



Municipality of Kincardine 2024 Budget

Table of Contents

	Page #
Message from the Mayor	3
Introduction	4
Budget Overview	7
Operating Budget	23
Business Plans	33
Council	35
CAO	38
Corporate Services	43
Community Services	57
Infrastructure & Development	79
Strategic Initiatives	110
Capital Budget	123
Appendix A – Operating Budget Summary	125
Appendix B – 2024 Capital Budget Listing	128
Appendix C – Capital Project Reports	135
Appendix D – 5 Year Capital Forecast	396
Appendix E – Reserve and Reserve Fund Listing	405
Appendix F – New Position Request	409
Appendix G – Community Requests for Funding	425

Message from the Mayor



Mayor Kenneth Craig

Council will get its first look at the 2024 budget with a presentation of operating and capital. We will take into consideration the challenges of maintaining affordable services within the community, while also moving forward with Council approved priorities.

There are similar budgetary challenges in 2024 as there were last year, such as higher than normal inflation, the requests for more services, and keeping the tax rate and debt levels low. Some of those challenges are areas over which Council does not have control, such as reduced provincial funding and the increased costs of materials. The cost of providing services, amenities and facilities is increasing, and it will be up to Council to determine the fiscally responsible path forward.

Our municipal staff was charged with the task of identifying areas that have the potential to be reduced from operations to help deal with the financial challenges. They have provided a wide range of options that council may choose to implement. We all understand that there is an expectation to maintain services that our residents and businesses rely on, while prioritizing key investments to replace our aging infrastructure. Council must also look forward to the opportunities of growth and future development.

There is no doubt that there are many challenges facing Council in how best to deal with maintaining our current service levels, including the issues associated with deferred maintenance. At the same time, we are experiencing growth demands which require new infrastructure and the associated services.

I appreciate that staff work all year, not just during the budget process, to ensure that they are managing the available funds responsibly, and staff have highlighted in this budget presentation a few of the ways that they have been working to optimize resources and maximize efficiencies.

The public needs services from the Municipality and other levels of government but have limited resources for tax increases to cover increased servicing. Municipal staff have provided council with an excellent document that will guide our budget deliberations. It will provide information that will help Council establish a foundation to move forward for next year and beyond.

On behalf of Council and staff, I wish you the best in the year 2024.

Introduction

The staff-proposed first Draft Budget for 2024 will be presented to Council on December 18th, 2023 through a special Budget Meeting.

This draft of the 2024 Municipal Budget has been prepared as a discussion document that requires refinement and review. Over the course of the budget process, staff reviewed council resolutions, plans, priorities and objectives in order to create a list of expenditures for deliberation and discussion.

The Municipality is committed to engaging with its community of residents, visitors, business owners and tourists. The budget process includes opportunities for public engagement and feedback. The annual budget survey was issued in August 2023 and the survey responses were shared with Council in September 2023.



Kincardine Quick Facts



Property
Values

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



Population

A population of **12,268** with an estimated **6,431** households



Household
Income

The 2023 average household income is estimated at **\$139,049**



Land Area

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

Community Profile

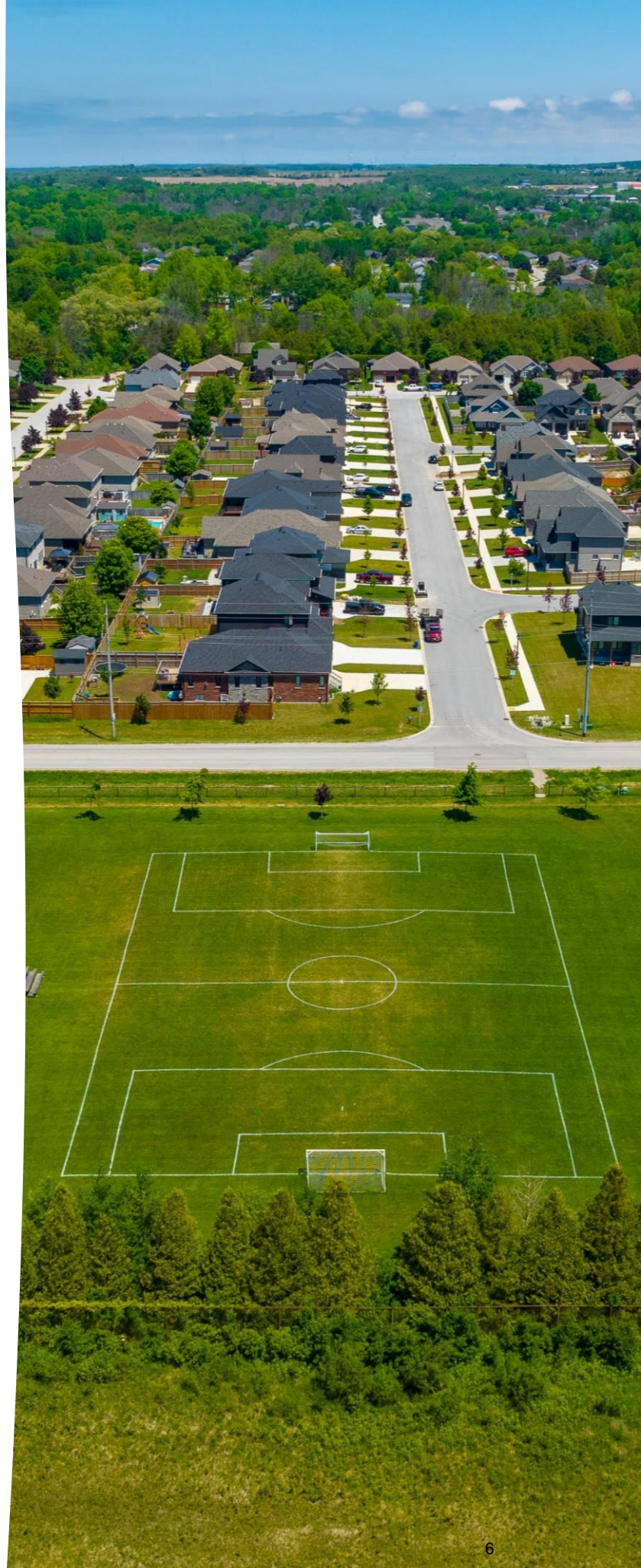
The Municipality of Kincardine is located along the shores of Lake Huron in southern Bruce County. The community is comprised of the former Town of Kincardine, Village of Tiverton, the former Townships of Bruce and Kincardine, which includes the hamlets of Inverhuron, Bervie, Armow, and Underwood.

Known for its stunning natural landscapes, rich Scottish heritage, beloved community events and world class nuclear energy cluster, Kincardine has become an attractive destination for businesses and individuals seeking a high quality of life.

In 2021, the Municipality of Kincardine population was 12,268, up by 7.7% from 2016 (Statistics Canada).

The Municipality delivers a wide range of services, including local roads and bridges, recreation facilities and programming, parks and trails, fire and emergency services, building inspections, water and wastewater services, airport, tourism and special events support, and local by-law enforcement. Although health care is a provincial responsibility, the Municipality of Kincardine contributes financially towards healthcare to address local gaps in health services including funding for nurse practitioners, locum houses, medical clinic facilities, and physician recruitment and retention.

The County of Bruce provides services such as county roads, paramedic services, long term care homes, libraries, the Bruce County Museum, planning, and housing support.



2024 Budget Overview

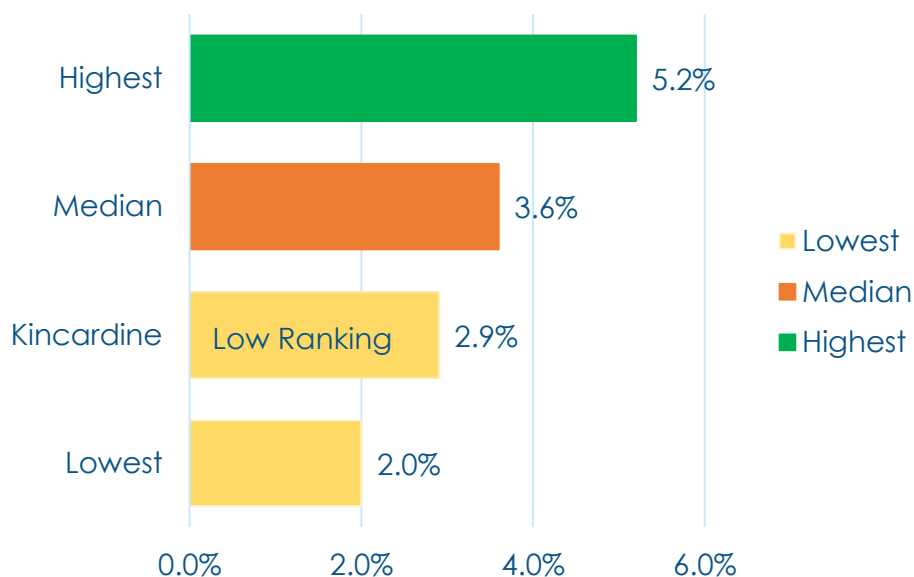
The Municipal Act, 2001 requires municipalities to prepare and adopt a budget including estimates of all sums required during the year. The budget serves as a financial framework which guides policy, strategic decision-making and service levels. The budget is also an accountability tool that allows for tracking variances between budgets and actual spending.

The Municipality of Kincardine 2024 Draft Operating and Capital Budget includes a broad overview of the operations, current financial position and capital and operating budgets of the Municipality. The 2024 budget has been developed to balance the needs of the community while still keeping taxes affordable.

The operating budget provides the necessary resources to deliver programs and services to constituents and accommodates inflationary pressures. The operating budget is funded primarily through property taxes and user fees. The Capital Budget is funded through property taxes, user fees, reserve funds, development charges, debt and grants.

Determining the change in the net levy required from property taxes is a combination of both the operating and capital budgets, including any contributions to and from reserves and reserve funds.

The following chart illustrates a comparison of the average income in a municipality against the tax burden of a typical home in the municipality using weighted median dwelling values and applying the 2023 residential tax rates. Kincardine's tax burden ranking is low, as reported in the 2023 BMA Municipal Study.



2023 Property Taxes as % of Household Income

Property Taxes

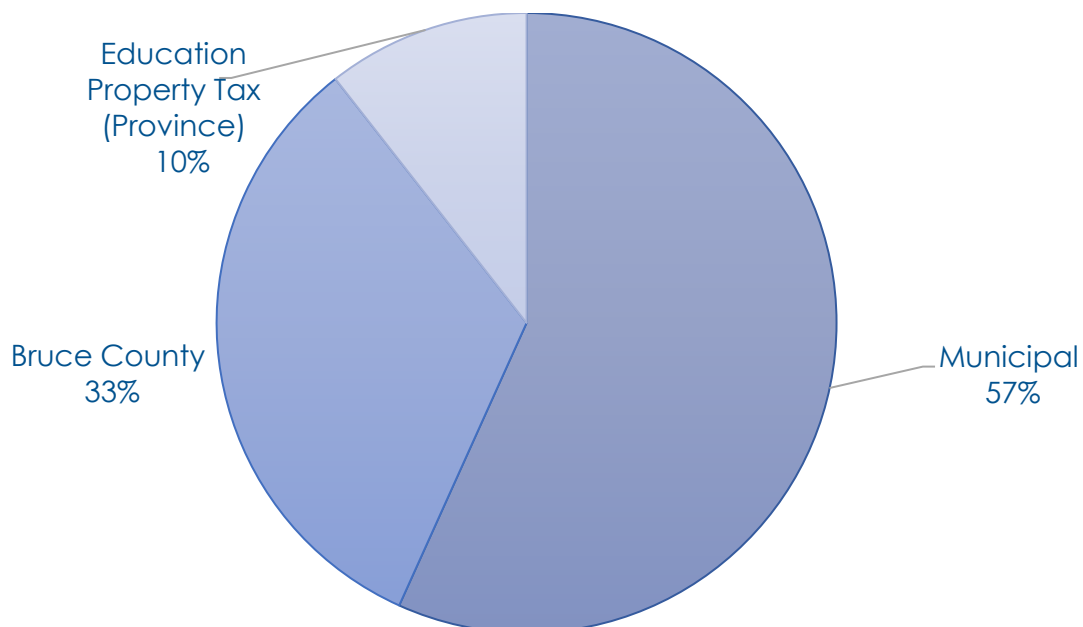
Property tax is a levy based on the assessed value of property, which is made of three components in the Municipality of Kincardine: The Municipal portion for services delivered by the Municipality, the County portion for services delivered by the County of Bruce, and an education portion to fund the elementary and secondary education system in Ontario.

The tax rates for the Municipality and County portion are established by each respective Council, while the rates for the education portion of the tax are established by the Minister of Finance.

Property taxes are calculated using the Current Value Assessment of a property, as determined by the Municipal Property Assessment Corporation (MPAC), and multiplying it by the combined Municipal, County and education tax rates for the applicable class of property.

Property assessments are based on the current value of properties as of a legislated valuation date, which is currently January 1, 2016. The Ontario government has extended the current property assessment cycle and the valuation date through to the end of the 2024 taxation year. The Ontario government has announced its intention to conduct a review of the property taxation system, and therefore property reassessment will be deferred until this work has been completed.

Breakdown of Municipal Taxation*



*based on 2023 data

Budget Quick Facts

The 2024 budget includes 3 components: the tax-supported operating budget, the water and sewer self-funded budget, and the capital investment budget.

The tax-supported budget covers the daily costs of running municipal services, excluding water and sewer services, and building department operations. The 2024 tax-supported operating budget includes \$25.723 million in expenditures, which is an increase of \$0.699 million (2.3%) over the prior year.



Tax-Supported
Operating Budget

7.00%
\$158
\$2,415

2024 *draft* tax rate increase
Increase per average household
Total municipal portion per household



Water & Sewer
Budget

7%
\$90
\$1,256

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



Capital Investment

3%
nil
\$4.35M
\$13.113M

Tax rate increase to fund capital
Total increase in annual capital contribution
Total contribution to tax-funded capital program
Total 2024 capital program

Highlights of Budget Presented

The budget as presented includes a 7.0% tax rate increase over 2023, with primarily only unavoidable increases built-in. The table below details the change in the total taxes collected over the past 5 years (*includes PIL education retained*):

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

For the 2024 taxation year, MPAC will once again hold current assessed values. The above tax rates equate to the following total annual impact on a median assessed home as follows:

Year	Median Assessed Home	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Tax Amount Change
2019	\$ 275,000	0.00677835	\$ 1,864	
2020	\$ 275,000	0.00715794	\$ 1,968	\$ 104.39
2021	\$ 275,000	0.00737268	\$ 2,027	\$ 59.05
2022	\$ 275,000	0.00772018	\$ 2,123	\$ 95.56
2023	\$ 275,000	0.00820810	\$ 2,257	\$ 134.18
Draft 2024	\$ 275,000	0.00878267	\$ 2,415	\$ 158.01

* Note that each percentage point increase in taxation equates to approximately \$196,000 in additional taxes collected.

This means that the amount of tax that will be paid in 2024 will have increased by 7% over the prior year. For example, if a resident's municipal portion of the tax bill was \$2,257 in 2023, it would increase to \$2,415 in 2024 – a change of ~ \$158 for the year or \$13.17 per month (assuming no change in current value assessment).

Summary of Budget Impacts

The primary factors contributing to the increase in the operating budget are summarized in the following table. These items are primarily Uncontrollable Changes (\$789,243) and Asset Maintenance activities (\$313,152) and amount to \$1,102,395. In addition, the impact of 2023 One-Time Tax Mitigation Measures of \$505,300 have also been summarized below, for a total net property tax levy increase (net of growth) of \$1,376,670:

Significant Changes from the 2023 Municipal Levy to the 2024 Proposed Municipal Levy					
Uncontrollable Changes	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
Salaries & Benefits	\$ 374,883	\$ 62,269	\$ 437,152	1.91%	COLA at 3.3%; Merit Increase; Legislated
OMPF Funding Decrease	\$ 168,500	\$ -	\$ 168,500	0.86%	Reduction in grant funding
Property Tax Relief - Natural Gas Pipelines	\$ 100,000	\$ -	\$ 100,000	0.51%	Council Resolution
IT Services Agreement	\$ 100,000	\$ -	\$ 100,000	0.51%	Council Resolution; contractual
OPP Contract Cost Increases	\$ 97,000	\$ -	\$ 97,000	0.49%	Contractual obligation
Reduction to Bag Tag sales	\$ 60,000	\$ -	\$ 60,000	0.31%	Adjustment to actuals
Saugeen Valley C.A. Levy	\$ 53,438	\$ -	\$ 53,438	0.27%	Contractual obligation
BASWRA Recycling Contract	\$ 42,874	\$ -	\$ 42,874	0.22%	Inflationary
Insurance Premiums	\$ 36,357	\$ 19,417	\$ 55,774	0.19%	Inflationary
Office Lease rental income	\$ 29,633	\$ -	\$ 29,633	0.15%	Tenant agreements expiry
Revenue adjustments (Arena, Memberships, Swim Registration)	\$ (47,000)	\$ -	\$ (47,000)	-0.24%	Adjustment to actuals
Reduction to MCR municipal tax transfer to Sewer RF	\$ (51,442)	\$ -	\$ (51,442)	-0.26%	Internal loan repaid in full
Bank Interest Income	\$ (175,000)	\$ 3,540	\$ (171,460)	-0.89%	Favourable interest rates
Total Uncontrollable Changes	\$ 789,243	\$ 85,226	\$ 874,469	4.03%	
Asset Lifecycle Maintenance Activities	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
Buildings - Repairs and maintenance	\$ 108,600	\$ 3,540	\$ 112,140	0.55%	Required maintenance
Materials (dust, hardtop, looasetop, sand, dust)	\$ 106,000	\$ -	\$ 106,000	0.54%	Inflationary; Required maintenance
Grounds Maintenance	\$ 33,552	\$ -	\$ 33,552	0.17%	Required maintenance
Fleet - Repairs and maintenance	\$ 25,000	\$ -	\$ 25,000	0.13%	Required maintenance; Inflationary
Beach maintenance	\$ 25,000	\$ -	\$ 25,000	0.13%	Maintenance, sand migration
Murals maintenance	\$ 15,000	\$ -	\$ 15,000	0.08%	Required maintenance
Total Asset Lifecycle Maintenance Activities	\$ 313,152	\$ 3,540	\$ 316,692	1.60%	
Impact of 2023 One-Time Tax Mitigation Measures	Tax Levy Impact	User Funded Portion	Total Budget Impact	% Tax Rate Impact	Reason
50% Bruce Telecom dividend allocated to Operating Budget	\$ 250,000	\$ -	\$ 250,000	1.28%	Planned Sale of BT - no dividend in budget
School Resource Officer - OCLIF Grant	\$ 27,000	\$ -	\$ 27,000	0.14%	Grant funding no longer available
One-Time Transfer from Tax Mitigation RF	\$ 30,000	\$ -	\$ 30,000	0.15%	Reversal of One-time funds
Nurse Practitioner/Physician Incentives - RF	\$ 155,200	\$ -	\$ 155,200	0.79%	Reversal of One-time funds
Tourism Staffing Support/Students	\$ 27,500	\$ -	\$ 27,500	0.14%	Reversal of One-time reduction
Horticultural Student - Add back	\$ 15,600	\$ -	\$ 15,600	0.08%	Reversal of One-time reduction
Total 2023 Tax Mitigation Measures	\$ 505,300	\$ -	\$ 505,300	2.58%	
Total Net Property Tax Impact (+/- 0.2%)	\$ 1,607,695	\$ 88,766	\$ 1,696,461	8.20%	
Property Tax Assessment Growth impact	\$ (198,163)		\$ (198,163)	-1.01%	
	\$ 1,409,532	\$ 88,766	\$ 1,498,298	7.19%	
Other cumulative budgetary variances	\$ 32,862			0.19%	
2024 Draft Property Tax Increase	\$ 1,376,670			7.00%	

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

Reductions to Costs and Service Levels

In an effort to keep property taxes at a moderate level, the operating budget has been reduced in several areas. Total reductions amount to \$508,331 which is equivalent to a tax rate reduction of 2.56%. While some of these reductions include deferring planned work and reducing contingency budgets, other reductions include service level cuts. The following chart summarizes the cost reductions and the implications associated with each:

2024 Reductions to Costs and Service Levels (not included in Operating Budget)				
Service Level & Cost Reductions	Budget Impact	% Tax Rate Impact	Reason	Implications
Eliminate Tall Tree program and municipal tree purchases	\$ 73,000	0.37%	To reduce tax rate	Impacts the overall canopy in the Municipality
Reduced building maintenance for Ward shops	\$ 49,200	0.25%	To reduce tax rate	Defers items to maintain facilities; facility review will help guide best decisions moving forward
Council training and travel	\$ 35,000	0.18%	To reduce tax rate	Reduced learning opportunities and advocacy work
Permanently reduce 1 seasonal by-law officer	\$ 26,181	0.13%	To reduce tax rate	Reduced enforcement in summer months
Reduce budget for Radar & Safety Signs	\$ 24,000	0.12%	To reduce tax rate	Minimizes number of reviews that can be done to support new policies, and does not allow safety enhancement
Eliminate Guardrail Replacements	\$ 23,500	0.12%	To reduce tax rate	Number of guardrails that do not meet code will remain status quo; safety concerns
Eliminate Canada Day Fireworks display	\$ 23,000	0.12%	To reduce tax rate	Loss of a long-standing attraction to the community and tourism
Parks general contracting costs reductions	\$ 23,000	0.12%	To reduce tax rate	Reduction in port-a-potties and the extent of phragmites mitigations
Blue Box Transition costs	\$ 22,500	0.11%	To reduce tax rate	Staff may have to bring a report forward at a later date if supports are required for transitioning
Reduce budget for Parks Grounds Maintenance	\$ 20,000	0.10%	To reduce tax rate	Elimination of sports field seeding and topdressing. Any areas in need of immediate topdressing to address hazard spots will be done with inferior, regular topsoil from the shop stockpile and will likely result in migration of more weeds into the fields. Future remediation will incur greater costs.
Waste Management Brush Chipping and Shingles	\$ 20,000	0.10%	Adjustment to actuals	No impact; possible cost overages if actuals exceed budget
MAC General Contracting	\$ 18,000	0.09%	To reduce tax rate	Reduction in grass cutting, snow removal and carpet cleaning.
Fleet maintenance Unit 3491 Blast & Paint	\$ 15,000	0.08%	To reduce tax rate	Unit will potentially deteriorate faster or remedial work will cost more in a future year
Permanent Closure of Yard Waste Depot	\$ 14,000	0.07%	To reduce tax rate	Service level reduction to the community; potential for illegal dumping of yard waste that may require clean up
Waste Management Centre Grounds Maintenance	\$ 12,500	0.06%	To reduce tax rate	Operations team may need to perform remedial work
Eliminate Streetscan and permitting module	\$ 10,500	0.05%	To reduce tax rate	Will continue with in-house options, find other means of permitting
Storm Sewer materials & weather stations	\$ 10,000	0.05%	To reduce tax rate	May run short on funds for materials, weather monitoring will be done via alternative means

Reductions to Costs and Service Levels

Service Level & Cost Reductions	Budget Impact	% Tax Rate Impact	Reason	Implications
Kincardine Community Fund contribution	\$ 9,200	0.05%	To reduce tax rate	No impact; ability to continue to grant from the existing fund of between \$4K - \$6K per year
Master Cycling Plan materials and premark arrows	\$ 8,800	0.04%	To reduce tax rate	Community upset over no further cycling areas identified as immediate expansion
Communications - advertising reduction	\$ 8,300	0.04%	To reduce tax rate	Reduced advertising budget to promote news and events
Removed Kincardine Talks software platform	\$ 8,150	0.04%	To reduce tax rate	Alternative community engagement will occur rather than through Kincardine Talks
Grounds Maintenance W3 shop (Seacan storage)	\$ 7,000	0.04%	To reduce tax rate	Staff will continue to store materials as they have, may continue to store items outside
Streetlight maintenance costs	\$ 6,500	0.03%	Adjustment to actual	No impact; possible cost overages if actuals exceed budget
Reduce Waterfront Maintenance (beach grooming)	\$ 6,000	0.03%	To reduce tax rate	Budget will include one beach grooming per year
Communications - graphic design and AODA report formats	\$ 5,000	0.03%	To reduce tax rate	Limited ability to remediate reports to AODA format; reduced graphic design assistance
Bridges Engineering	\$ 5,000	0.03%	To reduce tax rate	Contingency; Funds are typically only required every other year; next OSIMS in 2025
Contracted snow removal	\$ 5,000	0.03%	To reduce tax rate	If winter weather is heavy, snow may sit on main street for longer periods of time prior to removal
Operations Engineering expenses	\$ 5,000	0.03%	Adjustment to actual	No impact; possible cost overages if actuals exceed budget
Removed Roads equipment rental contingency	\$ 5,000	0.03%	To reduce tax rate	No planned equipment needs in 2024, no impact anticipated
Communications - promotional materials	\$ 4,000	0.02%	To reduce tax rate	Reduced promo purchases for events and engagements
Water/WW One Call Platform Line	\$ 4,000	0.00%	To reduce user fees	No impact
Wastewater safety equipment	\$ 2,000	0.00%	To reduce user fees	No impact
Total Service Level & Cost Reductions	\$ 508,331	2.56%		

Uncontrollable Changes:

The items that have been included as Uncontrollable Changes amount to \$874,469 and are further explained as follows:

1) Salaries and Benefits - \$437,160 cost increase

Salaries and benefits amount to \$13.002 million in 2024 compared to \$12.565 million in the prior year and represent 34% of total operating budget for the Municipality. Compared to 2023, salaries and benefits have increased by \$437 thousand, or 3.5%.

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

Salaries: The increase in salaries of \$313,500 (3.2%) is a result of the following:

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

Benefits: The statutory and health benefits costs include OMERS, WSIB, group insurance, CPP, EI, EHT, LTD, and health and dental benefits.

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

Note: Salaries and benefits may be allocated across multiple departments depending on the nature of the position and the responsibilities.

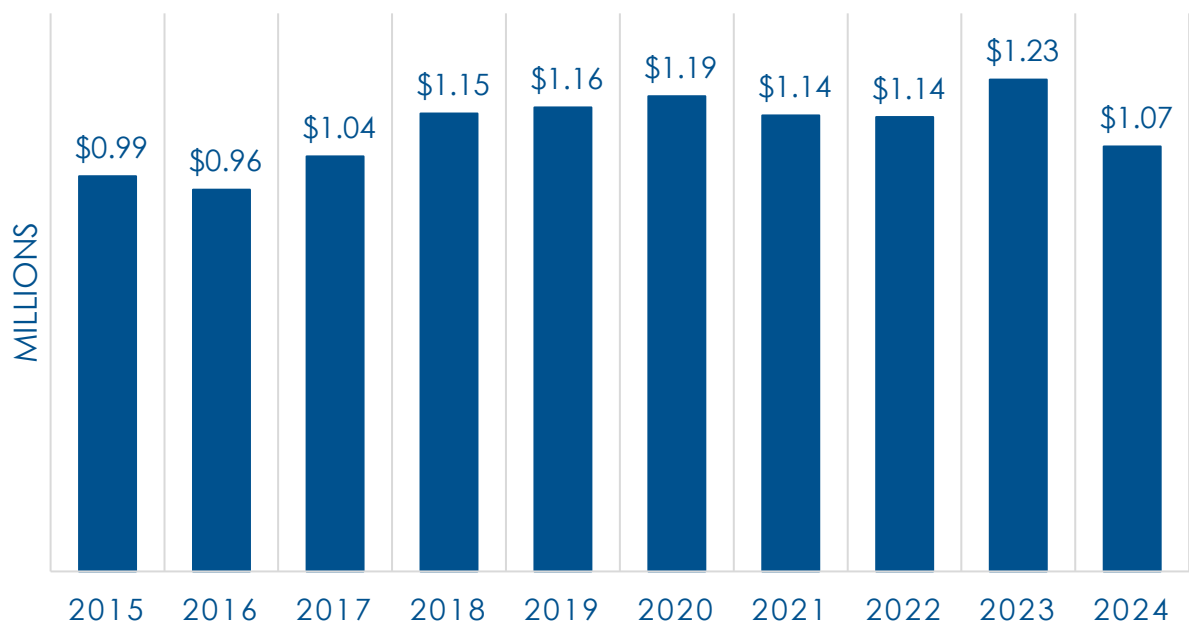
Uncontrollable Changes:

2) OMPF Funding - \$168,500 grant decrease

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

The funding reduction is primarily due to the Farm Area Measure component of the calculation, which has reduced from 76.2% to 71.7%. This means that the number of properties located in Kincardine classified under the farm property tax class has reduced from 1,099 properties to 1,045 and represents a smaller proportion of land in comparison to the total land within the Municipality. Therefore, the per-household funding amount has decreased from \$169.20 to \$142.20.

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



Uncontrollable Changes:

3) Property Tax Relief: Natural Gas pipelines - \$100,000 tax revenue reduction

In 2017, Council passed Resolution #07/05/17-03 in support of the Natural Gas Grant Program Community Expansion program which committed the Municipality to making a financial contribution towards the municipal property tax that would be otherwise payable on the new natural gas infrastructure for a minimum period of 10 years.

With the completion of the natural gas project in Kincardine, the pipeline property values have been assessed by MPAC and the property taxes have been included in the overall taxable assessment for the Municipality. The 2024 municipal portion attributed to the natural gas project is approximately \$100,000 and therefore the operating budget includes a grant payment equivalent to this portion of the tax bill.

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

At the November 8, 2023, Council meeting, Council approved entering into an IT Services Agreement with the County of Bruce. The agreement is in effect January 1, 2024, and will be an ongoing operating expense for the Municipality. It is expected that additional investment in IT assets and infrastructure will continue to be required.

5) OPP Contract - \$97,000 increase

The Municipality has a contractual agreement with the Ontario Provincial Police (OPP) for the provision of police services. For 2024, the estimated cost per property is \$360.96 compared to \$356.16 in 2023, which is an increase of \$4.80 (1.3%). With a property count of 6,741 (household, commercial and industrial), this amounts to a total cost of \$2.433 million. The 2022 year-end adjustment amounts to \$23,000, for a total net estimated cost of \$2.409 million for 2024. This represents an increase of \$97,000 (4.1%).

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

In 2023, the price of bag tags had increased from \$2.50 to \$3.50 per tag. Staff had projected an overall revenue increase of \$710,000 in the 2023 budget, however this estimate was aggressive. The 2023 revenues are currently projected at \$600,000, with the 2024 forecasted at \$650,000. The operating budget has been reduced accordingly.

7) Saugeen Valley Conservation Area (SVCA) Levy - \$53,438 increase

The SVCA has approved its 2024 budget which includes an overall municipal levy increase of \$216,256. Kincardine's portion of the levy amounts to \$35,958 (%). The increase is primarily reflective of changes to the Conservation Authorities Act. On January 1, 2023, a new Minister's regulation (Ontario Regulation 596/22) came into effect which resulted in changes to the Conservation Authorities Act. The details of these changes state that Conservation Authorities will no longer provide services for Municipal (Category 2) or Other (Category 3) programs related to reviewing and commenting on proposals, applications or other matters through the Conservation Authority levy. In addition to the levy increase, Council has entered into an agreement for Category 3 programs and services in the amount of \$17,480. Staff reviewed proposals to enter into Category 2 agreements for services associated with inspection and maintenance of existing structures within the community which protect properties from erosion and determined that it would be more cost efficient to conduct site reviews and other matters related to affected areas in-house.

Uncontrollable Changes:

8) BASWRA Recycling Contract - \$42,874 increase

The recycling contract includes an estimated 15% cost increase over 2024. This is primarily due to the change in market conditions for the resale of cardboard. In previous years, BASWRA was able to generate revenue by selling the cardboard that they collected. This revenue would offset the costs of service delivery, resulting in lower collection costs for the Municipality. As the resale of cardboard is no longer a revenue generator, staff is anticipating higher collection costs in 2024.

9) Insurance Premiums - \$55,774 increase

The Municipality is insured by Intact Insurance (formerly Frank Cowan) for its General Insurance and Risk Management Program. The 2024 annual insurance premium, excluding cyber coverage, has been estimated at \$605,000, which represents an increase of \$55,000 (10%) over the prior year. Municipalities have been experiencing significant insurance premium increases and Kincardine has been advised to budget for an increase between 10% - 15%.

Cyber insurance coverage has remained comparable to 2023 and is estimated at \$44,000 for 2024. Increasing premiums are the result of a rise in ransomware attacks in the public sector, and in some cases, it has become difficult to even qualify for insurance coverage.

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

Facility rental income includes rent collected from tenants at various municipal buildings including the Municipal Administration Centre and Kincardine Community Medical Clinic. There have been several office leases that have expired or are set to expire in 2024. New tenants have not yet been located and therefore the budget has been reduced accordingly.

11) Recreation Revenue Adjustments - \$47,000 revenue increase

Revenues for arena rentals, memberships and registrations is projected to increase by \$47,000 over the prior year. Higher participation in recreation has been realized in 2023 and the draft 2024 projections have been adjusted accordingly.

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

The budget includes an annual transfer (expense) towards the repayment of the internal loan for the cost of servicing the OPF Business Park. This transfer is equivalent to the property taxes of the MCR building located on those lands. In 2024, the internal loan will be fully repaid and therefore there will be a favourable impact to the operating budget of \$51 thousand.

13) Bank Interest Income - \$171,460 revenue increase

Interest earned on funds held in the operating bank account is projected to increase as a result of higher interest rates.

Asset Lifecycle Maintenance Activities:

The Municipality owns and maintains infrastructure assets valued at \$976 million (2022 dollars). Over the course of the useful life of these assets, lifecycle activities including ongoing repairs and maintenance is required in order to reduce the risk of failure of infrastructure and prolong the life of our assets.

The operating budget includes maintenance and repair costs amounting to a total of \$1.261 million for all facilities, fleet and equipment. The activities outlined below have been highlighted specifically in this Budget Report due to the increase in expected costs in 2024 in comparison to the prior year. It is expected, however, that these amounts may not maintain existing service levels.

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

1) Building Repairs and Maintenance - \$112,140 increase

The municipality owns and maintains 124 municipal buildings with a 2022 replacement cost of \$83 million. A significant number of high value building components are between 46 – 50 years in age. Ongoing maintenance activities are required in order to improve (or maintain) the level of service of an asset, and therefore as the buildings age, the required maintenance and repair costs are expected to increase. Several facilities will have third party condition assessments performed in 2023 – 2024 which will provide staff with further insight into the state of these facilities and the associated long-term costs.

2) Materials - \$106,000 increase

The increase in materials is due to both inflationary as well as the requirement to purchase increased quantities of materials including sand, asphalt, and dust for various road operations activities. The Municipality's maintenance contracts have been reduced and/or held at the same dollar values for several consecutive years. Due to market impacts, annual inflation and historical reductions, these contracts must be increased in order to bring maintenance levels back to required levels. Without sufficient spending on materials such as gravel and dust control, there will be challenges in ensuring the roads are properly shaped and maintained, leading to increased nuisance complaints and possible safety concerns.

3) Grounds Maintenance - \$33,552 increase

The Community Services department owns 269 park and yard improvement assets with a replacement cost of \$10 million as per the 2022 Asset Management Plan. These assets require ongoing investment, and the 2024 budget includes additional grounds maintenance expenses of \$34,000. Planned works include sports field dressing and painting, equipment, playground surface materials, park water feature repairs, new tarps baseball diamonds, and other general maintenance.

4) Fleet Repairs and Maintenance - \$25,000 increase

The Municipality owns and maintains 88 fleet assets with a replacement cost of \$16 million based on 2022 asset data. The 2022 AMP indicated that 50% of the fleet was either in poor or very poor condition. The need for increased funds is directly attributed to the aging fleet and costs associated with repairs and maintenance of the equipment. It is anticipated that these costs will continue to increase in the near term until enough funds are available to support a comprehensive replacement program.

Asset Lifecycle Maintenance Activities:

The 2024 operating budget includes a \$100,000 transfer to the Equipment Replacement Reserve Fund for the Fleet Replacement program. This contribution is consistent with prior years. The Operations fleet replacement program requires an annual investment in excess of \$1,200,000 to be sustainable.

5) Beach Maintenance - \$25,000 increase

Maintenance of our waterfront and beaches is necessary to help protect our users of hazards while fostering a deeper appreciation for our natural spaces. The waterfront budget includes additional costs for beach grooming and snow fencing. Grooming beaches only once during the summer is a compromise, as our number one goal is to keep heavy machinery off the waterfront. At the same time being cognizant of removing any of our relict sand that we have.

Snow fencing is a necessity to ensure sand remains on the beach. This reduces the amount of work required in the spring in removing sand that has deposited within the gardens, parking facilities and marina.

6) Mural Maintenance - \$15,000 increase

The municipality owns and maintains several murals which require ongoing maintenance in order to extend their useful lives. The 2024 budget includes maintenance for various murals including the Boys and Girls Club mural, Harbour Street mural, and Tiverton mural. There is also \$8,000 in the budget for the installation of a new mural.

Additional Items for Consideration:

As part of the proposed draft budget, staff have prepared a list of items for Council consideration amounting to \$907,500. These may include new programs, service level adjustments, and previous Council resolutions. These items have not been included in the budget, and in total would have an additional tax rate impact of 4.30%.

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

Efficiency Gains:

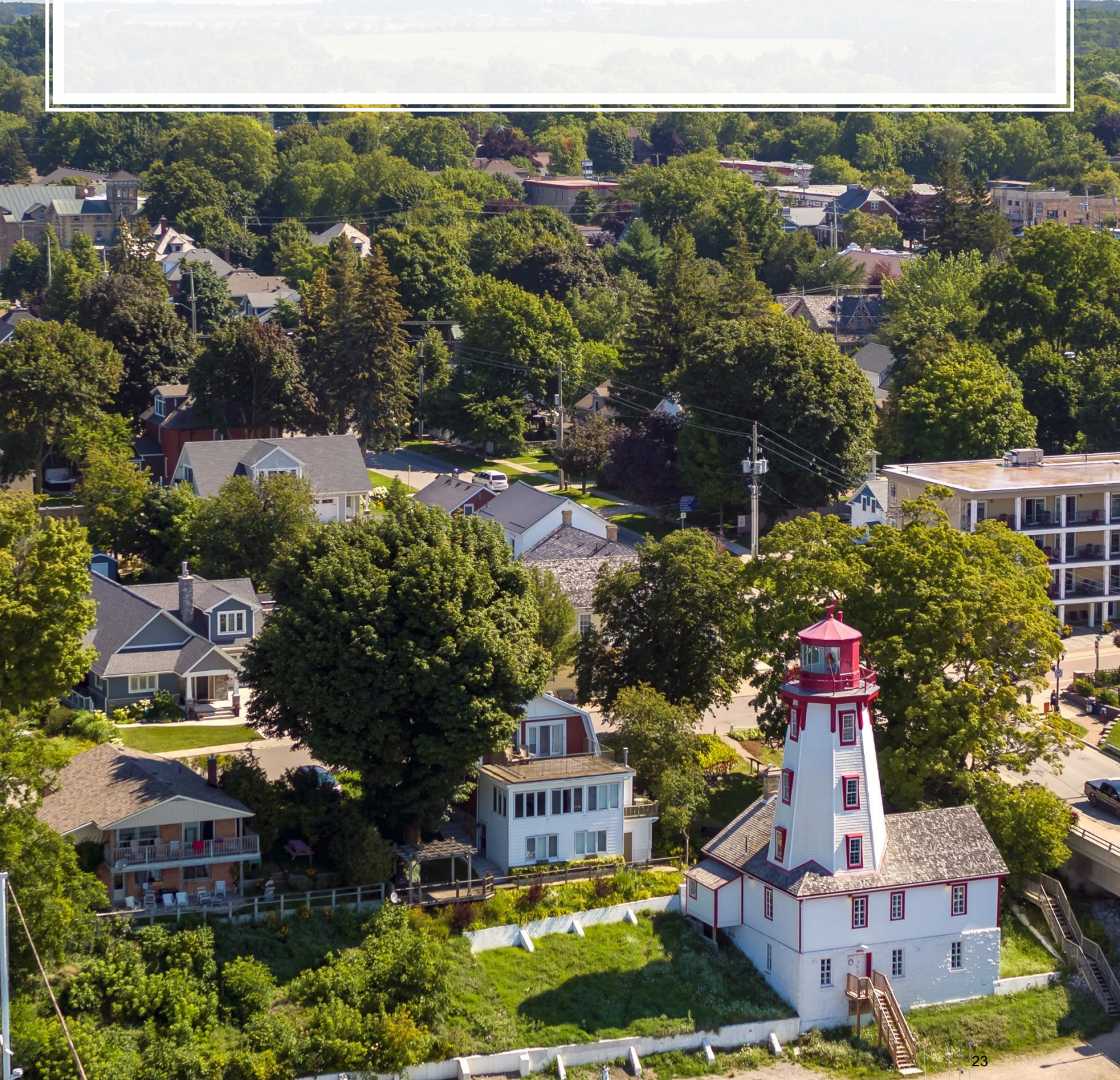
The Municipality of Kincardine strives to collaborate and learn from others, and we continually review our operational process to better serve the public and to maximize the value for taxpayer dollars. Throughout 2023, the following are examples of improvements that have been incorporated into the 2024 budget:

- Culvert repairs: When possible, culvert repairs will be performed in-house rather than contracted to third parties for cost savings.
- Eliminated paper towels in public washrooms (to be completed for opening in 2024) and shifted to dryers.
- Switched from field chalk to paint on active fields, which provides a longer lasting stripe, eliminating chalk expenses.
- Renegotiated a contractual agreement with Waste Management, which will provide estimated savings of \$63,000 over three years.
- Reduce reoccurring orders of door mats and linen to provide the service internally.
- The implementation of Cloudpermit has improved the customer's ability to submit permit applications and make payments online. This reduces the need for the customer to come into the municipal office, as well as increases transparency as the applicant can review the status of their permit online at any time.
- The implementation of Option Pay has provided benefits to local community groups that are solicitating donations for large projects including the Tiverton Splash Pad and the All Wheel Park. Donations can now be made online by credit card rather than by cash or cheque only. Option Pay is also now being used for tax certificate payments, which has shortened the turnaround time for processing tax certificates and has significantly improved the customer's experience.
- Saugeen Valley Conservation Authority (SVCA): Category 2 services are a new direct cost to Kincardine for inspection and maintenance for various structures within the municipality that protect public and private properties from erosion. Staff were presented with the option for several new service agreements at additional costs for services with the SVCA or taking on responsibilities in-house. Staff opted to take on inspection and maintenance responsibilities which is a new internal cost but is expected to be less than the agreement amounts offered by the SVCA.
- Walkerton Clean Water pilot project: The Municipality hopes to partner with the Walkerton Clean Water Centre to run pilots on both the Scott's Point and Underwood Drinking Water Systems, to ensure we have the correct filtration units in place and optimize those processes. The pilot reviews water quality at each site, parameters and challenges, and can make determination of best types of filters, oxidation tanks, or treatment processes needed. An amount of \$65,000 has been included as an Additional Item for Consideration.

Efficiency Gains:

- **Tourism Staffing:** The Municipality hosts several special events for local residents as well as visitors to the community mostly throughout the summer months. In previous years, 4 full time students would assist the Tourism Coordinator from May to September. The 2024 budget remains the same as 2022 levels, but the staff configuration and timeline was modified in order to support the functions associated with the implementation of special events and the support needed for the Welcome Centre. This new configuration would have 2 full time students for the months of July and August only and a full time 6-month contract Special Events Coordinator. This would give the Special Event Coordinator the time to advance plan and book equipment and facilities prior to students arriving. This would also allow the students to focus on the Welcome Centre customers and functions in the peak season.
- **Procedure By-law:** The governance review, which led to the update of the Procedure By-law, has led to efficiencies that have reduced staff time. This includes creating only one agenda (Council, not COW), a reduction in the number of Council meetings each month, efficiencies in meetings, and the reduction in the number and types of committees.

Operating Budget



2024 Operating By Expense Type

The operating budget summary and net tax levy requirement is provided in the chart below according by revenue and expense type. The net levy requirement amounts to \$1,571,713 (7%) which includes PIL's as well as the BIA Tax Levy of \$78,950.

	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Revenue				
User Fees & Charges	2,983,072	2,990,364	7,292	-
Water Charges	3,286,630	3,500,758	214,128	7%
Sewer Charges	2,373,357	2,385,488	12,131	1%
Grant Revenue	1,632,111	1,328,360	(303,751)	(19%)
Other Income	3,514,462	3,240,363	(274,099)	(8%)
Reserve Fund Contributions	1,192,963	614,986	(577,977)	(48%)
Total Revenue	14,982,595	14,060,319	(922,276)	(6%)
Expenses				
Salaries & Benefits	12,564,970	13,002,122	437,152	(3%)
Interest & Debt Payments	1,768,659	1,777,976	9,317	(1%)
Materials & Supplies	7,674,347	8,151,272	476,925	(6%)
Contracted Services	5,824,070	6,053,188	229,118	(4%)
Other Transfers	769,657	808,095	38,438	(5%)
Rents and Financial Expenses	312,800	288,450	(24,350)	8%
Reserve Fund Transfers	8,123,917	7,606,754	(517,163)	6%
Total Expenses	37,038,420	37,687,857	649,437	(2%)
Surplus/(Deficit)	(22,055,825)	(23,627,538)	(1,571,713)	(7%)
Net Levy Requirement				
Taxation	22,055,825	23,627,538	1,571,713	7%
Total Net Levy Requirement	22,055,825	23,627,538	1,571,713	7%

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

2024 Operating Budget by Division

The operating budget summary is outlined by Department and Division in the chart below. Departments with a zero net-levy requirement including Water, Wastewater, Building Department, and the Marina are shown with no figures as their revenues and expenses offset each other.

