrual)

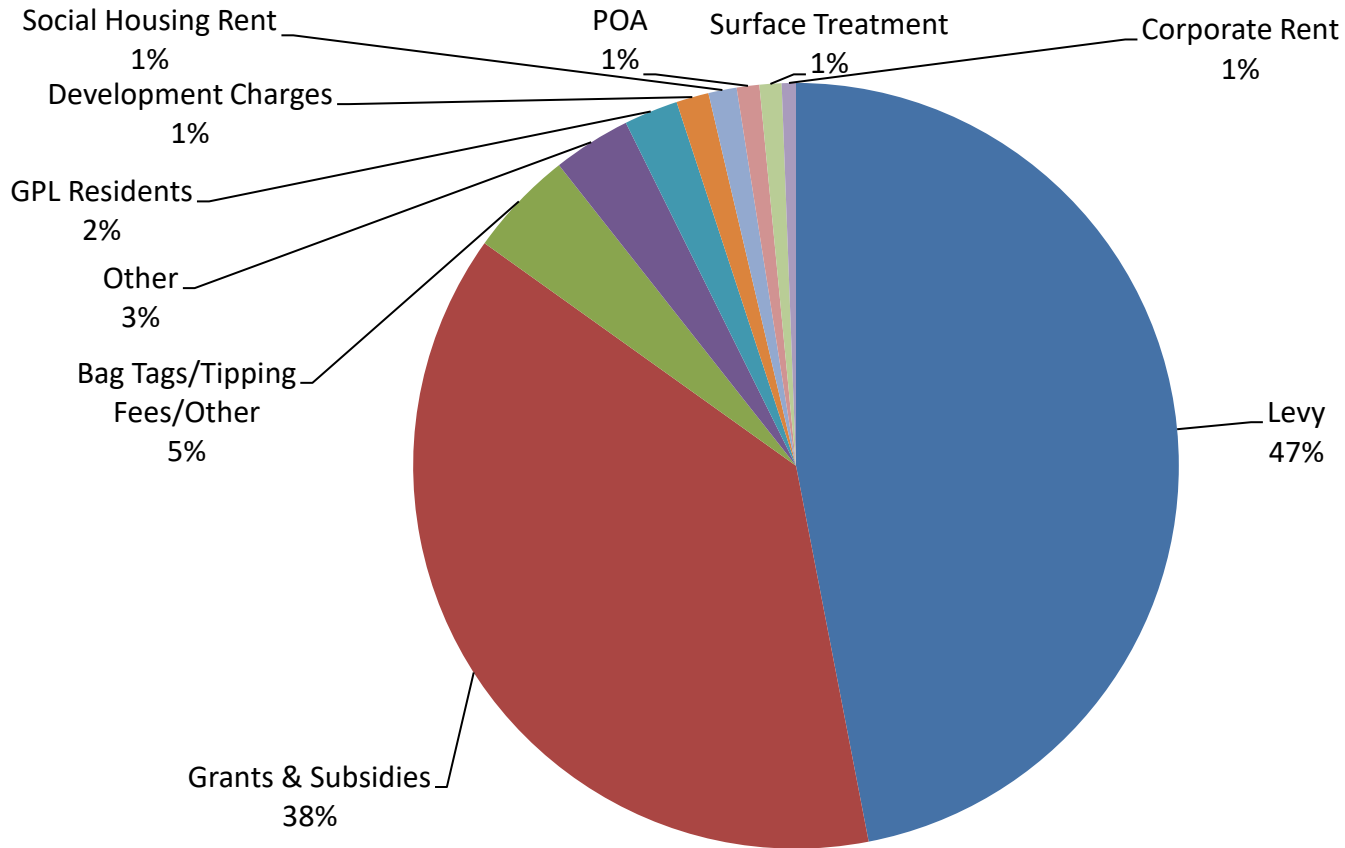


## Draft Accrual Budget Summary

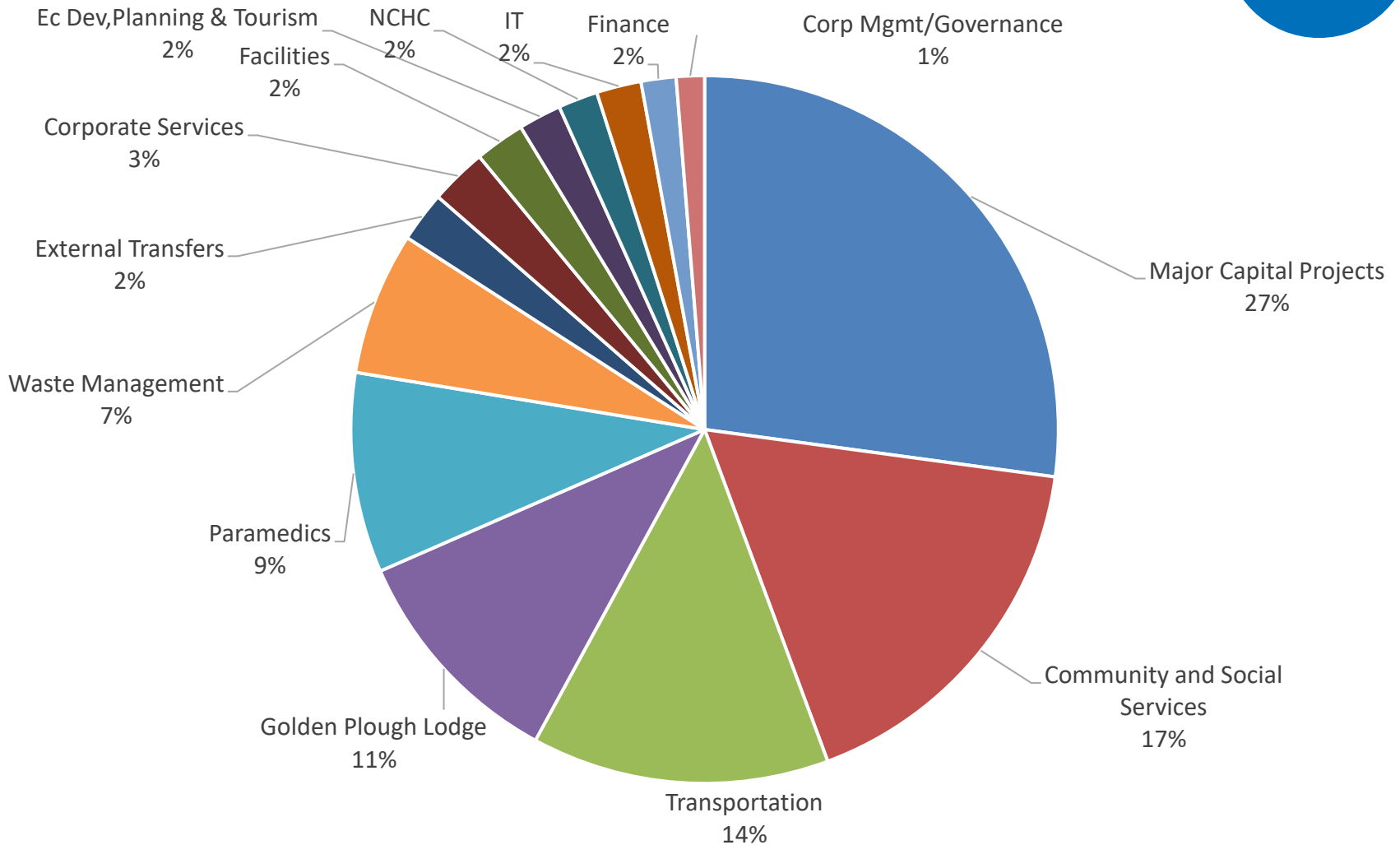
Cash based budget	\$199.7M
Less:	
Debt Principal Repayment	\$1.1M
Capital Purchases	\$67.4M
Debt/Construction Financing	\$40.3M
Add:	
Amortization	\$9.7M
Future Employee Benefits	\$0.4M
Landfill Post-Closure Liability	<u>\$0.6M</u>
Accrual based budget	\$101.6M



# How is 2024 Budget Funded?

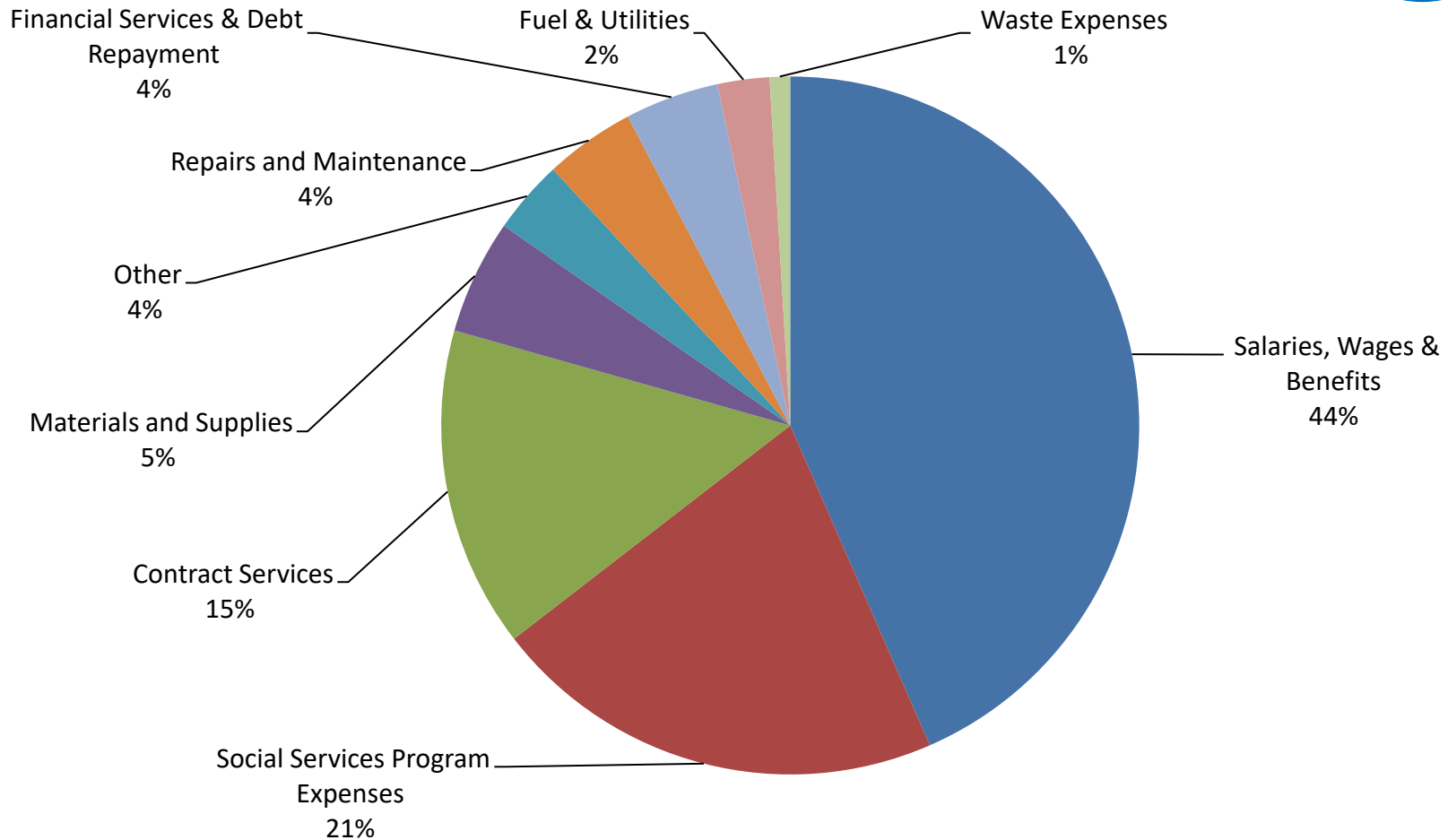


# How is 2024 Budget Allocated?

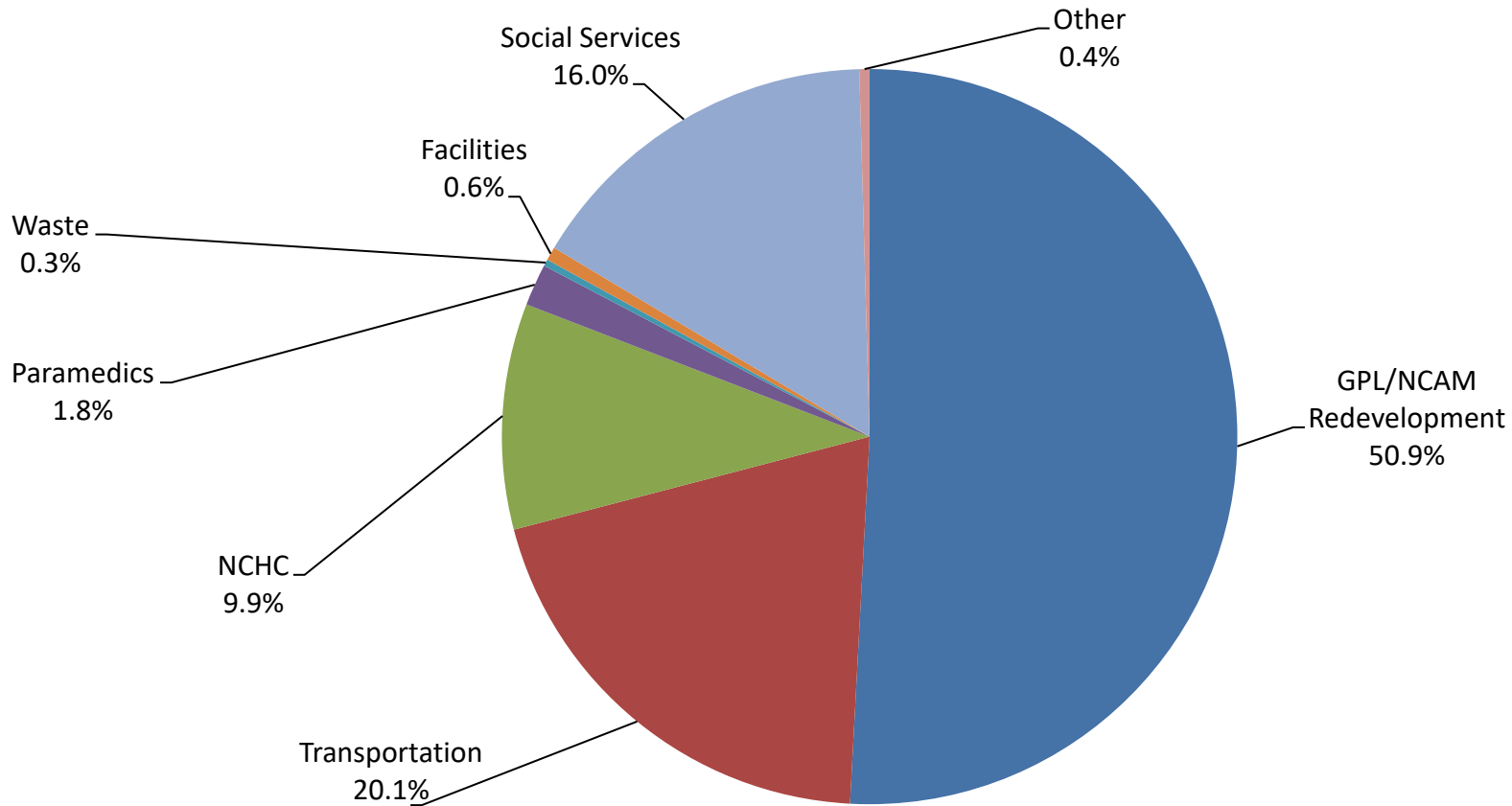


**Note: Operating, capital and debt servicing costs excluding internal charges**

# How is 2024 Operating Budget Allocated?



# How is 2024 Capital Budget Allocated?



# Tax Rate Impacts



## Estimated Residential Tax Rate



2023

$$.005239790 \times \$262,000^* = \mathbf{\$1,372.82}$$

2024

$$.005577767 \times \$262,000 = \mathbf{\$1,461.38}$$

**Increase for the average home would be \$88.56**

- Average home value represents MPAC Current Value Assessment (CVA) data
  - CVA is used for annual property tax billing calculations (not market values)
  - CVA represents valuation dates of January 1, 2016
  - MPAC assessment update has been postponed again (typically all properties updated on 4-year cycle). Property assessments for the 2024 property tax years will continue to be based on January 1, 2016 CVA.

\* Median home value in Northumberland County per MPAC based on single family detached home.

The analysis above is based on preliminary assessment roll and 2023 existing tax policy which are subject to change.

