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2022 - 2026 Budget and Forecast

Budget Reference



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

| | Operational Approved 2021 | Operational Proposed 2022 | Operational \$ Change | Operational % Change | Capital Approved 2021 | Capital Proposed 2022 | Capital \$ Change | Capital % Change | Consolidated Approved 2021 | Consolidated Proposed 2022 | Consolidated \$ Change | Consolidated % Change | Total % Impact |
|------------------------------------|---------------------------------|---------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|-------------------------|------------------------|----------------------------------|----------------------------------|------------------------------|-----------------------------|----------------------|
| CAO | 1,696,672 | 1,851,521 | 154,849 | 9.13% | 0 | 0 | 0 | 0.00% | 1,696,672 | 1,851,521 | 154,849 | 9.13% | 0.30% |
| Corporate Services | (6,000) | (31,000) | (25,000) | 416.67% | 6,000 | 31,000 | 25,000 | 416.67% | 0 | 0 | 0 | 0.00% | 0.00% |
| Non-Departmental | 2,803,717 | 2,536,964 | (266,753) | (9.51%) | 206,000 | 206,000 | 0 | 0.00% | 3,009,717 | 2,742,964 | (266,753) | (8.86%) | (0.51%) |
| Information Technology | (256,000) | (273,410) | (17,410) | 6.80% | 256,000 | 273,410 | 17,410 | 6.80% | 0 | 0 | 0 | 0.00% | 0.00% |
| Workplace Engagement Services | (34,000) | (34,000) | 0 | 0.00% | 34,000 | 34,000 | 0 | 0.00% | 0 | 0 | 0 | 0.00% | 0.00% |
| Paramedic Services | 6,152,521 | 6,646,751 | 494,230 | 8.03% | 463,000 | 681,100 | 218,100 | 47.11% | 6,615,521 | 7,327,851 | 712,330 | 10.77% | 1.36% |
| Transportation & Environmental Ser | 9,487,297 | 10,145,675 | 658,378 | 6.94% | 5,196,069 | 5,128,468 | (67,601) | (1.30%) | 14,683,366 | 15,274,143 | 590,777 | 4.02% | 1.13% |
| Human Services | 5,263,891 | 5,679,832 | 415,941 | 7.90% | 2,548,099 | 2,624,020 | 75,921 | 2.98% | 7,811,990 | 8,303,852 | 491,862 | 6.30% | 0.94% |
| Long Term Care & Senior Services | 8,164,734 | 9,353,696 | 1,188,962 | 14.56% | 196,000 | 253,829 | 57,829 | 29.50% | 8,360,734 | 9,607,525 | 1,246,791 | 14.91% | 2.39% |
| Museum | 1,998,664 | 2,154,246 | 155,582 | 7.78% | 52,387 | 162,300 | 109,913 | 209.81% | 2,051,051 | 2,316,546 | 265,495 | 12.94% | 0.51% |
| Library | 3,679,077 | 4,118,901 | 439,824 | 11.95% | 378,000 | 372,800 | (5,200) | (1.38%) | 4,057,077 | 4,491,701 | 434,624 | 10.71% | 0.83% |
| Planning & Development | 3,937,837 | 4,065,963 | 128,126 | 3.25% | 17,000 | 17,510 | 510 | 3.00% | 3,954,837 | 4,083,473 | 128,636 | 3.25% | 0.25% |
| Total | 42,888,410 | 46,215,139 | 3,326,729 | 7.76% | 9,352,555 | 9,784,437 | 431,882 | 4.62% | 52,240,965 | 55,999,576 | 3,758,611 | 7.19% | 7.19% |



County of Bruce
 Bruce County
 Consolidated Budget Program Support Departments
 03.1 1st Council Review

| | Operational Approved 2021 | Operational Proposed 2022 | Operational \$ Change | Operational % Change | Capital Approved 2021 | Capital Proposed 2022 | Capital \$ Change | Capital % Change | Consolidated Approved 2021 | Consolidated Proposed 2022 | Consolidated \$ Change | Consolidated % Change | Total % Impact |
|-------------------------------|---------------------------------|---------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|-------------------------|------------------------|----------------------------------|----------------------------------|------------------------------|-----------------------------|----------------------|
| Corporate Services | 1,866,454 | 1,958,691 | 92,237 | 4.94% | 6,000 | 31,000 | 25,000 | 416.67% | 1,872,454 | 1,989,691 | 117,237 | 6.26% | 0.22% |
| Information Technology | 2,518,216 | 2,970,602 | 452,386 | 17.96% | 256,000 | 273,410 | 17,410 | 6.80% | 2,774,216 | 3,244,012 | 469,796 | 16.93% | 0.90% |
| Workplace Engagement Services | 1,394,931 | 1,542,499 | 147,568 | 10.58% | 34,000 | 34,000 | 0 | 0.00% | 1,428,931 | 1,576,499 | 147,568 | 10.33% | 0.28% |
| Non-Departmental | 3,469,494 | 3,218,774 | (250,720) | (7.23%) | 206,000 | 206,000 | 0 | 0.00% | 3,675,494 | 3,424,774 | (250,720) | (6.82%) | (0.48%) |
| Total | 9,249,095 | 9,690,566 | 441,471 | 4.77% | 502,000 | 544,410 | 42,410 | 8.45% | 9,751,095 | 10,234,976 | 483,881 | 4.96% | 0.93% |



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

| | Salaries & Benefits 2021 | Salaries & Benefits 2022 | Salaries & Benefits \$ Change | Salaries & Benefits % Change | FTE Approved 2021 | FTE Proposed 2022 | FTE Quantity Change | FTE % Change |
|--------------------------------------|-----------------------------|-----------------------------|----------------------------------|---------------------------------|-------------------------|-------------------------|---------------------------|--------------------|
| CAO | 1,114,008 | 1,198,779 | 84,771 | 7.61% | 6.00 | 6.00 | 0.00 | 0.00% |
| Corporate Services | 1,479,750 | 1,518,935 | 39,185 | 2.65% | 13.32 | 13.32 | 0.00 | 0.00% |
| Non-Departmental | 549,482 | 683,649 | 134,167 | 24.42% | 5.39 | 7.30 | 1.91 | 35.44% |
| Information Technology | 1,082,882 | 1,218,451 | 135,569 | 12.52% | 10.00 | 10.67 | 0.67 | 6.70% |
| Workplace Engagement Services | 1,326,087 | 1,524,185 | 198,098 | 14.94% | 12.00 | 12.00 | 0.00 | 0.00% |
| Paramedic Services | 9,680,497 | 10,344,475 | 663,978 | 6.86% | 81.00 | 82.67 | 1.67 | 2.06% |
| Transportation & Environmental Servi | 4,662,279 | 4,889,790 | 227,511 | 4.88% | 52.77 | 52.77 | 0.00 | 0.00% |
| Human Services | 6,724,481 | 7,006,648 | 282,167 | 4.20% | 67.04 | 67.60 | 0.56 | 0.84% |
| Long Term Care & Senior Services | 19,808,344 | 21,021,829 | 1,213,485 | 6.13% | 227.39 | 231.74 | 4.35 | 1.91% |
| Museum | 1,643,280 | 1,685,612 | 42,332 | 2.58% | 17.80 | 17.80 | 0.00 | 0.00% |
| Library | 2,716,062 | 2,836,350 | 120,288 | 4.43% | 36.81 | 37.31 | 0.50 | 1.36% |
| Planning & Development | 2,656,952 | 2,850,142 | 193,190 | 7.27% | 24.28 | 25.28 | 1.00 | 4.12% |
| Total | 53,444,104 | 56,778,845 | 3,334,741 | 6.24% | 553.80 | 564.46 | 10.66 | 1.92% |



County of Bruce
Bruce County
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 51,620,103 | 52,911,721 | 433,744 | 0 | 2,565,905 | 0 | 0 | 102,911 | 99,456 | 186,539 | 0 | 56,300,276 | 3,388,555 |
| Staff Related Costs | 448,123 | 962,570 | 18,975 | 0 | 16,441 | 15,500 | 0 | 1,000 | 0 | (3,000) | 0 | 1,011,486 | 48,916 |
| Contract Services | 9,034,490 | 10,059,329 | 32,396 | (235,875) | (772,409) | 245,500 | 0 | 0 | 262,675 | 100,000 | 0 | 9,691,616 | (367,713) |
| Material | 10,019,841 | 9,395,797 | (24,830) | 116,878 | (566,162) | 4,050 | 0 | 880 | 0 | 1,200 | 0 | 8,927,813 | (467,984) |
| Transfers, Grants & Financial Charge | 17,809,824 | 20,782,749 | (1,719,011) | (360,337) | (1,670,301) | 978,500 | 18,893 | 0 | 105,000 | 0 | 0 | 18,135,493 | (2,647,256) |
| Transfer to Reserves | 1,066,697 | 509,042 | 0 | 0 | 341,902 | 0 | 0 | 0 | 87,500 | 0 | 0 | 938,444 | 429,402 |
| Fleet Costs | 1,652,887 | 1,831,422 | (24,913) | 0 | 52,063 | 0 | 0 | 0 | 0 | 3,369 | 0 | 1,861,941 | 30,519 |
| Facility Costs | 2,276,085 | 2,701,045 | (36,934) | (10,000) | (50,856) | 53,302 | 0 | 0 | 0 | 42,133 | 0 | 2,698,690 | (2,355) |
| Other Internal Costs | 0 | 0 | (140,435) | 50,000 | 369,543 | (8,000) | 0 | 0 | (87,500) | (183,608) | 0 | 0 | 0 |
| Total Expenditures | 93,928,050 | 99,153,675 | (1,461,008) | (439,334) | 286,126 | 1,288,852 | 18,893 | 104,791 | 467,131 | 146,633 | 0 | 99,565,759 | 412,084 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (0.4%) | 0.3% | 1.3% | 0.0% | 0.1% | 0.5% | 0.1% | 0.0% | 0.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 2,545,978 | 1,663,989 | (22,046) | (133,279) | (348,179) | 0 | 0 | 0 | 0 | 0 | 0 | 1,160,485 | (503,504) |
| Provincial | 38,842,565 | 36,703,635 | (263,303) | (338,511) | (1,530,074) | 983,500 | (120,592) | 0 | 0 | 0 | 0 | 35,434,655 | (1,268,980) |
| Municipal | 1,484,756 | 1,760,212 | (27,431) | 0 | (51,526) | 0 | 0 | 0 | 0 | 0 | 0 | 1,681,255 | (78,957) |
| Transfers from Reserves | 2,118,671 | 2,967,220 | 122,886 | (189,885) | (1,369,092) | 127,500 | 0 | 0 | 296,211 | 73,917 | 0 | 2,028,757 | (938,463) |
| Fees and Services | 9,828,965 | 10,566,158 | 0 | 25,900 | 153,791 | 0 | 0 | 96,800 | 0 | 0 | 0 | 10,842,649 | 276,491 |
| Donations | 190,098 | 106,752 | 0 | 0 | 108,232 | 0 | 0 | 0 | 0 | 0 | 0 | 214,984 | 108,232 |
| Fines | 4,065 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Other | 2,997,955 | 2,497,299 | 95,000 | (115,319) | (494,145) | 0 | 0 | 0 | 0 | 0 | 0 | 1,982,835 | (514,464) |
| Total Revenue | 58,013,053 | 56,265,265 | (94,894) | (746,094) | (3,530,993) | 1,111,000 | (120,592) | 96,800 | 296,211 | 73,917 | 0 | 53,350,620 | (2,914,645) |
| Net Requirement | 35,914,997 | 42,888,410 | (1,366,114) | 306,760 | 3,817,119 | 177,852 | 139,485 | 7,991 | 170,920 | 72,716 | 0 | 46,215,139 | 3,326,729 |
| Percent of Prior Year Budget | | 100.0% | (3.2%) | 0.7% | 8.9% | 0.4% | 0.3% | 0.0% | 0.4% | 0.2% | 0.0% | 7.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 553.80 | 5.58 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 2.11 | 1.97 | 0.00 | 564.46 | 10.66 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% | 0.4% | 0.4% | 0.0% | 1.9% | (98.1%) |



County of Bruce
 Bruce County
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|--------------------|--------------------|--------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 51,173,556 | 51,620,103 | 52,911,721 | 56,300,276 | 3,388,555 | 57,403,029 | 59,018,253 | 60,214,672 | 61,980,198 |
| Staff Related Costs | 962,309 | 448,123 | 962,570 | 1,011,486 | 48,916 | 979,077 | 981,378 | 989,472 | 1,001,734 |
| Contract Services | 10,016,677 | 9,034,490 | 10,059,329 | 9,691,616 | (367,713) | 10,462,452 | 10,345,517 | 10,622,591 | 11,368,935 |
| Material | 8,987,180 | 10,019,841 | 9,395,797 | 8,927,813 | (467,984) | 9,021,116 | 9,183,942 | 9,345,697 | 9,362,396 |
| Transfers, Grants & Financial Charge | 20,637,654 | 17,809,824 | 20,782,749 | 18,135,493 | (2,647,256) | 15,697,756 | 15,995,120 | 16,054,151 | 16,116,883 |
| Transfer to Reserves | 244,913 | 1,066,697 | 509,042 | 938,444 | 429,402 | 957,411 | 680,806 | 325,590 | 868,444 |
| Fleet Costs | 1,824,455 | 1,652,887 | 1,831,422 | 1,861,941 | 30,519 | 1,956,145 | 1,992,824 | 2,030,222 | 2,069,321 |
| Facility Costs | 2,429,017 | 2,276,085 | 2,701,045 | 2,698,690 | (2,355) | 2,630,958 | 2,690,772 | 2,731,219 | 2,769,064 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 96,275,761 | 93,928,050 | 99,153,675 | 99,565,759 | 412,084 | 99,107,944 | 100,888,612 | 102,313,614 | 105,536,975 |
| Percent of Expenditure Budget | | | | 0.4% | | (0.5%) | 1.8% | 1.4% | 3.2% |
| Revenues by Type | | | | | | | | | |
| Federal | 2,274,751 | 2,545,978 | 1,663,989 | 1,160,485 | (503,504) | 1,221,997 | 1,147,791 | 1,038,981 | 927,391 |
| Provincial | 35,092,095 | 38,842,565 | 36,703,635 | 35,434,655 | (1,268,980) | 34,079,907 | 33,717,651 | 33,766,635 | 33,732,410 |
| Municipal | 1,667,011 | 1,484,756 | 1,760,212 | 1,681,255 | (78,957) | 1,600,596 | 1,595,906 | 1,596,222 | 1,596,540 |
| Transfers from Reserves | 2,900,117 | 2,118,671 | 2,967,220 | 2,028,757 | (938,463) | 1,399,019 | 1,110,447 | 1,015,283 | 813,193 |
| Fees and Services | 10,304,345 | 9,828,965 | 10,566,158 | 10,842,649 | 276,491 | 10,903,207 | 11,018,073 | 11,153,180 | 11,270,415 |
| Donations | 136,551 | 190,098 | 106,752 | 214,984 | 108,232 | 109,939 | 111,162 | 112,410 | 105,589 |
| Fines | 17,000 | 4,065 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Other | 3,436,140 | 2,997,955 | 2,497,299 | 1,982,835 | (514,464) | 1,817,560 | 1,849,428 | 1,861,479 | 1,873,945 |
| Total Revenue | 55,828,010 | 58,013,053 | 56,265,265 | 53,350,620 | (2,914,645) | 51,137,225 | 50,555,458 | 50,549,190 | 50,324,483 |
| Net Requirement | 40,447,751 | 35,914,997 | 42,888,410 | 46,215,139 | 3,326,729 | 47,970,719 | 50,333,154 | 51,764,424 | 55,212,492 |
| Percent of Prior Year Budget | | | | 7.8% | | 3.8% | 4.9% | 2.8% | 6.7% |
| Full Time Equivalent (FTEs) | 552.47 | 0.00 | 553.80 | 564.46 | 10.66 | 565.59 | 570.09 | 572.09 | 578.09 |
| Percent of Prior Year FTE | | | | 1.9% | | 0.2% | 0.8% | 0.3% | 1.0% |



County of Bruce
Bruce County
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | |
| Land | 213 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 466,152 | 607,580 | 624,229 | 16,649 | 618,567 | 657,836 | 585,760 | 622,015 |
| Technology & Communications | 352,890 | 1,240,650 | 736,614 | (504,036) | 374,605 | 290,826 | 804,318 | 793,594 |
| Vehicles & Machinery | 880,526 | 849,000 | 953,500 | 104,500 | 1,050,600 | 1,691,600 | 1,204,957 | 1,452,100 |
| Furniture & Fixtures | 23,571 | 53,200 | 41,100 | (12,100) | 32,202 | 32,306 | 32,912 | 27,720 |
| Building - Structure | 10,701,529 | 256,100 | 285,960 | 29,860 | 2,151,938 | 14,272,266 | 8,633,293 | 2,732,461 |
| Building - Site Elements | 140,671 | 170,400 | 591,120 | 420,720 | 78,000 | 109,413 | 627,271 | 503,214 |
| Building - Exterior Components | 1,657,900 | 910,340 | 813,024 | (97,316) | 1,022,812 | 1,825,790 | 575,830 | 1,409,646 |
| Building - Interior Components | 435,563 | 359,987 | 917,334 | 557,347 | 899,152 | 458,344 | 433,577 | 423,168 |
| Building - Site Services | 26,193 | 47,000 | 62,000 | 15,000 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 271,347 | 377,085 | 455,230 | 78,145 | 144,721 | 379,367 | 836,044 | 1,270,093 |
| Building - Fire & Life Safety | 16,383 | 968,860 | 17,500 | (951,360) | 17,500 | 17,500 | 17,500 | 17,500 |
| Building - Elevator | 6,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 1,744,131 | 3,903,700 | 6,852,000 | 2,948,300 | 5,604,000 | 9,369,100 | 5,825,000 | 2,020,000 |
| Roads Paved | 5,598,311 | 8,331,004 | 7,151,000 | (1,180,004) | 3,650,000 | 3,600,000 | 5,006,481 | 4,070,000 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 219,888 | 121,550 | 386,980 | 265,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| Trails Program | 86,730 | 105,000 | 90,000 | (15,000) | 725,000 | 40,000 | 0 | 0 |
| Gross Expenditure | 22,628,898 | 18,301,456 | 19,977,591 | 1,676,135 | 16,482,019 | 32,859,246 | 24,699,851 | 15,460,465 |
| Transfer to Reserves | 7,718,474 | 4,174,974 | 4,053,540 | (121,434) | 4,212,027 | 4,451,257 | 4,633,222 | 4,869,009 |
| Total Expenditure | 30,347,372 | 22,476,430 | 24,031,131 | 1,554,701 | 20,694,046 | 37,310,503 | 29,333,073 | 20,329,474 |
| % of Prior Expenditure | | | 6.9% | | (13.9%) | 80.3% | (21.4%) | (30.7%) |
| Revenues by Type | | | | | | | | |
| Federal | 3,003,835 | 2,481,272 | 6,652,046 | 4,170,774 | 2,217,798 | 17,687 | 18,041 | 18,402 |
| Provincial | 1,684,299 | 893,260 | 1,706,542 | 813,282 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 100,000 | 100,000 | 0 | 100,000 | 0 | 0 |
| Transfers from Reserves | 4,434,217 | 9,723,343 | 3,799,601 | (5,923,742) | 3,751,521 | 3,461,076 | 3,509,416 | 4,501,752 |
| Donations | 12,380 | 5,000 | 5,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Other | 409,668 | 21,000 | 19,500 | (1,500) | 24,000 | 33,000 | 30,000 | 30,600 |
| Debt | 9,808,881 | 0 | 1,964,005 | 1,964,005 | 1,488,542 | 19,634,100 | 10,322,500 | 450,000 |
| Total Revenue | 19,353,280 | 13,123,875 | 14,246,694 | 1,122,819 | 7,491,861 | 23,255,863 | 13,889,957 | 5,010,754 |
| | | | | | | | | |
| Net Requirement | 10,994,092 | 9,352,555 | 9,784,437 | 431,882 | 13,202,185 | 14,054,640 | 15,443,116 | 15,318,720 |
| % of Prior Net Requirement | | | 4.6% | | 34.9% | 6.5% | 9.9% | (0.8%) |



County of Bruce
Bruce County
Consolidated Budget Comparison Report 5 Years
03.1 1st Council Review

| | Consolidated Approved 2021 | Consolidated Proposed 2022 | Consolidated Proposed 2023 | Consolidated Proposed 2024 | Consolidated Proposed 2025 | Consolidated Proposed 2026 |
|------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| CAO | 1,696,672 | 1,851,521 | 1,806,226 | 1,801,132 | 1,823,981 | 1,861,459 |
| Corporate Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Departmental | 3,009,717 | 2,742,964 | 2,329,674 | 2,731,043 | 2,779,552 | 3,529,949 |
| Information Technology | 0 | 0 | 0 | 0 | 0 | 0 |
| Workplace Engagement Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Paramedic Services | 6,615,521 | 7,327,851 | 7,689,843 | 9,285,032 | 8,713,583 | 9,618,951 |
| Transportation & Environmental Ser | 14,683,366 | 15,274,143 | 19,372,671 | 19,624,689 | 21,870,755 | 23,315,330 |
| Human Services | 7,811,990 | 8,303,852 | 8,671,924 | 8,846,567 | 9,126,841 | 9,514,600 |
| Long Term Care & Senior Services | 8,360,734 | 9,607,525 | 10,040,279 | 10,351,789 | 10,673,874 | 11,095,586 |
| Museum | 2,051,051 | 2,316,546 | 2,632,221 | 2,889,254 | 3,537,257 | 3,022,926 |
| Library | 4,057,077 | 4,491,701 | 4,435,012 | 4,484,610 | 4,579,094 | 4,676,305 |
| Planning & Development | 3,954,837 | 4,083,473 | 4,195,054 | 4,373,678 | 4,102,603 | 3,896,106 |
| Total | 52,240,965 | 55,999,576 | 61,172,904 | 64,387,794 | 67,207,540 | 70,531,212 |
| | | | | | | |
| Levy Increase % | | 7.19% | 9.24% | 5.26% | 4.38% | 4.95% |



County of Bruce
Bruce County
Consolidated Budget Comparison Report 5 Years Pre Allocation
03.1 1st Council Review

| | Consolidated Approved 2021 | Consolidated Proposed 2022 | Consolidated Proposed 2023 | Consolidated Proposed 2024 | Consolidated Proposed 2025 | Consolidated Proposed 2026 |
|------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| CAO | 1,601,951 | 1,736,025 | 1,692,075 | 1,693,136 | 1,714,680 | 1,748,108 |
| Corporate Services | 1,872,454 | 1,989,691 | 2,098,422 | 2,186,652 | 2,262,372 | 2,434,463 |
| Non-Departmental | 3,675,494 | 3,424,774 | 3,032,574 | 3,464,273 | 3,523,265 | 4,284,538 |
| Information Technology | 2,774,216 | 3,244,012 | 3,648,882 | 3,612,467 | 3,647,271 | 3,794,651 |
| Workplace Engagement Services | 1,428,931 | 1,576,499 | 1,641,076 | 1,682,492 | 1,723,157 | 1,765,145 |
| Paramedic Services | 5,599,789 | 6,198,722 | 6,476,334 | 8,059,552 | 7,414,970 | 8,260,603 |
| Transportation & Environmental Ser | 13,991,029 | 14,508,161 | 18,516,978 | 18,730,504 | 20,952,047 | 22,355,319 |
| Human Services | 6,837,882 | 7,239,579 | 7,535,153 | 7,696,794 | 7,964,592 | 8,303,216 |
| Long Term Care & Senior Services | 5,562,147 | 6,471,041 | 6,651,909 | 6,930,197 | 7,216,965 | 7,478,698 |
| Museum | 1,828,415 | 2,071,588 | 2,368,997 | 2,623,453 | 3,268,715 | 2,741,940 |
| Library | 3,528,744 | 3,902,264 | 3,793,330 | 3,819,380 | 3,906,910 | 3,976,962 |
| Planning & Development | 3,539,913 | 3,637,220 | 3,717,174 | 3,888,894 | 3,612,596 | 3,387,569 |
| Total | 52,240,965 | 55,999,576 | 61,172,904 | 64,387,794 | 67,207,540 | 70,531,212 |
| | | | | | | |
| Levy Increase % | | 7.19% | 9.24% | 5.26% | 4.38% | 4.95% |



County of Bruce
Bruce County
5 Year FTE
03.1 1st Council Review

| | FTE Approved 2021 | FTE Proposed 2022 | FTE Proposed 2023 | FTE proposed 2024 | FTE proposed 2025 | FTE proposed 2026 |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| CAO | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Corporate Services | 13.32 | 13.32 | 13.53 | 13.75 | 13.75 | 13.75 |
| Non-Departmental | 5.39 | 7.30 | 6.59 | 5.87 | 5.87 | 5.87 |
| Information Technology | 10.00 | 10.67 | 11.00 | 11.00 | 11.00 | 11.00 |
| Workplace Engagement Services | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Paramedic Services | 81.00 | 82.67 | 82.67 | 86.67 | 86.67 | 90.67 |
| Transportation & Environmental Servi | 52.77 | 52.77 | 53.77 | 54.77 | 56.77 | 58.77 |
| Human Services | 67.04 | 67.60 | 67.60 | 67.60 | 67.60 | 67.60 |
| Long Term Care & Senior Services | 227.39 | 231.74 | 231.54 | 231.54 | 231.54 | 231.54 |
| Museum | 17.80 | 17.80 | 17.80 | 17.80 | 17.80 | 17.80 |
| Library | 36.81 | 37.31 | 37.81 | 37.81 | 37.81 | 37.81 |
| Planning & Development | 24.28 | 25.28 | 25.28 | 25.28 | 25.28 | 25.28 |
| Total | 553.80 | 564.46 | 565.59 | 570.09 | 572.09 | 578.09 |
| Annual FTE Increase | | 10.66 | 1.13 | 4.50 | 2.00 | 6.00 |



Be an explorer.

2022 - 2026 Budget and Forecast

CAO's Department Budget Reference

2022 Bruce County Business Plan

Department: Office of the CAO

Strategic Priorities:

1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to citizens through access to and provision of timely and relevant information.
2. **Eliminating our own red tape:** through focusing on both the internal and external customer/clients and reviewing, confirming and amending processes as deemed necessary
3. **Explore alternate options to improve efficiency and services:** through review of services between service divisions and with other municipalities, other levels of government and service partners, intending to confirm roles and responsibilities and reduce duplication of efforts
4. **Find creative new ways to engage our public:** through initiation, creation and future implementation of revised corporate strategic planning processes
5. **Find creative new ways to involve all staff in our future:** through continued implementation of employee engagement and communication strategies
6. **Stimulate and reward innovation and economic development:** through the responsive and flexible implementation of initiatives that meet broad community needs, especially in challenging times and build and improve upon existing innovation and expertise among businesses and employees
7. **Coordinate concerted efforts to advance our agenda:** through collaborative partnerships for economic development, service provision, community and citizen health and wellness and business enhancement and retention

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|--|--------------------|--|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| Legislative Initiatives: | | | | |
| 1. Council and Committee processes - Digital and in-person meeting procedures | To be managed from within existing operational budget, further leveraging existing software and platforms. | \$0 | To be managed from within existing operational budget | |
| 2. Council and Committee Processes | To be managed from within existing operational budget. | \$0 | To be managed from within existing budget | |
| Strategic Initiatives: | | | | |
| 3. Cultural Action Plan (CAP)/ Archeological Management Plan (AMP) | To be managed from within existing/ operating budget. | \$0 | To be managed from within existing / operating budget. AMP is also supported by provincial Modernization Funding (Intake 2) - Integrity Layer | |
| 4. Municipal Innovation Council | Commitment: Contribution of \$50,000 per annum for 3 years; 2022 is the 3rd year of commitment. | \$0 | \$50,000 (tax levy) | |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|--|--------------------|--|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 5. Indigenous Engagement (Reconciliation Planning) | To be managed from within existing/ operating budget for 2022 Additional projections to be developed for future years. | \$0 | To be managed from within existing budget | |
| 6. County Land Ownership Research and Process Improvements | \$135,457 Real Estate Clerk position (based on the position moving to permanent FT in 2022); plus, operational funding (research costs) to support County land ownership investigations by staff. | \$0 | \$135,457 | |
| Corporate and Leadership Initiatives | | | | |
| 7. Development and Implementation of 2022-2026 Bruce County Strategic Plan and Business Plan process | To be supported by Development Charges and Levy funding Total proposed expenditure - \$100,000 2022 - \$80,000 2023 - \$20,000 | \$0 | Total Proposed Cost: \$80,000 - 2022 \$20,000 - 2023 | |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|--|---|--------------------|--|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 8. Organization /Structure Review | To be implemented in 2023 and to be funded by transfer from reserve and some levy funds | \$0 | \$30,000 - 2023 | |
| 9. Corporate Training - including “Managing in Municipal Environments” (provided in partnership with Loyalist College) as well as targeted Corporate training relating to Diversity, Inclusion, Indigenous Relations, LEAN and other activities | \$30,000 (reduction from \$60,000 from 2021) (Note - there is an additional \$60,000 budget which is within individual departmental budgets and is not a new funding request. This covers the cost of the Loyalist training) | \$0 | \$30,000 | |
| 10. Initiate a Corporate Facilities Resources Plan | Initiated the development of an assessment plan in 2021. Facilities Manager (seconded position) was created to support the development of this assessment and the plan. Plan will be informed by the | \$0 | Manage within operating budget (in Non-Departmental Services budget) | |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|------------------------|---|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| | outcomes and information from the Capital Asset Management Plan - | | | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|--|---|---|
| Legislative Initiatives | | | | |
| 1. Council and Committee processes - Digital and in person meeting processes Owners: Clerk (Lead), Deputy Clerk, CAO | Implement new and revised procedures that are intended to build on and formalize interim procedures established to address COVID restrictions. Also look to implement new technology that will streamline processes and enhance experience for Council members, staff and for the public. Continue to enhance electronic meeting processes, creating hybrid in person / digital meetings to support Council participation and broader citizen engagement. Access additional digital options to streamline meeting processes (enhanced E-scribe procedures) | Implement in 2021 - small increase to add Voter Manager Software | Engagement of all stakeholders in council and committee processes Creation/ maintenance of new processes that have aided in physical distancing and remote access for meetings Implementation of new technology/ additional and revised technology to support Council members | Existing budget |
| 2. Council and Committee Processes Owners: Clerk (lead), Deputy Clerk and CAO | Ensure continued orientation and training of Council on County services and any contemplated / new Escribe services | Expect costs to be covered from within existing budget | Enhancement of understanding by County Council of County services, initiatives and technology | Existing Budget |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|--|---|---|
| | Expand, as necessary, training and information sharing opportunities with County Council to support better understanding of County services, new initiatives and any new technology that is implemented | | | |
| Strategic Initiatives | | | | |
| 3. Cultural Action Plan (CAP)/ Archeological Management Plan (AMP) Owners: Corporate Strategic Initiatives Specialist, Corporate, SMT, CAO | Develop, implement, and coordinate CAP-related and other heritage, culture, and artistic expression initiatives. Manage the AMP project to completion. Support the integration of the CAP/AMP into the “Plan the Bruce: Heritage” Official Plan project as well as other strategic corporate documents. | Costs to be covered from within existing budget for work of initiative | Recognition and promotion of all things that are good, special and unique about our community, including the cultural, heritage and archaeological aspects; and integrate these resources across all facets of County business. Address identified gaps in the existing planning process and align the practice across the County. | Existing budget |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|---|--|--|---|
| 4. Municipal Innovation Council <ul style="list-style-type: none"> Continued leadership and support to the work of the Municipal Innovation Council Owners: Corporate Strategic Initiatives Specialist, CAO | Provide support, resources and leadership to the continued work of the Municipal Innovation Council, working with Council to explore opportunities for innovation, efficacy and modernization across the County | \$50,000 (for 2022, request for levied funds) | Demonstrated engagement with municipal partners learning, collaborating and transforming the way we work together - finding efficiencies and ensuring sustainability; building smarter, stronger and more resilient communities. | Maintain Services |
| 5. Indigenous Engagement Increased understanding and engagement with Indigenous communities; and participation in education, training, and collaborative cultural activities. Owners: Corporate Strategic Initiatives Specialist, SMT, CAO | Build on and expand existing relationships and collaborative engagement with indigenous partners to increase opportunities and understanding. Determine through discussions with indigenous communities shared values/ priorities and the best methods of engagement | All activities will be managed from within existing budget | Develop broader understanding of opportunities to work in partnership with indigenous partners. Increased understanding of issues and opportunities that can be identified and enhanced by working together | Existing budget |
| 6. County Land Ownership Research and Process Improvements | Implementation of a comprehensive project to determine ownership and related information about | Staffing and Land Registry Processing | Full understanding of all properties for which the County has ownership. Enhanced property | Maintain Services |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|--|--|---|
| Enhancement of records relating to County land ownership (with support of Real Estate Clerk and Strategic Initiatives Specialist positions) Owners: Real Estate Clerk (lead), Corporate Strategic Initiatives Specialist, CAO | properties within the County, while also investigating property acquisition and deposition processes enhancements. | Costs - \$135,457 | acquisition and deposition processes | |
| Corporate and Leadership Initiatives | | | | |
| 7. Strategic Plan and Business Plan Processes Owners: SMT, CAO (lead) | Development and implementation of revised Strategic Plan and Business Plan process; including, consideration for how best to align with annual / multiyear Budget planning. | All activities will be managed from within existing budget | Implementation of a comprehensive plans and processes that identify Council's strategic priorities for the County. Engagement of key stakeholders in the development of plans and processes - informed by concurrent strategic/business planning initiatives underway at both the County level and within other jurisdictions. | Existing budget |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|---|---|---|
| 8. Organization /Structure Review Owners: CAO (lead), SMT | Build on previous operational/organizational review activities and review current organizational structure and implement any necessary changes | All activities will be managed from within existing budget | Development of amended organizational structures, as deemed appropriate that maximize resources, create opportunities for improvement and streamlining and clarify roles and responsibilities | Existing budget |
| 9. Corporate Training (Managing in Municipal Environments, Diversity, Inclusion, Indigenous Relations, LEAN) Owners: SMT (lead), CAO | Build on previous training in these areas, expand to include more/ new managers and supervisors and continue to establish the organization as a learning one focussed on broadening approaches in area of inclusion, diversity, indigenous relations and process improvement/ LEAN) | \$30,000 ((LEAN budget from 2021 reduced to \$30,000) \$60,000 - funding allocated in service area budgets | Enhance learning and understanding and broaden approaches to relationships. Increase understanding of diversity and inclusion and support the development of future strategies. | Maintain services |
| 10. Initiate a Corporate Facilities Resources Plan Owners: CAO (lead), SMT | Devise, develop and initiate the implementation of a facilities resources plan, seeking to create a comprehensive plan for property oversight, building on the information to be gleaned from the Capital Asset Management Plan | All activities will be managed from within existing budget | A comprehensive facilities resource plan that identifies needs and plans for the future and provides options / recommendations for Council approval of use of County assets | Existing budget |



Major Initiatives and Department Focus

The Office of the CAO of Bruce County provides administrative and legislative leadership to all county operations, ensuring both County Council and staff are supported to ensure municipal governance and operational requirements are met.

