



Corporate Services Committee Agenda

Thursday, April 5, 2018
Council Chambers
County Administration Centre, Walkerton

1. Declaration of Pecuniary Interest

2. Action Items

- A. Disposal of Surplus Equipment Policy
- B. 2019 Annual Business Plan and Budget Timetable
- C. Chesley Bridge Replacement - 2018 Budget Amendment

3. Information Item

- A. 2017 Unaudited Financial Statement
- B. 2018 Annual Repayment Limit
- C. Grey Bruce Health Unit - 2018 Approved Budget
- D. Municipal Green House Gas Challenge Fund Application
- E. 2018 Education Property Tax Rates
- F. Summary of Awarded Tenders January to March 2018
- G. Ontario Education Collaborative Marketplace (OECM) - Purchase of Dell Servers and Infrastructure

4. Next Meeting

May 3rd, 2018

5. Adjournment



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Disposal of Surplus Equipment Policy

Recommendation:

That the Disposal of Surplus Equipment Policy be rescinded.

Background:

In November 1998, the Policy for Disposal of Surplus Equipment was created under the Treasury/Administration section of the Policies and Procedures Manual. At that time, the Purchasing Policy did not address how to dispose of surplus equipment therefore a Policy was created for County Departments.

In 2017, By-law Number 2017-027 Purchasing Policy and Purchasing Procedure was approved and Section 14.0 Disposal of Surplus Goods and Real Property from the procedure addresses how to dispose of surplus equipment.

Disposal in the following order:

- a.** Be scrapped or recycled, if unsafe.
- b.** Be offered to other Departments at no charge.
- c.** Be sold, returned or traded to the original supplier or others in that line of business where it is determined that a higher net return will be obtained than by following other procedures.
- d.** Be sold by external advertisement, formal request, auction (on-line or in person) or public sale (where it is deemed appropriate, a reserve price may be established).
- e.** Be donated to a registered charity

In the event that all efforts to dispose of goods by sale or donation are unsuccessful or impractical surplus goods are to be scrapped or recycled.



Upon completion of disposal of an asset, the Asset Disposal Form is to be completed and submitted to the Capital Asset Analyst.

Financial/Staffing/Legal/IT Considerations:

There is no staffing, legal or ITS considerations associated with this report.

Interdepartmental Consultation:

Training of the Purchasing Policy and Purchasing Procedures including the method of surplus goods and real property has been provided to all employees in the organization and is also included in the New Employee Orientation requirements.

Link to Strategic Goals and Elements:

Goal # 6- Explore alternate options to improve efficiency, service
Element # B- Develop system for measuring our processes and their successful desired outcome.

Written by: Jenn Smith, Purchasing Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: 2019 Annual Business Plan and Budget Timetable

Recommendation:

That the 2019 Budget and Annual Business Plan Timetable report be approved; and that December 13th and 14th be reserved to receive the 2019 Annual Business Plans and Operational and Capital Budgets.

Background:

Since 2014, the annual budget has been adopted on an advanced timetable. It has been agreed that it is in the County's best interest to move the annual budget process forward. We have been successful in this initiative as a result of the cooperation from everyone involved and strict adherence to the scheduled timetable.

Program Budgeting was introduced to develop the 2016 budget and the 2017 budget template was further improved to enhance the process. For 2018 a new template for capital budgeting purposes was developed and beginning with the 2018 budget cycle the operating and capital budgets were presented together. We believe this offered better decision making opportunities. Further enhancements are planned for the 2019 budget process.

In non-municipal election years, municipalities can adopt the budgets in advance of the year and as a result the annual budgets have been approved in November of the prior year.

Section 289 (1) 1.1 of the Municipal Act requires that "a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies." As a result, the timetable to receive Annual Business Plans and Operational and Capital budgets for 2019 has been developed to adjust for this delay. Anticipated adoption of the 2019 budget is February 2019.

The Senior Management Team will meet prior to the presentation of the 2019 draft Annual Business Plans and Budgets to the Corporate Services Committee on December 13th and 14th in order to bring forward a consolidated focus on priorities for 2019.



BRUCE county

Budget presentations by each Department will focus on capital impact, new initiatives including new or redundant staffing and continue to highlight the pressure categories.

- Maintain Services
- Provincial Legislated
- Growth
- Council Priorities
- Service Initiatives / Savings
- User Fees Revenue

The Draft Budgets and Annual Business Plans are expected to be circulated to Members of Council at least one week in advance in order that you have an opportunity to review information prior to the presentation.

Financial/Staffing/Legal/ITS Consideration:

There are no specific financial, staffing, legal or ITS considerations associated with this report.

Interdepartmental Consultation:

The Senior Management Team has reviewed and support the timetable.

Link to Strategic Goals and Elements:

None identified

Approved by:

