

2023  
**APPROVED  
BUDGET**

February 2022

2023 - 2025 | 3-year Operating Budget  
2023 - 2032 | 10-year Capital Budget

## A Message from the CAO

---



Perth County staff are pleased to present the 2023 Budget for Council's consideration. Staff in all Divisions continue to work hard to deliver programs and services with the high levels of customer service excellence.

Each Division's work plan is informed by the goals of the County's 2019-2022 Corporate Strategic Plan. In the new term of Council we will work to revisit and make updates to these goals and objectives.

The County has some important and exciting initiatives planned in 2023. In particular, we will see the anticipated completion of the modern elevator in the County Courthouse at 1 Huron St. and the anticipated 5 Huron Street renovation and construction of the new Connecting Link.

Staff will be available to answer any questions you may have about the programs, services, and projects presented. The support of Council for this work is greatly appreciated and we look forward to accomplishing great things this year!

*Lori Wolfe*

CAO

## A Message from the Treasurer

---



On behalf of the County staff, I am pleased to deliver the 2023 Budget for your consideration. Across Ontario, municipalities like Perth County, strive each day to deliver excellent services to constituents while balancing a number of priorities.

This budget supports the service delivery in our community, while being mindful of planning for the future. The inflationary constraints faced by citizens in Ontario are having an impact on current and future budgets. In addition, we continue to balance the reduction in Ontario Municipal Partnership Funding (OMPF) and the delays in Provincial current value assessments. Staff seek to balance these pressures in reviewing overall operations and balance the use of reserves to ease these impacts faced by all Ontario municipalities.

Each department has considered the needs for the upcoming year with careful consideration of corporate sustainability and the resources required to deliver programs and services successfully. I look forward to working with Council to pass the 2023 budget and continue our work together throughout this term.

*Corey Bridges*

Manager of Finance/Treasurer



# CORPORATE STRATEGIC PLAN

## Our Mission

---

Perth County is an innovative and entrepreneurial region that successfully competes on the world stage. We celebrate community and enjoy an exceptional quality of life that offers everything from rural landscapes and small towns to urban centres.

## Our Vision

---

Perth County aspires to be a self-reliant and fiscally responsible region known for exceptional service delivery and client-service focus. The County will strive to enable the region to grow responsibly, innovate successfully and experience excellent quality of life.

## Our Values

---

**Collaborative** | We are a collaborative culture where people support and work well together and with the member municipalities.

**Dedicated** | We enjoy dedicated staff who are capable, skilled and educated and are proud to work for the County.

**Responsible** | We are fiscally responsible; we enjoy a stable financial position and strive to responsibly spend the resources entrusted to us.

**Innovative** | We strive to improve our services, processes and practices and embrace change that makes a difference in our work.

**Service Oriented** | We strongly embrace customer service and our ability to service the residents, businesses and municipalities of the County.

**Committed** | We value the opportunity to do work that makes a difference and has a real impact on people's lives.



# CORPORATE STRATEGIC PLAN

## ***Goal 1: Growth & Economic Development***

### **Priorities:**

- Perth County is a Recognized Agricultural Leader in Ontario
- Perth County Growth is Responsible and Appropriate to Maintain Economic Viability
- Flexible and Affordable Transportation and Connectivity Options Exist within the County

## ***Goal 2: Regionalization & Service Effectiveness***

### **Priorities:**

- Services and Service Expectations are Clearly Defined and Communicated
- Services are Efficiently and Effectively Delivered on a Regional Basis

## ***Goal 3: Customer Service Excellence***

### **Priorities:**

- Perth County Demonstrates a Culture of Service Excellence
- Perth County Residents Effortlessly Access Services
- The Culture of Perth County Accepts and Embraces Change

## ***Goal 4: Community Development & Planning***

### **Priorities:**

- The Perth County Official Plan Supports the Aspirations and Goals of the County as a Whole
- Perth County is an Attractive Destination for Residents of All Ages
- Volunteerism and Community Involvement is Actively Embraced
- Perth County Minimizes Greenhouse Emissions and Climate Change Impact
- Perth County Residents Enjoy an Exceptional Quality of Life

## ***Goal 5: Corporate Sustainability***

### **Priorities:**

- Perth County Has an Enviably Emulated Corporate Culture
- Staff are Knowledgeable, Capable and Supported in Their Roles
- Facilities and Infrastructure are Well Maintained and Responsibly Managed
- Technology is Embraced as a Means of Enabling Culture and Effectively Delivering Services

# Diversity, Equity and Anti-Racism Charter

## Introduction:

---

Becoming a welcoming and inclusive place to live, work and visit is a process. This process involves the ongoing education, examination and re-examination of how individuals from all backgrounds, identities and walks of life are recognized, valued, supported and encouraged. Becoming a welcoming and inclusive community also requires a community to actively combat racism and discriminatory behaviours and practices, both conscious and unconscious, that impact the ability to feel fully part of the community. An inclusive and welcoming Perth County will enhance the entire community making it a desirable place to live, work and play.

Perth County's Diversity, Equity and Anti-Racism Charter reflects our ongoing commitment to take meaningful action as a local government to create an environment that truly values diversity and inclusion. Perth County's mission is to 'celebrate community and enjoy an exceptional quality of life that offers everything from rural landscapes and small towns to urban centres.' Celebrating community means that Perth County celebrates all of the people who call Perth County home regardless of age, sex, gender identity, race, ethnicity, abilities, religion, sexual orientation, social status, educational background or any other differences they may have. This Diversity, Equity and Anti-Racism Charter outlines the values, principles, roles and responsibilities our organization will represent that make up this commitment.

## Guiding Principles and Values

---

The following principles and values were identified by the community as critically important in guiding Perth County as it works to advance inclusivity, equity, diversity and anti-racism through the implementation of the Charter. By endorsing this Charter, Perth County affirms its commitment to the following in all aspects of the organization:

**Accessibility** – In order to enact effective changes, processes, policies and actions must be established and implemented in an accessible manner to remove any barriers to participation.

**Anti-Racism** – Racism exists within the community and must be actively combatted in all its forms.

**Diversity** – Including individuals from a range of backgrounds makes the community of Perth County stronger and more vibrant.

**Education** – The process of becoming a more inclusive and equitable community requires a culture and commitment to furthering one's knowledge and understanding. Education is an ongoing process of self reflection and learning to create awareness, empathy and commitment to change.

**Equality** – Every voice has a right to be heard and respected. The ideals expressed in this Charter apply to all regardless of background or position.

**Equity** – Acknowledging existing and systemic barriers to participation, focusing outreach on underrepresented groups and going over and above a simple checkbox to truly ensure that all voices are heard.

**Inclusion** – That all are welcomed to participate and that structures and policies are established and implemented that ensure that diversity is celebrated. All voices are heard and considered, including those who do not feel comfortable to speak loudly.

**Openness** – That the Charter is approached with a willingness to change at an organizational and individual level and that accountability is required.

**Respect and Dignity** – This is the responsibility of all and involves showing respect and standing against those who seek to undermine the dignity of others.

## **Commitment as an Organization**

---

Perth County has many responsibilities as an organization. These responsibilities relate to both internal and external interactions amongst Council, staff, residents, businesses, visitors and community partners. In adopting this Charter, Perth County recognizes that it must work to address and prioritize inclusion, diversity and anti-racism in all of its roles:

### **As a policy-maker we will:**

- Apply an equity, diversity and anti-racism lens when developing projects, policies and bylaws
- Use a policy development processes that include consultation with those from diverse backgrounds and underrepresented groups where appropriate and include regular reviews to ensure they remain current.
- Seek out voices that may not be comfortable coming to the table through traditional public input processes
- Encourage public participation in the policy development processes
- Implement and monitor non-discriminatory policies and practices while reviewing existing policies to remove discriminatory language

### **As an employer we will:**

- Ensure there is transparency in recruitment and hiring practices
- Remove unnecessary credentials or qualifications that would serve as an unnecessary barrier in recruitment
- Foster an inclusive and equitable work environment and ensuring that there is sufficient training for all staff including training to understand conscious and unconscious bias
- Require fair and equitable treatment among employees by both managers and coworkers
- Actively work to attract a diverse and talented workforce that reflects the changing makeup of the community
- Ensure that training opportunities are regularly provided for staff

### **As a service provider we will:**

- Ensure that service delivery models are accessible to all members of the community and not just those who have traditionally asked for service
- Engage underserved communities through outreach and enhanced communication
- Be open to exploring new ways of delivering services and review existing service delivery using an equity lens
- Provide services that respond to the diverse needs of the community
- Train staff on inclusive and equitable customer service

### **As a purchaser of goods and services we will:**

- Encourage equal opportunity in procurement
- Ensure existing local purchasing relationships do not come at the expense of new and emerging supplier options
- Hold suppliers to a high code of conduct and call out discriminatory practices or language when engaged in activities on the County's behalf
- Communicate procurement opportunities locally

### **As a community partner we will:**

- Support the efforts of diverse communities that seek to promote equality of opportunity and respect for all
- Be a collaborator with groups and communities working to advance diversity, equity and anti-racism
- Take a leadership role in promoting equity and inclusion when participating with stakeholders and initiatives within the community
- Recognize a diverse range of significant dates, holidays and grassroots efforts within the County

## Responsibilities for Implementing the Charter

---

Implementing the values and principles contained within this Charter is the responsibility of County Council, staff and all those who interact with Perth County. While each have a responsibility to uphold the Charter in their daily interactions, the following specific roles are outlined:

### **Council and Councilors:**

- Use the values and principles of the Charter as a lens through which decisions on projects and policies are made
- Engage in and commit to educational opportunities to improve understanding of and empathy toward issues impacting diverse or marginalized populations
- Use inclusive language around the Council table
- Call out language and dialogue that is not respectful or inclusive at Council meetings and when representing the County in the community
- Hold staff and County representatives accountable to the Charter values and principles
- Represent the values and principles of the Charter at all times

### **Staff:**

- Engage in ongoing education opportunities to learn more about topics of diversity, equity and anti-racism
- Incorporate the Charter into annual business plans and workplans
- Apply a diversity, equity and anti-racism lens when writing reports for Council consideration
- Revisit, revise and examine policies and procedures and apply a diversity, equity and anti-racism lens
- Regularly evaluate work against the Charter
- Ensure progress on advancing the Charter's ideals
- Hold staff and County representatives accountable to the Charter values and principles
- Represent the Charter values and principles at all times

### **Committees of Council:**

- Use inclusive language around the Committee table and encourage fellow members to do so
- Call out language and dialogue that is not inclusive at Committee meetings and when representing the County in the community

### **Advisory Committees:**

- Use inclusive language around the advisory committee table and encourage fellow members to do so
- Call out language and dialogue that is not inclusive at advisory committee meetings and when representing the County in the community
- Actively recruit diverse representation on committees where members of the public are required

### **Residents, Businesses and Visitors:**

- Expect to be held to Charter values and principles when engaging with the County



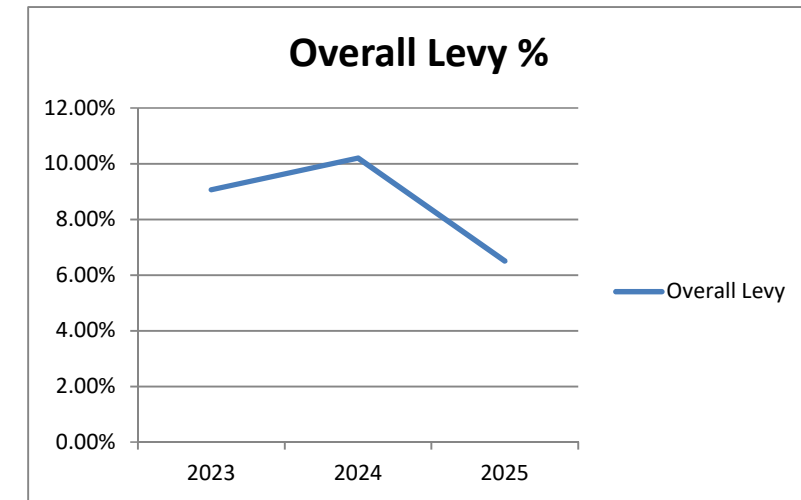
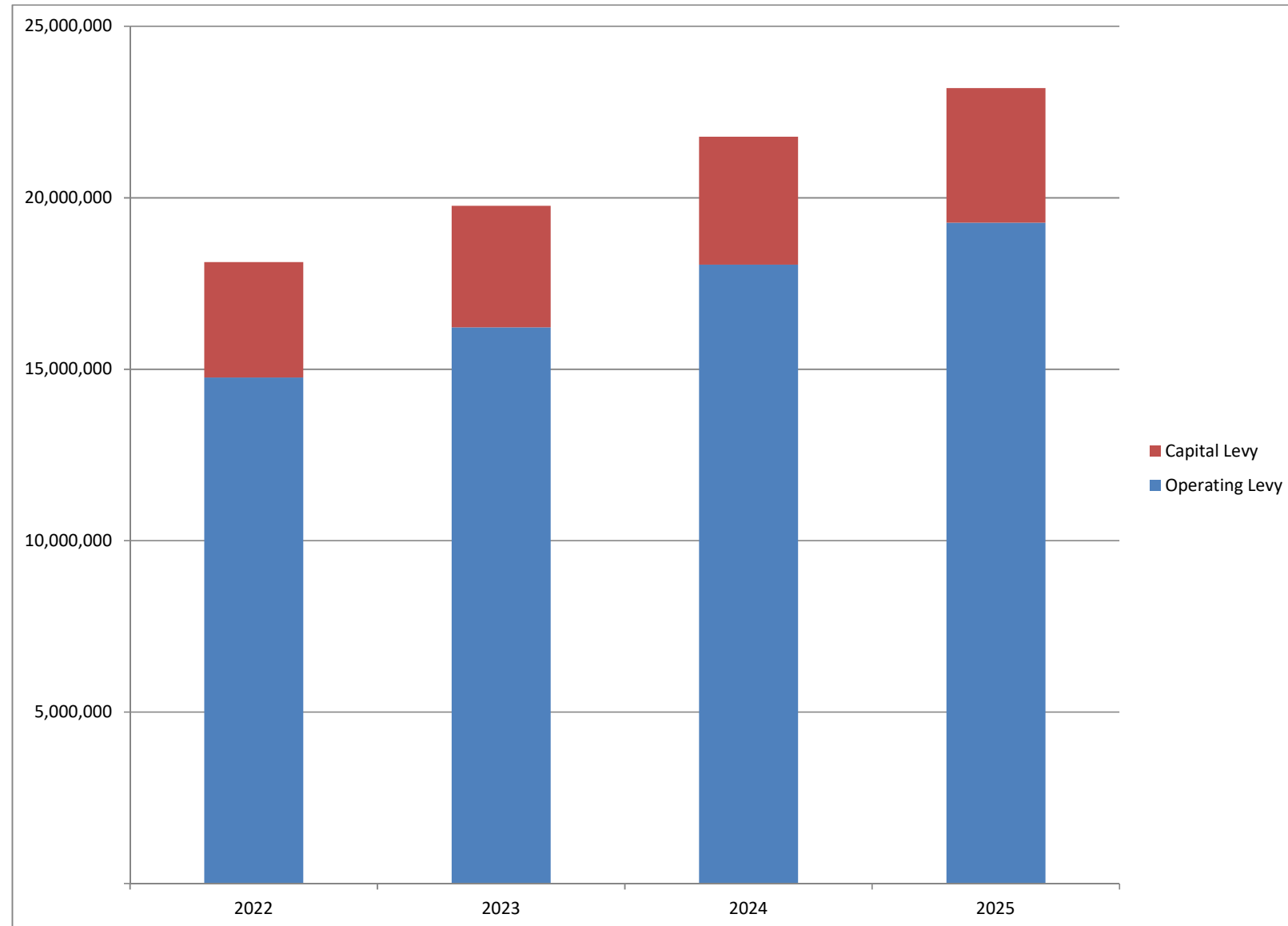
2023  
**OVERALL  
BUDGET**

Summary & Reserves

# Overall Budget Summary

	Budget 2022	Budget 2023			Budget 2024			Budget 2025					
			% of Levy	% of Overall		% of Levy	% of Overall		% of Levy	% of Overall			
<b>Operating Levy</b>	14,763,056	16,220,573	1,457,517	9.87%	8.04%	18,047,079	1,826,506	11.26%	9.24%	19,274,090	1,227,011	6.80%	5.63%
<b>Capital Levy</b>	3,360,000	3,545,000	185,000	5.51%	1.02%	3,735,000	190,000	5.36%	0.96%	3,925,000	190,000	5.09%	0.87%
<b>Overall Levy</b>	18,123,056	19,765,573	1,642,517		9.06%	21,782,079	2,016,506		10.20%	23,199,090	1,417,011		6.51%

1% Levy Increase  
\$ 181,231



	\$	%
2022 Levy	18,123,056	
2022 Growth	461,118	2.54%
2022 Levy including Growth	18,584,174	
2023 Levy Increase	<b>1,181,399</b>	<b>6.52%</b>
2023 Budgeted Levy	<b>19,765,573</b>	
Overall Levy Increase	1,642,517	9.06%

# 2023 Tax Impact on Median/Typical Property - No Ratio changes

## Perth Co, 3100

RTC	RTQ	Description	Prop Code	Prop Count	2022 CVA	2023 CVA	% CVA Change	2022 Upper CVA Taxes	2023 Upper CVA Taxes	\$ Tax Change	% Tax Change
R	T	Single Family Home	301	8,544	277,000	277,000	0.00%	756.34	805.63	49.29	6.52%
R	T	Seasonal Recreational Dwelling	395	6	412,000	412,000	0.00%	1,124.95	1,198.27	73.32	6.52%
R	T	Residential Condominium Unit	370	242	110,000	110,000	0.00%	300.35	319.93	19.58	6.52%
R	T	Farm House	211	2,893	179,700	179,700	0.00%	490.66	522.64	31.98	6.52%
F	T	Farmland	211	2,788	1,544,700	1,544,700	0.00%	1,054.44	1,123.17	68.73	6.52%
T	T	Managed Forest	244	36	214,200	214,200	0.00%	146.22	155.75	9.53	6.52%
M	T	Apartment Building	340	24	807,000	807,000	0.00%	2,203.48	2,347.09	143.61	6.52%
C	T	Small Office Building	400	27	189,000	189,000	0.00%	643.47	685.41	41.94	6.52%
C	T	Small Retail Commercial Property	410	77	211,000	211,000	0.00%	718.37	765.19	46.82	6.52%
I	T	Standard Industrial Property	520	82	479,200	479,200	0.00%	2,576.57	2,744.50	167.93	6.52%

## 2023 Levy & Tax Rate

2022 Levy: \$ 18,123,056

1% of levy: \$ 181,231

**2023 Levy: \$ 19,765,573**

\$ 1,642,517

Change over prior year

2020 RT Rate:	0.00257371	-1.73%
2021 RT Rate:	0.00264558	2.79%
2022 RT Rate:	0.00273046	3.21%
2023 RT Rate:	0.00290842	6.52%

Tax Impacts				
	2022 CVA	% CVA	2022 UT	\$ Tax
	Avg Property	Change	CVA Taxes	Change
Single Home	277,000	0.00%	\$ 805.63	\$ 49.29
Farmland	1,544,700	0.00%	\$ 1,123.17	\$ 68.73

	Tax Rate
Levy Increase	Increase
<b>9.06%</b>	<b>6.52%</b>

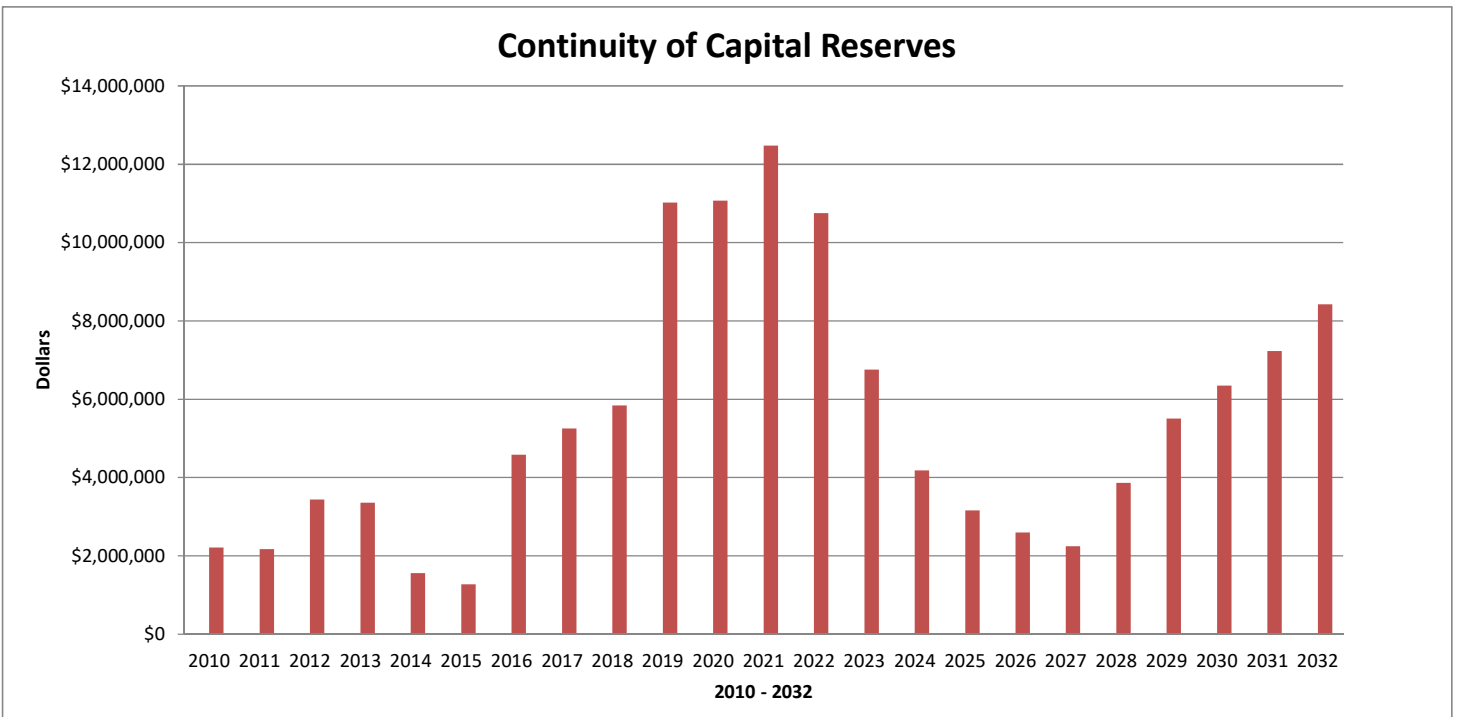
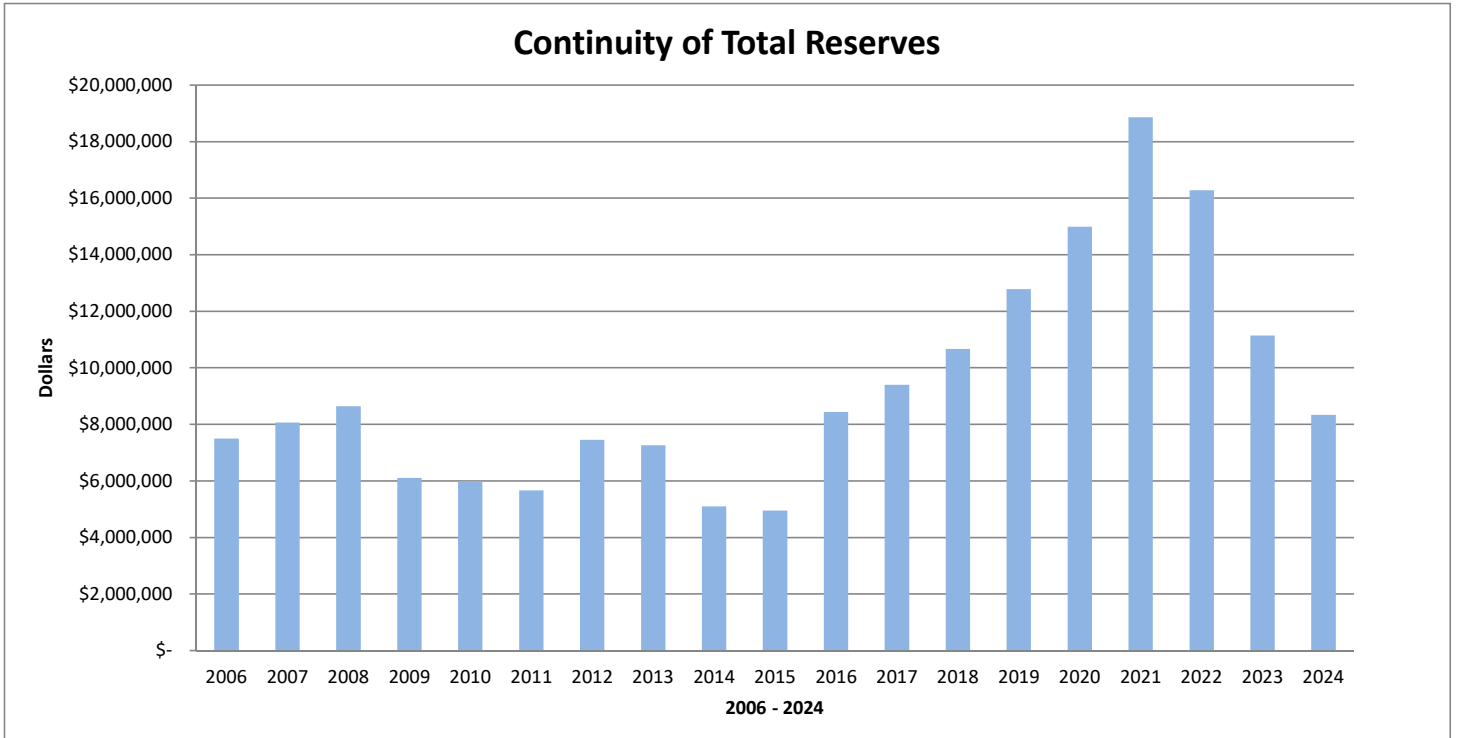
**County of Perth**  
**Proposed Continuity of Reserves**  
**As of December 31, 2023**

	Balance Projected 01-Jan-23	Contributions From Operating / Other	Contributions From Capital Levy	Contributions From Interest	Transfers Between Reserves	Expenditures From Reserves	Balance Projected 31-Dec-23
<b>Capital Reserves</b>							
3810 Facilities Reserve	3,347,380	554,191	0	98,391		2,329,400	1,670,562
3820 Medical Equipment Reserve	195,266	26,000	155,000	8,234		159,850	224,650
3830 Fleet Reserve	980,664	739,208	0	26,699		1,365,583	380,988
3840 Roads Reserve	4,098,848	2,557,107	2,550,000	137,655		6,422,038	2,921,572
3850 Bridges & Culverts Reserve	1,916,614	702,708	840,000	67,119		2,020,000	1,506,441
3860 Computer Systems Reserve	208,512	192,700	0	5,150	0	352,200	54,162
	<b>\$10,747,284</b>	<b>\$ 4,771,914</b>	<b>\$ 3,545,000</b>	<b>\$ 343,248</b>	<b>\$ -</b>	<b>\$ 12,649,071</b>	<b>\$6,758,375</b>
<b>Earmarked Reserves</b>							
3130 County WSIB Reserve	435,303	0	0	10,883		0	446,186
3140 County Employment Reserve	78,560	0	0	1,964		0	80,524
3150 County Levy Stabilization Reserve	1,702,916	0	0	42,573		772,027	973,461
3175 Paramedic Community Care Fund	9,797	0	0	245			10,042
3190 Assessment Appeals	101,020	0	0	2,526		0	103,546
3200 Moderization Grant	117,003	0	0	2,925		119,928	0
3205 COVID (Safe Restart) Reserve	87,668	0	0	2,192		89,860	-0
3234 Winter Maintenance Reserve	0	0	0	0		0	0
3310 EMS Employment Reserve	89,280	0	0	2,232		0	91,512
3330 EMS WSIB Reserve	572,874	0	0	14,322		150,000	437,196
3340 EMS Inter-Mun Billing Reserve	195,146	0	0	5,854		0	201,000
3400 Archives Equipment Reserve	110,724	0	0	3,322	0	0	114,046
3410 Archives General Reserve	49,629	0	0	1,241		0	50,870
3500 Land Division General Reserve	39,117	0	0	978		0	40,095
3600 Planning Photoimagery Reserve	9,875	0	0	247		0	10,122
3700 Huron Perth Health Unit Reserve	136,788	0	0	3,420	0	140,208	-0
	<b>\$ 3,735,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 91,502</b>	<b>\$ -</b>	<b>\$ 1,131,815</b>	<b>\$ 2,558,599</b>
<b>Discretionary Reserves</b>							
3100 County General Reserve	135,701	19,582	0	1,357		1,500	155,140
	<b>\$ 135,701</b>	<b>\$ 19,582</b>	<b>\$ -</b>	<b>\$ 1,357</b>		<b>\$ 1,500</b>	<b>\$ 155,140</b>
<b>Sub-Total Reserves</b>	<b>14,618,684</b>	<b>4,791,496</b>	<b>3,545,000</b>	<b>436,107</b>	<b>0</b>	<b>13,782,386</b>	<b>9,472,113</b>
<b>3160 Working Fund</b>							
3160 Working Fund	1,651,804	0	0	16,518		0	1,668,322
	<b>\$ 1,651,804</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,518</b>		<b>\$ -</b>	<b>\$ 1,668,322</b>
<b>Total Reserves 2023</b>	<b>16,270,488</b>			<b>\$ 452,625</b>			<b>11,140,435</b>

**County of Perth**  
Proposed Continuity of Reserves  
**As of December 31, 2024**

	Balance Projected 01-Jan-23	Contributions From Operating / Other	Contributions From Capital Levy	Contributions From Interest	Transfers Between Reserves	Expenditures From Reserves	Balance Projected 31-Dec-23
<b>Capital Reserves</b>							
3810 Facilities Reserve	1,670,562	443,302	0	66,777		1,113,342	1,067,299
3820 Medical Equipment Reserve	224,650	26,000	155,000	8,234		159,850	254,034
3830 Fleet Reserve	380,988	862,880	0	10,177		1,217,763	36,282
3840 Roads Reserve	2,921,572	2,801,385	2,675,000	114,850		6,725,549	1,787,258
3850 Bridges & Culverts Reserve	1,506,441	589,302	880,000	65,517		1,861,500	1,179,760
3860 Computer Systems Reserve	54,162	170,000	0	2,606	0	174,114	52,654
	<b>\$6,758,375</b>	<b>\$ 4,892,869</b>	<b>\$ 3,710,000</b>	<b>\$ 268,161</b>	<b>\$ -</b>	<b>\$ 11,252,118</b>	<b>\$4,377,287</b>
<b>Earmarked Reserves</b>							
3130 County WSIB Reserve	446,186	0	0	11,155		0	457,340
3140 County Employment Reserve	80,524	0	0	2,013		0	82,537
3150 County Levy Stabilization Reserve	973,461	0	0	24,337		380,000	617,798
3175 Paramedic Community Care Fund	10,042	0	0	251			10,293
3190 Assessment Appeals	103,546	0	0	2,589		0	106,134
3200 Moderization Grant	0	0	0	0			0
3205 COVID (Safe Restart) Reserve	-0	0	0	-0			-0
3234 Winter Maintenance Reserve	0	0	0	0		0	0
3310 EMS Employment Reserve	91,512	0	0	2,288		0	93,800
3330 EMS WSIB Reserve	437,196	0	0	10,930		150,000	298,126
3340 EMS Inter-Mun Billing Reserve	201,000	0	0	6,030		0	207,030
3400 Archives Equipment Reserve	114,046	0	0	3,421	0	0	117,467
3410 Archives General Reserve	50,870	0	0	1,272		0	52,141
3500 Land Division General Reserve	40,095	0	0	1,002		0	41,097
3600 Planning Photoimagery Reserve	10,122	0	0	253		0	10,375
	<b>\$ 2,558,598</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,540</b>	<b>\$ -</b>	<b>\$ 530,000</b>	<b>\$ 2,094,139</b>
<b>Discretionary Reserves</b>							
3100 County General Reserve	155,140	19,582	0	1,551		1,500	174,773
	<b>\$ 155,140</b>	<b>\$ 19,582</b>	<b>\$ -</b>	<b>\$ 1,551</b>		<b>\$ 1,500</b>	<b>\$ 174,773</b>
<b>Sub-Total Reserves</b>	<b>9,472,113</b>	<b>4,912,451</b>	<b>3,710,000</b>	<b>335,253</b>	<b>0</b>	<b>11,783,618</b>	<b>6,646,199</b>
<b>3160 Working Fund</b>							
	1,668,322	0	0	16,683		0	1,685,005
	<b>\$ 1,668,322</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,683</b>		<b>\$ -</b>	<b>\$ 1,685,005</b>
<b>Total Reserves 2023</b>	<b>11,140,435</b>			<b>\$ 351,936</b>			<b>8,331,204</b>

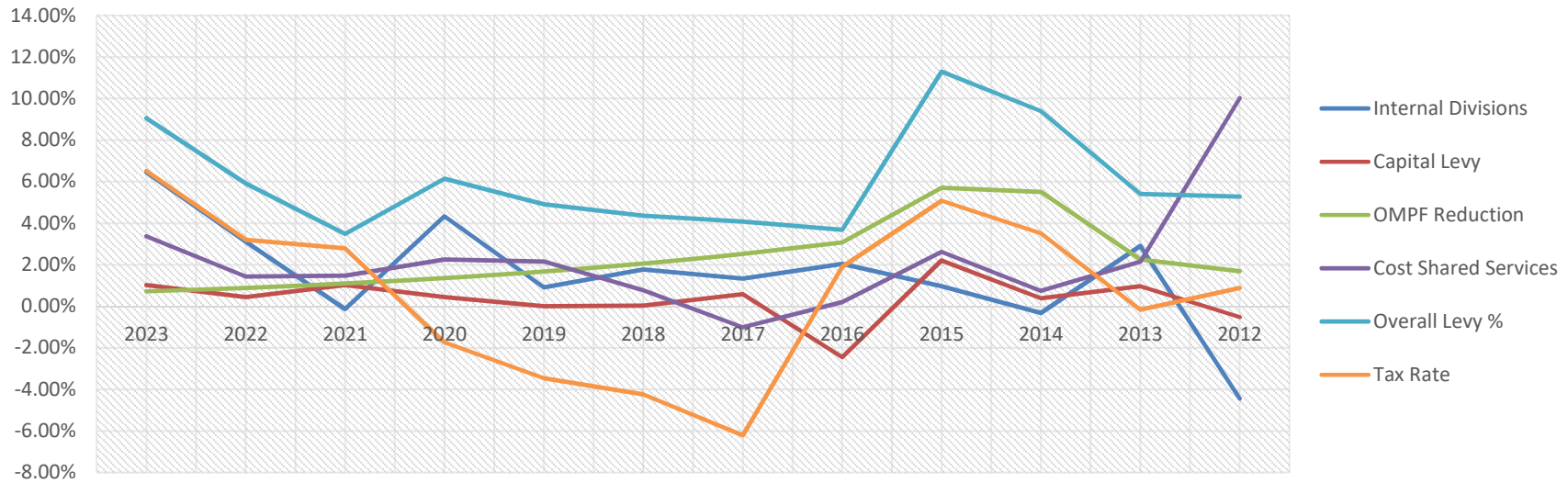
### Continuity of Reserves Graphs



## Levy Percentage History

	Internal Divisions	Capital Levy	OMPF Reduction	Cost Shared Services	Overall Levy %	Tax Rate	Total Levy	Levy Change
2023	6.45%	1.02%	0.72%	3.37%	<b>9.06%</b>	6.52%	19,765,573	1,642,517
2022	3.10%	0.44%	0.89%	1.44%	<b>5.92%</b>	3.21%	18,123,056	1,013,598
2021	-0.13%	1.03%	1.09%	1.48%	<b>3.49%</b>	2.79%	17,109,458	576,645
2020	4.34%	0.45%	1.36%	2.25%	<b>6.15%</b>	-1.73%	16,532,813	958,458
2019	0.91%	0.00%	1.68%	2.16%	<b>4.91%</b>	-3.46%	15,574,355	728,167
2018	1.77%	0.04%	2.06%	0.77%	<b>4.36%</b>	-4.24%	14,846,188	619,781
2017	1.34%	0.58%	2.52%	-1.01%	<b>4.08%</b>	-6.21%	14,226,407	558,245
2016	2.04%	-2.45%	3.08%	0.20%	<b>3.69%</b>	1.90%	13,668,162	486,641
2015	0.97%	2.21%	5.71%	2.63%	<b>11.30%</b>	5.08%	13,181,521	1,337,938
2014	-0.32%	0.39%	5.51%	0.74%	<b>9.40%</b>	3.52%	11,843,583	1,018,076
2013	2.90%	0.97%	2.25%	2.14%	<b>5.41%</b>	-0.16%	10,825,507	555,723
2012	-4.44%	-0.51%	1.69%	10.02%	<b>5.28%</b>	0.89%	10,269,784	

## Levy Percentage History





2023  
**CAPITAL  
BUDGET**

IT, Bridges, Roads, Facilities, Fleet,  
and Equipment

**County of Perth**  
**Capital Budget Summary**  
**2023 Budget Year**

	2023 Budget	Grants/ Other	Capital Levv	Reserves	Financia	Other Revenue
<b>Fire Radio Equipment Projects</b>						
CF0001 Fire Radio Equipment	\$180,000			\$180,000		
<b>Total Fire Radio Equipment Project</b>	<b>\$180,000</b>			<b>\$180,000</b>		
<b>Network Equipment Projects</b>						
CN0001 Network Equipment	\$90,000	\$22,700		\$67,300		
<b>Total Network Equipment Projects</b>	<b>\$90,000</b>	<b>\$22,700</b>		<b>\$67,300</b>		
<b>Server Projects</b>						
CV0001 Server Replacements	\$14,000			\$14,000		
<b>Total Server Projects</b>	<b>\$14,000</b>			<b>\$14,000</b>		
<b>Software Projects</b>						
CS0001 Software Licensing	\$14,000			\$14,000		
<b>Total Software Projects</b>	<b>\$14,000</b>			<b>\$14,000</b>		
<b>Workstation Projects</b>						
CW0002 EMS Toughbook Replacement	\$39,200			\$39,200		
CW0004 Workstation Replacements	\$15,000			\$15,000		
<b>Total Workstation Projects</b>	<b>\$54,200</b>			<b>\$54,200</b>		
<b>Bridge &amp; Culverts Projects</b>						
BC0018 Bridge Structure 139011	\$810,000			\$810,000		
BC0025 Culvert Replacement-Line 86 AS17	\$1,010,000	\$505,000		\$505,000		
BC0039 Small Culverts	\$150,000			\$150,000		
<b>Total Bridge &amp; Culverts Projects</b>	<b>\$1,970,000</b>	<b>\$505,000</b>		<b>\$1,465,000</b>		
<b>Road Surface Projects</b>						
RS0021 Line 72 East	\$532,000			\$532,000		
RS0035 Line 93	\$1,050,000			\$1,050,000		
RS0037 Road 121 South	\$1,950,000	\$1,259,759		\$690,241		
RS0055 Perth Line 44	\$2,000,000	\$872,069		\$1,127,931		
<b>Total Road Surface Projects</b>	<b>\$5,532,000</b>	<b>\$2,131,828</b>		<b>\$3,400,172</b>		
<b>Work in Progress</b>						
WP0001 Work In Progress	\$25,000			\$25,000		
WP0003 Work in Progress - Bridges	\$50,000			\$50,000		
<b>Total Work in Progress</b>	<b>\$75,000</b>			<b>\$75,000</b>		
<b>Building Projects</b>						
FB0025 Courthouse Elevator	\$975,000			\$975,000		
FB0033 Archives-Capital Maintenance	\$15,000			\$15,000		
FB0034 Courthouse-Capital Maintenance	\$448,500	\$60,000		\$388,500		
FB0035 PS HQ-Capital Maintenance	\$5,500			\$5,500		
FB0036 PS Listowel Base-Capital Maintenance	\$16,000			\$16,000		
FB0037 PS Milverton Base-Capital Maintenance	\$20,500			\$20,500		
FB0038 PS Mitchell Base-Capital Maintenance	\$13,000			\$13,000		
FB0039 PS St. Marys Base-Capital Maintenance	\$17,500			\$17,500		
FB0040 PW Milverton-Capital Maintenance	\$7,500			\$7,500		
FB0041 PW Mitchell-Capital Maintenance	\$127,000			\$127,000		
FB0042 PW Stratford-Capital Maintenance	\$27,000			\$27,000		
FB0044 Courthouse Campus	\$4,000,000				\$4,000,000	
FB0045 Facilities Vehicle Access	\$10,000			\$10,000		
<b>Total Building Projects</b>	<b>\$5,682,500</b>	<b>\$60,000</b>		<b>\$1,622,500</b>	<b>\$4,000,000</b>	
<b>Furniture Purchases</b>						
FF0001 Miscellaneous Furniture Replacement	\$24,000			\$24,000		
<b>Total Furniture Purchases</b>	<b>\$24,000</b>			<b>\$24,000</b>		
<b>Work in Progress</b>						
WP0002 Work In Progress	\$25,000			\$25,000		
<b>Total Work in Progress</b>	<b>\$25,000</b>			<b>\$25,000</b>		

**County of Perth**  
**Capital Budget Summary**  
**2023 Budget Year**

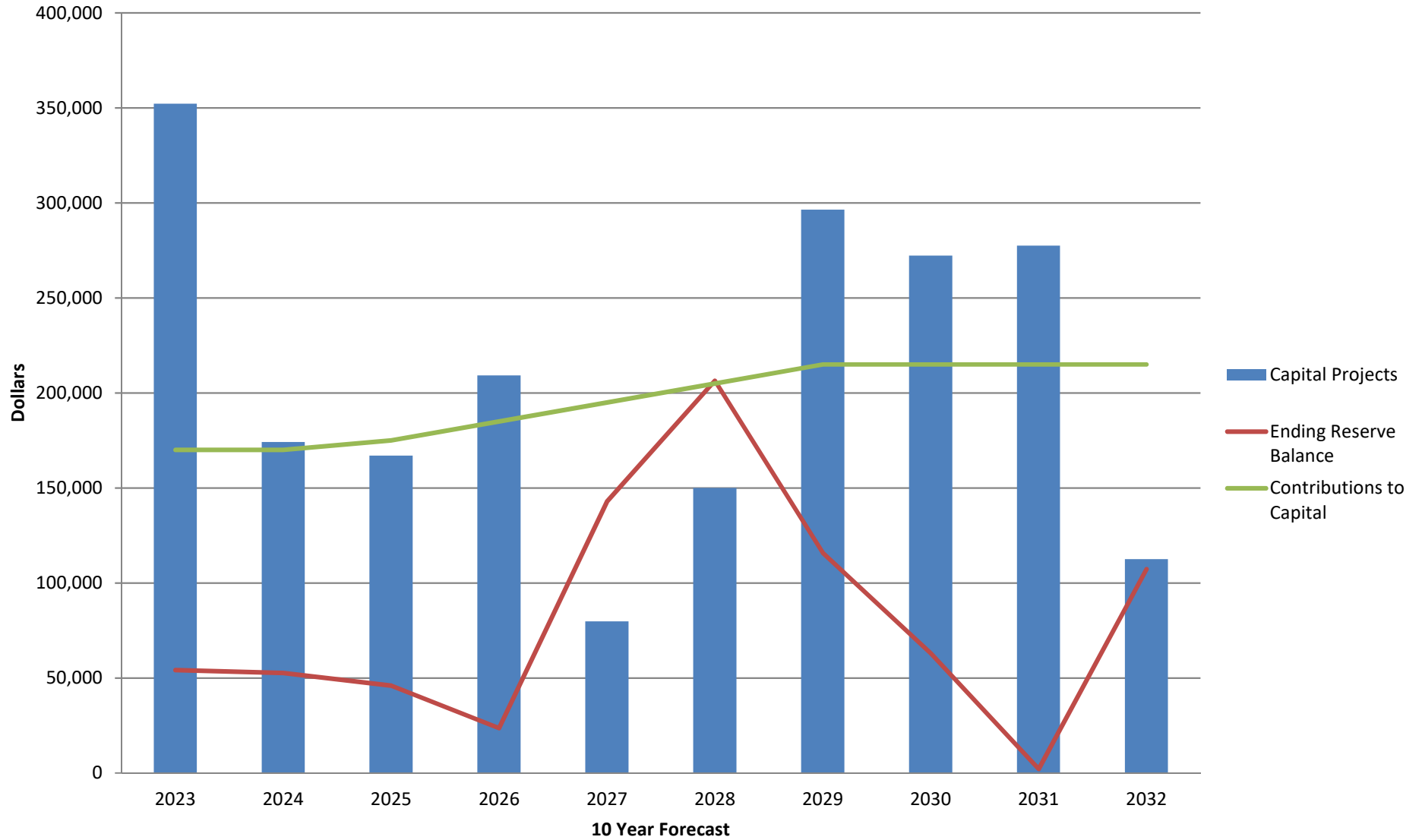
	2023 Budget	Grants/ Other	Capital Levv	Reserves	Financia	Other Revenue
<b>Class A Maintenance Vehicle</b>						
VA0002 Annual Fleet Replacements	\$225,000			\$225,000		
VA0003 Miscellaneous Equipment Replacement	\$385,000			\$385,000		
<b>Total Class A Maintenance Vehicle</b>	<b>\$610,000</b>			<b>\$610,000</b>		
<b>Class C Pickup Truck &amp; SUV</b>						
VC0001 PW Pickup Replacement	\$130,000			\$130,000		
VC0002 EMS Pickup Trucks	\$100,000			\$100,000		
<b>Total Class C Pickup Truck &amp; SUV</b>	<b>\$230,000</b>			<b>\$230,000</b>		
<b>Class D Ambulance</b>						
VD0002 Annual Ambulance Replacements	\$507,000			\$507,000		
<b>Total Class D Ambulance</b>	<b>\$507,000</b>			<b>\$507,000</b>		
<b>Medical Equipment projects</b>						
EM0004 Replacement of Medical Equipment	\$17,935			\$17,935		
EM0007 Training Mannequins	\$1,615			\$1,615		
EM0011 Powerload Stretcher	\$72,000			\$72,000		
EM0014 AED	\$68,300			\$68,300		
<b>Total Medical Equipment projects</b>	<b>\$159,850</b>			<b>\$159,850</b>		
<b>Sub-total</b>	<b>\$15,167,550</b>	<b>\$2,719,528</b>		<b>\$8,448,022</b>	<b>\$4,000,000</b>	
<b>RV0001 Transfers to Capital Reserves</b>						
REVENUE Revenue						320,000
TRXBRIDGES Bridges & Culverts Reserve			\$840,000	(\$840,000)		
TRXMEDEQUIP Medical Capital Equipment			\$155,000	(\$155,000)		
TRXROADS Roads Reserve			\$2,550,000	(\$2,550,000)		
<b>Total RV0001 Transfers to Capital Reserves</b>			<b>\$3,545,000</b>	<b>(\$3,545,000)</b>		<b>320,000</b>
<b>Total</b>	<b>\$15,167,550</b>	<b>\$2,719,528</b>	<b>\$3,545,000</b>	<b>\$4,903,022</b>	<b>\$4,000,000</b>	<b>320,000</b>

County of Perth  
 10 Year Reserve Continuity Schedule  
 2023 - 2032

TRXCOMPSYS Computer Systems

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<i>Opening Balance:</i>	208,512	54,162	52,654	46,024	23,559	142,845	206,427	115,872	62,992	2,086
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	143,688	119,952	114,382	163,138	56,214	7,092	89,989	156,370	214,501	110,373
Contributions from Capital Levy - Future	26,312	50,048	60,618	21,862	138,786	197,908	125,011	58,630	499	104,627
Total Contributions from Capital Levy	170,000	170,000	175,000	185,000	195,000	205,000	215,000	215,000	215,000	215,000
Grants and Subsidies - Provincial	22,700									
Transfer from Modernization Grant Reserve										
Transfer from Archives Equipment Reserve										
<b>Total Contributions To Reserves</b>	<b>192,700</b>	<b>170,000</b>	<b>175,000</b>	<b>185,000</b>	<b>195,000</b>	<b>205,000</b>	<b>215,000</b>	<b>215,000</b>	<b>215,000</b>	<b>215,000</b>
<b>Total Available for Current Projects</b>	<b>401,212</b>	<b>224,162</b>	<b>227,654</b>	<b>231,024</b>	<b>218,559</b>	<b>347,845</b>	<b>421,427</b>	<b>330,872</b>	<b>277,992</b>	<b>217,086</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
<b>CF0001 Fire Radio Equipment</b>	180,000	50,000					120,000	120,000	120,000	
<b>CN0001 Network Equipment</b>	90,000	76,000	87,000	106,000	28,000	35,000	80,000	70,000	30,000	35,000
<b>CP0001 Printer Replacements</b>		4,500	3,250	1,900	700	8,000		4,500	3,250	1,900
<b>CS0001 Software Licensing</b>	14,000	18,200	13,500	21,000	12,000	17,000	6,000	13,500	16,800	6,000
<b>CV0001 Server Replacements</b>	14,000	14,000		14,000	16,000	14,000		14,000	14,000	
<b>CW0002 EMS Toughbook Replacement</b>	39,200		44,800	39,200		44,800	39,200		44,800	39,200
<b>CW0004 Workstation Replacements</b>	15,000	8,000	12,000	15,000	17,000	17,000	18,000	15,000	8,000	12,000
<b>Inflation Adjustment</b>		3,414	6,486	12,063	6,073	14,137	33,216	35,242	40,643	18,359
<b>Total Commitments To Capital Projects</b>	<b>352,200</b>	<b>174,114</b>	<b>167,036</b>	<b>209,163</b>	<b>79,773</b>	<b>149,937</b>	<b>296,416</b>	<b>272,242</b>	<b>277,493</b>	<b>112,459</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget			17,000				17,000			
Transfers to Other Reserves										
<b>Total Expenditures Against Reserves</b>	<b>352,200</b>	<b>174,114</b>	<b>184,036</b>	<b>209,163</b>	<b>79,773</b>	<b>149,937</b>	<b>313,416</b>	<b>272,242</b>	<b>277,493</b>	<b>112,459</b>
<b>Closing Balance Before Interest</b>	<b>49,012</b>	<b>50,048</b>	<b>43,618</b>	<b>21,862</b>	<b>138,786</b>	<b>197,908</b>	<b>108,011</b>	<b>58,630</b>	<b>499</b>	<b>104,627</b>
Interest Income	5,150	2,605	2,407	1,697	4,059	8,519	7,861	4,363	1,587	2,668
<b>Closing Reserve Balance</b>	<b>54,162</b>	<b>52,654</b>	<b>46,024</b>	<b>23,559</b>	<b>142,845</b>	<b>206,427</b>	<b>115,872</b>	<b>62,992</b>	<b>2,086</b>	<b>107,295</b>

# Computer Systems Capital Reserve



# Perth County

## Capital Projects

<b>Project</b>	CF0001 Fire Radio Equipment		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

In 2023, the plan is to complete the system upgrade of the main communication and paging equipment components started in 2022. New equipment will be purchased to replace aging and incompatible radio and paging systems at all tower locations providing substantially improved system stability, redundancy and resiliency.

#### Project Justification

The County is currently responsible for the capital maintenance and replacement of the fire radio communication equipment infrastructure that enables the County fire departments to communicate. The infrastructure equipment is located throughout the county at several radio tower sites including Stratford, St.Marys, Mitchell, Milverton, and Listowel. Efforts have been made to identify and plan for major equipment replacements but these schedules can be impacted by exposure to severe weather conditions experienced in the County.

The equipment identified for replacement in 2023 has aged to the point where good system design and maintenance dictates it's replacement to ensure continued service levels. In addition, finding replacement or spare parts for this equipment has become difficult if not impossible and presents a risk that can be mitigated by replacing this equipment with current.

#### Additional Comments / Notes

All operational costs (for fire radio system infrastructure) are billed to each partner annually, as per the Fire Radio Communications System Agreement. End-user equipment is the property and responsibility of the each Fire Dept.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	590,000	180,000	50,000				360,000
	590,000	180,000	50,000				360,000
<b>Expenditures Total</b>	<b>590,000</b>	<b>180,000</b>	<b>50,000</b>				<b>360,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Computer Systems Reserve	590,000	180,000	50,000				360,000
	590,000	180,000	50,000				360,000
<b>Funding Total</b>	<b>590,000</b>	<b>180,000</b>	<b>50,000</b>				<b>360,000</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Technology Services	
Asset Classification	Fire Radio Equipment	
Contract No.	23-2-FIREQUIP Fire Radio Equipment Projects	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	CN0001 Network Equipment		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
-------------

Project Description
---------------------

In 2023, planned purchases include video equipment for two meeting spaces, attendance tracking hardware for Paramedic Services and audio equipment for the Council chambers.

Project Justification
-----------------------

Network equipment will be purchased to meet new requirements and to replace existing equipment past its useful life (as defined by the current Asset Management policy).

The audio equipment purchase for Council Chambers is now part of a larger Council Chambers renovation project that received partial grant funding and an extended deadline into 2023 due to pandemic impacts. The attendance tracking hardware for Paramedics Services is past its useful life and is starting to experience failures.

Additional Comments / Notes
-----------------------------

Council Chambers is a dual purpose meeting location (Council and POA Court). The intention is to purchase an audio system that is compatible with both purposes but there are specific technology and system requirements for POA Court that must be addressed.

Budget							
--------	--	--	--	--	--	--	--

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	637,000	90,000	76,000	87,000	106,000	28,000	250,000
	637,000	90,000	76,000	87,000	106,000	28,000	250,000
<b>Expenditures Total</b>	<b>637,000</b>	<b>90,000</b>	<b>76,000</b>	<b>87,000</b>	<b>106,000</b>	<b>28,000</b>	<b>250,000</b>
<b>Funding</b>							
<b>Grants</b>							
Federal Grants	22,700	22,700					
	22,700	22,700					
<b>Reserves</b>							
Computer Systems Reserve	614,300	67,300	76,000	87,000	106,000	28,000	250,000
	614,300	67,300	76,000	87,000	106,000	28,000	250,000
<b>Funding Total</b>	<b>637,000</b>	<b>90,000</b>	<b>76,000</b>	<b>87,000</b>	<b>106,000</b>	<b>28,000</b>	<b>250,000</b>

Attributes		
------------	--	--

Attribute	Value	Comment
Attributes		
Contract Department	Technology Services	
Asset Classification	Network Equipment	
Contract No.	23-2-NETEQUIP Network Equipment Projects	
Project Start Year	2022	
Project End Date	2031	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	CS0001 Software Licensing		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Software licenses will be purchased to reflect the current levels of usage and in order to meet new service level requirements. Planned for purchase in 2023 are Windows Server and Windows Server Client Access licenses required for a new server being purchased in 2023 and to meet current staffing usage levels.
Project Justification
The County is required to align its license inventory with its current level of software usage in order to remain in legal compliance. Any shortfalls identified in our current license inventory must be corrected if we are to maintain current legal usage levels. New service offerings and systems or increases in staff usage may also require new or additional software licenses to be purchased and deployed.
Additional Comments / Notes

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	138,000	14,000	18,200	13,500	21,000	12,000	59,300
	138,000	14,000	18,200	13,500	21,000	12,000	59,300
<b>Expenditures Total</b>	<b>138,000</b>	<b>14,000</b>	<b>18,200</b>	<b>13,500</b>	<b>21,000</b>	<b>12,000</b>	<b>59,300</b>
<b>Funding</b>							
<b>Reserves</b>							
Computer Systems Reserve	138,000	14,000	18,200	13,500	21,000	12,000	59,300
	138,000	14,000	18,200	13,500	21,000	12,000	59,300
<b>Funding Total</b>	<b>138,000</b>	<b>14,000</b>	<b>18,200</b>	<b>13,500</b>	<b>21,000</b>	<b>12,000</b>	<b>59,300</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Technology Services	
Asset Classification	Software	
Contract No.	23-2-SOFTWARE Software Projects	
Project Start Year	2022	
Project End Date	2031	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	CV0001 Server Replacements		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

In 2023, one server will be purchased to replace one past it's useful life as defined in current Asset Management policies. Server hardware needs to be refreshed in order to maintain service levels (warranty, reliability and responsiveness) expected and required by County staff.

**Project Justification**

Servers are the backbone of our digital system providing the applications that staff rely on to provide services. As new systems are implemented or upgraded, increased service expectations and requirements dictate that server hardware accommodate these changes.

The manufacturer service warranty of the server to be replaced expired in late 2022 and will require extra costs and time to maintain. Service outages, loss of employee productivity and additional maintenance and equipment costs are just a few risks associated with maintaining server hardware past its useful life thresholds. New server hardware being purchased will include full vendor warrant, improve reliability and response time for staff while reducing costs associated with cooling, power consumption and maintenance.

**Additional Comments / Notes**
**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	100,000	14,000	14,000		14,000	16,000	42,000
	100,000	14,000	14,000		14,000	16,000	42,000
<b>Expenditures Total</b>	<b>100,000</b>	<b>14,000</b>	<b>14,000</b>		<b>14,000</b>	<b>16,000</b>	<b>42,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Computer Systems Reserve	100,000	14,000	14,000		14,000	16,000	42,000
	100,000	14,000	14,000		14,000	16,000	42,000
<b>Funding Total</b>	<b>100,000</b>	<b>14,000</b>	<b>14,000</b>		<b>14,000</b>	<b>16,000</b>	<b>42,000</b>

**Attributes**

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Technology Services	
Asset Classification	Servers	
Contract No.	23-2-SERVERS Server Projects	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

## Perth County

### Capital Projects

<b>Project</b>	CW0002 EMS Toughbook Replacement		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

#### Description

#### Project Description

In 2023, the plan is to purchase seven fully-rugged laptops to be configured and deployed to Paramedic Services.

#### Project Justification

Rugged laptop models purchased must remain consistent in order to ensure that they are compatible with Paramedic Services specific software requirements and the docking hardware installed in all ambulance vehicles. Ensuring that compatible hardware is purchased will reduce user issues and maintain in-vehicle safety related to dissimilar hardware and ensure that all hardware is compatible with the entire fleet and working at peak performance.

Fully-rugged laptops are specifically built to withstand exposure to harsh environments and impacts that can be faced during emergency calls.

#### Additional Comments / Notes

#### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	291,200	39,200		44,800	39,200		168,000
	291,200	39,200		44,800	39,200		168,000
<b>Expenditures Total</b>	<b>291,200</b>	<b>39,200</b>		<b>44,800</b>	<b>39,200</b>		<b>168,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Computer Systems Reserve	291,200	39,200		44,800	39,200		168,000
	291,200	39,200		44,800	39,200		168,000
<b>Funding Total</b>	<b>291,200</b>	<b>39,200</b>		<b>44,800</b>	<b>39,200</b>		<b>168,000</b>

#### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Technology Services	
Asset Classification	Workstations	
Contract No.	23-2-WKSTNS Workstation Projects	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	CW0004 Workstation Replacements		
<b>Department</b>	Technology Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

In 2023, the plan is to purchase ten computers to replace those identified as being beyond the useful life threshold as defined in the current Asset Management policy, and to meet new organizational staffing requirements.

#### Project Justification

Computers are critical tools for the day to day productivity of staff and enable them to access and utilize the data of the corporation and thus need to meet certain functional requirements. Computer hardware has a limited lifespan and as new software is introduced or existing software is updated, the workstations must be able to meet any new demand in functionality and productivity. Maintaining a fleet of capable computers for staff is crucial to maintain the organizations services.

Increased support and hardware maintenance costs and decreased employee productivity, due to breakdowns and overtaxed systems, are just a few of the risks associated with maintaining employee workstations past the useful life thresholds.

The average age of the computers to be replaced is over 7 years

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	137,000	15,000	8,000	12,000	15,000	17,000	70,000
	137,000	15,000	8,000	12,000	15,000	17,000	70,000
<b>Expenditures Total</b>	<b>137,000</b>	<b>15,000</b>	<b>8,000</b>	<b>12,000</b>	<b>15,000</b>	<b>17,000</b>	<b>70,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Computer Systems Reserve	137,000	15,000	8,000	12,000	15,000	17,000	70,000
	137,000	15,000	8,000	12,000	15,000	17,000	70,000
<b>Funding Total</b>	<b>137,000</b>	<b>15,000</b>	<b>8,000</b>	<b>12,000</b>	<b>15,000</b>	<b>17,000</b>	<b>70,000</b>

### Attributes

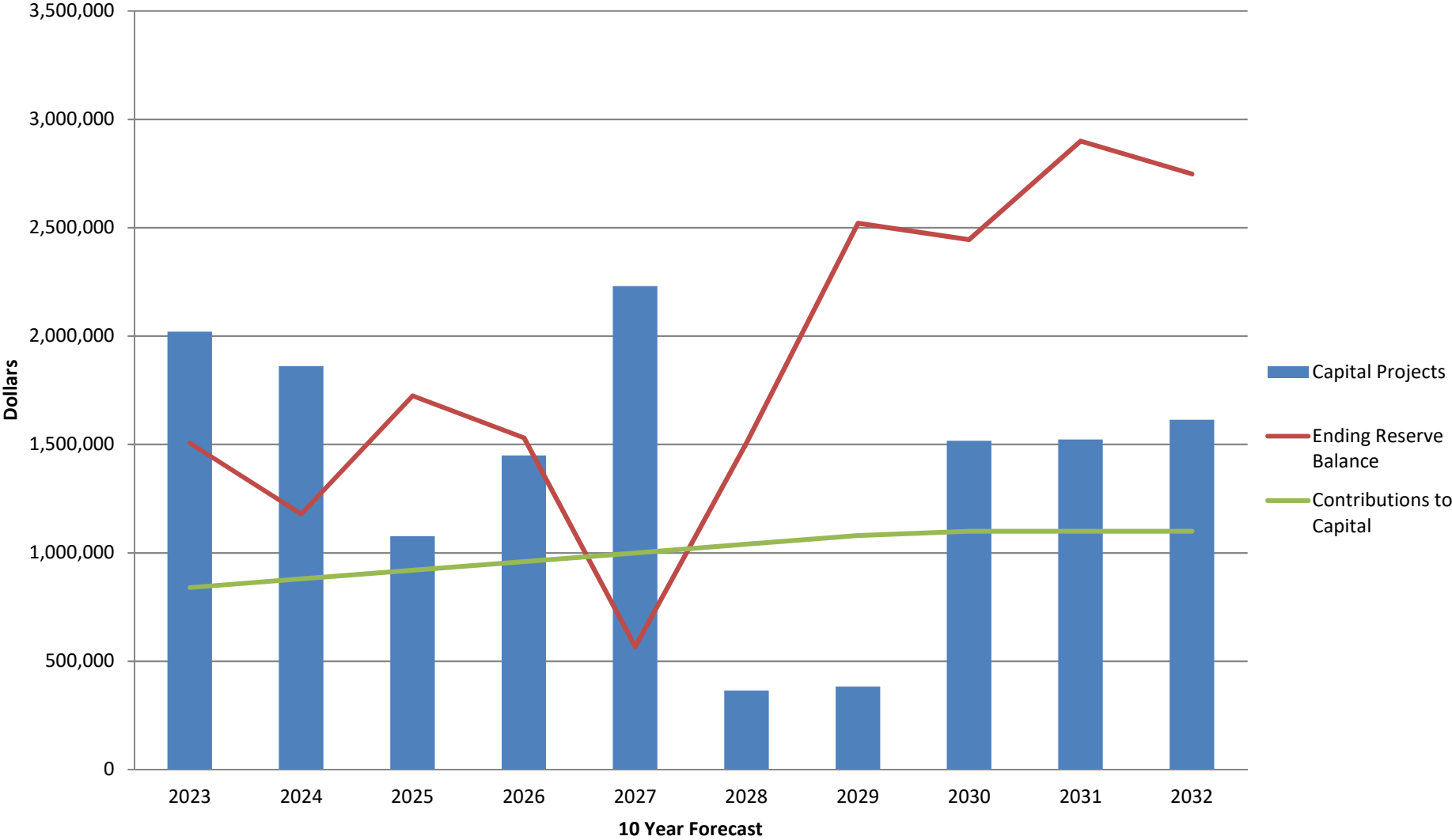
Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Technology Services	
Asset Classification	Workstations	
Contract No.	23-2-WKSTNS Workstation Projects	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

**County of Perth**  
**10 Year Reserve Continuity Schedule**  
**2023 - 2032**

TRXBRIDGES Bridges & Culverts

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<i>Opening Balance:</i>	1,916,614	1,506,441	1,179,760	1,724,872	1,530,740	567,164	1,508,435	2,520,802	2,444,625	2,900,153
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	0	0	0	0	484,004	0	0	0	0	0
Contributions from Capital Levy - Future	840,000	880,000	920,000	960,000	515,996	1,040,000	1,080,000	1,100,000	1,100,000	1,100,000
Total Contributions from Capital Levy	840,000	880,000	920,000	960,000	1,000,000	1,040,000	1,080,000	1,100,000	1,100,000	1,100,000
Grants and Subsidies - Federal										
Grants and Subsidies - Provincial										
Grants and Subsidies - Municipal	505,000	382,500	416,160						527,247	
Regional Roads Revenue - City of Stratford	197,708	206,802	214,922	215,000	215,000	215,000	217,000	219,000	221,000	223,000
<b>Total Contributions To Reserves</b>	<b>1,542,708</b>	<b>1,469,302</b>	<b>1,551,082</b>	<b>1,175,000</b>	<b>1,215,000</b>	<b>1,255,000</b>	<b>1,297,000</b>	<b>1,319,000</b>	<b>1,848,247</b>	<b>1,323,000</b>
<b>Total Available for Current Projects</b>	<b>3,459,322</b>	<b>2,975,743</b>	<b>2,730,842</b>	<b>2,899,872</b>	<b>2,745,740</b>	<b>1,822,164</b>	<b>2,805,435</b>	<b>3,839,802</b>	<b>4,292,872</b>	<b>4,223,153</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
BC0018 Structure #139011	810,000									
BC0023 Structure #119077			685,000							
BC0024 Structure #107030		625,000								
BC0025 Culvert Replacement - Line 86	1,010,000									
BC0026 Bridge Replacement 163058					1,325,000					
BC0027 Culvert Replacement 163020					285,000					
BC0028 Bridge & Culvert Rehabilitations		1,150,000	300,000	1,315,000	400,000	280,000	290,000	1,270,000	1,250,000	1,300,000
BC0039 Small Culverts	150,000									
WP0003 Work in Progress - Bridges	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<i>Inflation Adjustment</i>		36,500	41,814	83,538	169,744	34,353	42,908	196,284	223,080	263,385
<b>Total Commitments To Capital Projects</b>	<b>2,020,000</b>	<b>1,861,500</b>	<b>1,076,814</b>	<b>1,448,538</b>	<b>2,229,744</b>	<b>364,353</b>	<b>382,908</b>	<b>1,516,284</b>	<b>1,523,080</b>	<b>1,613,385</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget										
<b>Total Expenditures Against Reserves</b>	<b>2,020,000</b>	<b>1,861,500</b>	<b>1,076,814</b>	<b>1,448,538</b>	<b>2,229,744</b>	<b>364,353</b>	<b>382,908</b>	<b>1,516,284</b>	<b>1,523,080</b>	<b>1,613,385</b>
<b>Closing Balance Before Interest</b>	<b>1,439,322</b>	<b>1,114,243</b>	<b>1,654,028</b>	<b>1,451,334</b>	<b>515,996</b>	<b>1,457,811</b>	<b>2,422,527</b>	<b>2,323,518</b>	<b>2,769,792</b>	<b>2,609,768</b>
Interest Income	67,119	65,517	70,845	79,405	51,168	50,624	98,274	121,108	130,360	137,748
<b>Closing Reserve Balance</b>	<b>1,506,441</b>	<b>1,179,760</b>	<b>1,724,872</b>	<b>1,530,740</b>	<b>567,164</b>	<b>1,508,435</b>	<b>2,520,802</b>	<b>2,444,625</b>	<b>2,900,153</b>	<b>2,747,516</b>

# Bridges and Culverts Capital Reserve



# Perth County

## Capital Projects

<b>Project</b>	BC0018 Bridge Structure 139011		
<b>Department</b>	Bridges		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Rehabilitation of Structure 139011 Fish Creek Bridge – Perth Road 139

#### Project Justification

Bridge Structure 139011 is a 29.1 m span pre-stressed I-girder bridge on a square alignment with Perth Road 139 (Prospect Hill) crossing the Fish Creek watercourse. The structure was constructed in 1982 and is generally in good overall condition having been assigned a BCI assessment rating of 74 during its last OSIM review in 2021. However, observations made during the 2021 and prior years OSIM inspections note that advanced deterioration of the structure's girder ends, diaphragms and bearing plates exist. Sections of wide cracking, delamination and spalling with exposed corroded rebar are observed on the diaphragms and girders. Due to their advanced deterioration it is recommended that the poor concrete on the diaphragms and girders be patch repaired, bearings be replaced and that steel-beam guide rail be installed at the approaches. It is also recommended that the expansion joints be replaced. The 2021 OSIM report identified that capital improves should be undertaken within a 1 to 5-year timeframe and that priority be given to the repair of the diaphragm, barrier and girder concrete and expansion joint.

The project includes allowances for the jacking and shoring of the bridge and its bearing replacement, expansion joint replacement, concrete repairs, waterproofing and paving. Additional site inspections, surveys and investigations were completed in 2022 following receipt of the 2021 OSIM report and in advance of 2023 budget to inform decisions on construction scope and anticipated project costs.

#### Additional Comments / Notes

Perth Road 139 was resurfaced in 2022; no surface work was completed on the bridge deck as it was known at the time that deck water proofing and paving would be completed under the scope of the bridge rehabilitation project. Staged construction with single lane closures will be specified for this project however, the need for a full road closure is anticipated for a short duration during each jacking operation.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	100,000	100,000					
Contractor	710,000	710,000					
	810,000	810,000					
<b>Expenditures Total</b>	<b>810,000</b>	<b>810,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Bridges & Culverts Reserve	810,000	810,000					
	810,000	810,000					
<b>Funding Total</b>	<b>810,000</b>	<b>810,000</b>					

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Bridges	
Asset Classification	Bridges Concrete	
Contract No.	31-2-BRDGCON Bridge & Culverts Projects	
Project Start Year	2023	
Project End Date	2023	
<b>Status</b>		
Project Status	Not Approved	

Perth County

Capital Projects

Project	BC0018 Bridge Structure 139011		
Department	Bridges		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Admin\T11 - Bridges\139011 Fish CreekW girder\_diaphragm 21.png



North diaphragm/girder end

Perth County  
Capital Projects

Project	BC0018 Bridge Structure 139011		
Department	Bridges		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Admin\T11 - Bridges\139011 Fish Creek\SE Girder\_Diaphragm 21.jpg



Southeast girder/diaphragm

# Perth County

## Capital Projects

<b>Project</b>	BC0025 Culvert Replacement-Line 86 AS17		
<b>Department</b>	Bridges		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Replacement of Culvert Structure AS17 – Perth Line 86

#### Project Justification

Culvert Structure AS17 is a 6.1 m span rigid frame concrete culvert which runs under Perth Line 86, on a skewed alignment west of Perth Road 131 (Tralee). The structure appears to be generally in poor condition with exposed and eroding footings, cracked abutment walls, spalling and delaminated soffit, disintegrating deck ends, and failing sandbag retaining walls. There appears to be a slab in the channel bottom that is in poor condition. The structure was given a BCI assessment rating of 26 when last assessed in 2021 along with the recommendation to replacement the structure within a 5yr timeframe. Design and engineering work advanced throughout 2022 and the project is ready to construct in 2023.

Structure AS17 lies within the boundary portion of Perth Line 86 neighboring Wellington County to the north. Staff have connected with Wellington County throughout the design stage. Wellington supports the project and have included funds within their 2023 budget to fund their 50/50 share of project costs. A closure of Perth Line 86 will be required in order to facilitate construction requiring a detour route be in place for approximately 3-weeks or less.