The Office of the CAO is comprised of 3 specific service areas:

Legislative Services : The Clerk and the Deputy Clerk (also acts as the Executive Assistant to the CAO) provide oversight to all County governance and legislative services, consistent with relevant regulatory requirements. This includes the oversight of County Council and Committee meetings and the development of all meeting agendas, the creation and posting of all meeting minutes and the proper maintenance of all County records. The Clerks also processes all Freedom of Information requests (FOI) and ensure oversight of corporate accessibility initiatives.

Strategic Initiatives: The CAO’s office develops, initiates and manages strategic initiatives and special projects. Activities include research, engagement with municipal, provincial and federal stakeholders and determination of best practices and recommendations for staff and council consideration. Staff also provide assistance to County service areas in the delivery of their core business. Staffing includes the Strategic Initiatives Specialist and the Real Estate Officer (2 year contract position)

CAO / Corporate and Communication services: In addition to oversight of all County operations, the Office of the CAO is the primary corporate contact for citizens and other stakeholders, ensuring timely communication and key messaging. The CAO’s office also partners with Workplace Engagement Services to provide corporate management training. Staffing includes the CAO, the Deputy Clerk/ Executive Assistant to the CAO (a portion) and the Corporate Communication Specialist.

2022 Initiatives:

In 2022, the Office of the CAO will continue to ensure effective oversight of all activities related to County governance and administration, recognizing that the continued impacts but hopefully lessening, of the COVID-19 pandemic on service provision and citizen and community engagement . Changes imposed in the last 18 months have impacted County practices as it relates to Committee and Council meetings, postponed some staff training opportunities, resulted in increased need for technological enhancements and demonstrated the requirements for consistent and timely communications. Despite transitioning to electronic approaches, engagement and service has continued and in some cases, will continue to increase the number of stakeholders who might become aware of and participate in council and committee activities.

Priorities for each service division of the Office of the CAO for 2022 include:

Legislative Initiatives:

- With a more stable pandemic reality and with the anticipated completion of audiovisual and communication updates to Council chambers, it is expected that Council meetings will again feature in-person opportunities beginning in Q1 of 2022. However, Hybrid (in person/ electronic) meetings are likely to be the "new norm", enhancing participation by Council, staff and the public. This will include exploration of additional Escribe processes to support Council members and Clerks as needed
- Provision of Committee and Council education and training opportunities (at committee meetings) on County specific service issues as well as support for attendance (in person or virtual) at municipal, provincial and federal meetings. Specific orientation for new Council members including closed meeting training will be provided in late 2022.
- Continued implementation of Community Grants program (with requested increase in program allocation)



Strategic Initiatives:

- Engagement with key stakeholders across the County and beyond to support the County’s leadership and involvement in broader strategic initiatives. This includes increased engagement with local municipalities.
- Continued leadership and support to the work of the Municipal Innovation Council
- Increased understanding and engagement with Indigenous communities and participation in education and training activities
- Enhancement of records relating to County land ownership .
- Implementation of the Archaeological Management Plan, the Cultural Asset Plan and other strategic initiatives

CAO Office/ Corporative Initiatives:

- Creation and Implementation of a revised Strategic Planning and Business Plan process, to support improved alignment with Annual Budget development processes
- Continued re-initiation of management training for supervisors and managers from all service areas across the corporation.
- Implementation of a Corporate Facilities Resource Plan (reviewing utilization of County owned administrative properties)

2022 Budget Submission:

Total 2022 Budget Submission is \$1,851,521 which is \$154,849 greater than 2021 budget.

Operating Budget Levy Increase is comprised of:

Increases in CAO Office (\$82, 966) and Legislative Services (\$89,023) and reduction in Strategic initiatives (\$17,140)

Capital Budget Levy Increase - \$0

Total Levy Increase - \$154,849

9.13 % increase in department budget -primarily related to increased costs of salaries and benefits, reductions in TSR revenue transfer, additional proposed increases for community grants and 2022 Council Orientation and funds to create StrategicPlan

0.30% increase to County levy



County of Bruce
CAO
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,025,680 | 1,114,008 | (10,836) | 0 | 43,388 | 0 | 0 | 0 | 0 | 52,219 | 0 | 1,198,779 | 84,771 |
| Staff Related Costs | 50,167 | 151,434 | 0 | 0 | (19,261) | 0 | 0 | 0 | 0 | 0 | 0 | 132,173 | (19,261) |
| Contract Services | 246,468 | 258,790 | 0 | 0 | (104,650) | 80,000 | 0 | 0 | 0 | 0 | 0 | 234,140 | (24,650) |
| Material | 63,474 | 78,009 | 0 | 0 | 7,924 | 0 | 0 | 0 | 0 | 0 | 0 | 85,933 | 7,924 |
| Transfers, Grants & Financial Charge | 58,000 | 70,000 | 0 | 0 | 10,000 | 0 | 0 | 0 | 5,000 | 0 | 0 | 85,000 | 15,000 |
| Transfer to Reserves | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 32,912 | 0 | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 32,926 | 14 |
| Other Internal Costs | 0 | 61,809 | 0 | 0 | 20,761 | 0 | 0 | 0 | 0 | 0 | 0 | 82,570 | 20,761 |
| Total Expenditures | 1,451,789 | 1,766,962 | (10,836) | 0 | (41,824) | 80,000 | 0 | 0 | 5,000 | 52,219 | 0 | 1,851,521 | 84,559 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (2.4%) | 4.5% | 0.0% | 0.0% | 0.3% | 3.0% | 0.0% | 4.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 162,097 | 70,290 | 0 | 0 | (70,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (70,290) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 162,097 | 70,290 | 0 | 0 | (70,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (70,290) |
| Net Requirement | 1,289,692 | 1,696,672 | (10,836) | 0 | 28,466 | 80,000 | 0 | 0 | 5,000 | 52,219 | 0 | 1,851,521 | 154,849 |
| Percent of Prior Year Budget | | 100.0% | (0.6%) | 0.0% | 1.7% | 4.7% | 0.0% | 0.0% | 0.3% | 3.1% | 0.0% | 9.1% | |
| Full Time Equivalents (FTE's) | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

Overall 2022 Budget for the CAO Office is **\$597,904**
(2021 amount was \$514,938)

The overall increase of **\$82,966** relates to:

Adjustments to Base

- **\$(5,687)** Reduction in non-mandatory benefit costs

Maintain Services

- **\$ 8,653** which relates to:
 - Increases in staff salaries and benefits - \$15,228
 - Overall small increase in administrative operating costs with some increases in legal and other services being offset by reductions in Periodicals and Subscriptions, Printing, Travel and Training Costs - \$140
 - Increase in Interdepartmental Facilities Allocation and Program Support \$20,775
 - Reduction in costs associated with Operational Review - moved to 2023 for completion after the development of the County strategic plan
 - Memberships - \$500

One Time Items

- **\$80,000** - 2022 expenditures related to the development of the new Bruce County Strategic Plan (to be offset by development charge funds



County of Bruce
CAO
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 206,884 | 273,577 | (5,687) | 0 | 15,238 | 0 | 0 | 0 | 0 | 0 | 0 | 283,128 | 9,551 |
| Staff Related Costs | 10,664 | 68,200 | 0 | 0 | (32,000) | 0 | 0 | 0 | 0 | 0 | 0 | 36,200 | (32,000) |
| Contract Services | 12,222 | 31,000 | 0 | 0 | (18,520) | 80,000 | 0 | 0 | 0 | 0 | 0 | 92,480 | 61,480 |
| Material | 10,070 | 10,440 | 0 | 0 | 160 | 0 | 0 | 0 | 0 | 0 | 0 | 10,600 | 160 |
| Transfers, Grants & Financial Charge | 50,000 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 60,000 | 0 |
| Transfer to Reserves | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 32,912 | 0 | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 32,926 | 14 |
| Other Internal Costs | 0 | 61,809 | 0 | 0 | 20,761 | 0 | 0 | 0 | 0 | 0 | 0 | 82,570 | 20,761 |
| Total Expenditures | 297,840 | 537,938 | (5,687) | 0 | (14,347) | 80,000 | 0 | 0 | 0 | 0 | 0 | 597,904 | 59,966 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (2.7%) | 14.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 11.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 50,000 | 23,000 | 0 | 0 | (23,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (23,000) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 50,000 | 23,000 | 0 | 0 | (23,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (23,000) |
| Net Requirement | 247,840 | 514,938 | (5,687) | 0 | 8,653 | 80,000 | 0 | 0 | 0 | 0 | 0 | 597,904 | 82,966 |
| Percent of Prior Year Budget | | 100.0% | (1.1%) | 0.0% | 1.7% | 15.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 16.1% | |
| Full Time Equivalents (FTE's) | 0.00 | 1.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.75 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

Legislative Services : overall proposed increase - \$ 89,023

Council Administration: proposed increase - \$58,849

Maintain Services- proposed increase of \$53,849 includes increases to salaries and benefits (\$27,200), increase community grants funding (\$10,000), additional costs of new council orientation and training (\$6,000) and some additional operating costs

Council Priorities - proposed increase of \$5,000 for contribution to 2022 Ontario Curling Tankard

Clerk's Office: proposed increase \$ 30,174

Maintain Services - includes \$18,663 increase in salaries and benefits, \$10,000 for AODA document remediation and some slight increases in operational costs



County of Bruce
Legislative Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 647,052 | 620,493 | 0 | 0 | 46,860 | 0 | 0 | 0 | 0 | 0 | 0 | 667,353 | 46,860 |
| Staff Related Costs | 38,961 | 80,234 | 0 | 0 | 8,739 | 0 | 0 | 0 | 0 | 0 | 0 | 88,973 | 8,739 |
| Contract Services | 158,149 | 80,500 | 0 | 0 | 10,680 | 0 | 0 | 0 | 0 | 0 | 0 | 91,180 | 10,680 |
| Material | 51,995 | 66,489 | 0 | 0 | 7,744 | 0 | 0 | 0 | 0 | 0 | 0 | 74,233 | 7,744 |
| Transfers, Grants & Financial Charge | 8,000 | 10,000 | 0 | 0 | 10,000 | 0 | 0 | 0 | 5,000 | 0 | 0 | 25,000 | 15,000 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 904,157 | 857,716 | 0 | 0 | 84,023 | 0 | 0 | 0 | 5,000 | 0 | 0 | 946,739 | 89,023 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 9.8% | 0.0% | 0.0% | 0.0% | 0.6% | 0.0% | 0.0% | 10.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 904,157 | 857,716 | 0 | 0 | 84,023 | 0 | 0 | 0 | 5,000 | 0 | 0 | 946,739 | 89,023 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 9.8% | 0.0% | 0.0% | 0.0% | 0.6% | 0.0% | 0.0% | 10.4% | |
| Full Time Equivalents (FTE's) | 0.00 | 2.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.25 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highligh | |
|---|--|
| <p>Strategic Initiatives proposed overall decrease of \$17,140</p> <p>This budget proposals seeks to make permanent the Real Estate Officer position to continue the needed research, review and documentation of previous County real estate activities and support any new corporate and departmental initiatives and purchases.</p> <p>Currently a contract position, with a portion of wage costs covered from TSR (\$47,290) now to be proposed to be covered by the levy.</p> <p>Adjustment to Base - reduction of \$5,149 in staff non-mandatory benefit costs</p> <p>Maintain Services - reduction of \$111,500 related to transition of salary costs as well as reductions in consultant and professional fees</p> <p>Services Initiatives/ Savings - proposed increase of \$52,219 relates to transition of Real Estate Officer salary and benefit costs from contract to permanent employee</p> | |



County of Bruce
Strategic Initiatives
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 171,744 | 219,938 | (5,149) | 0 | (18,710) | 0 | 0 | 0 | 0 | 52,219 | 0 | 248,298 | 28,360 |
| Staff Related Costs | 542 | 3,000 | 0 | 0 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 7,000 | 4,000 |
| Contract Services | 76,097 | 147,290 | 0 | 0 | (96,810) | 0 | 0 | 0 | 0 | 0 | 0 | 50,480 | (96,810) |
| Material | 1,409 | 1,080 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 1,100 | 20 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 249,792 | 371,308 | (5,149) | 0 | (111,500) | 0 | 0 | 0 | 0 | 52,219 | 0 | 306,878 | (64,430) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (30.0%) | 0.0% | 0.0% | 0.0% | 0.0% | 14.1% | 0.0% | (17.4%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 112,097 | 47,290 | 0 | 0 | (47,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (47,290) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 112,097 | 47,290 | 0 | 0 | (47,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (47,290) |
| Net Requirement | 137,695 | 324,018 | (5,149) | 0 | (64,210) | 0 | 0 | 0 | 0 | 52,219 | 0 | 306,878 | (17,140) |
| Percent of Prior Year Budget | | 100.0% | (1.6%) | 0.0% | (19.8%) | 0.0% | 0.0% | 0.0% | 0.0% | 16.1% | 0.0% | (5.3%) | |
| Full Time Equivalents (FTE's) | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



County of Bruce
 CAO
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,082,421 | 1,025,680 | 1,114,008 | 1,198,779 | 84,771 | 1,223,781 | 1,249,422 | 1,275,724 | 1,302,707 |
| Staff Related Costs | 149,000 | 50,167 | 151,434 | 132,173 | (19,261) | 133,816 | 133,264 | 133,517 | 134,875 |
| Contract Services | 175,887 | 246,468 | 258,790 | 234,140 | (24,650) | 205,750 | 155,660 | 156,470 | 157,360 |
| Material | 76,018 | 63,474 | 78,009 | 85,933 | 7,924 | 81,728 | 84,790 | 78,969 | 83,166 |
| Transfers, Grants & Financial Charge | 120,000 | 58,000 | 70,000 | 85,000 | 15,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Transfer to Reserves | 0 | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 32,912 | 32,926 | 14 | 32,726 | 33,249 | 33,783 | 34,333 |
| Other Internal Costs | 0 | 0 | 61,809 | 82,570 | 20,761 | 81,425 | 74,747 | 75,518 | 79,018 |
| Total Expenditures | 1,603,326 | 1,451,789 | 1,766,962 | 1,851,521 | 84,559 | 1,829,226 | 1,801,132 | 1,823,981 | 1,861,459 |
| Percent of Expenditure Budget | | | | 4.8% | | (1.2%) | (1.5%) | 1.3% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 209,387 | 162,097 | 70,290 | 0 | (70,290) | 23,000 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 259,387 | 162,097 | 70,290 | 0 | (70,290) | 23,000 | 0 | 0 | 0 |
| Net Requirement | 1,343,939 | 1,289,692 | 1,696,672 | 1,851,521 | 154,849 | 1,806,226 | 1,801,132 | 1,823,981 | 1,861,459 |
| Percent of Prior Year Budget | | | | 9.1% | | (2.4%) | (0.3%) | 1.3% | 2.1% |
| Full Time Equivalents (FTEs) | 5.00 | 0.00 | 6.00 | 6.00 | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 CAO
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 153,854 | 206,884 | 273,577 | 283,128 | 9,551 | 288,797 | 294,600 | 300,543 | 306,630 |
| Staff Related Costs | 63,000 | 10,664 | 68,200 | 36,200 | (32,000) | 37,600 | 37,800 | 37,800 | 37,900 |
| Contract Services | 8,000 | 12,222 | 31,000 | 92,480 | 61,480 | 53,480 | 2,680 | 2,780 | 2,980 |
| Material | 10,370 | 10,070 | 10,440 | 10,600 | 160 | 11,050 | 11,250 | 6,550 | 6,950 |
| Transfers, Grants & Financial Charge | 60,000 | 50,000 | 60,000 | 60,000 | 0 | 50,000 | 50,000 | 50,000 | 50,000 |
| Transfer to Reserves | 0 | 8,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 32,912 | 32,926 | 14 | 32,726 | 33,249 | 33,783 | 34,333 |
| Other Internal Costs | 0 | 0 | 61,809 | 82,570 | 20,761 | 81,425 | 74,747 | 75,518 | 79,018 |
| Total Expenditures | 295,224 | 297,840 | 537,938 | 597,904 | 59,966 | 555,078 | 504,326 | 506,974 | 517,811 |
| Percent of Expenditure Budget | | | | 11.1% | | (7.2%) | (9.1%) | 0.5% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 50,000 | 23,000 | 0 | (23,000) | 23,000 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 50,000 | 50,000 | 23,000 | 0 | (23,000) | 23,000 | 0 | 0 | 0 |
| Net Requirement | 245,224 | 247,840 | 514,938 | 597,904 | 82,966 | 532,078 | 504,326 | 506,974 | 517,811 |
| Percent of Prior Year Budget | | | | 16.1% | | (11.0%) | (5.2%) | 0.5% | 2.1% |
| Full Time Equivalent (FTEs) | 1.25 | 0.00 | 1.75 | 1.75 | 0.00 | 1.75 | 1.75 | 1.75 | 1.75 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Legislative Services
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 626,663 | 647,052 | 620,493 | 667,353 | 46,860 | 681,325 | 695,657 | 710,360 | 725,446 |
| Staff Related Costs | 80,000 | 38,961 | 80,234 | 88,973 | 8,739 | 89,216 | 88,464 | 88,717 | 89,975 |
| Contract Services | 78,500 | 158,149 | 80,500 | 91,180 | 10,680 | 86,790 | 87,500 | 88,210 | 88,900 |
| Material | 64,173 | 51,995 | 66,489 | 74,233 | 7,744 | 70,078 | 70,940 | 71,819 | 75,616 |
| Transfers, Grants & Financial Charge | 10,000 | 8,000 | 10,000 | 25,000 | 15,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 859,336 | 904,157 | 857,716 | 946,739 | 89,023 | 947,409 | 962,561 | 979,106 | 999,937 |
| Percent of Expenditure Budget | | | | 10.4% | | 0.1% | 1.6% | 1.7% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 859,336 | 904,157 | 857,716 | 946,739 | 89,023 | 947,409 | 962,561 | 979,106 | 999,937 |
| Percent of Prior Year Budget | | | | 10.4% | | 0.1% | 1.6% | 1.7% | 2.1% |
| Full Time Equivalent (FTEs) | 1.75 | 0.00 | 2.25 | 2.25 | 0.00 | 2.25 | 2.25 | 2.25 | 2.25 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Strategic Initiatives
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 301,904 | 171,744 | 219,938 | 248,298 | 28,360 | 253,659 | 259,165 | 264,821 | 270,631 |
| Staff Related Costs | 6,000 | 542 | 3,000 | 7,000 | 4,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Contract Services | 89,387 | 76,097 | 147,290 | 50,480 | (96,810) | 65,480 | 65,480 | 65,480 | 65,480 |
| Material | 1,475 | 1,409 | 1,080 | 1,100 | 20 | 600 | 2,600 | 600 | 600 |
| Transfers, Grants & Financial Charge | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 448,766 | 249,792 | 371,308 | 306,878 | (64,430) | 326,739 | 334,245 | 337,901 | 343,711 |
| Percent of Expenditure Budget | | | | (17.4%) | | 6.5% | 2.3% | 1.1% | 1.7% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 209,387 | 112,097 | 47,290 | 0 | (47,290) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 209,387 | 112,097 | 47,290 | 0 | (47,290) | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 239,379 | 137,695 | 324,018 | 306,878 | (17,140) | 326,739 | 334,245 | 337,901 | 343,711 |
| Percent of Prior Year Budget | | | | (5.3%) | | 6.5% | 2.3% | 1.1% | 1.7% |
| Full Time Equivalents (FTEs) | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
CAO
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |

| 2021 closing Balance | Transfers From | Transfers To | Interest Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|-------------------|--------------|------------------------------|--|---|---------------|---|--|
| \$ - | | | | Council Hardware reserve | \$0.00 | 120-1110-ITCP | Acquisition of desktop computers, laptops, and printers. | Includes Council Laptops. |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| \$ 57,043.75 | | | | Records Management | \$57,043.75 | 185-1120-ITAD | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to Records Management as deemed appropriate by Director and Council. |
| \$ 313.97 | | | | Real estate Expenses | \$313.97 | 102-1110-PROJ | Annual Operating budget contributions. Year End unspent project earmarked for this purpose | Specific undertakings related to real estate exp as deemed appropriate by Director and Council. |
| \$ 549.66 | | | | Strategic Plan | \$549.66 | 102-1110-PROJ | Year end unspent funds from TXST 2019 | Specific undertakings related to Strategic Plan as deemed appropriate by Director and Council. |
| | | | | | | | | |
| \$ 57,907.38 | \$0 | \$ - | \$ - | | \$ 57,907.38 | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Corporate Services Budget Reference

2022 Bruce County Business Plan

Department: Corporate Services

Strategic Priorities:

- 1. **Leverage Technology:** Introduce modern and efficient ways to do business,
- 2. **Eliminate our Own Red Tape:** Assessing steps and actions that do not add value
- 3. **Explore alternative options to improve efficiency and service:** Encourage the application of Lean Processing

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Insurance Claims (Liability) received in current year | 1 | 3 | 1 | 0 | 2 | 2 | 1 | | |
| Average # of invoices processed weekly | 406 | 435 | 499 | 471 | 525 | 535 | 535 | 419 | 535 |
| Invoices returned to Approver monthly | | | | | 35 | 15 | 15 | 52 | 15 |
| Submitted Invoices Error Rate % | | | | | 4.9% | 2.8% | 2.8% | 3.3% | 2.8% |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---------------------------------------|----------------------------|----------------------------------|----------------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| | | | | |
| 1. Enterprise Resource Planning (ERP) | 2021 \$ 0 2022 \$ 0 | 2021 \$ 25,000 2022 \$325,000 | \$350,000 | |
| 2. Risk Management Strategy | 2021 \$11,000 2022 \$ 0 | 2021 \$ 0 2022 \$ 0 | 2021 \$11,000 2022 \$ 0 | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|------------------------------------|--|--|
| 1. Enterprise Resource Planning (ERP) Owner: | Review ERP options specifically to replace and modernize existing incompatible accounting system and develop plans to implement a corporate wide ERP | 2021 \$ 25,000 2022 \$325,000 | Modernized cross-departmental integrated ERP. | |
| 2. Risk Management Strategy | The County does not have an active risk management program. County policy relating to the analysis and treatment of risk is unwritten and unclear. Staff are unaware of all risk exposures or how to treat, tolerate, transfer or terminate these risks. Develop and implement a formalized risk management program that meets the needs of the Corporation. | 2021 \$11,000 2022 \$ 0 | Risk Management Policy Risk Management Procedure | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|------------------------------------|--|-------------------------------------|
| 1. Update Council Chambers - accessibility Owner: CAO's office, Director of Corporate Services, Director of ITS, Manager of Environmental Services | Renovate the Council Chambers to resolve accessibility issues including multiple levels without ramps, lack of a second exit for mobility challenged persons, and other issues to be identified. | 2021 \$133,700 | Improved accessibility to users of the Council Chambers. | |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|---|
| Insurance Claims (Liability) received in current year | The total number of new insurance claims (liability) received in the current year |
| Average # of invoices processed weekly | Using the accounts payable control report, calculate the difference between the first and last transaction number processed in the month. The difference is divided by 4 to get the weekly number of invoices processed. |
| Invoices Returned to internal approver monthly | If an invoice is incomplete, it is returned to the internal approver (Department). The Accounts Payable process underwent a lean transformation in 2018 to insure that the process is more consistent, shorter, faster and easier for all, and with clear accountabilities. The starting point for this KPI was July 2018 with 145 invoices returned to the internal improver. The goal is to reduce this number as we continue on the lean path. |
| Submitted Invoices Error Rate | The percentage error rate of invoices submitted by approvers that need correcting before being processed. |



County of Bruce
Corporate Services
Operating Budget Analysis Report
03.1 1st Council Review

| Major Initiatives and Department Focus | |
|---|--|
| <p>This is the second year that a multi-year budget is being presented and additional enhancements of multi-year budgeting are included in 2021 and will continue in 2022.</p> <p>Work continues on the next stages of the Capital Asset Management Plan project which continues into 2024/2025.</p> <p>Staff will examine potential ERP (Enterprise Resource Planning) solutions as part of the accounting software update initiative. The current accounting software is not compatible our other software systems and is a lesser used product offered by the vendor and could face discontinuing or fewer updates with new operating systems. The intent is to develop a plan for further action. This initiative will be multi-year project.</p> <p>The County does not have an active risk management program. County policy relating to the analysis and treatment of risk is unwritten and unclear. Staff are unaware of all risk exposures or how to treat, tolerate, transfer or terminate these risks. The project seeks to develop and implement a formalized risk management program that meets the needs of the Corporation.</p> <p>The department will also continue the establishment of operations manuals for each position and to establish written processes and procedures for departmental operations.</p> <p>If the collection of Development Charges (DCs) is approved then significant work will be needed to facilitate the collection, tracking and monitoring of each individual DC including extensive new obligatory reserve general ledger (GL) accounts, tracking sheets for each of the lower-tiers for collection of DCs and related records suitable for the annual audit and the completion of additional schedules in the annual Financial Information Return (FIR) to the Province.</p> | |



County of Bruce
Corporate Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|--------------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,412,268 | 1,479,750 | (5,560) | 0 | 44,745 | 0 | 0 | 0 | 0 | 0 | 0 | 1,518,935 | 39,185 |
| Staff Related Costs | 4,031 | 36,040 | 0 | 0 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 36,059 | 19 |
| Contract Services | 693,113 | 306,205 | 30,200 | (70,000) | (53,595) | 5,000 | 0 | 0 | 0 | 0 | 0 | 217,810 | (88,395) |
| Material | 561,286 | 174,087 | 0 | 0 | (26,624) | 0 | 0 | 0 | 0 | 0 | 0 | 147,463 | (26,624) |
| Transfers, Grants & Financial Charge | 16,720 | 22,300 | 0 | 0 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 17,300 | (5,000) |
| Transfer to Reserves | 28,848 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 |
| Fleet Costs | 21,038 | 23,836 | 0 | 0 | (12,550) | 0 | 0 | 0 | 0 | 0 | 0 | 11,286 | (12,550) |
| Facility Costs | 172,960 | 132,999 | 0 | 0 | 58 | 0 | 0 | 0 | 0 | 5,000 | 0 | 138,057 | 5,058 |
| Other Internal Costs | (2,115,618) | (2,005,453) | (32,071) | 0 | (80,224) | 0 | 0 | 0 | 0 | (5,000) | 0 | (2,122,748) | (117,295) |
| Total Expenditures | 794,646 | 194,764 | (7,431) | (70,000) | (133,171) | 5,000 | 0 | 0 | 0 | 0 | 0 | (10,838) | (205,602) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (35.9%) | (68.4%) | 2.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (105.6%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 32,295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 1,777,331 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Municipal | 108,352 | 22,295 | (7,431) | 0 | 298 | 0 | 0 | 0 | 0 | 0 | 0 | 15,162 | (7,133) |
| Transfers from Reserves | 162,547 | 178,469 | 0 | (70,000) | (108,469) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (178,469) |
| Fees and Services | 1,125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 103,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 2,184,724 | 200,764 | (7,431) | (70,000) | (108,171) | 5,000 | 0 | 0 | 0 | 0 | 0 | 20,162 | (180,602) |
| Net Requirement | (1,390,078) | (6,000) | 0 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | (31,000) | (25,000) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 416.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 416.7% | |
| Full Time Equivalents (FTE's) | 0.00 | 13.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 13.32 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">• \$7,431 reduction due to canceled Community Emergency Management Coordinator (CEMC) services with South Bruce. | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Removing \$35,000 from Safe Restart to Covid expenses. Will re-budget as required.• \$8,212 increase to salaries, benefits and related• \$298 increase to CEMC services for inflation | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">• \$5,000 from Safe Restart grant to fund temporary storage of Housing isolation equipment | Service Initiatives/Savings <ul style="list-style-type: none">• \$5,000 for temporary storage of Housing isolation equipment• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Emergency Planning & Preparedness
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| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|--------------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 180,164 | 182,052 | 0 | 0 | 8,212 | 0 | 0 | 0 | 0 | 0 | 0 | 190,264 | 8,212 |
| Staff Related Costs | 418 | 3,250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,250 | 0 |
| Contract Services | 37,033 | 37,574 | 0 | 0 | 551 | 0 | 0 | 0 | 0 | 0 | 0 | 38,125 | 551 |
| Material | 436,971 | 38,050 | 0 | 0 | (35,000) | 0 | 0 | 0 | 0 | 0 | 0 | 3,050 | (35,000) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 5,000 | 5,000 |
| Other Internal Costs | (203,546) | (209,381) | (7,431) | 0 | (8,465) | 5,000 | 0 | 0 | 0 | (5,000) | 0 | (225,277) | (15,896) |
| Total Expenditures | 451,040 | 52,295 | (7,431) | 0 | (34,702) | 5,000 | 0 | 0 | 0 | 0 | 0 | 15,162 | (37,133) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (66.4%) | 9.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (71.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 1,523,513 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Municipal | 108,352 | 22,295 | (7,431) | 0 | 298 | 0 | 0 | 0 | 0 | 0 | 0 | 15,162 | (7,133) |
| Transfers from Reserves | 0 | 35,000 | 0 | 0 | (35,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (35,000) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 103,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,734,939 | 57,295 | (7,431) | 0 | (34,702) | 5,000 | 0 | 0 | 0 | 0 | 0 | 20,162 | (37,133) |
| Net Requirement | (1,283,899) | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (5,000) | 0 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 1.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.25 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| <div>Adjustments to Base<ul style="list-style-type: none">• \$16,200 for annual property tax and policy study report for County and lower-tiers. Continuation of annual property tax roll audit services for County and lower-tiers.• \$14,000 new annual subscription for Maintenance Manager software used primarily by Transportation and Environmental Services</div> <div>Maintain Services<ul style="list-style-type: none">• \$26,888 increase in salaries, benefits and related. Newer staff continue to increase up the grid to full salary payment for positions• \$1,179 increase memberships due to non-accredited staff member replaced with accredited staff• Estimated increase in insurance costs \$6,534. Quote not normally received until mid-December.• \$12,550 reduction in lease payments due to ending of leases (vehicles to be bought out at end of lease)• \$5,300 reduction in audit services due to completion of ITS special audit• \$26,199 reduction Professional Services - building condition assessment project completed</div> <div>One Time Items<ul style="list-style-type: none">• \$70,000 removal of one-time 2021 Development Charge study• \$5,000 additional Financial Information Return (FIR) support - transition new staff member to complete</div> <div>Provincially Legislated<ul style="list-style-type: none">••</div> | <div>Growth<ul style="list-style-type: none">••</div> <div>Council Priorities<ul style="list-style-type: none">••</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">••</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">••</div> |



County of Bruce
Finance
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,232,104 | 1,297,698 | (5,560) | 0 | 36,533 | 0 | 0 | 0 | 0 | 0 | 0 | 1,328,671 | 30,973 |
| Staff Related Costs | 3,613 | 32,790 | 0 | 0 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 32,809 | 19 |
| Contract Services | 656,080 | 268,631 | 30,200 | (70,000) | (54,146) | 5,000 | 0 | 0 | 0 | 0 | 0 | 179,685 | (88,946) |
| Material | 124,315 | 136,037 | 0 | 0 | 8,376 | 0 | 0 | 0 | 0 | 0 | 0 | 144,413 | 8,376 |
| Transfers, Grants & Financial Charge | 16,720 | 22,300 | 0 | 0 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 17,300 | (5,000) |
| Transfer to Reserves | 28,848 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 |
| Fleet Costs | 21,038 | 23,086 | 0 | 0 | (12,550) | 0 | 0 | 0 | 0 | 0 | 0 | 10,536 | (12,550) |
| Facility Costs | 172,960 | 132,999 | 0 | 0 | 58 | 0 | 0 | 0 | 0 | 0 | 0 | 133,057 | 58 |
| Other Internal Costs | (1,912,072) | (1,796,072) | (24,640) | 0 | (71,759) | (5,000) | 0 | 0 | 0 | 0 | 0 | (1,897,471) | (101,399) |
| Total Expenditures | 343,606 | 142,469 | 0 | (70,000) | (98,469) | 0 | 0 | 0 | 0 | 0 | 0 | (26,000) | (168,469) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (49.1%) | (69.1%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (118.2%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 32,295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 253,818 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 162,547 | 143,469 | 0 | (70,000) | (73,469) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (143,469) |
| Fees and Services | 1,125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 449,785 | 143,469 | 0 | (70,000) | (73,469) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (143,469) |
| Net Requirement | (106,179) | (1,000) | 0 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | (26,000) | (25,000) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 2,500.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2,500.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 12.07 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12.07 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



County of Bruce
Corporate Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|--------------------|----------------|-----------------|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,473,918 | 1,412,268 | 1,479,750 | 1,518,935 | 39,185 | 1,574,439 | 1,631,573 | 1,666,086 | 1,701,479 |
| Staff Related Costs | 36,040 | 4,031 | 36,040 | 36,059 | 19 | 35,555 | 36,061 | 36,576 | 37,182 |
| Contract Services | 449,304 | 693,113 | 306,205 | 217,810 | (88,395) | 245,918 | 249,085 | 262,306 | 315,875 |
| Material | 150,772 | 561,286 | 174,087 | 147,463 | (26,624) | 149,965 | 152,519 | 155,123 | 157,777 |
| Transfers, Grants & Financial Charge | 17,200 | 16,720 | 22,300 | 17,300 | (5,000) | 17,300 | 17,300 | 17,300 | 17,300 |
| Transfer to Reserves | 25,000 | 28,848 | 25,000 | 25,000 | 0 | 50,000 | 75,000 | 100,000 | 100,000 |
| Fleet Costs | 23,836 | 21,038 | 23,836 | 11,286 | (12,550) | 9,711 | 9,890 | 10,073 | 10,260 |
| Facility Costs | 172,960 | 172,960 | 132,999 | 138,057 | 5,058 | 132,249 | 134,359 | 136,521 | 138,742 |
| Other Internal Costs | (2,115,618) | (2,115,618) | (2,005,453) | (2,122,748) | (117,295) | (2,230,671) | (2,321,011) | (2,398,893) | (2,573,205) |
| Total Expenditures | 233,412 | 794,646 | 194,764 | (10,838) | (205,602) | (15,534) | (15,224) | (14,908) | (94,590) |
| Percent of Expenditure Budget | | | | (105.6%) | | 43.3% | (2.0%) | (2.1%) | 534.5% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 32,295 | 32,295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 1,777,331 | 0 | 5,000 | 5,000 | 0 | 0 | 0 | 0 |
| Municipal | 21,848 | 108,352 | 22,295 | 15,162 | (7,133) | 15,466 | 15,776 | 16,092 | 16,410 |
| Transfers from Reserves | 211,269 | 162,547 | 178,469 | 0 | (178,469) | 0 | 0 | 0 | (80,000) |
| Fees and Services | 0 | 1,125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 103,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 265,412 | 2,184,724 | 200,764 | 20,162 | (180,602) | 15,466 | 15,776 | 16,092 | (63,590) |
| | | | | | | | | | |
| Net Requirement | (32,000) | (1,390,078) | (6,000) | (31,000) | (25,000) | (31,000) | (31,000) | (31,000) | (31,000) |
| Percent of Prior Year Budget | | | | 416.7% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 13.07 | 0.00 | 13.32 | 13.32 | 0.00 | 13.53 | 13.75 | 13.75 | 13.75 |
| Percent of Prior Year FTE | | | | 0.0% | | 1.6% | 1.6% | 0.0% | 0.0% |