Kelley Coulter
Chief Administrative Officer

2019 Annual Business Plan and Budget Timetable

Date	Action	Owner
May 25	Annual Management Off-site Meeting	All
August 1	HR distribute assumptions (ie. COLA % & Benefit %) Finance to release assumptions (ie., utilities, insurance)	HR
August 15	Requests for Resources to CAO & Director HR	Directors
September 10	Directors with their team – meet with Payroll Supervisor	HR
September 17	2019 Capital & Operational Budget Templates released	Finance
September 28	Labour budgets to be issued by Payroll Supervisor to Directors	HR/Payroll Supervisor
October 8	Submission of Annual Business Plans and Budgets to CAO	Directors
October 25	Municipal Election	
October 30	Senior Management Team meeting to review consolidated Operating and Capital Budgets and Annual Business Plans <ul style="list-style-type: none"> • Approximately 20 minutes per Director • Focus on Capital impact and new initiatives including new or redundant staffing 	Senior Management Team
November 5 & 12	Meetings with Committee Chairpeople	
November 29	Circulation Legislative Services of all budgets (Capital and Operational) and Annual Business Plans to Members of Council <ul style="list-style-type: none"> • Revisions, if any, would be incorporated into the budgets following the September 4, 2018 meeting and prior to circulation to Members of Council. 	Director of Corporate Services/ Legislative Services
December 13/14	Presentation of Budgets (Capital & Operational) and Annual Business Plans to Corporate Services Committee <ul style="list-style-type: none"> • Approximately 40 minutes per Director (schedule to be circulated) • Focus on Capital impact and new initiatives including new or redundant staffing 	Directors
December 20	Budget Discussion	Corporate Services Committee
January 10/11, 2019	Review by 2019 Corporate Services Committee	Corporate Services Committee
February 2019	Adoption of 2019 Budget by County Council	Members of Council



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Chesley Bridge Replacement - 2018 Budget Amendment

Recommendation:

That the 2018 Budget be amended to include the replacement cost for the Chesley Bridge estimated at \$3.2 million to initially be funded internally with the financing to be confirmed once the results of the Municipal Disaster Recovery Assistance (MDRA) program application are known.

Background:

The County Engineer reported to the Transportation and Environmental Services Committee on March 22, 2018 the results of the Public Information Meeting in Chesley on March 8th, 2018. That report acknowledged that the existing bridge investigations indicated that the bridge had been scheduled for replacement for a variety of reasons: past construction practices and materials, aged conditions, and higher vehicle weights. The investigation concluded that the existing bridge be replaced and the Department, with the support of Consultants BM Ross, are moving ahead quickly with studies, contact with indigenous communities, agencies and bridge design to proceed with the following:

- Removal of the Bridge and Adjacent Retaining Walls,
- For the Supply of the Primary Structural Members, and
- For the General Contract to construct the New Bridge

The replacement of the Chesley bridge is a priority for Bruce County and financing for the project originally scheduled for 2021 has been reviewed. The preliminary cost of the project is estimated at \$3.2 million and can be financed internally or alternatively with long term borrowing but it is anticipated that the County may be eligible for funding from the Province's Municipal Disaster Recover Assistance (MDRA) program.



Typically, with the undertaking of a bridge replacement in an urban municipality we would expect there to be related expenses that would be the responsibility of the lower tier. In this case, the water main work and the clay sanitary pipes, although not county assets will need to be addressed as a result of the sudden damage and the advancement of the bridge replacement. Arran Elderslie may not be in a position to finance the work in 2018/2019 and it is reasonable for the County to include this work in the MDRA application and arrange a cost sharing method and debt financing to temporarily assist the lower tier.

The Ontario government is committed to helping communities hit by natural disasters. The Municipal Disaster Recovery Assistance program is designed to provide financial assistance to help Ontario municipalities recover from natural disasters. The sudden and unexpected damage to the Chesley Bridge is expected to be an eligible project but what is unknown at this time is the depth of that eligibility given the age of the bridge.

In keeping with the principle of shared responsibility for disaster management the MDRA program is based on a sliding scale cos-sharing formula. The formula is applied when eligible costs are at least equal to three percent of the municipality's Own Purpose Taxation Levy. The Own Purpose Taxation levy refers to the total taxes a municipality is eligible to collect to fund its own budget, less certain adjustments, and is intended as a measure of the municipality financial capacity. Under this sharing formula the eligible costs for this project would need to exceed \$1.29M for Bruce County to qualify. The cost of the bridge will well exceed this requirement but the ministry's interpretation of eligible is the key to trigger the eligibility.

If eligible municipal costs reach the 3% threshold and the program is activated, the province will reimburse the municipality at 75% for expenses up to the first 3% of the municipality's Own Purpose Taxation levy, ie \$1.29M. The County will be responsible for the remaining 25% of these expenses. For eligible expenses incurred beyond 3%, the province will reimburse the municipality at 95% and the County will be responsible for the remaining 5%.

To apply for MDRA, Council must adopt a resolution requesting assistance under the program. Within 120 calendar days from the date of the onset of the natural disaster (June 22nd, 2018), the County will be required to submit the resolution requesting assistance along with an initial claim and supporting documentation. The resolution to recommend the County proceed with an application for assistance will be presented at the May 3rd Committee meeting.



Financial/Staffing/Legal/ITS Consideration:

The Procurement Policy requires that in order to award a tender the expenditure must be included in the current budget; otherwise Committee approval is required. An amendment to the current budget will insure that the tendering process is not delayed. There is no specific staffing, legal or ITS considerations associated with this report.

Interdepartmental Consultation:

The Transportation and Environmental Services Department and the Purchasing Division have been involved in all discussions.

Link to Strategic Goals and Elements:

None identified

Approved by:

A handwritten signature in black ink, appearing to read 'Kelley Coulter', is written over a light blue horizontal line.

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Financial Statements 2017 - Unaudited Result

Recommendation:

The Financial Statements 2017 - Unaudited Results Report is for information.

Background:

During 2017, financial reports were regularly provided to Directors and on a quarterly basis to Members of Council. Many of the problem areas had already been identified, however there are other areas that annually the information is not available until very late in the year end preparation. As projected in the nine-month financial statement review, the Corporation ended 2017 with a substantial year end surplus.