#### Additional Comments / Notes

Both the construction methods and replacement structure design have considered the impacts of closing Perth Line 86. All efforts are being made to limit traffic impacts as Perth Line 86 is the most heavily traveled road within the County's road network. Pre-cast concrete culvert elements will be used to reduce construction time as site constraints do not allow for a feasible staged construction approach.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	65,000	65,000					
Contractor	945,000	945,000					
	1,010,000	1,010,000					
<b>Expenditures Total</b>	<b>1,010,000</b>	<b>1,010,000</b>					
<b>Funding</b>							
<b>Grants</b>							
Other Municipalities Revenue	505,000	505,000					
	505,000	505,000					
<b>Reserves</b>							
Bridges & Culverts Reserve	505,000	505,000					
	505,000	505,000					
<b>Funding Total</b>	<b>1,010,000</b>	<b>1,010,000</b>					

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Bridges	
Asset Classification	Bridges Concrete	
Contract No.	31-2-BRDGCON Bridge & Culverts Projects	
Project Start Year	2023	
Project End Date	2023	
Status		
Project Status	Approved	

# Perth County

## Capital Projects

<b>Project</b>	BC0025 Culvert Replacement-Line 86 AS17		
<b>Department</b>	Bridges		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\T11 - Bridges\AS17 Perth Line 86\Outlet.jpg



# Perth County

## Capital Projects

<b>Project</b>	BC0025 Culvert Replacement-Line 86 AS17		
<b>Department</b>	Bridges		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\T11 - Bridges\AS17 Perth Line 86\20220526\_162825.jpg



# Perth County

## Capital Projects

<b>Project</b>	BC0039 Small Culverts		
<b>Department</b>	Bridges		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

Small diameter culvert replacements.

**Project Justification**

Replacement of various road crossing culverts with spans less than 3.0m throughout the County road network. Covers replacement of structures which have not been previously identified separately as an individual asset, structures with a span of less than 3.0 metres are not considered under the bridge code and do not require an OSIM inspection.

**Additional Comments / Notes****Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	150,000	150,000					
	150,000	150,000					
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Bridges & Culverts Reserve	150,000	150,000					
	150,000	150,000					
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>					

**Attributes**

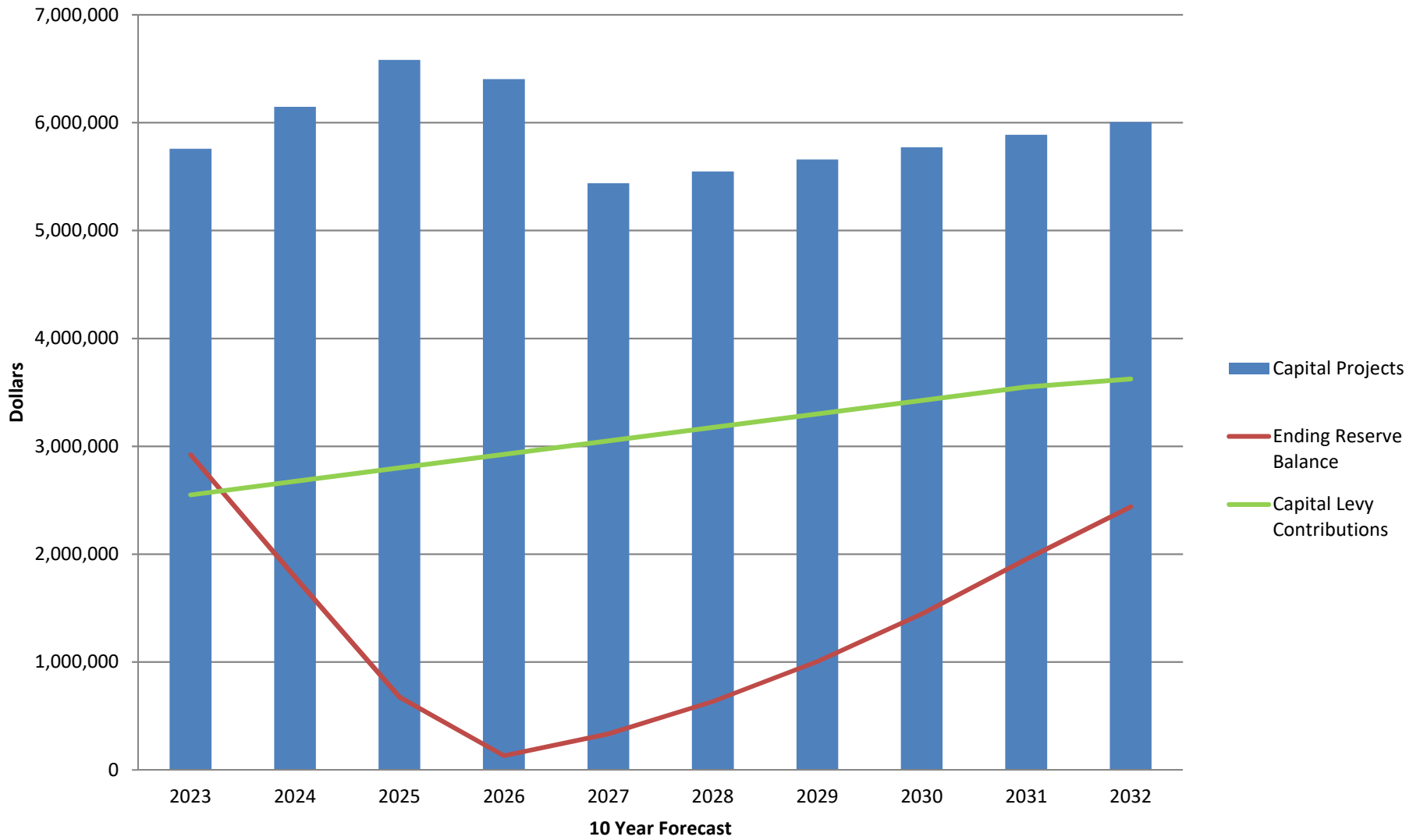
Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Bridges	
Asset Classification	Bridges Concrete	
Contract No.	31-2-BRDGCON Bridge & Culverts Projects	
Project Start Year	2023	
Project End Date	2023	
<b>Status</b>		
Project Status	Not Approved	

County of Perth  
 10 Year Reserve Continuity Schedule  
 2023 - 2032

TRXROADS Roads Reserve

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<i>Opening Balance:</i>	<b>4,098,848</b>	<b>2,921,572</b>	<b>1,787,258</b>	<b>674,597</b>	<b>132,740</b>	<b>334,843</b>	<b>635,158</b>	<b>1,005,785</b>	<b>1,448,179</b>	<b>1,953,619</b>
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	0	1,002,592	2,185,448	2,811,951	2,726,561	2,563,500	2,334,238	2,036,673	1,679,352	1,291,999
Contributions from Capital Levy - Future	2,550,000	1,672,408	614,552	113,049	323,439	611,500	965,762	1,388,327	1,870,648	2,333,001
Total Contributions from Capital Levy	2,550,000	2,675,000	2,800,000	2,925,000	3,050,000	3,175,000	3,300,000	3,425,000	3,550,000	3,625,000
Grants and Subsidies - Federal	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759	1,259,759
Grants and Subsidies - Provincial	827,069	827,069	827,069	830,000	830,000	830,000	830,000	830,000	830,000	830,000
Grants and Subsidies - Municipal		382,500	702,270	405,912						
Other Revenue	200,000									
Regional Roads Revenue - City of Stratford	270,279	332,057	403,398	420,000	490,000	560,000	600,000	640,000	670,000	670,000
<b>Total Contributions To Reserves</b>	<b>5,107,107</b>	<b>5,476,385</b>	<b>5,992,496</b>	<b>5,840,671</b>	<b>5,629,759</b>	<b>5,824,759</b>	<b>5,989,759</b>	<b>6,154,759</b>	<b>6,309,759</b>	<b>6,384,759</b>
<b>Total Available for Current Projects</b>	<b>9,205,955</b>	<b>8,397,957</b>	<b>7,779,754</b>	<b>6,515,268</b>	<b>5,762,499</b>	<b>6,159,602</b>	<b>6,624,917</b>	<b>7,160,544</b>	<b>7,757,938</b>	<b>8,338,378</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
RL0001 Traffic Lights	200,000									
RS0021 Line 72 East	532,000									
RS0033 Line 56				1,008,000						
RS0035 Line 93	1,050,000									
RS0037 Road 121 South	1,950,000									
RS0053 Resurfacing		6,000,000	6,300,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
RS0055 Line 44	2,000,000									
WP0001 Work in Progress	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<i>Inflation Adjustment</i>		120,500	255,530	369,220	414,060	523,103	634,155	747,218	862,290	980,378
<b>Total Commitments To Capital Projects</b>	<b>5,757,000</b>	<b>6,145,500</b>	<b>6,580,530</b>	<b>6,402,220</b>	<b>5,439,060</b>	<b>5,548,103</b>	<b>5,659,155</b>	<b>5,772,218</b>	<b>5,887,290</b>	<b>6,005,378</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget	665,038	580,049	584,672							
Transfers to Other Reserves										
<b>Total Expenditures Against Reserves</b>	<b>6,422,038</b>	<b>6,725,549</b>	<b>7,165,202</b>	<b>6,402,220</b>	<b>5,439,060</b>	<b>5,548,103</b>	<b>5,659,155</b>	<b>5,772,218</b>	<b>5,887,290</b>	<b>6,005,378</b>
<b>Closing Balance Before Interest</b>	<b>2,783,917</b>	<b>1,672,408</b>	<b>614,552</b>	<b>113,049</b>	<b>323,439</b>	<b>611,500</b>	<b>965,762</b>	<b>1,388,327</b>	<b>1,870,648</b>	<b>2,333,001</b>
Interest Income	137,655	114,850	60,045	19,691	11,404	23,659	40,023	59,853	82,971	107,165
<b>Closing Reserve Balance</b>	<b>2,921,572</b>	<b>1,787,258</b>	<b>674,597</b>	<b>132,740</b>	<b>334,843</b>	<b>635,158</b>	<b>1,005,785</b>	<b>1,448,179</b>	<b>1,953,619</b>	<b>2,440,166</b>

# Roads Capital Reserve



**Perth County**  
**Capital Projects**

<b>Project</b>	RS0021 Line 72 East		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
<b>Project Description</b>
Reconstruction of Perth Line 72 (Millbank) from Perth Road 121 to Road 116 (Waterloo Region Boundary), project length of approximately 2.0km. Construction scope to include recycling and resurfacing of the existing asphalt platform, construction of widened asphalt shoulders, small diameter cross-culvert replacements, sign and tree maintenance.
<b>Project Justification</b>
Perth Line 72 within the project limits is orientated in an east/west direction between Perth Road 121 and the Waterloo Region boundary at Road 116. The road section traverses through the Village of Millbank and is considered to be a Class 3 roadway having an approximate AADT volume of 3600 vehicles per day. The road section was last reconstructed in 1998, and received a pavement preservation treatment in 2011.
The road sections within the project limits have a Pavement Condition Index rating ranging between 25 and 35 based on their 2022 condition assessment. This corresponds to poor to very poor condition ratings based on a number of the factors driving the assessment. The existing road surface condition is showing extensive cracking distress, both longitudinal and lateral as well as moderate to minor wheel rutting. As a result of the existing surface condition, internal resources are routinely deployed to perform maintenance in an effort to maintain a satisfactory driving surface.
The project has been included in the capital forecast for road reconstruction projects and asset life-cycle replacement forecasts with its planned reconstruction scheduled to aligning with other capital road and bridge improvement in the area.
<b>Additional Comments / Notes</b>
General construction scope will include cold-in-place/expanded asphalt recycling to a finished depth of approximately 100mm capped with a 55mm surface asphalt layer. This recommended construction strategy eliminates existing pavement distresses and the potential of reflective cracking through the asphalt overlay while providing the required pavement strength to support for the future traffic.

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	10,000	10,000					
Contractor	468,672	468,672					
Equipment Other	10,000	10,000					
Equipment Own	20,000	20,000					
Labour	23,328	23,328					
	532,000	532,000					
<b>Expenditures Total</b>	<b>532,000</b>	<b>532,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Roads Reserve	532,000	532,000					
	532,000	532,000					
<b>Funding Total</b>	<b>532,000</b>	<b>532,000</b>					

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Roads	
Asset Classification	Roads Surface	
Contract No.	31-2-ROADSURF Road Surface Projects	
Project Start Year	2023	
Project End Date	2023	
Status		
Project Status	Not Approved	

**Perth County  
Capital Projects**

<b>Project</b>	RS0021 Line 72 East		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Admin\F05 - Budgets\2023\Perth Line 72.jpg



**Perth County  
Capital Projects**

<b>Project</b>	RS0021 Line 72 East		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Admin\F05 - Budgets\2023\Perth Line 72(1).jpg



# Perth County

## Capital Projects

<b>Project</b>	RS0035 Line 93		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Reconstruction of Perth Line 93 from Perth Road 140 (Teviotdale) to Whites Road (Palmerston), approximate project length of 6.7kms. Boundary Road project led by Wellington County as per Boundary Road Agreement. Construction scope to include cold-in-place/expanded asphalt recycling process followed by an asphalt overlay, drainage improvements (ditching), potential platform widening.

#### Project Justification

Perth Line 93 is a boundary road lying between Perth and Wellington Counties and is orientated in an east/west direction between Teviotdale to Palmerston. It is a Class 3 roadway with an AADT of 3,100 vehicles per day, with approximately 16% truck traffic. The overall ride quality for Perth Line 93 is rated to be 5.5 out of 10, with a calculated Pavement Condition Index (PCI) value based on the observed distress in both lanes ranging between 50 and 62 (out of 100).

A pavement condition survey assessed the overall pavement in Fair condition. Predominant pavement distresses include extensive – moderate severity longitudinal cracking, transverse cracking, and wheel track rutting. Other noticeable pavement distresses include frequent – moderate severity pavement edge breaks, pavement edge cracking, intermittent – moderate severity alligator cracking and potholes. Localized intermittent – slight severity raveling can also be observed.

The road was last reconstructed in 1998 and has been forecasted for reconstruction during the 2023 budget year. As per the terms of the Boundary Road Agreement, Capital construction costs will be shared 50/50 between Perth and Wellington Counties. Wellington County performs both routine and winter maintenance duties for this boundary road section.

#### Additional Comments / Notes

The proposed reconstruction method includes a 120mm cold-in-place/expanded asphalt recycling process followed by a 50mm surface asphalt wearing course.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	1,050,000	1,050,000					
	1,050,000	1,050,000					
<b>Expenditures Total</b>	<b>1,050,000</b>	<b>1,050,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Roads Reserve	1,050,000	1,050,000					
	1,050,000	1,050,000					
<b>Funding Total</b>	<b>1,050,000</b>	<b>1,050,000</b>					

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Roads	
Asset Classification	Roads Surface	
Contract No.	31-2-ROADSURF Road Surface Projects	
Project Start Year	2023	
Project End Date	2023	
Status		
Project Status	Not Approved	

**Perth County  
Capital Projects**

<b>Project</b>	RS0035 Line 93		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

*L:\Public Works Admin\T04 - Road Construction\2023\Perth Line 93\preconstrucion picture 1.png*

**Station 11+900 Eastbound Lane (Looking Easterly)**



**Perth County  
Capital Projects**

<b>Project</b>	RS0035 Line 93		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Admin\T04 - Road Construction\2023\Perth Line 93\preconstrucion picture 2.png

**Station 14+410 Eastbound Lane (Looking Easterly)**



# Perth County

## Capital Projects

<b>Project</b>	RS0037 Road 121 South		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Reconstruction of Perth Road 121 from Perth Line 72 to Perth Road 119, project length of approximately 8.3km. Construction scope to include recycling and resurfacing of the existing asphalt platform, extension of asphalt shoulders, small diameter cross-culvert replacements, sign and tree maintenance.

#### Project Justification

Perth Road 121 within the project limits is orientated in a north/south direction between Perth Line 72 (Millbank) and Perth Road 119 to the south. A portion of the road section crosses through the Village of Millbank and is considered to be a Class 3 roadway for its limits having an approximate AADT volume of 3000 vehicles per day. The road section was last reconstructed in 2003. Structure rehabilitation work was completed on 2 bridge structures within the project limits in 2022. This project is a continuation of road reconstruction work completed in 2021 which saw the north section of Perth Road 121 reconstruction from Perth Line 72 to Perth Line 86.

The road sections within the project limits have a Pavement Condition Index rating ranging between 35 and 40 based on their 2022 condition assessment. This corresponds to poor to very poor condition ratings based on factors driving the assessment as illustrated in the MTO's Inventory Manual for Municipal Roads. A condition rating of poor is assigned when the road surface exhibits surface distresses over greater than 20% of the surface area of the road section, and/or triggered due to substandard surface condition, platform width, drainage, capacity or geometric design. The project has been included in the capital forecast for road reconstruction projects and asset life-cycle replacement forecasts with its planned reconstruction scheduled for 2023 aligning with other capital road and bridge improvement in the area.

#### Additional Comments / Notes

General construction scope will include cold-in-place/expanded asphalt recycling to a finished depth of approximately 100mm capped with a 55mm surface asphalt layer. This recommended construction strategy eliminates existing pavement distresses and the potential of reflective cracking through the asphalt overlay and provides the required pavement strength to support for the future traffic.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	50,000	50,000					
Contractor	1,862,318	1,862,318					
Labour	37,682	37,682					
	1,950,000	1,950,000					
<b>Expenditures Total</b>	<b>1,950,000</b>	<b>1,950,000</b>					
<b>Funding</b>							
<b>Grants</b>							
Federal Grants	1,259,759	1,259,759					
	1,259,759	1,259,759					
<b>Reserves</b>							
Roads Reserve	690,241	690,241					
	690,241	690,241					
<b>Funding Total</b>	<b>1,950,000</b>	<b>1,950,000</b>					

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Roads	
Asset Classification	Roads Surface	
Contract No.	31-2-ROADSURF Road Surface Projects	
Project Start Year	2023	
Project End Date	2023	
Status		

**Perth County  
Capital Projects**

<b>Project</b>	RS0037 Road 121 South		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Project Status	Not Approved	

**Gallery**

L:\Public Works Admin\F05 - Budgets\2023\Perth Road 121.jpg



# Perth County

## Capital Projects

<b>Project</b>	RS0037 Road 121 South		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\F05 - Budgets\2023\Perth Road 121(1).jpg



# Perth County

## Capital Projects

<b>Project</b>	RS0055 Perth Line 44		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Reconstruction of Perth Line 44 from Perth Road 119 to Perth Road 135, project length of approximately 8.3km. Construction scope to include recycling and resurfacing of the existing asphalt platform, small diameter cross-culvert replacements, sign and tree maintenance, granular shoulder placement.

#### Project Justification

Perth Line 44 is orientated in an east/west direction and is considered a Class 3 roadway under O.Reg. 239/02 with an Annual Average Daily Traffic (AADT) volume of approximately 1300 vehicles. The road sections within the project limits of Perth Road 119 to Perth Road 135 were assessed and assigned condition ratings most recently in 2022. Pavement Condition Index (PCI) ratings ranged from 23 to 39 which is equal to a poor to very poor assessment score.

The existing road surface has frequent non-structural thermal/transverse cracking and repeated age-related distresses and wearing such as oxidation. Fatigue cracking exists in many forms in localized areas throughout; alligator, edge cracking, and wheel path deformation are worsening notably as the condition deteriorates over time.

Perth Line 44 in its entirety is approximately 28kms in length extending from Perth Road 131 to Perth Road 180 at the Huron County boundary to the west. Its condition is much the same throughout, internal construction forecasts have plans to reconstruct Perth Line 44 over its whole length completed over a 3-year period, 2023 being year-1. The road was last reconstructed in the early to mid-1990's. The road sections within the 2023 project limits were reconstructed last in 1993.

#### Additional Comments / Notes

The road asset has performed well over its lifecycle and the general scope of its reconstruction will include cold-in-place/expanded asphalt recycling to a finished depth of approximately 100mm capped with a 55mm surface asphalt layer. This rehabilitation strategy is expected to address the partial and full-depth cracking in the existing asphalt and provide an opportunity to improve the quality of the asphalt materials.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	20,000	20,000					
Contractor	1,887,654	1,887,654					
Equipment Other	40,000	40,000					
Equipment Own	25,000	25,000					
Labour	27,346	27,346					
	2,000,000	2,000,000					
<b>Expenditures Total</b>	<b>2,000,000</b>	<b>2,000,000</b>					
<b>Funding</b>							
<b>Grants</b>							
Provincial Grants	872,069	872,069					
	872,069	872,069					
<b>Reserves</b>							
Roads Reserve	1,127,931	1,127,931					
	1,127,931	1,127,931					
<b>Funding Total</b>	<b>2,000,000</b>	<b>2,000,000</b>					

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Roads	
Asset Classification	Roads Surface	
Contract No.	31-2-ROADSURF Road Surface Projects	
Project Start Year	2023	

**Perth County  
Capital Projects**

<b>Project</b>	RS0055 Perth Line 44		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Attributes		
Attribute	Value	Comment
Project End Date	2025	
Status		
Project Status	Not Approved	

Gallery
---------

L:\Public Works Admin\F05 - Budgets\2023\Perth Line 44(1).jpg



**Perth County  
Capital Projects**

<b>Project</b>	RS0055 Perth Line 44		
<b>Department</b>	Roads		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Admin\F05 - Budgets\2023\Perth Line 44.png

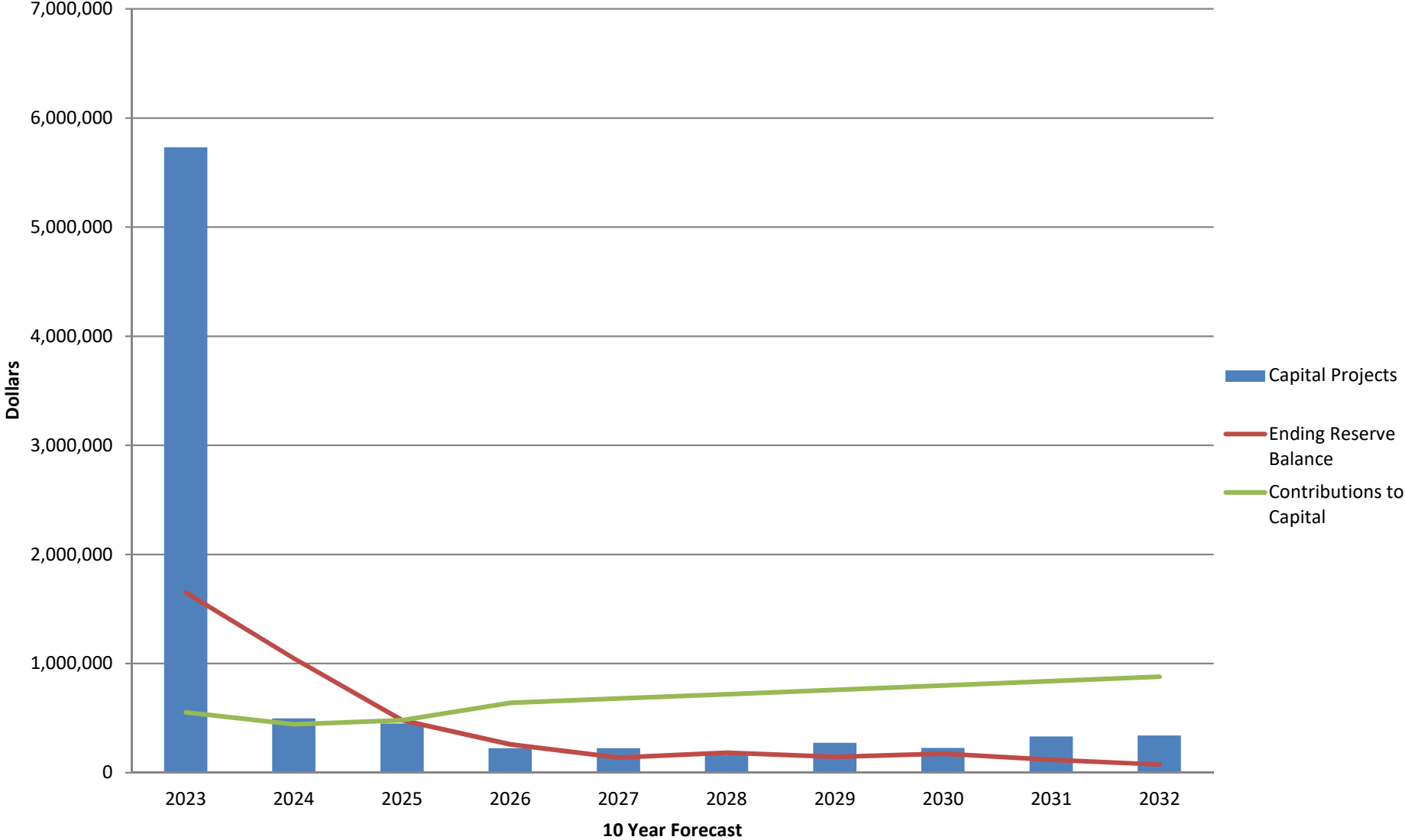


**County of Perth  
10 Year Reserve Continuity Schedule  
2023 - 2032**

TRXFACILITIES Facilities

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<i>Opening Balance:</i>	2,372,380	1,651,062	1,046,824	480,843	260,554	138,173	184,582	145,151	174,174	119,541
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	0	0	38,520	397,529	551,552	543,290	622,891	633,615	727,623	809,637
Contributions from Capital Levy - Future	494,191	443,302	443,583	242,471	128,448	176,710	137,109	166,385	112,377	70,363
Total Contributions from Capital Levy	494,191	443,302	482,103	640,000	680,000	720,000	760,000	800,000	840,000	880,000
Grants and Subsidies - Provincial	60,000									
<b>Total Contributions To Reserves</b>	<b>554,191</b>	<b>443,302</b>	<b>482,103</b>	<b>640,000</b>	<b>680,000</b>	<b>720,000</b>	<b>760,000</b>	<b>800,000</b>	<b>840,000</b>	<b>880,000</b>
<b>Debt Financing Proceeds</b>	<b>4,975,000</b>									
<b>Total Available for Current Projects</b>	<b>7,901,571</b>	<b>2,094,364</b>	<b>1,528,927</b>	<b>1,120,843</b>	<b>940,554</b>	<b>858,173</b>	<b>944,582</b>	<b>945,151</b>	<b>1,014,174</b>	<b>999,541</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
FB0025 Courthouse Elevator	975,000									
FB0033 Archives - Capital Maintenance	15,000		16,500					17,500		
FB0034 Courthouse - Capital Maintenance	448,500	135,000	155,000	100,000	15,000	15,000	25,000	16,000	25,000	130,000
FB0035 PS HQ - Capital Maintenance	5,500	11,750	3,000	14,500	17,000	16,500	7,700	5,000	41,000	30,000
FB0036 PS Listowel Base- Capital Maintenance	16,000	5,000	13,000	15,000			35,000	26,500	5,000	11,000
FB0037 PS Milverton Base- Capital Maintenance	20,500	7,500	28,500		29,000		18,000		35,000	8,500
FB0038 PS Mitchell Base- Capital Maintenance	13,000	2,000	10,000				37,000	31,000	47,500	9,000
FB0039 PS St. Marys Base- Capital Maintenance	17,500	100,000		12,000	48,000	12,000	20,000	6,000	35,000	25,000
FB0040 PW Milverton- Capital Maintenance	7,500	35,000	7,000				3,000	3,000	30,000	15,000
FB0041 PW Mitchell - Capital Maintenance	127,000	20,000	140,000	20,000	29,500	35,000	15,000		8,000	
FB0042 PW Stratford - Capital Maintenance	27,000	20,000				20,000	20,500	7,500	7,500	7,500
FB0043 Registry - Capital Maintenance		102,000	10,500		19,300		11,500	35,500		
FB0044 Courthouse Campus	4,000,000									
FB0045 Vehicle Access	10,000									
FF0001 Miscellaneous Furniture Replacement	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
WP0002 Work in Progress	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Inflation Adjustment</b>		9,745	17,473	12,883	17,040	15,355	30,503	29,294	48,563	55,604
<b>Total Commitments To Capital Projects</b>	<b>5,731,500</b>	<b>496,995</b>	<b>449,973</b>	<b>223,383</b>	<b>223,840</b>	<b>162,855</b>	<b>272,203</b>	<b>226,294</b>	<b>331,563</b>	<b>340,604</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget										
Transfers to Other Reserves										
Financing Payments	597,900	616,347	635,371	654,990	588,265	518,609	535,270	552,472	570,234	588,574
<b>Total Expenditures Against Reserves</b>	<b>6,329,400</b>	<b>1,113,342</b>	<b>1,085,344</b>	<b>878,373</b>	<b>812,105</b>	<b>681,464</b>	<b>807,473</b>	<b>778,766</b>	<b>901,797</b>	<b>929,178</b>
<b>Closing Balance Before Interest</b>	<b>1,572,171</b>	<b>981,022</b>	<b>443,583</b>	<b>242,471</b>	<b>128,448</b>	<b>176,710</b>	<b>137,109</b>	<b>166,385</b>	<b>112,377</b>	<b>70,363</b>
Interest Income	78,891	65,802	37,260	18,083	9,725	7,872	8,042	7,788	7,164	4,748
<b>Closing Reserve Balance</b>	<b>1,651,062</b>	<b>1,046,824</b>	<b>480,843</b>	<b>260,554</b>	<b>138,173</b>	<b>184,582</b>	<b>145,151</b>	<b>174,174</b>	<b>119,541</b>	<b>75,111</b>

# Facilities Capital Reserve



**Perth County**

**Capital Projects**

<b>Project</b>	FB0025 Courthouse Elevator		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**

**Project Description**

Courthouse Elevator

**Project Justification**

Fully AODA compliant, self-service elevator to provide better accessibility and path of travel within the Courthouse. Project includes an universal, accessible washroom on the second level.

**Additional Comments / Notes**

Project tendered and started in 2022. Project completion expected in April 2023.

**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	25,000	25,000					
Contractor	950,000	950,000					
	975,000	975,000					
<b>Expenditures Total</b>	<b>975,000</b>	<b>975,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	975,000	975,000					
	975,000	975,000					
<b>Funding Total</b>	<b>975,000</b>	<b>975,000</b>					

**Attributes**

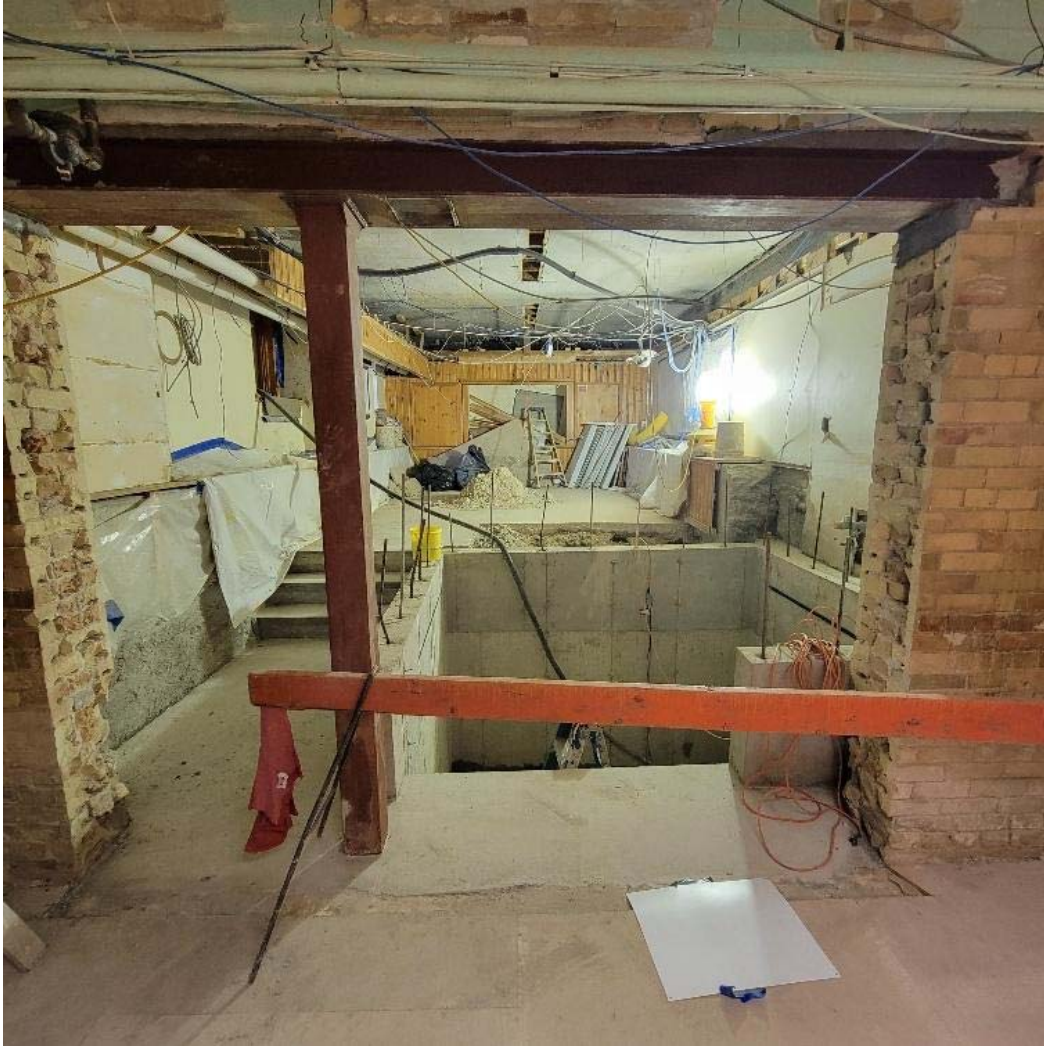
Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buldings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2022	
<b>Status</b>		
Project Status	Not Approved	

Perth County  
Capital Projects

Project	FB0025 Courthouse Elevator		
Department	Facilities		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Admin\C11 - Council Reports\2022\Facilities\concrete.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0033 Archives-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Capital Maintenance work for Stratford-Perth Archives identified during annual maintenance and 2017 building assessment.
Project Justification
Refinish of front entrance and fire exit door - was not completed in 2022 due to increase in costs associated with temporary door install while refinishing. This includes removal of 3 wooden doors, re-finishing and re-installation.
Additional Comments / Notes
\$5,000 carry over from 2022 to 2023 as doors were not completed.

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	49,000	15,000		16,500			17,500
	49,000	15,000		16,500			17,500
<b>Expenditures Total</b>	<b>49,000</b>	<b>15,000</b>		<b>16,500</b>			<b>17,500</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	49,000	15,000		16,500			17,500
	49,000	15,000		16,500			17,500
<b>Funding Total</b>	<b>49,000</b>	<b>15,000</b>		<b>16,500</b>			<b>17,500</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0034 Courthouse-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for the Perth County Courthouse as identified during annual maintenance and 2017 building assessment.

#### Project Justification

Many projects at the Perth County Courthouse have been carried over from 2022 because of work on the Courthouse elevator. These include Generator upgrade, Council Chamber upgrade and carpet on level 3 and main stair case along with security wall (ICIP Grant). 2023 projects that were part of the building assessment that were scheduled for 2023 include refinish/replace of 3 sets of level 2 exit doors and the repair/repainting of stairs and arches at all level 2 exits.

- \$140,000-Generator Upgrade
- \$100,000-Repair/Repoint Stone Arches and Sandstone Steps
- \$100,000-Replace/refinish of main exit doors
- \$54,000-Security Wall/Door
- \$35,000-Council Chamber Upgrades
- \$10,000-New carpet Main stairs and Level 3 Landing
- \$9,500-Replacement of Ductless Split AC Unit (Office 202)

#### Additional Comments / Notes

There was an increase in total amount of costs to refinish doors and repair of steps and arches due to inflation and rising costs of materials. Note: Some projects have been carried over from 2022 to 2023. These projects may be carried over to 2024 depending on timing and completion of elevator project.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	1,064,500	448,500	135,000	155,000	100,000	15,000	211,000
	1,064,500	448,500	135,000	155,000	100,000	15,000	211,000
<b>Expenditures Total</b>	<b>1,064,500</b>	<b>448,500</b>	<b>135,000</b>	<b>155,000</b>	<b>100,000</b>	<b>15,000</b>	<b>211,000</b>
<b>Funding</b>							
<b>Grants</b>							
Federal Grants	60,000	60,000					
	60,000	60,000					
<b>Reserves</b>							
Facilities Reserve	1,004,500	388,500	135,000	155,000	100,000	15,000	211,000
	1,004,500	388,500	135,000	155,000	100,000	15,000	211,000
<b>Funding Total</b>	<b>1,064,500</b>	<b>448,500</b>	<b>135,000</b>	<b>155,000</b>	<b>100,000</b>	<b>15,000</b>	<b>211,000</b>

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0034 Courthouse-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0034 - Courthouse - Stair-Arch Repair\Huron Main\20220719\_102305\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0034 Courthouse-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0034 - Courthouse - Generator Upgrade\20221017\_112331\_resized.jpg



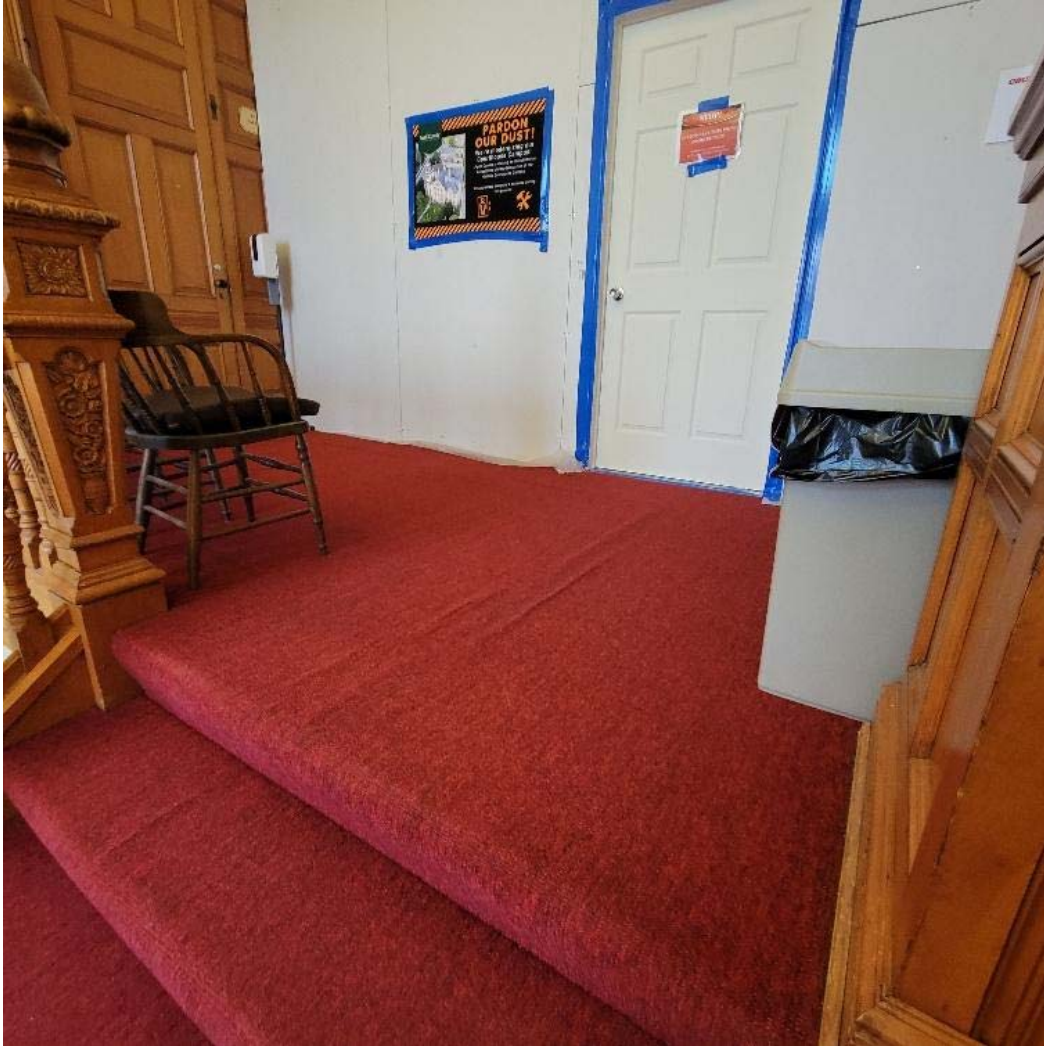
# Perth County

## Capital Projects

<b>Project</b>	FB0034 Courthouse-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0034 - Courthouse - Re-Carpet Level 3 Landing-Stairs\20221017\_112434\_resized\_1.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0035 PS HQ-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for Stratford Paramedic Services Headquarters as identified during annual maintenance and 2017 building assessment.

#### Project Justification

Back entrance concrete slab has been heaving since winter of 2017 has needed to be ground down to allow entry and exit from this doorway. Additional drainage and/or insulation will be added when being replaced.

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	151,950	5,500	11,750	3,000	14,500	17,000	100,200
	151,950	5,500	11,750	3,000	14,500	17,000	100,200
<b>Expenditures Total</b>	<b>151,950</b>	<b>5,500</b>	<b>11,750</b>	<b>3,000</b>	<b>14,500</b>	<b>17,000</b>	<b>100,200</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	151,950	5,500	11,750	3,000	14,500	17,000	100,200
	151,950	5,500	11,750	3,000	14,500	17,000	100,200
<b>Funding Total</b>	<b>151,950</b>	<b>5,500</b>	<b>11,750</b>	<b>3,000</b>	<b>14,500</b>	<b>17,000</b>	<b>100,200</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

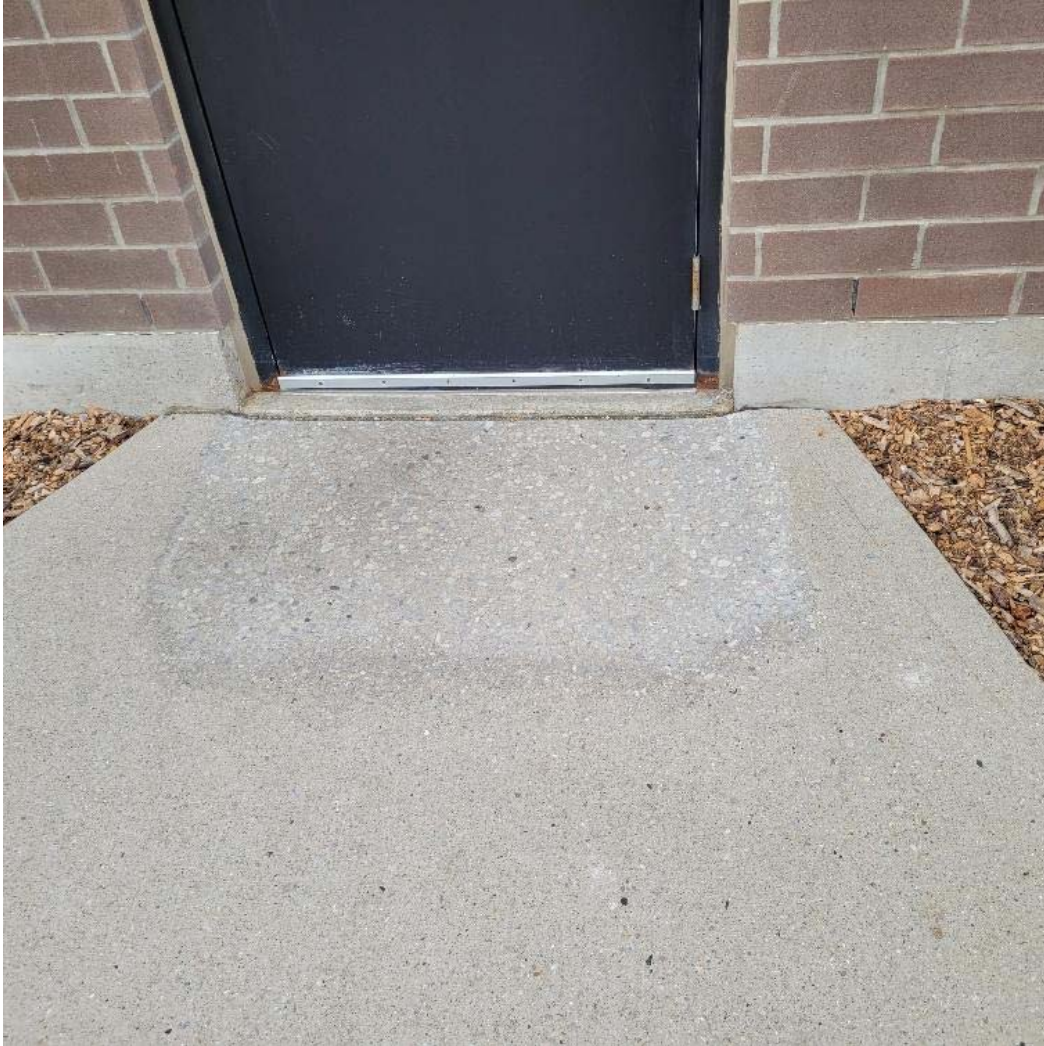
**Perth County**

**Capital Projects**

<b>Project</b>	FB0035 PS HQ-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0035 - Stratford PSHQ - Concrete Slab Repair\20221017\_115828\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0036 PS Listowel Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for Listowel Paramedic Services as identified during annual maintenance, security plan and 2017 building assessment.

#### Project Justification

Staged continuation of security camera provisions at all County facilities. This system would tie into existing camera system at all other facilities . (\$10,000)  
 Carbon monoxide and Nitrous Oxide system replacement as current system has reached its end of life and is due for upgrade. (\$3,000)  
 Replacement of eyewash/showers as unit is starting to deteriorate and we are unable to get parts for current brand of eyewash/shower units. (\$3K)

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	126,500	16,000	5,000	13,000	15,000		77,500
	126,500	16,000	5,000	13,000	15,000		77,500
<b>Expenditures Total</b>	<b>126,500</b>	<b>16,000</b>	<b>5,000</b>	<b>13,000</b>	<b>15,000</b>		<b>77,500</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	126,500	16,000	5,000	13,000	15,000		77,500
	126,500	16,000	5,000	13,000	15,000		77,500
<b>Funding Total</b>	<b>126,500</b>	<b>16,000</b>	<b>5,000</b>	<b>13,000</b>	<b>15,000</b>		<b>77,500</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0036 PS Listowel Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0036 - Listowel PS - Replace CO-NO Sensor System\20220720\_131047\_resized.jpg



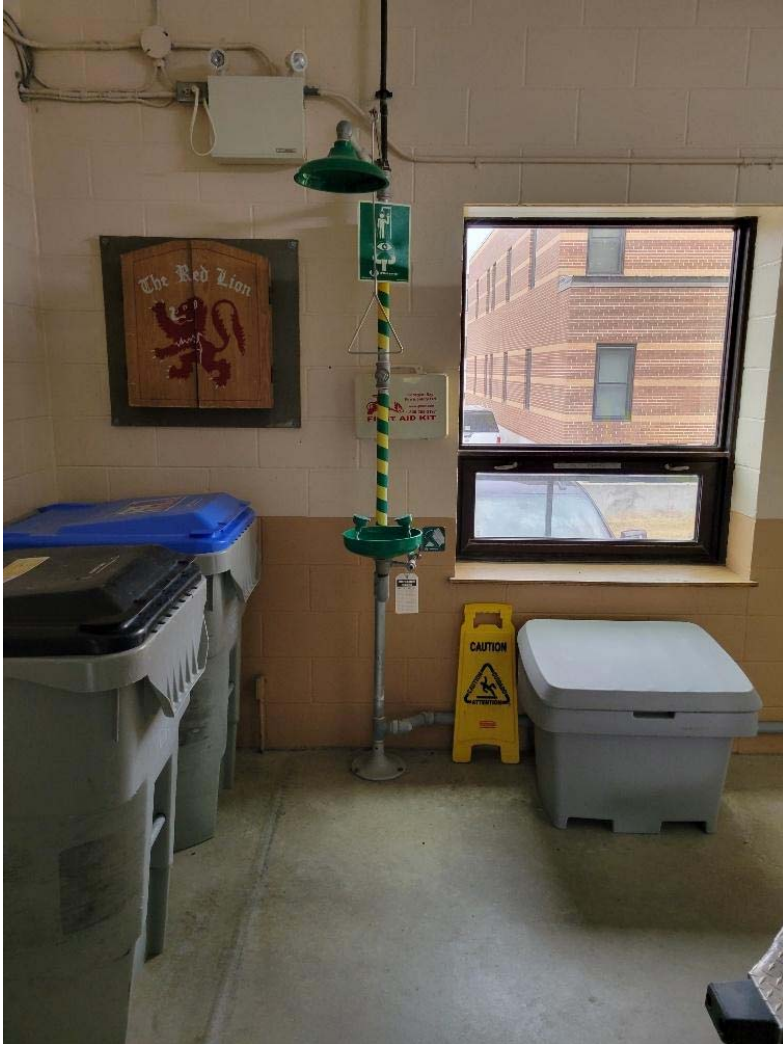
Perth County

Capital Projects

Project	FB0036 PS Listowel Base-Capital Maintenance		
Department	Facilities		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0036 - Listowel PS - Replace Eyewash-Shower\20220720\_131033\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0037 PS Milverton Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for M ilverton Paramedic Services as identified during annual maintenance, security plan and 2017 building assessment.

#### Project Justification

Staged continuation of security camera provisions at all County facilities. This system would tie into existing camera system at all other facilities . (\$10,000)  
 Water Softener replacement. (\$3,500)  
 Install a privacy fence to allow paramedics privacy from public pathway on old railroad tracks and continue the standardization of all paramedic bases. (\$4,000)  
 Replacement of eyewash/showers parts are starting to deteriorate and we are unable to get parts for current brand of eyewash/shower units. (\$3K)

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	147,000	20,500	7,500	28,500		29,000	61,500
	147,000	20,500	7,500	28,500		29,000	61,500
<b>Expenditures Total</b>	<b>147,000</b>	<b>20,500</b>	<b>7,500</b>	<b>28,500</b>		<b>29,000</b>	<b>61,500</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	147,000	20,500	7,500	28,500		29,000	61,500
	147,000	20,500	7,500	28,500		29,000	61,500
<b>Funding Total</b>	<b>147,000</b>	<b>20,500</b>	<b>7,500</b>	<b>28,500</b>		<b>29,000</b>	<b>61,500</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0037 PS Milverton Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0037 - Milverton PS - Replace Eyewash-Shower\20220720\_123719\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0037 PS Milverton Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0037 - Milverton PS - Privacy Fence Install\20220720\_123610\_resized\_1.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0038 PS Mitchell Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

Capital Maintenance work for M itchell PS Paramedic Services as identified during annual maintenance and security plan.

**Project Justification**

Staged continuation of security camera provisions at all County facilities. This system would tie into existing camera system at all other facilities . (\$10K)  
 Replacement of eyewash/showers parts are starting to deteriorate and we are unable to get parts for current brand of eyewash/shower units. (\$3K)

**Additional Comments / Notes**
**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	149,500	13,000	2,000	10,000			124,500
	149,500	13,000	2,000	10,000			124,500
<b>Expenditures Total</b>	<b>149,500</b>	<b>13,000</b>	<b>2,000</b>	<b>10,000</b>			<b>124,500</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	149,500	13,000	2,000	10,000			124,500
	149,500	13,000	2,000	10,000			124,500
<b>Funding Total</b>	<b>149,500</b>	<b>13,000</b>	<b>2,000</b>	<b>10,000</b>			<b>124,500</b>

**Attributes**

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0039 PS St. Marys Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for St Marys PS Paramedic Services as identified during annual maintenance, 2017 building assessment and security plan.

#### Project Justification

Staged continuation of security camera provisions at all County facilities. This system would tie into existing camera system at all other facilities . (\$10K)  
 Replacement of eyewash/showers parts are starting to deteriorate and we are unable to get parts for current brand of eyewash/shower units. (\$3K)  
 Replacement of T8 light fixtures to be replaced by LED light fixtures to coincide with energy savings plan. (\$4,500)

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	275,500	17,500	100,000		12,000	48,000	98,000
	275,500	17,500	100,000		12,000	48,000	98,000
<b>Expenditures Total</b>	<b>275,500</b>	<b>17,500</b>	<b>100,000</b>		<b>12,000</b>	<b>48,000</b>	<b>98,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	275,500	17,500	100,000		12,000	48,000	98,000
	275,500	17,500	100,000		12,000	48,000	98,000
<b>Funding Total</b>	<b>275,500</b>	<b>17,500</b>	<b>100,000</b>		<b>12,000</b>	<b>48,000</b>	<b>98,000</b>

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0039 PS St. Marys Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0039 - St Marys PS - LED Light Upgrade in Bays\20220722\_100157\_resized.jpg



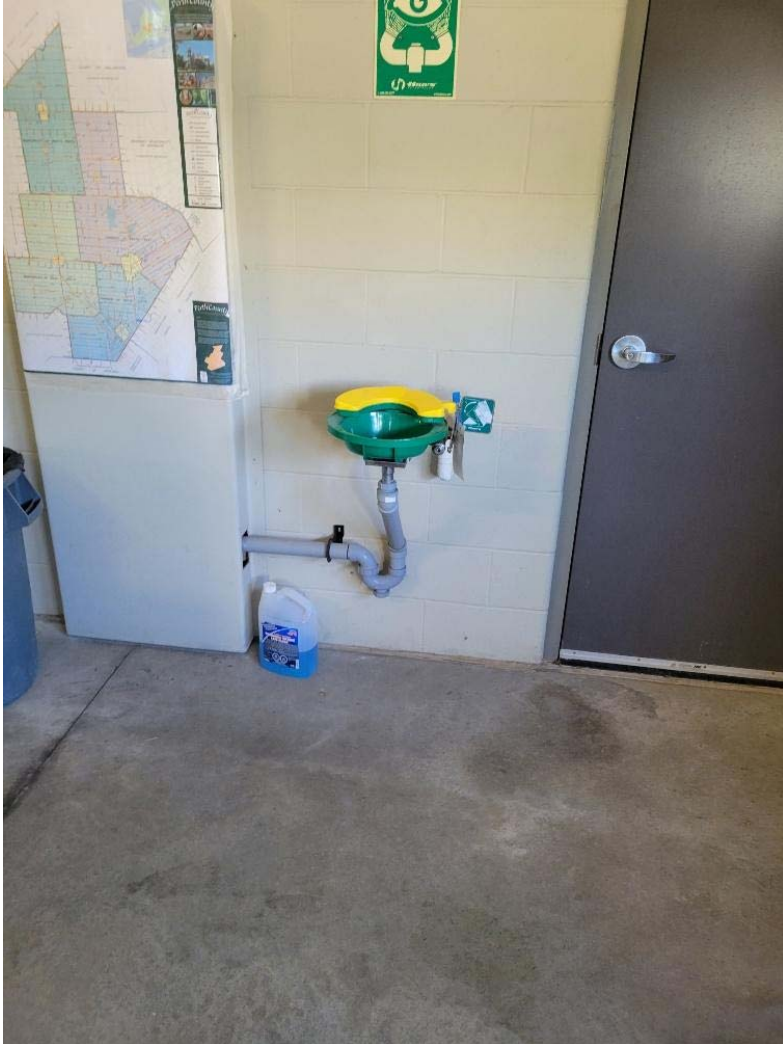
# Perth County

## Capital Projects

<b>Project</b>	FB0039 PS St. Marys Base-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0039 - St Marys PS - Replace Eyewash-Shower\20220720\_090016\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0040 PW Milverton-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Capital Maintenance work for Milverton Public Works as identified during annual maintenance and 2017 building assessment.

#### Project Justification

Deterioration of exterior doors and frames has accelerated to a point that they need to be replaced prior to the 2027 replacement date from our 2017 building assessment.

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	100,500	7,500	35,000	7,000			51,000
	100,500	7,500	35,000	7,000			51,000
<b>Expenditures Total</b>	<b>100,500</b>	<b>7,500</b>	<b>35,000</b>	<b>7,000</b>			<b>51,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	100,500	7,500	35,000	7,000			51,000
	100,500	7,500	35,000	7,000			51,000
<b>Funding Total</b>	<b>100,500</b>	<b>7,500</b>	<b>35,000</b>	<b>7,000</b>			<b>51,000</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

Perth County

Capital Projects

Project	FB0040 PW Milverton-Capital Maintenance		
Department	Facilities		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0040 - Milverton PW - Replace Metal Doors and Frames x3\West Exterior



**Perth County**

**Capital Projects**

<b>Project</b>	FB0040 PW Milverton-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Gallery**

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0040 - Milverton PW - Replace Metal Doors and Frames x3\West Exterior



Perth County

Capital Projects

Project	FB0040 PW Milverton-Capital Maintenance		
Department	Facilities		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0040 - Milverton PW - Replace Metal Doors and Frames x3\West Exterior



# Perth County

## Capital Projects

<b>Project</b>	FB0041 PW Mitchell-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Capital Maintenance work for Mitchell Public Works as identified during annual maintenance and 2017 building assessment, and sand dome assessment completed in 2022.
Project Justification
Deterioration of Sand Dome prompted staff to invest in a structural Inspection to investigate issues and budget for maintenance repairs of sand dome. This includes repairs, replacement, strengthening of structural aspects of dome and some roof repairs. (\$120,000) Identified in the building assessment was the inspection/repairs of our cistern which should be conducted every 7 years. Included in this is the addition of a water softener system that was not installed at time of construction. (\$7,000)
Additional Comments / Notes

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	394,500	127,000	20,000	140,000	20,000	29,500	58,000
	394,500	127,000	20,000	140,000	20,000	29,500	58,000
<b>Expenditures Total</b>	<b>394,500</b>	<b>127,000</b>	<b>20,000</b>	<b>140,000</b>	<b>20,000</b>	<b>29,500</b>	<b>58,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	394,500	127,000	20,000	140,000	20,000	29,500	58,000
	394,500	127,000	20,000	140,000	20,000	29,500	58,000
<b>Funding Total</b>	<b>394,500</b>	<b>127,000</b>	<b>20,000</b>	<b>140,000</b>	<b>20,000</b>	<b>29,500</b>	<b>58,000</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	

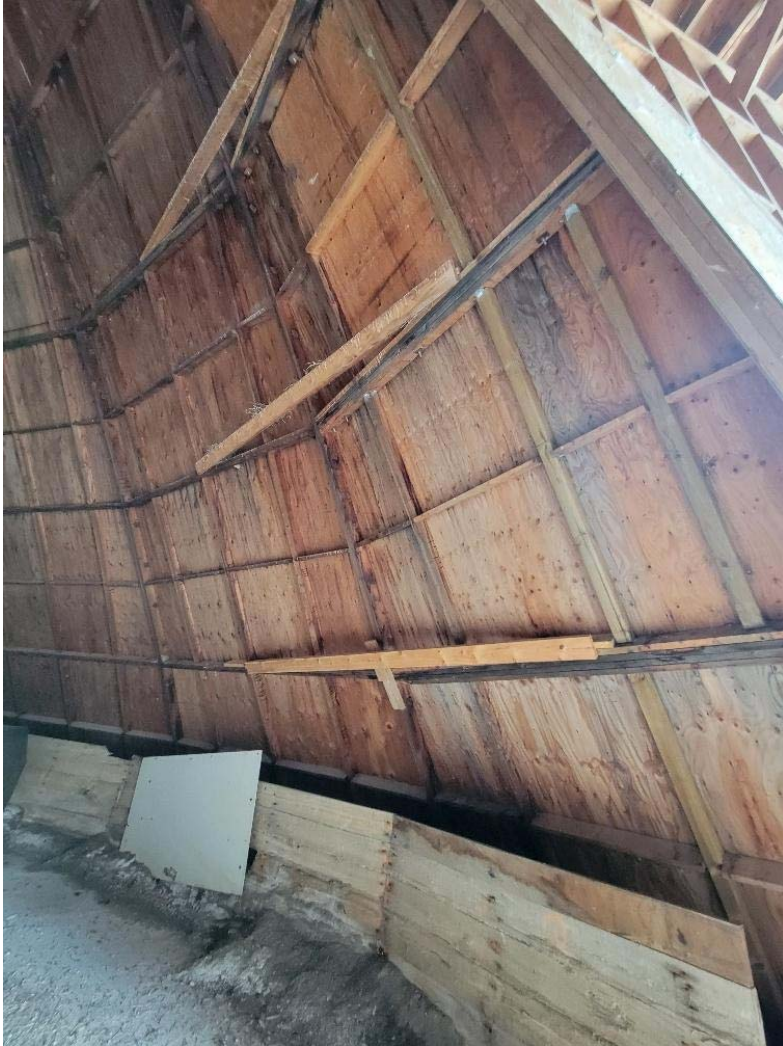
# Perth County

## Capital Projects

<b>Project</b>	FB0041 PW Mitchell-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0041 - Mitchell PW - Sand Dome Renovation-Replacement\20220720\_082258\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0041 PW Mitchell-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Facilities\2-Working\Facilities - Budget\2023\FB0041 - Mitchell PW - Sand Dome Renovation-Replacement\20220720\_082817\_resized.jpg



# Perth County

## Capital Projects

<b>Project</b>	FB0042 PW Stratford-Capital Maintenance		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

Capital Maintenance work for S tratford Public Works as identified during annual maintenance and 2017 building assessment.

**Project Justification**

Replacement of Ductless split AC unit has been expedited to be completed in 2023 from 2025 as it has reached its end of life usefulness. (\$10K)

Original 2009 overhead door motors are starting to fail and need to be replaced before a major incident occurs as these old motors do not have a manual override chain to open and close door if needed. (\$10K)

LED lighting upgrade of our current T5 fixtures at this facility is a continuation of our power savings plan at our facilities. (\$7K)

**Additional Comments / Notes**
**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	110,000	27,000	20,000				63,000
	110,000	27,000	20,000				63,000
<b>Expenditures Total</b>	<b>110,000</b>	<b>27,000</b>	<b>20,000</b>				<b>63,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	110,000	27,000	20,000				63,000
	110,000	27,000	20,000				63,000
<b>Funding Total</b>	<b>110,000</b>	<b>27,000</b>	<b>20,000</b>				<b>63,000</b>

**Attributes**

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0044 Courthouse Campus		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Renovation of both floors of 5 Huron Street building and construction of a connecting link addition (between Courthouse & 5 Huron) to house the administrative staff of the County.

#### Project Justification

Project approved by Council in November 2021. There has been limited space for County administrative staff in the Courthouse and a long term solution was required to house staff and provide effective/efficient service delivery.

#### Additional Comments / Notes

Project design began in 2022. Contractor Prequalification was done in September 2022. Consultant currently working on final design/permit drawings with direction from Council to proceed to tender for construction. Construction tender to close Feb 2023. If construction tender is awarded, project will begin construction in 2023.

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	300,000	300,000					
Contractor	3,700,000	3,700,000					
	4,000,000	4,000,000					
<b>Expenditures Total</b>	<b>4,000,000</b>	<b>4,000,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	4,000,000	4,000,000					
	4,000,000	4,000,000					
<b>Funding Total</b>	<b>4,000,000</b>	<b>4,000,000</b>					

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2022	
Project End Date	2023	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	FB0044 Courthouse Campus		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\A19 - Facilities Construction\2022\15 Huron Reno\Main Elevation - Courthouse Campus.JPG

Main Elevation



# Perth County

## Capital Projects

<b>Project</b>	FB0045 Facilities Vehicle Access		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Upgrade for Public Works vehicles to gain access to all facilities using 1 remote for all facilities.

#### Project Justification

With the upgrade of overhead door motors at our Stratford and Milverton Public Works facilities, the old overhead door remote's are reaching the end of life and this upgrade allows all facilities to have 1 remote for all 3 Public Works facilities and their overhead doors.

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Contractor	10,000	10,000					
	10,000	10,000					
<b>Expenditures Total</b>	<b>10,000</b>	<b>10,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	10,000	10,000					
	10,000	10,000					
<b>Funding Total</b>	<b>10,000</b>	<b>10,000</b>					

### Attributes

Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Buildings	
Contract No.	32-2-BLDGS Building Projects	
Project Start Year	2023	
Project End Date	2023	
Status		
Project Status	Not Approved	

## Perth County

### Capital Projects

<b>Project</b>	FF0001 Miscellaneous Furniture Replacement		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

#### Description

#### Project Description

Project is for miscellaneous furniture replacements that occur annually at the various County facilities.

#### Project Justification

This is an annual project, with actual expenditures varying from year to year based on need.

#### Additional Comments / Notes

#### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Material	240,000	24,000	24,000	24,000	24,000	24,000	120,000
	240,000	24,000	24,000	24,000	24,000	24,000	120,000
<b>Expenditures Total</b>	<b>240,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>120,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	240,000	24,000	24,000	24,000	24,000	24,000	120,000
	240,000	24,000	24,000	24,000	24,000	24,000	120,000
<b>Funding Total</b>	<b>240,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>120,000</b>

#### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Facilities	
Asset Classification	Furniture	
Contract No.	32-2-FURN Furniture Purchases	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	WP0002 Work In Progress		
<b>Department</b>	Facilities		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Work In Progress is used for future Facility capital projects for which the specifics are unknown at budget time.
Project Justification
<p>The budget amount includes funds for engineering, and for County personnel to perform work on projects prior to them becoming capital assets. Throughout the year, once the work to be started is identified as belonging to a particular project that will result in a future asset, the budget dollars will be moved from this project to that project, for a zero net effect.</p> <p>It is usually necessary to prepare for capital projects a year or more in advance. This project contains funds for pre-engineering as well as miscellaneous works .</p>
Additional Comments / Notes

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Consultant Fees	250,000	25,000	25,000	25,000	25,000	25,000	125,000
	250,000	25,000	25,000	25,000	25,000	25,000	125,000
<b>Expenditures Total</b>	<b>250,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Facilities Reserve	250,000	25,000	25,000	25,000	25,000	25,000	125,000
	250,000	25,000	25,000	25,000	25,000	25,000	125,000
<b>Funding Total</b>	<b>250,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>125,000</b>

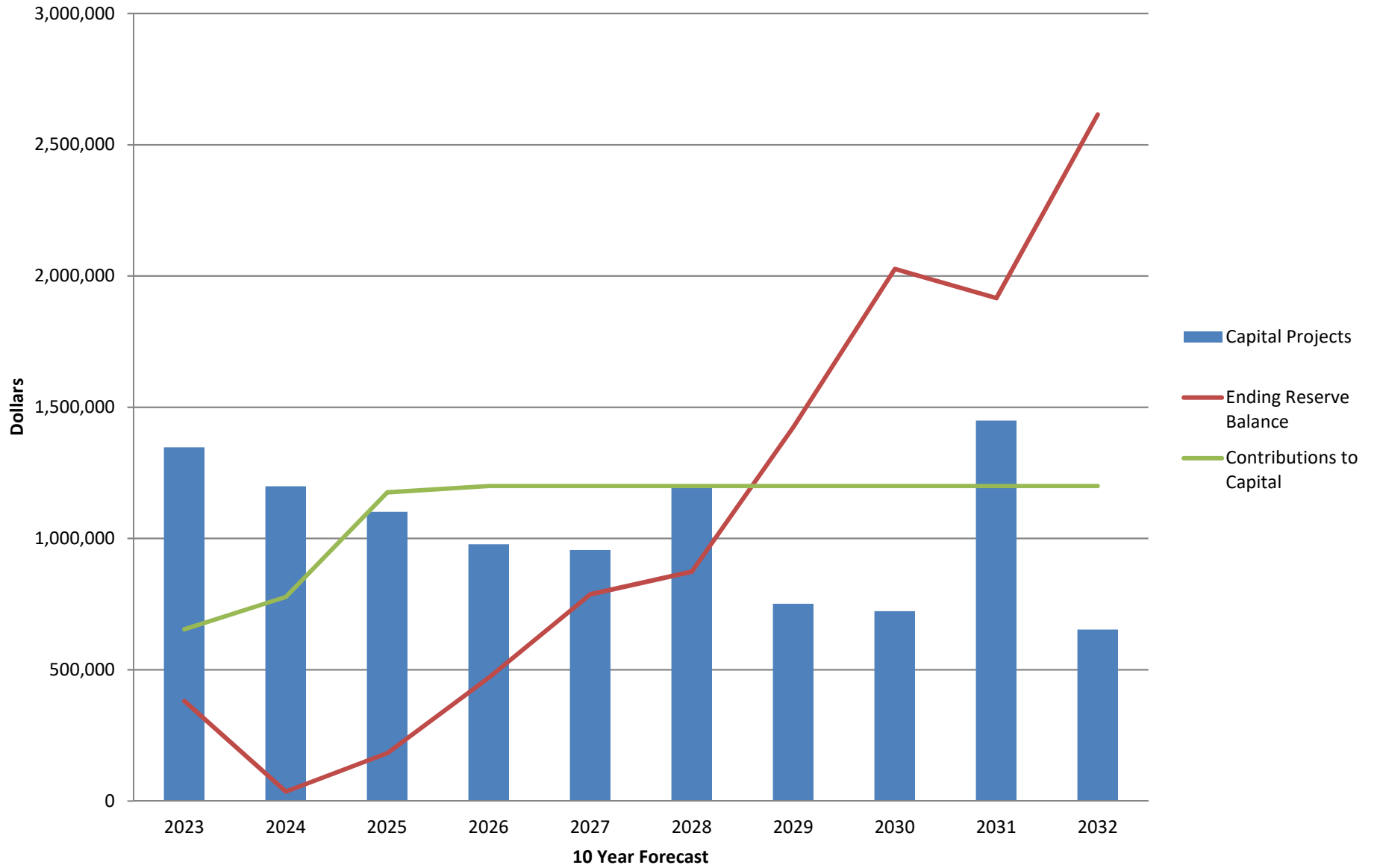
Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Facilities	
Asset Classification	Work in Progress	
Contract No.	32-2-WIP Work in Progress	
Project Start Year	2022	
Project End Date	2031	
Status		
Project Status	Not Approved	

**County of Perth  
10 Year Reserve Continuity Schedule  
2023 - 2032**

TRXFLEET Fleet Capital Reserve

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<i>Opening Balance:</i>	<b>980,664</b>	<b>380,988</b>	<b>36,282</b>	<b>182,877</b>	<b>470,084</b>	<b>787,856</b>	<b>873,922</b>	<b>1,424,506</b>	<b>2,026,443</b>	<b>1,915,673</b>
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	299,919	751,775	998,869	745,842	442,825	366,609	0	0	0	0
Contributions from Capital Levy - Future	354,289	26,105	177,532	454,158	757,175	833,391	1,200,000	1,200,000	1,200,000	1,200,000
Total Contributions from Capital Levy	654,208	777,880	1,176,401	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Grants and Subsidies - Federal										
Grants and Subsidies - Provincial	25,000	25,000	25,000							
Grants and Subsidies - Municipal										
Transfers from Other Reserves										
Sale of Fleet - Proceeds	60,000	60,000	61,600	68,800	60,800	66,500	65,000	60,300	62,500	62,500
<b>Total Contributions To Reserves</b>	<b>739,208</b>	<b>862,880</b>	<b>1,263,001</b>	<b>1,268,800</b>	<b>1,260,800</b>	<b>1,266,500</b>	<b>1,265,000</b>	<b>1,260,300</b>	<b>1,262,500</b>	<b>1,262,500</b>
<b>Total Available for Current Projects</b>	<b>1,719,872</b>	<b>1,243,868</b>	<b>1,299,283</b>	<b>1,451,677</b>	<b>1,730,884</b>	<b>2,054,356</b>	<b>2,138,922</b>	<b>2,684,806</b>	<b>3,288,943</b>	<b>3,178,173</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
VA0002 Annual Fleet Replacements	225,000									
VA0003 Equipment Replacement	385,000									
VB0001 Tandem Truck Replacement		375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	
VC0001 PW Pickup Replacement	130,000	38,000	76,000	38,000		76,000	38,000			38,000
VC0002 EMS Pickup Trucks	100,000		100,000			100,000			100,000	
VC0003 CEMC Vehicle						30,000				
VD0002 Annual Ambulance Replacements	507,000	762,000	508,000	508,000	508,000	508,000	254,000	254,000	762,000	508,000
<i>Inflation Adjustment</i>		23,500	42,784	56,365	72,759	113,365	84,175	93,532	212,269	106,525
<b>Total Commitments To Capital Projects</b>	<b>1,347,000</b>	<b>1,198,500</b>	<b>1,101,784</b>	<b>977,365</b>	<b>955,759</b>	<b>1,202,365</b>	<b>751,175</b>	<b>722,532</b>	<b>1,449,269</b>	<b>652,525</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget	18,583	19,263	19,968	20,154	17,950	18,600	19,300	20,000	20,150	21,000
Transfers to Other Reserves										
<b>Total Expenditures Against Reserves</b>	<b>1,365,583</b>	<b>1,217,763</b>	<b>1,121,752</b>	<b>997,519</b>	<b>973,709</b>	<b>1,220,965</b>	<b>770,475</b>	<b>742,532</b>	<b>1,469,419</b>	<b>673,525</b>
<b>Closing Balance Before Interest</b>	<b>354,289</b>	<b>26,105</b>	<b>177,532</b>	<b>454,158</b>	<b>757,175</b>	<b>833,391</b>	<b>1,368,447</b>	<b>1,942,274</b>	<b>1,819,524</b>	<b>2,504,649</b>
Interest Income	26,699	10,177	5,345	15,926	30,681	40,531	56,059	84,170	96,149	110,508
<b>Closing Reserve Balance</b>	<b>380,988</b>	<b>36,282</b>	<b>182,877</b>	<b>470,084</b>	<b>787,856</b>	<b>873,922</b>	<b>1,424,506</b>	<b>2,026,443</b>	<b>1,915,673</b>	<b>2,615,157</b>

# Fleet Capital Reserve



# Perth County

## Capital Projects

<b>Project</b>	VA0002 Annual Fleet Replacements		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

Replacement of V043 CAT Backhoe (2022 carry-forward)

**Project Justification**

Asset V043 a CAT 430 Backhoe has surpassed its service life expectancy and is scheduled for replacement. The asset was purchased in 2005 and its asset class is on a 15-yr life-cycle replacement schedule. This project was included in the 2022 budget however its procurement remains incomplete and a carry forward of funds are being requested to complete the purchase within the 2023 budget year.

