

2021 Staff Proposed Budget

Plus 2022-2025 Forecasted Budget

2020-09-01



2021-2025 Budget Documents

- Budget PowerPoint presentation - PDF document
- Budget Reference - PDF document
 - Organized in same order as the presentations
 - Click on the PDF bookmarks to easily find the different departments
- Consolidated Department Detailed Projects - PDF document
 - Detailed project sheets organized by Department
 - Some reports include photos and graphics on the projects
 - Summary information on projects is in the Budget Reference PDF

Order of Presentations

- Budget Introduction
- Consolidated Budget
- CAO's Office
- Corporate Services
- Non-Departmental
- Information Technology Services
- Workplace Engagement Services
- Paramedic Services
- Transportation and Environmental Services
- Human Services
- LTC - Brucelea Haven
- LTC - Gateway Haven
- Museum
- Library
- Planning & Development
- Budget Summary

2021 Budget Schedule

- October 8 - Budget Presentation
- October 15 - Budget Discussion
- October 22 - Budget Discussion (if required)
- November 5 - Review and recommendation for approval of Budget by the Corporate Services Committee and Annual Business Plans by the Executive Committee
- December 3 - Adoption of 2021 Budget by County Council

2021-2025 Operating and Capital Budget

- 5 years of Operating and Capital Budget numbers
- Approving 2021 Budget only
 - Future numbers are forecast only and can be amended in future budget discussions
- The forecasted years allow for better budget planning
 - 2019 Budget and Actual
 - 2020 Budget and Year to Date Actuals as of June 30, 2020
 - 2021 Budget for Approval
 - 2022-2025 Forecast

2021 Budget Focus and Principles

- Prepare 5-year budget to provide a forecast to future years to permit more predictable budgeting
- Maintain current service levels
 - Add new services or increase existing services approved by Council/Committee
- Limit new staff positions
- Use reserves, where available
- Examine areas to find efficiencies
- Limited new major initiatives
- Effort to flatten the long-term levy increases
- 1% levy increase is \$498,529

Budget Pressures identified August 6, 2020

Item	2021 Budget Implication	2021 Budget Impact \$	2021 Budget Impact %
1	Grey Bruce Health Unit reduction of Provincial funding	430,000	0.86%
2	Kincardine Housing Project loan	92,000	0.18%
3	Long Term Care Exterior Cladding Loan	134,431	0.27%
4	Net savings on Primacare agreement	-250,000	-0.50%
5	Restore Bridge transfer to reserves plus annual increase	785,000	1.57%
6	Increase in Insurance Premiums	190,000	0.38%
7	Ending WSIB subsidization of the operating budget	50,000	0.10%
8	Full-year funding of previously budgeted new positions	255,000	0.51%
9	Salaries and Benefits Cost of Living increase (excludes grid movements)	894,000	1.79%
TOTALS		\$2,580,431	5.18%

2021-2025 Budgeting Considerations

- Forecast does not include some new initiatives eg: Transit
- 2022-2025 Forecast does not include salary grid movements
- Grant funding extensions that have not been announced have not been included
 - OCIF infrastructure funding ending in 2020 - \$660,950 in 2020
 - Gas Tax funding ending in 2023 - \$2,200,458 in 2023
- 2021 Budget assumes a \$375,000 balance in 2020 to fund the Tax Stabilization Reserve transfer to general Operating Budget
 - 2022 Budget assumes a \$250,000 balance in 2021 to fund the Tax Stabilization Reserve transfer to general Operating Budget
- Tighter budgeting in Long Term Care and Paramedic Salaries, Wages and Benefits will result in a smaller annual surplus than prior years
- Certain assumptions made on COVID funding from Province

Initial Senior Management Team Budget Submission



County of Bruce
Bruce County
Consolidated Budget Comparison Report
02 SMT Submission

	Operational Approved 2020	Operational Proposed 2021	Operational \$ Change	Operational % Change	Capital Approved 2020	Capital Proposed 2021	Capital \$ Change	Capital % Change	Consolidated Approved 2020	Consolidated Proposed 2021	Consolidated \$ Change	Consolidated % Change	Total % Impact
CAO	1,343,939	1,699,867	355,928	26.48%	0	0	0	0.00%	1,343,939	1,699,867	355,928	26.48%	0.71%
Corporate Services	(32,000)	(6,000)	26,000	(81.25%)	32,000	6,000	(26,000)	(81.25%)	0	0	0	0.00%	0.00%
Non-Departmental	2,772,983	3,232,794	459,811	16.58%	206,000	206,000	0	0.00%	2,978,983	3,438,794	459,811	15.44%	0.92%
Information Technology	(484,500)	(583,000)	(98,500)	20.33%	484,500	583,000	98,500	20.33%	0	0	0	0.00%	0.00%
Workplace Engagement Services	(32,500)	(34,000)	(1,500)	4.62%	32,500	34,000	1,500	4.62%	0	0	0	0.00%	0.00%
Paramedic Services	6,177,675	6,371,835	194,160	3.14%	517,600	538,000	20,400	3.94%	6,695,275	6,909,835	214,560	3.20%	0.43%
Transportation & Environmental ...	9,050,012	9,513,015	463,003	5.12%	4,872,088	7,061,544	2,189,456	44.94%	13,922,100	16,574,559	2,652,459	19.05%	5.32%
Human Services	4,703,870	5,409,693	705,823	15.01%	2,474,374	2,548,099	73,725	2.98%	7,178,244	7,957,792	779,548	10.86%	1.56%
Brucelea Haven	4,052,992	4,305,643	252,651	6.23%	119,800	600,000	480,200	400.83%	4,172,792	4,905,643	732,851	17.56%	1.47%
Gateway Haven	3,512,741	3,942,505	429,764	12.23%	182,769	121,000	(61,769)	(33.80%)	3,695,510	4,063,505	367,995	9.96%	0.74%
Museum	1,944,314	2,039,461	95,147	4.89%	64,400	52,387	(12,013)	(18.65%)	2,008,714	2,091,848	83,134	4.14%	0.17%
Library	3,596,854	3,706,753	109,899	3.06%	402,200	383,000	(19,200)	(4.77%)	3,999,054	4,089,753	90,699	2.27%	0.18%
Planning & Development	3,841,371	3,953,351	111,980	2.92%	17,000	17,000	0	0.00%	3,858,371	3,970,351	111,980	2.90%	0.22%
Total	40,447,751	43,551,917	3,104,166	7.67%	9,405,231	12,150,030	2,744,799	29.18%	49,852,982	55,701,947	5,848,965	11.73%	11.73%

	Operational Approved 2020	Operational Proposed 2021	Operational \$ Change	Operational % Change	Capital Approved 2020	Capital Proposed 2021	Capital \$ Change	Capital % Change	Consolidated Approved 2020	Consolidated Proposed 2021	Consolidated \$ Change	Consolidated % Change
Corporate Services	1,910,658	1,866,454	(44,204)	(2.31%)	32,000	6,000	(26,000)	(81.25%)	1,942,658	1,872,454	(70,204)	(3.61%)
Information Technology	2,103,109	2,518,216	415,107	19.74%	484,500	583,000	98,500	20.33%	2,587,609	3,101,216	513,607	19.85%
Workplace Engagement Services	1,349,737	1,394,931	45,194	3.35%	32,500	34,000	1,500	4.62%	1,382,237	1,428,931	46,694	3.38%
Non-Departmental	3,385,086	3,898,571	513,485	15.17%	206,000	206,000	0	0.00%	3,591,086	4,104,571	513,485	14.30%
Total	8,748,590	9,678,172	929,582	10.63%	755,000	829,000	74,000	9.80%	9,503,590	10,507,172	1,003,582	10.56%

Initial Senior Management Team Budget Submission

Department	2020	2021	2022	2023	2024	2025
CAO	1,343,939	1,699,867	1,617,652	1,550,588	1,571,626	1,589,642
Corporate Serv.	0	0	0	0	0	0
Non Dept.	2,978,983	3,438,794	3,581,825	2,753,247	3,272,981	3,332,693
ITS	0	0	0	0	0	0
Workplace Engagement Services	0	0	0	0	0	0
Paramedic Serv.	6,695,275	6,909,835	7,694,657	7,647,969	8,551,858	8,990,300
Transportation	13,922,100	16,574,559	16,090,284	16,616,493	17,072,423	17,608,197
Human Services	7,178,244	7,957,792	8,312,318	8,400,990	8,629,889	8,819,053
Brucelea	4,172,792	4,905,643	4,376,050	4,505,014	4,641,082	4,750,141
Gateway	3,695,510	4,063,505	4,069,644	4,188,240	4,302,527	4,393,834
Museum	2,008,714	2,091,848	2,174,436	2,249,743	2,222,558	2,830,546
Library	3,999,054	4,089,753	4,147,365	4,156,825	4,238,896	4,297,117
Planning & Dev.	3,858,371	3,970,351	3,769,779	3,843,279	3,911,177	3,974,547
Total	49,852,982	55,701,947	55,834,010	55,912,388	58,415,017	60,586,070

Levy Increase (excl. growth)	11.73%	0.24%	0.14%	4.48%	3.72%
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Changes made to date

- Province announced \$430,000 health unit funding mitigation for 2020/2021
- Transportation abandoned regaining \$785,000 from reserve cut in 2020
- Applied Safe Restart grant funding to eligible projects (\$327,000) and against anticipated lost revenues (\$47,996)
- \$75,000 reduction in paramedic transfer to vehicle replacement reserve
- Reduced loan cost for Kincardine Housing Project loan by \$29,000
- Increased Brucelea Nursing Call System by \$100,000 and funded entire \$650,000 project from building reserve (Requires reserve usage change)
- Increased transfer to Long Term Care Building Reserve by \$250,000
- Human Services staffing reduction \$33,850
- Increased library strategic plan expense \$5,500
- Detailed review of Salaries/Wages/Benefits for Brucelea, Gateway and Paramedics resulting in reductions

Revised Budget Submission



County of Bruce
Bruce County
Consolidated Budget Comparison Report
03.1 1st Council Review

	Operational Approved 2020	Operational Proposed 2021	Operational \$ Change	Operational % Change	Capital Approved 2020	Capital Proposed 2021	Capital \$ Change	Capital % Change	Consolidated Approved 2020	Consolidated Proposed 2021	Consolidated \$ Change	Consolidated % Change	Total % Impact
CAO	1,343,939	1,696,672	352,733	26.25%	0	0	0	0.00%	1,343,939	1,696,672	352,733	26.25%	0.71%
Corporate Services	(32,000)	(6,000)	26,000	(81.25%)	32,000	6,000	(26,000)	(81.25%)	0	0	0	0.00%	0.00%
Non-Departmental	2,772,983	2,803,717	30,734	1.11%	206,000	206,000	0	0.00%	2,978,983	3,009,717	30,734	1.03%	0.06%
Information Technology	(484,500)	(256,000)	228,500	(47.16%)	484,500	256,000	(228,500)	(47.16%)	0	0	0	0.00%	0.00%
Workplace Engagement Services	(32,500)	(34,000)	(1,500)	4.62%	32,500	34,000	1,500	4.62%	0	0	0	0.00%	0.00%
Paramedic Services	6,177,675	6,152,521	(25,154)	(0.41%)	517,600	463,000	(54,600)	(10.55%)	6,695,275	6,615,521	(79,754)	(1.19%)	(0.16%)
Transportation & Environmental Ser	9,050,012	9,479,297	429,285	4.74%	4,872,088	6,276,544	1,404,456	28.83%	13,922,100	15,755,841	1,833,741	13.17%	3.68%
Human Services	4,703,870	5,270,688	566,818	12.05%	2,474,374	2,548,099	73,725	2.98%	7,178,244	7,818,787	640,543	8.92%	1.28%
Brucelea Haven	4,052,992	4,313,292	260,300	6.42%	119,800	50,000	(69,800)	(58.26%)	4,172,792	4,363,292	190,500	4.57%	0.38%
Gateway Haven	3,512,741	3,851,442	338,701	9.64%	182,769	146,000	(36,769)	(20.12%)	3,695,510	3,997,442	301,932	8.17%	0.61%
Museum	1,944,314	1,998,664	54,350	2.80%	64,400	52,387	(12,013)	(18.65%)	2,008,714	2,051,051	42,337	2.11%	0.08%
Library	3,596,854	3,679,077	82,223	2.29%	402,200	378,000	(24,200)	(6.02%)	3,999,054	4,057,077	58,023	1.45%	0.12%
Planning & Development	3,841,371	3,937,837	96,466	2.51%	17,000	17,000	0	0.00%	3,858,371	3,954,837	96,466	2.50%	0.19%
Total	40,447,751	42,887,207	2,439,456	6.03%	9,405,231	10,433,030	1,027,799	10.93%	49,852,982	53,320,237	3,467,255	6.95%	6.95%

	Operational Approved 2020	Operational Proposed 2021	Operational \$ Change	Operational % Change	Capital Approved 2020	Capital Proposed 2021	Capital \$ Change	Capital % Change	Consolidated Approved 2020	Consolidated Proposed 2021	Consolidated \$ Change	Consolidated % Change
Corporate Services	1,910,658	1,866,454	(44,204)	(2.31%)	32,000	6,000	(26,000)	(81.25%)	1,942,658	1,872,454	(70,204)	(3.61%)
Information Technology	2,103,109	2,518,216	415,107	19.74%	484,500	256,000	(228,500)	(47.16%)	2,587,609	2,774,216	186,607	7.21%
Workplace Engagement Services	1,349,737	1,394,931	45,194	3.35%	32,500	34,000	1,500	4.62%	1,382,237	1,428,931	46,694	3.38%
Non-Departmental	3,385,086	3,469,494	84,408	2.49%	206,000	206,000	0	0.00%	3,591,086	3,675,494	84,408	2.35%
Total	8,748,590	9,249,095	500,505	5.72%	755,000	502,000	(253,000)	(33.51%)	9,503,590	9,751,095	247,505	2.60%

Revised Budget Submission

Department	2020	2021	Change	2022	2023	2024	2025
CAO	1,343,939	1,696,672	352,733	1,617,796	1,550,723	1,571,749	1,589,764
Corporate Serv.	0	0	0	0	0	0	0
Non Dept.	2,978,983	3,009,717	30,734	3,581,825	2,753,247	3,272,981	3,332,693
ITS	0	0	0	0	0	0	0
Workplace Engagement Serv.	0	0	0	0	0	0	0
Paramedic Serv.	6,695,275	6,615,521	-79,754	7,223,067	7,071,399	7,335,491	7,644,421
Transportation	13,922,100	15,755,841	1,833,741	16,208,039	16,987,703	18,191,044	18,006,652
Human Services	7,178,244	7,818,787	640,543	8,215,047	8,368,596	8,602,702	8,782,824
Brucelea	4,172,792	4,363,292	190,500	4,618,147	4,659,363	4,798,560	4,910,728
Gateway	3,695,510	3,997,442	301,932	4,148,744	4,178,571	4,294,956	4,388,331
Museum	2,008,714	2,051,051	42,337	2,174,864	2,250,177	2,222,998	2,830,980
Library	3,999,054	4,057,077	58,023	4,152,550	4,167,525	4,250,106	4,308,816
Planning & Dev.	3,858,371	3,954,837	96,466	3,936,564	4,013,397	4,084,691	4,151,512
Total	49,852,982	53,320,237	3,467,255	55,876,643	56,000,701	58,625,278	59,946,721

Levy Increase (excl. growth) 6.95% 4.79% 0.22% 4.69% 2.25%

Department	2020	2021	Change	2022	2023	2024	2025
Corporate Serv.	1,942,658	1,872,454	-70,204	1,933,732	2,031,053	2,088,456	2,078,833
ITS	2,587,609	2,774,216	186,607	2,726,135	2,752,183	2,778,690	2,805,663
Workplace Engagement Serv.	1,382,237	1,428,931	46,694	1,431,346	1,457,053	1,482,002	1,507,478
Non Dept.	3,591,086	3,675,494	84,408	4,249,485	3,455,268	4,004,583	4,072,342
Total	9,503,590	9,751,095	247,505	10,340,698	9,695,557	10,353,731	10,464,316