The unaudited Year-end Financial Statements reflect an overall surplus of \$957,511, reduced from the initial surplus of \$1,527,482, after recording the Corporate Services Committee's direction of September 7, 2017 recommending that all utilities surplus at yearend be applied to the Integrated Energy Performance Project.

Recall that these savings are not all as a result of the recommended energy conservation measures but that the County has benefited significantly by Ontario's Fair Hydro Plan and the 8% rebate introduced in January 2017. It was agreed that although not all generated from the buildings participating in the project this was an opportunity to apply the surplus at yearend to the capital project reducing the debt and financing requirements.

The following table summarizes the total savings by Department and a complete analysis will be provided to Committee at a future meeting. **Financial/Staffing/Legal/IT Considerations:**

The \$11,135 surplus at year-end will be allocated to the consolidated surplus/deficit. There is no staffing, legal or ITS considerations associated with this report.



Department	Budget	Actual	Savings
CS-Facilities -Park St	\$81,400	\$75,746	\$5,654
CS-Facilities-Cayley St	\$50,712	\$40,559	\$10,153
CS-Facilities-Cayley St Jail Facility	\$10,000	\$7,010	\$2,990
Health Services -Paramedic Facilities	\$53,681	\$41,862	\$11,819
Health Services-Brucelea	\$394,511	\$277,225	\$117,286
Health Services-Gateway	\$250,000	\$184,348	\$65,652
Human Services (includes Housing Division)	\$1,103,626	\$790,370	\$313,256
Transportation and Environmental Services	\$64,290	\$52,129	\$12,161
Museum	\$158,000	\$130,662	\$27,338
Library	\$14,040	\$10,765	\$3,275
Planning & Development	\$1,700	\$1,313	\$387
Total Budget Savings-Reallocated	\$2,181,960	\$1,611,989	\$569,971

BDO is currently completing the external audit and is scheduled to present the 2017 financial statements at the May 3rd Corporate Services Committee meeting.

Attached is a spreadsheet which provides an analysis of budget to actual for 2017. The following narrative provides you with a summary of the surplus/deficit results.

CAO (Surplus \$29,410)

- A \$27,000 salary surplus was generated in the CAO Administration Program which offset additional costs of \$10,000 in staff training costs
- The 150th Celebration ended with a \$13,000 Surplus
- A surplus of \$19,000 in Legislative Services which includes Council was generated from savings in salaries and benefits and staff related costs. The Clerk's Office Administration Program experienced \$20,000 in unanticipated legal costs

CORPORATE SERVICES

(Finance, Facilities and Information Technology Services (Surplus \$129,400))

- Facility Management ended the year with an \$26,384 deficit. Attributed from shortfall in maintenance costs, salary and benefits and a deficit of \$7,600 for the administration renovation project

The Information Technology Division reported a \$76,563 surplus. Temporary vacancies within the Division generated the surplus



- The Finance Division had a \$61,671 Surplus generated by savings in salaries, staff related costs and audit costs. An earlier than expected Maternity Leave is a contributing factor to the salary surplus
- the annual contribution to the Grey Bruce Health Unit was \$17,549 less than budgeted

HEALTH SERVICES (Surplus \$376,493)

Brucelea Haven (Surplus \$107,525)

- The eligible provincial subsidy resulted in an increase of \$53,000 as result of the approved Case Mix Index (CMI) and the inflationary factor being greater than budgeted. This subsidy is offset with the increase to the budgeted basic accommodation revenue for a net surplus of \$19,000. The deficit in the raw food expenditure of \$30,000 is offset with the additional subsidy of \$14,500 related to the raw food funding per diems
- The preferred portion of resident accommodation fee generated a surplus of approximately \$31,000. This surplus amount will phase out as the grandfathered preferred rates are eliminated
- The realignment of administrative salaries and benefits to the 3 divisions in Health Services that were budgeted fully in Long Term Care has a positive impact on salaries and benefits creating a \$57,000 surplus in salaries and benefits
- Equipment repairs in administration produced a small surplus of \$10,000.
- The Nursing Division generated a \$68,000 surplus in salaries and benefits however, this is reduced as a result of the \$99,000 in Agency Costs incurred
- Other Accommodation Building and Grounds generated a surplus of \$29,000 in Building Maintenance related expenditures
- A \$30,000 surplus in Program and Support was a result of salary related savings

Gateway Haven (Surplus \$285,499)

- The eligible provincial subsidy resulted in an increase of \$26,529 as result of the approved Case Mix Index (CMI) and the inflationary factor being greater than budgeted. This subsidy is offset with the increase to the budgeted basic accommodation revenue for a net surplus of \$19,907. The deficit in the raw food expenditure of \$10,000 is offset with the additional subsidy of \$10,000 related to the raw food funding per diems
- The preferred portion of resident accommodation fee generated a surplus of approximately \$25,000. This surplus amount will phase out as the grandfathered preferred rates are eliminated
- The following salary surplus were recorded: Administration \$18,000, Program and Support \$10,000, Dietary \$20,000, Nursing \$150,000 and Other Accommodation



- \$47,000. Total salary surplus \$272,000. The realignment of administrative salaries and benefits to the 3 divisions in Health Services applies to Gateway Haven as well
- Building related costs recognized an overall shortfall \$17,000, \$6,800 of this is attributed to the loss of rental income due to the annual lease with Home and Community Support not being renewed

Paramedic Services (Deficit \$16,531)