	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Taxation	(21,976,875)	(23,548,588)	(1,571,713)	(7%)
Council and CAO				
Council	402,065	412,422	10,357	(3%)
CAO	370,475	400,361	29,886	(8%)
Total Council and CAO	772,540	812,783	40,243	(5%)
Corporate Services				
Treasury				
Treasury	3,683,412	4,087,353	403,941	(11%)
IT	289,438	404,203	114,765	(40%)
Total Treasury	3,972,850	4,491,556	518,706	(13%)
HR				
HR	281,644	302,259	20,615	(7%)
Health & Safety	17,325	38,592	21,267	(123%)
Total HR	298,969	340,851	41,882	(14%)
Legislative Services				
Clerk	560,517	586,365	25,848	(5%)
By-Law Enforcement	110,274	122,274	12,000	(11%)
Police Services	2,261,144	2,378,578	117,434	(5%)
Total Legislative Services	2,931,935	3,087,217	155,282	(5%)
Total Corporate Services	7,203,754	7,919,624	715,870	(10%)
Strategic Initiatives				
Strategic Initiatives	162,386	177,480	15,094	(9%)
Arts, Culture & Heritage	5,800		(5,800)	100%
Tourism	248,029	277,850	29,821	(12%)
Economic Development	303,390	316,823	13,433	(4%)
Physician Recruitment	147,771	325,772	178,001	(120%)
Total Strategic Initiatives	867,376	1,097,925	230,549	(27%)

2024 Operating Budget by Division

Infrastructure & Development				
Development Services				
Building Department				
Planning	588,080	688,358	100,278	(17%)
GIS	126,457	131,291	4,834	(4%)
Total Development Services	714,537	819,649	105,112	(15%)
Environmental Services				
Water				
Wastewater				
Waste Management	394,375	473,805	79,430	(20%)
Stormwater	217,219	269,137	51,918	(24%)
Source Water Protection	4,100	4,100		
Environmental Committee	10,000		(10,000)	100%
Total Environmental Services	625,694	747,042	121,348	(19%)
Operations				
Roads	4,191,092	4,318,090	126,998	(3%)
Bridges & Culverts	323,078	303,955	(19,123)	6%
Fleet	1,214,582	1,176,970	(37,612)	3%
Cemeteries	169,147	169,096	(51)	
Airport	261,083	259,562	(1,521)	1%
Total Operations	6,158,982	6,227,673	68,691	(1%)
Total Infrastructure & Development	7,499,213	7,794,364	295,151	(4%)
Community Services				
Parks & Facilities				
Trails	33,177	38,228	5,051	(15%)
Parks	1,013,438	1,071,057	57,619	(6%)
Waterfront	21,000	58,000	37,000	(176%)
Facilities	2,248,620	2,403,794	155,174	(7%)
Total Parks & Facilities	3,316,235	3,571,079	254,844	(8%)
Community & Recreation Programs				
Recreation	494,509	465,432	(29,077)	6%
Pool	428,592	369,410	(59,182)	14%
Marina				
Crossing Guards	53,712	48,715	(4,997)	9%
Total Community & Recreation Programs	976,813	883,557	(93,256)	10%
Fire Department	1,340,944	1,469,256	128,312	(10%)
Total Community Services	5,633,992	5,923,892	289,900	(5%)
Total Municipality of Kincardine				

Additional information is provided in the department sections of the budget report.

Staff Complement

This section shows the year over year change in Full-Time Equivalent (FTE) staff employed by the Municipality. Proposed new staffing additions (either contract, part-time, full-time or seasonal staff) have been included in Appendix F.

FTEs by Year	2021	2022	2023	Proposed 2024	Change
CAO:					
CAO	2.00	2.00	2.00	2.00	-
Corporate Services:					
Treasury	10.33	10.33	10.33	10.33	-
HR	1.00	1.00	1.00	1.00	-
Legislative Services	4.82	4.00	4.00	5.00	1.00
Strategic Initiatives:					-
Strategic Initiatives		2.58	2.00	2.00	-
Tourism	2.19	2.19	1.69	2.38	0.69
Economic Development	1.00	1.00	1.00	1.00	-
Physician Recruitment		1.00	1.00	1.00	-
Infrastructure & Development:					
Development Services	8.21	6.65	6.33	6.33	-
Environmental Services	13.51	15.46	15.69	16.69	1.00
Operations	28.05	30.20	29.88	29.88	-
Community Services:					
Parks & Facilities	19.71	23.12	21.77	25.80	4.03
Community & Rec Programs	20.94	19.50	21.29	20.38	- 0.92
Fire	5.00	4.00	4.00	4.60	0.60
Total	116.77	123.03	121.98	128.39	- 6.40

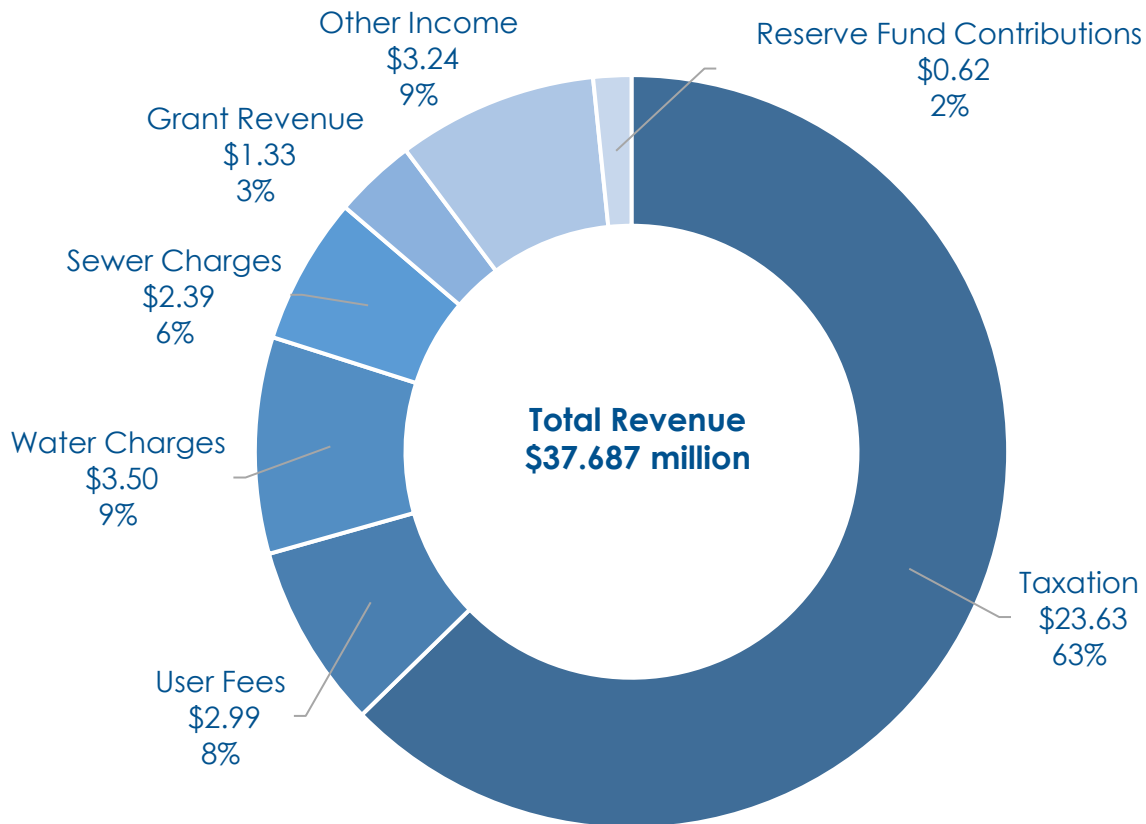
The proposed 2024 Budget includes the following staff complement changes:

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

Summary of Revenue Sources

Under the Municipal Act, 2001, the Municipality is required to prepare a balanced budget where revenues equal expenses. Total revenue of \$37,687,000 million is required to offset spending and contributions to future capital, an increase of \$649,000 (2%) over prior year.

The revenue sources are summarized as follows:

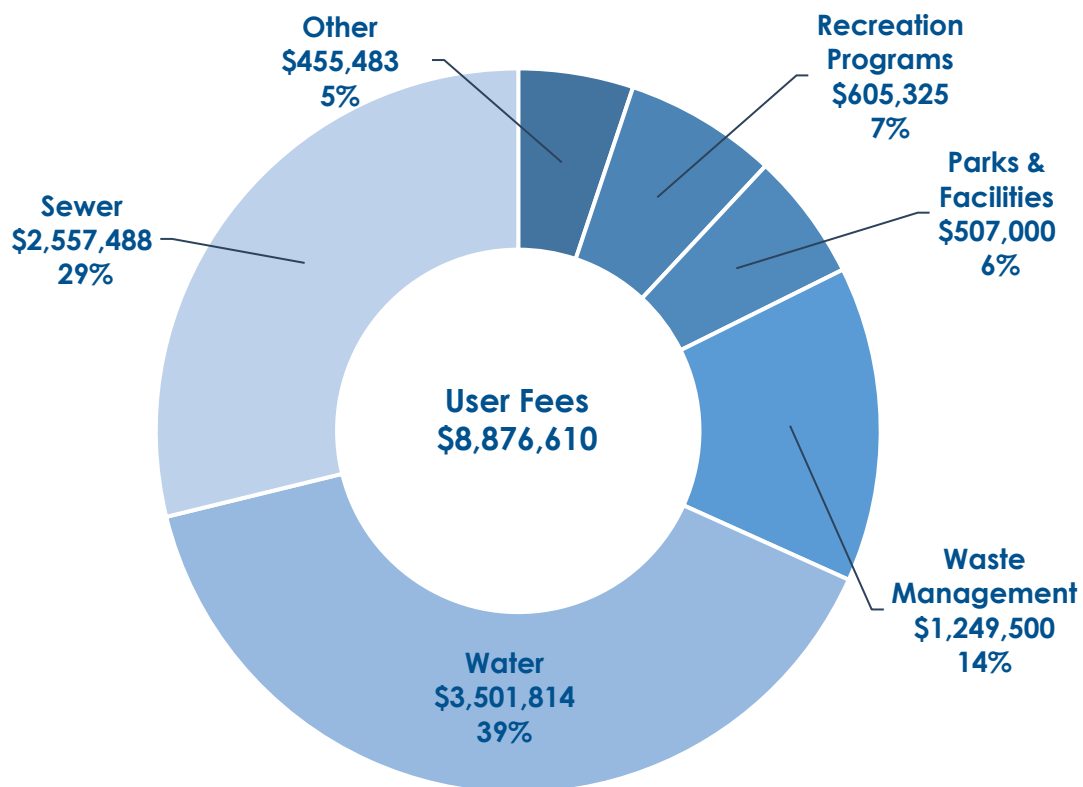


Non-Tax Revenue

User Fees and Charges:

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

2024 User Fee Revenue



The most significant user fee revenue source is from water and wastewater services (\$6.059 million), which accounts for 68% of total user fee revenue in 2024. These programs operate on a full cost recovery basis and are self-funded.

Tax-Supported Reserve Fund Transfers & Contributions

The 2024 budget includes \$4.35 million as a transfer to the Lifecycle Reserve Fund. In order to keep the tax rate increase at an acceptable level for Council, this budget does not also include the annual 3% tax rate increase. This additional 3% contribution (or \$588 thousand) has been included as an item for consideration, should Council decide to include it.

Based on the 2022 Asset Management Plan and in order to maintain existing levels of service, an annual tax levy increase of 6.7% would be required solely for capital and infrastructure replacement. Even with a 3% tax rate increase, a reduction to levels of service would be realized over time.

While the budget includes a \$4.35 million capital contribution, at the same time the budget draws on this reserve fund by an amount of \$5.762 million, resulting in a reduction from the fund of \$1.412 million. The overall transfer of funds into the Lifecycle Reserve Fund should be substantially more than the funds transferred out for current projects, otherwise the long-term capital plan will remain significantly underfunded.

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

The 2024 operating budget also includes the following additional reserve fund contributions:

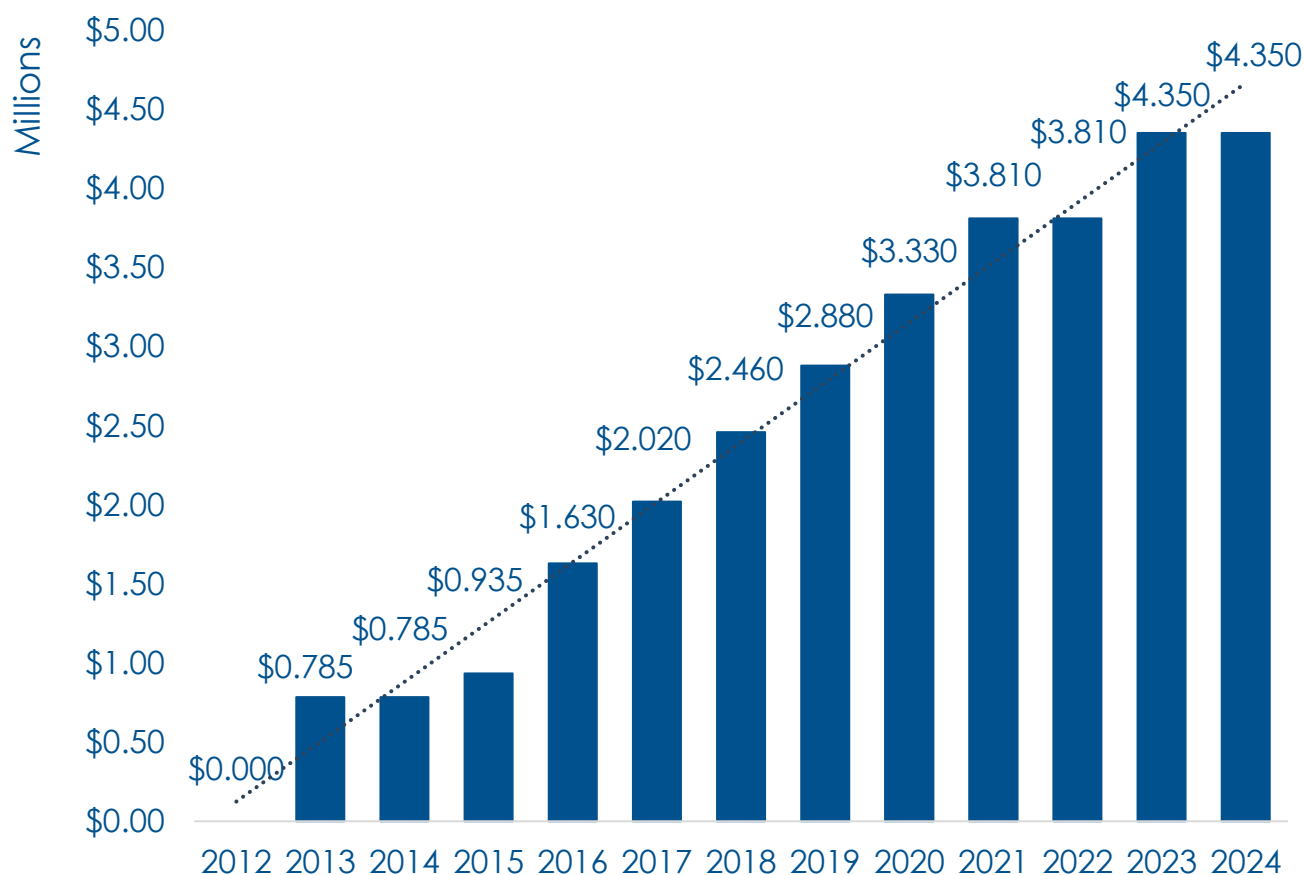
- \$100,000 for fleet replacement
- \$100,000 for fire and emergency vehicle replacement
- \$100,000 for landfill cell replacement
- \$50,000 for future repairs and rehabilitation of the Davidson Center indoor pool

Tax-Supported Reserve Fund Transfers

Contribution to Tax-Supported Capital:

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

The following graph illustrates the annual contributions since the creation of the Lifecycle Reserve Fund in 2012. Total contributions to the Lifecycle Reserve Fund over the 12-year period amounts to \$26,795,000:



Long-Term Borrowing

The Municipality records all annual debt charges (principal and interest) in the operating budget, which requires either property tax dollars or user fees to fund these amounts. The 2024 draft budget includes debt charges of \$1.778 million, which is a comparable to the prior year (< 1% variance).

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit (ARL) statement, outlining the revenue and debt servicing calculations. Kincardine's 2023 ARL statement from the Province indicates an ARL of \$7,034,215.

Total long-term borrowing for 2024 amounts to \$16.345 million is comprised of the following projects:

Capital Project	2024 Debt Charges	2024 Outstanding Balance	Completion Year
Queen St. Bridge Rehabilitation	\$ 168,000	\$ 2,284,000	2040
Municipal Office Renovations	\$ 201,000	\$ 198,000	2025
LED Street Lighting	\$ 146,000	\$ 110,000	2025
Fire Rescue Vehicle	\$ 37,000	\$ 36,000	2025
Tile Drain Debentures	\$ 13,000	\$ 7,000	Various
Huron Terrace Sewage Pumping Station	\$ 760,000	\$ 7,470,000	2042
9/21 Business Park Servicing	\$ 93,000	\$ 1,826,000	Pending
Queen St. Reconstruction	\$ 370,000	\$ 4,414,000	2043
	\$ 1,788,000	\$ 16,345,000	

The above chart excludes internal borrowing of \$98,000 remaining for the Connaught Park Sewage Pumping Station upgrades. The original balance borrowed internally was \$1.245 million (2019) which has been gradually paid down through the collection of Wastewater Development Charges. The balance should be paid in full by the end of 2024.

2024 Business Plans

Business Plans

The following Business Plans provide the details for each Department, including staffing, priorities and proposed budget changes. These departmental budgets roll-up to the overall Operating Budget presented in this report. The Business Plans align with the Municipality's Integrated Strategy, which was recently updated in April 2023 and provides a common and focused road map that aligns the major initiatives and priorities across the organization.

The 2024 Operating Budget Charts contained within each Business Plan provides an overview of the Proposed 2024 Operating Budgets for each Department by major expense/revenue categories.

The following is a description of the expenses/revenues included in each category:

Expenses:

Salaries & Benefits: Includes all full-time, part-time, and contract wages and benefits, including volunteer firefighters. Also includes WSIB, group insurance, CPP, EI, EHT, LTD and health and dental benefits.

Interest & Debt Payments: Includes interest and principal payments for the Municipality's long-term debt.

Materials & Supplies: Includes material purchases such as salt, sand, chemicals, propane, fuel, natural gas, hydro, office and computer supplies, software, communications, travel, training, insurance premiums, safety equipment, seasonal decorations, memberships, building and grounds maintenance, vehicle repairs, etc.

Contracted Services: Includes legal fees, engineering, consulting, policing, by-law enforcement, strategic initiatives, waste management, grass cutting, special projects, drain maintenance, airport management, etc.

Rents & Financial Expenses: Includes equipment rental, vehicle leases, property taxes, and banking fees.

Reserve Fund Transfers: Includes funds that are set aside in Municipal Reserves and Reserve Funds for future use, including transfers to the Lifecycle Reserve Fund.

Other Transfers: Includes SVCA levy, grants to external organizations, physician incentive payments, ER funding and Nurse Practitioner funding.

Revenues:

User Fees & Charges: Includes all user fees collected from Municipal services such as program and registration fees, permit fees, administration fees, bag tag sales, landfill tipping fees, cemetery internments, airport landing fees, arena rental fees, etc.

Water Charges: Includes water service charges for the Kincardine and Bruce Energy Centre systems.

Sewer Charges: Includes wastewater service charges.

Grant Revenue: Includes revenues received from the Federal and Provincial government, such as OMPF, Victim Support, municipal contributions for physician recruitment and recreation, provincial drainage inspector and maintenance grants, County library funding, etc.

Other Income: Includes building permit fees, penalties/interest, interest income, dividends, dog license fees, parking violations, burial permits, marriage license fees, food vendor license fees, Market in the Park vendor fees, rent/lease revenue, advertising revenue, etc.

Reserve Fund Contributions: Includes transfers from Reserve and Reserve Funds used in certain situations to offset the amount of current revenues needed to be collected from property taxes.

Council



The Municipal Council consisting of the Mayor, Deputy Mayor and seven Councillors make up the governing body of the Municipality of Kincardine.

The Municipal Act, 2001 outlines the role of the Municipal Council and the Head of Council, while the Municipality of Kincardine Procedural By-Law No. 2023-138, as amended, provides for the Rules of Order of Council and its Committees, the Code of Conduct, and Procedural Matters.

Municipal Council:

- Represents the public and consider the well-being and interest of the Municipality;
- Directs and evaluates policies and programs of the Municipality;
- Determines which services the Municipality provides;
- Ensures that administrative and controllership policies, practices, and procedures are in place to implement the decision of Council; and
- Maintains the financial integrity of the Municipality

Council 2024 Priorities

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

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

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

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

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

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

Council Operating Budget

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

Council:

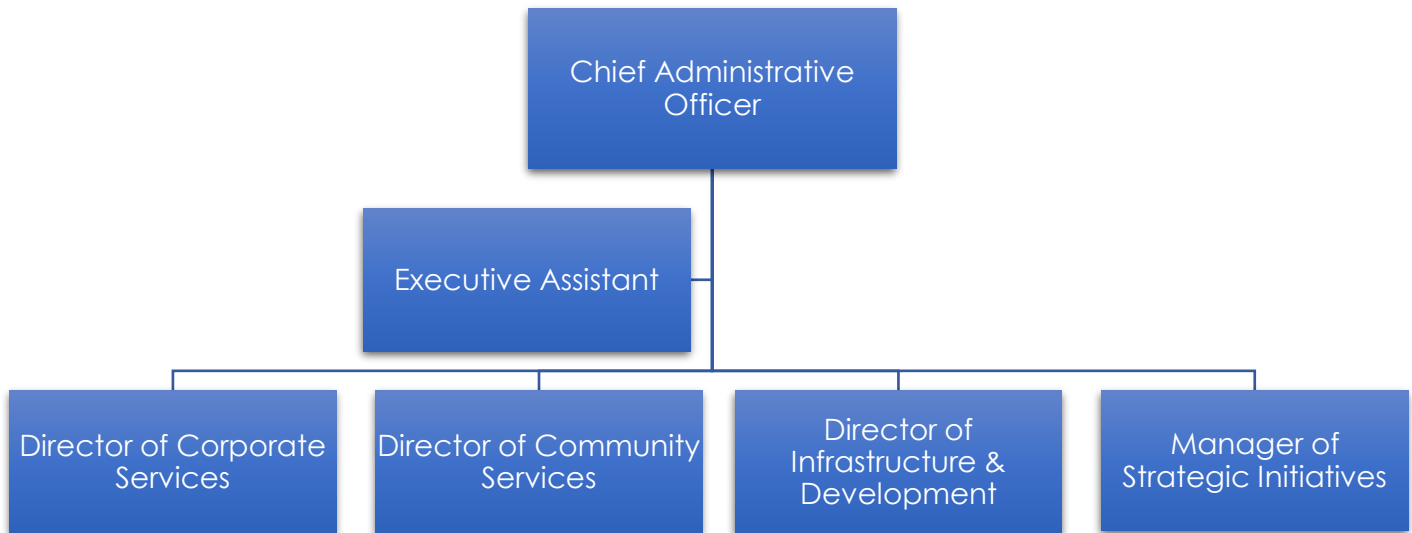
Council's operating expenses primarily include:

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

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

Office of the Chief Administrative Officer

CAO Overview



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

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

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

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

CAO's Office

Pressures & Trends

A priority for the CAO's Office for 2024 will be supporting the adoption of a new Kincardine Strategic Plan. The four-year cycle of policy review over the Council term will continue to be led by the CAO's Office.

There are a number of factors that are putting pressure on the CAO's department to maintain its current level of service:

Community Growth

Population and industry development should be expected within the community and at times the revenue associated with growth does not match the necessary municipal capacity needs to support the growth. The CAO's Office will continue to explore ways to fill the internal capacity gaps to support external expectations and demands. Advocacy, particularly with community partners, will be a focus for looking at various opportunities.

Program Growth

The CAO's Office has taken on the new volunteer program management for the Municipality and will continue to monitor and measure the resources required.

Cross Training

Training for leadership and inclusivity are planned for management team sessions to help support service excellence.

Legislative Changes

The municipal sector has experienced a rapidly changing legislative environment due to significant new laws and regulations brought in by the Ontario government to support provincial goals. Many of these changes have had a direct impact on municipal operations, and future provincial changes may require that staff be diverted from planned activities to support Council goals towards new tasks to support provincial requirements.

As municipalities have 2/3 of public infrastructure, long-term sustainable funding programs for municipalities are required to support local, provincial, and national goals. Continued advocacy for Kincardine's needs will be imperative.

Significant changes to Council's stated objectives may alter the CAO's Business Plan towards new goals.

Emergencies or disasters may require re-prioritization of resources.

Staffing changes in other departments may require re-allocation of staff time in the CAO's Office.

Unexpected financial requirements which impact other departments.

CAO's Office

2024 Priorities

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

CAO's Office Operating Budget

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

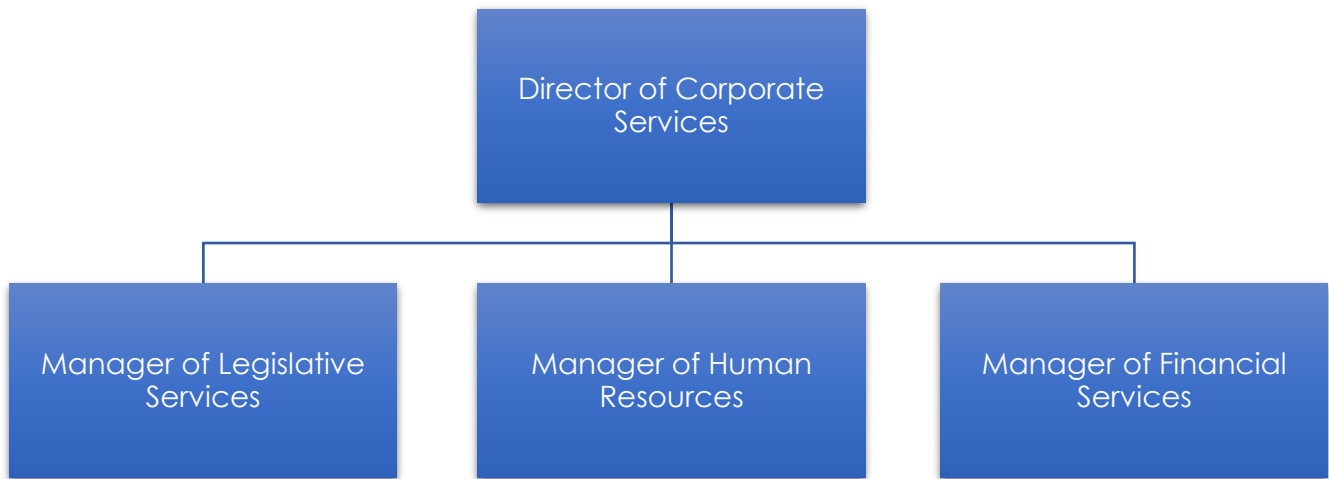
CAO:

CAO operating expenses primarily include:

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

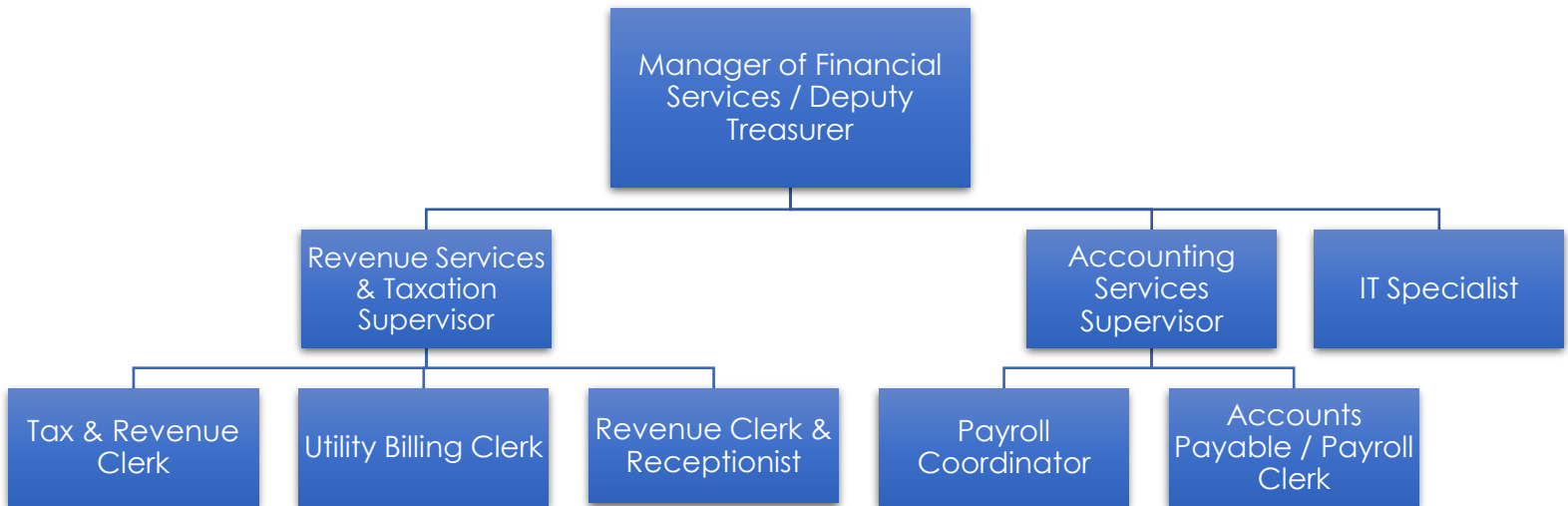
Corporate Services

Corporate Services Overview



The **Corporate Services** department's area of focus is on Administration & Compliance and consists of Legislative Services, Human Resources, Financial Services, and Information Technology. The Corporate Services department includes statutory positions, specifically: Treasurer, Deputy Treasurer, Clerk, and Deputy Clerk.

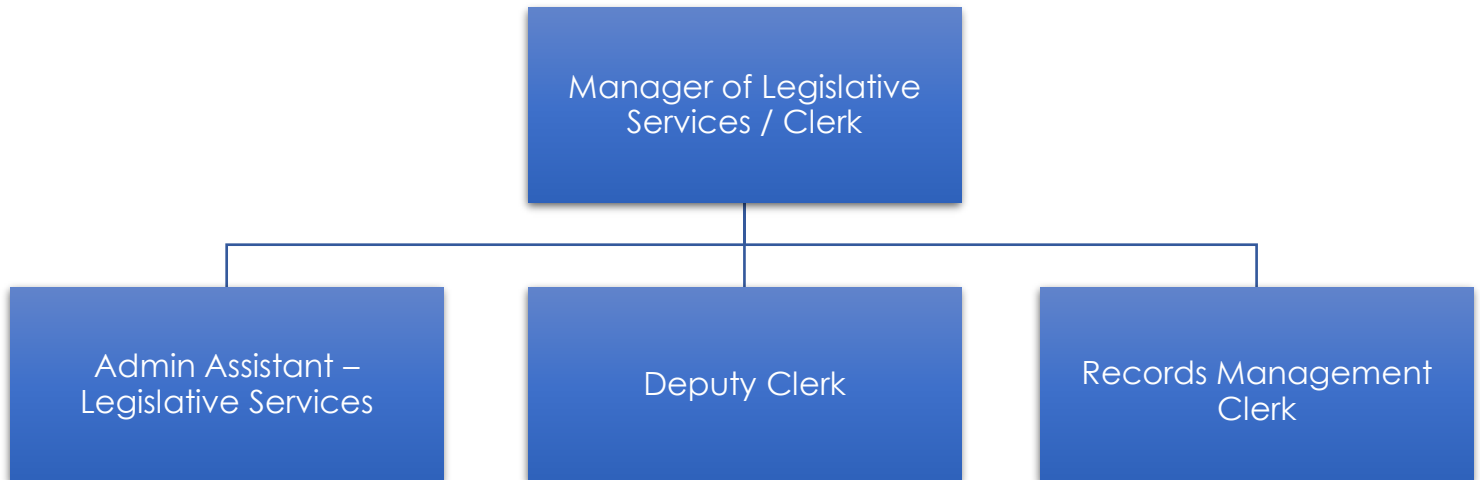
Financial Services



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

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

Legislative Services



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

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

Human Resources



Manager of Human
Resources

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

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

Corporate Services

Pressures and Trends

There are a number of current factors that are putting pressure on the Corporate Services division to maintain its current level of service:

- **Legislative Changes:** The introduction of new legislation by the Provincial and Federal governments places an increased burden on municipal staff. This includes the requirements under Ontario Regulation 588/17 for Asset Management Plans, which requires additional staff resources to continually monitor and update the data contained within the plan, as well as reporting on the AMP both internally and externally. Other recent legislative changes include the following:
 - New PSAB requirements for Asset Retirement Obligations (PS 3280)
 - Grant applications and reporting requirements
 - New provincial legislation for detachment-level Police Boards
 - Changes to the Development Charges Act, as well as the introduction of new County-wide DC's which are collected through the lower-tier
 - Heritage Act and changes to the Heritage Registry
 - Continued monitoring of the Employment Standards Act (ESA)
 - Occupational Health & Safety Act and regulations
- **Community Growth:** Increased growth in the community includes an increase in the number of real estate transactions, which then translates to additional workload to process ownership changes, utility account changes/additions, routine inquiries, etc.

In addition, the increase in capital and operating expenditures throughout the organization results in a higher volume of invoice processing and procurements. Without a designated or centralized procurement function, coupled with the increasing complexity of public sector procurement and trade agreements, procurements can take up significant staff time both in Finance and throughout all municipal departments.

There is also an increase in calls for by-law enforcement services, especially with respect to clean and clear yards, resulting in longer wait times for investigations.

- **Program Growth:** With the introduction of new software programs across the organization, both finance and IT staff must be involved in the implementation process. The involvement of finance staff is often required to ensure that accounting and internal controls are being implemented appropriately. The increased reliance on IT staff to oversee and assist with new software implementation and ongoing maintenance is significant.
- **Cross Training:** Within Corporate Services, there are several core services performed that are critical to the ongoing operations of the Municipality. This includes payroll processing, tax collection, accounts payable, information technology services, and Council meetings. These functions must have backup personnel available and trained in order to step-in as required.

Corporate Services

2024 Priorities

Goals & Objectives	Actions	Timing
Develop and implement actions that support a culture for employee engagement and leadership development	<ul style="list-style-type: none"> Launch the employee engagement plan which allows input from employees on the work environment and job satisfaction Launch an employee recognition program (RAVE) to highlight employees who are living the corporate values 	2024
Streamline the complaints process to ensure follow-up and resolution	<ul style="list-style-type: none"> Investigate feasibility of Cityworks platform for handling complaints Review and update existing policies and procedures 	2024
Provide updates on asset management and funding status	<ul style="list-style-type: none"> Continue condition assessments for infrastructure, including municipal facilities Ongoing refinement of data Financial strategy implementation 	2024-2025
Ensure the Municipality provides value for money and long-term sustainability	<ul style="list-style-type: none"> Report to council on the benefits and challenges of implementing a municipal accommodation tax 	Q1 2024
Adopt progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche project	<ul style="list-style-type: none"> Continue to roll-out Records Management throughout the organization Scanning of building department historical records Ongoing end-user training Implementation of a public portal Implement the accounts payable workflow process using Laserfiche 	2024
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Continue to roll-out e-procurement throughout the organization via the Bids and Tenders platform 	2024
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Work with Bruce County IT to roll out the IT Service Agreement Transition employees to the new process including training on the ticketing platform 	2024
Improve organization efficiency and be more innovative	<ul style="list-style-type: none"> Implement payroll system software across the organization Go-live date September 2024 	Q3 2024
Implement actions that create a work environment focused on the health and safety of all employees	<ul style="list-style-type: none"> Update corporate health and safety procedures Review the effectiveness of the Joint Health & Safety Committee 	2024

Financial Services Operating Budget

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

Financial Services: The Financial Services budget consists of the Treasury and General Government budgets and includes administrative activities that are common to all departments within the Municipality such as grants, reserve fund transfers, audit, banking and legal fees, and interest income.

Treasury Revenues:

- User Fees of \$115,500 consist of fees for administrative services such as tax certificates, arrears notices, ownership changes, and transfers to roll
- Grant Revenue is the Ontario Municipal Partnership Funding (OMPF) of \$1,065,600 which is decreasing by \$168,500 (14%) over 2023
- Other Income includes the Armow Wind contribution of \$670,000 which is transferred to the Community Benefits RF, bank interest of \$350,000, and penalties earned on past due amounts.

Financial Services Budget Highlights

Treasury Expenses:

- Salaries and benefits of \$906,398
- Materials and supplies of \$313,147 primarily include insurance premiums, software costs, postage, travel, conferences and training, and office supplies. It also includes an expense of \$100,000 to offset the property tax holiday provided to Epcor for natural gas pipelines. The 2024 budget includes \$11,000 in payroll system costs, which represents only one quarter of the annual amount.
- Reserve Fund transfers include \$4,350,000 for the AMP to the Lifecycle RF (does not include the 3% annual tax rate increase), as well as \$670,000 to the Community Benefits RF for use towards capital infrastructure projects, and \$95,000 for the repayment of the internal loan for the OPF Business Park.
- The budget is conservative and therefore does not include the dividend from Westario Power, nor does it include the Bruce Telecom dividend.

Information Technology:

IT Revenues:

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

IT Expenses:

- Salaries and benefits of \$117,109
- Materials and supplies of \$187,094 includes the purchase of computer supplies and software contracts, as well as travel and training.
- Contracted Services represents the contract with Bruce County for the IT Services Agreement

Human Resources Operating Budget

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

Human Resources (H/R):

Expenses:

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

Health & Safety:

Revenues:

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

Expenses:

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

Legislative Services Operating Budget

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

Legislative Services Budget Highlights

Legislative Services: The Legislative Services division includes the Clerk's department, Grants to Organizations, By-Law Enforcement, Policing, and Accessibility.

Clerk:

Revenues:

- Grant Revenue included \$110,966 in 2023 for the Municipal Modernization Program (MMP) grant for the Electronic Records Management project. The grant is completed as of December 1, 2023.
- Other income of \$17,180 includes marriage licence fees, burial permits, lottery licences, food vendors, and taxi licences.

Expenses:

- Salaries and benefits of \$438,356
- Materials and supplies primarily include software maintenance contracts for Laserfiche, Zoom, Ricoh, and Consigno.
- Contracted services were significantly higher in 2023 due to the MMP grant and offsetting costs associated with the records management project.
- Other transfers include \$69,000 for Community Investment Grants for grants to external organizations to support Arts, Culture & Heritage, Sports & Recreation, Social & Environmental and Tourism initiatives. The 2023 CIG allotment is consistent with prior years.

By-Law Enforcement:

Revenues:

- Other income primarily includes dog licence fees and parking violations

Expenses:

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

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

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

Police Services Budget Highlights

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

Police Services:

Revenues:

- Grant revenue of \$41,088 includes \$32,388 in funding for the school resource officer. The grant funding is for a 3-year term ending in March 2025, to offset costs of the local School Resource Officer. The net cost of the officer to the Municipality is approximately \$27,000 which was offset by Cannabis Legalization Implementation Fund in 2023. These funds are no longer available in 2024.
- Other income of \$16,000 includes security checks and other miscellaneous revenues

Expenses:

- Salaries and benefits of \$7,779
- Materials and supplies of \$12,320 includes the Police Services Board (PSB) budget for youth education, travel and conferences, and memberships.
- Contracted services primarily includes the OPP Policing Contract of \$2,410,000. For 2024, the estimated cost per property is \$360.96 compared to \$356.16 in 2023, which is an increase of \$4.80 (1.3%). With a property count of 6,741 (household, commercial and industrial), this amounts to a total cost of \$2.433 million. The 2022 year-end adjustment amounts to \$23,000, for a total net estimated cost of \$2.409 million for 2024. This represents an increase of \$97,000 (4.1%).

The Police Services Board (PSB) budget has been submitted as presented below:

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

The PSB has also requested to purchase e-bicycles for the police force valued at \$12,000. This item has been included as an Additional Item for Consideration for Council to include in the budget.

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year	2024										
Version	3 Management Review										
Forecast Periods	2024										
Department	<i>Clerk</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9013	Ontario CCTV Program	0	53,000		26,500			26,500			
Total	<i>Clerk</i>		53,000		26,500			26,500			

Community Services

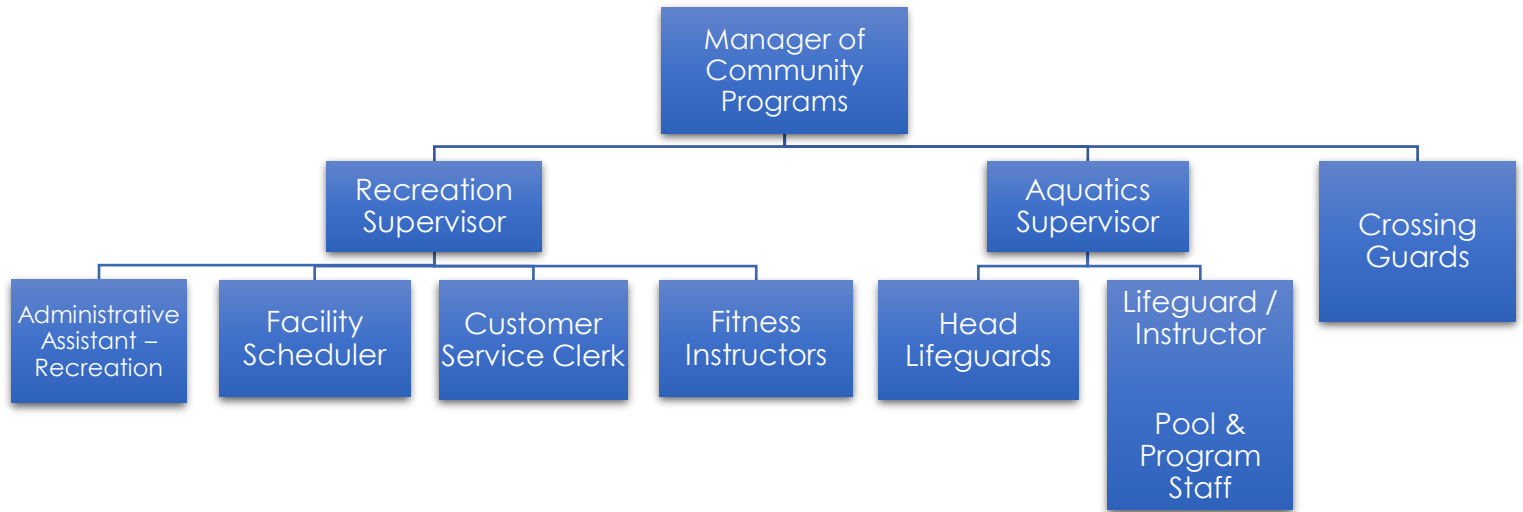
Community Services Overview



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

Fire Services provide fire protection designed to protect lives and property from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions.