# Recruitment Landscape

# Recruitment Overview

	2018	2019	2020	2021	2022	Q1-Q3 2023
Number of Recruitments (Internal & External)	131	107	109	186	182	193

	2018	2019	2020	2021	2022	Q1-Q3 2023
Number of Resignations	40	35	27	46	75	36
Number of Retirements	11	7	12	24	9	7
Number of Positions Reposted					31	41
Average Number of Applicants (External)	18	12	20	15	16	12.5

Large numbers of vacancies can be concerning to new recruits

# Recruitment Overview

- Vacancy Rate
  - September 30, 2023 – 85 vacancies (12.4%)
  - November 22, 2023 – 89 vacancies (12.9%)
- Total HR Time Spent Per Recruitment
  - 23.53 hours
- In 2022, 27% of external new hires left within 12 months (Jan. 1-Dec. 31, 2022)
- As of Q3 2023, 27% of external new hires left within 12 months (October 1, 2022-September 30, 2023)
- Between Q1-Q3 2023, 15 External offers declined
  - Compensation
  - Location



# 2024 - 2026 Staffing Issue Papers

- Issue Papers address the following:
  - Workload & Capacity
  - Significant risk of fatigue & burnout
  - Staff are, rightfully so, placing more focus on work-life balance
  - Turn-over due to excessive workloads
  - Employees focusing on their own tasks as opposed to fulfilling multiple roles
  - Addressing increased levels of service

# 2024 - 2026 Staffing Issue Papers

- Provincial & legislatively driven changes
  - 2024
    - Housing Financial Specialist
    - GPL Direct Care Staffing
  - 2025
    - GPL Life Enrichment Staffing
    - GPL Environmental Services Staffing
- Environment & Sustainability
  - 2024
    - Natural Heritage Technician

# 2024 - 2026 Staffing Issue Papers

- Ensuring the County is appropriately staffed to meet service delivery needs & responding to overall growth
  - 2024
    - 1 - 12 hour ambulance (4 paramedics)
    - IT Technical Support Analyst
    - GPL Logistics Coordinator
    - Project Manager
    - Communications Officer, Capital Projects
  - 2025
    - GPL Dietary Services Staffing
    - IT Service Desk Analyst
  - 2026:
    - 12 hour Emergency Response Vehicle (2 paramedics)
    - Planner

# 2024 - 2026 Staffing Issue Papers

- Workload & Capacity
  - 2024
    - Housing Services Supervisor
    - Payroll Supervisor
    - Operator 1
    - Roads Supervisor
    - Construction Contract Admin
  - 2025
    - Legal/Legislative Services Assistant
- Business Security & Efficiency
  - 2024
    - IT Cybersecurity Analyst
    - Securities Infrastructure Specialist

# 2024 Staffing Issue Papers

- Summer Students
  - 2024
    - Paramedic Dept (2) Operations & Admin
    - IT Client Services Intern (annual year-round student)
    - Communications Intern (annual year-round student)
    - Planning Intern/Coop Student
- Assist with workload capacity during peak vacation periods
- Introduces future employees to municipal sector employment opportunities
- Create a pipeline of new hires with potential to alleviate ongoing recruitment challenges

# Departmental Overviews & Issue Papers

# Public Works



# Transportation

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	21,057	23,650	12.3%	25,819	9.2%	26,960	4.4%
Gas Tax	5,411	2,365	(56.3%)	2,364	-	2,364	-
Grants	1,137	1,277	12.3%	1,085	(15.0%)	923	(14.9%)
Other	3,976	5,293	33.1%	12,136	129.3%	13,266	9.3%
	31,581	32,584		41,404		43,503	
Expenditures							
Construction	21,842	16,352	(25.1%)	28,422	73.8%	29,355	3.3%
Winter Maintenance	3,201	3,428	7.09%	3,639	6.2%	3,736	2.7%
Buildings & Equipment	3,590	3,242	(9.6%)	3,898	20.2%	4,023	3.2%
Other Operating	7,349	8,288	12.7%	15,364	85.4%	9,159	(40.4%)
Reserves	(4,401)	1,274	(128.9%)	(9,919)	(878.6%)	(2,770)	(72.1%)
	31,581	32,584		41,404		43,503	



# Infrastructure Division Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Construction Contract Administrator – Convert Contract to FTE	\$9,225	\$48,100	\$48,100	Levy – New

# Issue Paper #1 – Construction Contract Administrator – Convert Contract to FTE

- Background

- The Contract Administrator (CA) position is responsible for overseeing the administration and inspection of capital construction projects within the infrastructure division
- The position is a contract position for 8 months of the year (April to November) to align with the construction season
- For many years, the position was easily filled year over year (returning employees)
- Since 2020, there have been many challenges in recruiting for this position and it was vacant in 2020 and 2023
- It has been identified that there is a missed opportunity for direct input from this position with practical construction experience and knowledge into the development of tenders, specifications, construction methodologies, sequencing and scheduling during the winter months

# Issue Paper #1 – Construction Contract Administrator – Convert Contract to FTE

- Consultation/Options

- Option 1: Maintain as 8-month contract and reassign Infrastructure staff if not filled

- Requires annual recruitment and training for new staff (costs incurred in multiple departments)
- If existing staff reassigned, will result in deferral of other studies, projects, reduced service levels in responding to public inquiries, etc., especially with the on-going challenge of filling other positions within this division
- The current 8-month salary (inclusive of burden) is \$107,400
- Not the recommended option

- Option 2: Use of Consulting Services

- This option is used for CA and Inspection on bridge and structure projects give the specific area of expertise required
- Consulting services were used in 2023 for County paving
- The total estimated cost for consulting services for the County paving tender and the portion of County paving in the Peterborough County tender is \$81,000 over a 5-month period
- The cost to retain a consultant for the 8-month period is estimated at \$150,000
- With this option, a number of other duties and responsibilities that are not being completed by the consultant such as pavement condition index surveys, estimates for upcoming tenders, etc., are falling on existing staff
- Not the recommended option

# Issue Paper #1 – Construction Contract Administrator – Convert Contract to FTE

- Consultation/Options Cont'd

- Option 3: Convert Contract Position to FTE

- Will ensure continuity and input from CA from development of budget and tender through to end of construction
- Ensures all duties and responsibilities of the position are completed and not reassigned to others or deferred
- Reduces ongoing recruitment and training costs
- The annual cost (inclusive of burden) for a FTE is \$155,500, which is approximately the same cost for a consultant for an 8-month period
- Overall, this option is the most efficient, cost effective, and provides better value compared to the other options

- Financial Impact

- 2024 - \$9,225 (inclusive of payroll/benefits/OMERS and hired in Q2)
- 2025 - \$48,100 (inclusive of payroll/benefits/OMERS)
- 2026 - \$48,100 (inclusive of payroll/benefits/OMERS)

# Issue Paper #1 – Construction Contract Administrator – Convert Contract to FTE

- Risk & Considerations
  - Position required to monitor and ensure contractors complete work in compliance with contract, specs, standards and legislation
  - If contract position not filled, it must be backfilled with either existing staff or consulting services at a higher cost and potential deferral of other County projects
  - It is essential for the delivery of the annual construction program and on-going maintenance and renewal of County's transportation assets in accordance with the Asset Management Plan
- Impact to Member Municipalities/Partners
  - N/A
- Included in 2023 Long Term Plan: YES/NO
  - No, the existing position is an essential position within the infrastructure group and making it full time increases the potential for recruitment and retention, adds additional capacity and value within the infrastructure team at the same cost of less of consulting services

# Road Operations Division Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Roads Equipment Replacement Strategy & Reserve	\$205,000	\$1,125,000	\$1,125,000	Levy - New
#2	6 x Operator 1 Positions	\$396,087	\$256,087	\$256,087	Levy - New
#3	Operations Supervisor	\$101,625	\$126,500	\$126,500	Levy - New

# Issue Paper #1 – Roads Equipment Replacement Strategy & Reserve

- Background

- The County has approximately 86 pieces of equipment for road maintenance and construction, including snowplows, graders, loaders, backhoes and pick-up trucks.
- The total replacement value of roads fleet is over \$20M
- The strategy has been updated for 2024 to reflect the current state of the aging fleet, including maintenance and repair costs, as well as the impact of inflation on the cost of new vehicles.
- We are undergoing a full review of all Fleet, including small tools, equipment, vehicles and plow trucks. Current condition assessments will be completed, and the replacement values will be calculated.
- The County's Asset Management Plan will be updated by July 2024 to include this data
- Starting in 2024, and on a go forward basis, it is recommended that the annual reserve contribution be increased from \$875,000 to \$2,000,000 (\$1.125M increase)
- The increase is proposed to be phased in with an increase of \$205,000 in 2024 and the full \$1.125M increase in 2025 and 2026

# Issue Paper #1 – Roads Equipment Replacement Strategy & Reserve

- Consultation/Options

- The overall Road Operations Division Strategy has been reviewed, taking into consideration the current state of the fleet assets and the cost of new equipment. Based on this review, the following vehicles have been identified as needing to be replaced in 2024:

- One (1) - 2011 Combination Snowplow (VO80)
    - One (1) - 2012 Combination Snowplow (VO86)
    - One (1) - 2007 Distributer Truck Chassis (VO46)
    - One (1) - 2013 ½ Ton Pickup Truck (VO90)
    - One (1) - 2016 1 Ton Pickup Truck (VO01)
    - One (1) - 2016 ¾ Ton Pickup Truck (VO02)
    - One (1) - 2003 Backhoe (BO06)





# Issue Paper #1 – Roads Equipment Replacement Strategy & Reserve

- Financial Impact
  - Reserve Increase:
    - 2024: \$205,000
    - 2025: \$1,125,000M
    - 2026: \$1,125,000M
  - If the reserve increase is approved, the following equipment replacement is proposed to be taken from reserves:
  - 2024 - \$895,000
    - Two (2) - Combination Snowplows \$920,000 (\$460,000 each)\*
    - One (1) – Tandem truck Chassis \$200,000
    - One (1) - ½ Ton Pickup Truck \$70,000
    - One (1) - 1 Ton Pickup Truck \$150,000
    - One (1) – 1 Ton Chassis & toolbox \$100,000
    - One (1) - Backhoe \$375,000
  - 2025 - \$1,810,000
    - Two (2) - Combination Snowplows \$1,000,000 (\$500,000 each)\*
    - Two (2) - ½ Ton Pickup Trucks \$150,000 (\$75,000 each)
    - One (1) - 1 Ton Pickup Truck \$155,000
    - One (1) - Loader \$385,000
    - Two (2) – Trailers \$120,000

# Issue Paper #1 – Roads Equipment Replacement Strategy & Reserve

- Financial Impact (continued)
  - 2026 - \$1,864,000
    - Two (2) - Combination Snowplows \$1,040,000 (\$520,000 each)\*
    - Two (2) - ½ Ton Pickup Trucks \$154,000 (\$77,000 each)
    - One (1) - Tractor Mower \$280,000
    - One (1) – Loader \$390,000
  - \*Due to availability and lead time for the snowplows, pre budget approval is requested for the 6 snowplow trucks so 2 build slots can be secured each year with delivery approx. 2 years thereafter
- Risk & Considerations
  - Service delivery interruptions
  - High repair costs, without any guarantee of a longer life expectancy
  - Impact the County’s ability to meet legislative requirements
- Impact to Member Municipalities/Partners
  - Spare combination snowplows can be available for neighboring Municipalities on a “as required” basis.
- Included in 2023 Long Term Plan: YES/NO
  - Yes

# Issue Paper #2 – Road Operations Operator 1 Positions – Convert 6 Seasonal to FTE

- Background
  - Road Operations is responsible for 498kms of rural and urban arterial roads
  - Seven (7) of our major roads are serviced 24/7 in the winter and we hire nine (9) Seasonal employees each year from November 1<sup>st</sup> to April 30<sup>th</sup> (6 months) for night shift coverage
  - Road Operations Staff are responsible for:
    - Routine road and roadside maintenance (sweeping, shoulder grading, brushing, ditching, potholes and patching)
    - Public safety related issues (traffic signal and street lighting infrastructure, guide-post repair, traffic signage, traffic control, emergency road closures, and call-outs)
    - Winter Maintenance (brining prior to storms, snowplowing, sanding, salting and periodically removing accumulated snow within urban areas)
  - In the past 5 years, the following operations have been brought in-house (previously contracted out)
    - Entrance installations for property owners (billed back)
    - Mechanical vegetation removal around safety devices
    - Sweeping of 17 Corporate and Northumberland County Housing parking lots throughout the County

# Issue Paper #2 – Road Operations Operator 1 Positions – Convert 6 Seasonal to FTE

- Background (Continued)
  - Pilot projects have also been initiated to complete roadside mowing and steel beam guide rail repairs in-house
- Consultation/Options
  - Convert 6 Seasonal Operator 1 Positions to FTE:
    - Improve ditching program
    - Assist with County Surface Treatment Program
    - Cost savings with in-house roadside mowing and vegetation removal
    - County-wide sweeping program, including all Corporate facilities and County Housing locations
    - Focus on proactive maintenance instead of reactive response
  - Currently, struggling to keep the desired level of service up, while maintaining Minimum Maintenance Standards
    - Additional staff can assist with completing regular maintenance and above tasks
  - Difficulties with recruitment for seasonal positions
    - Staff time and costs associated for advertising and interviewing each year
    - Costs for training
    - Turn-over due to not being a full-time position

# Issue Paper #2 – Road Operations Operator 1 Positions – Convert 6 Seasonal to FTE

- Financial Impact
  - 2024: \$396,087.23
    - \$256,087.23 to cover payroll, statutory deductions/benefits/OMERS
    - \$140,000.00 to cover purchase of two (2) pick-up trucks in first year
  - 2025: \$256,087.23
  - 2026: \$256,087.23
- Risk & Considerations
  - Not keeping up with a rigorous ditching program can affect the integrity of the road base, increase risk of flooding and other drainage issues
  - We risk not being able to complete the County and Municipalities surface treatment requirements
  - Level of service has come with more expectations as the demographics change and grow
  - May have to contract out more services at a higher cost

# Issue Paper #2 – Road Operations Operator 1 Positions – Convert 6 Seasonal to FTE

- Impact to Member Municipalities/Partners
  - N/A
- Included in 2023 Long Term Plan: YES/NO
  - This was not included in the 2023 Long Term Plan as the Road Operations Division was reviewing data and experimenting with new initiatives
  - With continued growth, changing legislation, and public expectations for LOS, additional resources are required
  - Covid has intensified the challenges with the recruitment process and retaining staff for any longevity
  - Cost savings can also be realized by bringing operations in-house rather than contracting out such as parking lot sweeping, roadside mowing, steel beam guiderail repair, etc.

# Issue Paper #3 – Road Operations Supervisor

- **Background**

- Road Operations is responsible for 498kms of rural and urban arterial roads
- During the winter months, seven (7) of our major roads are serviced 24/7 and we staff nine (9) employees during a night shift from November 1<sup>st</sup> to April 30<sup>th</sup>
- The staff that cover this shift are all unionized employees that require a Supervisor to report to for general direction, approving hours, personnel matters etc.
- Prior to 2020 a supervisor would be on-call but not physically on site to address concerns.
- We have trialed various options to ensure coverage to have a supervisor present during the nighttime hours by:
  - Rotating daytime supervisors into night shift, one week at a time
  - Extending the duties of the Contract Administrator to cover during the winter months

- **Consultation/Options**

- Recommended that the new position be added to the Road Operations Division.
- Adding this position would ensure supervision for the night staff during the winter months (November 1 to April 30) and provide coverage to meet our legislative requirements for the remainder of the year (May 1 to October 31).

# Issue Paper #3 – Road Operations Supervisor

- Financial Impact
  - 2024: \$101,625
    - \$31,625.00 to cover payroll, statutory deductions/benefits/OMERS for last quarter hire
    - \$70,000.00 to cover purchase of one (1) pick-up truck in first year
  - 2025: \$126,500
  - 2026: \$126,500
- Risk & Considerations
  - Not having a supervisor on shift leaves staff without direct supervision and/or management available for personnel matters.
  - The supervisor is ultimately responsible for what transpires during the night shift regarding winter maintenance and potential litigation resulting from an accident.
  - During the summer months (May 1 – October 31) the addition of a supervisor will allow for coverage of Patrol Area 3 whose supervisor is overseeing the surface treatment program and also provide coverage for vacation/sickness etc.
  - If we receive approval for the addition of 6 staff (converted from seasonal to full-time) additional supervision will be required.



# Issue Paper #3 – Road Operations Supervisor

- Impact to Member Municipalities/Partners
  - N/A
- Included in 2023 Long Term Plan: YES/NO
  - No, this was not included in the 2023 Long Term Plan as the Road Operations Division was reviewing data and experimenting with new initiatives.
  - Given the requirement for supervision of 9 unionized staff during the night-time hours for the winter months, this position is essential.
  - With the addition of an Operations Supervisor, we can ensure that we are meeting our jurisdictional commitments and legislative requirements.

# Waste

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	8,322	6,730	(19.6%)	7,614	13.1%	7,769	2.04%
MRF	1,430	-	(100%)	-	-	-	-
Bag Tags & Tipping Fees	5,505	5,460	(0.82%)	5,460	-	5,460	-
Subsidies & Other	2,135	3,524	65.14%	3,578	1.53%	3,740	4.53%
	17,392	15,714		16,652		16,969	
Expenditures							
Collection	5,857	6,887	17.59%	7,226	4.92%	7,584	4.95%
Landfills & Transfer Stations	3,996	3,916	(2.0%)	4,025	2.78%	4,137	2.78%
MRF	3,849	-	(100%)	-	-	-	-
Capital	500	200	(60%)	750	275.0%	950	26.7%
Other Operating	2,958	3,625	20.5%	3,747	3.37%	3,839	2.46%
Reserves	232	1086	368%	904	(0.16%)	459	(49.2%)
	17,392	15,714		16,952		16,969	

# Waste Services Division Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Equipment Replacement Strategy	\$0	\$300,000	\$600,000	Reserve
#2	Scale House Replacements at Brighton and Seymour CRCs	\$200,000	\$0	\$0	Levy - New
#3	Diversion Programs for Asphalt Shingles and Dimensional Lumber	\$0	\$250,000	\$250,000	Levy - New

# Issue Paper #1 – Equipment Replacement Strategy

- Background

- Waste Services Division uses a fleet of approximately 30 pieces of mobile equipment for waste operations. Overall replacement value of the equipment is estimated at \$10 million.
- The Division has developed a 10-year Equipment Replacement Strategy.
- In 2025 – proposing to replace a year 2011 Backhoe
- In 2026 – proposing to replace a year 2000 Landfill Compactor

- Financial Impact

- 2025 - \$300,000
- 2026 - \$600,000

- Risk Considerations

- Replacing aging / worn-out vehicles in a timely fashion ensures that vehicles are in good working order and lessens annual repair and maintenance costs. When vehicles require major repairs due to age / usage, it requires the Division to rent replacement vehicles or contract our works, which can result in significant unforeseen costs being incurred.