- The Paramedic Services Division received a \$137,000 allocation in subsidy that was not included in the 2017 budget. This was applied to the program in 2017 whereas in prior years the unbudgeted surplus was recommended to be transferred to reserves
- Staffing related cost exceeded expectations. Administration experienced \$70,000 shortfall in staff costs while Paramedic Operations had a \$64,000 shortfall in staff related costs. Both programs experienced a substantial increase in backfilled shifts related to employee wellness being among the contributing factors
- Legal Costs exceed the budget by \$ 27,000
- Vehicle related costs created a \$50,000 deficit. Fuel costs remained at a higher cost per litre throughout the year than 2016. Increased costs can be linked to call volume and activity.
- Capital costs for new vehicles generated a \$36,000 surplus
- The department was able to recognize an additional \$22,000 saving in the 2017 budget to mitigate the year end deficit

Human Resources (Surplus \$35,387)

(Human Resources, Health & Safety and Wellness)

- The main contributor of the surplus was the savings in salaries and benefits and staff related costs for a total of \$21,500. The savings were related to temporary vacancies
- The balance of the surplus was created through saving generated in the Human Resources administration costs
- In 2017 Health and Safety budgeted \$650,021 in expenditures, the year end result was a program cost of \$588,371. This reduced the amount transferred from the WSIB reserve to fund the program

Human Services (Surplus \$177,294)

- In the Social Services and Family program, the Social Assistance Division generated a \$89,826 surplus. Client Assistance costs created a \$9,000 savings in the County's share. The County also received \$18,000 prior years' subsidy reconciliation which added to the surplus. Salaries and Benefits, as a result of temporary vacancies, totaled \$94,000 offset with 50% funding netted a \$45,000 surplus. An additional \$4,500 surplus, which represents 50% of budgeted costs, was achieved in this program through the vehicle lease budget of \$9,432 without impacting travel costs



- The surplus generated in the Childcare fee subsidy program of \$19,000 is absolute county contribution dollars and mitigates the increase in our 20% share for Wage Subsidy in the amount of \$6,000 and results in a surplus of \$13,000
- The Social Housing Service Manager Division resulted in a surplus of \$18,075, comprised of \$19,000 in salaries and benefits, \$10,000 in computer software contract, offset with a \$9,000 deficit in federal subsidy
- Rent supplement Program generated a \$12,000 deficit above provincially subsidized program costs
- Rental income generated a \$37,000 deficit at year end. This represents a decrease in the amount of rent being collected from Rent Geared to Income clients and includes annual write-offs. In 2017 \$18,000 uncollectible accounts were written off related to rental charges including rent and damage costs
- The Social Housing Facilities Division contributed \$51,750 to the overall surplus. Facility Maintenance generated a \$52,000 surplus including \$20,000 from less than budgeted snow removal costs
- An additional \$12,000 surplus was a result of lower property taxes

Library (Surplus \$73,266)

- In the May report it was acknowledged that after the budget was approved, the Library secured a \$24,000 grant to offset costs in Periodicals and Subscription expenditures, which produced a savings to the overall of \$24,000
- An \$11,000 surplus was generated in Maintenance Office Equipment.
- Revenues exceeded budget creating a \$20,000 surplus. As per our Reserve Policy, Donations received greater than budget have been transferred to the Donation Reserve at year end. This accounted for \$10,000 of the revenue surplus
- Capital spending on Library books and resources produced an additional \$21,000 surplus

Museum (Surplus, \$7,580)

- Museum staff promotions for the rental of the facility was successful and shown through the significant surpluses generated in Facility Rentals of \$14,000
- Maintenance Building and Grounds generated a surplus \$11,000
- Capital spending created a surplus of \$8,500. Capital costs were mitigated and projects were completed under budget
- As expected and projected in the nine-month report to Committee, Admissions and Memberships experienced a deficit \$13,000 and a \$7,000 deficit in Foundation Donations
- Salary and Benefits resulted in a deficit of \$9,000. The marketing position vacant for three-months created a surplus but was impacted with the implementation of the job evaluation results



Planning and Economic Development (Surplus \$135,979)

- Land Use Planning Division generated a substantial surplus of \$62,000 in application fees
- An additional surplus of \$70,000 is recognized in staff related costs, a smaller surplus in administration expenditures of \$14,000, offset with a deficit of \$104,000 in legal related costs.
- Corporate Policy Division experienced a surplus of \$25,000 from staff related expenditures. Programs, Graphic Design and Advertising generated an additional
- \$39,000. Savings throughout administration costs generated the balance of the surplus.
- Forestry budget product sales came in \$52,000 below expectations. The budget increased in 2017 to \$95,000 from \$85,000 in 2016 based on historical revenues

Transportation and Environmental Services (Surplus \$168,873)

- The 2017 winter control budget was significantly reduced from the 2016 budget. The mild start to the winter season was projecting that a surplus may be possible, however the final quarter of the year took its toll on the winter control budget, resulting in a deficit of \$80,000
- The Administration Program generated a \$65,000 surplus, of which \$56,000 was salaries and benefits due to temporary vacancies
- Capital Programs were completed under budget and contributed \$138,000 to the overall surplus
- Waste Disposal and Diversion Programs netted a surplus of \$33,000 generated from an additional \$14,000 provincial subsidy received and a \$14,000 savings in salaries and benefits

Non Departmental (Deficit \$176,172)

- The supplementary taxes and write-offs are always an area of concern and throughout the year we project based on a seven-year average. 2017 had significant increases to the write-offs and significant decreases to the supplementary taxes resulting in an \$80,000 deficit
- Contributing to the deficit is a \$124,000 shortfall related to Provincial Offences revenue. The changes implemented by the Ministry of Transportation and the Ministry of the Attorney General have not produced the positive impact we anticipated on the collection of fines
- A surplus of \$26,000 in interest income was a result of the interest paid to the reserves being less than estimated
- The balance of the shortfall was offset with miscellaneous savings, in particular the coyote/beaver compensation



Projections throughout the year are calculated based on the historical trends and the information received from members of the Senior Management Team regarding changes to the trends and spending patterns under their portfolio. As an organization we continue to enhance the financial forecasting for the Corporate Services Committee.