County of Bruce
 Emergency Planning & Preparedness
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|--------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 175,869 | 180,164 | 182,052 | 190,264 | 8,212 | 194,137 | 198,104 | 202,169 | 206,335 |
| Staff Related Costs | 3,250 | 418 | 3,250 | 3,250 | 0 | 3,250 | 3,250 | 3,250 | 3,250 |
| Contract Services | 32,475 | 37,033 | 37,574 | 38,125 | 551 | 38,687 | 39,261 | 39,846 | 40,443 |
| Material | 3,050 | 436,971 | 38,050 | 3,050 | (35,000) | 3,050 | 3,050 | 3,050 | 3,050 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 750 | 0 | 750 | 750 | 0 | 750 | 750 | 750 | 750 |
| Facility Costs | 0 | 0 | 0 | 5,000 | 5,000 | 0 | 0 | 0 | 0 |
| Other Internal Costs | (203,546) | (203,546) | (209,381) | (225,277) | (15,896) | (229,408) | (233,639) | (237,973) | (242,418) |
| Total Expenditures | 11,848 | 451,040 | 52,295 | 15,162 | (37,133) | 10,466 | 10,776 | 11,092 | 11,410 |
| Percent of Expenditure Budget | | | | (71.0%) | | (31.0%) | 3.0% | 2.9% | 2.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 1,523,513 | 0 | 5,000 | 5,000 | 0 | 0 | 0 | 0 |
| Municipal | 21,848 | 108,352 | 22,295 | 15,162 | (7,133) | 15,466 | 15,776 | 16,092 | 16,410 |
| Transfers from Reserves | 0 | 0 | 35,000 | 0 | (35,000) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 103,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 21,848 | 1,734,939 | 57,295 | 20,162 | (37,133) | 15,466 | 15,776 | 16,092 | 16,410 |
| Net Requirement | (10,000) | (1,283,899) | (5,000) | (5,000) | 0 | (5,000) | (5,000) | (5,000) | (5,000) |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalent (FTEs) | 1.00 | 0.00 | 1.25 | 1.25 | 0.00 | 1.25 | 1.25 | 1.25 | 1.25 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Finance
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|------------------|----------------|-----------------|----------------------------------|-----------------|-----------------|-----------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,298,049 | 1,232,104 | 1,297,698 | 1,328,671 | 30,973 | 1,380,302 | 1,433,469 | 1,463,917 | 1,495,144 |
| Staff Related Costs | 32,790 | 3,613 | 32,790 | 32,809 | 19 | 32,305 | 32,811 | 33,326 | 33,932 |
| Contract Services | 416,829 | 656,080 | 268,631 | 179,685 | (88,946) | 207,231 | 209,824 | 222,460 | 275,432 |
| Material | 147,722 | 124,315 | 136,037 | 144,413 | 8,376 | 146,915 | 149,469 | 152,073 | 154,727 |
| Transfers, Grants & Financial Charge | 17,200 | 16,720 | 22,300 | 17,300 | (5,000) | 17,300 | 17,300 | 17,300 | 17,300 |
| Transfer to Reserves | 25,000 | 28,848 | 25,000 | 25,000 | 0 | 50,000 | 75,000 | 100,000 | 100,000 |
| Fleet Costs | 23,086 | 21,038 | 23,086 | 10,536 | (12,550) | 8,961 | 9,140 | 9,323 | 9,510 |
| Facility Costs | 172,960 | 172,960 | 132,999 | 133,057 | 58 | 132,249 | 134,359 | 136,521 | 138,742 |
| Other Internal Costs | (1,912,072) | (1,912,072) | (1,796,072) | (1,897,471) | (101,399) | (2,001,263) | (2,087,372) | (2,160,920) | (2,330,787) |
| Total Expenditures | 221,564 | 343,606 | 142,469 | (26,000) | (168,469) | (26,000) | (26,000) | (26,000) | (106,000) |
| Percent of Expenditure Budget | | | | (118.2%) | | 0.0% | 0.0% | 0.0% | 307.7% |
| Revenues by Type | | | | | | | | | |
| Federal | 32,295 | 32,295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 253,818 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 211,269 | 162,547 | 143,469 | 0 | (143,469) | 0 | 0 | 0 | (80,000) |
| Fees and Services | 0 | 1,125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 243,564 | 449,785 | 143,469 | 0 | (143,469) | 0 | 0 | 0 | (80,000) |
| Net Requirement | (22,000) | (106,179) | (1,000) | (26,000) | (25,000) | (26,000) | (26,000) | (26,000) | (26,000) |
| Percent of Prior Year Budget | | | | 2,500.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 12.07 | 0.00 | 12.07 | 12.07 | 0.00 | 12.28 | 12.50 | 12.50 | 12.50 |
| Percent of Prior Year FTE | | | | 0.0% | | 1.7% | 1.8% | 0.0% | 0.0% |



County of Bruce
Corporate Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 16,824 | 25,000 | 325,000 | 300,000 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 40,000 | 0 | (40,000) | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,331 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | 1,000 | 1,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 18,155 | 66,000 | 326,000 | 260,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Transfer to Reserves | 1,309,998 | 5,000 | 30,000 | 25,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Total Expenditure | 1,328,153 | 71,000 | 356,000 | 285,000 | 31,000 | 31,000 | 31,000 | 31,000 |
| % of Prior Expenditure | | | 401.4% | | (91.3%) | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 18,155 | 65,000 | 325,000 | 260,000 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 18,155 | 65,000 | 325,000 | 260,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 1,309,998 | 6,000 | 31,000 | 25,000 | 31,000 | 31,000 | 31,000 | 31,000 |
| % of Prior Net Requirement | | | 416.7% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Emergency Planning & Preparedness
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 1,287,998 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total Expenditure | 1,287,998 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 1,287,998 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Finance
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 16,824 | 25,000 | 325,000 | 300,000 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 40,000 | 0 | (40,000) | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,331 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | 1,000 | 1,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 18,155 | 66,000 | 326,000 | 260,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Transfer to Reserves | 22,000 | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Expenditure | 40,155 | 66,000 | 351,000 | 285,000 | 26,000 | 26,000 | 26,000 | 26,000 |
| % of Prior Expenditure | | | 431.8% | | (92.6%) | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 18,155 | 65,000 | 325,000 | 260,000 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 18,155 | 65,000 | 325,000 | 260,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 22,000 | 1,000 | 26,000 | 25,000 | 26,000 | 26,000 | 26,000 | 26,000 |
| % of Prior Net Requirement | | | 2,500.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Corporate Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|---|----------------------------|----------------------------|-------------------------------------|--------------------------|
| CS Corporate Services | | | | |
| Capital Projects | | | | |
| CS-2021-001 Furniture Replacement | 1,000 | 0 | 1,000 | 0 |
| CS-2021-003 Accounting Software | 325,000 | (325,000) | 0 | 0 |
| CS-2021-005 Reserves: Corporate Vehicles Purchase and Replacement | 25,000 | 0 | 25,000 | 0 |
| CS-2021-R01 Transfer to Emergency Management Capital Reserve | 5,000 | 0 | 5,000 | 0 |
| Net Cost of Capital Projects | 356,000 | (325,000) | 31,000 | 0 |
| Total Corporate Services | 356,000 | (325,000) | 31,000 | |



County of Bruce
Corporate Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| CS Corporate Services | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| CS-2021-001 Furniture Replacement | 1,000 | 0 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | 0 | 1,000 | 1,000 | 0 | 1,000 |
| CS-2021-003 Accounting Software | 325,000 | (325,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CS-2021-005 Reserves: Corporate Vehicles Purchase | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 |
| CS-2021-R01 Transfer to Emergency Management C& | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 |
| Net Cost of Capital Projects | 356,000 | (325,000) | 31,000 | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 |
| Total Corporate Services | 356,000 | (325,000) | 31,000 | 31,000 | | 31,000 | 31,000 | | 31,000 | 31,000 | | 31,000 | 31,000 | | 31,000 |

| 2021 closing Balance | Transfers From | Transfers To | Interest Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|--------------|------------------------------|---|---|---------------|--|--|
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Corporate Services | | | | Corporate Services | | | | |
| \$ 43,499.05 | | | | Financial Software | \$43,499.05 | 150-0405-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of financial software. New software or enhanced modules to existing software. |
| | | | | Equipment Replacement | | | | |
| Corporate Services | | | | Corporate Services | | | | |
| \$ 17,720.44 | | | | Office Equipment | \$17,720.44 | 150-1110-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| Emergency Measures | | | | Emergency Measures | | | | |
| \$ 40,045.87 | | \$ 5,000.00 | | Emergency Measures Equip | \$45,045.87 | 220-1110-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| Corporate Services | | | | Corporate Services | | | | |
| \$ 2,323.92 | | | | Office Furniture | \$2,323.92 | 150-1110-FURN | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacement of Office Furniture |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| Corporate Services | | | | CAO | | | | |
| \$ 741.66 | | | | Asset Mgmt Plan | \$741.66 | 150-1110-PROJ | Year End unspent project funds earmarked for this purpose | Fund Asset Mgmt plan |
| \$ - | | | | | \$0.00 | 150-1110-PROJ | | 0 |
| \$ 24,699.66 | | \$ 25,000.00 | | Insurance | \$49,699.66 | 120-1110-INSU | Transfer from Operating Budget | Established in 1997. In June 2018 min 185,732 of savings was trsf to resrve -can also be used for risk mgmt projects |
| | | | | | | | | Operating Surplus Reserves |

| 2021 closing Balance | Transfers From | Transfers To | Interest Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|--|----------------|--------------|------------------------------|---------------------------------|---|---------------|--|--|
| Emergency Management | | | | Emergency Management | | | | |
| \$ - | | | | Operating Surplus Reserves | \$ - | 220-1110-OPSR | Transfer of Funds by committee for unspent operating. | Used to offset future years budgets as deemed by council. |
| <hr/> \$ 129,030.60 <hr/> \$0.00 | | | | <hr/> \$159,030.60 <hr/> | | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Non - Department Budget Reference



| Major Initiatives and Department Focus | |
|--|--|
| <p>The major initiatives within the Non-Departmental 2022 Business Plan will be the update of the Council Chambers and supporting a facilities review.</p> <p>The Council chambers require physical changes to address identified accessibility issues. This project will be a cross-departmental initiative with the CAO's office and will incorporate the changes made by Information Technology Services. The chambers have several levels without ramps and 3 of the 4 exits require navigation of stairs and are therefore inaccessible to certain mobility challenged persons. The main entrance ramp no longer meets modern accessibility standards. As the Council chambers is the main physical connection with the public it is important to ensure that it remains functional and accessible for all persons. Proposed plans will build on the security assessment that was commissioned in 2021.</p> <p>The department took over the management Lakeshore Hub facility from the Library department in late 2020 and into 2021. Most facility maintenance issues identified in 2017 were addressed in 2021 with the exception of the roof repair which will be re-tendered in early 2022. Additional oversight for the Peninsula Hub was also assumed in 2021. The maintenance staff will assist in the County-wide facilities review led by the CAO's office</p> <p>A potential major project that is not currently included in the budget is a potential major upgrade to the HVAC (Heating, Ventilation, Air Conditioning) systems for the Cayley Street complex. The property management agents for the Province, which is leasing the buildings, has contacted staff for additional information. 215 Cayley Street does not have an air duct system. The other buildings have hybrid systems with the original 1867 portion of the buildings lacking an air duct system. The potential upgrades will address air quality issues that have been identified.</p> | |



County of Bruce
Non-Departmental
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 432,046 | 549,482 | 175,809 | 0 | (41,642) | 0 | 0 | 0 | 0 | 0 | 0 | 683,649 | 134,167 |
| Staff Related Costs | 1,696 | 4,570 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,570 | 0 |
| Contract Services | 1,698,599 | 1,740,583 | 0 | 0 | 29,492 | 0 | 0 | 0 | 0 | 0 | 0 | 1,770,075 | 29,492 |
| Material | 195,089 | 29,676 | 0 | 0 | (795) | 0 | 0 | 0 | 0 | 0 | 0 | 28,881 | (795) |
| Transfers, Grants & Financial Charge | 4,472,340 | 4,467,994 | 0 | 0 | (506,520) | 0 | 0 | 0 | 0 | 0 | 0 | 3,961,474 | (506,520) |
| Transfer to Reserves | 247,424 | 190,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 190,000 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 329,824 | 438,511 | 0 | (10,000) | (34,518) | 28,302 | 0 | 0 | 0 | 0 | 0 | 422,295 | (16,216) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 7,377,018 | 7,420,816 | 175,809 | (10,000) | (553,983) | 28,302 | 0 | 0 | 0 | 0 | 0 | 7,060,944 | (359,872) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (0.1%) | (7.5%) | 0.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (4.8%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 924,281 | 921,771 | 0 | 0 | (153,629) | 0 | 0 | 0 | 0 | 0 | 0 | 768,142 | (153,629) |
| Municipal | 1,091,697 | 1,503,551 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,503,551 | 0 |
| Transfers from Reserves | 430,772 | 475,000 | 175,809 | 0 | (100,000) | 0 | 0 | 0 | 0 | 0 | 0 | 550,809 | 75,809 |
| Fees and Services | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,674,392 | 1,716,777 | 5,000 | 0 | (20,299) | 0 | 0 | 0 | 0 | 0 | 0 | 1,701,478 | (15,299) |
| Total Revenue | 4,286,142 | 4,617,099 | 180,809 | 0 | (273,928) | 0 | 0 | 0 | 0 | 0 | 0 | 4,523,980 | (93,119) |
| Net Requirement | 3,090,876 | 2,803,717 | (5,000) | (10,000) | (280,055) | 28,302 | 0 | 0 | 0 | 0 | 0 | 2,536,964 | (266,753) |
| Percent of Prior Year Budget | | 100.0% | (0.2%) | (0.4%) | (10.0%) | 1.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (9.5%) | |
| Full Time Equivalents (FTE's) | 0.00 | 5.39 | 1.91 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7.30 | 1.91 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 35.4% | (64.6%) |



| Operating Budget Highlights | |
|---|---|
| Adjustments to Base <ul style="list-style-type: none">• Tax Stabilization Reserve subsidization of operating budget continues at \$375,000• | Provincially Legislated <ul style="list-style-type: none">• • |
| Maintain Services <ul style="list-style-type: none">• \$33,420 estimated increase in Municipal Property Assessment Corporation (MPAC) assessment services• \$340,339 net reduction due to long-term care and administration centre renovation loan ending. Takes into account reduced Provincial subsidy and interdepartmental transfer from long-term care for loan• \$5,000 reduction in Central emergency response (911) and supplies - renewed contract did not have major increase• Increase in salaries for Lakeshore Hub more than offset by reduction in contractor costs• \$2,000 increase in maintenance costs for Lakeshore Hub due to increased standard of maintenance to be equivalent to other Hubs• \$23,780 increase to Grey Bruce Health Unit levy for inflation - downloading costs were mitigated again for 2022 and pushed to 2023• \$176,990 net cost of full year funding for Facilities Project Manager and Assistant positions - assistant is a part-time position. \$100,000 funding from Tax Stabilization Reserve ended in 2021 - included in net cost adjustment | Growth <ul style="list-style-type: none">• • Council Priorities <ul style="list-style-type: none">• • Service Initiatives/Savings <ul style="list-style-type: none">• • Operating Impact of Capital Projects <ul style="list-style-type: none">• • |
| One Time Items <ul style="list-style-type: none">• \$10,000 removed - 2021 masonry repair and caulking Inland Hub• \$14,290 added - one-time 2022 electric charging stations install• \$10,685 Hazardous Materials survey for Cayley Street Complex | |



County of Bruce
Non Departmental General
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 1,668,656 | 1,734,008 | 0 | 0 | 29,420 | 0 | 0 | 0 | 0 | 0 | 0 | 1,763,428 | 29,420 |
| Material | 2,987 | 6,000 | 0 | 0 | (1,000) | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (1,000) |
| Transfers, Grants & Financial Charge | 3,284,263 | 3,278,994 | 0 | 0 | (530,300) | 0 | 0 | 0 | 0 | 0 | 0 | 2,748,694 | (530,300) |
| Transfer to Reserves | 247,424 | 190,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 190,000 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 5,203,330 | 5,209,002 | 0 | 0 | (501,880) | 0 | 0 | 0 | 0 | 0 | 0 | 4,707,122 | (501,880) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (9.6%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (9.6%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 924,281 | 921,771 | 0 | 0 | (153,629) | 0 | 0 | 0 | 0 | 0 | 0 | 768,142 | (153,629) |
| Municipal | 1,091,697 | 1,503,551 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,503,551 | 0 |
| Transfers from Reserves | 425,000 | 375,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 375,000 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 424,517 | 428,000 | 0 | 0 | (36,332) | 0 | 0 | 0 | 0 | 0 | 0 | 391,668 | (36,332) |
| Total Revenue | 2,865,495 | 3,228,322 | 0 | 0 | (189,961) | 0 | 0 | 0 | 0 | 0 | 0 | 3,038,361 | (189,961) |
| Net Requirement | 2,337,835 | 1,980,680 | 0 | 0 | (311,919) | 0 | 0 | 0 | 0 | 0 | 0 | 1,668,761 | (311,919) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | (15.7%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (15.7%) | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">•• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Outside Organizations
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 164,999 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 164,999 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| <div>Adjustments to Base<ul style="list-style-type: none">\$32,000 increase for additional contracted cleaners and sidewalk cleaners to replace existing library maintenance at Lakeshore Hub shifting to a new role. When added to existing lawn maintenance and other maintenance contractor costs.</div> <div>Maintain Services<ul style="list-style-type: none">primarily salaries, wages and benefits increase</div> <div>One Time Items<ul style="list-style-type: none">\$10,000 for exterior caulking around windows and frames and mortar replacement as identified in 2017 building assessment</div> <div>Provincially Legislated<ul style="list-style-type: none"></div> | <div>Growth<ul style="list-style-type: none"></div> <div>Council Priorities<ul style="list-style-type: none"></div> <div>Service Initiatives/Savings<ul style="list-style-type: none"></div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div> |



County of Bruce
Facilities
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 432,046 | 549,482 | 175,809 | 0 | (41,642) | 0 | 0 | 0 | 0 | 0 | 0 | 683,649 | 134,167 |
| Staff Related Costs | 1,696 | 4,570 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,570 | 0 |
| Contract Services | 29,943 | 6,575 | 0 | 0 | 72 | 0 | 0 | 0 | 0 | 0 | 0 | 6,647 | 72 |
| Material | 27,103 | 23,676 | 0 | 0 | 205 | 0 | 0 | 0 | 0 | 0 | 0 | 23,881 | 205 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 329,824 | 438,511 | 0 | (10,000) | (34,518) | 28,302 | 0 | 0 | 0 | 0 | 0 | 422,295 | (16,216) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 820,612 | 1,022,814 | 175,809 | (10,000) | (75,883) | 28,302 | 0 | 0 | 0 | 0 | 0 | 1,141,042 | 118,228 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (1.0%) | (7.4%) | 2.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 11.6% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 5,772 | 100,000 | 175,809 | 0 | (100,000) | 0 | 0 | 0 | 0 | 0 | 0 | 175,809 | 75,809 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,249,875 | 1,288,777 | 5,000 | 0 | 16,033 | 0 | 0 | 0 | 0 | 0 | 0 | 1,309,810 | 21,033 |
| Total Revenue | 1,255,647 | 1,388,777 | 180,809 | 0 | (83,967) | 0 | 0 | 0 | 0 | 0 | 0 | 1,485,619 | 96,842 |
| Net Requirement | (435,035) | (365,963) | (5,000) | (10,000) | 8,084 | 28,302 | 0 | 0 | 0 | 0 | 0 | (344,577) | 21,386 |
| Percent of Prior Year Budget | | 100.0% | 1.4% | 2.7% | (2.2%) | (7.7%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (5.8%) | |
| Full Time Equivalents (FTE's) | 0.00 | 5.39 | 1.91 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7.30 | 1.91 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 35.4% | (64.6%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">major increase to Grey Bruce Health Unit funding due to Provincial downloading put off to 2021 due to one-time mitigation funding from Province | Growth <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none"> | Council Priorities <ul style="list-style-type: none"> |
| One Time Items <ul style="list-style-type: none"> | Service Initiatives/Savings <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |



County of Bruce
Health Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 1,188,077 | 1,189,000 | 0 | 0 | 23,780 | 0 | 0 | 0 | 0 | 0 | 0 | 1,212,780 | 23,780 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,188,077 | 1,189,000 | 0 | 0 | 23,780 | 0 | 0 | 0 | 0 | 0 | 0 | 1,212,780 | 23,780 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 2.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,188,077 | 1,189,000 | 0 | 0 | 23,780 | 0 | 0 | 0 | 0 | 0 | 0 | 1,212,780 | 23,780 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 2.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">\$9,983 increase in cost for 911 | Growth <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none"> | Council Priorities <ul style="list-style-type: none"> |
| One Time Items <ul style="list-style-type: none"> | Service Initiatives/Savings <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |



County of Bruce
Emergency 911
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Non-Departmental
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 429,684 | 432,046 | 549,482 | 683,649 | 134,167 | 606,364 | 527,848 | 538,912 | 550,258 |
| Staff Related Costs | 4,570 | 1,696 | 4,570 | 4,570 | 0 | 4,570 | 4,570 | 4,570 | 4,570 |
| Contract Services | 1,696,118 | 1,698,599 | 1,740,583 | 1,770,075 | 29,492 | 1,805,157 | 1,840,939 | 1,877,438 | 1,914,666 |
| Material | 124,475 | 195,089 | 29,676 | 28,881 | (795) | 29,090 | 29,302 | 29,519 | 29,740 |
| Transfers, Grants & Financial Charge | 4,472,341 | 4,472,340 | 4,467,994 | 3,961,474 | (506,520) | 2,562,845 | 2,645,711 | 2,674,816 | 2,704,657 |
| Transfer to Reserves | 190,000 | 247,424 | 190,000 | 190,000 | 0 | 190,000 | 340,000 | 190,000 | 740,000 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 393,444 | 329,824 | 438,511 | 422,295 | (16,216) | 404,402 | 411,454 | 418,561 | 426,198 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 7,310,632 | 7,377,018 | 7,420,816 | 7,060,944 | (359,872) | 5,602,428 | 5,799,824 | 5,733,816 | 6,370,089 |
| Percent of Expenditure Budget | | | | (4.8%) | | (20.7%) | 3.5% | (1.1%) | 11.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 921,771 | 924,281 | 921,771 | 768,142 | (153,629) | 0 | 0 | 0 | 0 |
| Municipal | 1,436,133 | 1,091,697 | 1,503,551 | 1,503,551 | 0 | 1,503,551 | 1,503,551 | 1,503,551 | 1,503,551 |
| Transfers from Reserves | 425,772 | 430,772 | 475,000 | 550,809 | 75,809 | 464,303 | 250,000 | 125,000 | 0 |
| Fees and Services | 75,000 | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,658,973 | 1,674,392 | 1,716,777 | 1,701,478 | (15,299) | 1,535,900 | 1,566,230 | 1,576,713 | 1,587,589 |
| Total Revenue | 4,537,649 | 4,286,142 | 4,617,099 | 4,523,980 | (93,119) | 3,503,754 | 3,319,781 | 3,205,264 | 3,091,140 |
| Net Requirement | 2,772,983 | 3,090,876 | 2,803,717 | 2,536,964 | (266,753) | 2,098,674 | 2,480,043 | 2,528,552 | 3,278,949 |
| Percent of Prior Year Budget | | | | (9.5%) | | (17.3%) | 18.2% | 2.0% | 29.7% |
| Full Time Equivalent (FTEs) | 5.14 | 0.00 | 5.39 | 7.30 | 1.91 | 6.59 | 5.87 | 5.87 | 5.87 |
| Percent of Prior Year FTE | | | | 35.4% | | (9.7%) | (10.9%) | 0.0% | 0.0% |



County of Bruce
 Non Departmental General
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 1,650,601 | 1,668,656 | 1,734,008 | 1,763,428 | 29,420 | 1,798,437 | 1,834,145 | 1,870,568 | 1,907,719 |
| Material | 5,000 | 2,987 | 6,000 | 5,000 | (1,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| Transfers, Grants & Financial Charge | 3,284,264 | 3,284,263 | 3,278,994 | 2,748,694 | (530,300) | 879,397 | 874,223 | 868,986 | 863,798 |
| Transfer to Reserves | 190,000 | 247,424 | 190,000 | 190,000 | 0 | 190,000 | 340,000 | 190,000 | 740,000 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 5,129,865 | 5,203,330 | 5,209,002 | 4,707,122 | (501,880) | 2,872,834 | 3,053,368 | 2,934,554 | 3,516,517 |
| Percent of Expenditure Budget | | | | (9.6%) | | (39.0%) | 6.3% | (3.9%) | 19.8% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 921,771 | 924,281 | 921,771 | 768,142 | (153,629) | 0 | 0 | 0 | 0 |
| Municipal | 1,436,133 | 1,091,697 | 1,503,551 | 1,503,551 | 0 | 1,503,551 | 1,503,551 | 1,503,551 | 1,503,551 |
| Transfers from Reserves | 425,000 | 425,000 | 375,000 | 375,000 | 0 | 375,000 | 250,000 | 125,000 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 418,000 | 424,517 | 428,000 | 391,668 | (36,332) | 210,000 | 210,000 | 210,000 | 210,000 |
| Total Revenue | 3,200,904 | 2,865,495 | 3,228,322 | 3,038,361 | (189,961) | 2,088,551 | 1,963,551 | 1,838,551 | 1,713,551 |
| | | | | | | | | | |
| Net Requirement | 1,928,961 | 2,337,835 | 1,980,680 | 1,668,761 | (311,919) | 784,283 | 1,089,817 | 1,096,003 | 1,802,966 |
| Percent of Prior Year Budget | | | | (15.7%) | | (53.0%) | 39.0% | 0.6% | 64.5% |
| Full Time Equivalent (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Outside Organizations
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 95,000 | 164,999 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 95,000 | 164,999 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 75,000 | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 95,000 | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Facilities
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 429,684 | 432,046 | 549,482 | 683,649 | 134,167 | 606,364 | 527,848 | 538,912 | 550,258 |
| Staff Related Costs | 4,570 | 1,696 | 4,570 | 4,570 | 0 | 4,570 | 4,570 | 4,570 | 4,570 |
| Contract Services | 5,500 | 29,943 | 6,575 | 6,647 | 72 | 6,720 | 6,794 | 6,870 | 6,947 |
| Material | 23,475 | 27,103 | 23,676 | 23,881 | 205 | 24,090 | 24,302 | 24,519 | 24,740 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 54,371 | 54,371 | 54,371 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 393,444 | 329,824 | 438,511 | 422,295 | (16,216) | 404,402 | 411,454 | 418,561 | 426,198 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 856,673 | 820,612 | 1,022,814 | 1,141,042 | 118,228 | 1,046,146 | 1,029,339 | 1,047,803 | 1,067,084 |
| Percent of Expenditure Budget | | | | 11.6% | | (8.3%) | (1.6%) | 1.8% | 1.8% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 772 | 5,772 | 100,000 | 175,809 | 75,809 | 89,303 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,240,973 | 1,249,875 | 1,288,777 | 1,309,810 | 21,033 | 1,325,900 | 1,356,230 | 1,366,713 | 1,377,589 |
| Total Revenue | 1,241,745 | 1,255,647 | 1,388,777 | 1,485,619 | 96,842 | 1,415,203 | 1,356,230 | 1,366,713 | 1,377,589 |
| Net Requirement | (385,072) | (435,035) | (365,963) | (344,577) | 21,386 | (369,057) | (326,891) | (318,910) | (310,505) |
| Percent of Prior Year Budget | | | | (5.8%) | | 7.1% | (11.4%) | (2.4%) | (2.6%) |
| Full Time Equivalent (FTEs) | 5.14 | 0.00 | 5.39 | 7.30 | 1.91 | 6.59 | 5.87 | 5.87 | 5.87 |
| Percent of Prior Year FTE | | | | 35.4% | | (9.7%) | (10.9%) | 0.0% | 0.0% |



County of Bruce
Health Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 1,188,077 | 1,188,077 | 1,189,000 | 1,212,780 | 23,780 | 1,683,448 | 1,717,117 | 1,751,459 | 1,786,488 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,188,077 | 1,188,077 | 1,189,000 | 1,212,780 | 23,780 | 1,683,448 | 1,717,117 | 1,751,459 | 1,786,488 |
| Percent of Expenditure Budget | | | | 2.0% | | 38.8% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 1,188,077 | 1,188,077 | 1,189,000 | 1,212,780 | 23,780 | 1,683,448 | 1,717,117 | 1,751,459 | 1,786,488 |
| Percent of Prior Year Budget | | | | 2.0% | | 38.8% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Emergency 911
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 40,017 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 41,017 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 41,017 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Non-Departmental
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 5,852 | 14,200 | 0 | (14,200) | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 12,000 | 0 | (12,000) | 500,000 | 500,000 | 64,021 | 0 |
| Building - Site Elements | 45,961 | 39,400 | 0 | (39,400) | 0 | 84,413 | 5,796 | 35,822 |
| Building - Exterior Components | 0 | 80,340 | 0 | (80,340) | 0 | 46,371 | 106,462 | 799,438 |
| Building - Interior Components | 69,468 | 124,000 | 30,000 | (94,000) | 25,000 | 25,000 | 102,635 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 46,940 | 61,085 | 30,792 | (30,293) | 31,545 | 32,319 | 45,112 | 219,003 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 168,221 | 331,025 | 60,792 | (270,233) | 556,545 | 688,103 | 324,026 | 1,054,263 |
| Transfer to Reserves | 222,750 | 206,000 | 206,000 | 0 | 231,000 | 251,000 | 251,000 | 251,000 |
| Total Expenditure | 390,971 | 537,025 | 266,792 | (270,233) | 787,545 | 939,103 | 575,026 | 1,305,263 |
| % of Prior Expenditure | | | (50.3%) | | 195.2% | 19.2% | (38.8%) | 127.0% |
| Revenues by Type | | | | | | | | |
| Federal | 871 | 0 | 17,000 | 17,000 | 17,340 | 17,687 | 18,041 | 18,402 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 167,021 | 331,025 | 43,792 | (287,233) | 39,205 | 170,416 | 305,985 | 1,035,861 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 500,000 | 500,000 | 0 | 0 |
| Total Revenue | 167,892 | 331,025 | 60,792 | (270,233) | 556,545 | 688,103 | 324,026 | 1,054,263 |
| | | | | | | | | |
| Net Requirement | 223,079 | 206,000 | 206,000 | 0 | 231,000 | 251,000 | 251,000 | 251,000 |
| % of Prior Net Requirement | | | 0.0% | | 12.1% | 8.7% | 0.0% | 0.0% |



County of Bruce
Facilities
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 5,852 | 14,200 | 0 | (14,200) | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 12,000 | 0 | (12,000) | 500,000 | 500,000 | 64,021 | 0 |
| Building - Site Elements | 45,961 | 39,400 | 0 | (39,400) | 0 | 84,413 | 5,796 | 35,822 |
| Building - Exterior Components | 0 | 80,340 | 0 | (80,340) | 0 | 46,371 | 106,462 | 799,438 |
| Building - Interior Components | 69,468 | 124,000 | 30,000 | (94,000) | 25,000 | 25,000 | 102,635 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 46,940 | 61,085 | 30,792 | (30,293) | 31,545 | 32,319 | 45,112 | 219,003 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 168,221 | 331,025 | 60,792 | (270,233) | 556,545 | 688,103 | 324,026 | 1,054,263 |
| Transfer to Reserves | 222,750 | 206,000 | 206,000 | 0 | 231,000 | 251,000 | 251,000 | 251,000 |
| Total Expenditure | 390,971 | 537,025 | 266,792 | (270,233) | 787,545 | 939,103 | 575,026 | 1,305,263 |
| % of Prior Expenditure | | | (50.3%) | | 195.2% | 19.2% | (38.8%) | 127.0% |
| Revenues by Type | | | | | | | | |
| Federal | 871 | 0 | 17,000 | 17,000 | 17,340 | 17,687 | 18,041 | 18,402 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 167,021 | 331,025 | 43,792 | (287,233) | 39,205 | 170,416 | 305,985 | 1,035,861 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 500,000 | 500,000 | 0 | 0 |
| Total Revenue | 167,892 | 331,025 | 60,792 | (270,233) | 556,545 | 688,103 | 324,026 | 1,054,263 |
| | | | | | | | | |
| Net Requirement | 223,079 | 206,000 | 206,000 | 0 | 231,000 | 251,000 | 251,000 | 251,000 |
| % of Prior Net Requirement | | | 0.0% | | 12.1% | 8.7% | 0.0% | 0.0% |



County of Bruce
Non Departmental
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| ND Non Departmental | | | | |
| Capital Projects | | | | |
| ND-2021-004 Interior Hub-Replace Washroom Flooring | 10,000 | (10,000) | 0 | 0 |
| ND-2021-005 Interior Hub-Replace Heat Pumps (2) | 13,792 | (13,792) | 0 | 0 |
| ND-2021-007 Cayley St.-Carpeting Overlay | 15,000 | (15,000) | 0 | 0 |
| ND-2021-R01 Transfer to Inland Hub Facility Reserve | 75,000 | 0 | 75,000 | 0 |
| ND-2021-R02 Transfer to Cayley St. Facility Reserve | 61,000 | 0 | 61,000 | 0 |
| ND-2021-R03 Repay Working Capital Reserve for Inland Hub renovations | 15,000 | 0 | 15,000 | 0 |
| ND-2021-R04 Transfer to Lakeshore Hub Facility Reserve | 15,000 | 0 | 15,000 | 0 |
| ND-2021-R06 Repay Working Capital Reserve for Peninsula Hub Purchase | 40,000 | 0 | 40,000 | 0 |
| ND-2022-001 Interior Hub-Wire Fencing | 5,000 | (5,000) | 0 | 0 |
| ND-2022-002 Install EV Charging Station | 17,000 | (17,000) | 0 | 0 |
| Net Cost of Capital Projects | 266,792 | (60,792) | 206,000 | 0 |
| Total Non Departmental | 266,792 | (60,792) | 206,000 | |



