



COUNCIL NEWS

January 20, 2010

2010 DRAFT BUDGET OVERVIEW

Director of Finance, Jennifer Moore presented the 2010 Draft Budget Overview which outlined the 2010 Budget objectives including maintaining current services and programs provided by the County; minimizing the levy increase due to the ongoing economic crisis; planning for future expenditures and building reserves while assuming minimum new debt. County departments kicked-off the budget cycle in September 2009, reviewing all programs, services and projects in detail to develop the draft budget. The Department draft 2010 budgets were scrutinized by the Department Coordinators over November and December 2009. Department presentations were made for Corporate Services, Transportation, Tourism and Economic Development. The remaining Departments including Social Services and Housing, Waste Management, EMS and the Golden Plough Lodge will be making their 2010 Draft Budget presentations to County Council on February 3rd, 2010 and budget approval is tentatively scheduled for February 3rd. Over the next pages, slides are from Jennifer Moore's presentation to County Council which will provide the 2010 Draft Budget highlights and analysis.

Budget Highlights



▶ 2010 Levy increase = **1.95%**

▶ Budget

▶ Operating expenses	\$80.7M
▶ Capital purchases	<u>\$12.9M</u>
▶ Total	\$93.6M
▶ County Levy	\$39.9M

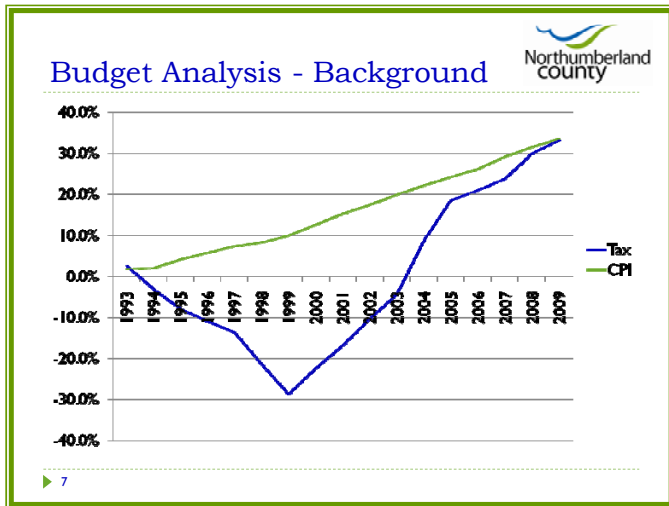
▶ 1% levy increase ~ \$400,000

Budget Analysis



- ▶ In 2009, the residential tax rate for the County was .00507191. A home assessed at \$200,000 paid \$1,014.38 for the County portion of property tax.
- ▶ In 2010, the residential tax rate for the County is estimated at .00514253. A home assessed at \$200,000 will pay \$1,028.51 for the County portion of property tax.
- ▶ The annual increase is approximately:
 - ▶ \$150,000 home = \$10.59
 - ▶ \$200,000 home = \$14.13
 - ▶ \$300,000 home = \$21.19

DRAFT 2010 BUDGET OVERVIEW (cont'd)



Department	Operating	Capital	Total Budget
Social Services	26,315,016	774,464	27,089,480
Transportation	8,401,029	9,407,390	17,808,419
Waste	10,196,742	1,017,000	11,213,742
GPL	10,705,464	247,700	10,953,164
EMS	9,201,377	666,000	9,867,377
Corporate	9,510,441	0	9,510,441
Physical Plant	1,751,730	775,000	2,526,730
POA	1,757,113	0	1,757,113
Econ. Development	1,770,929	0	1,770,929
Tourism	490,026	0	490,026
Emerg. Planning	318,819	30,000	348,819
Forest	310,953	28,000	338,953
Total	80,729,640	12,945,554	93,675,194