Where individual departmental program deficits were forecasted, departments were able to mitigate the overall impact by continuing to reduce expenditures in other programs. The unaudited yearend accumulated surplus totaling \$957,511 is a result of these actions.

Unspent capital was transferred to Reserves as per current policy. In accordance to policy, the surplus at yearend has been transferred to the Corporate Tax Stabilization Reserve to offset future fluctuations in the operational budgets or to be used as otherwise approved by the Committee.

Salary savings were a significant contributor to the overall surplus. This is driven by delayed hirings, open vacancies, unplanned or early maternity leaves and enhanced operational efficiencies and effectiveness.

You will recall that the December 2017 Q4 Annual Business Plan Update to the Executive Committee on February 15th from the Chief Administrative Officer, Kelley Coulter, referred to the expected operational surplus. It was reported that the goal of staff would be to return to Corporate Services once the external audit is completed with a report detailing the activity of the tax stabilization reserve and seeking approval to reinvest a portion of the operational savings back into continuous improvement and lean methodologies in the

Long Term Care facilities and Transportation and Environmental Services. The operational and capital investments are creating financial capacity for future initiatives.

Financial/Staffing/Legal/IT Considerations:

There is no staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

None required.



Corporation of the County of Bruce
Corporate Services

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Link to Strategic Goals and Elements:

None.

Approved by:

Kelley Coulter
Chief Administrative Officer

County of Bruce
2017 Unaudited Results

PROGRAM		Budget 2017	Actual 2017	Variance (Minus sign indicates a deficit)
EXPENDITURES				
CAO	CAO	\$380,587	\$351,769	\$28,818
	Legislative Services	\$694,952	\$694,360	\$592
<i>Subtotal CAO</i>		<i>\$1,075,539</i>	<i>\$1,046,129</i>	<i>\$29,410</i>
Corporate Services	Facility Management	\$18,281	\$44,665	-\$26,384
	Information Technology	\$1,590,098	\$1,513,535	\$76,563
	Finance	\$1,224,124	\$1,162,453	\$61,671
	Grey Bruce Health Unit	\$1,415,222	\$1,397,673	\$17,549
<i>Subtotal Corporate Services</i>		<i>\$4,247,725</i>	<i>\$4,118,325</i>	<i>\$129,400</i>
Non Departmental	Non Departmental	\$3,312,558	\$3,285,271	\$27,287
Health Services				
	Brucelea Haven Revenues	-\$9,420,603	-\$9,471,078	\$50,475
	Admin	\$812,792	\$748,722	\$64,070
	Program and Support	\$542,044	\$511,958	\$30,086
	Dietary	\$1,110,649	\$1,114,051	-\$3,402
	Nursing	\$6,367,731	\$6,403,687	-\$35,956
	Other Accomodation	\$1,617,737	\$1,585,114	\$32,623
	Raw Food	\$431,518	\$461,889	-\$30,371
<i>Subtotal Brucelea</i>		<i>\$1,461,868</i>	<i>\$1,354,343</i>	<i>\$107,525</i>
	Gateway Haven Revenues	-\$6,664,455	-\$6,709,592	\$45,137
	Admin	\$807,621	\$785,470	\$22,151
	Program and Support	\$407,090	\$386,911	\$20,179
	Dietary	\$799,399	\$773,856	\$25,543
	Nursing	\$4,855,943	\$4,700,345	\$155,598
	Other Accomodation	\$1,280,461	\$1,253,623	\$26,838
	Raw Food	\$307,002	\$316,948	-\$9,946
<i>Subtotal Gateway</i>		<i>\$1,793,061</i>	<i>\$1,507,562</i>	<i>\$285,499</i>
	Paramedic Services Revenues	-\$5,403,491	-\$5,540,623	\$137,132
	Administration	\$2,204,268	\$2,277,981	-\$73,713
	Paramedic Operations	\$8,325,210	\$8,408,829	-\$83,619
	Emergency Measurers	\$40,690	\$37,021	\$3,669
<i>Subtotal Emergency Services</i>		<i>\$5,166,677</i>	<i>\$5,183,208</i>	<i>-\$16,531</i>
<i>Subtotal Health Services</i>		<i>\$8,421,606</i>	<i>\$8,045,113</i>	<i>\$376,493</i>
Human Resources	Human Resources	\$815,830	\$781,163	\$34,667
	Health & Safety	\$0	\$0	\$0
	Wellness	\$5,000	\$4,280	\$721
<i>Subtotal Human Resources</i>		<i>\$820,830</i>	<i>\$785,443</i>	<i>\$35,387</i>
Human Services	Income and Employment Support	\$1,112,135	\$1,022,309	\$89,826
	Childcare	\$638,671	\$625,630	\$13,041