County of Bruce
Bruce County
Consolidated Budget Salaries, Benefits, FTE
03.1 1st Council Review

	Salaries & Benefits 2020	Salaries & Benefits 2021	Salaries & Benefits \$ Change	Salaries & Benefits % Change	FTE Approved 2020	FTE Proposed 2021	FTE Quantity Change	FTE %
CAO	1,082,421	1,114,008	31,587	2.92%	5.00	6.00	1.00	20.00%
Corporate Services	1,473,918	1,479,750	5,832	0.40%	13.07	13.32	0.25	1.91%
Non-Departmental	454,684	474,482	19,798	4.35%	5.14	5.39	0.25	4.86%
Information Technology	992,767	1,082,882	90,115	9.08%	10.50	10.00	(0.50)	(4.76%)
Workplace Engagement Services	1,305,910	1,326,087	20,177	1.55%	12.00	12.00	0.00	0.00%
Paramedic Services	9,533,258	9,680,497	147,239	1.54%	81.00	81.00	0.00	0.00%
Transportation & Environmental Servi	4,415,755	4,662,279	246,524	5.58%	52.77	52.77	0.00	0.00%
Human Services	6,557,243	6,688,191	130,948	2.00%	68.04	67.04	(1.00)	(1.47%)
Brucelea Haven	10,896,120	11,138,058	241,938	2.22%	129.14	129.14	0.00	0.00%
Gateway Haven	8,110,826	8,451,701	340,875	4.20%	97.25	98.25	1.00	1.03%
Museum	1,618,113	1,643,280	25,167	1.56%	18.01	17.80	(0.21)	(1.17%)
Library	2,676,098	2,716,062	39,964	1.49%	36.27	36.81	0.54	1.49%
Planning & Development	2,574,828	2,656,952	82,124	3.19%	24.28	24.28	0.00	0.00%
Total	51,691,941	53,114,229	1,422,288	2.75%	552.47	553.80	1.33	0.24%

Operating Budget Analysis

- Reduced spending but revenues dropped even more resulting in the operating budget levy increase
- Expenditures reduced by \$325,438 overall
 - Main reductions in contract services and transfers and grants
- Revenues dropped by \$2,764,894 overall
 - Federal and provincial funding reductions due to ending of certain programs
 - Reductions in transfers from reserves and grants
- Net operating levy requirement increased \$2,439,456

Operating Budget Analysis - Consolidated

	2019 Actual	2020 Budget	2020 Adj to Base Budget	2020 One Time Reversal	2021 Maintain Services	2021 One Time Items	2021 Provincially Legislated	2021 Growth	2021 Council Priorities	2021 Service Initiatives/ Savings	2021 Oper. Impact of Capital	2021 Proposed Budget	\$ Change over 2020 Budget
Expenditures by Type													
Salaries, Wages & Benefits	48,857,830	51,666,941	(58,959)	0	1,315,510	0	928	0	0	164,809	0	53,089,229	1,422,288
Staff Related Costs	873,685	962,309	(7,000)	(1,100)	(9,108)	0	0	0	0	0	0	945,101	(17,208)
Contract Services	8,222,732	10,016,677	(798,801)	(796,305)	253,221	186,392	0	0	84,000	101,320	0	9,046,504	(970,173)
Material	8,419,164	9,540,628	(344,049)	(96,500)	132,547	30,000	0	0	114,500	1,914	0	9,379,040	(161,588)
Transfers, Grants & Financial Charge	15,895,142	20,637,654	(1,755,958)	(56,000)	102,451	0	89,404	0	289,979	234,975	0	19,542,505	(1,095,149)
Transfer to Reserves	1,933,646	244,913	(22,013)	0	250,000	0	0	0	21,200	0	0	494,100	249,187
Fleet Costs	2,181,649	2,379,267	(1,000)	0	20,046	0	0	0	0	0	0	2,398,313	19,046
Facility Costs	2,372,401	2,429,017	33,145	(1,000)	142,374	10,000	0	0	3,640	40,000	0	2,657,176	228,159
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	88,756,249	97,877,406	(2,954,635)	(950,905)	2,207,041	226,392	90,332	0	513,319	543,018	0	97,551,968	(325,438)
Percent of Expenditure Budget			(3.0%)	(1.0%)	2.3%	0.2%	0.1%	0.0%	0.5%	0.6%	0.0%	(0.3%)	
Revenues by Type													
Federal	1,495,861	2,274,751	(859,873)	(32,295)	272	25,200	(9,193)	0	0	750	0	1,399,612	(875,139)
Provincial	33,516,684	35,092,095	(1,072,382)	0	71,275	25,000	(55,094)	0	0	170,795	0	34,231,689	(860,406)
Municipal	1,714,083	1,667,011	(42,188)	0	70,065	0	0	0	5,000	0	0	1,699,888	32,877
Transfers from Reserves	2,208,629	2,935,382	(723,443)	(794,470)	29,146	183,088	0	0	4,980	0	0	1,634,683	(1,300,699)
Fees and Services	10,081,587	10,304,345	3,400	(75,000)	192,313	(28,450)	0	0	169,550	0	0	10,566,158	261,813
Donations	256,513	136,551	0	(20,000)	(9,799)	0	0	0	0	0	0	106,752	(29,799)
Fines	16,200	17,000	(12,000)	0	0	(5,000)	0	0	0	0	0	0	(17,000)
Other	3,672,169	5,002,520	(122,559)	0	146,268	(250)	0	0	0	0	0	5,025,979	23,459
Total Revenue	52,961,726	57,429,655	(2,829,045)	(921,765)	499,540	199,588	(64,287)	0	179,530	171,545	0	54,664,761	(2,764,894)
Net Requirement	35,794,523	40,447,751	(125,590)	(29,140)	1,707,501	26,804	154,619	0	333,789	371,473	0	42,887,207	2,439,456
Percent of Prior Year Budget			(0.3%)	(0.1%)	4.2%	0.1%	0.4%	0.0%	0.8%	0.9%	0.0%	6.0%	
Full Time Equivalents (FTE's)	0.00	552.47	(0.71)	(0.50)	2.54	0.00	0.00	0.00	0.00	0.00	0.00	553.80	1.33
Percent of Prior Year FTE's			(0.1%)	(0.1%)	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%

Capital Budget

- \$1.03 million increase in levy in two main areas
- Roads and Bridges
 - Increasing back to amount prior to 2020 cut, plus inflation
 - Ensuring funds for future road and bridge repairs/replacements
 - Roads/Bridges total spending of \$4.5 million in 2021

Capital Budget Summary Report - Consolidated

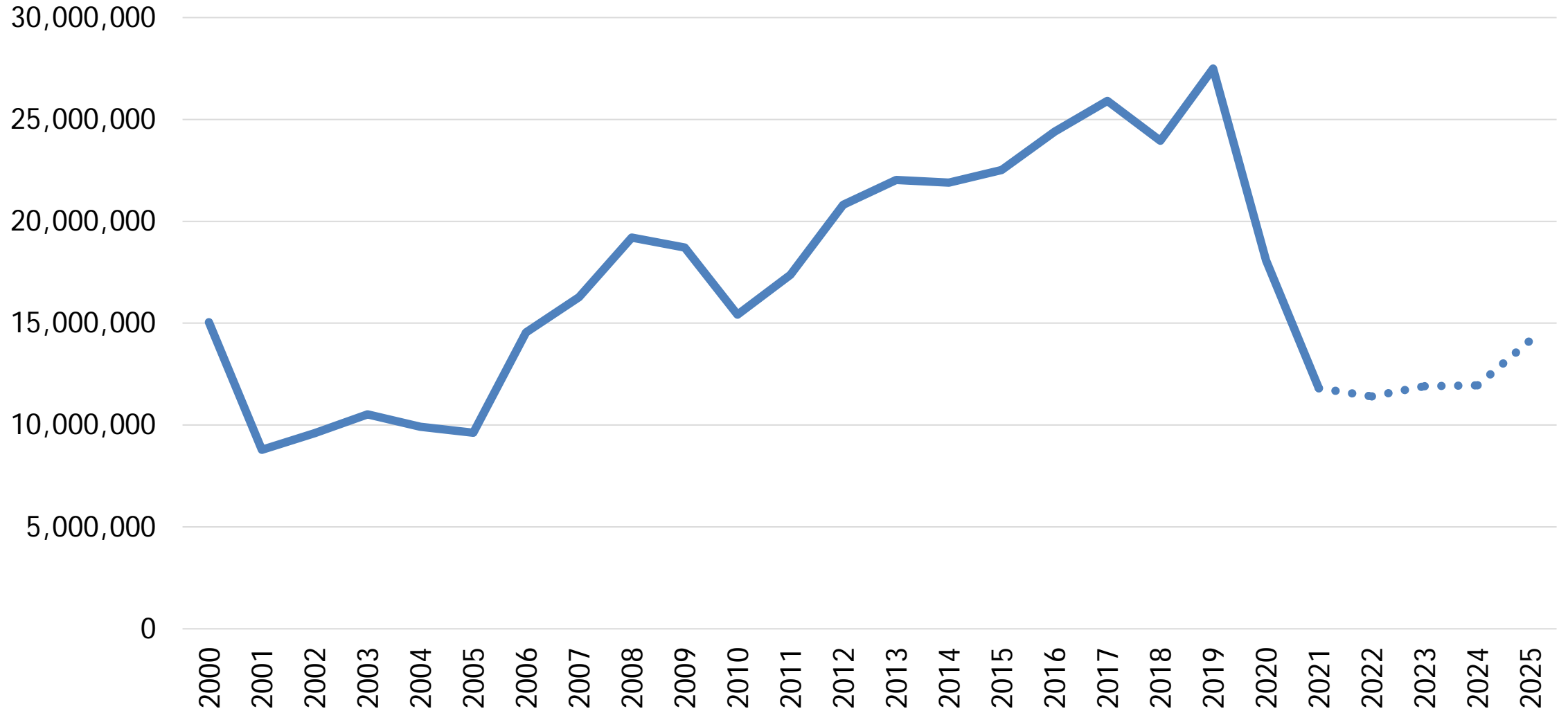
	2019	2020	2021	\$ Change	2022	2023	2024	2025
	Actual	Budget	Proposed Budget	over 2020 Budget	Budget	Budget	Budget	Budget
Expenditures by Type								
Land	346,855	0	0	0	0	0	0	0
Equipment	600,393	647,876	607,580	(40,296)	1,136,791	555,855	579,336	565,160
Technology & Communications	356,893	1,453,632	1,240,650	(212,982)	594,230	565,893	250,790	316,025
Vehicles & Machinery	1,339,892	928,600	849,000	(79,600)	952,000	906,500	1,592,000	1,192,000
Furniture & Fixtures	58,933	44,947	53,200	8,253	44,100	35,202	35,306	35,912
Building	3,765,893	22,598,396	3,089,772	(19,508,624)	2,963,853	2,542,098	2,850,000	3,515,510
Bridges & Culverts	1,642,954	2,628,235	3,903,700	1,275,465	2,587,000	2,870,000	3,818,000	1,650,000
Roads	6,243,843	7,686,921	8,331,472	644,551	5,713,027	6,315,165	2,901,695	2,652,115
Traffic Signals & Signs	211,142	264,719	121,550	(143,169)	85,731	87,446	89,195	90,979
Trails Program	58,405	145,000	105,000	(40,000)	0	0	0	0
Gross Expenditure	14,625,203	36,398,326	18,301,924	(18,096,402)	14,076,732	13,878,159	12,116,322	10,017,701
Transfer to Reserves	6,253,486	4,760,788	3,844,499	(916,289)	4,067,540	3,905,926	3,891,727	5,675,344
Total Expenditure	20,878,689	41,159,114	22,146,423	(19,012,691)	18,144,272	17,784,085	16,008,049	15,693,045
Percent of Total Expenditure Budget			(46.2%)		(18.1%)	(2.0%)	(10.0%)	(2.0%)
Revenues by Type								
Federal	3,421,847	3,293,447	2,481,272	(812,175)	2,805,310	3,013,772	174,000	0
Provincial	688,831	1,545,021	232,310	(1,312,711)	464,312	603,273	115,988	0
Municipal	25,587	66,454	0	(66,454)	0	0	0	0
Transfers from Reserves	4,091,096	10,866,761	8,973,811	(1,892,950)	3,755,332	2,901,228	3,385,432	2,988,889
Donations	3,413	10,000	5,000	(5,000)	15,000	10,000	10,000	10,000
Other	680,989	1,365,001	21,000	(1,344,001)	17,000	24,000	33,000	30,000
Debt	1,626,281	14,607,199	0	(14,607,199)	0	0	0	0
Total Revenue	10,538,044	31,753,883	11,713,393	(20,040,490)	7,056,954	6,552,273	3,718,420	3,028,889
Net Requirement	10,340,645	9,405,231	10,433,030	1,027,799	11,087,318	11,231,812	12,289,629	12,664,156
Percent of Prior Year Net Requirement Budget			10.9%		6.3%	1.3%	9.4%	3.0%

Reserves

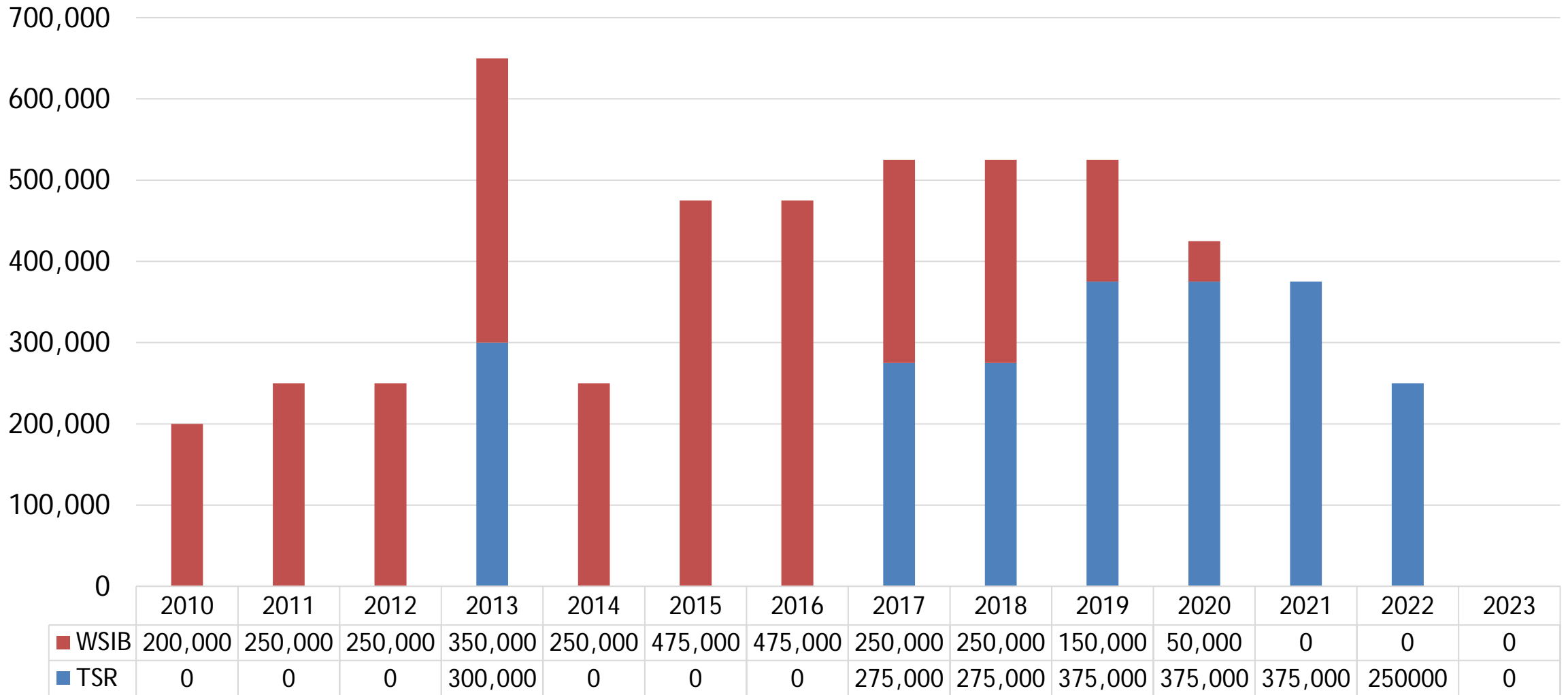
- Reserves are projected to decrease 35% from \$18 million (2020) to just under \$12 million (2021) if all budgeted expenses occur
- Falling back to pre-2006 reserve levels
- Tax Stabilization Reserve (TSR) funding general operations by \$375,000
 - Same amount as 2019 and 2020
 - Estimating about \$550,000 TSR balance end of 2020 - could be lower
 - Need at least \$375,000 at end of 2020 for 2021 budget
 - Ideally the TSR should be for one-time project funding and based on prior year's actual year-end, not current year's anticipated balance
- WSIB Reserve no longer funding general operations
- Some reserves do not include the year-end contributions