Department	Levy	Other Revenue	% County Levy
Social Services	11,540,750	15,548,730	28.9%
Transportation	11,142,649	6,665,770	27.9%
EMS	4,981,378	4,885,999	12.5%
Corporate	3,154,864	6,355,577	7.9%
Waste	2,999,265	8,214,477	7.5%
GPL	2,856,025	8,097,139	7.2%
Physical Plant	1,437,695	1,089,035	3.6%
Econ. Development	759,096	1,011,833	1.9%
Tourism	449,026	41,000	1.1%
Emerg. Planning	326,519	22,300	0.8%
Forest	263,953	75,000	0.7%
POA	0	1,757,113	0%
Total	39,911,219	53,763,974	100%

HIGHLIGHTS:

- All current funded programs & services are maintained
- \$1.9 M ODSP Savings
- Increased reserve contributions
- Carryover of 2009 Federal/Provincial funding
- Continued pressure on Social Services Programs

DRAFT 2010 BUDGET ANALYSIS-LEVY IMPACT

Event	\$	Change	Cumulative
Assessment growth revenue	(175)	-0.45%	-0.45%
ODSP Savings	(1,858)	-4.77%	-5.22%
Roads Construction - ODSP allocation	800	2.05%	-3.16%
Social Services - ODSP reserve allocation	300	0.77%	-2.39%
EMS - ODSP reserve allocation	83	0.21%	-2.18%
GPL - ODSP Reserve allocation	108	0.28%	-1.90%
Loss of OMPF funding	167	0.43%	-1.48%
Inflation - COLA, Step and negotiated contract increases	466	1.20%	-0.28%
Records Mgmt Clerk	68	0.17%	-0.11%
Collections Specialist	75	0.19%	0.09%
Issue paper - HR Associate	50	0.13%	0.22%
Issue Paper - Social Services Income Case worker	74	0.19%	0.41%

Waste Wage Savings - MRF savings, 2009 Brighton cell work	(106)	-0.27%	0.13%
GPL salary/benefit savings from staffing adjustment	(397)	-1.02%	-0.89%
Provincial SHRRP funding	(1,199)	-3.08%	-3.96%
EMS subsidy (estimated pending Ministry notification)	(355)	-0.91%	-4.87%
2008/09 COMRIF funding not available	642	1.65%	-3.22%
Social Services - Provincial subsidy increase due to demand offset by Best Start program cuts	(134)	-0.34%	-3.57%
GPL Provincial subsidy - increase for inflation	(54)	-0.14%	-3.71%
POA revenue - increased collections efforts	(91)	-0.23%	-3.94%
POA loan - received 2009	590	1.51%	-2.43%
MRF revenue - market remains below historical pricing	708	1.82%	-0.61%
MRF - Kawatha Lakes rebate reduced due to market price	(240)	-0.62%	-1.23%
Waste tipping fees due to usage	(228)	-0.58%	-1.81%
Waste transfer from Reserves	(800)	-2.05%	-3.86%

DRAFT 2010 BUDGET ANALYSIS-LEVY IMPACT (Cont'd)

Waste Capital purchases	750	1.92%	-1.94%
Waste collection contract	248	0.64%	-1.30%
Waste dept savings: HHW (69K), remediation (65K), leachate mgmt (50K), , wood chipping (45K), misc (72K)	(394)	-1.01%	-2.31%
Roads & Waste fuel savings - prices lower than '09 projections	(92)	-0.24%	-2.55%
Roads maintenance	173	0.44%	-2.11%
Roads construction- base budget increase	300	0.77%	-1.34%
Roads construction - grants not received in 2010	(733)	-1.88%	-3.22%
Roads - Capital equipment	250	0.64%	-2.58%
GPL loan - not required in 2010	277	0.71%	-1.87%
GPL capital - 2009 tub purchase	(244)	-0.63%	-2.49%
GPL staff training - Neighbourhood model implementation	47	0.12%	-2.37%
PSAB consulting and audit fees	(95)	-0.24%	-2.61%
Social Services - transfer from reserves	(400)	-1.03%	-3.64%
Issue paper - Annual housing reserve increase	100	0.26%	-3.38%
Increased employment assistance program costs	108	0.28%	-3.11%
OW program costs - increased caseload	1,195	3.07%	-0.04%
Social Housing - AHP program costs	758	1.94%	1.90%
Child Care - Best Start program reductions	(739)	-1.90%	0.01%
Housing capital - SHRRP program advancing capital maintenance program	510	1.31%	1.32%
EMS - net transfer from reserve for capital purchases	(220)	-0.56%	0.75%
EMS capital - purchase defrillators, annual ambulance replacement	270	0.69%	1.44%
EMS - supplies, clothing, safety equipment	60	0.15%	1.60%
Economic Development - net transfer to reserve	110	0.28%	1.88%
Economic Development - community initiatives	77	0.20%	2.08%