	Strategic Community Initiatives	\$76,023	\$71,421	\$4,602
	Social Housing Service Manager	\$468,876	\$450,801	\$18,075
	BCHC	\$3,707,675	\$3,655,925	\$51,750
<i>Subtotal Human Services</i>		<i>\$6,003,380</i>	<i>\$5,826,086</i>	<i>\$177,294</i>
Library	Administration	\$3,225,400	\$3,151,637	\$73,763
	OnGoing Ventures	\$0	\$0	\$0
	Special Projects	\$0	\$497	-\$497
<i>Subtotal Library</i>		<i>\$3,225,400</i>	<i>\$3,152,134</i>	<i>\$73,266</i>
Museum	Administration	\$1,524,393	\$1,525,725	-\$1,332
	Exhibits	\$23,142	\$25,221	-\$2,079
	OnGoing Services	-\$59,203	-\$71,690	\$12,487
	Special Projects	\$5,238	\$6,734	-\$1,496
<i>Subtotal Museum</i>		<i>\$1,493,570</i>	<i>\$1,485,990</i>	<i>\$7,580</i>
Planning & Development	Emergency 911	\$41,017	\$38,162	\$2,855
	Land Use Planning	\$1,147,823	\$1,095,521	\$52,302
	Corporate Policy	\$2,503,692	\$2,422,870	\$80,822
<i>Subtotal Planning & Development</i>		<i>\$3,692,532</i>	<i>\$3,556,553</i>	<i>\$135,979</i>
Transportation	Administration	\$1,575,535	\$1,510,045	\$65,490
	Paved Mtce	\$597,963	\$567,890	\$30,073
	Unpaved Mtce	\$78,064	\$76,271	\$1,793
	Bridges & Culverts	\$226,630	\$269,277	-\$42,647
	Traffic Operations/Roadside Mtce	\$1,086,016	\$1,035,235	\$50,781
	Winter Control	\$2,817,707	\$2,897,571	-\$79,864
	Capital Housing & Equip	\$798,200	\$817,605	-\$19,405
	Capital Roads Paved	\$3,212,548	\$3,112,850	\$99,698
	Capital Roads Unpaved	\$28,598	\$28,598	\$0
	Capital Bridges & Culverts	\$1,654,000	\$1,654,000	\$0
	Capital Traffic Operations/Roadside Mtce	\$241,250	\$211,493	\$29,757
	Waste Disposal	\$30,345	\$17,686	\$12,659
	Waste Diversion	\$110,835	\$90,299	\$20,536
<i>Subtotal Transportation</i>		<i>\$12,457,691</i>	<i>\$12,288,818</i>	<i>\$168,873</i>
SUBTOTAL EXPENDITURES		\$44,750,831	\$43,589,861	\$1,160,970
REVENUES				
	Provincial Offences	\$400,000	\$276,248	-\$123,752
	Corporate Management including Taxation	\$44,350,831	\$44,271,124	-\$79,707
SUBTOTAL REVENUES		\$44,750,831	\$44,547,372	-\$203,459
TOTALS		\$0	\$957,511	\$957,511
-				
-				



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: 2018 Annual Repayment Limit

Recommendation:

The 2018 Annual Repayment Limit Report is for information.

Background:

When BDO Dunwoody presented Committee with the 2016 Audited Statements, they expressed that "the County was in a solid financial position and a good cash position" and the management letter reflected the highest level of assurance from a CA Firm in Canada. Traci Smith, the managing partner also identified that the County carries adequate reserves and the existing debt is being retired on schedule. When the 2017 Audited Statements are presented on May 3rd, I expect a similar message.

Attached is a copy of the Municipality's 2018 Annual Repayment Limit (ARL) respecting long-term debt and financial obligations. This document is produced by the Municipal Finance Policy Branch of the Ministry of Municipal Affairs and Housing annually. The 2018 ARL is calculated based on 25% of the 2016 net own source revenues as reported in the 2016 FIR. Revenues for municipal electrical utilities are not included in the calculation of the ARL in accordance with Public Sector Accounting Board guidelines.

Based on this calculation, the County's 2018 annual debt repayment limit is \$9,687,380 (2017 - \$9,329,906). The County's gross debt charges total \$3,878,784 (2017 - \$3,918,028). Page 1 identifies an illustration for additional borrowing that could be undertaken under two interest rate scenarios. The illustration and the calculation of the annual debt repayment limit, solidifies the auditor's comment regarding the County's solid financial position.

Financial/Staffing/Legal/IT Considerations:

There are no financial, staffing, legal or IT considerations associated with this report.



Corporation of the County of Bruce
Corporate Services

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Interdepartmental Consultation:

None required.

Link to Strategic Goals and Elements:

None.

Approved by:

Kelley Coulter
Chief Administrative Officer

2018 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	41000	FIR CLEAN FLAG:	Accepted Clean
MUNID:	41000		
MUNICIPALITY:	Bruce Co		
UPPER TIER:			
REPAYMENT LIMIT:		\$	9,687,380

The repayment limit has been calculated based on data contained in the 2016 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2016 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2018

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
	(a)	20 years @ 5% p.a.	\$ 120,726,164
	(a)	15 years @ 5% p.a.	\$ 100,551,689
	(a)	10 years @ 5% p.a.	\$ 74,803,379
	(a)	5 years @ 5% p.a.	\$ 41,941,285
7% Interest Rate			
	(a)	20 years @ 7% p.a.	\$ 102,628,239
	(a)	15 years @ 7% p.a.	\$ 88,231,822
	(a)	10 years @ 7% p.a.	\$ 68,040,102
	(a)	5 years @ 7% p.a.	\$ 39,720,170

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Bruce Co

MMAH CODE:

41000

Debt Charges for the Current Year

		1
		\$
0210	Principal (SLC 74 3099 01)	2,490,802
0220	Interest (SLC 74 3099 02)	1,387,982
0299	Subtotal	3,878,784
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	3,878,784

Amounts Recovered from Unconsolidated Entities

		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	3,878,784

		1
		\$
1610	Total Revenues (Sale of Hydro Utilities Removed) (SLC 10 9910 01)	88,910,860
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	29,890,259
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	2,936,249
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	0
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	565,779
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	1,253,918
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	0
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2299	Subtotal	34,646,205
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	54,264,655
2620	25% of Net Revenues	13,566,164
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	9,687,380
		(25% of Net Revenues less Net Debt Charges)

* SLC denotes Schedule, Line Column.