Reserves by Department		
Department	End of 2020 (est.)	End of 2021 (est.)
Corporate Services	\$ 130,026.03	\$ 65,026.03
CAO	\$ 71,816.00	\$ 71,816.00
ITS	\$ 297,169.02	\$ 334,469.02
Transportation	\$ 7,254,430.67	\$ 2,788,504.67
Planning	\$ 95,570.98	\$ 99,370.98
WES	\$ 1,145,519.38	\$ 425,490.38
Human Services	\$ 3,780,657.43	\$ 3,757,680.43
Homes	\$ 1,119,121.94	\$ 807,621.94
Library	\$ 404,969.48	\$ 316,869.48
Museum	\$ 425,173.26	\$ 471,773.26
Paramedics	\$ 751,872.02	\$ 831,872.02
Non-Departmental	\$ 2,604,025.02	\$ 1,839,962.02
	\$ 18,080,351.23	\$ 11,810,456.23

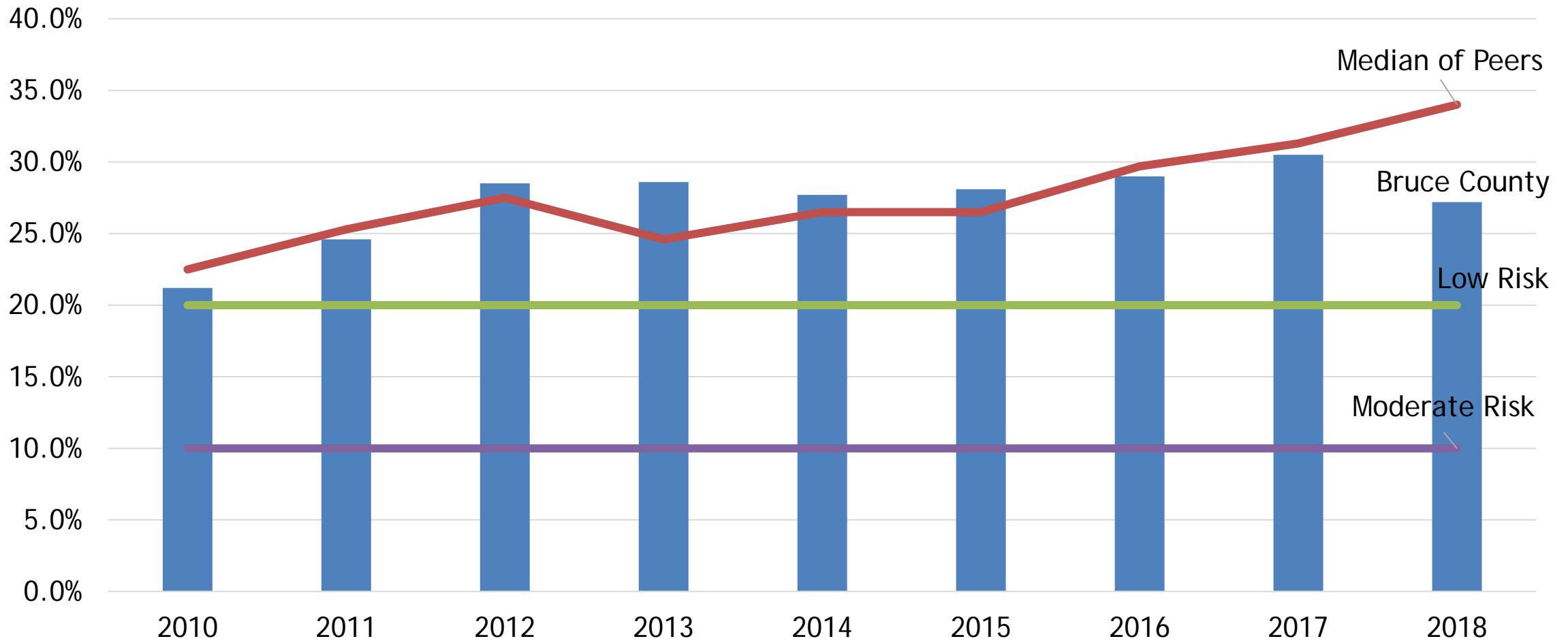
Reserves 2000 to 2025



Tax Stabilization and WSIB Reserve subsidization of the Operating Budget (excluding individual projects)



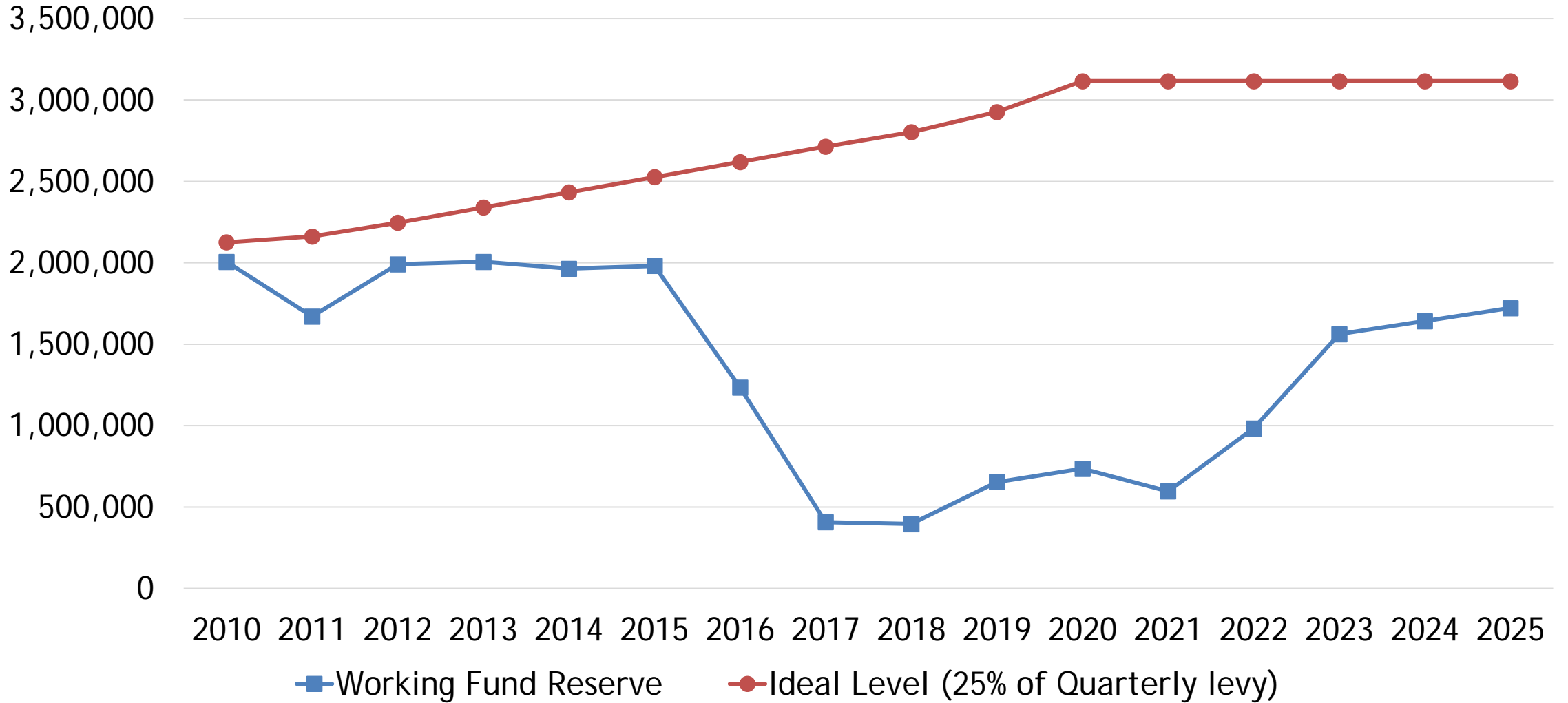
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses



Other General Reserves

- Insurance reserve is at \$9,873 and is used to offset claims and in 2020 the premium increase.
 - Inadequate to satisfy claims with current \$100,000 deductible
 - Maintaining \$25,000/year transfer to reserve
- Working fund is trending down to \$600,000 by end of 2021
 - Currently borrowed from 5 times for unbudgeted items with ongoing repayments until 2030
 - Used to fund expenses until quarterly levy is received at end of quarter and avoid using overdraft
- Some reserves have contributions calculated at year-end and may not be included in charts/graphs

Working Fund Reserve



Safe Restart Grant Funding Usage

Department	Estimated Balance Dec 31	Funded by others	Balance remaining 2020
General	544,772		544,772
EMS	326,400	-202,240	124,160
Social Housing	26,952		26,952
Brucelea	684,848	-383,400	301,448
Gateway	443,061	-203,000	240,061
Total 2020 Allocated			1,237,392
2021 Budget			480,088
Unbudgeted-Estimates for 2021			518,797
Total 2021 allocated			998,885
Grand Total of Safe Restart funds allocated			2,236,277
Less Grant promised			2,497,900
Total unallocated			261,623
2021 BLH - RSA staffing assuming funded by province			798,869
2022 GWH - RSA staffing assuming funded by province			408,635
Total assumed funded by Province			1,207,503

CAO's Office

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Office of the CAO focus on providing support to County Governance and Corporate Strategic Initiatives
- Significant impacts of COVID-19 in 2020; expect continuing impact in 2021
- Initiatives:
 - Enhancing Governance / Council Processes
 - Implementing Indigenous Engagement Strategies
 - Strengthening organization through staff training initiatives
 - Increasing corporate communications and engagement activities
 - Devising processes for Strategic Plan and Operational Reviews
 - Initiating Facilities Review - integrate with the Asset Management Plan

Other Highlights

Office of the CAO Department

- **Staffing:** Six (6) FTEs - 2 in each service division
- Two positions created in 2020 with Tax Stabilization reserve funding are now being proposed to be funded from levied funds (FT Permanent - Corporate Communication Specialist and FT Contract Real Estate Clerk)
- **Training :** Commitment to LEAN and Mental Health First Aid Training
- **Strategic Planning and Operational Review:** Commitment to initiating activities to develop comprehensive Strategic Plan Process and Operational Review - intend to manage activities as best as possible within operating budget

2021 - 2025 Budget Summary

CAO	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	1,343,939	1,696,672	352,733	1,617,796	1,550,723	1,571,749	1,589,764
Capital Levy	0	0	0	0	0	0	0
Total Levy	1,343,939	1,696,672	352,733	1,617,796	1,550,723	1,571,749	1,589,764

Increase \$		352,733		-78,876	-67,073	21,026	18,015
Increase as %		26.25%		-4.65%	-4.15%	1.36%	1.15%
Increase as levy %		0.71%		-0.16%	-0.13%	0.04%	0.04%

CAO	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	5.00	6.00	1.00	5.50	5.00	5.00	5.00

Operating Budget Program Highlights

- Three divisions within the Office of the CAO Department:
- CAO office (2FTEs) proposed increases: \$269,714
 - Adjustment to base - \$145,907
 - \$95,907 Salaries and Benefits for Communication Specialist (transfer from 2020 CAO/ Strategic Initiatives)
 - \$50,000 for Municipal Innovation Council
 - Maintain Services - \$123,807
 - \$24,086 - salaries and slight training and operational increases
 - \$94,721 - Interdepartmental Administrative Allocation (newly applied for 2021, results in equivalent reduction in other service areas)

Operating Budget Program Highlights

- **Legislative Services (2FTEs) proposed increase - (\$1,620)**
 - **Adjustment to Base - \$2,000** for additional IT supports and \$566 for Council Administration
 - **Maintain Services - (\$3,620) \$566 increase for Council Administration and** reduction as a result in refinement across several operating areas
- **Strategic Initiatives (2 FTEs) proposed increase - \$84,639**
 - **Adjustment to Base - (\$95,907)** reduction as a result of transition of Communications position to CAO division
 - **One Time Reversal - \$70,000** (require budget funds, previously provincial and reserve funds)
 - **Maintain Services - \$110,546** includes \$100,000 for real estate search activities (Teraview) and some slight increases for staffing and operational needs

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$352,733
- Capital Budget Levy Increase
 - \$0
- Total Levy Increase
 - \$352,733
 - 26.25 % increase in department budget
 - 0.71% increase to County levy

Corporate Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Development Charge Study
 - By-law to Council October/November and start collecting DCs January 2022
 - \$70,000 funded by future Development Charges (DCs)
 - If DC By-law not approved then cost is payable from levy
- Capital Asset Management Plan
 - Level of service framework development
 - Risk and criticality modeling development
 - Lifecycle framework development
 - Committee recommendations
 - Begin integration into capital budgeting
 - Set out capital funding requirements to meet recommendations

Other Highlights

- Improve risk management practices - Liability and Property Insurance
 - Internal policies and procedures
 - Leverage insurance provider consultations and expertise
- Prepare for Enhanced 911 implementation

2021 - 2025 Budget Summary

Corporate Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	1,910,658	1,866,454	-44,204	1,927,732	2,025,053	2,082,456	2,072,833
Capital Levy	32,000	6,000	-26,000	6,000	6,000	6,000	6,000
Total Levy	1,942,658	1,872,454	-70,204	1,933,732	2,031,053	2,088,456	2,078,833

Increase \$		-70,204		61,278	97,321	57,403	-9,623
Increase as %		-3.61%		3.27%	5.03%	2.83%	-0.46%
Increase as levy %		-0.14%		0.12%	0.20%	0.12%	-0.02%

Corporate Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	13.07	13.32	0.25	13.32	13.32	13.32	13.32

Operating Budget Program Highlights

- No major changes except for Development Charge consultation added as One Time Items
- One-time Reversed reductions due to one-time 2020 projects funded from levy
- Salaries/Benefits reductions due to several new staff paid lower on grid than prior staff
 - Higher increases expected in coming years

Capital Budget 2021 Major Projects

- No major 2021 capital projects
- Preparatory work for replacement of the accounting software in 2022 or 2023

Department Reserves Discussion

- Tax Stabilization Reserve anticipated to have \$375,000 at 2020 year-end
 - Sufficient to subsidize 2021 operating budget
 - Intent to move away from assuming an annual surplus
 - Reduce to \$200,000 subsidization in 2022 and eliminate in 2023
 - Shift to funding one-time items only rather than ongoing spending
- Working Fund Reserve will dip to as low as \$600,000 in 2021
 - Intent of fund is to offset quarterly spending of levy
 - Avoid use of overdraft as levy is received at end of quarter
 - Currently funding 5 projects that have borrowed from it
 - Total owed \$1,331,000 (2021) - fully repaid by 2030