# Issue Paper #1 – Equipment Replacement Strategy

- Impact to Member Municipalities/Partners
  - Not applicable
- Included in 2024-26 Long Term Plans: YES/NO
  - Yes

# Issue Paper #2 – Scale House Buildings – Brighton and Seymour CRCs

- Background

- Due to light-weight construction of the Scale House Bldgs. at the Brighton and Seymour CRCs, and harsh working conditions, these buildings need to be replaced
- The buildings are over 20 years old, and on multiple occasions floor sections and windows within the buildings have had to be replaced
- Currently at point where it is more economically feasible to replace the buildings than continue to repair them
- Approval in 2022 to design replacement of Scale House buildings at Brighton and Seymour CRCs
- Design is underway
- Replacement planned for 2024

- Financial Impact

- 2024 - \$200,000
- 2025 - \$0
- 2026 - \$0



# Issue Paper #2 – Scale House Buildings – Brighton and Seymour CRCs

- Risk Considerations
  - If the Scale House Buildings are not replaced, cost to maintain them will escalate
  - If a major repair is required to a floor structure, it could result in the Scale House being unfit for use during repairs. This would require the facility to be closed causing both an inconvenience to the public and a loss of tipping fee revenues from the affected CRC.
- Impact to Member Municipalities/Partners
  - Not applicable
- Included in 2024-26 Long Term Plans: YES/NO
  - Yes

# Issue Paper #3 – Asphalt Shingles and Dimensional Lumber Diversion Programs at CRCs

- Background

- Each year an estimated 2,000 tonnes of Asphalt Shingles and Dimensional Lumber are disposed of in the Brighton Landfill
- Represents approximately 9% of the total tonnage disposed of in the Brighton Landfill annually
- Long-Term Waste Management Master Plan objective - 75% diversion from landfill

- Consultation/Options

- Diverting Asphalt Shingles and Dimensional Lumber has the potential to extend the life of the Brighton Landfill by approximately 7 months – until end of year 2033
- Annual net operating cost would be approximately \$250,000 to divert 2,000 tonnes of materials

- Financial Impact

- 2024 - \$0
- 2025 - \$250,000 (cost to have materials transported & received at recycling facilities)
- 2026 - \$250,000



# Issue Paper #3 – Asphalt Shingles and Dimensional Lumber Diversion Programs at CRCs

- Risk/Consideration
  - Failing to implement a diversion program for Asphalt Shingles and Dimensional Lumber will:
    - Make it extremely challenging to meet our long-term goal of 75% waste diversion from landfill
    - Result in the Brighton Landfill reaching capacity 7 months earlier than necessary
- Impact to Member Municipalities/Partners
  - Not applicable.
- Included in 2024-26 Long Term Plans: YES/NO
  - Yes

# Facilities

(k\$),8	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	829	629	(24.1%)	684	8.7%	789	15.3%
Rent	1,201	1,082	(9.9%)	1,075	(0.7%)	1081	.5%
Permits & Fees	-	-	-	210	100%	-	(100%)
Internal Charges	3,348	4,220	26.0%	4,271	1.2%	4,393	2.9%
	5,378	5,931		6,241		6,263	
Expenditures							
Operating	5,259	5,727	8.9%	5,868	2.4%	6,095	3.9%
Capital	265	400	50.9%	1,625	306.3%	-	(100%)
Long Term Debt	-	-	-	(1,390)	100%	-	(100%)
Reserves	(146)	(196)		138		168	(89.7%)
	5,378	5,931		6,241		6,263	

# GPL Redevelopment

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	1,122	96	(91.4%)	100	4.0%	101	.05%
Grants	295	-	(100%)	4,236	100%	-	(100%)
Other	848	216	(74.6%)	-	(100%)	-	-
	2,265	312		4,336		101	
Expenditures							
Operating/Financing	3,174	5,097	17.6%	3,077	(39.6%)	841	(72.7%)
Capital	50,110	33,189	(33.8%)	6,758	(79.6%)	-	(100%)
Reserves	(9,216)	(10,979)	19.12%	(5,499)	(49.9%)	-	(100%)
Long Term Debt	(41,802)	(26,995)	(35.4%)	-	(100%)	(740)	100%
	2,265	312		4,336		101	

# Facilities Division Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Corporate Buildings	\$315,000	\$75,000	\$0	Reserves
#2	Equipment Replacement Strategy	\$0	\$70,000	\$0	Reserves
#3	Staffing Positions – Project Manager and Securities Infrastructure Specialist	\$329,000	\$252,000	\$252,000	Levy - New

# Issue Paper #1 – Corporate Buildings

- Background

- The Facilities Division is responsible for the ongoing maintenance of all County owned facilities, and the Division had developed a 10-year capital plan for these facilities. From these capital plans, the following major items are highlighted to be addressed in 2024 and 2025.
- 555 Courthouse Road
  - 2024 - Front Entrance / Walkway - \$75,000
  - 2024 - LED Lighting Upgrade - \$45,000
- 860 William Street
  - 2024 – Boiler Replacement - \$80,000
  - 2024 - LED Lighting Upgrade - \$35,000
  - 2024 - Generator replacement - \$80,000
  - 2025 – Major Plumbing Replacements (Piping and Fixtures) - \$75,000

# Issue Paper #1 – Corporate Buildings

- Consultation/Options & Risk Considerations
  - 555 Courthouse Road Front Entrance / Walkway
    - Bricks within the interlock walkway constructed in 2007 are becoming brittle and many have deteriorated
    - Have been routinely repairing / replacing bricks, as necessary, but at the point now where it is becoming difficult to source matching bricks and the rate of repair is increasing significantly
    - If the walkway is not replaced it will continue to deteriorate, becoming both unsightly and a slip / trip / fall hazard for staff and the public attending this facility
    - Recommend replacing the interlock entrance / walkway with a poured textured concrete which should have a much longer lifespan than traditional interlock brickworks
  - 555 Courthouse Road LED Lighting Upgrade
    - Staff have been systematically replacing existing fluorescent lighting with LED lighting throughout County Facilities
    - In 2023 the lighting on the first floor of this building was upgraded to LED
    - Proposing to upgrade the lighting on the second floor to LED in 2024
    - Will result in significant cost savings due to the increased energy efficiency of LED lighting over conventional fluorescent lighting

# Issue Paper #1 – Corporate Buildings

- Consultation/Options & Risk Considerations Cont'd
  - 860 William Street Boiler System Replacement
    - The current Boiler System at 860 William St. was installed in 1994 and has reached the end of its useful life
    - If the replacement for this Boiler System isn't planned for, the system could fail, resulting in a lengthy delay in repair / replacement. During that time period the building would be without adequate heating and hot water supply
    - Proposing that the Boiler System be replaced in 2024
  - 860 William Street LED Lighting Upgrade
    - Staff have been systematically replacing existing fluorescent lighting with LED lighting throughout County Facilities
    - Proposing to upgrade the lighting in the lower level of the facility to LED in 2024
    - Will result in significant cost savings due to the increased energy efficiency of LED lighting over conventional fluorescent lighting

# Issue Paper #1 – Corporate Buildings

- Consultation/Options & Risk Considerations Cont'd
  - 860 William Street Generator Replacement
    - The existing Emergency Power Generator located at this facility is 33 years old and in need of replacement
    - With the increase in extreme weather events, there is increasing demands for back-up power at our facilities when electrical power supplies from local utilities are interrupted.
    - If the generator is not replaced, there is a risk that the generator will fail to function when needed.
    - Proposing to replace the generator in 2024
  - 860 William Street Sewer System Upgrades
    - Major components of the sewer system plumbing within this facility are approximately 25 years old and in need of replacement
    - If upgrades are not undertaken in the near future to components of the sewer system, the risk of a failure (sewer leak) will increase.
    - In the event of a sewer leak, the facility would most likely have to be evacuated until suitable repairs could be performed.
    - Proposing to undertake these repairs / replacements in 2025



# Issue Paper #1 – Corporate Buildings

- Financial Impact
  - 2024 - \$315,000
  - 2025 - \$75,000
  - 2026 - \$0
- Impact to Member Municipalities/Partners
  - Not applicable
- Included in 2024-26 Long Term Plans: YES/NO
  - Yes

# Issue Paper #2 – Equipment Replacement Strategy

- Background

- The Facilities Division has a fleet of several pickup trucks and utility vans which the Facilities Technicians use in order to carry out their daily maintenance operations
- Typically, the Division plans for the replacement of vehicles on a 10-year cycle
- In 2025, planning to replace a year 2013 pickup truck which presently has over 250,000 kilometers

- Consultation/Options

- This vehicle is not ideal for the existing technician, as it can be difficult to remove needed tools and equipment from the bed of the truck. Based on work completed by the Technician whose vehicle will be replaced, looking to replace the pickup truck with an enclosed utility van.

- Financial Impact

- 2024 - \$0
- 2025 - \$70,000
- 2026 - \$0

- Risk Considerations

- Replacing Facilities Maintenance vehicles every 10 years helps to ensure that vehicles are in good working order and lessens annual repair and maintenance costs and downtime of staff

# Issue Paper #2 – Equipment Replacement Strategy

- Impact to Member Municipalities/Partners
  - Not applicable
- Included in 2024-26 Long Term Plans: YES/NO
  - Yes

# Issue Paper #3 – Project Manager and Securities Infrastructure Specialist

## • Background

- The Facilities Division currently employs 1 Senior Maintenance Technician, 5 General Maintenance Technicians, 2 HVAC Technicians, and 1 Electrician
- One of the General Maintenance Technicians is a licensed Carpenter and has several years of commercial construction management and oversight experience. As a result, the Division had been relying on this Technician to provide project management over several construction / renovation projects undertaken by the Division (i.e., 152 Cockburn Street remodelling, 860 William St. Window / Door Replacement and Structural Repairs)
- One of the General Maintenance Technicians is a locksmith with several years of experience related to securities system maintenance and installations. As a result, the Division had been relying on this Technician to undertake all of our security systems maintenance and set-up, including selecting and installing security camera systems and alarm / swipe access systems.
- Reliance on these two Technicians to provide services that, prior to their employment with the County, required the Division to contract out these services, has resulted in savings in contracted services, but has resulted in these two Technicians not being available to attend to other more generic facilities maintenance tasks.
- By the end of 2024 the County will have increased the number of non-profit housing units it operates by 47, from 346 to 393 (roughly 14%), and commissioned the new GPL and NCAM which is approximately 100% larger than the existing facility and will have significantly more needs related to security and systems automation
- The increase in units and addition of the new GPL, coupled with the Division taking on works that were previously contracted out, will continue to challenge the Division to meet operational needs

# Issue Paper #3 – Project Manager and Securities Infrastructure Specialist

- Consultation/Options

- Recommended that two new positions be added to the Facilities Division:
  - Project Manager; and
  - Securities Infrastructure Specialist
- Adding positions would enable the Division to meet current and planned needs for the next 3 to 5 years
- Each proposed position would require a vehicle (pickup truck / cargo van)

- Financial Impact

- 2024 - \$329,000 (\$189K – Wages and Benefits (hire in Q2); and \$140K – Vehicles)
- 2025 - \$252,000 (\$252K – Wages and Benefits full year)
- 2026 - \$252,000

- Risk Considerations

- If these positions are not approved, will have to revert back to contracting out more maintenance works, resulting in higher costs and more time spent by current staff administering Contractors versus actually completing maintenance works at lower overall costs

# Issue Paper #3 – Project Manager and Securities Infrastructure Specialist

- Impact to Member Municipalities/Partners
  - Not applicable
- Included in 2024-26 Long Term Plans: YES/NO
  - No. This additional staffing (and service vehicles) has not been included in the Facilities Division's Long-Term Plans
  - There have been several buildings (152 Cockburn St., 123 King St., Elgin Park Redevelopment, GPL & NCAM, and 423 Ontario St.) which have all recently been added (or will soon be added) to the County's Facilities inventory
  - In order to properly maintain and repair these additional facilities and housing units, additional staffing resources and vehicles are required

# Community & Social Services and Northumberland County Housing Corporation



# Community & Social Services & NCHC

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	12,029	14,884	23.7%	15,931	7.0%	18,008	13.0%
Grants & Subsidies	27,618	29,580	7.1%	28,232	(4.6%)	28,957	2.6%
Other Revenue	2,224	2,674	20.3%	2,890	8.1%	2,915	0.9%
	41,871	47,138		47,053		49,880	
Expenditures							
OW & EA	9,569	10,971	14.7%	11,346	3.4%	11,726	3.3%
Housing Admin	6,354	18,905	197.5%	14,781	(21.8%)	21,868	47.9%
NCHC	12,068	12,970	7.3%	8,942	(31.1%)	7,168	(19.8%)
Early Years	15,798	15,244	(3.2%)	15,341	0.6%	16,011	4.4%
Other Programs/Admin.	682	882	29.3%	767	(13.1%)	798	4.1%
Homelessness	2,250	2,953	31.3%	2,877	(2.6%)	2,969	3.2%
Food 4 All	383	388	1.5%	395	1.8%	341	(13.6%)
Reserves	(1,158)	(1,880)	62.4%	154	(108.2%)	(501)	(425.9%)
Long-Term Debt	(4,075)	(13,295)	226.3%	(7,550)	(-43.2%)	(10,500)	39.1%
	41,871	47,138		47,053		49,880	



# Community & Social Services Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Community Housing Building Condition Audits – Long-term Strategy	\$65,000	\$65,000	\$70,000	Levy – New (note beginning in 2024, annual levy drops to \$40,000)
#2	Made in Northumberland Rent Supplement Program – Affordable Housing Units	\$0	\$52,000	\$162,000	Levy – New
#3	Investment into Housing Reserve	\$500,000	\$500,000	\$500,000	Levy – New

# Community & Social Services Issue Papers - Continued

	Issue Paper	Amount			Funding
		2024	2025	2026	
#4	NCHC Capital Repair Funding	\$300,000	\$450,000	\$600,000	Levy – New
#5	Financial Housing Specialist	\$97,500	\$130,000	\$130,000	Levy – New
#6	Housing Services Supervisor	\$97,500	\$130,000	\$130,000	Levy – New

# Issue Paper #1 – Community Housing Building Condition Audits – Long-term Strategy

- Building Condition Audits, Capital Reserve Replacement Forecasts and Elevator Audits are recommended to be completed every 5 years
  - Last set of studies completed in 2020/2021 and funded through a draw from reserves and funding
- Proposing the creation of a reserve account with an annual contribution to be withdrawn every five years as required to fund studies
- First draw will take place in 2026, and then every five years thereafter
- **Financial Impact**
  - 2024: \$65,000
  - 2025: \$65,000
  - 2026: \$70,000
- Annual investment required in 2027 and onward approximately \$40,000
- Information within these studies are critical to make evidence based decisions with limited funding allocations and long term financing strategies for critical capital repairs to housing stock
- **Included in 2023 Long Term Plan: No**

# Issue Paper #2 – Made in Northumberland Rent Supplement Program – Affordable Housing Strategy Units

- This program was established in the 2021 budget with the intention of supporting at least 50% of units funded under AHS incentives
- In 2024, there is underutilized funding that can be reallocated to grow the AHS unit count, and investments will be required in 2025 and 2026 to match the anticipated development of affordable housing
- The Capital Grant Incentive Program strives to include rent supplement units in at least 50% of funded units (~23 units)
- **Financial Impact** (based on 2023 average market rent)
  - 2024: \$0 (utilizing existing available funding)
  - 2025 \$52,000 (utilizing some existing available funding)
  - 2026: \$160,000
- While capital incentives can support units becoming affordable based on market conditions, rent supplement funding is required to make this units affordable to low-income households
- This Issue Paper supports actions outlined in the Affordable Housing Strategy and Community Housing Master Plan
- **Included in 2023 Long Term Plan:** No, amounts were not identified, but the program was started with the intention for growth

# Issue Paper #3 – Investment in Housing Reserves

- The Housing Reserve has historically been invested in annually from 2011 – 2017. In 2018, annual investments were redirected due to the amount in the housing reserve account
- Since 2019, activities to generate housing growth have been funded using the Housing Reserve Account, and as a result the reserve account now requires an annual investment to rebuild the reserve
- **Financial Impact**
  - 2024: \$500,000
  - 2025: \$500,000
  - 2026: \$500,000
- Without a reinvestment into the Housing Reserves, growth activities will be significantly impacted. This reserve is used to fund acquisition, pre-development studies, and other growth-related work
- This paper will also seek an annual draw of \$100,000 to support ongoing pre-development and acquisition work (building on the 2023 issue paper), with any unspent funds being transferred back into the reserve at the end of the year
- **Included in 2023 Long Term Plan: Yes**

# Issue Paper #4 – NCHC Capital Growth Strategy

- The NCHC Asset Management Plan indicates there is \$18,500,000 of unfunded capital liability between 2022 and 2031 within the NCHC portfolio. Significant investments are needed in areas such as: fire safety, cladding, heat, water, electrical, health and safety and accessibility
- Current \$600,000 annual investment has not increased in 10 years
- Comprehensive studies are needed to make strategic investment decisions with the goal of extending lifecycles of stock
- **Financial Impact**
  - 2024: \$300,000
  - 2025: \$450,000
  - 2026: \$600,000
- While this is a substantial increase in the capital budget for the NCHC, this will not fully fund the 10-year capital liability, however will work to double the current investment and County staff will seek outside financing opportunities to increase the total capital investment
- Supported by a Public Works Issue Paper for an additional Project Manager to oversee large capital repairs at the NCHC and corporate
- **Included in 2023 Long Term Plan: No**

# Issue Paper #5 – Financial Housing Specialist (Joint Issue Paper with Finance Department)

- Through housing strategies, over 35 substantial multi-year action items have been recommended to support the NCHC, Affordable Housing Growth and the Community Housing Sector that require in-depth financial analysis and contribution
- This position would primarily lead the modelling/viability assessment of new capital projects, development of financial plans for 9 community housing providers (legislatively required), seek new financing opportunities, work to increase viability of the existing NCHC stock and future developments to reduce burden on tax levy, and support municipalities in the financial implementation of affordable housing strategies and developments
- **Financial Impact**
  - 2024: \$97,500
  - 2025: \$130,000
  - 2026: \$130,000
- It is anticipated that this position will also reduce the number of external consultants required to support the financial planning for community housing providers
- **Included in 2023 Long Term Plan: No**