DRAFT 2010 BUDGET ANALYSIS-LEVY IMPACT (Cont'd)

Forest master plan project, partially offset by increase R&M costs	(52)	-0.13%	1.94%
Issue paper - Forest capital equip purchase	28	0.07%	2.02%
600 William St - building utility and maintenance costs partially offset by rent	122	0.31%	2.33%
Corporate Buildings - Maintenance & Capital Repairs Reserve	50	0.13%	2.46%
Physical Plant R&M: corporate buildings	73	0.19%	2.65%
Physical Plant capital: 860 William windows 380K, POA reno (590K), Morganston garage (220K), misc projects	(517)	-1.33%	1.32%
Issue paper - County Archivist grant	40	0.10%	1.42%
Issue paper - Records mgmt consulting & equipment	15	0.04%	1.46%
MPAC	31	0.08%	1.54%
Other misc	159	0.41%	1.95%

2011 Forecast - Preliminary



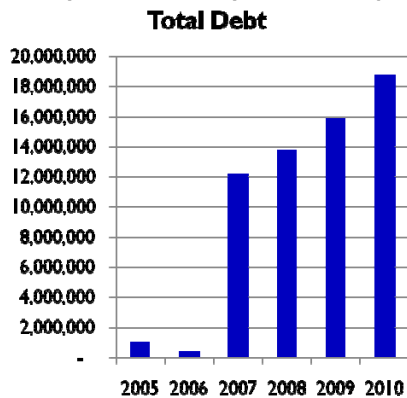
Event	\$	% Change	Cumulative
Inflation Adjusted Base Budget	1,200	3.01%	3.01%
Assessment Growth (assume 1%)	(399)	-1.00%	2.01%
ODSP Savings	(2,642)	-6.62%	-4.61%
Roads Capital- ODSP Allocation	400	1.00%	-3.61%
Roads Surface Treatment Program	100	0.25%	-3.36%
Waste Capital Reserve	1,000	2.51%	-0.85%
EMS Reserve - Base build/improvement	317	0.79%	-0.06%
GPL Reserve - Rebuild	142	0.36%	0.30%
Housing Reserve - Maintenance/Expansion	233	0.58%	0.88%
Physical Plant - Corporate Building Reserve	150	0.38%	1.26%
Ramp-up Roads Capital Program	400	1.00%	2.26%
Bridge Rehab Program	100	0.25%	2.51%
EMS - Deputy Director	125	0.31%	2.82%
Collection Contract Increase	500	1.25%	4.07%
Egleson Landfill Remediation - debenture	100	0.25%	4.32%
GPL Redevelopment Expenses	100	0.25%	4.57%

DRAFT 2010 BUDGET ANALYSIS (Cont'd)

Budget Analysis - Debt



- ▶ No new projects financed by debt in 2010
- ▶ Increase in debt related to 2009 project debentures
- ▶ Total debt remains well below the County's Annual Repayment Limit (ARL) set by the Ministry of Municipal Affairs & Housing



RESERVES:

- Focus on developing reserves for capital projects & major R&M initiatives
- County reserves are far below provincial averages
- County reserves must be significantly increased in order to mitigate financial risk & reduce the need for more debt
- All departments are developing long term capital plans to identify future funding needs.