Borrowing from Working Fund

1. Peninsula Hub Purchase - \$600,000
 - Repayment \$40,000/year
2. Gateway Haven Phone System - \$250,000
 - Repayment \$25,000/yr
3. Inland Hub Renovation - \$150,000
 - Repayment \$15,000/yr
4. Warton Highways Building - \$1,194,000
 - Repayment \$158,000/yr
5. Support the Bruce loan - offset of loan payments until 2023
 - \$148,428/yr

Insurance Reserve depleted

- Primary use is to offset claims and settlements
- Current balance = \$9,873
- Current deductible is \$100,000 per liability claim
- Transfers to Insurance reserve to build up the balance
 - 2021 - \$25,000
 - 2022 - \$50,000
 - 2023 - \$75,000
 - 2024 - \$100,000
 - 2025 - \$100,000

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - -\$44,204
- Capital Budget Levy Increase
 - -\$26,000
- Total Levy Increase
 - -\$70,204
 - -3.61% increase in department budget
 - -0.14% increase to County levy

Non-Departmental

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Council Chambers Renovation
- Clean Energy Vehicle Strategy
 - Corporate fleet leases expire in 2021
 - April (1 vehicle) and November (2 vehicles)
 - Opportunity to add vehicle at Peninsula Hub (grant funded)
 - EV charger at Lakeshore Hub (grant funded)
 - Review Hydrogen chargers (Bruce Innovates and/or Federal grant)

Other Highlights

- Grey Bruce Health Unit \$430,000 funding to offset Provincial funding reduction
 - Budget increase deferred to 2022 due to one-time mitigation funding
 - Estimated 0.75% levy increase in 2022 due to downloading
- Transfer maintenance of Lakeshore Hub from Library
 - Cleaning position transitions to library staff
 - Approved by Library Board in 2019
 - Budgeted increase of \$44,465 for contractors to take over duties

2021 - 2025 Budget Summary

Non-Departmental	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	3,385,086	3,469,494	84,408				
Capital Levy	206,000	206,000	0	206,000	231,000	251,000	251,000
Total Levy	3,591,086	3,675,494	84,408	206,000	231,000	251,000	251,000
Increase \$	995,514	84,408		-3,469,494	25,000	20,000	0
Increase as %	38.35%	2.35%		-94.40%	12.14%	8.66%	0.00%
Increase as levy %	2.03%	0.17%		-7.09%	0.05%	0.04%	0.00%

Non-Departmental	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	5.14	5.39	0.25	5.39	5.39	5.39	5.39

Operating Budget Program Highlights

- \$67,418 increase in Payments in Lieu Revenue
- Ended subsidy to operating budget from WSIB reserve (\$50,000 in 2020, \$150,000 in 2019)
- Continuing \$375,000 subsidy to operating budget from Tax Stabilization Reserve
- Increasing Emergency 911 costs due to implementation of Enhanced 911

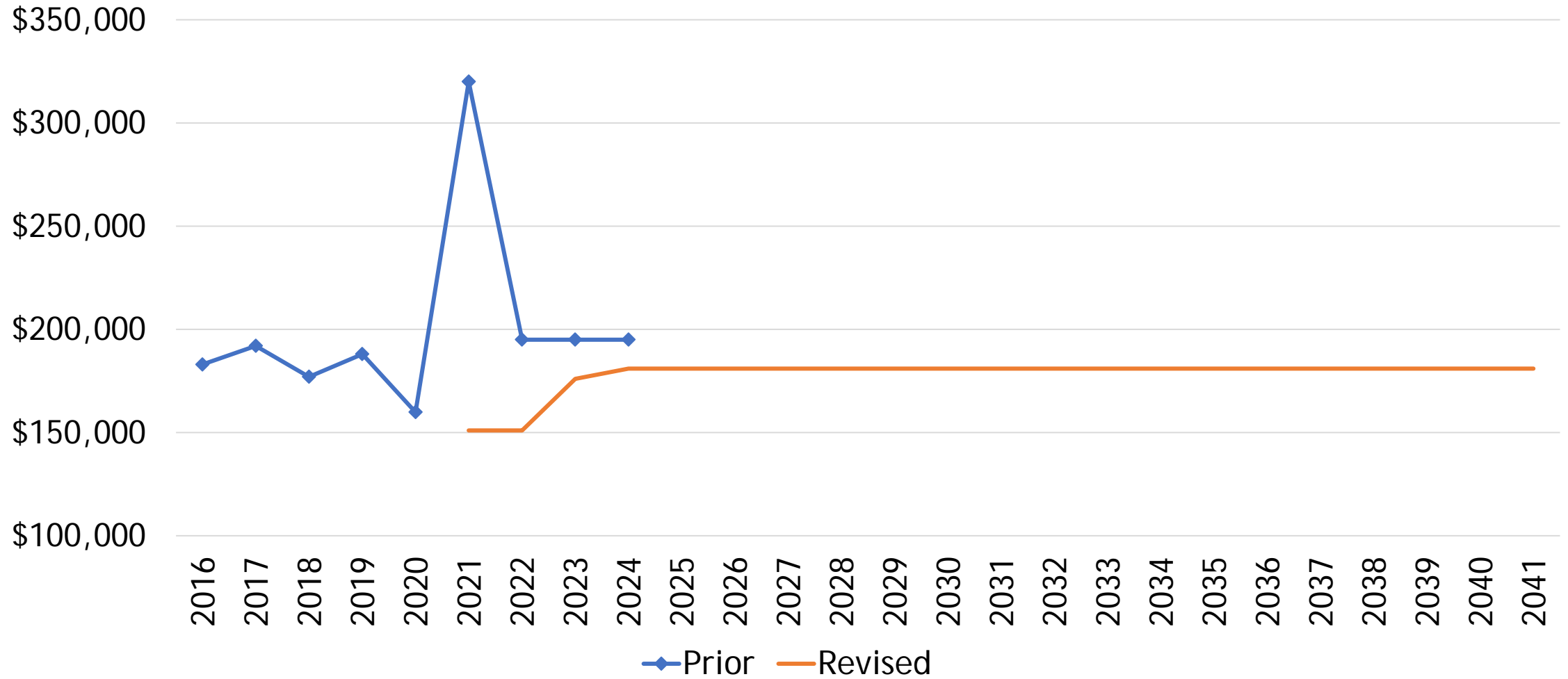
Capital Budget 2021 Major Projects

- \$188,090 - Interior Hub
 - Council Chamber Accessibility, Fob Entrance system, Night Setback Replacement, Sprinkler System Backflow Preventer and Heat Pump replacements
- \$ 13,000 - Cayley St. Complex
 - Replace Interlocking stone, carpeting overlay
- \$129,935 - Lakeshore Hub
 - Repair roof, riding mower, pave parking lot, replace; exterior doors, water heater, exterior lights

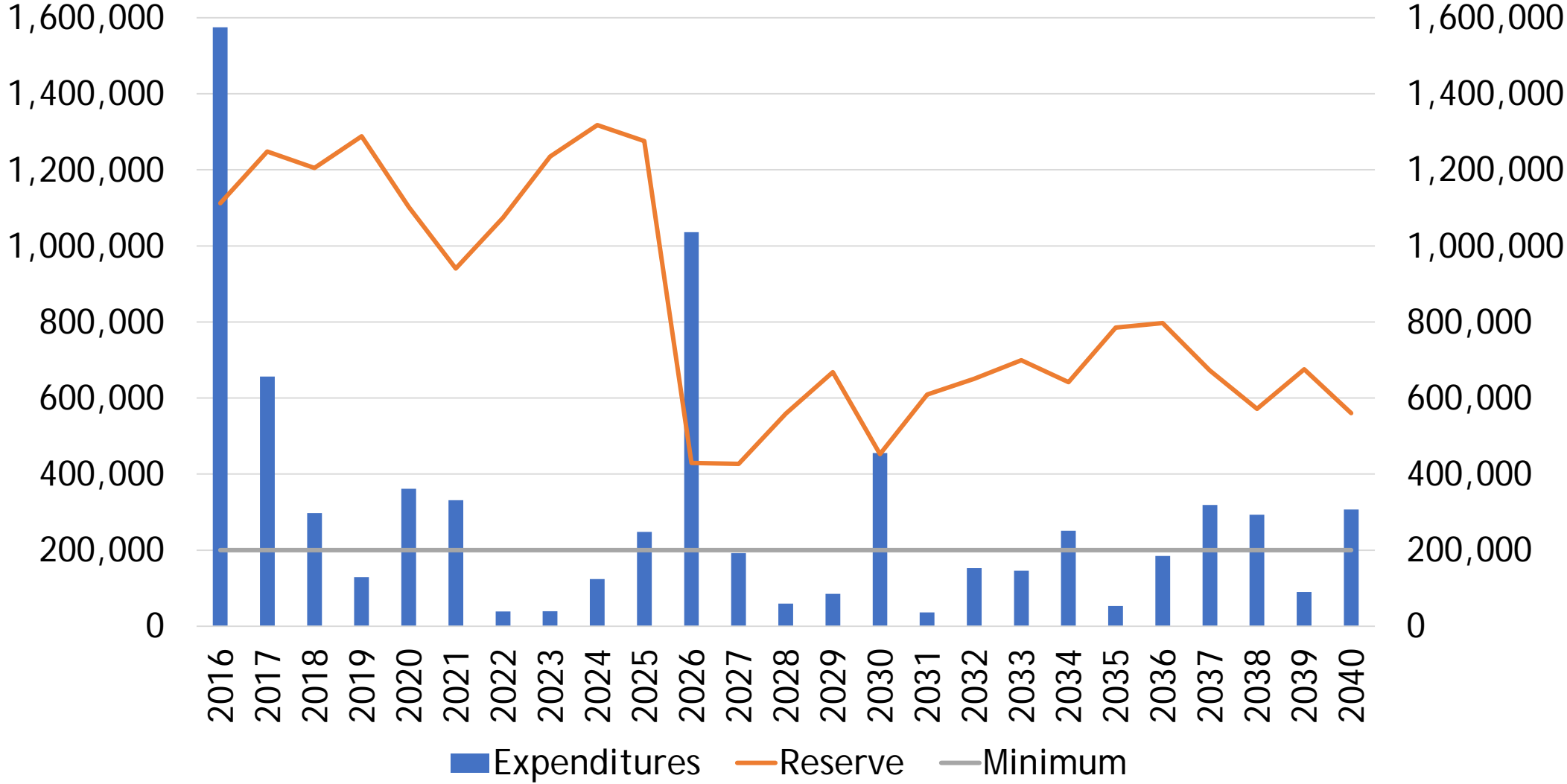
Department Reserves Discussion

- Reserves consolidated as per Report to Committee on September 3, 2020
 - All capital now budgeted to come from reserves
- Forecasted capital spending out to 2040 for the 4 main County administration facilities
 - Inland Hub, Lakeshore Hub, Peninsula Hub and Cayley St. Complex
- 2020 budget showed increase to capital levy to \$320,000 in 2021
- 2021 budget able to maintain at \$206,000
- 2022 - \$206,000
- 2023 - \$231,000
- 2024 - \$251,000
- 2025 - \$251,000

Non-Departmental Transfer to Reserves and Levies



TOTAL Non-Departmental Facilities



2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$84,408
- Capital Budget Levy Increase
 - \$0
- Total Levy Increase
 - \$84,408
 - 2.35% increase in department budget
 - 0.17% increase to County levy

Information Technology Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Development of an Information Technology Disaster Recovery and Business Continuity Plan
 - Partner with a qualified and experienced consultant to develop an IT disaster recovery (DR) plan, and to make recommendations for future IT infrastructure purchases to facilitate DR functions.
- Modernize Council Chambers Audio and Video systems
 - Replace the aging audio\video\meeting systems with modern, flexible and supported technology.
- Corporate Cybersecurity Programs and Cybersecurity Training
 - Advance Cyber Security Training among all County Staff and implement new Security tools for ISA position use
- Replacement of IT Service Management Tool
 - Expansion to include WES and Facilities possible in 2022.

Other Highlights

- COVID-19 transformed the County workplace, work processes and practices in 2020. Focus in ITS shifted to address the circumstances created as a result of the pandemic and the impact to work methods and location of the County work force.
- In 2021 the Information Technology Services Department will continue to focus efforts on the strengthening corporation's cyber security posture by increasing staff cyber threat training and awareness, implementation of new IT security tools and continue digital transformation by modernization of our systems and services.
- Flatten the levy curve as it relates to Capital Infrastructure replacements by creating a single ITS infrastructure reserve with static yearly contributions adjusted for inflation

2021 - 2025 Budget Summary

ITS	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	2,103,109	2,518,216	415,107	2,465,725	2,487,284	2,509,220	2,531,541
Capital Levy	484,500	256,000	-228,500	260,410	264,899	269,470	274,122
Total Levy	2,587,609	2,774,216	186,607	2,726,135	2,752,183	2,778,690	2,805,663

Increase \$		186,607		-48,081	26,048	26,507	26,973
Increase as %		7.21%		-1.73%	0.96%	0.96%	0.97%
Increase as levy %		0.37%		-0.10%	0.05%	0.05%	0.05%

ITS	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	10.50	10.00	-0.50	10.00	10.00	10.00	10.00

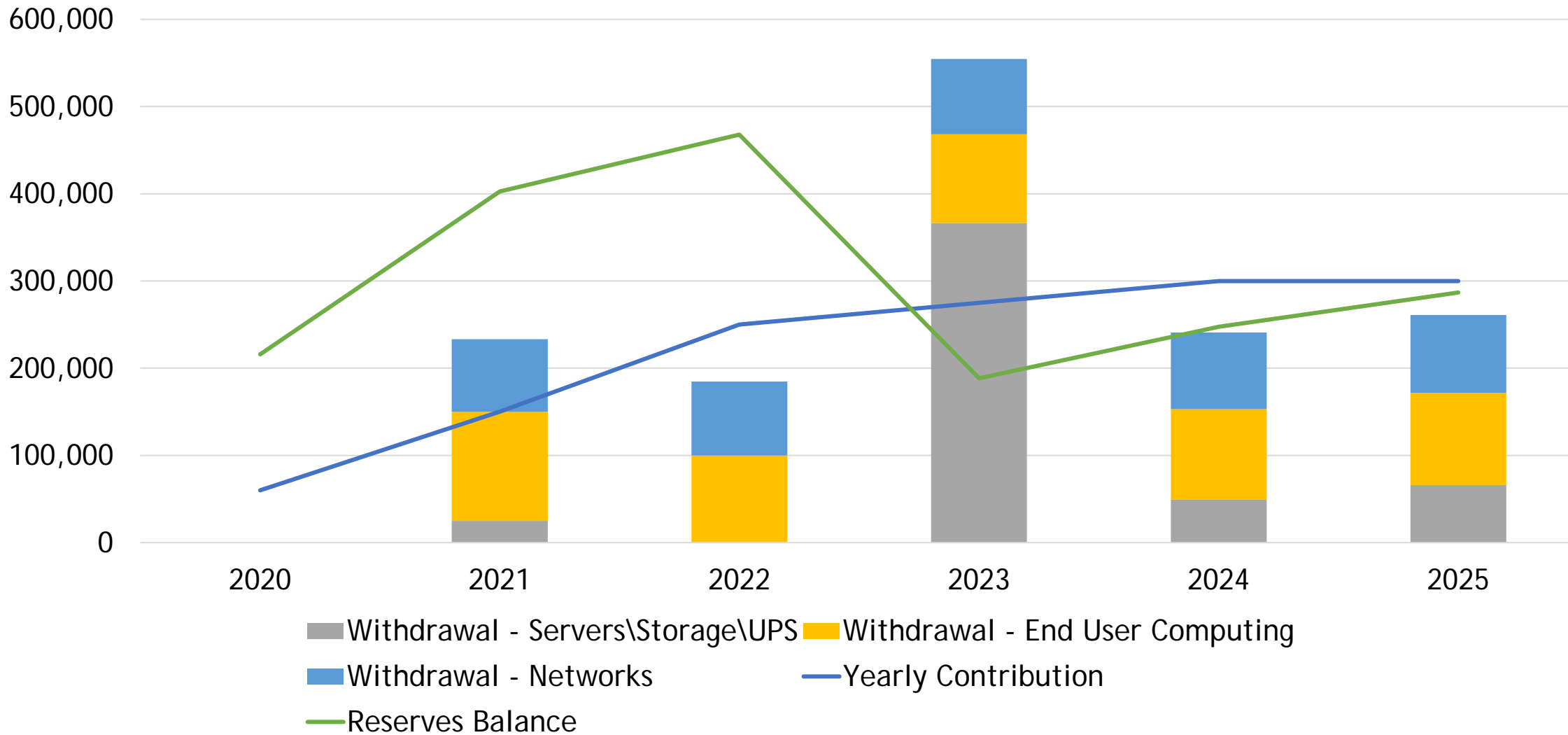
Operating Budget Program Highlights

- Maintain Services
- One Time Items
 - \$50,000 ITS Business Continuity and Disaster Recovery Plan Consultant
- Service Initiatives
 - \$11,800 Service Management Tool - Implementation services
 - \$7,500 Service Management Tool - Subscription
 - \$4,300 IT Security Vulnerability Scanner
 - \$20,000 Office 365 Backup Service (SharePoint\OneDrive)