The asset has approximately 8000 engine hours and is used by the department during sign post and guide rail maintenance, tree maintenance, material handling, trenching and excavating operations. The asset has been previously approved for replacement with its replacement funds budgeted within the 2022 budget year.

**Additional Comments / Notes**

Staff will be requesting prices from vendors who are to include alternate procurement methods such as the cost of leasing over various term lengths, and the outright purchase price of the asset within the bid. These cost and procurement method will be analysed with recommendations presented to Council following tender closing.

**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	225,000	225,000					
	225,000	225,000					
<b>Expenditures Total</b>	<b>225,000</b>	<b>225,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Fleet Capital Reserve	225,000	225,000					
	225,000	225,000					
<b>Funding Total</b>	<b>225,000</b>	<b>225,000</b>					

**Attributes**

Attribute	Value	Comment
Attributes		
Contract Department	Fleet	
Asset Classification	Maintenance Vehicles	
Contract No.	33-2-VEH_CL_A Class A Maintenance Vehicle	
Project Start Year	2022	
Project End Date	2031	
Status		
Project Status	Not Approved	

Perth County  
Capital Projects

Project	VA0002 Annual Fleet Replacements		
Department	Fleet		
Version	4-Council Review	Year	2023

Gallery

L:\Public Works Admin\F05 - Budgets\2023\CAT backhoe 22.jpg



# Perth County

## Capital Projects

<b>Project</b>	VA0002 Annual Fleet Replacements		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\F05 - Budgets\2023\CAT backhoe 22(1).jpg



## Perth County

### Capital Projects

<b>Project</b>	VA0003 Miscellaneous Equipment Replacement		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

#### Description

#### Project Description

Wheel Loader Replacement (2022 carry-forward)

#### Project Justification

This project was included in the 2022 budget however its final procurement remains incomplete and a carry forward of funds are being requested to complete the purchase within the 2023 budget year.

The County has two loaders in its fleet of equipment each with a useful lifespan of 15 years. Both loaders are essential pieces of equipment and extensively used in both the summer and the winter maintenance seasons; gravel shouldering operations, intersection sweeping, right-of-way cleanup, and handling of winter maintenance materials are the primary functions of these assets. The wheel loader asset to be replaced through this project is a 2011 John Deere 644K. The loader has extensive wear throughout its cab and operator station; hydraulic, powertrain, steering and electrical systems require repairs despite having only 4500 engine hours recorded. Its replacement was previously approved for inclusion in the 2022 budget year however tender award and its purchase will not be completed until Q1 of 2023. The tender call for its replacement will also include a similar asset planned for purchase by the Township of Perth South. Tender will be administered by the County.

#### Additional Comments / Notes

Staff will be requesting prices from vendors who are to include alternate procurement methods such as the cost of leasing over various term lengths, and the outright purchase price of the asset within the bid. These cost and procurement method will be analysed with recommendations presented to Council following tender closing.

#### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	385,000	385,000					
	385,000	385,000					
<b>Expenditures Total</b>	<b>385,000</b>	<b>385,000</b>					
<b>Funding</b>							
<b>Reserves</b>							
Fleet Capital Reserve	385,000	385,000					
	385,000	385,000					
<b>Funding Total</b>	<b>385,000</b>	<b>385,000</b>					

#### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Fleet	
Asset Classification	Maintenance Vehicles	
Contract No.	33-2-VEH_CL_A Class A Maintenance Vehicle	
Project Start Year	2022	
Project End Date	2022	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	VA0003 Miscellaneous Equipment Replacement		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Gallery

L:\Public Works Admin\V01 - Fleet Management\Deere 644K.jpg



# Perth County

## Capital Projects

<b>Project</b>	VC0001 PW Pickup Replacement		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Pickup truck replacement (includes 2022 carry-forward) and replacement of pickup truck 14-18.
Project Justification
<p>The 2022 budget included the replacement of pickup truck 12-23, its replacement unit was ordered in Q4 of 2022 however it will not be delivered until Q2 of 2023. A carry forward of funds into 2023 is required to pay the final invoice which will be due following receipt of the asset. A report regarding this purchase was provided to Council at the regular meeting on October 20, 2022.</p> <p>In addition to the carry-forward project portion of this budget, the project and budget also includes the replacement of pickup truck asset 14-18 which is planned for replacement in 2023. Truck 14-18 is a 2014 Ford F250 which has approximately 475,000kms recorded; the asset has surpassed its useful life expectancy and its end-of-life replacement date. Its planned replacement had been extended to 2023 to minimize the budgetary impact during the prior years when other fleet assets were prioritized for replacement. The asset is currently scheduled for replacement to be funded through the 2023 budget in order to avoid ongoing maintenance costs, to maintain the fleet replacement schedule and to place a new unit into service to ensure safe, reliable operation and service.</p>
Additional Comments / Notes
The planned replacement unit is a 1/2 ton series 4x4 pickup truck.

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	434,000	130,000	38,000	76,000	38,000		152,000
	434,000	130,000	38,000	76,000	38,000		152,000
<b>Expenditures Total</b>	<b>434,000</b>	<b>130,000</b>	<b>38,000</b>	<b>76,000</b>	<b>38,000</b>		<b>152,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Fleet Capital Reserve	434,000	130,000	38,000	76,000	38,000		152,000
	434,000	130,000	38,000	76,000	38,000		152,000
<b>Funding Total</b>	<b>434,000</b>	<b>130,000</b>	<b>38,000</b>	<b>76,000</b>	<b>38,000</b>		<b>152,000</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Fleet	
Asset Classification	Pickup Trucks & SUV	
Contract No.	33-2-VEH_CL_C Class C Pickup Truck & SUV	
Project Start Year	2022	
Project End Date	2031	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	VC0002 EMS Pickup Trucks		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**
**Project Description**

**Commander Pickup Truck Replacement:** Next replacement scheduled to take place during 2025.

**Project Justification**
**Additional Comments / Notes**
**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	400,000	100,000		100,000			200,000
	400,000	100,000		100,000			200,000
<b>Expenditures Total</b>	<b>400,000</b>	<b>100,000</b>		<b>100,000</b>			<b>200,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Fleet Capital Reserve	400,000	100,000		100,000			200,000
	400,000	100,000		100,000			200,000
<b>Funding Total</b>	<b>400,000</b>	<b>100,000</b>		<b>100,000</b>			<b>200,000</b>

**Attributes**

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Fleet	
Asset Classification	Pickup Trucks & SUV	
Contract No.	33-2-VEH_CL_C Class C Pickup Truck & SUV	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	VD0002 Annual Ambulance Replacements		
<b>Department</b>	Fleet		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

Regular replacement of ambulance fleet (7 years replacement cycle)

#### Project Justification

Ambulances are replaced each 7 years. Commencing 2021 pricing for ambulance have increased based on supply chain availability, delays in manufacturing, reduction in discounts of chassis, and cost of materials. Council approved the purchase of vehicles (to initiate 2021's purchase, and also 2022's purchase during 2021). PCPS continues to employ an early purchase strategy to mitigate delays in manufacturing. During July 7, 2022 Council authorized the purchase of 2 ambulances for 2023. PCPS will assess if we should use the same strategy for 2024.

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	5,079,000	507,000	762,000	508,000	508,000	508,000	2,286,000
	5,079,000	507,000	762,000	508,000	508,000	508,000	2,286,000
<b>Expenditures Total</b>	<b>5,079,000</b>	<b>507,000</b>	<b>762,000</b>	<b>508,000</b>	<b>508,000</b>	<b>508,000</b>	<b>2,286,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Fleet Capital Reserve	5,079,000	507,000	762,000	508,000	508,000	508,000	2,286,000
	5,079,000	507,000	762,000	508,000	508,000	508,000	2,286,000
<b>Funding Total</b>	<b>5,079,000</b>	<b>507,000</b>	<b>762,000</b>	<b>508,000</b>	<b>508,000</b>	<b>508,000</b>	<b>2,286,000</b>

### Attributes

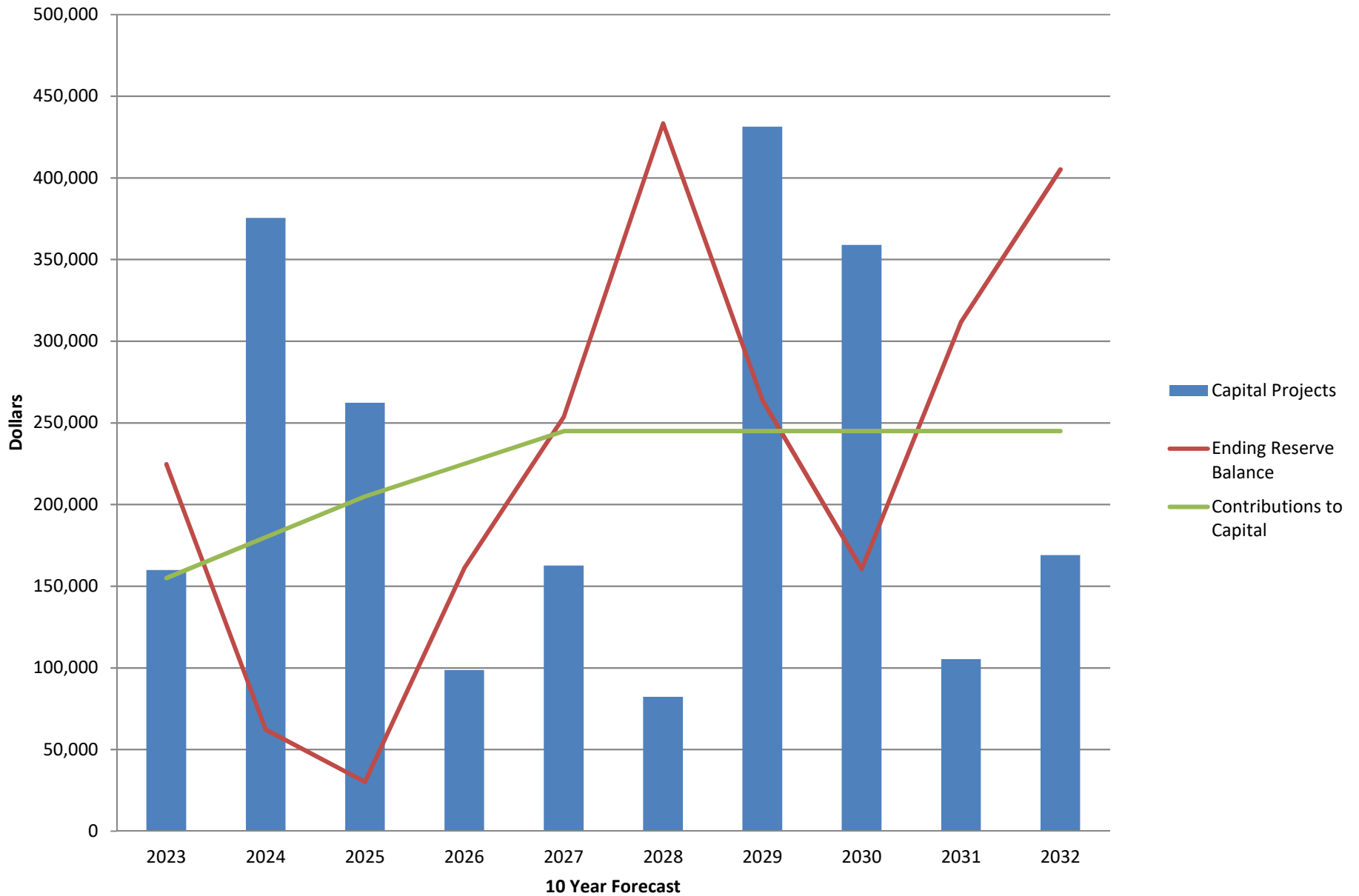
Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Fleet	
Asset Classification	Ambulances	
Contract No.	33-2-VEH_CL_D Class D Ambulance	
Project Start Year	2022	
Project End Date	2031	
<b>Status</b>		
Project Status	Not Approved	

County of Perth  
 10 Year Reserve Continuity Schedule  
 2022 - 2031

TRXMEDEQUIP Medical Equipment

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>RESERVES</b>										
<b>Opening Balance:</b>	<b>195,266</b>	<b>224,650</b>	<b>62,245</b>	<b>30,208</b>	<b>161,255</b>	<b>253,763</b>	<b>433,338</b>	<b>264,087</b>	<b>160,550</b>	<b>311,691</b>
<b>TRANSFERS IN:</b>										
Contributions from Capital Levy - Current	0	150,752	200,047	68,415	1,359	0	0	94,807	0	0
Contributions from Capital Levy - Future	155,000	29,248	4,953	156,585	243,641	245,000	245,000	150,193	245,000	245,000
Total Contributions from Capital Levy	155,000	180,000	205,000	225,000	245,000	245,000	245,000	245,000	245,000	245,000
Grants and Subsidies - Federal										
Grants and Subsidies - Provincial	20,000	20,000	20,000							
Grants and Subsidies - Municipal										
Sale of Medical Equipment - Proceeds	6,000	6,000	3,000							
<b>Total Contributions To Reserves</b>	<b>181,000</b>	<b>206,000</b>	<b>228,000</b>	<b>225,000</b>	<b>245,000</b>	<b>245,000</b>	<b>245,000</b>	<b>245,000</b>	<b>245,000</b>	<b>245,000</b>
<b>Total Available for Current Projects</b>	<b>376,266</b>	<b>430,650</b>	<b>290,245</b>	<b>255,208</b>	<b>406,255</b>	<b>498,763</b>	<b>678,338</b>	<b>509,087</b>	<b>405,550</b>	<b>556,691</b>
<b>CAPITAL PROJECT COMMITMENTS:</b>										
<b>EM0004 Replacement of Medical Equipment</b>	17,935	17,935	17,935	17,935	17,935	17,935	17,935	17,935	17,935	17,935
<b>EM0005 Bariatric Equipment</b>		80,000		75,000	132,300	30,000				
<b>EM0006 Pediatric Restraints</b>			2,700							
<b>EM0007 Training Mannequins</b>	1,615	8,106	5,972							
<b>EM0010 Stair Chair</b>								56,000		
<b>EM0011 Powerload Stretcher</b>	72,000	72,000	24,000					72,000	72,000	24,000
<b>EM0014 AED</b>	68,300									73,000
<b>EM0015 Paramedic Defibrillator</b>		175,000	200,000			25,000	350,000	25,000		25,000
<b>EM0016 Defibrillator Stretcher Stand</b>		15,000	1,500			1,500	15,000	1,500		1,500
<b>EM0017 MCI Trailer Equipment</b>								140,000		
<b>Inflation Adjustment</b>		7,361	10,185	5,688	12,379	7,749	48,326	46,459	15,442	27,594
<b>Total Commitments To Capital Projects</b>	<b>159,850</b>	<b>375,402</b>	<b>262,292</b>	<b>98,623</b>	<b>162,614</b>	<b>82,184</b>	<b>431,261</b>	<b>358,894</b>	<b>105,377</b>	<b>169,029</b>
<b>TRANSFERS OUT:</b>										
Transfers to Operating budget										
Transfers to Other Reserves										
<b>Total Expenditures Against Reserves</b>	<b>159,850</b>	<b>375,402</b>	<b>262,292</b>	<b>98,623</b>	<b>162,614</b>	<b>82,184</b>	<b>431,261</b>	<b>358,894</b>	<b>105,377</b>	<b>169,029</b>
<b>Closing Balance Before Interest</b>	<b>216,416</b>	<b>55,248</b>	<b>27,953</b>	<b>156,585</b>	<b>243,641</b>	<b>416,580</b>	<b>247,077</b>	<b>150,193</b>	<b>300,173</b>	<b>387,662</b>
Interest Income	8,234	6,997	2,255	4,670	10,122	16,759	17,010	10,357	11,518	17,484
<b>Closing Reserve Balance</b>	<b>224,650</b>	<b>62,245</b>	<b>30,208</b>	<b>161,255</b>	<b>253,763</b>	<b>433,338</b>	<b>264,087</b>	<b>160,550</b>	<b>311,691</b>	<b>405,146</b>

# Medical Equipment Capital Reserve



## Perth County

### Capital Projects

<b>Project</b>	EM0004 Replacement of Medical Equipment		
<b>Department</b>	Emergency Medical Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Small medical equipment is required to be replaced annually due to end of life cycle, wear/tear, or other breakages. Examples of small equipment include backboards, patient care sensors, oxygen equipment, extrication equipment and such.
Project Justification
Replacement of equipment at their designated replacement cycles or when there is equipment failure ensures service levels to the public are maintained to expected standards. PCPS has moved some larger specific equipment into other budget lines to better inform asset management. Small medical related equipment still require replacement due to wear and tear. This ongoing capital line in the budget will facilitate this.
Additional Comments / Notes

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	179,350	17,935	17,935	17,935	17,935	17,935	89,675
	179,350	17,935	17,935	17,935	17,935	17,935	89,675
<b>Expenditures Total</b>	<b>179,350</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>89,675</b>
<b>Funding</b>							
<b>Reserves</b>							
Medical Capital Equipment	179,350	17,935	17,935	17,935	17,935	17,935	89,675
	179,350	17,935	17,935	17,935	17,935	17,935	89,675
<b>Funding Total</b>	<b>179,350</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>17,935</b>	<b>89,675</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Emergency Medical Services	
Asset Classification	Medical Equipment	
Contract No.	52-2-MEDEQUIP Medical Equipment projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	

# Perth County

## Capital Projects

<b>Project</b>	EM0007 Training Mannequins		
<b>Department</b>	Emergency Medical Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

**Description**

**Project Description**

The training mannequin capital budget line is inclusive of medical simulation tools. During 2023 PCPS will

**Project Justification**

Clinical excellence is a focus of providing high quality care as a paramedic service. Simulation provides a safe learning environment that enables practitioners to demonstrate their skills. In the same way that the airlines use simulators to fly an airplane, PCPS uses simulation tools to ensure both low frequency and high frequency skills are maintained and practiced. These tools are also used to remediate and improve skills as required. Perth County goals are linked to Goal 3, Goal 4 and Goal 5.

**Additional Comments / Notes**

**Budget**

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	15,693	1,615	8,106	5,972			
	15,693	1,615	8,106	5,972			
<b>Expenditures Total</b>	<b>15,693</b>	<b>1,615</b>	<b>8,106</b>	<b>5,972</b>			
<b>Funding</b>							
<b>Reserves</b>							
Medical Capital Equipment	15,693	1,615	8,106	5,972			
	15,693	1,615	8,106	5,972			
<b>Funding Total</b>	<b>15,693</b>	<b>1,615</b>	<b>8,106</b>	<b>5,972</b>			

**Attributes**

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Emergency Medical Services	
Asset Classification	Medical Equipment	
Contract No.	52-2-MEDEQUIP Medical Equipment projects	
Project Start Year	2017	
Project End Date	2017	
<b>Status</b>		
Project Status	Approved	

# Perth County

## Capital Projects

<b>Project</b>	EM0011 Powerload Stretcher		
<b>Department</b>	Emergency Medical Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

### Description

#### Project Description

PCPS - replacement of old stretchers with new powerload system.  
 This capital initiative is in alignment with Perth County Goal 3 and Goal 5.

#### Project Justification

This system benefits PCPS by Reduced risk to patient due to safer lifting, Reduction in WSIB claims and improved practitioner safety, Replaces aging infrastructure, Creates a replacement cycle and reduces risk of equipment failure and Standardized business and preventive maintenance process.

Pathway to a standardized fleet:

2021 Purchase of two (2) powerload stretchers 2022 (2) two powerload stretchers.

2023-2024 purchase final powerload stretchers to complete frontline fleet standardization (2025 complete fleet)

Additional replacement stretchers are listed in capital for future years at (7 year replacement cycle).  
 This is subject to change depending on how our stretchers last in the County.

#### Additional Comments / Notes

### Budget

	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	360,000	72,000	72,000	24,000			192,000
	360,000	72,000	72,000	24,000			192,000
<b>Expenditures Total</b>	<b>360,000</b>	<b>72,000</b>	<b>72,000</b>	<b>24,000</b>			<b>192,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Medical Capital Equipment	360,000	72,000	72,000	24,000			192,000
	360,000	72,000	72,000	24,000			192,000
<b>Funding Total</b>	<b>360,000</b>	<b>72,000</b>	<b>72,000</b>	<b>24,000</b>			<b>192,000</b>

### Attributes

Attribute	Value	Comment
<b>Attributes</b>		
Contract Department	Emergency Medical Services	
Asset Classification	Medical Equipment	
Contract No.	52-2-MEDEQUIP Medical Equipment projects	
Project Start Year	2021	
Project End Date	2030	
<b>Status</b>		
Project Status	Not Approved	

## Perth County

### Capital Projects

<b>Project</b>	EM0014 AED		
<b>Department</b>	Emergency Medical Services		
<b>Version</b>	4-Council Review	<b>Year</b>	2023

Description
Project Description
Replacement of automatic external defibrillators (AED's) sponsored by Perth County
Project Justification
Capital funds are allocated to replace the AED units. The project was placed on hold due to COVID-19. The Capital will be forwarded from 2022. PCPS will connect with community partners and review contracts, subsequently replacing required devices through the capital reserves. The cost will be determined on our analysis and is expected to come within \$68,300. This project is aligned with Goal 2, Goal 3 and Goal 4 of the County.
Additional Comments / Notes

Budget							
	Total	2023	2024	2025	2026	2027	Future
<b>Expenditures</b>							
<b>Expenditures</b>							
Costs of Purchase	141,300	68,300					73,000
	141,300	68,300					73,000
<b>Expenditures Total</b>	<b>141,300</b>	<b>68,300</b>					<b>73,000</b>
<b>Funding</b>							
<b>Reserves</b>							
Medical Capital Equipment	141,300	68,300					73,000
	141,300	68,300					73,000
<b>Funding Total</b>	<b>141,300</b>	<b>68,300</b>					<b>73,000</b>

Attributes		
Attribute	Value	Comment
Attributes		
Contract Department	Emergency Medical Services	
Asset Classification	Medical Equipment	
Contract No.	52-2-MEDEQUIP Medical Equipment projects	
Project Start Year	2021	
Project End Date	2030	
Status		
Project Status	Not Approved	



2023  
**OPERATING  
BUDGET**  
Summary

## Levy Summary Change by Division

	2022 Budget	2022 Projected Actuals	2023 Budget
<b>Revenues</b>			
CA General			
11 CAO	359,534	394,800	366,737
13 HUMAN RESOURCES	414,988	326,912	413,116
15 ECONOMIC DEVELOPMENT & TOURISM	140,493	150,398	66,100
41 PLANNING	879,124	648,022	710,802
54 EMERGENCY MANAGEMENT COORDINATION	5,000	93,000	0
CS General			
12 CLERK	582,544	553,211	568,734
22 FINANCE	543,799	560,771	664,516
23 TECHNOLOGY SERVICES	1,045,428	1,012,987	1,195,532
24 PROVINCIAL OFFENCES	1,598,500	1,700,764	1,650,000
25 ARCHIVES	331,913	317,576	345,402
PW General			
30 PW ADMINISTRATION	1,569,860	1,494,277	1,723,622
31 ROADS	4,650,142	4,689,006	4,990,183
32 FACILITIES	2,688,429	2,712,335	2,729,571
33 FLEET	2,377,796	2,515,760	2,800,500
ES General			
52 PARAMEDIC SERVICES	12,370,532	12,226,614	13,234,391
Non Departmental			
90 NON-DEPARTMENTAL	2,298,500	17,084,417	2,704,517
93 GENERAL LIABILITY INSURANCE	299,618	299,610	335,383
<b>Sub-total Revenue</b>	<b>32,156,200</b>	<b>46,780,460</b>	<b>34,499,106</b>

### Expenses

	Expense Chg	Rev Chg	Net Levy Chg	%Levy Chg			
CA General							
11 CAO	359,534	394,800	366,737	7,203	7,203	0	0.00%
13 HUMAN RESOURCES	414,988	326,911	413,116	-1,872	-1,872	0	0.00%
15 ECONOMIC DEVELOPMENT & TOURISM	856,148	822,696	828,794	-27,354	-74,393	47,039	0.26%
41 PLANNING	1,204,086	961,452	1,206,200	2,114	-168,322	170,436	0.94%
54 EMERGENCY MANAGEMENT COORDINATION	170,110	243,027	189,444	19,334	-5,000	24,334	0.13%
CS General							
12 CLERK	582,544	553,209	568,734	-13,810	-13,810	0	0.00%
22 FINANCE	543,799	560,771	664,516	120,717	120,717	0	0.00%
23 TECHNOLOGY SERVICES	1,045,428	1,012,990	1,195,532	150,104	150,104	0	0.00%
24 PROVINCIAL OFFENCES	1,598,500	1,700,766	1,650,000	51,500	51,500	0	0.00%
25 ARCHIVES	738,374	716,949	778,577	40,203	13,489	26,714	0.15%
PW General							
30 PW ADMINISTRATION	1,569,861	1,494,279	1,723,623	153,762	153,762	0	0.00%
31 ROADS	8,803,477	9,341,962	9,660,717	857,240	340,041	517,199	2.85%
32 FACILITIES	2,688,429	2,712,336	2,729,571	41,142	41,142	0	0.00%
33 FLEET	2,377,796	2,515,760	2,800,500	422,704	422,704	0	0.00%
ES General							
52 PARAMEDIC SERVICES	15,930,483	15,786,564	17,146,656	1,216,173	863,859	352,314	1.94%
Council							
80 COUNCIL	249,899	222,156	279,890	29,991		29,991	0.17%
92 GRANTS	33,880	33,880	35,000	1,120		1,120	0.01%
Non Departmental							
90 NON-DEPARTMENTAL	1,671,887	1,670,788	1,755,226	83,339	406,017	-322,678	-1.78%
91 COST SHARED PROGRAMS	5,780,415	5,780,419	6,391,463	611,048		611,048	3.37%
93 GENERAL LIABILITY INSURANCE	299,618	299,610	335,383	35,765	35,765	0	0.00%
<b>Sub-total Expenses</b>	<b>46,919,256</b>	<b>47,151,325</b>	<b>50,719,679</b>	<b>3,800,423</b>	<b>2,342,906</b>	<b>1,457,517</b>	<b>8.04%</b>

### Contribution to (from) Net Municipal Position

-370,865

	Operating Levy	Capital Levy	% of Levy	% of Overall
<b>Operating Levy</b>	<b>14,763,056</b>	<b>16,220,573</b>	<b>1,457,517</b>	<b>9.87%</b>
<b>Capital Levy</b>	<b>3,360,000</b>	<b>3,545,000</b>	<b>185,000</b>	<b>5.51%</b>

<b>Overall Levy</b>	<b>18,123,056</b>	<b>19,765,573</b>	<b>1,642,517</b>	<b>9.06%</b>
---------------------	-------------------	-------------------	------------------	--------------

	2022 Budget	2022 YearEnd	2023 Budget	2022-2023 Budget \$ Change	2022-2023 Budget % Change	2022-2023 YE Projection \$ Change	2022-2023 YE Projection % Change	2024 Budget	2025 Budget
<b>Revenue</b>									
CA General									
11 CAO	359,534	394,800	\$366,737	7,203	(2.00%)	(28,063)	7.11%	\$381,497	\$395,298
13 HUMAN RESOURCES	414,988	326,912	\$413,116	(1,872)	0.45%	86,204	(26.37%)	\$528,978	\$541,874
15 ECONOMIC DEVELOPMENT & TOURISM	140,493	150,398	\$66,100	(74,393)	52.95%	(84,298)	56.05%	\$3,600	\$3,600
41 PLANNING	879,124	648,022	\$710,802	(168,322)	19.15%	62,780	(9.69%)	\$607,270	\$617,270
54 EMERGENCY MANAGEMENT COORDINATION	5,000	93,000		(5,000)	100.00%	(93,000)	100.00%		
CS General									
12 CLERK	582,544	553,211	\$568,734	(13,810)	2.37%	15,523	(2.81%)	\$606,854	\$627,000
22 FINANCE	543,799	560,771	\$664,516	120,717	(22.20%)	103,745	(18.50%)	\$728,167	\$753,849
23 TECHNOLOGY SERVICES	1,045,428	1,012,987	\$1,195,532	150,104	(14.36%)	182,545	(18.02%)	\$1,259,530	\$1,310,838
24 PROVINCIAL OFFENCES	1,598,500	1,700,764	\$1,650,000	51,500	(3.22%)	(50,764)	2.98%	\$1,674,000	\$1,690,000
25 ARCHIVES	331,913	317,576	\$345,402	13,489	(4.06%)	27,826	(8.76%)	\$360,612	\$371,941
PW General									
30 PW ADMINISTRATION	1,569,860	1,494,277	\$1,723,622	153,762	(9.79%)	229,345	(15.35%)	\$1,898,436	\$2,011,079
31 ROADS	4,650,142	4,689,006	\$4,990,183	340,041	(7.31%)	301,177	(6.42%)	\$5,137,185	\$5,304,891
32 FACILITIES	2,688,429	2,712,335	\$2,729,571	41,142	(1.53%)	17,236	(0.64%)	\$2,724,229	\$2,867,807
33 FLEET	2,377,796	2,515,760	\$2,800,500	422,704	(17.78%)	284,740	(11.32%)	\$2,993,231	\$3,462,277
ES General									
52 PARAMEDIC SERVICES	12,370,532	12,226,614	\$13,234,391	863,859	(6.98%)	1,007,777	(8.24%)	\$12,992,538	\$12,992,085
Non Departmental									
90 NON-DEPARTMENTAL	2,298,500	17,157,439	\$2,704,517	406,017	(17.66%)	(14,452,922)	84.24%	\$2,085,845	\$1,324,307
93 GENERAL LIABILITY INSURANCE	299,618	299,610	\$335,383	35,765	(11.94%)	35,773	(11.94%)	\$355,506	\$376,836
<b>Sub-total Revenue :</b>	<b>32,156,200</b>	<b>46,853,482</b>	<b>\$34,499,106</b>	<b>2,342,906</b>	<b>(7.29%)</b>	<b>(12,354,376)</b>	<b>26.37%</b>	<b>\$34,337,478</b>	<b>\$34,650,952</b>
<b>Expenses</b>									
CA General									
11 CAO	359,534	394,800	\$366,737	7,203	2.00%	-28,063	(7.11%)	\$381,497	\$395,298
13 HUMAN RESOURCES	414,988	326,911	\$413,116	-1,872	(0.45%)	86,205	26.37%	\$528,978	\$541,874
15 ECONOMIC DEVELOPMENT & TOURISM	856,148	822,696	\$828,794	-27,354	(3.20%)	6,098	0.74%	\$837,684	\$857,956
41 PLANNING	1,204,086	961,452	\$1,206,200	2,114	0.18%	244,748	25.46%	\$1,257,311	\$1,304,715
54 EMERGENCY MANAGEMENT COORDINATION	170,110	243,027	\$189,444	19,334	11.37%	-53,583	(22.05%)	\$208,473	\$217,211
CS General									
12 CLERK	582,544	553,209	\$568,734	-13,810	(2.37%)	15,525	2.81%	\$606,854	\$627,000
22 FINANCE	543,799	560,771	\$664,516	120,717	22.20%	103,745	18.50%	\$728,167	\$753,849
23 TECHNOLOGY SERVICES	1,045,428	1,012,990	\$1,195,532	150,104	14.36%	182,542	18.02%	\$1,259,530	\$1,310,838
24 PROVINCIAL OFFENCES	1,598,500	1,700,766	\$1,650,000	51,500	3.22%	-50,766	(2.98%)	\$1,674,001	\$1,690,000
25 ARCHIVES	738,374	716,949	\$778,577	40,203	5.44%	61,628	8.60%	\$813,145	\$838,893
PW General									
30 PW ADMINISTRATION	1,569,861	1,494,279	\$1,723,623	153,762	9.79%	229,344	15.35%	\$1,898,437	\$2,011,079
31 ROADS	8,803,477	9,341,962	\$9,660,717	857,240	9.74%	318,755	3.41%	\$10,083,724	\$10,644,721
32 FACILITIES	2,688,429	2,712,336	\$2,729,571	41,142	1.53%	17,235	0.64%	\$2,721,235	\$2,864,894
33 FLEET	2,377,796	2,515,760	\$2,800,500	422,704	17.78%	284,740	11.32%	\$2,990,237	\$3,459,142
ES General									
52 PARAMEDIC SERVICES	15,930,483	15,786,564	\$17,146,656	1,216,173	7.63%	1,360,092	8.62%	\$17,208,493	\$17,227,675
Council									
80 COUNCIL	249,899	222,156	\$279,890	29,991	12.00%	57,734	25.99%	\$276,492	\$283,322
92 GRANTS	33,880	33,880	\$35,000	1,120	3.31%	1,120	3.31%	\$35,000	\$35,000
Non Departmental									
90 NON-DEPARTMENTAL	1,671,887	1,743,810	\$1,755,226	83,339	4.98%	11,416	0.65%	\$1,616,051	\$1,191,546
91 COST SHARED PROGRAMS	5,780,415	5,780,419	\$6,391,463	611,048	10.57%	611,044	10.57%	\$6,903,742	\$7,293,193
93 GENERAL LIABILITY INSURANCE	299,618	299,610	\$335,383	35,765	11.94%	35,773	11.94%	\$355,506	\$376,836
<b>Sub-total Expenses :</b>	<b>46,919,256</b>	<b>47,224,347</b>	<b>\$50,719,679</b>	<b>3,800,423</b>	<b>8.10%</b>	<b>3,495,332</b>	<b>7.40%</b>	<b>\$52,384,557</b>	<b>\$53,925,042</b>
<b>Contribution to Net Municipal Position :</b>		<b>(370,865)</b>							
<b>Net Levy Requirement :</b>	<b>14,763,056</b>	<b>370,865</b>	<b>\$16,220,573</b>	<b>1,457,517</b>		<b>15,849,708</b>		<b>\$18,047,079</b>	<b>\$19,274,090</b>
			<b>9.87%</b>					<b>11.26%</b>	<b>6.80%</b>



**2023**  
**NON-  
DEPARTMENTAL**

Council, Grants, Non-departmental,  
Shared Services,  
General Liability Insurance

**County of Perth  
80 COUNCIL  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
	<b>Subtotal Revenue :</b>	\$0	\$0	\$0	\$0		0		\$0	\$0	
				0.00%					0.00%	0.00%	
<b>Expenses</b>											
5000	Salaries	\$172,387	\$162,269	\$182,040	\$9,653	5.6%	19,771	12.18%	\$192,234	\$198,002	
5010	CPP Expense	\$7,432	\$5,392	\$8,332	\$900	12.1%	2,940	54.53%	\$8,939	\$9,282	
5030	EHT Expense	\$3,362	\$3,164	\$3,550	\$188	5.6%	386	12.20%	\$3,749	\$3,861	
5150	Insurance	\$518	\$518	\$518	\$0	0.0%	0	0.00%	\$570	\$627	
5210	Memberships	\$18,700	\$21,240	\$22,950	\$4,250	22.7%	1,710	8.05%	\$23,500	\$24,050	Increases in WOWC and AMO Memberships
5220	Mileage	\$11,000	\$3,910	\$0	(\$11,000)	(100.0%)	(3,910)	(100.00%)	\$0	\$0	Moved to be included in Travel costs
5230	Miscellaneous Expense	\$500	\$0	\$500	\$0	0.0%	500	0.00%	\$500	\$500	
5280	Professional Development	\$15,000	\$5,159	\$30,000	\$15,000	100.0%	24,841	481.51%	\$15,000	\$15,000	Added 15K for Orientation Sessions for councillors in 2023
5340	Travel	\$0	\$0	\$11,000	\$11,000	0.0%	11,000	0.00%	\$11,000	\$11,000	New travel account to capture all travel costs performed by council members including mileage
6158	County Banquet	\$10,000	\$6,801	\$10,000	\$0	0.0%	3,199	47.04%	\$10,000	\$10,000	
6190	Educational Tour / Council Retreat	\$1,000	\$0	\$1,000	\$0	0.0%	1,000	0.00%	\$1,000	\$1,000	
6580	Public Relations	\$1,500	\$0	\$1,500	\$0	0.0%	1,500	0.00%	\$1,500	\$1,500	
6640	Session Expenses	\$6,000	\$2,500	\$6,000	\$0	0.0%	3,500	140.00%	\$6,000	\$6,000	
6725	Integrity Commissioner	\$2,500	\$11,203	\$2,500	\$0	0.0%	(8,703)	(77.68%)	\$2,500	\$2,500	
	<b>Subtotal Expenses :</b>	\$249,899	\$222,156	\$279,890	\$29,991		57,734		\$276,492	\$283,322	
				12.00%					(1.21%)	2.47%	
	<b>Net Levy Requirement</b>	<b>\$249,899</b>	<b>\$222,156</b>	<b>\$279,890</b>	<b>\$29,991</b>		<b>57,734</b>		<b>\$276,492</b>	<b>\$283,322</b>	
				12.00%					(1.21%)	2.47%	

**County of Perth  
92 GRANTS  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
<b>Subtotal Revenue :</b>		\$0	\$0	\$0	\$0		0		\$0	\$0	
				0.00%					0.00%	0.00%	
<b>Expenses</b>											
6480	North Perth - EPC	\$8,880	\$8,880	\$0	(\$8,880)	(100.0%)	(8,880)	(100.00%)	\$0	\$0	
6500	Perth County Grant Program	\$0	\$0	\$10,000	\$10,000	0.0%	10,000	0.00%	\$10,000	\$10,000	Allocation based as approved by council on February 16
6785	Tree Planting Grants - Lower Tiers	\$25,000	\$25,000	\$25,000	\$0	0.0%	0	0.00%	\$25,000	\$25,000	
<b>Subtotal Expenses :</b>		\$33,880	\$33,880	\$35,000	\$1,120		1,120		\$35,000	\$35,000	
				3.31%					0.00%	0.00%	
<b>Net Levy Requirement</b>		<b>\$33,880</b>	<b>\$33,880</b>	<b>\$35,000</b>	<b>\$1,120</b>		<b>1,120</b>		<b>\$35,000</b>	<b>\$35,000</b>	
				3.31%					0.00%	0.00%	

**County of Perth  
90 NON-DEPARTMENTAL  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4010	General Tax Levy	\$14,763,056	\$14,763,056	\$0	(\$14,763,056)	100.0%	(14,763,056)	100.00%	\$0	\$0	
4020	Supplementary Tax	\$330,000	\$430,000	\$402,000	\$72,000	(21.8%)	(28,000)	6.51%	\$402,000	\$402,000	Based on 5 year averages
4030	Payments In Lieu of Tax	\$9,000	\$10,004	\$9,000	\$0	0.0%	(1,004)	10.04%	\$9,000	\$9,000	
4040	OMPF Funding	\$867,400	\$867,400	\$737,300	(\$130,100)	15.0%	(130,100)	15.00%	\$626,700	\$532,700	Reduction in OMPF 85% of previous year
4060	Conditional Grants - Provincial	\$421,190	\$517,669	\$576,449	\$155,259	(36.9%)	58,780	(11.35%)	\$413,125	\$0	Funding for CT Program
4070	Other Municipal	\$125,907	\$130,764	\$125,907	\$0	0.0%	(4,857)	3.71%	\$125,907	\$125,907	Annexation agreement Perth South and City of Stratford
4120	Fees	\$183,403	\$20,815	\$20,733	(\$162,670)	88.7%	(82)	0.39%	\$27,913	\$500	Adjustment of Bus Fares in the CT program to more realistic estimates
4140	Other Income	\$8,700	\$8,697	\$8,700	\$0	0.0%	3	(0.03%)	\$8,700	\$8,700	
4280	Interest Income	\$31,000	\$87,608	\$91,000	\$60,000	(193.5%)	3,392	(3.87%)	\$91,000	\$91,000	Increase interest rates
4400	Transfer from Reserve - County General	\$1,500	\$1,026	\$1,500	\$0	0.0%	474	(46.20%)	\$1,500	\$1,500	
4450	Transfer from Reserve - Levy Stabilizati	\$211,800	\$211,800	\$612,000	\$400,200	(189.0%)	400,200	(188.95%)	\$380,000	\$153,000	Based on Levy Stabilization Reserve mitigation strategy
4470	Transfer from Reserve - Modernization Gr	\$108,600	\$108,600	\$119,928	\$11,328	(10.4%)	11,328	(10.43%)	\$0	\$0	Modernization funding utilization 2023. Offset Asset Management and Engineering Specialist
	<b>Subtotal Revenue :</b>	\$17,061,556	\$17,157,439	\$2,704,517	(\$14,357,039)		(14,452,922)		\$2,085,845	\$1,324,307	
				(84.15%)					(22.88%)	(57.50%)	
<b>Expenses</b>											
5300	Special Projects	\$604,093	\$537,984	\$596,682	(\$7,411)	(1.2%)	58,698	10.91%	\$440,538	\$0	Community Transporation Project (CT) funded by province
5410	Transfer to Reserve - County General	\$750	\$239	\$2,150	\$1,400	186.7%	1,911	799.58%	\$2,150	\$2,150	Estimated interest earned on Operating reserve
5440	Transfer to Reserve - County WSIB	\$3,000	\$8,423	\$7,700	\$4,700	156.7%	(723)	(8.58%)	\$7,700	\$7,700	Estimated interest earned on Operating reserve
5450	Transfer to Reserve - County Employment	\$600	\$1,520	\$1,400	\$800	133.3%	(120)	(7.89%)	\$1,400	\$1,400	Estimated interest earned on Operating reserve
5460	Transfer to Reserve - Levy Stabilization	\$8,250	\$28,981	\$24,250	\$16,000	193.9%	(4,731)	(16.32%)	\$24,250	\$24,250	Estimated interest earned on Operating reserve
5465	Transfer to Reserve - PC Community Care	\$0	\$0	\$250	\$250	0.0%	250	0.00%	\$250	\$250	Estimated interest earned on Operating reserve
5466	Transfer to Reserve - Passport Radio	\$0	\$147	\$0	\$0	0.0%	(147)	(100.00%)	\$0	\$0	
5470	Transfer to Reserve - Working Fund	(\$5,000)	\$8,599	\$5,000	\$10,000	(200.0%)	(3,599)	(41.85%)	\$5,000	\$5,000	Estimated interest earned on Operating reserve
5480	Transfer to Reserve - Modernization Gran	\$1,500	\$4,588	\$3,500	\$2,000	133.3%	(1,088)	(23.71%)	\$3,500	\$3,500	Estimated interest earned on Operating reserve
5496	Transfer to Reserve - Assessment Appeals	\$900	\$1,955	\$1,800	\$900	100.0%	(155)	(7.93%)	\$1,800	\$1,800	Estimated interest earned on Operating reserve
5514	Transfer to Reserve - Public Works Winte	\$2,000	\$6,728	\$0	(\$2,000)	(100.0%)	(6,728)	(100.00%)	\$0	\$0	Estimated interest earned on Operating reserve
5570	Transfer to Reserve - Paramedic Services	\$800	\$1,736	\$1,600	\$800	100.0%	(136)	(7.83%)	\$1,600	\$1,600	Estimated interest earned on Operating reserve
5590	Transfer to Reserve - Paramedic Services	\$3,400	\$10,899	\$10,000	\$6,600	194.1%	(899)	(8.25%)	\$10,000	\$10,000	Estimated interest earned on Operating reserve
5600	Transfer to Reserve - Paramedic Services	\$1,300	\$3,947	\$3,700	\$2,400	184.6%	(247)	(6.26%)	\$3,700	\$3,700	Estimated interest earned on Operating reserve
5620	Transfer to Reserve - Archives Equipment	\$970	\$2,143	\$1,970	\$1,000	103.1%	(173)	(8.07%)	\$1,970	\$1,970	Estimated interest earned on Operating reserve
5630	Transfer to Reserve - Archives General	\$400	\$960	\$900	\$500	125.0%	(60)	(6.25%)	\$900	\$900	Estimated interest earned on Operating reserve
5640	Transfer to Reserve - Land Division Gene	\$350	\$757	\$700	\$350	100.0%	(57)	(7.53%)	\$700	\$700	Estimated interest earned on Operating reserve
5660	Transfer to Reserve - Planning Photoimag	\$80	\$204	\$180	\$100	125.0%	(24)	(11.76%)	\$180	\$180	Estimated interest earned on Operating reserve
6450	MPAC	\$785,944	\$782,959	\$785,944	\$0	0.0%	2,985	0.38%	\$801,663	\$817,696	0% increase for 2023
6580	Public Relations	\$1,500	\$1,026	\$1,500	\$0	0.0%	474	46.20%	\$1,500	\$1,500	
7990	Tax Write-Offs	\$260,000	\$340,000	\$306,000	\$46,000	17.7%	(34,000)	(10.00%)	\$311,000	\$311,000	Based on 5 year averages
	<b>Subtotal Expenses :</b>	\$1,670,837	\$1,743,795	\$1,755,226	\$84,389		11,431		\$1,619,801	\$1,195,296	
				5.05%					(7.72%)	(26.21%)	
	<b>Net Levy Requirement</b>	<b>(\$15,390,719)</b>	<b>(\$15,413,644)</b>	<b>(\$949,291)</b>	<b>\$14,441,428</b>		<b>14,464,353</b>		<b>(\$466,044)</b>	<b>(\$129,011)</b>	
				(93.83%)					(50.91%)	(72.32%)	

**County and Member Municipalities OMPF Allocations  
2023 vs 2022**

**Grant Components**

	Perth East			Perth South			West Perth			North Perth			Perth County			Total 2023	Total 2022	Change		
	2023	2022	Change	2023	2022	Change	2023	2022	Change	2023	2022	Change	2023	2022	Change					
1. Assessment Equalization Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
2. Northern Communities Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
3. Rural Communities Grant	1,085,700	1,002,800	82,900	402,000	376,200	25,800	927,400	864,300	63,100	1,501,700	1,375,000	126,700	-	-	-	-	3,916,800	3,618,300	298,500	
4. Northern and Rural Fiscal Circumstances Grant	64,700	80,800	- 16,100	12,800	9,600	3,200	55,200	62,300	- 7,100	119,200	134,000	- 14,800	-	-	-	-	-	251,900	286,700	- 34,800
5. Transitional Assistance	-	-	-	14,800	119,600	- 104,800	-	-	-	-	-	-	737,300	867,400	- 130,100	-	-	752,100	987,000	- 234,900
<b>2022 Allocations</b>	<b>\$ 1,150,400</b>	<b>\$ 1,083,600</b>	<b>\$ 66,800</b>	<b>\$ 429,600</b>	<b>\$ 505,400</b>	<b>-\$ 75,800</b>	<b>\$ 982,600</b>	<b>\$ 926,600</b>	<b>\$ 56,000</b>	<b>\$ 1,620,900</b>	<b>\$ 1,509,000</b>	<b>\$ 111,900</b>	<b>\$ 737,300</b>	<b>\$ 867,400</b>	<b>-\$ 130,100</b>	-	-	<b>\$ 4,920,800</b>	<b>\$ 4,892,000</b>	<b>\$ 28,800</b>

2022 Allocations	\$ 1,083,600	\$ 505,400	\$ 926,600	\$ 1,509,000	\$ 867,400	\$ 4,892,000	-\$ 215,900
2021 Allocations	\$ 1,051,500	\$ 594,500	\$ 996,200	\$ 1,445,300	\$ 1,020,400	\$ 5,107,900	-\$ 342,600
2020 Allocations	\$ 1,011,700	\$ 699,300	\$ 1,171,900	\$ 1,367,200	\$ 1,200,400	\$ 5,450,500	-\$ 643,700
2019 Allocations	\$ 1,129,700	\$ 822,700	\$ 1,378,700	\$ 1,350,900	\$ 1,412,200	\$ 6,094,200	-\$ 830,900
2018 Allocations	\$ 1,329,000	\$ 967,800	\$ 1,622,000	\$ 1,344,900	\$ 1,661,400	\$ 6,925,100	-\$ 938,000
2017 Allocations	\$ 1,563,500	\$ 1,138,500	\$ 1,908,200	\$ 1,298,400	\$ 1,954,500	\$ 7,863,100	-\$ 1,376,600
2016 Allocations	\$ 1,839,300	\$ 1,339,400	\$ 2,244,900	\$ 1,516,800	\$ 2,299,300	\$ 9,239,700	-\$ 1,617,700
2015 Allocations	\$ 2,163,800	\$ 1,575,700	\$ 2,641,000	\$ 1,771,900	\$ 2,705,000	\$ 10,857,400	-\$ 2,670,700
2014 Allocations	\$ 2,704,700	\$ 1,969,600	\$ 3,301,200	\$ 2,171,400	\$ 3,381,200	\$ 13,528,100	-\$ 2,281,700
2013 Allocations	\$ 3,170,700	\$ 2,317,100	\$ 3,865,500	\$ 2,478,700	\$ 3,977,800	\$ 15,809,800	-\$ 550,900
2012 Allocations	\$ 3,232,100	\$ 2,317,100	\$ 3,948,400	\$ 2,653,800	\$ 4,209,300	\$ 16,360,700	-\$ 2,100
2011 Allocations	\$ 3,335,700	\$ 2,322,800	\$ 3,902,300	\$ 2,428,600	\$ 4,373,400	\$ 16,362,800	\$ 256,400
2010 Allocations	\$ 3,335,300	\$ 2,180,000	\$ 3,858,900	\$ 2,368,200	\$ 4,364,000	\$ 16,106,400	-\$ 36,600
2009 Allocations	\$ 3,398,700	\$ 1,999,400	\$ 3,842,100	\$ 2,396,200	\$ 4,506,600	\$ 16,143,000	\$ 1,850,400
2008 Allocations	\$ 3,034,200	\$ 1,318,700	\$ 2,815,800	\$ 2,398,000	\$ 4,725,900	\$ 14,292,600	\$ 1,842,257
2007 Allocations	\$ 2,737,551	\$ 1,194,490	\$ 2,537,149	\$ 2,299,689	\$ 3,681,464	\$ 12,450,343	\$ 418,937
2006 Allocations	\$ 2,672,491	\$ 1,170,750	\$ 2,482,605	\$ 2,241,430	\$ 3,464,130	\$ 12,031,406	\$ 2,227,734
2005 Allocations	\$ 2,615,356	\$ 1,147,018	\$ 2,429,646	\$ 1,976,652	\$ 1,635,000	\$ 9,803,672	\$ 1,430,672
2004 Allocations - CRF	\$ 2,151,000	\$ 961,000	\$ 2,009,000	\$ 1,617,000	\$ 1,635,000	\$ 8,373,000	

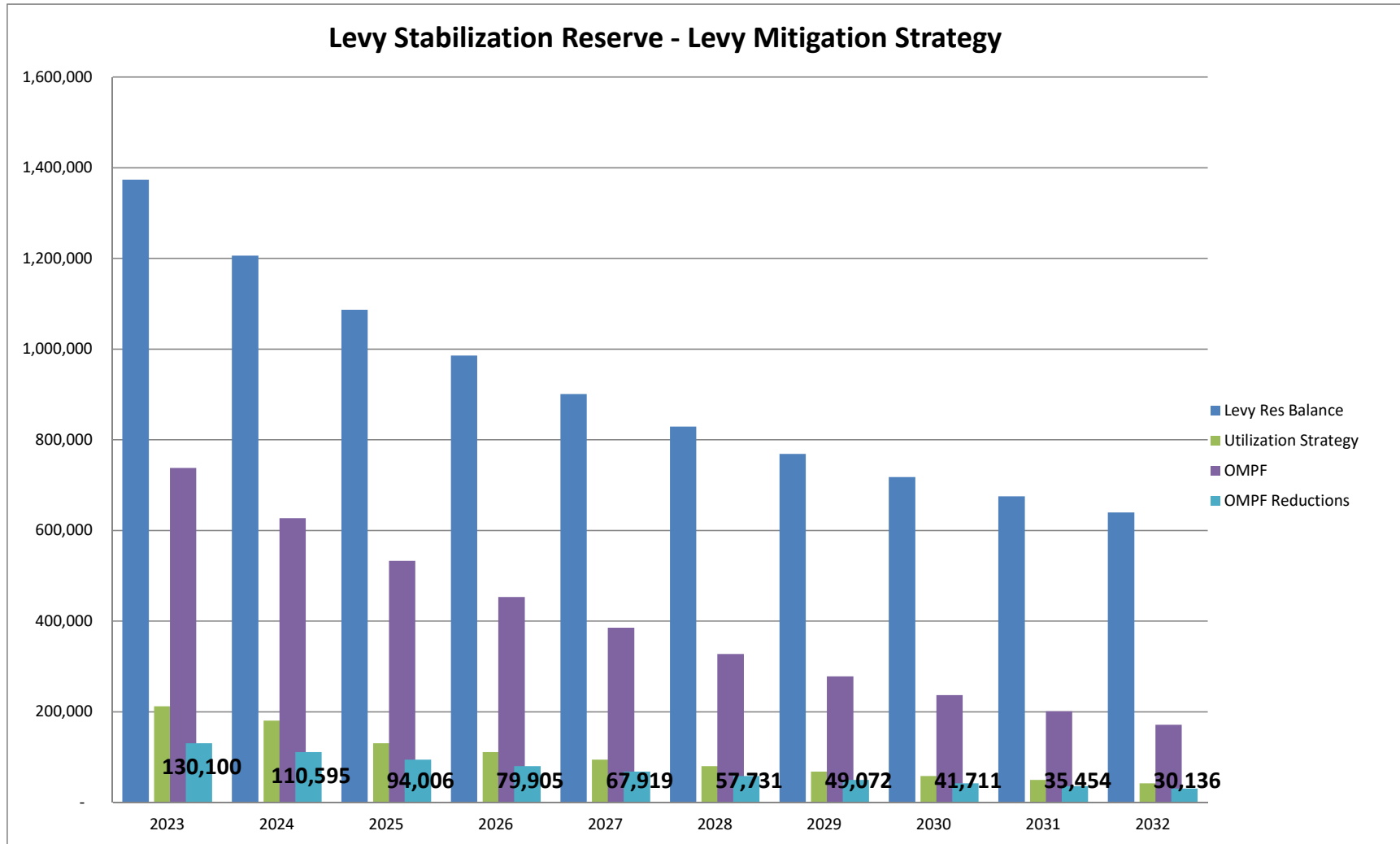
**Key OMPF Data Inputs**

	Perth East			Perth South			West Perth			North Perth			Perth County			Total 2023	Total 2022	Change
	2023	2022	Change	2023	2022	Change	2023	2022	Change	2023	2022	Change	2023	2022	Change			
1. Households	4,308	4,249	59	1,595	1,594	1	3,680	3,662	18	5,959	5,826	133	15,542	15,331	211			
2. Total Weighted Assessment per Household	\$ 463,362	\$ 460,720	2,642	\$ 551,452	\$ 545,937	5,515	\$ 423,656	\$ 419,879	3,777	\$ 365,518	\$ 361,461	4,057	\$ 425,885	\$ 421,798	4,087			
3. Rural and Small Community Measure	100%	100%	-	100%	100%	-	100%	100%	-	100%	100%	-	100%	100%	-			
4. Farm Area Measure	90.0%	90.5%	-0.5%	90.9%	90.5%	0.4%	92.7%	92.8%	-0.1%	91.9%	92.1%	-0.2%	n/a	n/a				
5. Northern and Rural Municipal Fiscal Circumstances	1.5	1.9	- 0.4	0.8	0.6	0.2	1.5	1.7	- 0.2	2.0	2.3	- 0.3	n/a	n/a				
6. 2023 Guranteed Level of Support	85.0%	85.0%	0.0%	85.0%	85.0%	-	85.0%	85.0%	-	85.0%	85.3%	-0.3%	85.0%	85.0%	0.0%			
7. 2023 OMPF (Line A from 2022 Allocation Not	\$ 1,083,600	\$ 1,051,500	32,100	\$ 505,400	\$ 594,500	- 89,100	\$ 926,600	\$ 996,200	- 69,600	\$ 1,509,000	\$ 1,445,300	63,700	\$ 867,400	\$ 1,020,400	- 153,000	<b>\$ 4,892,000</b>		
<b>Reductions from 2023</b>	<b>\$ 66,800</b>			<b>-\$ 75,800</b>			<b>\$ 56,000</b>			<b>\$ 111,900</b>			<b>-\$ 130,100</b>			<b>\$ 28,800</b>		

**OMPF Grant Components**

Grant Components	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2022-2023	
Social Services Grant	30												0	97%
Policing Grant	94												0	of funding
Farmland and Managed Forests Grant	46												0	has been allocated
1 Assessment Equalization Grant	148		149	149	149	149	149	149	149	149	149	149	0	to core grants
2 Northern Communities Grant	86		79	79	84	84	89	89	89	89	89	89	0	
3 Rural Commuities Grant	162		138	138	143	148	150	150	150	152	154	154	0	
4 Northen and Rural Fiscal Circumstances Grant			50	55	68	82	89	89	89	92	93	93	0	
<b>Total of Core Grants</b>			<b>416</b>	<b>421</b>	<b>444</b>	<b>463</b>	<b>477</b>	<b>477</b>	<b>477</b>	<b>482</b>	<b>485</b>	<b>485</b>		
5 Transitional Assistance	30		134	94	61	42	33	28	23	18	15	15	0	3%
<b>TOTAL OMPF (Millions)</b>	<b>596</b>	<b>575</b>	<b>550</b>	<b>515</b>	<b>505</b>	<b>505</b>	<b>510</b>	<b>505</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>		remains to be defined

Levy Stabilization Reserve Levy Mitigation Strategy										
Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Levy Res Balance	1,373,461	1,205,823	1,086,575	985,759	900,625	828,826	768,366	717,550	674,937	639,300
Utilization Strategy	212,000	180,000	130,100	110,595	94,006	79,905	67,919	57,731	49,072	41,711
OMPF	737,300	626,705	532,699	452,794	384,875	327,144	278,072	236,361	200,907	170,771
OMPF Reductions	130,100	110,595	94,006	79,905	67,919	57,731	49,072	41,711	35,454	30,136



**County of Perth**  
**91 COST SHARED PROGRAMS**  
**2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
<b>Subtotal Revenue :</b>		\$0	\$0	\$0	\$0		0		\$0	\$0	
				0.00%					0.00%	0.00%	
<b>Expenses</b>											
6550	Huron Perth Public Health	\$894,663	\$894,663	\$880,640	(\$14,023)	(1.6%)	(14,023)	(1.57%)	\$1,093,928	\$1,254,091	Based on prior years MSSC Budgets
6660	Social Services	\$4,067,395	\$4,067,396	\$4,491,640	\$424,245	10.4%	424,244	10.43%	\$4,752,726	\$4,942,834	Based on prior years MSSC Budgets
6690	Spruce Lodge	\$714,417	\$714,420	\$910,046	\$195,629	27.4%	195,626	27.38%	\$942,494	\$978,236	Based on prior years MSSC Budgets
6710	Stratford-Perth Museum	\$103,940	\$103,940	\$109,137	\$5,197	5.0%	5,197	5.00%	\$114,594	\$118,032	Based on CPI increase for 2023.
<b>Subtotal Expenses :</b>		\$5,780,415	\$5,780,419	\$6,391,463	\$611,048		611,044		\$6,903,742	\$7,293,193	
				10.57%					8.02%	5.64%	
<b>Net Levy Requirement</b>		<b>\$5,780,415</b>	<b>\$5,780,419</b>	<b>\$6,391,463</b>	<b>\$611,048</b>		<b>611,044</b>		<b>\$6,903,742</b>	<b>\$7,293,193</b>	
				10.57%					8.02%	5.64%	

**County of Perth**  
**93 GENERAL LIABILITY INSURANCE**  
**2023 OPERATING BUDGET**

	2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>										
4150 Interdepartmental Revenues	\$299,618	\$299,610	\$335,383	\$35,765	(11.9%)	35,773	(11.94%)	\$355,506	\$376,836	
<b>Subtotal Revenue :</b>	\$299,618	\$299,610	\$335,383	\$35,765		35,773		\$355,506	\$376,836	
			11.94%					6.00%	5.66%	
<b>Expenses</b>										
5150 Insurance	\$299,618	\$299,610	\$335,383	\$35,765	11.9%	35,773	11.94%	\$355,506	\$376,836	Based on renewal terms from Insurance provider
<b>Subtotal Expenses :</b>	\$299,618	\$299,610	\$335,383	\$35,765		35,773		\$355,506	\$376,836	
			11.94%					6.00%	6.00%	
<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>0</b>		<b>\$0</b>	<b>\$0</b>	
			0.00%					0.00%	0.00%	



2023

# OFFICE OF THE CAO

CAO, Human Resources,  
Economic Development & Tourism,  
Planning & Development,  
Emergency Management



## Introduction

The Chief Administrative Officer's (CAO) business unit is committed to advancing all County Council and administrative priority outcomes by providing leadership to staff. This is achieved through strategic and operational guidance by the CAO and the management team to ensure delivery of highly professional public programs and services. The CAO provides strategic policy advice to the Warden and Council, and is accountable for the organization's performance.

The business unit is comprised of 2.0 FTE staff, being the CAO and the Corporate Communications Officer. The CAO, a statutory position, is the most senior management staff of the organization, with the statutory duties of:

- exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- performing such other duties as are assigned by the municipality<sup>1</sup>
- ensuring the long-term viability of the Corporation

### Communications Officer

The Communications Officer is responsible for providing administrative and project support to the CAO, and is responsible for the Corporate Communications portfolio. This includes providing support to the Warden, Council and Divisions across the organization for both internal and external communications. To be effective, Corporate Communication needs to be clear, consistent and unified messaging, collaborating with all divisions. A good communications strategy is essential for any municipality to deliver important information to constituents and stakeholders, as is an understanding of the communication channels, tools and technology available.

Staff manage and maintain a variety of social media platforms, the corporate website, public notices and media lists to ensure that corporate information is deployed in timely and professional manner to the appropriate audiences. Certainly, experiencing the COVID-19 Pandemic has further increased the importance of communications support for both Emergency Management and Public Health messaging.

## Service Strategy

The core business of the CAO Office is to oversee all business units, three of which are headed by: Director of Legal/Corporate Services, Director of Public Works and Director of Paramedic Services. The CAO also directly oversees the CAO Department business unit with the following portfolios: Planning & Development Services, Economic Development & Tourism, Human Resources, Corporate Communications and Emergency Management Services. The CAO has overall accountability for the administration of County programs and services and acts as a liaison between Council, staff and the organizations and individuals with which the County does business.

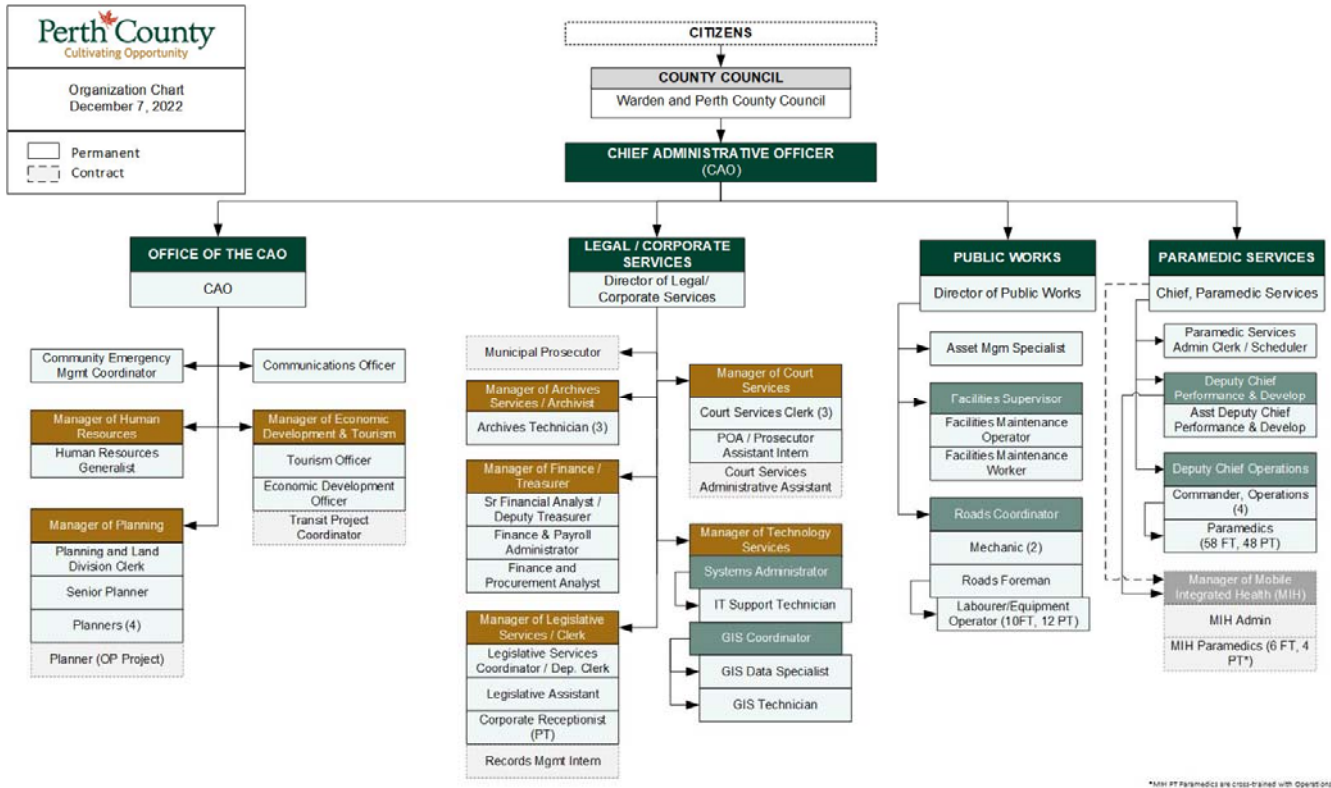
---

<sup>1</sup> Municipal Act, 2001, Section 229



# CAO / Corporate Communications

Figure 1: Perth County Organizational Chart



This business plan sets out the details relating to the positions of Chief Administrative Officer and the Communications Officer. Each of the respective managers in the CAO Office Division will present their draft business plan and budgets for Council’s consideration and approval.

The budget was prepared with a focus on the County’s five strategic priorities:

- Growth & Economic Development
- Regionalization & Service Effectiveness
- Customer Service Excellence
- Community Development & Planning
- Corporate Sustainability

The 2023 budget followed a similar process to prior years with staff reviewing historical actual expenditures and revenues, along with anticipated pressures to ensure the reasonability of budgeted amounts. The Treasurer provided guidance to staff as budgets were developed, and he will outline in his presentation the major pressures followed by presentations by the Directors and Managers.

For 2023, there is no change anticipated for the CAO’s office, staying at 2.0 FTE. There is a continued focus on the transformation and modernization of process and technology. Process mapping is one of the methods used



to increase efficiency and effectiveness across the organization and Council can expect to see the activities as part of how the County evaluates policies, by-laws and programs.

## Key Customers and Stakeholders



## Core Business Services

- Administers, co-ordinates and directs affairs of the municipality including overall administrative operation
- key policy advisor to Council, provision of business and technical advice regarding decisions / actions requiring their approval
- Implementing and establishing administrative practices and procedures to carry out Council's decisions
- Overall planning, co-ordination, and control of all municipal operations in accordance with the objectives, policies and plans approved by Council and the appropriate provisions of the Municipal Act regarding roles and responsibilities of a municipal CAO.
- Carry out all the executive and administrative duties and powers as delegated by Council in accordance with the *Municipal Act*



- Provision of leadership to direct reports, overall management of the administration, operations and service delivery of the municipality
- Establish with Council of the vision and strategic direction for the municipality; periodic updating of the Strategic Plan with Council
- Reviews annual business plans and budgets (operating and capital) prepared by the departments and aligned to the municipality's strategic direction
- Monitors performance of departments against business plans/budgets; reviews reports and initiates corrective action with the departments when necessary
- Liaises with regulatory officials/agencies at the federal, provincial and municipal levels
- Develops, reviews and recommends new or revised policies to Council, corporate-wide and departmental
- Development of internal and external communications materials
- Community engagement planning and strategy, administration and monitoring of the County's Community Engagement Policy
- Cross-platform content creation, curation and graphic design
- Warden and Council Communications Support
- Crisis Communications Management – Perth County's Emergency Plan
- Monthly staff meeting management
- Monthly production of County Update
- Advance the Equity, Diversity and Inclusion Charter and Implementation Plan
- Actively seek and identify opportunities to enhance communications across the Corporation
- Strategic Initiatives work including program review and process mapping
- Staff training, communications and media relations support
- Policy Development

### Legislated Standards

- Municipal Act, S.O. 2001 and associated Ontario Regulations
- Municipal Conflict of Interest Act
- Ombudsman Act
- Emergency Management and Civil Protection Act, Ontario Regulation 380/04 Emergency Operations Centre
- Ambulance Act, R.S.O. 1990
- Health Protection and Promotion Act, R.S.O. 1990, c. H.7
- Commissioner for taking Affidavits Act
- Perth County Strategic Plan
- Perth County By-laws & Policies including Procedure By-law, Procurement By-law, Codes of Conduct and Delegation of Authority By-law
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Accessibility for Ontarians with Disabilities Act (AODA, 2005)
- Occupational Health and Safety Act



- Employment Standards Act, 2000
- Reopening Ontario (A Flexible Response to COVID-19) Act, S.O. 2020, c.17
- Canadian Anti-Spam Legislation (CASL)

## Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Attached is the draft 2022 Strategic Plan Summary which outlines the 2022 corporate priorities and achievements, along with the 2023 corporate goals to move the organization forward in alignment with the County's Strategic Plan. The information reflects a very successful 2022 for the corporation. Division workplans for 2023 are substantial and demonstrate the commitment staff has to ensuring quality programs and services to Perth County residents and businesses.