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Grey Bruce Health Unit - 2018 Approved Budget

Recommendation:

The Grey Bruce Health Unit - 2018 Approved Budget Report is for information

Background:

We have received the details related to the Grey Bruce Health Unit's 2018 funding requirements. Bruce County's share of the \$10,958,900 budget is \$1,165,369, with a budget of \$1,167,222.

You will recall that in 2016, Council approved new cost sharing framework with the County of Grey for the expenses of the Grey Bruce Health Unit and revenues of the Provincial Offences operations. The new framework utilizes the latest Statistics Canada Population Data and commenced with the 2017 budget year

Financial/Staffing/Legal/IT Considerations:

There are no staffing, legal or IT considerations associated with this report. The surplus of \$1,853 will be included in the 2018 yearend results

Interdepartmental Consultation:

None required.



Corporation of the County of Bruce
Corporate Services

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Link to Strategic Goals and Elements:

None.

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Municipal Green House Gas Challenge Fund Application

Recommendation:

The Municipal Green House Gas Challenge Fund Application report is for information.

Background:

On August 14th 2017, the Province launched the Municipal Green House Gas (GHG) Challenge Fund a program funded by the proceeds from Ontario's carbon market that aims to support community-led action on climate change. The Municipal GHG Challenge Fund is part of Ontario's Climate Change Action Plan, to fight climate change, reduce greenhouse gas emissions and transition to a low-carbon economy. The action plan and cap and trade program form the backbone of Ontario's strategy to cut greenhouse gas emissions to 15 per cent below 1990 levels by 2020, 37 per cent by 2030 and 80 per cent by 2050.

Through this competitive fund, the Province of Ontario will provide grants covering up to 100% of eligible project costs to a maximum of \$10 million per project to municipalities for undertaking projects that directly lead to a reduction of GHG emissions.

A notification was received on March 6th 2018 indicating that the County of Bruce was unsuccessful in our application. They received 336 applications and the Municipal GHG Challenge Fund will contribute some \$100 million to initiatives. Planning for the next round of funding is underway and a new announcement will be made later in 2018. Applicants that were unsuccessful in this round may re-submit applications, however our EcoSystem project for the County is upon completion and we will need to determine how this may affect the qualifications for the application.



A question was raised at the March 1st 2018 Corporate Services Committee if there were any penalties for not meeting our recommended adopted greenhouse gas emission reduction targets that are equal to the Province of Ontario's:

- 15% below 1990 levels by 2020
- 37% below 1990 levels by 2030
- 80% below 1990 levels by 2050

"The GHG inventories and GHG reduction targets are encouraged in the Growth Plan, but are essentially voluntary. Municipalities can get funding through the Municipal Energy Program to do these things. If they don't meet their self-imposed targets, there is no compliance penalty enforced by the province."

Reported by: The GHG Reporting Department at Ministry of the Environment and Climate Change.

Financial/Staffing/Legal/IT Considerations:

There is no staffing, legal or ITS considerations associated with this report.

Interdepartmental Consultation:

None

Link to Strategic Goals and Elements:

Goal # 6- Explore alternate options to improve efficiency, service
Element # B- Develop system for measuring our processes and their successful desired outcome.

Written by: Jennifer Smith, Purchasing Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: 2018 Education Property Tax Rates

Recommendation:

The 2018 Education Property Tax Rates Report is for information.

Background:

The Ministry of Finance has released the Education Property Tax Rates for 2018.

Attached is a summary of Education Tax Rates for the County of Bruce 2009 - 2018. It also includes the \$ value based on a \$100,000 assessment.

Residential Education Property Tax Rates

The province-wide residential education property tax rate has been finalized and set in regulation February 12th, 2018, Ontario Regulation 26/18. The 2018 uniform residential education tax rate is 0.170% reduced from the rate of 0.179%.

Business Education Tax Rate (BET)

The BET rates are summarized in the following table:

Property Class	2017 Rates	2018 Rates
Commercial BET	1.14%	1.09%
Industrial BET	1.39%	1.34%

The Province has made significant progress in reducing high Business Education Tax Rates (BET) since 2007 and both the County's industrial and commercial rates have reduced for 2018. You may recall that in 2017 the County's Commercial BET increased which is illustrated on the attached summary.



Financial/Staffing/Legal/IT Considerations:

There is no staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

None identified.

Link to Strategic Goals and Elements:

None identified.

Approved by:

A handwritten signature in black ink, appearing to read 'Kelley Coulter', is written over a light grey horizontal line.