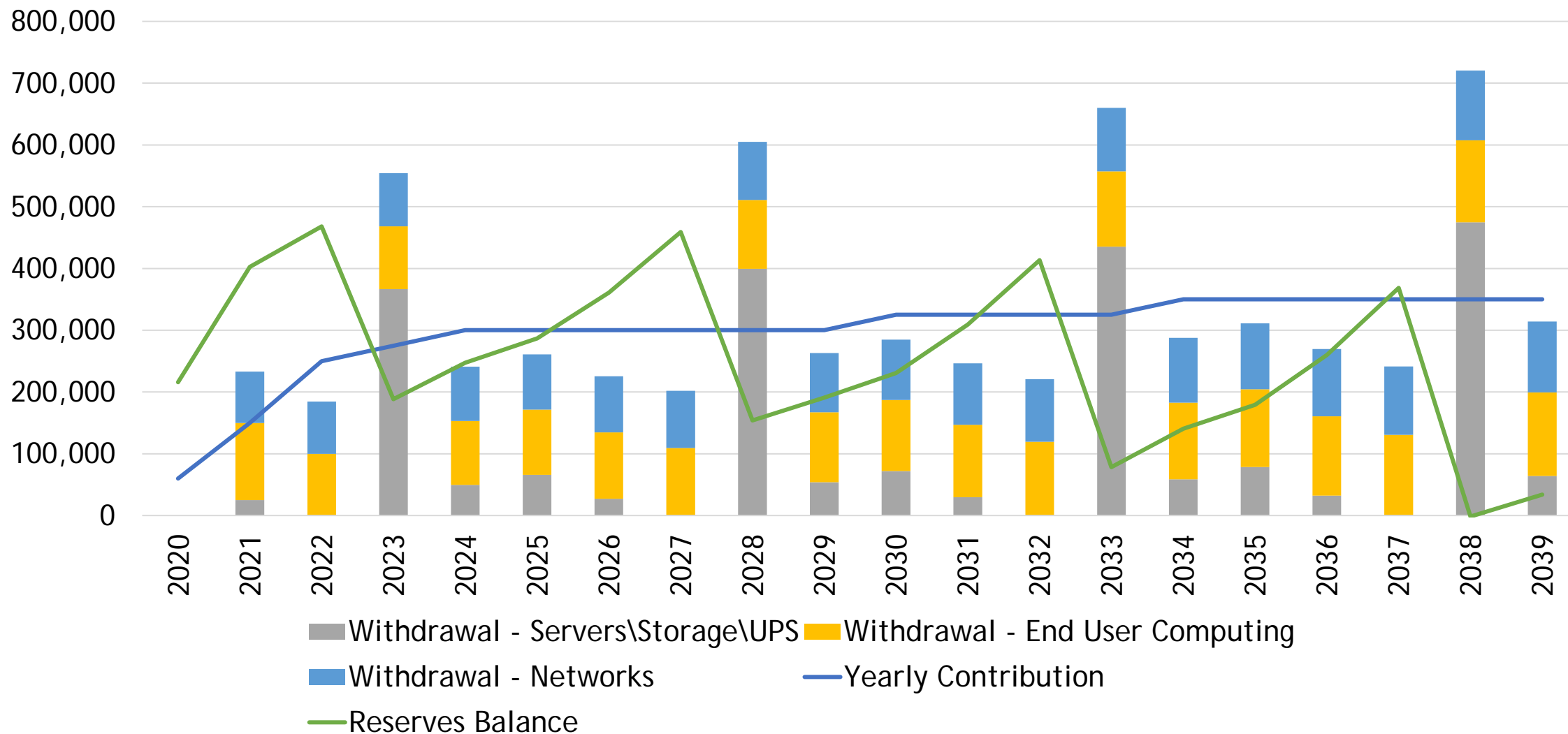
Capital Budget 2021 Major Projects

- \$282,000 - Council Chambers Modernization (Funded from Safe Restart Grant)
- \$ 45,500 - Meeting Room Modernization Project (year 3 of 3) (Funded from Safe Restart Grant)
- \$104,500 - End User Computing Lifecycle (annual)
- \$ 25,000 - Lifecycle Infrastructure - Server, Storage and Uninterruptible Power Supply
- \$ 83,200 - Lifecycle Infrastructure - Networking
- \$ 6,000 - Furniture

ITS Reserves 2021-2025



ITS Reserves 2021-2039



2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$415,017
- Capital Budget Levy Increase
 - -\$228,500
- Total Levy Increase
 - \$186,607
 - 7.21% increase in department budget
 - 0.37% increase to County levy

Workplace Engagement Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

The year of 2021 will be a year of exploring and discover for Workplace Engagement Services. Staying in focus with the Together “WE” can make a difference concept. WE Services will be engaging with all departments to achieve our 2021 initiatives. As we continue to guide the employment adventure, from leaders to employees, from hire to retire, we flow together on this journey discovering uncovering and inventing.

- **The Workforce Strategy & Operations Division** will be exploring a new mechanism to streamline the salary budget process using the Salary Plan module of FMW budget software
- **The Workforce Relations Division** is engaging in exploring innovative options to enhance our corporate attendance management program
- **The Talent & Culture Division** is off to discover how the corporation can enhance and promote a positive organizational culture

Other Highlights

- COVID-19 transformed the workplace, work procedures and work practices in 2020. Focus in WE Services shifted to address the ramifications to the workplaces as a result of the pandemic
 - Consequently certain 2020 business initiatives will cross over into 2021.
- Seizing the opportunity to assess how the workplace transformed during this period and how we can capitalize on the positive outcomes will ensure we continue to be a progressive workplace
 - Assessing the impact of Pandemic Workplace Engagement Policies
 - Assessing the impact of Redeployment and Reassignment Strategies
- Virtual Presence was instrumental throughout the pandemic including Employee Orientation, Health & Safety Training, Interviews, Staff Management and Grievance resolution.
 - Evaluating best-in-class virtual learning platforms, seeing what can we do better to engage, build relationships and connect with staff, or job applicants in any virtual context

2021 - 2025 Budget Summary

WE Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	1,349,737	1,394,931	45,194	1,397,346	1,422,553	1,447,502	1,472,978
Capital Levy	32,500	34,000	1,500	34,000	34,500	34,500	34,500
Total Levy	1,382,237	1,428,931	46,694	1,431,346	1,457,053	1,482,002	1,507,478
Increase \$		46,694		2,415	25,707	24,949	25,476
Increase as %		3.38%		0.17%	1.80%	1.71%	1.72%
Increase as levy %		0.09%		0.00%	0.05%	0.05%	0.05%

WE Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	12.00	12.00	0.00	12.00	12.00	12.00	12.00

Operating Budget Program Highlights

- **WE Services Administration Budget**
- Maintain Services(Expenditures)
 - Salary and Benefit cost reflect new WE Services Structure
 - Increase \$5,000 Advertising costs related to recruitment efforts
 - Increase of \$33,000 to Consultant Expenditures to assist with recruitment efforts for Senior positions. Offset with a decrease of \$10,000 for pay equity consultant
 - Increase to Legal Fees \$10,000 to assist with ONA 2021 negotiations
- **WE Services Health & Safety Budget**
 - Reduction in the withdrawal from the WSIB Reserve as overall program cost decreased
- **WE Services Wellness Budget**
- Increase of \$1,500 to Wellness Program costs to enhance the Mental Health Wellness initiatives
- **WE Services Capital Budget**
 - Increase of \$2,500 to Capital costs. Capital cost include the replacement of workstations with sit stand workstations, software upgrades and transfer to reserves to upgrade Avanti program platform.

Department Reserves Discussion

- WSIB Reserve yearend balance is projected to be \$1,857,005. In July 2018 Council approved a funding strategy. The target to fund the WSIB Liability to 80% by the end of 2021. The strategy projected the liability to be funding at 69% by the end of 2020. Based on the budget projections and the estimated liability at the end of 2020 (\$2,453,602) the liability would be approximately 75% funded. The WSIB reserve activity in the proposed 2021 budget are projected to result in the liability funded to the level of 85%.
- Computer Software reserve was established for the acquisition of new, enhanced or replacement software for WE Services. This includes but not is inclusive software for payroll, scheduling, human resource management, recruitment, and performance management. The 2021 proposed budget includes a transfer of \$21,000 to this reserve. The upgrade to current software platform is an initiative currently under review. This is not included in the 2021 proposed budget however as a result of software support with current Avanti software application the initiative has potential to be brought forward for consideration.

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$45,194
- Capital Budget Levy Increase
 - \$1,500
- Total Levy Increase
 - \$46,694
 - 3.38% increase in department budget
 - 0.09% increase to County levy

Paramedic Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

After a slow March-May period where our call volume dropped 10% from 2019. With that in mind we never anticipated we would have the busiest summer to date in 2020 with a 3% increase over summer 2019. The Sauble Beach upstaff provided the service with an extra 12 hrs a day from 14:00 - 02:00 daily, this proved to be a very valuable asset. For the 10 days in June they did 35 calls, July saw that number increase to 129 calls and August rose again to 148 calls. With the increased population still in the County and the call volume still so high we extended the upstaff for an additional 30 days ending after the Thanksgiving Monday. During the summer months our paramedics have experienced some unique calls and even more deliveries and patient saves that we experienced in early January. It truly has been an unprecedented year. Additional 4 months of coverage in Sauble Beach for 2021.

- Implementation of Strategic Plan
- Health & Safety Paramedic Services Risk Assessment
- Enhanced computer software for digital communications to improve staff engagement
- New Station Build Saugeen Shores

2021 - 2025 Budget Summary

Paramedic Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	6,177,675	6,152,521	-25,154	6,373,955	6,504,748	6,662,216	6,866,183
Capital Levy	517,600	463,000	-54,600	849,112	566,651	673,275	778,238
Total Levy	6,695,275	6,615,521	-79,754	7,223,067	7,071,399	7,335,491	7,644,421

Increase \$		-79,754		607,546	-151,668	264,092	308,930
Increase as %		-1.19%		9.18%	-2.10%	3.73%	4.21%
Increase as levy %		-0.16%		1.22%	-0.30%	0.53%	0.62%

Paramedic Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	81.00	81.00	0.00	85.00	85.00	89.00	89.00

Operating Budget Program Highlights

- Transfer to Reserves \$155,000 Defibrillators, Call Report Tablets, Power Stretchers, Power Loads, Equipment Bags, Highways Printer

Capital Budget 2021 Major Projects

- \$4,000,000 New Station Saugeen Shores
- \$295,000 2 New Ambulances
- \$57,680 2 New Power Stretchers
- \$6,000 Health & Safety Risk Assessment

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - -\$25,154
 - -0.41%
- Capital Budget Levy Increase
 - -\$54,600
 - -10.55%
- Total Levy Increase
 - -\$79,754
 - -1.19% increase in department budget
 - -0.16% increase to County levy

Transportation and Environmental Services

2021-2025 Operating and Capital Budget

2020-10-08



Department Focus

- Strategic Priorities
 - Healthy and Safe Workplace and Public Safety
 - Continuous improvement and accountability
 - Central planning, decentralized execution
 - Integrate environment, public and active transportation in mandate
 - Improve communication - right information, right place, right time
 - Flatten the levy curve

Department major initiatives

- No new major initiatives. 2021 major initiatives:
 - Increase performance measurement and quality management
 - Develop and implement processes for work and information management.
 - Complete detailed asset inventory and inspections for baseline database and to introduce preventative maintenance management system
 - Develop Plan(s)/Schedules
 - Plan and implement vegetation and wildlife Management on County roads, trails and forests
 - Deliver program (Operations and maintenance, Capital) on time, scope and budget

Other Highlights

- Unconfirmed higher government funding
- Will not be able to catch up on capital spending reduction of past years
 - 2019 Roads
 - 2020 bridges
- Getting a better handle on 2017 Department transition impact. Maintenance program gaps identified for roads, facilities and fleet.
- No additional FTEs requested. Limited capacity available to expand mandate or services
- Some T+ES activities on hold. Developing plan in 2020/2021 to correct this situation

2021 - 2025 Budget Summary

T & ES	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	9,050,012	9,479,297	429,285	9,848,843	10,251,935	10,533,376	10,732,768
Capital Levy	4,872,088	6,276,544	1,404,456	6,359,196	6,735,768	7,657,668	7,273,884
Total Levy	13,922,100	15,755,841	1,833,741	16,208,039	16,987,703	18,191,044	18,006,652

Increase \$		1,833,741		452,198	779,664	1,203,341	-184,392
Increase as %		13.17%		2.87%	4.81%	7.08%	-1.01%
Increase as levy %		3.68%		0.91%	1.56%	2.41%	-0.37%