County of Bruce
Non Departmental
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| ND Non Departmental | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| ND-2021-004 Interior Hub-Replace Washroom Floori | 10,000 | (10,000) | 0 | 10,000 | (10,000) | 0 | 10,000 | (10,000) | 0 | 10,000 | (10,000) | 0 | 0 | 0 | 0 |
| ND-2021-005 Interior Hub-Replace Heat Pumps (2) | 13,792 | (13,792) | 0 | 14,205 | (14,205) | 0 | 14,632 | (14,632) | 0 | 15,071 | (15,071) | 0 | 15,523 | (15,523) | 0 |
| ND-2021-007 Cayley St.-Carpeting Overlay | 15,000 | (15,000) | 0 | 15,000 | (15,000) | 0 | 15,000 | (15,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ND-2021-R01 Transfer to Inland Hub Facility Reserve | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 |
| ND-2021-R02 Transfer to Cayley St. Facility Reserve | 61,000 | 0 | 61,000 | 61,000 | 0 | 61,000 | 61,000 | 0 | 61,000 | 61,000 | 0 | 61,000 | 61,000 | 0 | 61,000 |
| ND-2021-R03 Repay Working Capital Reserve for Inla | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 |
| ND-2021-R04 Transfer to Lakeshore Hub Facility Res | 15,000 | 0 | 15,000 | 30,000 | 0 | 30,000 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 |
| ND-2021-R05 Transfer to Peninsula Hub Facility Rese | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| ND-2021-R06 Repay Working Capital Reserve for Per | 40,000 | 0 | 40,000 | 40,000 | 0 | 40,000 | 40,000 | 0 | 40,000 | 40,000 | 0 | 40,000 | 40,000 | 0 | 40,000 |
| ND-2022-001 Interior Hub-Wire Fencing | 5,000 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ND-2022-002 Install EV Charging Station | 17,000 | (17,000) | 0 | 17,340 | (17,340) | 0 | 17,687 | (17,687) | 0 | 18,041 | (18,041) | 0 | 18,402 | (18,402) | 0 |
| ND-2023-001 Lakeshore Hub Renovation | 0 | 0 | 0 | 500,000 | (500,000) | 0 | 500,000 | (500,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ND-2024-001 Interior Hub-Repave Inland Hub Parkin | 0 | 0 | 0 | 0 | 0 | 0 | 84,413 | (84,413) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ND-2024-002 Cayley St.-Replace Jail Roof Shingles | 0 | 0 | 0 | 0 | 0 | 0 | 46,371 | (46,371) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ND-2025-001 Interior Hub-Cooling Tower Replaceme | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,000 | (12,000) | 0 | 0 | 0 | 0 |
| ND-2025-002 Cayley St.-Replace soffits and eaves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 77,671 | (77,671) | 0 | 0 | 0 | 0 |
| ND-2025-003 Lakeshore Hub-Replace Flagpole | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,796 | (5,796) | 0 | 0 | 0 | 0 |
| ND-2025-004 Lakeshore Hub-Replace Windows | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19,517 | (19,517) | 0 | 0 | 0 | 0 |
| ND-2025-005 Lakeshore Hub-Replace Automatic Doo | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,274 | (9,274) | 0 | 0 | 0 | 0 |
| ND-2025-006 Lakeshore Hub-Replace Indoor Ceiling | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 62,920 | (62,920) | 0 | 0 | 0 | 0 |
| ND-2025-007 Lakeshore Hub-Replaster Ceiling | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,816 | (10,816) | 0 | 0 | 0 | 0 |
| ND-2025-008 Lakeshore Hub-Replace Bathroom Tile: | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,260 | (6,260) | 0 | 0 | 0 | 0 |



County of Bruce
Non Departmental
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| ND-2025-009 Lakeshore Hub-Replace Wood Flooring | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,639 | (12,639) | 0 | 0 | 0 | 0 |
| ND-2025-010 Peninsula Hub-Replace Exterior Doors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,274 | (9,274) | 0 | 0 | 0 | 0 |
| ND-2025-011 Peninsula Hub-Replace Shingles | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 54,747 | (54,747) | 0 | 0 | 0 | 0 |
| ND-2026-001 Interior Hub-Replace Roof | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 776,134 | (776,134) | 0 |
| ND-2026-002 Interior Hub-Replace Cooling Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 119,405 | (119,405) | 0 |
| ND-2026-003 Interior Hub-Replace Atmospheric Boil | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 65,673 | (65,673) | 0 |
| ND-2026-004 Cayley St. -Replace/Repair Sidewalk, R | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,822 | (35,822) | 0 |
| ND-2026-005 Lakeshore Hub-Replace Shipping Doors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,304 | (23,304) | 0 |
| Net Cost of Capital Projects | 266,792 | (60,792) | 206,000 | 787,545 | (556,545) | 231,000 | 939,103 | (688,103) | 251,000 | 575,026 | (324,026) | 251,000 | 1,305,263 | (1,054,263) | 251,000 |
| Total Non Departmental | 266,792 | (60,792) | 206,000 | 787,545 | (556,545) | 231,000 | 939,103 | (688,103) | 251,000 | 575,026 | (324,026) | 251,000 | 1,305,263 | (1,054,263) | 251,000 |

| 2021 closing Balance | Transfers From | Transfers To | Interest Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|--------------|--------------------------|---|---|---------------|---|---|
| | | | | Equipment Replacement | | | | |
| \$ - | | | | Park Street Operating Equipment | \$0.00 | 130-0452-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| \$ - | | | | Cayley Street Operating Equipment | \$0.00 | 150-1180-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| \$ - | | | | Lakeshore Hub Equipment | \$0.00 | 150-1380-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| | | | | Facility Reserves | | | | |
| \$ - | | | | Peninsula Hub | \$ - | 120-1110-FFSE | From Sale of Forest Property to her Majesty the Queen regarding St. Edmunds Township (Parks Canada) | Used to fund programs associated with the North End of the County |
| \$ - | | \$ 15,000.00 | | Renovations- Lakeshore Hub | \$ 15,000.00 | 120-1110-INFU | Year End unspent Capital funds earmarked for this purpose | Unspent funds redirected in 2017 to be used for the purpose of renovating Library Headquarters as deemed by council |
| \$ 936,976.84 | -\$ 15,000.00 | \$ 61,000.00 | | Non-Dept Facilities- was Cayley St Building | \$982,976.84 | 150-1180-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Sept 3/20 min. combine all facilities reserves-Used to fund future capital improvements to existing facility o |
| \$ 250,000.00 | -\$ 28,792.00 | \$ 75,000.00 | | General Buildings | \$296,208.00 | 130-0452-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facilities or replacement of |
| \$ - | | | | Lakeshore Hub Building | \$0.00 | 150-1380-BUIL | Annual Operating budget contributions. Year End unspent | Used to fund future capital improvements to existing facility |
| | | | | Vehicle and Machine Replacement | | | | |
| \$ - | | | | Park Street Operating Machinery | \$0.00 | 130-0452-HMAC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |

| 2021 closing Balance | Transfers From | Transfers To | Interest Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|---------------|--------------------------|--|---|----------------------|--|--|
| \$ - | | | | Cayley Street Operating Machinery | \$0.00 | 150-1180-HMAC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Operating Surplus Reserves | | | | |
| \$ 930,358.25 | (375,000.00) | | | Tax Stabilization | \$555,358.25 | 120-1110-TXST | Year end annual surplus. | Used to mitigate significant increases in tax rates as determined by Council. Available for unplanned or emergency situations as deemed appropriate by council |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| | | | | Non-Departmental | | | | |
| \$ 7,737.72 | | | | SWIFT | 7,737.72 | 185-1120-BROA | Monies reallocated from the Broadband project. | Funds set aside for the SWIFT project |
| \$ 190,000.00 | | | \$ 190,000.00 | Reserve Interest | 380,000.00 | 120-1110-HOSP | Annual operating budget contributions. | Used to fund interim reserve int accrual |
| \$ 366,654.30 | (325,000.00) | | | Prov Subsidy | 41,654.30 | 120-1110-PROJ | Provincial Subsidy-one time | Used to fund Prov projects |
| \$ 1,389,619.63 | (313,331.00) | | | Safe Restart | 1,076,288.63 | 120-1110-PROJ | Covid funding | 0 |
| -\$ 69,904.24 | | | | Development charges | (69,904.24) | 120-1110-PROJ | Funds set aside for Development charges | 0 |
| \$ 448,540.00 | | \$ 463,249.00 | | Working Fund | 911,789.00 | 120-1110-WKCR | Annual operating budget contributions. | For the purpose of providing money to finance the County operations in each year until such time as the County levy is available. |
| <u>\$ 4,449,982.50</u> | | | | | <u>-\$ 1,057,123.00</u> | <u>\$ 614,249.00</u> | <u>\$ 190,000.00</u> | |
| | | | | | <u>\$ 4,197,108.50</u> | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Information Technology Budget Reference

2022 Bruce County Business Plan

Department: Information Technology Services

Strategic Priorities:

- 1. **Leverage Technology:** Introduce modern and efficient ways to do business,
- 2. **Eliminate our Own Red Tape:** Assessing steps and actions that do not add value
- 3. **Explore alternative options to improve efficiency and service:** Encourage the application of Lean Processing

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Total Website Visits | 2.9M | 3.1M | 1.0M | 2.01M | 2.2 M | 2.2M | 2.2M | | 2.2M |
| Website uptime | | | | | | | | | 99.99% |
| Service Management - Support Tickets | 3,140 | 3,544 | 1,193 | 5,359 | 3,000 | 5,000 | 5200 | | 5400 |
| Service Management - Average time to respond | | | | | | | | | 3 hours |
| Service Management - Average time to resolve | | | | | | | | | 17.5 hours |
| AODA - Accessibility Score | | | | | | | | | 90% |
| Web Presence Quality of Assurance | | | | | | | | | 80% |
| Cyber Security - Phishing Test Failure Rate | | | | | | | | | 5% |
| Cyber Security - Endpoint Patch Compliance within 21 days of release | | | | | | | | | 95% |
| Cyber Security - Server Patch Compliance within 21 days of release | | | | | | | | | 100% |
| Cyber Security - Third Party Application Patch Compliance within 21 days of release | | | | | | | | | 95% |
| Infrastructure - Uptime | | | | | | | | | 99.99% |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|--|---|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| | | | | |
| 1. Municipal Operations Digital Integration Platform | \$87,500 (In TES Budget) \$80,000 (staff time) | 0 | \$167500 | |
| 2. Cyber Security Program Expansion | \$115500 \$80,000 (staff time) | 0 | \$195500 | |
| 3. Infrastructure Optimization - Cloud Readiness | \$80,000 (staff time) | \$0 | \$80,000 | |

2022 Bruce County Business Plan

| 2021 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|--|---|--|
| 1. Municipal Operations Digital Integration Platform Owner: ITS Department with TES Department | Process Automation Enhancements Right of Way application updates to facilitate automated ingestion of event data from smart systems, including IoT and Custom Vision services will reduce manual process execution effort. | Year 1 \$87,500 (In TES Budget) \$80,000 (staff time) | System will detect right of way deficiencies through camera \ AI system and upload the event automatically to the TES work order system with all relevant information. | Council Priority |
| 2. Cyber Security Program Expansion Owner: ITS Department | Advancement in Cyber Security Program | \$225,500 in services and consulting \$40,000 (staff time) | Continued investment in systems and staff will further reduce the cyber security risk surface area that can be exploited. | Maintain Services |
| 3. Infrastructure Optimization - Cloud Readiness Owner: ITS Department | Discovery and research to support selection of a cloud datacentre vendor. Preparation and execution of repatriation activities related to remote to Walkerton server workloads and hardware at identified locations to ready the corporation for Cloud Datacentre migration activities in 2023/24 to | \$ 80,000 (staff time) | Effective analysis and plan to create a detailed migration plan for 2023/24 execution | Maintain Services |

2022 Bruce County Business Plan

| 2021 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|------------------------------------|---------|--|
| | significantly reduce the capital expenditure budgeted in 2025 | | | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|------------------------------------|--|--|
| 1. End User Computing Lifecycle Replacement | Standard laptop \ desktop \ monitor and peripheral lifecycle. | \$90,000 | Maintain current and supported hardware for end users. | Maintain Services |
| 2. Infrastructure - Servers and Storage | Computing Infrastructure replacement for hub data centres and remote offices compute and storage, UPS and backup devices on defined lifecycle. | \$16,000 | Current and supported hardware with adequate storage and backup capacity crucial to the operation of County of Bruce business and data availability and integrity. Failure to replace on schedule may\will impact either access ability of data or the integrity of the data which can impact County services. | Maintain Services |
| 3. Infrastructure - Networking | Networking Infrastructure replacement for hub data centres and remote offices including Firewalls, Switches, Routers, Wireless Access Points and cabling | \$84,800 | Current and supported hardware with adequate capacity crucial to the operation of County of Bruce business and data availability and speed of access. Failure to replace on schedule may\will impact either | Maintain Services |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|-------------------------------------|---------------------|------------------------------------|--|--|
| | | | access ability of data or access to the systems which can impact County services. | |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|---|
| Total Website Visits | This is for all County sites |
| Website uptime | Availability of County Hosted websites and systems |
| Information Technology Service Desk Support Tickets | Annual tickets requesting service from the IT Service Management team. |
| Service Management - Average time to respond to service request | The number of hours that pass between when a request submitted and its first response |
| Service Management - Average time to resolve to service request | The number of hours that pass between when a request submitted and its resolution |
| AODA - Accessibility Score | The accessibility score details how compliant our content is with Web Content Accessibility Guidelines (WCAG) 2.0, Level AA |
| Web Presence Quality of Assurance | Ranks our spelling mistakes, broken links, grammar issues, and readability |

2022 Bruce County Business Plan

| Key Performance Indicators | Description |
|---|--|
| Cyber Security - Phishing Test Failure Rate | Measures County Staff's understanding and practicing of good cyber hygiene. Measured through simulated Phishing tests. |
| Cyber Security - Endpoint Patch Compliance within 21 days of release | Measures time to reach compliance with issued Windows 10 security patches |
| Cyber Security - Server Patch Compliance within 21 days of release | Measures time to reach compliance with issued Windows Server security patches |
| Cyber Security - Third Party Application Patch Compliance within 21 days of release | Measures time to reach compliance with issued application security patches |
| Infrastructure - Uptime | Measures the availability of core infrastructure, Servers and Networking. 99.99% represents 5 minutes per month of unplanned outage. |



| Major Initiatives and Department Focus | |
|--|---|
| <p>The major initiatives in the ITS 2022 Business plan</p> <ol style="list-style-type: none">1. Corporate Cyber Security Program2. Infrastructure Optimization3. Municipal Operations Digital Integration Platform | <p>Department Focus</p> <p>Corporate Cyber Security Program</p> <p>Implement 4 projects targeted to dramatically reduce the Corporations risk profile; Multi-factor Authentication, Network Access Control, BYOD controls, Host-based Inspection</p> <p>Infrastructure Optimization</p> <p>Discovery, research and planning activities to support selection of a cloud datacentre vendor. Preparation and execution of repatriation activities related to remote to Walkerton server workloads and hardware at identified locations to ready the corporation for the Cloud Datacentre migration activities in 2023/24 which will significantly reduce the capital server hardware expenditure budgeted in 2025</p> <p>Municipal Operations Digital Integration Platform</p> <p>Design and build a Right of Way deficiency detection and reporting system to facilitate automated ingestion of event data from smart systems. Using Internet of Things (IoT) and Artificial Intelligence \ Machine Learning Custom Vision services to reduce manual process execution effort and report on those deficiencies in near real-time to the work management system for prioritization, tracking, scheduling and resolution.</p> <p>Capital Asset Reserves Planning</p> <p>Flatten the curve of the differentiating previous yearly costs of maintaining the capital assets by contributing a consistent amount year over year and using that reserve to replace the computing, network and data centre components on a consistent and supported schedule</p> |



County of Bruce
Information Technology
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 958,782 | 1,082,882 | 0 | 0 | 66,961 | 0 | 0 | 0 | 0 | 68,608 | 0 | 1,218,451 | 135,569 |
| Staff Related Costs | 21,516 | 34,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 34,900 | 0 |
| Contract Services | 1,057,522 | 1,496,401 | 7,100 | (50,000) | 3,850 | 115,500 | 0 | 0 | 0 | 110,000 | 0 | 1,682,851 | 186,450 |
| Material | 39,763 | 38,742 | 0 | 0 | 13,658 | 0 | 0 | 0 | 0 | 0 | 0 | 52,400 | 13,658 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 26,899 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 87,500 | 0 | 0 | 87,500 | 87,500 |
| Fleet Costs | 3,372 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 |
| Facility Costs | 0 | 37,871 | 0 | 0 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 37,887 | 16 |
| Other Internal Costs | (2,587,609) | (2,812,087) | (7,100) | 50,000 | (238,604) | (8,000) | 0 | 0 | (87,500) | (178,608) | 0 | (3,281,899) | (469,812) |
| Total Expenditures | (479,755) | (119,291) | 0 | 0 | (154,119) | 107,500 | 0 | 0 | 0 | 0 | 0 | (165,910) | (46,619) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 129.2% | (90.1%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 39.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 59,154 | 136,709 | 0 | 0 | (136,709) | 107,500 | 0 | 0 | 0 | 0 | 0 | 107,500 | (29,209) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 60,888 | 136,709 | 0 | 0 | (136,709) | 107,500 | 0 | 0 | 0 | 0 | 0 | 107,500 | (29,209) |
| Net Requirement | (540,643) | (256,000) | 0 | 0 | (17,410) | 0 | 0 | 0 | 0 | 0 | 0 | (273,410) | (17,410) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 6.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.67 | 0.00 | 10.67 | 0.67 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.7% | 0.0% | 6.7% | (93.3%) |



Operating Budget Highlights

Adjustments to Base

- \$8,600 Wide Area Network bandwidth upgrades

Maintain Services

- \$5,358 - Cyber Insurance and Vehicle Insurance increase
- \$79,882 - market pricing on existing service subscriptions and expanding infrastructuresupportcontracts
- \$70,000 New Position Infrastructure Network and Design analyst to support the growing technical demands of the organization
- \$66,500 - 2-year support extension of Walkerton Datacenter compute and storage - a cloud readiness initiative

Service Initiatives - Cyber Security

- \$75,000 - Multi Factor Authentication
- \$35,000 - Host Based Proxy Traffic filtering and SSL inspection

One Time Items - Cyber Security

- \$50,000 Implementation services: Bring your own Device (BYOD)
- \$20,000 Implementation services: Multi Factor Authentication
- \$15,000 Implementation services: Host Based Proxy Traffic filtering and SSL inspection
- \$22,500 Implementation services: Network Access Control (Year 1 of 2)

Provincially Legislated

- None

Growth

- None

Council Priorities

- \$87,500 - Operations Digital Integration Platform Initiative (Year 1 of 2)

Service Initiatives/Savings

- None

Operating Impact of Capital Projects

- None



County of Bruce
Information Technology
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 958,782 | 1,082,882 | 0 | 0 | 66,961 | 0 | 0 | 0 | 0 | 68,608 | 0 | 1,218,451 | 135,569 |
| Staff Related Costs | 21,516 | 34,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 34,900 | 0 |
| Contract Services | 1,057,522 | 1,496,401 | 7,100 | (50,000) | 3,850 | 115,500 | 0 | 0 | 0 | 110,000 | 0 | 1,682,851 | 186,450 |
| Material | 39,763 | 38,742 | 0 | 0 | 13,658 | 0 | 0 | 0 | 0 | 0 | 0 | 52,400 | 13,658 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 26,899 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 87,500 | 0 | 0 | 87,500 | 87,500 |
| Fleet Costs | 3,372 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 |
| Facility Costs | 0 | 37,871 | 0 | 0 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 37,887 | 16 |
| Other Internal Costs | (2,587,609) | (2,812,087) | (7,100) | 50,000 | (238,604) | (8,000) | 0 | 0 | (87,500) | (178,608) | 0 | (3,281,899) | (469,812) |
| Total Expenditures | (479,755) | (119,291) | 0 | 0 | (154,119) | 107,500 | 0 | 0 | 0 | 0 | 0 | (165,910) | (46,619) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 129.2% | (90.1%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 39.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 59,154 | 136,709 | 0 | 0 | (136,709) | 107,500 | 0 | 0 | 0 | 0 | 0 | 107,500 | (29,209) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 60,888 | 136,709 | 0 | 0 | (136,709) | 107,500 | 0 | 0 | 0 | 0 | 0 | 107,500 | (29,209) |
| Net Requirement | (540,643) | (256,000) | 0 | 0 | (17,410) | 0 | 0 | 0 | 0 | 0 | 0 | (273,410) | (17,410) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 6.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.67 | 0.00 | 10.67 | 0.67 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.7% | 0.0% | 6.7% | (93.3%) |



County of Bruce
Information Technology
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 992,767 | 958,782 | 1,082,882 | 1,218,451 | 135,569 | 1,288,686 | 1,331,805 | 1,376,481 | 1,422,772 |
| Staff Related Costs | 34,900 | 21,516 | 34,900 | 34,900 | 0 | 34,940 | 34,981 | 35,023 | 35,065 |
| Contract Services | 1,202,990 | 1,057,522 | 1,496,401 | 1,682,851 | 186,450 | 1,883,068 | 1,864,679 | 1,828,426 | 1,903,108 |
| Material | 37,638 | 39,763 | 38,742 | 52,400 | 13,658 | 53,408 | 54,437 | 55,486 | 56,556 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 26,899 | 0 | 87,500 | 87,500 | 87,500 | 0 | 0 | 0 |
| Fleet Costs | 2,000 | 3,372 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 2,000 | 2,000 |
| Facility Costs | 0 | 0 | 37,871 | 37,887 | 16 | 37,657 | 38,259 | 38,874 | 39,506 |
| Other Internal Costs | (2,587,609) | (2,587,609) | (2,812,087) | (3,281,899) | (469,812) | (3,686,539) | (3,650,726) | (3,686,145) | (3,834,157) |
| Total Expenditures | (317,314) | (479,755) | (119,291) | (165,910) | (46,619) | (299,280) | (324,565) | (349,855) | (375,150) |
| Percent of Expenditure Budget | | | | 39.1% | | 80.4% | 8.4% | 7.8% | 7.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 167,186 | 59,154 | 136,709 | 107,500 | (29,209) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 167,186 | 60,888 | 136,709 | 107,500 | (29,209) | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | (484,500) | (540,643) | (256,000) | (273,410) | (17,410) | (299,280) | (324,565) | (349,855) | (375,150) |
| Percent of Prior Year Budget | | | | 6.8% | | 9.5% | 8.4% | 7.8% | 7.2% |
| Full Time Equivalent (FTEs) | 10.50 | 0.00 | 10.00 | 10.67 | 0.67 | 11.00 | 11.00 | 11.00 | 11.00 |
| Percent of Prior Year FTE | | | | 6.7% | | 3.1% | 0.0% | 0.0% | 0.0% |



County of Bruce
Information Technology
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Information Technology
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 992,767 | 958,782 | 1,082,882 | 1,218,451 | 135,569 | 1,288,686 | 1,331,805 | 1,376,481 | 1,422,772 |
| Staff Related Costs | 34,900 | 21,516 | 34,900 | 34,900 | 0 | 34,940 | 34,981 | 35,023 | 35,065 |
| Contract Services | 1,202,990 | 1,057,522 | 1,496,401 | 1,682,851 | 186,450 | 1,883,068 | 1,864,679 | 1,828,426 | 1,903,108 |
| Material | 37,638 | 39,763 | 38,742 | 52,400 | 13,658 | 53,408 | 54,437 | 55,486 | 56,556 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 26,899 | 0 | 87,500 | 87,500 | 87,500 | 0 | 0 | 0 |
| Fleet Costs | 2,000 | 3,372 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 2,000 | 2,000 |
| Facility Costs | 0 | 0 | 37,871 | 37,887 | 16 | 37,657 | 38,259 | 38,874 | 39,506 |
| Other Internal Costs | (2,587,609) | (2,587,609) | (2,812,087) | (3,281,899) | (469,812) | (3,686,539) | (3,650,726) | (3,686,145) | (3,834,157) |
| Total Expenditures | (317,314) | (479,755) | (119,291) | (165,910) | (46,619) | (299,280) | (324,565) | (349,855) | (375,150) |
| Percent of Expenditure Budget | | | | 39.1% | | 80.4% | 8.4% | 7.8% | 7.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 167,186 | 59,154 | 136,709 | 107,500 | (29,209) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 167,186 | 60,888 | 136,709 | 107,500 | (29,209) | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | (484,500) | (540,643) | (256,000) | (273,410) | (17,410) | (299,280) | (324,565) | (349,855) | (375,150) |
| Percent of Prior Year Budget | | | | 6.8% | | 9.5% | 8.4% | 7.8% | 7.2% |
| Full Time Equivalent (FTEs) | 10.50 | 0.00 | 10.00 | 10.67 | 0.67 | 11.00 | 11.00 | 11.00 | 11.00 |
| Percent of Prior Year FTE | | | | 6.7% | | 3.1% | 0.0% | 0.0% | 0.0% |



County of Bruce
Information Technology
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 291,599 | 539,700 | 249,364 | (290,336) | 263,605 | 179,826 | 646,514 | 694,094 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 6,000 | 3,000 | (3,000) | 3,000 | 3,000 | 3,000 | 3,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 291,599 | 545,700 | 252,364 | (293,336) | 266,605 | 182,826 | 649,514 | 697,094 |
| Transfer to Reserves | 246,073 | 250,000 | 254,410 | 4,410 | 280,000 | 305,000 | 330,000 | 355,000 |
| Total Expenditure | 537,672 | 795,700 | 506,774 | (288,926) | 546,605 | 487,826 | 979,514 | 1,052,094 |
| % of Prior Expenditure | | | (36.3%) | | 7.9% | (10.8%) | 100.8% | 7.4% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 53,172 | 539,700 | 233,364 | (306,336) | 247,325 | 163,261 | 629,659 | 676,944 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 53,172 | 539,700 | 233,364 | (306,336) | 247,325 | 163,261 | 629,659 | 676,944 |
| | | | | | | | | |
| Net Requirement | 484,500 | 256,000 | 273,410 | 17,410 | 299,280 | 324,565 | 349,855 | 375,150 |
| % of Prior Net Requirement | | | 6.8% | | 9.5% | 8.4% | 7.8% | 7.2% |



County of Bruce
Information Technology
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 291,599 | 539,700 | 249,364 | (290,336) | 263,605 | 179,826 | 646,514 | 694,094 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 6,000 | 3,000 | (3,000) | 3,000 | 3,000 | 3,000 | 3,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 291,599 | 545,700 | 252,364 | (293,336) | 266,605 | 182,826 | 649,514 | 697,094 |
| Transfer to Reserves | 246,073 | 250,000 | 254,410 | 4,410 | 280,000 | 305,000 | 330,000 | 355,000 |
| Total Expenditure | 537,672 | 795,700 | 506,774 | (288,926) | 546,605 | 487,826 | 979,514 | 1,052,094 |
| % of Prior Expenditure | | | (36.3%) | | 7.9% | (10.8%) | 100.8% | 7.4% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 53,172 | 539,700 | 233,364 | (306,336) | 247,325 | 163,261 | 629,659 | 676,944 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 53,172 | 539,700 | 233,364 | (306,336) | 247,325 | 163,261 | 629,659 | 676,944 |
| | | | | | | | | |
| Net Requirement | 484,500 | 256,000 | 273,410 | 17,410 | 299,280 | 324,565 | 349,855 | 375,150 |
| % of Prior Net Requirement | | | 6.8% | | 9.5% | 8.4% | 7.8% | 7.2% |



County of Bruce
Information Technology
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| IT Information Technology | | | | |
| Capital Projects | | | | |
| IT-2021-002 End User Computing Lifecycle | 90,000 | (90,000) | 0 | 0 |
| IT-2021-004 Infrastructure - Server and Storage | 32,000 | (16,000) | 16,000 | 0 |
| IT-2021-005 Infrastructure - Networks | 84,864 | (84,864) | 0 | 0 |
| IT-2021-006 Furniture and Fixtures | 3,000 | 0 | 3,000 | 0 |
| IT-2021-R01 Transfer to Reserves -Computing and Network Infrastructure | 249,410 | 0 | 249,410 | 0 |
| IT-2021-R02 ITS Vehicle | 5,000 | 0 | 5,000 | 0 |
| IT-2022-001 Library Laptops | 4,500 | (4,500) | 0 | 0 |
| IT-2022-002 Long Term Care - Mobile Charting | 38,000 | (38,000) | 0 | 0 |
| Net Cost of Capital Projects | 506,774 | (233,364) | 273,410 | 0 |
| Total Information Technology | 506,774 | (233,364) | 273,410 | |



County of Bruce
Information Technology
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| IT Information Technology | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| IT-2021-002 End User Computing Lifecycle | 90,000 | (90,000) | 0 | 91,800 | (91,800) | 0 | 93,636 | (93,636) | 0 | 95,509 | (95,509) | 0 | 97,419 | (97,419) | 0 |
| IT-2021-004 Infrastructure - Server and Storage | 32,000 | (16,000) | 16,000 | 123,480 | (107,200) | 16,280 | 29,365 | (12,800) | 16,565 | 362,855 | (346,000) | 16,855 | 47,150 | (30,000) | 17,150 |
| IT-2021-005 Infrastructure - Networks | 84,864 | (84,864) | 0 | 48,325 | (48,325) | 0 | 56,825 | (56,825) | 0 | 188,150 | (188,150) | 0 | 549,525 | (549,525) | 0 |
| IT-2021-006 Furniture and Fixtures | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 |
| IT-2021-R01 Transfer to Reserves -Computing and N | 249,410 | 0 | 249,410 | 275,000 | 0 | 275,000 | 300,000 | 0 | 300,000 | 325,000 | 0 | 325,000 | 350,000 | 0 | 350,000 |
| IT-2021-R02 ITS Vehicle | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 |
| IT-2022-001 Library Laptops | 4,500 | (4,500) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| IT-2022-002 Long Term Care - Mobile Charting | 38,000 | (38,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Cost of Capital Projects | 506,774 | (233,364) | 273,410 | 546,605 | (247,325) | 299,280 | 487,826 | (163,261) | 324,565 | 979,514 | (629,659) | 349,855 | 1,052,094 | (676,944) | 375,150 |
| Total Information Technology | 506,774 | (233,364) | 273,410 | 546,605 | (247,325) | 299,280 | 487,826 | (163,261) | 324,565 | 979,514 | (629,659) | 349,855 | 1,052,094 | (676,944) | 375,150 |

| 2021 closing Balance | Transfers From | Transfers To | Interest Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|---------------|------------------------------|---|---|---------------|--|--|
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| ITS | | | | ITS | | | | |
| \$ 203,415.62 | | | | Other Computer Software | \$203,415.62 | 150-1110-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 38,429.32 | (\$4,500.00) | | | Library Hardware | \$33,929.32 | 150-1110-ITCP | Library Technology | |
| \$ 197,467.66 | (\$228,864.00) | \$ 249,410.00 | | Computer Hardware | \$218,013.66 | 150-1110-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| \$ - | | | | Network Infrastructure | \$0.00 | 185-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to enhance network infrastructure. |
| | | | | Vehicle and Machine Replacement | | | | |
| ITS | | | | ITS | | | | |
| \$ 27,906.38 | | \$ 5,000.00 | | Information and Technology Vehicle | \$32,906.38 | 185-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| ITS | | | | ITS | | | | |
| \$ 7,060.10 | | | | Office Furniture | \$7,060.10 | 185-1110-FURN | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacement of Office Furniture |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| ITS | | | | ITS | | | | |
| \$ 16,296.10 | | | | Information and Technology - Project Management Portal | \$16,296.10 | 185-1120-EQUI | Annual Operating budget contributions. | Specific undertakings related to Project Management as deemed appropriate by Director and Council. |

| 2021 closing Balance | Transfers From | Transfers To | Interest Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|--------------|------------------------------|--------------------------|---|---------------|---|---|
| \$ 5.55 | | | | Meeting Rm modernization | \$5.55 | 185-1120-EQUI | Year End unspent project funds earmarked for this purpose | Intended use is to replace the meeting room moderniztion. |
| | | | | | | | | |
| | | | | | | | Operating Surplus Reserves | |
| | | | | | | | | |
| | | | | | | | | |

| | | | |
|---------------|----------------|---------------|------|
| \$ 490,580.73 | (\$233,364.00) | \$ 254,410.00 | \$ - |
|---------------|----------------|---------------|------|

| |
|--------------|
| \$511,626.73 |
|--------------|



Be an explorer.