Kelley Coulter
Chief Administrative Officer

**County of Bruce
Education Tax Rates Summary
2009-2017**

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Residential	0.00252000 252.00	0.00241000 241.00	0.00231000 231.00	0.00221000 221.00	0.00212000 212.00	0.00203000 203.00	0.00195000 195.00	0.00188000 188.00	0.00179000 179.00	0.00170000 170.00
Industrial	0.02095036 2,095.04	0.02020006 2,020.01	0.01930000 1,930.00	0.01590000 1,590.00	0.01590000 1,590.00	0.01560000 1,560.00	0.01530000 1,530.00	0.01500000 1,500.00	0.01390000 1,390.00	0.01340000 1,340.00
Commercial	0.01336758 1,336.76	0.01279424 1,279.42	0.01225729 1,225.73	0.01176710 1,176.71	0.01164178 1,164.18	0.01140296 1,140.30	0.01117970 1,117.97	0.01117970 1,117.97	0.01140000 1,140.00	0.01090000 1,090.00

*Assumes assessment of 100,000
100,000*



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Summary of Awarded Tenders for Q1 2018

Recommendation:

The Summary of Awarded Tenders Q1 2018 is for information.

Background:

Per Bruce County Purchasing and Procurement Policy a "Request for Tender" is issued for goods and services estimated to exceed \$75,000. The attached report is a summary of Tenders awarded between January 1 and March 31, 2018 by all Departments. In the past, Transportation and Environmental Services and Human Services were reported separately by each Department. To avoid duplication of tasks, all Tender information will be combined into one report submitted by Corporate Services - Purchasing Division.

Financial/Staffing/Legal/IT Considerations:

There is no staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

Detailed specifications, scope of work and schedules were developed for each "Request for Tender" in consultation with all user Departments involved.

Link to Strategic Goals and Elements:

Goal # 2 Leverage Technology:

Element C Effective, understandable communication (web based and social media)

Goal # 5 Eliminate our own red tape:

Element E Focus on the internal and the external customer/client needs first

Goal # 6 Explore alternate options to improve efficiency, service:

Element C Look for economy of scale or shared services among our departments and our communities.



Summary of Awarded Tenders
January 1, 2018 to March 31, 2018

TENDER NUMBER	DEPT.	DETAILS	AWARDED TO:	PRICE (ex. tax)	BUDGET
RFT BCH-18-03	Transportation & Environmental Services	New 2018 Articulated Four Wheel Drive Front End Loader With 3.5 Cubic Yard Bucket	Toromont CAT	\$176,000	\$190,000.00
RFT BCH-18-05	Transportation & Environmental Services	2018 Bruce County Municipal Hazardous & Special Waste Collection	Photech Environmental Solutions	\$196,571.23	\$170,000.00

Written by: Jennifer Smith, Purchasing Manager

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Paul Eagleson
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: April 5, 2018

Re: Ontario Education Collaborative Marketplace (OECM)
Purchase of Dell Servers and Infrastructure

Recommendation:

The Ontario Education Collaborative Marketplace (OECM) Purchase of Dell Servers and Infrastructure Report is for information.

Background:

Section 7.0 of the County's Purchasing Bylaw Procedures allows for the participation with other government agencies, including the Provincial and Federal Government, or public authorities in cooperative purchases when it is in the best interest of the County to do so as determined by the Purchasing Manager and requesting Department. The procedures and policies of the agency issuing the competitive solicitation will be followed. The County participation can be either at the initial stages as part of a competitive bid solicitation that is being issued by the agency or after award to obtain the agency prices.

The Ontario Education Collaborative Marketplace (OECM) is a trusted not-for-profit sourcing partner for Ontario's education sector, Broader Public Sector (BPS), and other not-for-profit organizations. They contract with innovative, reputable suppliers to offer a comprehensive choice of quality products and services, to generate significant savings.

OECM offers a wide range of collaboratively-sourced and competitively-priced products and services and operates in compliance with BPS Procurement Directive, ensuring a fair, open and transparent procurement process.

The 2018 Information Technology Division budget includes funding for the replacement of aging infrastructure: 5 servers, storage, support services and 2 network switches with an OECM price of \$275,000.

Entering into the OECM Contract with Dell Canada and their subsidiary companies allows the County of Bruce to benefit from purchasing power exceeding \$40 Million annually shared between provincially funded organizations. The collective purchasing power along with the



guarantee to the supplier that sales are forthcoming allows a price point that is unrivaled in the industry. The OEMC contract is non-committal and the County is free to leave at any point. The nature of the OEMC agreement will allow the County to purchase any item in their catalog at the lowest price in an expedited manner as the Request for Tender is pre-conducted and in accordance with the Comprehensive Economic and Trade Agreement (CETA) and the Canadian Free Trade Agreement (CFTA).

The Purchasing Policy allows for a Department to sole or single source goods or services exceeding \$75,000 if an operating strategy outlining the rationale is presented by the requesting Department Director to the Chief Administrative Officer for approval. Input must be sought from the Purchasing Manager in advance to ensure purchasing principles are taken into consideration and risk to the County is minimized. Further, the Purchasing Policy requires that in the event the Director has a requirement to procure goods or services, in a manner that differs from the standard process, ie Request for Tender for good and services greater than \$75,000, then he/she must complete the Purchasing Policy Suspension form, and get the approval of the CAO and Purchasing Manager.

Financial/Staffing/Legal/ITS Considerations:

There are no staffing, legal or ITS considerations associated with this report.

Interdepartmental Consultation:

The CAO and Purchasing Manager supported the method of purchase and approved the request that the provisions of the Purchasing Policy and Procedure be suspended. This eliminated the issuing of a tender for the required goods and services greater than \$75,000 in favour of the OEMC agreement with Dell Canada and their subsidiary companies.

Link to Strategic Goals and Elements:

Goal # 6: Explore alternate options to improve efficiency and service.

6C: Look for economy of scale or shared services among our departments and our communities

6D: Coordinate working with other agencies.

Written by: Michael P. Kirkpatrick - Manager of Information Technology Services

Approved by:

Kelley Coulter

Chief Administrative Officer