Budget Analysis - Debt



Purpose	Maturity	2006	2007	2008	2009 (estimate)	2010 (estimate)
Housing – Front St Campbellford	Jul 2012	396,336	367,347	336,720	304,520	270,664
County Headquarters	Sep 2017		9,631,215	9,242,075	8,852,935	8,463,795
2004 Bridge Program	Jan 2017		2,178,558	1,989,552	1,792,081	1,585,764
Brighton Landfill Expansion	Mar 2028			1,378,458	1,335,020	1,306,607
Blacklock II Reconstruction	Mar 2028			858,609	831,530	785,913
GPL Beds	Mar 2014				217,733	171,959
MRF Equipment	Mar 2019				1,958,205	1,787,859
POA Court Renovation	Sep 2019				574,000	526,280
EMS Base Cobourg						2,397,475
GPL Bath Tub Replacement						135,921
Brighton Cell Western Half						1,342,237
Total Debt		396,336	12,177,120	13,805,414	15,866,024	18,774,474



DRAFT 2010 BUDGET ANALYSIS (Cont'd)



Budget Analysis - Reserves

Reserve Fund	2007	2008	2009 (estimate)	2010 Additions	2010 Reductions	2010 Estimate
Social Housing	1,437,623	1,872,826	2,312,826	540,000	0	2,852,826
WSIB	1,373,287	1,813,920	1,838,995	300,000	0	2,138,995
Working Funds	778,277	738,277	738,277	0	0	738,277
Technology Development	0	0	150,000	150,000	0	300,000
Human Resources	0	0	300,000	0	0	300,000
Roads Maintenance	0	0	250,000	0	0	250,000
Corporate General	0	100,000	225,000	0	0	225,000
EMS Vehicles	197,107	206,317	67,335	396,000	(246,000)	217,335
Waste Services	25,983	126,203	526,203	400,000	(800,000)	126,203
Social Services	0	0	224,000	300,000	(400,000)	124,000
EMS Equipment	66,556	291,556	491,556	50,000	(420,000)	121,556
GPL Capital/Rebuild	0	0	50,000	108,000	(50,000)	108,000
EMS Base Improvements	0	378,293	378,293	83,000	(378,293)	83,000
Other Reserves	233,385	114,987	62,191	25,000	0	87,191
Corporate Buildings	0	0	0	50,000	0	50,000
Roads Construction	0	1,697,189	1,073,687	0	(1,073,687)	0
Total	4,112,218	7,339,568	8,688,363	2,402,000	(3,367,980)	7,722,383

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Budget Summary



- ▶ 1.95% levy increase is the lowest in over 10 years
- ▶ Current programs and services remain at existing levels
- ▶ No projects will be financed by debt
- ▶ Several departments have built reserve contributions into their base budgets in 2010

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CORPORATE SERVICES DRAFT 2010 ISSUE PAPERS

Issue Paper #1 – Archivist for County Records



- ▶ Municipal Act requirement to safeguarding records
- ▶ County and Town of Cobourg archival records with Cobourg & District Historical Society
- ▶ Storage space – proper environmental for long term preservation
- ▶ Archives now hold some 400,000 items
- ▶ Trillium Grant & donation from Town of Cobourg for part time Archivist for 2009 – no more funding for 2010
- ▶ Staff recommending \$40,000 annual grant for full time Archivist

Issue Paper #2 – Records Mge. Resources




- ▶ Records Mge. Clerk responsible for classifying inactive records using The Ontario Municipal Records Management classification system (TOMRMS)
- ▶ Crucial component is software program and training for the Central File Management Program for the County
- ▶ RFP process in Sept. 2010 for supply of appropriate software program for Council approval in October 2010.
- ▶ To be implemented in stages over 18-20 months – allow financing in stages as timelines are met.
- ▶ Staff recommending a contingency allowance of \$15,000 for first stage

Issue Paper #3 – HR Associate



- ▶ Propose that the HR Associate position be added to the organization chart
- ▶ The position is required to meet the increasing demands on the HR Department including:
 - ▶ Maintain HR Information System, recruitment support & new employee orientation
 - ▶ Timely processing of WSIB correspondence
 - ▶ Support attendance management process
 - ▶ Coordinate corporate training and maintain training records
 - ▶ Maintain accurate job descriptions
 - ▶ Record and distribute minutes for labour/mgmt meetings, bargaining, etc.
 - ▶ Ensure compliance to the Accessibility for Ontarians with Disabilities Act
- ▶ Staff recommend \$50,055 be included in the budget to be funded through WSIB reserve contribution savings.