There have been significant reviews funded from Provincial Grants including:

- Corporate Organization Review
- Paramedic Services Deployment Review
- Public Works Winter Maintenance Implementation
- IT/GIS Strategic Plans
- Emergency Management Service Delivery Review

Significant actions have been taken to improve the customer service (internal and external) for several key functions which also supports corporate sustainability, including:

- Process review re: timesheets to streamline process, eliminate non-value-added staff activity, increase data accuracy
- Process review for claims administration and reporting
- Development of Program Reference Documents for various services
- Advancements in the use of corporate software for meeting management and corporate records
- Advancements in the facility review/planning for future staff accommodations
- Development of leadership program customized to County needs
- A County Wide Hazard Identification Risk Analysis (HIRA) that includes climate change impacts and data based on subject matter experts
- Improvements to the County-wide Emergency Management Program with training curriculum to increase resiliency for all five municipalities to support each other during large emergency event
- Collaborative Planning and Development Process Review for continuous improvement and development of Communications tools

## Major Initiatives for 2023

- Report on orientation framework for 2023
- Review and set out a plan to refresh/update all corporate policies within term, and updates policies to contain, if appropriate, process flow mapping for reference ease
- Continue to pursue Provincial and Federal funding available across the organization to help fund County programs, and to continue modernization efforts
- Review and organize Council's updating of the Corporate Strategic Plan to reflect their vision for the term



- Establish a Council portal to house a document library
- Establish a service strategy and reporting for internal support services
- Complete workplan tasks and report to Affordable and Attainable Housing Committee
- Increase corporate communications support for all County departments,
- Increase public awareness of County Services/Programs via media releases following Council meetings and through public engagement policy framework
- Support Courthouse Campus projects to ensure alignment with service delivery model envisioned by Strategic Plan – Customer Service excellence priority, and transition of County out of leased administrative space
- Advance the implementation of the Public Engagement Framework and companion corporate policies so as to provide for meaningful engagement of stakeholders and the public in studies, projects and the decision-making processes of Council
- Achieve deliverables in the Corporate Communications Plan, undertake a review and update of the Plan and confirm the strategy to co-ordinate and elevate the two-way exchange of information between the County and residents/businesses which includes an overhaul of the County's website
- Build on the relationship established with Lower Tiers to promote shared training & development opportunities with a focus on leadership and management skills, particularly in the portfolio of Emergency Management
- Draft and issue Annual Corporate Report
- Evaluation and roll out of initiatives designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner
- Develop and Launch the Customer Service Excellence program and the ongoing training requirements
- Corporate process review – minimum of three key business processes to be mapped
- Comprehensive review and reporting of a key County program/service
- Advance the Equity, Diversity and Inclusion Charter and Implementation Plan
- Undertake a Request for Proposal for the provision of Legal Services – Year 2023
- Co-ordinate the various departments to ensure the flow of information, roles and responsibilities are made available to the new Council (term 2022-26) to provide necessary support and to establish the effective governance relationship
- Update and deploy new standardized templates across the corporation (email signatures, letterhead, out of office messaging)
- Review, develop and update communications-connected policies

### Major Initiatives for 2024

- Undertake large contract renewals
  - Cost Apportionment Agreement with HPPH Renewal
  - County Roads Cost Agreement
  - Ontario Works and Early Years Cost Sharing Agreement Renewal
- Corporate training framework to respond to management leadership development by targeting program/service evaluation academic training for the business units
- Corporate process review – minimum of three key processes
- Comprehensive review and reporting of a key County program/service



- Advance the Equity, Diversity and Inclusion Strategy and Implementation Plan
- Draft and issue Annual Corporate Report
- Undertake a self audit of the County's Health & Safety Committee and the County's program to assess alignment with the requirements of the Act and associated regulations

### Major Initiatives for 2025

- Undertake large contract renewals
  - Medavie Inc.
  - Paramedic Tiered Response (Fire Services)
  - Aird and Berlis - Integrity Commissioner Services

### Program Delivery Plan

How will the program be delivered and at what level?

- Chief Administrative Officer
- Communications Officer
- Office hours throughout the week – Monday to Friday
- After hours and on-call as required

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
  - Amendments to *Employment Standards Act* and/or *Labour Relations Act*
  - Amendments to Health & Safety Legislation
  - Amendments to *Human Rights Code*
  - Amendments to the *Accessibility for Ontarians with Disabilities Act*
- Direction Received from County Council
  - Structure of County operations; Organizational needs may change as a result of the Service Delivery Review or Shared Services Agreement
  - Policy decisions
  - Service requests from other departments and Member Municipalities



### Financial Allocation

Service	FTE Requirements by Year			
	2021	2022	2023	2024
CAO				
Total Program FTE Requirements	2	2	2	2

### FTE Variances

- No changes planned for 2023.

### Training and Development

- Strategic Communications Planning
- Advanced Strategies in Business Communication
- ICS 200, 300 – Emergency Management
- Municipal Law - AMCTO
- Lean Six Sigma Process Redesign
- Public Administration - Municipal Administration & Policy
- Leadership & Crisis Communication Management
- Harvard ManageMentor Training – Business Topics
- Perth Municipal Day
- AMO Conference
- ROMA Conference

## CORPORATE PRIORITIES SUPPORTING COUNTY'S STRATEGIC PLAN (2022-2023)

December 7, 2022

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
<b>GOAL 1: Growth &amp; Economic Development</b>				
<p><b>Perth County is a recognized agricultural leader in Ontario</b></p>	<p><b>Protect and preserve productive agricultural lands</b></p> <p><b>Rehabilitate and restore productivity of brownfield areas</b></p> <p><b>Lead development of appropriate natural heritage policies</b></p> <p><b>Develop appropriate policies and regulations to encourage farm gate sales, secondary occupations and further processing of agricultural products within the County</b></p>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Expansion of the "Discover More Flavour" Farm Gate Program</li> <li>Work with Tourism Stratford and develop a from 'Perth Farms to Stratford's Table' program</li> <li>Government advocacy through participation in Queen's Park Engagement days with EDCO, TIAO, and Perth County Federation of Agriculture/Perth-Wellington MPP Rural Farm Day. Engage with local politicians, MPP, MP's to discuss rural issues such as transportation, housing, workforce development.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Update growth projections and land needs assessment.</li> <li>Enhance and update policy for the protection of prime agricultural land in the New Official Plan (OP).</li> <li>Implement Natural Environment (NE) consultation for NE system (vs features).</li> <li>Propose NE system mapping in New OP.</li> <li>Propose OFDU policy in new OP.</li> <li>Complete and include intensification targets for development within built up settlement areas.</li> <li>Develop supporting zoning by-law provisions for the successful implementation of increased density in housing, mixed uses and redevelopment projects in commercial/industrial areas.</li> <li>Propose updated CIP policy in New OP.</li> <li>Develop outreach tools for developers to engage in intensification and a greater variety of housing forms and densities.</li> <li>Support programming to increase "Yes in my backyard" societal culture.</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Discover More Flavour - Enhance and grow Discover More Flavour Farm Gate Map program through improved website and digital promotions, continued engagement with farm businesses, and ongoing growth with 82+ listings.</li> <li>Perth County Farms to Stratford Tables - Source funding and develop and launch Perth County Farms to Stratford Tables video series to showcase the close relationship between Perth County producers and Stratford restaurant owners and chefs. This series highlighted the value of Perth County agriculture across the supply chain.</li> <li>Maple Season Marketing Campaign - Source funding and coordinate a maple season marketing campaign to promote local maple offerings in collaboration with Perth County maple producers.</li> <li>Queen's Park Day – November 30, 2022 Developing five postcards (1 County + 1 each lower tier) for inclusion in MPP packages</li> <li>Rural Advocacy - Ongoing engagement and roundtable discussions with stakeholders and government officials to advocate for strategic development and growth while ensuring protection of productive agriculture lands (ex. MEDJCT Perth-Wellington Automotive Roundtable).</li> </ul> <p><b>GIS</b></p> <ul style="list-style-type: none"> <li>Ongoing support for the Official Plan Update, such as site-specific validation and web viewer application</li> <li>Ongoing support for zoning By-law data review, including data integrity exercises and identification of potential zoning amendments</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Growth projections and land needs assessment: Planning and Lower Tier building staff compiled building permit and development approvals data from 2017-2021 in first quarter.</li> <li>Planning staff create a fresh vacant land inventory in first quarter.</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Continue to target agri-food investments through membership in SOMA and Ontario Food Cluster</li> <li>Provide support to businesses and start-ups developing agri-innovations</li> <li>Continue the expansion of the Discover More Flavour signage program.</li> <li>Develop seasonal marketing campaigns to promote year-round agri-offerings (fall harvest, maple season, berry season, etc.)</li> <li>Continue rural advocacy efforts, taking every opportunity to engage with politicians.</li> </ul> <p><b>GIS</b></p> <ul style="list-style-type: none"> <li>Provide support for the Official Plan Update, including web viewer application</li> <li>Provide support for zoning By-law data review</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Public Consultation on the New OP</li> <li>Complete the site visits and ecological evaluations to finalize the Natural Environment mapping and consultation.</li> <li>Complete the Agricultural Impact Assessment for the new OP.</li> <li>Submit the New OP to the province for approval.</li> <li>Develop supporting zoning by-law provisions for the successful implementation of increased density in housing, mixed uses and redevelopment projects in commercial/industrial areas.</li> <li>Polish and publish the residential intensification guidelines.</li> <li>Participate in and organize outreach for builders, developers and homeowners on intensification strategies.</li> <li>Participate in and organize outreach for neighbourhoods on intensification and anti-NIMBY movement.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<ul style="list-style-type: none"> <li>• Watson and Associates present updated growth projections Oct 20 to Council.</li> <li>• Land needs assessment anticipated in early December. Update growth projections and land needs assessment.</li> <li>• Complete MDS calculations for all livestock facilities within 1.5 k of serviced settlement areas to be used in growth planning.</li> <li>• Policy development for the protection of prime agricultural land in the New Official Plan (OP): New OP includes draft policy on intensification for the serviced settlement areas, density targets for greenfield development, directing all growth to serviced areas, increased opportunity for additional dwelling units in zones that permit dwellings, reinforced policy that limits expansion of villages and hamlets as well as the scope and size of on farm diversified uses.</li> <li>• Implement Natural Environment (NE) consultation for NE system (vs features).</li> <li>• Completed mapping of natural system.</li> <li>• Proposed comprehensive strategy for landowner consultation.</li> <li>• Launched consultation with direct mail out, ground truthing and general public engagement.</li> <li>• New OP includes comprehensive policy on the development of On Farm Diversified Uses to balance these secondary occupations with preservation of farm land.</li> <li>• OP Includes updated policy to support development of CIP.</li> <li>• Produced a one-page handout explaining Additional Dwelling Units as well as policy for Perth East zoning bylaw – so that all four zoning bylaws permit at least second dwelling units.</li> <li>• Developed a residential intensification guideline for builders, developers and home owners to better understand design aspects of increasing density.</li> <li>• Supported “Yes In My Backyard” workshop.</li> </ul>	
<p><b>Perth County growth is responsible and appropriate to maintain economic viability</b></p>	<p><b>Promote growth and diversity in attracting industry and business</b></p> <p><b>Emphasize industrial and commercial growth in appropriately serviced areas</b></p>	<p><b><u>Economic Development</u></b></p> <ul style="list-style-type: none"> <li>• Update, streamline and re-organize the Economic Development and Tourism webpages.</li> <li>• Update industry webpage for business owners and operators to connect with current and available information and resources.</li> <li>• Implement a client relationship management (CRM) program and software that will enable more targeted follow up and nurturing of investment leads and inquiries.</li> <li>• Community Profiles Refresh with updated census data</li> <li>• FDI Training for Economic Development Staff.</li> <li>• Available Lands Economic Development Map of available properties using Perth County's GIS platform to better promote commercial property investment opportunities available across Perth County.</li> </ul>	<p><b><u>Economic Development</u></b></p> <ul style="list-style-type: none"> <li>• Economic Development webpages on Perth County website streamlined and updated with relevant developer information</li> <li>• Community profiles update in progress with final design pending Stats Can labour/industry data in November</li> <li>• Followed up with all green and red flag businesses from BR+E, hosted succession planning webinar and ongoing referrals to programs and funding to support expansion plans</li> </ul>	<p><b><u>Economic Development</u></b></p> <ul style="list-style-type: none"> <li>• Promote available business parks, private industrial/commercial lands across the county and direct inbound inquiries to available parcels</li> <li>• Cycle Strategy Implementation - Implementation of short-term and quick-win recommendations and pursue funding for medium-long term initiatives.</li> <li>• Continue to update and enhance Economic Development and Tourism webpages according to digital trends and changing digital landscape.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
	<p><b>Support responsible residential growth and attract newcomers to Perth County</b></p> <p><b>Increase proportion of people living and working within County</b></p>	<ul style="list-style-type: none"> <li>Implement initiatives from the Business Retention and Expansion program completed in 2021.</li> <li>Tourism Writer Recruitment/Media Influencers - Recruit travel writers and influencers to Perth County to highlight tourism attractions from various points of view and on different online platforms.</li> <li>Local Business Information and Training Sessions - Continue to host and support the Perth Community Futures Development Corporation and the Stratford Perth Centre for Business activities and programming</li> <li>Annual Business Directory Update</li> <li>Four County Labour Market Planning Board - Contribute to the data sharing and needs related to workforce and participate on projects with benefit to recruitment and retention by local employers</li> <li>Utilize a consulting firm with expertise in destination development to create a Tourism Cycle Strategy. The Tourism Cycle Strategy will guide Perth County Tourism and community partners in cycle tourism development over the next five years. The burgeoning cycle tourism market provides an opportunity for safe, outdoor tourism activity within the County.</li> <li>The cycle tourism initiative will assess cycle tourism assets, work with stakeholders on marketing direction and deliver a Perth County cycle map, cycle tourism marketing creative templates (logos, signage, wayfinding) and guidelines for partners to participate in cycle tourism marketing. This project will leverage Perth County's recent membership in the Ontario by Bike network. The project outcomes will include cohesive and coordinated branding and marketing for the sector as well as tangible marketing assets for further destination development.</li> <li>Membership and participation in The Southwestern Ontario Marketing Alliance (SOMA). SOMA is a partnership of 6 Southwestern Ontario communities, grown out of natural economic ties.</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Providing an Equity, Diversity and Inclusion lens on our newly developed Employee Code of Conduct.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Future planning through Joint Municipal Paramedic Services Review Modernization Project.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce: Sit on the 4CLMPB advisory committee to provide assistance with EmployerOne survey re-design which uncovers local labour challenges and gaps</li> <li>Workforce Attraction, &amp; Retention Employer Toolkit being developed to support businesses with workforce challenges</li> <li>Tourism Writers and Digital Influencer Recruitment - Recruitment of 6 unique digital influencer groups and travel writers. Each influencer attracted brings a unique audience and connection with organic online communities.</li> <li>Cycle Tourism Strategy - Two community consultations, stakeholder surveys and 20+ key stakeholder interviews conducted to develop strategy to be delivered October 2022.</li> <li>Cycle Tourism Strategy Implementation: Cycle Tourism Summit on November 14<sup>th</sup> with implementation (map design, logos, signage design) by end of 2022. Installation of signage in Spring 2023</li> <li>SOMA Update:             <ul style="list-style-type: none"> <li>SIOR Summer Sponsorship</li> <li>Canadian FDI Forum</li> <li>UK Trade Mission – September 2022</li> <li>Developed one-page cheat sheet on Canada – UK trade deal, benefits of doing business in Canada vs Us</li> <li>K-Show – October 2022</li> <li>Bauma - October 2022</li> <li>SIAL Food Show – October 2022</li> <li>Fabtech – October 2022</li> </ul> </li> <li>Developed and executed a three-phase Lead Generation Follow Up Program for SOMA Individual campaigns created for each SOMA show with emails sent &amp; responses tracked for all SOMA leads. Phase 1 &amp; 2 complete with Phase 3 complete by end of 2022</li> <li>Met with developers, investors and businesses looking to relocate, expand into Perth County and provided information, facility tours and resources</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Joint Paramedic Services Review Modernization Project Report delivered to Council March 2022</li> <li>Report used to inform decision-making within Paramedic Services during 2022. Example deployment planning.</li> <li>Draft terms of reference for committee with Elgin, Oxford and Perth Counties.</li> </ul>	<ul style="list-style-type: none"> <li>Update 'Tourism Writer Recruitment' program to a more modern, 'Tourism Content Creator Recruitment' program. Build partnerships with influencers to access organic online communities.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Public Consultation on new OP and submit to Province for approval.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Joint Committee with area Chiefs and report back to council on terms of reference and initial plan.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Continue to review permit applications with respect to industrial/commercial/residential entrance permits</li> <li>Review and provide comment on commercial/industrial development with respect to its influence on the County road and transportation network</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Projecting growth in both employment (industrial) and commercial sectors.</li> <li>Planning growth areas to designate lands for employment and growth areas in serviced settlements.</li> <li>Draft approval for industrial lands in Milverton.</li> </ul>	
<p><b>Flexible and affordable transportation and connectivity options exist within the County</b></p>	<p><b>Develop diverse transportation strategies to support commuting and accessing services throughout County</b></p> <p><b>Support development of flexible transportation options throughout South-Western Ontario</b></p> <p><b>Support enhancement of connectivity options and access to high-speed internet throughout County</b></p>	<p><b>Public Works - Roads</b></p> <ul style="list-style-type: none"> <li>Perth Line 86/Main St. East/Tremaine Ave South (Listowel) – Intersection Improvements</li> <li>Perth Line 8 from Perth Road 163 to Highway 23 (Kirkton) (11.4 kms) – road reconstruction, roadside tree maintenance, small diameter culvert, flood pipe crossing replacements, curb, gutter removal and replacement</li> <li>Perth road 131 from Milverton limits to Perth Line 86, 14.2 kms road reconstruction, merge lanes, curb, gutter replacement, small diameter culvert and flood pipe crossing replacements</li> <li>Perth Road 1389 from St. Marys town limits to Whalen Line (Prospect Hill), 9.4 km road reconstruction</li> <li>Work in Progress – engineering preparedness work for future capital projects ie road widening/surveying/drainage in advance of paving projects</li> </ul> <p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>Continue to build ridership of the service through sustained marketing efforts.</li> <li>Establish strategic partnerships with community groups and social service providers to provide a cost-effective option for their members and clients and generate ongoing and predictable ridership</li> <li>Meet with large employers across the County to market the service to their employee base and potential employees. Develop partnerships that generate recurring revenue and ridership that both assists with longer term sustainability and addresses acute labour force challenges</li> </ul>	<p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>Continue to successfully build PC Connect ridership, averaging 17% ridership growth month-over-month (Jan-Sept 22).</li> <li>Designed &amp; heavily marketed a FREE Ride Week Campaign that resulted in 94% of the average 2022 monthly ridership in just one week.</li> <li>Executed a number of multi-media advertising campaigns through the following channels: Paid and organic social media (FB, Twitter, TikTok, etc.), radio, digital billboards, print media (visitor guides, newspaper, Boomers magazine)</li> <li>Effectively targeted/reached Mennonite community through specialized advertising in the 'Mennonite Journal' (reaching &gt;2,000 households monthly) and partnership with existing specialized charter for program integration.</li> <li>Designed and executed the 'PC Connect For You' campaign, which markets the service specifically to different personas, providing insight and ideas into how PC Connect can be leverage beyond accessing basic needs.</li> <li>Continue to work with 60+ businesses, school boards, and community organizations to provide service to their employees, students, clients, etc. Sold over 1,600 pre-paid fare passes to such organizations.</li> <li>Created a PC Connect for Employers campaign that offers businesses free tool-kits that include complimentary fare passes and other resources for their employees.</li> <li>Developed and launched a new PC Connect webpage focused on employers, highlighting how they can collaborate with PC Connect to meet corporate objectives and improve employee acquisition &amp; retention.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Reviewed and issued permits to permit the installation of fibre and gas infrastructure for rural service expansion</li> </ul>	<p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>Continue to build the ridership of the service through sustained marketing efforts. Establish strategic partnerships with community groups and social service providers to provide a cost-effective option for their members and clients and generate ongoing and predictable ridership.</li> <li>Continue to develop the PC Connect for Employers Campaign, and meet with large employers across the County to market the service to their employee base and potential employees. Develop partnerships that generate recurring revenue and ridership that both assists with longer term sustainability and addresses acute labour force challenges.</li> <li>Officialise and launch a PC Connect testimonial program that highlights the impact PC Connect has had on our community, in order to advocate for additional funding and support.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Continue to work through the permitting process with external agencies to allow for well designed expansion, construction and maintenance of private infrastructure within the County's road network</li> <li>Investigate and consider the framework of undertaking a Transportation Master Pan to develop future transportation strategies</li> <li>Review and provide comment on development with respect to its influence on the County road and transportation network</li> <li>Undertake and attain updated traffic volumes on the County road network to inform future decisions</li> <li>Share traffic related data with external policing agencies to support road safety enforcement</li> <li>Undertake intersection warrant study at intersection of Perth Road 112 and Line 29, and Perth Road 113 and Line 29</li> </ul>

**GOAL 2: Regionalization & Service Effectiveness**

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
<p><b>Services and service expectations are clearly defined and communicated</b></p>	<p><b>Clearly define and establish services, service levels and a continuum of service expectations throughout County</b></p> <p><b>Proactively communicate committed services and service levels to new and existing residents</b></p> <p><b>Clearly and transparently demonstrate cost and value of delivered services</b></p>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Consolidate Official Plans with New OP.</li> <li>Complete OP, public consultation and submit to province for approval.</li> <li>Launch the procedure manual as shared tool among upper and lower tier staff.</li> <li>Implement file tracking software system that automates certain tasks and can be accessed by lower tier staff.</li> <li>Upload/Input active file data. Begin upload/input historic file data.</li> <li>Build on performance management measurement and processes and conduct process semi annually.</li> <li>Review Delegated Authority processes.</li> <li>Update zoning bylaws by consolidating past amendments. Tabulate amendments and then reconcile in the documents, key maps and County GIS.</li> <li>Improve and standardize the pre-consultation process for applicants.</li> <li>Increased web-based communication, application capabilities and planning resources;</li> <li>Cost recovery next steps, monitoring and adjustment on an annual basis for all planning applications.</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Core services include: collections management and development, cataloguing and digitization, reference and research, public outreach</li> <li>Service to Municipal Governments: Information management through permanent records transfers and assessment of long-term value of other government records and information.</li> <li>Ongoing reference and research service to support policy development and maintain corporate memory for sponsoring local governments.</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>Improve efficiency in reports to Council</li> <li>Review report writing timelines, with a view to creating protocols for timely submissions</li> <li>Strong focus on developing a comprehensive workplan and formation of program documents, with an emphasis on program evaluation</li> <li>Internal audit of all committees to ensure consistency and compliance</li> <li>Municipal Election: Coordinate municipal election and Compliance Audit Committee for municipal election</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Core services include: Administration of annual budget; Administration of procurement policies; Advice on financial legislative obligations; Reserve and reserve fund administration; Financial impacts and analysis; Investments and borrowing; Financial and tax policies and procedures; Insurance claims; Financial institutions and other stakeholder relations; Software support for financial system; Administration of employee payroll; Coordination of Asset Management</li> <li>Support the Asset Management Plan of the County with additional requirement of O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure with a deadline of July 1, 2022</li> <li>Continued response to additional reporting requirements brought on by pandemic and additional requests for support to assist other divisions throughout the pandemic</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>These are on-going, core functions of the Division. Archives staff have responded to research queries from all 6 of the sponsoring municipalities this year, either in support of their own operations or to respond to FOI requests.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Work with divisions across the Corporation to communicate programs and services to the public and local stakeholders.</li> <li>Develop community engagement strategies for a variety of projects (New OP, Forestry, Accessibility, etc.)</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Researched and selected vendor for CRM (Zoho) with initial set-up and input of business lists to be completed in Q4</li> <li>New Resident Welcome Packages - In collaboration with local Chambers, BIAs, and Bas, provide new residents in various Perth County communities with information packages outlining Economic Development and Tourism services and contact information.</li> <li>Perth County Tourism Backpack Program with Wildwood Conservation Area - Provide backpacks with information on Economic Development and Tourism services and local destinations to visitors at Wildwood CA on Canada Day weekend.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Completion of an updated 2022 Asset management plan in compliance with O Reg 588/17</li> <li>Pandemic is slowing down, but the additional reporting requirements continues.</li> <li>Finance assisted with the Community Paramedicine for Long Term Care Application</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Provide ongoing legal advice and opinions to Council, committees and department staff regarding litigation issues, contract law matters, procurements, and planning matters</li> <li>Prepare and review of contracts, agreements, By-laws and related documents</li> <li>Assist with court, administrative or quasi-administrative tribunal proceedings, including mediations and arbitrations</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Service to Municipal Governments: Information management through permanent records transfers and assessment of long-term value of other government records and information.</li> <li>Reference and research service to support policy development and maintain corporate memory for sponsoring local governments.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Continue to enhance both internal and external County communications through template updates, digitization and other service enhancements</li> <li>Continue work on process mapping and program evaluation</li> <li>Develop an updated Corporate Communications Strategy</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Utilize CRM to establish regular business outreach program and monitor business developments</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Working towards the next deadline of July 1, 2024 in an updated Asset Management Plan that includes all municipal infrastructure assets</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Management training program to continue to Spring 2023. Based on results and feedback, may extend or expand program to other developing leaders.</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>Statutory duties/secretariat services for County Council and Committees</li> <li>Committee Audit to ensure consistency and compliance.</li> <li>Training for staff on how to run a meeting</li> <li>Extensive review of previous By-laws for potential consolidation.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Public consultation on new OP.</li> <li>Implement file tracking software system that automates certain tasks and can be accessed by lower tier staff.</li> <li>Upload/Input active file data. Begin upload/input historic file data.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Provide legal representation and advice to Council, committees and department staff regarding litigation issues, contract law matters, procurements, and planning matters</li> <li>Prepare legal opinions and advice</li> <li>Prepare and review of contracts, agreements, By-laws and related documents</li> <li>Assist with court, administrative or quasi-administrative tribunal proceedings</li> <li>Directing litigation matters, including insurance claims</li> <li>Negotiating with vendors, contractors, litigants, customers and others</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Provision of training opportunities for staff on customer service. Enhanced management training on leadership and coaching to apply to their supervisory responsibilities.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Provide support to the Huron Perth Ag Science Centre Boar</li> </ul> <p><b>IT/GIS:</b> Provide Core IT Services:</p> <ul style="list-style-type: none"> <li>Managed Local and Wide Area Networks and all associated services (including high speed internet access, email and directory services)</li> <li>Installed and supported of all corporate hardware and software (Office Suites, Operating systems, computers, servers, printers, etc.)</li> <li>Provided technical support, assistance and training to all County staff</li> <li>Centralized IT purchasing, project management and consultation</li> <li>Developed and maintained Corporate IT Policies, Procedures and Standards</li> <li>Managed communication systems administration and support (telephones and mobile devices)</li> <li>Monitored electronic information security and protection (anti-virus, internet security, data backup and disaster recovery)</li> <li>Administered and maintained the County's public web sites (including web mapping sites)</li> <li>Developed and maintained spatial information services and provided mapping support to County and Member Municipality departments and the general public</li> </ul> <p>Provide Core GIS Services:</p> <ul style="list-style-type: none"> <li>Geodatabase administration and management</li> <li>Digital and hard copy map creation, maintenance and publishing</li> <li>Web based GIS system administration and management</li> <li>Develop and maintain GIS applications</li> </ul> <p><b>Public Works:</b></p> <ul style="list-style-type: none"> <li>Tender contracts for winter salt supply and salt delivery for County, Local Municipalities, City of Stratford and Town of St. Marys</li> <li>Tender for contracted winter maintenance services (2 plow routes)</li> <li>Post signage and communicate capital road project locations, planned/unplanned road closures; winter road conditions on Twitter; update Municipal 511 for notification of closures, construction and reduced load season.</li> <li>Update Council on a regular basis for major facility projects.</li> </ul>	<ul style="list-style-type: none"> <li>Direct and track litigation matters, including insurance claims</li> <li>Negotiate with vendors, contractors, litigants, customers and others</li> <li>Created precedent contract for services</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Vendor selected for management training in summer. Needs assessment and pre-work established and developed Sept/Oct. Training commenced roll-out late October for 14 management staff. Three in-class activities planned for 2022 in addition to individual coaching.</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>Working on improving efficiency in reports to Council</li> <li>Report timelines have been reviewed and tweaked corporately, individual managers may create additional timelines as needed.</li> <li>Program documents have been updated and created.</li> <li>Committee Audit will shift to 2023 Election Compliance Committee has been established.</li> <li>Conduct annual elections for Warden and Deputy Warden</li> <li>Manage all aspects of MFIPPA legislation and public access/apprals/complaints, including required reporting</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Consolidate Official Plans with New OP.</li> <li>Produce a new Official Plan draft</li> <li>Produced and launch a planning procedure manual - shared tool among upper and lower tier staff.</li> <li>Review and standardization of site plan control processes.</li> <li>Conducted first semi annual planning service performance evaluation process – second one underway.</li> <li>Update zoning by-laws by consolidating past amendments. Tabulate amendments and then reconcile in the documents, key maps and County GIS.</li> <li>Improved and standardized the pre-consultation process for applicants.</li> <li>Standardizing “complete application” letters following application submissions.</li> <li>Increased web-based communication, application capabilities and planning resources;</li> <li>Planning 101 for new and returning Councillors.</li> </ul>	<ul style="list-style-type: none"> <li>Build on performance management measurement and processes and conduct process semi annually.</li> <li>Review Delegated Authority processes.</li> <li>Zoning by-law consolidations of past amendments.</li> <li>Update zoning by-laws</li> <li>Increased web-based communication, application capabilities and planning resources;</li> <li>Cost recovery review – consider adjustments and include new fees for items not previously included or updated.</li> <li>Review and update application forms for zoning bylaw amendment, minor variance and site plan.</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Serve as resource to Council and staff for legal matters related litigation, contract law, and procurement</li> <li>Create standardized precedents for contracts and service level agreements</li> <li>Defined processes for legal reviews including referrals to external counsel</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Ensure adequate equipment, materials and staffing resources are in place and available to continue the uninterrupted delivery of summer and winter maintenance services</li> <li>Maintain detailed record of operational activities and work completed with respect to MMS</li> <li>Expand use of technology to maintain digital record of work completed with respect to MMS</li> <li>Review winter maintenance service delivery with respect to providing the service internally vs. current model of internal, outsourced blend</li> <li>Use dynamic and static construction project notice signs to provide advance notice of planned road and bridge construction activities</li> <li>Expand use of MESH application to better track internal and external service requests</li> <li>Explore use of snow fencing to enhance winter maintenance service delivery</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<ul style="list-style-type: none"> <li>Implemented quarterly file status reporting to Council.</li> <li>Reviewed and updated application forms for consent, OPA and subdivision/condo.</li> </ul> <p><b>Forestry</b></p> <ul style="list-style-type: none"> <li>Revamped and updated Forestry Conservation Program which included implementing the revised Forestry By-law</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Secured multi-year contract for winter salt supply to ensure efficient and uninterrupted service delivery</li> <li>Secured multi-year contract for hauling and delivery of salt to ensure efficient and uninterrupted service delivery</li> <li>Secured multi-year contract with winter maintenance contractor for the provision of winter maintenance services to ensure efficient and uninterrupted service delivery</li> <li>Posted capital construction project locations and scope on Corporate Website</li> <li>Displayed project notification signs at limits of capital project site</li> <li>Issued notification of planned and unplanned road closures through various channels</li> <li>Provided regular updates to Council regarding major facilities projects</li> </ul>	
<p><b>Services are efficiently and effectively delivered on a regional Basis</b></p>	<p><b>Support results of Joint Service Delivery Review in realizing service efficiencies</b></p> <p><b>Establish effective partnerships to realize efficiencies and deliver services well (throughout County, Stratford, St. Marys)</b></p> <p><b>Collaboratively deliver services on a regional basis throughout County</b></p> <p><b>Fairly and equitably allocate costs of delivered services</b></p>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Managed Accessibility program for Upper and Lower Tiers, including administration and support for Joint Accessibility Advisory Committee</li> <li>Outreach to municipal partners to investigate document remediation tools</li> <li>Provide continued administrative support to the Joint Accessibility Advisory Committee and assist with Subcommittee reviews, as needed</li> <li>Research and apply for any grants that may be applicable to the Accessibility program</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>In September 2021, the Archives Manager met with Stratford's City Clerk to discuss improving procedures for transferring permanent records to Stratford-Perth Archives as a 2022 project</li> <li>Cataloguing and Digitization: Digitizing early newspapers to add to website in partnership with Perth County Branch, Ontario Genealogical Society</li> <li>Documenting agreement with Stratford Perth Museum Association regarding parking and general maintenance including water well, signage, snow removal, etc.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Deliver presentations on Perth County's innovative approaches to youth attraction, engage with local and regional community organizations to raise the</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Remediation is being completed by Adobe Pro. Other tools are available at a cost, discussed with IT.</li> <li>Committee/Subcommittee is being supported by Clerk &amp; Legislative Services Assistant</li> <li>Two Accessibility Terminology Information Sessions were hosted by Legislative Services for the County and Lower Tiers.</li> <li>Legislative Services hosted two training seminars on the Dynamic Symbol of Access.</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>In 2022, Archives staff have focussed on creating a comprehensive catalogue of all records in our holdings that have been transferred from the City of Stratford and on-track to complete project.</li> <li>3904 issues of local newspapers digitized by Archives Summer Students this year. Using the feedback from the 2022 students, staff have updated the project manual for 2023 students.</li> <li>Agreement with Stratford Perth Museum Association regarding event management,</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Ongoing training sessions quarterly with staff at the upper and lower tiers.</li> <li>Provide continued administrative support to the Joint Accessibility Advisory Committee and assist with Subcommittee reviews, as needed</li> <li>Draft, circulate and publish Annual Accessibility Update Report on behalf of Perth County and Lower Tiers Research and apply for any grants that may be applicable to the Accessibility program</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Building on work done with City of Stratford and their records, staff will begin creating comprehensive catalogues for other sponsoring municipalities, starting with records of the pre-amalgamation townships.</li> <li>Cataloguing and Digitization: Digitizing early newspapers to add to website in partnership with Perth County Branch, Ontario Genealogical Society</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<p>profile of the County and continue building awareness of tourism, employment, transportation and investment opportunities.</p> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Collaboration with partner and member municipalities to identify common objectives and innovative strategies for long term sustainability</li> <li>• Continued monitoring of MPAC regarding their financial performance, service parameters and performance levels, and governance model and accountabilities</li> <li>• Continued monitoring of reassessment delays with focus on delegation at ROMA</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>• Provided statutory duties/secretariat services for County Council and Committees</li> <li>• Provided updates on legislative and regulatory changes which impact on Council requirements, governance, and reporting</li> <li>• Researched parliamentary procedure advice to support Council/committees</li> <li>• Drafted reports, prepare draft by-laws, agreements, policies, and procedures</li> <li>• Coordinated administration of corporate Records Management program, including classification, retention, and Electronic Document and Records Management System (EDRMS) (FileHold)</li> <li>• Exercised delegated authority for the execution of documents, agreements</li> <li>• Served as a Commissioner of Oaths under the <i>Commissioners for Taking Affidavits Act</i> to County departments and the public</li> <li>• Coordinated public notices (with the exception of notices prepared under the <i>Planning Act</i> by Planning Department staff)</li> <li>• Planned events and hosted Council and corporate sponsored events</li> <li>• Liaised and undertook joint research/development of projects with Area Clerks</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>• Ensured smooth operations of POA court with provision of Court Monitor, Court Reporter, Clerk of the Court, Zoom facilitator</li> <li>• Coordinated trials and court appearances while balancing resources and availability of judiciary, crown and defendants</li> <li>• Prepared transcripts in accordance with Ministry of Attorney General standards with available resources</li> <li>• Court administration: case management, tracking courtroom utilization.</li> <li>• Collected fine revenue including processing payments and balancing daily cash receipts</li> <li>• Customer service including providing explanation of options to defendants and providing application forms (extension, reopening, appeal)</li> <li>• Monitored payment plans, mailed out collection notices, and enforced defaulted fines</li> <li>• Monitored performance of collection agencies</li> <li>• Prepared statistical information as required by the Regional Senior Justice of the Peace</li> <li>• Served as bookkeeper to balance all monies, investigate incorrect payments and balance month-end</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>• Support Lower Tiers to ensure smooth transition of Fire Radio Dispatch for go-live date of January 5, 2022</li> <li>• Final reporting to be completed for Fire Radio Dispatch Agreement</li> </ul>	<p>parking and general maintenance including water well, signage, snow removal, etc. completed.</p> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Perth County's Digital Service Squad continues to assist businesses with digital support including one on one consultations, resource sharing across social media and informational webinars</li> <li>• Perth County Tourism Promotion at Community Events - Engage with visitors and residents, providing local information and tourism resources at community events such as Milverton BA Home Show, Listowel Lifestyle Show, Downtown Mitchell Street Party, Moonlight Madness, etc.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• County and member municipalities continue to lobby the province to deal with the reassessment delays</li> <li>• Continue to provide updates to Council on MPAC performance and working in collaboration with our member municipalities</li> <li>• The Treasurer attended the Rural Ontario Municipal Association's (ROMA) delegation with the Minister of Finance and presented on the Current Value Assessment freeze with the Municipal Property Assessment Corporation (MPAC) and Ontario Municipal Partner Funding (OMPF) reductions</li> <li>• Managed multiple grant applications including municipal modernization grants for the implementation stream and for the review stream</li> <li>• Responded to additional reporting requirements brought on by pandemic and additional requests for support to assist other divisions throughout the pandemic</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>• Ongoing provision of court services with trials, resolutions, extensions, licence suspensions, fine-payments, collections, statistical information and payment of revenue to Lower Tiers</li> <li>• Responded quickly to adjust services based on notices from Recovery Secretariat and Provincial Reopening Plan including lifting physical distancing requirements, capacity limits and masking in courtrooms</li> <li>• Added as many "blitz courts" as possible to address the backlog due to Covid-19</li> </ul> <p><b>IT/GIS</b></p>	<ul style="list-style-type: none"> <li>• Summer students will continue with newspaper scanning project in 2023.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver Digital Service Squad and develop business continuity plan for beyond March 2024 funding</li> <li>• Re-establish youth and industry in person event programming which was put on hold during the pandemic</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>• Work with all agreement partners to develop and finalize a new Fire Radio Infrastructure agreement and began transition of agreement and service administration to the Fire Radio Group</li> </ul> <p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>• Continue to investigate alternative sources of funding for longer-term sustainability of the PC Connect service including Gas Tax, FCM grants and any infrastructure funding. Investigate advertising and sponsorships with private businesses to diversify revenue streams beyond ridership.</li> <li>• PC Connect Service Enhancements – Continue to leverage service data and community feedback to determine and implement necessary service enhancements.</li> <li>• Transition the PC Connect fixed-route service to an on-demand offering, providing transit where and when it's needed. Integrating on-demand features will have the potential to provide a more economically and environmentally sustainable service. (Data, ridership &amp; funding dependant).</li> <li>• PC Connect service integration - Work with project partners, SCT, and Metrolinx to better connect Southwestern Ontario, and position PC Connect as a feeder service into other services such as GO, in order to further extend connectivity and transportation options for residents</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>• Continue to use KPIs during 2023. Change as necessary.</li> <li>• Work with communications to launch survey to obtain patient and client view for emergency services.</li> <li>• Deployment plan recommendations and implementation.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<ul style="list-style-type: none"> <li>Review and revisions to Fire Radio Infrastructure Agreement with a focus on shared services</li> </ul> <p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>Work with Voyago to implement a mobile app to allow for advanced payment, booking and real-time tracking of travel. Work in collaboration with the SCTA to enable seamless transit across all community transportation services for enhanced rider experience.</li> <li>Investigate alternative sources of funding for the longer-term sustainability of the PC Connect service including Gas Tax, FCM grants and any infrastructure and community funding released in response to COVID 19 recovery. Investigate advertising and sponsorships with private businesses to diversify revenue streams beyond ridership</li> <li>PC Connect Service Enhancements - Leverage service data and community feedback to determine and implement necessary service enhancements. Investigate creative ways to integrate demand-responsive-transit features in order to provide a more sustainable service</li> <li>PC Connect GO Train Integration - Work with project partners and Metrolinx to better position PC Connect as a feeder service for the new Go Train extension, in order to further extend connectivity and transportation options for residents</li> </ul> <p><b>Emergency Management Services</b></p> <ul style="list-style-type: none"> <li>Work with project partners Migration to the ICS Canada standard on incident command and the conversion of the existing IMS program/training to ICS</li> <li>Continue to apply industry best practices and standards</li> <li>research climate change and evolving risk/impact to the County and emergency management practices</li> <li>use data and research in conjunction, direction received from the Emergency Management Program Committees, County Council, CAOs, Lower Tier Councils and the community to enhance resiliency and preparedness</li> <li>development of the response plans and HIRA's by participating with the University of Toronto's Critical Infrastructure Engineering Program to develop a County-wide integrated Contingency Plan that will be practical with annexes specific to each entity within the County</li> <li>Development of new Emergency Management Response Plan by Q4 of 2022</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Establish bi-annual key performance indicators to report to Council to inform governance.</li> <li>Establish a patient satisfaction / user survey for emergency response operations to include patient/user voice in feedback.</li> <li>Review the emergency response deployment plan and subsequently implement changes.</li> <li>Tiered Response renewal. Review and renewal of tiered medical response with local fire services.</li> <li>Review Paramedic Services Standard Operating Procedures (SOP) manual.</li> <li>Paramedic Service call evaluation review. Calibration of the quality audit review process.</li> <li>Work with system partners internal and external to provide a safe and effective response during the COVID-19 Pandemic. Inclusive of policy, procedure, monitoring and COVID-19 testing, and vaccination.</li> </ul>	<ul style="list-style-type: none"> <li>The Lower Tiers transitioned successfully to a new Fire Services Dispatch provider and system January 5, 2022. A final project wrap-up report was provided to County Council in Q2 2022</li> <li>A review of the current Fire Radio Infrastructure agreement began with the aim of replacing it with a new more comprehensive agreement focused on shared services</li> <li>IT/GIS negotiated the extension of leases for radio towers to allow time for the implementation and transition of the Fire Dispatch Project</li> <li>IT renewed the Northern911 contract for services</li> <li>GIS prepared and validated data for NG911 requirements</li> <li>GIS assisted with the West Perth Parks and Pedestrian Corridor Planning Project</li> <li>GIS assisted with a Special Council workshop on Growth Management in West Perth</li> <li>GIS created Emergency Operations Centre and Supporting Emergency Facilities poster maps for Emergency Management</li> </ul> <p><b>PC Connect</b></p> <ul style="list-style-type: none"> <li>Successfully sourced, tailored, and launched new technology that enables riders to pre-book, pay for their fare using credit/debit, track the bus in real-time, and receive service notifications all to their mobile device. Since launch on June 1, 800 passenger profiles have been created, and 1,487 trips have been successfully completed through the app.</li> <li>Designed and launched Fare Credit Packs which enable riders to buy multiple fares at a discounted price. This feature makes the service even more appealing for frequent riders, and provides incentive for travelling with PC Connect.</li> <li>Launched PC Connect on Google Maps, increasing awareness of the service, and making it even easier to find relevant trip options and information.</li> <li>Appointed to the SCT Needs Analysis Steering Committee, where the TPC is an active member of the working group; advising &amp; directing consultant to develop a report for submission to the MTO, advocating for sustainability and highlighting inter-community public transportation needs within southwestern Ontario.</li> <li>Delivered an interview/presentation highlighting the importance of rural transportation &amp; the success of PC Connect; which is being presented to transit providers and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations brought to council and changes implemented.</li> <li>SOP changes implemented and changes communicated to staff.</li> <li>Monitor the COVID-19 situation and respond as required as PCPS has in the past 2 years.</li> <li>Report to council to work with MHS procurement once RFP is completed for both cost effective and supply chain issues avoidance.</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Draft service level agreements to define services, timelines, roles, and responsibilities</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Continue to provide road construction and maintenance support to local municipalities when able</li> <li>Maintain strong relation with local PW management; continue collaboration and routine dialogue; discuss industry challenges</li> <li>Explore and execute opportunities for joint procurement of capital good and services</li> <li>Explore and execute opportunities for joint procurement of service contracts</li> <li>Lead RFP process for OSIM consultant</li> <li>Issue joint RFP for traffic count analysis</li> <li>Complete capital boundary road and bridge projects with Wellington County; accurately track and manage project expenses</li> <li>Renew and review boundary agreements</li> <li>Share results of Rd.112/Ln.29 and Rd.113/Ln.29 with respective Townships</li> <li>Provide comments on GPS routing to Perth East regarding Line 29</li> <li>Share traffic pattern data with local municipalities</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<ul style="list-style-type: none"> <li>Work with Medavie Health Services to provide cost effective equipment and medical supplies.</li> <li>Response time performance renewal and review. Complete a review of response times and report to council.</li> </ul> <p><b>Public Works:</b></p> <ul style="list-style-type: none"> <li>Project Lead for Winter Modernization Implementation; AVL and Patrolling hardware/software; Included Lower Tier Municipalities and Town of St. Marys</li> <li>Administer pavement resurfacing contracts for Lower Tier Municipalities</li> <li>Joint Procurement of Equipment and Services with Lower Tiers</li> <li>Administer Sign Retro-reflectivity contract/assessments for Lower Tier Municipalities</li> <li>Collaborate and quarterly meetings with Public Works Directors/Managers (County, Lower Tiers, Town of St. Marys)</li> <li>Perth County Road Superintendents (AORS): Meetings, Tradeshows and Joint events with Huron County Road Supervisors</li> </ul>	<p>across the nation at CUTA (key for sustainability &amp; advocacy).</p> <ul style="list-style-type: none"> <li>Analyzed operational data and rider feedback in order to derive opportunity for service enhancements. As a result, Route enhancements will be in place starting Oct. 24- which offer riders in high-ridership areas more frequency &amp; convenience.</li> <li>Investigating on-demand with Voyago, in order to determine whether transitioning to an on-demand service for the funding extension is feasible/a sustainable solution for long-term success. Voyago to provide pricing by Oct. 31.</li> <li>In partnership with Stratford &amp; project partners, developing a business case for submission to the MTO which advocates for additional funding and long-term community transportation support.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>KPI's were introduced with definitions during 2022</li> <li>Survey developed during Q4 of 2022 for emergency response. (Note MIH already has an active feedback system).</li> <li>Deployment plan review commenced and included consultant report, data analysis, commander, dispatch, and paramedic engagement.</li> <li>Meetings with Fire Chiefs, Drafted Tiered Response MOU and recommendations</li> <li>Project Plan initiated, 50% completed by end of year.</li> <li>Call evaluation calibration and review completed via training with Commanders.</li> <li>COVID-19 monitoring of status, planning and responding to staff and community needs. ID now internal molecular testing program implemented. Secondment of acting Commander to support COVID-19 operations. MOU to support paramedics in isolation. Ongoing participation of swabbing and vaccine programing as required.</li> <li>Consulted with MHS with respect to equipment purchases or medical supplies. Current MHS RFP for medical supply vendor is ongoing and awaiting results.</li> <li>RTPP review completed, reported to council and quality measures adjusted.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Led joint procurement of AVL and route patrol software project with Perth East, West Perth, Perth South, North Perth and Town of St. Mary's</li> </ul>	

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<p>a municipal modernization grant project consequential to winter modernization project</p> <ul style="list-style-type: none"> <li>Administered resurfacing contracts on behalf of Perth East, North Perth, West Perth and Perth South</li> <li>Collaborated with Perth East and West Perth regarding tandem and tri-axle plow truck purchases</li> <li>Administered sign retro-reflectivity contract for MSS compliance on behalf of Perth East, West Perth, North Perth and Perth South</li> <li>Participated in joint procurement for roadside vegetation management service contract with Perth East, West Perth, North Perth and Perth South</li> <li>Provided granular shouldering services to Perth South and West Perth</li> <li>Perth South assisted with capital resurfacing on Perth Road 139</li> <li>Maintained open dialogue with PW managers, facilitated and attended group meetings</li> <li>Managed and administered pavement markings contract on behalf of Perth South, West Perth and North Perth</li> <li>Provided Council with recommendations regarding reduced load periods in consultation with and in support of Perth East, North Perth, West Perth and Perth South Public Works</li> <li>Discussed future projects and initiatives with opportunities for collaboration with Perth municipalities</li> <li>Led joint procurement for the supply of winter sand, winter salt, and the delivery of winter maintenance materials on behalf of Perth East, West Perth, Perth South, North Perth, Town of St. Mary's and the City of Stratford</li> </ul>	
<b>GOAL 3: Customer Service Excellence</b>				
<p><b>Perth County demonstrates a Service Excellence culture</b></p>	<p><b>Create a culture of service excellence within County</b></p> <p><b>Design and deliver all services to optimize client experience</b></p> <p><b>Ensure technology, structures and processes align to support an</b></p>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Appraising and accessioning back log of government records transfers and community records donations.</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>With municipal approval and the approval of the Regional Senior Justice of the Peace for the resumption of in-person matters, new processes and protocols will be created to ensure public safety and compliance with provincial legislation and Ministry requirements</li> <li>Modernization efforts will continue as the responsibility for registering convictions for failing to respond, granting extensions, and reopening applications are migrated to the clerk of the court</li> <li>Staff schedule interpreters as requested by the defendant or as ordered by the</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>All accessions and transfers not already in Collections Management database have been indexed.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Snapshot Program - Source funding for professional photography packages at 15 Perth County tourism businesses/destinations.</li> <li>UW EDAC Case Studies - Engage University of Waterloo Economic Development students for creative solutions to regional tourism and economic development issues and opportunities.</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Appraising and accessioning back log of government records transfers and community records donations. Next year we will continue updating the basic Collections Management database in Access. This work will certainly take all of 2023 and could take until early 2025. At that point, the vastly improved data could be migrated from Access to another Archives software chosen through the usual RFP process, hopefully with the assistance of a consultant.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
	<p><b>exceptional service experience</b></p>	<p>court</p> <ul style="list-style-type: none"> <li>French trial requests are scheduled twice a year with a bilingual Justice of the Peace</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>Administer the commissioning program</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Upgrade VoIP telephone system software, with a new client software package to be rolled out to the Courthouse, Archives, Paramedic Services HQ, 1 Ontario and Public Works Mitchell locations</li> <li>Contribute to planned Council Chambers technology upgrades, which will include a new audio system for both Council and POA, as well as power and data cabling expansion</li> <li>Acquire and deploy new server hardware and deploy planned upgrades to critical virtual server and application infrastructure</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Providing Council with yearly and quarterly human resources metric Council reports on key HR functions such as, demographics, new hires and turnover. This provides and allows for flow of communication between HR and Council.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Continue to build our photo library to capture new business, attractions or events, while providing local businesses with free professional photography through the SnapShot Program.</li> <li>Provide case studies for students of the Economic Development Certificate Program at the University of Waterloo.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Delegated Approval Authority for minor modifications to conditional consent approval, and draft plan approval of subdivisions and condominiums.</li> <li>Roll out of upgraded forms and guides after accessibility formatting.</li> <li>Upgrades notice templates with accessible formatting.</li> <li>Improved pre-consultation.</li> <li>Continue all the upgrades from 2021.</li> </ul> <p><b>Public Works:</b></p> <ul style="list-style-type: none"> <li>Courthouse Elevator Project</li> <li>Renovation of 5 Huron and Connecting Link Project</li> </ul>	<p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>Processes and protocols were created to comply with provincial legislation and Ministry requirements for in-person and hybrid matters</li> <li>Modernization efforts will continue as the responsibility for registering convictions for failing to respond, granting extensions, and reopening applications are migrated to the clerk of the court</li> <li>Staff scheduled interpreters as requested by the defendant or as ordered by the court</li> <li>French trial requests are schedule twice a year with a bilingual Justice of the Peace</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>New server hardware was procured and deployed as part of a new system backup and recovery system bolstering the recovery abilities of the organization</li> <li>IT staff worked with POA Court Services to modify the virtual court system setup to accommodate a new hybrid model for court appearances</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Delegated Approval Authority for minor modifications to conditional consent approval, and draft plan approval of subdivisions and condominiums.</li> <li>Delegated approval for Site Plans.</li> <li>Upgraded application forms, online submissions and pre-consultation guides.</li> <li>Forms are accessible.</li> <li>Upgrades notice templates and sign posts.</li> <li>Coordinated with Lower Tiers on sign posting and retrieval.</li> <li>Improved pre-consultation processes and written summaries.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Advanced the design of 1 and 5 Huron Street project, retained qualified professional consulting service to ensure design meets the needs of goals of the Corporation.</li> <li>1 and 5 Huron Street being designed to enhance client experience and delivery of the County's administrative services</li> <li>Courthouse Elevator Project- began demolition and construction of elevator to enhance accessibility of Courthouse and customer service. Project includes an AODA compliant universal washroom.</li> </ul>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Continue to update and enhance the County's website to improve access to program and service information including a focus on digitizing forms and processes.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Development of an Economic Development and Tourism Strategy - Build an updated framework to guide the direction and activities of economic development and tourism post-COVID economic realities and understand emerging opportunities/priorities.</li> <li>Enhance photo/video library with seasonal content showcasing Perth County as a year-round destination.</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>Continued compliance with provincial legislation and Ministry requirements for in-person and hybrid matters</li> <li>Responsive and timely action for modernization efforts within the court system</li> <li>Continued preparations to assume responsibility for the download of Part III offences</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Upgrade the current VoIP telephone system software, including new client software and training for staff</li> <li>Contribute to planned Council Chambers technology upgrades, which will include a new audio system for both Council and POA, as well as power and data cabling expansion</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Delegated Approval Authority for minor modifications to conditional consent approval, and draft plan approval of subdivisions and condominiums.</li> <li>Utilize pre-consultation to streamline review process once a submission is deemed complete.</li> <li>Utilize pre-consultation to communicate clearly to applicants what is needed to support applications.</li> <li>Develop a roster of peer review professionals that can provide timely and cost-effective review for applications.</li> <li>Implement file tracking software system that automates certain tasks and can be accessed by lower tier staff.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
				<ul style="list-style-type: none"> <li>• Upload/Input active file data. Begin upload/input historic file data.</li> <li>• Consider possibilities for delegated authority for minor zoning bylaw amendments.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>• Design and reconstruct 1 and 5 Huron Street into a corporate administrative space which enhances the delivery of service and client experience</li> <li>• Complete Courthouse Elevator project</li> </ul>
<p><b>Perth County residents effortlessly access services</b></p>	<p><b>Update and enhance processes to ensure a consistent experience for all service delivery opportunities</b></p> <p><b>Establish resources and support capabilities to enable a single point of contact for accessing all services throughout the County</b></p>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>• Prepare and implement the 2023-2027 Multi-year Accessibility Plan</li> <li>• Standardize forms in collaboration with Corporate Communications</li> <li>• Review existing corporate website content for accessibility and assist Communications with enhancing overall accessibility of website content</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>• Reference and research service to general public via Reading Room appointments and email/telephone.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Continue to produce quarterly newsletters, including updating format to suit both email and magazine style.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>• Mobile Integrated Health growth to support health system and reduce gaps in the community.</li> <li>• Alternate Destination Protocol in collaboration with the Province and Base Hospitals. Directly admitting registered patients to hospice instead of transporting to the emergency department reducing waiting times and improving system capacity.</li> <li>• Hospital closure strategy. Working with local hospital systems to determine processes in how PCPS will respond to help avoid hospital closure or when these occur to respond to closures.</li> <li>• Calls into Middlesex/London Paramedic Services area.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Updated site plan control guidelines in West Perth – can extend to other three lower tiers</li> </ul> <p><b>Forestry</b></p> <ul style="list-style-type: none"> <li>• Implementation and administration of updated Forestry By-law and program</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>• 2023-2027 Multi-Year plan is being worked on with public engagement piece. Plan will be brought to the new Council beginning of 2023</li> <li>• Online forms have been created, a full review of forms to be completed in 2023.</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>• Due to COVID-19 pandemic driven restrictions, Archives was closed to in-person researchers from Jan 5- Feb 21, 2022, when the Reading Room re-opened by appointment. From June to August, Reading Room hours expanded to include longer appointment hours and drop-in service from Tuesday to Saturday. Throughout the year, staff have responded to requests for information via email and telephone and are providing drop-in access on weekdays and Saturdays by appointment over the winter months.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Newsletters, regular e-blasts and social media campaigns deployed to keep business community and residents aware of programs and services offered.</li> <li>• Delivered a mail-out package via Canada Post for all business addresses across Perth County with targeted resources and business support information</li> <li>• Perth County Tourism programs such as Discover More Adventures encourage businesses to seek DEI solutions in the ideation stage of their Signature Experience development, to help reduce barriers.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>• Hired new MIH Manager and MIH office Coordinator</li> <li>• Hired six full-time MIH paramedics to provide services</li> <li>• Policy development</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>• Review existing corporate website content for accessibility and assist Communications with enhancing overall accessibility of website content</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>• Reference and research service to general public via Reading Room appointments and email/telephone.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Develop, update and enhance existing and new communications initiatives across the Corporation</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Continue to communicate with business community, residents, visitors, and stakeholders on an ongoing basis through varying channels.</li> </ul> <p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>• Online portal for records management and transparency for the public.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>• Finalize MIH strategy for Perth County</li> <li>• Opportunities to improve mental health of population.</li> <li>• Monitor and measure the alternate destination protocol.</li> <li>• Monitor hospital closures and continue to work with the health system to find ways to ensure residents have access to health care.</li> <li>• Monitor out-of-county calls into Middlesex London to evaluate how PS is being impacted.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Develop a roster of peer review professionals that can provide timely and cost-effective review for applications.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<ul style="list-style-type: none"> <li>System partners involvement</li> <li>Consideration review regarding request to join the Huron Perth Ontario Health Team in progress.</li> <li>All paramedics trained on alternate destination protocol, subsequently implementation on December of 2022.</li> <li>Implemented meetings with hospital CAO's updated Council and developed upstaff strategy for Listowel hospital closures.</li> <li>Commenced meeting with MLPS to partner when in offload delay in London. Will continue to work with MLPS to support efforts in reducing offload delays.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Reviewed, updated and documented all procedures in the Planning Procedures Manual.</li> <li>Worked with Lower Tier Staff to update processes.</li> <li>Updated notice templates so consistent across the County.</li> <li>Standardized pre-consultation, complete application letters and site plan control processes.</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Supported the implementation of a POA virtual video courtroom and hybrid courtroom in accordance with provincial regulations</li> </ul>	<ul style="list-style-type: none"> <li>Implement file tracking software system that automates certain tasks and can be accessed by lower tier staff.</li> <li>Upload/Input active file data. Begin upload/input historic file data.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Review and update website/social media content related to the department</li> </ul>
<p><b>The culture of Perth County accepts and embraces change</b></p>	<p><b>Promote a culture that supports on-going change and service enhancements</b></p> <p><b>Continually identify, assess and deliver on opportunities to improve process efficiencies and enhance service experiences</b></p>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Provide support to Facilities and Public Works as renovations to the Courthouse continue (elevator, Level 2 security, etc.)</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Finance will work together with partner and member municipalities to identify common objectives and innovative strategies to modernize processes and procedures, with appropriate redesigns for increased efficiencies</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>The Province announced in 2017 that most Part III prosecutions (more serious criminal matters) would be downloaded to the municipal partners. POA Court Services continues to prepare for this change, which may require additional staff resources and processing time.</li> <li>Continued monitoring of Bill 177 Early Resolution Amendments to ensure smooth implementation of mandated changes</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Any changes have been brought forward to the JAAC review. Available for comment if needed.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Perth County Municipal Treasurer Group are looking at a common orientation packages for new councils to assist in training of elected officials in the areas of municipal finance</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>An assessment of staff resources and processing time was completed to decline the optional download of additional Part III prosecutions</li> <li>Implementation of Bill 177 Early Resolution Amendments</li> <li>Assessment of current staffing framework to ensure the efficient provision of services with</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Provide support to Facilities and Public Works on renovations to the connecting link.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Continue process mapping and process improvement work</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Promote DEI considerations throughout all Economic Development and Tourism programming, including marketing.</li> <li>Join a recognized LGBTQ2+ inclusive &amp; safe space accreditation program, designed to ensure businesses (tourism-related and other industries) meet a set of standards ensuring that they are ready to welcome LGBTQ2+ customers, as well</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<ul style="list-style-type: none"> <li>The retirement of the Manager of Court Services provided an opportune time to assess the current staffing framework to ensure the efficient provision of services</li> <li>Staff assumed additional responsibilities for entering convictions on Fail to Respond dockets and for granting extension applications for payment of fines, where appropriate, as a result of legislative changes under Bill 177</li> <li>Implementation of upgraded CAMS software to include a Records Management component for inactive offender records</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Negotiations with CUPE Local 4514</li> <li>Maintain cost control by contracting out services</li> <li>Development of multi-year Human Resources Strategy for County that includes:                             <ul style="list-style-type: none"> <li>Policy development work with municipal engagement;</li> <li>Enhanced employee culture and engagement activities;</li> <li>Additional supervisory and management support services, including training in conflict management;</li> <li>Creation of a succession management protocol</li> </ul> </li> <li>Renewed focus on health and safety for County staff, including first aid training and rejuvenation of Health &amp; Wellness Cttee</li> <li>Update WHMIS 2015 program, train staff</li> <li>Peer 2 Peer recognition platform to go live for all staff</li> <li>New service award</li> <li>Focus on Manager development by enhancing professional development and increasing overall manager experience through training and toolkits</li> <li>Updated service awards and recognition strategy and policy</li> <li>2022 Risk Assessments with JHSC and Department Managers</li> <li>Creating staff led focus groups to provide input on the newly created "Employee Code of Conduct"</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Implement an online timecard system which will replace the current paper-based timecard system with a digital process</li> <li>Implement and support the development of the 5-year comprehensive IT/GIS Strategic Plan</li> </ul>	<p>increased charges, increased challenges to the charges, the potential download of Part IIIs, and backlog related to COVID</p> <ul style="list-style-type: none"> <li>Enhancements were made to the division's operating procedures to reflect changes mandated by the Province and to respond to pandemic including virtual courts and hybrid courts</li> <li>Staff assumed additional responsibilities for entering convictions on Fail to Respond dockets and for granting extension applications for payment of fines</li> <li>Staff responded to an order from The Chief Justice of Ontario to extend timelines and adjusted work processes accordingly</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Negotiations completed in house. Represented one of the first freely signed agreements with paramedic services post-COVID. Positive Union-Management relations continue.</li> <li>HR continues to contract out service until a suitable alternative is sourced. This acts as a revenue stream for the County and off-sets costs.</li> <li>HR continues to update policies as required and further develop its employee engagement activities. Policies are updated on a regular basis. HR hosted an all staff summer BBQ as well as rejuvenated the service awards. The new service award program provides a catch up for those staff who were not recognized formally during COVID. Other staff recognition activities include the Peer 2 Peer recognition platform that allows staff to recognize each other.</li> <li>Ad hoc committees are created to provide opportunities for staff to volunteer and get involved in different corporate projects. This includes: staff BBQ, code of conduct, safety initiatives, and service award refresh.</li> <li>JHSC continues is excellent work in identifying potential hazards across the County. Several walk-throughs have been done in 2022 where JHSC members maintain a visible presence in each of the County locations to review for potential safety concerns for staff or members of the public. Recommendations and</li> </ul>	<p>as provide a safe space for their LGBTQ2+ employees.</p> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Continue to work with CUPE to maintain positive relations.</li> <li>Teamsters Collective Agreement expires in 2023.</li> <li>Review the requirements of contracted out services with HR and budget to ensure the County needs are met first.</li> <li>Continue to update policies as required and further develop its employee engagement activities.</li> <li>Promote regular training opportunities available to staff. Develop in-house content where applicable.</li> <li>Continue with ad hoc staff committees as required to allow for staff participation in corporate projects.</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Initiate project to develop a formal IT and GIS Governance framework</li> </ul> <p><b>POA Court Services</b></p> <ul style="list-style-type: none"> <li>Staff will monitor developments and guidelines by the Ministry of Transportation for the new regulation on Administrative Penalties (AP) for Vehicle-Based Contraventions Captured by Automated Cameras, with a view to provide recommendations to Council regarding potential implementation</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Continuation of County Courthouse Campus development project at 1 and 5 Huron St.; design and construct a space that meets the need of the Corporation and provides a safe and welcoming environment</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<p>implementation measures are brought back to the committee for review.</p> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Lead a process improvement project to update the current timecard sign off process in order to decrease the time spent reviewing and approving submissions and reducing possible double entry errors</li> <li>System enhancements and developments were completed to further protect the organization and improve cyber- security stance</li> <li>Completed the development and presentation to County Council of a 5-year comprehensive IT and GIS Strategic Plan in Q3 2022</li> </ul>	
<b>GOAL 4: Community Development &amp; Planning</b>				
<p>The Perth County Official Plan supports aspirations and goals of County as a whole</p>	<p>Establish appropriate guidelines &amp; policies to support responsible growth</p> <p>Create framework enables member municipalities to efficiently and proactively manage growth while appropriately protecting productive agricultural lands</p> <p>Develop/implement policies that create affordable/accessible options and increased densification of housing</p>	<p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Public Access Defibrillator program renewal</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>See Goal 1: Growth and Economic Development section above.</li> <li>Semi-Annual evaluation of community- based projects or policy needs with priority setting and planning for workload and resource allocation to selected projects;</li> <li>Initiate reporting on land availability and lot supply for each lower tier.</li> <li>Begin review of lower tier zoning bylaws. Engage development planners in systematic review of zoning bylaws, identifying policy gaps and drafting new text. Catch up the zoning bylaw consolidations.</li> </ul>	<p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>School board contract renewal in progress, program review differed to Q4 and 2023 as hiring new logistics coordinator.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>See Goal 1: Growth and Economic Development section above.</li> <li>Semi-Annual evaluation of community- based projects or policy needs with priority setting and planning for workload and resource allocation to selected projects;</li> <li>New OP includes intensification and density targets for existing and growth areas.</li> <li>Proposed areas for growth/newly designated land for employment, residential and commercial growth will be completed.</li> <li>Data collection for updated growth projections and land needs evaluation by Watson and Associates.</li> </ul>	<p><b>Legislative Services</b></p> <ul style="list-style-type: none"> <li>Assist Council with the grant program through compiling applications and completion reports. Work with communications on program promotion on notification of successful applicants.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Review of current program, recommendations and action plans to be developed.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>See Goal 1: Growth and Economic Development section above.</li> <li>Semi-Annual evaluation of community- based projects or policy needs with priority setting and planning for workload and resource allocation to selected projects;</li> <li>Initiate tracking and reporting on land availability and lot supply for each lower tier.</li> <li>Begin review of lower tier zoning bylaws. Engage development planners in systematic review of zoning bylaws, identifying policy gaps and drafting new text.</li> </ul>
<p>Perth County Is An Attractive Destination For Residents Of All Ages</p>	<p>Support and implement the Perth4Youth strategy</p> <p>Attract young families and qualified</p>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Advertising, direct marketing, web and social media, strategically marketing Perth County as a great place to visit, grow and prosper.</li> <li>Design and distribute tourism brochures regionally at points of interest. Direct mailout of brochure to targeted markets within day trip distance. Brochure inserts included in The Globe and Mail</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Continue to offer Welcoming Communities Training to businesses across Perth County</li> <li>ED&amp;T supported a co-op student from local high school.</li> <li>Launch and promote enhanced Discover More tourism brochure (110,000 copies) and Discover</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Leverage advertising, direct marketing, web and social media, and beyond to strategically market Perth County as a great place to visit, grow and prosper. Extend the target market for tourism attraction beyond neighbouring regions and into</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
	<p><b>employees to reside in Perth County</b></p> <p><b>Provide support, services to meet needs of residents at all ages</b></p>	<ul style="list-style-type: none"> <li>Continue to grow the Discover More Adventure program by providing experience development training.</li> <li>Continue to work with Immploy to deliver programming, events and information that supports urban newcomer awareness of employment opportunities in the County</li> <li>Participate in consumer tradeshows promoting Perth County as a destination, and job fairs across the GTA and Southern Ontario to promote available jobs.</li> <li>Continue to develop itineraries for the Culinary Tourism Alliances GTOO featuring Perth County businesses and attractions.</li> </ul>	<p>More Flavour Farm Gate Map (30,000) copies across the province, including distributed through a targeted Globe and Mail insert, local mail-out, and stocking at regional POI.</p> <ul style="list-style-type: none"> <li>Hometown Hero Tourism Marketing Program #WhyPerthCounty</li> <li>Perth County marketing campaign that highlights #WhyPerthCounty is a great place to visit, live, and explore featuring local celebrities including Jared Keeso, Corbyn Smith, Corey Conners and Karli June.</li> </ul>	<p>the GTA as tourism assets and marketing collaterals continue to be developed.</p> <ul style="list-style-type: none"> <li>Update, enhance, and distribute tourism brochures regionally at points of interest. Direct mailout of brochure to targeted markets within day trip distance.</li> <li>Continue to grow and improve the established Discover More Adventures experiential tourism program, ensuring all Signature Experiences receive ongoing support.</li> <li>Continue to develop itineraries for the Culinary Tourism Alliances GTOO featuring Perth County businesses and attractions to be featured on the online digital passport and Globe and Mail special travel editions.</li> </ul>
<p><b>Volunteerism And Community Involvement Is Actively Embraced</b></p>	<p><b>Develop strategy for volunteerism and community involvement</b></p> <p><b>Support community and service groups in maintaining volunteer participation and identifying and responding to grant opportunities</b></p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Complete donations and collections annually for House of Blessing in the Holiday Season</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Manager of Economic Development and Tourism is a Director on the Technical Training Group, Board of Directors</li> <li>Manager of Economic Development and Tourism is a member of the HPHA Patient &amp; Caregiver Partner Committee</li> <li>Economic Development Officer is an active resource and support for the North Perth Economic Development Advisory Committee</li> <li>Economic Development Officer is an active resource and support for the West Perth Economic Development Advisory Committee</li> <li>Economic Development Officer is an active resource and support for the Milverton Business Association</li> <li>Tourism Officer is an active resource and support for the North Perth Business Improvement Association</li> <li>Tourism Office is an active resources and support for the North Perth Business Improvement Association</li> <li>Tourism Officer is an active resource and support for the Millbank Business Association</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Delivered a YIMBY community engagement session to promote community champions and a welcoming community</li> <li>ED&amp;T Staff have provided support and resources to community groups, chambers, business associations and BIAs with their community development efforts</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Complete donations and collections annually for House of Blessing in the Holiday Season</li> </ul> <p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Manager of Archives is frequent guest speaker at Stratford Public Library and various community organizations, such as the Stratford Kiwanis Club</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Director of Legal/Corporate Services presented at the Law Society of Ontario's Six-Minute Municipal Lawyer program.</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Continue to support local municipalities, economic development committees, BIAs and business associations with programming, event support and resource sharing through regular attendance at meetings and special events</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>Complete donations and collections annually for House of Blessing in the Holiday Season</li> </ul>
<p><b>Perth County Minimizes Greenhouse Emissions And Climate Change Impact</b></p>	<p><b>Promote greenhouse gas reduction by community and the municipality</b></p> <p><b>Reduce overall carbon footprint of Perth County municipal operations</b></p>	<p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Incorporate options that consider the environment where possible.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Develop cost share programming for private land stewardship.</li> <li>Continued intensification and walkable community policies.</li> </ul>	<p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Included options in council report for vehicle purchase</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Review and consult on every development application for walkable communities, efficient consumption of land for growth areas and increased density.</li> <li>Developed a residential intensification guideline to communicate the importance of design in enhancing intensification that is adopted and appreciated by the community while increasing</li> </ul>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Develop cost share programming for private land stewardship.</li> <li>Continued intensification and walkable community policies.</li> <li>Outreach on residential intensification guidelines.</li> <li>Continued work for inclusive communities where all types and forms of housing are encouraged.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Investigate alternate energy sources were possible, i.e. fleet and small equipment replacements</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<ul style="list-style-type: none"> <li>the amount and type of housing options available.</li> <li>Continued work for inclusive communities where all types and forms of housing are encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>Consider and design for energy efficiencies on related facilities projects</li> <li>Utilize construction methods that reduce impacts on the environment</li> </ul>
<p><b>Perth County Residents Enjoy An Exceptional Quality Of Life</b></p>	<p><b>Design and provide services that support the needs of residents</b></p> <p><b>Promote and support adoption of programs and services that enhance quality of life and well-being for residents</b></p>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Marking Stratford-Perth Archives' 50th Anniversary in 2022 with "50 Treasures" Exhibit and dedication of accessible garden / walking path. Some related public programming will occur in partnership with Stratford Public Library.</li> <li>Weekly articles in local newspapers and blog posts highlighting one of the "50 Treasures" through out 2022.</li> </ul> <p><b>Grant Program</b></p> <ul style="list-style-type: none"> <li>Review current grant program and conduct an environmental scan of similar municipalities</li> <li>Transition to a revamped "Cultivating Opportunities" Community Grant program</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Dedication of accessible garden / path with newly installed bench and sign scheduled for October 13. Manager of Archives Services will do talks on the history of the archives at 3 local libraries over the fall.</li> <li>Weekly articles in local newspapers and blog posts highlighting "50 Treasures" through out 2022 promoted on County's social media have been well-received.</li> </ul> <p><b>Grant Program</b></p> <ul style="list-style-type: none"> <li>Legislative Services completed an overhaul of the Cultivating Opportunities Community Grant program to streamline and standardize processes, which included public consultation, environmental scans, and online promotion</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Worked with Communications to create educational materials related to budget and tax policy on various social media platforms</li> <li>Together with Communications, promoted video resources and educational materials created by MPAC to provide information based on tax-related issues</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Dedication of accessible garden / path with newly installed bench and sign scheduled for October 13. Manager of Archives Services will do talks on the history of the archives at 3 local libraries over the fall.</li> <li>Weekly articles in local newspapers and blog posts highlighting "50 Treasures" through out 2022 promoted on County's social media have been well-received.</li> </ul>
<p><b>GOAL 5: Corporate Sustainability</b></p>				
<p><b>Perth County Has An Enviably And Emulated Corporate Culture</b></p>	<p><b>Create/foster culture that is focussed on effectively and enthusiastically supporting community</b></p> <p><b>Promote and model behaviours that reflect the desired culture throughout Perth County</b></p>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Policy Development: Continued review and refinement of financial policies to allow Council and staff to adapt to changing political and regulatory environment, and to ensure an appropriate framework for future staff, while maintaining transparency and accountability</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Provide IT supports for the planned implementation of the organizations electronic records management system</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Negotiated CUPE collective agreement</li> <li>Paramedic Advisory Committee</li> <li>Paramedic Peer Support Team</li> </ul> <p><b>Planning</b></p>	<p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Collaborated with Records Management project team to delivery all of the technology requirements for the implementation of the electronic records management system</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Implemented changes to CUPE CA.</li> <li>Employee engagement through committees planned for 2023.</li> <li>Peer support team training is ongoing 2 days during 2022 and work with phycologist to provide oversight.</li> <li>Purchased peer support app.</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Review of all corporate policies, work with communications to develop a new accessible policies template</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Continued monthly non-union staff meetings and internal communications initiatives</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Procurement policy review and refresh is planned for 2023.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Continue to meet with CUPE in labour meetings to maintain labour relations.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<ul style="list-style-type: none"> <li>Continued work for inclusive communities where all types and forms of housing are encouraged.</li> <li>Outreach to prescribe good design principles as a means to achieve cohesive neighbourhoods.</li> <li>Engaging developers at pre-consultation on development applications in recognizing their potential to achieve more affordability, land use efficiency and good design.</li> </ul> <p><b>Economic Development and Tourism</b></p> <ul style="list-style-type: none"> <li>Continue to provide support to member municipalities, BIAs and Business Associations and Chambers and engaging with stakeholder/industry organizations and promote Perth County's values.</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Implementation of records management program and re-evaluate for future efficiencies</li> <li>Migration of department and division records to FileHold for both digital and physical files</li> <li>Research and develop workflows within FileHold for submission of Agreements and determining bring forward dates and alerts for renewal/review/expiration/destruction</li> </ul>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Continued work for inclusive communities where all types and forms of housing are encouraged.</li> <li>Outreach to prescribe good design principles as a means to achieve cohesive neighbourhoods.</li> <li>Engaging developers at pre-consultation on development applications in recognizing their potential to achieve more affordability, land use efficiency and good design.</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Working through program implementation, participatory process.</li> <li>Legislative Services has cleaned up digital folders and implemented records into FileHold.</li> <li>Destruction workflows have been created with departments required to go in and complete the process.</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Drafted updated Council Code of Conduct through environmental scan, review of legislation and caselaw, consultation with Integrity Commissioner, and comparison to Lower Tier's Codes of Conduct</li> <li>Drafted and introduced Council and Staff Relations Policy as required by the Municipal Act with staff and Council feedback, environmental scan, and consultation with the Integrity Commissioner</li> <li>Together with HR, drafted and introduced updated Employee Code of Conduct with staff feedback and comparisons to seven other municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Inaugural paramedic advisory committee meeting for be informed.</li> <li>Peer support team training ongoing, look for research opportunities to support paramedics needs.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Continued work for inclusive communities where all types and forms of housing are encouraged.</li> <li>Outreach to prescribe good design principles as a means to achieve cohesive neighbourhoods.</li> <li>Engaging developers at pre-consultation on development applications in recognizing their potential to achieve more affordability, land use efficiency and good design.</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Implementation of records management program and re-evaluate for future efficiencies</li> <li>Migration of department and division records to FileHold for both digital and physical files</li> <li>Research and develop workflows within FileHold for submission of Agreements and determining bring forward dates and alerts for renewal/review/expiration/destruction</li> </ul>
<p><b>Staff Are Knowledgeable, Capable And Supported In Their Roles</b></p>	<p><b>Develop succession plan and retention strategy that attracts qualified, capable and service-oriented staff</b></p> <p><b>Provide training, on-boarding and performance management support that clearly establishes employee expectations</b></p>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Train all staff internally (with focus on Planning) to ensure divisions are aware of their unique responsibilities with regard to accessibility at the County of Perth</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Strategic Communications Planning training</li> <li>Emergency Management Information Officer Training</li> </ul> <p><b>Economic Development &amp; Tourism</b></p> <ul style="list-style-type: none"> <li>Public Administration Leadership Training</li> <li>Marketing Certification</li> </ul> <p><b>Emergency Management</b></p> <ul style="list-style-type: none"> <li>Risk Management Training</li> </ul>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>No additional training has occurred due to staff changes in Planning and reworking processes within that department.</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Tourism Officer on track to complete Certificate of Marketing Management from Western University in 2023.</li> <li>Completion of GDPA public administration program by EDO</li> </ul> <p><b>Legislative Services</b></p>	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>Train all staff internally (with focus on Planning) to ensure divisions are aware of their unique responsibilities with regard to accessibility at the County of Perth</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>TPC to complete PMP Certification</li> <li>Tourism Officer to complete Marketing Management Certificate.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>File tracking system as noted above.</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<p><b><u>Finance</u></b></p> <ul style="list-style-type: none"> <li>• Capital Asset Management Training to assist in development of benchmarks and processes within the framework of the County</li> <li>• Training to familiarize new staff with municipal operations and processes</li> <li>• Various training workshops pertinent to positions as need/opportunity arises</li> </ul> <p><b><u>Legislative Services</u></b></p> <ul style="list-style-type: none"> <li>• Provide orientation and training for new 2022-26 Municipal Council, using budget review process as the foundation for broader Council orientation/leadership development program to continue over Council's term of office</li> <li>• Continuation of staff training and professional development to increase bench strength</li> </ul> <p><b><u>Paramedic Services</u></b></p> <ul style="list-style-type: none"> <li>• Succession planning – Hiring of full-time commander</li> <li>• Logistics Coordinator – Hiring</li> <li>• New part-time paramedics hiring process based on vacancies</li> <li>• Commander Leadership Development</li> <li>• Project Planning – Project planning and tracking process implementation</li> <li>• Renew Paramedic Awards program to recognize staff contributions</li> </ul> <p><b><u>PC Connect</u></b></p> <ul style="list-style-type: none"> <li>• Community Engagement Training</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation and training for new 2022-2026 Municipal Council yet to take place</li> <li>• Staff training and professional development has occurred. More of a focus on this item in 2023.</li> <li>• <u>iCompass training for all new staff hires</u></li> <li>• <u>Accessibility training provided to all staff</u></li> <li>• <u>Provision of ongoing support and training for records management</u></li> </ul> <p><b><u>PC Connect</u></b></p> <ul style="list-style-type: none"> <li>• Transportation Coordinator participated in Tamarack Institute's "Turf, Trust &amp; Virtual Collaboration" Workshop to contribute to Community Engagement training. Also on track to complete PMP certification in 2023.</li> </ul> <p><b><u>Planning</u></b></p> <ul style="list-style-type: none"> <li>• File tracking system as noted above.</li> <li>• Increased Public engagement through new webpages and interactive web applications.</li> </ul> <p><b><u>Paramedic Services</u></b></p> <ul style="list-style-type: none"> <li>• Vacancies hired as required. Onboarding of new paramedic staff including evaluations of skills and mentoring.</li> <li>• Commanders entered into HBR leadership program - Medavie Health Services</li> <li>• Project planning forms implemented in paramedic services.</li> <li>• Long service medal award established, back-dated paramedic of year awards provided to staff.</li> </ul> <p><b><u>Archives</u></b></p> <ul style="list-style-type: none"> <li>• The Archives Technician developed a step by step guide for scanning early local newspapers from paper or microfilm to create electronic copies accessible online.</li> </ul> <p><b><u>Staff Professional Development</u></b></p> <ul style="list-style-type: none"> <li>• The CAO and Director of Legal/Corporate Services arranged and hosted a High Impact Policy Report Writing Skills Workshop to leverage writing skills for clear, brief, purpose-driven writing for managers and staff who frequently write reports to Council</li> <li>• Staff across the organization completed the Incident Command System ICS I-100 Virtual Training for emergency management</li> <li>• Staff across the Corporation participated in an Emergency Operations Centre (EOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Public engagement including webinar, video, testimonial, story maffcpping, interactive websites, policy open house at relevant locations</li> </ul> <p><b><u>Paramedic Services</u></b></p> <ul style="list-style-type: none"> <li>• Ongoing hiring process.</li> <li>• Merge project management strategy in PS with corporate vision.</li> <li>• Employee awards and recognition program document to be developed.</li> </ul> <p><b><u>Records Management</u></b></p> <ul style="list-style-type: none"> <li>• Continuation of staff training on new processes related to the records management program rollout</li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
			<p>Management training/exercise session that focused on validating emergency planning documents and competencies for role players within an EOC and On-site Command</p> <ul style="list-style-type: none"> <li>Staff across the organization attended the Annual Emergency Management Exercise for better preparedness and a clear understanding of roles and responsibilities during a declared emergency.</li> <li>Finance and Public Works staff attended end user training for Asset Management Software Training – CityWide Asset Manager.</li> <li>Staff across the organization are participating in AMO's Asset Management Technical Assistance Project.</li> <li>Staff across the organization completed Records Management Training to move forward with digital records clean-up for the Records Management Program</li> <li>Staff attended situational awareness and response training to gain insight and instruction on how to deal with potential issues in the future for front-facing roles</li> </ul>	
<p><b>Facilities And Infrastructure Are Well Maintained And Responsibly Managed</b></p>	<p><b>Establish and maintain comprehensive, appropriate and relevant asset management plans</b></p> <p><b>Responsibly maintain/enhance facilities/infrastructure to efficiently/effectively deliver County services</b></p>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Maintain optimal storage conditions for collections.</li> <li>Onsite checking protocols to ensure integrity of collection maintained</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>EMS – replacement of backboards, stretchers, Defibrillators, patient care sensors, oxygen equipment, extrication equipment, training mannequin.</li> <li>Vehicle Replacement</li> </ul> <p><b>Public Works – Roads</b></p> <ul style="list-style-type: none"> <li>Perth Road 131 - Milverton limits to Perth Line 86 approximately 14km recycle and repave.</li> <li>Perth Line 8 - Perth Road 165 to Hwy. 23 (Kirkton) approximately 11km recycle and repave.</li> <li>Perth Road 139 - St. Marys town limits to Whalen Line approximately 9.5km surface paving.</li> <li>Bridge structures 139011, 121078, 121034, 1510112 rehabilitation.</li> <li>Seek multi-year line painting contract</li> </ul> <p><b>Public Works - Facilities</b></p> <ul style="list-style-type: none"> <li>Courthouse Elevator – Significant project to install modern elevator</li> <li>Courthouse – capital maintenance (re-carpet level 3 main stairs and landing/hallway, steam boiler tube replacement, Council Chambers upgrades, Security Wall on 2<sup>nd</sup> floor, generator upgrade)</li> <li>Stratford-Perth Archives – capital maintenance (refinish front entrance doors, trees and drainage work)</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Completed daily inspections of Collections Room, annual cleaning and detailed inspection of collections and review of comprehensive Disaster Response Plan, and, collaborated with Perth County Facilities division to ensure optimal storage conditions for collections.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Devices replaced/purchased as per the annual plan.</li> <li>Capital planning updated anticipating new resources</li> <li>2021/2022 ambulances arrived in October of 2022.</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Received grant allocation through the Municipal Modernization Program (Intake III) to supplement grant program initiatives and program roll-out, used to hire records management intern</li> <li>Files have been destroyed with two-thirds of the record center ready to be destroyed</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Revitalization of Perth County Asset Management Group to address requirements for deadline for asset management plan</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Maintain optimal storage conditions for collections.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Consider master planning to help determine what resources will be needed over 10 years \</li> <li>Annual renewal and purchase of vehicles and resources as required.</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Decrease office storage of physical files, moving files to out of office storage</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Attain updated asset condition assessment of all OSIM structures; update database</li> <li>Forecast fleet replacement schedule and explore alternate procurement methods or life-cycle replacement schedules for certain fleet assets</li> <li>Execute capital plans for fleet replacements</li> <li>Review and investigate road asset inventory in preparation of 2024 asset assumption process</li> <li>Execution and Contract Administration of capital plans for road reconstruction/rehabilitation projects: <ul style="list-style-type: none"> <li>Perth Line 72</li> <li>Perth Road 121</li> <li>Perth Line 93</li> </ul> </li> </ul>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
		<ul style="list-style-type: none"> <li>Paramedic Services (HQ) – replacement of UPS batteries and flat roof repair, restore</li> <li>Paramedic Services (Listowel) – smoke detector upgrade, swipe card access, LED emergency lighting upgrades, stair tread replacement</li> <li>Paramedic Services (Milverton) – replace electrical unit heaters in oxygen room and front entrance, swipe card access, extension of generator exhaust,</li> <li>Paramedic Services (Mitchell) – Masonry repairs, swipe card access</li> <li>Paramedic Services (St. Marys) – swipe card access, emergency lighting</li> <li>Public works facility (Milverton) - LED Lighting upgrade, replace well pressure tank, security cameras</li> <li>Public works facility (Mitchell) – Front shed metal handle fixture replacements, air conditioning ductless slip install, sand dome repairs</li> <li>Public Works Facility (Stratford) – replace well water pressure tank, security cameras</li> <li>Registry Office – replacement of water softener, LED lighting upgrades</li> <li>courthouse</li> <li>Facilities work in progress for engineering work in preparation for future projects</li> </ul> <p><b>Public Works - Fleet</b></p> <ul style="list-style-type: none"> <li>Replacement of CAT Backhoe, tandem truck and snow plow equipment, Public Works &amp; EMS pick-up trucks, EMS response units, ambulance</li> </ul> <p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Decrease office storage of physical files, moving files to out of office storage</li> </ul>	<ul style="list-style-type: none"> <li>Worked with Public Sector Digest (PSD) to create Asset Management Plan in compliance with O. Reg 588/17</li> <li>Executed debenture with approval from Infrastructure Ontario for courthouse elevator construction</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>Coordinated response with facilities, CEMC, and Joint Health and Safety, to security threats at courthouse location</li> <li>Participation in Court Security Meetings with Ontario Court of Justice and MAG</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Worked with Finance team and PSD to update AMP</li> <li>Obtained updated road condition assessment data and state of the local road infrastructure report; used data to inform asset life-cycle decisions</li> <li>Updated bridge condition assessment data</li> <li>Completed road reconstruction projects: <ul style="list-style-type: none"> <li>Perth Line 8</li> <li>Perth Road 139</li> <li>Perth Road 131</li> </ul> </li> <li>Completed bridge rehabilitation projects: <ul style="list-style-type: none"> <li>Structure #121034</li> <li>Structure #121078</li> </ul> </li> <li>Re-evaluated capital road and bridge replacement/rehabilitation forecast</li> </ul>	<ul style="list-style-type: none"> <li>Perth Line 44</li> <li>Perth Line 56</li> <li>Pavement preservation</li> </ul> <ul style="list-style-type: none"> <li>Execution and Contract Administration of capital plans for bridge and culvert replacements and rehabilitations: <ul style="list-style-type: none"> <li>AS17 Perth Line 86</li> <li>139011 Perth Road 139</li> </ul> </li> <li>Construction and contract management of 1 and 5 Huron Street facilities redevelopment project</li> <li>Undertake design and project planning work for 2024 construction projects</li> </ul>
<p><b>Technology Is Embraced as A Means of Enabling Culture And Effectively Delivering Services</b></p>	<p><b>Implement technology solutions that are aligned with and support operating within the desired corporate culture</b></p> <p><b>Develop, enhance and implement technology solutions that support efficient and effective service delivery</b></p> <p><b>Create guidelines and approaches for using technology to support exceptional internal collaboration and</b></p>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Reference and Research: Scanning photographs and documents for researchers.</li> <li>Cataloguing and Digitization: Evaluate on-line version of current archives management software as basis for on-line catalogue.</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>CADLINK – connecting dispatch with paramedics in the field</li> <li>CADLINK – real-time data viewing from Ministry dispatch centres</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>File tracking system as noted above.</li> <li>Public engagement including webinar, video, testimonial, story mapping, interactive websites, policy open house at relevant locations</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Scanning photographs and documents for researchers is an on-going core activity for the Archives. In 2022, Archives staff created formal procedures for in-person researchers using personal cameras to copy documents when accessing them in the Reading Room. It clarifies researchers' responsibilities for safe handling of archival material and explains their obligations regarding copyright and photo usage. Allowing researchers to use their own cameras speeds up their access to copies and frees up staff time for other work.</li> <li>Staff engaged in process initiatives that included introducing a new system for tracking queries and research requests and piloting new software, designed to increase searchability and accessibility of information</li> </ul>	<p><b>Archives</b></p> <ul style="list-style-type: none"> <li>Reference and Research: Scanning photographs and documents for researchers.</li> <li>Cataloguing and Digitization</li> <li>Ongoing evaluation and assessment of archives management software</li> </ul> <p><b>IT/GIS</b></p> <ul style="list-style-type: none"> <li>Work with Planning to identify, procure and rollout a digital planning application tracking system</li> <li>Begin the research and develop of a Business Continuity /Disaster Recovery Plan</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Measure and report as required to the Ministry</li> </ul> <p><b>Records Management</b></p>