2022 - 2026 Budget and Forecast

Workplace Engagement Services Budget Reference

2022 Bruce County Business Plan

Department: Workplace Engagement Services

Strategic Priorities:

- 1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to people through access to information.
- 2. **Eliminating our own red tape:** through focusing on the internal and external customer/client first.
- 3. **Explore alternate options:** to improve efficient/services through elimination of duplication of services among departments and our communities.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|-------------|----------------|-------------------|-------------------|-------------|-------------|-------------|----------------------------|-------------|
| Turnover Rate* *Permanent staff | 10.9% | 9.8% | 8.5% | 9.4% | 9% | 8% | 8% | 4.62% | 8% |
| FTE | 523 | 546 | 543 | 547 | 538 | 540 | 540 | 545 | 540 |
| Headcount** | 624 | 625 | 609 | 622 | 625 | 625 | 625 | 661 | 625 |
| Full-time | -- | 387 | 379 | 394 | 397 | 400 | 400 | 405 | 402 |
| Part-time | | 238 | 230 | 228 | 228 | 225 | 225 | 256 | 226 |
| *Permanent Active | | | | | | | | | |
| Lost Time Injury Frequency Rate | 0.7 | 1.6 | 1.1 | 3.3 | 2.4 | 2.0 | 2.0 | 3.6 | 2.0 |
| Sick Time Paid #LTD Claims (current) | \$824,419 | \$927,616 5 | \$1,094,634 10 | \$1,109,777 17 | \$990,000 | \$975,000 | \$975,000 | \$283,149 13(4 Pending) | \$950,000 |
| WSIB Claims (total Medical Aids and Lost time Incidents) | 36 | 33 | 28 | 32 | 10 | 32 | 30 | 13 | 30 |
| % of Staff Unionized - OMBI | 61.57% | 60% | 63% | 65% | 65% | 65% | 65% | 66.17% | 65% |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|--------------------|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Attendance Management | \$30,000 | | | \$30,000 |
| 2. Revamp and/or Develop Policies | \$15,000 | | | \$15,000 |
| 3. Continued Migration of Software Applicaitons | \$17,000 | | | \$17,000 |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|--|---|--|-------------------------------------|
| <p>1. Attendance Management</p> <p>Owner: Workforce Relations Manager Assisted by: Workforce Strategy & Operations Division, and Talent & Culture Division</p> | <p>Phase 1 of the review formed part of 2021 business plan. Phase 2</p> <ul style="list-style-type: none"> Recommend solutions to address gaps identified in phase 1. Cost Analysis Develop an implementation plan for recommended solutions. | <p>Internal Staff Resources</p> <p>\$30,000</p> | <p>Phase 2 of the Attendance Management Program will address the gaps identified in phase 1 to further enhance the program providing supervisors and managers with the right tools or resources to manage both culpable and innocent absenteeism in the workplace.</p> | Maintain Services |
| <p>2. Revamp and Develop policies and programs to enhance and promote the culture of the organization.</p> <p>Owner: Talent & Culture Manager Assisted by: Senior Workplace Engagement Leadership team</p> | <p>The continuation of revamping Workplace Engagement current policies and aligning procedures.</p> | <p>Internal Staff Resources</p> <p>\$15,000</p> | <p>Updating policies and procedures to attract, retain current employees and build greater autonomy within staff while improving productivity and efficiency in the workplace. This in turn has a positive impact on the attendance management program</p> | Maintain Services |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|---|---|-------------------------------------|
| | | | and builds a culture of wellness. | |
| <p>3. Continued Migration of Software Programs</p> <p>Owner: Workforce Strategy & Operations Manager</p> <p>Assisted by: Compensation & Benefits Specialist</p> <p>Support From: Corporate Services Team Information Technology Team</p> | <p>Avanti</p> <ul style="list-style-type: none"> Implementation Plan to migrate to SAAS Avanti environment Conversion <p>FMW Phase 3</p> <ul style="list-style-type: none"> Incorporate actual payroll data into FMW Training for end users Evaluate Phase 1 & 2 and adjust for 2023 Budget | <p>Internal Staff Resources \$ 17,000</p> | <p>Avanti software is transitioning from an internally hosted program to an externally hosted program. The final date for this transition to occur is December 2022. This transition will increase user cost in operational budget in 2023 with an offset reduction in future capital costs.</p> <p>Phase 3 The software provides a tool which creates a linkage between budget to actuals that our current systems were lacking. The new system will reduce the amount of staff time and timeline pressures currently associated with our processes.</p> | <p>Maintain Services</p> |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|-------------------------------------|---------------------|------------------------------------|---------|-------------------------------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|--|
| Turnover Rate | <p>Turnover is calculated by:</p> $\frac{\text{Total Number of employees who left the company (quit, retired, terminated)}}{\text{Total number of employees on the payroll}} \times 100$ <p>=Turnover rate</p> <p>This is a new KPI for 2014 developed for this report</p> |
| Full-time Equivalents | <p>The definition of FTE (full time equivalent) is the number of working hours that represents one full-time employee during a fixed time period, such as one year. FTE simplifies work measurement by converting work load hours into the number of people required to complete that work.</p> <p>The number of FTE needed = workload hours / the working hours of 1 FTE in our organization</p> |
| Headcount | The total number of staff employed by the County or vacant roles, within any of the employment classification categories. |
| | |
| Lost Time Injury Frequency Rate (LTIFR) | <p>LTIFR refers to Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 100 Workers per year. An LTIFR of 7, for example, shows that 7 lost time injuries occur on a jobsite per 100 workers per year.</p> <p>Formula: $\frac{\text{\# of Lost-Time Injuries} \times 200,000}{\text{Total Hours Worked}}$</p> <p>Note: Based on 2018 WSIB Statistical report an employer offering similar services would be expected to have an LTIFR of 2.4.</p> |

2022 Bruce County Business Plan

| Key Performance Indicators | Description |
|---|--|
| Sick Time Paid #LTD Claims | The County is committed to enhancing the wellness and well-being of its staff. Workplace wellness and productivity go hand in hand as workforce well-being generates higher levels of employment engagement, in turn leading to better performing workplaces. Tracking non-work-related Long-Term Disability claims with assist with this wellness and productivity measure. Currently we track total sick time paid, however, do not report on number of long-term disability claims paid. Actuals are reporting only the claims report as of last quarter. |
| WSIB Claims (total Medical Aids and Lost Time Incidents) | The total of Medicals Aids + Lost Time Incidents = Total WSIB Claims |
| % of Staff Unionized-OMBI | We don't anticipate a large change in the amount of unionized staff within the County in the next 2 years. |

Notation:

Ergonomics - the matching of the workplace to the worker to minimize or prevent injury - has become a focus for regulators as well as employers in Ontario. In 2018 the MOL announced an ergonomics initiative that specifically targets the municipal sector to ensure that appropriate ergonomic programs are in place to minimize or eliminate musculoskeletal injuries in the workplace.



| Major Initiatives and Department Focus | |
|---|--|
| <p>The year of 2022 will be a year of continuing to explore 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 2022 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.</p> <p>The Workforce Strategy & Operations Division will be exploring a new platform for Avanti software and embracing the capabilities of FMW software to include actuals.</p> <p>The Workforce Relations Division will be exploring solutions to address gaps identified in our corporate attendance management program</p> <p>The Talent & Culture Division will continue the journey to update and develop policies, procedures, and programs to enhance recruitment, retention and promote a positive organizational culture</p> | |



County of Bruce
Workplace Engagement Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|-----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,279,229 | 1,326,087 | 101,264 | 0 | 96,834 | 0 | 0 | 0 | 0 | 0 | 0 | 1,524,185 | 198,098 |
| Staff Related Costs | 48,848 | 123,651 | 0 | 0 | 2,550 | 0 | 0 | 0 | 0 | 0 | 0 | 126,201 | 2,550 |
| Contract Services | 264,129 | 455,668 | (52,923) | 0 | (68,815) | 0 | 0 | 0 | 0 | 0 | 0 | 333,930 | (121,738) |
| Material | 331,704 | 331,565 | 0 | 0 | 22,977 | 0 | 0 | 0 | 0 | 0 | 0 | 354,542 | 22,977 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 38,912 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 80,776 | 79,800 | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 79,834 | 34 |
| Other Internal Costs | (1,463,013) | (1,508,731) | (101,264) | 0 | (46,338) | 0 | 0 | 0 | 0 | 0 | 0 | (1,656,333) | (147,602) |
| Total Expenditures | 580,585 | 808,040 | (52,923) | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 762,359 | (45,681) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (5.7%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 2,721 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 720,064 | 842,040 | (52,923) | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 796,359 | (45,681) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 722,994 | 842,040 | (52,923) | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 796,359 | (45,681) |
| Net Requirement | (142,409) | (34,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (34,000) | 0 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 12.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase of \$101,264 relates to retirement benefits reallocation from departmental budgets to WE Services• Transfer from Reserves and Consultant Services relate to ongoing initiatives funded through reserves | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Salary and benefit cost reflect maintaining current staffing compliment• Includes a 2% inflationary increase for supplies and recurring commitments• Memberships reduction 2,997• Starting with the 2020 budget the advertising budget has increase to align the budget with the trending of actual costs incurred. Previous advertising costs for recruitment were held in departmental budgets the transition of the budget dollars has never equated the expenditure• Consultant Services includes attendance management consultant, pay equity maintenance, recruitment costs• Legal cost included in the 2021 budget line identified will be transferred to a reserve for the purpose of future litigation.• Professional Services is ongoing cost recruitment tools and | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Program Support Human Resources
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|-----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 928,395 | 975,037 | 101,264 | 0 | 79,034 | 0 | 0 | 0 | 0 | 0 | 0 | 1,155,335 | 180,298 |
| Staff Related Costs | 15,038 | 59,851 | 0 | 0 | 2,170 | 0 | 0 | 0 | 0 | 0 | 0 | 62,021 | 2,170 |
| Contract Services | 177,721 | 318,243 | (52,923) | 0 | (47,815) | 0 | 0 | 0 | 0 | 0 | 0 | 217,505 | (100,738) |
| Material | 100,947 | 80,623 | 0 | 0 | 12,735 | 0 | 0 | 0 | 0 | 0 | 0 | 93,358 | 12,735 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 80,776 | 79,800 | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 79,834 | 34 |
| Other Internal Costs | (1,450,013) | (1,494,631) | (101,264) | 0 | (46,158) | 0 | 0 | 0 | 0 | 0 | 0 | (1,642,053) | (147,422) |
| Total Expenditures | (127,136) | 18,923 | (52,923) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (34,000) | (52,923) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (279.7%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 2,721 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 7,952 | 52,923 | (52,923) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (52,923) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,882 | 52,923 | (52,923) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (52,923) |
| Net Requirement | (138,018) | (34,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (34,000) | 0 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 9.17 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.17 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Salary and Benefits increases are to maintain existing staff compliment.• Insurance Costs increased \$10,000 to reflect actuals which are based on Corporate Gross Earnings from previous years T4-summary• Consulting Services reflects a reduction in the budget related to the Job Demand Assessments project and reflective of a reduction in hours for the Smart Clinic Initiative. The initiative will continue in Brucelea and be offered in Gateway• Totals include inflationary increases for materials and services based on assumptionrates | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Health and Safety- HR
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 350,834 | 351,050 | 0 | 0 | 17,800 | 0 | 0 | 0 | 0 | 0 | 0 | 368,850 | 17,800 |
| Staff Related Costs | 27,428 | 53,300 | 0 | 0 | 380 | 0 | 0 | 0 | 0 | 0 | 0 | 53,680 | 380 |
| Contract Services | 86,408 | 137,425 | 0 | 0 | (21,000) | 0 | 0 | 0 | 0 | 0 | 0 | 116,425 | (21,000) |
| Material | 228,531 | 244,842 | 0 | 0 | 10,062 | 0 | 0 | 0 | 0 | 0 | 0 | 254,904 | 10,062 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 18,912 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 712,113 | 786,617 | 0 | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 793,859 | 7,242 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.9% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 712,112 | 786,617 | 0 | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 793,859 | 7,242 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 712,112 | 786,617 | 0 | 0 | 7,242 | 0 | 0 | 0 | 0 | 0 | 0 | 793,859 | 7,242 |
| Net Requirement | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 2.83 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.83 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Employee Wellness
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 6,382 | 10,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,500 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 2,226 | 6,100 | 0 | 0 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 6,280 | 180 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | (13,000) | (14,100) | 0 | 0 | (180) | 0 | 0 | 0 | 0 | 0 | 0 | (14,280) | (180) |
| Total Expenditures | (4,392) | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 | 0 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 | 0 |
| Net Requirement | (4,392) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Workplace Engagement Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|------------------|-----------------|-----------------|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,305,910 | 1,279,229 | 1,326,087 | 1,524,185 | 198,098 | 1,571,399 | 1,615,263 | 1,660,721 | 1,709,446 |
| Staff Related Costs | 122,050 | 48,848 | 123,651 | 126,201 | 2,550 | 127,135 | 128,230 | 128,875 | 129,525 |
| Contract Services | 400,909 | 264,129 | 455,668 | 333,930 | (121,738) | 340,160 | 343,150 | 345,850 | 348,400 |
| Material | 312,006 | 331,704 | 331,565 | 354,542 | 22,977 | 347,363 | 355,660 | 362,358 | 369,623 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 38,912 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 80,776 | 80,776 | 79,800 | 79,834 | 34 | 79,349 | 80,616 | 81,913 | 83,245 |
| Other Internal Costs | (1,463,013) | (1,463,013) | (1,508,731) | (1,656,333) | (147,602) | (1,720,425) | (1,763,108) | (1,805,070) | (1,848,390) |
| Total Expenditures | 758,638 | 580,585 | 808,040 | 762,359 | (45,681) | 744,981 | 759,811 | 774,647 | 791,849 |
| Percent of Expenditure Budget | | | | (5.7%) | | (2.3%) | 2.0% | 2.0% | 2.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 2,721 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 791,138 | 720,064 | 842,040 | 796,359 | (45,681) | 779,481 | 794,311 | 809,147 | 826,349 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 791,138 | 722,994 | 842,040 | 796,359 | (45,681) | 779,481 | 794,311 | 809,147 | 826,349 |
| | | | | | | | | | |
| Net Requirement | (32,500) | (142,409) | (34,000) | (34,000) | 0 | (34,500) | (34,500) | (34,500) | (34,500) |
| Percent of Prior Year Budget | | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 12.00 | 0.00 | 12.00 | 12.00 | 0.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Program Support Human Resources
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|------------------|-----------------|-----------------|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 968,069 | 928,395 | 975,037 | 1,155,335 | 180,298 | 1,193,330 | 1,227,674 | 1,263,299 | 1,300,252 |
| Staff Related Costs | 62,250 | 15,038 | 59,851 | 62,021 | 2,170 | 62,840 | 63,220 | 63,700 | 64,075 |
| Contract Services | 274,529 | 177,721 | 318,243 | 217,505 | (100,738) | 242,560 | 245,300 | 248,000 | 250,550 |
| Material | 72,764 | 100,947 | 80,623 | 93,358 | 12,735 | 93,481 | 96,823 | 98,598 | 100,708 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 80,776 | 80,776 | 79,800 | 79,834 | 34 | 79,349 | 80,616 | 81,913 | 83,245 |
| Other Internal Costs | (1,450,013) | (1,450,013) | (1,494,631) | (1,642,053) | (147,422) | (1,706,060) | (1,748,133) | (1,790,010) | (1,833,330) |
| Total Expenditures | 8,375 | (127,136) | 18,923 | (34,000) | (52,923) | (34,500) | (34,500) | (34,500) | (34,500) |
| Percent of Expenditure Budget | | | | (279.7%) | | 1.5% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 2,721 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 40,875 | 7,952 | 52,923 | 0 | (52,923) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 40,875 | 10,882 | 52,923 | 0 | (52,923) | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | (32,500) | (138,018) | (34,000) | (34,000) | 0 | (34,500) | (34,500) | (34,500) | (34,500) |
| Percent of Prior Year Budget | | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 9.50 | 0.00 | 9.17 | 9.17 | 0.00 | 9.17 | 9.17 | 9.17 | 9.17 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Health and Safety- HR
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 337,841 | 350,834 | 351,050 | 368,850 | 17,800 | 378,069 | 387,589 | 397,422 | 409,194 |
| Staff Related Costs | 51,800 | 27,428 | 53,300 | 53,680 | 380 | 53,795 | 54,010 | 54,175 | 54,450 |
| Contract Services | 126,380 | 86,408 | 137,425 | 116,425 | (21,000) | 97,600 | 97,850 | 97,850 | 97,850 |
| Material | 233,242 | 228,531 | 244,842 | 254,904 | 10,062 | 247,517 | 252,362 | 257,200 | 262,355 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 18,912 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 749,263 | 712,113 | 786,617 | 793,859 | 7,242 | 776,981 | 791,811 | 806,647 | 823,849 |
| Percent of Expenditure Budget | | | | 0.9% | | (2.1%) | 1.9% | 1.9% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 749,263 | 712,112 | 786,617 | 793,859 | 7,242 | 776,981 | 791,811 | 806,647 | 823,849 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 749,263 | 712,112 | 786,617 | 793,859 | 7,242 | 776,981 | 791,811 | 806,647 | 823,849 |
| Net Requirement | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 2.50 | 0.00 | 2.83 | 2.83 | 0.00 | 2.83 | 2.83 | 2.83 | 2.83 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Employee Wellness
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 8,000 | 6,382 | 10,500 | 10,500 | 0 | 10,500 | 11,000 | 11,000 | 11,000 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 6,000 | 2,226 | 6,100 | 6,280 | 180 | 6,365 | 6,475 | 6,560 | 6,560 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | (13,000) | (13,000) | (14,100) | (14,280) | (180) | (14,365) | (14,975) | (15,060) | (15,060) |
| Total Expenditures | 1,000 | (4,392) | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 1,000 | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,000 | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| | | | | | | | | | |
| Net Requirement | 0 | (4,392) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Workplace Engagement Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 11,000 | 11,000 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,986 | 2,000 | 2,000 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,986 | 13,000 | 13,000 | 0 | 13,500 | 13,500 | 13,500 | 13,500 |
| Transfer to Reserves | 31,000 | 21,000 | 21,000 | 0 | 21,000 | 21,000 | 21,000 | 21,000 |
| Total Expenditure | 32,986 | 34,000 | 34,000 | 0 | 34,500 | 34,500 | 34,500 | 34,500 |
| % of Prior Expenditure | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 486 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 486 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 32,500 | 34,000 | 34,000 | 0 | 34,500 | 34,500 | 34,500 | 34,500 |
| % of Prior Net Requirement | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |



County of Bruce
Program Support Human Resources
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 11,000 | 11,000 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,986 | 2,000 | 2,000 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,986 | 13,000 | 13,000 | 0 | 13,500 | 13,500 | 13,500 | 13,500 |
| Transfer to Reserves | 31,000 | 21,000 | 21,000 | 0 | 21,000 | 21,000 | 21,000 | 21,000 |
| Total Expenditure | 32,986 | 34,000 | 34,000 | 0 | 34,500 | 34,500 | 34,500 | 34,500 |
| % of Prior Expenditure | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 486 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 486 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 32,500 | 34,000 | 34,000 | 0 | 34,500 | 34,500 | 34,500 | 34,500 |
| % of Prior Net Requirement | | | 0.0% | | 1.5% | 0.0% | 0.0% | 0.0% |



County of Bruce
Workplace Engagement Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| WE Workplace Engagement Services | | | | |
| Capital Projects | | | | |
| WE-2021-001 Furniture and Fixtures- Upgrade to standing desk | 2,000 | 0 | 2,000 | 0 |
| WE-2021-002 Software Program Enhancements | 11,000 | 0 | 11,000 | 0 |
| WE-2021-R01 Transfer to Reserves Avanti Computer Upgrade -Desktop Software | 21,000 | 0 | 21,000 | 0 |
| Net Cost of Capital Projects | 34,000 | 0 | 34,000 | 0 |
| Total Workplace Engagement Services | 34,000 | | 34,000 | |



County of Bruce
Workplace Engagement Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| WE Workplace Engagement Services | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| WE-2021-001 Furniture and Fixtures- Upgrade to sta | 2,000 | 0 | 2,000 | 2,500 | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 0 | 2,500 |
| WE-2021-002 Software Program Enhancements | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 | 11,000 | 0 | 11,000 |
| WE-2021-R01 Transfer to Reserves Avanti Computer | 21,000 | 0 | 21,000 | 21,000 | 0 | 21,000 | 21,000 | 0 | 21,000 | 21,000 | 0 | 21,000 | 21,000 | 0 | 21,000 |
| Net Cost of Capital Projects | 34,000 | 0 | 34,000 | 34,500 | 0 | 34,500 | 34,500 | 0 | 34,500 | 34,500 | 0 | 34,500 | 34,500 | 0 | 34,500 |
| Total Workplace Engagement Services | 34,000 | | 34,000 | 34,500 | | 34,500 | 34,500 | | 34,500 | 34,500 | | 34,500 | 34,500 | | 34,500 |

| 2021 closing | Transfers From | Transfers To | Interest / Transfer | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|-----------------|----------------|---------------|------------------------|---|---|---------------|---|--|
| | | | | Designated Project or Special Purpose Reserves | | | | |
| \$ 1,985,105.04 | -\$ 793,859.00 | \$ 935,591.00 | | Workers Safety Insurance | \$2,126,837.04 | 120-1110-WSIB | Transfers from operating budget. Funded through premiums charged to departments salary budgets. Contribution premiums are aligned using the WSIB maximum and forecasted rates to achieve WSIB Liability Obligation. | Funds the annual Health and Safety Budget, all WSIB claim costs, and Indemnity insurance. Funds equipment costs related to modified work as deemed by Council. |
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| | | | | Human Resources | | | | |
| \$ 115,910.93 | | \$ 21,000.00 | | Computer Software | \$136,910.93 | 175.1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 5,536.47 | | | | Computer Hardware | \$5,536.47 | 175.1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| | | | | Vehicle and Machine Replacement | | | | |
| | | | | Human Resources | | | | |
| \$ - | | | | Health and Safety Vehicle Replacement | \$0.00 | 175-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| | | | | Human Resources | | | | |
| \$ 1,514.50 | | | | Office Furniture | \$1,514.50 | 175-1120-FURN | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacement of Office Furniture |
| | | | | Other Capital Reserves | | | | |
| | | | | Human Resources | | | | |

| 2021 closing | Transfers From | Transfers To | Interest / Transfer | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|--------------|----------------|--------------|------------------------|--|---|---------------|--|---|
| \$ 2,426.52 | -\$ 2,500.00 | | | Employee Wellness | (\$73.48) | 175-1120-WELL | Year End unspent capital earmarked for the employee wellness program | Specific undertakings related to the employee wellness program as deemed appropriate by Director and Council. |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| \$3,140.53 | | | | HR-Project reserve- Labelling | \$3,140.53 | 175-1120-PROJ | Year End unspent project funds earmarked for this purpose | electrical circuit labeling Labeling project in 2017 |
| \$2,296.32 | | | | HR-Project reserve-Job Evaluation | \$2,296.32 | 175-1120-PROJ | Committed funds trsf from Tax Stabilization 2018& unspent 2020 | Job evaluation/UNIFOR |
| \$910.11 | | | | HR-Project | \$910.11 | 175-1120-PROJ | Committed funds trsf from Tax Stabilization | Pro Ergonomics project 2019 |

| | | | | |
|------------------------|-----------------------|----------------------|-------------|------------------------|
| <u>\$ 2,116,840.42</u> | <u>-\$ 796,359.00</u> | <u>\$ 956,591.00</u> | <u>\$ -</u> | <u>\$ 2,277,072.42</u> |
|------------------------|-----------------------|----------------------|-------------|------------------------|



Be an explorer.

2022 - 2026 Budget and Forecast

Paramedic Services Budget Reference

2022 Bruce County Business Plan

Department: Paramedic Services

Strategic Priorities:

1. **Find creative ways to engage our public.** Make the county fully accessible to people through access to information. Engage in cross-departmental streamlining – specialize in the solution, not the department.
2. **Explore alternate options to improve efficiency and service.** Develop a system for measuring our processes and their successful desired outcome. Look for economy of scale or shared services among our departments and our communities. Coordinate working with other agencies.
3. **Develop Key Performance Indicators (KPIs) that are meaningful and report on them.** Set measurable goals and evaluate against them. Build in accountability and evaluation mechanisms.
4. **Eliminate our own red tape.** Focus on the internal and the external customer / client needs first and eliminate all duplications of services and data.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|--|---|--|--|--|--|--|--|--|--|
| Total paramedic responses per 1,000 population | 97 | 98 | 102 | 103 | 104 | 106 | 107 | 57 | 108 |
| Average length of time from crew notification to arrival for Code 3 and 4 calls. | P 13:25 L 9:28 I 9:07 C 10:47 | P 13:45 L 9:48 I 8:46 C10:40 | P 13:31 L 9:28 I 8:37 C 10:25 | P: 13:26 L: 9:40 I: 9:20 C: 10:36 | P 13:35 L 9:30 I 8:30 C 10:30 | P 13:35 L 9:30 I 8:30 C 10:30 | P 13:36 L 9:30 I 8:30 C 10:30 | P 14:10 L 10:07 I 9:08 C 10:57 | P 13:37 L 9:31 I 8:29 C 10:29 |
| Length of time from crew notification to arrival for the highest priority calls – 90 th percentile. | P 24:41 L 16:39 I 16:43 A: 20:53 | P 24:23 L 17:20 I 17:55 A:20:28 | P: 25:20 L: 16:14 I: 15:53 C: 20:19 | P: 24:37 L: 16:51 I: 17:59 C: 20:13 | P: 24:30 L: 16:45 I: 17:00 C: 20:30 | P 24:30 L 16:45 I 17:00 C 20:30 | P 24:30 L 16:45 I 17:00 C 20:30 | P 26:31 L 18:08 I 16:23 C 22:01 | P 24:29 L 16:45 I 16:58 C 20:29 |
| Cost to provide one hour of ambulance service. | \$188 | \$182 | \$166 | \$169 | \$176 | \$178 | TBD | TBD | TBD |
| Annual compliance with Council approved Ambulance Response time criteria. | Met 3 of 6 criteria | Met 3 of 6 criteria | Met 4 of 6 criteria | Met 5 of 6 criteria | Met 5 of 6 criteria | Met 5 of 6 criteria | Meet or exceed criteria | Meeting 5 of 6 criteria | |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|-------------------------------|--------------------|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Saugeen Shores Station | | \$4,000,000 | \$4,000,000 | |
| 2. Community Paramedicine | | | | |
| 3. Strategic Plan Initiatives | \$6,500 | | \$6,500 | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|--|--|---------|---|
| 1. Community Paramedicine Owner: Paramedic Services Management | This project involves trying to access additional funding to expand our program further within the County. Primarily focussed in the north due to high need. We would need additional funding to service the southern part of the County and work with those Health Teams. The need is there to keep residences in their homes longer we just don't have the additional program funding to make it happen. | \$500,000 – 100% Ministry funded | | Service Priority |
| 2. Strategic Plan Initiatives Owner: | This project will continue its focus on Huron Kinloss and sourcing additional space for vehicle deployment for 2023. There is increased demand in this area, placing a vehicle here will look after some of the volume in Lucknow which we pay Huron County for. | \$42,000 dependant upon availability and lease agreement | | Service Priority |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|--|------------------------------------|---------|-------------------------------------|
| 1. Saugeen Shores Paramedic Station Owner: Paramedic Services Management | Building a new Paramedic Station in Saugeen Shores | \$4,000,000 | | Service Priority |
| 2. Replacement of two (2) ambulances and First Response Vehicle Owner: | As per our fleet replacement schedule two (2) new ambulances and First Response Vehicle | \$430,000 | | Service Priority |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|---|
| Total paramedic responses per 1,000 population | This is the number of responses completed per 1,000 population based on the latest Statistics Canada census of Bruce County total population of 68,000. This illustrates how many calls the service provider is receiving per capita. For 2015 there were 6,433 patient responding calls divided by 66 for a total of 97 responses per 1,000 population. Census data for 2016 shows a population of 68,000 therefore the 2016 and 2017 numbers are now reflecting this population count. |
| Average length of time from crew notification to arrival for Code 3 and 4 calls | This is the average length of time from when a call is received by a crew to when the ambulance arrives on scene for prompt and urgent calls (code 3 and 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.) |
| Length of time from crew notification to arrival for the highest priority calls – 90th percentile | This indicates the 90th percentile of how long it takes from the time a call is received by a crew to when the ambulance arrives on scene for the highest priority calls (Code 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.) |
| Cost to provide one hour of ambulance service | This shows the cost per hour to have a Paramedic Service vehicle available to respond to patient calls. Although the full cost of the service including administrative costs, medical supply costs, building operating costs, supervision and overhead are included only the hours that vehicles are available for service are used. As salaries and wages, fuel and other costs increase, this measure will also trend upward. In our case vehicles (including the Shift Superintendents) are available for 64,740 annual hours. As an example for 2017 you take the total expenditures of \$10,740,203 divided 64,740 hours for a total cost per hour of \$166. For 2018, the total expenditures are estimated in the budget at \$10,978,073. |



| Major Initiatives and Department Focus | |
|---|--|
| <p>Paramedic Services Major initiatives for 2022 are:</p> <ol style="list-style-type: none">1. Further Implementation of Strategic Plan2. Community Paramedicine Program (Ministry Funded)3. Saugeen Shores Station Build4. Negotiating a new Collective Agreement with OPSEU5. Communication Monitors in all stations for road closures, outbreaks and County Communications | |



County of Bruce
Paramedic Services
Operating Budget Analysis Report
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| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 9,748,241 | 9,680,497 | 203,761 | 0 | 460,217 | 0 | 0 | 0 | 0 | 0 | 0 | 10,344,475 | 663,978 |
| Staff Related Costs | 89,340 | 114,354 | 0 | 0 | 850 | 0 | 0 | 0 | 0 | 0 | 0 | 115,204 | 850 |
| Contract Services | 214,144 | 138,819 | 0 | 0 | 695 | 0 | 0 | 0 | 0 | (10,000) | 0 | 129,514 | (9,305) |
| Material | 452,323 | 406,593 | 0 | 0 | 6,088 | 3,500 | 0 | 0 | 0 | 0 | 0 | 416,181 | 9,588 |
| Transfers, Grants & Financial Charge | 55,000 | 105,000 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 125,000 | 20,000 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 301,480 | 375,000 | 0 | 0 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 382,500 | 7,500 |
| Facility Costs | 270,987 | 284,047 | 0 | 0 | 1,990 | 0 | 0 | 0 | 0 | 35,412 | 0 | 321,449 | 37,402 |
| Other Internal Costs | 966,745 | 1,001,305 | 0 | 0 | 113,391 | 0 | 0 | 0 | 0 | 0 | 0 | 1,114,696 | 113,391 |
| Total Expenditures | 12,098,260 | 12,105,615 | 203,761 | 0 | 610,731 | 3,500 | 0 | 0 | 0 | 25,412 | 0 | 12,949,019 | 843,404 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 5.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% | 0.0% | 7.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,409,293 | 5,953,094 | 0 | 0 | 313,762 | 0 | 0 | 0 | 0 | 0 | 0 | 6,266,856 | 313,762 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 79,794 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,412 | 0 | 35,412 | 35,412 |
| Fees and Services | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 6,493,112 | 5,953,094 | 0 | 0 | 313,762 | 0 | 0 | 0 | 0 | 35,412 | 0 | 6,302,268 | 349,174 |
| Net Requirement | 5,605,148 | 6,152,521 | 203,761 | 0 | 296,969 | 3,500 | 0 | 0 | 0 | (10,000) | 0 | 6,646,751 | 494,230 |
| Percent of Prior Year Budget | | 100.0% | 3.3% | 0.0% | 4.8% | 0.1% | 0.0% | 0.0% | 0.0% | (0.2%) | 0.0% | 8.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 81.00 | 1.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 82.67 | 1.67 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.1% | (97.9%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• \$313,762 was the 2021 announcement to base funding increase and adjusted for 2022. No additional increase added to base although it is possible to receive, normally we don't predict this.• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• overall increase in maintain service primarily due to benefit and wage grid increases for all staff.• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">• New standards of care for Vital Signs Absent patients increasing costs• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



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| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|--------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,346,472 | 1,386,471 | (10,688) | 0 | 79,122 | 0 | 0 | 0 | 0 | 0 | 0 | 1,454,905 | 68,434 |
| Staff Related Costs | 6,404 | 22,236 | 0 | 0 | 750 | 0 | 0 | 0 | 0 | 0 | 0 | 22,986 | 750 |
| Contract Services | 67,459 | 4,000 | 0 | 0 | (2,000) | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | (2,000) |
| Material | 85,937 | 99,800 | 0 | 0 | (3,774) | 0 | 0 | 0 | 0 | 0 | 0 | 96,026 | (3,774) |
| Transfers, Grants & Financial Charge | 55,000 | 105,000 | 0 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 125,000 | 20,000 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 21,905 | 14,427 | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 14,433 | 6 |
| Other Internal Costs | 966,745 | 1,001,305 | 0 | 0 | 113,391 | 0 | 0 | 0 | 0 | 0 | 0 | 1,114,696 | 113,391 |
| Total Expenditures | 2,549,922 | 2,633,239 | (10,688) | 0 | 207,495 | 0 | 0 | 0 | 0 | 0 | 0 | 2,830,046 | 196,807 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 7.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.5% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 5,965,061 | 5,953,094 | 0 | 0 | 313,762 | 0 | 0 | 0 | 0 | 0 | 0 | 6,266,856 | 313,762 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 59,988 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 6,025,574 | 5,953,094 | 0 | 0 | 313,762 | 0 | 0 | 0 | 0 | 0 | 0 | 6,266,856 | 313,762 |
| Net Requirement | (3,475,652) | (3,319,855) | (10,688) | 0 | (106,267) | 0 | 0 | 0 | 0 | 0 | 0 | (3,436,810) | (116,955) |
| Percent of Prior Year Budget | | 100.0% | 0.3% | 0.0% | 3.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 3.5% | |
| Full Time Equivalents (FTE's) | 0.00 | 4.00 | 0.00 | 0.00 | 5.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.00 | 5.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 125.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 125.0% | 25.0% |



| Operating Budget Highlights | |
|--|--|
| <div>Adjustments to Base<ul style="list-style-type: none">••</div> <div>Maintain Services<ul style="list-style-type: none">• primary increase due to staffing - including Union contract increase 1.67% and benefits• Facility leases increasing for Walkerton, Wiarton Stations and Sauble Beach space if something suitable comes available• Need to investigate a location in Huron Kinloss for 2023-2024••</div> <div>One Time Items<ul style="list-style-type: none">••</div> <div>Provincially Legislated<ul style="list-style-type: none">• new standards of care for vital signs absent resuscitations have increased medical supplies•</div> | <div>Growth<ul style="list-style-type: none">••</div> <div>Council Priorities<ul style="list-style-type: none">• remaining 5 months Sauble Beach upstaff January - May 2022 making it permanent•</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">• in-house maintenance for powerloads and power cots saving \$10,000•</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">• New vehicle Tablets for 2022• Increase in ambulance costs 7-15% 30% down payment on placement of order</div> |



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| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 8,401,769 | 8,294,026 | 214,449 | 0 | 381,095 | 0 | 0 | 0 | 0 | 0 | 0 | 8,889,570 | 595,544 |
| Staff Related Costs | 82,936 | 92,118 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 92,218 | 100 |
| Contract Services | 146,685 | 134,819 | 0 | 0 | 2,695 | 0 | 0 | 0 | 0 | (10,000) | 0 | 127,514 | (7,305) |
| Material | 366,386 | 306,793 | 0 | 0 | 9,862 | 3,500 | 0 | 0 | 0 | 0 | 0 | 320,155 | 13,362 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 301,480 | 375,000 | 0 | 0 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 382,500 | 7,500 |
| Facility Costs | 249,082 | 269,620 | 0 | 0 | 1,984 | 0 | 0 | 0 | 0 | 35,412 | 0 | 307,016 | 37,396 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 9,548,338 | 9,472,376 | 214,449 | 0 | 403,236 | 3,500 | 0 | 0 | 0 | 25,412 | 0 | 10,118,973 | 646,597 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% | 0.0% | 6.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 444,232 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 19,806 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,412 | 0 | 35,412 | 35,412 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 467,538 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,412 | 0 | 35,412 | 35,412 |
| Net Requirement | 9,080,800 | 9,472,376 | 214,449 | 0 | 403,236 | 3,500 | 0 | 0 | 0 | (10,000) | 0 | 10,083,561 | 611,185 |
| Percent of Prior Year Budget | | 100.0% | 2.3% | 0.0% | 4.3% | 0.0% | 0.0% | 0.0% | 0.0% | (0.1%) | 0.0% | 6.5% | |
| Full Time Equivalents (FTE's) | 0.00 | 77.00 | 1.67 | 0.00 | (5.00) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 73.67 | (3.33) |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | (6.5%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (4.3%) | (104.3%) |



County of Bruce
Paramedic Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 9,533,258 | 9,748,241 | 9,680,497 | 10,344,475 | 663,978 | 10,542,664 | 11,274,807 | 11,499,306 | 12,274,151 |
| Staff Related Costs | 111,118 | 89,340 | 114,354 | 115,204 | 850 | 117,128 | 119,345 | 121,708 | 124,145 |
| Contract Services | 177,124 | 214,144 | 138,819 | 129,514 | (9,305) | 125,254 | 127,748 | 130,294 | 199,322 |
| Material | 394,061 | 452,323 | 406,593 | 416,181 | 9,588 | 420,488 | 428,601 | 436,676 | 445,212 |
| Transfers, Grants & Financial Charge | 105,000 | 55,000 | 105,000 | 125,000 | 20,000 | 272,485 | 272,485 | 272,485 | 272,485 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 390,000 | 301,480 | 375,000 | 382,500 | 7,500 | 390,150 | 397,951 | 405,910 | 414,028 |
| Facility Costs | 276,155 | 270,987 | 284,047 | 321,449 | 37,402 | 291,212 | 292,924 | 294,663 | 299,966 |
| Other Internal Costs | 966,745 | 966,745 | 1,001,305 | 1,114,696 | 113,391 | 1,199,163 | 1,210,905 | 1,283,804 | 1,343,298 |
| Total Expenditures | 11,953,461 | 12,098,260 | 12,105,615 | 12,949,019 | 843,404 | 13,358,544 | 14,124,766 | 14,444,846 | 15,372,607 |
| Percent of Expenditure Budget | | | | 7.0% | | 3.2% | 5.7% | 2.3% | 6.4% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 5,695,980 | 6,409,293 | 5,953,094 | 6,266,856 | 313,762 | 6,326,678 | 6,387,098 | 6,448,122 | 6,509,756 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 79,806 | 79,794 | 0 | 35,412 | 35,412 | 35,412 | 35,412 | 35,412 | 36,120 |
| Fees and Services | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,775,786 | 6,493,112 | 5,953,094 | 6,302,268 | 349,174 | 6,362,090 | 6,422,510 | 6,483,534 | 6,545,876 |
| | | | | | | | | | |
| Net Requirement | 6,177,675 | 5,605,148 | 6,152,521 | 6,646,751 | 494,230 | 6,996,454 | 7,702,256 | 7,961,312 | 8,826,731 |
| Percent of Prior Year Budget | | | | 8.0% | | 5.3% | 10.1% | 3.4% | 10.9% |
| Full Time Equivalent (FTEs) | 81.00 | 0.00 | 81.00 | 82.67 | 1.67 | 82.67 | 86.67 | 86.67 | 90.67 |
| Percent of Prior Year FTE | | | | 2.1% | | 0.0% | 4.8% | 0.0% | 4.6% |