Community & Recreation Programs



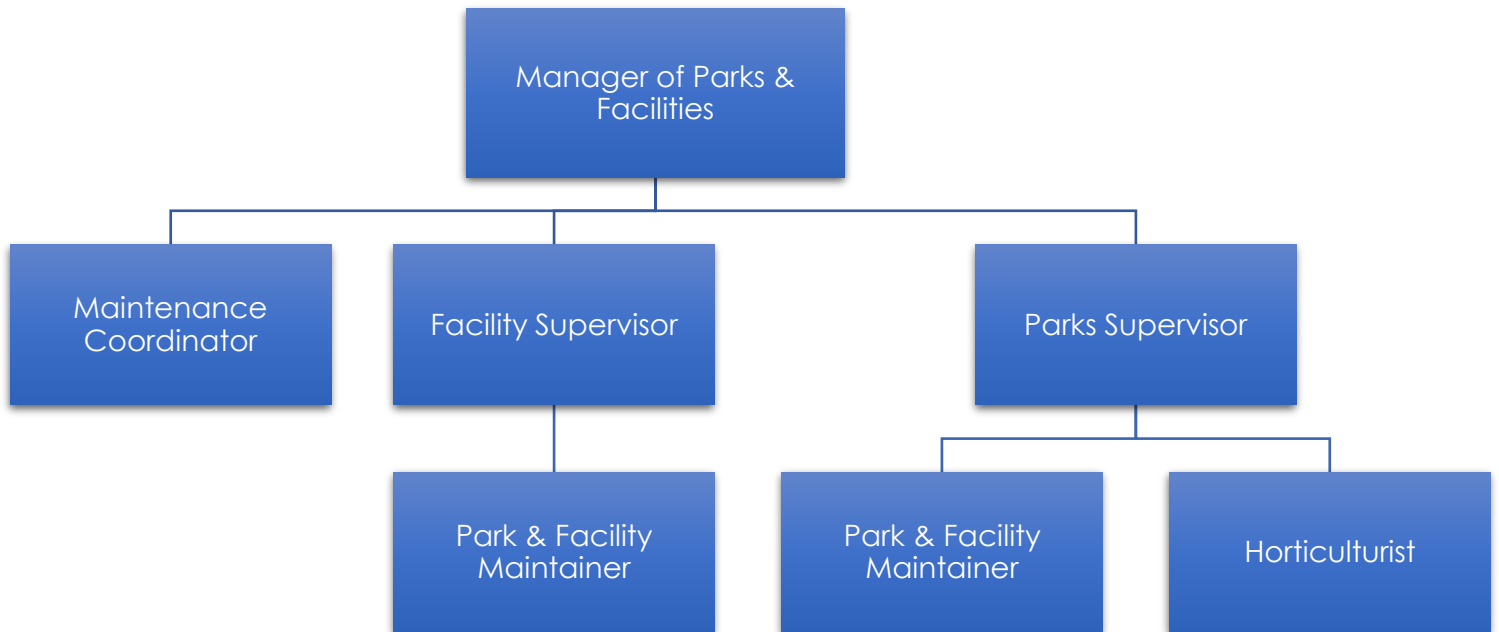
Community & Recreation Programs:

The Recreation and Culture division oversees the program management of the Davidson Centre, Kincardine Arts Centre, Tiverton Sports Centre, parks programming, a variety of special events, children & youth programs, seniors' programs, crossing guards and consultation and support to several community recreation groups within the municipality.

Other highlights include:

- Special Event Administration
- Development of consolidated approach to the marketing and communication of departmental programs, facility activities and advertising
- Policy and agreement development
- Sponsorship/advertising programs
- Administration of the Not-for-Profit Policy

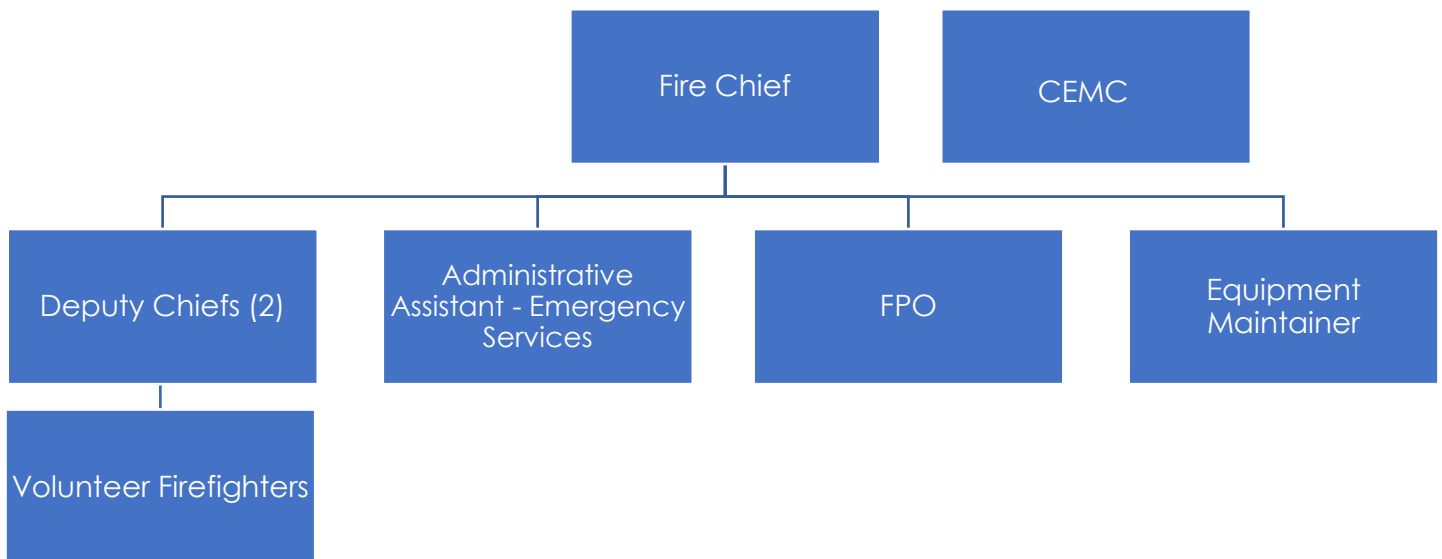
Parks & Facilities



Parks & Facilities:

This division maintains safe, accessible facilities which include both indoor and outdoor assets and amenities for the enjoyment of all, including community centres, parks, beaches, trails, playgrounds and sports fields and non-recreation facilities including MAC, locum houses, medical clinic and libraries.

Fire & Emergency Services



Fire & Emergency Services:

The Fire Services division provides fire and life safety public education programs, fire prevention activities through fire safety inspections and fire code enforcement, as well as fire suppression and rescue services as prescribed through legislation. Fire Services also provides emergency response to motor vehicle collisions and emergency medical situations. Within the Province of Ontario, the delivery of fire protection services is guided by the Fire Protection and Prevention Act, 1997 (FPPA) and includes the strategic optimization of the three lines of defence. This division also coordinates the Coast Guard Auxiliary Water Rescue Unit.

Community Services Pressures and Trends

Changes/risks that will impact program delivery include:

- Aging facilities and fleet
- Insufficient staff capacity and equipment to accommodate the level of standard required to continue operations.
- Climate change will impact turf management practices, shorelines and how to manage them.
- Increase or decrease in user numbers can impact operating budget with either an increase or reduction in revenue
- Challenges in attracting new or returning summer students, as well as casual staff.
- Supply chain delays, contractor availability, and limited RFP exposure delays critical infrastructure improvements.

Potential ways to mitigate the risks include:

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

Community Growth: As new residents move here, it could potentially put a strain on current resources including facility usage, staffing, budgets, etc. but could also be an opportunity to evaluate current programming and scheduling to better meet the needs of the entire community moving forward. There can also be a perception that a higher level of standard is required based on where they may have relocated from based on staffing levels.

Program Growth: As the population of the community continues to increase, staff will need to focus on meeting the program and service needs of all residents. Staff will need to look at programs that focus on the needs of different cultures and backgrounds.

Cross Training: The department has been working on cross training operations staff between Parks and Facilities. This is currently necessary due to capacity challenges, but constantly leaves a division short staffed during the height of shoulder season when both divisions are fully operational.

Community Services

2024 Priorities

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

Parks & Facilities Operating Budget

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

Parks & Facilities Operating Budget

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

Trails:

Revenues:

- The Reserve Fund Contribution in 2023 was for the purchase of a trails counter for \$6,500 funded from the Contingency Reserve

Expenses:

- Salaries and benefits amount to \$17,228
- Materials and supplies amount to \$21,000 and include various tools and equipment, training, printing, fuel, and advertising expenses

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

Revenues:

- User fees of \$21,500 includes rental fees for tournaments and parks user groups, including the Connaught Park ball diamonds and the soccer fields.
- Grant revenue of \$5,000 has been included in the budget to fund a pathway for the dog park. If funds are not received, the project would not proceed.
- Other income of \$34,933 represents rental income for the management and operation of the Bluewater Trailer Park.
- Reserve fund contributions of \$64,500 were included in the 2023 budget to offset the costs of the Parks Master Plan. These funds are not required in the 2024 budget other than for carry-forward purposes to complete the project.

Expenses:

- Salaries and benefits of \$611,013
- Materials and supplies of \$429,577 include grounds maintenance of \$123,500 for general parks and sports fields maintenance, playgrounds, park water feature repairs/restoration, and new tarps for ball diamonds.

Parks & Facilities Budget Highlights

- Contracted services of \$50,300 includes grass cutting (\$26,000) and general contracting costs (\$24,300) for phragmites eradication, garbage bin rentals, and port-a-potty rentals.
- Rent and financial expenses of \$41,600 includes vehicle leases for parks and horticulture (\$36,600) and equipment rental (\$5,000).

Waterfront:

Expenses:

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

Facilities:

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

Revenues:

- User fees and charges of \$485,500 include rental fees, arena, admissions, and membership income from the Davidson Centre and Tiverton Sports Centre. The budget includes an increase in revenues of \$54,000 (13%) to reflect actuals realized year-to-date in 2023.
- Grant revenue of \$112,509 includes a recreation contribution from Huron-Kinloss of \$53,150, as well as \$59,360 from the County of Bruce for the Kincardine and Tiverton libraries.
- Other income of \$443,343 includes revenues earned from the rental and use of various municipal facilities including the medical clinic, Municipal Administration Centre, Arts Centre, W.E. Thompson, locum houses and community centres.
- Reserve Fund contributions of \$30,500 include transfers from the Locum House Reserve Fund for maintenance required at the 2 locum houses.

Expenses:

- Salaries and benefits amount to \$1,544,599
- Interest and debt payments of \$200,704 represent borrowing costs for the renovations at the Municipal Administrations Centre. The final loan repayment is in 2025.
- Materials and supplies of \$1,492,923 includes utilities, insurance, equipment and building maintenance costs, telecommunications, and other supplies/consumables. These expenses are primarily for the general upkeep and maintenance of the various municipal buildings.
- Contracted services of \$209,270 includes janitorial services, grass cutting, alarm monitoring, and other maintenance and repair costs incurred by external contractors as required.

The net operating deficit/(surplus) for each municipal facility is summarized on the following page.

Facilities	2023 Total Net Deficit/ (Surplus)	2024 Total Net Deficit/ (Surplus)	Variance 2024 to 2023	% Variance	Comments
1126 MAC BUILDING	457,012	442,830	-14,182	3%	Operating revenues from the MAC amount to \$7,700 which represents lease agreements for the rental of office space on the second floor of the building. The leased space has decreased over the last few years due to increase in municipal staff requiring office space, as well as lack of demand and expiring tenant agreements. Operating expenses amount to \$463,000 compared to \$503,000, which is a reduction of \$40,000 (8%). Costs include heating costs (\$65,000), janitorial and waste management costs (\$45,000), building maintenance (\$36,000), as well as \$200,000 for loan repayments for the office renovations.
1128 UNDERWOOD OFFICE	37,499	36,966	-533	1%	The Underwood facility has operating expenses of \$99,000 for 2024 which is comparable to prior year. Expenses include employee wages to operate the facility, heating costs, insurance, and building maintenance.
1129 UNDERWOOD CC	59,720	52,446	-7,274	12%	
1131 ARMOW WOMEN'S INST	16,008	16,928	920	(6%)	The operating expenses for this facility amount to \$17,000 and include building maintenance, insurance, grass cutting, and employee wages. There are no significant changes from 2023.
1132 TIVERTON LIONS HALL	4,932	5,777	845	(17%)	The Hall is operated by the Tiverton Lions Club under a lease agreement with the Municipality. Municipal operating expenses for this facility amount to \$5,800 and includes insurance costs and water. There are no significant changes from 2023.
1133 W.E.THOMPSON P.S.	-9,005	-9,875	-870	(10%)	This Municipality has a lease with Bruce Power for the use of this facility, whereby the Municipality provides janitorial services (3rd party contract) to maintain the building and is reimbursed for these costs by Bruce Power. The budget includes \$10,000 in net revenue as compensation from Bruce Power to administer the contract. The lease is expiring in 2025 and a review will be reviewed at that time.
1134 WHITNEY CRAWFORD CC	8,877	19,994	11,117	(125%)	The WCCC has operating expenses of \$20,000 for hydro, water, insurance, and grounds maintenance. The budget is higher than 2023 due to \$10,500 required for facility maintenance including exterior door replacement, repointing of mortar and new signage.
1137 ARTS FACILITY	91,055	81,574	-9,481	10%	The Arts Facility typically generates annual revenues of \$18,000 from the various tenants renting the facility, including Kincardine Scottish Festival, Kincardine Theatre Guild, Kincardine Artists, and the Grey Bruce Woodturners Guild. The building also houses the municipal tourism centre. Operating expenses are budgeted at \$113,000 and consists primarily of staff wages to maintain the facility, heating costs, insurance, and building maintenance.
1138 LIGHT HOUSE	8,377	8,978	601	(7%)	The Lighthouse is operated by the Kincardine Yacht Club (KYC) under a lease agreement with the Municipality. Operating expenses included in the municipal budget consist of insurance and building maintenance costs (\$9,000).
1139 LOCUM HOUSE WIECK	13,120	12,080	-1,040	8%	The locum houses are owned by the Society of United Professionals and leased to the Municipality to support the physician recruitment program and locum physicians. The total net operating costs for these facilities amount to \$17,000 for 2024 and primarily include building maintenance (\$30,500), wages (\$11,000), and utilities (\$8,100).
1140 LOCUM HOUSE MACKENDRICK	21,938	5,390	-16,548	75%	
1142 KINC. COMM. MEDICAL CENTRE	-14,321	40,131	54,452	380%	The medical clinic is leased to several tenants including the Family Health Organization (FHO), Family Health Team (FHT), and McKechnie Pharmacy. Annual rent revenues for 2024 amount to \$175,000. Operating expenses for 2024 are budgeted at \$215,000 which includes employee wage allocations (\$17,000), hydro & utilities (\$86,000), building maintenance (\$35,000), and insurance (\$5,000). The operating expenses are higher than prior year by \$38,000 primarily due to HVAC duct repairs that are required at the facility.
1143 BRUCEDALE CC	10,861	11,275	414	(4%)	Operating expenses for the Brucedale Community Centre amount to \$11,000 which is comparable to the prior year. Expenses include employee wages, insurance, water and building maintenance costs.

Facilities	2023 Total Net Deficit/ (Surplus)	2024 Total Net Deficit/ (Surplus)	Variance 2024 to 2023	% Variance	Comments
7007 PAVILION	10,185	11,457	1,272	(12%)	This facility is operated by the Friends of the Pavilion under a lease agreement with the Municipality. Operating expenses included under the municipal budget include water and insurance (\$11,000). There are no significant changes in expenses from the prior year.
7010 TIVERTON SPORTS CENTRE	178,146	208,986	30,840	(17%)	The Tiverton Sports Centre is forecasted to generate \$158,000 in revenues for 2024, primarily for arena rentals. Operating costs are budgeted at \$367,000, which is an increase of \$44,000 (14%) over prior year. The majority of the increase relates to wages/benefits, which are increasing by \$27,000 (19%). Other expenses include heating costs (\$92,000), insurance (\$12,000), and building maintenance (\$71,000).
7021 DAVIDSON CENTRE	1,324,995	1,430,198	105,203	(8%)	Operating revenues at the Davidson Centre are budgeted at \$466,000. Of the total revenues of \$258,000 (55%) are generated from the arena and gymnasium, \$87,000 (19%) are for the health club, \$41,000 (9%) are for room rentals. The budget also includes a recreation contribution from Huron-Kinloss of \$53,150. Operating expenses for the Davidson Centre amount to \$1,896,000 in 2024 compared to \$1,739,000 in 2023, representing an increase of \$157,000 (9%). The increase is primarily due to wages and benefits which amount to 64% of the overall increase. The remainder of the increase is due to \$11,000 required for WIFI upgrades, \$10,000 for accessibility upgrades, and \$5,000 for \$5,800 for annual fees associated with the new CCTV cameras.
7465 KINCARDINE LIBRARY	-1,636	14,942	16,578	1,013%	The library buildings are owned by the Municipality and operated by the County of Bruce. Under the agreement, the County provides the Municipality with a combined annual financial contribution of ~ \$59,000 for both facilities, adjusted annually for CPI. Operating costs for both libraries amount to \$88,000 and consist primarily of employee wages to maintain the facility, hydro, cleaning supplies, insurance and building maintenance.
7466 TIVERTON LIBRARY	30,857	13,717	-17,140	56%	
Total Facilities	2,248,620	2,403,794	155,174	(7%)	

Recreation Programs Operating Budget

Recreation Programs:

The Recreation Programs budget includes various programming such as summer day camp and school break programs, archery, volleyball, fitness bundles, Kindergym, babysitting courses, and pickleball. The total Recreation Programs budget is summarized below:

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

The following page summarizes the Recreation Programs offered by the Municipality and the corresponding surplus/(deficit), as well as the increase/(decrease) over the prior year.

Recreation Programs Operating Budget

Recreation Programs	2023 Total Net Deficit/ (Surplus)	2024 Total Net Deficit/ (Surplus)	Variance 2024 to 2023	% Variance
7116 D.C. KINDERGYM	2,000	(3,000)	(5,000)	250%
7139 D.C. FITNESS BUNDLES	7,246	1,607	(5,639)	78%
7146 D.C. MIXED REC VOLLEYBALL	(12,100)	(14,100)	(2,000)	(17%)
7147 D.C. SENIOR GAMES	800	800		
7148 D.C. YOUTH ARCHERY		(1,000)	(1,000)	(100%)
7149 PICKLEBALL	(5,000)	(11,500)	(6,500)	(130%)
7161 D.C. SCHOOL BREAK PROGRAM		(3,967)	(3,967)	(100%)
7163 D.C. BABYSITTING	(1,685)	(6,028)	(4,343)	(258%)
7167 SUMMER DAY CAMP				
7190 D.C. NEW PROGRAMS	(1,000)	(1,000)		
7199 RECREATION GENERAL ADMIN	504,248	503,620	(628)	
Total Recreation Programs	494,509	465,432	(29,077)	(6%)

The Recreation Programming budget also includes general administration and overhead costs associated with recreation programming. Operating expenses primarily include wages & benefits (\$482,000), software contracts (\$29,800), ActiveNet transaction fees (\$20,000), telecommunications (\$2,500), program supplies (\$3,500), advertising (\$7,000), and training (\$3,000). The budget is comparable to the prior year with no significant changes.

Pool Operating Budget

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

Pool:

The Pool operating budget includes the overall costs of operating the Davidson Centre pool as well as individual programs offered, such as children's swim lessons, instructor and staff training, first aid, and aquafit. Pool revenues are budgeted to increase by \$23,300 (9%) while operating expenses are budgeted to decrease by \$36,000 (5%). The majority of the revenue increase is attributed to children's swim lessons and increased participation. The decrease in expenses is attributed to part-time wages and adjustments made to payment-in-lieu of benefits.

Other pool expenses are increasing by \$21,000 (23%) due to the purchase of new equipment and benches (\$5,000), uniforms (\$2,500), safety equipment (\$3,500) and maintenance (\$2,000). Consistent with prior years, the budget also includes a \$50,000 transfer to the Recreation Reserve Fund earmarked for future rehabilitation costs of the pool.

The following summarizes the Pool Programs offered by the Municipality and the corresponding surplus/(deficit), as well as the increase/(decrease) over the prior year:

Pool	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
7014 D.C. POOL	428,239	400,354	(27,885)	7%
7111 D.C. ADULT SWIM	32	(1,357)	(1,389)	4,341%
7112 D.C. STAFF TRAINING	29,052	27,350	(1,702)	6%
7114 D.C. CHILDREN'S LESSONS	(33,551)	(62,921)	(29,370)	(88%)
7118 D.C. BRONZE & BRONZE CROSS	2,404	4,588	2,184	(91%)
7119 AQUATIC WATER SAFETY (AWSI)	398	(801)	(1,199)	301%
7121 D.C. INSTRUCTORS	259	897	638	(246%)
7122 D.C. NATIONAL LIFEGUARD	278	1,596	1,318	(474%)
7126 D.C. AQUA FIT	(2,637)	(6,237)	(3,600)	(137%)
7185 D.C. FIRST AID/CPR	4,118	5,941	1,823	(44%)
Total Pool	428,592	369,410	(59,182)	(14%)

Recreation Programs Operating Budget

Community & Recreation Programs	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Crossing Guards				
Expenses				
Salaries & Benefits	52,237	47,240	-4,997	10%
Materials & Supplies	1,475	1,475		
Total Expenses	53,712	48,715	-4,997	9%
Surplus/(Deficit)	-53,712	-48,715	4,997	9%

Crossing Guards:

The operating budget for crossing guards is budgeted to decrease by \$5,000 (9%) over the prior year. The decrease in expenses is attributed to part-time wages and adjustments made to payment-in-lieu of benefits.

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

Kincardine Marina: The Kincardine Marina is operated by the Kincardine Yacht Club (KYC) under a lease agreement. The operating budget is included within the overall municipal budget, however there is no direct financial impact to taxpayers as user fees are sufficient to offset operating costs. The agreement includes a 50/50 cost-sharing model whereby 50% of all profits are deposited into the Kincardine Marina Reserve Fund for future capital costs.

The 2024 Marina operating expenses include a significant cost for dredging in the amount of \$317,505. These costs will be funded in part through the revenues generated from marina operations and the Marina Reserve Fund.

Fire & Emergency Services Operating Budget

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

Fire & Emergency Services Budget Highlights

Fire Department:

Revenues:

- User Fees primarily represent funds recovered for fire calls from the MTO. Grant revenue represents \$5,000 for the Bruce County Tiered Response Grant.
- Other Income primarily include burn permits budgeted at \$25,000, consistent with prior year.

Expenses:

Expenses for the Fire Department are increasing by \$57,000 (4%) over the prior year primarily due to the following:

- Salaries and benefits increase of \$36,000 (4%)
- Materials and supplies are increasing by \$16,000 primarily due to the purchase of a new Air Conditioning unit at Station 12.
- Contracted services are increasing by \$4,250 primarily due to inflationary adjustments for the Fire Protection agreement with Arran-Elderslie.

Emergency Planning:

Revenues:

- Other Income represents the funding agreement between Bruce Power and the Municipality of Kincardine for nuclear emergency preparedness (\$126,000). The revenue also includes cost recovery for the maintenance of the emergency notification sirens that were transferred to the Municipality by Bruce Power.

Expenses:

- Salaries and benefits increase of \$67,000 due to modifying the CEMC position to a full-time roll and creating a new part-time Fire Prevention Officer position.
- Materials and supplies are increasing by \$2,837 due to increased training and public education.

MYSIS:

The Mysis vessel is based in the Kincardine harbour and operated by the Canadian Coast Guard Auxiliary Unit through Bluewater Rescue Inc. The group conducts search and rescue activities in the area between Goderich and Southampton on Lake Huron. The organization is primarily funded by the Municipality of Kincardine. The 2024 operating budget amounts to \$12,100 in expenses, which is consistent with the prior year. Expenses include equipment & parts (\$7,500), fuel (\$1,100), and telecommunications (\$1,000).

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Trails*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
N012	TRAILS Ash Tree Removal	0	60,000	60,000							
N013	TRAILS Bollards & P-gates	0	10,000		10,000						
Total	Trails		70,000	60,000	10,000						

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Parks*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9626	Station Beach - remodel, AODA	0	20,000		20,000						
P043	PARKS Tiverton Splash Park	0	300,000		5,000						295,000
P047	CS-Loader Arm and Bucket	0	25,000		25,000						
P049	PARKS Reunion Park Sewer	0	55,000		55,000						
P051	PARK DC Track Refurbishment	0	300,000		300,000						
P053	PARK Macpherson Playground	0	200,000		200,000						
P056	PARK Bleachers Replacement	0	50,000		50,000						
P058	PARK DC Track Field Viewing	0	80,000		80,000						
P059	PARK Connaught Park Ball	0	200,000		200,000						
P061	PARK Soccer Goals	0	24,000		24,000						
P064	PARK Special Event Picnic	0	25,000	25,000							
Total	Parks		1,279,000	25,000	959,000						295,000

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Facilities*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9564	Medical Centre - 1st floor repaint	0	25,000		25,000						
9581	Conversion of Parks &	0	40,000		40,000						
9588	HVAC Replacement - Davidson	0	60,000		60,000						
R022	Kincardine Library - Upgrade	0	10,000		10,000						
R064	DC LED lighting conversion	0	130,000		130,000						
R065	DC Pool LED lighting	0	40,000		40,000						
R066	DC roof EPDM replacement	0	700,000		700,000						
R071	MAC Window Replacement	0	30,000		30,000						
R087	FAC DC Boiler Retrofit	0	30,000		30,000						
R091	FAC Tiverton Washroom	0	125,000		125,000						
R092	FAC DC Ramp Renovation	0	75,000		75,000						
R094	FAC DC Tables and Carts	0	20,000	20,000							
R106	FAC W.E. Thompson Doors	0	21,000						21,000		
R107	FAC Ice Edger Replacement	0	10,000		10,000						
R108	FAC WCCC Replacement of 2	0	20,000		20,000						
R114	FAC MAC Furniture	0	18,000		18,000						
R120	FAC Tiverton Library Window	0	15,000		15,000						
Total	Facilities		1,369,000	20,000	1,328,000				21,000		

Municipality of Kincardine
Capital Projects by Priority within Department

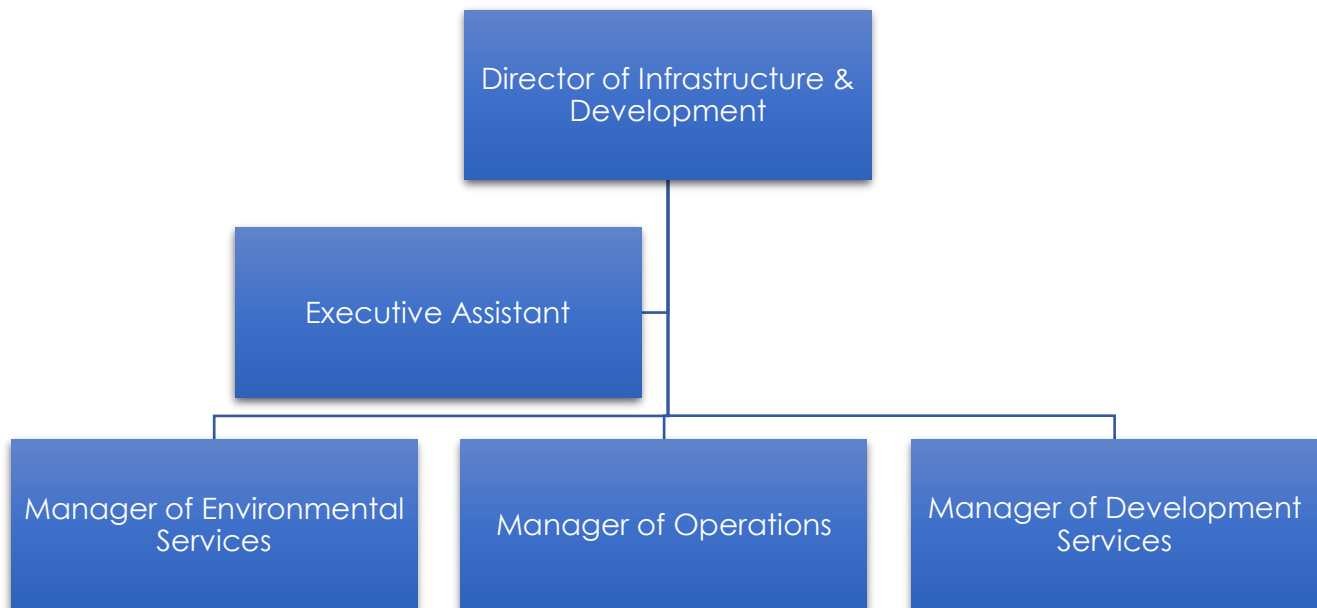
6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Fire Department*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
U012	Compressor Replacement	0	125,000		125,000						
U013	Communications Equipment	0	100,000		100,000						
U024	Lifesaving Equipment	0	30,000								30,000
Total	<i>Fire Department</i>		255,000		225,000						30,000

Infrastructure & Development Services

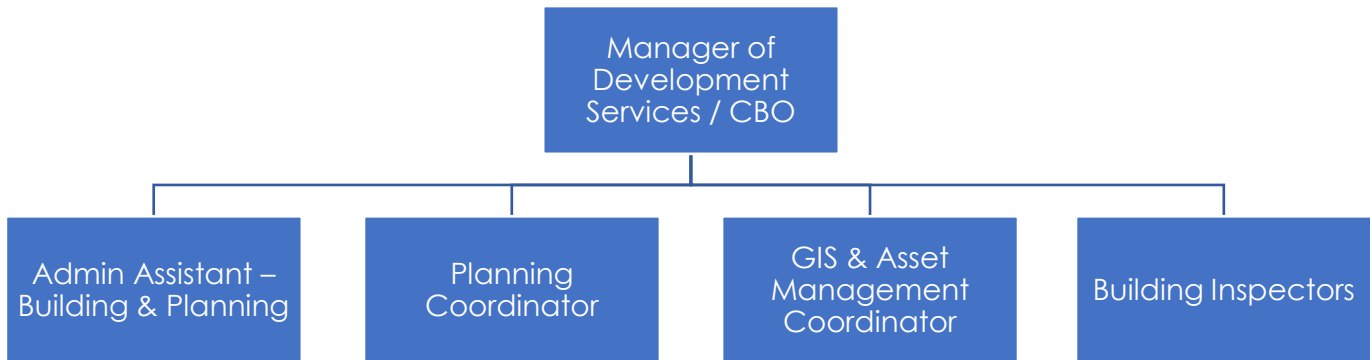
Infrastructure & Development Services Overview



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

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

Development Services Overview



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

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

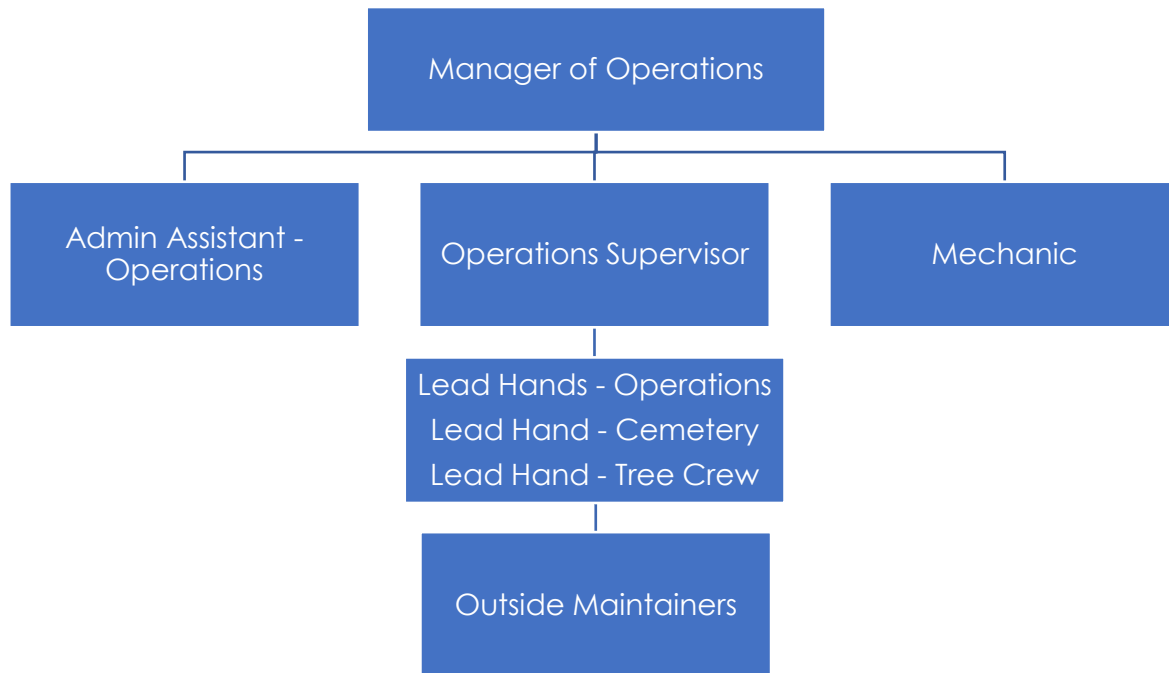
This team is also staffed to provide well informed and outstanding customer service, working with applicants in all facets of building projects including plan review, approvals and permit issuance including:

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

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

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

Operations Overview

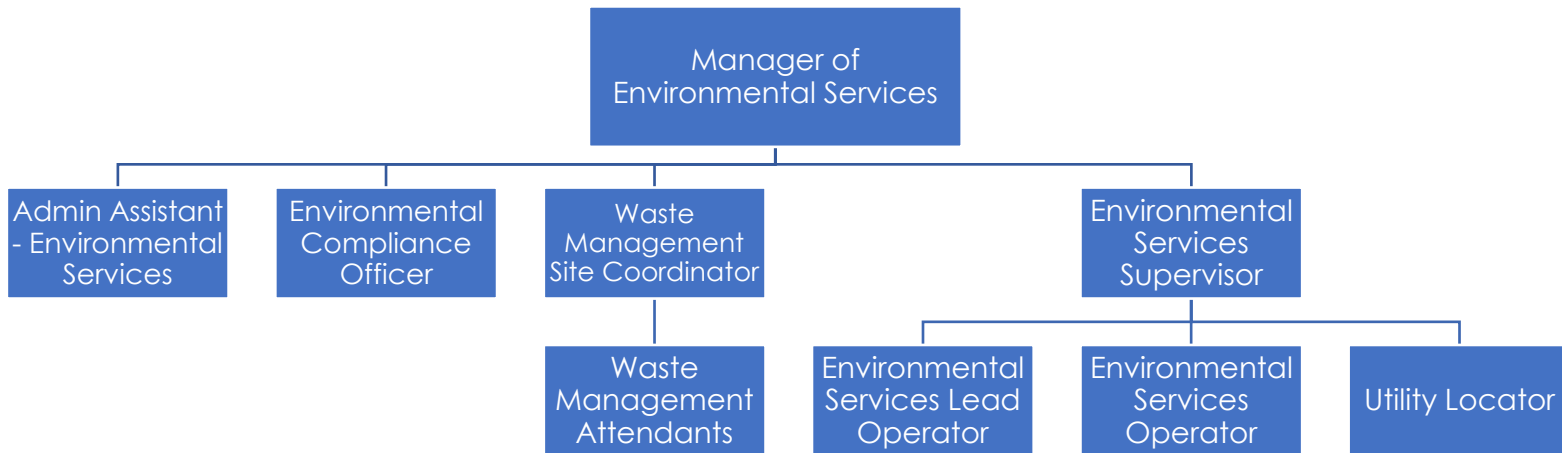


The Operations Team provides front-line customer service related to the operations and services of the Operations Department Services provided include:

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

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

Environmental Services Overview



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

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

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

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

Infrastructure & Development Services

Pressures and Trends

Development Services:

Pressures:

- The volume of permits is expected to increase based on development trends that have moved through the Planning process and are entering the development stage. Staff will be pulled away from certain planning functions to administer more Building Code related functions. Both Planning functions and Building functions are mandated with specific response timelines, whether it be responding to inspection requests, permit reviews or site plan approvals, thus putting tremendous strain on departments to find even the modest of operating efficiencies. This is compounded by industry retirements and shortfalls of industry professionals
- Planning and Development inquiries and turn around times are directly affected by staffing compliment as well as operational transparency to ensure that further project circulation and agency comments are satisfied through Municipal Agreements and Planning processes.
- Interdepartmental requests with regards to content delivery (map hub), development updates, site specific project details have added additional task lists to already extended staff functions. This in turn has also increased public feedback and inquiries that are directed to or back to Development Services staff.
- Industry pressures have increased and will continue to with the added cost of construction, added cost of down time, and implementation of new Development Charges.
- Ambitious timelines as set out under Bill 109.
- Ambitious timelines as set out under the Building Code.

Mitigation Measures:

- Implementation of the updated Comprehensive Zoning Bylaw is anticipated to provide a more open and progressive approach to development, thus reducing the amount of Planning applications effecting a typical streamlined development.
- Creation of a Terms of Reference between County and the Municipality regarding delivery of Planning functions, particularly with in-house Official Plan and Zoning Amendments to align/ adapt to municipal vision and goals.
- Increased Planning presence
- Cross over training from other departments and shifting/delegation of responsibilities.
- Increasing proficiency and expansion of the IT programs such as CloudPermit that can track and monitor updated content to Site Plan reviews (as well as any other Planning process) which would help free up continuous circulation and content re-reviews from the Development Services.
- Ensuring on-going staff retention and recruitment policies

Environmental Services:

- Increased regulations surrounding Consolidate Linear Infrastructure for sanitary and storm (CLI) leading to additional maintenance, responsibilities.

Infrastructure & Development Services

Pressures and Trends

Operations:

Pressures:

- **Aging infrastructure:** Infrastructure continues to deteriorate year over year making it challenging to depict which asset requires replacement over the next. To mitigate the risk the Municipality continues to update 5 and 10 year plans to get the overall full spectrum of infrastructure projects and the costing that is associated each year to replace these assets.
- **Fleet/price increases for parts and material:** Each year the fleet continues to age requiring considerable repairs. The price for parts also increases creating the added pressure of investing more money into fleet that should ultimately be replaced. To mitigate the risk, the Municipality continues to improve on preventative maintenance and developing a Fleet Management Plan will assist in the overall replacement of the equipment before the end of the service life to help reduce the overall operating budget year over year.
- **Financial Resources/Cost Overruns:** Each year there is considerably more work that needs to be completed than financial resources allow, and there is pressure to keep everything maintained within the allotted budget. In some situations with projects, there are unforeseen issues that arise and have been not been accounted for during the initial project budget that have the potential to cause overruns. Staff often receive quotes for work to be completed the year prior, and when the work is being completed in the next calendar year there are price increases that are higher than a standard best practice of increasing the budget by the price of inflation. To mitigate the risk the Municipality continues to improve on operating and capital project delivery by continually finding efficiencies in the way we implement our programs. By training staff and educating them on proper road maintenance we continuously promote a working environment that each employee becomes more knowledgeable and more skillful in executing daily tasks.
- **Environmental Impacts:** Added pressure of environmental studies and sign-offs for bridge and culvert replacements. Environmental requirements continue to be more stringent for projects that add a considerable amount of cost to some the projects that are to be undertaken. The added pressure requiring engineering surveys and drawings along with regulatory agency sign-off continue to increase the overall project cost. To mitigate the risk of environmental impacts on a project, the Municipality will often plan the work the year prior to understand the environmental impacts on the project and consult with engineering agencies to gain perspective of what the requirements are regarding environmental concerns and potential associated cost.
- **Growth and Customer Demand :** As the Municipality continues to grow with new housing there is the added pressure to maintain more assets with the same staffing and equipment resources. Some residents, depending on where they previously lived, may have been accustomed to a higher level of service and therefore the demand for increased service is expected and it is often difficult to maintain with our current staffing complement. To mitigate the risk, the Municipality continues to improve our level of service by gaining efficiencies in the execution of our work by means of improved maintenance routes and through a proper work planning schedule. It is important to receive the feedback from the community but often the demand is higher than the resources that we have to maintain the increased service.

Infrastructure & Development 2024 Priorities

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

Development Services Operating Budget

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

Development Services Budget Highlights

Building Department:

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

Revenues:

- User fees and charges include administration fees, occupancy permit fees, and plumbing permit fees. These revenues are decreasing by \$7,500 (18%) to better reflect actuals.
- Reserve Fund contributions are budgeted to increase by \$42,800 to offset operating costs and to balance the budget to maintain a revenue neutral position.

Expenses:

- Salaries and benefits are increasing by \$20,300 (5%)
- Contracted services are increasing by \$10,000 due to increased costs associated with enforcement of the Building Code Act.

Planning:

Revenues:

- User fees and charges include administration fees, site plan control fees, developer control fees, compliance paper fees, and encroachment agreement fees. These revenues are decreasing by \$17,750 primarily due to a decrease in the number of site plan control applications.
- Reserve fund contributions are decreasing by \$50,000 to offset the costs of the remaining consulting work required to complete the Zoning By-law.

Expenses:

- Salaries and benefits are increasing by \$8,600
- Materials and supplies are increasing by \$15,500 primarily due to higher Ontario Land Tribunal expenses associated with pending developments.
- Contracted services are decreasing by \$45,000 due to the reduction in consulting fees remaining to complete the Zoning By-law.
- Other transfers are increasing by \$53,438. This line item represents the annual levy paid to the Saugeen Valley Conservation Authority (SVCA) which is increasing by \$36,000 (10%). In addition, \$17,480 has been added to fund Category 3 agreements for Water Quality to SVCA. On January 1, 2023, Ontario Regulation 596/22 came into effect which resulted in changes to the Conservation Authorities Act. The details of these changes state that Conservation Authorities will no longer provide services for Municipal (Category 2) or Other (Category 3) programs related to reviewing and commenting on proposals, applications or other matters. Staff will now conduct site reviews and other matters related to affected areas in house.

GIS:

The GIS budget consists primarily of wages/benefits and remains comparable to the prior year. The budget is comparable to the prior year.

Environmental Services

Water Operating Budget

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

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

Revenues:

- Water charges are budgeted to increase by \$210,000 (7%), primarily due to an increase in water user rates of 7% for 2024.

Expenses:

- Salaries and benefits are decreasing by \$79,000 (9%) primarily due to a reallocation of hours between the water and wastewater departments.
- Interest and debt payments include interest payments for the 9/21 Business Park (\$29,000) and debt repayments for the Huron Terrace Forcemain (\$167,000) and the Queen Street Bridge reconstruction (\$25,000).
- Materials and supplies are increasing by \$244,000 (29%) primarily due to the following budget additions:
 - \$50,000 for fire flow testing required for insurance purposes
 - \$45,000 for municipal upgrades required for the Bruce Power water servicing project
 - \$25,000 for hydrant painting
 - \$18,500 for software contracts and new tablets/computers
 - \$15,000 to replace pH analyzers at the KWTP
 - \$10,000 for Briar Hill water meter replacement
 - \$7,000 for additional training
- Contracted services are increasing by \$83,000 (64%) primarily due to engineering work required for the Bruce Power water supply project which is recoverable under the agreement.
- Reserve fund transfers are estimated at \$1,194,000. The actual transfer to the Water Reserve Fund will be reconciled and transferred at year-end depending on actual revenues and costs incurred.

Environmental Services

Wastewater Operating Budget

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

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

Revenues:

- Sewer charges represent user fees charged for the use of wastewater services. While the fees and charges are increasing by 8% in 2024, the budget has not been upwardly adjusted as actual 2023 revenues are lower than expected.

Expenses:

- Salaries and benefits are increasing by \$121,000 (27%) primarily due to reallocation of wages between the water and wastewater budgets.
- Interest and debt payments include interest payments for the 9/21 Business Park (\$9,600), and debt repayments for the Huron Terrace Forcemain (\$433,000) and the Queen Street Reconstruction project (\$185,000).
- Materials and supplies are increasing by \$28,000 (5%) primarily due to the following budget additions:
 - \$25,000 for new signage for sanitary sewer overflow pipes
 - \$17,000 for software contracts and new tablets/computers
 - \$11,000 for additional building maintenance
 - \$10,000 for BEC effluent UV parts
 - \$5,100 for increased insurance premiums
- There is an offsetting reduction of \$40,000 for chemical purchases that are no longer required.
- Reserve fund transfers are estimated at \$891,000. The actual transfer to the Wastewater Reserve Fund will be reconciled and transferred at year-end depending on actual revenues and costs incurred

Environmental Services

Waste Management Operating Budget

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

Waste Management:

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

Revenues:

- User fees and charges include bag tag sales, landfill tipping fees and other waste disposal fees collected at the waste management centre. Revenues are projected to decrease by \$60,000 (5%) due to lower than anticipated bag tag sales for 2023.
- Reserve fund contribution in 2023 included \$13,000 for the Foodcycler pilot program and \$12,690 for carry-over purchases from the 2022 operating budget.

Expenses:

- Salaries and benefits are comparable to the prior year
- Materials and supplies are increasing by \$9,500 (5%) primarily due to increase diesel costs. Other material expenses include grounds maintenance, building maintenance, chemicals for the leachate facility, and utilities.
- Contracted services include contracted costs for recycling, garbage and cardboard collection. These costs amount to \$589,000 and include a 15% increase over 2023.
- Reserve fund transfers include \$100,000 for future cell replacement at the landfill, which is consistent with prior year.

Environmental Services

Waste Management Operating Budget

The net (surplus)/deficit for each division under the Waste Management operating budget is summarized below:

WASTE MANAGEMENT	2024 Budget Net (Surplus)/ Deficit	2024 Budget Net (Surplus)/ Deficit	Variance 2024 to 2023	% Variance 2024 to 2023
GARBAGE COLLECTION				
Revenue	(701,500)	(628,500)	73,000	10%
Expenses	599,072	629,390	30,318	(5%)
Total GARBAGE COLLECTION	(102,428)	890	103,318	101%
WASTE MANAGEMENT				
Revenue	(639,990)	(627,300)	12,690	2%
Expenses	926,380	906,977	(19,403)	2%
Total WASTE MANAGEMENT	286,390	279,677	(6,713)	2%
LEACHATE TREATMENT FACILITY				
Expenses	210,413	193,238	(17,175)	8%
Total LEACHATE TREATMENT FACILITY	210,413	193,238	(17,175)	8%
Total Waste Management	394,375	473,805	79,430	20%

The Environmental Committee budget has been removed from the 2024 operating budget as this committee is no longer in effect, resulting in an overall cost reduction of \$10,000:

Environmental Committee	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Environmental Committee				
Revenue				
Other Income	8,000		(8,000)	(100%)
Total Revenue	8,000		(8,000)	(100%)
Expenses				
Materials & Supplies	18,000		-18,000	100%
Total Expenses	18,000		-18,000	100%
Surplus/(Deficit)	-10,000		10,000	100%

Environmental Services

Stormwater Operating Budget

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

Stormwater: The stormwater budget includes storm sewers, storm water pond operations, and municipal drains.