# Corporate Priorities Supporting Perth County's Strategic Plan (2022-2023)

PRIORITIES	ACTIONS	2022 PLANNED ACTIONS	2022 PROGRESS	2023 PLANNED ACTIONS
	external service delivery		<ul style="list-style-type: none"> <li>Staff completed an evaluation of the current archives management software and determined that it does not meet our needs.</li> <li>Staff have developed an action plan to address its software management needs with ongoing evaluation and needs assessment</li> </ul> <p><b>Paramedic Services</b></p> <ul style="list-style-type: none"> <li>Funding through the Modernization Project</li> <li>Implemented CADLINK in all ambulances</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Acquired and enhanced AVL and patrolling capabilities through use of updated technology</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the FileHold record barcode scanner and label printer.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Expand use of MESH Application for operational activities</li> <li>Expand and implement use of AVL assisted route patrol software for winter maintenance tracking and as a risk management tool</li> </ul>

**County of Perth**  
**11 CAO**  
**2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4060	Conditional Grants - Provincial	\$0	\$54,467	\$0	\$0	0.0%	(54,467)	100.00%	\$0	\$0	
4150	Interdepartmental Revenues	\$245,456	\$244,255	\$354,737	\$109,281	(44.5%)	110,482	(45.23%)	\$381,497	\$395,298	
4450	Transfer from Reserve - Levy Stabilizati	\$18,000	\$0	\$12,000	(\$6,000)	33.3%	12,000	0.00%	\$0	\$0	To fund the Committee for Attainable and Affordable Housing Resource
4470	Transfer from Reserve - Modernization Gr	\$56,213	\$56,213	\$0	(\$56,213)	100.0%	(56,213)	100.00%	\$0	\$0	
4480	Transfer from Reserve - COVID (Safe Rest	\$39,865	\$39,865	\$0	(\$39,865)	100.0%	(39,865)	100.00%	\$0	\$0	
	<b>Subtotal Revenue :</b>	\$359,534	\$394,800	\$366,737	\$7,203		(28,063)		\$381,497	\$395,298	
				2.00%					4.02%	3.49%	
<b>Expenses</b>											
5000	Salaries	\$256,253	\$254,385	\$271,622	\$15,369	6.0%	17,237	6.78%	\$290,836	\$303,767	
5010	CPP Expense	\$6,863	\$7,000	\$7,402	\$539	7.9%	402	5.74%	\$8,016	\$8,016	
5020	EI Expense	\$2,668	\$2,668	\$2,800	\$132	4.9%	132	4.95%	\$2,889	\$2,889	
5030	EHT Expense	\$4,997	\$4,969	\$5,297	\$300	6.0%	328	6.60%	\$5,671	\$5,923	
5040	OMERS	\$7,529	\$8,624	\$8,302	\$773	10.3%	(322)	(3.73%)	\$8,973	\$9,353	
5060	Health Benefits	\$14,965	\$6,031	\$16,496	\$1,531	10.2%	10,465	173.52%	\$19,039	\$19,136	
5150	Insurance	\$1,233	\$1,223	\$1,282	\$49	4.0%	59	4.82%	\$1,410	\$1,551	
5190	Legal	\$9,500	\$8,998	\$9,500	\$0	0.0%	502	5.58%	\$9,500	\$9,500	
5210	Memberships	\$4,900	\$4,326	\$4,900	\$0	0.0%	574	13.27%	\$4,900	\$4,900	
5220	Mileage	\$500	\$0	\$0	(\$500)	(100.0%)	0	0.00%	\$0	\$0	
5250	Office Supplies	\$400	\$1,483	\$400	\$0	0.0%	(1,083)	(73.03%)	\$400	\$400	
5260	Photocopying	\$700	\$885	\$700	\$0	0.0%	(185)	(20.90%)	\$700	\$700	
5280	Professional Development	\$6,000	\$6,222	\$6,000	\$0	0.0%	(222)	(3.57%)	\$6,000	\$6,000	
5300	Special Projects	\$20,000	\$66,222	\$14,000	(\$6,000)	(30.0%)	(52,222)	(78.86%)	\$2,000	\$2,000	Committee for Attainable and Affordable Housing Resources carryover from 2022
5320	Telecommunications	\$400	\$636	\$400	\$0	0.0%	(236)	(37.11%)	\$400	\$400	
5340	Travel	\$0	\$0	\$500	\$500	0.0%	500	0.00%	\$500	\$500	
5404	Interdepartmental Charges - Rent	\$21,126	\$21,128	\$15,636	(\$5,490)	(26.0%)	(5,492)	(25.99%)	\$18,763	\$18,763	
6580	Public Relations	\$1,500	\$0	\$1,500	\$0	0.0%	1,500	0.00%	\$1,500	\$1,500	
	<b>Subtotal Expenses :</b>	\$359,534	\$394,800	\$366,737	\$7,203		(28,063)		\$381,497	\$395,298	
				2.00%					4.02%	3.62%	
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>0</b>		<b>\$0</b>	<b>\$0</b>	
				0.00%					0.00%	0.00%	



### Introduction

The Human Resources (HR) Division is responsible for the planning, management and execution of the human resources deliverables that support the County’s mission, vision and values and is aligned to the County’s strategic goals. HR’s priorities are centred around five functional areas: labour relations and HR advisory services, compensation and benefits, recruitment and workforce planning, employee safety, health and wellbeing, and employee training.

### Service Strategy

The HR Division acts as a support and advisory system to management and employees, by facilitating fair and effective human resources management practices at the County. HR works to enhance our employee experience through a culture that supports employee engagement, wellness, and inclusion, leading to increased employee satisfaction and wellbeing. By ensuring County HR policies and practices are comprehensive, fair, and clear, we foster trust and integrity, ensuring the County remains an attractive employer to the labour market.

As indicated above, the following core business functions cover a wide breadth of HR programs and services:

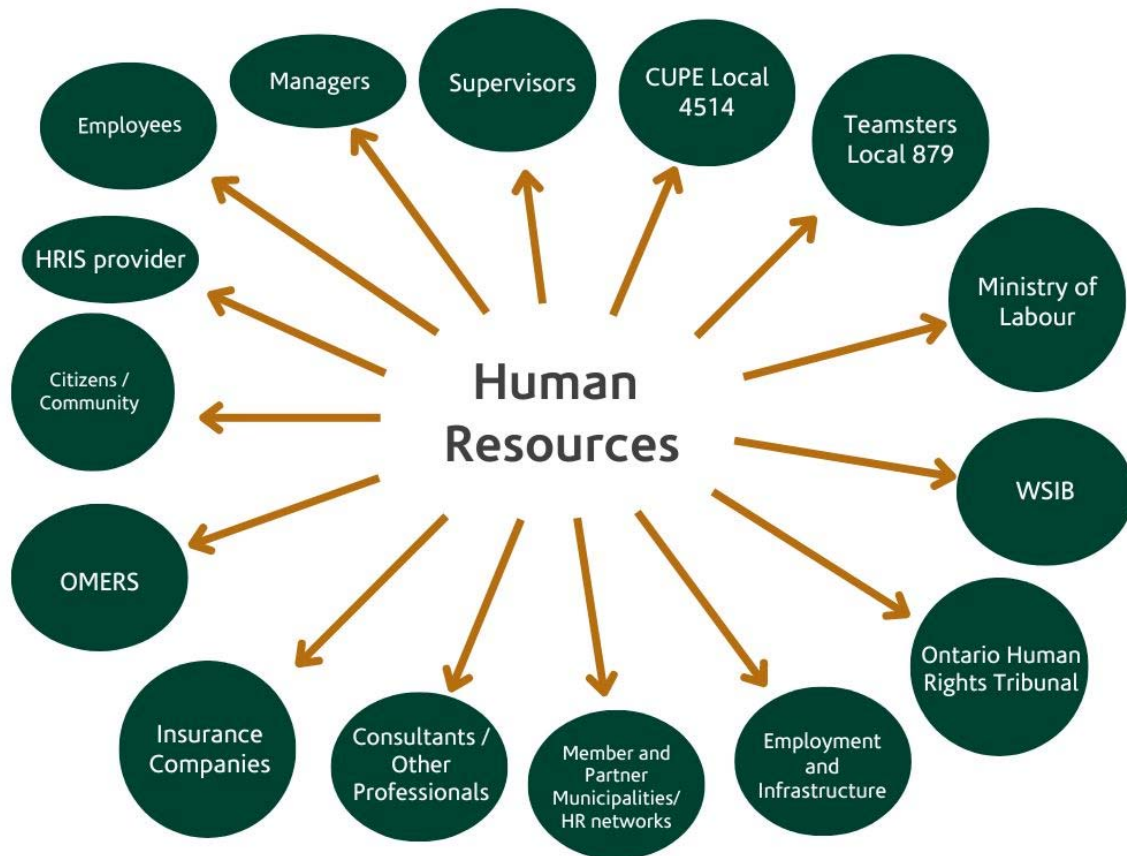
- *Labour Relations and HR Advisory Services:* HR works closely with our partners which include Council managers, employees, unions, and consultants to deliver trusted advisory services. For unionized staff, HR fully participates and leads in collective bargaining negotiations and collective agreement matters. For non-union staff, HR supports policy development and offers proactive support to employees. In both cases, HR promotes and facilitates timely and collaborative dispute resolution.
- *Compensation and Benefits:* HR collaborates with Finance and external providers (such as Equitable Life and OMERS) to provide a seamless experience for staff when interacting with providers of our pension plan and health and wellness benefits. On the compensation side, HR supports performance management, market assessment, and policies surrounding employee salary administration.
- *Recruitment and Workforce Planning:* HR facilitates the recruitment process by working with hiring managers to attract and retain staff. HR enables the County’s organizational success through HR strategies, practices, and programs with continuous updates to ensure HR has the right people in the right jobs at the right time for the right cost.
- *Employee Health, Safety and Wellbeing:* To support our commitment of positive employee health and wellbeing, HR manages and promotes the County’s Occupational Health and Safety policies, disability management, wellness, and employee and family assistance programs.
- *Employee Training & Development:* HR supports staff in their professional development goals that align with those of the County. By doing so, HR ensures County staff have the right knowledge, skills and abilities to deliver timely and effective services to the residents of Perth County.

In addition to supporting County staff, HR works as an advisor to the four lower tier municipalities on a request for service basis. Typical advisory services include: health and safety, recruitment facilitation, and management advice and guidance.



## Human Resources Division

### Key Customers and Stakeholders



### Core Business Services

- Recruitment, selection, orientation and on-boarding of new hires
- Development and maintenance of performance management system based on organizational core competencies
- Development and administration of human resources, health and safety policies and procedures, and provision of training, as necessary
- Provision of advice on all human resources management issues
- Disability management, claim submission, return to work planning and administration to mitigate claims costs and ensure early and safe return to work
- Administer WSIB and Disability Insurance claims and risk management
- Administration of employee benefits and pension plan



- Use human resources information system to track all employee records including HR files, training, attendance, leaves, illness, etc. and provide valuable organizational statistics
- Together with Finance, oversight of compensation system to ensure staff are paid accurately in accordance with policies and legislation
- Support of the collective agreement process with CUPE Local 4514 and Teamsters Local 879 in addition to associated grievance and arbitration process handling
- Investigation of employee and human rights complaints and participate in dispute resolution
- Development and delivery of corporate training to foster employee development

### Legislated Standards

- *Employment Standards Act, 2000*, S.O. 2000, c. 41
- *Labour Relations Act, 1995*, S.O. 1995, c.1
- *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1
- *Canada Human Rights Act*, R.S.C., 1985, c.H-6
- Human Rights Code, R.S.O. 1990, c.H.19
- *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11 (AODA)
- *Workplace Safety and Insurance Act, 1997*, S.O. 1997, c. 16, Sched. A
- *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 (MFIPPA)
- *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c.5
- *Canada Pension Plan Act*, R.S.C., 1985, c.C-8

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

1. **Ensuring core business activities are in place** to fulfill the staffing requirements needed for business units to complete their activities related to the Strategic Plan.
2. **Integrate, where possible**, - co-ordination of services between the County and local municipalities, for example, working with staff in the Member Municipalities to meet Human Resources needs.
3. **Collaborative Approaches and Partnerships**: To defray costs, Perth County provides consultative HR services on a cost-recovery basis.

### 2022 Achievements

HR celebrated numerous accomplishments during 2022. Some highlights include:

- Completed collective bargaining with CUPE Local 4514, one of the first freely negotiated paramedic collectives in Ontario in Spring 2022.
- Grievances settled and resolved in a collaborative fashion with the unions.
- Updated employee policies and programs including: Corporate Vaccination Policy for applicable employees, Electronic Surveillance Policy, and Right to Disconnect Policy.
- Successful recruitment for vacancies in the County. As at November 28, the County hired:



- 19 full-time staff, 5 full-time temporary staff, 14 part-time paramedics, 12 seasonal workers. These numbers exclude summer students.
- Online and in-person orientation sessions were provided throughout the year.
- Continued emphasis on safety for all employees through regular safety audits and training programs that included situational awareness for all staff as well as offerings to the lower tiers.
- Worked with IT and Finance to update timecard processes for staff, improving efficiency.
- Ensured the health and safety cross was kept up to date for injury communication to staff
- Ensured that all legislated training requirements were met. Staff were trained on: Respect in the Workplace training, Fire Safety training. Completed fire safety drills at all locations
- Commenced leadership development program for senior staff and those who are a part of succession management plans. RFP was produced in Summer of 2022, with the program commencing in the Fall of 2022. Program allows for one-on-one development sessions with a coach.
- The Joint Health and Safety Committee endorsed the policies and programs below:
  - Respect in the Workplace Policy
  - Violence against Paramedics
  - Completed training for internal staff on CPR and emergency first aid
  - Updated current WHMIS 2015 program and trained all required staff
  - Updated the Joint Health and Safety Committee monthly, with regular reviews of personal protective equipment, COVID protocols, and processes
  - Further, the Committee completed numerous safety audits at customer-facing sites, interacting with staff, and implementing suggestions to enhance safety where possible
- Implemented the Service Awards and Recognition Awards program
- Organized and hosted the 2022 staff appreciation barbeque attended by more than half of our employees (recognizing shift work patterns) those off-shift were welcome, and did, attend.



*Summer Situational Awareness Session*

### Major Initiatives for 2023

Highlights of 2023 Work Plan include:

- Negotiations with Teamsters (Fall 2023)
- Maintain cost control by contracting out services
- Development of a multi-year Human Resources Strategy for the County that includes:
  - Policy development work with municipal engagement;
  - Enhanced employee culture and engagement activities;
  - Additional supervisory and management support services, including training in conflict management; and
  - Creation of a succession management protocol



# Human Resources Division

- Renewed focus on health and safety for County staff, including regular safety audits and feedback looks on safety developments

Focus on Manager development through the continued use of the leadership development program, enhancing the professional development policy and increasing the overall manager experience through training and toolkits.

## Program Delivery Plan

How will the program be delivered and at what level?

- 1 Manager of Human Resources
- 1 Human Resources Generalist
- Office hours throughout the week, Monday to Friday
- On-call as required for all emergencies
- Provision of consulting services to lower tiers and stakeholders an ad hoc basis

What changes will impact program delivery in the future?

### *Changes Mandated by Other Levels of Government*

- Amendments to *Employment Standards Act* and/or *Labour Relations Act*
- Amendments to Health & Safety Legislation
- Amendments to *Human Rights Code*
- Amendments to the *Accessibility for Ontarians with Disabilities Act*

### *Direction Received from County Council and CAO*

- Structure of County operations; Organizational needs may change as a result of the Service Delivery Review or Shared Services Agreement
- Policy decisions
- Service requests from other departments and Member Municipalities
- Service requests from the City of Stratford

## Financial Allocation Plan

Service	FTE Requirements by Year			
	2022	2023	2024	2025
<b>Human Resources Division</b>				
<b>Total Program FTE Requirements</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>



### **Training and Development**

Professional development support in the areas of mediation and dispute resolution, supporting both the County's Values and the Strategic Plan.

### **Comments**

Throughout 2022, HR focused internally to build standard operating procedures and enhance policies for increased standardization to improve transparency and efficiency. HR's internal training platform, Moodle, has been updated to better track and maintain corporate training records. HR has also leveraged technology to support the delivery of HR services by allowing the Division to maximize current HR staff time by automating many transactional processes, increasing reliability and speed.

To meet the goals of our business plan and challenges facing the County and its member municipalities, HR needs to be nimble and flexible to respond to ongoing demands. As such, the HR model has shifted to become more collaborative and consultative. HR has established the necessary processes and procedures to allow the County to operate its business, with confidence in staff performance.

**County of Perth  
13 HUMAN RESOURCES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4140	Other Income	\$61,488	\$66,612	\$62,711	\$1,223	(2.0%)	(3,901)	5.86%	\$63,965	\$63,965	
4150	Interdepartmental Revenues	\$353,500	\$256,987	\$350,405	(\$3,095)	0.9%	93,418	(36.35%)	\$465,013	\$477,909	
4480	Transfer from Reserve - COVID (Safe Rest	\$0	\$3,313	\$0	\$0	0.0%	(3,313)	100.00%	\$0	\$0	
	<b>Subtotal Revenue :</b>	<b>\$414,988</b>	<b>\$326,912</b>	<b>\$413,116</b>	<b>(\$1,872)</b>		<b>86,204</b>		<b>\$528,978</b>	<b>\$541,874</b>	
				(0.45%)					28.05%	2.38%	
<b>Expenses</b>											
5000	Salaries	\$215,355	\$211,554	\$235,017	\$19,662	9.1%	23,463	11.09%	\$312,564	\$325,635	
5010	CPP Expense	\$6,863	\$7,250	\$7,402	\$539	7.9%	152	2.10%	\$11,639	\$11,928	
5020	EI Expense	\$2,668	\$2,841	\$2,800	\$132	4.9%	(41)	(1.44%)	\$4,313	\$4,333	
5030	EHT Expense	\$4,199	\$4,147	\$4,583	\$384	9.1%	436	10.51%	\$6,095	\$6,350	
5040	OMERS	\$24,307	\$24,030	\$26,954	\$2,647	10.9%	2,924	12.17%	\$34,670	\$36,505	
5060	Health Benefits	\$14,329	\$12,286	\$15,935	\$1,606	11.2%	3,649	29.70%	\$25,583	\$26,028	
5100	Advertising	\$7,780	\$3,504	\$7,780	\$0	0.0%	4,276	122.03%	\$8,169	\$8,577	
5130	Consultant Fees	\$33,830	\$0	\$8,000	(\$25,830)	(76.4%)	8,000	0.00%	\$17,300	\$6,615	
5150	Insurance	\$1,271	\$1,260	\$1,336	\$65	5.1%	76	6.03%	\$1,470	\$1,617	
5190	Legal	\$15,500	\$14,398	\$15,500	\$0	0.0%	1,102	7.65%	\$16,275	\$17,089	
5210	Memberships	\$1,542	\$1,640	\$2,985	\$1,443	93.6%	1,345	82.01%	\$3,134	\$3,291	
5220	Mileage	\$1,197	\$0	\$0	(\$1,197)	(100.0%)	0	0.00%	\$0	\$0	
5250	Office Supplies	\$1,350	\$193	\$1,350	\$0	0.0%	1,157	599.48%	\$1,418	\$1,489	
5260	Photocopying	\$987	\$795	\$987	\$0	0.0%	192	24.15%	\$1,036	\$1,088	
5270	Postage	\$100	\$0	\$100	\$0	0.0%	100	0.00%	\$105	\$110	
5280	Professional Development	\$7,890	\$1,811	\$7,800	(\$90)	(1.1%)	5,989	330.70%	\$7,790	\$8,180	
5282	Professional Development - Corporate	\$44,700	\$35,661	\$42,000	(\$2,700)	(6.0%)	6,339	17.78%	\$36,200	\$40,110	
5300	Special Projects	\$4,950	\$3,090	\$6,500	\$1,550	31.3%	3,410	110.36%	\$6,825	\$7,166	
5310	Subscriptions	\$1,200	\$0	\$0	(\$1,200)	(100.0%)	0	0.00%	\$0	\$0	
5320	Telecommunications	\$880	\$717	\$880	\$0	0.0%	163	22.73%	\$924	\$970	
5340	Travel	\$0	\$0	\$1,197	\$1,197	0.0%	1,197	0.00%	\$1,257	\$1,320	
5404	Interdepartmental Charges - Rent	\$0	\$0	\$0	\$0	0.0%	0	0.00%	\$7,000	\$7,000	
6021	Accessibility Accommodations	\$1,000	\$0	\$1,000	\$0	0.0%	1,000	0.00%	\$1,050	\$1,103	
6340	Health & Safety	\$17,280	\$1,734	\$17,200	(\$80)	(0.5%)	15,466	891.93%	\$18,060	\$18,963	
6580	Public Relations	\$810	\$0	\$810	\$0	0.0%	810	0.00%	\$851	\$894	
6740	Technology Services	\$5,000	\$0	\$5,000	\$0	0.0%	5,000	0.00%	\$5,250	\$5,513	
	<b>Subtotal Expenses :</b>	<b>\$414,988</b>	<b>\$326,911</b>	<b>\$413,116</b>	<b>(\$1,872)</b>		<b>86,205</b>		<b>\$528,978</b>	<b>\$541,874</b>	
				(0.45%)					28.05%	2.44%	
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>(\$1)</b>	<b>\$0</b>	<b>\$0</b>		<b>1</b>		<b>\$0</b>	<b>\$0</b>	
				0.00%					0.00%	0.00%	



## Introduction

### Economic Development

**Background:** Economic development programs and services continue to evolve to meet the emerging needs of the business community. Business retention and expansion programs and initiatives such as tours, visits, surveys and business profiles are a mainstay of the division as they support the existing business community. Workforce development has been a consistent element due to Perth County's historically low unemployment rate and the ongoing need to support businesses in attracting and retaining workers, including youth, to live and work in the community. Foreign direct investment is a more recent but critical aspect of Perth County's program through the need to replace exiting employers and industries with new businesses that create high value jobs which in turn generate economic spin-offs throughout the community. The impact of the COVID-19 pandemic has accelerated changes in the business environment requiring further evolution of the economic development program.

**Overview:** Perth County Economic Development exists to support the vibrancy and sustainability of the business community in Perth County. Economic development acts as a connector, advocator, and initiator of programs and services that encourage a strong and diverse business sector. Economic development provides an internal and external liaison for Perth County businesses and ensures that they can tap into available resources including training, funding and support from upper levels of government through active communication and information sharing.

### Tourism

**Background:** In 2017, Perth County recognized that tourism was an important sector and strategically established the Perth County Tourism program to lead destination development, branding, and marketing efforts to residents, tourism partners, business owners, and prospective visitors. Perth County Tourism has been working to grow and develop the industry within the borders of the county to attract visitors and compel residents to get out and experience all that Perth County has to offer.

**Overview:** Perth County Tourism is the official Destination Marketing Organization (DMO) for Perth County, offering services that enhance and promote the county through various destination development and destination marketing programming. Strengthened through strategic regional partnerships and ongoing collaboration with relevant stakeholders, these efforts grow brand awareness, increase tourism across the county, enhance the visitor experience, and support local tourism operators.

### Transportation

**Background:** PC Connect is the result of the Provincial Community Transportation Grant Program. In 2018, the County (in partnership with St. Marys & Stratford) and the City of Stratford (in partnership with St. Marys & North Perth) were each granted \$1.45M to implement separate, but complimentary intercommunity transportation pilot projects. In November 2020, both projects launched under unified 'PC Connect' branding. Since launch, both the County and City of Stratford have been granted an additional \$865k and \$632k of funding, respectively, to operate the pilot project until March 31, 2025.

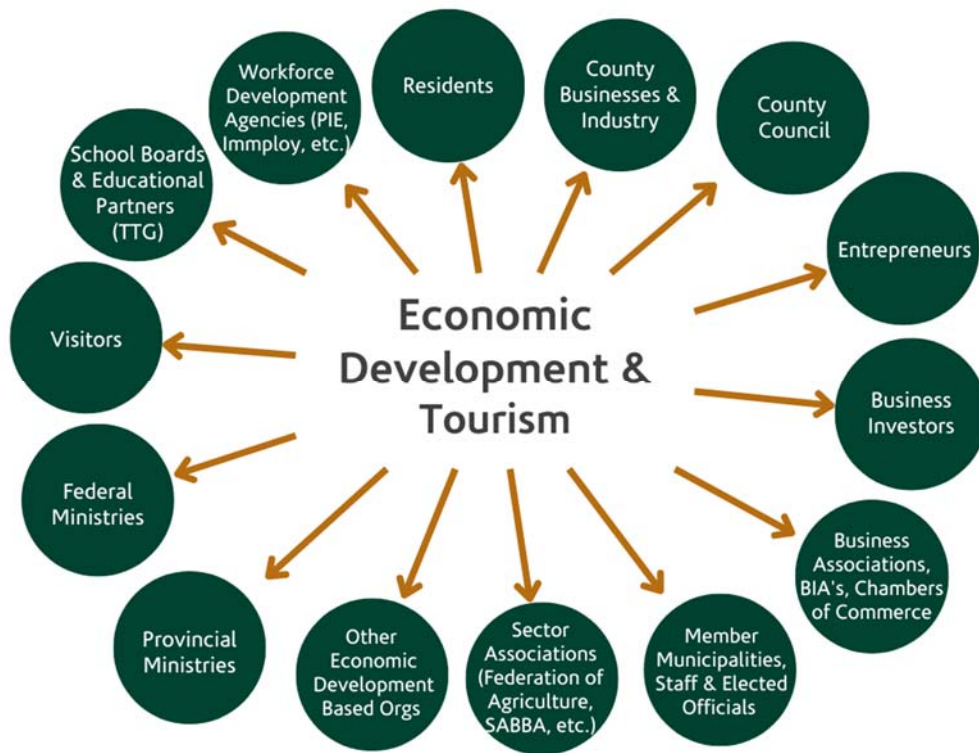


# Economic Development & Tourism Division

**Overview:** PC Connect is an affordable and accessible bus service that alleviates transportation barriers and enables residents to stay connected to their communities, access employment and social programs, attend appointments, visit friends and family, and maintain an independent and active lifestyle. Managing the service includes overseeing day-to-day operations, providing education and customer support, creatively promoting and building ridership, conducting employer and community outreach, and implementing continuous service enhancements.

## Key Customers and Stakeholders

The Economic Development, Tourism and Transportation Division is a public facing team that works collaboratively with our municipal and community partners to assist existing businesses, prospective investors, visitors and residents. The following diagram highlights the Division’s diverse key stakeholders:



## Core Businesses Services

The role of the Economic Development, Tourism and Transportation Division is to facilitate and implement regional economic development and tourism strategies as a means of promoting the County as an attractive place to live, visit, work and invest in. This role is achieved by developing and delivering programs and policies that support, increase, and strengthen the business communities and destinations of Perth County. The following diagram illustrates the core business and services the Economic Development, Tourism and Transportation division provides:



## Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Economic Development is a key focus of the County's 2019-2022 Strategic Plan. As such, a number of goals and actions are directly linked to the County's Economic Development Division. Primarily, Goals 1, 3 and 4 and their subsequent actions are directly tied to the delivery of economic development or have overlap with economic development programs and priorities. In addition, Economic Development interests extend into other aspects of the Corporation.

The Economic Development Program continues to grow as a result of strategic planning, research, and action plans that have been developed to address issues facing businesses across Perth County: labour shortage issues, youth outmigration, lack of resources for newcomers, and workforce development to name a few. These issues have been identified in previous work on Business Retention and Expansion, the Labour Market Strategy and Perth4Youth Strategic Plan. The impact of the COVID-19 pandemic has accelerated changes in the business environment requiring further evolution of the economic development and tourism program. An economic development and tourism strategic plan has been identified as a priority project for 2023.

### Goal 1: Growth & Economic Development

Economic Development is a key goal identified in the strategic plan. All of the work that the division does is in support of Goal 1, Growth & Economic Development. This includes working to ensure growth and investments



## Economic Development & Tourism Division

are occurring throughout the County and not just in the larger centers. This goal and the actions to achieve the goal rely on our business retention and expansion, support for entrepreneurship and investment attraction initiatives outlined below. The goal also reinforces that County's growth will be driven by agri-business, value-added agriculture, agri-tourism and food processing and that Economic Development and Tourism must support this vital sector.

The 2023 business plan proposes an Economic Development and Tourism Strategic Plan that would directly support this goal.

The 2023 business plan also demonstrates the continued commitment to attracting residents and workers to Perth County helping drive economic growth and make the community more attractive for future residents and business investment. Economic Development and Tourism continues to participate in a variety of committees and associations that focus on workforce and resident attraction as well as supporting those who choose Perth County as a place to live, work and play.

Growth & economic development, workforce attraction & retention rely on transportation links to help move people across the County and is essential to the long-term prosperity and sustainability of the County. Continuing to market the PC Connect transportation service, building strategic partnerships to increase ridership and continuously improving the service will build the transportation links that were identified in the strategic plan.

### Goal 3: Customer Service Excellence

Perth County's Economic Development, Tourism and Transportation Division continues to mature. Through continuous outreach to businesses through phone calls, surveys, and committee and community engagement, staff are continuously working to understand and deliver on the changing needs of the business community. Our municipal partners are our customers and by continuing to engage with them through regular outreach and participation on local committees, staff will continue to work towards the best model for economic development, tourism and transportation services at both the overarching and local level.

### Goal 4: Community Development & Planning

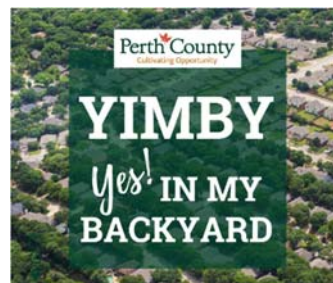
The goal of community development goes hand in hand with economic development. As the County looks to grow and diversify its economic base, it must also work to ensure that it remains an attractive destination for residents of all ages. Through the division's workforce development activities, the goal of building community ensures that Perth County remains vibrant, livable and attractive. Support for business and community organizations is a critical piece of this community development and engagement goal and the 2023 business plan demonstrates how the County will continue to work with its partners to build a community that is welcoming and inclusive.



## Economic Development & Tourism Division

### 2022 Achievements

- Developed, printed, and distributed 110,000 *Discover More* Tourism Brochures and 30,000 *Discover More Flavour* Farm Gate Maps across Ontario
- Held 113 Meetings with investors who have identified they were interested in expanding or relocating to Ontario
- Developed and completed a Cycle Tourism Strategy
- Completed a targeted three-phase email campaign to over 2000+ contacts as part of a lead nurturing and follow-up project on behalf of the Southwestern Ontario Marketing Alliance (SOMA)
- Developed 8 new Signature Experiences through our award-winning *Discover More Adventures* experiential tourism program
- Hosted a 'Yes in my Backyard' (YIMBY) session for 41 community members
- Sourced \$274,112 in external funding through applications to various funders for new projects and programs
- Provided 15 local tourism business professional photography packages through the Snapshot Program
- Developed 3 newsletters and 6 e-blasts
- Delivered a business resource mail-out through Canada Post to all business addresses across Perth County
- Hosted a Succession Planning webinar with 30 registrations
- Hosted 5 media trips for Ontario travel content creators/influencers
- Participated in and supported a number of community and facility tours with investors and companies considering Perth County sites for establishing operations
- Continued to offer Welcoming Communities training through a partnership with Fanshawe College
- Developed 7 articles for the Culinary Tourism Alliance through their Great Taste of Ontario program





## Economic Development & Tourism Division

- Conducted over 94 business consultations delivering various Digital Service Squad services including digital assessments, Google My Business Listings, 360-degree photos, and Digital Transformation Grants applications and more
- Developed a PC Connect for Employers Campaign, including a toolkit to promote PC Connect and reduce barriers for both employees and employers
- Provided over 7,000 rides on PC Connect (Jan – Oct 2022)
- Successfully grew PC Connect ridership, averaging 17% growth month-over-month
- Sold over 1,600 pre-paid fare passes to local organizations and employers
- Designed and executed multiple multi-media campaigns, one of which resulted in 2.6x ridership during the month, and 117% ridership growth post-campaign.
- Launched PC Connect on Google Maps



### Major Initiatives for 2023

#### Advertising / Marketing

- Continuous multimedia marketing & advertising (social media advertising, print, radio, billboards, etc.) that promotes Perth County as a great place to visit, grow and prosper. Extend the target market for tourism attraction beyond neighbouring regions and into the GTA as tourism assets and marketing collaterals continue to be developed.

#### Tourism Brochure

- Design and distribute tourism brochures to local and regional points of interest. Direct mailout of brochure to targeted markets within day trip distance.

#### Digital Influencer Partnerships

- Partner with strategic content creators to access organic online communities on various platforms. Each influencer attracted brings a unique audience and connection with organic online communities.

#### Discover More Adventures

- Continue to grow and enhance this experiential tourism program. Engage existing Signature Experiences to ensure continued support including online training, one-on-one development meetings, comprehensive marketing packages, signage, digital support, and more. Add new Signature Experiences to build a greater catalogue of engaging local experiences.

#### Discover More Flavour

- Continue the expansion of the Discover More Flavour Farm Gate Map program including enhanced signage, marketing, digital programming, and participating business development.



### Perth County Tourism Social Media Content Creation & Online Growth

- Grow online following through engaging and consistent content creation, content posting and audience engagement on Perth County Tourism social media accounts. This includes creative use of photography and videography for various posts (Reels, Stories, Guides, etc.), blog post creation, digital influencer partnerships, and other online growth strategies.

### Seasonal Tourism Campaign Development

- Develop and launch seasonal campaigns to promote tourism offerings in our rural region throughout the year. These campaigns include marketing and various business support services to enhance visitation during specific seasons (ex. maple, harvest, holiday, etc.)

### CTA Great Taste of Ontario Road Trip

- Continue to develop itineraries for the CTA Great Taste of Ontario Road Trip featuring Perth County businesses and attractions to be featured on the online digital passport and Globe and Mail special travel editions.

### Photo and Video Library Expansion

- Continue to build our photo/video library with updated, seasonal local photography and videography. This includes business photography support programming.

### Spark Mentorship and Grants Program

- Investigate the potential of hosting the “Spark” tourism program. The Spark program will match selected candidates with a tourism mentor and provide a financial support to help execute a new tourism idea and help with the product development

### Canada’s LGBTQ+ Chamber of Commerce Rainbow Registered Accreditation

- Perth County Tourism to investigate joining Canada’s LGBTQ+ Chamber of Commerce Rainbow Registered Program. Accreditation grant available through FedDev funding program that covers program fees for the first year.

### Southwestern Ontario Marketing Alliance

- The Southwestern Ontario Marketing Alliance (SOMA) is a partnership of Southwestern Ontario communities, grown out of natural economic ties. This region, known as Canada's Industrial Heartland, encompasses the municipalities of Ingersoll, Perth, Stratford, St. Thomas, Tillsonburg, and Woodstock. It stretches across Elgin, Oxford and Perth Counties. Continue to take a leadership role in the pursuit of agri-business attraction through FDI outreach and lead generation/follow-up.

### Development of an Economic Development and Tourism Strategy

- Build an updated framework to guide the direction and activities of economic development and tourism post-COVID economic realities and understand emerging opportunities/priorities.



### Economic Development and Tourism Webpages

- Update industry page for business owners and operators to connect with current and available information and resources.
- Revamp employment support and resource pages.

### Co-Op Placement

- Work with Secondary schools to resume taking on a co-op student.

### Summer Students

- Recruit and train two Tourism Summer Students. Source funding through the Summer Experience Program.

### Youth Engagement Programming

- Joint projects with education and training partners to promote career opportunities and support resident retention and attraction.

### Workforce Attraction and Retention Employer Toolkit (WARET)

- The Workplace Attraction & Retention Employer Toolkit is a resource that businesses can access to view best practices and tools in:
  - Recruitment
  - Employee Retention
  - Employee Engagement
  - Flexible Job Design
  - Employee Housing Initiatives
  - Diversity, Equity & Inclusion

Shared on an easy-to-use platform, the toolkit will serve as a reference and instructional guide to successfully implement programming.

### Workforce Housing Initiatives

- Continue to source and find creative workforce housing programs and promote to business community through our Business Retention and Expansion program.

### Local Business Information and Training Sessions

- Continue to host and support the Perth Community Futures Development Corporation and the Stratford Perth Centre for Business activities and programing.

### Welcoming Communities Online Training



- Continue to offer the online modules of the three Welcoming Communities Training developed in partnership with Fanshawe’s Corporate Training Solutions and Intercultural Competency Advantage Program. Training modules include:
  - Essentials of Intercultural Competency
  - Effective Intercultural Communications
  - Power Dynamics and Systemic Discrimination.

### Formalize Business Retention and Expansion Program

- Formalize Business Retention and Expansion Program with new CRM program

### Business Tours

- Continue business outreach and re-start business tours which were postponed due to the pandemic

### Business Visits and Spotlights

- Continue business spotlight stories for website and newsletter

### Business Retention and Expansion Survey

- Conduct an annual County-wide survey of all businesses through either a direct telephone survey, online survey, mail out survey or survey with local municipal partners

### Cycle Strategy Implementation

- Implementation of short-term and quick-win recommendations and pursue funding for medium-long term initiatives

### Available Lands and Building Inventory

- Updated the available lands and building inventory information

### CanExport Community Investments 2022 Application (Applied for funding November 2022)

- Lead generation services and direct meetings with companies considering expansion into Ontario. Implementation of best practices through enhanced staff training

### Digital Service Squad 4.0

- Continue to deliver digital support service to businesses including website/social media assistance, Google My Business listing support, digital assessments, 360-degree photos, Digital Transformation Grant application support and more. Implement new marketing strategies to reach new business clients including webinars, drop-in sessions and partnerships with local BIAs or Chambers

### Economic Development Newsletters and Publications

- Continue to produce quarterly newsletters, including updating format to suit both email and magazine style.



### Government Relations

- Participate in Queen's Engagement days with EDCO, TIAO, and Perth County Federation of Agriculture/ Rural Farm Day. Take every opportunity to engage with local politicians, MPP, MP's to discuss rural issues such as transportation, housing, workforce development, etc.

### Tradeshows/Events

- Participate in consumer tradeshows promoting Perth County as a destination.

### Annual Business Directory Update

- Continue to update with new businesses, update old and closed businesses and ensure CASSL consent.

### Job Fairs and Workforce Projects

- Partner and support employers with job and career fairs

### PC Connect Service Renewal

- Renew the PC Connect service for additional years of service by executing new operating contracts, bus stop agreements, technology, etc.

### PC Connect Community Outreach

- Continue to build the ridership of the service through sustained marketing efforts. Establish strategic partnerships with community groups and social service providers to provide a cost-effective option for their members and clients and generate ongoing and predictable ridership.

### PC Connect Employer Outreach

- Continue to develop the PC Connect for Employers Campaign, and meet with large employers across the County to market the service to their employee base and potential employees. Develop partnerships that generate recurring revenue and ridership that both assists with longer term sustainability and addresses acute labour force challenges.

### PC Connect Funding Alternatives

- Investigate alternative sources of funding for the longer-term sustainability of the PC Connect service including Gas Tax, FCM grants and any infrastructure and community funding released. Investigate advertising and sponsorships with private businesses to diversify revenue streams beyond ridership.

### PC Connect Advertising Packages

- Develop a program that sells advertising spaces on PC Connect fleet to local businesses and services, in order to generate additional revenue to fund the PC Connect service.

### PC Connect Service Enhancements



## Economic Development & Tourism Division

- Leverage service data and community feedback to determine and implement necessary service enhancements. Investigate creative ways to integrate demand-responsive-transit features in order to provide a more sustainable service.

### PC Connect Service Integration

- Work with project partners, SCT and Metrolinx to better connect Southwestern Ontario, and position PC Connect as a feeder service into other services such as GO, in order to further extend connectivity and transportation options for residents.

### PC Connect Advocacy

- Work with project partners and stakeholders to advocate for additional funding and a sustainable public transportation service beyond the grant funding currently provided.

### PC Connect Testimonial Program

- Develop a testimonial program that features PC Connect riders and highlights the impact PC Connect has had on our community. Compile testimonials into a compelling format that serves as a useful tool for advocacy efforts.

### University of Waterloo Economic Development Certificate Program Student Projects

- Provide case studies for students of the Economic Development Certificate Program. These case studies both serve as educational tools for students and opportunities/business cases for new County programs and projects.

### Relationship Development & Networking

- Build and nurture relationships with staff in trade commissions and economic development ministries to highlight Perth County opportunities

### Entrepreneurship and New Business Support

- Build and nurture relationships with staff in trade commissions and economic development ministries to highlight Perth County opportunities

### Entrepreneurship and New Business Support

- Provide new businesses and entrepreneurs with information, resources and contacts with business support organizations, connections to internal and external divisions and government programs

### Economic and Industry Data Sharing

- Develop, publish and distribute economic and industry data and information for the existing business community and potential new investors

### Associations and Memberships

- Tourism Industry Association of Ontario



## Economic Development & Tourism Division

- Economic Development Council of Ontario (voting board member)
- Ontario By Bike
- Culinary Tourism Alliance
- Stratford and Area Human Resources Association
- North Perth Chamber of Commerce
- Stratford and Area Builders Association
- United Way Perth Huron Social Research Planning Council
- Western Ontario Marketing Alliance
- Southwest Community Transit Association
- Southwestern Ontario Marketing Alliance (SOMA) including:
  - Ontario Food Cluster (OFC)
  - Ontario Manufacturing Communities Alliance (OMCA)
- South Central Ontario Regions (SCOR)
- Center for Automotive Research (CAR)/Automotive Communities Partnership (CAP)
- Japan Society and Canadian Chamber of Commerce in Japan (CCCJ)
- Site Selectors Guild

### Active Partnerships

- investStratford
- Town of St. Marys
- City of Stratford
- Province of Ontario (Various Ministries)
- Stratford Perth Center for Business
- Stratford Perth Community Futures Development Corporation
- Ontario Investment Office (Invest in Ontario)
- Rural Economic Development Program
- Invest Canada
- Destination Stratford
- Listowel BIA
- Mitchell BIA
- Millbank BA
- Milverton BA
- Stratford Perth Community Foundation
- Conestoga Career Centre
- Four County Labour Marketing Planning Board
- Huron Perth Association of Realtors
- Partners in Resources for Employment (PREP)
- Cycle Stratford
- Friends of Ellice (UTRCA)
- G2G Rail Trail Inc.
- Huron Perth Ag Science Centre
- Immploy

### Committees and Boards

- North Perth Ec Dev (staff liaison and support)
- West Perth Ec Dev (staff liaison and support)
- Economic Development Council of Ontario (EDCO) (voting board member)
- EDCO Stakeholder Relations Committee (chair and voting member)
- Southern Ontario Marketing Alliance (voting board member)
- Technical Training Group (voting board member)



## Economic Development & Tourism Division

- Huron Perth Healthcare Alliance Patient and Caregiver Committee

### Initiatives for 2024

- Implementation of the Economic Development and Tourism Strategy
- Advertising / Marketing
- Tourism Brochure
- Digital Influencer Partnerships
- Discover More Adventures
- Discover More Flavour
- Perth County Tourism Social Media Content Creation & Online Growth
- Seasonal Tourism Campaign Development
- CTA Great Taste of Ontario Road Trip
- Photo and Video Library Expansion
- Southwestern Ontario Marketing Alliance
- Summer Students
- Youth Engagement Programming
- Workforce Housing Initiatives
- Local Business Information and Training Sessions
- Welcoming Communities Online Training
- Business Retention and Expansion Program (Continue to track Business Retention and Expansion initiatives through CRM program)
- Business Tours
- Business Retention and Expansion Survey
- Available Lands and Building Inventory
- Economic Development Newsletters and Publications
- Government Relations
- Relationship Development & Networking (Build and nurture relationships with staff in trade commissions and economic development ministries to highlight Perth County opportunities)
- Tradeshows/Events
- Presentations/Outreach
- Annual Business Directory Update
- Job Fairs and Workforce
- PC Connect Community Outreach
- PC Connect Employer Outreach
- PC Connect Funding Alternatives
- PC Connect Advertising Packages
- PC Connect Service Enhancements
- PC Connect Service Integration
- PC Connect Advocacy
- University of Waterloo Economic Development Certificate Program Student Projects
- Entrepreneurship and New Business Support
- Economic and Industry Data Sharing



### Financial Allocation

Services	FTE Requirements by Year			
	2022	2023	2024	2026
<b>Economic Development/Tourism Division</b>				
<b>Total Program FTE Requirements</b>	4.67	4.67	3.67	3.67

### FTE Variances

- Transportation Coordinator position (1FTE) operates within the division, funded through the CT Grant
- The Digital Service Squad staff are fully funded through the Digital Main St program. (2PTE)

### Training and Development

- Annual Association Conferences
  - Annual Economic Development Council of Ontario Conference
  - Annual Tourism Industry Association of Ontario Conference
  - Sector specific workshops or training provided by Ministry (OMAFRA, Ministry of Economic Development)
  - Various training workshops pertinent to positions within the Economic Development, Tourism and Transportation Division.

**County of Perth**  
**15 ECONOMIC DEVELOPMENT & TOURISM**  
**2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4050	Conditional Grants - Federal	\$0	\$9,905	\$0	\$0	0.0%	(9,905)	100.00%	\$0	\$0	
4060	Conditional Grants - Provincial	\$77,200	\$77,200	\$66,100	(\$11,100)	14.4%	(11,100)	14.38%	\$3,600	\$3,600	
4065	Conditional Grants - Other Agencies	\$63,293	\$63,293	\$0	(\$63,293)	100.0%	(63,293)	100.00%	\$0	\$0	
	<b>Subtotal Revenue :</b>	<b>\$140,493</b>	<b>\$150,398</b>	<b>\$66,100</b>	<b>(\$74,393)</b>		<b>(84,298)</b>		<b>\$3,600</b>	<b>\$3,600</b>	
				(52.95%)					(94.55%)	0.00%	
<b>Expenses</b>											
5000	Salaries	\$284,719	\$306,178	\$305,626	\$20,907	7.3%	(552)	(0.18%)	\$324,803	\$336,905	
5010	CPP Expense	\$11,425	\$13,317	\$12,490	\$1,065	9.3%	(827)	(6.21%)	\$13,430	\$13,460	
5020	EI Expense	\$4,466	\$5,157	\$4,743	\$277	6.2%	(414)	(8.03%)	\$4,904	\$4,920	
5030	EHT Expense	\$5,552	\$6,091	\$5,960	\$408	7.3%	(131)	(2.15%)	\$6,333	\$6,569	
5040	OMERS	\$27,177	\$27,588	\$29,508	\$2,331	8.6%	1,920	6.96%	\$32,124	\$33,787	
5060	Health Benefits	\$19,766	\$19,982	\$21,887	\$2,121	10.7%	1,905	9.53%	\$25,034	\$25,422	
5100	Advertising	\$89,367	\$101,321	\$89,367	\$0	0.0%	(11,954)	(11.80%)	\$89,367	\$89,367	
5140	Courier	\$500	\$540	\$500	\$0	0.0%	(40)	(7.41%)	\$500	\$500	
5150	Insurance	\$1,998	\$1,979	\$2,629	\$631	31.6%	650	32.84%	\$2,892	\$3,181	
5210	Memberships	\$38,059	\$32,303	\$38,059	\$0	0.0%	5,756	17.82%	\$38,059	\$38,059	
5220	Mileage	\$10,000	\$11,375	\$0	(\$10,000)	(100.0%)	(11,375)	(100.00%)	\$0	\$0	
5250	Office Supplies	\$1,000	\$1,142	\$1,000	\$0	0.0%	(142)	(12.43%)	\$1,000	\$1,000	
5260	Photocopying	\$3,200	\$2,420	\$3,200	\$0	0.0%	780	32.23%	\$3,200	\$3,200	
5280	Professional Development	\$4,300	\$7,040	\$15,000	\$10,700	248.8%	7,960	113.07%	\$15,000	\$15,000	
5300	Special Projects	\$236,087	\$183,116	\$158,000	(\$78,087)	(33.1%)	(25,116)	(13.72%)	\$131,000	\$131,000	Major Projects for 2023: Workforce Attraction and Retention Employer Toolkit Completion and Implementation Economic Development and Tourism Strategic Plan Discover More Advetnures Program Discover More Flavour Program Cycle Tourism Implementation
5320	Telecommunications	\$4,000	\$2,307	\$4,000	\$0	0.0%	1,693	73.39%	\$4,000	\$4,000	
5340	Travel	\$0	\$0	\$10,000	\$10,000	0.0%	10,000	0.00%	\$10,000	\$10,000	New travel account to include all travel cost
5402	Interdepartmental Charges - Overhead	\$73,115	\$68,099	\$80,408	\$7,293	10.0%	12,309	18.08%	\$86,138	\$91,686	
5404	Interdepartmental Charges - Rent	\$17,417	\$17,416	\$17,417	\$0	0.0%	1	0.01%	\$20,900	\$20,900	
6495	Rural Transportation	\$2,000	\$2,000	\$2,000	\$0	0.0%	0	0.00%	\$2,000	\$2,000	Part of the PC Connect Employer Toolkit Program
6580	Public Relations	\$12,000	\$6,810	\$12,000	\$0	0.0%	5,190	76.21%	\$12,000	\$12,000	
6585	Promotional Items	\$5,000	\$6,515	\$5,000	\$0	0.0%	(1,515)	(23.25%)	\$5,000	\$5,000	
6775	Tradeshows	\$5,000	\$0	\$10,000	\$5,000	100.0%	10,000	0.00%	\$10,000	\$10,000	
	<b>Subtotal Expenses :</b>	<b>\$856,148</b>	<b>\$822,696</b>	<b>\$828,794</b>	<b>(\$27,354)</b>		<b>6,098</b>		<b>\$837,684</b>	<b>\$857,956</b>	
				(3.19%)					1.07%	2.42%	
	<b>Net Levy Requirement</b>	<b>\$715,655</b>	<b>\$672,298</b>	<b>\$762,694</b>	<b>\$47,039</b>		<b>90,396</b>		<b>\$834,084</b>	<b>\$854,356</b>	
				6.57%					9.36%	2.43%	



## Introduction

Planning Division facilitates the planning application process, provides professional recommendations on proposed developments and produces and maintains a policy framework that reflects provincial direction, public interest and the values and needs of the community.

In 2021 the Planning Division returned to a single tier service delivery model and provides planning services to each lower tier through a shared services agreement on a five-year term. In 2022, a total of 4 new planners were hired, representing half of the division size. While new staff are trained and mentored the division continued progression toward more efficient procedures, greater transparency and solutions-oriented planning, reflecting the stated needs of the municipalities within Perth County.

## Service Strategy

Planning Division provides professional advice to the Planning Authorities (Committee of Adjustment, Township Council, Municipal Council, Land Division Committee and County Council) in the decision-making process for applications under the Planning Act. Statutory requirements for notice, public engagement and decision timelines are coordinated by the staff within this Division.

Assisting the public in navigating and understanding planning application process as regulated by the Planning Act is also a service provided by the Division which includes identifying requirements from various legislative and policy documents for individual development proposals. Planning Division Staff collaborate with County staff from various departments at the lower tier regarding planning matters and assist the public with property inquiries.

Individually, planners are held accountable to provincial legislation, the Provincial Policy Statement, local by-laws and policies as well as to the public interest and the profession of land use planning by a professional organization, the Ontario Institute of Professional Planners.



## Key Customers and Stakeholders



## Core Business

- Facilitate the land use planning process throughout the County;
- Provide Pre-Consultation for proposed planning applications and identify requirements for submission of planning applications;
- Conduct and/or coordinate procedures and tools such as application forms for the processing of applications under the Planning Act including:
  - Consent
  - Subdivision and Condominium
  - Official Plan Amendments
  - Zoning By-law Amendments
  - Minor Variance
  - Site Plan Control



- Exemption from Part Lot Control.
- Review and assist the Municipality in setting fees for planning applications with the goal of cost recovery;
- Assist the public with inquiries about property, land use and planning policy and the application process;
- Provide professional recommendations and advice on planning and development proposals or planning and development matters;
- Administration of the County Official Plan;
- Administration of the County's Land Division Committee;
- Long range policy development and maintenance;
- Assist and collaborate with GIS to ensure the maintenance and stewardship of land use data;
- Public consultation and engagement on land use and planning matters;
- Lead, partner and/or participate in community programs and projects related to land use matters;
- Expert witness at Ontario Land Tribunal;
- Delegated Planning Approval Authority for:
  - Plans of Subdivision – final approval;
  - Undisputed provisional consent;
  - Exemption from Part Lot Control;
  - Execute Agreements imposed as requirements of planning approvals;
  - Provision of Notice of a complete application.