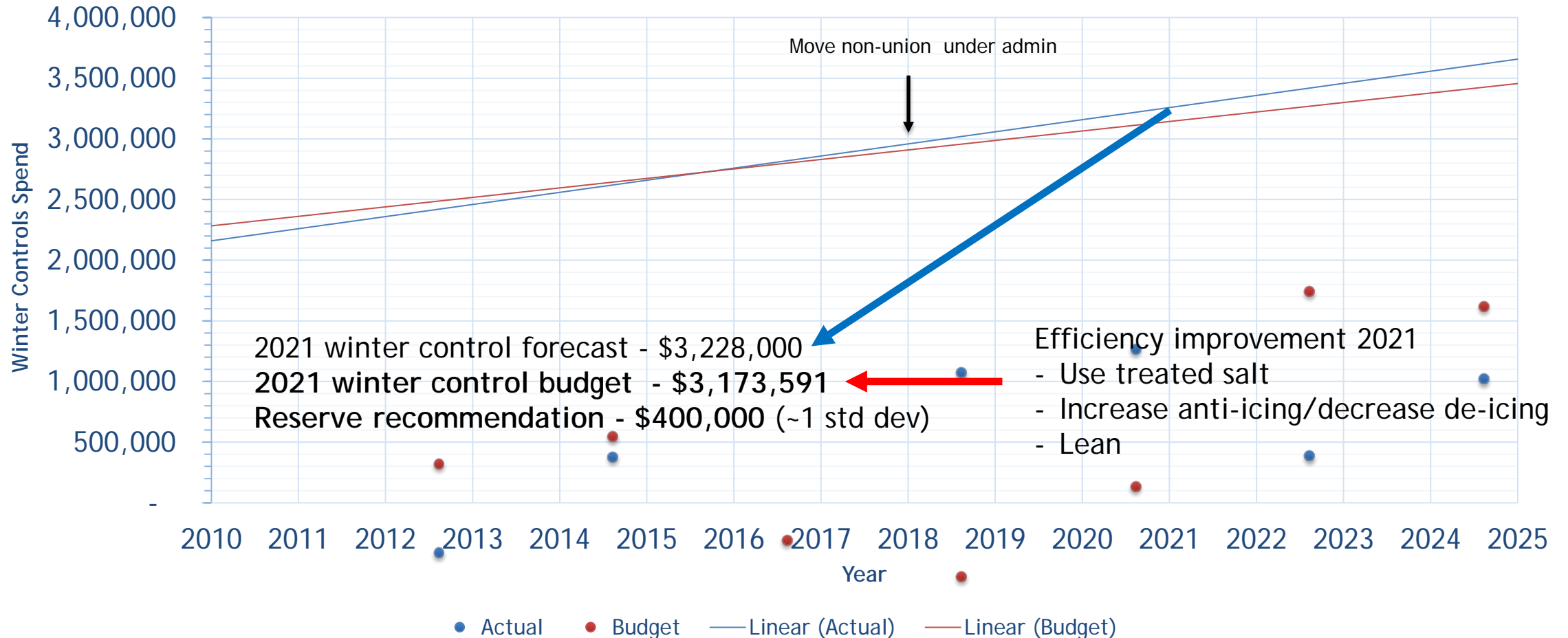
T & ES	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	52.77	52.77	0.00	55.10	57.10	58.10	58.10

Operating Budget Highlights by Program area

- T+ES Operations budget \$9,472,060, \$422,048 increase (4.7%), inflation and implementing maintenance programs for existing assets
 - Roadways-Admin Operating, \$216,636 increase: Salary and benefits increase, WSIB Increase, Burden increase, facilities O+M, wage shift
 - Traffic Operations/Roadside Mtce- Roadways, \$100,835 increase: guardrail maintenance, Drainage Act schemes, data management.
 - Roads - Winter Control, \$76,558 increase: trend analysis to forecast, projected efficiencies.
 - West Road repair work to be funded from roads reserve and not included in budget

Winter Control Budget Forecast

Winter Control Trend



Department Capital Budget Highlights

- Flattened the levy curve
- \$785K reduction in 2020 bridge budget
- No OCIF funding 2021 (\$661K). No gas tax funding 2024 (\$2.1M) Road and bridge reserves will be low over the next five years
- Cannot schedule some large projects in the next five years
- Percent of assets in good condition is expected to go down for roads (63%) and bridges (64%). Expect more load reductions, speed reductions, or seasonal closures

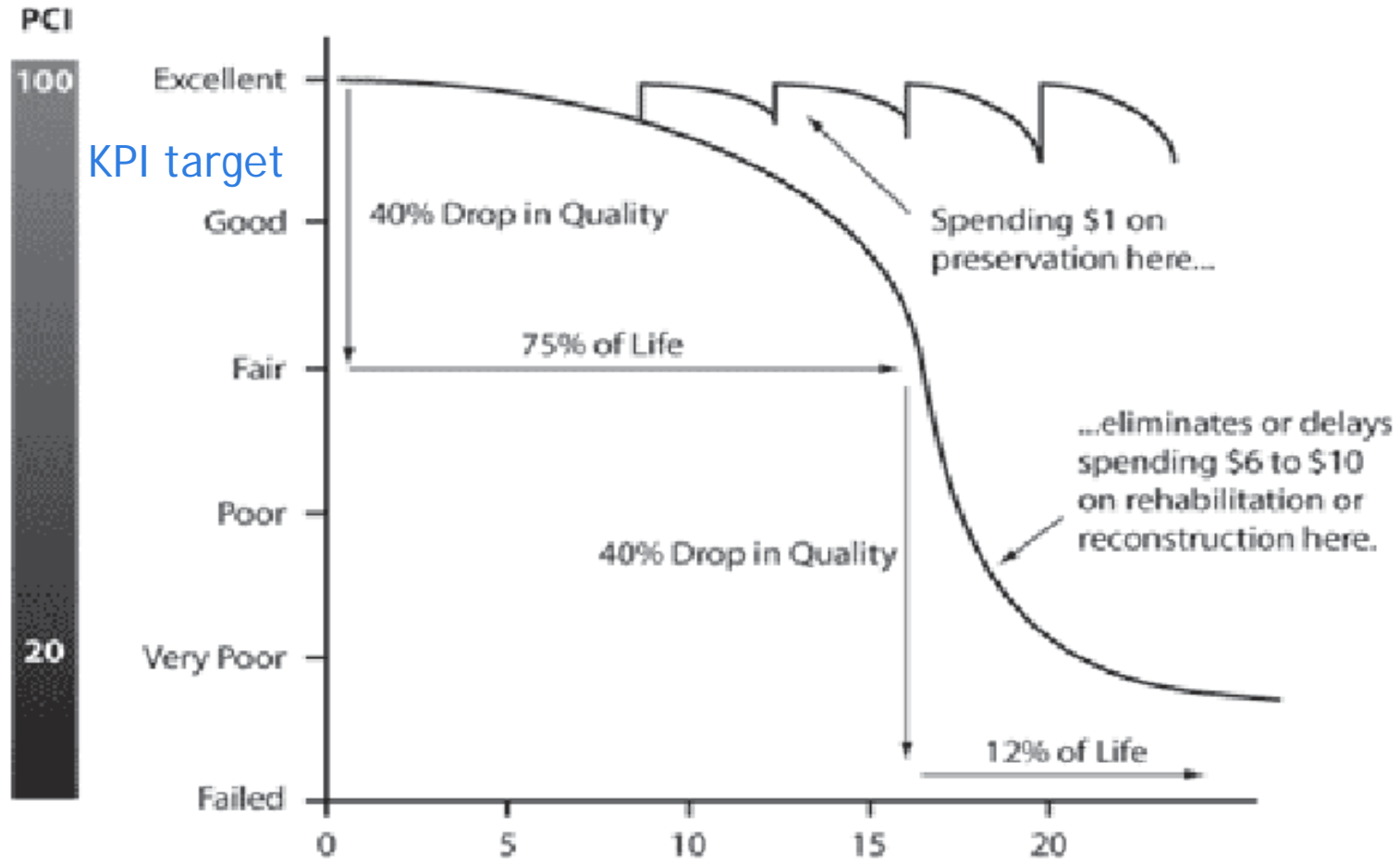
Department Capital Budget Highlights (2)

- Fleet replacement mostly on schedule and reserve level adequate
- Facilities. Added backlog of repairs/replacements (\$394K) and accessibility issues (\$654K) at all five T+ES locations, scheduled for 2022-2025
- Investigating asset portfolio rationalization/reduction to reduce financial burden

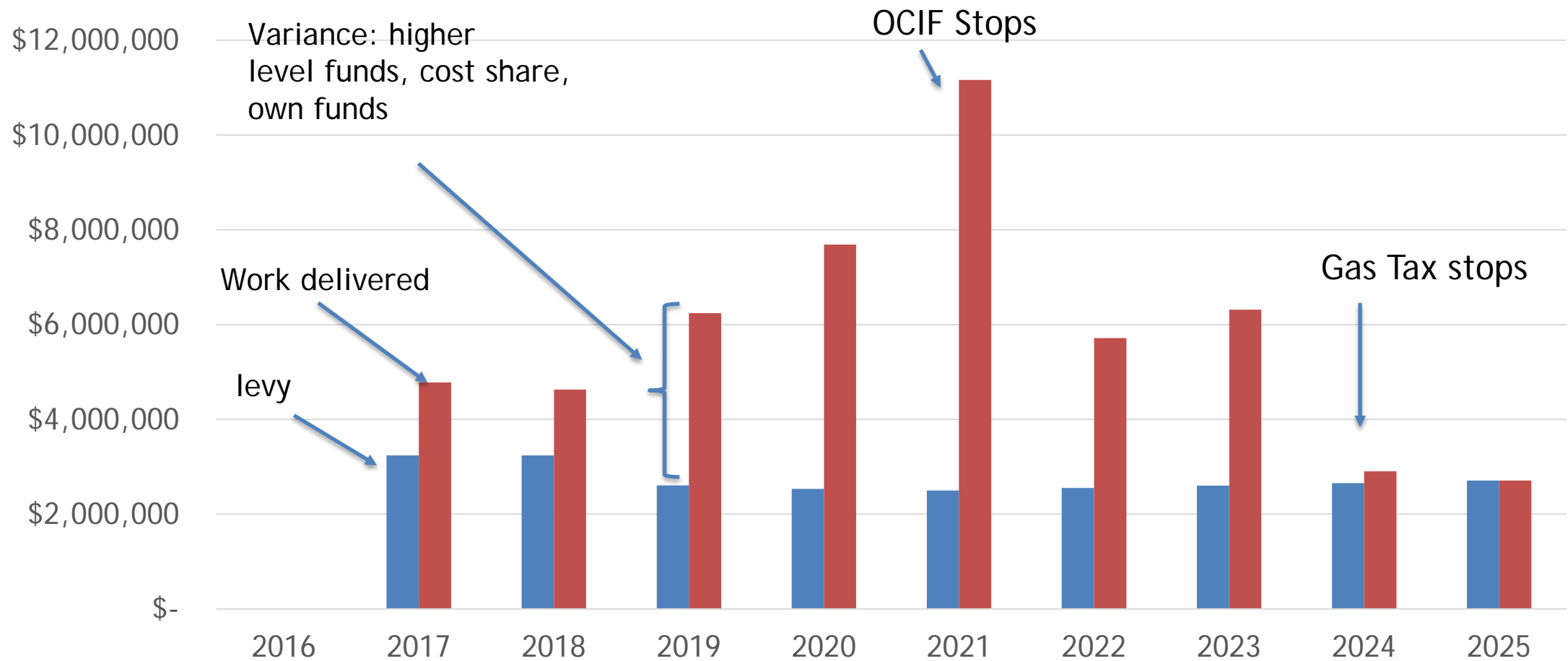
Capital Road Budget 2021

- Program Description
 - Engineering design and EA Work (2 projects)- \$250,000
 - Surface treatment (5 locations) - \$702,870
 - Cold In Place Recycling (3 locations) - \$ 2,659,722
 - Widening and Rehabilitation (1 location) - \$697,000
 - Replace storm sewer (1 location) - \$35,000
 - Road realignment and improvement (1 location) - \$3,540,000
 - Roundabout construction (1 location) - \$1,200,000
- Total expenditure - \$9,381,692
- Federal gas tax - \$2,108,772
- ICIP - \$580,810
- Partner cost share - \$1,050,000
- Road reserve draw - \$3,142,970
- Levy - \$2,449,920

Roads Lifecycle Management Change



Roads Levy & Expenditure



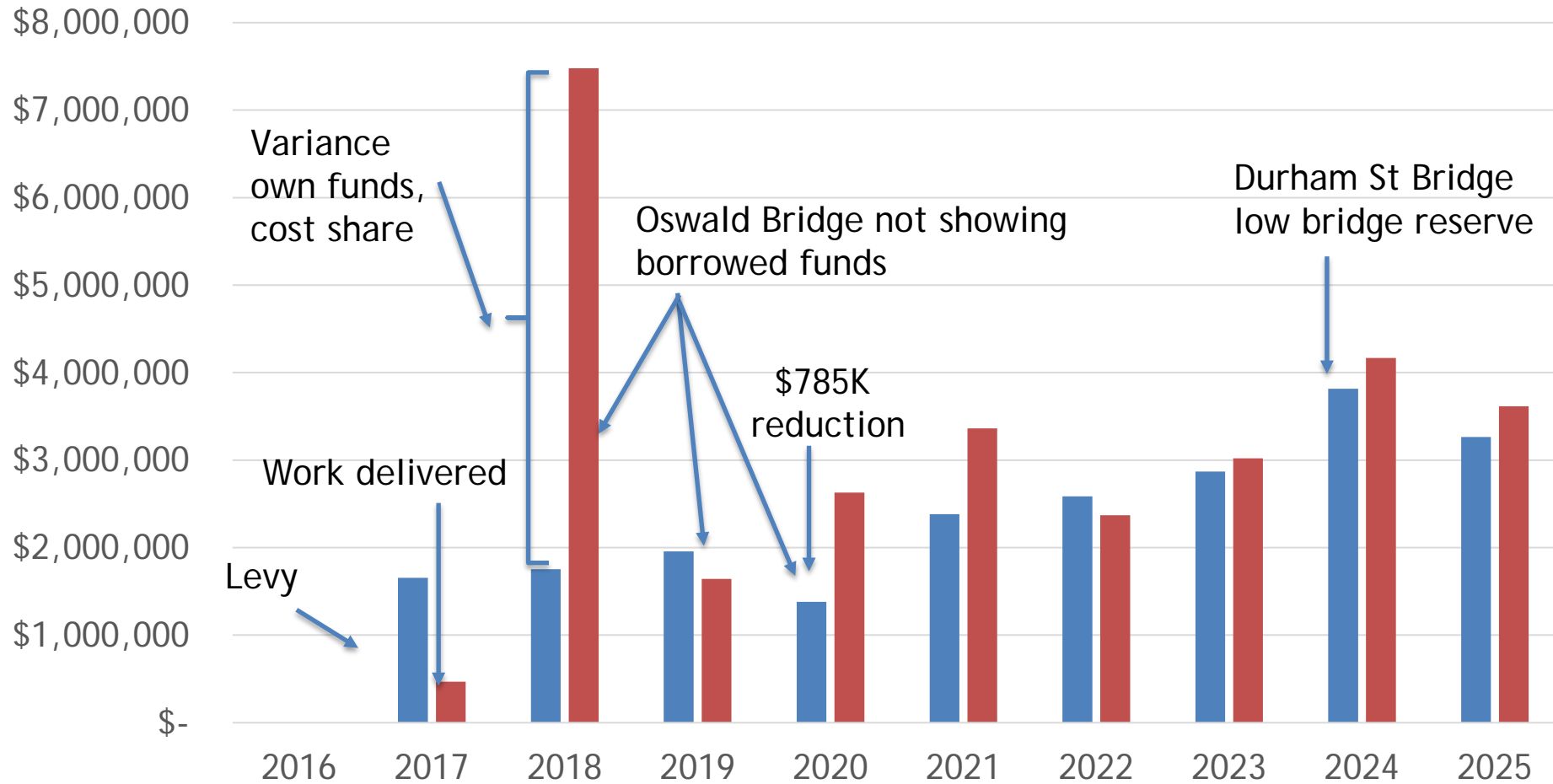
Roads Reserve

- Roads Reserve will be down to less than \$100,000 from 2021 to 2025

Capital Bridge Budget 2021

- Program description
 - Design and EA (4 location)- \$256,500
 - Environment (1 location) -\$12,000
 - Repairs (5 locations)- \$1,361,111
 - Replacement (4 locations)- \$2,038,000
- Total expenditure - \$3,903,700
- Bridge reserve Draw - \$1,521,000
- Levy - \$2,382,652