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| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,404,201 | 1,346,472 | 1,386,471 | 1,454,905 | 68,434 | 1,482,364 | 1,512,264 | 1,542,884 | 1,574,247 |
| Staff Related Costs | 22,000 | 6,404 | 22,236 | 22,986 | 750 | 23,066 | 23,402 | 23,846 | 24,326 |
| Contract Services | 64,500 | 67,459 | 4,000 | 2,000 | (2,000) | 2,000 | 2,030 | 2,061 | 62,092 |
| Material | 99,300 | 85,937 | 99,800 | 96,026 | (3,774) | 97,857 | 99,672 | 101,530 | 103,441 |
| Transfers, Grants & Financial Charge | 105,000 | 55,000 | 105,000 | 125,000 | 20,000 | 272,485 | 272,485 | 272,485 | 272,485 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 21,905 | 21,905 | 14,427 | 14,433 | 6 | 14,346 | 14,575 | 14,809 | 15,050 |
| Other Internal Costs | 966,745 | 966,745 | 1,001,305 | 1,114,696 | 113,391 | 1,199,163 | 1,210,905 | 1,283,804 | 1,343,298 |
| Total Expenditures | 2,683,651 | 2,549,922 | 2,633,239 | 2,830,046 | 196,807 | 3,091,281 | 3,135,333 | 3,241,419 | 3,394,939 |
| Percent of Expenditure Budget | | | | 7.5% | | 9.2% | 1.4% | 3.4% | 4.7% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 5,695,980 | 5,965,061 | 5,953,094 | 6,266,856 | 313,762 | 6,326,678 | 6,387,098 | 6,448,122 | 6,509,756 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 60,000 | 59,988 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,755,980 | 6,025,574 | 5,953,094 | 6,266,856 | 313,762 | 6,326,678 | 6,387,098 | 6,448,122 | 6,509,756 |
| | | | | | | | | | |
| Net Requirement | (3,072,329) | (3,475,652) | (3,319,855) | (3,436,810) | (116,955) | (3,235,397) | (3,251,765) | (3,206,703) | (3,114,817) |
| Percent of Prior Year Budget | | | | 3.5% | | (5.9%) | 0.5% | (1.4%) | (2.9%) |
| Full Time Equivalentents (FTEs) | 4.00 | 0.00 | 4.00 | 9.00 | 5.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Percent of Prior Year FTE | | | | 125.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



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| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 8,129,057 | 8,401,769 | 8,294,026 | 8,889,570 | 595,544 | 9,060,300 | 9,762,543 | 9,956,422 | 10,699,904 |
| Staff Related Costs | 89,118 | 82,936 | 92,118 | 92,218 | 100 | 94,062 | 95,943 | 97,862 | 99,819 |
| Contract Services | 112,624 | 146,685 | 134,819 | 127,514 | (7,305) | 123,254 | 125,718 | 128,233 | 137,230 |
| Material | 294,761 | 366,386 | 306,793 | 320,155 | 13,362 | 322,631 | 328,929 | 335,146 | 341,771 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 390,000 | 301,480 | 375,000 | 382,500 | 7,500 | 390,150 | 397,951 | 405,910 | 414,028 |
| Facility Costs | 254,250 | 249,082 | 269,620 | 307,016 | 37,396 | 276,866 | 278,349 | 279,854 | 284,916 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 9,269,810 | 9,548,338 | 9,472,376 | 10,118,973 | 646,597 | 10,267,263 | 10,989,433 | 11,203,427 | 11,977,668 |
| Percent of Expenditure Budget | | | | 6.8% | | 1.5% | 7.0% | 1.9% | 6.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 444,232 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 19,806 | 19,806 | 0 | 35,412 | 35,412 | 35,412 | 35,412 | 35,412 | 36,120 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 3,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 19,806 | 467,538 | 0 | 35,412 | 35,412 | 35,412 | 35,412 | 35,412 | 36,120 |
| Net Requirement | 9,250,004 | 9,080,800 | 9,472,376 | 10,083,561 | 611,185 | 10,231,851 | 10,954,021 | 11,168,015 | 11,941,548 |
| Percent of Prior Year Budget | | | | 6.5% | | 1.5% | 7.1% | 2.0% | 6.9% |
| Full Time Equivalent (FTEs) | 77.00 | 0.00 | 77.00 | 73.67 | (3.33) | 73.67 | 77.67 | 77.67 | 81.67 |
| Percent of Prior Year FTE | | | | (4.3%) | | 0.0% | 5.4% | 0.0% | 5.1% |



County of Bruce
Paramedic Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|------------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 65,059 | 78,000 | 76,100 | (1,900) | 72,889 | 135,276 | 75,814 | 141,000 |
| Technology & Communications | 0 | 0 | 70,000 | 70,000 | 0 | 0 | 0 | 88,500 |
| Vehicles & Machinery | 270,270 | 295,000 | 430,000 | 135,000 | 435,000 | 495,000 | 470,457 | 530,000 |
| Furniture & Fixtures | 3,263 | 10,000 | 20,000 | 10,000 | 10,500 | 10,500 | 11,000 | 11,220 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 800,000 | 20,000 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 338,592 | 383,000 | 596,100 | 213,100 | 518,389 | 1,440,776 | 577,271 | 770,720 |
| Transfer to Reserves | 502,394 | 155,000 | 155,000 | 0 | 175,000 | 175,000 | 175,000 | 144,000 |
| Total Expenditure | 840,986 | 538,000 | 751,100 | 213,100 | 693,389 | 1,615,776 | 752,271 | 914,720 |
| % of Prior Expenditure | | | 39.6% | | (7.7%) | 133.0% | (53.4%) | 21.6% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 75,000 | 70,000 | (5,000) | 0 | 33,000 | 0 | 122,500 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 38,370 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 38,370 | 75,000 | 70,000 | (5,000) | 0 | 33,000 | 0 | 122,500 |
| | | | | | | | | |
| Net Requirement | 802,616 | 463,000 | 681,100 | 218,100 | 693,389 | 1,582,776 | 752,271 | 792,220 |
| % of Prior Net Requirement | | | 47.1% | | 1.8% | 128.3% | (52.5%) | 5.3% |



County of Bruce
Paramedic Admin Services -EMS
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|------------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 65,059 | 78,000 | 76,100 | (1,900) | 72,889 | 135,276 | 75,814 | 141,000 |
| Technology & Communications | 0 | 0 | 70,000 | 70,000 | 0 | 0 | 0 | 88,500 |
| Vehicles & Machinery | 270,270 | 295,000 | 430,000 | 135,000 | 435,000 | 495,000 | 470,457 | 530,000 |
| Furniture & Fixtures | 3,263 | 10,000 | 20,000 | 10,000 | 10,500 | 10,500 | 11,000 | 11,220 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 800,000 | 20,000 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 338,592 | 383,000 | 596,100 | 213,100 | 518,389 | 1,440,776 | 577,271 | 770,720 |
| Transfer to Reserves | 502,394 | 155,000 | 155,000 | 0 | 175,000 | 175,000 | 175,000 | 144,000 |
| Total Expenditure | 840,986 | 538,000 | 751,100 | 213,100 | 693,389 | 1,615,776 | 752,271 | 914,720 |
| % of Prior Expenditure | | | 39.6% | | (7.7%) | 133.0% | (53.4%) | 21.6% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 75,000 | 70,000 | (5,000) | 0 | 33,000 | 0 | 122,500 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 38,370 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 38,370 | 75,000 | 70,000 | (5,000) | 0 | 33,000 | 0 | 122,500 |
| | | | | | | | | |
| Net Requirement | 802,616 | 463,000 | 681,100 | 218,100 | 693,389 | 1,582,776 | 752,271 | 792,220 |
| % of Prior Net Requirement | | | 47.1% | | 1.8% | 128.3% | (52.5%) | 5.3% |



County of Bruce
Paramedic Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|---|----------------------------|----------------------------|-------------------------------------|--------------------------|
| PS Paramedic Services | | | | |
| Capital Projects | | | | |
| PS-2021-002 Power Stretcher Purchase | 47,000 | 0 | 47,000 | 0 |
| PS-2021-003 Furniture & Fixtures | 20,000 | 0 | 20,000 | 0 |
| PS-2021-004 Equipment Other SC, Scoop, Bags | 29,100 | 0 | 29,100 | 0 |
| PS-2021-R01 transfer to rerserves for medical equipment | 124,000 | 0 | 124,000 | 0 |
| PS-2021-R02 transfer to reserves for Tablets, printer | 31,000 | 0 | 31,000 | 0 |
| PS-2022-001 Ambulance & Supervisor Vehicle Purchase | 430,000 | 0 | 430,000 | 0 |
| PS-2022-002 Computers & Mounts for Vehicles | 70,000 | (70,000) | 0 | 0 |
| Net Cost of Capital Projects | 751,100 | (70,000) | 681,100 | 0 |
| Total Paramedic Services | 751,100 | (70,000) | 681,100 | |



County of Bruce
Paramedic Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| PS Paramedic Services | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| PS-2021-002 Power Stretcher Purchase | 47,000 | 0 | 47,000 | 50,000 | 0 | 50,000 | 72,000 | 0 | 72,000 | 52,000 | 0 | 52,000 | 75,500 | 0 | 75,500 |
| PS-2021-003 Furniture & Fixtures | 20,000 | 0 | 20,000 | 10,500 | 0 | 10,500 | 10,500 | 0 | 10,500 | 11,000 | 0 | 11,000 | 11,220 | 0 | 11,220 |
| PS-2021-004 Equipment Other SC, Scoop, Bags | 29,100 | 0 | 29,100 | 22,889 | 0 | 22,889 | 30,276 | 0 | 30,276 | 23,814 | 0 | 23,814 | 31,500 | 0 | 31,500 |
| PS-2021-R01 transfer to rerserves for medical equip | 124,000 | 0 | 124,000 | 144,000 | 0 | 144,000 | 144,000 | 0 | 144,000 | 144,000 | 0 | 144,000 | 144,000 | 0 | 144,000 |
| PS-2021-R02 transfer to reserves for Tablets, printe | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 | 31,000 | 0 | 31,000 | 0 | 0 | 0 |
| PS-2022-001 Ambulance & Supervisor Vehicle Purch | 430,000 | 0 | 430,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PS-2022-002 Computers & Mounts for Vehicles | 70,000 | (70,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 88,500 | (88,500) | 0 |
| PS-2023-001 Ambulance Purchase | 0 | 0 | 0 | 435,000 | 0 | 435,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PS-2024-001 Ambulance & Supervisor Vehicle Purch | 0 | 0 | 0 | 0 | 0 | 0 | 495,000 | 0 | 495,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| PS-2024-003 powerload + Installation | 0 | 0 | 0 | 0 | 0 | 0 | 33,000 | (33,000) | 0 | 0 | 0 | 0 | 34,000 | (34,000) | 0 |
| PS-2024-004 Holyrood Station | 0 | 0 | 0 | 0 | 0 | 0 | 800,000 | 0 | 800,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| PS-2025-001 Tobermory Windows & Doors Replacen | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 |
| PS-2025-003 Ambulance Purchase | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 470,457 | 0 | 470,457 | 530,000 | 0 | 530,000 |
| Net Cost of Capital Projects | 751,100 | (70,000) | 681,100 | 693,389 | 0 | 693,389 | 1,615,776 | (33,000) | 1,582,776 | 752,271 | 0 | 752,271 | 914,720 | (122,500) | 792,220 |
| Total Paramedic Services | 751,100 | (70,000) | 681,100 | 693,389 | | 693,389 | 1,615,776 | (33,000) | 1,582,776 | 752,271 | | 752,271 | 914,720 | (122,500) | 792,220 |

| 2021 closing Balance | Transfers From | Transfers To | Interest / Transfers | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|--------------------|---------------|-------------------------|--|---|---------------|---|---|
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | Information and Technology Capital Reserve Funds | |
| | Paramedic Services | | | Paramedic Services | | | | |
| \$ 3,640.55 | | | | Computer Software | \$ 3,640.55 | 211-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 134,678.05 | (\$70,000.00) | \$ 31,000.00 | | Computer Hardware | \$ 95,678.05 | 211-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| | | | | | | | Equipment Replacement | |
| Paramedic Services | | | | Paramedic Services | | | | |
| \$ 177,316.10 | | \$ 124,000.00 | | Medical Equipment - | \$ 301,316.10 | 211-1120-EQME | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. Includes such items as Defibrillators/Stretchers/Oxygen |
| \$ 29,731.80 | | | | Medical Equipment - Public Access Defibs | \$ 29,731.80 | 211-1120-EQME | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose. Occassionally Public Donations are received. | Acquisition of Public Access Defibrillators |
| | | | | Vehicle and Machine Replacement | | | | |
| Paramedic Services | | | | Paramedic Services | | | | |
| \$ 58,633.41 | | | | Vehicle Replacement | \$ 58,633.41 | 211-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose. This also includes unbudgeted funding received and directed to this reserve by committee. | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Other Capital Reserves | | | | |

| 2021 closing Balance | Transfers From | Transfers To | Interest / Transfers | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|-------------------------|----------------|---------------|-------------------------|---|---|---------------|---|---|
| \$ 381,532.98 | \$ (35,412.00) | | | Paramedic Services | \$ 346,120.98 | 211-1120-PROJ | Additional Funding Received for Paramedic Operations transferred to reserves through motion of committee. | Specific undertakings related to the paramedic capital program as deemed appropriate by Director and Council. |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| | | | | Paramedic Services | | | | |
| \$ 103.70 | | | | Office Furniture | \$ 103.70 | 211-1120-FURN | contributions. Year End unspent capital earmarked for this purpose | purchases or replacement of Office Furniture |
| <hr/> <hr/> | | | | | <hr/> <hr/> | | | |
| \$ 785,636.59 | (\$105,412.00) | \$ 155,000.00 | \$ - | \$ 835,224.59 | | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Transportation & Environmental Services Budget Reference

2022 Bruce County Business Plan

Department: Transportation and Environmental Services

Strategic Priorities:

- 1. Healthy and safe workplace
- 2. Add value with continuous improvement and accountability
- 3. Central planning, decentralized execution
- 4. Adjust transportation and environment capacity to meet changing needs
- 5. Right Information, right place, right time
- 6. Flatten the levy curve and close infrastructure gap

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|---------------|--------------|--------------|--------------|-------------|-------------|-------------|-----------|-------------|
| Percentage of paved roads that are rated good to very good (PCI) (Note 1) | 61.4 | 68 | 74 (est) | 72 (est) | 70 (est) | 63 | 60 | 63 | 65 |
| Percentage of bridges and culverts that are rated good to very good (BCI) | 56 | 56 | 56 | 58 | 62 | 65 | 65 | 64 | 65 |
| Percentage of minimum maintenance standard met (Note 2) | Not measured | Not measured | Not measured | Not measured | 100 | 95 | 100 | 95 | 100 |
| Tonnes of MHSW material diverted from landfill | 133 | 136 | 152 | 142 | 140 | 140 | 140 | 0 | 140 |
| Forest area protected (Acres) | | | | 13000 | 13000 | 13000 | 13000 | 13000 | 12615 |
| Km’s of Trails Built / Maintained | 4.5 km/175 km | 5 km/180 km | 0 km/180 km | 0 km/180km | 0 km/180km | 0km/180km | 0km/180 km | 0km/70 km | 0km/180km |
| Processes reviewed and mapped | Not measured | Not measured | Not measured | 4 | 12 | 10 | 10 | 6 | 10 |
| Plans/schedules | 0 | 1 | 0 | 0 | 2 | 3 | 3 | 1 | 5 |

2022 Bruce County Business Plan

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|--------------|----------------|
| Project Cost Performance Index | Not measured | Not measured | Not measured | Not measured | Not measured | 80 | 80 | 80 | 85 |

Note 1. PCI measurement methodology was improved in 2020 to provide a more accurate road condition assessment.

Note 2. This KPI is estimated on anecdotal evaluations but will move to data-based measurement in late 2021.

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|--------------------|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Increase performance measurement and quality management | \$200,000 | | \$200,000 | |
| 2. Develop and implement processes for work and information management. Includes implementation of operational review recommendations | \$200,000 | | \$200,000 | |
| 3. Complete detailed asset inventory and inspections for baseline database and introduce preventative maintenance management system. | \$150,000 | | \$150,000 | |
| 4. Develop Plan(s)/Schedules | \$200,000 | | \$200,000 | |
| 5. Deliver capital programs | | \$15,572,610 | \$15,572,610 | |
| 6. Deliver operations and maintenance programs | | \$10,523,187 | \$10,523,187 | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|--|------------------------------------|--|---|
| 1. Increase performance measurement and quality management Owner: All divisions | Use existing data and identify new data to measure compliance to legislation and service levels and to identify areas of over and under delivery of services and make adjustment using LEAN thinking and new management platforms: maintenance management, asset management, financial management and AVL. | \$200,000 | Programs delivered on time on scope and on budget with flexibility to adapt when service levels are not met. 100% legislation compliance Use Lean and Loyalist Training tools Increase measurement of time and space for all staff to assess workload. Increase ownership of work at all levels. Leverage technology with modern processes. Develop performance measurement for MTP. | Service Initiatives Provincial legislation |
| 2. Develop and implement processes for work and information management. Includes implementation of | Create or review then implement processes using Lean and Loyalist tools. This includes implementation of operational review recommendations. | \$200,000 | Stabilize work and information management and document processes for upcoming CityWide, | Service Initiatives Provincial legislation |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|------------------------------------|---|--|
| operational review recommendations Owner: All divisions | | | ESRI and BruceWorx initiati ves. Demonstrate that Lean process flow techniques work. Apply Loyalist training. Lean Training for department to cover all work locations and divisions Train two leaders per Loyalist cohort. | |
| 3. Complete detailed asset inventory and inspections for baseline and introduce preventative maintenance management system. Owner: All divisions | Develop a comprehensive inventory of assets and their conditions. Establish preventative/predictive maintenance programs for all department assets. Linked to corporate asset management plan. | \$150,000 | All department assets inventoried Preventative/predictiv e maintenance program in place for all assets | Maintain Services |
| 4. Develop Plan(s)/Schedules Owner: All divisions | Develop overall county Plans/schedules to support County Goals. The plans should cover operations and capital programs for road and bridge network, public | \$200,000 | Active Transportation/ Trails Plan/program Transit plan/program | Provincial legislated Growth Maintain Services |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|------------------------------------|--|---|
| | transportation and active transportation, trails, environment, Forestry, and Trails. To be synchronized with Official Plan | | <p>Transportation Demand management strategy</p> <p>Customer Relations Management Plan/policy\ Develop environmental sustainability strategy/plan</p> <p>Ten -year capital programs and one-year delivery schedules</p> <p>Three-year maintenance programs and one-year delivery schedules</p> <p>Waste Management Master Plan</p> | |
| <p>5. Delivery Operations and Maintenance programs</p> <p>Owner: Administration, Operations, Trails,</p> | Administration, Operations, Trails, Forestry, Environment, Engineering | \$10,523,187 | <p>Increase transit operations</p> <p>Coordinate specialized transit Operations</p> | <p>Provincial legislated</p> <p>Growth</p> <p>Maintain Services</p> |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---------------------|------------------------------------|---|-------------------------------------|
| Forestry, Environment, Engineering | | | <p>Develop transit demand management strategy and goals</p> <p>Deliver on time, on scope and on budget. Adapt to unforeseen changes. Communicate plans and provide progress updates to stakeholders</p> <p>Produce multi year program plans and communicate to stakeholders</p> | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|------------------------------|---|----------------------------------|
| <p>1. Deliver Roads, bridges, and traffic capital programs</p> <p>Owner: Engineering</p> | Plan and implement capital programs for county roads, bridges, drainage, traffic | \$14,903,000 | <p>Deliver on time, one scope and on budget. Adapt to unforeseen changes. Communicate project plans and updates to stakeholders</p> <p>Produce multi year program plans and communicate to stakeholders</p> | Maintain services Growth |
| <p>2. Deliver facilities, vehicles, and equipment capital program</p> <p>Owner: Operations</p> | Plan and implement capital programs for the departments' vehicles, equipment, and buildings | \$1,353,110 | <p>Deliver on time, one scope and on budget. Adapt to unforeseen changes. Communicate project plans and updates to stakeholders</p> <p>Produce multi year program plans and communicate to stakeholders</p> | Maintain services |
| <p>3. Deliver capital program for trails and forests</p> <p>Owner: Trails, Forestry</p> | Plan and implement capital programs trails and forests | \$316,000 | <p>Deliver on time, one scope and on budget. Adapt to unforeseen changes. Communicate project plans and</p> | Maintain services |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|-------------------------------------|---------------------|------------------------------------|---|-------------------------------------|
| | | | updates to stakeholders Produce multi year program plans and communicate to stakeholders | |

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|--|
| Percentage of paved roads that are rated good to very good | The pavement condition index is assessed by road section and is the basis of the road section rating. The Department's objective is to improve the percentage over time. |
| Percentage of bridges and culverts that are rated good to very good | The bridge condition index is the basis of rating bridges. The Department's objective is to improve the rating over time. A Consulting Engineer undertakes a review of each bridge and culvert every other year. |
| Percentage of minimum maintenance standard met | Ensures adequate resources are directed to operation and maintenance to be compliant with legislation and service levels. |
| Tonnes of MHSW material diverted from landfill. | Measures the amount of hazardous waste material that is diverted from area landfills. |
| Forest area managed/protected (Acres) | Ensure that the forest coverage is maintained by area. |
| Km's of Trails Built / Maintained | Total Km's of official trail built and maintained through the Trails Program. |
| Processes reviewed /mapped | Monitors modernization of processes and continuous improvement. |

2022 Bruce County Business Plan

| Key Performance Indicators | Description |
|--------------------------------|--|
| Project Cost Performance Index | Approximates how much time you are behind or ahead of the approved project schedule. CPI is the ratio of the planned budget to what you've actually spent to accomplish these tasks. As the Cost Performance Index suggests the relative value of work done, it can be seen as the indicator of the project's cost efficiency. |



| Major Initiatives and Department Focus | |
|--|--|
| <div>Department Major Initiatives</div> <ul style="list-style-type: none">• Safety• Improve driver training Increase H+S Committee member certification• Address backlog of facilities issues• Modernize processes• Better planning and improve service levels measurement• Expand capacity to meet new needs in Transportation and Environment• Develop right fit organization• Implement strategy to close infrastructure gap for roads and bridges | <div>Strategic Priorities</div> <ul style="list-style-type: none">• Healthy and Safety• Workplace and Public Safety• Add value with continuous improvement and accountability• Central planning, decentralized execution• Adjust transportation and environment capacity to meet needs• Right information, right place, right time• Flatten the levy curve |



County of Bruce
Transportation & Environmental Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 3,905,867 | 4,129,896 | 66,534 | 0 | 214,791 | 0 | 0 | 0 | 0 | 0 | 0 | 4,411,221 | 281,325 |
| Staff Related Costs | 74,533 | 134,400 | 3,550 | 0 | 2,748 | 5,750 | 0 | 0 | 0 | 0 | 0 | 146,448 | 12,048 |
| Contract Services | 1,301,409 | 1,521,415 | 37,277 | 0 | 13,887 | 0 | 0 | 0 | 199,920 | 0 | 0 | 1,772,499 | 251,084 |
| Material | 1,778,016 | 1,659,283 | (12,500) | 0 | (87,701) | 550 | 0 | 0 | 0 | 0 | 0 | 1,559,632 | (99,651) |
| Transfers, Grants & Financial Charge | 182,941 | 234,332 | 0 | 0 | 8,870 | 0 | 0 | 0 | 100,000 | 0 | 0 | 343,202 | 108,870 |
| Transfer to Reserves | 73,678 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,269,001 | 1,347,011 | (24,913) | 0 | 59,393 | 0 | 0 | 0 | 0 | 0 | 0 | 1,381,491 | 34,480 |
| Facility Costs | 166,268 | 282,492 | 2,525 | 0 | (29,427) | 25,000 | 0 | 0 | 0 | 0 | 0 | 280,590 | (1,902) |
| Other Internal Costs | 641,845 | 652,332 | 0 | 0 | 73,872 | 0 | 0 | 0 | 0 | 0 | 0 | 726,204 | 73,872 |
| Total Expenditures | 9,393,558 | 9,961,161 | 72,473 | 0 | 256,433 | 31,300 | 0 | 0 | 299,920 | 0 | 0 | 10,621,287 | 660,126 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 2.6% | 0.3% | 0.0% | 0.0% | 3.0% | 0.0% | 0.0% | 6.6% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 241,841 | 69,053 | 0 | 0 | (69,053) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (69,053) |
| Provincial | 174,884 | 90,000 | (90,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (90,000) |
| Municipal | 145,525 | 114,042 | (20,000) | 0 | 8,500 | 0 | 0 | 0 | 0 | 0 | 0 | 102,542 | (11,500) |
| Transfers from Reserves | 84,235 | 42,269 | 0 | 0 | (42,269) | 20,000 | 0 | 0 | 104,000 | 0 | 0 | 124,000 | 81,731 |
| Fees and Services | 43,334 | 38,000 | 0 | 0 | (400) | 0 | 0 | 0 | 0 | 0 | 0 | 37,600 | (400) |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 166,123 | 120,500 | 90,000 | 0 | 970 | 0 | 0 | 0 | 0 | 0 | 0 | 211,470 | 90,970 |
| Total Revenue | 855,942 | 473,864 | (20,000) | 0 | (102,252) | 20,000 | 0 | 0 | 104,000 | 0 | 0 | 475,612 | 1,748 |
| Net Requirement | 8,537,616 | 9,487,297 | 92,473 | 0 | 358,685 | 11,300 | 0 | 0 | 195,920 | 0 | 0 | 10,145,675 | 658,378 |
| Percent of Prior Year Budget | | 100.0% | 1.0% | 0.0% | 3.8% | 0.1% | 0.0% | 0.0% | 2.1% | 0.0% | 0.0% | 6.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 52.77 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 52.77 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">Detailed salary spreadsheet from Workplace Engagement services. Increase in benefits Maintain Services <ul style="list-style-type: none">Increase in interdepartmental allocation (74K)increase in Long term debt interest (23K)Reduction in equipment purchases (14K)Increase in facilities maintenance (\$6600)Increase in staff/health and safety training (12K) due to missed courses in 2020 and 2021Increase in insurance premiums (10K) One Time Items <ul style="list-style-type: none"> Provincially Legislated <ul style="list-style-type: none"> | Growth <ul style="list-style-type: none"> Council Priorities <ul style="list-style-type: none">County sustainability plan (50K)Develop transit projects/plans (50K)Develop active transportation plan (54K from reserve) Service Initiatives/Savings <ul style="list-style-type: none"> |



County of Bruce
Roadways-Admin Operating
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,659,100 | 1,798,202 | 19,600 | 0 | 59,181 | 0 | 0 | 0 | 0 | 0 | 0 | 1,876,983 | 78,781 |
| Staff Related Costs | 57,277 | 110,780 | 3,550 | 0 | 4,540 | 5,750 | 0 | 0 | 0 | 0 | 0 | 124,620 | 13,840 |
| Contract Services | 163,661 | 153,374 | (78,953) | 0 | 18,577 | 0 | 0 | 0 | 154,000 | 0 | 0 | 246,998 | 93,624 |
| Material | 406,734 | 307,057 | 0 | 0 | 1,089 | 550 | 0 | 0 | 0 | 0 | 0 | 308,696 | 1,639 |
| Transfers, Grants & Financial Charge | 168,890 | 220,332 | 0 | 0 | 8,870 | 0 | 0 | 0 | 0 | 0 | 0 | 229,202 | 8,870 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 79,337 | 104,171 | 0 | 0 | (19,769) | 0 | 0 | 0 | 0 | 0 | 0 | 84,402 | (19,769) |
| Facility Costs | 130,223 | 202,673 | 2,525 | 0 | (451) | 5,000 | 0 | 0 | 0 | 0 | 0 | 209,747 | 7,074 |
| Other Internal Costs | 641,845 | 652,332 | 0 | 0 | 73,872 | 0 | 0 | 0 | 0 | 0 | 0 | 726,204 | 73,872 |
| Total Expenditures | 3,307,067 | 3,548,921 | (53,278) | 0 | 145,909 | 11,300 | 0 | 0 | 154,000 | 0 | 0 | 3,806,852 | 257,931 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.1% | 0.3% | 0.0% | 0.0% | 4.3% | 0.0% | 0.0% | 7.3% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 100,948 | 69,053 | 0 | 0 | (69,053) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (69,053) |
| Provincial | 117,631 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 84,235 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 54,000 | 0 | 0 | 54,000 | 54,000 |
| Fees and Services | 36,685 | 30,000 | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 30,600 | 600 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 57,547 | 48,500 | 0 | 0 | 970 | 0 | 0 | 0 | 0 | 0 | 0 | 49,470 | 970 |
| Total Revenue | 397,046 | 147,553 | 0 | 0 | (67,483) | 0 | 0 | 0 | 54,000 | 0 | 0 | 134,070 | (13,483) |
| Net Requirement | 2,910,021 | 3,401,368 | (53,278) | 0 | 213,392 | 11,300 | 0 | 0 | 100,000 | 0 | 0 | 3,672,782 | 271,414 |
| Percent of Prior Year Budget | | 100.0% | (1.6%) | 0.0% | 6.3% | 0.3% | 0.0% | 0.0% | 2.9% | 0.0% | 0.0% | 8.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 13.43 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 13.43 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase in actuals for contract sweeping (\$3500)• Reallocation of staff time to meet actuals for cold mix patching and sweeping (43K) Maintain Services <ul style="list-style-type: none">• Increase in wages and benefits• Reduction in contract maintenance for crack sealing• Reduction in revenue from services provided to lower tiers (5K)• Increase in equipment cost distributed One Time Items <ul style="list-style-type: none">•• Provincially Legislated <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• Council Priorities <ul style="list-style-type: none">•• Service Initiatives/Savings <ul style="list-style-type: none">•• Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Roads - Paved Mtce
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 289,207 | 249,199 | 43,284 | 0 | 40,915 | 0 | 0 | 0 | 0 | 0 | 0 | 333,398 | 84,199 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 189,285 | 132,368 | 3,500 | 0 | (17,461) | 0 | 0 | 0 | 0 | 0 | 0 | 118,407 | (13,961) |
| Material | 164,250 | 163,282 | 0 | 0 | 3,265 | 0 | 0 | 0 | 0 | 0 | 0 | 166,547 | 3,265 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 183,048 | 153,505 | 3,500 | 0 | 19,520 | 0 | 0 | 0 | 0 | 0 | 0 | 176,525 | 23,020 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 825,790 | 698,354 | 50,284 | 0 | 46,239 | 0 | 0 | 0 | 0 | 0 | 0 | 794,877 | 96,523 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 6.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 13.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 129,133 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 17,139 | 10,000 | 0 | 0 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (5,000) |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 146,272 | 10,000 | 0 | 0 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (5,000) |
| Net Requirement | 679,518 | 688,354 | 50,284 | 0 | 51,239 | 0 | 0 | 0 | 0 | 0 | 0 | 789,877 | 101,523 |
| Percent of Prior Year Budget | | 100.0% | 7.3% | 0.0% | 7.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 14.7% | |
| Full Time Equivalents (FTE's) | 0.00 | 12.84 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12.84 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase in market driven material cost (\$2700)• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increase in wages and benefits• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Roads - Unpaved Mtce
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 5,667 | 10,589 | 0 | 0 | 1,793 | 0 | 0 | 0 | 0 | 0 | 0 | 12,382 | 1,793 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 62,155 | 70,097 | 2,680 | 0 | 1,402 | 0 | 0 | 0 | 0 | 0 | 0 | 74,179 | 4,082 |
| Material | 21,449 | 20,256 | 0 | 0 | 405 | 0 | 0 | 0 | 0 | 0 | 0 | 20,661 | 405 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,326 | 5,871 | 2,000 | 0 | 117 | 0 | 0 | 0 | 0 | 0 | 0 | 7,988 | 2,117 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 96,597 | 106,813 | 4,680 | 0 | 3,717 | 0 | 0 | 0 | 0 | 0 | 0 | 115,210 | 8,397 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 3.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.9% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 96,597 | 106,813 | 4,680 | 0 | 3,717 | 0 | 0 | 0 | 0 | 0 | 0 | 115,210 | 8,397 |
| Percent of Prior Year Budget | | 100.0% | 4.4% | 0.0% | 3.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase for engineer designs for culvert replacement (15K)• Increase in equipment cost distributed | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increase in wages and benefits• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Bridges & Culverts Operations Roads
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 157,044 | 117,783 | 16,333 | 0 | 25,016 | 0 | 0 | 0 | 0 | 0 | 0 | 159,132 | 41,349 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 118,541 | 96,967 | 15,000 | 0 | (6,647) | 0 | 0 | 0 | 0 | 0 | 0 | 105,320 | 8,353 |
| Material | 94,120 | 63,231 | 0 | 0 | 1,264 | 0 | 0 | 0 | 0 | 0 | 0 | 64,495 | 1,264 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 67,767 | 44,799 | 0 | 0 | 23,346 | 0 | 0 | 0 | 0 | 0 | 0 | 68,145 | 23,346 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 437,472 | 322,780 | 31,333 | 0 | 42,979 | 0 | 0 | 0 | 0 | 0 | 0 | 397,092 | 74,312 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 13.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 23.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,718 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,718 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 435,754 | 322,780 | 31,333 | 0 | 42,979 | 0 | 0 | 0 | 0 | 0 | 0 | 397,092 | 74,312 |
| Percent of Prior Year Budget | | 100.0% | 9.7% | 0.0% | 13.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 23.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase in paint costs for line painting (25K)• Reallocation in staff time for traffic calming (23K)• Increase in mowing to meet levels of service (23K)• Increase in debris/litter pickup to meet trend/actuals (13K)• Increase due to offset of reduction in winter maintenance | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increase to wages and benefits• Traffic calming initiatives (21K)• Increase in equipment cost distributed | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Traffic Operations/Roadside Mtce- Roadways
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 520,375 | 443,040 | 118,466 | 0 | 36,686 | 0 | 0 | 0 | 0 | 0 | 0 | 598,192 | 155,152 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 381,407 | 525,479 | 48,125 | 0 | 35,626 | 0 | 0 | 0 | 0 | 0 | 0 | 609,230 | 83,751 |
| Material | 37,596 | 42,628 | (2,500) | 0 | 852 | 0 | 0 | 0 | 0 | 0 | 0 | 40,980 | (1,648) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 218,018 | 164,353 | 20,844 | 0 | 33,943 | 0 | 0 | 0 | 0 | 0 | 0 | 219,140 | 54,787 |
| Facility Costs | 9,106 | 10,550 | 0 | 0 | 253 | 0 | 0 | 0 | 0 | 0 | 0 | 10,803 | 253 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,166,502 | 1,186,050 | 184,935 | 0 | 107,360 | 0 | 0 | 0 | 0 | 0 | 0 | 1,478,345 | 292,295 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 9.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 24.6% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 4,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 4,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,162,026 | 1,186,050 | 184,935 | 0 | 107,360 | 0 | 0 | 0 | 0 | 0 | 0 | 1,478,345 | 292,295 |
| Percent of Prior Year Budget | | 100.0% | 15.6% | 0.0% | 9.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 24.6% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Adjustments to Base

-
-

Maintain Services

-
-

One Time Items

-
-

Provincially Legislated

-
-

Growth

-
-

Council Priorities

- To support GTR program (Flesherton to Walkerton & Owen Soound to Wiarton/Sauble) (100K)
-

Service Initiatives/Savings

-
- .