### Legislated Standards

Land Use Planning in Ontario is subject to a variety of legislation, including:

- Provincial Policy Statement, 2020;
- Planning Act RSO 1990;
- County of Perth Official Plan, By-laws & Policies;
- Member Municipality's Official Plans, By-laws & Policies;
- Building Code Act;
- Aggregate Resources Act;
- Clean Water Act;
- Source Water Protection Plans;
- Condominium Act;
- Development Charges Act;
- Environmental Assessment Act;
- Environmental Protection Act;
- Conservation Authorities Act;
- Endangered Species Act;
- Municipal Act;



- Heritage Act;
- Nutrient Management Act.

In addition, the Planners of the Department are guided by the Ontario Professional Planners Institute (OPPI) Professional Code of Practice and Standards of Practice. Please see the attached links for further information:

- OPPI Professional Code of Practice <http://ontarioplanners.ca/Knowledge-Centre/Professional-Code-of-Practice>
- OPPI Standards of Practice <http://ontarioplanners.ca/PDF/Standards-of-Practice.aspx>

## Key Linkages with Strategic Plan

### Goal 1: Growth and Economic Development

- The New Official Plan and expanded boundaries of serviced settlement areas to provide a 25-year land supply for both neighbourhood and employment uses;
- Maintenance of policy to protect prime agricultural land and other natural and cultural resources;
- Policy for the development of On Farm Diversified Uses as per the provincial guideline including agri-tourism opportunities;
- Intensity and redevelopment targets and policy included in the New Official Plan;
- Policy development as foundation for future Community Improvement Planning;
- Intensification and affordability/attainability targets for housing and neighbourhood development;
- Official Plan and Zoning provisions for additional dwelling units with outreach for the development community;
- Coordination with lower tiers to support and facilitate planning for water, sanitary and storm water services. This is a critical growth management task.

### Goal 2: Regionalization and Service Effectiveness

- Single tier service delivery with Planners in the local offices while being part of, and supported by, a centralize team;
- Shared subject matter and local expertise through team coordination and communication;
- Facilitated workload sharing to back up heavy intake periods for planning applications;
- Coordinated notice preparations and public meeting scheduling between Planning Technician and local staff;
- Increased collaboration with lower tier staff by being stationed in local offices and through regular performance consultation with lower tier staff and Councils;
- Coordinated pre-consultation with static schedule and regular input for lower tier staff;
- File tracking mechanism with automatic or log in access for lower tier staff;
- Increased web-based communication, application capabilities and planning resources;
- Cost recovery next steps, monitoring and adjustment on an annual basis for all planning applications.

### Goal 3: Customer Service Excellence

- Planner available in lower tier offices for all planning applications;



- Planning Technician to track all files and coordinate all notices;
- Web presence enhancements to provide comprehensive access to planning application and public engagement resources;
- Written procedures to foster consistency and facilitate evaluation;
- Solutions-based culture and progressive staff mentorship;
- Semi-Annual evaluation and reporting of performance metrics (stats) and indicators (satisfaction);
- Coordination with GIS to ensure stewardship of land use planning data;
- Delegated Approval Authority for minor modifications to conditional consent approval, and draft plan approval of subdivisions and condominiums.

#### **Goal 4: Community Development and Planning**

- New Official Plan with updated and progressive policies;
- Updated Zoning bylaws;
- Semi-Annual evaluation of community- based projects or policy needs with priority setting and planning for workload and resource allocation to selected projects;
- See Goal 1 for policy to protect agriculture and provide for diversity in housing options. Policy framework and encouragement for multi-unit dwellings, rental stock and mixed-use developments. Enhanced policy for intensification, redevelopment and density targets;
- Collaboration with community partners to ensure policy framework is relevant to community housing needs and participation in outreach opportunities;
- Land base availability for neighbourhood and employment uses;
- Promote walkability and 'complete' neighbourhoods through Official Plan policy.

#### **Goal 5: Corporate Sustainability**

- Build and maintain a culture of support, kindness, solutions and transparency;
- New hires are Registered Professional Planners with professional obligations, code of conduct and accountability for continued learning and professional development;
- Desire to collaborate with Economic Development staff, lower tier staff and community partners on all Planning and land use related topics. Collaboration would include research efforts, policy development and other projects while maintaining that the core business of planning application review and long-range policy maintenance is critical and takes priority.

#### **2022 Achievements**

- Approximately 240 planning applications reviewed/processed;
- Approximately 44 Certificate of Official issued for Consent, 2 final approvals on subdivisions and 1 condominium plan.
- Formal Training/Professional Development Activities:
  - Part Lot Control Exemption
  - Archaeological Assessment – organized and offered to lower tier staff
  - Non-Violent Communication;
  - Report Writing;
  - Latest Research on On-Farm Diversified Uses (University of Guelph);



- Coordinate an updated Municipal Comprehensive Review (growth projections and land needs assessment with Watson and Associates;
  - Vacant Land Inventory for each lower tier (residential, institutional, commercial)
  - Coordinate building permit data collection 2017-2021
- Develop Residential Intensification Guidelines – to be published;
- Review and draft revised Site Plan Control guidelines for two lower tiers;
- Facilitate and draft Site Plan procedures for two lower tiers;
- Redesign standardized pre-consultation tools and procedures;
- Official Plan Progress:
  - Two Natural Environment workshops for County Council;
  - Develop and Launch Natural Environment Landowner Consultation:
    - Work with GIS to develop interactive mapping for public
    - Correspond with 2800 landowners
    - Provide one on one consultation for 250 landowners and begin site visits
  - Plain language and Perth identity edits on the draft policy;
  - Policy review in draft text and edits;
  - Growth Plan proposal development and constraints mapping;
  - Coordinated Minimum Distance Separation calculations for all livestock facilities within 1.5km of service settlement areas;
  - Double check approximately 700 individual property designations;
- Provide content/context for Planning Process Mapping Exercise and workshop;
- Catch up Zoning Bylaw Consolidations – 2 of 4 on track for completion by year end with 2 more in first quarter of 2023;
- Implemented file status reporting for County Council;
- Drafted and collaborated with lower tier staff to produce a Planning Procedure Manual;
- Semi Annual Performance Monitoring for Shared Services Agreement including staff/council survey, CAO interviews and reporting;
- Hire and train 4 new planners – half of the division staff.
- Developing relationships with external agencies including: Stratford Social Services and Planning, Development Directors Ontario, Stratford and Area Building Association, Avon Maitland District School Board and Ducks Unlimited.
- Council Orientation Workshop – Planning 101

### Major Initiatives for 2023

#### Complete the New Official Plan

- Complete growth plan.
- Complete Natural Environment consultation.
- Review draft with Committees and present to Council.
- Conduct public engagement and edit.
- Council Adoption.
- Submit to Province



### Implement file tracking software system

- Coordinate with IT to select a file management software that can be integrated with lower tier programs and provide access via login.
- Upload/Input active file data.
- Begin upload/input historic file data.

### Conduct a fee review

- Review cost recovery amounts using program mapping and staff input.
- Include fees not updated last round and new fees based on legislative changes.
- Collaborate with lower tier treasurers for fee bylaw amendments

### Implement procedural changes from Bill 109 and Bill 23

- Draft specific procedural changes.
- Report to Councils.
- Update procedure Bylaw

### Continued improvement on shared services performance monitoring processes

- Provide stats, survey and use feedback to improve the process (Semi-annual)

### Review Delegated Authority processes

- Evaluate and report recommendations for any amendments to Delegated Authority processes

### Initiate reporting on land availability and lot supply for each lower tier

- Develop standardized analysis and reporting

### Begin review of lower tier zoning bylaws

- Engage development planners in systematic review of zoning bylaws, identifying policy gaps and drafting new text

### Develop Terms of Reference (TOR) and consultant roster to streamline process for development review involving studies

- Ecologists
- Noise Engineer
- Traffic Engineer
- Hydrogeologist

### Complete Records Management tasks

- In coordination with Legislative Services



### Major Initiatives for 2024 and 2025

Evaluate effectiveness of intensification, density and redevelopment policies

- An effective growth management strategy

Implement new long-range policy and/or project work

- The growth over the 2022 and 2023 years will have significant impact on what long range work may need to be addressed

Ongoing performance management and revision of process if necessary

- Coordinate with the Management Committee on any adjustments to performance management tracking, analysis and reporting

Ongoing coordination with lower tiers on servicing master plans.

- Encourage and participate in growth management planning to coordinate water, sanitary and storm water infrastructure with suitable lands for development.

Ongoing reporting for consumption of land and available lots.

- Required tracking for growth planning efforts.

### Financial Allocation Plan

Service	FTE Requirements by Year			
	2022	2023	2024	2025
Planning and Development				
Total Program FTE Requirements	8.33	8.33	7.33	7.33

### FTE Variances

- Student position accounts for .33 FTE – engage undergrad or graduate student part time over majority of the calendar year.
- Existing 4 full time development review Planners and 1 Senior Planner.
- Existing full time Land Division and Planning Clerk
- Existing Manager of Planning.
- Temporary/Contract policy Planner – contract ends August 31, 2023.



### Training and Development

An updated training and professional development plan is included in the “Single Tier Service Model for Perth County: Program Document 2020”. It recognizes cost-effective opportunities through Ontario Professional Planners Institute and Canadian Institute of Planners. Further, the training and professional development program for this department is intended to support individual learning and skill development so that each Planner and Technician can build on their own specific strengths. Professional development opportunities must be tailored to the duties of the assigned roles, with a vision for succession planning within the department.

### Comments:

Completing a New Official Plan for Perth County is the most important project for the Planning Division in 2023. The project involved an incredible amount of work and has been challenging to complete with high rates of staff turnover, a high demand development environment and a focus on the new service model and updated procedures. The community and the municipalities are in great need of a new Official Plan.

The Planning Division has experienced significant growth and change over the past year. Despite that, the review of development applications and advancement of policy has been delivered with integrity, professionalism and increasing efficiency. The current team wholly fosters a collaborative approach to planning and carries out day to day activities with kindness and due diligence. The coming year is sure to be one of continued improvements and successes from this resilient group of staff.

**County of Perth  
41 PLANNING  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4070	Other Municipal	\$251,400	\$274,924	\$256,430	\$5,030	(2.0%)	(18,494)	6.73%	\$261,560	\$265,060	
4120	Fees	\$313,450	\$250,865	\$309,520	(\$3,930)	1.3%	58,655	(23.38%)	\$315,710	\$322,210	
4450	Transfer from Reserve - Levy Stabilizati	\$314,274	\$122,233	\$144,852	(\$169,422)	53.9%	22,619	(18.50%)	\$30,000	\$30,000	
	<b>Subtotal Revenue :</b>	<b>\$879,124</b>	<b>\$648,022</b>	<b>\$710,802</b>	<b>(\$168,322)</b>		<b>62,780</b>		<b>\$607,270</b>	<b>\$617,270</b>	
				(19.15%)					(14.57%)	1.62%	
<b>Expenses</b>											
5000	Salaries	\$655,263	\$631,012	\$749,067	\$93,804	14.3%	118,055	18.71%	\$699,625	\$732,541	
5010	CPP Expense	\$24,515	\$28,737	\$30,400	\$5,885	24.0%	1,663	5.79%	\$28,893	\$28,919	
5020	EI Expense	\$9,555	\$11,375	\$11,529	\$1,974	20.7%	154	1.35%	\$10,455	\$10,465	
5030	EHT Expense	\$12,777	\$12,308	\$14,607	\$1,830	14.3%	2,299	18.68%	\$13,643	\$14,285	
5040	OMERS	\$57,056	\$56,451	\$66,063	\$9,007	15.8%	9,612	17.03%	\$73,825	\$78,568	
5060	Health Benefits	\$40,031	\$25,248	\$50,541	\$10,510	26.3%	25,293	100.18%	\$58,104	\$59,209	
5100	Advertising	\$5,000	\$1,392	\$6,500	\$1,500	30.0%	5,108	366.95%	\$5,000	\$5,000	
5130	Consultant Fees	\$52,250	\$39,045	\$16,500	(\$35,750)	(68.4%)	(22,545)	(57.74%)	\$11,250	\$11,250	Wind policy (4000), Hydro G policy (2500), Arch Master Plan (10000)
5140	Courier	\$0	\$9	\$100	\$100	0.0%	91	1,011.11%	\$0	\$0	
5150	Insurance	\$5,053	\$5,008	\$4,281	(\$772)	(15.3%)	(727)	(14.52%)	\$4,709	\$5,180	
5190	Legal	\$10,000	\$8,119	\$20,000	\$10,000	100.0%	11,881	146.34%	\$10,000	\$10,000	Dungegan OLT Prep - no reimbursed in 2023.
5200	Meal Allowance	\$3,000	\$365	\$1,500	(\$1,500)	(50.0%)	1,135	310.96%	\$3,000	\$3,000	not sure if planners will continue to attend evening Council meetings virtually.
5210	Memberships	\$5,070	\$3,331	\$5,100	\$30	0.6%	1,769	53.11%	\$4,250	\$4,250	6 permanent planners (oppi 600, cip 250)
5220	Mileage	\$5,000	\$2,183	\$5,000	\$0	0.0%	2,817	129.04%	\$5,000	\$5,000	Planners to start claiming mileage - planners are so trending back into a) claiming and b) possibly attending evening Council meetings in person
5230	Miscellaneous Expense	\$200	\$220	\$200	\$0	0.0%	(20)	(9.09%)	\$200	\$200	
5240	Office Equipment	\$0	\$20	\$200	\$200	0.0%	180	900.00%	\$0	\$0	new laminator
5250	Office Supplies	\$1,000	\$1,408	\$1,000	\$0	0.0%	(408)	(28.98%)	\$1,000	\$1,000	
5260	Photocopying	\$3,000	\$2,413	\$3,000	\$0	0.0%	587	24.33%	\$3,000	\$3,000	
5270	Postage	\$11,000	\$3,975	\$2,816	(\$8,184)	(74.4%)	(1,159)	(29.16%)	\$1,000	\$1,000	128 notices x 20 mailings each
5280	Professional Development	\$6,150	\$4,711	\$8,000	\$1,850	30.1%	3,289	69.82%	\$6,150	\$6,150	4 conferences, group training, 2 courses.
5300	Special Projects	\$26,500	\$0	\$26,500	\$0	0.0%	26,500	0.00%	\$101,500	\$101,500	stewardship grant program and some setup
5310	Subscriptions	\$500	\$0	\$500	\$0	0.0%	500	0.00%	\$500	\$500	
5320	Telecommunications	\$1,794	\$1,705	\$1,794	\$0	0.0%	89	5.22%	\$1,794	\$1,794	
5340	Travel	\$0	\$0	\$5,000	\$5,000	0.0%	5,000	0.00%	\$5,000	\$5,000	
5402	Interdepartmental Charges - Overhead	\$87,221	\$81,236	\$98,851	\$11,630	13.3%	17,615	21.68%	\$130,392	\$137,883	
5404	Interdepartmental Charges - Rent	\$34,351	\$34,301	\$34,351	\$0	0.0%	50	0.15%	\$41,221	\$41,221	
6160	County Official Plan Expenses	\$130,000	\$6,880	\$30,000	(\$100,000)	(76.9%)	23,120	336.05%	\$30,000	\$30,000	
6490	OPA Expenses	\$10,000	\$0	\$5,000	(\$5,000)	(50.0%)	5,000	0.00%	\$0	\$0	
6580	Public Relations	\$300	\$0	\$300	\$0	0.0%	300	0.00%	\$300	\$300	
6740	Technology Services	\$7,500	\$0	\$7,500	\$0	0.0%	7,500	0.00%	\$7,500	\$7,500	
	<b>Subtotal Expenses :</b>	<b>\$1,204,086</b>	<b>\$961,452</b>	<b>\$1,206,200</b>	<b>\$2,114</b>		<b>244,748</b>		<b>\$1,257,311</b>	<b>\$1,304,715</b>	
				0.18%					4.24%	3.77%	
	<b>Net Levy Requirement</b>	<b>\$324,962</b>	<b>\$313,430</b>	<b>\$495,398</b>	<b>\$170,436</b>		<b>181,968</b>		<b>\$650,041</b>	<b>\$687,445</b>	
				52.45%					31.22%	5.75%	



ty First Aid Kit

## Emergency Management

### Introduction

The centrally-coordinated Emergency Management program between Perth County and its Lower-Tier Municipalities (The Municipality of North Perth, The Township of Perth South, The Township of Perth East and The Municipality of West Perth) has been in operation since 2005. The development and maintenance of this comprehensive and robust program ensures a more disaster-resilient community. The program is structured to reduce the time and resources required by lower-tier municipalities to meet necessary legislative requirements and for overall program maintenance. The program is administered by the County's Emergency Management Division through the Community Emergency Management Coordinator's (CEMC) leadership and is guided by a shared services agreement with the Lower Tier Municipalities.

The comprehensive program consists of 5 key pillars: prevention, mitigation, preparedness, response and recovery. These pillars encourage response and support organizations, individuals, families, businesses and non-profit organizations to work towards our goal of "Together We're Ready".

### Service Strategy

As legislated, the service strategy develops and maintains a unified Emergency Management Program and ensures legislative compliance for the County of Perth and its four Lower-Tier Municipalities as per the Hazard Identification and Risk Assessment (HIRA), exercise and training requirements. The CEMC provides advice, liaises and co-ordinates emergency management activities during normal operations, and in an emergency event to ensure an effective and efficient response and recovery.

The County's program takes a risk-driven simplified approach emphasizing gap analysis, public education, training, and relationship building. The "Changing Face of Emergency Management" places more expectations on responders and partner agencies, requiring a rethinking of traditional approaches. The foundation to being prepared for major disasters is to have a robust, objective-driven response program.

Additionally, the activities have involved an examination of risks with a view to prevention and mitigation, as well as response capabilities to those priority risks.

The Program continues to evolve in response to changes in the County's risk profile. The outbreak of the COVID-19 global pandemic in 2020 illustrated the need for municipalities to adapt, prioritize, and realign their capabilities. Public safety, public information and continuity of operations / government have remained the service delivery focus of the Program.

While the County will continue to collaborate, communicate, and coordinate, the participation of municipal decision-makers is essential to having an effective and compliant program.



ty First Aid Kit

FIRST AID SUPPLIES  
HIGHWAY SAFETY

## Emergency Management

### Key Customers and Stakeholder Partners



### Core Business Services

The Emergency Management Program delivers service to the community by preventing, mitigating, preparing for, responding to, and recovering from a major emergency. While many of these services are delivered during regular business hours, some activities are provided on a “best effort” model evenings and weekends.

The goal of this program is to increase the resiliency in local communities with specific objectives addressing the core functions of:

- **Risk Monitoring** – Notification and Risk Based Public Information to promote community awareness and support a disaster-resilient community. Emergency Response and On-Call Response – support to Incident Commanders, Responders, Emergency Control Groups and Emergency Operations Centres (EOC) as required in the event/or threat of an emergency.
- **Notifications and Public Information** – Use available technology in conjunction with the County Communications Officer to inform, educate and notify responders, partner agencies, the media and the public. This includes developing and assisting with escalation procedures,



ty First Aid Kit

## Emergency Management

providing appropriate warning messages, as well media/public messaging including preparedness measures.

- **Gap Analysis** – Reviewing processes, procedures and protocols, especially for high risk issues to advocate for integrated and unified preparedness and response programs. Reviewing gaps in response capabilities and recommending alternate sources of support is a component of this process.
- **Emergency Response** – Provide support to Incident Commanders, Responders, Emergency Control Groups and Emergency Operations Centres as required in the event / or threat of an emergency.
- **On Call Response** – Monitor risks, road closures, and major incidents in order to provide appropriate notifications, escalations, and assistance outside of normal business hours (best effort model).
- **Radio, Mapping and Data Interoperability** – Assist with County Interoperability Project that facilitates the effective sharing of information and common radio frequencies. Work with Information Technology division and Geographic Information Systems User Group to provide real time, relevant situational awareness and common operating picture to the field and EOC.
- **Municipal 511 System** – Support the Municipal 511 system for mapping and road closure notifications.
- **Regional Training Services** – Provide accredited courses on emergency management and incident command system (ICS) as well as related drills, seminars and workshops. Provide professional development for responders, municipal officials, and support agencies. Bring in instructors and speakers as required and feasible (in consultation with Lower-Tier Municipality and partner agencies identified needs).
- **Lower-Tier Municipality Support** – Coach, support and educate municipal staff in developing the knowledge, skills and abilities to effectively support emergency management activities within their communities. Assist municipalities with meeting the legislated requirements for emergency management public education and awareness.
- **Spill Response and Hazardous Materials** – Help identify hazardous materials spill response organizations available to the County and Lower-Tier Municipalities. Explore training opportunities that may assist Perth County first responders / industry organizations enhance their response capabilities.
- **Partner and Other County / Municipality Support** – Provision of emergency management support during routine and emergency situations as a result of a wide range of Memorandums of Understanding, Partnership Agreements and Mutual Aid Relationships.
- **Program Administration** – Develop, implement and maintain a centrally coordinated and comprehensive Emergency Management program. Ensure compliance with the Emergency Management and Civil Protection Act (and Regulations). Update the Hazard Identification and Risk Assessment (HIRA) for the County of Perth and its four Member Municipalities.



ty First Aid Kit

## Emergency Management

Address the requirements necessary to prevent, mitigate, prepare, respond to and recover from the identified hazards.

- **Uniform Emergency Plan Template** – Develop, implement and maintain the Perth County and Member Municipalities' Emergency Management Plan template. This is inclusive of risk-based response and recovery plans, continuity of operations plans, human health outbreak sustainability, and continuity of government planning.
- **Critical Infrastructure** – Refine and update comprehensive Critical Infrastructure directory based on provincial guidelines.
- **Risk-Based Public Education** – Initiatives to promote community awareness and confidence, and to create a disaster-resilient community.
- **Emergency Control Group Training & Exercises** – Coordinate and deliver annual compulsory training of the Emergency Control Group members, support staff, and emergency responders. Annually conduct planned exercises involving Emergency Control Group members, support staff, and volunteer agencies to evaluate the effectiveness of the Emergency Management plans and programs.
- **Liaison and Interoperability** – Coordinate with County / Municipal business units, and key stakeholder partners to build relationships ahead of major incidents. Promote planning, interoperability, resource sharing and joint training initiatives.
- **Budget and Strategic Planning** – Develop an Emergency Management work plan. Establish and manage the Emergency Management operating budget.

### Other Services

- **Outreach and Networking** - Participate in provincial working groups and industry associations.
- **COOP** - Help to facilitate the County's Corporate Continuity of Operations Program.
- **Communications** - Participate in County Communications Initiatives.
- **Building Emergency Procedures** - Assist Facilities with Courthouse emergency procedures and enhanced security initiatives.
- **Tabletop Exercise Collaboration** – Shared best practice emergency exercise templates / delivery methodology with neighbouring municipalities, Office of the Fire Marshall Emergency Management (OFMEM) and CEMC peers.

### Legislated Standards

- Ontario Emergency Management and Civil Protection Act / Regulations
- Occupational Health and Safety Act



ty First Aid Kit

## Emergency Management

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

The comprehensive emergency management program and all of its components maintains key linkages to the following County strategic plan goals:

- **Regionalization & Service Effectiveness** – Integrated Emergency Plans, Common processes and procedures.
- **Customer Service Excellence** – Ongoing engagement with the public and member municipalities, adoption and implementation of best practices.
- **Community Development & Planning** – Examining climate change and associated risk to communities, agriculture, industry and critical infrastructure.
- **Corporate Sustainability** – using the HIRA as a proactive tool to maintain and improve our infrastructure, using the emergency plan and processes contained therein to ensure continuity of government and service delivery.

### 2022 Achievements

- All five municipalities have achieved annual compliance status for 2022
- Two days of table top exercises were held
- Emergency Management training was held with additional EOC and stakeholder partners
- Staff across the County completed the ICS 100 training, moving towards the goal to establish interoperable Incident Management Teams and building staff competence in managing major events
- University of Toronto ELITE Engineering Program undertook a significant review of the five municipal HIRA methodologies, involving all key stakeholders and provided final report and presentation to County Council
- annual review completed - Critical Infrastructure
- Public Education – Updated website, print/digital materials
- Several by-laws were updated to reflect a decreased membership of the Municipal Emergency Control Group to help achieve Provincial compliance.
- Orientation for New Council scheduled in December 2022

### Major Initiatives for 2023

2023 activities will focus on:

- transition between CEMCs so as to ensure business continuity in the program and compliance with the service delivery agreement
- continue to administer the curriculum for training staff across the five municipalities to develop consistency in training and municipal capacity (continued migration to the ICS Canada standard on incident command and the conversion of existing IMS program/training to ICS)
- review the Emergency Management Plan, consolidate to improve its practicality with annexes specific to each entity within the County structure.
- continuation of document and support material review



ty First Aid Kit

FIRST AID SUPPLIES  
HIGHWAY SAFETY

## Emergency Management

- completion of a regional emergency management program review and recommendations will be considered out of that final report
- a portal will be set up to provide a digital library of emergency management materials and key reference documents to support ease of use and interoperability during an event
- Facilitate program delivery via in person, virtual and hybrid models
- Research climate change and evolving risk / impact to the County and emergency management practices
- Use data and research in conjunction with direction received from Emergency Management Program Committees, County Council / CAO, Lower-Tier Councils / CAOs' and the community to enhance resiliency and preparedness.

### Financial Allocation

Service	FTE Requirements By Year			
	2022	2023	2024	2025
<b>Division – Emergency Management</b>				
<b>Total Program FTE Requirements</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

### FTE Variances

The Modernization Review when presented in January 2023 may outline service delivery options that in future will impact the staffing levels, however at this time there are no changes in FTEs forecasted.

### Training and Development

- Attend various training workshops, meetings, symposiums and conferences pertinent to position as need/opportunity arises.
- New and emerging threat training (risk management, program evaluation).
- Training to familiarize new staff and Council with emergency management operations.
- Training required to maintain certifications and standards.

**County of Perth**  
**54 EMERGENCY MANAGEMENT COORDINATION**  
**2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4060	Conditional Grants - Provincial	\$0	\$93,000	\$0	\$0	0.0%	(93,000)	100.00%	\$0	\$0	
4090	Other Municipal - Town of St. Marys	\$5,000	\$0	\$0	(\$5,000)	100.0%	0	0.00%	\$0	\$0	No longer supplying service to St. Marys
	<b>Subtotal Revenue :</b>	\$5,000	\$93,000	\$0	(\$5,000)		(93,000)		\$0	\$0	
				(100.00%)					0.00%	0.00%	
<b>Expenses</b>											
5000	Salaries	\$93,220	\$91,381	\$98,426	\$5,206	5.6%	7,045	7.71%	\$105,981	\$111,357	
5010	CPP Expense	\$3,431	\$3,404	\$3,701	\$270	7.9%	297	8.73%	\$4,008	\$4,008	
5020	El Expense	\$1,334	\$1,296	\$1,400	\$66	4.9%	104	8.02%	\$1,444	\$1,444	
5030	EHT Expense	\$1,818	\$1,755	\$1,919	\$101	5.6%	164	9.34%	\$2,067	\$2,171	
5040	OMERS	\$10,043	\$9,941	\$10,691	\$648	6.5%	750	7.54%	\$11,794	\$12,579	
5060	Health Benefits	\$6,771	\$4,760	\$7,452	\$681	10.1%	2,692	56.55%	\$8,589	\$8,771	
5100	Advertising	\$3,750	\$0	\$3,750	\$0	0.0%	3,750	0.00%	\$3,750	\$3,750	
5150	Insurance	\$645	\$640	\$655	\$10	1.6%	15	2.34%	\$721	\$793	
5200	Meal Allowance	\$350	\$25	\$350	\$0	0.0%	325	1,300.00%	\$350	\$350	
5210	Memberships	\$525	\$0	\$525	\$0	0.0%	525	0.00%	\$525	\$525	
5250	Office Supplies	\$400	\$195	\$400	\$0	0.0%	205	105.13%	\$400	\$400	
5280	Professional Development	\$5,000	\$4,890	\$4,500	(\$500)	(10.0%)	(390)	(7.98%)	\$4,500	\$4,500	
5300	Special Projects	\$5,000	\$89,957	\$5,000	\$0	0.0%	(84,957)	(94.44%)	\$5,000	\$5,000	
5320	Telecommunications	\$7,500	\$4,950	\$7,500	\$0	0.0%	2,550	51.52%	\$7,500	\$7,500	
5340	Travel	\$0	\$0	\$500	\$500	0.0%	500	0.00%	\$500	\$500	New Travel Account to include all travel costs incurred by a division
5402	Interdepartmental Charges - Overhead	\$0	\$0	\$18,375	\$18,375	0.0%	18,375	0.00%	\$19,544	\$21,263	Overhead is based on prior years budgeted expenditures compared to to prior year expenditurre on all external service programs
5404	Interdepartmental Charges - Rent	\$8,023	\$8,024	\$0	(\$8,023)	(100.0%)	(8,024)	(100.00%)	\$7,000	\$7,000	No office space currently, will change in 2024 when Renovations are completed to Courthous Campus
5406	Interdepartmental Charges - Fleet	\$12,000	\$12,000	\$14,000	\$2,000	16.7%	2,000	16.67%	\$14,500	\$15,000	
6150	Protective Equipment	\$500	\$0	\$500	\$0	0.0%	500	0.00%	\$500	\$500	
6580	Public Relations	\$1,000	\$0	\$1,000	\$0	0.0%	1,000	0.00%	\$1,000	\$1,000	
6760	Tools and Equipment	\$800	\$733	\$800	\$0	0.0%	67	9.14%	\$800	\$800	
6770	Training	\$8,000	\$9,076	\$8,000	\$0	0.0%	(1,076)	(11.86%)	\$8,000	\$8,000	
	<b>Subtotal Expenses :</b>	\$170,110	\$243,027	\$189,444	\$19,334		(53,583)		\$208,473	\$217,211	
				11.37%					10.04%	4.19%	
	<b>Net Levy Requirement</b>	<b>\$165,110</b>	<b>\$150,027</b>	<b>\$189,444</b>	<b>\$24,334</b>		<b>39,417</b>		<b>\$208,473</b>	<b>\$217,211</b>	
				14.74%					10.04%	4.19%	



2023

# CORPORATE SERVICES

Legislative Services, Finance,  
Technology Services,  
Court Services,  
and Stratford-Perth Archives



### Introduction

Legislative Services Division is responsible for providing secretariat services to Council and Committees, Corporate Records Management and public requests for information, Accessibility Act Services for the County and Lower Tier Municipalities, By-law Enforcement and Prosecution Services – POA Forest Conservation & Weed Control By-laws, the Commissioner of Oaths Program, administering the County’s Community Grant Program, and Central Reception services at the Courthouse.

### Service Strategy

The Clerk is a statutory position established in the *Municipal Act, 2001*, S.O.2001, c.25. All municipalities require a Clerk, as one is necessary to be present for Council to meet to conduct its business. The Clerk has legislative responsibilities in various statutes that relate to the provision of public notice, adhering to both legislative and Council enacted accountability/transparency frameworks. The Clerk performs statutory duties relating to the Head (delegated) in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 (MFIPPA), *Commissioners for Taking Affidavits Act*, R.S.O. 1990, c. C.17, *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c.11 (AODA), and the *Planning Act*, R.S.O. 1990, c. P.13. Pursuant to statute, County policies, and municipal best practice, Legislative Services provides secretariat support to Council, its Committees and various Boards, documents the official record of the actions of Council, and is mandated to manage the County’s records and information holdings.

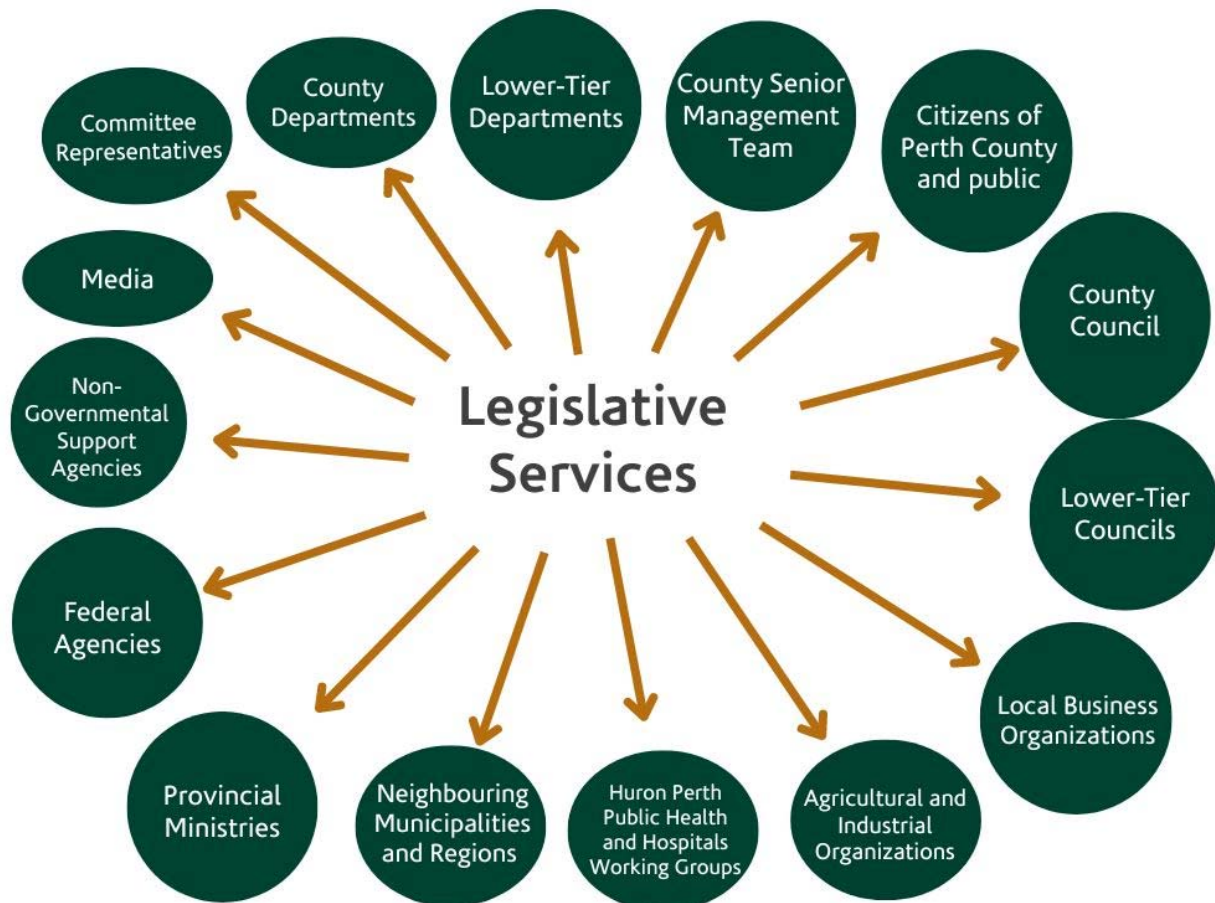
Legislative Services is accountable for ensuring compliance with legislation and fostering public trust and confidence in Perth County government. Legislative Services’ responsibilities include promoting the County’s framework of accountable and transparent governance by responding to public requests for information, ensuring opportunity to access Council, and managing corporate records appropriately. Obligations also include supporting an efficient operational environment where all levels of staff have access to the information that they need to perform their roles, including the provision of recommendations to Council to support informed decision-making.

Legislative Services facilitates corporate information stewardship and openness ensuring that Council, the Chief Administrative Officer, and Senior Management Team have necessary support on protocol, legislated responsibilities, and delegated duties. Legislative Services supports County staff to assist in the management of information, in all forms, throughout its lifecycle, in an open, accountable, accessible, and transparent manner. Efforts are made to ensure that records that can be made publicly available are provided either online or upon request. Legislative Services aims to assist with effective communication, including the activities of Council. The Legislative Services division supports the Management Team to ensure up-to-date and effective policies are in place to undertake administrative activities, including delegation, communications, public notice, and accountability and transparency policies, as well as a public complaints system.

Legislative Services provides advisory services to Council and County departments/divisions to support the corporation in achieving legislative functions, strategic priorities, and good governance.



## Key Customers and Stakeholders



## Core Business Services

- Provide statutory duties/secretariat services for Council and Committees
- Provide orientation and training for new 2022-26 Municipal Council, using budget review process as the foundation for broader Council orientation/leadership development program to continue over Council's term of office
- Provide updates on legislative and regulatory changes which impact Council and organizational/administrative requirements, governance, and reporting
- Manage Accessibility program for Upper and Lower Tiers, including administration and support for Joint Accessibility Advisory Committee, lead organization training and initiatives
- Research and provide parliamentary procedure advice to support Council/Committees
- Participation and administrative support at Management Team meetings
- Draft reports, prepare draft by-laws, agreements, policies, and procedures



- Coordinate administration of corporate Records Management program, including classification, retention, and Electronic Document and Records Management System (EDRMS) (FileHold)
- Manage all aspects of MFIPPA legislation and public access/appeals/complaints
- Exercise delegated authority for the execution of documents and agreements
- Serve as a Commissioner of Oaths under the *Commissioners for Taking Affidavits Act* to County departments and the public
- Coordinate public notices (with the exception of notices prepared under the *Planning Act* by Planning Department staff)
- Provide administrative support to the Perth County Municipal Association, including event planning and organization
- Event planning and hosting duties for Council and corporate sponsored events
- Liaise and undertake joint research/development/implementation of projects with Area Clerks
- Collaborate with Corporate Communications to assist in communicating directly with the public and developing corporate strategies related to division services
- Conduct annual elections for Warden and Deputy Warden
- Track information for annual reporting to Council
- Perform emergency management duties including acting as Alternate CEMC and assisting with scribing duties for business continuity purposes and Emergency Control Group meeting support
- Manage Forestry program on behalf of the County, which includes managing Forestry Contractor, licensing, processing notices of intent, responding to general public inquiries and other agreement renewals
- Coordinate Municipal Election Compliance Audit Committee for municipal election
- Assist with administration of the County Grant Program inclusive of program promotion, receiving applications and providing applicant information to Council for review

### Legislated Standards

- *Accessibility for Ontarians with Disabilities Act 2005, S.O. 2005, c.11 (AODA)*, and O.Reg. 191/11: Integrated Accessibility
- *Ambulance Act*, R.S.O. 1990, c. A.19
- *Commissioner for Taking Affidavits Act*, R.S.O. 1990, c. C.17
- *Coroners Act*, R.S.O. 1990, c. C.37
- *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 and O.Reg. 380/04: Emergency Operations Centre
- *Environmental Protection Act*, R.S.O. 1990, c. E.19
- *Health Protection and Promotion Act*, R.S.O. 1990, c. H.7
- *Municipal Act, 2001*, S.O.2001, c.25 and associated regulations
- *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50
- *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 (MFIPPA)
- *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1
- *Ombudsman Act*, R.S.O. 1990, c. O.6
- *Planning Act*, R.S.O. 1990, c. P.13
- *Police Services Act*, R.S.O. 1990, c. P.15



- *Public Sector and MPP Accountability and Transparency Act, 2014, S.O. 2014, c. 13 - (Bill 8)*

### Additional Standards

- Other Provincial and Federal legislation and regulations
- Case law associated with municipal government matters
- Perth County Strategic Plan
- Perth County Procedure By-law and Delegation of Authority By-law
- Perth County Communication's Plan and Social Media Policy and other County Corporate Policies
- Roberts Rules of Order
- Forest Conservation By-law

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Legislative Services is linked with every Department/Division by providing Council services and assistance in a timely and accurate manner. The Strategic Plan is a key reference which provides guidance in the development of the Legislative Services Business Plan.

The Legislative Services priorities are linked to all five Council's adopted Goals:

- Goal 1 – Growth & Economic Development
- Goal 2 – Regionalization & Service Effectiveness
- Goal 3 – Customer Service Excellence
- Goal 4 – Community Development & Planning
- Goal 5 – Corporate Sustainability

### 2022 Achievements

#### *Council/Legislative Services*

- Updated program documents for programs within Legislative Services, including Commissioning, Forestry, and Accessibility. Program documents also include newly created standard operating procedures
- Maintained Council follow-up items in iCompass to ensure consistent action is taken on Council decisions that provide direction to Staff
- Created program document for Grant Program.
- iCompass training for all new staff hires
- Coordinated Municipal Election Compliance Audit Committee recruitment
- Coordinated Joint Orientation session
- Passed Records Retention By-law and Policy for Records Management program

#### *Forestry*

- Amended ash tree diameter and circumference limits in Schedule A of By-law
- Weed and Tree Inspector contract renewal



### *Records Management*

- Started digitizing active and inactive agreements
- Scanned all Agenda's, Minutes, By-laws from 2012-2022
- Established a comprehensive records management program inclusive of staff training, public access to records, and digitization
- 3 buckets clean up process for electronic records implemented
- Developed and delivered training to records liaisons, managers/supervisors
- Continued program implementation support for County divisions
- Documented records stored in records center, implemented destruction of records past their retention and transfer to archives of permanent records
- Many SOPs drafted and program document development underway
- Utilized modernization funding for Records Management Intern; completed reporting requirements; optimized funding and resources

### *Accessibility*

- Completed quarterly training with Lower Tiers and provided training to internal staff
- Created standardized checklists for site plan reviews
- Provided administrative support to the Joint Accessibility Advisory Committee and assisted with all initiatives brought forward by the Committee
- Completed 13 site plan reviews with Subcommittees (as of November 2022)
- Drafted, published, and circulated Annual Accessibility Update Report on behalf of Perth County and Lower Tier Municipalities
- Coordinated and drafted new Perth County Joint Accessibility Plan (2023-2027)

### *Grant Program*

- Developed Cultivating Opportunity Grant Program policy
- Coordinated promotional strategy in conjunction with Communications Officer
- Developed dedicated webpage on County website
- Created standardized eligibility criteria and scoring matrix

## **Major Initiatives for 2023, 2025, and 2025**

### Council/Legislative Services

- Work with staff to improve efficiency in reports to Council
- Develop and deliver program related orientation/education to Council
- Continue developing and updating the division's comprehensive workplan and program documents, with an emphasis on program evaluation
- Continuation of staff training and professional development to increase total bench strength
- Internal audit of all committees to ensure consistency and compliance

### Records Management

- Continued implementation of records management program and re-evaluation for future efficiencies



## Legislative Services Division

- Migration of department and division records to FileHold for both digital and physical files
- Increase and provide staff support and training in records management practices to ensure consistency corporately
- Decrease office storage of physical files, moving files to out of office storage
- Research and develop workflows within FileHold for corporate processes
- Implement centralized file labelling processes, including bar code scanning
- Creation of public portal for access to public records through iCompass website

### Accessibility

- Outreach to municipal partners to investigate document remediation tools
- Prepare and implement the 2023-2027 Multi-year Accessibility Plan
- Standardize forms in collaboration with Corporate Communications
- Provide continued administrative support to the Joint Accessibility Advisory Committee and assist with Subcommittee reviews, as needed
- Train all staff internally (with focus on Planning) to ensure divisions are aware of their unique responsibilities with regard to accessibility at the County of Perth
- Research and apply for grants that may be applicable to the Accessibility program
- Provide support to Facilities and Public Works divisions as renovations to the Courthouse continue (elevator, Level 2 security, etc.)
- Review existing corporate website content for accessibility and assist Communications with enhancing overall accessibility of website content

### Grant Program

- Compile applications and coordinate administrative processes (in conjunction with Council) for successful applicants
- Roll out new acknowledgement and completion reporting requirements
- Review program, identify areas of improvement

## Program Delivery Plan

How will the program be delivered and at what level?

- Manager of Legislative Services/Clerk, Legislative Services Coordinator/Deputy Clerk, and Legislative Assistant, Front Desk Reception (Part-Time), Records Management Intern (until Feb 2023)
  - Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday.

What changes will impact program delivery in the future?

- Continued implementation of new records management software, policies and procedures
- Requirements for service delivery and improvements to corporate communications
- Schedule and pace of projects undertaken jointly with Lower Tier Clerks
- Service demands from other departments
- Operating budget allocations



- Administrative requirements of installing the 2022-2026 Joint Accessibility Advisory Committee
- Availability of training and professional development resources
- Direction received from the Chief Administrative Officer and Council
- Changes to Provincial or Federal statutes impacting municipal governance or introduction of new legislation or regulations (including accessibility)
- Strengthened enforcement and interpretation of existing legislation including the separation of several county unified processes (Hazard Identification Risk Assessment, critical infrastructure, public education, emergency plan)
- Industry best practices and deemed standards
- Direction received from Council and Chief Administrative Officer, community members, and elected officials' expectations, including:
  - Structure of County operations
  - Policy decisions
  - Service demands from other departments
- Program documents inclusive of standard operating procedures

## Financial Allocation

Service	FTE Requirements by Year			
	2022	2023	2024	2025
Division - Legislative Services				
Total Program FTE Requirements	5.15	3.75	3.75	3.75

## FTE Variances

- The Director of Legal/Corporate Services role equals 0.6 for 2023. This is based on allocation of Director time to the Legislative Services division.
- Legislative Services applied for a modernization grant to cover a Records Management Intern for 2022. The application was accepted, the Province covered 65% of the intern's salary. The remaining 35% was covered from levy stabilization, carrying forward until February 28, 2023.
- The Front Desk Receptionist has been performing receptionist duties for the County. Anecdotal evidence shows that 85% of the public entering the building are doing so for Provincial Offences matters. This role was already accounted for in the 2022 Budget, but it proposed that the salary should be apportioned 85% to Court Services and the remaining 15% to Legislative Services.
- Proposed is the addition of a 0.50 Records Assistant Role to assist the corporation with all records related duties inclusive of data entry, destruction list creation and providing access to the public. This role would be added to the 0.50 Front Desk Reception position creating the combined role of "Central Receptionist/Records Assistant" and will provide reception duties, in addition to filling responsibilities related to records management upon completion of modernization funding in February 28, 2023.



### Training and Development

- Various software updates as required
- Corporate communications training
- Emergency management training
- AMCTO training sessions
- Accessibility WCAG Training
- Records Management Training
- Public Administration training
- Records Management and Privacy Training
- Access and Information Training
- Customer Services Training
- AMCTO Municipal Administrative Professional (MAP) Program

### Comments

Records management will be a focus for the upcoming three to five years for Legislative Services and all departments. The *Public Sector and MPP Accountability and Transparency Act, 2014*, S.O. 2014, c. 13 - Bill 8 introduced amendments to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) which require the establishment of measures to securely retain records. Moving forward, the focus will be to shift records management towards electronic means to achieve reduced paper dependency.

Additions to MFIPPA increase the responsibility to the Head of an institution, establish consequences for individuals maintain records, and add obligations to ensure that corporate records are securely maintained. The development and implementation of a records management plan for both electronic and physical files will require resources from all County departments.

In addition to the focus on the records management program, Legislative Services will concentrate on increasing the accessibility of information and records. It is imperative that the County's information that is available on our public facing platforms be compliant with all accessible standards.

**County of Perth  
12 CLERK  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4060	Conditional Grants - Provincial	\$32,193	\$32,642	\$5,897	(\$26,296)	81.7%	(26,745)	81.93%	\$0	\$0	Modernization funding for Record Management Intern. 65% covered.
4150	Interdepartmental Revenues	\$533,016	\$503,234	\$559,662	\$26,646	(5.0%)	56,428	(11.21%)	\$606,854	\$627,000	
4450	Transfer from Reserve - Levy Stabilizati	\$17,335	\$17,335	\$3,175	(\$14,160)	81.7%	(14,160)	81.68%	\$0	\$0	Fund the remaining portion on Modernization project from Reserve
	<b>Subtotal Revenue :</b>	\$582,544	\$553,211	\$568,734 (2.37%)	(\$13,810)		15,523		\$606,854 6.70%	\$627,000 3.21%	
<b>Expenses</b>											
5000	Salaries	\$411,956	\$402,708	\$340,230	(\$71,726)	(17.4%)	(62,478)	(15.51%)	\$362,189	\$378,791	Includes change to 1 Full time receptionist from Part Time
5010	CPP Expense	\$15,953	\$16,005	\$13,633	(\$2,320)	(14.5%)	(2,372)	(14.82%)	\$14,213	\$14,354	
5020	EI Expense	\$6,364	\$6,689	\$5,247	(\$1,117)	(17.6%)	(1,442)	(21.56%)	\$5,266	\$5,319	
5030	EHT Expense	\$8,033	\$8,211	\$6,634	(\$1,399)	(17.4%)	(1,577)	(19.21%)	\$7,062	\$7,386	
5040	OMERS	\$39,390	\$38,743	\$34,966	(\$4,424)	(11.2%)	(3,777)	(9.75%)	\$39,116	\$41,382	
5060	Health Benefits	\$27,550	\$25,491	\$26,843	(\$707)	(2.6%)	1,352	5.30%	\$30,870	\$31,329	
5100	Advertising	\$1,000	\$0	\$1,000	\$0	0.0%	1,000	0.00%	\$1,000	\$1,000	
5150	Insurance	\$2,408	\$2,385	\$2,736	\$328	13.6%	351	14.72%	\$3,010	\$3,311	
5190	Legal	\$1,500	\$1,408	\$1,500	\$0	0.0%	92	6.53%	\$1,500	\$1,500	
5200	Meal Allowance	\$0	\$42	\$0	\$0	0.0%	(42)	(100.00%)	\$0	\$0	
5210	Memberships	\$1,780	\$2,499	\$1,780	\$0	0.0%	(719)	(28.77%)	\$1,780	\$1,780	
5220	Mileage	\$6,349	\$269	\$0	(\$6,349)	(100.0%)	(269)	(100.00%)	\$0	\$0	Mileage now included in Travel expenses
5230	Miscellaneous Expense	\$100	\$0	\$100	\$0	0.0%	100	0.00%	\$100	\$100	
5250	Office Supplies	\$1,000	\$1,648	\$1,000	\$0	0.0%	(648)	(39.32%)	\$1,000	\$1,000	
5270	Postage	\$150	\$171	\$150	\$0	0.0%	(21)	(12.28%)	\$150	\$150	
5280	Professional Development	\$9,455	\$3,373	\$9,455	\$0	0.0%	6,082	180.31%	\$9,455	\$9,455	
5300	Special Projects	\$5,850	\$3,718	\$5,850	\$0	0.0%	2,132	57.34%	\$5,850	\$5,850	
5310	Subscriptions	\$795	\$356	\$795	\$0	0.0%	439	123.31%	\$795	\$795	
5320	Telecommunications	\$230	\$462	\$230	\$0	0.0%	(232)	(50.22%)	\$230	\$230	
5340	Travel	\$0	\$0	\$6,349	\$6,349	0.0%	6,349	0.00%	\$6,349	\$6,349	New Travel account includes mileage and all other travel costs
5404	Interdepartmental Charges - Rent	\$30,861	\$30,862	\$33,416	\$2,555	8.3%	2,554	8.28%	\$40,099	\$40,099	
6020	Accessibility Advisory Committee	\$11,220	\$8,064	\$9,220	(\$2,000)	(17.8%)	1,156	14.34%	\$9,220	\$9,220	
6565	Weed and Tree Inspections	\$0	\$0	\$67,000	\$67,000	0.0%	67,000	0.00%	\$67,000	\$67,000	Weed and Tree By-Law enforcement returned to Legislative Service Division from Court Services
6580	Public Relations	\$600	\$105	\$600	\$0	0.0%	495	471.43%	\$600	\$600	
	<b>Subtotal Expenses :</b>	\$582,544	\$553,209	\$568,734 (2.37%)	(\$13,810)		15,525		\$606,854 6.70%	\$627,000 3.32%	
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>(\$2)</b>	<b>\$0</b>	<b>\$0</b>		<b>2</b>		<b>\$0</b>	<b>\$0</b>	
				0.00%					0.00%	0.00%	



## Introduction

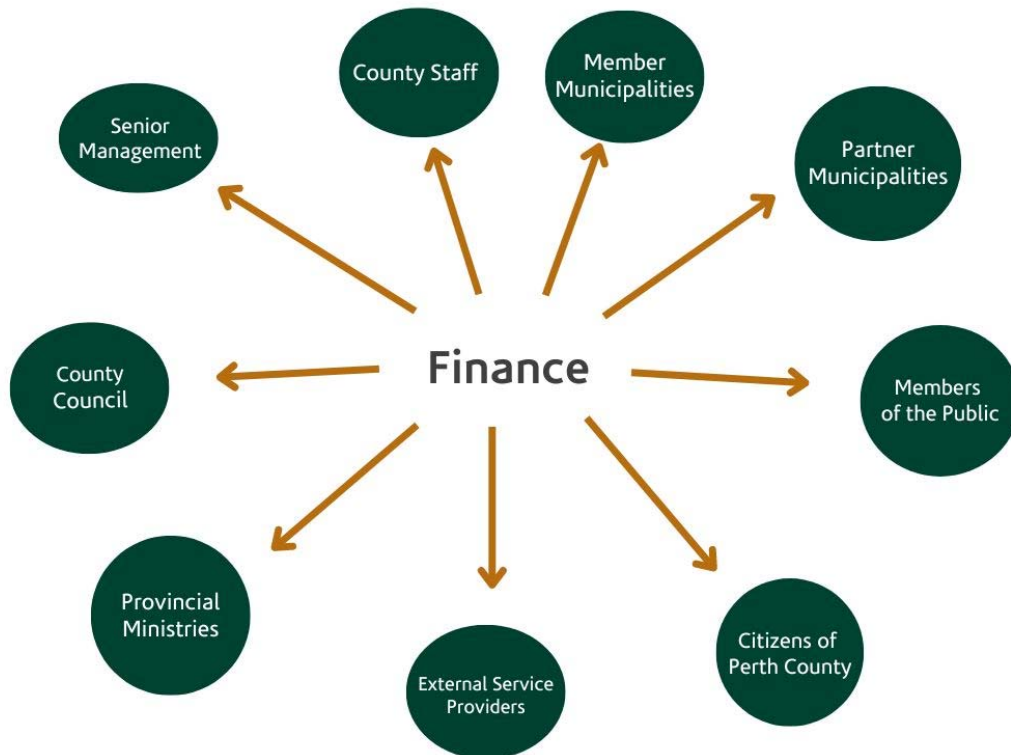
The financial system of any organization is a key tool to ensure that business objectives are carried out in accordance with the policies set forth by Council and all legislative requirements. Strategic financial management allows for greater collaboration by improving data access and providing information and analytic tools to business units for enhanced decision making.

## Service Strategy

Finance's service strategy is to provide a system of financial management and reporting that allows Council to fulfill its fiduciary duty, and to provide timely and relevant financial data to County departments to enable effective management decisions. We are committed to supporting staff, investing in capacity building, and identifying and modelling behaviours which demonstrate:

- Collaboration, mutual respect and productive working relationships
- Courteous, respectful and effective communication
- Innovation and creativity
- A commitment to excellence, professional development and a strategic approach to achieving results
- Personal drive and integrity

## Key Customers and Stakeholders





### Core Business Services

- Administration of annual budget
- Administration of procurement policies
- Advice on financial legislative obligations
- Reserve and reserve fund administration
- Financial impacts and analysis
- Investments and borrowing
- Financial and tax policies and procedures
- Insurance claims
- Financial institutions and other stakeholder relations
- Software support for financial system
- Administration of employee payroll
- Coordination of Asset Management

### Legislated Standards

- *Municipal Act, 2001*, S.O. 2001, c.25 and associated regulations
- Eligible Investment O. Reg. 438/97, as amended
- *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56 (MFIPPA)
- *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c.
- *Public Sector and MPP Accountability and Transparency Act, 2014*, S.O. 2014, c.13 - (Bill 8)
- *Income Tax Act*, R.S.C., 1985, c. 1 (5th Supp.)
- *Wages Act*, R.S.O., 1990, C. W.1
- *Canada Pension Plan Act*, R.S.C., 1985, c.C-8
- *Employment Insurance Act*, S.C. 1996, c.23
- *Ontario Municipal Employees Retirement System Act, 2006*, S.O. 2006, c.2
- *Employment Standards Act*, S.O. 2000, c.41
- Public Sector Accounting Board Handbook
- County of Perth By-laws & Policies

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Finance is linked with every program and service within the Corporation through the ongoing processing of financial obligations and through the provision of financial and budgetary services. As such, its actions link with **Goal 5: Corporate Sustainability**.



## 2022 Goals /Objectives

### 2022 Asset Management Plan – Update (Achieved)

- Finance presented a 2022 updated asset management plan that complies with the O Reg 588/17 requirements required for 2022: Asset management Planning for Municipal Infrastructure, related to linear assets and levels of service requirements.

### Policies – Development (In progress)

- Finance continues to develop financial policies such as Procurement Policy, Reserve and Reserve Fund Policy to come in 2023 year.

### Modernization of process and procedures (In progress)

- Finance is with working with HR and IT to change the process of employee time capture and reduce the time for employee time entry.

## Major Initiatives for 2023

### Policies – Development

- Financial policies allow County Council and staff to adapt to changing political and regulatory environment, and ensure that a framework is in place for future staff, while maintaining transparency and accountability. A refresh of the procurement, fees and charges and a new reserve policy will be part of the work plan for 2023.

### Audit Services Request for Proposal

- Perth County will be going out to the market for Audit Services in 2023.

### Insurance Request for Proposal

- Perth County will be going out to the market for Insurance broker provider to ensure appropriate amount of risk is covered through insurance.

### Leadership Development Training

- Management will continue the journey of leadership development through HR to assist in increase communication, feedback and collaboration.

## Major Initiatives for 2024

### Policies – Development

- Continued policy development in additional policies related to long term financial sustainability.



### County's Comprehensive Asset Management Plan Update

- Asset Management is a major component of the activities of finance and public works. Finance will update the plan in 2024 as required by O. Reg. 588/17: Asset management Planning for Municipal Infrastructure, related to all asset classes and levels of service requirements.

### Major Initiatives for 2025

Policies – Implementation and development of process and procedures linking policies to practice

- Strengthen the County's financial framework and sustainability (i.e. investments, financing & debt). New policies will drive process and procedure development of the Finance Division with the policy framework in place to enhance methodologies for all departments and divisions.

### Program Delivery Plan

How will the program be delivered and at what level?

- 1 Manager of Finance / Treasurer
- 1 Senior Financial Analyst / Deputy Treasurer
- 1 Finance & Payroll Administrator
- 1 Finance & Procurement Analyst
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
  - Amendments to *Municipal Act, 2001*
  - Amendments to Public Sector Accounting Handbook (PSAB)
  - Changes to Generally Accepted Accounting Principles (GAAP)
  - Changes to other Acts and Regulations
- Direction Received from County Council and CAO
  - Structure of County operations
  - Policy decisions
  - Service demands from other divisions
  - Council priorities
- Major Project Outcomes
  - Asset Management Plan update
  - Procurement process review
  - Investment procedure development (Cash flow and investment management)
  - Strategic plan update
  - Records Management processes and procedures



### Financial Allocation

Service	FTE Requirements by Year			
	2022	2023	2024	2025
<b>Finance Division</b>				
Total Program FTE Requirements	4.00	5.10	5.10	5.10

### FTE Variances

- Addition of a Finance Payable and Receivable Clerk to support other divisions and alleviate extra hours worked by current staff and allow staff to take earned vacation and to keep up with the volume of work during the summer months, also with the addition of Record Management this position will assist the finance division related to record management program. This position will also allow staff to perform additional analysis work as the level of support on finance has increased over the past couple of years in response to additional reporting requirements brought on throughout the pandemic and other funding opportunities.

### Training and Development

- Capital Asset Management Training to assist in development of benchmarks and processes within the framework of the County
- Training to familiarize new staff with municipal operations and processes
- Various training workshops pertinent to positions as need/opportunity arises

### Comments

Finance continues to support all Perth County divisions. Additional requirements of the finance division brought on by the pandemic and other funding opportunities has created additional requests for support to assist other divisions. Finance continues to be involved with other numerous County projects.

Finance will continue to develop and refine financial policies that drive process and procedure development to ensure smooth operations in accordance with best practices.

**County of Perth  
22 FINANCE  
2023 OPERATING BUDGET**

	2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>										
4150 Interdepartmental Revenues	\$543,799	\$560,771	\$664,516	\$120,717	(22.2%)	103,745	(18.50%)	\$728,167	\$753,849	
<b>Subtotal Revenue :</b>	\$543,799	\$560,771	\$664,516 22.20%	\$120,717		103,745		\$728,167 9.58%	\$753,849 3.41%	
<b>Expenses</b>										
5000 Salaries	\$347,340	\$368,457	\$439,026	\$91,686	26.4%	70,569	19.15%	\$479,993	\$503,489	Increase 1 FTE within Finance. Accounts Payable & Receivable Clerk
5010 CPP Expense	\$13,726	\$15,873	\$18,723	\$4,997	36.4%	2,850	17.96%	\$20,371	\$20,440	
5020 EI Expense	\$5,335	\$6,226	\$7,138	\$1,803	33.8%	912	14.65%	\$7,367	\$7,367	
5030 EHT Expense	\$6,773	\$7,300	\$8,561	\$1,788	26.4%	1,261	17.27%	\$9,360	\$9,818	
5040 OMERS	\$35,101	\$37,208	\$45,476	\$10,375	29.6%	8,268	22.22%	\$51,315	\$54,746	
5060 Health Benefits	\$26,131	\$26,541	\$36,311	\$10,180	39.0%	9,770	36.81%	\$41,747	\$42,530	
5120 Audit	\$32,560	\$32,826	\$34,560	\$2,000	6.1%	1,734	5.28%	\$34,560	\$34,560	
5130 Consultant Fees	\$4,000	\$0	\$4,000	\$0	0.0%	4,000	0.00%	\$7,000	\$4,000	
5140 Courier	\$70	\$0	\$35	(\$35)	(50.0%)	35	0.00%	\$40	\$45	Based on 5 year averages
5150 Insurance	\$2,368	\$2,346	\$2,773	\$405	17.1%	427	18.20%	\$3,050	\$3,355	
5190 Legal	\$750	\$1,257	\$750	\$0	0.0%	(507)	(40.33%)	\$750	\$750	
5210 Memberships	\$4,050	\$3,570	\$4,175	\$125	3.1%	605	16.95%	\$4,255	\$4,330	
5220 Mileage	\$450	\$557	\$0	(\$450)	(100.0%)	(557)	(100.00%)	\$0	\$0	Moved to Travel expense account
5250 Office Supplies	\$2,600	\$1,737	\$2,300	(\$300)	(11.5%)	563	32.41%	\$2,300	\$2,300	Based on 5 year averages
5260 Photocopying	\$4,500	\$4,147	\$4,200	(\$300)	(6.7%)	53	1.28%	\$4,100	\$4,100	Based on 5 year averages
5270 Postage	\$3,500	\$2,965	\$3,300	(\$200)	(5.7%)	335	11.30%	\$3,250	\$3,250	Based on 5 year averages
5280 Professional Development	\$6,200	\$4,265	\$5,250	(\$950)	(15.3%)	985	23.09%	\$5,300	\$5,350	Travel cost moved to Travel expense line and removed for Professional Development Attendance of PSD User Conferenace,MFOA Annual Conference, Procurement training and Payroll annual updates.
5310 Subscriptions	\$145	\$142	\$145	\$0	0.0%	3	2.11%	\$150	\$150	
5320 Telecommunications	\$248	\$230	\$233	(\$15)	(6.0%)	3	1.30%	\$233	\$233	Based on 5 year average
5340 Travel	\$0	\$0	\$1,700	\$1,700	0.0%	1,700	0.00%	\$1,800	\$1,800	Travel includes Accommodations, meals, parking and Mileage
5404 Interdepartmental Charges - Rent	\$44,072	\$44,072	\$41,930	(\$2,142)	(4.9%)	(2,142)	(4.86%)	\$50,286	\$50,286	
6080 Bank Charges	\$780	\$1,040	\$830	\$50	6.4%	(210)	(20.19%)	\$840	\$850	Based on actuals from previous year
6580 Public Relations	\$100	\$12	\$100	\$0	0.0%	88	733.33%	\$100	\$100	
6740 Technology Services	\$3,000	\$0	\$3,000	\$0	0.0%	3,000	0.00%	\$0	\$0	Accounting Software project - Archive past years to 2018
<b>Subtotal Expenses :</b>	\$543,799	\$560,771	\$664,516 22.20%	\$120,717		103,745		\$728,167 9.58%	\$753,849 3.53%	
<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b> 0.00%	<b>\$0</b>		<b>0</b>		<b>\$0</b> 0.00%	<b>\$0</b> 0.00%	



## Introduction

Public institutions are experiencing an ever-increasing use of current and emerging information technologies. The impacts of the recent pandemic, the rise of the remote workforce and the way the public now expects to interact with their governments have only enforced the way municipalities rely on technology to deliver better and more efficient services.

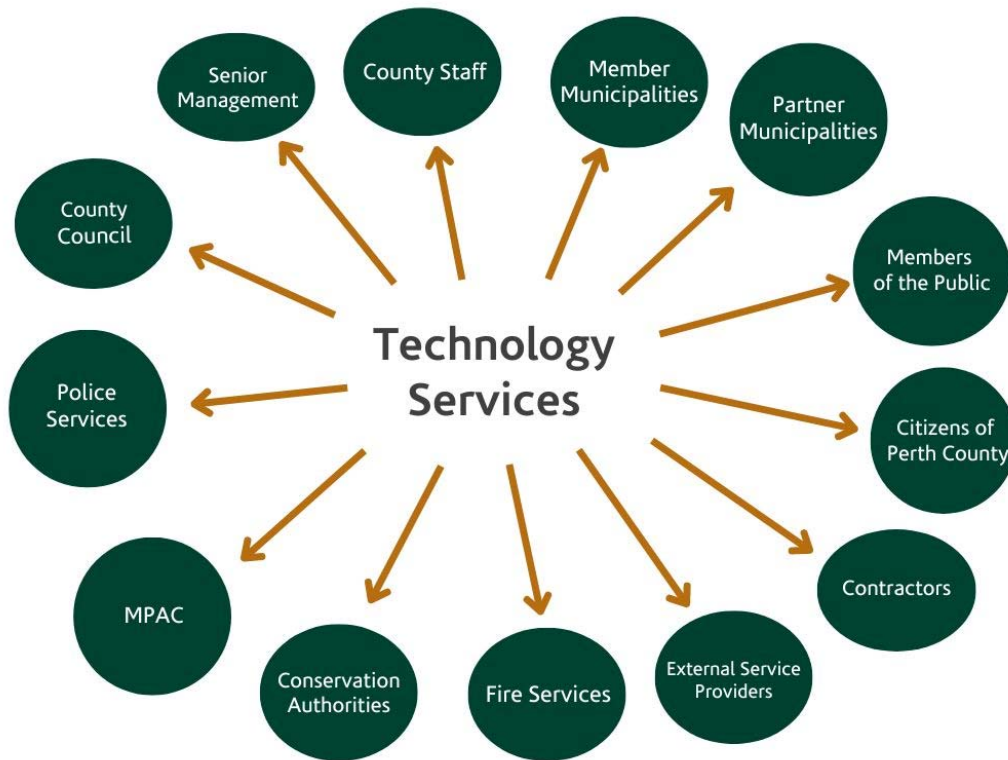
The Technology Services division supports corporate strategic goals and objectives by providing services and solutions that enable staff to deliver municipal services in the most efficient and effective manner that meet the expectations of the modern resident.

## Service Strategy

The Information Technology section provides technology services, support and leadership to County Council, County departments and staff, and liaises with member municipalities and community partners.

The Geographic Information Systems (GIS) section manages all County GIS data which provides accurate property and asset management information to Council, staff and Local Municipalities, as well as the public.

## Key Customers and Stakeholders





### Core Business Services

- Managing Local and Wide Area Networks and all associated services (including high speed internet access, email and directory services)
- Installation and support of all corporate hardware and software (Office Suites, departmental applications, Operating systems, computers, servers, printers, etc.)
- Technical support, assistance and training to all County staff
- Centralized IT purchasing, project management and consultation
- Development and maintenance of Corporate IT Policies, Procedures and Standards
- Communication systems administration and support (telephones and mobile devices)
- Electronic information security and protection (anti-virus, internet security, data backup and disaster recovery)
- Administration and maintenance of the County's public web sites (including web mapping sites)
- Developing and maintaining spatial information data services and providing mapping support to County and Member Municipality departments and the general public.
- System Design, Build and Transition
  - Design and modification of new and existing IT and business services and processes
  - Policy, procedure and system documentation (create and maintain)
  - Design, build and implement all network infrastructures (cabling plants and hardware and software deployment)
- System Operation and Maintenance
  - System security maintenance (anti-virus, email and web monitoring, security policies)
  - Maintenance and support of server infrastructure components (hardware maintenance, software updates)
  - Central data storage protection (backup and restore)
  - Manage physical network infrastructure (monitor usage, purchase/manage assets and IT reserve)
- Service Desk
  - Incident management (break/fix activities)
  - Service and change request management (request for new services or minor system changes)
  - support end-user technology training
  - Hardware warranty and repair (vendor relationships)
- GIS Service
  - Geodatabase administration, data development and management
  - Digital and hard copy map creation, maintenance and publishing
  - Web based GIS system administration and management
  - Design, build and maintain GIS based applications



### Legislated Standards

- *Municipal Act, 2001, S.O. 2001, c.25*
- *Electronic Commerce Act, 2000, S.O. 2000, c.17*
- *Personal Health Information Protection Act, 2004, S.O. 2004, c. 3 (PHIPA)*
- *Municipal Freedom of Information and Privacy Protection Act, R.S.O. 1990, c. M.56 (MFIPPA)*
- *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11*
- World Wide Web Consortium (W3C) Web Standards and Guidelines
- Payment Card Industry (PCI) Data Security Standard
- County of Perth Technology Use Policy and relevant By-laws
- *Employment Standards Act, 2000, S.O. 2000, c.41*
- Canada's anti-spam legislation (CASL), S.C. 2010, c. 23

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Technology Services is linked with every program and service within the Corporation through the ongoing development, provision and support of technology services and processes.

By embracing technology to effectively deliver services to staff and residents, its actions link with **Goal 3: Customer Service Excellence** and **Goal 5: Corporate Sustainability** of the County's 2019-2022 strategic plan.

### 2022 Achievements

- 11 locations all connected via Wide Area Network
- 186 technology users
- 106 computers and 24 printers
- 24 server systems hosted on 11 physical servers
- Telecom infrastructure including 94 telephone sets and 41 mobile devices
- 45+ end-user specific productivity software applications
- Network infrastructure of fibre optics, cable, ADSL2+, dedicated VLANs, including 25+ interconnected devices including switches, routers and wireless access points

### 2022 Goals/Objectives

#### POA Hybrid Court Setup (Complete)

- Updated the current online system design and processes to enable a hybrid court accommodating both online and in-person court sessions.

#### IT & GIS Strategic Plan development and delivery (Complete)

- Completed the development, delivery and presentation of a comprehensive IT and GIS Strategic Plan to guide the division into the future



### System enhancements and changes linked to cyber insurance program (Complete)

- Certain system enhancements and development completed to further protect the organization and improve our cyber-security stance

### Process Improvement – Timesheets (Complete)

- A project lead by IT, involving HR and Finance to streamline a manual timesheet process reducing paper waste and improving efficiencies

### Backup and Recovery System Enhancements (Complete)

- Upgraded the backup system software and storage hardware while introducing an offsite backup component. The project improved both the corporation's security stance and recovery abilities

### Next Generation 911 GIS Requirements (In-progress)

- GIS reviewed and updated several key data sets (addresses and roads) for validation in order to meet the current requirements set out for the upcoming Next Generation 911 system rollout

### New Official Plan GIS Updates (In-progress)

- GIS completed several web mapping projects as part of the new Official Plan development project. Projects included building web maps for site specific validation and Public Natural Environment Consultation

## Major Initiatives for 2023

### Upgrade VoIP telephone system software

- A new system and client software package will be rolled out to the Courthouse, Archives, Paramedic Services HQ, 1 Ontario and Public Works Mitchell locations. Staff training on the new software to be provided.

### Electronic Signatures Deployment

- Deploy an e-signature service employing technology to improve the efficiency of current document signing processes.

### Upgrade GIS system software

- Upgrade the desktop and server system software that make up the GIS web, database and publishing environment

### Facilities Construction Project Requirements

- Plan, design and manage all IT related building requirements for both the Courthouse elevator and 5 Huron site projects including, data cabling, data centre, wifi systems, audio visual, telephone, building access and video security systems.