# Issue Paper #6 – Housing Services Supervisor

- Through housing strategies, over 40 substantial multi-year action items have been recommended to support implementation of the Affordable Housing Strategy, the NCHC, and the sustainability of the Community Housing Sector
- This position would be responsible for overseeing the operations of Housing Services and the NCHC, overseeing and ensuring strategic projects are implemented effectively and would supervise the work of contributing frontline staff in achieving this
- Current capacity limitations within the current Housing Leadership Team have meant that key strategic priorities are not being implemented
- **Financial Impact**
  - 2024: \$97,500
  - 2025: \$130,000
  - 2026: \$130,000
- It is anticipated that this position will also reduce the number of external consultants required for special projects, for example in 2024, this position would lead the legislatively required renewal of the 10-year housing and homelessness plan
- **Included in 2023 Long Term Plan: No**



# Corporate Services



# Corporate Services

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	2,782	3,238	16.4%	3,548	9.6%	3,729	5.1%
Grants	482	427	(11.4%)	107	(74.9%)	-	(100%)
Other	333	333	-	158	(52.6%)	135	(14.6%)
Internal Charges	1,692	1,994	17.8%	2,096	5.1%	2,160	3.1%
	5,289	5,992		5,909		6,024	
Expenditures							
Operating	5,398	5,841	8.2%	5,691	(2.6%)	5,833	2.5%
Capital	1,575	1,135	(27.9%)	289	(74.5%)	73	(74.7%)
Reserves	(243)	(984)	304.9%	(71)	(92.8%)	118	(266.2%)
Long Term Debt	(1,441)	0	(100%)	-	-	-	-
	5,289	5,992		5,909		6,024	

# Corporate Services Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Payroll Supervisor	\$125,600	\$125,600	\$125,600	Levy – New
#2	Occupational Health Services – Increase nurse hours only. Do not increase OT hours	\$62,575	\$65,078	\$67,681	Levy - New
#3	Trail Repair & Maintenance	\$50,000 (Reserves)	\$100,000	\$100,000	Levy – New
#4	Weather Event Reserve		\$10,000	\$10,000	Levy - New
#5	Seasonal Technician Changes & Vehicle	\$30,000  \$73,000	\$30,000  \$9,500	\$30,000  \$9,500	Levy - New

# Corporate Services Issue Papers - Continued

	Issue Paper	Amount			Funding
		2024	2025	2026	
#6	Truck Replacement		\$60,700	\$54,100	Reserve & Levy
#7	Land Acquisition Reserve		\$10,000	\$10,000	Levy - New
#8	Closed Session Item		\$10,000	\$10,000	Levy - New
#9	Closed Session Item	\$45,000	\$45,000	\$45,000	Levy - New

# Issue Paper #1 – Payroll Supervisor

## • **Background**

- Manager of Human Resources & Payroll historically provided hands-on payroll administration support limiting the time available for strategic initiatives and HR support
- Department processes payroll and associated activities for 600+ full and part-time employees
- Department manages and maintains 15 different benefit plans
- Ministry reporting to support various funding envelopes has increased significantly in recent years
- Challenges with filling the Health Safety Emergency Risk Manager throughout 2021 and 2022 highlighted the need to revamp blended positions
- Overall staffing levels in all departments have grown, however the payroll staff support level has remained the same for 20 years

## • **Consultation/Options**

- Review of comparator information through Ontario Municipal Human Resource Association

# Issue Paper #1 – Payroll Supervisor Continued

- **Financial Impact**

- 2024 - \$125,600 inclusive of salary and benefits
- 2025 - \$125,600 inclusive of salary and benefits
- 2026 - \$125,600 inclusive of salary and benefits

- **Risk Considerations**

- Current blended position will be very difficult to fill upon the current incumbent retirement
- Increased complexities of legislative requirements and scheduling components result in increased risk of errors
- Ideally the position be approved in 2023 to allow time for cross-training through the annual year-end and T4 processing

- **Impact to Member Municipalities/Partners**

- No direct impact
- Position will collaborate with municipal partners through various working groups

- **Included in 2023 Long Term Plan**

- No

# Issue Paper #2 – Occupational Health Services

## • **Background**

- Occupational Health Services added to the Org Chart in 2008
- Elected to administer the program through a third party
  - Currently 28 Occ Health Nurse (OHN) hours per week
  - 52% increase in case management since 2009, however OHN hours have remained the same

## • **Consultation/Options**

- Many organizations utilize third party providers to assist with case management and employee wellness
- The County's program is often mirrored by other municipalities

## • **Financial Impact**

- 2024 \$62,575
- 2025 \$65,078
- 2026 - \$67,681

# Issue Paper #2 – Occupational Health Services Continued

- **Risk Considerations**

- Case management, along with early and safe return to work is imperative to the County's operations
- Maintaining status quo is no longer manageable
- Mental health related illness continue to rise requiring the need to increase supports to staff
- Not increasing the hours presents the risk of longer staff absences, WSIB cases etc.

- **Impact to Member Municipalities/Partners**

- One Member Municipality has expressed interest in tapping into the County's third-party resource

- **Included in 2023 Long Term Plan**

- No



# Issue Paper #3 – Trail Repair & Maintenance

## • Background

- The trail bed is a mix of sands and soils and is erodible. Regular grading and packing work required
  - Aggregate is expensive but is added to improve the condition of trail in certain sections
  - The use of added aggregate helps reduce the cost of yearly maintenance but after a time, more aggregate will need to be added
- Increased use of trails and size of machines (weight and horsepower) necessitates the need for increased repairs and maintenance
- Asset trail repair was been identified in the Council approved Forest Management Plan
- With increasing motorized use, severity of storms, erosion and damage, the budget is not matching the costs to maintain to standards. Most of these areas are associated with motorized use
- Staff (County Grant writer and Natural Heritage Manager) have applied for grants with licensed groups for repair. To date in total, \$17,000 has been provided in 2022 by the OFSC and 12,000 in 2022 by OFATV through grant application by County staff

# Issue Paper #3 – Trail Repair & Maintenance Cont'd

- **Background**

- ATV's and side by sides are allowed on Township roads. NTR owns 100 acres east of the Forest
- Forest trails were not designed for the level of use they are currently getting
- Fees charged by the groups per person vary from \$65 per year for NTR (376 members) to \$137 per year by NDATV (over 800 members), to \$270 per year by GPRSA (140 members). NDATV has provided a donation of 4K in the last years
- Some groups receive money from the sale of passes from parent organization for trail repair, management, enforcement in their area. This can be up to 75% of the cost of the pass amounts
- NCF doesn't receive funds for the licensed used of the trails from the groups

# Issue Paper #3 – Trail Repair & Maintenance Continued

- **Consultation/Options**

- Use reserve to address highest priority issues
- Increase levy amount to address issues with trail impacts mainly associated with motorized use of the trails
- Require motorized licence agreement groups to provide funds to NCF for the maintenance and repair of the motorized trails
- Reduce the number of motorized trails, thereby reducing costs of maintenance and impacts to wildlife. A focused trail, i.e. Dunbar, would focus ecological and users impacts, on a limited area and reduce trail costs, and allow connectivity for motorized users
- Develop a pass system with NCF, much like the Ganaraska Forest
- Remove motorized use from the Forest

# Issue Paper #3 – Trail Repair & Maintenance Continued

- **Financial Impact**

- 2024 – \$50,000 reserve
- 2025 – \$100,000 from levy
- 2026 – \$100,000 from levy

- **Risk Considerations**

- Motorized trail use has ecological impacts
- Trails requires regular maintenance and long-term management as per standards.
- With climate change and increasing size and number of motorized use, especially side by sides, this cost will continue to increase

- **Impact to Member Municipalities/Partners**

- Users benefit from a well maintained and safe trail system, and a forest that is appropriately managed, following Species at Risk criteria, legal requirements and FSC standard

- **Included in 2023 Long Term Plan**

- No, trails are maintained to the trail standards and this work is funded through the levy, conifer plantation thinning, and the reserves. An increase in trail use, and the amount of motorized use, has increased impacts on the trail and maintenance needs

# Issue Paper #4 – Weather Event Reserve

- **Background**

- Hazard tree evaluation in the Forest is done regularly. Hazard trees are addressed by staff and contractors.
- In the last several years, large storms have come through the region. These storms have occurred in all seasons and result in significant damage and repair costs in the forest.
- Invasive species (Spongy moth) and environmental conditions (droughts) have also increased the number of hazard trees within the forest.
- Impacts include:
  - Closing of trails
  - Reallocating all staff from their core work to damage repair
  - Hiring of contractors to remove trees
  - Increased rental of equipment to deal with tree removal

# Issue Paper #4 – Weather Event Reserve Continued

- **Consultation/Options**

- There isn't an option to leave the trees on the trail or the hazards standing. This creates safety issues for staff and users
- Set up a reserve to cover off hazard and storm tree removal

- **Financial Impact**

- 2025 - \$10,000 to reserves
- 2026 - \$10,000 to reserves

- **Risk Considerations**

- Leaving trees blocking the trail or not removing hazard trees along the trail isn't an option with respect to risk and liability

- **Impact to Member Municipalities/Partners**

- Users benefit from a well maintained and safe trail system

- **Included in 2023 Long Term Plan**

- No. Hazard tree management is paid through the budget, but costs and actions required with respect to storms are increasing and these were not accounted for in the long-term plan

# Issue Paper #5 – Seasonal Technician Changes & Vehicle

## • **Background**

- Natural heritage section has staff trained with respect to ecology, recreation and forestry. Currently we have full time staffing in each of these areas
- 4 approved student positions
- In 2022, Council approved a Seasonal Technician (April – Oct) to supervise students and help with stewardship of the forest
- Work done by the Seasonal Technician is as follows:
  - Restoration planning and on the ground stewardship work
  - Special Management Zone restoration (Forest/Wetland/Tallgrass)
  - Habitat and species monitoring; Species at risk surveys; Invasive species management
  - Enforcement and Weed Bylaw assistance
  - Volunteer, trail and forestry assistance
  - Education and outreach of the ecology of the Forest
  - Forestry restoration
  - Trail bed management; Trailside vegetation management
  - Inventories of plants and animals
  - Management of globally rare ecosystem present in NCF
  - Volunteer and student supervision

# Issue Paper #5 – Seasonal Technician Changes & Vehicle Cont'd

- Consultation/Options
  - Increase the hours of the Seasonal Technician to full time
    - Build on existing workload
    - Additional field and office work during the Fall, Winter and Spring necessitates additional resources
      - Research, planning and field data entry
      - Preparation for the field season
      - Core essential work to maintain levels of service and internal and external regulatory standards.
  - Savings would be realized with respect to onboarding, retraining of a new Seasonal Technician yearly, familiarity with the forest. This would be more efficient and maintain continuity with staff, volunteers and students
  - This issue paper request would match increasing needs with respect to increasing ecological, forestry and recreation work
  - Options to contract work have been explored, but with the variety of tasks, skillset, and the needs for timely and direct, regular connection to staff, and the variety of work, a permanent position is required



# Issue Paper #5 – Seasonal Technician Changes & Vehicle Continued

- **Financial Impact**

- 2024 – move to a full time Technician – Costs include increase in hours, addition of learning and development expenses and health and safety PPE (estimated \$30,000). A truck is required for this position (\$73,000)
- 2025 – \$30,000 staffing, \$9,500 to vehicle reserve
- 2026 – \$30,000 staffing, \$9,500 to vehicle reserve

- **Risk Considerations**

- Conduct essential core ecological, forestry and recreation work with respect to natural and non-natural Forest assets to ensure compliance with regulatory and best practice standards. These include SAR, FSC and County standards.
- Failure to complete work has legal and regulatory impacts, internally and externally, as well as impacting levels of service.

- **Impact to Member Municipalities/Partners**

- Users benefit from a well maintained and safe trail system, and a forest that is appropriately managed, following Species at Risk criteria, legal requirements and FSC standards.

- **Included in 2023 Long Term Plan:**

- A seasonal technician is included in the long-term plan. Based on the pilot in 2023, and the work required, the changes to the Seasonal Technician are recommended

# Issue Paper #6 – Truck Replacement

- **Background**

- Current trucks are 8 years old
  - Cost of ongoing maintenance is increased due to off-road conditions. Trucks are driven in very different conditions than those that are drive strictly on-road.
  - Earlier replacement delayed to reduce costs
- Seeking approval to purchase one new full-size, 4-wheel drive pick-up truck to replace one of the current trucks in each year 2025 and 2026 and ensure funds are available in the reserve to replace trucks in the future.

- **Consultation/Options**

- Continue to use the aging trucks would mean higher repair and maintenances costs.
- The purchase of an electric vehicle is an option, but cost, and charging facilities availability are problematic.
- Staff will work closely with Fleet staff to ensure trucks are at end-of-life and/or if there are opportunities to transfer trucks between departments
- The current truck reserve will be used to offset the cost of purchases in 2025.

# Issue Paper #6 – Truck Replacement cont'd

- **Financial Impact**

- 2025 – one truck at \$73,000, minus \$12,600 from reserves, total \$60,700
- 2026 - one truck at \$73,000, minus \$18,900 from reserves, total \$54,100

- **Risk Considerations**

- Trucks are required by staff daily, for work within the forest and for Forest Conservation (tree) bylaw and Weed Bylaw work across the County. Lack of transportation would impact levels of service, and core activities in the Forest and beyond.

- **Impact to Member Municipalities/Partners**

- No

- **Included in 2023 Long Term Plan**

- Yes, truck replacement is within the long-term plan, but the cost of the trucks have increased beyond the reserve value and this amount doesn't include outfitting the trucks.

# Issue Paper #7 – Land Acquisition Reserve

- **Background**

- Increasing the size of the forest has been documented within the 2017 Forest Service Strategy, climate plans and successive Forest Management Plans
- A reserve was set up prior to 2017 adding \$5,000 per year. Currently this reserve is at \$50,000
- Cost of land in the area has increased

- **Consultation/Options**

- The value of the reserves is not enough to cover the securement of lands

- **Financial Impact**

- 2025 – \$10,000
- 2026 – \$10,000

# Issue Paper #7 – Land Acquisition Reserve Continued

- **Risk Considerations**

- Without an appropriate reserve, land will not be able to be added to the forest
- Often securement opportunities are time sensitive and funds need to be available to address these opportunities

- **Impact to Member Municipalities/Partners**

- No

- **Included in 2023 Long Term Plan**

- No, money is added to the reserves yearly. Currently, this amount is not enough to cover the expense of securement of properties

# Economic Development Planning and Strategic Initiatives



# Economic Development, Planning and Strategic Initiatives

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	2,603	3,197	22.8%	3,383	5.8%	3,660	8.2%
Grants & Subsidies	526	614	16.7%	598	(2.6%)	611	2.2%
Other	1,078	1,236	14.7%	1,281	3.6%	1,341	4.7%
	4,207	5,047		5,262		5,612	
Expenditures							
Operating	4,010	4,868	21.4%	5,055	3.8%	5,377	6.4%
Reserves	117	179	53.0%	137	(23.5%)	235	71.5%
Capital	80	0	-	70	-	0	-
	4,207	5,047		5,262		5,612	

# Economic Development, Planning and Strategic Initiatives Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Government/Community Relations Officer Role	\$50,000	\$50,000	\$50,000	Levy – New
#2	OAFVC Bldg./Equip Reserve	\$25,000	\$50,000	\$75,000	Levy – New
#3	Tourism – Software Technology Reserve Fund	0	\$10,000	\$15,000	Levy – New
#4	BECN – Software Technology Reserve Fund	0	\$10,000	\$15,000	Levy – New
#5	Planning Intern/Co-op	\$25,000	\$50,000	\$50,000	Levy - New
#6	Vehicle Replacement		\$70,000		Reserve
#7	Planner			\$140,000	\$120K Levy/\$20K Reserve



# Issue Paper # 1 – Government/Community Relations (Smart City Applications)

- Background

- The request for funding applies to two distinct but inter-related areas of growth and development. Nurturing relationship with both federal and provincial ministries to garner support in a highly competitive marketplace is essential. This is not a lobbyist role but rather a role which facilitates a clearer understanding of Northumberland’s needs as a rural constituency. It is one which could be developed within an existing staff role with some marginal realignment of support functions.
- Smart City Applications is contained within this envelope primarily based on the broadband initiative and most applicable services which could be enhanced through technology and in many cases requires some financial commitment to act as a contribution to federal and provincial funding programs

- Consultation/Options – Observational transformation

- Financial Impact

- 2024 \$50,000
- 2025 \$50,000
- 2026 \$50,000

- Risk Considerations – Without this investment it limits competitiveness

- Impact to Member Municipalities/Partners – Readily and easily incorporated shared service

- Included in 2023 Long Term Plan: NO

# Issue Paper #2 – OAFVC Building and Equipment Renewal

- Financial Impact \$150,000
  - 2024 = \$25,000
  - 2025 = \$50,000
  - 2026 = \$75,000
- Risk Considerations: Regulatory evolution, industry advancement, and safety considerations all impact OAFVC's ability to maintain service levels, grow revenue-generating opportunities, and lead the agri-food incubation ecosystem through innovation.
- Impact to Member Municipalities/Partners
  - Resources are increased with a focus on safety, efficiency, and innovation
  - Increased opportunities for revenue growth
  - Improved customer service
- Included in 2023 Long Term Plan: NO

# Issue Paper #3 – Tourism Software technology Reserve fund

## Background

Northumberland Tourism is the lead municipal destination management organization for the region with 100% of our budget dedicated to supporting the tourism industry and the 828 tourism-dependent businesses in Northumberland. We provide the infrastructure and services necessary to support a tourism-dependent economy, connect tourism products to potential markets, lead planning/research for sustainable destination development, and support capacity building/skill development in the sector.

## Consultation/Options

As the number of tourism businesses increases, so to does the need to implement connected technology solutions that allow us to drive **measurable traffic** into the doors of your Northumberland County businesses. The ability to **capture (and own) first-party data** while **growing our email marketing lists** and **tracking conversions** is imperative. Implementation of a robust technological infrastructure will allow us to be responsive to visitor patterns and continually optimize our marketing outreach.