Bridges Levy & Expenditure



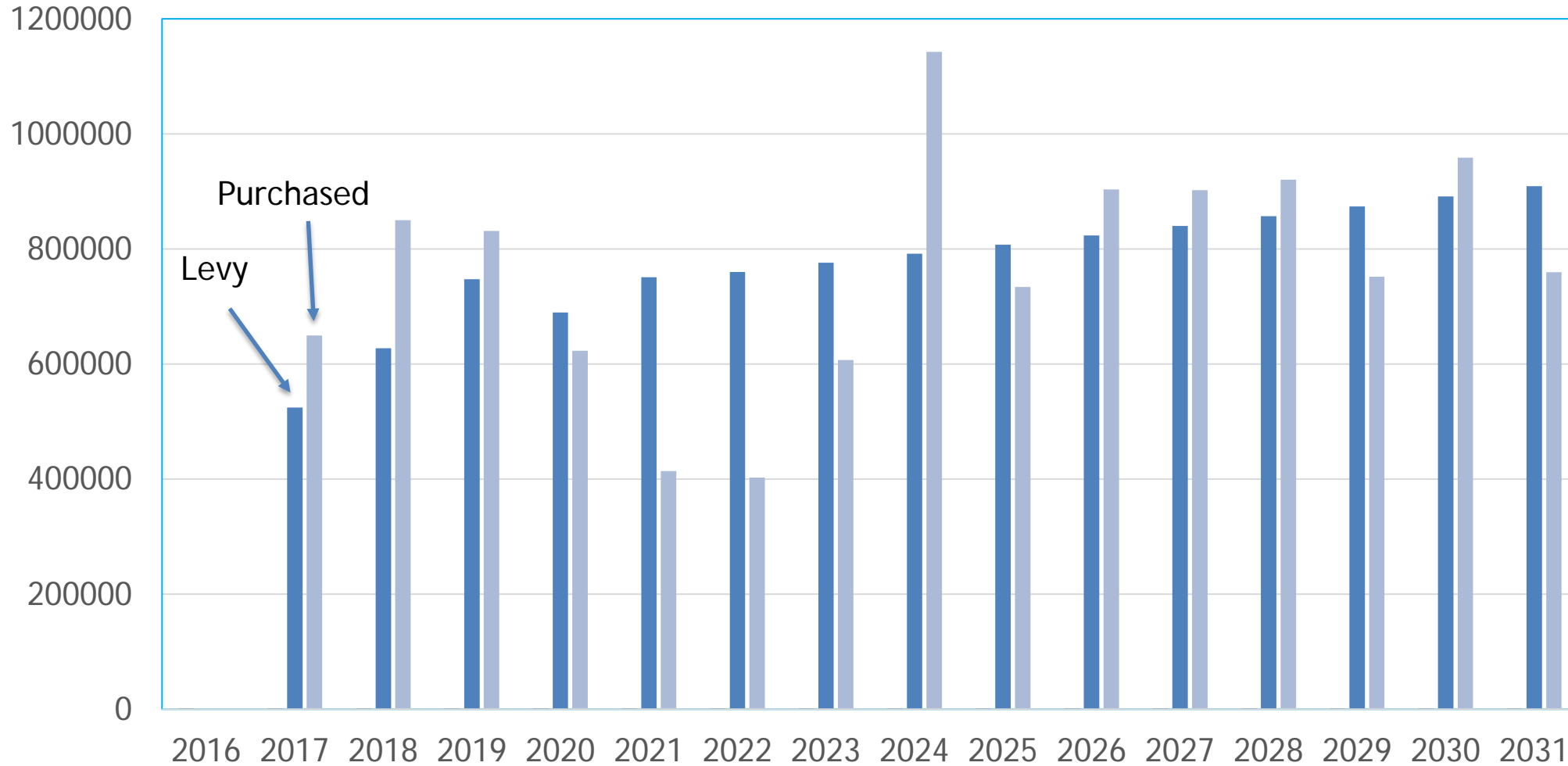
Bridge Reserve

- Bridge Reserve will be nearly depleted 2021-2024
- Currently show ability to contribute to reserve in 2025 but 2025 bridge program to be better defined when AMP is complete.

Capital Budget 2021 Vehicles, Equipment and Facilities

- Vehicle (4 vehicles) - \$414,337
- Equipment (3 items) - \$87,830
- Facilities
 - Engineering Study (1 facility)- \$75,000
 - Lifecycle work(3 facilities) - \$105,000
- Road Network Signs - \$121,050

Vehicles/Machinery Levy & Expenditure



Vehicles/ Machinery/Housing Replacement Reserve

- This reserve should be have at least have \$500,000 in it for the next ten years.

Large Trails and Forestry Projects 2021

- Trails Fencing - \$15,000
- CN Trail Resurfacing - \$90,000

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$429,285
- Capital Budget Levy Increase
 - \$1,404,456 (OCIF \$661K, Bridge reduction \$785K)
- Total Levy Increase
 - \$1,833,741
 - 13.17% increase in department budget
 - 3.68% increase to County levy

Human Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- In 2020, there were significant impacts due to COVID-19 including the closure and re-open of services as well as the addition of new programs and requirements
- In 2021 the Human Services Department will continue to focus efforts on Human Service Integration, transformation, and modernization of programs and services
- The work plan for 2021 has taken into consideration the shifting provincial and local requirements and guidelines and protocols for the re-open and recovery of programs and services as it relates to COVID-19.

Other Highlights

The major initiatives in the Human Services Business Plan will include:

- Increasing Access to Affordable and Supportive Housing - taking action to increase access to affordable housing stock while also developed increased housing supports through a coordinated approach with delivery partners
- Streamlining Child Care Operator Funding for System Sustainability - strategies to streamline processes for flowing and reconciling funding support to licensed childcare operators in order to maintain access of affordable childcare options for families
- Social Assistance Business Practices Transformation - the implementation of provincial modernization initiatives in alignment with Bruce County Strategic priorities to reduce administration and optimize value to social assistance clients

2021 - 2025 Budget Summary

Human Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	4,703,870	5,270,688	566,818	5,591,027	5,666,393	5,819,987	5,917,197
Capital Levy	2,474,374	2,548,099	73,725	2,624,020	2,702,203	2,782,715	2,865,627
Total Levy	7,178,244	7,818,787	640,543	8,215,047	8,368,596	8,602,702	8,782,824

Increase \$		640,543		396,260	153,549	234,106	180,122
Increase as %		8.92%		5.07%	1.87%	2.80%	2.09%
Increase as levy %		1.28%		0.79%	0.31%	0.47%	0.36%

Human Services	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	68.04	67.04	-1.00	67.04	67.04	67.04	67.04

Operating Budget Program Highlights Income & Employment Supports

- Adjustment to Base
 - The adjustment to base includes 2020 in year changes to reflect the transfer payment agreement
- Maintain Services
 - The maintain services includes the net impact of increased cost of salary and benefits against some reduction in administrative expenditures for program costs and a projected increase in recovery of Burial and Cremation costs.
- Provincially Legislated
 - Implementation costs related to the Reloadable Payment Card modernization initiative

Operating Budget Program Highlights Children's Services

- Adjustment to Base
 - Funds allocated to Emergency Relief in 2020 have been adjusted back to Expansion and Fee Subsidy Expenses for 2021
- Maintain Services
 - The maintain services includes the net impact of increased cost of salary and benefits against some reduction in administrative expenditures for program costs
- Provincially Legislated
 - In 2021, the province of Ontario requires the County to cost share the Expansion Plan funding at a rate of 80/20 and cost share administrative funding at a rate of 50/50, capped at a 10% threshold. The impact is a decrease in provincial funding and an increase in County levy requirements
 - In 2022, the County will be capped at a 5% administrative threshold, cost shared at 50/50

Operating Budget Program Highlights Strategic Community Initiatives

- Adjustments to Base
 - The Community Safety & Well-Being Planning Project started in 2019 and carried in 2020, therefore the adjustment to base is to reflect the annualized cost on an ongoing basis. The first year of the project was funded through use of one-time Ministry of Municipal Affairs and Housing Efficiency Funds. The increase in 2021 is the levy supporting the project going forward.
- One Time Items
 - Removal of one-time use of reserve and expenditure for time-limited two-year community grant under Strategic Community Initiatives Fund.

Operating Budget Program Highlights

Housing Services

- Adjustment to Base
 - The removal of provincial programs that funding ended in 2020 such as Investment in Affordable Housing and Social Infrastructure Fund
- Maintain Services
 - The maintain services includes the net impact of increased cost of salary and benefits and additional costs related to delivery of programs such as increased subsidy for social housing transfers and increased rent supplement costs against some reduction in program expenditures for program costs
- Service Initiatives/Savings
 - Initiation of housing support services to begin as per the housing and homelessness plan with the availability of increased Ontario Priorities Housing Initiative (OPHI) funds

Operating Budget Program Highlights Housing Facilities

- Maintain Services
 - The maintain services includes the net impact of increased cost of salary and benefits and the increased costs of maintaining the buildings against some other line item reduction in administrative and maintenance expenditures for program costs
- Council Priorities
 - All new revenue and new expenditures captured under this pressure category are for the new building in Kincardine
 - Projected Rent Revenue - \$173,000
 - Projected additional costs on the operating borrowing \$289,979
 - Projected additional operating costs - \$180,000

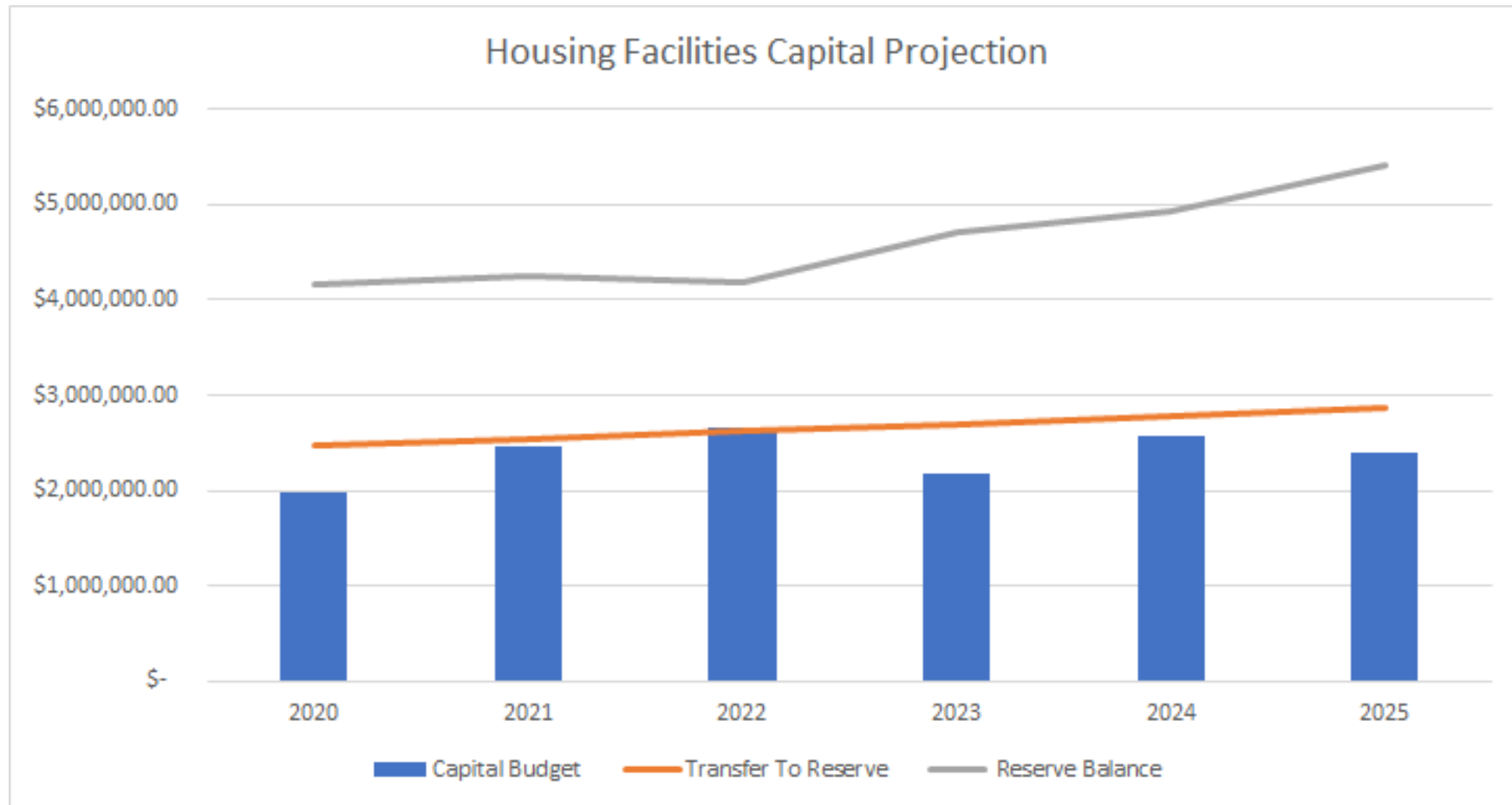
Capital Budget 2021 Major Projects

- \$1,005,246 - Life Safety Upgrades at various locations
- \$867,300 - Window & Door Replacement at various locations
- \$173,969 - Structural Balcony Repairs at various locations
- \$169,050 - Common Area Flooring replacements at various locations
- \$72,450 - Building Plumbing Upgrades at various locations
- \$61,800 - Closed-Circuit Television Installations at various locations
- \$60,000 - Building Mechanical Upgrades at various locations
- \$56,926 - Building Electrical Upgrades at various locations
- \$48,000 - Parking Lot, Sidewalk and Site Drainage Upgrades at various locations

Department Reserves Discussion

- Currently Housing Facilities Capital Budget Planning for 2020 through 2025 has been limited to consider resource availability and the gradual building of the levy requirement over time. There is a backlog of deferred maintenance at all housing properties. Identifying, defining and planning to address the deferred costs is part of the Capital Asset Management Plan process. This deliverable is achieved through the completion of Building Condition Assessments (BCAs) for the entire housing portfolio and will be included in the Capital Asset Management Plan.
- COVID-19 has delayed the completion of the BCAs but they will be completed later in 2020 and input in the asset management software which will allow for a more accurate understanding of capital needs in relation to available reserves as we complete the 2022 budget process.

Department Reserves Discussion



2021 Budget summary and Net Change over 2020

- Reduction of 1.0 FTE
- Operating Budget Levy Increase
 - \$566,818
- Capital Budget Levy Increase
 - \$73,725
- Total Levy Increase
 - \$640,543
 - 8.92% increase in department budget
 - 1.28% increase to County levy

LTC - Brucelea Haven

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Annual Business Plan Initiatives:
 - Continue to ensure regulatory compliance while building the home's capacity to monitor and maintain compliance
 - Implement a robust response to COVID-19 ensuring an evidence-based response plan is able to be mobilized as needed.
 - Ensure required education and training is implemented including Gentle Persuasive Approach (GPA) and person-centered dementia programs.
 - Ensure sufficient quality and quantity of staff as well as leadership are available while building internal capacity.

Other Highlights

- Social Worker
 - \$28,260.00 to be allocated for procuring Social Worker support two days a week
- Education
 - Inclusion of Gentle Persuasive Approach (GPA) education for team members.

2021 - 2025 Budget Summary

Brucelea Haven	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	4,052,992	4,313,292	260,300	4,513,318	4,581,363	4,734,560	4,860,728
Capital Levy	119,800	50,000	-69,800	104,829	78,000	64,000	50,000
Total Levy	4,172,792	4,363,292	190,500	4,618,147	4,659,363	4,798,560	4,910,728

Increase \$		190,500		254,855	41,216	139,197	112,168
Increase as %		4.57%		5.84%	0.89%	2.99%	2.34%
Increase as levy %		0.38%		0.51%	0.08%	0.28%	0.22%

Brucelea Haven	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	129.14	129.14	0.00	129.14	129.14	129.14	129.14

Operating Budget Program Highlights

- Administration
 - Principal and interest of \$72,864 for the 20-year loan for the EIFS project
 - Revenue increase \$133,043
- Programs & Support Services
 - Social Worker \$28,200
- All departments
 - Training \$65,754

Capital Budget 2021 Major Projects

- \$650,000 - Nurse Call, Telephone and ELPAS system upgrade
- \$50,000 - Transfer to building operating reserves

Department Reserves Discussion

- Brucelea Nurse Call System project is funded from the Long Term Care building reserve
 - Reserve usage rules need to be amended
 - Long Term Care building reserve was not used for funding the exterior cladding project as the reserve had too low of a balance at the time the project started

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$260,300
- Capital Budget Levy Increase
 - -\$69,800
- Total Levy Increase
 - \$190,500
 - 4.57% increase in department budget
 - 0.38% increase to County levy

LTC - Gateway Haven

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Annual Business Plan Initiatives:
 - Continue to ensure regulatory compliance while building the home's capacity to monitor and maintain compliance
 - Implement a robust response to COVID-19 ensuring an evidence-based response plan is able to be mobilized as needed.
 - Ensure required education and training is implemented including Gentle Persuasive Approach (GPA) and person-centered dementia programs.
 - Ensure sufficient quality and quantity of staff as well as leadership are available while building internal capacity.