Issue Paper #4 – Forest Utility Vehicle



- ▶ Supply of a County owned utility vehicle for joint use between the County Forest Dept. and the Township of Alnwick/Haldimand Fire Dept.
- ▶ Vehicle will be located at the A/H Fire Station #2 to allow shared access and minimize costs associated with transportation and storage
- ▶ County staff are currently using personal vehicles to gain access to the County Forest
- ▶ Staff recommend that \$28,000 be included in the budget to purchase an off road vehicle with a passenger compartment and an attached cargo bed

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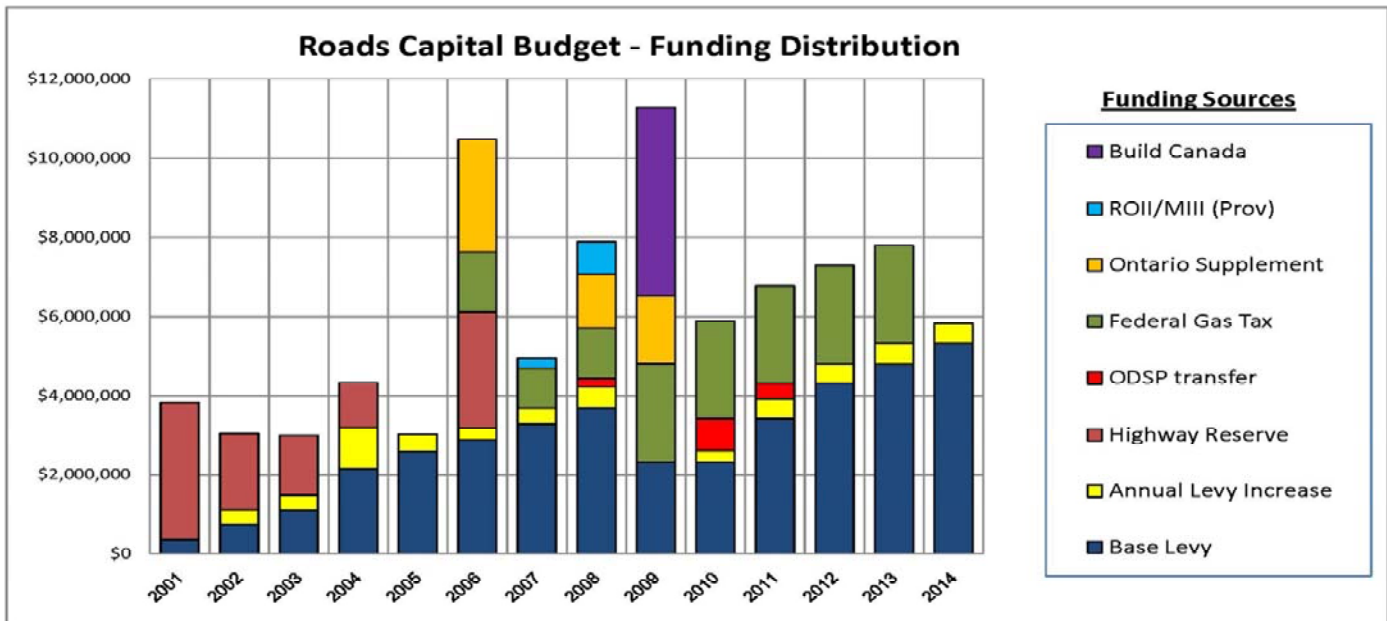
Issue Papers #5-7 – Physical Plant