# Issue Paper #3 – Tourism Software technology

## Reserve fund

### Financial Impact

- **2024:** \$0
- **2025:** \$10,000
- **2026:** \$15,000

### Risk Considerations

Without robust technology infrastructure we are missing opportunities to:

- analyze visitor patterns (what visitors doing while visiting)
- manage resources (reduce overcrowding)
- observe, manage and respond to the demand for services (also informs product development)
- gain resource efficiency benefits (human resource time and budget savings)
- convert website visitors to real-life visitors (website tech & performance upgrades)

# Issue Paper #3 – Tourism Software technology

## Reserve fund

### Impact to Member Municipalities/Partners

- Access to ongoing data to build a picture of where visitors came from, where they are visiting within the region and how they learned about Northumberland County (digital ad units, social media ads, QR code scans in publications etc...).
- Option to embed filtered-by-municipality content on municipal websites alleviating the need to input and update events and business listings multiple times on various websites.
- Potential to build and/or grow municipal tourism email marketing list.

### Included in 2023 Long Term Plan

YES/NO

# Issue Paper #4 – BECN Software Technology Reserve Fund

- Background: The BECN offers support, knowledge, education and expertise to both new and existing business owners in Northumberland. By adopting new technologies, innovative methods or resources enables the BECN to provide more effective and efficient services.
- Consultation/Options
  - The customer volume and activities of the BECN continues to increase annually and we need to ensure our superior level of service evolves so we can provide continued value for our clients, partners and government funders.
- Financial Impact
  - 2024 \$0
  - 2025 \$10,000
  - 2026 \$15,000
- Risk Considerations:
  - Without innovative resources, diminished ability to maintain service levels.
- Impact to Member Municipalities/Partners:
  - More efficient use of resources
  - Improved customer service

- Included in 2023 Long Term Plan: NO

# Issue Paper #5 - Planning Intern / Co-op Student

- Background

- Many universities and colleges in Ontario offer co-op programs for students to gain the knowledge and skills required to enter the work force
- In 2019 and 2020, County Planning retained a University of Waterloo co-op student enrolled in the Planning program as a planning intern for approximately 8 months
- The student assisted the with various planning projects and administrative duties

- Consultation/Options

- County Planning is seeking a permanent co-op student placement / planning intern starting in 2024
- Co-op work terms are typically 12 to 16 weeks; seeking approval for two work-terms (approximately 8 months) per year

- Financial Impact

- 2024 \$25,000      2025 \$50,000      2026 \$50,000

- Risk Considerations

- County resources for talent acquisition, learning and development opportunities, and succession planning

- Impact to Member Municipalities/Partners – no direct impact

- Included in 2023 Long Term Plan: No – County supports hiring post-secondary students to attract the next generation of employees

# Issue Paper #6 – Vehicle Replacement: Inspection Services

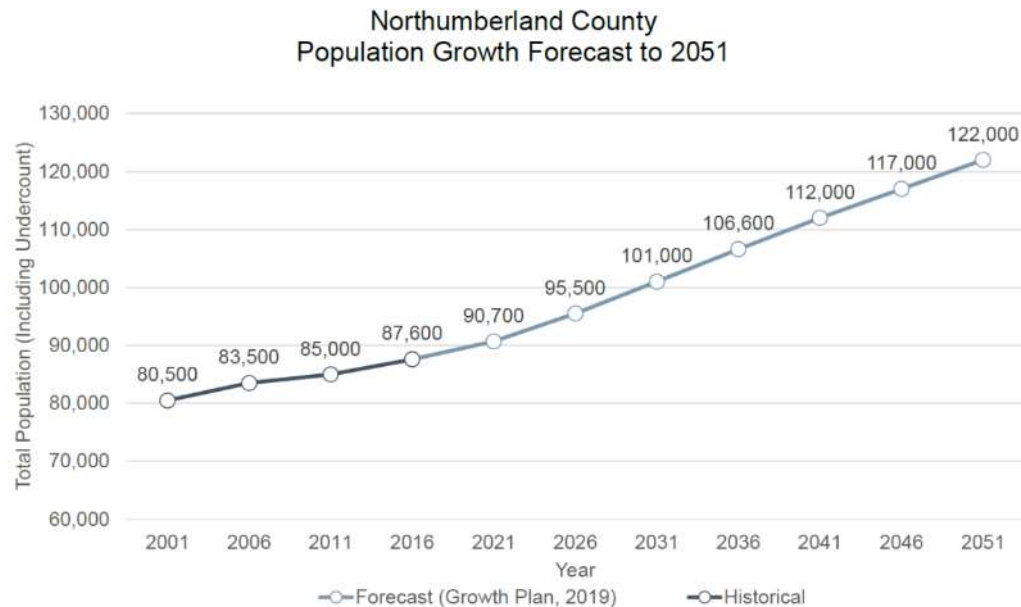
- Background
  - 2015 Dodge Ram scheduled to be replaced in 2023 was delayed as longer vehicle life expectancy realized
- Consultation/Options
  - Inspection services fleet transitioning to more fuel-efficient vehicles to save fuel costs and reduce carbon footprint
- Financial Impact
  - 2024: none
  - 2025: Reserves: \$70,000
  - 2026: none
- Risk Considerations
  - County vehicles need to be in good working order and reliable for daily use and staff safety
- Impact to Member Municipalities/Partners
  - Ensure continued operations of plumbing and sewage inspection services in accordance with long-standing service agreements
- Included in 2023 Long Term Plan: Yes
  - vehicle replacement scheduled as per capital budget



# Issue Paper #7 - Planner

- Background

- Current Planning team: Chief planner, Senior Planner, land use analyst (vacant)
- Services: implementing and updating the County Official Plan in accordance with Provincial legislation; coordinating and making policy recommendations for member municipal official plans and subdivision development; development review; providing general land use planning advice to residents and businesses.
- Development activity coordination between member municipalities and County Departments: Works, Housing, Economic Development, Strategic Initiatives
- Population forecast: 122,000 people and 44,000 jobs by 2051



# Issue Paper #7 - Planner

- Consultation/Options
  - Projected population growth will result in increased development-activity and demand for planning services
  - Current provincial legislation is mandating faster approvals and building
  - Anticipate need for a new planner position in 2026
- Financial Impact
  - 2024: none
  - 2025: none
  - 2026: Levy \$120,000 / Permit fees \$20,000
- Risk Considerations
  - Fulfill legislated requirements and responsibilities for current and future residents
  - Ensure forecasted growth-related development demands / activity provide quality community building
- Impact to Member Municipalities/Partners
  - Maintain County Planning service levels and continue to provide timely approvals of member municipal plans and projects
- Included in 2023 Long Term Plan: No
  - New position in anticipation of forecasted growth and development
  - responsible succession planning

# Communications



# Communications

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Internal Charges	544	755	38.7%	684	(9.4)%	708	3.5%
	544	755		684		708	
Expenditures							
Operating	632	866	37.0%	799	(7.7%)	827	3.4%
Reserves	(88)	(111)	26.1%	(115)	4.2%	(119)	3.0%
	544	755		684		708	

# Communications Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Communications Officer, Capital Projects – contract to permanent	Approved in current budget	Q1 in budget. Q2 to Q4 - \$86,730	\$119,107	Infrastructure financing
#2	Communications Intern	\$28,552	\$50,350	\$51,736	Levy - New
#3	Equity, Diversity & Inclusion Strategy	\$60,000	\$25,000	\$25,000	Levy – New
#4	Website redesign	\$100,000	\$0	\$0	Levy - New
#5	Communications Master Plan – Implementation	\$25,000	\$25,000	\$25,000	Levy - New

# Issue Paper #1 – Communications Officer – Capital Projects

- **Purpose:** Transition position of Communications Officer – Capital Projects from three-year contract position to permanent position as of Q2 2025.
- **Background:**
  - Position created in 2022 to support period of intensified pre-construction and construction activities on major capital and annual road and bridge rehabilitation projects
  - Capital investments comprise significant portion of County’s annual Capital/Operating budget – nearly 40 per cent in 2023.
  - Timely, robust communications throughout life of project essential for transparency, accountability and project success.
  - Careful management of detailed funder recognition requirements essential for funder relationships.

# Issue Paper #1 – Communications Officer – Capital Projects

## **Value proposition:**

- Sustain enhanced levels of service to meet escalating demand
  - 190% increase (from 11 to 35) in communications plans created
  - 133% increase in internal partners supported (Av. 6 to 14)
  - 14% increase in proactive media releases (from 63 to 72)
  - 35% increase in social media posts (396 to 536)
- Continue dedicated support for Public Works
  - 220% increase (from 5 to 16) in PW communications plans
  - 340% increase (from 5 to 22) in PW media releases and 70% increase (from 77 to 131 articles) in PW earned media coverage
  - 43% increase in PW social media posts (80 to 114)
  - Introduction of project e-newsletters, dedicated consultation pages via Join In Northumberland, increased engagement with municipal and Indigenous partners.

# Issue Paper #1 – Communications Officer – Capital Projects

- **Consultation/Options**

- 2 permanent staff resources dedicated to corporate communications activities (Director; Marketing & Creative Services Supervisor).
- 2020 Service Delivery Review identified shortfall of 1 FTE based on current/forecasted demand by internal partners.
- **Additional role has significantly increased capacity to address this demand.**

- **Financial Impact (Job Rate+Employer Costs+COLA) - Levy**

- **Included in long-term plan (LTP) for 2024:** \$112,270
- **2025 (in LTP for Q1):** \$28,910; **(Q2-Q4):** \$86,730
- **2026:** \$119,107



# Issue Paper #2 – Communications Intern

- **Background**

- Establish annual, year-round student intern position to support department mandate to effectively inform residents and stakeholders about County programs and services, and to foster public engagement with local government.

- **Rationale**

- Measure to partially address capacity gap in department, created by 2023 change to Director role.
- Responds to increasing demand for creative services support (graphic design, photography, multimedia), anticipated to further increase following closure of community papers and redirection of print outreach to digital mediums.
- Opportunity to cultivate pipeline of potential candidates interested in public service careers.

- **Financial Impact (Job Rate+Employer Costs+COLA) Levy**

- **2024:** \$28,552; **2025:** \$50,350; **2026:** \$51,736

# Issue Paper #3 – Equity, Diversity & Inclusion Strategy

- **Purpose:** Action commitments in 2023-2027 Community Strategic Plan with development of Equity, Diversity & Inclusion Strategy.
- **Background:**
  - Northumberland to grow to over 122k residents by 2051.
  - 2023-2027 Community Strategic Plan:
    - Pillar 3 - 'Foster a Thriving Community'.
    - Guiding Principle: Uphold human rights/dismantle barriers to creating inclusive & equitable workplace and community.
    - Action: Demonstrate leadership in the development of strategies & commitment of resources to advancing EDI organizationally and within community.
    - Action: Implement policies & practices to ensure County is an inclusive and equity-based employer of choice, where employees feel empowered to deliver exceptional service.

# Issue Paper #3 – Equity, Diversity & Inclusion Strategy

- **What is an EDI Strategy:**

- Set of intentional, organized goals and initiatives to combat racism and hate, and promote diversity, equitable access, and inclusion within municipal operations, services, and community.

- **Key components:**

- Data collection and analysis
- Policy development
- Workforce diversity and inclusion
- Inclusive governance and representation
- Equitable service delivery
- Collaboration with external partners
- Education and awareness
- Accessible communications
- Evaluation and reporting mechanisms

# Issue Paper #3 – Equity, Diversity & Inclusion Strategy

- **Challenge:** Without a clear framework, County lacks mechanisms for
  - Gathering reliable insight into employee and community member experience
  - Measuring impact/business value of actions taken
- **Risk Considerations of not having an EDI strategy**
  - Missed opportunities for talent attraction and innovation
  - Gaps in service quality and accessibility
  - Legal liabilities and reputational damage
  - Reduced opportunities for government grant funding
  - Employee disengagement and attrition
  - Ineffective/limited community engagement and missed community needs
  - Diminished public trust

# Issue Paper #3 – Equity, Diversity & Inclusion Strategy

- **Financial Impact**

- **2024:** \$60k to engage facilitator for development of strategy

- **2025-2026:** \$25k per year for initiatives within work plan

- **Included in 2023 Long Term Plan:** No

# Issue Paper #4 – Website Redesign

- **Purpose:** Refresh the design of 5 County websites for improved user experience based on most cost-effective option.
- **Background:** County is seeking to redesign the corporate website and 4 department microsites for two main reasons.
  1. Modernization and navigation
    - Introduced current website in April 2019.
    - Industry best practice is website redesign every 2-3 years - governments tend to have longer timelines.
    - County exploring mobile-first redesign, and reorganization of information for improved 'findability' and storytelling.
  2. Provider technology changes
    - Current website host is shifting all clients to new content management platform – requires redesign based on new layout templates and migration of all content.
    - Changes to cost structure.

# Issue Paper #4 – Website Redesign

- **Current Website Framework**

- County corporate website is overarching framework, with 4 unique smaller websites built on this framework including:
  - Business & Entrepreneurship Centre Northumberland (BECN)
  - Ontario Agri-Food Venture Centre (OAFVC)
  - Welcome to Northumberland (Settlement Services)
  - Housing Help Northumberland

- **Consultation/Options**

- Communications & IT departments will seek proposals from website solution providers, evaluate options, and source solution that will deliver the greatest value.
- Process will include consultation with website users – staff, partners, and community members - to inform design.

# Issue Paper #4 – Website Redesign

- **Risk Considerations**

- Cost optimization – current platform to be discontinued in approx. 3 years, requiring migration.

- **Budget Implications**

- Total estimated migration costs for all 5 sites: \$90,000
- Current annual website hosting fee: \$7,624.
- With provider transition to new platform, annual fees change:
  - \$12,414 annually for corporate site
  - \$1,800 annually per microsite (4) = \$7,200

- **Financial Impact**

- **2024:** \$100,000 + HST website redesign
- **2025/2026:** \$0

- **Included in 2023 Long Term Plan:** 20k for hosting fees, annually



# Issue Paper #5 – Communications Master Plan Implementation

- **Purpose:** Establish an implementation plan to advance strategic initiatives identified within the Communications Master Plan currently under development for completion by end-2023.
- **Background:** The Communications Master Plan will formalize a vision for Northumberland County communications and community engagement over a 10-year period. Will position the County for:
  - Engagement
  - Technology
  - Relationship management
  - Department skills and structure

# Issue Paper #5 – Communications Master Plan Implementation

- **Financial Impact**
  - **2024:** \$25,000
  - **2025:** \$25,000
  - **2026:** \$25,000
- **Example of anticipated action items**
  - Website user-experience testing to identify gaps for redesign
  - Audience research to inform content strategies
  - Market research to inform refresh of strategic plans for next term of Council
- **Risk considerations:** An absence of funding for action items risks ineffective implementation of the Master Plan, resulting in reduced opportunity to generate results.
- **Included in the 2023 Long Term Plan: No**

# Information Technology and Records Management



# Information Technology & Records Management

(k\$)	2023	2024	Change	2025	change	2026	Change
Revenue							
Internal Charges	3,312	3,961	19.6%	4,463	12.7%	4,557	2.1%
Other	204	283	38.7%	281	(0.7%)	289	2.85%
	3,516	4,244		4,744		4,846	
Expenditures							
Operating	3,499	4,229	20.9%	4,508	6.6%	4,900	8.7%
Capital	365	107	(70.7%)	420	292.5%	-	(100%)
Reserves	(348)	(92)	(40.0%)	(184)	36.9%	(54)	(70.6%)
	3,516	4,244		4,744		4,846	

# Information Technology Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Technical Support Analyst – Staff (9 mos)	\$88,435	\$121,451*	\$125,095*	Levy- New
#2	Cybersecurity Analyst - Staff (6 mos)	\$67,889	\$139,851*	\$144,047	Levy - New
#3	Client Services Intern - Staff (8 mos)	\$40,667	\$62,830*	\$64,715*	Levy - New
#4	SIEM Solution – Cybersecurity	\$150,000 + (\$50k reserves)	\$160,500**+ (\$50k reserves)	\$170,500**+ (\$50k reserves)	Levy-New
#5	IT Infrastructure Lifecycle Upgrades	\$121,750	\$310,000	\$164,300	IT Reserve

\*3% COLA added  
 \*\* 5% annual increase

# Information Technology Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#6	Service Desk Analyst – Staff	--	\$90,190 (12 mos)	\$92,897*	Levy – New
#7	Information Management Strategy	--	\$50,000	--	Levy- New

# Issue Paper #1 – Technical Support Analyst, Staff

## • Background

- IT infrastructure hosts organizational data, operates critical business applications, and enables services that underpin operations
- County has **one** Senior Technical Support Analyst (STSA) responsible for network components (computers, routers, switches, cables, wireless systems) for County and 4+ managed service partners
- STSA is also responsible for technical implementations for increasing number of technology-related projects (eg: GPL tech roll-out)

## • Risk Considerations

- **Response times:** As demand grows, longer project implementation timelines/response times
- **Coverage:** No capacity to absorb vacation/illness absences, impacting contract commitments, project work, maintenance
- **Business Continuity:** No redundancy. Departure would have immediate impact to network management across partners
- **Security:** Insufficient staff to implement critical tech changes/updates increases risk of cybersecurity attacks/data breaches

# Issue Paper #1 – Technical Support Analyst, Staff

## • **Consultation/Options**

- Managed service partners concur that current IT team capacity is creating response time/coverage gaps that impact service delivery
- Strengthening IT team capacity aligns with Community Strategic Plan commitments to:
  - Expand voluntary shared services with member municipalities
  - Integrate leading-edge technologies into operations to increase efficiency, improve County services & create better resident experiences

## • **Financial Impact (Job Rate+Employer Costs+COLA) Levy**

- **2024:** \$88,435 (April start); **2025:** \$121,451; **2026:** \$125,095  
\*Offset: Launch of contract with A/H 2023/2024 for IT Services (est. \$55,000 in 2024)

- **Impact to Member Municipalities:** Role will increase department's capacity to respond to/proactively support managed service partners as demand for services grows.