Operating Impact of Capital Projects

-
-



County of Bruce
Transit - Conventional
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 | 100,000 | 100,000 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase in sand costs• Linear regression shows a reduction in staff time required Maintain Services <ul style="list-style-type: none">• Reduction in salt purchases due to trend and operational efficiencies• Addition of fleet staff after hours on call• Increase in wages and benefits One Time Items <ul style="list-style-type: none">•• Provincially Legislated <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• Council Priorities <ul style="list-style-type: none">•• Service Initiatives/Savings <ul style="list-style-type: none">• Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Roads - Winter Control
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 953,352 | 1,168,189 | (112,283) | 0 | 30,843 | 0 | 0 | 0 | 0 | 0 | 0 | 1,086,749 | (81,440) |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 227,360 | 255,050 | 11,125 | 0 | 680 | 0 | 0 | 0 | 0 | 0 | 0 | 266,855 | 11,805 |
| Material | 990,125 | 1,001,302 | (10,000) | 0 | (89,990) | 0 | 0 | 0 | 0 | 0 | 0 | 901,312 | (99,990) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 700,574 | 865,092 | (51,257) | 0 | 72 | 0 | 0 | 0 | 0 | 0 | 0 | 813,907 | (51,185) |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 2,871,411 | 3,289,633 | (162,415) | 0 | (58,395) | 0 | 0 | 0 | 0 | 0 | 0 | 3,068,823 | (220,810) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (1.8%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (6.7%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 107,778 | 104,042 | (20,000) | 0 | 13,500 | 0 | 0 | 0 | 0 | 0 | 0 | 97,542 | (6,500) |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 10,972 | 12,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,000 | 0 |
| Total Revenue | 118,750 | 116,042 | (20,000) | 0 | 13,500 | 0 | 0 | 0 | 0 | 0 | 0 | 109,542 | (6,500) |
| Net Requirement | 2,752,661 | 3,173,591 | (142,415) | 0 | (71,895) | 0 | 0 | 0 | 0 | 0 | 0 | 2,959,281 | (214,310) |
| Percent of Prior Year Budget | | 100.0% | (4.5%) | 0.0% | (2.3%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (6.8%) | |
| Full Time Equivalents (FTE's) | 0.00 | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 20.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none"> | Growth <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none">Increase in wages and benefits | Council Priorities <ul style="list-style-type: none"> |
| One Time Items <ul style="list-style-type: none">Removed one time funding for forestry master plan (22K)Interdepartmental transfer of funds from forestry to trails for rehabilitation of trails due to harvesting | Service Initiatives/Savings <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |



County of Bruce
Trails and Forestry
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 302,035 | 316,703 | 0 | 0 | 20,357 | 0 | 0 | 0 | 0 | 0 | 0 | 337,060 | 20,357 |
| Staff Related Costs | 17,256 | 22,600 | 0 | 0 | (772) | 0 | 0 | 0 | 0 | 0 | 0 | 21,828 | (772) |
| Contract Services | 31,973 | 69,800 | 0 | 0 | (18,290) | 0 | 0 | 0 | 0 | 0 | 0 | 51,510 | (18,290) |
| Material | 30,887 | 45,447 | 0 | 0 | (4,887) | 0 | 0 | 0 | 0 | 0 | 0 | 40,560 | (4,887) |
| Transfers, Grants & Financial Charge | 14,051 | 14,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,000 | 0 |
| Transfer to Reserves | 73,678 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 11,421 | 8,000 | 0 | 0 | 2,140 | 0 | 0 | 0 | 0 | 0 | 0 | 10,140 | 2,140 |
| Facility Costs | 26,939 | 69,269 | 0 | 0 | (29,229) | 20,000 | 0 | 0 | 0 | 0 | 0 | 60,040 | (9,229) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 508,240 | 545,819 | 0 | 0 | (30,681) | 20,000 | 0 | 0 | 0 | 0 | 0 | 535,138 | (10,681) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (5.6%) | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (2.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 11,760 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 42,269 | 0 | 0 | (42,269) | 20,000 | 0 | 0 | 0 | 0 | 0 | 20,000 | (22,269) |
| Fees and Services | 6,649 | 8,000 | 0 | 0 | (1,000) | 0 | 0 | 0 | 0 | 0 | 0 | 7,000 | (1,000) |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 91,410 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 60,000 | 0 |
| Total Revenue | 110,819 | 110,269 | 0 | 0 | (43,269) | 20,000 | 0 | 0 | 0 | 0 | 0 | 87,000 | (23,269) |
| Net Requirement | 397,421 | 435,550 | 0 | 0 | 12,588 | 0 | 0 | 0 | 0 | 0 | 0 | 448,138 | 12,588 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 2.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|---|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Reduction in program specific training (1K)• Increase in advertising and supplies (2K) | Council Priorities <ul style="list-style-type: none">• Transfer from reserve to fund waste management master plan (50K)• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Waste Disposal
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,745 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 1,020 | 0 | 0 | (1,020) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,020) |
| Contract Services | 0 | 4,080 | 0 | 0 | 0 | 0 | 0 | 0 | 45,920 | 0 | 0 | 50,000 | 45,920 |
| Material | 22,139 | 2,820 | 0 | 0 | 36 | 0 | 0 | 0 | 0 | 0 | 0 | 2,856 | 36 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 210 | 200 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 204 | 4 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 25,094 | 8,120 | 0 | 0 | (980) | 0 | 0 | 0 | 45,920 | 0 | 0 | 53,060 | 44,940 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (12.1%) | 0.0% | 0.0% | 0.0% | 565.5% | 0.0% | 0.0% | 553.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 20,608 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 20,608 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 0 | 50,000 | 50,000 |
| Net Requirement | 4,486 | 8,120 | 0 | 0 | (980) | 0 | 0 | 0 | (4,080) | 0 | 0 | 3,060 | (5,060) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | (12.1%) | 0.0% | 0.0% | 0.0% | (50.2%) | 0.0% | 0.0% | (62.3%) | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">\$19k reduction in wages and benefits\$36k increase in contract maintenance due to new agreement with Photech. | Growth <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none"> | Council Priorities <ul style="list-style-type: none"> |
| One Time Items <ul style="list-style-type: none"> | Service Initiatives/Savings <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |



County of Bruce
Waste Diversion
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 16,342 | 26,191 | (18,866) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,325 | (18,866) |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 127,027 | 214,200 | 35,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 35,800 |
| Material | 10,716 | 13,260 | 0 | 0 | 265 | 0 | 0 | 0 | 0 | 0 | 0 | 13,525 | 265 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,300 | 1,020 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 1,040 | 20 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 155,385 | 254,671 | 16,934 | 0 | 285 | 0 | 0 | 0 | 0 | 0 | 0 | 271,890 | 17,219 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 56,253 | 90,000 | (90,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (90,000) |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90,000 | 90,000 |
| Total Revenue | 56,253 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90,000 | 0 |
| Net Requirement | 99,132 | 164,671 | 16,934 | 0 | 285 | 0 | 0 | 0 | 0 | 0 | 0 | 181,890 | 17,219 |
| Percent of Prior Year Budget | | 100.0% | 10.3% | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 10.5% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Salary and wages as per detailed plan from Workplace Engagement services• Increase in insurance premiums (5K)• Increase in equipment cost distributed (9K) | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Equipment/Machine Time
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Transportation & Environmental Services
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 3,922,370 | 3,905,867 | 4,129,896 | 4,411,221 | 281,325 | 4,620,243 | 4,709,297 | 4,800,305 | 4,891,781 |
| Staff Related Costs | 139,500 | 74,533 | 134,400 | 146,448 | 12,048 | 138,287 | 141,053 | 143,873 | 146,752 |
| Contract Services | 1,713,397 | 1,301,409 | 1,521,415 | 1,772,499 | 251,084 | 2,394,561 | 2,374,811 | 2,605,668 | 3,087,138 |
| Material | 1,681,047 | 1,778,016 | 1,659,283 | 1,559,632 | (99,651) | 1,567,547 | 1,598,472 | 1,630,012 | 1,662,183 |
| Transfers, Grants & Financial Charge | 211,000 | 182,941 | 234,332 | 343,202 | 108,870 | 312,171 | 663,902 | 997,902 | 1,403,899 |
| Transfer to Reserves | 0 | 73,678 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,325,244 | 1,269,001 | 1,347,011 | 1,381,491 | 34,480 | 1,466,111 | 1,494,528 | 1,523,498 | 1,553,032 |
| Facility Costs | 185,376 | 166,268 | 282,492 | 280,590 | (1,902) | 259,405 | 263,704 | 268,084 | 272,554 |
| Other Internal Costs | 641,845 | 641,845 | 652,332 | 726,204 | 73,872 | 815,727 | 853,614 | 877,518 | 918,184 |
| Total Expenditures | 9,819,779 | 9,393,558 | 9,961,161 | 10,621,287 | 660,126 | 11,574,052 | 12,099,381 | 12,846,860 | 13,935,523 |
| Percent of Expenditure Budget | | | | 6.6% | | 9.0% | 4.5% | 6.2% | 8.5% |
| Revenues by Type | | | | | | | | | |
| Federal | 330,922 | 241,841 | 69,053 | 0 | (69,053) | 0 | 0 | 0 | 0 |
| Provincial | 90,000 | 174,884 | 90,000 | 0 | (90,000) | 0 | 0 | 0 | 0 |
| Municipal | 145,727 | 145,525 | 114,042 | 102,542 | (11,500) | 76,579 | 76,579 | 76,579 | 76,579 |
| Transfers from Reserves | 48,970 | 84,235 | 42,269 | 124,000 | 81,731 | 50,000 | 0 | 0 | 0 |
| Fees and Services | 34,600 | 43,334 | 38,000 | 37,600 | (400) | 38,212 | 38,836 | 39,473 | 40,122 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 119,548 | 166,123 | 120,500 | 211,470 | 90,970 | 212,699 | 213,953 | 215,232 | 216,537 |
| Total Revenue | 769,767 | 855,942 | 473,864 | 475,612 | 1,748 | 377,490 | 329,368 | 331,284 | 333,238 |
| Net Requirement | 9,050,012 | 8,537,616 | 9,487,297 | 10,145,675 | 658,378 | 11,196,562 | 11,770,013 | 12,515,576 | 13,602,285 |
| Percent of Prior Year Budget | | | | 6.9% | | 10.4% | 5.1% | 6.3% | 8.7% |
| Full Time Equivalent (FTEs) | 52.77 | 0.00 | 52.77 | 52.77 | 0.00 | 53.77 | 54.77 | 56.77 | 58.77 |
| Percent of Prior Year FTE | | | | 0.0% | | 1.9% | 1.9% | 3.5% | 3.5% |



County of Bruce
 Roadways-Admin Operating
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,690,809 | 1,659,100 | 1,798,202 | 1,876,983 | 78,781 | 2,121,691 | 2,164,842 | 2,209,047 | 2,254,334 |
| Staff Related Costs | 108,900 | 57,277 | 110,780 | 124,620 | 13,840 | 116,023 | 118,344 | 120,711 | 123,127 |
| Contract Services | 254,187 | 163,661 | 153,374 | 246,998 | 93,624 | 755,298 | 755,604 | 955,916 | 1,406,233 |
| Material | 296,275 | 406,734 | 307,057 | 308,696 | 1,639 | 312,084 | 317,987 | 324,008 | 330,148 |
| Transfers, Grants & Financial Charge | 197,000 | 168,890 | 220,332 | 229,202 | 8,870 | 298,171 | 649,902 | 983,902 | 1,389,899 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 103,664 | 79,337 | 104,171 | 84,402 | (19,769) | 143,969 | 146,849 | 149,787 | 152,782 |
| Facility Costs | 155,833 | 130,223 | 202,673 | 209,747 | 7,074 | 207,945 | 211,615 | 215,353 | 219,169 |
| Other Internal Costs | 641,845 | 641,845 | 652,332 | 726,204 | 73,872 | 815,727 | 853,614 | 877,518 | 918,184 |
| Total Expenditures | 3,448,513 | 3,307,067 | 3,548,921 | 3,806,852 | 257,931 | 4,770,908 | 5,218,757 | 5,836,242 | 6,793,876 |
| Percent of Expenditure Budget | | | | 7.3% | | 25.3% | 9.4% | 11.8% | 16.4% |
| Revenues by Type | | | | | | | | | |
| Federal | 170,000 | 100,948 | 69,053 | 0 | (69,053) | 0 | 0 | 0 | 0 |
| Provincial | 0 | 117,631 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 48,970 | 84,235 | 0 | 54,000 | 54,000 | 0 | 0 | 0 | 0 |
| Fees and Services | 30,000 | 36,685 | 30,000 | 30,600 | 600 | 31,212 | 31,836 | 32,473 | 33,122 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 47,548 | 57,547 | 48,500 | 49,470 | 970 | 50,459 | 51,468 | 52,497 | 53,547 |
| Total Revenue | 296,518 | 397,046 | 147,553 | 134,070 | (13,483) | 81,671 | 83,304 | 84,970 | 86,669 |
| Net Requirement | 3,151,995 | 2,910,021 | 3,401,368 | 3,672,782 | 271,414 | 4,689,237 | 5,135,453 | 5,751,272 | 6,707,207 |
| Percent of Prior Year Budget | | | | 8.0% | | 27.7% | 9.5% | 12.0% | 16.6% |
| Full Time Equivalent (FTEs) | 12.92 | 0.00 | 13.43 | 13.43 | 0.00 | 14.43 | 15.43 | 17.43 | 19.43 |
| Percent of Prior Year FTE | | | | 0.0% | | 7.4% | 6.9% | 11.5% | 11.5% |



County of Bruce
Roads - Paved Mtce
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 237,234 | 289,207 | 249,199 | 333,398 | 84,199 | 295,401 | 300,786 | 306,268 | 311,852 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 339,714 | 189,285 | 132,368 | 118,407 | (13,961) | 120,775 | 123,190 | 125,653 | 128,166 |
| Material | 170,672 | 164,250 | 163,282 | 166,547 | 3,265 | 169,878 | 173,277 | 176,744 | 180,279 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 141,831 | 183,048 | 153,505 | 176,525 | 23,020 | 180,054 | 183,656 | 187,328 | 191,074 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 889,451 | 825,790 | 698,354 | 794,877 | 96,523 | 766,108 | 780,909 | 795,993 | 811,371 |
| Percent of Expenditure Budget | | | | 13.8% | | (3.6%) | 1.9% | 1.9% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 160,922 | 129,133 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 20,385 | 17,139 | 10,000 | 5,000 | (5,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 181,307 | 146,272 | 10,000 | 5,000 | (5,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| | | | | | | | | | |
| Net Requirement | 708,144 | 679,518 | 688,354 | 789,877 | 101,523 | 761,108 | 775,909 | 790,993 | 806,371 |
| Percent of Prior Year Budget | | | | 14.7% | | (3.6%) | 1.9% | 1.9% | 1.9% |
| Full Time Equivalentents (FTEs) | 12.84 | 0.00 | 12.84 | 12.84 | 0.00 | 12.84 | 12.84 | 12.84 | 12.84 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Roads - Unpaved Mtce
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 10,342 | 5,667 | 10,589 | 12,382 | 1,793 | 12,610 | 12,842 | 13,079 | 13,320 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 55,089 | 62,155 | 70,097 | 74,179 | 4,082 | 75,663 | 77,176 | 78,720 | 80,295 |
| Material | 19,886 | 21,449 | 20,256 | 20,661 | 405 | 21,074 | 21,496 | 21,926 | 22,365 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 5,070 | 7,326 | 5,871 | 7,988 | 2,117 | 8,147 | 8,311 | 8,478 | 8,647 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 90,387 | 96,597 | 106,813 | 115,210 | 8,397 | 117,494 | 119,825 | 122,203 | 124,627 |
| Percent of Expenditure Budget | | | | 7.9% | | 2.0% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 90,387 | 96,597 | 106,813 | 115,210 | 8,397 | 117,494 | 119,825 | 122,203 | 124,627 |
| Percent of Prior Year Budget | | | | 7.9% | | 2.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalentents (FTEs) | 0.25 | 0.00 | 0.25 | 0.25 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Bridges & Culverts Operations Roads
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 112,485 | 157,044 | 117,783 | 159,132 | 41,349 | 145,403 | 148,053 | 150,752 | 153,500 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 109,510 | 118,541 | 96,967 | 105,320 | 8,353 | 128,845 | 131,421 | 134,049 | 136,730 |
| Material | 73,051 | 94,120 | 63,231 | 64,495 | 1,264 | 65,785 | 67,100 | 68,441 | 69,810 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 41,692 | 67,767 | 44,799 | 68,145 | 23,346 | 69,507 | 70,898 | 72,316 | 73,762 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 336,738 | 437,472 | 322,780 | 397,092 | 74,312 | 409,540 | 417,472 | 425,558 | 433,802 |
| Percent of Expenditure Budget | | | | 23.0% | | 3.1% | 1.9% | 1.9% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 1,718 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 1,718 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 336,738 | 435,754 | 322,780 | 397,092 | 74,312 | 409,540 | 417,472 | 425,558 | 433,802 |
| Percent of Prior Year Budget | | | | 23.0% | | 3.1% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalentents (FTEs) | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Traffic Operations/Roadside Mtce- Roadways
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 426,842 | 520,375 | 443,040 | 598,192 | 155,152 | 578,007 | 587,974 | 598,125 | 608,458 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 434,514 | 381,407 | 525,479 | 609,230 | 83,751 | 629,003 | 639,742 | 650,698 | 661,871 |
| Material | 45,621 | 37,596 | 42,628 | 40,980 | (1,648) | 41,799 | 42,637 | 43,489 | 44,360 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 158,695 | 218,018 | 164,353 | 219,140 | 54,787 | 223,523 | 227,994 | 232,555 | 230,710 |
| Facility Costs | 10,343 | 9,106 | 10,550 | 10,803 | 253 | 11,019 | 11,239 | 11,464 | 11,693 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,076,015 | 1,166,502 | 1,186,050 | 1,478,345 | 292,295 | 1,483,351 | 1,509,586 | 1,536,331 | 1,557,092 |
| Percent of Expenditure Budget | | | | 24.6% | | 0.3% | 1.8% | 1.8% | 1.4% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 4,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 4,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 1,076,015 | 1,162,026 | 1,186,050 | 1,478,345 | 292,295 | 1,483,351 | 1,509,586 | 1,536,331 | 1,557,092 |
| Percent of Prior Year Budget | | | | 24.6% | | 0.3% | 1.8% | 1.8% | 1.4% |
| Full Time Equivalent (FTEs) | 0.25 | 0.00 | 0.25 | 0.25 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Transit - Conventional
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|-----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Roads - Winter Control
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,100,008 | 953,352 | 1,168,189 | 1,086,749 | (81,440) | 1,114,248 | 1,134,509 | 1,155,143 | 1,176,151 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 254,383 | 227,360 | 255,050 | 266,855 | 11,805 | 272,192 | 277,637 | 283,191 | 288,854 |
| Material | 991,392 | 990,125 | 1,001,302 | 901,312 | (99,990) | 898,938 | 916,916 | 935,255 | 953,960 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 865,092 | 700,574 | 865,092 | 813,907 | (51,185) | 829,359 | 845,098 | 861,137 | 883,982 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 3,210,875 | 2,871,411 | 3,289,633 | 3,068,823 | (220,810) | 3,114,737 | 3,174,160 | 3,234,726 | 3,302,947 |
| Percent of Expenditure Budget | | | | (6.7%) | | 1.5% | 1.9% | 1.9% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 101,842 | 107,778 | 104,042 | 97,542 | (6,500) | 71,579 | 71,579 | 71,579 | 71,579 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 12,000 | 10,972 | 12,000 | 12,000 | 0 | 12,240 | 12,485 | 12,735 | 12,990 |
| Total Revenue | 113,842 | 118,750 | 116,042 | 109,542 | (6,500) | 83,819 | 84,064 | 84,314 | 84,569 |
| Net Requirement | 3,097,033 | 2,752,661 | 3,173,591 | 2,959,281 | (214,310) | 3,030,918 | 3,090,096 | 3,150,412 | 3,218,378 |
| Percent of Prior Year Budget | | | | (6.8%) | | 2.4% | 2.0% | 2.0% | 2.2% |
| Full Time Equivalent (FTEs) | 20.00 | 0.00 | 20.00 | 20.00 | 0.00 | 20.00 | 20.00 | 20.00 | 20.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Trails and Forestry
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 303,634 | 302,035 | 316,703 | 337,060 | 20,357 | 345,424 | 352,696 | 360,157 | 366,291 |
| Staff Related Costs | 29,600 | 17,256 | 22,600 | 21,828 | (772) | 22,264 | 22,709 | 23,162 | 23,625 |
| Contract Services | 52,000 | 31,973 | 69,800 | 51,510 | (18,290) | 52,540 | 53,591 | 54,662 | 55,755 |
| Material | 45,350 | 30,887 | 45,447 | 40,560 | (4,887) | 41,301 | 42,057 | 42,827 | 43,613 |
| Transfers, Grants & Financial Charge | 14,000 | 14,051 | 14,000 | 14,000 | 0 | 14,000 | 14,000 | 14,000 | 14,000 |
| Transfer to Reserves | 0 | 73,678 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,000 | 11,421 | 8,000 | 10,140 | 2,140 | 10,283 | 10,428 | 10,577 | 10,729 |
| Facility Costs | 19,200 | 26,939 | 69,269 | 60,040 | (9,229) | 40,441 | 40,850 | 41,267 | 41,692 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 471,784 | 508,240 | 545,819 | 535,138 | (10,681) | 526,253 | 536,331 | 546,652 | 555,705 |
| Percent of Expenditure Budget | | | | (2.0%) | | (1.7%) | 1.9% | 1.9% | 1.7% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 11,760 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 42,269 | 20,000 | (22,269) | 0 | 0 | 0 | 0 |
| Fees and Services | 4,600 | 6,649 | 8,000 | 7,000 | (1,000) | 7,000 | 7,000 | 7,000 | 7,000 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 60,000 | 91,410 | 60,000 | 60,000 | 0 | 60,000 | 60,000 | 60,000 | 60,000 |
| Total Revenue | 64,600 | 110,819 | 110,269 | 87,000 | (23,269) | 67,000 | 67,000 | 67,000 | 67,000 |
| | | | | | | | | | |
| Net Requirement | 407,184 | 397,421 | 435,550 | 448,138 | 12,588 | 459,253 | 469,331 | 479,652 | 488,705 |
| Percent of Prior Year Budget | | | | 2.9% | | 2.5% | 2.2% | 2.2% | 1.9% |
| Full Time Equivalent (FTEs) | 4.00 | 0.00 | 4.00 | 4.00 | 0.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Waste Disposal
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 18,650 | 2,745 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 1,000 | 0 | 1,020 | 0 | (1,020) | 0 | 0 | 0 | 0 |
| Contract Services | 4,000 | 0 | 4,080 | 50,000 | 45,920 | 4,245 | 4,330 | 4,417 | 4,505 |
| Material | 25,800 | 22,139 | 2,820 | 2,856 | 36 | 2,893 | 2,931 | 2,970 | 3,009 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 200 | 210 | 200 | 204 | 4 | 208 | 212 | 216 | 220 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 49,650 | 25,094 | 8,120 | 53,060 | 44,940 | 7,346 | 7,473 | 7,603 | 7,734 |
| Percent of Expenditure Budget | | | | 553.4% | | (86.2%) | 1.7% | 1.7% | 1.7% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 23,500 | 20,608 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 50,000 | 50,000 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 23,500 | 20,608 | 0 | 50,000 | 50,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 26,150 | 4,486 | 8,120 | 3,060 | (5,060) | 7,346 | 7,473 | 7,603 | 7,734 |
| Percent of Prior Year Budget | | | | (62.3%) | | 140.1% | 1.7% | 1.7% | 1.7% |
| Full Time Equivalents (FTEs) | 0.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Waste Diversion
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 22,366 | 16,342 | 26,191 | 7,325 | (18,866) | 7,459 | 7,595 | 7,734 | 7,875 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 210,000 | 127,027 | 214,200 | 250,000 | 35,800 | 356,000 | 312,120 | 318,362 | 324,729 |
| Material | 13,000 | 10,716 | 13,260 | 13,525 | 265 | 13,795 | 14,071 | 14,352 | 14,639 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,000 | 1,300 | 1,020 | 1,040 | 20 | 1,061 | 1,082 | 1,104 | 1,126 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 246,366 | 155,385 | 254,671 | 271,890 | 17,219 | 378,315 | 334,868 | 341,552 | 348,369 |
| Percent of Expenditure Budget | | | | 6.8% | | 39.1% | (11.5%) | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 90,000 | 56,253 | 90,000 | 0 | (90,000) | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Total Revenue | 90,000 | 56,253 | 90,000 | 90,000 | 0 | 140,000 | 90,000 | 90,000 | 90,000 |
| | | | | | | | | | |
| Net Requirement | 156,366 | 99,132 | 164,671 | 181,890 | 17,219 | 238,315 | 244,868 | 251,552 | 258,369 |
| Percent of Prior Year Budget | | | | 10.5% | | 31.0% | 2.7% | 2.7% | 2.7% |
| Full Time Equivalentents (FTEs) | 0.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Equipment/Machine Time
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Transportation & Environmental Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 12,975 | 130,580 | 65,500 | (65,080) | 42,500 | 33,000 | 34,000 | 34,680 |
| Technology & Communications | 5,219 | 6,750 | 79,550 | 72,800 | 100,000 | 100,000 | 100,000 | 0 |
| Vehicles & Machinery | 598,553 | 469,000 | 411,500 | (57,500) | 615,600 | 1,151,600 | 734,500 | 922,100 |
| Furniture & Fixtures | 397 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 31,414 | 75,000 | 213,060 | 138,060 | 738,202 | 4,717,266 | 541,460 | 2,700,000 |
| Building - Site Elements | 55,406 | 60,000 | 0 | (60,000) | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 26,193 | 47,000 | 62,000 | 15,000 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 45,000 | 30,000 | (15,000) | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 1,744,131 | 3,903,700 | 6,852,000 | 2,948,300 | 5,604,000 | 9,369,100 | 5,825,000 | 2,020,000 |
| Roads Paved | 5,598,311 | 8,331,004 | 7,151,000 | (1,180,004) | 3,650,000 | 3,600,000 | 5,006,481 | 4,070,000 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 219,888 | 121,550 | 386,980 | 265,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| Trails Program | 86,730 | 105,000 | 90,000 | (15,000) | 725,000 | 40,000 | 0 | 0 |
| Gross Expenditure | 8,379,217 | 13,294,584 | 15,341,590 | 2,047,006 | 11,588,224 | 19,125,864 | 12,358,349 | 9,865,734 |
| Transfer to Reserves | 2,508,355 | 796,975 | 502,000 | (294,975) | 319,500 | 198,000 | 226,830 | 450,000 |
| Total Expenditure | 10,887,572 | 14,091,559 | 15,843,590 | 1,752,031 | 11,907,724 | 19,323,864 | 12,585,179 | 10,315,734 |
| % of Prior Expenditure | | | 12.4% | | (24.8%) | 62.3% | (34.9%) | (18.0%) |
| Revenues by Type | | | | | | | | |
| Federal | 2,035,236 | 2,457,272 | 6,513,045 | 4,055,773 | 2,200,458 | 0 | 0 | 0 |
| Provincial | 783,894 | 893,260 | 1,584,541 | 691,281 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 100,000 | 100,000 | 0 | 100,000 | 0 | 0 |
| Transfers from Reserves | 3,005,699 | 5,523,958 | 534,031 | (4,989,927) | 518,615 | 372,088 | 0 | 122,089 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 35,175 | 21,000 | 19,500 | (1,500) | 24,000 | 33,000 | 30,000 | 30,600 |
| Debt | 203,139 | 0 | 1,964,005 | 1,964,005 | 988,542 | 10,964,100 | 3,200,000 | 450,000 |
| Total Revenue | 6,063,143 | 8,895,490 | 10,715,122 | 1,819,632 | 3,731,615 | 11,469,188 | 3,230,000 | 602,689 |
| | | | | | | | | |
| Net Requirement | 4,824,429 | 5,196,069 | 5,128,468 | (67,601) | 8,176,109 | 7,854,676 | 9,355,179 | 9,713,045 |
| % of Prior Net Requirement | | | (1.3%) | | 59.4% | (3.9%) | 19.1% | 3.8% |



County of Bruce
Capital Housing & Equipment Roadway
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 12,975 | 130,580 | 55,000 | (75,580) | 32,000 | 33,000 | 34,000 | 34,680 |
| Technology & Communications | 5,219 | 6,750 | 79,550 | 72,800 | 100,000 | 100,000 | 100,000 | 0 |
| Vehicles & Machinery | 598,553 | 419,000 | 411,500 | (7,500) | 615,600 | 1,151,600 | 734,500 | 922,100 |
| Furniture & Fixtures | 397 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 31,414 | 75,000 | 213,060 | 138,060 | 738,202 | 4,717,266 | 541,460 | 2,700,000 |
| Building - Site Elements | 55,406 | 60,000 | 0 | (60,000) | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 26,193 | 47,000 | 62,000 | 15,000 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 45,000 | 30,000 | (15,000) | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 22,724 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 107,255 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 860,136 | 783,330 | 851,110 | 67,780 | 1,485,802 | 6,001,866 | 1,409,960 | 3,656,780 |
| Transfer to Reserves | 215,303 | 791,975 | 502,000 | (289,975) | 319,500 | 158,000 | 226,830 | 0 |
| Total Expenditure | 1,075,439 | 1,575,305 | 1,353,110 | (222,195) | 1,805,302 | 6,159,866 | 1,636,790 | 3,656,780 |
| % of Prior Expenditure | | | (14.1%) | | 33.4% | 241.2% | (73.4%) | 123.4% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 107,255 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 121,537 | 58,997 | 0 | (58,997) | 0 | 350,500 | 0 | 107,700 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 35,175 | 21,000 | 19,500 | (1,500) | 24,000 | 33,000 | 30,000 | 30,600 |
| Debt | 0 | 0 | 0 | 0 | 0 | 4,500,000 | 0 | 0 |
| Total Revenue | 263,967 | 79,997 | 19,500 | (60,497) | 24,000 | 4,883,500 | 30,000 | 138,300 |
| | | | | | | | | |
| Net Requirement | 811,472 | 1,495,308 | 1,333,610 | (161,698) | 1,781,302 | 1,276,366 | 1,606,790 | 3,518,480 |
| % of Prior Net Requirement | | | (10.8%) | | 33.6% | (28.3%) | 25.9% | 119.0% |



County of Bruce
Roads-Paved Rds Capital
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 5,575,587 | 8,331,004 | 7,151,000 | (1,180,004) | 3,650,000 | 3,600,000 | 5,006,481 | 4,070,000 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 5,575,587 | 8,331,004 | 7,151,000 | (1,180,004) | 3,650,000 | 3,600,000 | 5,006,481 | 4,070,000 |
| Transfer to Reserves | 882,207 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 6,457,794 | 8,331,004 | 7,151,000 | (1,180,004) | 3,650,000 | 3,600,000 | 5,006,481 | 4,070,000 |
| % of Prior Expenditure | | | (14.2%) | | (49.0%) | (1.4%) | 39.1% | (18.7%) |
| Revenues by Type | | | | | | | | |
| Federal | 2,035,236 | 2,457,272 | 2,377,050 | (80,222) | 0 | 0 | 0 | 0 |
| Provincial | 676,639 | 893,260 | 1,584,541 | 691,281 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 |
| Transfers from Reserves | 1,186,538 | 3,891,502 | 339,031 | (3,552,471) | 498,615 | 21,588 | 0 | 14,389 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 108,039 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 4,006,452 | 7,242,034 | 4,300,622 | (2,941,412) | 498,615 | 121,588 | 0 | 14,389 |
| | | | | | | | | |
| Net Requirement | 2,451,342 | 1,088,970 | 2,850,378 | 1,761,408 | 3,151,385 | 3,478,412 | 5,006,481 | 4,055,611 |
| % of Prior Net Requirement | | | 161.7% | | 10.6% | 10.4% | 43.9% | (19.0%) |



County of Bruce
Roads-Unpaved Rds Capital
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Roads-Bridges and Culverts Capital
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 1,744,131 | 3,903,700 | 6,852,000 | 2,948,300 | 5,604,000 | 9,369,100 | 5,825,000 | 2,020,000 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,744,131 | 3,903,700 | 6,852,000 | 2,948,300 | 5,604,000 | 9,369,100 | 5,825,000 | 2,020,000 |
| Transfer to Reserves | 1,380,345 | 0 | 0 | 0 | 0 | 0 | 0 | 450,000 |
| Total Expenditure | 3,124,476 | 3,903,700 | 6,852,000 | 2,948,300 | 5,604,000 | 9,369,100 | 5,825,000 | 2,470,000 |
| % of Prior Expenditure | | | 75.5% | | (18.2%) | 67.2% | (37.8%) | (57.6%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 4,135,995 | 4,135,995 | 2,200,458 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 1,649,031 | 1,521,000 | 70,000 | (1,451,000) | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 95,100 | 0 | 1,964,005 | 1,964,005 | 988,542 | 6,464,100 | 3,200,000 | 450,000 |
| Total Revenue | 1,744,131 | 1,521,000 | 6,170,000 | 4,649,000 | 3,189,000 | 6,464,100 | 3,200,000 | 450,000 |
| Net Requirement | 1,380,345 | 2,382,700 | 682,000 | (1,700,700) | 2,415,000 | 2,905,000 | 2,625,000 | 2,020,000 |
| % of Prior Net Requirement | | | (71.4%) | | 254.1% | 20.3% | (9.6%) | (23.0%) |



County of Bruce
Roadways-Traffic Operations Capital
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 112,073 | 121,550 | 386,980 | 265,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 112,073 | 121,550 | 386,980 | 265,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 112,073 | 121,550 | 386,980 | 265,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| % of Prior Expenditure | | | 218.4% | | (70.8%) | 1.7% | 1.7% | 1.8% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 100,000 | 100,000 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 35,289 | 16,000 | 125,000 | 109,000 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 35,289 | 16,000 | 225,000 | 209,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 76,784 | 105,550 | 161,980 | 56,430 | 112,922 | 114,898 | 116,908 | 118,954 |
| % of Prior Net Requirement | | | 53.5% | | (30.3%) | 1.7% | 1.7% | 1.8% |



County of Bruce
Trails and Forestry
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|-----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 10,500 | 10,500 | 10,500 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 50,000 | 0 | (50,000) | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 560 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 86,730 | 105,000 | 90,000 | (15,000) | 725,000 | 40,000 | 0 | 0 |
| Gross Expenditure | 87,290 | 155,000 | 100,500 | (54,500) | 735,500 | 40,000 | 0 | 0 |
| Transfer to Reserves | 30,500 | 5,000 | 0 | (5,000) | 0 | 40,000 | 0 | 0 |
| Total Expenditure | 117,790 | 160,000 | 100,500 | (59,500) | 735,500 | 80,000 | 0 | 0 |
| % of Prior Expenditure | | | (37.2%) | | 631.8% | (89.1%) | (100.0%) | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 13,304 | 36,459 | 0 | (36,459) | 20,000 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 13,304 | 36,459 | 0 | (36,459) | 20,000 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 104,486 | 123,541 | 100,500 | (23,041) | 715,500 | 80,000 | 0 | 0 |
| % of Prior Net Requirement | | | (18.7%) | | 611.9% | (88.8%) | (100.0%) | 0.0% |