Revenues:

- Grant revenue represents the estimated provincial grants for drainage works including the drainage superintendent.
- Other income represents amounts to be collected from ratepayers for repayment of drain maintenance works.
- Reserve fund contributions of \$30,000 in 2023 were used to offset 'one-time' costs for the flushing program and CLI implementation.

Expenses:

- Salaries and benefits are comparable to prior years.
- Materials and supplies include municipal drain maintenance costs, training, and new signage for stormwater ponds.
- Contracted services includes storm pond cleanout costs at Stoney Island Crescent, storm flushing and camera work, drainage superintendent costs, and contracted drain maintenance costs.

Operations

Roads, Bridges & Fleet Operating Budget

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

Operations

Roads, Bridges & Fleet

Budget Highlights

Roads:

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

Revenues:

- Other income shows a decrease of \$7,600 over prior year. This is due to the elimination of the Tall Tree program from the 2024 budget in an effort to reduce operating costs. Under this program, the Municipality purchases tall trees for sale to the public and receives a donation from Bruce Power in support of this initiative. Revenues and expenditures relating to this program have been removed.
- Reserve fund contributions of \$36,000 in 2023 were for 'one-time' costs for the lease of the Pierson parking lot downtown for the Queen St. reconstruction.

Expenses:

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

Reductions include:

- \$67,000 for the elimination of the Tall Tree program and municipal tree purchases
 - \$15,000 for 2023 one-time costs for roadside markings/signage for the Master Cycling Plan
 - \$10,000 for 2023 one-time costs for re-lamping 2 intersections
 - \$10,500 for 2023 one-time costs for pedestrian crossing upgrades
- Contracted services are increasing by \$75,200 (17%) primarily due to the following:
 - \$48,200 for contracting costs associated with curb and sidewalk maintenance, hardtop, crack sealing, and dust layer
 - \$12,000 for annual road sign inspections
 - \$6,000 for added janitorial costs at the Ward shops
- Rent and financial expenses primarily included \$36,000 in 2023 for the Pierson parking lot lease which is no longer required in 2024.

Operations

Roads, Bridges & Fleet

Budget Highlights

The following summarizes the Roads operating budget and the corresponding surplus/(deficit), as well as the increase/(decrease) over the prior year:

Roads	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
3000 ROADS ADMINISTRATION	1,287,771	1,422,253	134,482	(10%)
3321 GRASS MOWING & WEED CONTROL	93,191	91,887	(1,304)	1%
3322 TREE PLANTING/TRIM/REMOVAL	177,419	136,960	(40,459)	23%
3323 DITCHING	84,339	82,384	(1,955)	2%
3324 CURB & SIDEWALK MTCE	85,199	105,103	19,904	(23%)
3325 DEBRIS, LITTER PICK UP	50,532	50,819	287	(1%)
3326 EMERALD ASH BORER REMOVAL	165,107	142,984	(22,123)	13%
3331 HARDDTOP MAINTENANCE	195,716	207,537	11,821	(6%)
3332 SWEEPING, FLUSHING, CLEANING	43,234	41,774	(1,460)	3%
3333 SHOULDERS-GRADING & PATCHING	27,255	27,711	456	(2%)
3334 LOOSETOP MTCE	394,113	450,342	56,229	(14%)
3335 CRACK SEALING	42,090	47,004	4,914	(12%)
3341 SAND SHED/SALT SHED	3,590	3,504	(86)	2%
3343 DUST LAYER	72,090	80,004	7,914	(11%)
3350 SIDEWALK PLOWING, SANDING	73,084	70,410	(2,674)	4%
3351 SNOW PLOWING/REMOVAL	401,077	381,564	(19,513)	5%
3352 SANDING/SALTING	256,442	268,279	11,837	(5%)
3353 SNOW FENCING	2,254	2,179	(75)	3%
3354 WINTER STANDBY	74,972	75,098	126	-
3355 W1-PUBLIC WORKS GARAGE	25,382	28,527	3,145	(12%)
3356 W2-PUBLIC WORKS GARAGE	36,464	42,966	6,502	(18%)
3357 W3-PUBLIC WORKS GARAGE	37,586	42,725	5,139	(14%)
3361 TRAFFIC OPER & ROADSIDE	172,066	134,504	(37,562)	22%
3362 MUNICIPAL PARKING AREAS	3,332	3,200	(132)	4%
3590 TRANSPORTATION	85,955	88,955	3,000	(3%)
3651 STREETLIGHTING	300,832	289,417	(11,415)	4%
Total Roads	4,191,092	4,318,090	126,998	(3%)

Operations Roads, Bridges & Fleet Budget Highlights

Bridges:

Expenses:

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

Fleet:

The Fleet budget includes costs labour and parts/material costs associated with maintaining the Municipality's fleet.

Revenues:

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

Expenses:

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

Operations

Cemeteries Operating Budget

Cemeteries:

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

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

Revenue:

- User fees and charges include revenues earned from interments, cremations, burials, perpetual maintenance, and lot sales. The budget remains comparable to the prior year.
- Other income represents bank and investment income earned on Care & Maintenance funds. Interest is budgeted to increase by \$12,000 due to higher interest rates.

Expenses:

- Salaries and benefits are increasing by \$8,000 over prior year
- Materials and supplies are decreasing by \$4,000 (6%) due to \$3,500 in maintenance costs incurred at the chapel in 2023.
- Rents and financial expenses represent credit card transaction charges
- Reserve Fund transfers represent the estimated amount to be transferred to the perpetual care reserve fund for care and maintenance.

The budget also includes \$4,100 as a contribution to the Lovat Cemetery (private cemetery) for grounds maintenance.

Operations

Airport Operating Budget

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

Revenue:

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

Expenses:

- Salaries and benefits are comparable
- Materials and supplies are decreasing by \$23,000 (13%) primarily due to decreased fuel purchases of \$20,000 for resale. Fuel sales have also been adjusted accordingly, as fuel sales have not been as high as estimated in 2023.
- Contracted services includes the contracted costs for airport management of \$115,000, as well as \$10,000 for annual monitoring fees and the Automated Weather Observing System (AWOS).

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year	2024										
Version	3 Management Review										
Forecast Periods	2024										
Department	<i>Planning</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
S001	Tree Canopy Replacement	0	25,000						25,000		
Total	<i>Planning</i>		25,000						25,000		

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Water*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9502	K WATER INTERNAL/DONATED	0	40,000		40,000						
9509	Teflon Boards/Injector	0	7,500		7,500						
9511	K-WATER METER	0	12,000		12,000						
9512	Contingency Valve Replacement	0	60,000		60,000						
9515	HYDRANT	0	10,000		10,000						
9516	Highland Drive Watermain	0	600,000		600,000						
9526	Tiverton Water Tower	0	115,000		115,000						
9532	Kincardine Water Tower Aeration	0	57,000		57,000						
9542	Investigate Tiverton Water	0	200,000		200,000						
G057	Kincardine WTP Roof	0	130,000		130,000						
G074	Automatic Flushers (freeze proof)	0	20,000		20,000						
G080	Well Tiles	0	14,000		14,000						
G082	Armow Drinking Water Upgrades	0	100,000		100,000						
G084	Water Tower Rescue Kit	0	10,000		10,000						
G086	Dent Well Upgrades	0	25,000		25,000						
G087	Briar Hill Well Poly System	0	10,000		10,000						
G091	KWTP Reservoir Waterproofing	0	250,000		250,000						
G092	Kincardine Tower Chlorine	0	7,500		7,500						
G093	Filter #1 Lining	0	40,000		40,000						
Total	<i>Water</i>		1,708,000		1,708,000						

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department ***Wastewater***

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9475	Sewer Flushing Repairs and	0	27,500		27,500						
9481	Maple St Pump Station Upgrades	0	100,000		100,000						
9486	Replacement of Air Relief Valves	0	22,000		22,000						
9487	WASTEWATER -	0	30,000		30,000						
H055	Park St P.S Roof Replacement	0	20,000		20,000						
H056	Mahood Effluent Station Roof	0	20,000		20,000						
H057	Durham St L.S Roof	0	20,000		20,000						
H066	Goderich Street	0	55,000		55,000						
H067	Effluent Station Rack A UV	0	30,000		30,000						
Total	Wastewater		324,500		324,500						

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department ***Waste Management***

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
L012	Valentine Ave Upgrades	0	10,000		10,000						
L014	Elgin Market Building	0	10,000		10,000						
L015	Landfill Monitoring Stations	0	15,000		15,000						
L016	Leachate Pump and Transfer	0	20,000		20,000						
L017	Replace Waste Meter	0	10,000		10,000						
L018	Replace Leachate Handheld	0	25,000		25,000						
L019	Replace Sludge Transfer Pump	0	15,000		15,000						
Total	<i>Waste Management</i>		105,000		105,000						

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year	2024										
Version	3 Management Review										
Forecast Periods	2024										
Department	<i>Stormwater</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9412	Storm Flushing Program	0	32,500		32,500						
Y008	Kincardine Kinloss Branch A	0	355,000		70,000				285,000		
Total	<i>Stormwater</i>		387,500		102,500				285,000		

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department ***Roads***

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
I013	Bruce Ave Reconstruction - Park	0	3,075,000		2,550,000		525,000				
I015	Roof Replacement Underwood	0	75,000		75,000						
I062	Rural Paving - Con 8 - S/R 15 -	0	1,480,000					1,480,000			
Total	<i>Roads</i>		4,630,000		2,625,000		525,000	1,480,000			

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year	2024										
Version	3 Management Review										
Forecast Periods	2024										
Department	<i>Bridges, Culverts, Storm</i>										
Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9114	Various Culvert Repair	0	250,000		250,000						
J020	Bridge Master Plan	0	90,000		90,000						
J034	PED Bridge 6 - Princes St -	0	149,500	149,500							
Total	<i>Bridges, Culverts, Storm</i>		489,500	149,500	340,000						

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Fleet*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9278	CS - New Mower - Parks	0	65,000		65,000						
K015	ES - KWMC -Compactor 4449	0	570,000		570,000						
K018	OPS- Replacement Tandem	0	425,000		425,000						
K025	OPS- Replacement Riding	0	23,000		18,000				5,000		
K030	Boom Mower Pro Saw-	0	40,000		40,000						
K031	ES - Replacement of Half Ton	0	90,000		90,000						
K047	OPS -3454 P/U Truck	0	90,000		90,000						
K056	Ice Resurfacer	0	150,000		150,000						
K091	MEC-Vehicle Scanner -	0	24,000		24,000						
K092	OPS-Barrier Mower	0	80,000		80,000						
K095	CS-New Skid Steer	0	90,000		90,000						
K096	ES-Enclosed Cargo Trailer	0	20,000		20,000						
K097	Roadside Flail Mower Attachment	0	40,000		40,000						
Total	<i>Fleet</i>		1,707,000		1,702,000				5,000		

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Airport*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
O013	Hydro Service Upgrade	0	150,000						150,000		
Total	<i>Airport</i>		150,000						150,000		

Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *General*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9539	Phase 2 Cityworks Software	0	65,000		65,000						
V001	EV Charging Station Queen St	0	40,000		40,000						
V002	New EV Charging Station Victoria	0	125,000		35,000			90,000			
Total	<i>General</i>		230,000		140,000			90,000			

Strategic Initiatives

Strategic Initiatives Overview



Strategic Initiatives provides leadership in the development of strategies or initiatives that will advance corporate and community priorities. There are a wide range of projects and initiatives that are complex and require collaboration between multiple layers of government, private and public sector organizations, developers, non-profit organizations, and the community as well as staff from across the organization.

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

Through economic development, the Municipality is enabling the growth and diversification of the economy by creating a supportive environment for current and future entrepreneurs, businesses, developers, nuclear sector, agriculture and residents of the Municipality of Kincardine. As part of this work a Community Improvement Plan has been drafted and, is being submitted to the Province for approval to encourage development.

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

Tourism: A strong reputation and tourism brand creates momentum that drives further investment into a community. The development of our tourism assets will pay dividends for residents by providing more activities, creating a vibrant economy and enhancing quality of life. Through the tourism work we aim to make the Municipality of Kincardine a destination for visitors. Actions include hosting signature events including Canada Day, Cruise Nights and Marine Heritage day, supporting the Kincardine Scottish Pipe Band parade, Gathering of the Bands and the Phantom Piper, promotions and marketing of the community, implementing a Monday Market in the Park etc. This area also supports some aspects of recognition for the arts and culture sector, maintaining seasonal lights and banners, and the maintenance and development of community murals.

Strategic Initiatives Overview

Physician recruitment: Due to the influx of new residents and workers, our local hospitals and medical clinic have many new patients and the Municipality is actively recruiting family physicians to work a combination of clinic, hospitalist, and Emergency Room (ER) shifts. The goal is for every person to have access to a family physician to support their wellbeing and for our hospital to have the necessary physicians to support hospital services and the emergency room.

Communications: Communications is a key priority of the Integrated Strategy, and the Municipality has created tools and channels to improve the promotion of Municipal services and activities throughout the year. Work to refresh the Municipality of Kincardine and Tourism websites are underway with a launch date for both sites in Spring 2024.

Work to develop and implement inclusive public engagement is in the preliminary stages of development and will be a focus for 2024. Engagement with community residents, community partners and visitors is key to understanding the most pressing priorities and to ensure that the Municipality of Kincardine is achieving the vision.

Inclusion, Diversity, Equity and Access (IDEA): The Municipality committed to developing an Inclusion, Diversity, Equity and Access (IDEA) Action Plan to ensure the organization strengthens diversity in the workforce and implements inclusive processes, policies, programs and services to improve community wellbeing and attract and support newcomers to this area. This plan is a living document that supports an ongoing journey instead of a final document achievable by a certain date. Actions happen in partnership with community partners and volunteers and include activities such as training sessions, open houses, celebration and recognition events and communications, etc.

Journey to Reconciliation: 2024 actions include training to create awareness and provide suggestions that build pathways to reconciliation within organizations as well as other initiatives in collaboration with community partners.

Strategic Planning Process: Work to develop and implement a strategic planning process will be implemented in 2024 with the final plan being presented to Council in November 2024. The coordination and management of progress on the Integrated Strategy as well as the new Strategic Plan will be lead through the Strategic Initiatives Department.

Strategic Initiatives

Pressures and Trends

Economic Development

Risks:

- High interest rates and economic instability
- Canada Emergency Business Account (CEBA) business loans from Covid coming due
- Community pressure for more business and development
- Increased interest in development since Bruce C announcement
- Lack of housing supply particularly affordable and rental housing
- Labour shortages

Potential ways to mitigate risks:

- Collaborate with other organizations and agencies to fill gaps
- Research and learn best practices from other organizations and communities
- Advocate to various levels of government for more funding and supports
- Continue to seek out grant and other funding opportunities

Communications

Risks:

- Municipality has many lines of business which need promotions and communication supports. It is not one size of shoe fits all approach. Need a diversity of communication channels to reach all our audiences.
- Multiple cost increases to media purchasing throughout 2023 with another 5-10% increase anticipated for both newspapers and radio beginning January 2024.
- Printing costs have exponentially increased since COVID, making outreach via print-media more costly. We know many of our residents prefer to be reached in this traditional manner.
- Legislative requirements for website content to be AODA compliant will require remediation costs if documents are not produced to be accessible by third-party vendors.

Potential ways to mitigate the risks:

- Bulk purchasing of media up-front significantly decreases the unit cost of advertising, especially with respect to radio.
- Ensure that AODA compliant documents are a requirement of third-party vendors through the updating of the procurement policy.
- Train staff to prepare internal documents using best practices for accessibility.
- Help staff better understand how to define and reach their audiences so marketing spends are more effective.
- Create tools and supports for staff to understand and implement effective and appropriate public engagement methods.

Strategic Initiatives

Pressures and Trends

Physician Recruitment

Risks:

- The provision of health care services is a responsibility of the provincial government. However, the wait list for physicians in this community has created strong community need for health care access. The Municipality has responded to this community priority even though it is not a municipal responsibility.
- The need for physicians is greater than what the Municipality can support alone and needs both provincial and community response to address this challenge.

Potential ways to mitigate the risks:

- Continue to provide delegations to the province to advocate for additional health care supports and access to funding.
- Explore forming a community coalition of organizations that would support the Municipality to recruit physicians.

Inclusion, Diversity, Equity and Access (IDEA)/Journey to Reconciliation (JTR)

Risks:

- Municipal services touch the lives of every resident and visitor. Addressing social inequities means services can address the needs of *all* citizens and improve the well-being of the community. There are many dimensions of diversity including age, gender, disability, race, ethnic background, socio economic status, marital status and sexual orientation. The Municipality has an IDEA Action Plan which creates the expectation that the organization has the resources and capacity to work on all aspects of diversity.
- The Municipality has very limited capacity to address IDEA/JTR and therefore expectations on outcomes need to be realistically managed.

Potential ways to mitigate the risks:

- Search for community grants to augment the Municipal budget.
- Work with community partners to implement training and events that create awareness and support equity and inclusion.

Tourism

Risks:

- The attraction of tourists to an area is reliant on several factors outside the Municipality's control e.g., the quality of accommodation, the community response to tourists, safety, customer service facing staff knowledge of the area etc. And yet tourism is one of the key economic drivers we rely on for this community.

Potential ways to mitigate the risks:

- Build a stronger network with the accommodation sector
- Increase accommodation awareness in promotions
- Create information to educate various customer service facing staff and sectors on the assets and activities offered in the Municipality
- Harness the power of social media and promotions to keep tourists coming back to the community
- Develop a marketing and promotions strategy that incorporates tourism attractors
- Consider Short-Term Rental and Municipal Accommodation Tax

Strategic Initiatives

2024 Priorities

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

Strategic Initiatives

2024 Priorities

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

Strategic Initiatives 2024 Priorities

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

Strategic Initiatives Operating Budget

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

Strategic Initiatives:

The operating budget for Strategic Initiatives was created as a separate sub-department in 2023. This account consists primarily of wages/benefits for Strategic Initiatives staff.

Expenses:

- Salaries and benefits are increasing by \$5,755 (4%)
- Materials and supplies includes \$5,800 for crosswalk painting, Arts Ignight, and Indigenous artwork, as well as \$2,000 for volunteer appreciation

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

Economic Development:

Revenue:

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

Expenses:

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

Strategic Initiatives Operating Budget

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

Communications:

Expenses:

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

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

Expenses:

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

Business Improvement Area (BIA) Levy:

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

Tourism Operating Budget

Tourism	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Tourism				
8035 TOURISM	43,530	205,485	161,955	(372%)
8036 INFORMATION & VISITOR CENTRE	129,467		(129,467)	100%
8038 DRIFT IN CRUISE NITE	3,000	6,300	3,300	(110%)
8039 CANADA DAY	29,050	6,050	(23,000)	79%
8041 MASSED BANDS EVENT	13,600	13,600		
8042 MURAL PAINTING	1,500	18,000	16,500	(1,100%)
8043 SEASONAL DECORATIONS	25,467	26,000	533	(2%)
8047 TALL SHIPS	2,415	2,415		
Total Tourism	248,029	277,850	29,821	12%

Tourism:

There are various initiatives delivered through the Tourism operating budget including the general tourism budget, Cruise Night, Canada Day, Massed Bands, mural painting, seasonal decorations, and tall ships. The net budget deficits have been summarized on the schedule above.

Significant variances over prior year include the following:

- \$13,000 has been reduced in the tourism budget for the Eldon Humphreys plaque that was completed in 2023
- \$13,850 for interdepartmental rent has been included for the use of the tourism space in the Arts Centre building. The overall budget for the Information & Visitor Centre has been combined with the Tourism budget in 2024
- \$3,300 has been added to Cruise Night for staffing support to manage the street barricades for road closures, as well as for equipment rental to install the sound system
- \$23,000 for the annual fireworks display has been removed from the Canada Day event for cost saving measures
- \$16,500 has been added for mural painting in order to repaint and maintain existing murals such as the Boys and Girls Club mural, and those on Harbour Street and in Tiverton. The budget also includes the installation of a new mural.

Physician Recruitment Operating Budget

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

Physician Recruitment: The Municipality of Kincardine has created a comprehensive physician recruitment and retention program to attract new physicians to our community. The operating budget required to support this program is summarized in this section.

Revenues:

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

Expenses:

- Salaries and benefits are increasing by \$12,771
- Interest and debt payments have been removed from the budget. The interest was estimated in 2023 for physician loans that were provided under the incentive program.
- Materials and supplies include funds for physician visits such as hotel rooms, dinners, souvenirs, and recruitment event costs. Other costs include promotional materials, travel, memberships, advertising, and trade booths.
- Contracted services include legal fees required for assistance in reviewing various physician agreements
- Other transfers include \$140,000 for physician incentive payments, \$85,200 for the contribution towards the Nurse Practitioner, and \$10,000 for the ER locum stipend program.

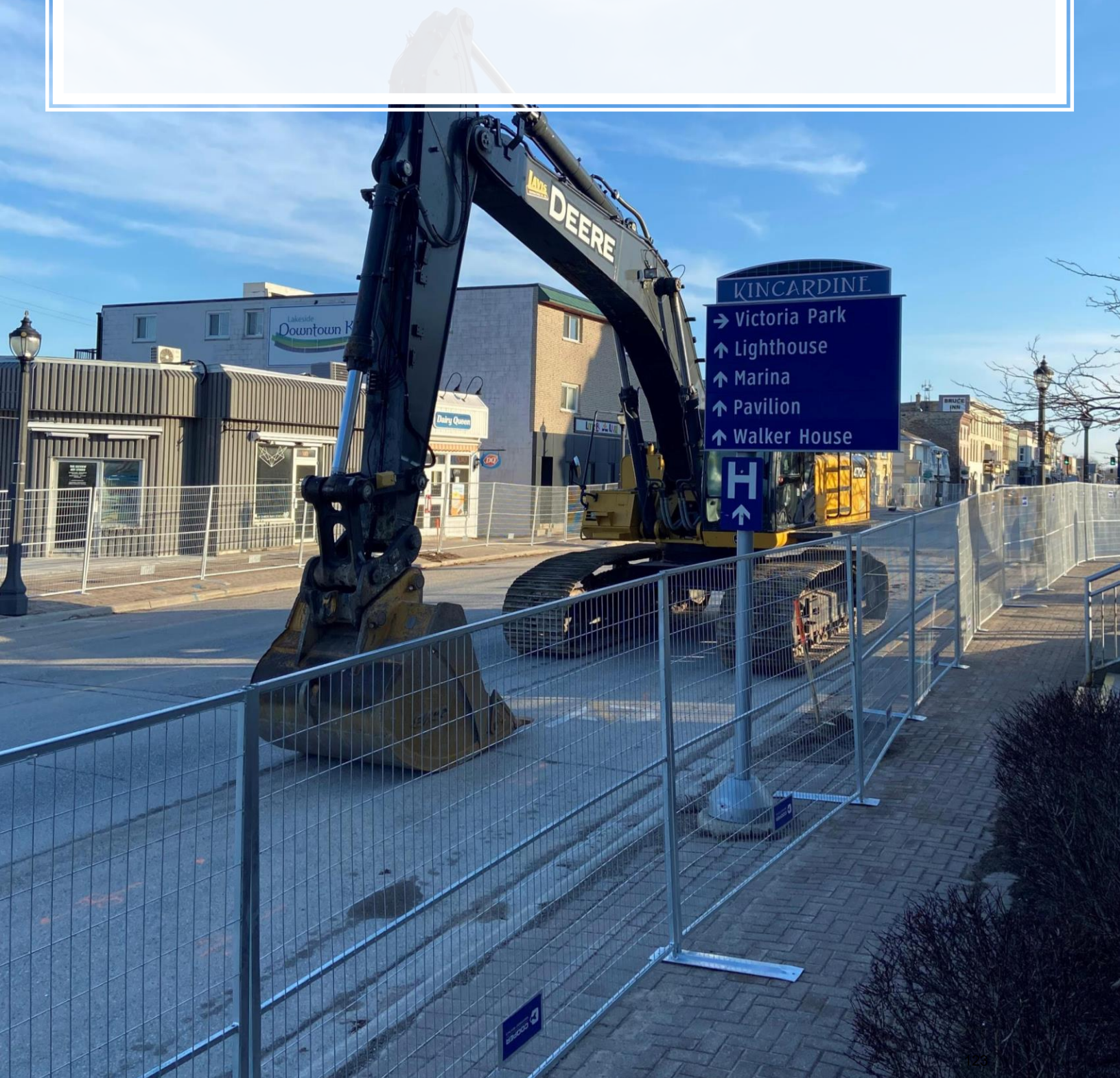
Municipality of Kincardine
Capital Projects by Priority within Department

6-Dec-2023 1:53:36 PM

Budget Year 2024
Version 3 Management Review
Forecast Periods 2024
Department *Tourism*

Project Id	Description	Priority	Expenditures	Reserves	Reserve Funds	Development Charges	Obligatory Reserve	Grant Revenue	Other Revenue	Loans	Other funds
9662	Christmas Light Replacement	0	100,000		77,500			22,500			
F001	Downtown Dig Beautification	0	230,000	123,500				106,500			
Total	<i>Tourism</i>		330,000	123,500	77,500			129,000			

Capital Budget



Appendices

The following appendices include additional budget information:

- Appendix A – 2024 Operating Budget Summary
- Appendix B – 2024 Capital Budget Listing
- Appendix C – 2024 Capital Project Reports
- Appendix D – 5-year Capital Forecast
- Appendix E – Reserve and Reserve Fund Listing
- Appendix F – New Position Requests
- Appendix G – Community Requests for Funding

Appendix A

2024 Operating Budget Summary

2024 Operating Budget Summary

	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Revenue				
Taxation	21,976,875	23,548,588	1,571,713	7%
Corporate Services				
Treasury	2,983,348	2,412,143	(571,205)	(19%)
HR	4,000		(4,000)	(100%)
Legislative Services	319,039	112,451	(206,588)	(65%)
Total Corporate Services	3,306,387	2,524,594	(781,793)	(24%)
Strategic Initiatives				
Tourism	48,950	34,450	(14,500)	(30%)
Economic Development	113,950	78,950	(35,000)	(31%)
Physician Recruitment	237,200	58,320	(178,880)	(75%)
Total Strategic Initiatives	400,100	171,720	(228,380)	(57%)
Infrastructure & Development				
Development Services	735,162	704,744	(30,418)	(4%)
Environmental Services	7,630,281	7,745,552	115,271	2%
Operations	438,400	389,300	(49,100)	(11%)
Total Infrastructure & Development	8,803,843	8,839,596	35,753	
Community Services				
Parks & Facilities	1,132,493	1,135,285	2,792	
Community & Recreation Programs	1,227,329	1,276,681	49,352	4%
Fire Department	191,393	191,393		
Total Community Services	2,551,215	2,603,359	52,144	2%
Total Revenue	37,038,420	37,687,857	649,437	2%
Expenses				
Council and CAO				
Council	402,065	412,422	10,357	(3%)
CAO	370,475	400,361	29,886	(8%)
Total Council and CAO	772,540	812,783	40,243	(5%)
Corporate Services				
Treasury	6,956,198	6,903,699	(52,499)	1%
HR	302,969	340,851	37,882	(13%)
Legislative Services	3,250,974	3,199,668	(51,306)	2%
Total Corporate Services	10,510,141	10,444,218	(65,923)	1%
Strategic Initiatives				
Strategic Initiatives	162,386	177,480	15,094	(9%)
Arts, Culture & Heritage	5,800		(5,800)	100%
Tourism	296,979	312,300	15,321	(5%)

2024 Operating Budget Summary

	2023 Total Budget	2024 Draft Budget	Variance 2024 to 2023	% Variance 2024 to 2023
Economic Development	417,340	395,773	(21,567)	5%
Physician Recruitment	384,971	384,092	(879)	
Total Strategic Initiatives	1,267,476	1,269,645	2,169	
Infrastructure & Development				
Development Services	1,449,699	1,524,393	74,694	(5%)
Environmental Services	8,255,975	8,492,594	236,619	(3%)
Operations	6,597,382	6,616,973	19,591	
Total Infrastructure & Development	16,303,056	16,633,960	330,904	(2%)
Community Services				
Parks & Facilities	4,448,728	4,706,364	257,636	(6%)
Community & Recreation Programs	2,204,142	2,160,238	(43,904)	2%
Fire Department	1,532,337	1,660,649	128,312	(8%)
Total Community Services	8,185,207	8,527,251	342,044	(4%)
Total Expenses	37,038,420	37,687,857	649,437	(2%)
Surplus/(Deficit)				

Appendix B

2024 Capital Budget Listing

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
Corporate Services			
Legislative Services			
E Clerk			
9013 Ontario CCTV Program		53,000	53,000
Total E Clerk		53,000	53,000
Total Legislative Services		53,000	53,000
Total Corporate Services		53,000	53,000
Strategic Initiatives			
Tourism			
F Tourism			
9662 Christmas Light Replacement	25,000	100,000	125,000
F001 Downtown Dig Beautification Project		230,000	230,000
Total F Tourism	25,000	330,000	355,000
Total Tourism	25,000	330,000	355,000
Economic Development			
X Economic Development			
9032 Website Redevelopment	35,346		35,346
Total X Economic Development	35,346		35,346
Total Economic Development	35,346		35,346
Total Strategic Initiatives	60,346	330,000	390,346
Infrastructure & Development			
Development Services			
S Planning			
S001 Tree Canopy Replacement		25,000	25,000
Total S Planning		25,000	25,000
Total Development Services		25,000	25,000
Environmental Services			
G Water			
9502 K WATER INTERNAL/DONATED		40,000	40,000
9509 Teflon Boards/Injector Replacement	1,465	7,500	8,965
9511 K-WATER METER		12,000	12,000
9512 Contingency Valve Replacement Program		60,000	60,000
9515 HYDRANT		10,000	10,000
9516 Highland Drive Watermain Replacement		600,000	600,000
9517 Scott's Point Well Replacement	103,007		103,007
9526 Tiverton Water Tower Maintenance	25,000	115,000	140,000
9532 Kincardine Water Tower Aeration	19,395	57,000	76,395

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
9534 Water Meter Replacement Program and Software Upgrades	700,000		700,000
9542 Investigate Tiverton Water Supply Alternatives		200,000	200,000
9548 Scott's Point Tile Bed and Drainage	20,000		20,000
G057 Kincardine WTP Roof Replacement		130,000	130,000
G074 Automatic Flushers (freeze proof) for Deadends		20,000	20,000
G080 Well Tiles		14,000	14,000
G082 Armow Drinking Water Upgrades		100,000	100,000
G084 Water Tower Rescue Kit		10,000	10,000
G086 Dent Well Upgrades		25,000	25,000
G087 Briar Hill Well Poly System		10,000	10,000
G091 KWTP Reservoir Waterproofing		250,000	250,000
G092 Kincardine Tower Chlorine Pumps		7,500	7,500
G093 Filter #1 Lining		40,000	40,000
Total G Water	868,867	1,708,000	2,576,867
H Wastewater			
9464 Queen St Sewermain Replacement	1,989,075		1,989,075
9465 Durham St Pump Station Upgrades 2022	1,440,739		1,440,739
9469 Park Street Pump Station and Forcemain Upgrades	164,697		164,697
9472 Mount Forest Ave Servicing	1,285,000		1,285,000
9473 Kincardine Ave Servicing	1,950,000		1,950,000
9475 Sewer Flushing Repairs and Contingency		27,500	27,500
9477 Kincardine Ave. Lift Station	25,000		25,000
9479 King St. Tiverton Lift Station	25,000		25,000
9481 Maple St Pump Station Upgrades		100,000	100,000
9486 Replacement of Air Relief Valves	22,000	22,000	44,000
9487 WASTEWATER - INTERNAL/DONATED		30,000	30,000
H055 Park St P.S Roof Replacement		20,000	20,000
H056 Mahood Effluent Station Roof Replacement		20,000	20,000
H057 Durham St L.S Roof Replacement		20,000	20,000
H066 Goderich Street Pump/ATS/Electrical		55,000	55,000
H067 Effluent Station Rack A UV Rebuild		30,000	30,000
Total H Wastewater	6,901,511	324,500	7,226,011
L Waste Management			
9557 KWMC - Construction of Cell #2 (B/C)	213,995		213,995
L012 Valentine Ave Upgrades		10,000	10,000
L014 Elgin Market Building		10,000	10,000
L015 Landfill Monitoring Stations		15,000	15,000

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
L016 Leachate Pump and Transfer Line		20,000	20,000
L017 Replace Waste Meter		10,000	10,000
L018 Replace Leachate Handheld Equipment		25,000	25,000
L019 Replace Sludge Transfer Pump		15,000	15,000
Total L Waste Management	213,995	105,000	318,995
Y Stormwater			
9412 Storm Flushing Program Repairs/Contingency		32,500	32,500
Y008 Kincardine Kinloss Branch A Enclosure		355,000	355,000
Total Y Stormwater		387,500	387,500
Total Environmental Services	7,984,373	2,525,000	10,509,373
Operations			
I Roads			
9130 Concession 2 and BR 23 Improvements	74,362		74,362
9147 Tiverton Public Works Shed repairs	33,000		33,000
9150 Highway 21 & Russell Street Intersection	1,025,000		1,025,000
I013 Bruce Ave Reconstruction - Park St to Hwy 21		3,075,000	3,075,000
I015 Roof Replacement Underwood Works Shop		75,000	75,000
I062 Rural Paving - Con 8 - S/R 15 - Boundary		1,480,000	1,480,000
Total I Roads	1,132,362	4,630,000	5,762,362
J Bridges, Culverts, Storm			
9110 Brown's Hill Bridge 2121	11,666		11,666
9114 Various Culvert Repair		250,000	250,000
J020 Bridge Master Plan		90,000	90,000
J034 PED Bridge 6 - Princes St - William St		149,500	149,500
Total J Bridges, Culverts, Storm	11,666	489,500	501,166
K Fleet			
9278 CS - New Mower - Parks		65,000	65,000
9280 OPS - Replacement One Ton Dump Truck 5561	98,828		98,828
9283 OPS Replacement Single Axel Plow/Sander 3419	375,000		375,000
9497 3/4 Ton Sewer Van 4399 Replacement	60,000		60,000
K015 ES - KWMC -Compactor 4449 Refurb		570,000	570,000
K018 OPS- Replacement Tandem Plow/Sander 3460		425,000	425,000
K025 OPS- Replacement Riding Mower Cemetery 5559		23,000	23,000
K030 Boom Mower Pro Saw- Attachment		40,000	40,000
K031 ES - Replacement of Half Ton truck 4394		90,000	90,000
K047 OPS -3454 P/U Truck		90,000	90,000
K056 Ice Resurfacer		150,000	150,000

Appendix B
Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
K091 MEC-Vehicle Scanner - Diagnostics		24,000	24,000
K092 OPS-Barrier Mower		80,000	80,000
K095 CS-New Skid Steer		90,000	90,000
K096 ES-Enclosed Cargo Trailer		20,000	20,000
K097 Roadside Flail Mower Attachment		40,000	40,000
Total K Fleet	533,828	1,707,000	2,240,828
O Airport			
O013 Hydro Service Upgrade		150,000	150,000
Total O Airport		150,000	150,000
V General			
9539 Phase 2 Cityworks Software Implementation	48,824	65,000	113,824
V001 EV Charging Station Queen St Parking Lot - Replacement		40,000	40,000
V002 New EV Charging Station Victoria Park		125,000	125,000
Total V General	48,824	230,000	278,824
Total Operations	1,726,680	7,206,500	8,933,180
Total Infrastructure & Development	9,711,053	9,756,500	19,467,553
Community Services			
Parks & Facilities			
N Trails			
9614 Red & Green 10KM Loop	80,000		80,000
9615 Birchwood Public Walkway Improvements	20,000		20,000
N012 TRAILS Ash Tree Removal		60,000	60,000
N013 TRAILS Bollards & P-gates		10,000	10,000
Total N Trails	100,000	70,000	170,000
P Parks			
9611 Buildings Review - Multiple Facilities	60,000		60,000
9622 Connaught park - diamond 2 backstop	80,000		80,000
9624 Station Beach - fence along marina	20,000		20,000
9626 Station Beach - remodel, AODA upgrades	45,000	20,000	65,000
9635 Station Beach - boardwalk design development	50,000		50,000
9644 Victoria Park - new band shell design, consultation	25,000		25,000
9654 Beach access points - steps assessment	25,000		25,000
P043 PARKS Tiverton Splash Park		300,000	300,000
P047 CS-Loader Arm and Bucket (JD3033)		25,000	25,000
P049 PARKS Reunion Park Sewer Line Replacement		55,000	55,000
P051 PARK DC Track Refurbishment		300,000	300,000
P053 PARK Macpherson Playground Replacement		200,000	200,000

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
P056 PARK Bleachers Replacement		50,000	50,000
P058 PARK DC Track Field Viewing Area & Accessibility		80,000	80,000
P059 PARK Connaught Park Ball Diamond Lighting		200,000	200,000
P061 PARK Soccer Goals		24,000	24,000
P064 PARK Special Event Picnic Tables		25,000	25,000
Total P Parks	305,000	1,279,000	1,584,000
R Facilities			
9020 MAC - key fob security system	20,000		20,000
9030 Medical Clinic Conversion to Natural Gas	40,000		40,000
9561 Medical centre - centralized HVAC controls	20,000		20,000
9564 Medical Centre - 1st floor repaint	40,000	25,000	65,000
9574 Art gallery - Key fob security system	10,000		10,000
9581 Conversion of Parks & Recreation Facilities to Natural Gas		40,000	40,000
9588 HVAC Replacement - Davidson Centre		60,000	60,000
9591 DC Building condition assessment	96,388		96,388
9592 DC - Health Club flooring replacement	60,000		60,000
9598 HVAC Units - Tiverton Sports Centre	100,000		100,000
9638 Kincardine Library - Renovations	82,953		82,953
9639 Tiverton Library - Ramp and Stairs	45,000		45,000
9641 Lighthouse repainting	175,000		175,000
9656 FACILITIES Fuel Tank Replacement Marina	328,000		328,000
R022 Kincardine Library - Upgrade LED lighting		10,000	10,000
R064 DC LED lighting conversion remainder of building		130,000	130,000
R065 DC Pool LED lighting		40,000	40,000
R066 DC roof EPDM replacement		700,000	700,000
R071 MAC Window Replacement		30,000	30,000
R087 FAC DC Boiler Retrofit		30,000	30,000
R091 FAC Tiverton Washroom Accessibility Renovation		125,000	125,000
R092 FAC DC Ramp Renovation		75,000	75,000
R094 FAC DC Tables and Carts		20,000	20,000
R106 FAC W.E. Thompson Doors		21,000	21,000
R107 FAC Ice Edger Replacement		10,000	10,000
R108 FAC WCCC Replacement of 2 furnaces		20,000	20,000
R114 FAC MAC Furniture		18,000	18,000
R120 FAC Tiverton Library Window Replacement		15,000	15,000
Total R Facilities	1,017,341	1,369,000	2,386,341
Total Parks & Facilities	1,422,341	2,718,000	4,140,341

Appendix B

Carry Forward + Capital Budget Forecast

	Carry Forward	2024	Total
Fire Department			
U Fire Department			
9049 Rescue Truck Replacement (Tiverton Station)	425,000		425,000
9052 Womens Facilities Upgrade	45,000		45,000
9055 Fire Stations Upgrades to Natural Gas	10,000		10,000
9056 Replacement of Pumper 12-2 Kincardine Fire Station	850,000		850,000
U012 Compressor Replacement		125,000	125,000
U013 Communications Equipment		100,000	100,000
U024 Lifesaving Equipment		30,000	30,000
Total U Fire Department	1,330,000	255,000	1,585,000
Total Fire Department	1,330,000	255,000	1,585,000
Total Community Services	2,752,341	2,973,000	5,725,341
Total Capital Departments	12,523,740	13,112,500	25,636,240

Appendix C

2024 Capital Project Reports

Municipality of Kincardine

Capital Projects

Project	9013 Ontario CCTV Program		
Department	Clerk		
Version	3 Management Review	Year	2024

Description

Modernize the current CCTV technology at the Davidson Centre including replacement of current cameras and adding additional units. Complete server upgrades for a backup system for these units and for future enhancements to CCTV units located in other municipal facilities.

Grant for 50% of the funds was received from the Ontario Closed Circuit Television Grant Program.

Note: This was given pre budget approval by Resolution #10/11/23-09

There is an annual service charge of \$6,800 per year once this is installed.

Justification

Replacing the equipment will improve coverage, reliability, and clarity of the images produced. The outdated and unreliable system currently in place compromises the safety and wellbeing of users of the Davidson Centre and the safety of the facility itself. Installing new CCTV technology will assist the South Bruce OPP with solving minor offences and establishing timeliness to assist in building larger scale cases.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	53,000		53,000
Expenditures Total	53,000		53,000
Funding			
Provincial Grant	26,500		26,500
	26,500		26,500
FROM Lifecycle RF82	26,500		26,500
	26,500		26,500
Funding Total	53,000		53,000

Attributes

Attribute	Value	Comment
Department	Clerk	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9662 Christmas Light Replacement		
Department	Tourism		
Version	3 Management Review	Year	2024

Description

\$25,000 was allocated in the 2023 budget to restring some of the snowflake lights that wrap around the light fixtures on queen street. They were not sent to be restrung in 2023 for several reasons:

1. We found that there were now additional lights that were not working since 2022 winter season and therefore we did not have enough funds to restring all the lights that were not working to full capacity.
2. Staff had concerns that the style of lights maybe the issue and we needed time to explore other options for the light poles.

Based on these reasons we decided to put a hold on restringing the lights and explore alternative options as well look for additional funding sources.

\$22,500 will be funded through the Red Grant.

Justification

Budget

	Total	Carryfwd	2024
Expenditures			
Materials	125,000	25,000	100,000
Expenditures Total	125,000	25,000	100,000
Funding			
Provincial Grant	22,500		22,500
	22,500		22,500
FROM Lifecycle RF82	102,500	25,000	77,500
	102,500	25,000	77,500
Funding Total	125,000	25,000	100,000

Attributes

Attribute	Value	Comment
Department	Tourism	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	F001 Downtown Dig Beautification Project		
Department	Tourism		
Version	3 Management Review	Year	2024

Description

Lakeside downtown Kincardine is a premier destination for locals, tourists and special event organizers. The main street is a major economic driver in the Municipality with over 200 retail stores, offices, restaurants and businesses located here. Unlike most communities, the downtown core is not a major transient highway which allows for a more pedestrian friendly experience and community gathering space. This allows for numerous events to occur right in the downtown core and creates a community hub for people of all ages to gather and enjoy.

A major infrastructure happened this past year - Downtown Dig Kincardine - to replace aging underground water and sewer pipes. Since this work is happening, the Municipality and BIA took this opportunity to enhance and revitalize the downtown streetscape and sought out funding through the Rural Economic Development Program.

Justification

The grant application was successful and the Municipality received \$129,000 toward the cost to install a wireless speaker system on Queen street from the Welcome Centre to Quinn parkette, banners, seasonal lights and wayfinding signage.

The goal is to enhance the downtown space to make it more accessible and pedestrian friendly, while maintaining the historic and Scottish feel that makes Downtown Kincardine so unique. This project will ensure our downtown core continues to host large renowned events and be an attractive location for new development and small business.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	230,000		230,000
Expenditures Total	230,000		230,000
Funding			
Provincial Grant	106,500		106,500
	106,500		106,500
FROM Reserve-Capital	123,500		123,500
	123,500		123,500
Funding Total	230,000		230,000

Attributes

Attribute	Value	Comment
Department	Tourism	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Low	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9032 Website Redevelopment		
Department	Economic Development		
Version	3 Management Review	Year	2024

Description

Work to refresh the Municipal and Tourism websites began in 2023. The initial stages of this project included research on potential website vendors and the decision to remain with the existing vendor. Work to build the site began in July by consulting with community and staff to improve the user experience. A site map for the website has been drafted and work to reduce the number of pages has been completed. A portion of the website budget has been spent within 2023 with the vendor, GHD Digital. The remaining portion of the website work will occur in 2024, with a goal live date in February 2024 for the Municipal site and March 2024 for the Tourism website. Therefore, staff request that the remaining amount be carried forward to 2024 in order to complete the development of both websites.

Justification

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	35,346	35,346	
Expenditures Total	35,346	35,346	
Funding			
Provincial Grant			
Contribution from Reserve Fund			
FROM Equipment Replacement			
FROM Equipment Replacement IT	10,754	10,754	
FROM Lifecycle RF82	24,592	24,592	
	35,346	35,346	
Funding Total	35,346	35,346	

Attributes

Attribute	Value	Comment
Department	Economic Development	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	S001 Tree Canopy Replacement		
Department	Planning		
Version	3 Management Review	Year	2024

Description

From subdivision agreements, tree canopy replacement to support conservation efforts within the Municipality.