- **Included in 2023 Long Term Plan:** No



# Issue Paper #2 – Cybersecurity Analyst

## • **Background**

- In 2023, County Council supported positioning cybersecurity at forefront of IT operations with formation of a dedicated cybersecurity function led by a Cybersecurity Manager.
- The hiring of a Cybersecurity Analyst will complete this transition, enabling holistic cybersecurity program for the corporation.
- Reflects proactive approach to risk management, compliance, and securing County's digital future.

## • **Risk Considerations**

- Absence of a dedicated Cybersecurity Analyst will impact program plans for staff and partner education and awareness training, early detection and response to cyber threats or potential breaches, and regulatory compliance.
- The financial, reputational, and operational impacts associated with these risks underline the necessity of this role.

# Issue Paper #2 – Cybersecurity Analyst

- **Consultation/Options**

- Communications Security Establishment: Cyber incidents are at all-time high with 259 reported incidents in last two weeks alone.
- Municipal environment: Over 100 cases of cyber threat activity targeting Canadian municipalities between 2020 and 2022. In Northumberland, approximately 450 cyber alerts monthly/2,700 alerts in past 6 months. In 2023, County managed service partner experienced cyber incident.
- To keep County and municipal partners secure, urgent investment in cybersecurity tools & technical staff required for effective & expert incident detection & response against cyber incidents.

- **Financial Impact (Job Rate+Employer Costs+COLA) Levy**

- **2024** - \$67,889 (July start); **2025** - \$139,851; **2026** - \$144,047

- **Impact to Member Municipalities/Partners**

- The Cybersecurity Analyst will enhance the security posture of the County and managed service partners.

- **Included in 2023 Long Term Plan**

- No

# Issue Paper #3 – Client Services Intern

- **Background**

- Establish annual, year-round student intern position to enhance department capacity to sustain service levels:
  - **Improved response times:** increase resources for addressing basic client services and supporting project management, enabling redeployment of more senior staff to tasks requiring greater expertise.
  - **Improved coverage:** create stabilization during periods of increased department activity/instances of vacation/illness.
- Opportunity to cultivate pipeline of potential candidates interested in public service careers.

- **Financial Impact - (Job Rate+Employer Costs+COLA) Levy**

- **2024:** \$40,667; **2025:** \$62,830; **2026:** \$64,715

- **Impact to Member Municipalities/partners**

- Improved IT support for strengthened service delivery

- **Included in 2023 Long Term Plan**

- No

# Issue Paper #4 – SIEM Solution

## • **Background**

- County and municipal partners rely heavily on IT infrastructure (servers & networks) to host critical applications, data, and provide vital services that support business operations.
- SIEM (Security Information & Event Management) solution:
  - Support monitoring of cybersecurity threats to IT infrastructure by generating logs (audit logs, security logs, event logs, device health logs)
  - Alert staff of potential threat activity and categorize criticality of alert and actions required
  - Establish proactive approach to risk management, compliance, and security.

## • **Risk Considerations**

- Regulatory non-compliance for audit logs, potential cyber breaches, significant data/privacy/financial implications, loss of public trust.

# Issue Paper #4 – SIEM Solution

- **Financial Impact (includes 5% annual increase) - Levy**
  - **2024** - \$150,000; **2025** - \$160,500; **2026** - \$170,500
  - \*Total cost will include \$50k draw from Cybersecurity budget, annually
- **Impact to Member Municipalities/Partners**
  - Investing in cybersecurity through SIEM will not only benefit the County but also managed service partners who rely on the County's secure and dependable IT systems.
  - This investment also reflects the County's commitment to safeguarding shared digital assets and fostering a collaborative and secure environment. With infrastructure investment by the County, member municipalities could leverage solution for \$30-40k annually rather than full investment.
- **Included in 2023 Long Term Plan:**
  - No

# Issue Paper #5 – IT Infrastructure Upgrades

## • **Background**

- The IT department has developed a 10-year lifecycle plan for the County’s IT infrastructure based on anticipated life expectancy and industry-standard refresh cycles.
- Lifecycle plan enables proactive replacement forecasting, safeguarding against security vulnerabilities, unplanned downtime, and performance degradation. When feasible, certain technology lifecycles are extended to optimize investment value.

## • **Risk Considerations**

- Technology software and equipment is core County infrastructure, with the possibility of failure posing significant risk to the organization.
- Recovery time and unplanned purchases of new equipment pose financial and operational risk.

# Issue Paper #5 – IT Infrastructure Upgrades

## • Consultation/Options

- Options explored include: partial upgrades, staggered updates, a comprehensive systems overhaul.
- In consultation with IT experts, vendors, and an internal assessment of current infrastructure, a balanced approach is recommended, that aligns with both budgetary considerations and technological needs.
- This plan prioritizes critical upgrades while planning for future developments.

## • Financial Impact – IT Reserve

Year	Component	Capital Cost
2024	Wireless Access Points	\$45K
2024	Extended Support for Firewalls	\$20K
2024	Uninterruptible Power Supplies	\$10K
2024	Security card reader licensing	\$1,750
2024	Meeting Room A/V infrastructure	\$45k
<b>2024</b>	<b>Total</b>	<b>\$121,750</b>

# Issue Paper #5 – IT Infrastructure Upgrades

- **Financial Impact Continued – IT Reserve**

Year	Component	Capital cost
2025	Replace Server/SAN hardware	\$310K
<b>2025</b>	<b>Total</b>	<b>\$310K</b>
2026	Microsoft Software Assurance Renewal	\$82,500
2026	Replace DMZ hardware	\$50K
2026	Wifi Access Points	\$30K
2026	Security card reader licensing	\$1,820
<b>2026</b>	<b>Total</b>	<b>\$164,300</b>

- **Impact to Member Municipalities/Partners:**

- Secure and dependable County IT systems assures IT department’s capacity to direct resources in support of managed service partners.

- **Included in 2023 Long Term Plan: Yes**

- Based on County’s 10-year infrastructure lifecycle plan.



# Issue Paper #6 – Service Desk Analyst - Staff

- **Background**

- IT Service Desk is the backbone of County’s technical infrastructure.
- Two Service Level 1 Service Desk staff (user account management, troubleshooting, break/fix, software installation, workstation set-up, tech support) support 600+ staff across 25 business units.
- Currently limited capacity to provide Service Desk support for managed service partners - resulting in all functions being delivered by senior IT technicians, in turn limiting capacity of senior technicians to be deployed efficiently.

- **Risk Considerations**

- Without this role, minimal capacity to adjust department operations to more efficiently support managed service partners, and align with innovation, technology, and service excellence goals in the County’s 2023-2027 Community Strategic Plan.

# Issue Paper #6 – Service Desk Analyst – Staff

- **Consultation/Options**

- Option 1: Hire a full-time Service Desk Analyst
- Option 2: Extend existing staff hours
- Option 3: Adjust/reduce commitments with managed service partners as contracts renew

Recommended: Option 1 – enables IT team to meet increasing demands, align operations with strategic plan.

- **Financial Impact (includes salaries, benefits, COLA) - Levy**

- **2024:** \$0; **2025:** \$90,190; **2026:** \$92,897

- **Impact to Member Municipalities/Partners**

- Improved IT support for strengthened service delivery.

- **Included in 2023 Long Term Plan**

- No

# Issue Paper #7 - Information Management Strategy

## • **Background**

- County Information Management Coordinator oversees broad records and information management program.
- County recognizes information as a vital strategic asset – critical for cost containment, client service, strategic decision-making.
- IM Strategy will enhance strategic governance and management of the County's information assets based on the industry standard Information Governance Maturity Model.
- Goal is to establish “an accountability framework that includes the processes, roles, standards, and metrics that ensure the effective and efficient use of information in enabling the organization to achieve its goals”.
- Aligns with Strategic Plan - Innovate for Service Excellence.

## • **Risk Considerations**

- Legal and regulatory vulnerabilities
- Missed opportunities for streamlining processes, controlling costs, improving service, engaging in Open Government and business transformation initiatives.

# Issue Paper #7 - Information Management Strategy

- **Consultation/Options**

- Recommendation is informed by:

- County's research into best practices for municipal information management leadership through membership to Association of Records Managers and Administrators (ARMA) International, creator of the Information Governance Maturity Model.
- Alignment with Community Strategic Plan commitment to design an Open Government Framework to maximize digital and data resources.

- **Financial Impact - Levy**

- **2025** - \$50,000

- **Impact to Member Municipalities/Partners**

- The Information Management Strategy has broad implications for enhanced collaboration and consistency, creating a framework that can be leveraged by member municipalities.

## **Included in 2023 Long Term Plan**

- No

# Golden Plough Lodge



# Golden Plough Lodge

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	6,011	6,982	16.2%	9,411	34.8%	12,525	33.1%
Subsidies	11,869	13,313	12.2%	17,018	27.8%	18,525	8.9%
Resident Revenue	3,443	3,529	2.5%	4,159	17.9%	4,442	6.8%
Other	95	121	27.4%	212	75.2%	219	3.3%
	21,418	23,945		30,800		35,711	
Expenditures							
Nursing	13,464	15,098	12.1%	17,522	16.1%	18,674	6.6%
Dietary	2,231	2,251	0.9%	2,514	11.7%	2,666	6.0%
Laundry & Housekeeping	855	946	10.6%	1,313	38.8%	1,447	10.2%
Facility	1,358	1,405	3.5%	1,878	33.7%	1,941	3.4%
Other Operating, Capital, Reserves & Admin.	3,510	4,245	20.9%	7,573	78.4%	10,983	45.0%
	21,418	23,945		30,800		35,711	

# Golden Plough Lodge Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Direct Care Staffing	(86,706)	(89,327)	(87,283)	Levy (net of funding & resident revenues)
#2	Life Enrichment Staffing		53,940	66,331	Levy (net of funding & resident revenues)
#3	Environmental Services Staffing	97,328	188,041	179,069	Levy (net of funding & resident revenues)
#4	Logistics Coordinator	101,870	70,543	71,954	Levy
#5	Environmental Services Reserve Strategy		300,000	300,000	Levy
#6	Dietary Services Reserve Strategy	50,000	50,000	50,000	Levy
#7	Dietary Services Staffing	-	57,890	76,188	Levy

# Issue Paper #1 – Direct Care Staffing

## • Background

- Direct Care Staffing includes RN's, RPN's and PSW's.
- 2023 Budget provides for up to ~3:45 hrs/min of direct care per resident per day meeting current standard
- Increase in staffing required commencing Q2/24 to meet Ministry of Long-Term Care (MLTC) requirement of 4.0hrs of direct care per resident per day.
- Increase in staffing required for new home to maintain 4.0hrs of care based on increase in beds from 151 to 180.
- MLTC provides per diem funding under Nursing and Personal Care (NPC) Funding Envelope and is providing Staffing Supplement Funding towards achieving 4hrs of care.
- Consideration of implementation of non-traditional shifts to be assessed after relocation to the new home.
- Staff survey indicates preference is currently to maintain shifts as is for length of times and no rotations between days, evenings and nights.





# Issue Paper #1 – Direct Care Staffing

- Consultation/Options

- The Fixing Long-Term Care Act, 2021 (FLTCA), has set direct care targets of 4 hours of care per day, per resident, provided by RN's, RPN's and PSW's by March 31, 2025.
- MLTC targets for increased staffing levels:

2021-22	2022-23	2023-24	2024-25
3 hrs	3 hrs 15 min	3 hrs 42 min	4 hrs

- Financial Impact

	2024	2025	2026
Wages & Benefits	780,820	2,599,350	3,314,799
Funding / Resident Revenues	867,526	2,688,677	3,402,082
Net Annual Increase (Decrease)	(86,706)	(89,327)	(87,283)

- Assumes first resident day in new home 2025 subsequent to activation period.
- Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable.
- Estimates to be refined with drafting of operating budgets.

# Issue Paper #1 – Direct Care Staffing

- Financial Impact (Cont'd)
  - Introduction of Staffing Supplement Funding towards achieving 4hrs of care reduces amount levy finances towards wages & benefits costs.
  - Sufficient liability has been established should there be any clawbacks in funding upon annual reconciliation with MLTC.
  - Assumes MLTC Development Funding for Training/Orientation sufficient to offset these costs during home activation period.
- Risk Considerations
  - Legislative requirement to meet level of care targets under FLTCA.
  - Staff burnout and retention if understaffed for direct resident care.
  - Clawback of Staffing Supplement Funding if not fully utilized.
- Included in 2023 Long Term Plan: Yes



# Issue Paper #2 – Life Enrichment Staffing

- Background

- Proposed increase in staffing based primarily on review conducted by the Leading Edge Group for a Future State Staffing Model in the new home.
- Currently five full time (one for each home area) Life enrichment Aides with two part time no master rotation positions to cover vacation.
- FLTCA requires 36 minutes of Allied Health Professionals care per resident per day. This is for services such as Life Enrichment, Chaplain, Physiotherapy, Social Worker, Dietician, etc.
- Increase in staffing required for new home to achieve 36 minutes of Allied Health Professionals care per resident per day based on increase in beds from 151 to 180. There will be a 6th home area which will require a new full time Life Enrichment Aide position.
- Historically, the Life Enrichment Aides do not have backfill for their positions, this has led to significant gaps in quality-of-life care. Backfill will require a second full time Life Enrichment Aide position.
- The new home will have three major quality of life spaces, the greenhouse, the media/‘Snoezelen’ room and the family café. A third full time Life Enrichment position will assist with remaining backfill needs and run and maintain these new spaces. This position will also assist with admissions and our end-of-life care program.
- MLTC provides per diem funding under Program and Support Services Funding Envelope towards financing Life Enrichment costs.

# Issue Paper #2 – Life Enrichment Staffing

- Consultation/Options

- Legislative requirement to meet level of care targets under FLTCA.
- Addition of one home area with 32 beds.
- Lack of backfill results in considerable gaps of life enrichment care.
- Significant increase in life enrichment spaces in new build.
- Ongoing need for life enrichment involvement in admissions and end of life care.

- Financial Impact

	2024	2025	2026
Wages & Benefits	-	159,705	217,035
Funding / Resident Revenues	-	105,765	150,704
Net Annual Increase (Decrease)	-	53,940	66,331

- Assumes first resident day in new home 2025 subsequent to activation period.
- Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable.
- Estimates to be refined with drafting of operating budgets.

# Issue Paper #2 – Life Enrichment Staffing

- Risk Considerations
  - Not having enough life enrichment staff to adequately support 29 new beds.
  - Continuous gaps of life enrichment care with lack of backfill. Not fulfilling Leading Edge's recommendation of having each home area covered seven days a week.
  - Not having enough staff to maintain new life enrichment spaces.
- Included in 2023 Long Term Plan: Yes



# Issue Paper #3 – Environmental Services Staffing

- Background

- Environmental Services staffing comprises Housekeeping, Maintenance and Laundry Departments.
- 2025 budget proposes an increase in overall staffing for Environmental Services based primarily on a review conducted by the Leading Edge Group for a Future State Staffing Model in the new home.
- Some staffing additions from the model are being recommended to commence prior to relocation to address more immediate needs for meeting Infection Prevention and Control standards and to facilitate tasks for activation planning and transition activities to the new home.
- New home will double in size from ~100,000 square feet to ~203,000 and increase in resident beds from 151-180.

- Consultation/Options

- Housekeeping Department

- Currently 4 full-time and 6 part-time Housekeeping Aides.
  - 2024 budget proposes adding 2 part-time Housekeeping Aides allowing for an additional 4 hours per day specific to (IPAC) cleaning activities. This advances timing of the recommendation from the proposed Leading Edge model for adding 2 part-time staff.
  - 2025 budget addition of 4 full-time Housekeeping Aides proposed versus recommendation of 6 from the Leading Edge model based on efficiencies to be achieved with work-flows and greater ease of cleaning with more modern healthcare-standard furniture, equipment and building surfaces.

# Issue Paper #3 – Environmental Services Staffing

## Facilities Department

- Currently 1 full-time and 1 part-time Environmental Support / Handy Person.
- The Leading Edge model recommends addition of 1 full-time and 1 part-time for the new home.
- Propose commencement of the full-time position in quarter 3 of 2024 to assist with Facilities activation planning and associated tasks for transition to the new home.
- Propose commencement of the part-time position 2025 to allow for sufficient coverage and resourcing for managing/operating of 2 facilities during activation period.
- Proposed model provides minimum on-site staffing requirement to effectively carry out repair/maintenance duties for building and equipment and facilitating resident moves.
- Will review possibility of synergies with Public Works Facilities Department for contract management oversight and enhancing utilization of internal skilled trades.

## Laundry Department

- Currently 4 part-time Laundry Aides working days with 2 staff on 7 days a week and 1 part-time dedicated to EMS Laundry for 12 hours a week.
- Propose increase PT staffing and hours to support 3 part-time staff daily 7 days a week to accommodate increase in GPL laundry (currently ~1,600lbs to ~2,100lbs for a 31% increase) and increased volume in Paramedics estimated at 15% per annum.



# Issue Paper #3 – Environmental Services Staffing

- Financial Impact

- Financial impact consolidated Housekeeping, Maintenance and Laundry Departments:

	2024	2025	2026
Wages & Benefits	97,328	427,829	523,890
Funding / Resident Revenues	-	239,787	344,821
Net Annual Increase (Decrease)	97,328	188,041	179,069

- Assumes first resident day in new home 2025 subsequent to activation period.
- Allocation of funding and resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable.
- Estimates to be refined with drafting of operating budgets

- Risk Considerations

- Residents and staff health and safety.
- Residents' quality-of-life.
- Inability to meet FLTCA, IPAC and International Sanitary Supply Association (ISSA) standards.
- MLTC routine inspections of the home pose risk of compliance orders if not meeting standards.
- Reputational damage.