Other Highlights

- Education for staff to meet safety and regulatory requirements
- Director of Nursing position to strengthen leadership for the nursing department
- Social Worker to provide support to residents and their families in adjusting to the move to LTC

2021 - 2025 Budget Summary

Gateway Haven	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	3,512,741	3,851,442	338,701	4,046,744	4,076,571	4,192,956	4,286,331
Capital Levy	182,769	146,000	-36,769	102,000	102,000	102,000	102,000
Total Levy	3,695,510	3,997,442	301,932	4,148,744	4,178,571	4,294,956	4,388,331

Increase \$		301,932		151,302	29,827	116,385	93,375
Increase as %		8.17%		3.78%	0.72%	2.79%	2.17%
Increase as levy %		0.61%		0.30%	0.06%	0.23%	0.19%

Gateway Haven	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	97.25	98.25	1.00	98.25	98.25	98.25	98.25

Operating Budget Program Highlights

- Administration
 - Principal and interest of \$61,566 for the 20-year loan for the EIFS project
 - Revenue increase \$46,071
- Nursing
 - Director of Nursing \$164,809
- Programs
 - Social Worker \$28,200
- Environmental
 - Gas, water, utilities cost increase \$52,392
- All departments
 - Training \$61,299

Capital Budget 2021 Major Projects

New (one-time) items:

- \$19,000 - Air conditioning for the dietary serveries
- \$25,000 - Countertop replacements

Annual items:

- \$57,000 - Transfer to reserves (future projects)
- \$20,000 - Beds and mattresses
- \$25,000 - Repay working capital reserve for phone / nurse call system

Department Reserves Discussion

- Mechanical Lifts project requires \$26,000 from equipment reserve but balance is only \$16,000
- \$10,000 in reserves will need to be taken from the Long Term Care building reserve - requires amending reserve rules

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$338,701
- Capital Budget Levy Increase
 - -\$36,769
- Total Levy Increase
 - \$301,932
 - 8.17% increase in department budget
 - 0.61% increase to County levy

Museum & Cultural Services

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Significant impacts due to COVID-19 including the closure and re-open of services as well as the pivoting of programs and new requirements for re-opening
- In 2021 the Museum & Cultural Services will continue to focus efforts on transforming and enhancing programs and services
- Consideration for provincial and local requirements, guidelines and protocols for recovery of programs and services as it relates to COVID-19
- Business Plan Goals
 - Digital Content Strategy
 - Create strategy to enhance digital outreach and engagement
 - Museum Team Site (Sharepoint)
 - Improve information management and optimize operational efficiencies
 - Museum Expansion
 - Review plans and options
 - Continue collections management work to facilitate a future move

Other Highlights

- Exhibitions:
 - Trailblazers, Canada's 2SLGBTQIA+ history
 - Cultural Hosts, Virtual hosts throughout the permanent exhibition areas
 - Summer Feature Exhibition, When the Earth Shakes
 - Emily Kewageshig Art Show
 - Farm Fresh Bruce County
 - Yukselle Hassan Art Show
- Digital Presence
 - School programming, virtual field trips
 - Online collections - increase records PastPerfect online
 - Online Programming

2021 - 2025 Budget Summary

Museum	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	1,944,314	1,998,664	54,350	2,093,003	2,128,777	2,164,598	2,195,822
Capital Levy	64,400	52,387	-12,013	81,861	121,400	58,400	635,158
Total Levy	2,008,714	2,051,051	42,337	2,174,864	2,250,177	2,222,998	2,830,980
Increase \$		42,337		123,813	75,313	-27,179	607,982
Increase as %		2.11%		6.04%	3.46%	-1.21%	27.35%
Increase as levy %		0.08%		0.25%	0.15%	-0.05%	1.22%

Museum	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	18.01	17.80	-0.21	17.78	17.78	17.78	17.78

Operating Budget Program Highlights

- Maintain Services
 - Admin Operating Program
 - Increase \$25,167, Salaries, Wages & Benefits. Grid movement (5 FT & 2 PT). No new positions
 - Increase \$16,565 Other Internal Costs
 - Decreases in revenue for admission and membership offset by Safe Restart funding
 - Exhibits Program
 - Expenses offset by Safe Restart funding
 - Ongoing Services Program
 - Expenses offset by Safe Restart funding
- Council Priorities
 - Community Wing Program
 - Transfer to Reserve \$21,200

Capital Budget 2021 Major Projects

- \$7,987 - Dundas & Sterling Room Carpet
- \$6,000 - Protective Roof Railing
- \$5,000 - Anishnaabwe Endaat
- \$5,000 - Foundation Repairs
- \$8,000 - Stairs (2005 Building Sanding & Refinishing)

Department Reserves Discussion

- End of 2021 projected to be \$471,000 total
- Of that \$215,000 is restricted usage - Krug Reserve
- Museum Building reserve is projected to be \$70,000 by year-end 2021 assuming \$20,000 transferred in 2021
- Community Wing reserve is projected to be \$123,000 by year-end 2021 assuming \$21,200 transferred in 2021
 - Portions are restricted usage as funds were raised for this specific purpose

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$54,350
- Capital Budget Levy Increase
 - -\$12,013
- Total Levy Increase
 - \$42,337
 - 2.11% increase in department budget
 - 0.08% increase to County levy

Bruce County Public Library

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- Significant changes resulting from COVID-19 pandemic
 - Continue to enhance digital programming and collections
- Major initiatives from 2020 will be carried forward to 2021
 - Strategic Plan
 - Bookmobile fundraising consultant
- Fine free initiative

2021 - 2025 Budget Summary

Library	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	3,596,854	3,679,077	82,223	3,711,700	3,795,821	3,877,545	3,935,394
Capital Levy	402,200	378,000	-24,200	440,850	371,704	372,561	373,422
Total Levy	3,999,054	4,057,077	58,023	4,152,550	4,167,525	4,250,106	4,308,816

Increase \$		58,023		95,473	14,975	82,581	58,710
Increase as %		1.45%		2.35%	0.36%	1.98%	1.38%
Increase as levy %		0.12%		0.19%	0.03%	0.17%	0.12%

Library	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	36.27	36.81	0.54	36.81	36.81	36.81	36.81

Operating Budget Highlights

- Maintain Services
 - Salaries, inter-department facilities and programs account for the majority of the library budget increase
 - 2% increase to library rents
- Remove library fines
 - Social justice initiative to reduce barriers to library services
 - Cost of collecting fines in staff time significantly outweighs fine revenue
 - Reduce subscriptions to account for reduced revenue
 - Reduction in revenues from library services offset by COVID-19 funding

Operating Budget Highlights

- Strategic Plan
 - Transfer \$5,500 from reserves to action the Strategic Plan in 2021.
Total amount budgeted = \$16,500
- Bookmobile
 - \$12,000 from reserves carried forward from 2020 for fundraising consultant
- Install exterior book drops at the Tiverton and Paisley library branches

Capital Budget 2021 Major Projects

- \$45,000 purchase of new library van from reserves
- \$25,000 transfer to reserves for the Bookmobile
- \$10,000 Furniture and Fixtures
- \$15,000 Office Furniture, includes \$5,000 from reserves to replace worn out furniture and items that do not stand up to the new level of cleaning

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$82,223
- Capital Budget Levy Increase
 - -\$24,200
- Total Levy Increase
 - \$58,023
 - 1.45% increase in department budget
 - 0.12% increase to County levy

Planning and Development

2021-2025 Operating and Capital Budget

2020-10-08



Major Initiatives and Department Focus

- 2020 there were significant impacts to project work and advancement of major initiatives due to staffing and COVID-19

LAND USE PLANNING

- In 2020 a number of initiatives are being advanced through the Modernization Funding:
 - Role and Structure Review
 - Official Plan Best Practices and Service Delivery Review
 - Application Fees Review
 - Local Memorandum of Understanding Update
- In 2021 the top priority is the PLAN the BRUCE foundational discussion papers launching the County Official Plan process
- Development of a 5-year Land Use Planning Strategic Plan

Other Highlights

ECONOMIC DEVELOPMENT

- Updating the 5-year Economic Development Strategic Plan "Find Yourself in Bruce" to 2022-2026
- Potential to re-activate the Bruce County Economic Task Force and continue to deliver the Support the Bruce: Business Sustainability Fund

OTHER HIGHLIGHTS

- Final Planning Dashboard with Building Permit Info - Cityworks
- Workforce Development and Attraction Strategy Implementation
- Enhanced Marketing and Communications - RED Funding
- Community Development Strategy Implementation
- Grey Bruce Local Immigration Partnership

2021 - 2025 Budget Summary

Planning & Develop.	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
Operating Levy	3,841,371	3,937,837	96,466	3,917,524	3,995,710	4,066,651	4,131,307
Capital Levy	17,000	17,000	0	19,040	17,687	18,040	20,205
Total Levy	3,858,371	3,954,837	96,466	3,936,564	4,013,397	4,084,691	4,151,512

Increase \$		96,466		-18,273	76,833	71,294	66,821
Increase as %		2.50%		-0.46%	1.95%	1.78%	1.64%
Increase as levy %		0.19%		-0.04%	0.15%	0.14%	0.13%

Planning & Develop.	Approved	Budgeted	Change	Forecast	Forecast	Forecast	Forecast
Year	2020	2021		2022	2023	2024	2025
FTEs	24.28	24.28	0.00	24.28	24.28	24.28	24.28

Operating Budget Program Highlights

- Minimal Operating Budget Changes for 2021
- Maintain Services
 - Planning \$36,501 Salaries, Wages & Benefits, Grid
 - Planning \$35,801 Interdept Allocations
 - Economic Development \$45,623 Salaries, Wages & Benefits, Grid
 - Economic Development (\$21,353) Interdept Allocations

Capital Budget 2021 Major Projects

- Minimal Capital budget in Planning and Development - no increase
- \$6,700 - Computer Pool (offset from reserve)
- \$1,500 - Technology - Desktop Software
- \$5,000 - Furniture and Fixtures
- \$10,500 - Transfer to Reserves
- Net \$17,000

2021 Budget summary and Net Change over 2020

- Operating Budget Levy Increase
 - \$96,466
- Capital Budget Levy Increase
 - \$0
- Total Levy Increase
 - \$96,466
 - 2.5% increase in department budget
 - 0.19% increase to County levy

BUDGET SUMMARY



Budget Summary and Wrap up

- Started at 11.73% increase (2021) with a forecast 0.24% increase (2022)
 - A number of changes, revisions, deferrals and funding from reserves
- Reduced to a 6.95% increase (2021) with a forecast 4.79% increase (2022)
 - Drawing down reserves significantly and deferred some expenses to a future year

Revised Budget Submission

Department	2020	2021	Change	2022	2023	2024	2025
CAO	1,343,939	1,696,672	352,733	1,617,796	1,550,723	1,571,749	1,589,764
Corporate Serv.	0	0	0	0	0	0	0
Non Dept.	2,978,983	3,009,717	30,734	3,581,825	2,753,247	3,272,981	3,332,693
ITS	0	0	0	0	0	0	0
Workplace Engagement Serv.	0	0	0	0	0	0	0
Paramedic Serv.	6,695,275	6,615,521	-79,754	7,223,067	7,071,399	7,335,491	7,644,421
Transportation	13,922,100	15,755,841	1,833,741	16,208,039	16,987,703	18,191,044	18,006,652
Human Services	7,178,244	7,818,787	640,543	8,215,047	8,368,596	8,602,702	8,782,824
Brucelea	4,172,792	4,363,292	190,500	4,618,147	4,659,363	4,798,560	4,910,728
Gateway	3,695,510	3,997,442	301,932	4,148,744	4,178,571	4,294,956	4,388,331
Museum	2,008,714	2,051,051	42,337	2,174,864	2,250,177	2,222,998	2,830,980
Library	3,999,054	4,057,077	58,023	4,152,550	4,167,525	4,250,106	4,308,816
Planning & Dev.	3,858,371	3,954,837	96,466	3,936,564	4,013,397	4,084,691	4,151,512
Total	49,852,982	53,320,237	3,467,255	55,876,643	56,000,701	58,625,278	59,946,721

Levy Increase (excl. growth) 6.95% 4.79% 0.22% 4.69% 2.25%

Department	2020	2021	Change	2022	2023	2024	2025
Corporate Serv.	1,942,658	1,872,454	-70,204	1,933,732	2,031,053	2,088,456	2,078,833
ITS	2,587,609	2,774,216	186,607	2,726,135	2,752,183	2,778,690	2,805,663
Workplace Engagement Serv.	1,382,237	1,428,931	46,694	1,431,346	1,457,053	1,482,002	1,507,478
Non Dept.	3,591,086	3,675,494	84,408	4,249,485	3,455,268	4,004,583	4,072,342
Total	9,503,590	9,751,095	247,505	10,340,698	9,695,557	10,353,731	10,464,316

Budget options

- Option 1: 6.95% Increase
 - Current Proposed
- Option 2: 0.0% increase
 - One option is borrowing \$3.4 million over 20 years at 2.5% (est.)
 - Loan payments of \$218,000 starting in 2022
 - 0.44% levy increase (2022)
 - Without borrowing again in 2022 would require a 6.95% levy increase plus the forecasted amount = 11.74% (est.)

Option 3: Something in between

- Either defer road and bridge projects or other project
 - May be impacts to service levels
- Targeted reductions of transfers to reserves
 - May impact future funding of projects from reserve and require levy increases to fund
- Reductions in 2021 may result in pushing the increase to a future year and adding to the levy increase in a forecasted year

Some targeted reductions to transfers to reserves

Comments on impacts available from staff

Department	Proposed Option	Amount
Corporate Services	cancel transfer to insurance reserve for 2021	25,000
Non-Departmental	cancel transfer to reserve for 2021	206,000
Information Technology	Reduce 2021 increase to reserve transfer	95,000
Workplace Engagement Services	cancel 2021 transfer reserve for Avanti upgrade	21,000
Human Services	cancel increase to transfer to reserve	73,725
Brucelea Haven	Cancel 2021 transfer to building reserve	50,000
Gateway Haven	Cancel 2021 transfer to building reserve	50,000
Museum	Cancel 2021 transfer to building reserve	20,000
Library	Cancel 2021 transfer to reserves (Bookmobile)	25,000
		565,725

	Levy increase	%
current increase (excluding org review)	3,467,255	6.95%
Less proposed changes	-565,725	-1.13%
Proposed increase	2,901,530	5.82%

Budget Summary

- The Corporate Services Committee requested a 2021 budget that maintains core service levels and current staffing, while supporting our new COVID-19 reality.
- The proposed budget follows these guidelines, accurately demonstrates the costs of doing business, and as a result recommends an increase of 6.95%.
- We have limited and reduced total operating expenditures by \$325,000.
- However, revenues dropped by \$2,764,894 overall due to;
 - Significant reductions in federal and provincial funding,
 - Reductions in transfers from reserves that are being depleted,
 - Grants that have not been continued.
- With this budget, Bruce County will continue to deliver high quality municipal services like infrastructure improvements, family and housing supports, and emergency paramedic services.