Justification

Funds were received from developers to offset canopy removal from recent developments. Funds will be used to purchase and plant new trees on public land to ensure canopy replacements.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
Contribution from Developers	25,000		25,000
	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Planning	
Asset Classification	Land Improvements	
Project Type	Replacement	
Priority	Low	
Status	New Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9502 K WATER INTERNAL/DONATED		
Department	Water		
Version	3 Management Review	Year	2024

Description

Annual contingency for replacing watermain valves that fail.

Justification

Budget to include replacement of 1 main valve each year.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
Contribution from Reserve Fund			
FROM KWTP Water RF68	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9509 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Description

Replacement of remaining chemical panels and piping.

Justification

Goal is to improve health and safety for staff in dealing with chemicals and leaks. Reduces water related issues and alarms and possibly overtime call in alarms. Less maintenance for staff. Continuation of sites that were not completed in 2023. This final funding should complete all chlorine chemical panels.

Budget

	Total	Carryfwd	2024
Expenditures			
Materials	8,965	1,465	7,500
Expenditures Total	8,965	1,465	7,500
Funding			
FROM KWTP Water RF68	8,965	1,465	7,500
	8,965	1,465	7,500
Funding Total	8,965	1,465	7,500

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9509 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent - Board1.jpeg



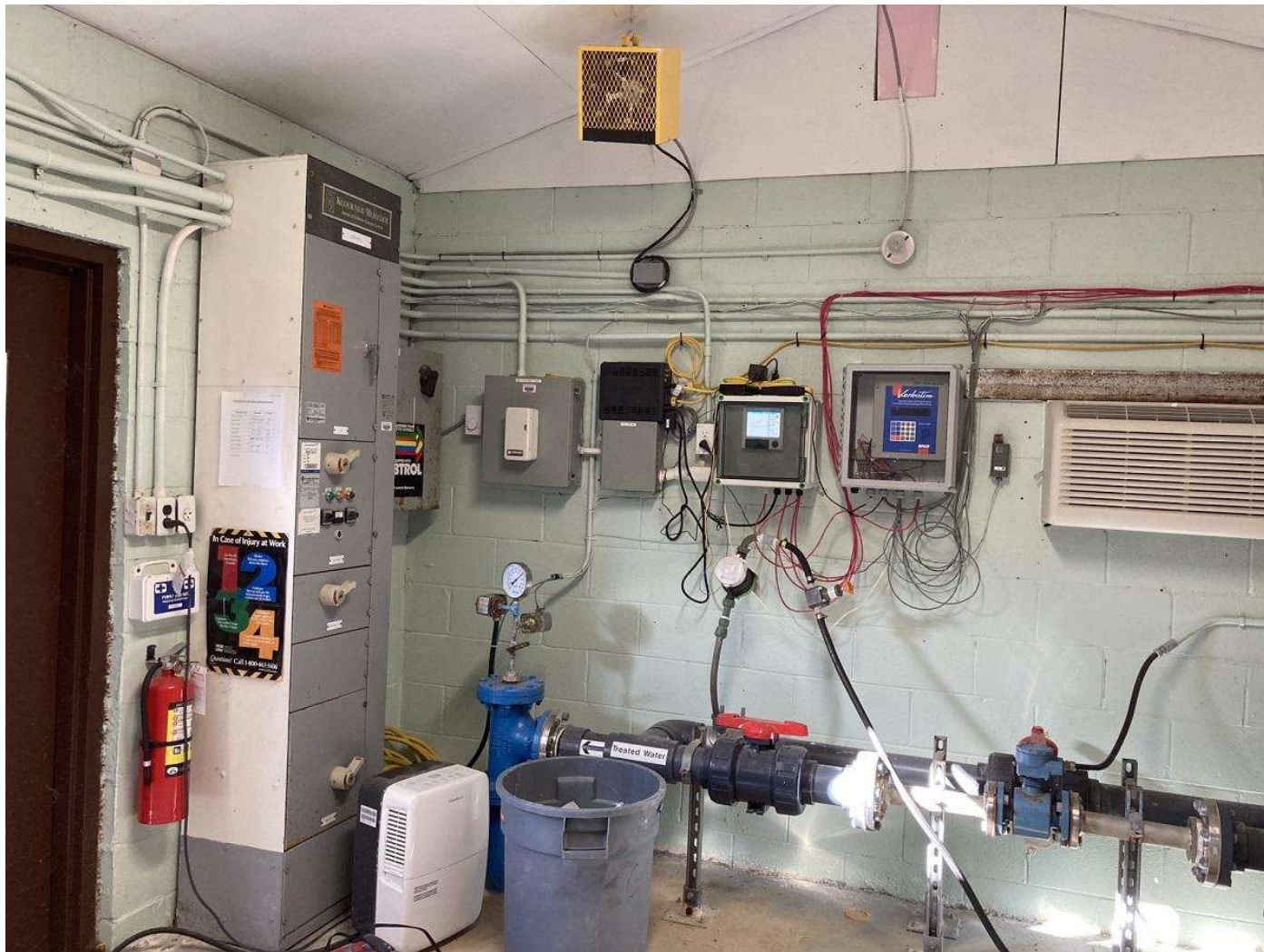
Municipality of Kincardine

Capital Projects

Project	9509 Teflon Boards/Injector Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent - Board.jpeg



Capital Projects

9511 K-WATER METER

Water

2024

Annual contingency for replacement of water meters.

If a meter fails this provides funds for replacements as required.

Total	Carryfwd	2024
-------	----------	------

12,000

12,000

12,000

12,000

12,000

Comment

Water

Water

Replacement

Low

Existing Capital Project

Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability

+

Municipality of Kincardine

Capital Projects

Project	9512 Contingency Valve Replacement Program		
Department	Water		
Version	3 Management Review	Year	2024

Description

Valve replacement of valves that have failed that are found during the valve turning program.

Justification

The MECP has identified the need to have a valve exercising program. Once we implement a valve turning program based on staffing levels, this contingency will allow for the replacement of failed valves based on finding.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
FROM KWTP Water RF68	60,000		60,000
	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Capital Projects

Description
Annual contingency for hydrant replacement.
Justification
Funds to replace failed hydrants within the system as identified during flushing and operational considerations.

	Total	Carryfwd	2024
Expenditures			
General Contracting	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
Contribution from Reserve Fund			
FROM KWTP Water RF68	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Municipality of Kincardine

Capital Projects

Project	9516 Highland Drive Watermain Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Description

Cleaning and relining of the existing watermain on Highland Drive. Previous scope had looked at full reconstruction to eliminate y'd water and sanitary services however has been modified due to technological advancements and cost saving opportunities.

Justification

The existing main has considerable growth within and has had several failures. Overall the watermain is in poor condition and has had multiple breaks. Engineering to be completed in 2021/2022. Please see attached pictures IMG_0036 and IMG_0037 from Highland Dr (28Jan2023).

PCI=32,34 and 46

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants			
General Contracting	600,000		600,000
Expenditures Total	600,000		600,000
Funding			
FROM KWTP Water RF68	600,000		600,000
	600,000		600,000
Funding Total	600,000		600,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure the Municipality provides value for money and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9516 Highland Drive Watermain Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

IMG_0036.jpg



Municipality of Kincardine

Capital Projects

Project	9516 Highland Drive Watermain Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

IMG_0037.jpg



Municipality of Kincardine

Capital Projects

Project	9517 Scott's Point Well Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Description

A new well was drilled for the Scott's Point drinking water system in 2023. Application to bring the new well into service was made to the MECP and staff await the final sign off from MECP to undertake that connection. Once approved the existing well and building will be decommissioned

Justification

The new well was successfully drilled. Remaining works will take place once the MECP has signed off.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants			
General Contracting	103,007	103,007	
Expenditures Total	103,007	103,007	
Funding			
Contribution from Reserve Fund			
FROM KWTP Water RF68	103,007	103,007	
	103,007	103,007	
Funding Total	103,007	103,007	

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9526 Tiverton Water Tower Maintenance		
Department	Water		
Version	3 Management Review	Year	2024

Description

Tiverton Water Tower Maintenance cement work was completed in late 2023. The remainder of the works coincides with recommendations from the 2022 Landmark report. Many of these are based on health and safety concerns such as improved ladder, rest stations, improved fall arrest system. Contractors were unable to complete in 2023 due to availability.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	140,000	25,000	115,000
Expenditures Total	140,000	25,000	115,000
Funding			
FROM KWTP Water RF68	140,000	25,000	115,000
	140,000	25,000	115,000
Funding Total	140,000	25,000	115,000

Attributes

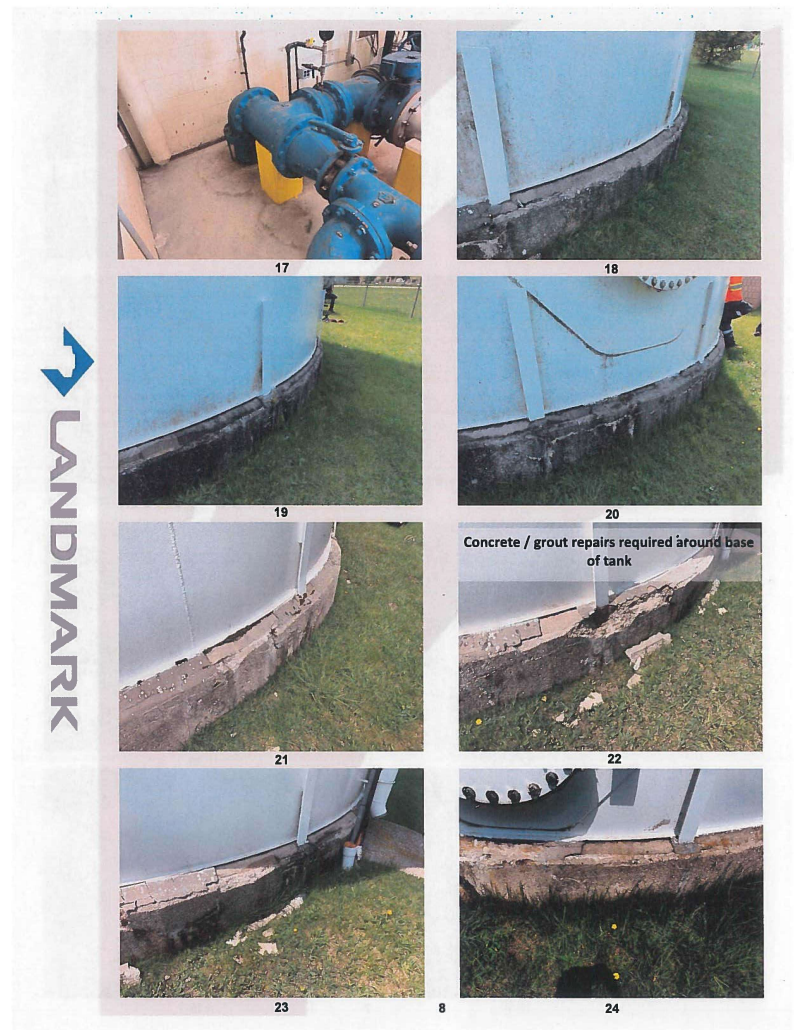
Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9526 Tiverton Water Tower Maintenance		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Tiverton WT.jpg



Municipality of Kincardine

Capital Projects

Project	9532 Kincardine Water Tower Aeration		
Department	Water		
Version	3 Management Review	Year	2024

Description

Based on 2022 Landmark review of water tower system staff are looking to implement improvements to the tower.

Justification

Vital component of water treatment storage and improve maintenance.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	76,395	19,395	57,000
Expenditures Total	76,395	19,395	57,000
Funding			
FROM KWTP Water RF68	76,395	19,395	57,000
	76,395	19,395	57,000
Funding Total	76,395	19,395	57,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9534 Water Meter Replacement Program and Software Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Description

Replacement of water meters in the municipality started in late 2023. The first phase will continue through 2024.

The remaining 4000 meters are proposed for replacement in 2025.

Justification

Lifespan of water meters is 20 years. Last meter replacement program took place from 2006-2008. Finishing out the initial phase in 2024 and then budgeting for remaining units in 2025.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	700,000	700,000	
Expenditures Total	700,000	700,000	
Funding			
FROM KWTP Water RF68	700,000	700,000	
	700,000	700,000	
Funding Total	700,000	700,000	

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9542 Investigate Tiverton Water Supply Alternatives		
Department	Water		
Version	3 Management Review	Year	2024

Description

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

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

Justification

Exploring all options for water supply for the Tiverton system. The updated water and wastewater master plan indicates that Tiverton's growth potential could see concerns related to water supply as early as 2029. This would allow the MOK to consider all options, including hooking up to the existing pipeline, or looking for alternative water sources within the community.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	200,000		200,000
General Contracting			
Expenditures Total	200,000		200,000
Funding			
Contribution from Reserve Fund			
FROM Sewer RF67			
FROM KWTP Water RF68	200,000		200,000
	200,000		200,000
Funding Total	200,000		200,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9548 Scott's Point Tile Bed and Drainage		
Department	Water		
Version	3 Management Review	Year	2024

Description

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
FROM KWTP Water RF68	20,000	20,000	
	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9548 Scott's Point Tile Bed and Drainage		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Scotts point Drainage ditch.jpeg



Municipality of Kincardine

Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Description

Aged infrastructure. Metal roof is rusting as noted in the Garland report,

Justification

Infrastructure is in desperate need to be replaced for the integrity of the building and water services. No known roof repairs since 1972. See images.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	130,000		130,000
Expenditures Total	130,000		130,000
Funding			
FROM KWTP Water RF68	130,000		130,000
	130,000		130,000
Funding Total	130,000		130,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

KWTP Roof Picture.JPG

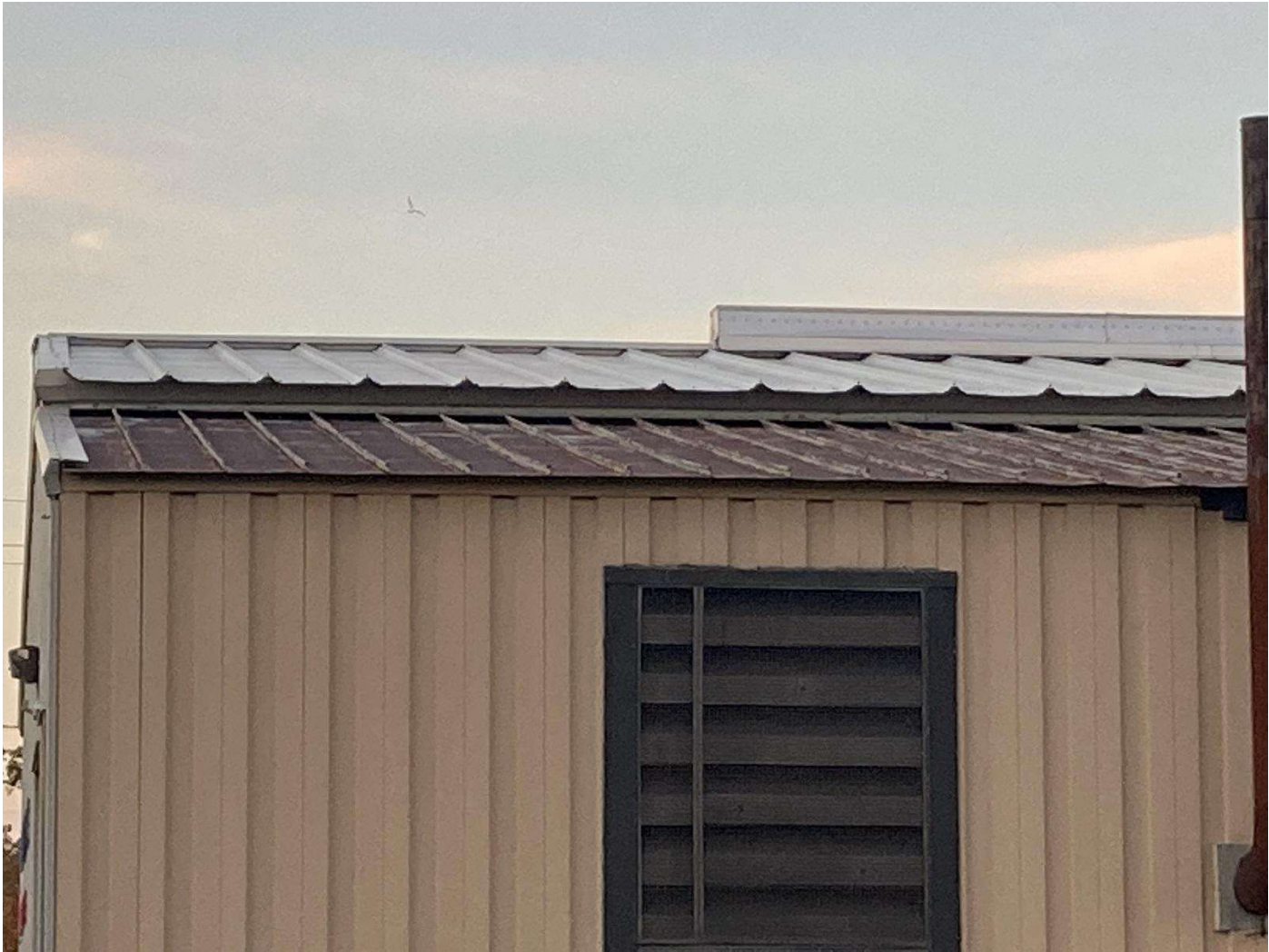


Municipality of Kincardine
Capital Projects

Project	G057 Kincardine WTP Roof Replacement		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

KWTP Roof.jpeg



Municipality of Kincardine

Capital Projects

Project	G074 Automatic Flushers (freeze proof) for Deadends		
Department	Water		
Version	3 Management Review	Year	2024

Description

Freeze Proof Automatic Flushers for Dead end water mains. It allows staff to assess any potential areas within the water distribution system where these may be installed to allow for seasonal flushing and improved chlorine residual.

Justification

Reg 170. Minimum Chlorine Residual - improved residual and reduces the need for staff to complete this work.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM KWTP Water RF68	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G080 Well Tiles		
Department	Water		
Version	3 Management Review	Year	2024

Description

Install well tiles at 7 existing well sites .

Justification

Provides a additional means of security to well head protection. Allows staff the opportunity to lock these tiles.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	14,000		14,000
Expenditures Total	14,000		14,000
Funding			
FROM KWTP Water RF68	14,000		14,000
	14,000		14,000
Funding Total	14,000		14,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G082 Arnow Drinking Water Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Description

Aged infrastructure.

Justification

Arnow drinking water system upgrades to electrical and chemical pumps. The generator will be assessed pending outcome of the current facility review. No known repairs and/or replacement to these items since 2008.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
FROM KWTP Water RF68	100,000		100,000
	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G084 Water Tower Rescue Kit		
Department	Water		
Version	3 Management Review	Year	2024

Description

The rescue kit is needed in the event anyone climbs the water towers. Similar to Confined Space the MOK must have its own plan in place. This plan would likely work with input from several groups and share-holders.

Justification

Currently there is no such kit, and therefore the MOK has no ability to climb tower in event of emergency.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM KWTP Water RF68	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Description

This funding is to replace two chemical pumps that are in need of replacement. This would provide a duty and standby pump.

Justification

Past life expectancy. No known replacement since 2002.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
FROM KWTP Water RF68	25,000		25,000
	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent Well.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent Well_2.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent Well_3.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent Well_4.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

Dent Well_5.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

\\tsclient\X\Budget\2023\Pictures\Dent - Board.jpeg



Municipality of Kincardine
Capital Projects

Project	G086 Dent Well Upgrades		
Department	Water		
Version	3 Management Review	Year	2024

Gallery

\\tsclient\X\Budget\2023\Pictures\Dent - Board1.jpeg



Municipality of Kincardine

Capital Projects

Project	G087 Briar Hill Well Poly System		
Department	Water		
Version	3 Management Review	Year	2024

Description

Replacement of 2x chemical chlorine pumps and 2x polymer pumps.

Justification

Aged infrastructure. No known replacement since 2002. Vital components in the treatment of water.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM KWTP Water RF68	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G091 KWTP Reservoir Waterproofing		
Department	Water		
Version	3 Management Review	Year	2024

Description

The top of the Kincardine Water Plant Reservoir is aged, and has some unusual areas that don't seem to be sealed properly. This could allow for the infiltration of groundwater through these areas and provide risk to the DWS. The funding would allow the reservoir to have earthworks removed from the surface area, cleaning, and then a waterproofing adhesive added to the top of the structure. The areas would be restored afterwards.

Justification

This project would provide significant life expectancy to the existing reservoir. It ensures no infiltration to the reservoir, and provides additional barriers for safe drinking water. This concern was noted by the Ministry of Environment Conservation and Parks in the 2023 DWS Inspection.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	50,000		50,000
General Contracting	200,000		200,000
Expenditures Total	250,000		250,000
Funding			
FROM KWTP Water RF68	250,000		250,000
	250,000		250,000
Funding Total	250,000		250,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G092 Kincardine Tower Chlorine Pumps		
Department	Water		
Version	3 Management Review	Year	2024

Description

Adding new chlorine pumps to the base of the Kincardine water tower to offset summer heat and issues that could come from low chlorine residuals.

Justification

This aligns with a new SOP created, that in the event lower chlorine residual starts to exist, staff have a secondary means of chlorine injection at the base of the Kincardine tower for improved drinking water reliability. This process has already been reviewed and approved by the local MOECP.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	7,500		7,500
Expenditures Total	7,500		7,500
Funding			
FROM KWTP Water RF68	7,500		7,500
	7,500		7,500
Funding Total	7,500		7,500

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Water	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	G093 Filter #1 Lining		
Department	Water		
Version	3 Management Review	Year	2024

Description

Filter #1 at the Kincardine Water Treatment Plant has a hairline crack within the cement. The best option would be to line this filter likely during upgrades to the plant when the replacement of filter media could occur.

Justification

While the crack is minor in nature, and doesn't pose any health related risks, it would be important long term to seal this up for the integrity of the cement.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM BEC Water RF68	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Water	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9464 Queen St Sewermain Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Reconstruction of Queen Street from Durham St to Durham Market South. Project breakdown Roads 33%, Wastewater 33%, Water 34%. Engineering to commence in 2021 with construction to begin in 2023. Construction costs are projected at \$7,050,000. Surface works to be completed in 2024.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Materials			
Engineering/Consultants			
General Contracting	1,989,075	1,989,075	
Expenditures Total	1,989,075	1,989,075	
Funding			
Debt Financing			
FROM Sewer RF67	128,500	128,500	
FROM KWTP Water RF68	1,532,075	1,532,075	
FROM Lifecycle RF82	328,500	328,500	
Funding Total	1,989,075	1,989,075	

Attributes

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

Municipality of Kincardine
Capital Projects

Project	9464 Queen St Sewermain Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Attributes		
Attribute	Value	Comment
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9465 Durham St Pump Station Upgrades 2022		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Mechanical and Electrical upgrades to the site were tendered in 2023 with a kickoff meeting held in December. Upgrades to the MCC panel, pump replacements, piping and a new generator were included in the tendered works.

Justification

Work was tendered and awarded in 2023. Due to lead times for the generator and MCC works will take place in 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	190,739	190,739	
General Contracting	1,250,000	1,250,000	
Expenditures Total	1,440,739	1,440,739	
Funding			
FROM Sewer RF67	1,440,739	1,440,739	
	1,440,739	1,440,739	
Funding Total	1,440,739	1,440,739	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9469 Park Street Pump Station and Forcemain Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Replacement of pumps, electrical, mechanical and piping as required by engineered design in 2022. Design and approvals only to a tender ready state. Engineering/design will be completed in 2024.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	164,697	164,697	
General Contracting			
Expenditures Total	164,697	164,697	
Funding			
Provincial Grants			
FROM Sewer RF67	164,697	164,697	
	164,697	164,697	
Funding Total	164,697	164,697	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9472 Mount Forest Ave Servicing		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Mt Forest reconstruction (development related)

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

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	165,000	165,000	
General Contracting	1,120,000	1,120,000	
Expenditures Total	1,285,000	1,285,000	
Funding			
Contribution from Developers	515,000	515,000	
	515,000	515,000	
FROM Sewer RF67			
FROM KWTP Water RF68			
FROM Lifecycle RF82	770,000	770,000	
	770,000	770,000	
Funding Total	1,285,000	1,285,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9473 Kincardine Ave Servicing		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Driven by development the project would include the extension (approx 100+ meters) of municipal water and sewer mains across the Highway 21 Corridor from Kincardine Ave.

Justification

Cost associated with the project will be borne by the developer.

Goal VGI 2: Provide infrastructure needed to accommodate planned growth.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	225,000	225,000	
General Contracting	1,725,000	1,725,000	
Expenditures Total	1,950,000	1,950,000	
Funding			
Contribution from Developers	1,950,000	1,950,000	
	1,950,000	1,950,000	
Funding Total	1,950,000	1,950,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9475 Sewer Flushing Repairs and Contingency		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Through the operating budget sewer flushing maintenance will be performed. This contingency will allow for the replacement of any found deficiencies.

Justification

Improve maintenance and establish trouble spots. Funding issues that are to arise. Second year of CLI compliance.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	27,500		27,500
Expenditures Total	27,500		27,500
Funding			
FROM Sewer RF67	27,500		27,500
	27,500		27,500
Funding Total	27,500		27,500

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9477 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Aged equipment, past useful life.

Justification

Transfer switch, electrical panel, floats.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	25,000	25,000	
Expenditures Total	25,000	25,000	
Funding			
FROM Sewer RF67	25,000	25,000	
	25,000	25,000	
Funding Total	25,000	25,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9477 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Kincardine SPS - Electrical.jpg



Municipality of Kincardine
Capital Projects

Project	9477 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Kincardine SPS - Transfer.jpg

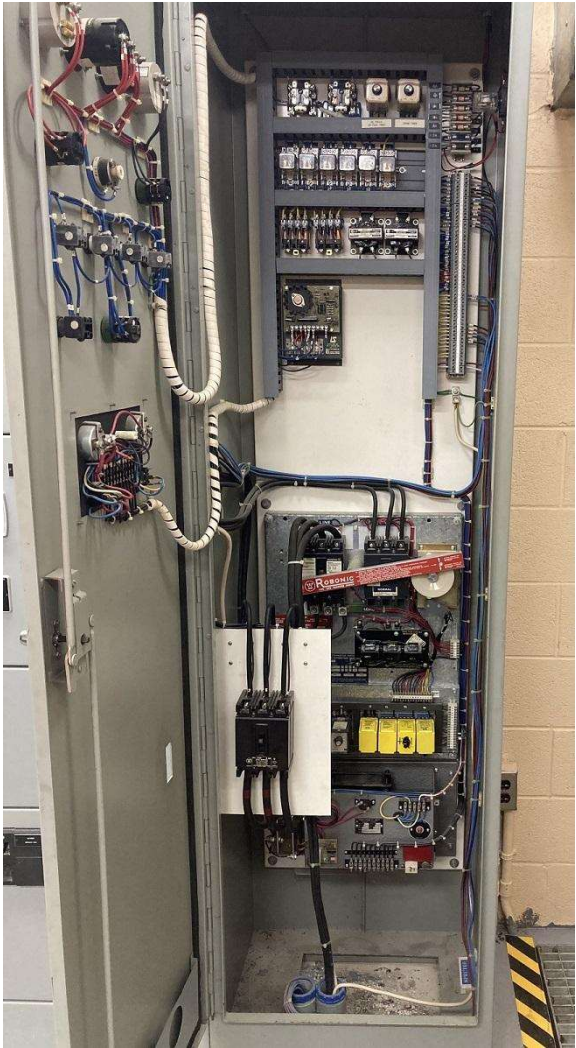


Municipality of Kincardine
Capital Projects

Project	9477 Kincardine Ave. Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Kincardine SPS - Transfer2.jpg



Municipality of Kincardine

Capital Projects

Project	9479 King St. Tiverton Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Aged equipment and structure, past useful life.

Justification

Shingle replacement, electrical upgrades, floats, transfer switch.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	25,000	25,000	
Expenditures Total	25,000	25,000	
Funding			
FROM Sewer RF67	25,000	25,000	
	25,000	25,000	
Funding Total	25,000	25,000	

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9479 King St. Tiverton Lift Station		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

King St - Transfer, Electrical.jpeg



Municipality of Kincardine

Capital Projects

Project	9481 Maple St Pump Station Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

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

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	100,000		100,000
General Contracting			
Expenditures Total	100,000		100,000
Funding			
Contribution from Reserve Fund			
FROM Sewer RF67	100,000		100,000
	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	9481 Maple St Pump Station Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Maple St.jpeg



Municipality of Kincardine
Capital Projects

Project	9481 Maple St Pump Station Upgrades		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Maple St1.jpeg



Municipality of Kincardine

Capital Projects

Project	9486 Replacement of Air Relief Valves		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Replacement of air relief valves in sanitary forcemain.

Justification

Many were installed in the 80's and 90's. They're a vital component to allow the forcemain to function properly and avoid premature failure.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	44,000	22,000	22,000
Expenditures Total	44,000	22,000	22,000
Funding			
FROM Sewer RF67	44,000	22,000	22,000
	44,000	22,000	22,000
Funding Total	44,000	22,000	22,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9487 WASTEWATER - INTERNAL/DONATED		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Contingency for pump replacements.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Contribution from Reserve Fund			
FROM Sewer RF67	30,000		30,000
	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	H055 Park St P.S Roof Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Aged infrastructure.

Justification

The infrastructure is in desperate need to be replaced for the integrity of the building and water services. We are unaware of any upgrade since 1977.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Sewer RF67	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	H056 Mahood Effluent Station Roof Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Aged infrastructure.

Justification

Following recommendations of Garland report. Missing shingles on south side of roof over UV Disinfection . Flat roof is in need of stone. Infrastructure is in need to be replaced for the integrity of the building and water services. No known repairs since 1976.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Sewer RF67	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	H056 Mahood Effluent Station Roof Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Effluent Stn roof.jpg



Municipality of Kincardine

Capital Projects

Project	H056 Mahood Effluent Station Roof Replacement		
Department	Wastewater		
Version	3 Management Review	Year	2024

Gallery

Effluent Stn roof_2.jpg



Municipality of Kincardine

Capital Projects

Project

H057 Durham St L.S Roof Replacement

Department

Wastewater

Version

3 Management Review

Year

2024

Description
Aged infrastructure.
Justification
This site is undergoing significant upgrades and we are recommending replacement of the Durham street roof to protect the integrity of the building and the new equipment within. There is major plant growth rooted on roof. No known repairs since 1991.

Budget		
	Total	Carryfwd 2024
Expenditures		
General Contracting	20,000	20,000
Expenditures Total	20,000	20,000
Funding		
FROM Sewer RF67	20,000	20,000
	20,000	20,000
Funding Total	20,000	20,000

Attributes		
Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	H066 Goderich Street Pump/ATS/Electrical		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

Replacing one of the pumps at the Goderich Sewage Station as aged infrastructure and also replacing ATS/Electrical that is aged and where replacement parts are no longer available.

Justification

Starting the process of replacing pumps at lift stations that are not slated for significant upgrades. Replace aging equipment and begin process of implementing a stagger into the equipment for operational performance and AMP. This site we are also looking at replacing aged ATS/Electrical system that parts are no longer available for.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
FROM Sewer RF67	55,000		55,000
	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	H067 Effluent Station Rack A UV Rebuild		
Department	Wastewater		
Version	3 Management Review	Year	2024

Description

A total rebuild of Rack A at the Kincardine Effluent Station. This ensures compliance and disinfection to the effluent being returned to the Lake. The station is starting to see failures on the bulbs, cards and sleeves.

Justification

Allows a total rebuild of one rack for compliance. Some parts of the rack will be reusable as replacement parts on Rack B, and work for failures. Enables department to establish a stagger in equipment and AMP.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
FROM Sewer RF67	30,000		30,000
	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Wastewater	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9557 KWMC - Construction of Cell #2 (B/C)		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

Cell 2C the third of three phases of Cell 2 was constructed in 2023. Staff continue to work with our consultants to finalize the works and to apply for MECP approval to utilize the cell.

Justification

Construction works were completed in 2023. Staff are working with our consultant to obtain the necessary approvals to utilize the next cell phase.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants			
General Contracting	213,995	213,995	
Expenditures Total	213,995	213,995	
Funding			
FROM Equipment Replacement Kinc	113,995	113,995	
FROM Lifecycle RF82	100,000	100,000	
	213,995	213,995	
Funding Total	213,995	213,995	

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Yard Improvements	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L012 Valentine Ave Upgrades		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

Groundwater electrical upgrades at rear of Valentine Avenue site. Safety risk for staff.

Justification

Past life expectancy. Was installed in 1993 and a failure could result in having a 3rd party truck leachate from site until repaired, adding additional expenses.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Lifecycle RF82	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L014 Elgin Market Building		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

Building requires substantial upgrades or demolition. Site is still used for Methane gas monitoring, so may need to make addition of equipment in the event the building is taken down.

Justification

Exterior is past life expectancy. Health and Safety concerns. Note, this building is located on school grounds.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Lifecycle RF82	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Buildings	
Project Type	Reconstruction	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L015 Landfill Monitoring Stations		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

A new monitoring well is required at the Bruce Landfill site. This has been identified by the MECP as part of our annual monitoring program. Other wells at the site have also been identified requiring attention.

Justification

The wells have been highlighted at Bruce site for replacement and placement of a new well. Funding may be needed for survey prior to establish boundaries.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	15,000		15,000
Expenditures Total	15,000		15,000
Funding			
FROM Lifecycle RF82	15,000		15,000
	15,000		15,000
Funding Total	15,000		15,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L016 Leachate Pump and Transfer Line		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

Investigate opportunities to directionally drill a return line from current Leachate facility to Cell 1 area. Installation of submersible pump is required.

Justification

Would eliminate any future Leachate transfer costs. Year to date, MOK has spent roughly \$9,000 in trucking and transfer costs.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Lifecycle RF82	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L017 Replace Waste Meter		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

The waste meter has stopped functioning. It picks up flows from the bottom of the digester and calculates how much is discharged into the waste tank.

Justification

Important process of treatment.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Lifecycle RF82	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L018 Replace Leachate Handheld Equipment		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

The leachate site has seen numerous pieces of equipment break or malfunction over the past two years. Most of this equipment was installed original and is mounted and monitors criteria. These include DO/MLSS probes and screens. Staff are looking to purchase handheld equipment that isn't continually in the leachate, and is used when operations are on-site. The objective is to prolong the equipment.

Justification

The current broken equipment requires replacement. It is vital for operations of the facility, and monitoring the effluent criteria we discharge.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
FROM Lifecycle RF82	25,000		25,000
	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	L019 Replace Sludge Transfer Pump		
Department	Waste Management		
Version	3 Management Review	Year	2024

Description

The pump at the base of the clarifier at the Leachate plant is starting to see some wear, and leakage around mechanical seal. Based on importance of this pump, and the breakdown of equipment a new pump has been budgeted for.

Justification

Vital part of treatment process. Without pump, plant would de-gas and cause effluent issues.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	15,000		15,000
Expenditures Total	15,000		15,000
Funding			
FROM Lifecycle RF82	15,000		15,000
	15,000		15,000
Funding Total	15,000		15,000

Attributes

Attribute	Value	Comment
Department	Waste Management	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9412 Storm Flushing Program Repairs/Contingency		
Department	Stormwater		
Version	3 Management Review	Year	2024

Description

This is a contingency to enable staff to perform repairs should issues come up through the operations maintenance flushing of existing mains.

Justification

To ensure proper maintenance, the operating budget allows staff to flush aged infrastructure for better maintenance and locate trouble spots. This contingency would allow staff to react and address issues as they become aware from the flushing program.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	32,500		32,500
Expenditures Total	32,500		32,500
Funding			
FROM Lifecycle RF82	32,500		32,500
	32,500		32,500
Funding Total	32,500		32,500

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Storm Sewer	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	Y008 Kincardine Kinloss Branch A Enclosure		
Department	Stormwater		
Version	3 Management Review	Year	2024

Description

The work included will provide an improvement to the existing Kincardine Kinloss Branch 'A' in accordance with Section 78 of the Drainage Act, R.S.O. 1990. The proposed works involve enclosing approx. 325 meters of the drain beginning at lots 59 and 60, Concession 3 north of Durham Road to Sideroad 30 road crossing.

The total cost of the project is estimated at \$355,000. In accordance with the Drainage Act costs shall be distributed among the upstream benefiting property owners. The municipality is responsible for the costs of the drain located within the Sideroad 30 ROW (\$70K).

Justification

The objective of the work is to provide drainage solution to help alleviate ponding, provide a subsurface drainage outlet, and improve the quality of the stormwater for the properties in the watershed as per Section 78 of the Drainage Act, R.S.O. 1990.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	355,000		355,000
Expenditures Total	355,000		355,000
Funding			
Contribution from Ratepayers	285,000		285,000
	285,000		285,000
FROM Lifecycle RF82	70,000		70,000
	70,000		70,000
Funding Total	355,000		355,000

Attributes

Attribute	Value	Comment
Department	Stormwater	
Asset Classification	Storm Sewer	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9130 Concession 2 and BR 23 Improvements		
Department	Roads		
Version	3 Management Review	Year	2024

Description

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

Future round about construction by the County.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	74,362	74,362	
Expenditures Total	74,362	74,362	
Funding			
Provincial Grants			
Contribution from Reserve Fund			
FROM Lifecycle RF82	74,362	74,362	
	74,362	74,362	
Funding Total	74,362	74,362	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9147 Tiverton Public Works Shed repairs		
Department	Roads		
Version	3 Management Review	Year	2024

Description

Painting and roof repairs of the public works shed.
 Roof \$9,000
 Paint/replace metal \$24,000

Completing facility review prior to investing money in this repair.

Justification

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	33,000	33,000	
Expenditures Total	33,000	33,000	
Funding			
FROM Lifecycle RF82	33,000	33,000	
	33,000	33,000	
Funding Total	33,000	33,000	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9150 Highway 21 & Russell Street Intersection		
Department	Roads		
Version	3 Management Review	Year	2024

Description

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

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	1,025,000	1,025,000	
Expenditures Total	1,025,000	1,025,000	
Funding			
Contribution from Developers	1,025,000	1,025,000	
	1,025,000	1,025,000	
Funding Total	1,025,000	1,025,000	

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	I013 Bruce Ave Reconstruction - Park St to Hwy 21		
Department	Roads		
Version	3 Management Review	Year	2024

Description

Full reconstruction from Park Street to Hwy 21. Includes water, storm, sanitary and an upgraded cross section to urban standard (curb/sidewalk). The cross section will mirror Bruce Ave from Park to Princes inclusive of on street bike lanes. Waste Water 16%, Water 9%, Roads 75%.

Justification

The existing road surface was compromised and returned to gravel from Wieck to Hwy 21 in 2023. This has imposed dust issues within the urban boundary which was addressed with a specialized product. While effective in addressing dust, potholes still developed creating safety issues and challenges meeting our minimum maintenance standard. Prior to asphalt removal, the existing road section was severely wheel rutted causing ponding water. In 2021 a streetscan was completed which provided values for the pavement condition index. Results for this area were: PCI=34 from Valentine to Hwy 21; PCI=53 from Park to Valentine. With the build out of the Stone Haven Subdivision and adjacent soccer fields, there are concerns with pedestrian safety. Currently there is no safe location for pedestrian travel between Park and Wieck.. Council approved an agreement with the Brown Development in late 2023; and the developer has 24 months to complete their servicing.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	200,500		200,500
General Contracting	2,874,500		2,874,500
Expenditures Total	3,075,000		3,075,000
Funding			
FROM Sewer RF67	500,000		500,000
FROM KWTP Water RF68	275,000		275,000
FROM Lifecycle RF82	1,775,000		1,775,000
	2,550,000		2,550,000
FROM CCBF RF71	525,000		525,000
	525,000		525,000
Funding Total	3,075,000		3,075,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Reconstruction	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	

Municipality of Kincardine

Capital Projects

Project	I013 Bruce Ave Reconstruction - Park St to Hwy 21		
Department	Roads		
Version	3 Management Review	Year	2024

Attributes		
Attribute	Value	Comment
Meets FADS Requirements?		

Gallery

bruceave.jpg



Municipality of Kincardine

Capital Projects

Project	I015 Roof Replacement Underwood Works Shop		
Department	Roads		
Version	3 Management Review	Year	2024

Description

The east roof

Justification

Currently the roof at the Underwood Works shed is 50 years old and has surpassed useful service life. The roof is leaking and could lead to potential health and safety hazards due to mold/mildew.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	75,000		75,000
Expenditures Total	75,000		75,000
Funding			
FROM Lifecycle RF82	75,000		75,000
	75,000		75,000
Funding Total	75,000		75,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	I062 Rural Paving - Con 8 - S/R 15 - Boundary		
Department	Roads		
Version	3 Management Review	Year	2024

Description

Asphalt surface replacement is required on Concession 8 from S/R 15 to the Boundary Road (road sections 26109-26112). The scope of the project includes pulverizing of existing asphalt, replacement or road culverts, clearing and grubbing of dead trees, cleaning of ditches, gravel application, placement of 50mm HL4 asphalt and shoulder gravel.

Scope also includes shoulder improvements and guardrail replacement as recommended in the 2023 OSIM report.

Justification

Significant deterioration, rutting, alligatored and popped asphalt all beyond repair. Current condition imposes safety issues and challenges for maintenance in current state. The PCI value of the road sections are: 19-20 (Serious) In order to maintain our rural road network, 6-8km of resurfacing is required annually.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	1,480,000		1,480,000
Expenditures Total	1,480,000		1,480,000
Funding			
Provincial Grants	1,480,000		1,480,000
	1,480,000		1,480,000
Funding Total	1,480,000		1,480,000

Attributes

Attribute	Value	Comment
Department	Roads	
Asset Classification	Roads	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	I062 Rural Paving - Con 8 - S/R 15 - Boundary		
Department	Roads		
Version	3 Management Review	Year	2024

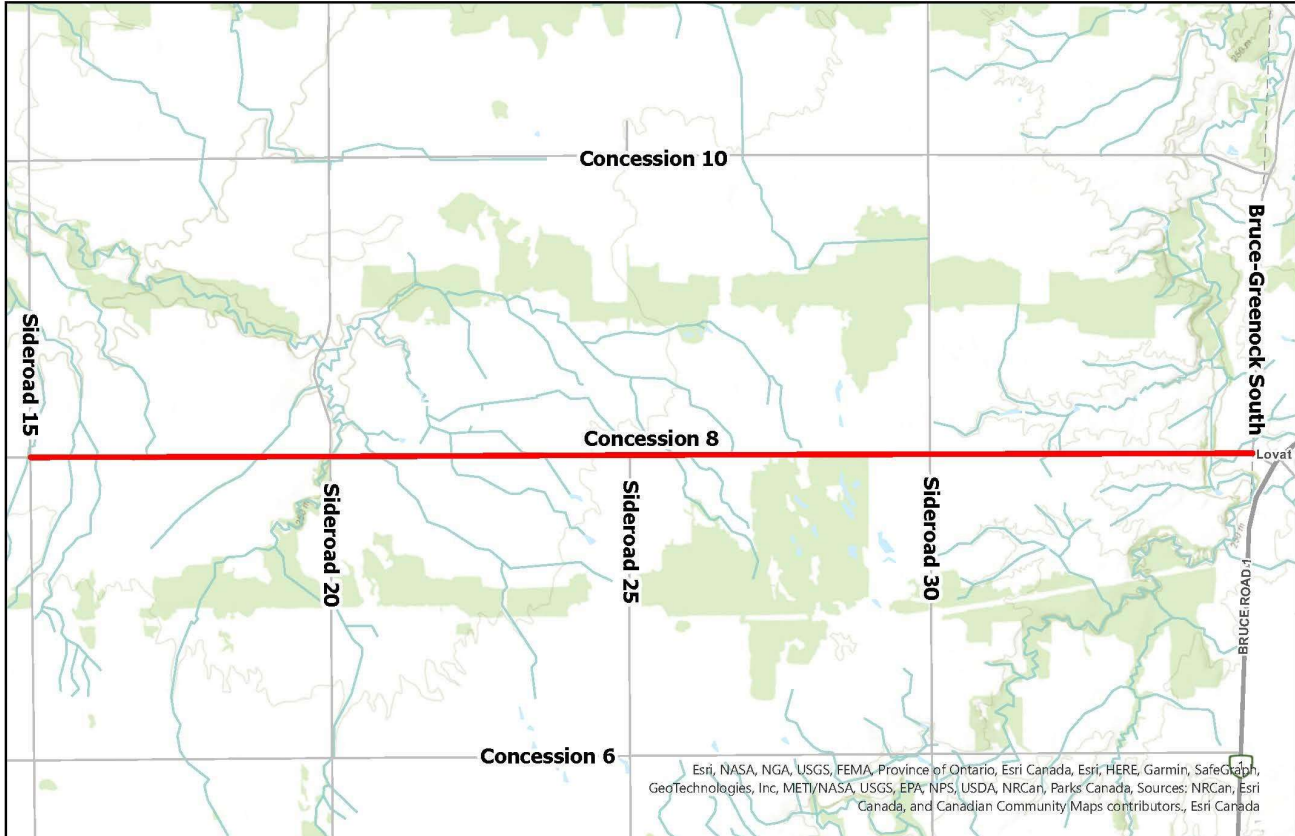
Gallery

Concession8-Paving (002).jpg



Concession 8 Paving Sideroad 15 to Bruce-Greenock South

— Section to be Paved



Municipality of Kincardine

Capital Projects

Project	I062 Rural Paving - Con 8 - S/R 15 - Boundary		
Department	Roads		
Version	3 Management Review	Year	2024

Gallery

P:\Common Public Works Docs\5 - F - Finance and Accounting\F05 - Budgets and Estimates\Budget\2024\Justifications\con 8.jpg



Municipality of Kincardine

Capital Projects

Project	9110 Brown's Hill Bridge 2121		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Description

2023 close out EA, engineering and Design and tender for 2025 bridge replacement.