- Included in 2023 Long Term Plan: Yes



# Issue Paper #4 – Logistics Coordinator

- Background

- Currently, the management of inventory is a manual process, facilitated by different departments throughout the home.
- Upon relocation to a larger building and increased resident population, inventory management will become more complex.
- Inventory management in a LTCH the size of the new home requires a dedicated Logistics Coordinator to ensure strict control of purchasing costs and reduce waste by centralizing inventory and materials management.

- Consultation/Options

- There are a considerable number of tasks related to logistics of inventory, the updating of policies and procedures, and training of staff on new inventory control processes as part of activation planning for the new home that will be an initial focus of this role.
- Transition to the new home will require significant effort for set up of required inventory levels prior to resident moves while maintaining sufficient stock in the existing home.
- To coincide with the hiring of a Logistics Coordinator, Inventory Management Software will be implemented to maintain integrity of materials management processes and ensure inventory levels are at optimal levels.

# Issue Paper #4 – Logistics Coordinator

- Financial Impact

- Assumes commencement of role in second quarter of 2024 allowing for implementation of software solution, activation planning and associated tasks for transition to the new home.
- Salary costing inclusive of benefits and associated employer payroll costs:

YEAR	2024	2025	2026
COST	51,870	70,543	71,954

- Placeholder for implementation of software solution \$50,000 in 2024

- Risk Considerations

- Inaccurate inventory control leads to increased costs associated with expired products and unnecessary waste.
- Inability to maintain optimal inventory levels without data on total level of inventory items situated throughout the home.
- Inability to identify inventory loss from analytics – waste, theft, etc.
- Inventory control practices are reviewed by MLTC during routine inspections of the home posing risk of compliance orders.

- Included in 2023 Long Term Plan: No

# Issue Paper #5 – Environmental Services Reserve Strategy

- Background

- Multi-year strategy to support capital investment framework for machinery/equipment replacements and facility major or extraordinary maintenance/renewal activities.
- Environmental Services responsible for capital assets inclusive of most major Nursing equipment such as mechanical lifts and beds, laundry equipment and the GPL facility.
- Aims to maximize the long-term value of all assets, meet service levels and legislative requirements while ensuring safety and wellbeing of residents and staff.

- Consultation/Options

- Reserve strategy for recurring annual contributions to GPL Capital Reserve with funds drawn from the reserve each year based on identified capital needs.
- With a set recurring annual transfer to reserve the strategy eliminates volatility in levy to a consistent reserve contribution as opposed to actual annual capital needs which can fluctuate year-over-year.
- Reserve strategy builds reserve funds over time allowing for contingency financing for any unforeseen capital requirements or emergency needs.

- Financial Impact

- 2024: \$94.4K contingency existing facility to meet legislative and health/safety requirements of residents and staff (only as absolutely required with any unused funds allocated to the GPL Capital Reserve).
- 2024 onwards \$300K annual reserve contribution.

# Issue Paper #5 – Environmental Services Reserve Strategy

- Financial Impact (Cont'd)

- 2012-2021 average budget for existing facility \$282K.
- Annual reserve contribution to be reassessed after occupancy of new facility with a more established understanding of asset lifecycles and based on updated asset management plan.

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Estimated Costs	94,400	82,500	184,100	142,000	178,500	156,800	95,100	215,500	198,250	292,500	301,250	1,940,900
Reserve Contribution		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Reserve Balance		217,500	333,400	491,400	612,900	756,100	961,000	1,045,500	1,147,250	1,154,750	1,153,500	

- Risk Considerations

- Without a reserve strategy risk of not having sufficient financing to allow for unforeseen needs or emergency/extraordinary capital requirements.
- Minimal capital needs for initial years at new home but will experience heightened costs in future years (ex. replacement of 150 beds purchased for new build commencing in ~2035 as they reach end of life – est. ~\$800K / major building components).
- Ability to meet legislative and Health and Safety requirements.
- Ability to meet asset renewal needs in asset management plans.
- Increased maintenance costs.

- Included in 2023 Long Term Plan: No



# Issue Paper #6 – Dietary Services Reserve Strategy

- Background

- Dietary Services Department is responsible for providing all meals, snacks, beverages, and special nourishments in the home. As well as providing guest meals and palliative care needs for families, county functions and special event catering.
- Registered Dietician works closely with Dietary and Nursing to ensure residents receive appropriate diets, supplements and nourishments as needed.
- Multi-year strategy to support capital investment framework for dietary machinery/equipment replacements.
- Aims to maximize the long-term value of all assets, meet service levels and legislative requirements while ensuring safety and wellbeing of residents and staff.
- Large equipment such as ovens, ranges, dishwashers, cold storage as well as smaller appliances and serveries equipment.
- Future repair costs will potentially be higher in the serveries due to the equipment being built-in and may have access difficulties.

- Consultation/Options

- Reserve strategy for recurring annual contributions to GPL Capital Reserve with funds drawn from the reserve each year based on identified capital needs.
- With a set recurring annual transfer to reserve the strategy eliminates volatility in levy to a consistent reserve contribution as opposed to actual annual capital needs which can fluctuate year-over-year.
- Reserve strategy builds reserve funds over time allowing for contingency financing for any unforeseen capital requirements or emergency needs.

# Issue Paper #6 – Dietary Services Reserve Strategy

- Financial Impact

- Annual reserve contribution to be reassessed after occupancy of new facility with a more established understanding of asset lifecycles and based on a ten-year replacement plan.

Description	2024	2025	2026	Total
2 x Ice Machine	6,000	6,000		12,000
20 QT. Mixer	5,000	5,000		10,000
Blixer 6v	7,000	7,000		14,000
Hot Hold Unit	10,000			10,000
Induction Range			35,000	35,000
Induction Griddle			16,000	16,000
Estimated Costs	28,000	18,000	51,000	97,000
Reserve Contribution	50,000	50,000	50,000	150,000
Reserve Balance	22,000	54,000	53,000	

- Risk Considerations

- Without a reserve strategy risk of not having sufficient financing to allow for unforeseen needs or emergency/extraordinary capital requirements.
- Minimal capital needs for initial years at new home but will experience heightened costs in future years Ability to meet legislative and Health and Safety requirements.
- Increased maintenance costs.

- Included in 2023 Long Term Plan: No

# Issue Paper #7 – Dietary Services Staffing

- Background

- Dietary Services Department is responsible for providing all meals, snacks, beverages, and special nourishments in the home. As well as providing guest meals and palliative care needs for families, county functions and special event catering.
- Dietary Services Department provides 3 healthy meals per day, 3 nourishment and beverage passes per day and any special snacks, therapeutic diets, textures, fluid consistencies and supplements requested by the Registered Dietician or Doctor that can improve or assist with the quality of life for the resident.
- Proposed staffing rotation involves distributing the extra hours allotted from the increased resident numbers into extra Cook's hours and extra Dietary Aide hours, which in conjunction with the proposed dining model will meet the nutritional and clinical needs of residents at our new home.

- Consultation/Options

- The new dining model will involve utilizing new technology with wi-fi accessible ovens to be able to monitor in real-time the new cooking procedures. The new model will require an additional Cook and extra hours for the other Cooks. The focus will be on providing more from scratch meals and less bought-in products.
- The new model will improve the resident's quality of life by providing a more healthy, nutritious product to residents. There will be a consistent product throughout the dining areas, as well as the ability for on demand and more control over inventory and production – resulting in less waste.

# Issue Paper #7 – Dietary Services Staffing

- Financial Impact

- The impact for increased wages and benefits costs is highlighted below by year as applicable. Further, increases to resident accommodations revenues attributed to the Dietary Departmental budget are also identified for each year.

	2024	2025	2026
Wages and Benefits	-	102,526	139,435
Resident Revenues	-	44,636	63,248
Net Annual Increase (Decrease)	-	57,890	76,188

- This assumes first resident day in the new home subsequent to construction completion and allowing for a sufficient activation period. Allocation of resident accommodation revenues applicable to wages and benefits calculated based on estimated proportions as applicable. Also, assumes MLTC Development Funding for Training/Orientation sufficient to offset these costs during home activation period.

- Risk Considerations

- The new staffing model focuses on retaining experienced staff by providing extra hours.
- Staying with the current model could lead to staff retention issues, burnout of staff and this can impact the quality of service provided to the residents and impact our ability to provide special event catering.

- Included in 2023 Long Term Plan: Yes



# Northumberland Paramedics



# Northumberland Paramedics

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	8,872	9,610	8.3%	9,861	2.6%	10,672	8.2%
Subsidy	10,417	11,318	8.7%	11,994	6.0%	10,214	(14.8%)
Other	125	485	288.0%	225	(53.6%)	380	68.9%
	19,414	21,413		22,080		21,266	
Expenditures							
Operating	18,515	19,803	7.0%	20,710	4.6%	19,761	(4.6%)
Capital	750	1,240	65.3%	1,752	41.3%	1,230	(29.8%)
Reserves	149	370	148.3%	(382)	(203.2%)	275	(172.0%)
	19,414	21,413		22,080		21,266	

# Northumberland Paramedics Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Additional 12 Hour Crew – Q2 2024	\$270,000	\$540,000	\$540,000	Levy 50% Province 50%
#1	Additional Ambulance to Fleet	\$260,000.00 ambulance  \$114,950.84 one- time stock  \$33,500.00 ongoing costs			Development Charges ambulance  50% / 50%  50% / 50%
#2	Peer Support Team	\$10,000	\$25,000	\$25,000	50% / 50%

# Northumberland Paramedics Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#3	Students (2) Operations and Admin	\$28,000	\$28,000	\$28,000	50% / 50%
#4	Upstaffing Requirements	\$25,218.48	\$25,218.48	\$25,218.48	50% / 50%
#5	ERV Addition	N/A	N/A	\$122,159.50- \$135,159.30 *  \$50,,000  \$25,000	Development Charges for ERV  One-time costs- 50/50  Increase annually 50/50
#5	ERV Medic addition	N/A	N/A	\$270,00.00	50 %/ 50%

# Paramedic Dept – Replacement Cycle-Reserves- Summary

					Funding
		2024	2025	2026	
#1	Ambulances	3 ambulances + 1 ambulance (development charges)	3 ambulances	3 ambulances	3 ambulances- replacement cycle – Reserves (50:50) 1 ambulance (2024) (Development Charges)
#2	ERV	1 ERV replacement cycle		1 ERV Replacement 1 ERV addition	5 -year replacement cycle – reserves (50:50)
#3	Defibrillators and Monitors		RFP (5 - year replacement cycle)		5-Year Replacement cycle- Reserves (50:50)

# Issue Paper #1 – Additional 12-Hour Crew

- **Background** – Unit Utilization in Day time 42-47% - standard 40%. Necessity to add (1) – 12- hour crew 7 days a week – (4) Medics
- **Consultation/Options** - EOWC Refresher and Analysis of Data
  - Q3 start up
  - Status quo
- **Financial Impact**
  - 2024- Q3 start. 100% Levy
  - 2025 – 50% Levy and 50% Provincial Funding
  - 2026 – 50% Levy and 50% Provincial Funding
- **Risk Considerations-** Increased call volume, call duration, off load delays- increasing response times thereby decreasing performance, unable to meet response time standards
- **Impact to Member Municipalities/Partners** - Yes
- **Included in 2023 Long Term Plan:** YES

# Issue Paper #1 – Additional Ambulance

- **Background** – Additional ambulance to fleet – Long Term Plan for 2024-cover cost of ambulance through development charges.
- **Consultation/Options** - EOWC Refresher and Data analysis
- **Financial Impact**
  - 2024 – \$260,000 \*
    - one time- \$114,950.84 – Powerload/power cot/ defib / stairchair/ safe / KED (50/50)
    - annual increase to Budget \$33,500.00 - fuel / tires / preventative maintenance (50/50)
  - 2025 – annual increase \$33,500.00
  - 2026 – Annual increase \$33,500.00
- **Risk Considerations** – Linked to Issue Paper 1 – additional resource
- **Impact to Member Municipalities/Partners** - Yes
- **Included in 2023 Long Term Plan:** YES

# Issue Paper #2 – Peer Support Team

- **Background** – Peer Support Team Development and maintain – Proactive Mental Health- Healthy Resilient Paramedics
- **Consultation/Options** – TEMA Peer Support / WSIB /First Responders –Mental Health
- **Financial Impact**
  - 2024 - \$10,000
  - 2025 - \$25,000
  - 2026 - \$25,000
- **Risk Considerations** – WSIB costs / PTSD/ Lost time / Retention
- **Impact to Member Municipalities/Partners** – Yes
- **Included in 2023 Long Term Plan:** YES



# Issue Paper #3 - Students

- **Background** – Students to assist and develop students and promote an understanding of local governments and emergency and community care.
- (1) Logistics/Operations
- (1) Administration/clerical/data
  
- **Financial Impact**
  - 2024 - \$28,000
  - 2025 - \$28,000
  - 2026 - \$28,000
  
- **Impact to Member Municipalities/Partners** Yes
  
- **Included in 2023 Long Term Plan:** YES

# Issue Paper #4 – Up-Staffing Needs

- **Background** – Ability to meet upstaffing needs – STAT holidays, Weather related Events, CMEC-0 for extended period of time \*C.A
- **Consultation/Options** – Status quo – unbudgeted response, not proactive
- **Financial Impact**
  - 2024 - \$25,218.48
  - 2025 - \$25,218.48 \* current wages
  - 2026 - \$25,218.48 \* current wages
- **Risk Considerations** - Increased workloads, no breaks, extended response times, safety concerns, C.A, budgetary overages
- **Impact to Member Municipalities/Partners** – Yes
- **Included in 2023 Long Term Plan:** YES

# Issue Paper #5 – ERV Add to Fleet (2026)

- **Background** - Additional ERV to fleet – Long Term Plan for 2026 - development charges.
- **Consultation/Options** – Response times mitigation strategy – triage and deploy accordingly, rural access efficiency. EOWC Refresh identified
- **Financial Impact**
  - 2024 – N/A
  - 2025 – N/A
  - 2026 - Development charges for ERV + one- time \$50,000 / annual increase \$25,000 (50/50)
- **Risk Considerations** – response times, equalization of service levels
- **Impact to Member Municipalities/Partners** – Yes
- **Included in 2023 Long Term Plan:** YES

# Issue Paper #5 – Additional FR Medic (2) 2026

- **Background** – Addition of the ERV – First Response – 12 hours a day for 7 days a week – (2) Medics
- **Consult**- EOWC Refresh Paper / Data Analysis forecast of call volume
- **Financial Impact**
  - 2024 – N/A
  - 2025 – N/A
  - 2026 - \$ 270,000\* (current wages) (50/50 Funding)
- **Impact to Member Municipalities/Partners** – Yes
- **Included in 2023 Long Term Plan**: YES

# Finance and POA



# Finance and POA

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Subsidies	0	90		90	-	0	100%
Interest	2,436	2,578	5.8%	2,655	3.0%	2,721	2.5%
POA	1,500	1,500	-	1,500		1,500	-
Other	25	26	4.0%	27	3.0%	27	-
Internal Charges	2,175	2,092	(3.8%)	2,259	8.0%	2,349	3.9%
	6,136	6,286		6,531		6,597	
Expenditures							
Operating	3,890	4,211	8.3%	4,287	1.8%	4,289	0.0%
Capital	0						
Reserves	2,246	2,075	(9.1%)	2,244	5.9%	2,308	2.8%
	6,136	6,286		6,531		6,597	

# Finance Dept Issue Paper - Summary

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Great Plains Financial System Replacement Strategy	\$100,000	\$150,000	\$150,000	Levy – New

# Issue Paper #1 – Great Plains Financial System Replacement Strategy

- Background

Currently utilize Microsoft Dynamics GP (Great Plains) as our Financial/ERP system. Microsoft's shift in focus away from GP to their newer cloud-based solutions will mean limited support, reduced updates, and the potential for technological stagnation. Migrating away from a system that may soon be deemed obsolete is paramount to ensure our operational efficiency, stakeholder satisfaction, and modernization of our processes.

The initial goal of the project will be to complete a comprehensive review of our current ERP system, identify capabilities, gaps and organizational requirements. A cost benefit analysis will be completed to provide insight into the financial implications of maintaining the status quo versus upgrading. This phase will be carried out by a consultant and is estimated to cost up to \$45,000.

The next phases of the project would include an RFP for a new system, the development of a multi-year roadmap for implementation and the execution of that plan.



# Issue Paper #1 – Great Plains Financial System Replacement Strategy

- Consultation/Options

Northumberland County staff have consulted with BDO Canada (our Microsoft partner) and they recommend that we plan to transition away from Great Plains to a new financial system.

Finance staff have consulted with the Director of IT and other IT staff, and they recommend that we proceed with this replacement strategy.

Northumberland staff have discussed this issue at the Northumberland inter-municipal Treasurer's group to explore the possibility of collaboration or cooperation.

- Financial Impact

The exact cost of a project to replace our ERP system is unknown. It is recommended that we set aside the amounts below into reserve for the project.