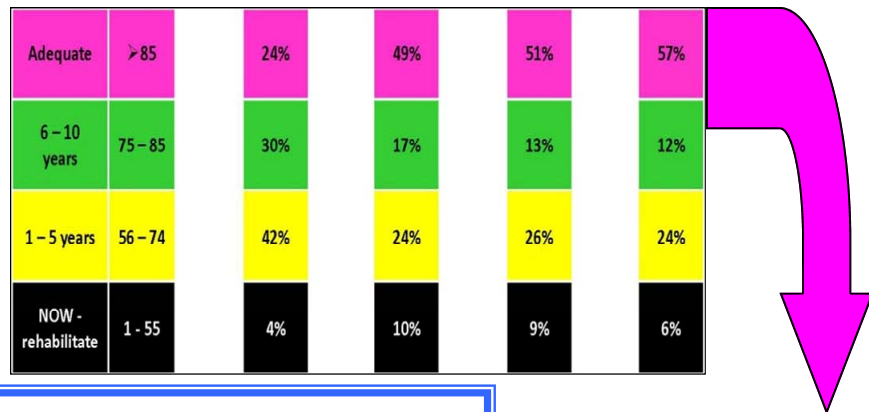
- ▶ Per the 5 year project plan for 860 William St. building, staff propose the following projects:
 - ▶ **Window replacement - \$380,000**
 - ▶ Windows beyond serviceable lifetime
 - ▶ Excessive energy costs
 - ▶ Uncomfortable working conditions
 - ▶ Need to improve security features
 - ▶ **Installation of new sign - \$23,000**
 - ▶ Current sign no longer operational and cannot be repaired further
 - ▶ Install electronic sign with the ability to be programmed remotely
 - ▶ Clearly Identify County and Provincial operations
 - ▶ **Installation of security devices for POA and Courtroom - \$32,000**
 - ▶ Electronic locks and distress buttons to alert police as needed

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TRANSPORTATION DRAFT 2010 BUDGET PRESENTATION



2003 2006 2008 2009



Transportation Dept. – 2010 construction program

- ▶ 2009 Works-in-progress
 - ▶ Alt. 401 Detour Route
 - ▶ Factory Creek Bridge
 - ▶ Elgin St. overlay
 - ▶ County Road 2 ESR
 - ▶ County Road 28/9 Intersection Improvements
- ▶ 2010 New Projects
 - ▶ County Road 8 – Burnbrae Rd. to Bradley Bay Rd.
 - ▶ County Road 18 – Cold Springs to Beavermeadow Rd.
 - ▶ County Road 18 overlay – Elgin St. to DePalma Dr.
 - ▶ County Road 23 – 401 to Grafton
 - ▶ County Road 26 – 401 to Landfill entrance
 - ▶ County Road 41 Chip Seal – pavement preservation
 - ▶ Mustard Hill Bridge
 - ▶ Transportation Master Plan
 - ▶ Campbellford Bridge Overlay

This chart shows that in 2003 there were 24% of the County Roads that were in the “Adequate” condition—in 2009 this number now stands at 57% of the County Roads that are in the “Adequate” category.

TOURISM & ECONOMIC DEVELOPMENT DRAFT BUDGET ISSUE PAPERS

Destination Development Strategy

New activities related to the implementation:

- ▶ **Technological Initiatives** – leverage core attractors, integrating mobile technology and online reservation system
- ▶ **Sports Tourism** – establish a Sport Tourism Task Team to fully explore opportunities available
- ▶ **Destination Marketing Organizations Role and Responsibilities** – explore how economic development departments, BIAs and Chambers of Commerce can be more effective by identifying roles and responsibilities.

Issue Paper

To accommodate these new initiatives, department requests approval for the creation of a Destination Development Coordinator contract position for a period of one year

Financial Implications:

The costs attributed to this one year contractual position are \$60,000, of which an amount of \$30,000 is being requested from the corporate base budget. The remaining balance required to maintain the position for the period of one year would be leveraged from a combination of provincial and federal program funds.

Recommendation:

To support the allocation of funds in the amount of \$30,000 for the designated position required to advance the recommendations of the PRTD project.