Justification

By completing an EA (previously commenced and wrapping up late 2022) we can fully understand all replacement options and associated costs. Inspections were completed in 2023 and the draft report is recommending the bridge load posting be reduced to 15 tonne (currently at 20 tonne) The engineers report indicates that the bridge will only have 2 more service years remaining before it will require replacement or the road will require to be closed. The EA will be closed out and engineering items for this year including a final design and a tender package completed. Construction of the new bridge will go into the capital plan for 2025.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	11,666	11,666	
General Contracting			
Expenditures Total	11,666	11,666	
Funding			
Obligatory Reserve Fund Revenue			
FROM Lifecycle RF82			
FROM DCs-Roads & Related RF80	11,666	11,666	
	11,666	11,666	
Funding Total	11,666	11,666	

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9114 Various Culvert Repair		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Description

The annual culvert replacement consists of:
North Line Culvert - East of S/R 20
Erosion protection for structures 2117 and 2625.

Justification

Culverts have reached useful service life. The culverts were inspected and identified for replacement to avoid a failure. North Line culvert replacement was pushed from the 2023 capital budget last year due to another culvert on south line requiring urgent replacement and the North Line culvert coming in over budget. It requires replacement in 2024 due to deformation of culvert north end.

Erosion protection was identified within our 2023 OSIM inspections; in order to mitigate premature impact to the structures rip rap projection is required.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants			
General Contracting	250,000		250,000
Expenditures Total	250,000		250,000
Funding			
Provincial Grants			
Contribution from Reserve Fund			
Contribution from Reserve			
FROM Reserve-Capital			
FROM Lifecycle RF82	250,000		250,000
	250,000		250,000
Funding Total	250,000		250,000

Attributes

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

Municipality of Kincardine

Capital Projects

Project	9114 Various Culvert Repair		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Attributes		
Attribute	Value	Comment
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Gallery

Culvert



Municipality of Kincardine

Capital Projects

Project	J020 Bridge Master Plan		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Description

To provide a comprehensive review of all OSIM structures to assess use and impact of either temporary or permanent closure of structures that have failed or are near their end of useful life.

83 structures (81 large bridges and 2 small span culvert) are located within the municipality. On average the Municipality should be replacing five structures in any 5 year period to avoid a concentrated replacement program.

Justification

Aging structures that require \$21 million in repairs or replacement over the next 10 years. The plan will help to guide decisions with capital budget planning.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	90,000		90,000
Expenditures Total	90,000		90,000
Funding			
FROM Lifecycle RF82	90,000		90,000
	90,000		90,000
Funding Total	90,000		90,000

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	J034 PED Bridge 6 - Princes St - William St		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Description

Pedestrian Bridge 6 is located between Princes and William St. Rehabilitation consist of pier stabilization and framing reinforcement at the west bay.

Justification

The structure is a connecting link between Princes and William St. The bridge is heavily utilized by the public to access the KDSS property and downtown core. In the 2023 OSIM bridge inspections completed by BMROSS it indicated that Pier 2 will require protection due to the channel eroding under the foundation. In 2017 Pier 3, which is in the stream, required underpinning where they placed sheet piling around the foundation and filled with concrete to protect from further erosion. The same thing is happening with Pier 2 and will require the same type of repair in order to ensure that the pier has proper stability. The west section of bridge also requires some framing reinforcement that was identified as a deficiency in the bridge inspection.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	19,500		19,500
General Contracting	130,000		130,000
Expenditures Total	149,500		149,500
Funding			
FROM Reserve-Capital	149,500		149,500
	149,500		149,500
FROM Lifecycle RF82			
Funding Total	149,500		149,500

Attributes

Attribute	Value	Comment
Department	Bridges, Culverts, Storm	
Asset Classification	Bridges & Culverts	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	J034 PED Bridge 6 - Princes St - William St		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Gallery

Bridge 6



Municipality of Kincardine

Capital Projects

Project	J034 PED Bridge 6 - Princes St - William St		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Gallery

Bridge 6



Municipality of Kincardine

Capital Projects

Project	J034 PED Bridge 6 - Princes St - William St		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Gallery

Bridge 6



Municipality of Kincardine

Capital Projects

Project	J034 PED Bridge 6 - Princes St - William St		
Department	Bridges, Culverts, Storm		
Version	3 Management Review	Year	2024

Gallery

Bridge 6



Municipality of Kincardine

Capital Projects

Project	9278 CS - New Mower - Parks		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

This mower will be replacing the Cub Cadet Zero Turn mower that is at end of life (existing mower was kept after replacement from Cemetery operations)

- Zero Turn mower with 96" deck (ExMark or similar)
- Diesel engine

Justification

The new parks zero turn will be diesel, which will significantly expand its lifespan and will be fixed with a larger deck for mowing wide park areas. This mower will be crucial in the Parks department's ability to mow larger parks in areas that were previously contracted out, such as, Inverhuron, Bervie, and Tiverton, where our current wide area mower is not able to go. The reduction in grass cutting contractor funds in 2023 have precipitated the need for this mower, but with this mower, there may be future opportunities to eliminate more contracted cutting to realize savings in operating.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	65,000		65,000
Expenditures Total	65,000		65,000
Funding			
FROM Lifecycle RF82	65,000		65,000
	65,000		65,000
Funding Total	65,000		65,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9278 CS - New Mower - Parks		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Parks Mower



Municipality of Kincardine
Capital Projects

Project	9278 CS - New Mower - Parks		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

P:\Common Public Works Docs\5 - F - Finance and Accounting\F05 - Budgets and Estimates\Budget\2024\Justifications\Lazer-Z-X-



Municipality of Kincardine

Capital Projects

Project	9280 OPS - Replacement One Ton Dump Truck 5561		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

2005 Ford 259317kms.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	98,828	98,828	
Expenditures Total	98,828	98,828	
Funding			
FROM Lifecycle RF82	98,828	98,828	
	98,828	98,828	
Funding Total	98,828	98,828	

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9283 OPS Replacement Single Axel Plow/Sander 3419		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

Ordered in Q1 2023, expected to be delivered in 2024.

Justification

The unit was ordered and is pending delivery once fully built.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	375,000	375,000	
Expenditures Total	375,000	375,000	
Funding			
FROM Community Benefits RF75	325,000	325,000	
	325,000	325,000	
FROM DCs-Public Works & Fleet	50,000	50,000	
	50,000	50,000	
Funding Total	375,000	375,000	

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9497 3/4 Ton Sewer Van 4399 Replacement		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

2014 Dodge Ram-65,000kms

Procured in Q4, lead time pushes unit for delivery in 2024.

Justification

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

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	60,000	60,000	
Expenditures Total	60,000	60,000	
Funding			
T-Sale of Goods & Services	25,000	25,000	
	25,000	25,000	
FROM Sewer RF67	35,000	35,000	
	35,000	35,000	
Funding Total	60,000	60,000	

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

2000 Cat Compactor replacement with a refurbished unit.

Justification

This unit is at the KWMC to compress waste material. Compressing materials extends the capacity of the cell.

The engine for this unit has been rebuilt in 2018 and has 16,000 hours in running time on that engine. The 5 year cost for repairs exceeds \$30,000 and requires an extensive list of further repairs. If the unit is not replaced it is at risk of being tagged out of service due to lengthy list of issues. Staff are recommending replacing the unit with a refurbished unit at a cost of \$570,000; a new unit would cost approximately \$1.1M.

Some issues with the unit include overheating with all fluids topped up, rad cleaned and an outdoor ambient temp of 2°C. During summer months the unit is red lining (overheating) within 15 minutes, and then it's inoperable for the next 10 minutes while it cools at an idle. Exterior issues include severe corrosion. Inside the cab there is mold and moss which are posing health issues to the operator.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	570,000		570,000
Expenditures Total	570,000		570,000
Funding			
FROM Lifecycle RF82	570,000		570,000
	570,000		570,000
Funding Total	570,000		570,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine

Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine
Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine
Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine
Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine

Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine
Capital Projects

Project	K015 ES - KWMC -Compactor 4449 Refurb		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Compactor



Municipality of Kincardine

Capital Projects

Project	K018 OPS- Replacement Tandem Plow/Sander 3460		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

2009 International Plow Truck with 281,000 kilometres. Truck is currently 14 years old and looking to replace in 2025. Asking for pre-approval for funds in 2024 to place order for new plow truck as turn around times are 12-16 months. Truck is anticipated to arrive in 2025.

Justification

Fleet replacement program. Unit has reached useful service life. Asking for pre-approval of funds to place order for truck so that unit arrives in 2025 for proper replacement. Truck has frame separation that will limit the timing for it being able to pass the safety inspection for road use if continued service is needed. The overall age of the unit is at the point that more major money is going to be needed each year to keep the plow in good running condition. The replacement schedule is to ensure that wasted money is not being put into an old unit to keep it operational.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	425,000		425,000
Expenditures Total	425,000		425,000
Funding			
FROM Lifecycle RF82	425,000		425,000
	425,000		425,000
Funding Total	425,000		425,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K018 OPS- Replacement Tandem Plow/Sander 3460		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Plow Truck



Municipality of Kincardine

Capital Projects

Project	K018 OPS- Replacement Tandem Plow/Sander 3460		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Plow Truck



Municipality of Kincardine

Capital Projects

Project	K018 OPS- Replacement Tandem Plow/Sander 3460		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Plow Truck



Municipality of Kincardine

Capital Projects

Project	K018 OPS- Replacement Tandem Plow/Sander 3460		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Plow Truck



Municipality of Kincardine

Capital Projects

Project	K025 OPS- Replacement Riding Mower Cemetery 5559		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

2019 Cub Cadet Zero Turn mower with 1249 hrs

Justification

Recommend replacement of unit while current unit still has good trade in value and that repairs on the unit do not add up to a great and significant cost. Future usage of current unit will begin to start experiencing higher maintenance and down time. Recommend replacement so that reliability of equipment is still at an acceptable level.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	23,000		23,000
Expenditures Total	23,000		23,000
Funding			
T-Sale of Goods & Services	5,000		5,000
	5,000		5,000
FROM Lifecycle RF82	18,000		18,000
	18,000		18,000
Funding Total	23,000		23,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K025 OPS- Replacement Riding Mower Cemetery 5559		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Cemetery Mower



Municipality of Kincardine

Capital Projects

Project	K030 Boom Mower Pro Saw- Attachment		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

Bomford Buzzard Pro Saw Attachment- last year we received the Bomford buzzard roadside brushing unit that attached to the 3-point hitch of the tractor. The pro saw head is an accessory to the unit that has circular saw blades for trimming roadside tree growth.

Justification

Attachment for current existing unit. Will allow for staff to cut roadside tree canopy growth back quickly and efficiently from the roadside to ultimately gain the full travel portion of the roadway as well as an unobstructed shoulder throughout the Municipality. The pro saw attachment will allow for staff to safely cut the roadside tree branches and growth more safely while being inside the tractor and this will also reduce the need for traffic control while working on the side of the road.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM Lifecycle RF82	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K030 Boom Mower Pro Saw- Attachment		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

boomsaw.jpg



Municipality of Kincardine

Capital Projects

Project	K031 ES - Replacement of Half Ton truck 4394		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

Replacement of 2017 half ton pickup truck with 156,000Kms. To be funded from sanitary sewer reserve fund. Budget amount included funds for safety lighting.

Justification

The 2017 unit will be replaced, and the current unit will be repurposed to another department by filtering down and ultimately replacing the 2008 Dodge pickup in parks that is past its useful service life. By filtering down the 2017 unit, it will be done so that we are not investing wasted money into a unit that should be surplus within the fleet strategy.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	90,000		90,000
Expenditures Total	90,000		90,000
Funding			
FROM Sewer RF67	90,000		90,000
	90,000		90,000
Funding Total	90,000		90,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K031 ES - Replacement of Half Ton truck 4394		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

pickup.jpg



Municipality of Kincardine

Capital Projects

Project	K047 OPS -3454 P/U Truck		
Department	Fleet		
Version	3 Management Review	Year	2024

Description
2019 Half Ton pickup truck with 167,000 Kms
Justification
The 2019 pickup is a patrol truck unit that accumulates more kilometers by inspecting the roadways especially during the winter season to meet our minimum maintenance standards. With the unit having more kilometers accumulated this unit will be replaced and the current unit will then be filtered to another department to ultimately replace and surplus the 2008 Dodge pickup in cemeteries. This will ensure that the replaced patrol truck will be a reliable unit and that the 2019 pickup will be utilized to make ensure that we are not continuously investing wasted money in a unit that is past its useful service life.

Budget			
	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	90,000		90,000
Expenditures Total	90,000		90,000
Funding			
FROM Equipment Replacement Roads	90,000		90,000
FROM Lifecycle RF82			
	90,000		90,000
Funding Total	90,000		90,000

Attributes		
Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K047 OPS -3454 P/U Truck		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

pickup



Municipality of Kincardine

Capital Projects

Project	K056 Ice Resurfacer		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

The current ice resurfacer at the Tiverton Sports Centre was purchased in 2005 and has approx. 3300 hours on it, but has the need for constant repair. \$5,000 in repairs have been spent to date this year.

Justification

The plan is to purchase a Electric ice resurfacer with a laser, the laser will help with the ice maintenance and it helps keep the ice at an appropriate thickness, which will help in hydro savings.

The electric Ice Resurfacer would save approximately \$4,000.00 a year in Propane Costs. The Olympia unit currently housed at the Davidson Centre would be relocated to Tiverton and the new unit would be used at the Davidson Centre.

Based on current projections and industry demand for production we would be looking at tendering for a new machine in 2024 and anticipate its arrival in 2025.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	150,000		150,000
Expenditures Total	150,000		150,000
Funding			
FROM Lifecycle RF82	150,000		150,000
	150,000		150,000
Funding Total	150,000		150,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K056 Ice Resurfacer		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Ice Resurfacer



Municipality of Kincardine
Capital Projects

Project	K056 Ice Resurfacer		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Ice Resurfacer1



Municipality of Kincardine

Capital Projects

Project	K091 MEC-Vehicle Scanner - Diagnostics		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

This scanner can scan all our equipment graders, loaders, tractors and plow trucks reading any engine code, transmission codes or any other error codes that may happen. It also allows the mechanics to run diagnostic test on engines emissions and other systems on these units.

Justification

Currently units are outsourced when the need to determine an error code happens. Having a scanner in house will save time and money by not having to send this work out to have codes scanned and cleared. It will also allow the mechanics to scan down units on the side of the road and possibly repair on site rather than paying for a tow to the shop.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	24,000		24,000
Expenditures Total	24,000		24,000
Funding			
FROM Equipment Replacement Roads	24,000		24,000
FROM Lifecycle RF82			
	24,000		24,000
Funding Total	24,000		24,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	New Acquisition	
Priority	Very High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	K092 OPS-Barrier Mower		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

Barrier Mower is used to cut grass and growth under roadside crash barriers (guide rails), fence posts, fence wires and round the base of trees. The unit is attached to a tractor unit.

Justification

The use the mower would save time on manual labour using weed whippers and allow for more frequent cutting along roadsides. Improved safety for staff as opposed to manually cutting along roadsides and traffic control. Many locations put staff in situations with poor sight lines through manual trimming; this unit will remove that risk on our staff and make the overall operation more efficient by allowing other staff to be deployed for other tasks.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
FROM Equipment Replacement Roads	80,000		80,000
FROM Lifecycle RF82			
	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K092 OPS-Barrier Mower		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

barrier mower.jpg



Municipality of Kincardine

Capital Projects

Project	K095 CS-New Skid Steer		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

New Acquisition. Community Services (Parks Dept.) is requesting a Skid Steer with a bucket and forks to be added to the fleet to fill a gap in the department's ability to access beach areas, access tight spots along trails, lift heavy loads, grade gravel parking areas, and push snow.

- o Skid Steer Loader with Bucket and Forks
- o 60-75 HP with cab ; Diesel

Justification

Currently, the department requires to lift heavier loads as part of day to day operations. Parks is continuously in a position of having to borrow the John Deere loader from Infrastructure and Development when it is available based on their needs.. This requires, unloading trucks, moving concrete barriers, moving bleachers, and other heavier items. It requires coordination and support from I&D. This limits Park's efficiency in completing their operations in a timely manner and has resulted in complaints in the past.

Furthermore, the I&D loader is too large to access trail and small park areas, without creating extensive damage to trails and parks and cannot access the beach in many areas.

Parks' current John Deere Tractors also present a tipping hazard along many sections of our trail where there are steep or narrow paths that would be safely accessed by Skid Steer.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	90,000		90,000
Expenditures Total	90,000		90,000
Funding			
FROM Lifecycle RF82	90,000		90,000
	90,000		90,000
Funding Total	90,000		90,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Vehicles	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K095 CS-New Skid Steer		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

Kubota-SSV65.jpg



Municipality of Kincardine

Capital Projects

Project	K096 ES-Enclosed Cargo Trailer		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

The ES group is looking to purchase an enclosed trailer to house the current mainline sewer camera, and other equipment. This will also be used for things like traffic control signs, tools for larger jobs being completed at various remote sites. The staff has a 3/4 ton truck now capable of pulling the trailer with ease.

Justification

The 3/4 ton van was slated for replacement in 2023. This vehicle was not an effective piece of equipment for the department. The purchase of an SUV for the utility locator position works to function better at a lower cost. The excess funds would be used to purchase the trailer, house the camera, and work as traveling work station for staff to complete multiple functions.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Sewer RF67	10,000		10,000
FROM KWTP Water RF68	10,000		10,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K096 ES-Enclosed Cargo Trailer		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

6-x-12-enclosed-trailer-with-ramp-



Municipality of Kincardine

Capital Projects

Project	K097 Roadside Flail Mower Attachment		
Department	Fleet		
Version	3 Management Review	Year	2024

Description

Purchase new roadside flail mower rear 3 pt hitch unit for cutting roadside grass throughout the Municipality.

Justification

Current unit is 2018 and has needed significant repairs over the last two summers leading to significant downtime of the roadside mower during peak season operations. Since this is currently our sole unit we were required to borrow a unit from the neighbouring municipality to get us through the grass cutting season. Parts for current unit have also been increasingly difficult to source and we are also faced with long wait time for the parts to arrive. The new unit would act as the front-line machine and the current flail mower would be a backup if needed throughout the grass cutting season.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM Lifecycle RF82	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Fleet	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine
Capital Projects

Project	K097 Roadside Flail Mower Attachment		
Department	Fleet		
Version	3 Management Review	Year	2024

Gallery

roadside mower.jpg



Municipality of Kincardine

Capital Projects

Project	O013 Hydro Service Upgrade		
Department	Airport		
Version	3 Management Review	Year	2024

Description

Upgrade existing hydro service to increase capacity.

Justification

The existing hydro service to the airport is under capacity and requires to be upgraded to support current and future growth in terms of completing the construction of additional hangers to increase revenue for the Municipality. Currently Hydro One is completing a design for the transformer components required and once the design is complete staff can process and receive quotes to get an accurate figure for the overall cost of the upgrade project. The hydro service upgrade will be cost shared between all the benefiting stakeholders of the electrical upgrade project.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	150,000		150,000
Expenditures Total	150,000		150,000
Funding			
Contribution from Ratepayers	150,000		150,000
	150,000		150,000
Funding Total	150,000		150,000

Attributes

Attribute	Value	Comment
Department	Airport	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9539 Phase 2 Cityworks Software Implementation		
Department	General		
Version	3 Management Review	Year	2024

Description

Expansion of Cityworks to other municipal departments. Involves the creation of templates for inspections and work orders. Next phases include Community Services and Corporate Services.

Justification

The Infrastructure team is currently using our service request and work order platform within the Cityworks tool. Next steps are to expand to other municipal areas which will allow for a cross-functional operation of all departments, streamlining and making processes consistent. This provides a consistent platform for ratepayers regardless of the department they are dealing with and allows staff to access a full history of issues related to specific matters.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	113,824	48,824	65,000
Expenditures Total	113,824	48,824	65,000
Funding			
Contribution from Reserve Fund			
FROM Lifecycle RF82	113,824	48,824	65,000
	113,824	48,824	65,000
Funding Total	113,824	48,824	65,000

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	V001 EV Charging Station Queen St Parking Lot - Replacement		
Department	General		
Version	3 Management Review	Year	2024

Description

In 2015 as part of the Queen Street Parking Lot reconstruction project a double unit EV charging station was donated the Municipality by Bruce Power, with the help of its partner Plug'N Drive. The original unit provided hydro at no cost to the user. In 2019 Green Lots (the EV support system) decommissioned the unit rendering it a "plug and play" service as the unit was obsolete and they were no longer able to provide support service. The cost to operate the units are unknown as the hydro usage is incorporated into the streetlighting billing for the lot. The unit has been out of service since May of 2023. The units would be replaced with level 2 charging units at this site.

Justification

Staff received multiple calls from tourists and residence who utilize the charging station on a regular basis. As the transition to a sustainable transportation sector is ongoing and keeps moving towards an electrified and non-fossil fuel based industry, the EV stations are an important service to our community.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM Community Benefits RF75	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Protect and preserve our environment	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	V002 New EV Charging Station Victoria Park		
Department	General		
Version	3 Management Review	Year	2024

Description

Install a new Level 3 EV charging unit at Victoria park.

Justification

In conjunction with the EV ChargeON program, staff are suggesting the addition of a level 3 charging unit around the Victoria Park area. This will provide a fast charge location in the downtown core. If successful under the grant program, we would receive 75% funding. The economy continues to shift to electrification and the addition of another unit in our downtown core will help support those overall needs.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	125,000		125,000
Expenditures Total	125,000		125,000
Funding			
Provincial Grant	90,000		90,000
	90,000		90,000
FROM Lifecycle RF82	35,000		35,000
	35,000		35,000
Funding Total	125,000		125,000

Attributes

Attribute	Value	Comment
Department	General	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan		
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	9614 Red & Green 10KM Loop		
Department	Trails		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE

Staff have reassessed the area in question with members of the Trails Group. A change in focus has developed a concise scope of work for an RFP.

RFP will be issued in Q1 2024 with anticipated work to be completed in late spring 2024 depending on conditions.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	80,000	80,000	
Expenditures Total	80,000	80,000	
Funding			
Donations	80,000	80,000	
	80,000	80,000	
Funding Total	80,000	80,000	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	New Construction	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9615 Birchwood Public Walkway Improvements		
Department	Trails		
Version	3 Management Review	Year	2024

Description

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

June 12/23: Remove the installation of the stairs from the upper-level bluff to the mid-level bluff connecting to the Birchwood Trail.

Justification

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

2024 BUDGET UPDATE

Staff have met with SVCA and adjacent land owner to determine process moving forward.

Preference is steps as opposed to a perpendicular trail due to potential added operations that will occur due to washouts on the trail.

Staff have retained engineering firm for design elements and RFP development. Cost is anticipated to be over \$20,000. It is anticipated that staff will need to come back to Council for additional funds for construction.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
FROM Lifecycle RF82	20,000	20,000	
	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Equipment	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	No	

Municipality of Kincardine

Capital Projects

Project	9615 Birchwood Public Walkway Improvements		
Department	Trails		
Version	3 Management Review	Year	2024

Gallery

Birchwood.jpg



Municipality of Kincardine

Capital Projects

Project	N012 TRAILS Ash Tree Removal		
Department	Trails		
Version	3 Management Review	Year	2024

Description

Removal of hazard Ash Trees along the Trail network in accordance with tree survey report.

Justification

Condition of existing Ash Trees is considered a potential hazard for trail users and those working on the trails. This will be a multi-year project fell hazard trees.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
FROM Reserve-Capital	60,000		60,000
	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	N013 TRAILS Bollards & P-gates		
Department	Trails		
Version	3 Management Review	Year	2024

Description

Installation and procurement of bollards a trail accesses.

Justification

For the safety of patrons on the trails and for the elimination of motorized vehicles entering trails network. Permanent bollards that can be opened for municipal or emergency vehicle access. Will assist with safety concerns.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Lifecycle RF82	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Trails	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	N013 TRAILS Bollards & P-gates		
Department	Trails		
Version	3 Management Review	Year	2024

Gallery

Trails



Municipality of Kincardine

Capital Projects

Project	9611 Buildings Review - Multiple Facilities		
Department	Parks		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE: RFP for the project has closed and staff are currently reviewing bids to determine a preferred candidate.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment			
Engineering/Consultants	60,000	60,000	
Expenditures Total	60,000	60,000	
Funding			
FROM Reserve-Capital	60,000	60,000	
	60,000	60,000	
Funding Total	60,000	60,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Improve organization efficiency and be more innovative	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9622 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Backstops at the Connaught Diamonds are in need of replacement. The fence at all of these facilities is inadequate to prevent fly balls from hitting onlookers and is curling behind the batter's box. Replacement of these backstops will reduce the maintenance costs on fences from the operating budget. Currently at Connaught park, hard ball is played on each of the diamonds. The back stop fencing currently in place is not meant for hardball and therefore not the appropriate size.

Justification

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

2024 BUDGET UPDATE:

Construction on the backstop will begin in Q4 of 2023.

It is anticipated that construction will be completed in Q1 or Q2 of 2024 dependent on contractor availability.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	80,000	80,000	
Expenditures Total	80,000	80,000	
Funding			
FROM Lifecycle RF82	80,000	80,000	
	80,000	80,000	
Funding Total	80,000	80,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9622 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

diamond 2 backstop.jpg



Municipality of Kincardine
Capital Projects

Project	9622 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Tout field low Fences.jpg



Municipality of Kincardine

Capital Projects

Project	9622 Connaught park - diamond 2 backstop		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Tout Roadside Fence.jpg



Municipality of Kincardine

Capital Projects

Project	9624 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024BUDGETUPDATE: Materials have been purchased and posts are in the ground with board installation occurring in Q1/2. This will complete the south side of the marina where safety issues exist. It will not complete the entire west side of the marina, however staff will attempt to finalize the west side when the boardwalk is completed.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
FROM Lifecycle RF82	20,000	20,000	
	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Yard Improvements	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9624 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\fence\IMG_0309.jpg



Municipality of Kincardine

Capital Projects

Project	9624 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\fence\IMG_0401.jpg



Municipality of Kincardine
Capital Projects

Project	9624 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\fence\IMG_0404.jpg



Municipality of Kincardine

Capital Projects

Project	9624 Station Beach - fence along marina		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\fence\IMG_0405.jpg



Municipality of Kincardine

Capital Projects

Project	9626 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2024

Description

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

Justification

The washroom facilities will be enhanced to make them compliant with the FADS. This will include widening of the exterior doors, changing of washroom fixtures, replacement of the exterior shower and water fountain, as well as, improving the draining out front of the facility to avoid pooling of runoff water.

2024 BUDGET UPDATE

Extra funds are being requested to fund masonry work that is required for the removal and replacement of the existing doors to make them FADS compliant.

This project was delayed due to supply chain issues as well staff capacity due to emergency work requirements on other infrastructure malfunctions that were priority tasks.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	65,000	45,000	20,000
Expenditures Total	65,000	45,000	20,000
Funding			
FROM Community Benefits RF75	65,000	45,000	20,000
	65,000	45,000	20,000
Funding Total	65,000	45,000	20,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Enhance the experience at the lakefront	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	9626 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\south washroom\IMG_0394.jpg



Municipality of Kincardine

Capital Projects

Project	9626 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\south washroom\IMG_0396.jpg



Municipality of Kincardine

Capital Projects

Project	9626 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\south washroom\IMG_0416.jpg



Municipality of Kincardine
Capital Projects

Project	9626 Station Beach - remodel, AODA upgrades		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\south washroom\IMG_0417.jpg



Municipality of Kincardine

Capital Projects

Project	9635 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Staff is seeking approval to commence drawings for the replacement of the existing boardwalk due to the age and condition of it. Future construction would be considered in 2025.

Justification

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

2024 BUDGET UPDATES

In 2023 staff repaired some of the boards on the existing boardwalk to ensure patrons had a safe way of travel.

In September 2023 staff launched an RFP and approved a bid in October for design for a new board walk. Community engagement occurred in November and will continue until the end of December.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	50,000	50,000	
Expenditures Total	50,000	50,000	
Funding			
FROM Community Benefits RF75	50,000	50,000	
FROM Lifecycle RF82			
	50,000	50,000	
FROM Parkland Trust RF55			
Funding Total	50,000	50,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Yard Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Enhance the experience at the lakefront	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	9635 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\board walk condition\IMG_0304.jpg



Municipality of Kincardine

Capital Projects

Project	9635 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\board walk condition\IMG_0398.jpg



Municipality of Kincardine

Capital Projects

Project	9635 Station Beach - boardwalk design development		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Station beach\current state\board walk condition\IMG_0400.jpg



Municipality of Kincardine

Capital Projects

Project	9644 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2024

Description

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

Justification

First step is to start the consultation and design efforts with an architect. Then once we have an approved design we would add this to the 2025 capital budget for consideration

2024 BUDGET UPDATE

Project has been awarded and community engagement will occur in Q1 2024. Staff preferred to delay this process due to multiple existing community engagement already occurring with other projects. Anticipated completed Q3/4 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	25,000	25,000	
General Contracting			
Expenditures Total	25,000	25,000	
Funding			
Contribution from Reserve Fund			
FROM Community Benefits RF75	25,000	25,000	
FROM Lifecycle RF82			
	25,000	25,000	
Funding Total	25,000	25,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	9644 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Victoria Park Gazebo



Municipality of Kincardine

Capital Projects

Project	9644 Victoria Park - new band shell design, consultation		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Victoria Park Gazebo 2



Municipality of Kincardine

Capital Projects

Project	9654 Beach access points - steps assessment		
Department	Parks		
Version	3 Management Review	Year	2024

Description

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

Justification

Currently these are a safety issue and liability for the municipality

2024 BUDGET UPDATE:

Project was delayed due to lack of resources with the vacancy of the Parks and Recreation Manager.

Staff have now retained an engineering firm for recommendations moving forward.

Completion of mapping for each step is being finalized currently. The costs for assessment still is within budget and staff anticipate completion by Q2 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	25,000	25,000	
General Contracting			
Expenditures Total	25,000	25,000	
Funding			
FROM Lifecycle RF82	25,000	25,000	
	25,000	25,000	
Funding Total	25,000	25,000	

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	P043 PARKS Tiverton Splash Park		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Splash pad to complement the features in the Tiverton Lions Park.

Tiverton Lions Club requesting pre-budge approval to commence the RFP component of the project in advance of 2024 construction date.

The municipal contribution of \$5,000 includes rental equipment for the purposes of supplying the connections to the water supply.

Justification

To provided added features to the Tiverton Lions Park.
Community is growing with additional families.

Splash pads foster physical development, providing sensory stimulation through tactile interactions with water sprays, streams and jets.

The are totally accessible for all ages and abilities free of charge.

They can also foster social development as splash pads are a popular meeting place, giving all users the chance to interact with each other in a common play area.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	300,000		300,000
Expenditures Total	300,000		300,000
Funding			
Donations	295,000		295,000
	295,000		295,000
FROM Lifecycle RF82	5,000		5,000
	5,000		5,000
Funding Total	300,000		300,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land	
Project Type	New Construction	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	P047 CS-Loader Arm and Bucket (JD3033)		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Purchase of new loader arms and bucket for the existing parks John Deere 3033 tractor. Age of tractor is 2017.

Justification

Parks currently has 1 John Deere 3033 tractor without loader arms or a bucket. This limits the tractor's utility and can result in rental costs on jobs where multiple loader buckets are required (ex. playground surface replacement). This also impacts operations in completing tasks in a reasonable time.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
FROM Lifecycle RF82	25,000		25,000
	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Improve organization efficiency and be more innovative	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	P047 CS-Loader Arm and Bucket (JD3033)		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Tractor



Municipality of Kincardine

Capital Projects

Project	P049 PARKS Reunion Park Sewer Line Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Excavate to check the integrity of the hydro service to the Snack Shack and cap existing damaged sewer line. This is due to aging infrastructure and high usage.

The infrastructure runs the Snack Shack east under the beach volleyball courts to Reunion Park Washrooms out to Huron Terrace.

Added Note: The municipality does not receive revenue for the land that houses the Snack Shack. The Beach Volleyball Club is currently paying off their funding for construction of the courts, with anticipated completion in 2026 at which time they will begin paying for leased space for the courts.

Justification

If not completed, this will be an issue with sewer back up into existing facilities such as the washroom, fish cleaning and Snack Shack.

Should this project not be completed it is possible that the existing sewer line could seep into the ground (while it is currently disconnected, it is likely that there may be material in the pipe).

Further, should blockages continue to happen, the public washrooms, fish cleaning and Snack Shack could be affected with closures. In the event of closures and the need for emergency work, this will have an unplanned impact to the operating budget.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	55,000		55,000
Expenditures Total	55,000		55,000
Funding			
FROM Lifecycle RF82	55,000		55,000
	55,000		55,000
Funding Total	55,000		55,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Wastewater	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	P049 PARKS Reunion Park Sewer Line Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Map of Pipe



Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Patching of damaged areas of the rubberized running track outside the Davidson Centre. The rubber surface of the track at the DC is peeling away from the asphalt underlay. This deterioration is as a result of use and weathering. The peeled sections pose tripping hazards to users. In its current condition, the deterioration is not suitable for continued track and field use and poses a hazard for users and potential litigation for the municipality.

Justification

The current track surface was last renovated in 2013 and consisted of targeted repairs. Due to the extent of the wear and consistent use of the track by the public, (and most notably, local school groups) a more comprehensive repair plan will be required eventually. That cost is anticipated to be closer to \$800,000 for full replacement.

In 2023 there were 51 booked track events at the DC Track. 45 of these bookings were track events for local schools which means there was no charge for them.

Should funds not be allocated to repair the track, the rubber surfacing may eventually have to be removed by staff to ensure the any tripping hazards are eliminated. This would leave a paved asphalt surface with no rubber top as a track. It is likely that the asphalt surface under the track would also require repairs (to an extent that is not known until the rubber is removed). It is also anticipated that an asphalt track may not meet the level of standard the high schools anticipate and they may decide to move their track meets elsewhere.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	300,000		300,000
Expenditures Total	300,000		300,000
Funding			
FROM Community Benefits RF75	300,000		300,000
	300,000		300,000
Funding Total	300,000		300,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

DC Track



Municipality of Kincardine
Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

DC Track



Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Dc Track



Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

DC Track



Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Dc Track



Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

P051_email_Page_1.jpg

From: Jayne Jagelewski
Sent: Friday, 21 July 2023 4:05 pm
To:
Subject: Davidson Track

Rob,
I hope your summer is going well.

I wanted to reach out to you regarding the existing condition of the Davidson Centre Track.
The condition of the surface has deteriorated to a state that it now poses a risk to users.
There is a high probability that the track will be inoperable next year as a rubberized track.

From what I've researched, in 2013 the track was resurfaced in the amount of \$167,240.
Staff are currently seeking costs for resurfacing again as preliminary step, and it is anticipated to be close to \$300,000 if it were to be resurfaced.

This spring saw a total of 51 track events booked at the Davidson Centre Track. 45 of these bookings were considered part of the "dated" Reciprocal Agreement that the Bluewater District School Board has with the Municipality of Kincardine. Which means these were considered a "no cost" permit.

As planning commences for a new high school in Kincardine, I have not been privy as to the amenities that may be included. Such as track and active fields.
Knowing this decision, will assist me in developing a forecast for the existing track.
Without presenting to Council yet, the discussion to invest further in the track is uncertain. There are a number of other pressing priorities within the Municipality that may trump any future investment in the track.
I will stress however, that schools within BWDSB who have previously used the track, may need to consider finding alternative facilities for their track meets in 2024.
If there is an opportunity for the Municipality to partner with the BWDSB, I'd be happy to meet with you to discuss these options in order to keep the track operational.
I look forward to your response.
J.

Municipality of Kincardine

Capital Projects

Project	P051 PARK DC Track Refurbishment		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

P051_email_Page_2.jpg

Jayne K. Jagelewski
Director of Community Services
519-396-3468 x 7152

Municipal Administration Centre
1475 Concession 5, R.R. #5
Kincardine, Ontario N2Z 2X6



The information contained in this message is intended for the person(s) named above and may not be otherwise distributed, copied, or disclosed. The message may contain privileged, confidential, or personal information which is subject to the provisions of the Municipal Freedom of Information and Protection and Privacy Act. If you have received this message in error, please notify the sender immediately and delete the message without retaining a copy. Thank you.

Municipality of Kincardine

Capital Projects

Project	P053 PARK Macpherson Playground Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Description

This project will include the replacement of the playground and surfacing at Macpherson park, as well as, the relocation of playground elements that are deemed serviceable to other parks within the municipality. The playground installed at Macpherson will be accessible and compliant with the FADS.

This playground is a collection of various smaller play elements, swing sets, and one composite play structure. Current play structures range in age from a manufacture date in the mid-1990's to the newest in 2022.

The older play equipment must be removed and disposed due to non-compliance with current CSA standards, and significant safety considerations, existing complaint equipment can be re-purposed in other municipal parks that are lacking in equipment. Sand surfacing at the Park presents significant accessibility barriers and has failed surface impact testing in accordance with the CSA standard in 2023.

Justification

Staff will be installing a hybrid surface of Engineered Wood Fibre (EWF). Although EWF is considered accessible, staff recognize that accessibility advocates would prefer to have a rubberized surface to ensure accessibility for all. If Council's preference is to provide rubberized surfacing, the cost can escalate from 40-75% increase to the original cost of the park.

While many of the hazards at the park could be addressed with a smaller investment, it will not be possible to address the significant accessibility challenges without a broader project. The sand surfacing, slope of the walking path, lack of accessible routes and design of the current equipment all pose accessibility challenges that will make it difficult to retrofit the existing equipment.

Reduced investment will limit our ability to re-locate playground equipment to other parks that are in desperate need of new equipment, which will result in equipment removed from the playground being disposed.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	200,000		200,000
Expenditures Total	200,000		200,000
Funding			
FROM Lifecycle RF82	200,000		200,000
	200,000		200,000
Funding Total	200,000		200,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	P053 PARK Macpherson Playground Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Macpherson



Municipality of Kincardine
Capital Projects

Project	P053 PARK Macpherson Playground Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Macpherson



Municipality of Kincardine

Capital Projects

Project	P056 PARK Bleachers Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Replacement of older wooden bleachers at multiple sports fields such as the DC and the Bruce Ave soccer fields.

Justification

The municipality still has several older style, wooden bleachers which have bent components and broken boards. These bleachers must be removed from service for the safety of spectators using our facilities. This project will replace these wooden bleachers with steel and aluminum bleachers, which are far more durable and resistant to wear.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	50,000		50,000
Expenditures Total	50,000		50,000
Funding			
FROM Lifecycle RF82	50,000		50,000
	50,000		50,000
Funding Total	50,000		50,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	P056 PARK Bleachers Replacement		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Old Bleachers



Municipality of Kincardine

Capital Projects

Project	P058 PARK DC Track Field Viewing Area & Accessibility		
Department	Parks		
Version	3 Management Review	Year	2024

Description

This project will improve the accessibility of the DC Track's viewing area, as well as, create an accessible route from the DC's parking lot to the Track.

Justification

The current spectator viewing area at the DC outdoor track is comprised of a limestone surface, grass patches, older wooden bleachers, and lacks an accessible route to the track.

Furthermore, the stone surface of the viewing area migrates onto the track which causes damage to the rubber surface. This presents a hazard for our track users.

This project entails laying permanent solid surfacing along the viewing area to eliminate the limestone, as well as, the grass patches. This surfacing would allow for full track accessibility from the parking lot, and reduce the volume of grass being cut at the DC.

This project is identified in the Accessibility Advisory Committee catalogue of issues.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	80,000		80,000
Expenditures Total	80,000		80,000
Funding			
FROM Lifecycle RF82	80,000		80,000
	80,000		80,000
Funding Total	80,000		80,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Land Improvements	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	Yes	

Municipality of Kincardine
Capital Projects

Project	P058 PARK DC Track Field Viewing Area & Accessibility		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Viewing Area



Municipality of Kincardine

Capital Projects

Project	P058 PARK DC Track Field Viewing Area & Accessibility		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Viewing Area



Municipality of Kincardine
Capital Projects

Project	P058 PARK DC Track Field Viewing Area & Accessibility		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Viewing Area



Municipality of Kincardine

Capital Projects

Project	P058 PARK DC Track Field Viewing Area & Accessibility		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Track Access



Municipality of Kincardine

Capital Projects

Project	P059 PARK Connaught Park Ball Diamond Lighting		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Replace the Ball Diamond lighting system on all 3 diamonds at Connaught Park with LED lights. This project is to include a replacement of the electrical panels, switches, timers and heads. The existing posts will remain in place.

Justification

The current lighting levels at Connaught Park's ball diamonds are diminishing due to the age of the lights and there are growing hazards for night-time play.

Users on the diamonds have noted that they are becoming concerned for the safety of players during night games as the ball diamond lighting is no longer adequate to effectively illuminate the fields.

As a result, certain games are not played in the late evening hours and must be played during daylight. This creates new scheduling challenges for the department and users. Moreover, the electrical panels, timers and switches that service the field lights are nearing the end of their service life and will likely begin to have an increased impact on the operating budget for repairs.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	200,000		200,000
Expenditures Total	200,000		200,000
Funding			
FROM Community Benefits RF75	200,000		200,000
	200,000		200,000
Funding Total	200,000		200,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	P059 PARK Connaught Park Ball Diamond Lighting		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Lights



Municipality of Kincardine
Capital Projects

Project	P059 PARK Connaught Park Ball Diamond Lighting		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

BD lights service



Municipality of Kincardine

Capital Projects

Project	P059 PARK Connaught Park Ball Diamond Lighting		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

ball diamond lights_Page_1.jpg

Project:	<input type="text"/>	Type:	<input type="text"/>	Date:	<input type="text"/>	Notes:	<input type="text"/>
----------	----------------------	-------	----------------------	-------	----------------------	--------	----------------------



SFL2-LED600

Sports Flood and Highbay Luminaire



Slip Fit

Yoke

Highbay Yoke

PURCHASE MOUNT SEPARATELY

IDEAL APPLICATIONS

- | | |
|-----------------------|----------------------------------|
| ✓ Stadiums and Arenas | ✓ Large Distribution Centers |
| ✓ Construction Sites | ✓ Rail, Work and Shipping Yards |
| ✓ Hangars | ✓ Bridges, Monuments and Facades |

DESCRIPTION:

The SFL-LED fixture is a versatile, high performance sports flood light designed for recreational and collegiate outdoor fields. It can also be used as a highbay fixture for high ceiling applications such as airplane hangars and large warehouses and distribution centers.

FEATURES:

Construction

- Ruggedly designed with die cast aluminum housing and clear polycarbonate lens.
- Intelligently designed heat sink to facilitate maximum air flow.
- Fixture is lightweight compared to most sports floods and has angle increments calibrated on the housing, standard yoke mount, and slip fit mount for precise aiming.

Electrical

- Standard unit comes with 120-347V driver with 6KV internal surge suppressor and 10KV external surge suppressor.

Light Performance

- Standard unit comes with a dedicated CCT of 4000K or 5000K.
- Fixture is available in 20°, 30°, 40°, 60° beam distributions for Sports flood applications. Available with 60° beam for highbay applications.

Mounting

- 3 mounting options available - Yoke, slip fit and highbay yoke. Purchase mounting option separately. Mounting option is field installed.

SPECIFICATIONS	SFL2-LED600
Watts	601.1W
Lumens	92533 Lm
Efficacy	153.9 Lm/W
Voltage	120-347V
Colour Temp	4000K, 5000K
Replaces	1000W MH
CRI	70
Dimming	0-10V Dim to Off (0-100%)
Surge Protection	6 KV Internal (with driver), 10 KV External (added to every fixture)
THD	15%
PF	0.9
Beam Distribution	20°, 30°, 40°, 60°
LED Life (L70)	100,000 Hours
Housing Finish	Matte Black, Custom Colours (optional)
Housing Details	Aluminum
Lens Details	Clear Polycarbonate Lens
Mounting	Yoke Mount, Slip Fit, Highbay Yoke Mount
Operating Temp.	-40°C to +45°C
Cable Length	Input Power - 1m Cable (SJOW 3x16 AWG) Dimming - 1m Cable (SJOW 2x18 AWG)
Factory Installed Options	7 PIN Receptacle with Shorting Cap ANSI C136. 41-2013 compliant, Photocell
Options Sold Separately	Standard Yoke Mount, Slip Fitter, Highbay Yoke Mount, Visor, Laser Pointer (comes with one rechargeable battery and battery charger)
Certifications	UL, Wet Location, IP66, 30 Vibration Tested & DLC 5.1 Premium



Municipality of Kincardine

Capital Projects

Project

P059 PARK Connaught Park Ball Diamond Lighting

Department

Parks

Version

3 Management Review

Year

2024

Gallery

ball diamond lights_Page_2.jpg

Project: Type: Date: Notes:

RAB
DESIGN



SFL3-LED



SFL4-LED

(Shown with Yoke and Photocell)

SFL3/SFL4-LED

Sports, Commercial, and Industrial Flood Light

IDEAL APPLICATIONS

- ✓ Stadiums and Arenas
- ✓ Large Distribution Centers
- ✓ Construction Sites
- ✓ Rail, Work and Shipping Yards
- ✓ Hangars
- ✓ Bridges, Monuments and Facades

The SFL3/SFL4 is a high lumen flood that can be used in large sports, commercial, and industrial applications. Featuring a wide range of options and distinct features such as a lumen select switch, and mounting the driver remotely, this fixture can be customized to your needs and delivered to you within a quick time frame.