### Planning Application Tracking System

- A project involving IT, GIS and Planning to introduce a new digital Planning Application Tracking system.

### Open Data Portal

- Develop an open data sharing portal providing public access to a variety of municipal geospatial and tabular data.

### Update Perth County Road Map

- Collaborate with Communications to update, publish to the web and printed format an updated Perth County Road map

## Program Delivery Plan

How will the program be delivered and at what level?

- 1 Manager of Technology Services
- 1 IT Operations and Security Supervisor
- 1 IT Support Technician
- 1 GIS Coordinator
- 1 GIS Planning Technician
- 1 GIS Technician
- Contract labour as defined in the project scopes
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

What changes will impact program delivery in the future?

- Changes mandated by other levels of government
  - Changes to other Acts and Regulations (i.e. *Accessibility for Ontarians with Disabilities Act*)
- Direction Received from County Council and CAO
  - Structure of County operations and services
  - Policy decisions
  - Service demands from other departments, member municipalities and the public
  - Amendments to *Municipal Act, 2001* or other legislative standards noted above.
- Major Project Outcomes
  - Strategic plan update
  - Service Delivery Reviews



### Financial Allocation

Service	FTE Requirements by Year			
	2022	2023	2024	2025
<b>Technology Services Division</b>				
<b>Total Program FTE Requirements</b>	<b>6.34</b>	<b>6.44</b>	<b>6.44</b>	<b>7.44</b>

### FTE Variances

- No changes in the number of staffing planned for 2023. The current IT and GIS Strategic Plan recommends additional resources should be considered in the areas of network support and business analysis in order to meet the growing demand for new services and to maintain effective service levels.

### Training and Development

- Various training workshops pertinent to positions as need/opportunity arises
- Current core infrastructure systems (i.e. Microsoft technologies, Exchange, Windows server, SQL server, ESRI technologies, GeoCortex and desktop operating systems)

### Comments

The County continues to increase its use of and dependence on technology and GIS systems. Every service we offer by every department and division uses technology in some way to deliver that service. The reliance of technology, as well as the increasing demand for GIS services (from County, Member Municipality staff and the public), requires a commitment to ensure the appropriate level of resources required by the division to maintain current service levels and meet current and future demands for services. Technology Services must remain flexible in its approach to yearly projects in order to accommodate the priorities of the business to meet all strategic goals.

Other budget activities as listed in the 2023-2025 Technology Services Division budget reflect no change in the ongoing operations of the Division.

**County of Perth  
23 TECHNOLOGY SERVICES  
2023 OPERATING BUDGET**

	2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments	
<b>Revenue</b>											
4070	Other Municipal	\$70,703	\$84,812	\$77,000	\$6,297	(8.9%)	(7,812)	9.21%	\$77,000	\$77,000	
4150	Interdepartmental Revenues	\$949,652	\$859,483	\$1,118,532	\$168,880	(17.8%)	259,049	(30.14%)	\$1,182,530	\$1,216,838	
4464	Transfer from Reserve - Computer System	\$0	\$0	\$0	\$0	0.0%	0	0.00%	\$0	\$17,000	
4470	Transfer from Reserve - Modernization Gr	\$0	\$43,619	\$0	\$0	0.0%	(43,619)	100.00%	\$0	\$0	
4480	Transfer from Reserve - COVID (Safe Rest	\$25,073	\$25,073	\$0	(\$25,073)	100.0%	(25,073)	100.00%	\$0	\$0	
	<b>Subtotal Revenue :</b>	\$1,045,428	\$1,012,987	\$1,195,532	\$150,104		182,545		\$1,259,530	\$1,310,838	
				14.36%					5.35%	3.91%	
<b>Expenses</b>											
5000	Salaries	\$429,545	\$364,359	\$522,236	\$92,691	21.6%	157,877	43.33%	\$559,878	\$583,786	
5010	CPP Expense	\$17,477	\$14,205	\$22,566	\$5,089	29.1%	8,361	58.86%	\$24,409	\$24,801	
5020	EI Expense	\$6,894	\$5,547	\$8,671	\$1,777	25.8%	3,124	56.32%	\$9,067	\$9,104	
5030	EHT Expense	\$8,376	\$7,089	\$10,184	\$1,808	21.6%	3,095	43.66%	\$10,918	\$11,383	
5040	OMERS	\$43,144	\$36,602	\$52,450	\$9,306	21.6%	15,848	43.30%	\$57,339	\$60,664	
5060	Health Benefits	\$32,498	\$22,809	\$42,988	\$10,490	32.3%	20,179	88.47%	\$48,977	\$49,761	
5110	Amortization Expense	\$160,000	\$159,999	\$160,000	\$0	0.0%	1	0.00%	\$160,000	\$160,000	
5111	Capital Renewal Expense	\$5,000	\$5,001	\$10,000	\$5,000	100.0%	4,999	99.96%	\$10,000	\$15,000	
5150	Insurance	\$2,484	\$2,460	\$3,430	\$946	38.1%	970	39.43%	\$3,773	\$4,150	
5210	Memberships	\$520	\$454	\$520	\$0	0.0%	66	14.54%	\$520	\$540	
5220	Mileage	\$500	\$281	\$0	(\$500)	(100.0%)	(281)	(100.00%)	\$0	\$0	
5250	Office Supplies	\$1,000	\$988	\$1,000	\$0	0.0%	12	1.21%	\$1,000	\$1,000	
5280	Professional Development	\$7,000	\$6,106	\$7,000	\$0	0.0%	894	14.64%	\$7,000	\$7,000	
5320	Telecommunications	\$1,000	\$963	\$1,400	\$400	40.0%	437	45.38%	\$1,400	\$1,400	
5332	Telephone/Internet	\$39,000	\$37,170	\$39,000	\$0	0.0%	1,830	4.92%	\$39,000	\$39,000	
5340	Travel	\$0	\$0	\$400	\$400	0.0%	400	0.00%	\$400	\$400	
5404	Interdepartmental Charges - Rent	\$21,287	\$21,287	\$8,687	(\$12,600)	(59.2%)	(12,600)	(59.19%)	\$20,849	\$20,849	
6010	911/Mun Addressing Expense	\$2,000	\$6,507	\$6,000	\$4,000	200.0%	(507)	(7.79%)	\$6,000	\$6,000	911 and intersection road sign expense costs recovered directly from member municipalities
6330	Hardware Maintenance	\$16,000	\$25,421	\$17,000	\$1,000	6.3%	(8,421)	(33.13%)	\$17,000	\$34,000	
6400	Licensing - General	\$130,000	\$128,839	\$149,000	\$19,000	14.6%	20,161	15.65%	\$149,000	\$149,000	Yearly service increases and new licensing for email, and mobile device security and GIS software
6470	Network Support	\$28,000	\$27,777	\$32,000	\$4,000	14.3%	4,223	15.20%	\$32,000	\$32,000	Additional Zoom costs and Cyber-Awareness training for staff
6600	Radio Maintenance	\$70,703	\$70,585	\$72,000	\$1,297	1.8%	1,415	2.00%	\$72,000	\$72,000	Annual license and tower rental fee increases
6720	Contractor	\$0	\$43,619	\$0	\$0	0.0%	(43,619)	(100.00%)	\$0	\$0	
6828	Website Maintenance	\$23,000	\$24,922	\$29,000	\$6,000	26.1%	4,078	16.36%	\$29,000	\$29,000	Annual service cost increases and addition of modules for Economic Development
	<b>Subtotal Expenses :</b>	\$1,045,428	\$1,012,990	\$1,195,532	\$150,104		182,542		\$1,259,530	\$1,310,838	
				14.36%					5.35%	4.07%	
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$3</b>	<b>\$0</b>	<b>\$0</b>		<b>(3)</b>		<b>\$0</b>	<b>\$0</b>	
				0.00%					0.00%	0.00%	



### Introduction

In Ontario, the court system comprises three distinct courts: the Ontario Court of Justice, the Superior Court of Justice, and the Ontario Court of Appeal. The Provincial Offences Division of the Corporate Services Department operates the Provincial Offences (POA) court, which is a division of the Ontario Court of Justice.

The purpose of the Provincial Offences Division is to provide administrative support to:

- the Ontario Court of Justice – Provincial Offences Court
- the judiciary
- other court offices
- general public
- enforcement agencies
- legal profession

The Provincial Offences Division answers inquiries and responds to requests from the general public in relation to offences committed under the legislation governed by the *Provincial Offences Act*. There is a large volume of data entry and processing of payments. Accuracy is of paramount importance to this office since errors can affect a large number of stakeholders.

The Provincial Offences Division administers charges, conviction, and enforcement for over 150 statutes. While the greatest volume of charges is under the *Highway Traffic Act*, R.S.O. 1990, c. H.8, other administered charges are under statutes such as the *Compulsory Automobile Insurance Act*, R.S.O. 1990, c. C.25, *Liquor Licence Act*, R.S.O. 1990, c. L.19, *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1, *Retail Sales Tax Act*, R.S.O. 1990, c. R.31, *Environmental Protection Act*, R.S.O. 1990, c. E. 19, *Cannabis Act*, S.C. 2018. C. 16, etc., and all municipal by-laws and parking.

As part of the Local Service Realignment Review of 2000, Provincial Offences Administration was downloaded from the Province in March 2000 through a Memorandum of Understanding between the Ministry of the Attorney General and the County of Perth. The County of Perth also entered into an inter-municipal Service Agreement with the municipalities within the geographic Perth County, formalizing the County of Perth as the service provider for the Provincial Offences Court.

### Service Strategy

The primary function of the division is to serve the Ontario Court of Justice – Provincial Offences. The division prioritises customer service. Clerks provide professional, accurate, impartial, and timely service in the following order:

1. Person present at the counter.
2. Telephone.
3. Fax/e-mail/voice mail/correspondence.

The priority of service is reinforced throughout training and operations. The County of Perth Provincial Offences Court Services Division has opted in to the Early Resolution System, which means that defendants are given the



opportunity to meet with the prosecutor to attempt to resolve their matter rather than going directly to trial. The Municipal Prosecutor has been provided a separate office to facilitate these private resolution meetings.

Since 2020, the meetings with the municipal prosecutor have been held by telephone. Any agreements that are reached are then adjourned to a remote court date (hybrid platform) where the plea is taken and the amendment formalized by the Justice of the Peace who may be presiding in-person or remotely.

Staff has completed training in “Accessible Customer Service”. The staff schedule interpreters as requested by the defendant or as ordered by the court. The right to adequate court interpretation is entrenched in the Canadian Charter of Rights and Freedoms. Twice a year, the Court provides a bilingual Justice of the Peace and all French trial requests are scheduled for these dates.

Legislative changes have modernized many Court processes. Documents and applications can be filed by e-mail. Defendants can elect whether to proceed with their appearance in person or remotely. Perth County’s virtual courtroom system step up is hybrid, meaning the courtroom is capable of hosting in-person and online hearings and a combination of both in-person and online appearances.

## Key Customers and Stakeholders





### Core Business Services

- Court Monitor, Court Reporter, Clerk of the Court, Zoom facilitator
- Trial and court appearance coordination of resources and availability of judiciary, crown and defendant(s)
- Preparation of transcripts in accordance with Ministry of Attorney General standards when resources permit. Larger transcripts are sent out for production.
- Court administration: case management, tracking courtroom utilization.
- Cashier, processing payments: balancing daily cash receipts
- Providing explanation of options to defendant
- Providing application forms (extension, reopening, appeal)
- Monitoring payment plans, mailing out collection notices, enforcing defaulted fines
- Monitoring performance of collection agencies
- Preparing statistical information as required by the Regional Senior Justice of the Peace
- Bookkeeper: balancing all monies, investigating incorrect payments and balancing month-end

### Legislated Standards

- *Provincial Offences Act*, R.S.O. 1990, c. P. 33
- 150 Statutes that are administered by the Provincial Offences Court
- *Evidence Act*, R.S.O. 1990, c. E.23
- *Municipal Act, 2001*, S.O. 2001, c.25
- Payment Card Industry Data Security Standard
- County of Perth By-laws & Policies
- *Municipal Freedom of Information and Protection of Privacy Act*. R.S.O. 1990, c. M.56 (MFIPPA)
- *Employment Standards Act, 2000*, S.O. 2000, c. 41
- Ministry of Attorney General Best Practices

### Key Linkages with the Strategic Plan and Achievements of the 2022 Program

The Provincial Offences Division collects fine revenue and operates the Provincial Offences Court on behalf of our local municipal partners.

Court dockets are reconciled to ensure accuracy. Deposits are reconciled daily. Monthly analysis by location of offence ensures that these funds are distributed in accordance with the local side agreement between all Perth County municipalities.

As such, the Division's actions link with **Goal 2: Regional & Service Effectiveness** and **Goal 3: Customer Service Excellence**, of the County's 2019-2022 Strategic Plan.

The Division continues to work as efficiently as possible. By adopting an electronic document policy, the Division has made the court more conveniently accessible. Daily and monthly reports are received and stored electronically resulting in a reduction of the amount of paper used and consequentially the amount of storage required.



Staff sends court appearance notices and correspondence by e-mail when we have permission from the recipient to do so.

An Assistant to the Prosecutor was hired in June 2022. The Assistant to the Prosecutor is responsible for receiving and processing the electronic briefs, providing disclosure, scheduling meetings, and preparing all documents for the Municipal Prosecutor.

The Division has also had the benefit of hiring an Administrative Assistant on contract to assist with administrative tasks such as receiving incoming mail, applying payments, inputting certificates of offence, and answering inquiries and responding to requests from the general public, as well as providing back-up duties for central reception.

In October 2022, the Division introduced a part-time Court Reporter on contract to assist on court days (Tuesdays) when additional staff is most needed and to assist with moving through the backlog of files from COVID-19.

### **2023, 2024, 2025 Major Initiatives**

Due to the COVID-19 Pandemic, the Provincial Offences Courts were closed to in person appearances by order of the Chief Justice from March 15, 2020 up to and including September 2021. This direction had a profound impact on operations and required substantial adjustments to the Division's operating procedures, including audio courts and virtual appearances. The Perth County Provincial Offences Court uses Zoom for remote appearances. The use of Zoom allows defendants to appear by video or audio on their scheduled appearance date.

The Province mandated that Provincial Offences Courts must accommodate a defendant's selection of either an in-person or virtual appearance, if the offence date is July 15, 2022 or later. Accordingly, Perth County's IT department worked diligently to ensure that the courtroom is a fully-functional hybrid courtroom, capable of hosting in-person and online hearings and a combination of both in-person and online appearances.

In November 2021, Clerks assumed the responsibility for registering convictions for failing to respond and granting extensions. Clerks received training and established best practices and protocols.

In 2023 and 2024, the Division will be further investigating the devolution of prosecution of Part III matters and providing Council with information regarding the potential to implement an Administrative Penalty System, including the installation of school bus arm cameras.

### **Program Delivery Plan**

How will the program be delivered and at what level?

- 1 Manager of Court Services
- 3 Court Services Clerks
- 1 Assistant to the Prosecutor
- 1 Court Services Administrative Assistant



- 1 Contract Court Reporter
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
  - Amendments to *Municipal Act, 2001*
  - Amendments to *Provincial Offences Act*
    - Bill 177, *Stronger, Fairer Ontario Act (Budget Measures), 2017*
  - Changes to other Acts and Regulations
- Download of Part III Prosecutions to the Municipal Partner
- Direction Received from County Council and CAO
  - Structure of County operations
  - Policy decisions

### Financial Allocation

Service	FTE Requirements by Year			
	2022	2023	2024	2025
<b>Provincial Offences Administration Division</b>				
<b>Total Program FTE Requirements</b>	<b>6.33</b>	<b>6.95</b>	<b>6.95</b>	<b>6.95</b>

### FTE Variances

- Changes to document management and hybrid appearances have created more work for staff.
- Change to staffing level: POA is requesting authorization to retain the position of Administrative Assistant, which was created on a short-term basis, as well as the part-time Court Reporter, who was hired on a contract to provide additional support on court days (Tuesdays).

### Training and Development

- Clerk/Monitor training, ICON training
- Trial Coordinator Meetings
- Municipal Court Manager’s Association Conference
- MCMA Committee Meetings
- Annual MCMA-POA Collections Conference



- Attendance at any training, conference, or meeting will depend on the outcome of the pandemic. As of this moment, all meetings are attended remotely.

### Comments

Revenue for the Provincial Offences Division is difficult to predict as it relies upon a number of factors. Budgeted revenue and net distribution are based on a 5-year average. Final revenue distribution is based on the actual location of the offence which is calculated monthly. At year end, the net revenue is distributed according to the intermunicipal service agreement between the Town of St. Marys, the City of Stratford and the County of Perth. Perth County revenue is then further distributed to the member municipalities based on weighted assessment.

Under section 1.3.2 of the Memorandum of Understanding, the County is responsible for providing a Municipal Prosecutor for proceedings under Part I of the *Provincial Offences Act*.

On August 2, 2017, the Province notified the C.A.O. that they will be proceeding with the download of most Part III prosecutions (more serious provincial offences matters) to the municipal partners. This is projected to increase our prosecution expenses by 51% per year. Part III matters are the more complex cases and more serious charges. Every person charged under Part III is summoned to court and in all cases where a person does not appear for court, an ex-parte trial is required in order to register a conviction. More preparation time is required and more court time is required for each Part III case. In March 2022, Provincial Offences was provided with the option from the Ministry of the Attorney General to accept the transfer of the prosecution of Parts III and IX matters. Perth County declined the transfer to minimize the amount of change and pressure on the public, staff, and the court system, particularly with the ongoing elevator construction and lack of space within the building.

The Municipal Prosecutor has provided prosecution services to the County for Part I prosecutions and to the Crown for Part III prosecutions for an extended period of time. This has proven to be a more efficient way to deliver the service from an operational standpoint. The download, when it eventually happens, will increase costs and demands on the Division.

**County of Perth  
24 PROVINCIAL OFFENCES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4220	Fines	\$1,470,000	\$1,550,833	\$1,518,000	\$48,000	(3.3%)	(32,833)	2.12%	\$1,541,000	\$1,556,000	Projection is based on 10 Year average, eliminating the effects of the Pandemic.
4230	Fines - Other Court Areas	\$123,000	\$134,887	\$125,000	\$2,000	(1.6%)	(9,887)	7.33%	\$125,000	\$125,000	
4280	Interest Income	\$5,500	\$15,044	\$7,000	\$1,500	(27.3%)	(8,044)	53.47%	\$8,000	\$9,000	
<b>Subtotal Revenue :</b>		\$1,598,500	\$1,700,764	\$1,650,000 3.22%	\$51,500		(50,764)		\$1,674,000 1.45%	\$1,690,000 0.95%	
<b>Expenses</b>											
5000	Salaries	\$416,480	\$404,871	\$465,771	\$49,291	11.8%	60,900	15.04%	\$503,944	\$532,995	
5010	CPP Expense	\$20,755	\$20,966	\$23,089	\$2,334	11.2%	2,123	10.13%	\$25,155	\$25,841	
5020	EI Expense	\$8,226	\$9,074	\$8,970	\$744	9.0%	(104)	(1.15%)	\$9,452	\$9,707	
5030	EHT Expense	\$8,121	\$8,309	\$9,082	\$961	11.8%	773	9.30%	\$9,827	\$10,394	
5040	OMERS	\$38,290	\$31,496	\$38,404	\$114	0.3%	6,908	21.93%	\$42,772	\$50,778	
5060	Health Benefits	\$36,575	\$23,182	\$39,231	\$2,656	7.3%	16,049	69.23%	\$44,264	\$51,886	
5140	Courier	\$500	\$0	\$500	\$0	0.0%	500	0.00%	\$500	\$500	
5150	Insurance	\$2,781	\$2,747	\$2,901	\$120	4.3%	154	5.61%	\$3,191	\$3,510	
5190	Legal	\$15,000	\$0	\$2,000	(\$13,000)	(86.7%)	2,000	0.00%	\$2,000	\$2,000	
5210	Memberships	\$208	\$204	\$208	\$0	0.0%	4	1.96%	\$208	\$208	
5220	Mileage	\$1,000	\$0	\$0	(\$1,000)	(100.0%)	0	0.00%	\$0	\$0	
5250	Office Supplies	\$3,500	\$5,137	\$3,500	\$0	0.0%	(1,637)	(31.87%)	\$3,500	\$3,500	
5260	Photocopying	\$2,826	\$3,728	\$2,826	\$0	0.0%	(902)	(24.20%)	\$2,826	\$2,826	
5270	Postage	\$3,000	\$1,381	\$3,000	\$0	0.0%	1,619	117.23%	\$3,000	\$3,000	
5280	Professional Development	\$2,700	\$25	\$2,700	\$0	0.0%	2,675	10,700.00%	\$2,700	\$2,700	
5310	Subscriptions	\$1,780	\$2,035	\$1,780	\$0	0.0%	(255)	(12.53%)	\$1,780	\$1,780	
5320	Telecommunications	\$0	\$76	\$0	\$0	0.0%	(76)	(100.00%)	\$0	\$0	
5340	Travel	\$0	\$0	\$1,000	\$1,000	0.0%	1,000	0.00%	\$1,000	\$1,000	
5402	Interdepartmental Charges - Overhead	\$130,055	\$121,131	\$157,546	\$27,491	21.1%	36,415	30.06%	\$163,680	\$173,559	
5404	Interdepartmental Charges - Rent	\$94,815	\$94,814	\$102,250	\$7,435	7.8%	7,436	7.84%	\$102,250	\$102,250	
6080	Bank Charges	\$20,000	\$24,259	\$20,000	\$0	0.0%	(4,259)	(17.56%)	\$20,000	\$20,000	
6140	Collection Charges	\$78,000	\$39,601	\$78,000	\$0	0.0%	38,399	96.96%	\$78,000	\$78,000	
6170	Dedicated Fines	\$4,000	\$8,310	\$4,000	\$0	0.0%	(4,310)	(51.87%)	\$4,000	\$4,000	
6240	Fines - Other Court Areas	\$121,000	\$77,229	\$121,000	\$0	0.0%	43,771	56.68%	\$121,000	\$121,000	
6260	Fines - County	\$55,417	\$147,818	\$47,157	(\$8,260)	(14.9%)	(100,661)	(68.10%)	\$26,154	\$15,437	Fine Distribution 5 year average 63.09%
6270	Fines - St. Marys	\$3,355	\$18,131	\$3,359	\$4	0.1%	(14,772)	(81.47%)	\$1,863	\$1,100	Fine Distribution 5 year average 4.49%
6280	Fines - Stratford	\$28,018	\$110,864	\$24,228	(\$3,790)	(13.5%)	(86,636)	(78.15%)	\$13,437	\$7,931	Fine Distribution 5 year average 32.41%
6560	Prosecution Expense	\$106,000	\$88,603	\$121,000	\$15,000	14.2%	32,397	36.56%	\$121,000	\$121,000	
6565	Weed and Tree Inspections	\$53,000	\$65,528	\$0	(\$53,000)	(100.0%)	(65,528)	(100.00%)	\$0	\$0	
6570	Provincial Administration Charges	\$79,500	\$94,646	\$79,500	\$0	0.0%	(15,146)	(16.00%)	\$79,500	\$79,500	
6720	Contractor	\$0	\$0	\$23,400	\$23,400	0.0%	23,400	0.00%	\$23,400	\$0	Contract Court Recorder
6740	Technology Services	\$9,989	\$9,321	\$9,989	\$0	0.0%	668	7.17%	\$9,989	\$9,989	
6750	Tickets/Forms/Supplies	\$9,500	\$12,960	\$9,500	\$0	0.0%	(3,460)	(26.70%)	\$9,500	\$9,500	
6780	Transcript Expense	\$1,000	\$114	\$1,000	\$0	0.0%	886	777.19%	\$1,000	\$1,000	
6810	Victim Fine Surcharge	\$236,609	\$271,909	\$236,609	\$0	0.0%	(35,300)	(12.98%)	\$236,609	\$236,609	
6850	Witness/Interpreter Fees	\$6,500	\$2,297	\$6,500	\$0	0.0%	4,203	182.98%	\$6,500	\$6,500	
<b>Subtotal Expenses :</b>		\$1,598,500	\$1,700,766	\$1,650,000 3.22%	\$51,500		(50,766)		\$1,674,001 1.45%	\$1,690,000 0.96%	
<b>Net Levy Requirement</b>		<b>\$0</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>		<b>(2)</b>		<b>\$1</b>	<b>\$0</b>	
				0.00%					0.00%	(100.00%)	



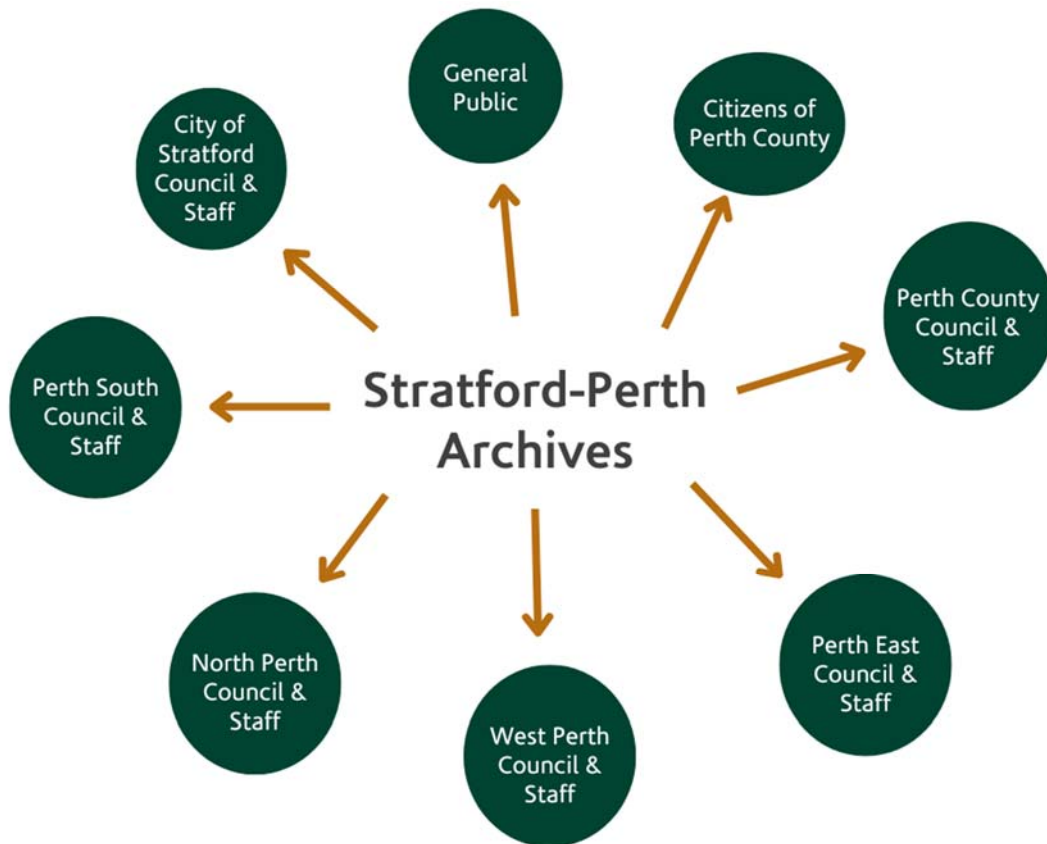
## Introduction

Stratford-Perth Archives is the municipal archives for permanently valuable records created by the City of Stratford, the County of Perth and the County’s member municipalities of Perth East, Perth South, North Perth and West Perth.

## Service Strategy

Stratford-Perth Archives supports efficient and effective governance by preserving and providing timely access to historical records for municipal staff, elected officials, the public and media. Stratford-Perth Archives supports transparent and accountable government by capturing key evidence of local government decisions and activities and making it available to citizens, now and in the future.

## Key Customers and Stakeholders



## Core Business Services

Stratford-Perth Archives identifies, acquires, preserves and promotes access to municipal government and local community archival records documenting the history of the County of Perth, the Municipalities of Perth South,



West Perth, Perth East and North Perth, the City of Stratford, their predecessors and their agencies, boards and commissions.

For 2023 and beyond, the goal of Stratford-Perth Archives is to provide professional archives service with specific objectives addressing the core functions of:

#### Service to Municipal Governments

- Support transparent and accountable government for Stratford and Perth County residents
- Information management through permanent records transfers and appraisal of long-term value of other government records and information
- Reference and research service to support policy development and maintain corporate memory

#### Collections Management and Development

- Appraise and acquire information
- Curate rare book and reference library
- Maintain optimal storage conditions for all collections
- Disaster prevention and response plan addressing Stratford-Perth Archives' specialized needs
- Reappraise collections as needed

#### Cataloguing and Digitization

- Digitize government records and community collections to protect original records and facilitate access via the website and/or public computers in the reading room
- Catalogue collections according to professional standards

#### Reference and Research Service

- Monitor reference and research requests and co-ordinate responses
- Complete photograph and document scanning requests for researchers
- Operate accessible public reading room

#### Public Outreach

- Encourage use of Stratford-Perth Archives collections for research, community celebrations and marketing local businesses via exhibits and other public events
- Collections development through outreach to local businesses, organizations and families, publicizing the benefits of donating records to Stratford-Perth Archives

### Legislated Standards

Municipal records in Ontario are subject to a variety of legislation dictating how they are created, accessed and, in some cases, preserved in perpetuity.

- *Municipal Act, 2001*, S.O. 2001, c.25
- Canada Revenue Agency (CRA) – Keeping Records (Canada – RC4409)
- Books & Records Retention/Destruction (Canada – IC78-10R3)



- CGSB 72-11-93 Microfilm & Electronic Images as Documentary Evidence
- CGSB 72-34-2005 Electronic Records as Documentary Evidence
- *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c. 5 (PIPEDA)
- *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 (MFIPPA)
- *Evidence Act*, R.S.O. 1990, c. E.23
- *Canada Evidence Act*, R.S.C., c. C-5
- *Electronic Commerce Act*, 2000, S.O. 2000, c. 17
- Records Disposition Authority No. 96/023 – Records Relating to Electronic Imaging
- *Assessment Act*, R.S.O. 1990, c. A.31
- *Vital Statistics Act*, R.S.O. 1990, c. V.4
- *Education Act*, R.S.O. 1990, c.E.2
- *Archives and Records Keeping Act*, 2006, S.O. 2006, c. 34, Sched. A
- *Copyright Act*, R.S.C. 1985, c. C-42
- County of Perth By-laws and Policies
- Member Municipalities' By-laws and Policies
- City of Stratford By-laws and Policies
- [Association of Canadian Archivists' Code of Ethics](#)

## Key Linkages with Strategic Plan and Achievements of the 2022 Program

Stratford-Perth Archives is linked with every program and service within the County of Perth, member municipalities and the City of Stratford and their agencies, boards and commissions. This connection is fostered through the ongoing processing of records and information obligations to ensure transparent and accountable government to Stratford and Perth County residents.

As a public facility open to citizens accessing information about local governments and researchers from around the world operated as a shared service between 6 local municipalities, Stratford-Perth Archives' actions particularly link with strategic goals relating to Regionalization and Service Effectiveness, Customer Service Excellence, Community Development and Corporate Sustainability.

### 2022 Achievements

#### Service to Municipal Governments

- These are on-going, core functions of the Division. Archives staff have responded to research queries from all 6 of the sponsoring municipalities this year, either in support of their own operations or to respond to FOI requests.
  - Reference and research service to support policy development and maintain corporate memory for sponsoring local governments.
- In 2022, Archives staff have focussed on creating a comprehensive catalogue of all records in our holdings that have been transferred from the City of Stratford and supporting Perth County's records management initiative. This project will continue in 2023.
  - Information management through permanent records transfers and appraisal of long-term value of other government records and information.



#### Collections Management and Development

- Completed daily inspections of Collections Room, annual cleaning and detailed inspection of collections and review of comprehensive Disaster Response Plan, and, collaborate with Perth County Facilities division to ensure optimal storage conditions for collections.
  - Maintain optimal storage conditions for collections.

#### Cataloguing and Digitization

- All donations of community records and transfers of government records not already in Collections Management database have been indexed.
- Arrangement and description of archival records from Pounder Brothers and City of Stratford were major projects in 2022 and will continue in 2023.
  - Catalogue collections according to professional standards.
- 3904 issues of local newspapers digitized by Archives Summer Students this year. Using the feedback from the 2022 students, staff have updated the project manual for 2023 students.
  - Digitize government records and community collections to protect original records and facilitate access via the website and/or public computers in the reading room.

#### Reference and Research

- Due to COVID-19 pandemic driven restrictions, Archives was closed to in-person researchers from Jan 5 - Feb 21, 2022, when the Reading Room re-opened by appointment. From June to August, reading room hours expanded to include longer appointment hours and drop-in service from Tuesday to Saturday. Throughout the year, staff have responded to requests for information via email and telephone and provide drop-in access on weekdays and Saturdays by appointment over the winter months.
  - Reference and research service to general public via reading room and email/telephone.
- In 2022, Archives staff created formal procedures for in-person researchers using personal cameras to copy documents when accessing them in the Reading Room. It clarifies researchers' responsibilities for safe handling of archival material and explains their obligations regarding copyright and photo usage. Allowing researchers to use their own cameras speeds up their access to copies and frees up staff time for other work. Staff continue to scan records for researchers as requested.
  - Scanning photographs and documents for researchers

#### Public Outreach

- Successful event to mark the Archives' 50<sup>th</sup> anniversary on October 13 with unveiling of newly installed bench and sign in the accessible Reflections garden by Perth County Warden Aitcheson and Stratford Deputy Mayor Ritsma.
  - Celebrating Stratford-Perth Archives' 50<sup>th</sup> Anniversary
- Treasures of the Archives exhibit opened the same day in the James Anderson Gallery.



- The Manager of Archives Services / Archivist gave public talks on Treasures of the Archives at the North Perth and West Perth Public Libraries in October and is scheduled to do the same talk at Stratford Public Library in December and at Perth East Public Library in April 2023.
- Archives staff have written 50 newspaper articles about Archives treasures for Stratford, Listowel and Mitchell newspapers. Staff have worked diligently this year to select items from around the county in a variety of media to showcase the depth of the collections for all manner of research.
  - Weekly articles promoting Stratford-Perth Archives collections and services in local newspapers.
- In collaboration with Stratford Perth Museum and with the support and input of Perth County Facilities and Legal Services, a new agreement between the Museum and Archives related to Events Management and Cooperation was finalized in September. This agreement addresses communicating about large events likely to result in a need for extra parking at either site, responsibilities for snow removal and maintenance of the adjacent parking lots, the shared well, tree planting and signage.
  - Collaboration with Community Partners

## Major Initiatives for 2023, 2024, and 2025

### Service to Municipal Governments

- Reference and research service to support policy development and maintain corporate memory for sponsoring local governments.
- Information management through permanent records transfers and assessment of long-term value of other government records and information.

### Collections Management and Development

- Maintain optimal storage conditions for collections.
- Appraising and accessioning backlog of government records transfers and community records donations. Accessioning refers to completing formal donation forms or transfer records to allow Archives to take legal custody of records.

### Cataloguing and Digitization

- Digitizing early newspapers to add to website and/or public computers in reading room.

### Reference and Research

- Reference and research service to general public via reading room drop-in hours, by appointment and email/telephone.
- Scanning photographs and documents for researchers.

### Public Outreach

- Weekly articles in local newspapers and blog posts
- Collaboration with Community Partners



## Program Delivery Plan

How will the program be delivered and at what level?

- 0.15 FTE Director of Legal/Corporate Services
- 1 Manager of Archives Services / Archivist
- 3 Archives Technicians
- 2 summer students requested for 2023
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday
- Reading Room open on weekdays combined with expanded virtual reference service and digitized collections on website
- Reading Room and James Anderson Exhibit Gallery hours expanded to Saturdays during the summer

What changes will impact program delivery in the future?

### Changes Mandated by Other Levels of Government

- Amendments to *Municipal Act, 2001*, S.O. 2001, c.25 Changes to Professional / Institutional standards for archives
- Changes to other Acts and Regulations, particularly the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*, S.O. 2020, c. 17

### Direction Received from County Council and CAO

- Structure of County operations
- County Strategic Plan
- Service demands from other departments

## Financial Allocation

FTE Requirements by Year

Year	2022	2023	2024	2025
<b>Total Program FTE Requirements</b>	4.65 Archivist, 3 Techs, 2 summer students	4.75 Archivist, 3 Techs, 2 summer students	4.75 Archivist, 3 Techs, 2 summer students	4.75 Archivist, 3 Techs, 2 summer students

## FTE Variances

- None anticipated for 2023-2025

## Training and Development

- Training to familiarize new staff with municipal operations and processes
- Various training workshops and conferences pertinent to positions as need/opportunity arises



STRATFORD-PERTH  
ARCHIVES

Stratford-Perth Archives

## Comments

The budget again includes a request for two summer students to work from Tuesday to Saturday with the students working together to provide week-end service at Stratford-Perth Archives. They will also work together on a project to digitize early newspapers for the website.

Overall, budget activities as listed in the 2023-2025 Archives Division budget reflect no other changes in the ongoing operations of the Division.

**County of Perth  
25 ARCHIVES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4080	Other Municipal - City of Stratford	\$319,363	\$313,795	\$340,352	\$20,989	(6.6%)	26,557	(8.46%)	\$355,562	\$366,891	
4100	Sales	\$250	\$16	\$250	\$0	0.0%	234	(1,462.50%)	\$250	\$250	
4120	Fees	\$1,800	\$365	\$1,800	\$0	0.0%	1,435	(393.15%)	\$1,800	\$1,800	
4140	Other Income	\$2,500	\$3,395	\$2,500	\$0	0.0%	(895)	26.36%	\$2,500	\$2,500	
4270	Donations	\$500	\$5	\$500	\$0	0.0%	495	(9,900.00%)	\$500	\$500	
4620	Transfer from Reserve - Archives General	\$7,500	\$0	\$0	(\$7,500)	100.0%	0	0.00%	\$0	\$0	
	<b>Subtotal Revenue :</b>	<b>\$331,913</b>	<b>\$317,576</b>	<b>\$345,402</b>	<b>\$13,489</b>	<b>4.06%</b>	<b>27,826</b>		<b>\$360,612</b>	<b>\$371,941</b>	
<b>Expenses</b>											
5000	Salaries	\$278,355	\$276,321	\$313,991	\$35,636	12.8%	37,670	13.63%	\$334,611	\$347,534	
5010	CPP Expense	\$13,696	\$13,611	\$15,694	\$1,998	14.6%	2,083	15.30%	\$16,808	\$17,296	
5020	EI Expense	\$5,575	\$5,507	\$6,120	\$545	9.8%	613	11.13%	\$6,419	\$6,488	
5030	EHT Expense	\$5,428	\$5,428	\$6,123	\$695	12.8%	695	12.80%	\$6,525	\$6,777	
5040	OMERS	\$24,510	\$24,571	\$28,069	\$3,559	14.5%	3,498	14.24%	\$30,292	\$31,919	
5060	Health Benefits	\$23,957	\$20,706	\$27,502	\$3,545	14.8%	6,796	32.82%	\$30,974	\$31,374	
5100	Advertising	\$1,725	\$1,062	\$1,725	\$0	0.0%	663	62.43%	\$1,725	\$1,725	Ads in local newspapers and publications promoting Archives services and events.
5140	Courier	\$75	\$55	\$75	\$0	0.0%	20	36.36%	\$75	\$75	
5150	Insurance	\$1,996	\$1,976	\$2,046	\$50	2.5%	70	3.54%	\$2,251	\$2,476	
5190	Legal	\$0	\$417	\$0	\$0	0.0%	(417)	(100.00%)	\$0	\$0	
5210	Memberships	\$4,550	\$4,186	\$4,550	\$0	0.0%	364	8.70%	\$4,550	\$4,550	Includes Ancestry subscription for public use in Reading Room
5220	Mileage	\$750	\$310	\$750	\$0	0.0%	440	141.94%	\$750	\$750	Staff travel to pick up records and to training sessions
5230	Miscellaneous Expense	\$500	\$140	\$500	\$0	0.0%	360	257.14%	\$500	\$500	
5250	Office Supplies	\$2,200	\$2,141	\$2,500	\$300	13.6%	359	16.77%	\$2,500	\$2,500	
5260	Photocopying	\$6,200	\$7,594	\$6,500	\$300	4.8%	(1,094)	(14.41%)	\$6,500	\$6,500	
5270	Postage	\$75	\$110	\$100	\$25	33.3%	(10)	(9.09%)	\$100	\$100	
5280	Professional Development	\$3,000	\$1,521	\$3,000	\$0	0.0%	1,479	97.24%	\$3,000	\$3,000	
5310	Subscriptions	\$1,300	\$953	\$1,500	\$200	15.4%	547	57.40%	\$1,500	\$1,500	Local newspapers for permanent preservation in collection.
5330	Telephone	\$400	\$230	\$400	\$0	0.0%	170	73.91%	\$400	\$400	
5402	Interdepartmental Charges - Overhead	\$45,982	\$42,827	\$50,182	\$4,200	9.1%	7,355	17.17%	\$56,415	\$61,179	
5404	Interdepartmental Charges - Rent	\$275,000	\$275,000	\$275,000	\$0	0.0%	0	0.00%	\$275,000	\$280,000	
6030	Acquisitions	\$2,100	\$1,626	\$2,500	\$400	19.0%	874	53.75%	\$2,500	\$2,500	Microfilms and reference books for collection.
6050	Archival Supplies	\$4,000	\$2,273	\$4,000	\$0	0.0%	1,727	75.98%	\$4,000	\$4,000	Storage boxes, file folders, tissue, mylar etc as needed for safe storage of collections. Staff PPE for working with contaminated records.
6080	Bank Charges	\$1,000	\$905	\$1,000	\$0	0.0%	95	10.50%	\$1,000	\$1,000	
6210	Equipment Maintenance	\$2,400	\$2,329	\$2,450	\$50	2.1%	121	5.20%	\$2,450	\$2,450	Annual maintenance contract for shelving units in Collections Room.
6230	Exhibits and Programs	\$3,500	\$1,600	\$2,500	(\$1,000)	(28.6%)	900	56.25%	\$2,500	\$2,500	Supplies to building gallery exhibits.
6580	Public Relations	\$300	\$180	\$300	\$0	0.0%	120	66.67%	\$300	\$300	
6740	Technology Services	\$29,800	\$23,370	\$19,500	(\$10,300)	(34.6%)	(3,870)	(16.56%)	\$19,500	\$19,500	Includes PCIN hosting fee, book cataloguing contract with Stratford Public Library and internet service for Archives building
	<b>Subtotal Expenses :</b>	<b>\$738,374</b>	<b>\$716,949</b>	<b>\$778,577</b>	<b>\$40,203</b>		<b>61,628</b>		<b>\$813,145</b>	<b>\$838,893</b>	

**County of Perth**  
**25 ARCHIVES**  
**2023 OPERATING BUDGET**

	2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
			5.44%					4.44%	3.17%	
<b>Net Levy Requirement</b>	<b>\$406,461</b>	<b>\$399,373</b>	<b>\$433,175</b>	<b>\$26,714</b>		<b>33,802</b>		<b>\$452,533</b>	<b>\$466,952</b>	
			6.57%					4.47%	3.19%	



2023  
**PUBLIC  
WORKS**

Administration, Roads,  
Facilities, and Fleet



## Introduction

Consuming approximately 60% of the County’s net levy requirement, the Public Works Department is responsible for the majority of the physical assets owned by the County of Perth and is one of the main providers of direct service to the citizens of Perth County. Roads Division manages 442 kilometres of highways and 114 structures while Fleet Division services and maintains 9 Tandem/Tri-axle trucks, various pieces of maintenance equipment, light-duty vehicles and 10 front line ambulances. The Facilities Division is responsible for a diversified portfolio of 17 County owned buildings totaling 147,800sf. The locations of these facilities span across a large geographical area, serve multiple program uses (Administration, Archives, Paramedic Services and Public Works) and range in age from 135 years to just over six years old.

## Service Strategy

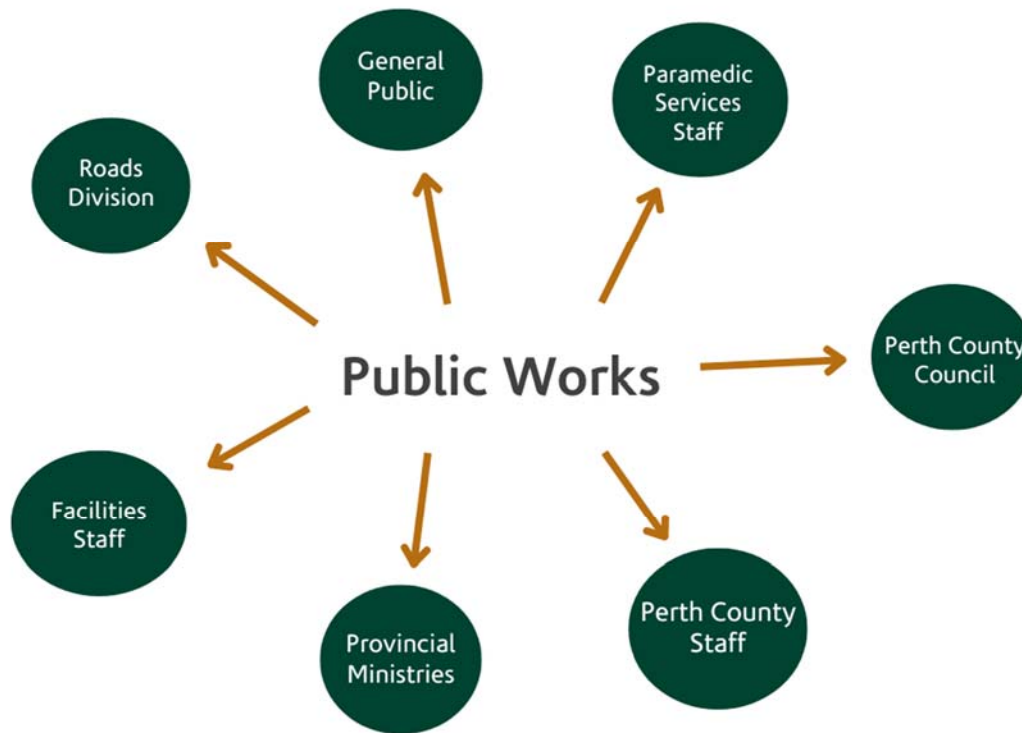
At present, the County’s asset portfolio totals approximately \$237 million with over 90% of those physical assets being managed by the Public Works Department (Roads, Bridges & Culverts, Facilities, Fleet & Equipment). Planning for the sustainability of these assets requires a systemic and comprehensive plan for maintaining, rehabilitating and replacing infrastructure at the lowest total cost of ownership to the organization and its stakeholders. The service strategy of the Public Works department is to employ good asset management practices and processes designed to manage all assets effectively and sustainably. To anchor this strategy, Public Works uses as its core values:

- a. Safety. All services and assets are in safe usable condition.
- b. Value. Good quality service at a reasonable cost.
- c. Efficiency. Maximizing the use of the resources available.
- d. Effectiveness. Putting resources to work on things that matter.

Public Works also fosters collaborative opportunities, the use of technology and environmental stewardship in the delivery of services.

## Key Customers and Stakeholders

The customer base for Roads Division is external and includes all members of the travelling public, whether citizens of Perth County or not. Fleet Division’s customers are internal to the County and include Roads Division, Facilities and Paramedic Services staff. Facilities’ customer base is County departments, Council, purchasers of goods and services, members of the public and provincial ministries.



## Core Business Services

**Roads Division** is responsible for the operation and maintenance of the County’s highway system (roads, bridges and all appurtenances associated with this system). Roads Division is further subdivided into Summer Maintenance, Winter Maintenance and Capital Projects. Priorities for these sub-service areas are as follows:

### Summer Maintenance

1. Safety of road users
2. Preventative maintenance to prolong asset life
3. Data collection and management
4. Aesthetics

### Winter Maintenance

1. Safety of road users
2. Meeting customer expectations
3. Mitigation of environmental impacts



### Capital Projects

1. Value for money
2. Timely asset renewal and repairs
3. Long range planning

**Fleet Division** does not have any division of services and generally treats all County vehicles and equipment equally. The priorities of the Fleet Division are as follows:

1. Legal compliance
2. Operational readiness
3. Timely preventative maintenance
4. Appropriate procurement practices

**Facilities Division** maintains, repairs, and operates County Facilities. Customers of Facilities are both internal and external, and include County staff, Provincial staff, members of the public, and 3<sup>rd</sup> party lessees and lessors. Priorities of Facilities are:

1. Safety of County Buildings
2. Aesthetics and Cleanliness
3. Manage the Maintenance and Repairs of County Facilities
4. Access and Mitigate Workplace Risks and Hazards
5. Provide Asset Management and lifecycle maintenance for building systems
6. Security of Property and Specific Emergency Preparedness
7. Identify, Develop and Implement Initiatives to reduce Utility Costs
8. Provide or Support Technology Requirements of the County

### Legislated Standards

Like most County operations, Public Works operates under a wide variety of legislated standards, including Federal and Provincial statutes, and municipal by-laws and policies.

Of particular importance to Public Works are the following statutes:

- *Occupational Health & Safety Act*
  - *O. Reg 213/91 Construction Projects*
  - *Reg. 851 Industrial Establishments*
- *Municipal Act*
  - *O. Reg 239/02 Minimum Maintenance Standards*
- *Highway Traffic Act*
  - *O. Reg 555/06 Hours of Service*
- *Public Transportation and Highway Improvement Act*
- *Ontario Building Code*



- *Ontario Fire Code*
- *Accessibility for Ontarians with Disabilities Act*
- *Official Plan and Zoning By-Laws (County and City)*
- *County Policy PW 2.01.1 Maintenance Standards*
- *County Policy FI 1.01 Procurement*

As well, a number of standards are referenced on a regular basis in order to conduct business. Those of particular importance are:

- *The Ontario Traffic Manual*
- *Transportation Association of Canada Geometric Design Guide for Canadian Roads*
- *Ontario Provincial Standards (OPS)*

This list is clearly not comprehensive, and is provided only to provide insight into the most commonly cited legislative standards.

## **Key Linkages with the Strategic Plan and Achievements of the 2022 Program**

The services and functions of the Public Works Department align well with two goals of the Strategic Plan:

- Goal 2 – Regionalization & Service Effectiveness

Service to residents and the public at large is at the heart of what Public Works does, and this naturally includes efficient and effective service delivery. Public Works fosters collaborative efforts with its municipal partners in the delivery of services on a regional basis. This includes procurement of materials, goods, services, managing infrastructure and construction while establishing and defining service levels throughout the County.

- Goal 5 – Corporate Sustainability

Public Works is proactive in managing and maintaining our infrastructure to maximize the service life of our roads, bridges, facilities and fleet. The department supports and implements preventative maintenance programs and the development of effective life-cycle strategies to manage the County's assets. The use of technology is deployed throughout the department to optimize service delivery and assist with the management of documentation and performance metrics critical to our operations. The department continually investigates new technologies, preventative maintenance techniques and life-cycle strategies to help ensure sustainability of our infrastructure and environmental stewardship in managing our assets.

## **Major Initiatives for 2023**

Capital Road Rehabilitations

- Perth Road 121 South
- Perth Line 56
- Perth Line 93



- Perth Line 72 East
- Perth Line 44
  - Pavement Preservation

#### Capital Bridge & Culverts Rehabilitations/Replacements

- Structure # AS17 Replacement – Perth Line 86
- Structure # 139011 Rehabilitation – Perth Road 139
  - Small Culvert Replacements

#### Fleet Replacements

- Ambulance (2)
- Pick-up Truck
- Back-hoe (1)
  - Wheel Loader (1)

#### Biennial Bridge & Culvert Inspections (OSIM)

- Biennial inspection of County Bridges & Culverts over 3m span.

#### Facilities

- Completion of Courthouse Elevator Project
- Continuation of Courthouse Campus Project
- Courthouse Capital Maintenance
  - Facilities Capital Maintenance

#### Administration

- Issue RFP to retain Consulting Services for the delivery of OSIM inspection and reporting
- Contract administration of Capital Projects (Roads, Bridges & Facilities)
- Pre-engineering and design for 2024 Capital Road, Bridge and Facilities Projects
- Complete analysis and review of Winter Operations Services; Develop recommendations and strategies for internal delivery of services vs. current delivery model
- Courthouse Campus and Administrative facility design and construction management
- Explore Framework for Transportation Master Plan
- Asset acquisitions, disposals and transfers
- Boundary Road Agreement updates and renewals
- Intersection review studies; Perth Road 112/Line 29, Perth Road 113/Line 29
- Corridor Management; Development Review, Road Occupancy Permits, Entrance Permits, Travel Permits
- Risk Management
- Review Road Assets Assumption(s) as per approved Asset Assumption Process
- Collect and update Traffic Volume data for County road network
  - Review Fleet lifecycle replacement and renewal forecast



## Major Initiatives for 2024

### Capital Road Rehabilitation

- Perth Road 101
- Perth Line 86
- Perth Line 20
- Perth Road 135
- Perth Line 44
- Pavement Preservation

### Capital Bridges & Culverts Rehabilitation/Replacements

- Structure Rehabilitations (Structure #044180, #086231, #135018, #020217)
  - Small Culvert Replacements

### Fleet Replacements

- Ambulance (2)
- Pick-up Truck
- Tri-Axle Plow Truck (2)
  - Utility Truck

### Road Needs Study

- Biennial inspection and report on the state and condition of road infrastructure assets

### Facilities

- Continuation of Courthouse Campus Project
- Courthouse Capital Maintenance
  - Facilities Capital Maintenance

### Administration

- Continuation and execution of Road Assets Assumption(s) as per approved Asset Assumption Process
- Contract administration of Capital Projects (Roads, Bridges & Facilities)
- Asset Management Plan for non-core Assets
- Pre-engineering and design for 2025 Capital Road, Bridge and Facilities Projects
- Asset acquisitions, disposals and transfers
- Develop Transportation Master Plan
- Risk Management
  - Corridor Management; Development Review, Road Occupancy Permits, Entrance Permits, Travel Permits



## Major Initiatives for 2025

### Capital Road Rehabilitations

- Perth Line 44
- Intersection Improvements (Wellington County Boundary Project)
- Perth Road 140 (Wellington County Boundary Project)
- Perth Line 86
  - Pavement Preservation

### Capital Bridges & Culverts Rehabilitations/Replacements

- Structure Rehabilitations Perth Line 20 (#020075, #020115)
  - Small Culvert Replacements

### Fleet Replacements

- Ambulance (2)
- Utility Truck
  - Tri-Axle Plow Truck

### Biennial Bridge & Culvert Inspections (OSIM)

- Biennial inspection of County Bridges & Culverts over 3m span.

### Facilities

- Facilities Capital Maintenance

### Administration

- Contract administration of Capital Projects (Roads, Bridges & Facilities)
- Pre-engineering and design for 2026 Capital Road, Bridge and Facilities Projects
- Risk Management
  - Corridor Management; Development Review, Road Occupancy Permits, Entrance Permits, Travel Permits

## Program Delivery Plan

How will the program be delivered and at what level?

The priorities listed in Core Businesses/Services are in order of precedence. During the annual budget cycle, Public Works will ensure that the highest priority items are fully funded. Other priorities will receive budget dollars as funding permits. Where budget cuts are necessary, lower priority items will be targeted for reduction first. Safety related items will always be fully funded.

While safety has and will be priority for all divisions of Public Works, Facilities Division will need to focus and develop sound facilities management practices moving forward. Previously, facility maintenance and management has been more of a “reactive” process. Focus needs to shift to a more proactive approach where



preventative maintenance, lifecycle replacement and monitoring of energy/building systems are managed effectively to maximize the useful life of the County’s assets and protect the investment.

What changes will impact program delivery in the future?

- Amendments to Municipal Act O. Reg. 239/02 Minimum Maintenance Standards
- Amendments to other legislated standards
- Direction Received from County Council and CAO
  - Structure of County operations
  - Policy decisions
  - Service demands
- Updates from Road Needs Study and Structure Inspections
- Changes Mandated by Other Levels of Government
  - Amendments to ODA & Regulations
  - Amendments to Ontario Fire Code
  - Amendments to OHSA
  - Changes to other Acts and Regulations

### Financial Allocation Plan

Service	FTE Requirement by Year			
FTE Requirement by Year	2022	2023	2024	2025
<b>PW Administration</b>				
Total Program FTE Requirements	2	2	2	2

Service	FTE Requirement by Year			
FTE Requirement by Year	2022	2023	2024	2025
<b>PW Roads Division</b>				
Total Program FTE Requirements	16.8	16.8	16.8	16.8

Service	FTE Requirement by Year			
FTE Requirement by Year	2022	2023	2024	2025
<b>PW Fleet Division</b>				
Total Program FTE Requirements	2	2	2	2



Service	FTE Requirement by Year			
FTE Requirement by Year	2022	2023	2024	2025
<b>PW Facilities Division</b>				
<b>Total Program FTE Requirements</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>

Due to the constantly changing nature of Public Works tasks, a wide variety of resources will be deployed as necessary. Public Works uses a combination of full time, part time and seasonal staff to undertake jobs in-house. A proper fleet of equipment and inventory of supplies/materials will be maintained at all times to support the operations. As well, a mix of contractors, consultants and hired equipment are utilized on a regular basis, to compliment maintenance activities and most especially for jobs or projects that are beyond the specialization of Roads & Fleet staff.

Staffing levels within the Roads Division fluctuate seasonally, as dictated by the operational requirements of the department, and currently range from a low of 16 persons to as many as 30. Public Works will endeavour to maintain staffing at a level appropriate to the approved work plan, as determined during the budget cycle. Fleet and equipment will likewise be kept at a level appropriate to the work plan and will be set so as to make the most efficient use of existing inventory, and to keep surplus capacity to a minimum while not adversely impacting operational readiness.

**FTE Variances**

- Changes to level of service or amendments to legislated standards can affect certain maintenance activities (e.g. Winter maintenance). Staffing levels, equipment compliment and hours of service may need to be increased to support such changes.
- Updated Road Needs Studies and Structure Inspections may impact 10 Year Plan for Highways and Structural Repair & Replacement Plan.

**Training and Development**

- Annual Health & Safety Training
- Leadership Development Training
- Update job specific training for certain maintenance activities
- Job specific professional development
- Continuation of management training program for supervisory staff
- Various training workshops pertinent to positions as need/opportunity arises

**County of Perth  
30 PW ADMINISTRATION  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4160	Intrdepartmental Revenues	\$1,569,860	\$1,494,277	\$1,723,622	\$153,762	(9.8%)	229,345	(15.35%)	\$1,898,436	\$2,011,079	
	<b>Subtotal Revenue :</b>	\$1,569,860	\$1,494,277	\$1,723,622	\$153,762		229,345		\$1,898,436	\$2,011,079	
				9.79%					10.14%	5.60%	
<b>Expenses</b>											
5000	Salaries	\$217,126	\$217,255	\$230,831	\$13,705	6.3%	13,576	6.25%	\$246,654	\$257,144	Increase related to wages and interdepratmental Overhead for 2023
5010	CPP Expense	\$6,863	\$7,000	\$7,402	\$539	7.9%	402	5.74%	\$8,016	\$8,016	
5020	El Expense	\$2,668	\$2,668	\$2,800	\$132	4.9%	132	4.95%	\$2,889	\$2,889	
5030	EHT Expense	\$4,234	\$4,253	\$4,501	\$267	6.3%	248	5.83%	\$4,810	\$5,014	
5040	OMERS	\$24,566	\$24,410	\$26,343	\$1,777	7.2%	1,933	7.92%	\$28,653	\$30,185	
5060	Health Benefits	\$14,378	\$14,290	\$15,822	\$1,444	10.0%	1,532	10.72%	\$18,356	\$18,712	
5130	Consultant Fees	\$5,000	\$18,927	\$10,000	\$5,000	100.0%	(8,927)	(47.17%)	\$10,000	\$10,000	
5150	Insurance	\$12,048	\$11,919	\$13,355	\$1,307	10.8%	1,436	12.05%	\$14,691	\$16,160	
5210	Memberships	\$1,500	\$2,050	\$1,500	\$0	0.0%	(550)	(26.83%)	\$1,500	\$1,500	
5220	Mileage	\$2,500	\$2,140	\$0	(\$2,500)	(100.0%)	(2,140)	(100.00%)	\$0	\$0	
5230	Miscellaneous Expense	\$1,000	\$0	\$1,000	\$0	0.0%	1,000	0.00%	\$1,000	\$1,000	
5250	Office Supplies	\$2,000	\$533	\$2,000	\$0	0.0%	1,467	275.23%	\$2,000	\$2,000	
5260	Photocopying	\$2,100	\$1,448	\$2,100	\$0	0.0%	652	45.03%	\$2,100	\$2,100	
5280	Professional Development	\$3,975	\$6,481	\$3,975	\$0	0.0%	(2,506)	(38.67%)	\$3,975	\$3,975	
5320	Telecommunications	\$465	\$536	\$465	\$0	0.0%	(71)	(13.25%)	\$465	\$465	
5330	Telephone	\$1,717	\$2,077	\$1,717	\$0	0.0%	(360)	(17.33%)	\$1,717	\$1,717	
5340	Travel	\$0	\$0	\$2,500	\$2,500	0.0%	2,500	0.00%	\$2,500	\$2,500	
5402	Interdepartmental Charges - Overhead	\$1,265,096	\$1,178,292	\$1,394,687	\$129,591	10.2%	216,395	18.37%	\$1,546,486	\$1,645,077	
6740	Technology Services	\$2,625	\$0	\$2,625	\$0	0.0%	2,625	0.00%	\$2,625	\$2,625	
	<b>Subtotal Expenses :</b>	\$1,569,861	\$1,494,279	\$1,723,623	\$153,762		229,344		\$1,898,437	\$2,011,079	
				9.79%					10.14%	5.93%	
	<b>Net Levy Requirement</b>	<b>\$1</b>	<b>\$2</b>	<b>\$1</b>	<b>\$0</b>		<b>(1)</b>		<b>\$1</b>	<b>\$0</b>	
				0.00%					0.00%	(100.00%)	

**County of Perth  
31 ROADS  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4070	Other Municipal	\$160,000	\$232,546	\$163,000	\$3,000	(1.9%)	(69,546)	29.91%	\$166,060	\$166,060	
4080	Other Municipal - City of Stratford	\$1,730,108	\$1,730,109	\$1,870,103	\$139,995	(8.1%)	139,994	(8.09%)	\$1,908,413	\$1,956,026	
4140	Other Income	\$88,000	\$99,318	\$88,000	\$0	0.0%	(11,318)	11.40%	\$88,000	\$88,000	
4160	Intradepartmental Revenues	\$1,965,385	\$2,031,135	\$2,173,127	\$207,742	(10.6%)	141,992	(6.99%)	\$2,363,884	\$2,479,266	
4260	Permits	\$32,000	\$34,333	\$32,000	\$0	0.0%	(2,333)	6.80%	\$32,000	\$32,000	
4484	Transfer from Reserve - Roads Capital	\$674,649	\$561,565	\$663,953	(\$10,696)	1.6%	102,388	(18.23%)	\$578,828	\$583,539	
	<b>Subtotal Revenue :</b>	<b>\$4,650,142</b>	<b>\$4,689,006</b>	<b>\$4,990,183</b>	<b>\$340,041</b>	<b>7.31%</b>	<b>301,177</b>		<b>\$5,137,185</b>	<b>\$5,304,891</b>	
<b>Expenses</b>											
5000	Salaries	\$1,532,994	\$1,289,868	\$1,633,870	\$100,876	6.6%	344,002	26.67%	\$1,742,212	\$1,785,210	
5010	CPP Expense	\$57,453	\$50,661	\$62,545	\$5,092	8.9%	11,884	23.46%	\$67,140	\$67,210	
5020	EI Expense	\$22,370	\$19,961	\$23,681	\$1,311	5.9%	3,720	18.64%	\$24,458	\$24,497	
5030	EHT Expense	\$23,943	\$22,088	\$25,402	\$1,459	6.1%	3,314	15.00%	\$26,726	\$27,475	
5040	OMERS	\$86,431	\$89,367	\$92,276	\$5,845	6.8%	2,909	3.26%	\$99,772	\$104,012	
5060	Health Benefits	\$74,699	\$40,172	\$82,587	\$7,888	10.6%	42,415	105.58%	\$93,310	\$94,297	
5160	Insurance Claims	\$25,000	\$41,478	\$25,000	\$0	0.0%	(16,478)	(39.73%)	\$25,000	\$25,000	
5190	Legal	\$5,000	\$4,435	\$5,000	\$0	0.0%	565	12.74%	\$5,000	\$5,000	
5280	Professional Development	\$15,026	\$5,175	\$15,026	\$0	0.0%	9,851	190.36%	\$15,026	\$15,026	
5320	Telecommunications	\$2,493	\$874	\$2,493	\$0	0.0%	1,619	185.24%	\$2,493	\$2,493	
5404	Interdepartmental Charges - Rent	\$359,000	\$359,000	\$389,000	\$30,000	8.4%	30,000	8.36%	\$424,000	\$449,000	
5408	Intradepartmental Charges - Overhead	\$1,098,899	\$1,045,994	\$1,206,532	\$107,633	9.8%	160,538	15.35%	\$1,328,901	\$1,407,750	
6150	Protective Equipment	\$17,667	\$7,763	\$17,667	\$0	0.0%	9,904	127.58%	\$17,667	\$17,667	
6200	Equipment - Other	\$287,883	\$347,616	\$288,946	\$1,063	0.4%	(58,670)	(16.88%)	\$293,731	\$292,696	
6220	Equipment Owned	\$1,566,149	\$1,439,897	\$1,788,145	\$221,996	14.2%	348,248	24.19%	\$1,957,773	\$2,381,161	
6290	Fuel	\$45,535	\$79,255	\$81,076	\$35,541	78.1%	1,821	2.30%	\$82,419	\$82,128	
6360	Hydro	\$14,097	\$11,676	\$14,149	\$52	0.4%	2,473	21.18%	\$14,384	\$14,333	
6410	Materials	\$1,975,915	\$2,859,606	\$2,138,832	\$162,917	8.2%	(720,774)	(25.21%)	\$2,174,182	\$2,166,518	
6600	Radio Maintenance	\$16,126	\$11,503	\$16,126	\$0	0.0%	4,623	40.19%	\$16,126	\$16,126	
6720	Contractor	\$1,566,797	\$1,615,573	\$1,742,364	\$175,567	11.2%	126,791	7.85%	\$1,663,404	\$1,657,122	
6740	Technology Services	\$10,000	\$0	\$10,000	\$0	0.0%	10,000	0.00%	\$10,000	\$10,000	
	<b>Subtotal Expenses :</b>	<b>\$8,803,477</b>	<b>\$9,341,962</b>	<b>\$9,660,717</b>	<b>\$857,240</b>	<b>9.74%</b>	<b>318,755</b>		<b>\$10,083,724</b>	<b>\$10,644,721</b>	
	<b>Net Levy Requirement</b>	<b>\$4,153,335</b>	<b>\$4,652,956</b>	<b>\$4,670,534</b>	<b>\$517,199</b>	<b>12.45%</b>	<b>17,578</b>		<b>\$4,946,539</b>	<b>\$5,339,830</b>	
									5.91%	7.95%	

**County of Perth  
31 ROADS  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd Projections	Budget	Budget \$ Change	Budget % Change	YE Projections \$ Change	% Change YE Projections	Budget	Budget	
<b>31-1-5000</b>	<b>General Maintenance</b>										
5110	Bridge Repairs	11,120	763	11,576	456	4.10%	10,813	1,417.17%	\$12,237	\$13,692	
5120	Culvert Repairs	122,855	65,806	127,978	5,123	4.17%	62,172	94.48%	133,599	139,863	
5210	Mowing/Spraying	109,905	109,551	110,364	459	0.42%	813	0.74%	112,250	111,886	
5230	Tree Maintenance	176,796	170,926	210,220	33,424	18.91%	39,294	22.99%	202,375	208,518	One time increase for removal of ash trees
5240	Ditch & Tile	276,064	409,492	329,590	53,526	19.39%	(79,902)	(19.51%)	337,567	337,798	Drainage Assessments more than doubled in 2020 and 2021. We are budgeting a service level increase based on the new 5 year average.
5250	Catch Basins	21,528	23,998	21,930	402	1.87%	(2,068)	(8.62%)	22,695	24,112	
5260	Clean Up Right of Way	21,772	21,632	23,145	1,373	6.31%	1,513	6.99%	24,520	28,212	
5310	Pavement Repairs	173,509	74,638	186,497	12,988	7.49%	111,859	149.87%	198,816	212,352	
5330	Sweeping, Flushing	43,656	29,105	46,393	2,737	6.27%	17,288	59.40%	49,592	56,344	
5340	Shouldering Maintenance	390,683	365,507	396,649	5,966	1.53%	31,142	8.52%	414,046	443,300	
5561	Standby	7,012	10,986	7,421	409	5.83%	(3,565)	(32.45%)	7,944	8,143	
5610	Centerline Marking	351,710	400,924	426,629	74,919	21.30%	25,705	6.41%	441,503	441,768	
5620	Roadway Lighting	28,272	14,730	28,433	161	0.57%	13,703	93.03%	28,933	28,846	
5640	Signs	229,688	175,541	239,406	9,718	4.23%	63,865	36.38%	249,363	257,568	Material costs have increased significantly.
5660	Crossing Protection	19,736	20,395	21,931	2,195	11.12%	1,536	7.53%	22,582	23,721	
5670	Guiderails	11,599	8,466	12,222	623	5.37%	3,756	44.37%	13,130	15,346	
5760	Grade Repair		1,401				(1,401)	(100.00%)			
5770	Routine Patrol	123,611	135,163	148,142	24,531	19.85%	12,979	9.60%	159,336	173,358	
5790	Engineering	54,189	43,930	55,356	1,167	2.15%	11,426	26.01%	56,718	56,770	
5791	Road Closings	9,652	13,022	10,568	916	9.49%	(2,454)	(18.85%)	11,361	13,655	
<b>Total 31-1-5000</b>	<b>General Maintenance</b>	<b>2,183,357</b>	<b>2,095,976</b>	<b>2,414,450</b>	<b>231,093</b>	<b>10.58%</b>	<b>318,474</b>	<b>15.19%</b>	<b>2,498,567</b>	<b>2,595,252</b>	
<b>31-1-5100</b>	<b>Capital Maintenance</b>										
5320	Crack Sealing	139,783	95,935	142,418	2,635	1.89%	46,483	48.45%	\$148,429	\$154,886	
5350	Resurfacing	534,866	465,630	521,535	(13,331)	(2.49%)	55,905	12.01%	430,399	428,653	
	RESERVESFROM Transfers from Reserves	(674,649)	(561,565)	(663,953)	10,696	(1.59%)	(102,388)	18.23%	(578,828)	(583,539)	
<b>Total 31-1-5100</b>	<b>Capital Maintenance</b>										
<b>31-1-5500</b>	<b>Winter Maintenance Contract</b>										