- 2024 - \$100,000
- 2025 - \$150,000
- 2026 - \$150,000

# Issue Paper #1 – Great Plains Financial System Replacement Strategy

- Risk Considerations

The risks associated with not replacing our ERP system are:

- Lack of Vendor Support: As Microsoft diverts its resources and focus to its newer offerings, the quality and speed of support for GP might reduce over time
- Missing out on Innovations: Newer ERP solutions offer advanced features, better integrations, AI capabilities, and more, which GP might not receive
- Integration Challenges: Over time, integrating GP with other modern systems could become more complex and potentially less secure
- Potential Cost Implications: Continuing with an aging system can result in higher maintenance costs and the possibility of more expensive transitions in the future

- Impact to Member Municipalities/Partners

- There is no direct impact to our member municipalities
- Having the same financial system as our member municipalities is beneficial because we can all share information and provide assistance to each other
- Any RFP process would include a piggyback clause so that our member municipalities could take advantage of the contract and pricing that the County negotiates

- Included in 2023 Long Term Plan: YES/NO

- No

# Legal Services



# Legal Services

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Internal Charges	496	539	8.72%	601	11.6%	625	3.9%
	496	539		601		625	
Expenditures							
Operating	496	539	8.72%	601	11.6%	625	3.9%
	496	539		601		625	

# Legal Services Issue Papers

	Issue Paper	Amount			Funding
		2024	2025	2026	
#1	Legal / Legislative Services Assistant	\$0	\$86,058	\$88,421	Levy – New

# Issue Paper #1 Legal/Legislative Services Assistant

## Background

- Requesting full-time staff position to be split between Legal Services and Legislative Services, commencing Q1, 2025
- Position will address the current resource deficit and heavy workload in both Legal Services and Legislative Services
- Position would provide executive administrative support to Municipal Solicitor and assist Legislative Services with Standing Committee / County Council administrative support
- Position would allow Municipal Solicitor to delegate certain necessary and required administrative task (such as the management of a bring forward system for legal matters before courts and tribunals, required by Law Society of Ontario rules) to be delegated to administrative support persons, in accordance with normal legal industry practice

# Issue Paper #1 Legal/Legislative Services Assistant

## Consultation/Options

- This issue paper was discussed with the CAO and Director of Corporate Services
- Option 1: Maintain existing staffing levels
  - Staff will be required to continue working excessive hours to meet the day-to-day workload requirements. Legal matters may need to be referred to outside counsel and legislative services projects delayed
- Option 2: Consider external supports
  - The administrative responsibilities within Legal and Legislative Services areas do not lend themselves to hiring external, contracted supports due to specialized and confidential nature of work. This option would not build internal capacities
- **Option 3: Create a full-time position**
  - Recommended option
  - Ensure that staff with the required skill set are dedicated to the critical areas of Legal and Legislative Services

# Issue Paper #1 Legal/Legislative Services Assistant

## Financial Impact

- 2024 -\$0
- 2025 -\$84,058
- 2026 -\$87,421

## Risk Considerations

- Unable to complete projects outside of day-to-day operations
- Additional staff resource would allow Director / Manager to focus on strategic priorities / projects/ legal tasks and reduce administrative workload



# Issue Paper #1 Legal/Legislative Services Assistant

## **Impact to Member Municipalities/Partners**

- Legal Services plays a role in the provision of shared/managed services (contract review, maintenance). Administrative support will allow more timely responses
- Ability to consider increased shared services for certain legal matters will be increased with greater administrative support for the Municipal Solicitor
- Internal customers (County staff) benefit from knowledge and timely responses from Legal Services
- Legal services add value by allowing the corporation to quickly respond to legal and risk issues, and reduce reliance on external counsel
- Legislative Services add value to Council, public, and staff to ensure that the business of the County flows smoothly and efficiently

## **Included in 2023 Long Term Plan: YES/**

- No

# Corporate Management, Governance, and External Transfers



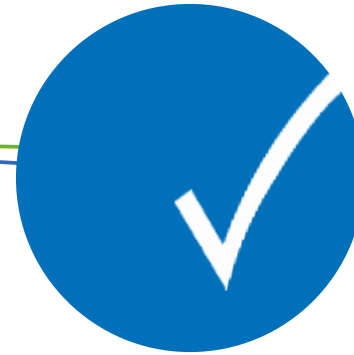
# Corporate Management, Governance & External Transfers

(k\$)	2023	2024	Change	2025	Change	2026	Change
Revenue							
Levy	4,480	4,835	7.92%	4,820	(0.31%)	4,920	2.07%
Internal Charges	957	935	(2.30%)	954	2.03%	974	2.10%
Grants & Subsidies	547	547	-	547	-	547	-
Other	100	100	-	100	-	100	-
	6,060	6,417		6421		6541	
Expenditures							
Operating	6,124	6,457	5.44%	6461	.06%	6581	1.86%
Reserves	(40)	(40)	-	(40)	-	(40)	-
	6,084	6,417		6421		6541	

# Corporate Mgmt Issue Papers

Issue Paper	Amount	Funding
No Issue Papers		

# Next Steps



December 6 – Council Budget Deliberation meeting



December 13 - Consideration for Budget approval regular Council meeting



Begin implementing immediately upon approval. Tax rates/ratios to be approved April/May



2024-26 Issue Paper Summary

2024								
Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy	2025 Levy	2026 Levy
Corporate Services - HR	Payroll Supervisor	*	125,600.00			125,600.00	125,600.00	
Corporate Services - HSEP	Occupational Health Services		62,575.00			62,575.00	65,078.00	67,681.00
Corporate Services - Natural Heritage	Trail Repair & Maintenance		50,000.00		50,000.00	-	100,000.00	100,000.00
Corporate Services - Natural Heritage	Seasonal Technician Changes & Vehicle	*	103,000.00			103,000.00	39,500.00	39,500.00
Corporate Services - Natural Heritage	CLOSED Session Item		45,000.00			45,000.00	45,000.00	45,000.00
Corporate Services - Natural Heritage	CLOSED Session Item		45,000.00			45,000.00	10,000.00	10,000.00
Communications	Equity, Diversity & Inclusion Strategy		60,000.00			60,000.00	25,000.00	25,000.00
Communications	Website Redesign		100,000.00			100,000.00	-	-
Communications	Communication Master Plan		25,000.00			25,000.00	25,000.00	25,000.00
Communications	Communication Intern (Contract) Position	*	28,551.77			28,551.77	50,350.00	51,735.70
Community & Social Services	Community Housing Building Condition Audits - Contribution		65,000.00			65,000.00	65,000.00	70,000.00
Community & Social Services	Investment into Housing Reserve		500,000.00			500,000.00	500,000.00	500,000.00
Community & Social Services	Housing Project Implementation Supervisor	*	97,500.00			97,500.00	130,000.00	130,000.00
NCHC	NCHC Capital Repair Funding		300,000.00			300,000.00	450,000.00	600,000.00
Economic Development	Government Relations Smart City Applications		50,000.00			50,000.00	50,000.00	50,000.00
Economic Development	Local Immigration Partnership Development		30,000.00			30,000.00	-	-
Economic Development - OAFVC	OAFVC Building & Equipment Renewal		25,000.00			25,000.00	50,000.00	75,000.00
Land Planning & Inspections	Planning Intern/Co-op Student	*	25,000.00			25,000.00	50,000.00	50,000.00
Finance	Great Plains System Replacement Strategy		100,000.00			100,000.00	150,000.00	150,000.00
Finance	Financial Housing Specialist	*	97,500.00			97,500.00	130,000.00	130,000.00
Information Technology	SIEM Solution - Cybersecurity		170,000.00		50,000.00	120,000.00	160,500.00	170,500.00
Information Technology	Cybersecurity Analyst	*	67,889.00			67,889.00	139,851.00	144,047.00
Information Technology	IT Infrastructure Lifecycle Upgrades		121,750.00		121,750.00	-	-	-
Information Technology	Client Services Student Intern	*	40,667.00			40,667.00	62,830.00	64,715.00
Information Technology	Technical Support- Analyst	*	88,435.00			88,435.00	121,451.00	125,095.00
Paramedics	Additional 12 Hour Crew	*	270,000.00			270,000.00	405,000.00	270,000.00
Paramedics	Additional Ambulance to Fleet		408,450.84	260,000.00		148,450.84	(6,240.20)	(6,240.20)
Paramedics	Peer Support Team		10,000.00			10,000.00	20,000.00	12,500.00
Paramedics	Students (2) Operations/Admin	*	28,000.00			28,000.00	14,000.00	14,000.00
Paramedics	Upstaffing Requirements	*	25,218.48			25,218.48	12,609.24	12,609.24
GPL	Direct Care Staffing	*	780,820.00	867,526.00		(86,706.00)	(89,327.00)	(87,283.00)
GPL - Environmental Services	Environmental Services Staffing	*	97,328.00			97,328.00	188,041.00	179,069.00
GPL - Environmental Services	Logistics Coordinator & Inventory Software	*	101,870.00			101,870.00	70,543.00	71,954.00
GPL - Environmental Services	Environmental Services Reserve Strategy - Expense		94,400.00			94,400.00	-	-
GPL - Dietary	Dietary Services Reserve Strategy - Contribution		50,000.00			50,000.00	50,000.00	50,000.00
GPL - Dietary	Dietary Services Reserve Strategy - Expense		28,000.00		28,000.00	-	-	-
Public Works - Infrastructure	Construction Contract Administrator	*	9,225.00			9,225.00	48,100.00	48,100.00
Public Works - Waste	Scale House Replacements-Brighton & Seymour		200,000.00		200,000.00			
Public Works - Facilities	Corporate Buildings-Replacements		315,000.00		315,000.00			
Public Works - Facilities	Project Manager & Securities Infrastructure Specialist	*	329,000.00			329,000.00	252,000.00	-
Public Works	Roads Equipment Replacement Strategy & Reserve - Contribution		205,000.00			205,000.00	1,125,000.00	1,125,000.00
Public Works	Roads Equipment Replacement Strategy & Reserve - Expense		895,000.00		895,000.00	-	-	-
Public Works	Operator 1 Positions	*	396,087.00			396,087.00	256,087.00	256,087.00
Public Works	Supervisor Position	*	101,625.00			101,625.00	126,500.00	126,500.00

\* Indicates new staffing or change staffing hours

Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy	2025 Levy	2026 Levy
Total 2024 Issue Papers			6,768,492.09	1,127,526.00	1,659,750.00	3,981,216.09		

\* Indicates new staffing or change staffing hours

2024-26 Issue Paper Summary

2025							
Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy	2026 Levy
Corporate Services - Natural Heritage	Weather Event Reserve		10,000.00			10,000.00	10,000.00
Corporate Services - Natural Heritage	Truck Replacement		73,000.00		12,600.00	60,400.00	54,100.00
Corporate Services - Natural Heritage	Land Acquisition Reserve		10,000.00			10,000.00	10,000.00
Legal Services/Legislative Services	Legal/Legislative Services Assistant	*	84,058.00			84,058.00	87,421.00
Communications	Communications Officer-Capital Projects	*	86,730.00			86,730.00	119,107.24
Community & Social Services	Made in Northumberland Rent Supp Program		52,000.00			52,000.00	162,000.00
Economic Development - BECN	Technology Reserve Fund		10,000.00			10,000.00	15,000.00
Economic Development - Planning	Vehicle Replacement Inspection Services		70,000.00		70,000.00	-	-
Economic Development - Tourism	Technology Reserve Fund		10,000.00			10,000.00	15,000.00
Information Technology	Service Desk Analyst	*	90,190.00			90,190.00	92,897.00
Information Technology - Records	Information Management Strategy		50,000.00			50,000.00	-
GPL - Environmental Services	Environmental Services Reserve Strategy - Contribution		300,000.00			300,000.00	300,000.00
GPL - Life Enrichment	Life Enrichment Staffing	*	159,705.00	105,765.00		53,940.00	66,331.00
GPL - Dietary	Dietary Services Future Staffing	*	102,526.00	44,636.00		57,890.00	76,188.00
Public Works - Waste	Equipment Replacement Strategy		300,000.00		300,000.00	-	-
Public Works - Waste	Asphalt Shingles & Dimensional Lumber Diversion Program		250,000.00			250,000.00	250,000.00
Public Works - Facilities	Equipment Replacement Strategy		70,000.00		70,000.00	-	-
<b>Total 2025 Issue Papers</b>			<b>1,728,209.00</b>	<b>150,401.00</b>	<b>452,600.00</b>	<b>1,125,208.00</b>	

\* Indicates new staffing or change staffing hours



2024-26 Issue Paper Summary

2026						
Department	Item		Issue Paper Amount	Funding/ Development Charges	Transfer from Reserve	New Levy
Economic Development - Planning	Planner	*	140,000.00	20,000.00		120,000.00
Paramedics	ERV Addition		230,000.00	155,000.00		75,000.00
Paramedics	ERV Medic Addition	*	270,000.00			270,000.00
<b>Total 2026 Issue Paper</b>			<b>640,000.00</b>	<b>175,000.00</b>	-	<b>465,000.00</b>

\* Indicates new staffing or change staffing hours



# A Modernized Emergency Sheltering Hub 310 Division Street

Rebecca Carman  
Associate Director, Housing and Homelessness

Bill Smith  
Homelessness Services Manager  
December 6, 2023

# Progress in addressing homelessness in 2023

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**We provided**

**1,093**

shelter/housing benefits  
(homeless or at risk)



**We kept safe**

**133**

emergency  
shelter users

**119**

warming  
room users

**We have added**

**2**

new street outreach positions  
for our community

**We invested**

**\$2.3M**

in response to homelessness

of which we allocated

**\$1.7M**

in emergency  
shelter support

# Supporting Housing Stability

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## SO FAR IN 2023:

**54** households experiencing or at immediate risk of homelessness supported to date through Housing Stability Program

**15** households housed off BNL

**47** households were housed from the community housing waitlist

**44 households had evictions from community housing providers prevented in 2022**

# Growing our stock

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**We're investing**

**\$23M** in local housing capital investments in partnership with all levels of government

**We're providing**

**\$10M** in annual housing support

**251** new affordable units in the pipeline =

**28%** of the Affordable Housing Strategy target

**ALL NEW GROWTH IN THE PIPELINE REPRESENTS A**

**30%** growth in our current housing stock



**NCHC**  
Northumberland County  
Housing Corporation

**We own/manage**

**373** affordable housing units

**We added**

**48** new affordable housing units in 2023

**We are building**

**45** new housing units

**We are pursuing**

**5** new properties for growth

# Current Sheltering System

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- ▶ Transition House – 18 shelter beds (currently temp. increase to 22) – 4 rooms with bunk beds ( 3 male/1 female)
  - ▶ \$606,000 annual investment in operations
- ▶ Motel Overflow – 7 beds (currently temp. increase to 15 beds)
  - ▶ \$281,500 annual investment in hotel rental plus damages
- ▶ Warming Hub – St. Peter’s Church – 20-person occupancy
  - ▶ October 16 – April 30, 8:00 p.m. – 8:00 a.m., Limited-service delivery
  - ▶ \$466,958 annual investment – rent, security, operations
- ▶ Family Diversion Program – supporting families experiencing homelessness unable to access shelter services
  - ▶ \$192,000 annual investment – staffing and operations (motel rentals)

# 2023 Homelessness System Review

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- ▶ Provided 44 short, medium and long-term recommendations to improve sheltering system in areas including
  - ▶ Emergency Shelter
  - ▶ Homelessness Prevention Services
  - ▶ Street Outreach
  - ▶ Adaptive Case Management (Re-Housing Supports)
  - ▶ Housing First/Intensive Case Management/Supportive Housing
  - ▶ Access to Affordable Housing
  - ▶ Coordinated Access System

# Emergency Sheltering Recommendations

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- ▶ Provided 12 emergency shelter specific recommendations, with 6 identified Key Recommendations:
  - 1) Reduce barriers to access emergency shelter services.
  - 2) Fund a dedicated staff person to support diversion of singles.
  - 3) Provide funding to support adequate staffing levels and average salaries to deliver shelter service.
  - 4) Reduce shelter demand by increasing supportive housing and/or Housing First Intensive Case Management spaces along with rental assistance for people experiencing chronic homelessness with high acuity.
  - 5) Look to transition spaces used for emergency shelter to more appropriate space for approximately 25 beds and daytime supports.
  - 6) Monitor Transition House's progress in improving its capacity.



# A Renewed Sheltering System

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- ▶ There is a need to move toward a more expanded and ‘purpose-built sheltering system’
  - ▶ Sheltering System Review identified a need for at least 25 shelter beds to be available in Northumberland (+ transitional and supportive housing)
- ▶ Facility that allows client identified barriers to be addressed: pets, couples, accessibility, etc.
- ▶ More efficient and effective value-for-money system
- ▶ Increased Transitional and Supportive Housing Opportunities
- ▶ Housing Focused, Street Outreach, Inclusive and Accessible

# 310 Division Street



- ▶ Former Cobourg Retirement Residences
- ▶ Currently vacant property since summer 2023
- ▶ 47 self-contained units with bathrooms, central industrial kitchen and common space on ground floor



# Our vision for 310 Division

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- ▶ A Modernized Emergency Sheltering Hub (operated by Transition House)
- ▶ Key elements of the space may include:
  - ▶ Emergency Sheltering (up to ~ 35 beds)
  - ▶ Transitional Housing (short-term rental units for folks ready for permanent housing)
  - ▶ Service Hub (aspirational vision of a 24/7 hub)

# The investment

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- ▶ Northumberland County is purchasing 310 Division for \$2,300,000 (plus closing costs)
  - ▶ Funded through a draw from Housing and Homelessness Reserves
- ▶ Cost to be repaid by Transition House through a Vendor Takeback Mortgage

# Journey to Operations (in partnership with Transition House)

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- ▶ Property sale to close on December 8, 2023
- ▶ Entering into Memorandum of Understanding with Transition House
- ▶ Negotiating Vendor Takeback Mortgage
- ▶ Community Engagement (next slide)
- ▶ Site readiness
  - ▶ Minor repairs
  - ▶ Fire Safety Plans
  - ▶ Furniture and Fixtures
- ▶ Operating Requirements

# Community Engagement

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Upcoming community engagement sessions:

- ▶ Residents invited to share their feedback, ask questions, and provide input that will help positively shape the integration of this new hub within the broader community.

Details on date, time, and location will be shared as they become available.

Visit [Northumberland.ca/ShelterModernization](https://Northumberland.ca/ShelterModernization) for more information about 310 Division Street and to subscribe for updates.

# What's Next?

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- ▶ Assessing the opportunities for Youth, Senior, Family specific housing/homelessness programming
- ▶ Looking to expand supportive and transitional housing opportunities
- ▶ Addressing recognized system gaps:
  - ▶ Food insecurity
  - ▶ Social Assistance Rates
  - ▶ Mental Health and Addictions Support
  - ▶ Equitable Access to Funding



# Questions and Comments

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- ▶ Thank you