The SFL is robust, durable, and features an industry leading 7-year warranty.

FEATURES:

Design and Construction:

- Die cast aluminum body and polycarbonate lens.
- IP66 Rated Fixture to prevent dust and water ingress.
- Smart design with the placement of the driver away from the heatsink facilitating easy installation, and lower weight in retrofit projects.
- Available with a Yoke or Slip-fitter (Factory Installed).
- Custom cable lengths available to facilitate remote mounting of the driver - SFL10T, 30T, 65T (Sold Separately)
- Corrosion resistant powder coating. Salt Spray tested for 1000 hours.

Light Output and Distribution

- SFL3/SFL4 delivers a high lumen output (~125,000 lumens for SFL3 and ~185,000 lumens for SFL4) that can be adjusted on the field by the installer. Fixture has 3 lumen adjustment settings.
- Multiple beam distributions available to fulfill most application requirements.
- Available in 4000K or 5000K colour temperature.

Precise Aiming Mechanism

- Fixture head can be aimed 180° in a vertical or horizontal plane for improved aiming.
- Calibrated angle increments on fixture housing and mounting system for precise aiming.
- Laser Pointer accessory to accurately aim the fixture to the desired location.
- Visor shield can be attached at the top or bottom to focus the light and minimize glare.

Electrical

- Drivers have built-in 10KV + External 10KV surge protection. (Additional 20KV Surge protection provided as an option)
- Power factor >0.99 results in reduced power losses and an efficacy of 155 lumens per watt

SPECIFICATIONS	SFL3-LED800A600	SFL4-LED1200A900
Watts	817W Max 600W Min	1201W Max 900W Min
Lumens	126500 lm Max 92400 lm Min	184800 lm Max 138600 lm Min
Efficacy	155 lm/W	154 lm/W
Voltage	120-277, 347V	
Colour Temp	4000K, 5000K*	
Replaces	1200W MH/1500W MH	2000W MH
CRI	72	
Dimming	0-10V (10%-100%)	
Surge Protection	10 KV Internal (with driver), 10 KV External (added to every fixture) Optional 20KV Surge Protection	
THD	8.6%	3.80%
PF	0.995	
Beam Distribution	20°, 30°, 40°, 60°	20°, 30°, 40°
LED Life (L80)	100,000 Hours	
Housing Finish	Matte Black	
Housing Details	Die Cast Aluminum	
Lens Details	Polycarbonate	
Mounting	Slipfitter, Yoke	
Operating Temp.	-40°C to +45°C	
Cable Length	Input Power - 4' Cable (STW 3x18 AWG) Dimming - 4' Cable (STW 2x18 AWG) custom cable lengths available.	
Factory Installed Options	Twist Lock Photocell, 3PIN, 7PIN Receptacle with Shorting Cap ANSI C136, 20KV Surge protection(120-277V)	
Options Sold Separately	Cable for remote driver mounting(5', 10', 30', 65'), Visor, Laser Pointer (comes with one rechargeable battery and battery charger)	
Certifications	cULus certified as per UL1598 & CSA C22.2 NO. 250.0.21, IP66, Wet Location, DLC Premium	

*Custom CCT options and 20KV Surge Protection available as special orders.
Contact customer service to learn more.



Assembled in Toronto
resulting in quick delivery time.

RAB DESIGN LIGHTING INC. | 1-222 Islington Avenue, Toronto, ON, M8V 3W7 | 1-800-268-0381 | rabdesign.ca

08 | 2023


1

Municipality of Kincardine
Capital Projects

Project	P059 PARK Connaught Park Ball Diamond Lighting		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

ball diamond lights_Page_3.jpg

**RAB**
DESIGN

SFL3-LED/SFL4-LED
Sports, Commercial, and Industrial Flood Light

DRIVER MOUNTED REMOTELY



This image showing cabinet is for reference only. RAB Design doesn't offer cabinets.

Benefits of mounting the driver remotely:

- 1. Easy Access:** The driver is more accessible for maintenance as it is mounted away from the fixture closer to the ground.
- 2. Reduced fixture weight facilitates easy installation.**
- 3. Lower weight allows for more flexibility in pole choices.**

Municipality of Kincardine

Capital Projects

Project	P061 PARK Soccer Goals		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Replacement for the soccer goal posts and nets at Field # 1 on Bruce Ave. These will be the 11 v 11, full sized goals.

Justification

The existing goals and nets will be replaced to improve the quality of the playing field and to ensure consistency with the new goals installed at the DC fields in 2023. The new goals will be accompanied with permanent anchors, which are not currently present, to ensure the net is secure and the field is safe for users.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	24,000		24,000
Expenditures Total	24,000		24,000
Funding			
FROM Lifecycle RF82	24,000		24,000
	24,000		24,000
Funding Total	24,000		24,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	P061 PARK Soccer Goals		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Nets



Municipality of Kincardine

Capital Projects

Project	P064 PARK Special Event Picnic Tables		
Department	Parks		
Version	3 Management Review	Year	2024

Description

Replacement of picnic tables dedicated to special events throughout the municipality.

This consist of all wood structures.

Metal picnic tables remain located in the parks and aren't not used for transporting for special events.

Justification

Throughout the summer, the parks department delivers picnic tables, insta-fence and garbage cans to many special events in our parks and facilities.

Historically, the department had upwards of 50 tables that could be dedicated to special events. However, these picnics tables were not replenished with new ones and the inventory has dwindled due to wear associated with use and frequent movement.

The current capacity is approximately 25 tables. These remaining 25 are also nearing the end of their service life. This project would seek to procure new tables that could be dedicated to special events. These tables will be distinct from our new metal framed park tables, which are suited to locations at specific parks.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	25,000		25,000
Expenditures Total	25,000		25,000
Funding			
FROM Reserve-Capital	25,000		25,000
	25,000		25,000
Funding Total	25,000		25,000

Attributes

Attribute	Value	Comment
Department	Parks	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	No	

Municipality of Kincardine

Capital Projects

Project	P064 PARK Special Event Picnic Tables		
Department	Parks		
Version	3 Management Review	Year	2024

Gallery

Tables



Municipality of Kincardine

Capital Projects

Project	9020 MAC - key fob security system		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE:

Staff have been communicating with Bruce County IT staff in developing a partnership for a procurement process for the purchasing of key fob systems. The County is currently seeking to transition their key program to key fob entrance for some of their facilities. Through economies of scale, it makes sense to partner with the County with this program. County staff have indicated they will be issuing an RFP in Q2 of 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
FROM Reserve-Capital	20,000	20,000	
	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	Medium	
Status	New Capital Project	
Link to Strategic Plan	Improve organization efficiency and be more innovative	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9030 Medical Clinic Conversion to Natural Gas		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Conversion of the medical clinic to natural gas. Gas is to the facility.
There is one unit on NG, this will convert a second unit to natural gas, and leaves three more to be converted.

Justification

The Department of Community Services is in the process of converting all facilities over to natural gas where possible. This is a planned phased in approach and in 2023, staff would like to convert the Medical Clinic. This is an economical and efficient source for the purposes of heating and cooling the medical clinic.

2024 BUDGET UPDATE: Project is now complete, finalization of payment.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	40,000	40,000	
Expenditures Total	40,000	40,000	
Funding			
FROM Lifecycle RF82	40,000	40,000	
	40,000	40,000	
Funding Total	40,000	40,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9561 Medical centre - centralized HVAC controls		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

A centralized HVAC controller will ensure staff are able to manage the temps from anywhere and be able to see what each HVAC unit is doing and why its running. With these systems, the controllers will also be able to record and graph all temps from each unit.

If staff get a complaint they will be able to trouble shoot the issue and solve it quickly remotely. These controls will also able to save on the utilities by optimizing the operations of each unit. The return on investment would be inside of 5 years

2024 BUDGET UPDATE: Tender is currently out, awarded by end of Q4 2023 with project completion Q1 2024 based on supply chain.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000	20,000	
Expenditures Total	20,000	20,000	
Funding			
FROM Lifecycle RF82	20,000	20,000	
	20,000	20,000	
Funding Total	20,000	20,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9564 Medical Centre - 1st floor repaint		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE:

Budget request of an additional \$25,000 increase to take into account the amount of furniture and equipment that will need to be moved, plus premium time to be painting during potential holidays. Delayed due to capacity issues. Once approved, staff will issue an RFP.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	65,000	40,000	25,000
Expenditures Total	65,000	40,000	25,000
Funding			
FROM Lifecycle RF82	65,000	40,000	25,000
	65,000	40,000	25,000
Funding Total	65,000	40,000	25,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9574 Art gallery - Key fob security system		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024BUDGETUPDATE

Please refer to 9020 in reference to partnering with Bruce County for procurement.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000	10,000	
Expenditures Total	10,000	10,000	
Funding			
FROM Reserve-Capital	10,000	10,000	
	10,000	10,000	
Funding Total	10,000	10,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	High	
Status	New Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9581 Conversion of Parks & Recreation Facilities to Natural Gas		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

In 2021 the Davidson Centre was primarily converted to natural gas. However, the overall conversation did not include all of the appliances at that time.
In 2022, there is a desire to complete the entire project and convert the remaining appliances over.
This includes: One deep fryers, 2 stoves, 1 grill, 1 oven

Justification

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

2024 BUDGET UPDATE

Remaining to transition one deep fryer, oven in Hall kitchen needs and the one stove still needs to be transitioned.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM Reserve-Capital			
FROM Lifecycle RF82	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9588 HVAC Replacement - Davidson Centre		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

A new HVAC Unit is required to replace the existing original HVAC unit that supplies heat and air conditioning to the Kincardine Hall at the Davidson Centre.
Install and commissioning planned for April 2023.

Justification

This project was identified in the 2019 capital budget but was deferred as staff was hopeful that we would be able to get another year out of the current unit. The unit has now reached the end of its effective usage, and therefore it has become critical that a new unit be purchased as part of the 2023 capital budget.

This is the last replacement needed for the DC's HVAC units, in 4-5 years, the replacement schedule will need to begin again. This will be forecasted in the budget.

2024 BUDGET UPDATE
Unit installed.
Awaiting invoice

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	60,000		60,000
Expenditures Total	60,000		60,000
Funding			
Contribution from Reserve Fund			
FROM Recreation-Davidson Centre			
FROM Lifecycle RF82	60,000		60,000
	60,000		60,000
Funding Total	60,000		60,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9591 DC Building condition assessment		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE

Due to vacant Manager position, this was placed on hold. Staff will review this program again once the Engineering Service Provider has been fulfilled.

Budget

	Total	Carryfwd	2024
Expenditures			
Engineering/Consultants	96,388	96,388	
Expenditures Total	96,388	96,388	
Funding			
Provincial Grants	96,388	96,388	
	96,388	96,388	
Funding Total	96,388	96,388	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9592 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

Justification

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

2024 BUDGET UPDATE

Project has been tendered. Anticipate awarding first week of December. Installation completed by Q1 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	60,000	60,000	
Expenditures Total	60,000	60,000	
Funding			
FROM Lifecycle RF82	60,000	60,000	
	60,000	60,000	
Funding Total	60,000	60,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	9592 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Health Club floor 2.jpg



Municipality of Kincardine
Capital Projects

Project	9592 DC - Health Club flooring replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Health Club floor.jpg



Municipality of Kincardine

Capital Projects

Project	9598 HVAC Units - Tiverton Sports Centre		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

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

New unit can be fitted for natural gas connection.

Quote was received in 2022 which was overbudget. Requesting more funds for the 2023 budget.

Justification

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

2024 BUDGET UPDATE:

RFP is closed December 12, 2023.

Awarding in Q1 2024 with installation Q2 2024 based on supply chain.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	100,000	100,000	
Expenditures Total	100,000	100,000	
Funding			
FROM Lifecycle RF82	100,000	100,000	
	100,000	100,000	
Funding Total	100,000	100,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9638 Kincardine Library - Renovations		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

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

In process of design.

Justification

Provide barrier free washroom(s)

2024BUDGETUPDATE

Drawings have been completed and approved. AAC, library staff and municipal staff have reviewed the drawings.

Staff have procured the architect for project management of this project and will be working through a competitive process for construction. Anticipated to be completed by Q3 2024. Project was delayed due to Parks and Facilities Manager position vacant.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	82,953	82,953	
Expenditures Total	82,953	82,953	
Funding			
Contribution from Reserve Fund			
FROM Lifecycle RF82	82,953	82,953	
Funding Total	82,953	82,953	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	9639 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Existing ramp is in are in deteriorating condition and do not meet FADS requirements. The condition has been a cause of concern for users and library staff.

Justification

Potential of user injury due to safety concerns.
The ramp could potentially completely fall apart which may require emergency work if not in budget.

2024 BUDGET UPDATE

Project was paused due to vacancy with the Manager of Parks and Facilities Position.
Staff are working with an engineering firm for construction process. Existing size of ramp does not meet FADS. In order to follow FADS, a larger ramp will be installed which may add to the cost.
Current ramp is 1:10 slope. FADS requirement is 1:12 (5%)slope.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	45,000	45,000	
Expenditures Total	45,000	45,000	
Funding			
FROM Lifecycle RF82	45,000	45,000	
	45,000	45,000	
Funding Total	45,000	45,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	9639 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

tiverton library\current state\IMG_0423.jpg



Municipality of Kincardine

Capital Projects

Project	9639 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

tiverton library\current state\IMG_0425.jpg



Municipality of Kincardine

Capital Projects

Project	9639 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

tiverton library\current state\IMG_0427.jpg



Municipality of Kincardine

Capital Projects

Project	9639 Tiverton Library - Ramp and Stairs		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

tiverton library\current state\IMG_0428.jpg



Municipality of Kincardine

Capital Projects

Project	9641 Lighthouse repainting		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Staff are requesting funding to hire a commercial coatings specialist to repaint the turret by spring 2023.

Justification

The turret of the lighthouse is currently rusting and the previous paint job is flaking off.
if not repaired the turret will continue to rust and deteriorate at an accelerated rate.

2024BUDGETUPDATE

Staff are continuing to work with Garland to determine the best solution and most economical price to repair the areas that are flaking off.

This project has been delayed due to the capacity issues with the vacant position of the Parks and Facilities Manager.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	175,000	175,000	
Expenditures Total	175,000	175,000	
Funding			
Contribution from Reserve Fund			
FROM Lifecycle RF82	175,000	175,000	
Funding Total	175,000	175,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9656 FACILITIES Fuel Tank Replacement Marina		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Two new 14,200 litre single walled fuel storage tanks are installed end to end, above ground at the NE corner of the East wall. It includes two new dispensers/pumps so refuelling can be done along the river wall so vessels of any size can obtain fuel.

Justification

Current fuel tanks and dispensers are 33 years old and need to be replaced by Spring of 2024 for insurance requirements.
Insurance provider has flagged this as a concern and has indicated coverage may cease if replacement is not completed.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	328,000	328,000	
Expenditures Total	328,000	328,000	
Funding			
FROM Reserve-Capital	178,000	178,000	
	178,000	178,000	
FROM Marina RF69	150,000	150,000	
	150,000	150,000	
Funding Total	328,000	328,000	

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	R022 Kincardine Library - Upgrade LED lighting		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Update to LED lighting at the Kincardine Library.
Most of first floor is completed already, this will complete the second floor.

Justification

As per a report completed in 2022, the library will realize a cost saving of 72%. The report projects a payback of 1.7 years for the new section and 3.7 years on the original section. These payback numbers could be accelerated by the availability of outside fiscal incentives for the conversion to energy efficient lighting. Staff will combine all LED lighting projects into one RFP for economies of scale.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Community Benefits RF75	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Low	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	R022 Kincardine Library - Upgrade LED lighting		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Lights



Municipality of Kincardine

Capital Projects

Project	R064 DC LED lighting conversion remainder of building		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

This project will replace the current lighting in the new and original sections of the Davidson Centre, with the exception of the Pool and Arena. The replacement will be with current LED technology.

Justification

The current lighting in the DC is not efficient to current standards and has a high operating as well as maintenance cost. This project will replace this lighting with LED technology. As per a report completed in 2022, the DC will realize a cost saving of 68% on the new section of the building and 63% on the original section of the facility. The report projects a payback of 1.7 years for the new section and 2.5 years on the original section. These payback numbers could be accelerated by the availability of outside fiscal incentives for the conversion to energy efficient lighting.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	130,000		130,000
Expenditures Total	130,000		130,000
Funding			
FROM Community Benefits RF75	130,000		130,000
	130,000		130,000
Funding Total	130,000		130,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	R065 DC Pool LED lighting		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

The existing pool lighting is extremely poor, which can cause issues when it comes to being able to see the bottom of the pool due to reflections. The dark ceiling does not help with keeping the facility bright. Replacement of all LED lighting at the pool. Currently the existing lighting is metal halide lighting. Staff will be able to operate the lights through an app as well as a switch method.

Justification

Swimming pools must be illuminated such that lifeguards or other persons may clearly observe, without direct and reflected glare from the lighting sources, every part of the pool surface, pool basin, and the immediate vicinity of the pool including pool accessories (e.g. diving boards). Lighting levels on the pool deck and surface of the water should be maintained at a minimum of 200 lux. The swimming pool and surrounding pool deck must stay illuminated through all periods of operation and maintenance. The DC Pool has 22 bulbs on the deck – the lux levels would be around 240 with all lights working to maximum efficiency. However once three bulbs are either out/flickering at the same time, the Pool no longer meets the requirement and must close the pool until lights are replaced/repaired.

Energy consumption is a concern and replacement is dangerous for staff due to the height and the open water and risk of dropping glass into the pool. Currently there are no lenses on the lights.

LED lighting will last considerably longer. As per a report completed in 2022 a conversion to LED will see a cost savings on 67% on the operation of the lights and a payback of 1.5 years for the conversion.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment			
Materials	40,000		40,000
Expenditures Total	40,000		40,000
Funding			
FROM Lifecycle RF82	40,000		40,000
	40,000		40,000
Funding Total	40,000		40,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Support community wellness in the Municipality of Kincardine	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	R065 DC Pool LED lighting		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Existing Lights



Municipality of Kincardine

Capital Projects

Project	R066 DC roof EPDM replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Replacement of 21,000 sq. ft. of EPDM roofing at the Davidson Centre.

Staff has experienced leaking on the ice surface and stands as well as the pool area.

Justification

According to the roof assessment completed by Garland Canada:

" There have been various additions at the Davidson center over the years. Of the nearly 79,000 Sq. Ft. only 21,000 Sq. Ft. are remaining to be replaced. The largest of which, Section 7, above the ice pad is an EPDM roof membrane of approximately 35 +/- years of age. This type of roof typically starts to fail around 25 years. Leaks are becoming more frequent, repairs are seen throughout the roof and perimeter tenting and seam fatigue is present. The areas around HVAC units, vents and perimeters of the membrane have and will continue to shrink and try to pull away first, causing localized damage to the membrane. The sample cores performed well while undergoing tear resistance and brittleness testing; however, tensile strength and elongation were below the recommended minimum. This roof should be budgeted for replacement either as one project or split into two projects to be completed over consecutive years as budget allows. "

Furthermore, Garland has also noted that should the project be split into 2 years, it is likely the total cost will be higher than completing the project once, in its entirety.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	700,000		700,000
Expenditures Total	700,000		700,000
Funding			
FROM Lifecycle RF82	700,000		700,000
	700,000		700,000
Funding Total	700,000		700,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	R066 DC roof EPDM replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Roof Report



Photo 1

A view of the roof system from the southeast corner looking west.

This image shows the east end parapet wall where the EPDM membrane has become tented creating a pulling force at the perimeter which will eventually lead to a system failure. Once tenting begins it becomes difficult to slow the process as the river rock (i.e the UV protection) does not like to lay flat on these areas and hence they're main exposed to the UV light. which further accelerates the deterioration. This scenario is best compared to a rubber band that is left out in the sun, overtime the UV light breaks down the rubber making the rubber band brittle and no longer capable of stretching. The same deterioration is true for the EPDM rubber membrane.



Photo 2

Additional tenting

Municipality of Kincardine
Capital Projects

Project	R066 DC roof EPDM replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Roof Report



Photo 3

A view of the roof from the southeast corner of the roof looking north.



Photo 4

A view of the roof from the southeast corner of the roof looking northwest.



Photo 5

Tears in the membrane allowing water to penetrate the insulation potentially causing mold and indoor air quality issues. This area is currently not leaking.



Photo 6

Additional tears in the membrane.

Municipality of Kincardine
Capital Projects

Project	R066 DC roof EPDM replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Roof Report



Photo 7

Old repair patches that are no longer adhered.



Photo 8

This area has been uncovered and repairs have been made at multiple spots at various years (due to the coloration of the membrane patches).



Photo 9

Open seams in the membrane repairs.

Municipality of Kincardine

Capital Projects

Project	R071 MAC Window Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Several windows are in need of replacement due to poor sealing and discolouration on glass surface. Replacement of 4 windows

Justification

Heat loss due to deterioration of seals. Annually, windows should be considered for replacement at the MAC.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
FROM Lifecycle RF82	30,000		30,000
	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	R087 FAC DC Boiler Retrofit		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Retrofit of the existing second boiler at the DC for Natural Gas.

Justification

Currently the DC has two boilers but is operating at one boiler.. The facility needs two boilers in order to provide a warming centre and functional operations. These boilers are 2M BTUs a piece and provide all hot water heating for pool and all building heat. The facility has been operating on one boiler for at least 5 years. If the existing boiler fails, the doors will need to be closed.

This project will return the DC to 100% capacity. Currently the second boiler has not yet been converted to accept natural gas and is not functioning for that reason. Should the functioning boiler experience a malfunction, there would be no heat at the DC, which could lead to significant damage over the winter months. Furthermore, the DC is an emergency warming center and must have reliable heat for that purpose.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
FROM Lifecycle RF82	30,000		30,000
	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	R087 FAC DC Boiler Retrofit		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

DC Boiler



Municipality of Kincardine

Capital Projects

Project	R091 FAC Tiverton Washroom Accessibility Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Improve the Tiverton Sports Centre washrooms to make them compliant with the FADS.

Justification

Currently, the Tiverton washrooms are in need of updating and refurbishment. The fixtures frequently leak and there is constant maintenance investment in these washrooms to keep them running. The 2023 survey of our user groups at the Tiverton facility highlighted the need for washroom improvements as a high priority. Furthermore, the facility has no accessible washroom, which is a barrier to the public using the Tiverton facility. Staff did paint the facility in an attempt to freshen it up until a refurbishment is completed.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	125,000		125,000
Expenditures Total	125,000		125,000
Funding			
FROM Lifecycle RF82	125,000		125,000
	125,000		125,000
Funding Total	125,000		125,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	Yes	

Municipality of Kincardine
Capital Projects

Project	R091 FAC Tiverton Washroom Accessibility Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Tiverton Washroom



Municipality of Kincardine
Capital Projects

Project	R091 FAC Tiverton Washroom Accessibility Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Tiverton Washrooms



Municipality of Kincardine

Capital Projects

Project	R091 FAC Tiverton Washroom Accessibility Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Washrooms



Municipality of Kincardine

Capital Projects

Project	R091 FAC Tiverton Washroom Accessibility Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Washrooms



Municipality of Kincardine

Capital Projects

Project	R092 FAC DC Ramp Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Repair of the existing concrete accessible emergency exit ramp at the DC's walking track. Project to include the addition of a stone/brick facade to modernize and improve the welcoming aesthetics of the DC's main entrance.

Justification

The current exit ramp from the second level of the DC, near the walking track, is deteriorating. This is a crucial emergency route for people with disabilities exiting the DC in an emergency. The only other accessible exit from the walking track and Penatangore Room would be through the building to the front doors. Should the ramp continue to deteriorate, it will need to be closed as it will be not be safe for the public to access.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	75,000		75,000
Expenditures Total	75,000		75,000
Funding			
FROM Lifecycle RF82	75,000		75,000
	75,000		75,000
Funding Total	75,000		75,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	Yes	

Municipality of Kincardine
Capital Projects

Project	R092 FAC DC Ramp Renovation		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Ramp



Municipality of Kincardine

Capital Projects

Project	R094 FAC DC Tables and Carts		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Procurement of 50 - 60 new folding tables and carts for the DC and Underwood.

Justification

The current tables at the DC are older, stained and in need of replacement. The tables being replaced at Underwood are wooden and very heavy which require multiple staff members to complete a set-up safely. Newer plastic tables at this facility will reduce staff hours required to set up events. Table carts make tables easier to store and will make tables easier to move.
Improved customer experience. This is especially important for formal set ups.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Reserve-Capital	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	R094 FAC DC Tables and Carts		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Existing Tables



Municipality of Kincardine

Capital Projects

Project	R094 FAC DC Tables and Carts		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Existing Tables



Municipality of Kincardine

Capital Projects

Project	R106 FAC W.E. Thompson Doors		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Replace south side doors to the exterior of the building. New door will include accessibility features with automatic door openers

Justification

The doors are deteriorating to the point where there are significant holes to the outside. Staff have temporarily patched these holes with spray foam and plywood, but a permanent replacement is required. Further repairs will enhance it or provide the security that the facility requires.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	21,000		21,000
Expenditures Total	21,000		21,000
Funding			
Contribution from Ratepayers	21,000		21,000
	21,000		21,000
Funding Total	21,000		21,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	Yes	

Municipality of Kincardine
Capital Projects

Project	R106 FAC W.E. Thompson Doors		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Existing Doors



Municipality of Kincardine

Capital Projects

Project	R107 FAC Ice Edger Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Replacement of Propane to Electric Ice Edger

Justification

The age of the existing Tiverton Ice Edger is well past its Ice life span. Converting from Propane to Electric will save on propane costs. Also new edger will help maintain a better ice surface.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	10,000		10,000
Expenditures Total	10,000		10,000
Funding			
FROM Lifecycle RF82	10,000		10,000
	10,000		10,000
Funding Total	10,000		10,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?	N/A	

Municipality of Kincardine
Capital Projects

Project	R107 FAC Ice Edger Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Edger



Municipality of Kincardine
Capital Projects

Project	R107 FAC Ice Edger Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Edger



Municipality of Kincardine

Capital Projects

Project	R108 FAC WCCC Replacement of 2 furnaces		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

2 new gas fired high efficiency furnaces including central air

Justification

There are two roof top units currently. One is 15 years old and the other one is over 20 years old. Recommendation to replace now, before staff are in an emergency situation to replace failed units.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	20,000		20,000
Expenditures Total	20,000		20,000
Funding			
FROM Lifecycle RF82	20,000		20,000
	20,000		20,000
Funding Total	20,000		20,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	R114 FAC MAC Furniture		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Enhancements to the Council Chambers to provide a positive experience for visitors and participants.

Justification

Visitors to the Council Chambers have expressed their displeasure in uncomfortable chairs. The room also provides as an additional meeting space for full day meetings. The dated chairs do not meet the needs for current usage.

The layout of the Council Chambers is difficult for visitors and users to participate. Consideration for an external design layout for the room would be desirable before purchasing council desks and gallery chairs.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	18,000		18,000
Expenditures Total	18,000		18,000
Funding			
FROM Lifecycle RF82	18,000		18,000
	18,000		18,000
Funding Total	18,000		18,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	New Acquisition	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	R120 FAC Tiverton Library Window Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Description

Replace existing windows for a total of four windows in the basement.

Justification

Age of the windows, plus leakage is equating to heat loss and facility damage.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	15,000		15,000
Expenditures Total	15,000		15,000
Funding			
FROM Lifecycle RF82	15,000		15,000
	15,000		15,000
Funding Total	15,000		15,000

Attributes

Attribute	Value	Comment
Department	Facilities	
Asset Classification	Buildings	
Project Type	Replacement	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	R120 FAC Tiverton Library Window Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Window



Municipality of Kincardine

Capital Projects

Project	R120 FAC Tiverton Library Window Replacement		
Department	Facilities		
Version	3 Management Review	Year	2024

Gallery

Window



Municipality of Kincardine

Capital Projects

Project	9049 Rescue Truck Replacement (Tiverton Station)		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

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

New Chassis has been ordered and expected 1st quarter. Approved agreement is in place to have original builder complete the refurbishment and remount.

Justification

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

2024 BUDGET UPDATE

11-6 (Tiverton rescue) continue with refurbishment. New truck chassis to be built on Dec 2, and should arrive either before Christmas or in early January. Refurbishment of the body and install it on the new chassis will be occurring in Q1/2 2024.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	425,000	425,000	
Expenditures Total	425,000	425,000	
Funding			
FROM Lifecycle RF82	425,000	425,000	
	425,000	425,000	
Funding Total	425,000	425,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority	Very High	
Status	New Capital Project	
Link to Strategic Plan	Support community wellness in the Municipality of Kincardine	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9052 Womens Facilities Upgrade		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

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

In 2021, Council approved \$15,000 to upgrade the facility to accommodate female firefighters. Continued research has indicated that this amount is required to be considerably higher. Staff would like to complete this project in 2023 to ensure suitable conditions are available for all firefighters.

Justification

Duty to Accommodate under the Human Rights Code

Under the Code, employers and unions, housing and service providers have a legal duty to accommodate the needs of people because of their gender identity or gender expression, unless it would cause undue hardship. The goal of accommodation is to help everyone have equal opportunities, access and benefits.

2024 BUDGET UPDATE

This has been a complex project due to the footprint of the facility. The Chief had previously AAC tour the facility in hopes they may have had a recommendation. The ability to provide a women's washroom facility is difficult without increasing the footprint of the facility.

Currently the deputy chiefs are working with the CBO to determine if an existing office may be able to be converted to a washroom facility that will enter directly into the bays. The Deputy's are meeting with an architect firm to second week of Dec. to determine if this is a viable option. A further estimate, time and drawings will be discussed.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	45,000	45,000	
Expenditures Total	45,000	45,000	
Funding			
FROM Lifecycle RF82	45,000	45,000	
	45,000	45,000	
Funding Total	45,000	45,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Buildings	
Project Type	New Construction	
Priority	Very High	
Status	Existing Capital Project	
Link to Strategic Plan	Create improvements in inclusion, diversity, equity and access	
Meets FADS Requirements?	Yes	

Municipality of Kincardine

Capital Projects

Project	9055 Fire Stations Upgrades to Natural Gas		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

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

Working with Aecon to install supply lines from road, both stations. This was pushed out in their 2022 schedule into 2023..

Justification

Energy efficient upgrades

2024BUDGETUPDATE

Staff have been working with the contractor who have appeared to have been catching up with the back log. Meters on both Stations have been installed.

A vendor has been secured to complete conversations prior to year end 2023.

Budget

	Total	Carryfwd	2024
Expenditures			
General Contracting	10,000	10,000	
Expenditures Total	10,000	10,000	
Funding			
FROM Reserve-Capital	10,000	10,000	
	10,000	10,000	
Funding Total	10,000	10,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Buildings	
Project Type	Rehabilitation	
Priority	Medium	
Status	Existing Capital Project	
Link to Strategic Plan	Ensure municipal facilities and owned lands make the best use of each asset	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	9056 Replacement of Pumper 12-2 Kincardine Fire Station		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

The pumper in the Kincardine fire station is currently from 1988 and is 34 years of age. This truck has a replacement cycle of 20 years and should have been retired in 2008. The primary purpose of this spare truck is to provide a backup vehicle should any of the frontline trucks go out of service for repairs. My recommendation would be to purchase a new pumper and switch it with the Kincardine pumper. After 20 years of service this truck moves from a class A PUMPER to a class B PUMPER and can only be used as a non frontline truck as per the NFPA Standards.

The Chief is working with the deputy chiefs in developing an RFP that meets their needs.

Justification

This vehicle requires major work to engine, brakes.

This truck has very old braking and steering systems

New fire trucks have many new safety features in order to meet the standards

2024 BUDGET UPDATE

Pumper has been ordered and staff are waiting for delivery in 2024. No specified date as of yet.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	850,000	850,000	
Expenditures Total	850,000	850,000	
Funding			
FROM Community Benefits RF75	650,000	650,000	
FROM Lifecycle RF82	200,000	200,000	
	850,000	850,000	
Funding Total	850,000	850,000	

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Vehicles	
Project Type	Replacement	
Priority		
Status	New Capital Project	
Link to Strategic Plan	Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	U012 Compressor Replacement		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

The SCBA, cylinders, and compressor are all vital components to firefighter health and safety. Existing compressor was manufactured in June of 1986 making this unit 37 years old at present. Maximum recommended life span of these units is 30 years marking it as outdated already and beyond its life expectancy.

Justification

MoK is now the only municipality in Bruce County still operating with low pressure SCBA. All others are now using High Pressure SCBA at 4500 psi with 45 minute to 60 minute bottles. Step one is to replace the existing outdated compressor in order to service future packs. This is a two phased project in which in 2025 consideration for 20 packs, 55 masks and 40 bottles for a future cost of \$350,000 with additional 10 more packs in 2030 at a cost of \$160,000.

There will be a potential market for the existing compressor, and staff will seek resale of it.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	125,000		125,000
Expenditures Total	125,000		125,000
Funding			
FROM Lifecycle RF82	125,000		125,000
	125,000		125,000
Funding Total	125,000		125,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?		

Municipality of Kincardine

Capital Projects

Project	U013 Communications Equipment		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

Replacement of 30 radios and 2 repeaters.
 Approximate cost of \$2,000/radio and \$70,000/repeater.
 Consideration for 2024 to purchase 15 radios and one repeater and then in 2025 purchase the same number again to fulfill the requirements needed.
 Phase one of two phases. Completion in 2025

Justification

Many of the portable radios are now 20 years old and the 2 repeaters are at end of serviceable life.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	100,000		100,000
Expenditures Total	100,000		100,000
Funding			
FROM Equipment Replacement Kinc	100,000		100,000
	100,000		100,000
Funding Total	100,000		100,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	Replacement	
Priority	High	
Status	Existing Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?	N/A	

Municipality of Kincardine

Capital Projects

Project	U024 Lifesaving Equipment		
Department	Fire Department		
Version	3 Management Review	Year	2024

Description

Utilizing a portion of the funds received from donations to purchase a controlled live fire training simulator that can be used at the Fire Training Grounds.

Justification

Donations received from various channels to support the on-going training equipment.

Budget

	Total	Carryfwd	2024
Expenditures			
Vehicles/Equipment	30,000		30,000
Expenditures Total	30,000		30,000
Funding			
Donations	30,000		30,000
	30,000		30,000
Funding Total	30,000		30,000

Attributes

Attribute	Value	Comment
Department	Fire Department	
Asset Classification	Equipment	
Project Type	New Acquisition	
Priority	Low	
Status	New Capital Project	
Link to Strategic Plan	Protect people, property and the environment from the effects of dangerous conditions caused by people and nature	
Meets FADS Requirements?	N/A	

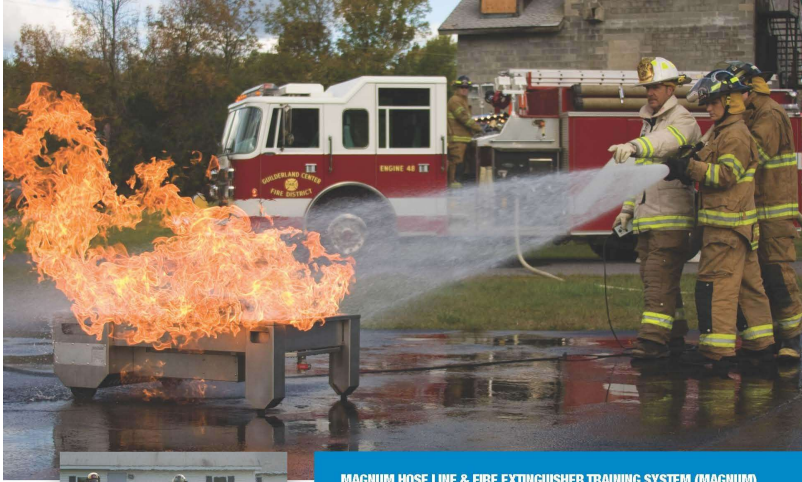
Municipality of Kincardine

Capital Projects

Project	U024 Lifesaving Equipment		
Department	Fire Department		
Version	3 Management Review	Year	2024

Gallery

Magnum Training Product Sheet.jpg



MAGNUM HOSE LINE & FIRE EXTINGUISHER TRAINING SYSTEM (MAGNUM)



Realistic hose line & extinguisher training

THE PROPANE-FED SYSTEM ALLOWS
TRAINEES TO EXPERIENCE FLAMES
AND REAL HEAT

Whether they use a fire extinguisher or hose line, your firefighters will feel the heat when fighting the LION MAGNUM Hose Line & Fire Extinguisher Training System. The system has an output of 2.8 million BTU (550KW) providing a realistic fire for full scale hands-on training. Smart controls shut down the propane and auto ignition only if the fire is knocked out completed to make sure they learn the skill and gain muscle memory.

With intense flames and rugged construction MAGNUM is designed for full-scale firefighter training and can be hit with nearly anything in your firefighting arsenal. Built-in wheels and easy set-up allow you to quickly create challenging training scenarios.



1.888.428.5530 | www.lionprotects.com/firetrainingtools



Appendix D

5-year Capital Forecast

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
Corporate Services					
Treasury					
A Treasury					
A003 Replacement Folder/Inserter		12,000			
A004 Replacement Treasury Printer		7,000			
Total A Treasury		19,000			
Total Treasury		19,000			
Legislative Services					
E Clerk					
9013 Ontario CCTV Program	53,000				
E005 Photocopier/Printer		15,000			
Total E Clerk	53,000	15,000			
Total Legislative Services	53,000	15,000			
Total Corporate Services	53,000	34,000			
Strategic Initiatives					
Tourism					
F Tourism					
9662 Christmas Light Replacement	100,000		25,000		
F001 Downtown Dig Beautification Project	230,000				
Total F Tourism	330,000		25,000		
Total Tourism	330,000		25,000		
Total Strategic Initiatives	330,000		25,000		
Infrastructure & Development					
Development Services					
S Planning					
S001 Tree Canopy Replacement	25,000	23,000			
Total S Planning	25,000	23,000			
WBuilding Department					
W001 Replacement Printer		7,000			
Total W Building Department		7,000			
Total Development Services	25,000	30,000			
Environmental Services					
G Water					
9502 K WATER INTERNAL/DONATED	40,000	40,000	40,000	40,000	40,000
9509 Teflon Boards/Injector Replacement	7,500				
9511 K-WATER METER	12,000	12,000	12,000	12,000	12,000
9512 Contingency Valve Replacement Program	60,000				
9515 HYDRANT	10,000	10,000	10,000	10,000	10,000
9516 Highland Drive Watermain Replacement	600,000				
9519 Andrew Malcolm Watermain Replacement		947,602			
9526 Tiverton Water Tower Maintenance	115,000				
9532 Kincardine Water Tower Aeration	57,000				
9534 Water Meter Replacement Program and Software Upgrades		1,600,000			

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
9542 Investigate Tiverton Water Supply Alternatives	200,000	3,300,000			
G001 Briar Hill Well #1 Replacement-Tiverton		120,000			
G002 Arsenic Treatment for Dent Well-Tiverton			400,000		
G028 Nelson, Milne, Kingsway Reconstruction 2026				3,590,000	
G033 Penetangore Row Reconstruction 2028					640,000
G057 Kincardine WTP Roof Replacement	130,000				
G074 Automatic Flushers (freeze proof) for Deadends	20,000				
G080 Well Tiles	14,000				
G081 Durham St to Princes St Watermain		213,750			
G082 Armow Drinking Water Upgrades	100,000				
G084 Water Tower Rescue Kit	10,000				
G086 Dent Well Upgrades	25,000				
G087 Briar Hill Well Poly System	10,000				
G091 KWTP Reservoir Waterproofing	250,000				
G092 Kincardine Tower Chlorine Pumps	7,500				
G093 Filter #1 Lining	40,000				
Total G Water	1,708,000	6,243,352	462,000	3,652,000	702,000
H Wastewater					
9469 Park Street Pump Station and Forcemain Upgrades		4,000,000			
9475 Sewer Flushing Repairs and Contingency	27,500	27,500	27,500	27,500	27,500
9481 Maple St Pump Station Upgrades	100,000	750,000			
9486 Replacement of Air Relief Valves	22,000				
9487 WASTEWATER - INTERNAL/DONATED	30,000	30,000	30,000	30,000	30,000
H006 Durham St Forcemain 2022		225,000			
H055 Park St P.S Roof Replacement	20,000				
H056 Mahood Effluent Station Roof Replacement	20,000				
H057 Durham St L.S Roof Replacement	20,000				
H063 King St P.S. Upgrades		80,000			
H066 Goderich Street Pump/ATS/Electrical	55,000				
H067 Effluent Station Rack A UV Rebuild	30,000				
H068 Kincardine Ave Pumping Station Upgrades		2,035,200			
Total H Wastewater	324,500	7,147,700	57,500	57,500	57,500
L Waste Management					
L008 Perimeter Fencing KWMC		30,000	30,000	36,000	36,000
L009 Mattress Trailer		50,000			
L011 Upgrades to Tiverton and Kincardine Compost Sites		25,000			
L012 Valentine Ave Upgrades	10,000				
L014 Elgin Market Building	10,000				
L015 Landfill Monitoring Stations	15,000				
L016 Leachate Pump and Transfer Line	20,000				
L017 Replace Waste Meter	10,000				
L018 Replace Leachate Handheld Equipment	25,000				
L019 Replace Sludge Transfer Pump	15,000				

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
Total L Waste Management	105,000	105,000	30,000	36,000	36,000
Y Stormwater					
9412 Storm Flushing Program Repairs/Contingency	32,500	27,500	27,500	27,500	27,500
Y001 Stormwater Master Plan		60,000			
Y008 Kincardine Kinloss Branch A Enclosure	355,000				
Y009 Durham St to Princes St Storm Sewer		225,000			
Total Y Stormwater	387,500	312,500	27,500	27,500	27,500
Total Environmental Services	2,525,000	13,808,552	577,000	3,773,000	823,000
Operations					
I Roads					
I008 Sutton Street Sidewalk Extension			40,000		
I010 Broadway Street Sidewalk		250,000			
I013 Bruce Ave Reconstruction - Park St to Hwy 21	3,075,000				
I015 Roof Replacement Underwood Works Shop	75,000				
I019 West St - Reconstruction					2,450,000
I021 Conquergood Ave		1,150,000			
I027 Leggett Lane - Repave				20,000	
I036 Kingsway Street Reconstruction 2026				915,000	
I038 North Street Reconstruction 2025		1,400,000			
I040 Charles Street Reconstruction 2027				465,000	
I059 Rural Paving- Con 6 - S/R 15 - Boundary					1,360,000
I060 Rural Paving- Con 5 - S/R 20 - BR 1				1,020,000	
I062 Rural Paving - Con 8 - S/R 15 - Boundary	1,480,000				
I064 Rural Paving- Con 5 - Hwy 21-S/R 20			1,360,000		
I067 Rural Paving - Northline - S/R 20 - Boundary Rd		1,020,000			
I077 St. Albert sidewalk- Queen to Huron Terrace		50,000			
I078 Bruce/Saugeen Townline Reconstruction			1,500,000	1,500,000	1,500,000
Total I Roads	4,630,000	3,870,000	2,900,000	3,920,000	5,310,000
J Bridges, Culverts, Storm					
9110 Brown's Hill Bridge 2121		4,127,000			
9114 Various Culvert Repair	250,000	325,000	325,000	325,000	325,000
J012 2601 Albert Road Bridge			285,000		
J013 2116 Munro Bridge (Northline)			155,000		
J014 2132 White Bridge (Con 9)			515,000		
J015 2138 Evans Bridge (Victoria St)			400,000		
J016 2622 Concession 10 Bridge			60,000		
J017 2123 Sideroad 30 Bridge				245,000	
J018 2621 Sideroad 15 Bridge				225,000	
J019 2136 Sideroad 5 (culvert)					562,000
J020 Bridge Master Plan	90,000				
J023 2106 Weir Sheane Bridge					100,000
J026 2623 Culvert Concession 10					685,000
J033 2204 Duham St Bridge				185,000	