**County of Perth  
31 ROADS  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
		Projections			\$ Change	% Change	\$ Change	YE Projections			
PATROL	Winter Patrol	241,400	204,226	256,378	14,978	6.20%	52,152	25.54%	\$273,790	\$287,845	
PLOWSAND	Plowing/Sanding Maintenance	3,625,843	4,315,853	4,036,537	410,694	11.33%	(279,316)	(6.47%)	4,248,276	4,576,633	Increased contractor costs from new contract
WINTERSTANDBY	Winter Standby	36,759	14,051	38,970	2,211	6.01%	24,919	177.35%	41,825	42,921	
<b>Total 31-1-5500 Winter Maintenance Contract</b>		<b>3,904,002</b>	<b>4,534,130</b>	<b>4,331,885</b>	<b>427,883</b>	<b>10.96%</b>	<b>(202,245)</b>	<b>(4.46%)</b>	<b>4,563,891</b>	<b>4,907,399</b>	
<b>31-1-ADMIN</b>	<b>Roads Division Administration</b>										
ADM RD	Admin Roads	1,965,385	2,031,136	2,173,127	207,742	10.57%	141,991	6.99%	\$2,363,884	\$2,479,266	
REVENUE	General Revenue	(1,965,385)	(2,031,135)	(2,173,127)	(207,742)	10.57%	(141,992)	6.99%	(2,363,884)	(2,479,266)	
<b>Total 31-1-ADMIN Roads Division Administration</b>			<b>1</b>				<b>(1)</b>	<b>(100.00%)</b>			
<b>31-1-ADMREVTR</b>	<b>Revenue &amp; Reserve Transfers</b>										
REVENUE	General Revenue	(1,850,108)	(1,863,759)	(1,990,103)	(139,995)	7.57%	(126,344)	6.78%	(\$2,028,413)	(\$2,076,026)	
<b>Total 31-1-ADMREVTR Revenue &amp; Reserve Transfers</b>		<b>(1,850,108)</b>	<b>(1,863,759)</b>	<b>(1,990,103)</b>	<b>(139,995)</b>	<b>7.57%</b>	<b>(126,344)</b>	<b>6.78%</b>	<b>(2,028,413)</b>	<b>(2,076,026)</b>	
<b>31-9-OTHMUN</b>	<b>Maintenance Work for Other Municipal</b>										
NORTH PER	Maintenance Work for North Perth	5,832	15,705	5,948	116	1.99%	(9,757)	(62.13%)	\$6,067	\$6,135	
OTHER MUN	Maintenance Work for Other Municipalities	12,842	17,211	12,997	155	1.21%	(4,214)	(24.48%)	13,156	13,246	
PEREAST	Maintenance Work for Perth East	11,185	107,581	11,494	309	2.76%	(96,087)	(89.32%)	11,812	11,993	
PERSOUTH	Maintenance Work for Perth South	17,803	78,419	17,996	193	1.08%	(60,423)	(77.05%)	18,195	18,308	
REVOTHER	Revenue from Other Municipalities	(160,000)	(441,472)	(163,000)	(3,000)	1.88%	278,472	(63.08%)	(166,060)	(166,060)	
WEST PER	Maintenance Work for West Perth	28,422	139,389	28,867	445	1.57%	(110,522)	(79.29%)	29,324	29,583	
<b>Total 31-9-OTHMUN Maintenance Work for Other Municipal</b>		<b>(83,916)</b>	<b>(83,167)</b>	<b>(85,698)</b>	<b>(1,782)</b>	<b>2.12%</b>	<b>(2,531)</b>	<b>3.04%</b>	<b>(87,506)</b>	<b>(86,795)</b>	
<b>Total 31 ROADS</b>		<b>4,153,335</b>	<b>4,683,181</b>	<b>4,670,534</b>	<b>517,199</b>	<b>12.45%</b>	<b>(12,647)</b>	<b>(0.27%)</b>	<b>4,946,539</b>	<b>5,339,830</b>	

**County of Perth  
32 FACILITIES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4140	Other Income	\$19,424	\$21,271	\$69,424	\$50,000	(257.4%)	48,153	(226.38%)	\$19,424	\$19,424	
4150	Interdepartmental Revenues	\$1,820,452	\$1,810,452	\$1,883,477	\$63,025	(3.5%)	73,025	(4.03%)	\$2,002,346	\$2,069,346	
4160	Intradepartmental Revenues	\$399,863	\$364,350	\$430,556	\$30,693	(7.7%)	66,206	(18.17%)	\$472,569	\$494,147	
4200	Lease/Rental - Province	\$335,346	\$413,513	\$256,254	(\$79,092)	23.6%	(157,259)	38.03%	\$229,890	\$284,890	
4480	Transfer from Reserve - COVID (Safe Rest	\$113,344	\$102,749	\$89,860	(\$23,484)	20.7%	(12,889)	12.54%	\$0	\$0	
	<b>Subtotal Revenue :</b>	<b>\$2,688,429</b>	<b>\$2,712,335</b>	<b>\$2,729,571</b>	<b>\$41,142</b>	<b>1.53%</b>	<b>17,236</b>	<b>(0.20%)</b>	<b>\$2,724,229</b>	<b>\$2,867,807</b>	<b>5.01%</b>
<b>Expenses</b>											
5000	Salaries	\$301,141	\$278,361	\$338,062	\$36,921	12.3%	59,701	21.45%	\$369,809	\$383,148	
5010	CPP Expense	\$10,348	\$9,967	\$11,619	\$1,271	12.3%	1,652	16.57%	\$12,635	\$12,877	
5020	EI Expense	\$4,124	\$3,810	\$4,472	\$348	8.4%	662	17.38%	\$4,686	\$4,696	
5030	EHT Expense	\$4,525	\$4,415	\$4,988	\$463	10.2%	573	12.98%	\$5,311	\$5,520	
5040	OMERS	\$21,962	\$20,071	\$23,727	\$1,765	8.0%	3,656	18.22%	\$25,756	\$27,238	
5060	Health Benefits	\$18,685	\$14,669	\$20,765	\$2,080	11.1%	6,096	41.56%	\$23,548	\$23,897	
5110	Amortization Expense	\$436,476	\$486,739	\$436,476	\$0	0.0%	(50,263)	(10.33%)	\$436,476	\$436,476	
5150	Insurance	\$145,865	\$145,865	\$159,168	\$13,303	9.1%	13,303	9.12%	\$168,719	\$177,157	
5190	Legal	\$5,000	\$0	\$5,000	\$0	0.0%	5,000	0.00%	\$5,000	\$5,000	
5210	Memberships	\$280	\$0	\$280	\$0	0.0%	280	0.00%	\$280	\$280	
5220	Mileage	\$750	\$322	\$0	(\$750)	(100.0%)	(322)	(100.00%)	\$0	\$0	
5280	Professional Development	\$5,250	\$814	\$9,525	\$4,275	81.4%	8,711	1,070.15%	\$11,690	\$4,830	
5290	Rent	\$95,824	\$94,861	\$60,347	(\$35,477)	(37.0%)	(34,514)	(36.38%)	\$23,376	\$23,276	
5320	Telecommunications	\$1,583	\$810	\$1,583	\$0	0.0%	773	95.43%	\$1,583	\$1,583	
5330	Telephone	\$24,110	\$17,252	\$18,580	(\$5,530)	(22.9%)	1,328	7.70%	\$11,769	\$11,719	
5340	Travel	\$0	\$0	\$750	\$750	0.0%	750	0.00%	\$750	\$750	
5404	Interdepartmental Charges - Rent	\$0	\$0	\$5,791	\$5,791	0.0%	5,791	0.00%	\$6,949	\$6,949	
5406	Interdepartmental Charges - Fleet	\$12,000	\$12,000	\$12,000	\$0	0.0%	0	0.00%	\$12,000	\$12,000	
5408	Intradepartmental Charges - Overhead	\$235,478	\$224,142	\$258,544	\$23,066	9.8%	34,402	15.35%	\$284,765	\$301,662	
5542	Transfer to Reserve - Facilities Capital	\$54,146	\$35,745	\$60,136	\$5,990	11.1%	24,391	68.24%	\$6,827	\$45,848	
6110	Building Maintenance	\$291,167	\$393,259	\$318,817	\$27,650	9.5%	(74,442)	(18.93%)	\$338,892	\$346,941	
6120	Building Supplies	\$93,996	\$59,096	\$97,614	\$3,618	3.8%	38,518	65.18%	\$101,469	\$104,370	
6130	Contract Cleaning, Supplies, Garbage	\$252,425	\$293,435	\$239,963	(\$12,462)	(4.9%)	(53,472)	(18.22%)	\$197,359	\$199,264	
6150	Protective Equipment	\$1,500	\$1,875	\$1,500	\$0	0.0%	(375)	(20.00%)	\$1,500	\$1,500	
6220	Equipment Owned	\$5,871	\$616	\$25,717	\$19,846	338.0%	25,101	4,074.84%	\$27,464	\$32,915	
6320	Grounds Maintenance	\$132,573	\$116,544	\$93,110	(\$39,463)	(29.8%)	(23,434)	(20.11%)	\$96,921	\$97,684	
6350	Heat	\$82,268	\$79,653	\$102,345	\$20,077	24.4%	22,692	28.49%	\$109,979	\$115,269	
6360	Hydro	\$162,483	\$150,324	\$179,580	\$17,097	10.5%	29,256	19.46%	\$194,588	\$239,620	
6375	Interest Expense	\$246,781	\$246,256	\$209,531	(\$37,250)	(15.1%)	(36,725)	(14.91%)	\$209,531	\$209,531	
6410	Materials	\$0	\$129	\$0	\$0	0.0%	(129)	(100.00%)	\$0	\$0	
6720	Contractor	\$14,000	\$2,443	\$0	(\$14,000)	(100.0%)	(2,443)	(100.00%)	\$0	\$0	
6760	Tools and Equipment	\$5,000	\$3,406	\$5,000	\$0	0.0%	1,594	46.80%	\$5,000	\$5,000	
6820	Water	\$22,818	\$15,457	\$24,581	\$1,763	7.7%	9,124	59.03%	\$26,603	\$27,894	
	<b>Subtotal Expenses :</b>	<b>\$2,688,429</b>	<b>\$2,712,336</b>	<b>\$2,729,571</b>	<b>\$41,142</b>	<b>1.53%</b>	<b>17,235</b>	<b>(0.31%)</b>	<b>\$2,721,235</b>	<b>\$2,864,894</b>	<b>5.28%</b>
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>(1)</b>	<b>(0.00%)</b>	<b>(\$2,994)</b>	<b>(\$2,913)</b>	<b>(2.71%)</b>

**County of Perth  
32 FACILITIES  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
		Projections			\$ Change	% Change	\$ Change	YE Projections			
<b>32-1-1ONTARIO</b>	<b>1 Ontario Street</b>										
EXPENSES	Expenses	113,350	102,749	58,297	(55,053)	(48.57%)	(44,452)	(43.26%)	(\$5)	(\$1)	lease currently expires June 30-2022
REVENUE	General Revenue	(165,112)	(154,517)	(58,226)	106,886	(64.74%)	96,291	(62.32%)			
<b>Total 32-1-1ONTARIO</b>	<b>1 Ontario Street</b>	(51,762)	(51,768)	71	51,833	(100.14%)	51,839	(100.14%)	(5)	(1)	
<b>32-1-24ANDREW</b>	<b>24 St. Andrews Street</b>										
EXPENSES	Expenses	20,886	16,146	24,894	4,008	19.19%	8,748	54.18%	\$26,513	\$27,521	increases due to inflation
<b>Total 32-1-24ANDREW</b>	<b>24 St. Andrews Street</b>	20,886	16,146	24,894	4,008	19.19%	8,748	54.18%	26,513	27,521	
<b>32-1-ADMIN</b>	<b>Facilities Division Administration</b>										
ADMFAC	Admin Facility	399,863	364,350	430,556	30,693	7.68%	66,206	18.17%	\$467,874	\$482,592	Overall increase due to increased Overhead allocation.
REVENUE	General Revenue	(399,863)	(364,350)	(430,556)	(30,693)	7.68%	(66,206)	18.17%	(472,569)	(494,147)	
<b>Total 32-1-ADMIN</b>	<b>Facilities Division Administration</b>								(4,695)	(11,555)	
<b>32-1-ADMREVTR</b>	<b>Facilities Reserve Transfers</b>										
RESERVESFROM	Transfers from Reserves		(86,519)				86,519	(100.00%)			
RESERVESTO	Transfers to Reserves	54,146	27,073	60,136	5,990	11.06%	33,063	122.13%	6,827	45,848	
REVENUE	General Revenue	(4,424)	(5,253)	(4,424)			829	(15.78%)	(4,424)	(4,424)	
<b>Total 32-1-ADMREVTR</b>	<b>Facilities Reserve Transfers</b>	49,722	(64,699)	55,712	5,990	12.05%	120,411	(186.11%)	2,403	41,424	
<b>32-1-ARCHIVES</b>	<b>Archives Operating Costs</b>										
EXPENSES	Expenses	263,244	254,745	264,776	1,532	0.58%	10,031	3.94%	\$278,550	\$322,753	increases due to inflation and additoinal COVID cleaning costs
REVENUE	General Revenue	(275,000)	(275,000)	(275,000)					(275,000)	(280,000)	
<b>Total 32-1-ARCHIVES</b>	<b>Archives Operating Costs</b>	(11,756)	(20,255)	(10,224)	1,532	(13.03%)	10,031	(49.52%)	3,550	42,753	
<b>32-1-CRTHOUSE</b>	<b>Courthouse Operating Costs</b>										
EXPENSES	Expenses	477,192	464,244	488,499	11,307	2.37%	24,255	5.22%	\$477,849	\$486,996	a one time cleaning increase includes current additional COVID cleaning and a 2% increase as per contract extension and minor increases in utilities due to inflation. Expenses decrease due to snow removal being brought in-house.
REVENUE	General Revenue	(450,074)	(489,659)	(505,117)	(55,043)	12.23%	(15,458)	3.16%	(332,140)	(387,140)	
<b>Total 32-1-CRTHOUSE</b>	<b>Courthouse Operating Costs</b>	27,118	(25,415)	(16,618)	(43,736)	(161.28%)	8,797	(34.61%)	145,709	99,856	
<b>32-1-EMSHQ</b>	<b>EMS Head Quarters (Stratford)</b>										
EXPENSES	Expenses	514,364	496,998	523,352	8,988	1.75%	26,354	5.30%	\$520,271	\$530,798	increases due to inflation, cleaning contract extension and additional COVID cleanina costs
REVENUE	General Revenue	(500,000)	(500,000)	(520,000)	(20,000)	4.00%	(20,000)	4.00%	(530,000)	(540,000)	
<b>Total 32-1-EMSHQ</b>	<b>EMS Head Quarters (Stratford)</b>	14,364	(3,002)	3,352	(11,012)	(76.66%)	6,354	(211.66%)	(9,729)	(9,202)	
<b>32-1-EMSLIST</b>	<b>EMS Listowel Base Operating Costs</b>										

**County of Perth  
32 FACILITIES  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
		Projections			\$ Change	% Change	\$ Change	YE Projections			
EXPENSE	Expenses	52,587	52,542	67,605	15,018	28.56%	15,063	28.67%	\$72,034	\$75,444	increased costs due to inflation and new snow removal contract
REVENUE	General Revenue	(60,000)	(60,000)	(68,000)	(8,000)	13.33%	(8,000)	13.33%	(72,000)	(76,000)	
<b>Total 32-1-EMSLIST EMS Listowel Base Operating Costs</b>		(7,413)	(7,458)	(395)	7,018	(94.67%)	7,063	(94.70%)	34	(556)	
<b>32-1-EMSMILV</b>	<b>EMS Milverton Operating Costs</b>										
EXPENSE	Expenses	74,482	70,768	78,447	3,965	5.32%	7,679	10.85%	\$83,158	\$86,432	increased costs due to inflation and new snow removal contract
REVENUE	General Revenue	(74,500)	(74,500)	(80,000)	(5,500)	7.38%	(5,500)	7.38%	(85,000)	(90,000)	
<b>Total 32-1-EMSMILV EMS Milverton Operating Costs</b>		(18)	(3,732)	(1,553)	(1,535)	8,527.78%	2,179	(58.39%)	(1,842)	(3,568)	
<b>32-1-EMSMITCH</b>	<b>EMS Mitchell Operating Costs</b>										
EXPENSE	Expenses	111,954	103,059	99,094	(12,860)	(11.49%)	(3,965)	(3.85%)	\$103,297	\$105,909	increases due to inflation and new snow removal contract
REVENUE	General Revenue	(110,000)	(100,000)	(110,000)			(10,000)	10.00%	(115,000)	(119,000)	
<b>Total 32-1-EMSMITCH EMS Mitchell Operating Costs</b>		1,954	3,059	(10,906)	(12,860)	(658.14%)	(13,965)	(456.52%)	(11,703)	(13,091)	
<b>32-1-EMSMONK</b>	<b>EMS Monkton Post Operating Costs</b>										
EXPENSE	Expenses	19,568	17,624	20,724	1,156	5.91%	3,100	17.59%	\$21,332	\$21,239	
REVENUE	General Revenue	(20,000)	(20,000)	(21,000)	(1,000)	5.00%	(1,000)	5.00%	(21,000)	(21,000)	
<b>Total 32-1-EMSMONK EMS Monkton Post Operating Costs</b>		(432)	(2,376)	(276)	156	(36.11%)	2,100	(88.38%)	332	239	
<b>32-1-EMSSTMAR</b>	<b>EMS St. Mary's Base Operating Costs</b>										
EXPENSE	Expenses	82,222	80,306	78,245	(3,977)	(4.84%)	(2,061)	(2.57%)	\$81,992	\$84,505	increases due to inflation and new snow removal contract
REVENUE	General Revenue	(80,000)	(80,000)	(81,000)	(1,000)	1.25%	(1,000)	1.25%	(85,000)	(89,000)	
<b>Total 32-1-EMSSTMAR EMS St. Mary's Base Operating Costs</b>		2,222	306	(2,755)	(4,977)	(223.99%)	(3,061)	(1,000.33%)	(3,008)	(4,495)	
<b>32-1-PWRMILV</b>	<b>PW Milverton Yard Operating Costs</b>										
EXPENSE	Expenses	70,310	70,131	77,994	7,684	10.93%	7,863	11.21%	\$81,326	\$84,055	increases due to inflation
REVENUE	General Revenue	(74,000)	(74,000)	(79,000)	(5,000)	6.76%	(5,000)	6.76%	(84,000)	(89,000)	
<b>Total 32-1-PWRMILV PW Milverton Yard Operating Costs</b>		(3,690)	(3,869)	(1,006)	2,684	(72.74%)	2,863	(74.00%)	(2,674)	(4,945)	
<b>32-1-PWRMITCH</b>	<b>PW Mitchell Operating Costs</b>										
EXPENSE	Expenses	251,476	217,794	266,956	15,480	6.16%	49,162	22.57%	\$280,201	\$286,451	increases due to inflaton and contract cleaning extension.
REVENUE	General Revenue	(245,000)	(245,000)	(270,000)	(25,000)	10.20%	(25,000)	10.20%	(290,000)	(310,000)	
<b>Total 32-1-PWRMITCH PW Mitchell Operating Costs</b>		6,476	(27,206)	(3,044)	(9,520)	(147.00%)	24,162	(88.81%)	(9,799)	(23,549)	
<b>32-1-PWRSTRAT</b>	<b>PW Stratford Operating Costs</b>										
EXPENSE	Expenses	104,969	102,838	117,458	12,489	11.90%	14,620	14.22%	\$124,159	\$127,036	increases due to inflation
REVENUE	General Revenue	(110,000)	(110,000)	(120,000)	(10,000)	9.09%	(10,000)	9.09%	(130,000)	(140,000)	

**County of Perth  
32 FACILITIES  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
			Projections		\$ Change	% Change	\$ Change	YE Projections			
<b>Total</b>	<b>32-1-PWRSTRAT PW Stratford Operating Costs</b>	(5,031)	(7,162)	(2,542)	2,489	(49.47%)	4,620	(64.51%)	(5,841)	(12,964)	
<b>32-1-RADIOEQU</b>	<b>Radio Interoperability Equipment</b>										
RADIOEQUIP	Radio Equipment	5,534	1,623	6,237	703	12.70%	4,614	284.29%	\$6,766	\$6,930	
REVENUE	General Revenue		(2,998)				2,998	(100.00%)			
<b>Total</b>	<b>32-1-RADIOEQU Radio Interoperability Equipment</b>	5,534	(1,375)	6,237	703	12.70%	7,612	(553.60%)	6,766	6,930	
<b>32-1-REGISTRY</b>	<b>Registry Operating Expenses</b>										
EXPENSES	Expenses	68,247	98,089	61,642	(6,605)	(9.68%)	(36,447)	(37.16%)	\$84,081	\$85,136	expense costs to remain the same as 2023 will be a transition due to renovation
REVENUE	General Revenue	(105,456)	(146,927)	(92,248)	13,208	(12.52%)	54,679	(37.22%)	(213,096)	(213,096)	
<b>Total</b>	<b>32-1-REGISTRY Registry Operating Expenses</b>	(37,209)	(48,838)	(30,606)	6,603	(17.75%)	18,232	(37.33%)	(129,015)	(127,960)	
<b>32-1-SOLAR</b>	<b>Solar Panel Expenses</b>										
EXPENSE	Expenses	4,035	2,074	4,659	624	15.46%	2,585	124.64%	\$5,010	\$5,250	increase due to inflation
REVENUE	General Revenue	(15,000)	(13,021)	(15,000)			(1,979)	15.20%	(15,000)	(15,000)	
<b>Total</b>	<b>32-1-SOLAR Solar Panel Expenses</b>	(10,965)	(10,947)	(10,341)	624	(5.69%)	606	(5.54%)	(9,990)	(9,750)	
<b>Total</b>	<b>32 FACILITIES</b>		<b>(258,591)</b>				<b>258,591</b>	<b>(100.00%)</b>	<b>(2,994)</b>	<b>(2,913)</b>	

**County of Perth  
33 FLEET  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4060	Conditional Grants - Provincial	\$0	\$0	\$15,015	\$15,015	0.0%	15,015	0.00%	\$15,441	\$15,869	
4150	Interdepartmental Revenues	\$1,912,935	\$2,083,858	\$2,282,748	\$369,813	(19.3%)	198,890	(9.54%)	\$2,442,873	\$2,882,633	
4160	Intradepartmental Revenues	\$464,861	\$431,902	\$502,737	\$37,876	(8.1%)	70,835	(16.40%)	\$534,917	\$563,775	
	<b>Subtotal Revenue :</b>	<b>\$2,377,796</b>	<b>\$2,515,760</b>	<b>\$2,800,500</b>	<b>\$422,704</b>		<b>284,740</b>		<b>\$2,993,231</b>	<b>\$3,462,277</b>	
				17.78%					6.88%	13.55%	
<b>Expenses</b>											
5000	Salaries	\$285,678	\$285,863	\$288,526	\$2,848	1.0%	2,663	0.93%	\$307,707	\$320,947	
5010	CPP Expense	\$6,863	\$7,582	\$7,402	\$539	7.9%	(180)	(2.37%)	\$8,016	\$8,016	
5020	EI Expense	\$2,668	\$2,889	\$2,800	\$132	4.9%	(89)	(3.08%)	\$2,889	\$2,889	
5030	EHT Expense	\$3,728	\$3,804	\$3,926	\$198	5.3%	122	3.21%	\$4,130	\$4,245	
5040	OMERS	\$19,624	\$18,700	\$20,860	\$1,236	6.3%	2,160	11.55%	\$22,384	\$23,246	
5060	Health Benefits	\$13,382	\$12,696	\$14,736	\$1,354	10.1%	2,040	16.07%	\$16,876	\$17,075	
5150	Insurance	\$101,715	\$101,724	\$106,802	\$5,087	5.0%	5,078	4.99%	\$113,167	\$119,921	
5320	Telecommunications	\$524	\$57	\$524	\$0	0.0%	467	819.30%	\$524	\$524	
5404	Interdepartmental Charges - Rent	\$70,000	\$70,000	\$80,000	\$10,000	14.3%	10,000	14.29%	\$80,000	\$90,000	
5408	Intradepartmental Charges - Overhead	\$235,478	\$171,984	\$258,544	\$23,066	9.8%	86,560	50.33%	\$284,765	\$301,662	
5554	Transfer to Reserve - Fleet Capital	\$506,039	\$410,233	\$656,805	\$150,766	29.8%	246,572	60.11%	\$758,617	\$1,156,433	
6220	Equipment Owned	\$26,342	\$19,129	\$27,091	\$749	2.8%	7,962	41.62%	\$27,942	\$30,702	
6290	Fuel	\$550,753	\$783,208	\$848,065	\$297,312	54.0%	64,857	8.28%	\$873,046	\$887,180	
6375	Interest Expense	\$24,658	\$25,092	\$24,658	\$0	0.0%	(434)	(1.73%)	\$24,658	\$24,658	
6410	Materials	\$362,825	\$523,553	\$318,956	(\$43,869)	(12.1%)	(204,597)	(39.08%)	\$322,650	\$326,590	
6720	Contractor	\$160,619	\$68,970	\$133,905	(\$26,714)	(16.6%)	64,935	94.15%	\$135,966	\$138,154	
6760	Tools and Equipment	\$6,900	\$10,276	\$6,900	\$0	0.0%	(3,376)	(32.85%)	\$6,900	\$6,900	
	<b>Subtotal Expenses :</b>	<b>\$2,377,796</b>	<b>\$2,515,760</b>	<b>\$2,800,500</b>	<b>\$422,704</b>		<b>284,740</b>		<b>\$2,990,237</b>	<b>\$3,459,142</b>	
				17.78%					6.78%	15.68%	
	<b>Net Levy Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>0</b>		<b>(\$2,994)</b>	<b>(\$3,135)</b>	
				0.00%					0.00%	4.71%	

**County of Perth  
33 FLEET  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
			Projections		\$ Change	% Change	\$ Change	YE Projections			
<b>33-1-ADMIN</b>	<b>Fleet Division Administration</b>										
ADMFLT	Fleet Admin	464,861	426,902	502,737	37,876	8.15%	75,835	17.76%	\$534,917	\$563,775	
REVENUE	General Revenue	(464,861)	(431,902)	(502,737)	(37,876)	8.15%	(70,835)	16.40%	(534,917)	(563,775)	
<b>Total</b>	<b>33-1-ADMIN Fleet Division Administration</b>		(5,000)				5,000	(100.00%)			
<b>33-1-ADMREVTR</b>	<b>Admin Revenue &amp; Transfer to Reserve</b>										
RESERVESFROM	Transfers from Reserves	(17,927)			17,927	(100.00%)			(\$19,263)	(\$19,968)	
RESERVESTO	Transfers to Reserves	523,966	506,040	656,805	132,839	25.35%	150,765	29.79%	777,880	1,176,401	
REVENUE	General Revenue			(15,015)	(15,015)		(15,015)		(15,441)	(15,869)	
<b>Total</b>	<b>33-1-ADMREVTR Admin Revenue &amp; Transfer to Reserv</b>	506,039	506,040	641,790	135,751	26.83%	135,750	26.83%	743,176	1,140,564	
<b>33-1-FLEET</b>	<b>Fleet Contract</b>										
0440	V040 KOMATSU WA200 5LOADER	9,536	14,268		(9,536)	(100.00%)	(14,268)	(100.00%)			
0543	V043 CAT 4300 IT Backhoe	21,644	7,782	24,599	2,955	13.65%	16,817	216.10%	25,164	25,677	
0579	V079 2005 20 t trailer	4,654	2,922	4,608	(46)	(0.99%)	1,686	57.70%	4,849	5,030	
0616	V016 1999 FL80 Single Axle	6,903	2,458	1,510	(5,393)	(78.13%)	(948)	(38.57%)	1,612	1,683	
0656	145 Gallon Diesel Kettle w/Hose & Wand	8,628	3,322	9,335	707	8.19%	6,013	181.01%	9,680	9,958	
0703	V003 2008 16000 F450 truck	13,763	20,368	19,403	5,640	40.98%	(965)	(4.74%)	19,960	20,466	
0729	V029 2008 Tandem Dump Plow VHD64B		5,206				(5,206)	(100.00%)			
0909	V009 2009 VOLVO TANDEM/PLOW	58,102	24,841	36,959	(21,143)	(36.39%)	12,118	48.78%	38,886	40,127	
0967	VERMEER BRUSH CHIPPER	4,580	2,095	3,397	(1,183)	(25.83%)	1,302	62.15%	3,523	3,628	
1008	V008 2010 Tandem	59,603	33,591	34,720	(24,883)	(41.75%)	1,129	3.36%	36,616	37,867	
1117	2011 Chevrolet Silverado LT 2500 1/2 Ton	25,889	25,550	25,319	(570)	(2.20%)	(231)	(0.90%)	26,310	26,933	
1135	V035 2011 Caterpillar Grader	30,396	37,514	26,222	(4,174)	(13.73%)	(11,292)	(30.10%)	26,809	27,382	
1150	John Deere 644L Loader	24,405	18,760	26,669	2,264	9.28%	7,909	42.16%	27,667	28,360	
1210	2012 16,000 GVW Chassis Cab Truck	16,790	21,448	18,515	1,725	10.27%	(2,933)	(13.67%)	20,015	20,504	
1223	2012 Chevorlet Pickup	21,119	7,240	13,491	(7,628)	(36.12%)	6,251	86.34%	13,996	14,421	
1258	Demer Ambulance - Facilities Vehicle	16,714	18,518	13,710	(3,004)	(17.97%)	(4,808)	(25.96%)	14,296	14,772	
1301	V001 Tri - Axle Truck	90,775	115,482	100,550	9,775	10.77%	(14,932)	(12.93%)	103,996	106,382	
1355	V055 Spray Patch	6,945	2,436	6,938	(7)	(0.10%)	4,502	184.81%	7,362	7,665	
1405	V005 2014 Tandem Dump Plow	77,816	112,340	89,293	11,477	14.75%	(23,047)	(20.52%)	92,929	94,908	

**County of Perth  
33 FLEET  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd Projections	Budget	Budget \$ Change	Budget % Change	YE Projections \$ Change	% Change YE Projections	Budget	Budget	
1406	V006 Freightliner Model 114SD /TriAxle	81,097	127,949	95,426	14,329	17.67%	(32,523)	(25.42%)	99,155	101,235	
1418	V018 - 3/4 Ton Pickup, Diesel	20,150	24,152	25,458	5,308	26.34%	1,306	5.41%	26,448	27,028	
1419	V019 - 1/2 Ton Pickup		65				(65)	(100.00%)			
1524	V024 Tri - Axle Truck	72,716	119,147	86,367	13,651	18.77%	(32,780)	(27.51%)	89,641	91,384	
1602	V002 Tandem Dump Plow VHD64B	63,768	96,721	48,583	(15,185)	(23.81%)	(48,138)	(49.77%)	51,276	52,399	
1614	V014 2016 Chevy Silverado Quad	19,822	12,935	16,303	(3,519)	(17.75%)	3,368	26.04%	17,158	17,679	
1715	V015 2017 Dodge RAM 1500 4x4	19,822	19,382	25,300	5,478	27.64%	5,918	30.53%	26,445	27,116	
1820	V020 2018 Dodge RAM 1500 SLT	18,223	24,645	22,941	4,718	25.89%	(1,704)	(6.91%)	23,963	24,547	
1822	V022 2018 Dodge RAM 1500 SLT	17,642	25,254	22,356	4,714	26.72%	(2,898)	(11.48%)	22,958	23,507	
1907	V007 2019 Tandem Dump Plow	67,142	80,779	78,159	11,017	16.41%	(2,620)	(3.24%)	81,426	83,105	
1928	V028 - 2019 Ford F150 XLT	16,527	9,500	17,489	962	5.82%	7,989	84.09%	18,198	18,770	
2012	CEMC Vehicle - 2020 Kia Sportage	6,338	4,094	2,591	(3,747)	(59.12%)	(1,503)	(36.71%)	2,668	2,753	
2019	Vehicle 19 - 2020 GMC Sierra 1500	16,821	10,678	17,182	361	2.15%	6,504	60.91%	17,663	18,102	
2029	V029 2020 Tandem Dump Plow	58,805	73,948	78,590	19,785	33.65%	4,642	6.28%	80,361	82,024	
2145	(V045 CAT 926M Loader-Leased)	32,029	29,634	35,566	3,537	11.04%	5,932	20.02%	36,278	38,875	
2204	V004 2022 Tandem Dump Plow		12,549	45,094	45,094		32,545	259.34%	45,892	46,745	
2216	V016 2022 Tandem/Plow		14,126	44,693	44,693		30,567	216.39%	45,466	46,294	
9174	GRAVEL SPREADER	19,816	15,904	18,805	(1,011)	(5.10%)	2,901	18.24%	19,744	20,446	
A1000	EMS Incident Trailer	1,512	485	1,482	(30)	(1.98%)	997	205.57%	1,542	1,591	
A1021	2020 Crestline New Era Ambulance	32,838	56,845	54,661	21,823	66.46%	(2,184)	(3.84%)	55,991	57,278	
A1022	2016 Ambulance	32,838	30,096	34,120	1,282	3.90%	4,024	13.37%	35,134	36,083	
A1023	2017 Chevrolet unit #NE-11184	32,838	56,768	54,661	21,823	66.46%	(2,107)	(3.71%)	55,991	57,278	
A1024	2017 Chevrolet unit #NE-11185	32,838	33,103	38,768	5,930	18.06%	5,665	17.11%	39,854	40,879	
A1025	2017 Crestline unit	32,838	62,852	54,661	21,823	66.46%	(8,191)	(13.03%)	55,991	57,278	
A1026	2018 Crestline	32,838	15,746	16,577	(16,261)	(49.52%)	831	5.28%	17,322	17,983	
A1027	2014 Demers (A1060<2021)		11,243				(11,243)	(100.00%)			
A1059	2015 Demers	29,743	17,596	20,062	(9,681)	(32.55%)	2,466	14.01%	20,699	21,320	

**County of Perth  
33 FLEET  
2023 Operating Budget by Activity**

		2022	2022	2023	2022-2023	2022-2023	2022-2023	2022-2023	2024	2025	Budget Comments
		Budget	YearEnd	Budget	Budget	Budget	YE Projections	% Change	Budget	Budget	
			Projections		\$ Change	% Change	\$ Change	YE Projections			
A1060	2020 Chevy Crestline	17,454	48,789	47,871	30,417	174.27%	(918)	(1.88%)	48,894	49,951	
A1061	2020 Chevy Crestline	32,838	49,545	58,109	25,271	76.96%	8,564	17.29%	59,492	60,836	
A1062	2020 Chevy Crestline	19,863	33,718	41,220	21,357	107.52%	7,502	22.25%	42,342	43,409	
A1070	2015 Demers	29,743	25,755	21,711	(8,032)	(27.00%)	(4,044)	(15.70%)	22,373	23,022	
A1269	2010 DeMers		3,308				(3,308)	(100.00%)			
A1390	2017 Chevy Silverado Supervisors Vehicle	24,504	24,424	27,479	2,975	12.14%	3,055	12.51%	28,233	28,906	
A1391	2017 Chevy Silverado Supervisors Vehicle	25,231	10,278	18,465	(6,766)	(26.82%)	8,187	79.66%	19,120	19,667	
MIH1	MIH #1- 2022 Ford Explorer			4,990	4,990		4,990		5,105	5,227	
MIH2	MIH #2- 2022 Ford Explorer			4,990	4,990		4,990		5,105	5,227	
MIH3	MIH #3- 2022 Ford Explorer			4,990	4,990		4,990		5,105	5,227	
REVENUE	General Revenue	(1,912,935)	(2,083,857)	(2,282,748)	(369,813)	19.33%	(198,891)	9.54%	(2,442,873)	(2,882,633)	
<b>Total 33-1-FLEET Fleet Contract</b>		(506,039)	(425,703)	(641,790)	(135,751)	26.83%	(216,087)	50.76%	(746,170)	(1,143,699)	
<b>Total 33 FLEET</b>			<b>75,337</b>				<b>(75,337)</b>	<b>(100.00%)</b>	<b>(2,994)</b>	<b>(3,135)</b>	



2023  
**PARAMEDIC  
SERVICES**

Paramedic Services



## Introduction

Perth County Paramedic Services (PCPS) is a system partner to the local health system within the County of Perth, Municipality of North Perth, Municipality of West Perth, Township of Perth East, Township of Perth South, the City of Stratford and the Town of St. Mary's. According to Ontario Population Projections during 2021 there were 85,395 persons residing within these areas<sup>1</sup>. It is noteworthy to mention that "the largest population of Perth County, is the age group between 55 and 59 years old, and the least populated age group is between 80 and 84 years old"<sup>2</sup> which will impact our call volume over the years to come.

In providing paramedic services, in harmony with the County Strategic Plan and goals, PCPS strives to:

- Improve **Community and patient health** by providing high-quality patient care through caring individuals.
- Provide **Excellence in patient care** through a patient-centered approach.
- Ensure our employees are cared for through a best practice **Employee wellness program**.
- **Deliver a best-in-class** paramedic service through excellence, quality, and system responsiveness that exceeds the needs of the community.

PCPS is the largest department in the Perth County structure and has the only unionized workforce. CUPE Local 4514, covers both full and part-time paramedics and Teamsters Local 879 covers paramedic supervisors identified as Commanders. PCPS collaborates with staff in Human Resources, Finance, Information Technology, Emergency Management, Facilities and Roads Divisions and occasionally with Planning and Clerks Divisions.

During 2020 Medavie Health Services entered into an agreement to support the administrative function of operating PCPS to help lead the organization by overseeing day-to-day operations.

The provision of paramedic services is mandated by legislation and regulated through the Province of Ontario. During 2022 PCPS provided emergency response, responded to the needs of the community under the context of a pandemic, and supported at-risk populations in the community through a Mobile Integrated Health program focusing on patients not getting the physical or psychological care they need. This program parallels the provincial approach to emergency health services modernization and the ongoing response and transition activities related to the COVID-19 pandemic.

A primary focus of Paramedic Services is twofold; to focus on executing projects started during 2022 and to focus on operational efficiencies and programs that were delayed due to COVID-19 responses.

## Service Strategy

**Emergency Response:** In Perth County we are often the gateway to the health system by responding to 911 calls. In doing so, PCPS strives to balance the capacity to respond to both rural and urban settings. Our staffing model also reflects surge capacity for situations when several calls are generated at the same time, such as during a car accident. Our current level of staffing includes seven 24/7 primary care ambulance transport units, one 7 day a

<sup>1</sup> Ontario Population Projection <https://www.ontario.ca/page/ontario-population-projections>

<sup>2</sup> Perth County Economic Development Team <https://townfolio.co/on/perth-county/demographics>



week peak-hours primary care ambulance transport unit, a supervisory command unit and our community paramedics who may respond to urgent calls as required.

**Pandemic Response:** In response to the pandemic, Perth County Paramedic Service (PCPS) continues to provide exceptional service to the community during this ongoing health crisis and under extremely difficult situations. Paramedics and the staff are courageous, resilient, and continue to support the community and our system partners each day. The investments that PCPS have made in our system such as providing special training to our peer support team and access to psychological services means that we have a stronger more flexible system that will help to meet the health needs of employees and patients for years to come. The psychological, physical pressures of being a paramedic during the pandemic is real. Our paramedics, their professionalism, resilience, and ongoing commitment to the community are to be commended.

**Paramedic Service Modernization:** According to the provincial government “the [Emergency Health Services] (EHS) system went through a significant transformation in the late 1990s when municipal land ambulance services were transferred to municipalities. Since that time, additional changes have been made to improve services, and legislative amendments in 2017 provided some needed updates to the Ambulance Act. However, some key challenges remain. The Auditor-General, the Dispatch Working Group, the Association of Municipalities of Ontario, and the Ontario Association of Paramedic Chiefs, among others, have identified challenges that affect the delivery of critical EHS services, including:

- Outdated dispatch technologies;
- Lengthy ambulance offload times and delays in transporting medically-stable patients;
- Lack of coordination among EHS system partners;
- Need for innovative models that improve care; and
- Health equity, or access to services across regions and communities”<sup>3</sup>

PCPS continues to work with local and provincial system partners to improve the health of our citizens which is in alignment with Perth County goal *Regionalization & Service Effectiveness*, and *Customer Service Excellence*. During 2022 PCPS implemented an upgrade in communications with the dispatch centre. CadLink software allows us to receive information directly from the communications centre. This information helps paramedics to navigate more effectively to calls and provides call details in real time. PCPS continues to build existing and creating new relationships to ensure our patients receive the care they need from the most appropriate resource in time and place. PCPS continues to work with partners such as Ontario Health, Huron Perth Health Alliance (HPHA), Stratford Social Services, The Huron-Perth Ontario Health Team, and Huron Perth Public Health (HPPH) in developing ways to best serve our patients through health programing.

**Mobile Integrated Health (MIH):** MIH is an innovative concept that is emerging across Canada and the world. Such programs have proven to provide safe, timely, mobile medical care in the community setting. Community Paramedics are specially trained to provide short-term treatment under the direction of a Physician. Through the collaboration with health system partners, the role of these programs enhances the delivery of community and health care services to patients by the way of a MIH Program. During 2020 PCPS implemented MIH as part of the local strategy to support the municipal and health needs to fight the current COVID-19 pandemic. PCPS continues

---

<sup>3</sup> Ontario Health

[http://health.gov.on.ca/en/pro/programs/phehs\\_consultations/docs/dp\\_emergency\\_health\\_services\\_modernization.pdf](http://health.gov.on.ca/en/pro/programs/phehs_consultations/docs/dp_emergency_health_services_modernization.pdf)



## Paramedic Services Division

to work under the scope of the pandemic with an intent to improve the wellbeing of patients, identify vulnerable or at-risk persons, and address the physical or psychological health needs of our persons residing in our community.<sup>4</sup> Our primary funder is the Ministry of Long-Term Care. Other supporters include Ontario Health and Stratford Social Services continues to support these efforts.

**Palliative Response:** One of the needs of our community is to help persons who are at the end of their life, to respect their wishes to stay at home. Several local ambulance services such as Oxford and Huron are implementing a palliative care program that will enable residents of our local communities to remain in their homes or be directly admitted to hospice without the direct involvement of the emergency department. During December of 2022 PCPS implemented the first phase of this program that allows paramedics to directly transport persons to a hospice instead of the emergency department. A future phase will include exploring how our MIH team can support persons in home in urgent situations avoiding an emergency department visit.

### Key Customers and Stakeholders

#### Patients, Ratepayers and Visitors:

Paramedic services provides direct services to persons within our geographic service area. Additionally, as mandated by the province, PCPS will respond to emergencies originating outside of our catchment area when we are the closest available unit. During 2020-2022, PCPS also provided services increasing the capacity of the local response to the pandemic. While we can measure some of this impact, it is difficult to fully quantify the positive impact that we have had on the community. An example would be conducting COVID-19 testing or supporting those unable to get to a vaccination centre that increase the capacity of the health system and avoid unnecessary closures. Turning to other customers PCPS has a series of system partners that we support that are mentioned below.

#### Governance:

PCPS direct governance model is to Perth County Council. PCPS also is part of the Municipal Shared Services Committee and is governed by the Ministry of Health through the Ambulance Act.

#### System partners:

System partners include, and are not limited to:

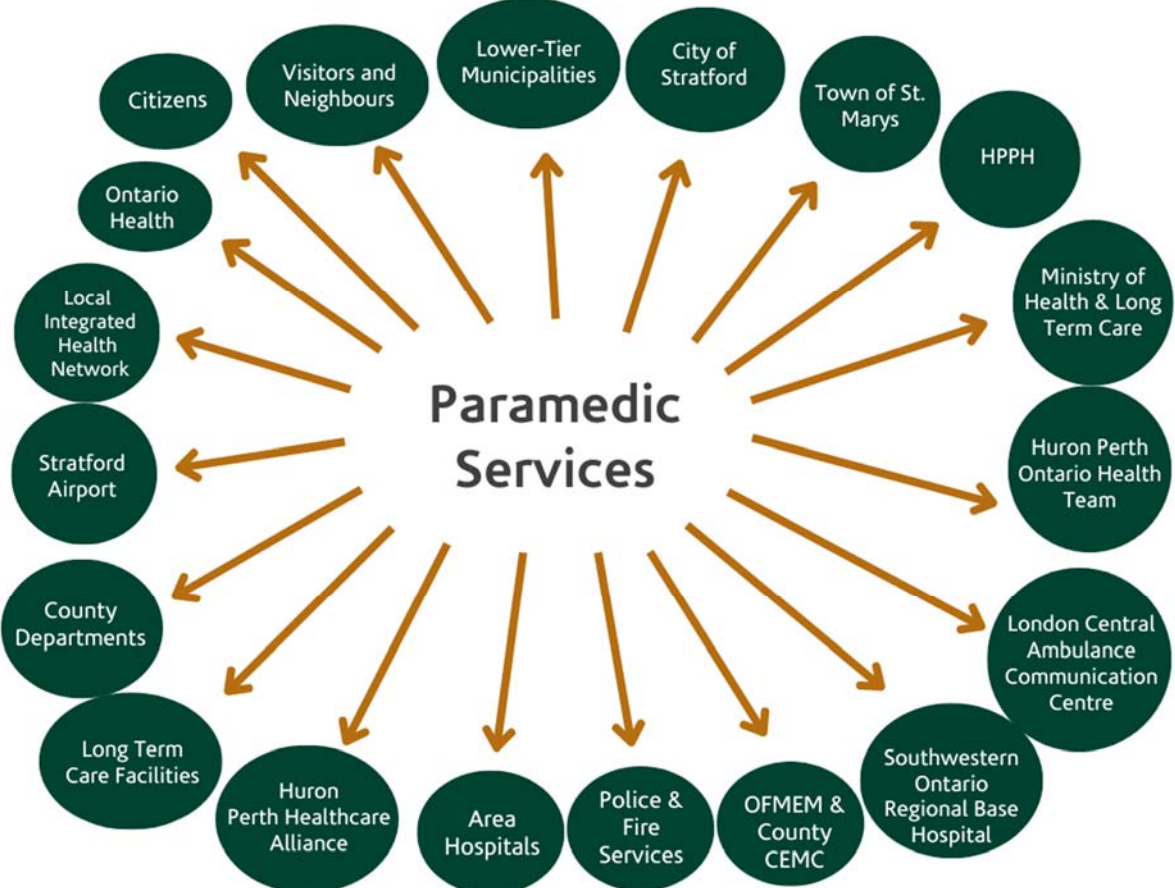
- Citizens
- Visitors and neighbours
- Municipalities of North Perth, West Perth and Townships of Perth East, and Perth South,
- City of Stratford
- Town of St Mary's
- Ministry of Health and Long-Term Care (MIHLOTC)
- Huron Perth Ontario Health Team (OHT)
- London Central Ambulance Communication Centre (CACC)
- Southwestern Ontario Regional Base Hospital
- Area Hospitals
- Huron Perth Health Alliance (HPHA)
- Long Term Care Facilities (LTC)
- County of Perth Public Works, Human Resources, Corporate Services

<sup>4</sup> Report to Council September 3, 3030 – Paramedic Services



# Paramedic Services Division

- Local Integrated Health Network (LIHNS)
- Ontario Health (OH)
- Stratford Airport
- Ontario Fire Marshal and Emergency Management (OFMEM)
- County Emergency Manager (CEMC)
- Neighboring Paramedic Services
- Huron Perth Public Health (HPPH)
- Local Fire Departments
- Stratford and Ontario Provincial Police



## Core Business Services

A summary of core business services is provided here in bullet point. More information can be reviewed in the program map section of this report.

- Patient Care
- Emergency Patient Transportation
- Pandemic preparedness
- Pandemic response
- Infectious disease response
- Population health
- Management of Resource Deployment (paramedics, ambulances, emergency response trailer, sled, Central Ambulance Communications Centre)



## Paramedic Services Division

- Multi Casualty Response
- Public Access Defibrillator (PAD)
- Community Care
- Mobile Integrated Health
- Human Resources: Staff (assessment, training, development, safety and welfare)
- Human Resources: Administration (payroll, records, scheduling, collective agreement management)
- Human Resources: Work Accommodation
- Incident Investigation and Assessment
- Inventory procurement and management
- Asset management
- Policy and procedure development
- Stakeholder relations
- Public Education

### Legislated Standards

The following list includes legislative requirements not limited to: The regulatory and establishing legislation in the provision and operation of paramedic services.

- Ambulance Services Collective Bargaining Act 2001
- Ambulance Act
  - O.Reg 129/99-Apportionment of Costs
  - O.Reg 257/00
    - Vehicle Equipment Standards
    - Communicable Disease Standards
    - Certification Standards
    - Basic Life Support Standards
    - Advanced Life Support Patient Care Standards

The following list is not limited to regulation that impacts the provision of paramedic services in Ontario:

- Occupational Health and Safety Act
- Ministry of Transportation Regulations
- Highway Traffic Act
- Coroners Act
- NIOSH guidelines
- PHIPA (Patient Healthcare Information Privacy Act)
- Ministry of Health Documentation Standards
- Mental Health Act
- Municipal Act
- Accessibility for Ontarians with Disabilities Act
- Regulated Health Profession Act
- Substitute Decisions Act
- Health Care Consent Act
- Child and Family Services Act
- Occupational Health and Safety Act
- Controlled Substances Act (Federal)
- Criminal Code (Federal)
  - Add Regulatory bodies – and related policies
  - Hospital Act



## Key Linkages with Strategic Plan and Achievements of the 2022 Program

In this section of the report PCPS connects the County's strategic goals with PCPS. Specific connections are indicated below in the major initiatives.

### GOAL 1: Growth and Economic Development

PCPS operations and programs impact resident access to health care within the community served. PCPS supports growth efforts by ensuring services to those who choose to live or work in the community.

### GOAL 2: Regionalization and Service Effectiveness

PCPS provides a regional service to our community. During 2022 PCPS continued to assess service levels and efficiencies of operating a paramedic service. Many of PCPS major initiatives focus on service effectiveness.

### GOAL 3: Customer Service Excellence

Customer service excellence as a goal is a staple for providing health services within a community. Clinical excellence and customer satisfaction are connected to many of PCPS's 2022 major initiatives.

### GOAL 4: Community Development and Planning

One of the priorities of this goal is "Perth County residents enjoy an exceptional quality of life". The promotion of programs and series that enhance the quality of life and wellbeing for residents is in alignment with PCPS emerging partnerships and current service delivery models.

### GOAL 5: Corporate Sustainability

During 2022 PCPS continued to develop employees to ensure they are capable in their roles both as paramedics and leaders. Goal 5 also is aligned with efforts that PCPS will be taking to review the management of assets.

### Achievement of 2022 Program

During May of 2019 a confidential report titled PCPS Operational Review was completed. This report became the foundation for the approved budget for 2020 and informed the budget for 2021. The following goals achieved during 2022 include, and are not limited to:

- CadLink Implementation & reported back to Ministry
- Recruitment of Paramedics during COVID-19
- Recruitment of Commander – Ian Brown
- Recruitment of Logistics and support personnel – Mike Grosz
- Recruitment of 3 FT MIH paramedics
- Annual re-certification of paramedics with Base Hospital
- MIH Manager hired to move our program forward – Debbie Hunter
- MIH program coordinator hired – Jana-Lee Jones
- Point of Care Testing introduced to the MIH team
- ID Now (Molecular testing strategy implemented) to keep paramedics at work, but also used by MIH
- Peer support team training continues with Breakwater
- Peer support application – purchased for staff to have easier connection to mental health resourcing or help if required



- Peer support collaboration – attended meetings with other like-services to strategize how to improve mental health of paramedics across Ontario
- PPE changes managed during COVID-19
- Omnicom strategy developed and implemented
- Alternate Destination Program Implementation (Dec 1<sup>st</sup>)
- Audit and Pt. Care Documentation refresh for staff and supervisors (improving feedback loops to staff)
- Ministry of Health review service certification completed – license renewed
- Key Performance Indicators refreshed and applied to review/council updates
- CUPE Collective bargaining and agreement
- Project Plan Process implemented Q4
- Response Time Performance Plan Renew – and Investigation completed
- Commanders Harvard Biz Review Program
- Ministry of Health LTC (5 million) & Ontario Health (.5 million) Funding streams extended for MIH at 100% cost recovery
- Directive 6 implementation ensuring safety of personnel in the workplace repealed
- Powerload Styrker stretcher fleet expanded by two units
- Implemented PCPS budget advisory committee
- Return to work program revised based on recommendations of the committee
- All patient-facing employees fit tested to N95 masks
- Patient chart and incident report audit process revised and reviewed with Commanders to improve quality improvement processes
- Communication templates/planning updated
- Key performance indicators reviewed at senior team meetings
- Social media Twitter and Facebook PCPS sites continued
- MIH/Pandemic standard operating procedures developed and implemented
- Monitored violence against paramedics with the health and safety committee
- Two ambulances ordered to be delivered in 2023
- Worked with fire services to develop a new version of a tired response agreement
- Reviewed purchasing in collaboration with Medavie Health. Awaiting finalization of an RFP in order to bring recommendations forward.

## Major Initiatives for 2023

### Response to COVID-19

- Major focus for 2023 and as such will impact the capacity to complete other objectives outlined in this report.
- Personal protective equipment (PPE) readiness
- Adaptive system/technologies to ensure safety is addressed during the pandemic (renovation/training equipment)
- Swabbing / Vaccination



- Community response
- Cost tracking and recovery
- Partnerships with hospital and public health
  - Maintaining response ready status and capabilities
  - Monitor staffing levels and open-shifts

#### Recovery from COVID-19

- Review and capture recommendations regarding pandemic planning for the future
  - Work with Emergency Management to develop a transition plan for Paramedic Services. Carryover from 2022 due to ongoing COVID-19 response.

#### Mobile Integrated Health

- Manage MIH program and administrative funds related to the Long-Term Care Community Paramedic and OH MIH Programs
- Report on annual activities at MSSC
- Refresh business plan for 2023-2025 that considers specific MIH principles

#### Customer Satisfaction Feedback

- Paramedic services user survey developed for operations. While MIH has a survey, PCPS will continue on developing new ways to receive feedback from users during 2023.
- Continue bi-annual reporting for paramedic statistics to be presented at council. Annual report from 2022, and mid-year report for 2023.

#### Deployment and Resource Planning

- Implement a formal working group from the Modernization Funded joint service deployment review.
- Make recommendations and implement changes as required.
- Finalize the Tiered Response Agreements with local fire services.
- Commence pre-work to review scope of Care & Master Planning

#### Paramedic Services Procurement Review

- Implement savings leveraging Medavia pricing on consumable and capital purchases (ongoing)

#### Fleet Services Review and Purchases

- Replacement of two (2) ambulances *pre-approved by Council during 2022*
- Receive (1) pick up command vehicle
- Maintain holding back one (1) ambulance for operational support (4) spares in total

#### AED Program Review and Purchase

- Conduct review of AED program and contracts carry over from 2022 – with new logistics personnel in place
- Purchase replacement AEDs as required (carry over from 2021)



## Paramedic Services Division

### Paramedic Wellness

- Peer support ongoing training and operations
- Peer support app – renew or replace
- Review and recommendations of the employee return to work program.

### Information Technology Refresh

- Report back on modernization funding September 2023 with annual dataset.
- Debrief issues with vendor incident and review efficacy of patient care records program
- First Watch – data analytics
- Additional resources as required

### Training, Leadership and Engagement

- Leadership development commanders ongoing (year 2)
- Leadership development – frontline opportunities, create learning opportunities as they become available
- Succession planning through learning pathways (ongoing)
- Implement a new Paramedic Advisory Committee to inform decision making at the Chief level
- Additional hours for paramedic wellness and toolbox training

### Labour Relations

- Teamsters collective agreement negotiations
- Employee recognition program renewal

### Standard Operating Procedure (SOP) and Processes

- Finish the review of the SOP manual and implement ongoing review cycle
- Identify and review processes as required
- Update KPI dashboard

## Major Initiatives forecasted for 2024-2025

### Response and recovery COVID-19

- COVID-19 ongoing planning cycle as required
- Cost tracking
- Formalizing relationships with system partners
- Maintaining response ready status and capabilities
- Revise pandemic plan

### Mobile Integrated Health

- Revise MIH plan annually
- Formalize external funding where possible
- Measure outcomes of the program
- Remain nimble to react to community needs and focus on longer-term funding opportunities



#### Customer Satisfaction Feedback

- Report ongoing outcomes

#### Deployment and Resource Planning

- Review plan annually and adjust as required
- Tiered response review during council term
- Scope review
- Master plan
- Plan to perform a comprehensive deployment plan review in 2025

#### Paramedic Services Procurement Review

- Savings leveraging Medavie pricing on consumable and capital purchases as applicable

#### AED Program Review and Purchase

- Maintain updated version of the AED program

#### Information Technology Refresh

- Environmental scan of IT requirements impacting ambulance services on an annual basis
- Firstwatch data
- Review electronic patient care records contract

#### Training

- Paramedic wellness
- Paramedic practice
- Leadership development
- Succession planning
- Technology as required

#### Ambulance Service Review

- Ambulance Service Review 2024

#### Standard Operating Procedure (SOP) and Processes

- Review SOP manual and develop a new ongoing review cycle
- Identify and review processes as required
- Revise KPI dashboard
- QA program document refresh

### Major Initiatives for 2023

This section of the report highlights new areas of consideration that will translate into strategic investments helping us to work toward future goals as a paramedic service.



## Deployment Planning

**Area of Focus:** Managing forecasted call volume growth during 2023 and over the next several years. In accordance to the [Joint Municipal Paramedic Service Deployment Review \(JSDR\)](#) over the next ten years to increase from 10,000 to over 17,000 calls to patients (page 49). The same report predicted there to be 9,929 calls during 2022. PCPS forecasts over 10,000 call this year ahead of schedule. Over the next several years PCPS will need to make investments into the system that include both capital and operational expansions. The forecast considers population growth projections, age of patients, additional long-term care beds, among other similar factors.

### Strategy/Action:

During 2023 the proposed strategy is to add 24 weekly hours ambulance hours to increase capacity during peak utilization hours. This recommendation is reflected on [page 142 of the Joint Municipal Service Review](#) as recommendation #6. The intent is to stay ahead of the curve and will help to provide capacity in the event of surge activity, manage hospital closures or other system pressures such as last-minute sick time use.

Future changes may result in the recommendation to operate with a peak-time ambulance. This would result in the need to invest in capital infrastructures such as an ambulance and equipment in order to do this. Note: Future implications from the performance review to be determined. Should it be recommended to split a 24/7 paramedic patient transport unit into two peak hour units, PCPS will advance a request for equipment and a vehicle to support the model.

Monitoring system performance is captured during each year. Reports that highlight current deployment information include the [Ministry of Health Response Time Performance Plan Annual](#) and PCPS's mid-year bi-annual update [Municipal Shared Services Committee – Perth Paramedic Services September 2022](#).

### Current ambulance transport units are located as follows:

- **Stratford** 3 X 24/7 transport units
- **St. Marys** 1 X 24/7 transport unit
- **Milverton**
  - **Current:** 1 X 24/7 transport unit, and one 9/4, 8/3 peak hours transport unit (Monday – Sunday unit)
  - **Proposed:** 1X 24/7 transport unit, and 1X 12/7 (Listowel)
- **Mitchell** 1 X 24/7 transport unit
- **Listowel** 1 X 24/7 transport unit

## Scope of Paramedic Practice

**Area of Focus:** *Customer Excellence and Scope of Practice.* During 2022 the Province announced that it will require paramedic services to carry an additional series of new medications. The core medications include Dexamethasone (steroid-breathing), Oxytocin (Post birth hemorrhage) and Ondansetron (anti-nausea).

**Strategy/Action:** These new required medications are within the scope of primary care paramedics as deployed in the County. This mandatory addition of medications requires training of paramedics and purchasing medications as required.



Currently the County deploys Primary Care and Community Paramedics. Other regions of the province deploy Advanced Care Paramedics. A review of the scope of care available within the County would be worth undertaking in the future in order to explore where maximizing patient care could ensure service excellence.

### ***Employee Engagement and Mental Health Strategies***

**Area of Focus:** *Employee engagement and mental health.* Supported employees help us to deliver the best care we can in the community. The pandemic has been stressful in addition to a stressful job. Our paramedics are exposed to a lot of trauma every year. Having the tools to maintain mental wellness help to keep our responders happy. In addition to this actively seeking input into the work environment can improve employee satisfaction. During 2023 PCPS proposes to work toward providing more tools and also engaging the workforce in new ways.

**Strategy/Action:** Seek out and implement a program that will be funded through our benefits budget line. Employees will be provided education up to 4 hours to build their resiliency skills. Our peer support team will continue with their annual training through Breakwater. Based on previous successes we will add an additional day of training. A paramedic advisory committee will help to bring the frontline paramedics voice to decision making through the Chief's office.

### **What changes will impact program delivery in the future? (risks and uncertainties)**

- Pandemic related operations
  - Increasing WSIB costs including psychological care and diagnosis to support paramedics
  - A workforce that is changing resulting in shifting priorities resulting in the value of flexibility in time off work
  - Collective agreements and policy that do not address the needs of multi-generational workers
- Aging Population resulting in increased requests for service and longer response times
- Increase in emergency call volume
- Provincial Health Care budget cuts
- Paramedic services modernization
- Mobile Integrated Health funding or grants
- Hospital pressures & realignment of health services out of our communities
- Increasing and lengthy service hours lost due to hospital offload delays
- County Council / Policy Decisions
- Evolving Hazards (Opioid Crisis, Influenza, Pandemic, Terrorism)
- Aging workforce, succession planning for PCPS
- Service levels of neighboring municipalities
- Presumptive legislation
  - Expanding medical protocols, treatment options for paramedics
- Proposed MOH changes to the Ambulance Act (revised treat and released program)



## Paramedic Services Division

### Program Delivery Plan

#### Staffing and Deployment Planning

Current 2022 Status	Proposed 2023 Status
1 Chief Paramedic Services (Medavie Employee)	No change
1 Deputy Chief, Operations	No change
<b>1 Deputy Chief, Program Development</b>	No Change
<b>1 Administrative Clerk</b>	<b>No Change</b>
<b>1 Assistant Deputy Chief</b>	<b>No Change</b>
4 Commanders	<b>No Change</b>
6-9 Acting / Part-time commanders (backfill commanders when off work)	<b>Personnel may vary based on operational demand</b>
1 Logistics Coordinator	<b>No change</b>
1 MIH/Community Programs Supervisor / Manager	<b>No change</b>
1 MIH/Community Programs Program Assistant	<b>No change</b>
<b>67,392 Service Hours (Frontline ambulance)</b>	Increased by 24 weekly hours. This is equivalent to 1,248 hrs to 68,640 Service Hours (frontline ambulance) annually
58 FTE Paramedics + 1 FTE MIH Paramedic Additional 2.0 FTE increasing our staffing hours from 8 or 9 hours 7/days a week to 12 hrs each day.	<b>Increase of 2 FTE to a total 61 FTE paramedics.</b>
6 Temporary Full-Time MIH community paramedics (contingent on LTC funding)	<b>No change</b>
18.4 FTE part-time paramedic hours to 19.63 FTE Part-time hours to backfill full-time paramedics to 1 FTE Field Training Paramedic hours	<b>Increase from 18.4 to 19.63 FTE part-time hours</b> <b>No Change</b>

#### Financial Allocation:

1. Additional Resource Hours 8/9hrs to 12 hours daily. PCPS will invest 2 FT personnel (see financials).
2. Addition of medications. PCPS has added \$7,500 annually to the budget in order to fund the new medications required by the Ministry. In addition to this we will be conducting training for all of our paramedics and is included in the FTE budget line.



3. FTE hour adjustment from 18.39 in 2022 to 19.63 in 2023 (see financials). The investment will address the following:
  - Mental health training for paramedics up to 4 hours.
  - Peer support training from 3 to 4 days per team member.
  - Monthly Commander meetings.
  - Adjustment of backfill / vacation hours based on annual forecasting.
  - Overtime, shift overrun, upstaffing or other similar operational events.
4. WSIB Costs. The WSIB reserve will help to fund the forecasted deficit in 2022 of approximately \$280,000.
5. Collective Bargaining Costs as discussed previously have created an increase in the budget for 2023.
6. Capital purchases will require the purchase of 2 ambulances which due to inflation have increased by \$60,000 annually. The December 1, 2022 Council report addresses this increase.

**County of Perth  
52 PARAMEDIC SERVICES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
<b>Revenue</b>											
4060	Conditional Grants - Provincial	\$8,686,610	\$8,537,721	\$9,159,733	\$473,123	(5.4%)	622,012	(7.29%)	\$8,699,744	\$8,707,879	
4080	Other Municipal - City of Stratford	\$2,987,206	\$2,837,206	\$3,270,420	\$283,214	(9.5%)	433,214	(15.27%)	\$3,535,360	\$3,570,605	
4090	Other Municipal - Town of St. Marys	\$584,216	\$584,217	\$646,738	\$62,522	(10.7%)	62,521	(10.70%)	\$699,934	\$706,101	
4140	Other Income	\$112,500	\$117,470	\$7,500	(\$105,000)	93.3%	(109,970)	93.62%	\$7,500	\$7,500	
4580	Transfer from Reserve - PS WSIB	\$0	\$150,000	\$150,000	\$150,000	0.0%	0	0.00%	\$50,000	\$0	
	<b>Subtotal Revenue :</b>	<b>\$12,370,532</b>	<b>\$12,226,614</b>	<b>\$13,234,391</b>	<b>\$863,859</b>		<b>1,007,777</b>		<b>\$12,992,538</b>	<b>\$12,992,085</b>	
				6.98%					(1.83%)	0.00%	
<b>Expenses</b>											
5000	Salaries	\$9,390,834	\$9,340,468	\$9,939,975	\$549,141	5.8%	599,507	6.42%	\$9,622,393	\$9,607,354	
5010	CPP Expense	\$370,123	\$373,063	\$411,029	\$40,906	11.1%	37,966	10.18%	\$419,004	\$409,500	
5020	EI Expense	\$152,025	\$145,911	\$163,272	\$11,247	7.4%	17,361	11.90%	\$161,795	\$157,487	
5030	EHT Expense	\$183,124	\$179,352	\$193,830	\$10,706	5.8%	14,478	8.07%	\$187,634	\$187,342	
5040	OMERS	\$846,086	\$751,882	\$901,507	\$55,421	6.6%	149,625	19.90%	\$870,194	\$872,851	
5050	WSIB	\$225,000	\$506,758	\$275,000	\$50,000	22.2%	(231,758)	(45.73%)	\$325,000	\$375,000	
5060	Health Benefits	\$747,530	\$661,398	\$835,194	\$87,664	11.7%	173,796	26.28%	\$840,362	\$824,256	
5140	Courier	\$350	\$222	\$350	\$0	0.0%	128	57.66%	\$350	\$350	
5150	Insurance	\$61,828	\$61,211	\$70,468	\$8,640	14.0%	9,257	15.12%	\$77,515	\$85,267	
5160	Insurance Claims	\$7,600	\$0	\$7,600	\$0	0.0%	7,600	0.00%	\$7,600	\$7,600	
5170	Internet Expense	\$13,500	\$12,449	\$13,850	\$350	2.6%	1,401	11.25%	\$13,850	\$13,850	
5190	Legal	\$30,000	\$7,700	\$25,000	(\$5,000)	(16.7%)	17,300	224.68%	\$20,000	\$20,000	CUPE Negotiations finalized 2022, Teamsters Negotiations commence 2023.
5200	Meal Allowance	\$6,500	\$6,177	\$1,500	(\$5,000)	(76.9%)	(4,677)	(75.72%)	\$1,500	\$1,500	Reduction of meal allowances for paramedics (new CA). Miscellaneous / travel / meetings
5210	Memberships	\$4,269	\$30	\$4,269	\$0	0.0%	4,239	14,130.00%	\$4,269	\$4,269	
5220	Mileage	\$3,500	\$13,621	\$0	(\$3,500)	(100.0%)	(13,621)	(100.00%)	\$0	\$0	
5250	Office Supplies	\$9,300	\$5,701	\$9,300	\$0	0.0%	3,599	63.13%	\$11,100	\$9,300	
5260	Photocopying	\$3,916	\$4,917	\$3,916	\$0	0.0%	(1,001)	(20.36%)	\$3,916	\$3,916	
5270	Postage	\$500	\$463	\$500	\$0	0.0%	37	7.99%	\$500	\$500	
5280	Professional Development	\$56,456	\$34,336	\$31,756	(\$24,700)	(43.8%)	(2,580)	(7.51%)	\$96,256	\$31,756	LEAP/MIH training 1X complete. Ongoing PD costs associated with 2023 operations.
5310	Subscriptions	\$260	\$0	\$260	\$0	0.0%	260	0.00%	\$260	\$260	
5320	Telecommunications	\$21,212	\$6,780	\$19,348	(\$1,864)	(8.8%)	12,568	185.37%	\$19,814	\$19,348	
5330	Telephone	\$5,375	\$5,640	\$5,375	\$0	0.0%	(265)	(4.70%)	\$5,375	\$5,375	
5340	Travel	\$0	\$0	\$7,500	\$7,500	0.0%	7,500	0.00%	\$7,500	\$7,500	Moved from Mileage and Professional Development
5402	Interdepartmental Charges - Overhead	\$1,323,571	\$1,232,755	\$1,583,185	\$259,614	19.6%	350,430	28.43%	\$1,716,914	\$1,717,082	
5404	Interdepartmental Charges - Rent	\$834,500	\$834,500	\$880,000	\$45,500	5.5%	45,500	5.45%	\$908,000	\$935,000	Significant increases in Facility costs, required to adjust internal rental rates
5406	Interdepartmental Charges - Fleet	\$740,000	\$740,001	\$880,000	\$140,000	18.9%	139,999	18.92%	\$940,000	\$1,040,000	Significant increase in fuel and fleet costs, required to increase Fleet rental rate to ensure appropriate asset management
6120	Building Supplies	\$5,100	\$4,438	\$5,100	\$0	0.0%	662	14.92%	\$5,100	\$5,100	

**County of Perth  
52 PARAMÉDIC SERVICES  
2023 OPERATING BUDGET**

		2022 Budget	2022 Projected Actuals	2023 Budget	2022-2023 Budget to Budget \$	2022-2023 Budget to Budget %	2022-2023 Actuals to Budget \$	2022-2023 Actuals to Budget %	2024 Budget	2025 Budget	Budget Comments
6150	Protective Equipment	\$80,200	\$42,116	\$85,500	\$5,300	6.6%	43,384	103.01%	\$100,200	\$85,500	Includes uniforms. New in the CA is High Visibility Safety sweaters, replaced as required and additional funding for boots \$50.00 over 2 years. Increase uniforms (more staff) \$5,000/year boots \$3,000 year and high visibility sweaters at \$5,000 year. Upcoming Note: 2026/27 Helmut Replacement - 55K. Also increase for inflation by \$2,355. PCPS also anticipates a transition in fiscal responsibility for rising costs associated with PPE use and pandemic planning.
6180	Pharmaceuticals	\$17,700	\$27,354	\$25,200	\$7,500	42.4%	(2,154)	(7.87%)	\$25,200	\$25,200	Inflation / MIH and new core MOH medications required starting during 2023: Dexamethasone (steroid-breathing), Oxytocin (Post birth hemorrhage), Ondansetron (anti-nausea).
6210	Equipment Maintenance	\$56,650	\$54,730	\$58,150	\$1,500	2.6%	3,420	6.25%	\$58,150	\$58,150	Inflation
6390	Laundry	\$22,500	\$25,572	\$23,250	\$750	3.3%	(2,322)	(9.08%)	\$23,250	\$23,250	Inflation
6420	Medical Documentation	\$1,850	\$1,048	\$1,850	\$0	0.0%	802	76.53%	\$1,850	\$1,850	
6440	Medical Supplies	\$138,950	\$141,617	\$122,500	(\$16,450)	(11.8%)	(19,117)	(13.50%)	\$139,500	\$122,500	
6580	Public Relations	\$4,000	\$3,292	\$4,000	\$0	0.0%	708	21.51%	\$4,000	\$4,000	
6720	Contractor	\$408,875	\$405,818	\$417,053	\$8,178	2.0%	11,235	2.77%	\$425,393	\$425,393	
6740	Technology Services	\$157,299	\$155,244	\$140,069	(\$17,230)	(11.0%)	(15,175)	(9.77%)	\$164,749	\$140,069	CADLink Project Implemented
	<b>Subtotal Expenses :</b>	\$15,930,483	\$15,786,564	\$17,146,656	\$1,216,173		1,360,092		\$17,208,493	\$17,227,675	
				7.63%					0.36%	0.11%	
	<b>Net Levy Requirement</b>	<b>\$3,559,951</b>	<b>\$3,559,950</b>	<b>\$3,912,265</b>	<b>\$352,314</b>		<b>352,315</b>		<b>\$4,215,955</b>	<b>\$4,235,590</b>	
				9.90%					7.76%	0.47%	