2010 Strategic Initiatives

- ▶ **Northumberland Federation of Agriculture (NFA)** – ex-officio member on the Board, providing information and access to services between the two organizations. The quarterly newsletter written by the agricultural coordinator and detailing County agricultural support activities is distributed to the 1000 member NFA and has provided a solid link to the agricultural community.
- ▶ **Culinary Tourism** – in conjunction with the chambers of commerce in Northumberland a program to promote 'culinary tourism' and 'foodie' initiatives in 2010.
- ▶ **County of Markets Campaign** – based on the success of Ontario Marketing Investment Fund dollars in promoting the five farm markets in Northumberland plans are currently underway to further support and enhance these activities
- ▶ **Green Day Event** – For the agricultural community a one day event which provides insights and information to the farming community regarding alternative energy suppliers. Bio-gas, solar and wind suppliers and current users in multiple forums
- ▶ **Strategic Partnership Initiatives:**
 - ▶ Weetabix – since 25% of the wheat used in Weetabix comes from Northumberland County farms discussions are underway to determine the viability of Proudly Northumberland branding
 - ▶ Fleming - opportunities for agri-food programs

Destination Development Strategy

- ▶ **Cycle Tourism** – Explore cycle opportunities to enhance outdoor recreation, potentially development of cycling master plan
- ▶ **Rice Lake Tourism Renewal Strategy** – creation of a strategy to enhance outdoor recreation and angling asset
- ▶ **Visiting Friends and Relatives campaign** – strategy to optimize expenditures of seasonal households and people visiting friends and relatives in Northumberland

More initiatives related to implementation will be identified through the Destination Development Task Team

2010 Strategic Initiatives

Agriculture Action Plan

- ▶ www.ProudlyNorthumberland.ca - One-Window Ag. Resource for County Stakeholders in the form of a website devoted to the agriculture resources of Northumberland County, including a portal for each of dial-up and broadband users.
- ▶ **Proudly Northumberland @ Home** - Work with the HKPR Health Unit and local stakeholders to promote healthy, fresh local food options.
- ▶ **Proudly Northumberland Farm Gate Guide** – preparation for 2011 with enhanced opportunities for suppliers and users of local food products and services.
- ▶ **OMAFRA Local Food Summit** – participating partner for all local food champions to meet and discuss challenges and opportunities for their regions.
- ▶ **Steps to Leadership Program Committee** - a new project from the Centre for Rural Leadership developed in partnership with: 4-H Ontario, The Ontario Rural Council, and the Foundation for Rural Living piloted in Northumberland. Coordinated the offering of two programs that will bring emerging and existing leaders together to share, learn and grow as part of a youth retention strategy.

Issue Paper

Purpose

- ▶ To establish an economic development reserve fund which could be used for specific future economic development initiatives. It is proposed that \$150,000 of the Ontario Disability Support program (OSDP) savings be utilized to establish the reserve fund.

Background

- ▶ Presently the Economic Development and Tourism budgets do not include any budget allowances to support specific new initiatives which could emerge throughout the course of the year.

Financial Implications

- ▶ Transfer and use of said funds are dependent upon securing addition public and/or private sector commitments as well as County Council approval

Recommendation

- ▶ To support the transfer of funds in the amount of \$150,000 to be held in reserve and utilized on a project driven basis

WARDEN DELANTY RECOGNIZES OUTGOING 2009 WARDEN

At the January 20th Session of County Council, Warden Delanty recognized outgoing 2009 Warden Linda Thompson and reviewed some of her accomplishments over the past year as follows:-

- Warkworth Institution Task Force which has made great strides and based on feedback, the Institution appears to have a long and secure future in our community.
- Northumberland County Broadband Project—awarded & near completion.
- Growth Management Study
- County Forest Trail Network—approved and adopted
- A total of \$10,590,000 funding approved for 102 Affordable Housing Projects
- The Agricultural Action Plan, Farm Gate Guide, Farmers' markets, Canning workshops
- Premier Rank Tourism Destination Project completed & recommendations adopted for implementation.
- EOWC—Eastern Ontario Broadband project success

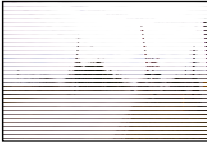
Outgoing 2009 Warden
Linda Thompson



On behalf of County Council and staff Warden Delanty presented outgoing Warden Linda Thompson with her 2009 Warden's Pin and a gift of appreciation. Councillor Thompson acknowledged and thanked all of Council and staff who, through their hard work and efforts, made the 2009 accomplishments happen.