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
J034 PED Bridge 6 - Princes St - William St	149,500				
J035 2128 Sideroad 20				55,000	3,592,000
J036 2131 S/R 10 Culvert				70,000	
J037 2205 Broadway Street Culvert				15,000	
J038 2104 S/R 10 (Noth of Southline) Culvert					640,000
J039 2624 Concession 10 (East of S/R 10) Culvert					825,000
Total J Bridges, Culverts, Storm	489,500	4,452,000	1,740,000	1,120,000	6,729,000
K Fleet					
9277 Truck for Davidson Centre		90,000			85,000
9278 CS - New Mower - Parks	65,000				30,000
K013 OPS - Replacment Trackless Sidewalk Plow 3483		250,000			
K015 ES - KWMC -Compactor 4449 Refurb	570,000				
K018 OPS- Replacement Tandem Plow/Sander 3460	425,000				
K023 OPS- Replacement Articulated Loader		350,000			
K025 OPS- Replacement Riding Mower Cemetery 5559	23,000				
K028 ES/OPS/CS-4398 Sterling Vactor Truck		700,000			
K029 OPS- NEW Cemtery-Mini Excavator			55,000		
K030 Boom Mower Pro Saw- Attachment	40,000				
K031 ES - Replacement of Half Ton truck 4394	90,000				
K033 Replacement of Half Ton Truck 4439 in 2027				90,000	
K036 All Fleet - Fuel Management System - card lock		60,000			
K039 ES-4454 P/U Truck		90,000			
K040 OPS-3477 Service Truck		100,000			
K042 OPS-3408 P/U Truck				90,000	
K044 OPS-3429 Single Axel Plow				375,000	
K045 OPS-3446 Trackless				250,000	
K046 CEM-5557 - Mower					20,000
K047 OPS -3454 P/U Truck	90,000				
K048 OPS-3488 - Tractor					350,000
K051 CEM-5558 Mower				25,000	
K054 OPS-3461 P/U Truck				90,000	
K056 Ice Resurfacer	150,000				
K059 OPS- New Truck Hoist		100,000			
K064 CS- Replacement 2245 Van (previously by-law)		90,000			
K065 OPS- Replacement GPS Fleet Tracking System			100,000		
K069 OP-Diesel Plate Packer				23,000	
K076 OPS Replacement - Tractor Armow			350,000		
K077 ES-Replacement Half Tonne		90,000			
K089 OPS-Replacement Grader (volvo) 3470					525,000
K091 MEC-Vehicle Scanner - Diagnostics	24,000				
K092 OPS-Barrier Mower	80,000				
K093 OPS-Line (Road) Marking Paint Machine		20,000			
K094 CS- New 3/4 Tonne P/U with snow blade			100,000		

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
K095 CS-New Skid Steer	90,000				
K096 ES-Enclosed Cargo Trailer	20,000				
K097 Roadside Flail Mower Attachment	40,000				
K099 OPS - Trackless - Replacement			250,000		
K100 CS - Half Tonne Pick Up - Replacement			90,000		
K101 CS -Compact Tractor- Replacement			28,000		
K102 ES - 3/4 Tonne Pick Up - Replacement			100,000		
K103 ES - Loader - Replacement			350,000		
K104 CEM - One Tonne Pick Up - Replacement				100,000	
K105 CS - Loader - Replacement				40,000	
K119 OPS-Half Tonne Pick Up - Replacement					90,000
K123 OPS- Tandem Truck with Roll Off		650,000			
Total K Fleet	1,707,000	2,590,000	1,423,000	1,083,000	1,100,000
M Cemetery					
M003 Kincardine- Columbarium Expansion		70,000			
M005 Paving - Kincardine/Tiverton					130,000
M006 Coverall - soil			35,000		
M007 Tiverton Columbarium Phase II				70,000	
Total M Cemetery		70,000	35,000	70,000	130,000
O Airport					
9454 Airport Signage			25,000		
O009 Exterior Renovations				30,000	
O010 Security Camera System		12,000			
O011 Septic System Replacement		25,000			
O013 Hydro Service Upgrade	150,000				
O015 Interior Renovations (Food Service)		25,000			
Total O Airport	150,000	62,000	25,000	30,000	
V General					
9539 Phase 2 Cityworks Software Implementation	65,000				
V001 EV Charging Station Queen St Parking Lot - Replacement	40,000				
V002 New EV Charging Station Victoria Park	125,000				
Total V General	230,000				
Total Operations	7,206,500	11,044,000	6,123,000	6,223,000	13,269,000
Total Infrastructure & Development	9,756,500	24,882,552	6,700,000	9,996,000	14,092,000
Community Services					
Parks & Facilities					
N Trails					
9628 Pedestrian Foot Bridges - Rehabilitation		125,000			
N007 In-Boulevard Multi-Use Path			1,400,000		
N012 TRAILS Ash Tree Removal	60,000	60,000	60,000	60,000	
N013 TRAILS Bollards & P-gates	10,000				
N014 TRAILS Ground Reinforcement Grids		30,000	30,000		
Total N Trails	70,000	215,000	1,490,000	60,000	

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
P Parks					
9609 Playground Equipment		70,000	75,000	80,000	
9625 Waterfront Review		500,000	75,000	800,000	
9626 Station Beach - remodel, AODA upgrades	20,000				
9635 Station Beach - boardwalk design development		500,000			
9654 Beach access points - steps assessment		100,000	125,000	125,000	
P020 Inground garbage receptacles		20,000	25,000		
P027 Connaught park - diamond 1 backstop		80,000			
P029 Connaught park - diamond 3 backstop			85,000		
P043 PARKS Tiverton Splash Park	300,000				
P047 CS-Loader Arm and Bucket (JD3033)	25,000				
P048 CS-Core Aerator		25,000			
P049 PARKS Reunion Park Sewer Line Replacement	55,000				
P051 PARK DC Track Refurbishment	300,000				
P053 PARK Macpherson Playground Replacement	200,000				
P054 PARK Mystic Cove Playground		40,000			
P055 PARK Dunsmoor Park Pavilions				300,000	
P056 PARK Bleachers Replacement	50,000				
P058 PARK DC Track Field Viewing Area & Accessibility	80,000				
P059 PARK Connaught Park Ball Diamond Lighting	200,000				
P060 PARK Victoria Park Rehabilitation		500,000			
P061 PARK Soccer Goals	24,000				
P062 PARK Dog Park Entrance Improvements		30,000			
P063 PARK Legion Park Parking lot Improvements			40,000		
P064 PARK Special Event Picnic Tables	25,000				
Total P Parks	1,279,000	1,865,000	425,000	1,305,000	
R Facilities					
9564 Medical Centre - 1st floor repaint	25,000	65,000			
9581 Conversion of Parks & Recreation Facilities to Natural Gas	40,000				
9588 HVAC Replacement - Davidson Centre	60,000				
9590 Davidson Centre Office Renovation Project			75,000		
R006 MAC - Parking Lot		12,000			
R014 D.C. Parking Lot - Phase 2 Engineering		50,000	500,000		
R015 FAC MAC Parking lot Island Refurbishment		15,000			
R016 Upgrade Tiverton Sports Centre to LED		60,000			
R019 Tiverton Library - Accessible Front Door & Washroom			30,000		
R020 MAC - Carpet 2nd floor		40,000			
R022 Kincardine Library - Upgrade LED lighting	10,000				
R024 Armow WI - New furnace				8,000	
R026 Lighthouse - Natural Gas				10,000	
R028 Kincardine Library - Gas Conversion		35,000			
R032 Pool - Replace mechanical equipment			900,000		
R037 Tiverton Sports Centre Flooring and Dashers replacement				1,400,000	

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
R043 DC - Low E ceiling		80,000			
R064 DC LED lighting conversion remainder of building	130,000				
R065 DC Pool LED lighting	40,000				
R066 DC roof EPDM replacement	700,000				
R067 DC wall repairs and sealing		150,000			
R068 DC road sign LED replacement			40,000		
R069 DC over head door motorized operator		20,000			
R070 DC meeting room floor replacement				30,000	
R071 MAC Window Replacement	30,000		30,000		30,000
R073 FACILITIES TSC Chiller Replacement				150,000	
R077 FAC LED Lighting at WCCC		35,000			
R078 A Dock Replacement		500,000		800,000	
R080 FAC Spectator Seating at DC			185,000		
R082 FAC Heating at TSC				40,000	
R085 FAC Reunion Station Washroom				100,000	
R086 FAC DC Generator Replace			600,000		
R087 FAC DC Boiler Retrofit	30,000				
R088 FAC DC Hall Kitchen Renovation		60,000			
R089 FAC DC Lobby Washroom Renovation		80,000			
R091 FAC Tiverton Washroom Accessibility Renovation	125,000				
R092 FAC DC Ramp Renovation	75,000				
R093 FAC Underwood Kitchen Renovation		40,000			
R094 FAC DC Tables and Carts	20,000	15,000	15,000	15,000	
R095 FAC Underwood Carpet Replacement			40,000		
R096 FAC DC Mini Stick Rink			36,000		
R097 FAC Lawn Bowling Roof		40,000			
R099 FAC DC Office Accessibility Renovation		75,000			
R100 FAC DC Customer Service Desk		20,000			
R102 FAC DC Elevator Design					35,000
R103 FAC DC Generator Replacement		500,000			
R105 FAC Tiverton Spectator Heating		50,000			
R106 FAC W.E. Thompson Doors	21,000				
R107 FAC Ice Edger Replacement	10,000				
R108 FAC WCCC Replacement of 2 furnaces	20,000				
R109 FAC DC Pool Filter System Replacement			150,000		
R110 FAC Medical Clinic Key Fob		25,000			
R114 FAC MAC Furniture	18,000				
R117 FAC Centre for the Arts Access to Upper Balcony		20,000	75,000		
R118 FAC Lighthouse Cedar shingle roofing replacement				25,000	
R119 FAC MAC Siding Repairs		20,000			
R120 FAC Tiverton Library Window Replacement	15,000				
R122 FAC Medical Centre Wind Break & Doors		25,000			
R123 FAC DC Electrical Room Waterproofing		10,000			

Appendix D

5 Year Capital Budget Forecast

	2024	2025	2026	2027	2028
Total R Facilities	1,369,000	2,042,000	2,676,000	2,578,000	65,000
Total Parks & Facilities	2,718,000	4,122,000	4,591,000	3,943,000	65,000
Community & Recreation Programs					
Q Recreation					
Q012 Convert Manual Backstops to Power Operated Units		25,000			
Total Q Recreation		25,000			
Total Community & Recreation Programs		25,000			
Fire Department					
U Fire Department					
U005 Replace 1999 Aerial Apparatus			2,400,000		
U006 Replacement of the Tiverton Fire Station				5,000,000	
U009 CAFC11-2 Tiverton Mini pumper		550,000			
U011 Car 1 Replacement			80,000		
U012 Compressor Replacement	125,000	350,000			
U013 Communications Equipment	100,000	100,000			
U014 Fire hose replacement plan				20,000	
U017 Firefighting Equipment		75,000			
U021 FIRE Station 12 LED		27,000			
U022 Car 2 Replacement			60,000		
U023 Pickup Replacement				80,000	
U024 Lifesaving Equipment	30,000				
Total U Fire Department	255,000	1,102,000	2,540,000	5,100,000	
Total Fire Department	255,000	1,102,000	2,540,000	5,100,000	
Total Community Services	2,973,000	5,249,000	7,131,000	9,043,000	65,000
Total Capital Departments	13,112,500	30,165,552	13,856,000	19,039,000	14,157,000

Appendix E

Reserve and Reserve Fund Listing

Appendix E: Reserve and Reserve Fund Listing

	2024 Projected Opening Balance	2024 Budgeted projects	2024 Transfers Out	2024 Contributions In	2024 Interest Income	Projected Balance as of Dec 31, 2024
Reserves						
Contribution from Reserve						
FROM Reserve-Working Capital	330,493					330,493
FROM Reserve-Community Policing	1,015					1,015
FROM Reserve-Capital	4,335,906	(378,000)	(78,000)	7,875		3,887,781
FROM Reserve-Election	81,308			15,000		96,308
Total Reserves	4,748,722	(378,000)	(78,000)	22,875		4,315,597
Reserve Funds						
Contribution from Reserve Fund						
FROM Marina Launch Ramp RF14	713				36	749
FROM Buildings-Underwood CC RF15	2,677				134	2,811
FROM Buildings-Women's Institute RF15	47,969				2,398	50,367
FROM Buildings-Locum House RF15	63,129		(30,500)		2,394	35,023
FROM Buildings-Westario RF15	56,941				2,847	59,788
FROM Buildings-Affordable Housing RF15	53,534				2,677	56,211
FROM Workplace Insurance RF17	390,886		(1,000)		19,519	409,405
FROM WCCC RF25	233,766				11,688	245,454
FROM W1 Industrial RF30	2,035				102	2,137
FROM Equipment Replacement CAO RF49	5,602				280	5,882
FROM Equipment Replacement Clerk RF49	13,804				690	14,494
FROM Equipment Replacement Treasury RF49	225				11	236
FROM Equipment Replacement General Govt RF49						
FROM Equipment Replacement Kinc Fire RF49	391,791	(100,000)		100,000	19,590	411,381
FROM Equipment Replacement Paisley Fire RF49	2,650				132	2,782
FROM Equipment Replacement Roads RF49	534,026	(194,000)		105,000	24,476	469,502
FROM Equipment Replacement Garbage Collection RF49	5,214				261	5,475
FROM Equipment Replacement Kinc Landfill RF49	27,850			100,000	3,893	131,743
FROM Equipment Replacement Cemetery RF49	4,077				204	4,281
FROM Equipment Replacement MYSIS RF49	31,505				1,575	33,080
FROM Equipment Replacement Street Lighting RF49	6,383				319	6,702
FROM Equipment Replacement IT RF49	1,811				91	1,902
FROM Equipment Replacement Building RF49	4,963				248	5,211

Appendix E: Reserve and Reserve Fund Listing

	2024 Projected Opening Balance	2024 Budgeted projects	2024 Transfers Out	2024 Contributions In	2024 Interest Income	Projected Balance as of Dec 31, 2024
FROM Equipment Replacement Planning RF49	20,864				1,043	21,907
FROM Rotary Dock RF51	22,588				1,129	23,717
FROM Arts Facility RF56						
FROM Tourism RF60	361,144				18,057	379,201
FROM Trails RF63						
FROM Tax Mitigation RF65	700,160				35,008	735,168
FROM Health Care RF66	1,234,238		(1,200,000)		31,712	65,950
FROM Marina RF69	74,378		(74,378)			
FROM Recreation-Davidson Centre RF72	220,849			50,000	12,292	283,141
FROM Recreation-Recreation RF72	69,216				3,461	72,677
FROM Recreation-Parks RF72	3,128				156	3,284
FROM Cemetery RF74	2,688				134	2,822
FROM Community Benefits RF75	647,663	(700,000)		665,000	31,508	644,171
FROM Lifecycle RF82	9,592,696	(5,761,500)		4,350,000	444,347	8,625,543
Total Reserve Funds	14,831,163	(6,755,500)	(1,305,878)	5,370,000	672,412	12,812,197
Water & Sewer Reserve Funds						
FROM Tiverton Sewers RF18	169,571				8,479	178,050
FROM Tiverton Water RF24						
FROM Sewer RF67	5,069,136	(924,500)		985,280	254,976	5,384,892
FROM KWTP Water RF68	9,771,182	(1,953,000)		1,193,599	469,574	9,481,355
FROM BEC Water RF68	529,976	(40,000)	(23,109)		24,921	491,788
Total Water & Sewer Reserve Funds	15,539,865	(2,917,500)	(23,109)	2,178,879	757,950	15,536,085
Development Charges						
FROM DCs-Parks & Recreation RF80	392,656				19,072	411,728
FROM DCs-Cemetery RF80	4,817				241	5,058
FROM DCs-Public Works & Fleet RF80	224,731				8,260	232,991
FROM DCs-Fire Services RF80	242,983				10,181	253,164
FROM DCs-Waste Management RF80	10,502				510	11,012
FROM DCs-General Government RF80	55,708				2,260	57,968
FROM DCs-Roads & Related RF80	303,552				12,410	315,962
FROM DCs-Water RF80	388,019				14,551	402,570
FROM DCs-Wastewater RF80			(268,755)	268,755		


Appendix E: Reserve and Reserve Fund Listing

	2024 Projected Opening Balance	2024 Budgeted projects	2024 Transfers Out	2024 Contributions In	2024 Interest Income	Projected Balance as of Dec 31, 2024
Total Development Charges	1,622,968		(268,755)	268,755	67,485	1,690,453
Obligatory Funds						
FROM W2 Inverhuron Sewage RF42	200,856				9,818	210,674
FROM Parkland Trust RF55	464,715				17,568	482,283
FROM CCBF RF71	152,432	(525,000)		385,707	639	13,778
FROM Building Permits RF73	1,935,743		(139,244)		93,306	1,889,805
FROM PIL Parking RF81	54,113				2,706	56,819
Total Obligatory Funds	2,807,859	(525,000)	(139,244)	385,707	124,037	2,653,359
Total Funding Sources	39,550,577	(10,576,000)	(1,814,986)	8,226,216	1,621,884	37,007,691

Appendix F

New Position Requests

Municipality of Kincardine
New Staffing Enhancements

Position Title	Water & Wastewater Department Maintenance Coordinator		
Department	Infrastructure & Development		
Division	Environmental Services	Year	2024

Executive Summary
<p>In order to ensure the team has the appropriate staff complement for work planning and compliance, the department is requesting a maintenance coordinator. This new position will not require licensing while allowing 7 licensed operators within the team. This position would report directly to the Environmental Services (ES) Supervisor and would be responsible for recurring maintenance and schedule follow-up; ordering and tracking of parts and inventory; planning maintenance; scheduling tasks such as locates, traffic protection; arranging contractors; collection of quotations for budget purposes; roof and building inspections for health and safety compliance. The role would compile annual infrastructure review and potentially oversee some capital projects related to buildings and drains. The role will become an integral part of the Cityworks platform ensuring compliance and closing out work orders. New tasks within the department such as storm water inspections and sampling after significant weather events; and sampling of waste management sites would fall within their portfolio. Other possibilities include confined space training for attendant purposes, traffic protection or a backup utility locator.</p>

Background
<p>This position would allow the department to have someone oversee different aspects of the job, and allow management to better focus on the compliance and training of staff. The role would ensure management can oversee sites that have compliance related issues and ensure the team is protecting the safety of our drinking water and wastewater systems.</p> <p>The goal of this position would be to have someone organize and prepare job-sites for the staff which would free up operators time from things like building inspections, health and safety checks, traffic protection planning, meeting contractors etc. This would allow the current compliment of operators to use their skills and training on water and wastewater jobs. Programs such as valve turning, inspection of air relief valves, and maintenance would be better scheduled. With the municipal reorganization, the storm water infrastructure moved to ES. This position would allow the sampling, reporting and maintenance of these sites to be completed, and allow licensed operators to continue to focus on water and wastewater infrastructure. Pond inspections and sampling at the landfill sites could also be encompassed within this position.</p>

**Municipality of Kincardine
New Staffing Enhancements**

--

Risks to the Municipality and Other Departments
<p>Many of the risks associated with the above concerns center around compliance and maintaining of systems. There are risks to the organization if an understaffed team cannot complete some of these works in a calendar year. While the team always prioritizes drinking water and compliance first, an understaffed department may not prioritize maintenance or non-compliant issues.</p> <p>Areas of concern around things such as valve turning can potentially become a serious concern during issues like Class II watermain breaks, or frozen water services.</p> <p>Turnover in staffing levels could become another concern. If workers are feeling overwhelmed, this can lead to issues of stress or looking for other employment. Training the new operators to a high standard positions the Municipality to support succession planning, which is an important component for a sustainable community. If those that have the abilities and skills to teach are unable to do so based on workload, the future of the department becomes unstable.</p> <p>Under the Drinking Water Standard of Care the Municipality's management team and Council are responsible for all aspects of the water and wastewater systems. This includes staffing levels, compliance and ensuring adequate funding.</p>

**Municipality of Kincardine
New Staffing Enhancements**

Key Duties and Responsibilities
<p>The position of Maintenance Coordinator would answer directly to the Environmental Supervisor and oversee the following duties:</p> <ul style="list-style-type: none"> - Recurring Maintenance/ Scheduling/ Follow-up/ Re-Order Parts & Supplies - Tracking and Planning Tasks for Staff - Maintaining Inventory of Parts - Organizing Locates, Traffic Protection Plans, Parts required for the duties - Planning and organizing scheduling for the team. Reaching out to local contractors to arrange works, and duties. - Responsible for the sampling maintenance and reporting of all stormwater ponds, retention ponds, and record keeping. - Oversee the sampling of the Waste Management Sites both active and closed, for annual requirements of those ECA's and C of A. - Perform Health and Safety Checks, Building Inspections, Roof and Building Assessments. - Collect quotes and budgetary requirements throughout the year to be incorporated with budgets. - Compile annual infrastructure review. - Be responsible for follow-up and closing out of all Cityworks work orders, and ensuring compliance with those documents. - Organize site visits and safety requirements of outside contractors on our sites.

Relationship to Council's Strategic Priorities
<p>D-14 Ensure the organization has the optimal number of engaged human resources.</p>

Cost and Benefit Analysis
<p>The total cost of this new FTE is estimated at \$106,000</p>

**Municipality of Kincardine
New Staffing Enhancements**

Position Title	Parks and Facilities Maintainer (2)		
Department	Community Services		
Division	Parks & Facilities	Year	2024

Executive Summary

The Department of Community Services is seeking approval for two full-time Parks and Facility Maintainers.

These positions transition during the shoulder season, and will assist with ensuring all facilities are prepared and closed appropriately (which includes washroom facilities) seasonally as well as opened in timely manner. They will ensure adequately trained coverage within the ice plants and halls during the busy ice season.

The positions will be a skilled employee with knowledge in the overall operations of facilities maintenance, arena operations passive parks and active parks, through ORFA training. These positions will transition between the parks and facilities divisions as required by operations.

Background

Currently the Community Services Department is staffed with 7 Full-Time Parks and Facilities Maintainers, as well as, 3 Part-Time Parks and Facilities Maintainers. These maintainers are tasked with the maintenance and operation of 2 arenas, 2 libraries, Art Centre, several non-recreational buildings, the MAC, Passive Parks, Active Parks, trails, the waterfront, the splash pad, and other facilities. Before the re-organization of the municipality, the list of duties for these maintainers was significantly less. Before the re-organization, the same compliment of staff was only responsible for the Davidson Centre, Tiverton Arena and the Art Centre. Moreover, only 2 maintainers were sent to Parks from May-October, which was inadequate and has left our parks and green-space in a state of disrepair.

Today, the CS Department has increased many responsibilities that were not previously under the department. These duties include, trails maintenance support, KIPP trail maintenance and sweeping, increase in waterfront maintenance and special event assistance, Christmas light set up and take down in parks, building maintenance at various non-recreational facilities, snow clearing at municipal building entrances, installation, removal of the Hatchery docks and an increase in Beach Access Point/waterfront maintenance. These demands on the department's work order list and insufficient staffing compliment have created gaps in service that are impacting our residents and facility and placing a negative perspective on our parks and facilities.

**Municipality of Kincardine
New Staffing Enhancements**

These gaps are evident in our facilities and parks that have reactive maintenance and struggle with preventative maintenance. The main challenge with preventative maintenance in the CS Department is the lack of staffing to close work orders in a timely fashion.

Staff regularly hear from users who have issued complaints due to the condition of an item, have also shared that these concerns are long standing issues that have not been dealt with for a number of years.

In 2022, staff reduced the operating hours on weekends at the DC in attempt to shift more worker outside in the summer. This did elevate some pressures, but certainly not the degree that is required for a community of this size.

Risks to the Municipality and Other Departments

Without additional staffing resources in the Community Services Department, it is likely that our facilities and parks will continue to depreciate until large capital work is required to re-furbish our facilities. Moreover, staff will be slow or unable to respond to resident concerns and work orders, which expose the municipality to the risk of liability if safety concerns can not be remedied or closed quickly. Examples of staff's limited capacity from the 2023 summer season include, the delays in making boardwalk repairs (repairs were not completed until August), delays in responding to trails concerns (trail concerns were often not remedied until the return of the trails volunteers in September), and staff's limited capacity to keep up on beautification tasks such as weeding at the Connaught Park Ball Diamonds.

Without additional resources, Council may need to make the difficult decision of reduction in services including potential closure of some facilities.

**Municipality of Kincardine
New Staffing Enhancements**

Key Duties and Responsibilities

1. Maintain outdoor public areas including but not limited to municipal parks and playgrounds, sports fields, beachfront, washrooms, skate parks, trails, boardwalk, and bike parks.
2. Tour parks and facilities to identify problems and take corrective actions.
3. Inspect playgrounds, trails, and the waterfront to identify hazards and take corrective actions.
4. Support outdoor special events by moving and setting up picnic tables, garbage cans, bleachers, and other items as required by the event organizers.
5. Open and close public washrooms daily and ensure cleanliness, functionality, and stock of supplies.
6. Maintain boardwalks, gazebos, fountains, walkways, piers, and picnic shelters.
7. Complete general outdoor maintenance of public areas as required - i.e. pick-up garbage, paint surfaces, cut and trim grass, clear tree debris, lay sod, complete minor carpentry work.
8. Install and remove ice surface and complete ice maintenance including driving the ice resurface equipment to flood ice surfaces to a specified thickness on a specific schedule.
9. Complete minor maintenance to tools and equipment - i.e. change oil, lubricate parts, change blades, charge batteries.
10. Maintain inside and outside municipal facilities - i.e. general cleaning of all areas, stock supplies, cut grass, clear snow, spread salt or sand, pick-up garbage, lock/unlock meeting rooms, log specific equipment readings, etc.
11. Set up and take down tables, chairs, and other equipment for a variety of functions.
12. Respond to questions and concerns from the public, giving out information and resolving public complaints.

Relationship to Council's Strategic Priorities

8.1: Create and implement a Parks and Recreation Master Plan that helps the municipali

Cost and Benefit Analysis

Grade Pay 5 - \$76,500 per FTE (\$153,000 for 2 positions). It is anticipated that 1 additional municipal truck will be required in 2025.

**Municipality of Kincardine
New Staffing Enhancements**

Position Title	Lead Hand: Building Maintenance		
Department	Community Services		
Division	Parks & Facilities	Year	2024

Executive Summary

Community Services is seeking the addition of a Lead Hand: Building Maintenance. This position will be primarily tasked with the maintenance of municipal buildings outside of the Arena setting. Further, this position will be responsible for communicating with municipal tenants and resolving work orders that relate to maintenance of rented spaces.

This position will assist the department in closing gaps that exist in our non-recreational building maintenance, which is having an exponentially increasing cost in the operating and capital budgets of the department. Core to this position's responsibilities will be ensuring preventative maintenance with the goal of extending the service life of building infrastructure and limiting emergency maintenance requests from tenants.

Background

Through the development of the Organizational Review, Community Services inherited non-recreational facilities under the portfolio. That transition did not include any additional staff and including many facilities is varying levels of maintenance. In 2020 CS staff 5 facilities, in 2023 that number has climbed to 10 facilities plus an additional 6 facilities that we assist in varying degrees.

Maintenance in these facilities is currently reactionary in nature with no long standing preventative maintenance plans.

This proposed position will be primarily tasked with the maintenance of municipal buildings outside of the Arena setting. Further, this position will be responsible for communicating with our municipal tenants and resolving work orders that relate to maintenance of rented spaces. It will also the coordination of all contractors and the development of Service Provider Agreements.

Currently, maintenance outside of the arenas is being backfilled by arena maintainer staff. This is creating gaps in our arenas that must be filled by less qualified casual staff.

**Municipality of Kincardine
New Staffing Enhancements**

Risks to the Municipality and Other Departments

These maintenance gaps have led to an increased investment from a capital budget perspective for equipment and facility replacement. Should this continue, the capital investment and impact to operating expenses will grow. Furthermore, due to the staffing shortage the municipality is lacking in responsibilities for tenants. Particularly at the Art Centre, Medical Clinic, MAC, libraries and Locum Houses. Currently, it can be up to a couple weeks before staff are able to assess and resolve a work order in one of the buildings. There is also the opportunity for the municipality to realize cost savings in contractor costs related to basic maintenance jobs.

Moreover, the use of Full-Time Arena Maintainers to close work orders leaves less qualified casual or part-time staff operating arena facilities. While these staff are capable of running arenas, they lack the training required to address unexpected problems with the refrigeration plant, ice surface or major building systems. This exposes the municipality to greater liability should an incident occur without properly trained staff at the facility.

This position will assist the department in closing gaps that exist in our non-recreational building maintenance, which is having an exponentially increasing cost in the operating

**Municipality of Kincardine
New Staffing Enhancements**

Key Duties and Responsibilities
<ol style="list-style-type: none"> 1) Assist in developing equipment and facility preventative maintenance schedules. 2) Perform repairs to municipal buildings and equipment, including but not limited to, minor carpentry, plumbing, painting, and HVAC repair. 3) Coordinate trades for additional work in municipal buildings, including but not limited to, plumbers, electricians, and HVAC repair technicians. 4) Respond to work orders for deficiencies in municipal buildings. 5) Responsible for entering, completing and closing work orders through the City Works platform. 6) Responsible for reporting outstanding building deficiencies to the Facilities Supervisor and coordinating budgetary expenses with the Facilities Supervisor. 7) Responsible for coordinating with the Facilities Supervisor for procurement of all permits, licences, and approvals required for work in municipal buildings. This includes MOK building department approvals, Fire Code approvals, TSSA, ESA and AODA. 8) Responds to after-hours calls, including the fire alarm or other call-outs as deemed required by the Facilities Supervisor. 9) Maintain municipal inventories for tools and materials. Assist the Facilities Supervisor in ordering to replenish inventories. 10) Provides oversight and leadership to maintainers and casual staff who are assigned to assist in building maintenance. 11) Assisting with special projects and duties as assigned by the Facilities Supervisor.

Relationship to Council's Strategic Priorities
8.1: Create and implement a Parks and Recreation Master Plan that helps the municipali

Cost and Benefit Analysis
Grade Pay 8 - \$91,110 total cost for salaries and benefits. It is anticipated that 1 additional municipal van will be required, estimated at \$60,000.

**Municipality of Kincardine
New Staffing Enhancements**

Position Title	Outside Maintainer		
Department	Community Services		
Division	Parks & Facilities	Year	2024

Executive Summary

The Department of Community Services is seeking approval for one full-time Outside Maintainer which will be dedicated to parks for 12 months of the year.

This position will assist with ensuring waterfront operations are on-going as opposed to reactionary. As well as ensuring facilities are prepared and closed appropriately (which includes washroom facilities) seasonally as well as opened in timely manner.

The position will be a skilled employee with knowledge in the overall operations of passive parks (including waterfront) and well as active parks.

In off season, overseeing washrooms that remain open are cleaned, garbage is collected in parks, appropriate signage snow removal is completed and lifesaving stations continue to be monitored.

Background

Prior to the re-organization, the Department of Community Services had one 6 month Parks Supervisor and three seasonal outside maintainers that provided services for special events, passive/active parks, washroom, garbage collection and waterfront.

Based on the condition of the parks and waterfront, it is evident that this was unsustainable. And this in this condition, it could open the municipality up to potential litigation due to potential hazards.

Municipal parks and waterfront appear to be tired and unmaintained due to lack of attention and lack of work over a number of years. Simply because of lack of dedicated staff.

Although not officially launched the discussions with the consultants for the Parks and Recreation Plan have quickly realized the depreciated state of our green spaces and based on the size of our community, this is alarming. This is contributed to a lack of investment within our parks and trails. In order to become a leader and a desirable

**Municipality of Kincardine
New Staffing Enhancements**

community for new residents as well having pride within our green spaces for current residents, it is imperative that reinvestments in the parks is a priority.

Risks to the Municipality and Other Departments

There are risks in not investing in people who are dedicated to enhancing our existing parks including waterfront.

These risks include personal damage of users within our parks and waterfronts by not dealing with potential hazards.

Lack of maintenance within these areas, also puts us in competition with our neighbouring communities who have enhanced maintenance plans within their green spaces. The condition of our parks today, may potentially draw perspective new residents to another community including possible doctors.

**Municipality of Kincardine
New Staffing Enhancements**

Key Duties and Responsibilities
<p>1) Assists the Parks Supervisor in providing leadership and direction to staff, with particular emphasis on seasonal and contract staff.</p> <p>2) Assists the Parks Supervisor in providing hands on direction, for inhouse construction related projects.</p> <p>3) Conducts inspections on park infrastructure, as assigned, with particular emphasis on playgrounds, sportsfields and the waterfront.</p> <p>4) Troubleshoots and attempts to remedy issues with Parks equipment/infrastructure and ensures maintenance schedules for equipment are adhered to by staff.</p> <p>5) Assists the Parks Supervisor in closing work orders completed by staff.</p> <p>6) Ensures the adherence to municipal standards on all worksites.</p> <p>7) Operates all parks equipment including but not limited to tractors, mowers, tillers, trucks, trailers, skid steers, mini-excavators, chainsaws, trimmers, hand tools.</p> <p>8) Completes all required reports, daily records, work orders, and documentation in a detailed and timely fashion.</p> <p>9) Completes various parks maintenance tasks, including but not limited to, grass cutting, sports field maintenance washroom cleaning, beach maintenance, small carpentry, concrete work, snow clearing, special event delivery/take down, horticultural tasks.</p> <p>10) Off-season (winter) duties are to include: snow clearing at municipal buildings, trail maintenance (KIPP), work order completion, equipment maintenance, holiday season preparation and clean-up, garbage collection, snow/sand fence install at waterfront, washroom cleaning, on-going safety inspections as per direction of the JHS committee, providing assistance to facilities staff with secondary building set-up/take down and cleaning.</p> <p>11) Participation in the departmental on-call and responding to after hours emergencies and calls for service. Participation in the weekend rotation will also be required.</p> <p>12) Other duties as assigned.</p>

Relationship to Council's Strategic Priorities
8.1: Create and implement a Parks and Recreation Master Plan that helps the municipali

Cost and Benefit Analysis
Grade Pay 8 - \$91,110 total cost for salaries and benefits.

**Municipality of Kincardine
New Staffing Enhancements**

Position Title	Records Assistant (1 year contract)		
Department	Corporate Services		
Division	Legislative Services	Year	2024

Executive Summary

To achieve the goal of having all municipal departments storing their records in Laserfiche by the end of 2025, a one-year contract position is required to assist with the digitization of the roll files in Development Services. The records will need to be organized according to the Records Retention Schedule, digitized, assigned meta data, and saved into the Electronic Document and Records Management System.

The goal of this position is to:

- improve accessibility to records and information
- improve transparency and accountability through streamlining access to information
- aid departments in adhering to MFIPPA requirements
- aid departments in adhering to the Records Retention By-law
- reduce staff time and costs in responding to FOI requests
- aid in the protection of personal and confidential information in accordance with the Municipal Act and MFIPPA

Background

The Municipality was awarded a grant through the Municipal Modernization Fund Intake 3 to enhance the records management program, including updating the Electronic Document and Records Management System and scanning historical files. Two contract employees have digitized the Finance Department's roll files and saved the records in Laserfiche as part of the grant. This initiative has seen over 3,500 individual roll files digitized, with the appropriate meta data and OCR, enabling staff to locate and share records at a significantly increased speed.

Development Services has their own set of property files that require digitization and uploading to Laserfiche. The physical records will need to be reviewed to dispose of any records that have exceeded their retention period. The Records Management Assistant will then prepare the records for digitization removing any staples, bindings or paper clips. The files will then be scanned directly into Laserfiche, with the appropriate meta data, OCR (optical character recognition), and consistent naming conventions which will make the records more searchable and easier to retrieve. The process will also decrease the physical amount of space needed to store records.

**Municipality of Kincardine
New Staffing Enhancements**

The Municipality of Kincardine 2021 Digital Transformation Strategy produced calculated the estimated annual efficiencies based on the annual number of transactions and time saved per transaction. Their calculations were based on 45,000 new records are added and an additional 4,000 records disposed, with the average time saved per transaction of 5 minutes. This results in 4,000 labour hours saved each year which they estimated to be annual efficiencies is \$160,000. While not necessarily a direct "cost savings", the labour resources can instead be diverted elsewhere within the development services department which will ultimately assist in streamlining and creating more efficient services.

Risks to the Municipality and Other Departments

The risks of not digitizing the Development Services roll files include wasted staff time not being able to find the records they need when they need them. The physical records are not "backed up" and the information could be lost if there was a fire or flood. Currently, the information stored in the roll files are only accessible to Development Services staff, and by not digitizing the records there is a risk that staff in other departments will not have access to information they need putting the Municipality at risk that could result in legal action.

**Municipality of Kincardine
New Staffing Enhancements**

Key Duties and Responsibilities
<ul style="list-style-type: none"> - Preparing documents for digitization - Document scanning - Quality Control - Applying metadata and saving records in Laserfiche - Completing Records Disposition forms

Relationship to Council's Strategic Priorities
<p>Improve organization efficiency and be more innovative.</p>

Cost and Benefit Analysis
<p>The estimated cost of this 1 year contract position is \$68,000, funded from the Building Department budget. No tax rate impact.</p>

Appendix G

Community Requests for Funding



Municipality of Kincardine Proposed Budget Request	
Project/Initiative:	Kincardine Hospital Redevelopment/Addition of MRI
Department:	South Bruce Grey Health Centre - Kincardine Hospital
Year:	2024 - 2029
Description	
<p>The MRI comes with a considerable price tag - \$6 million – which moves the Foundation’s fundraising goal effectively from \$12 million to \$18 million. Because of the benefits of the MRI, the Foundation is requesting that the Municipality of Kincardine consider revising its financial commitment to the campaign by contributing \$3.6 million (\$600,000 per year for 6 years) to help fund this essential medical service. Similar scaled requests are currently being made to the County of Bruce, and Township of Huron-Kinloss to reflect the immense benefit all will receive from having this valuable medical resource in our community.</p>	
Total Cost of Project (excluding HST):	\$18.0 million
Estimated Impact to Operating Budget	
<p>An annual \$600,000 contribution would have a tax rate impact of ~ 3%, if these funds were to be raised through property taxation.</p>	
Department Comments and Considerations	
<p>The Municipality has already earmarked a total of \$1,200,000 from the Healthcare Reserve Fund to support the expansion of the hospital. An additional \$300,000 was provided by the Municipality in 2016 to fund the planning costs for the hospital redevelopment project. Total financial support to date amounts to \$1,500,000.</p>	



Municipality of Kincardine Proposed Budget Request	
Project/Initiative:	Kincardine & District Lions All Wheel Park
Department:	Community Services
Year:	2024-2025
Description	
<p>Funding to support the design and construction of a 7,000 sq ft All Wheel Park at an estimated cost of \$600,000. This facility is planned to facilitate use of skate boards, bikes, roller blades and scooters for youth of all ages. We feel it imperative to recognize previous partnerships aimed at improvements to the Town/Municipality (Lions Park playground feature replacement, Lions Park Splashpad project, school crossing guard shelters) were financed 60% Lions/40% Municipality. We continue to develop partnerships within our community and recognize the Municipality of Kincardine a key stakeholder. Current expectations suggest a late 2024 or early 2025 in service date.</p> <p>Please reference accompanying correspondence of Oct 13, 2023 for detailed Project.</p>	
Total Cost of Project (excluding HST):	MOK Contribution > 2024 - \$120K/ 2025 - \$120K
Estimated Impact to Operating Budget	
<p>Minimal impact with exception of regular weekly inspections to the site. This may equate to an increase of \$1,000 - \$2,000 annually. Consideration should be given for long-term upgrades to include potential resurfacing or future landscaping. Recommended risk signage for the park will be provided by our insurance provider.</p>	
Department Comments and Considerations	
<p>All Wheel Parks have inherent risks to the users due to the level of competitiveness with the sport. Additional emergency scenarios may occur in which the first staff to be notified may be Customer Service Staff at the Davidson Centre. Staff will need to ensure guidelines are in place on how to deal with these situations. Additionally there may be at times unwanted behaviour with some users at the park in which the OPP will need to be cognizant of and patrol on a more regular basis.</p>	

KINCARDINE & DISTRICT LIONS



ALL WHEEL PARK PROJECT

October 13th 2023

Municipality of Kincardine
1475 Concession 5 Rd.
Kincardine ON - N2Z 2X6

Mayor Craig and Council,

The purpose of this correspondence is to provide Council with the current status of the Lions All Wheel Park Project and to further engage the Municipality of Kincardine as a partner as we continue to develop our vision of a 'premier destination for families' at Davidson Centre Lions Park.

In 2011, Kincardine & District LIONS Club had set out to make improvements to the popular LIONS PARK at the Davidson Centre.

This 10-year Improvement Plan¹, approved by Kincardine Council included:

- Splash-pad ✓
- Mechanical Equipment Room ✓
- Equipment Storage ✓
- Change / Washrooms ✓
- Sidewalks / Walkways ✓
- Improved Parking & Accessibility ✓
- Picnic Shelters & Benches ✓
- Improved Lighting ✓
- Park Signage ✓
- Trees ✓
- Youth Skate (All Wheel) Park
- Basketball / Ball Hockey / Multi use

The youth skate park and re-use of the existing skate park remain outstanding.

¹ schedule negatively impacted by COVID pandemic

Subsequent to gathering input from our skate community, we have finalized a Concept Design including popular features such as a pump track and skate bowl.

Our goal is to raise sufficient funding in support of the design and construction of a 7000 sq. ft. All Wheel Park at an estimated cost of \$600 000.00. This facility is planned to facilitate use of skate boards, bikes, roller blades and scooters for youth of all ages.

To date, Lions have:

- a) developed and agreed upon a Charter with the Municipality for the fundraising phase of the Project,
- b) secured land use approval from the Municipality of Kincardine,
- c) in conjunction with the Municipality completed an 'All Wheel Park' siting option study
- d) obtained a 'Permit to Alter Regulated Area' from Saugeen Valley Conservation Authority (SVCA)
- e) completed site geological sampling & site topographical surveys,
- f) secured an 'All Wheel Park' Conceptual Design from Drop In Skate Parks Inc.,
- g) raised ~ 30% of current estimated required project funding,
- h) more recently provided input to 'Municipal Tenants Capital and Operating Needs Survey', and
- i) participated in MGA facilitated 'Parks and Recreation Workshops'.

Recognizing this, Kincardine and District Lions have secured necessary approvals required to move forward on the next phase of our park improvement plan.

We have recognized a gap in the Municipality of Kincardine for outdoor activities for youth ages 12 and up, and believe that the addition of the All Wheel Park will help address this.

The All Wheel Park will contribute to building and sustaining a healthy community by providing a welcomed forum for youth, beginning and skilled, to meet and share experiences.

Efforts to secure Federal, Provincial, Municipal Grants, Corporate sponsorships and further develop community partnerships (donors)² are ongoing. The Club will be sponsoring several local fundraising events focussed on this worthwhile community project.

Our Club has a long history in managing the funding, design and construction of many local projects³ in partnership with the Municipality.

We feel it imperative, to recognize previous partnerships aimed at improvements to the Municipality (Lions Park playground feature replacement, Lions Park splashpad project, school crossing guard shelters) were financed * 60% Lions / 40% Municipality.

We continue to develop partnerships within our community and recognize the Municipality of Kincardine a key stakeholder. Current expectations suggest a late 2024 or early 2025 in service date.

As such, we request financial consideration for this project during 2024 and beyond budget deliberations.

Respectfully,

Original signed by:

John D Mc Manus
Kincardine & District Lions

519 386 2866
jd.mcmanus@bmts.com

cc: Jayne Jagelewski
Roxana Baumann

² Reference Appendix A

³ Reference Appendix B

APPENDIX - A
KINCARDINE & DISTRICT LIONS



ALL WHEEL PARK PROJECT COMMUNITY PARTNERS

Bruce Telecom Lighthouse Blues Festival

Saugeen Valley Conservation Authority

Municipality of Kincardine Community Grants

Ripley Lions

NPX

Meridian

Superheat

SOCIETY of United Professionals

Power Workers Union (PWU)

Duncan Hawthorne

Teeswater Concrete

Sweet Sensations

Londesboro Lions

Kincardine Fire Social

Ron Dore Surveyor

Kempton's Construction

Surfs Up

Paul Pearce Arial Drone Photography

360+ Local Family Facebook Subscribers

APPENDIX - B
KINCARDINE & DISTRICT LIONS



COMMUNITY PROJECTS

DATE		EST COST
2018	Lions Centennial Project Trees & Picnic Tables	\$6,300.00
2017	Replaced School Crossing Guard Shelters * (60/40)	\$6,500.00
2015	Lions Park Improvement - Splash Pad Project * (60/40)	\$650,000.00
2013	Davidson Centre Concession 5 (Tables & Chairs)	\$3,000.00
2011	North Beach Boardwalk	\$30,000.00
2008	Boardwalk Garden Plot	\$3,500.00
2007	Lions Park Playground Equipment Replacement * (60/40)	\$130,000.00
2007	Playground Picnic Shelter	\$13,000.00
1995	WE Thompson School Playground Equipment	\$6,000.00
1994	Huron Ridge Playground Equipment	\$6,000.00
1994	Bervie Ball Park Equipment	\$5,000.00
1993	Agricultural Bldg Renovations - Kincardine Klassics Gymnastics Club	\$5,000.00
1992	Original Lions Playground Equipment	\$90,000.00
1991	Search & Rescue Equipment	\$7,500.00
1990	Light House Staircase	\$8,000.00
1989	Kincardine Police Services Communication Enhancements	\$10,000.00
1988	Kincardine Library Addition	\$30,000.00
1987	Original School Crossing Guard Shelters	\$2,100.00
1986	Original Coming Events Sign - Davidson Centre	\$5,500.00
1980	Victoria Park Bandshell	\$20,000.00
1980	Davidson Centre Kitchen Fixtures	\$7,500.00