BRIGHTON GRADE SEPARATION-Safety Assessment Presentation

County Road 64 – Prince Edward Street




- CN and CP crossing
- 53 trains per day
- 6600 vehicles per day
- Significant delays including emergency response vehicles

County Road 64 – Prince Edward Street



- Vehicular & pedestrian safety concerns
- Pedestrian fatality
- Vehicles caught between signals
- AECOM retained to conduct Safety Assessment

Road/Rail Crossing Safety Assessment January 20, 2010 Page 5



Mr. Stephen Sargeant, P.Eng., representing AECOM, attended County Council to present the Road/Rail Crossing Safety Assessment County Road 64 Report. Within the report a number of counter measures were presented including track realignment, pedestrian gates, traffic lights, enforcement, etc., however, it was noted that none of the interim countermeasures successfully split modes of travel (vehicles and rail). None of the interim countermeasures will reduce vehicle delay to a noticeable extent. Mr. Sargeant noted that AECOM is recommending that the only effective permanent solution is the grade separation of the two railways from the vehicle and pedestrian traffic on Prince Edward Street. County Council passed a resolution direction County staff to obtain a legal opinion in regard to the liability of the Brighton Grade Separation risks, now that this information has been brought to the attention of the County of Northumberland. Staff estimate that it will be approximately 2 months until they can receive a legal opinion in this regard and will keep County Council informed of their progress.

TENDERS/RFP'S/RFQ'S AWARDS

TENDER/RFP	AWARDED TO:	AT THE BID PRICE OF:	BUDGETED AMOUNT
#59-09 Stove Replacements at Social Housing Units (303)	Joice-Sweanor Appliances	\$140,037.51	Budgeted for within the Social Housing Retrofit Program
#60-09 Window & Door Replacement , 7 Scriven Dr. Port Hope	Borcherts General Contracting	\$52,429.00	Budgeted for within the Social Housing Retrofit Program
#61-09 Window & Door Replacement, 24 Queen St.,Port Hope	AGC & Associates	\$24,703.00	Budgeted for within the Social Housing Retrofit Program
#62-09 Window Replacement , 112 Front St.,Campbellford	Fisher Construction	\$27,595.86	Budgeted for within the Social Housing Retrofit Program

RFP PROPOSAL FOR LONG-TERM RESIDUAL WASTE DISPOSAL CAPACITY

The County has been offered disposal capacity for its residual waste, by Renewable Energy Management Incorporated (REM), at an Energy from Waste Facility which it proposes to design, build and have in operation by late 2012. REM is seeking to reach agreements with prospective clients to meet the rated tonnage capacity of the first phase of the proposed facility and have requested that the County provide a commitment within the next three months, to bring all (or a portion) of its waste to the proposed facility, in order to be considered for the first phase. The County will require the resources and expertise of a qualified consultant engineering firm to:

- to develop a comprehensive Request For Proposal (RFP) to enable the County to seek proposals from all parties interested in providing long-term disposal capacity for residual waste to the County; and
- to investigate and evaluate the various disposal options which could be proposed to the County through this RFP process.

Given the time restrictions to respond to this opportunity, the County needs to retain a qualified consultant to provide the services noted above, immediately. County Council authorized staff to retain the services of Golder Associates Limited to develop the required RFP; assist in the evaluation of the proposal submissions; and complete business case assessments of the feasible options presented in the proposals submitted, at a cost of \$23,000 (excluding GST).