County of Bruce
Transportation & Environmental Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| TS Transportation & Environmental Services | | | | |
| Capital Projects | | | | |
| TS-2020-005 Security for shops | 72,000 | 0 | 72,000 | 0 |
| TS-2020-018 Chesley Main St. Bridge (Enviro) | 20,000 | 0 | 20,000 | 0 |
| TS-2021-001 McCurdy Bridge-Environmental Costs | 4,000 | 0 | 4,000 | 0 |
| TS-2021-002 Repairs Stoney Creek Culvert | 50,000 | 0 | 50,000 | 0 |
| TS-2021-003 Replace Superstructure Reid Bridge BR 6-West of Teewater | 10,000 | 0 | 10,000 | 0 |
| TS-2021-004 Repair Robinson B line & Blackwell Bridges | 4,000 | 0 | 4,000 | 0 |
| TS-2021-005 Replace Teeswater Bridge BR3 Paisley | 6,100,000 | (6,100,000) | 0 | 0 |
| TS-2021-007 Repair Deck Stephenson Bridge BR 15 | 340,000 | 0 | 340,000 | 0 |
| TS-2021-014 Replace Durham St. Bridge BR 4 Walkerton | 250,000 | 0 | 250,000 | 0 |
| TS-2021-015 Replace Steffler Bridge BR 12 North of Belmore | 4,000 | 0 | 4,000 | 0 |
| TS-2021-017 Replace Culvert ID# 8628200 2.4 km East of HWY 21 | 70,000 | (70,000) | 0 | 0 |
| TS-2021-018 Rehabilitation and Reconstruction of West Road | 100,000 | 0 | 100,000 | 0 |
| TS-2021-022 Bruce Rd. 6A East | 4,755,000 | (3,961,591) | 793,409 | 0 |
| TS-2021-023 CIP BR 8-from BR 14 to Sauble Beach | 1,450,000 | (339,031) | 1,110,969 | 0 |
| TS-2021-024 Replace Storm Sewer BR 15 Inverhuron | 721,000 | 0 | 721,000 | 0 |
| TS-2021-039 Capital Sign Initial Cost (4052) | 76,910 | 0 | 76,910 | 0 |
| TS-2021-040 Wayfinding (4055) | 34,070 | 0 | 34,070 | 0 |
| TS-2021-046 Accessibility Upgrades | 121,960 | 0 | 121,960 | 0 |
| TS-2021-047 Building Conditions report repairs | 91,100 | 0 | 91,100 | 0 |
| TS-2021-048 Capital Housing-Vehicle/Equipment | 411,500 | (19,500) | 392,000 | 0 |
| TS-2021-054 Trails-CN "A" Gravel | 80,000 | 0 | 80,000 | 0 |
| TS-2021-055 Trails-Fencing | 10,000 | 0 | 10,000 | 0 |



County of Bruce
Transportation & Environmental Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|---|----------------------------|----------------------------|-------------------------------------|--------------------------|
| TS-2021-R04 Transfer to Working Capital-Wiarton Depot | 158,000 | 0 | 158,000 | 0 |
| TS-2021-R05 Transfer to reserve-Equipment (Vehicle/Machinery) | 344,000 | 0 | 344,000 | 0 |
| TS-2022-005 Ped. Crossing & Intersection improvement-BR 4/McNab St | 250,000 | (225,000) | 25,000 | 0 |
| TS-2022-006 Road Rehabilitation BR 10 (Elmwood) | 125,000 | 0 | 125,000 | 0 |
| TS-2022-007 Paisley Backup Generator | 50,000 | 0 | 50,000 | 0 |
| TS-2022-008 Paisley Shop additional bathroom/upgrade and water service issues | 30,000 | 0 | 30,000 | 0 |
| TS-2022-009 Walkerton Shop hot water pressure washer | 12,000 | 0 | 12,000 | 0 |
| TS-2022-010 Bruce Road 23 Auto flashing warning road closed ahead sign - Kincardine | 13,000 | 0 | 13,000 | 0 |
| TS-2022-011 Bruce Road 5 & GBL Signal Head and bracket upgrade | 13,000 | 0 | 13,000 | 0 |
| TS-2022-012 Computer/Electronic Purchases | 7,550 | 0 | 7,550 | 0 |
| TS-2022-013 Mechanized Equipment | 10,500 | 0 | 10,500 | 0 |
| TS-2022-014 Purchase/upgrade current leased weather stations | 55,000 | 0 | 55,000 | 0 |
| Net Cost of Capital Projects | 15,843,590 | (10,715,122) | 5,128,468 | 0 |
| Total Transportation & Environmental Services | 15,843,590 | (10,715,122) | 5,128,468 | |



County of Bruce
Transportation & Environmental Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| TS Transportation & Environmental Services | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| TS-2020-005 Security for shops | 72,000 | 0 | 72,000 | 100,000 | 0 | 100,000 | 100,000 | 0 | 100,000 | 100,000 | 0 | 100,000 | 0 | 0 | 0 |
| TS-2020-018 Chesley Main St. Bridge (Enviro) | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2020-025 Fischer Bridge Repair | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 725,000 | 0 | 725,000 | 0 | 0 | 0 |
| TS-2021-001 McCurdy Bridge-Environmental Costs | 4,000 | 0 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-002 Repairs Stoney Creek Culvert | 50,000 | 0 | 50,000 | 550,000 | 0 | 550,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-003 Replace Superstructure Reid Bridge BR | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-004 Repair Robinson B line & Blackwell Bri | 4,000 | 0 | 4,000 | 0 | 0 | 0 | 920,000 | 0 | 920,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-005 Replace Teeswater Bridge BR3 Paisley | 6,100,000 | (6,100,000) | 0 | 3,189,000 | (3,189,000) | 0 | 464,100 | (464,100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-006 Repair Superstructure Sweiger Bridge I | 0 | 0 | 0 | 550,000 | 0 | 550,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-007 Repair Deck Stephenson Bridge BR 15 | 340,000 | 0 | 340,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-010 Repair Silver Creek Culvert-Durham St. | 0 | 0 | 0 | 85,000 | 0 | 85,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-011 Repair Old Schenk-Near BR 3 | 0 | 0 | 0 | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-014 Replace Durham St. Bridge BR 4 Walke | 250,000 | 0 | 250,000 | 250,000 | 0 | 250,000 | 6,000,000 | (6,000,000) | 0 | 3,200,000 | (3,200,000) | 0 | 450,000 | (450,000) | 0 |
| TS-2021-015 Replace Steffler Bridge BR 12 North of | 4,000 | 0 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-017 Replace Culvert ID# 8628200 2.4 km Ea | 70,000 | (70,000) | 0 | 390,000 | 0 | 390,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-018 Rehabilitation and Reconstruction of V | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-020 CIP Recycling BR 3 and BR 4 | 0 | 0 | 0 | 150,000 | 0 | 150,000 | 1,275,000 | (21,588) | 1,253,412 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-022 Bruce Rd. 6A East | 4,755,000 | (3,961,591) | 793,409 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,250,000 | 0 | 2,250,000 |
| TS-2021-023 CIP BR 8-from BR 14 to Sauble Beach | 1,450,000 | (339,031) | 1,110,969 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-024 Replace Storm Sewer BR 15 Inverhuron | 721,000 | 0 | 721,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-029 Bruce Rd. 33-Pre-eng/realignment/Ne | 0 | 0 | 0 | 2,050,000 | 0 | 2,050,000 | 1,100,000 | 0 | 1,100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-030 Bruce Rd. 23 (Roundabout) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,300,000 | 0 | 2,300,000 | 0 | 0 | 0 |



County of Bruce
Transportation & Environmental Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| TS-2021-039 Capital Sign Initial Cost (4052) | 76,910 | 0 | 76,910 | 78,256 | 0 | 78,256 | 79,625 | 0 | 79,625 | 81,018 | 0 | 81,018 | 82,436 | 0 | 82,436 |
| TS-2021-040 Wayfinding (4055) | 34,070 | 0 | 34,070 | 34,666 | 0 | 34,666 | 35,273 | 0 | 35,273 | 35,890 | 0 | 35,890 | 36,518 | 0 | 36,518 |
| TS-2021-046 Accessibility Upgrades | 121,960 | 0 | 121,960 | 94,702 | 0 | 94,702 | 83,346 | 0 | 83,346 | 220,460 | 0 | 220,460 | 0 | 0 | 0 |
| TS-2021-047 Building Conditions report repairs | 91,100 | 0 | 91,100 | 143,500 | 0 | 143,500 | 58,920 | 0 | 58,920 | 21,000 | 0 | 21,000 | 0 | 0 | 0 |
| TS-2021-048 Capital Housing-Vehicle/Equipment | 411,500 | (19,500) | 392,000 | 647,600 | (24,000) | 623,600 | 1,184,600 | (383,500) | 801,100 | 768,500 | (30,000) | 738,500 | 956,780 | (138,300) | 818,480 |
| TS-2021-049 Walkerton Shop - Options Analysis | 0 | 0 | 0 | 500,000 | 0 | 500,000 | 4,500,000 | (4,500,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-053 Repair Bridge BR 40 (4km west of BR 3 | 0 | 0 | 0 | 335,000 | 0 | 335,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-054 Trails-CN "A" Gravel | 80,000 | 0 | 80,000 | 100,000 | (20,000) | 80,000 | 80,000 | 0 | 80,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-055 Trails-Fencing | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-056 Willow Creek Bridge Repair | 0 | 0 | 0 | 625,000 | 0 | 625,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2021-R04 Transfer to Working Capital-Wiarton D | 158,000 | 0 | 158,000 | 158,000 | 0 | 158,000 | 158,000 | 0 | 158,000 | 158,000 | 0 | 158,000 | 0 | 0 | 0 |
| TS-2021-R05 Transfer to reserve-Equipment (Vehicl | 344,000 | 0 | 344,000 | 161,500 | 0 | 161,500 | 0 | 0 | 0 | 68,830 | 0 | 68,830 | 0 | 0 | 0 |
| TS-2022-002 Repair 1st, 2nd and 3rd Dunblane Bridg | 0 | 0 | 0 | 0 | 0 | 0 | 90,000 | 0 | 90,000 | 1,750,000 | 0 | 1,750,000 | 0 | 0 | 0 |
| TS-2022-005 Ped. Crossing & Intersection improvem | 250,000 | (225,000) | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-006 Road Rehabilitation BR 10 (Elmwood) | 125,000 | 0 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-007 Paisley Backup Generator | 50,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-008 Paisley Shop additional bathroom/upgr | 30,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-009 Walkerton Shop hot water pressure wa | 12,000 | 0 | 12,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-010 Bruce Road 23 Auto flashing warning r | 13,000 | 0 | 13,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-011 Bruce Road 5 & GBL Signal Head and b | 13,000 | 0 | 13,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-012 Computer/Electronic Purchases | 7,550 | 0 | 7,550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-013 Mechanized Equipment | 10,500 | 0 | 10,500 | 10,500 | 0 | 10,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2022-014 Purchase/upgrade current leased weat | 55,000 | 0 | 55,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2023-001 Repair Station Bridge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 | 0 | 150,000 | 1,400,000 | 0 | 1,400,000 |



County of Bruce
Transportation & Environmental Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| TS-2023-002 Surface treatment Microsurface BR 20 | 0 | 0 | 0 | 450,000 | 0 | 450,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2023-004 CIP BR 9 in place (Barrow Bay to BR 29 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 | 250,000 | 953,191 | 0 | 953,191 | 0 | 0 | 0 |
| TS-2023-006 Tar and Chip West Road | 0 | 0 | 0 | 1,000,000 | (498,615) | 501,385 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2023-007 Rehab Campbell Thede Bridge BR 17 | 0 | 0 | 0 | 155,000 | 0 | 155,000 | 1,875,000 | 0 | 1,875,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2023-R01 Bridge Reserve contribution | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 450,000 | 0 | 450,000 |
| TS-2024-003 Rehab Burgoyne Bridge BR3 | 0 | 0 | 0 | 0 | 0 | 0 | 55,000 | 0 | 55,000 | 750,000 | 0 | 750,000 | 0 | 0 | 0 |
| TS-2024-004 CIP Recycling BR 9 (Bury Rd to Hwy 6) | 0 | 0 | 0 | 0 | 0 | 0 | 75,000 | 0 | 75,000 | 650,000 | 0 | 650,000 | 0 | 0 | 0 |
| TS-2024-005 CIP Recycling BR 6 (SDR 30-HWY 21) | 0 | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 50,000 | 753,290 | 0 | 753,290 | 0 | 0 | 0 |
| TS-2024-006 Storm Sewer & Sidewalk BR 12 (Formo: | 0 | 0 | 0 | 0 | 0 | 0 | 850,000 | (100,000) | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| TS-2024-007 Paisely Shop Analysis | 0 | 0 | 0 | 0 | 0 | 0 | 75,000 | 0 | 75,000 | 300,000 | 0 | 300,000 | 2,700,000 | 0 | 2,700,000 |
| TS-2025-001 Surface Treatment Microsurfacing BR 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 0 | 225,000 | 0 | 0 | 0 |
| TS-2025-003 Replace Craig Hill Bridge BR3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 310,000 | 0 | 310,000 | 2,275,000 | 0 | 2,275,000 |
| TS-2025-005 CIP recycling BR 7 (South Ripley to BR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 125,000 | 0 | 125,000 | 1,420,000 | (14,389) | 1,405,611 |
| TS-2026-001 Replace Culvert Campbell St. Lucknow | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 50,000 |
| TS-2026-002 Rehab Clancy Bridge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 0 | 100,000 |
| TS-2026-003 Rehab Willscroft Bridge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75,000 | 0 | 75,000 |
| TS-2026-004 Rehab Wrightson Bridge BR 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 120,000 | 0 | 120,000 |
| TS-2026-005 Surface Treatment (Various Roads) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400,000 | 0 | 400,000 |
| Net Cost of Capital Projects | 15,843,590 | (10,715,122) | 5,128,468 | 11,907,724 | (3,731,615) | 8,176,109 | 19,378,864 | (11,469,188) | 7,909,676 | 13,645,179 | (3,230,000) | 10,415,179 | 12,765,734 | (602,689) | 12,163,045 |
| Total Transportation & Environmental Services | 15,843,590 | (10,715,122) | 5,128,468 | 11,907,724 | (3,731,615) | 8,176,109 | 19,378,864 | (11,469,188) | 7,909,676 | 13,645,179 | (3,230,000) | 10,415,179 | 12,765,734 | (602,689) | 12,163,045 |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------------------|----------------|--------------|-----------------------|--|--|---------------|--|--|
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Transportation and Waste Management | | | | Transportation and Waste | | | | |
| \$ 80,433.89 | | | | Computer Software | \$80,433.89 | 311-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 2,983.09 | | | | Computer Hardware | \$2,983.09 | 311-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| | | | | Equipment Replacement | | | | |
| Transportation | | | | Transportation and Waste Management | | | | |
| \$ 6,604.43 | | | | Office Equipment | \$6,604.43 | 311-1120-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of replacement equipment or new purchases as deemed by Council. |
| \$ 8,575.41 | | | | Operational Equipment | \$8,575.41 | 311-1120-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of operational equipment either new or replacement as deemed by Council. |
| \$ 5,746.03 | | | | Trails Equipment | \$5,746.03 | 781-1120-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of operational equipment either new or replacement as deemed by Council. |
| | | | | Facility Reserves | | | | |
| Transportation and Waste Management | | | | Transportation and Waste | | | | |
| \$ 314.26 | | | | Shop Replacement | \$314.26 | 311-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | To fund the replacement of the Lucknow Shop. |
| -\$ 2,862.27 | | | | Walkerton Sand Shed | (\$2,862.27) | 311-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | To fund the replacement of the Walkerton sand and salt storage shed. |
| \$ 14,182.60 | | | | Wiarion Sand Shed/shop | \$14,182.60 | 311-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | To fund the replacement of the Wiarion sand and salt storage shed. |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------------------|----------------|---------------|-----------------------|----------------------------------|--|---------------|--|---|
| \$ 8,911.22 | | | | Paisley Sand Dome | \$8,911.22 | 311-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | To fund the replacement of the Paisley sand and salt storage shed. |
| \$ 28,679.26 | | | | Building Components | \$28,679.26 | 311-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facility or replacement of existing building components. |
| | | | | Vehicle and Machine Replacement | | | | |
| | | | | Transportation and Waste | | | | |
| \$ 527,074.52 | | \$ 344,000.00 | | Machinery Replacement | \$871,074.52 | 340-1120-HMAC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| \$ 257.84 | | | | Trails Vehicle Replacement | \$257.84 | 781-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| \$ 27,416.88 | | | | Forestry Vehicle | \$27,416.88 | 781-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | | | | | |
| | | | | | | | | |
| | | | | Operating Surplus Reserves | | | | |
| Transportation and Waste Management | | | | Transportation and Waste | | | | |
| \$ 98,197.99 | \$ (20,000.00) | | | Sale of Forest Product | \$78,197.99 | 841-1110-ASFP | Transfer of surplus created from the sale of forest products. | Used to offset future years forestry budgets as deemed by council. |
| \$ 131,384.36 | | | | Transportation Operating Surplus | \$131,384.36 | 311-1110-HOPR | Transfer of Year end Surplus | Used to offset future years budgets as deemed by council. |
| \$ 182,320.25 | | | | Waste Management | \$182,320.25 | 350-1110-OPSR | Transfer of Year end Surplus | Used to offset future years budgets as deemed by council. |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-------------------------------------|-----------------|--------------|-----------------------|--|--|---------------|--|---|
| | | | | Infrastructure- Roads/Bridges/Culverts/Traffic Control | | | | |
| Transportation and Waste Management | | | | Transportation and Waste | | | | |
| | | | | Infrastructure Bridges and Culverts | | | | |
| \$ 549,315.30 | | | | Bridge Reserve | \$549,315.30 | 320-1110-BRID | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the Bridges as deemed appropriate by Director and Council. |
| \$ 78,758.01 | \$ (70,000.00) | | | Culvert Reserve | \$8,758.01 | 311-1120-HOTM | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the culverts as deemed appropriate by Director and Council. |
| | | | | Infrastructure Traffic | | | | |
| \$ 335,912.24 | \$ (125,000.00) | | | Traffic Control Reserve | \$210,912.24 | 315-1110-PROJ | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the Traffic Signals as deemed appropriate by Director and Council. |
| | | | | Infrastructure Roads | | | | |
| \$ 930,639.05 | \$ (339,031.00) | | | Paved Roads Capital -all rds | \$591,608.05 | 333-1120-PROJ | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council. |
| | | | | Infrastructure Trails | | | | |
| \$ 60,573.26 | | | | CN Corridor | \$60,573.26 | 781-1120-CNRT | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the CN Corridor as deemed appropriate by Director and Council. |
| \$ 410.97 | | | | Lindsay Trail | \$410.97 | 781-1110-LINT | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to the Lindsay Trail as deemed appropriate by Director and Council. |
| | | | | | | | | |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| Transportation and Waste Management | | | | Transportation and Waste Management | | | | |
| \$ 54,255.15 | \$ (54,000.00) | | | Bike Master Plan | \$255.15 | 311-1110-PROJ | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | 0 |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Transfer | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|--|----------------|--------------|-----------------------|--|--|---------------|--|--|
| \$ 2,652.55 | | | | Sign Project | \$2,652.55 | 311-1110-PROJ | Year End unspent capital earmarked for this purpose | Funds utilized for Bruce County signage project related to economic development. |
| \$ 6,682.51 | | | | Emerald Ash Bore | \$6,682.51 | 311-1110-PROJ | Year End unspent capital earmarked for this purpose | Specific undertakings related to Emerald Ash Bore as deemed appropriate by Director and Council. |
| \$ 105,080.57 | | | | Drainage | \$105,080.57 | 325-3195-HDRA | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to drainage as deemed appropriate by Director and Council |
| \$ 294,000.00 | | | | Snow Reserve | \$294,000.00 | 330-1110-SNOW | Year end unspent capital earmarked for this purpose | Funds utilized to offset snow deficits |
| | | | | | | | | |
| \$ 1,520.72 | | | | Brant Tract Shed | \$1,520.72 | 339-1110-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | Funds utilized to fund the continuation of this project. |
| \$ 56,193.59 | | | | County Reforestation - Reserve Fund Funds (Stipulations Apply) | \$56,193.59 | 841-1110-FMNR | Funds received from the Ministry of Natural Resources in 1990. | Monies shall be expended only on the recommendation of the ATP Committee and the approval of Council for the purpose of acquiring County Forest property. |
| \$ 1,097,049.87 | \$ (50,000.00) | | | Waste Management Future Planning - Reserve Fund | \$1,047,049.87 | 350-1110-HWAS | Annual Operating budget contributions. | Monies shall be expended only on the recommendation of the ATP Committee, the Committee charged with the responsibility for waste management and upon the approval of Council when |
| \$ 4,693,263.55 \$ (658,031.00) \$ 344,000.00 \$ - | | | | | \$4,379,232.55 | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Human Services Budget Reference

2022 Bruce County Business Plan

Department: Human Services

Strategic Priorities:

1. **Find Creative new ways to engage our public:** through focusing on making the County accessible to people through access to information.
2. **Eliminating our own red tape:** through focusing on the internal and external customer/client first.
3. **Explore alternate options:** to improve efficient/services through elimination of duplication of services among departments and our communities.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Average length of time that clients receive social assistance | 23 | 27 | 22 | 26 | 25 | 25 | 25 | 36 | 29 |
| Cost of a subsidized child care space (annualized and weighted based on age) | \$4,737 | \$4,803 | \$4,729 | \$5,362 | \$5,453 | \$5,972 | \$6,400 | \$4, 705* | \$6,900 |
| Number of immediate actions for 2021 completed from the Housing & Homelessness Plan Update | 20% | 30% | 30% | 44% | 50% | 100% | 100% | 50% | 100% |
| Number of available regulated child care spaces per 1,000 children (age 0 - 12)** | 154 | 193.53 | 181.20 | 194.51 | 194 | 211 | 212 | 219 | 215*** |
| Number of households receiving social assistance | 623 | 605 | 594 | 575 | 523 | 475 | 580 | 409 | 510 |
| Number of business days from screening to financial eligibility decision | 7.4 | 5 | 5 | 4 | 3 | 4 | 4 | 4 | 4 |
| Percentage of available child care spaces subsidized | 13% | 10% | 10% | 10% | 11% | 10% | 10% | 7%* | 10% |

2022 Bruce County Business Plan

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Percentage of capital priorities delivered on time | 84% | 88.2% | 100% | 83.3% | 89.5% | 92% | 76% | 100%***** | 84% |
| Percentage of capital priorities delivered on budget | 84% | 88.2% | 94.1% | 93.3% | 85.5% | 85% | 80% | 100%***** | 85% |
| Percentage of caseload exiting to employment (New Indicator in 2020) | 1.56% | 1.77% | 1.57% | 1.73% | 2.44% | 1.86% | 1.86%**** | 1.42% | 1.92% |
| Percentage of caseload with employment earnings (New Indicator in 2020) | 15.28% | 20.88% | 19.41% | 20.35% | 19.10% | 15.11% | 15.11%**** | 13.77% | 15.56% |
| Percentage of waiting list housed annually | 57% | 43% | 30% | 27% | 36% | 40% | 35% | 11%*** | 25% |

*Stats related to child care and fee subsidy have been impacted by the COVID-19 Pandemic and the partial opening of licensed child care beginning July 2020.

**Impacted by COVID-19 interruptions

***Bruce County Child Population (ages 0-12) according to 2016 census data was 9, 475. Value represents Bruce County Child Population (ages 0-12) according to 2016 census data was 9, 475. Value represents spaces per 1, 000 children.

*** Based on Q2 Quarter actuals, projected to year-end

****2021 Budget/Targets amended based on MCCSS direction provided through Service Planning process August 2021

***** Number of capital priorities delivered on time based off 6 of 6 scheduled jobs completed as of Q2.

***** Number of capital priorities delivered on budget based off 5 of 5 projects tendered under budget as of Q2.

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|--|--------------------|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Increase Child Care Sector Capacity | \$17, 160 | | \$17, 160 | |
| 2. Client Centric Service Transformation | \$24,815 | nil | \$24,815 | |
| 3. Increasing Access to Affordable and Supportive Housing | \$12,000 | \$949,145 | \$961,145 | |
| 4. Social Assistance Recovery & Renewal / Employment Services Transformation | \$78,000 | nil | \$78,000 | |
| 5. Elevator Upgrades | \$5,350 | \$25,000 | \$30,350 | |
| 6. Window & Door Replacements | \$28,200 | \$753,024 | \$781,224 | |
| 7. Common Area Flooring Replacements | \$11,791 | \$367,333 | \$379,124 | |
| 8. Structural Building Inspections | \$5,350 | \$25,000 | \$30,350 | |
| 9. Building Mechanical Upgrades | \$4,893 | \$152,436 | \$157,329 | |
| 10. Unit Kitchen Replacements | \$8,560 | \$40,000 | \$48,560 | |
| 11. Parking Lot, Sidewalk and Site Drainage Upgrades | \$18,782 | \$585,120 | \$603,902 | |
| 12. Building Electrical Upgrades | \$1,310 | \$35,000 | \$36,310 | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|--|---|---|
| <p>1. Increase Child Care Sector Capacity</p> <p>Owner: Children's Services Managers, Data Analysis Coordinator, and other key staff</p> | <p>In 2019, Council approved the Child Care and Early Years' Service System Plan for 2019-2024. Based on caregiver and community feedback, key areas of focus are increasing access and ensuring the affordability of quality child care programs.</p> <p>An essential component of these priorities is the recruitment and retention of qualified Early Childhood Educators (ECEs). In 2020/2021, a Bruce Grey ECE Recruitment and Retention working group was developed with key community stakeholders, resulting in the development and implementation of a multifaceted ECE recruitment strategy.</p> <p>For 2022, staff will move forward on the development and implementation of strategies focused on the retention of ECEs in the licensed child care sector, as outlined in the following phases:</p> <p>Phase 1: - Through the Bruce Grey ECE Recruitment and Retention Working Group, seek feedback from future and existing ECEs, child care operators, other CMSMs, and other key stakeholders and data sources, regarding key ECE retention factors and strategies.</p> <p>Phase 2: - Assess the potential impact of key recruitment factors and seek local input from operators regarding the feasibility of potential short-term and long-term ECE retention strategies.</p> <p>Phase 3: - Based on input received, develop an innovative, local ECE retention model (in accordance with provincial funding guidelines) and evaluation metrics, to be implemented with operators for the 2023 calendar year.</p> | <p>Internal Staff Time = \$17, 160</p> | <p>Phase 1 -Q1/Q2 Phase 2 -Q2/Q3 Phase 3 -Q3/Q4</p> | <p>Council Priority</p> |

2022 Bruce County Business Plan

| | | | | |
|---|---|---|--|---------------------------|
| <p>2. Client Centric Service Transformation</p> <p>Owner: Business & Human Services Integration Manager and team</p> | <p>In alignment with a number of Bruce County Strategic priorities as well as provincial direction, work will continue to deliver initial point of contact Human Services more holistically with an integrated and lean lens to optimize value to the community. Work will be undertaken in three phases:</p> <p>Phase 1 - Continue to engage staff to identify opportunities to enhance service delivery and gain departmental efficiency through community partnerships, centralization and integration of services.</p> <p>Phase 2 - Plan and pilot initiatives related to integrated Human Services delivery; the management of fiscal resources; the collection, analysis and use of data in decision making; and business operations.</p> <p>Phase 3 - Engage those receiving our services to evaluate if piloted initiatives have resulted in anticipated positive outcomes and to learn of further potential improvements.</p> | <p>Internal Staff Cost:</p> <p>\$24,815</p> | <p>Iterative phases will occur throughout 2022 for each initiative</p> | <p>Service Initiative</p> |
| <p>3. Increasing Access to Affordable and Supportive Housing</p> <p>Owner: Housing Services Manager and Key Staff</p> | <p>In 2019 Council approved the Housing & Homelessness Plan 2019-2023. The updated plan reflects the previous direction, set in the Bruce County Long Term Housing Strategy 2013-2023 while introducing awareness of particular issues that are emerging in Bruce County.</p> <p>In 2022, staff will undertake the necessary work on specific action related to increasing the access to affordable housing stock, which will include collaborating with stakeholders; increasing housing support options and developing a coordinated system with strong partnerships.</p> <p>Phase 1 - Engage in continued collaboration with community stakeholders to review homelessness enumeration data and further develop the By-Names List and a Coordinated Access System for vulnerable residents.</p> <p>Continued work on the creation of an Affordable Housing Development toolkit in partnership with the Planning & Economic Department and local municipalities.</p> | <p>Staff time = \$12,000</p> <p>Cost = \$949,145</p> <p>Total = \$961,145</p> | <p>Phase 1 - Q1-Q2 Phase 2 - Q2 Phase 3 - Q3-Q4</p> | <p>Council Priority</p> |

2022 Bruce County Business Plan

| | | | | |
|--|--|-----------------------------------|--|---|
| | <p>Phase 2 - Based on data and information gathered in Phase 1 staff will determine specific actions to support access to affordable and supportive housing.</p> <p>Phase 3 - Develop specific agreements with community partners to provide housing support for vulnerable individuals and families.</p> | | | |
| <p>4. Social Assistance Recovery & Renewal / Employment Services Transformation</p> <p>Owner: Income and Support Services Manager, Income Support Supervisor, and staff</p> | <p>In September 2020, the Ontario government announced its social assistance recovery and renewal plan. In February 2021, the vision to create an efficient, effective and streamlined social assistance system was announced with a commitment to provincial-municipal co-design starting in 2021 and full implementation expected by 2024.</p> <p>Beginning in 2019, the province also launched their Employment Services Transformation strategy outlining an enhanced municipal focus on client life stabilization. Three prototype regions were launched in 2020-21 with an additional nine expected in 2022. The specific impact of these strategies is not yet known at this time, however, will be monitored over the 2022 year. Work will be undertaken in the following phases:</p> <p>Phase 1 - Engage in continued provincial/municipal co-design, modernization of service delivery, and preparing for implementation of new vision for social assistance with an increased focus on life stabilization.</p> <p>Phase 2 - Strengthen outcome-focused program delivery and modify approaches to support client life stabilization based on local needs, engagement with community partners, and input from individuals with lived experience. Plan and prepare for Employment Services Transformation.</p> <p>Phase 3 - Assess achievement of identified service delivery goals, referring to various data sources such as client outcomes, to inform future planning and the continuous improvement of client support and service.</p> | Internal Staff Time = \$78,000 | | Service Initiative & Legislative Requirement |

2022 Bruce County Business Plan

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|---------------------------------|----------------------|---|
| 5. Elevator Upgrades Owner: Housing Facilities | Prepare plans to Install a new full services elevator at 116 Albert St Southampton. | \$30,350 | Design Q1 - Q2 | Legislative Requirement |
| 6. Window & Door Replacements Owner: Housing Facilities | Replace windows and doors at 510 Wellington St. Port Elgin, as well as windows, doors and siding at 59 4 th St. Chesley. | \$781,224 | Construction Q2 - Q4 | Service Initiative (Energy Savings) |
| 7. Common Area Flooring Replacements Owner: Housing Facilities | Replace and upgrade common area flooring at 83 2 nd St. Chesley and 52 Maria St Tara. | \$379,124 | Construction Q1 - Q2 | Maintain Service |
| 8. Structural Building Inspections Owner: Housing Facilities | Complete structural building inspections and prepare plans for repairs at 83 2 nd St. Chesley. | \$30,350 | Design Q1 - Q2 | Structural Integrity |
| 9. Building Mechanical Upgrades Owner: Housing Facilities | Replace and convert to natural gas the make-up air unit, water heaters and dryers at 401 Cayley St. Walkerton. | \$157,329 | Construction Q3 - Q4 | Service Initiative (Energy Savings) |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|---|---------------------------------|-------------------------|---|
| 10. Unit Kitchen Replacements Owner: Housing Facilities | Prepare plans to replace and upgrade unit kitchens at 621 Mary St. Wiarton and 7432 Hwy. 6 Tobermory. | \$48,560 | Design Q1 - Q2 | Maintain Service |
| 11. Parking Lot, sidewalk and Site Drainage Upgrades Owner: Housing Facilities | Complete site improvements including new parking lot, sidewalks, retaining walls, play structure and site drainage at 920 Old Durham Rd. Walkerton. | \$603,902 | Construction Q2 - Q3 | Maintain Service |
| 12. Building Electrical Upgrades Owner: Housing Facilities | Complete inspections and repairs of building electrical including wiring, breakers, switch gear, and fixtures across all buildings. | \$36,310 | Construction Q3 - Q4 | Legislative Requirement |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicator | Description |
|--|--|
| Average length of time that clients receive social assistance | The calculation is based on the average length of time that clients receive social assistance in months. |
| Cost of a subsidized child care space | Full Day equivalent is weighted based on the age of the child and converted into the number of normalized subsidized spaces: School Age = 1.00 Preschool = 1.50 Toddler = 3.00 Infant = 4.50 The gross fee subsidy which includes parent fees is then divided by the normalized number of subsidized spaces |
| Number of immediate actions for 2022 completed from the Housing & Homelessness Plan Update | The number of actions is counted from the work plan which lists a status on each immediate action from the Housing & Homelessness Plan Update. The total actions complete are divided by the total actions to arrive at the percentage of actions completed. |
| Number of available regulated child care spaces per 1,000 | Total Regulated Spaces is the number of licensed spaces in child care centres, nursery school and Bruce County Home Child Care Program divided by the 0-12 population in Bruce County, based on 2016 Census Data. |
| Number of households receiving social assistance | The number of households receiving social assistance is a data count. Currently the data is manually corrected from CRS100M Integrated Case Summary Report in SAMS. |
| Number of business days from screening to financial eligibility decision | The number of business days from screening to financial eligibility system is generated based on a count of each individual applicant divided by the total number of applicants. The province has identified a service target of four business days from screening to financial eligibility decision. |

2022 Bruce County Business Plan

| | |
|--|--|
| Percentage of available child care spaces subsidized | This number uses the total number of fee subsidy spaces (child care program, nursery school and home child care) divided by the number of licensed spaces. |
| Percentage of capital priorities delivered on time | The number of capital priorities delivered on time is counted from the project list in which each project has a status of on time or not. The total projects on time are divided by the total projects to arrive at the percentage of projects delivered on time. |
| Percentage of capital priorities delivered on budget | The number of capital priorities delivered on budget is calculated from the project list in which each project has an approved budget. The total projects on budget are divided by the total projects to arrive at the percentage of projects delivered on budget. |
| Percentage of caseload exiting to employment | The number represents the average percentage of Ontario Works recipients who exit social assistance to employment, derived by dividing the total number of clients leaving social assistance because they have found employment by the total number of Ontario Works recipients each month. For 2019-2020 the province set a 3% increase target over 2018 actuals. COVID-19 has impacted these targets. |
| Percentage of caseload with employment earnings | The number represents the average percentage of Ontario Works recipients who have employment earnings while receiving social assistance (earning limits are set provincially), derived by dividing the total number of clients receiving earnings from employment by the total number of Ontario Works recipients each month. For 2019-2020 the province set a 3% increase target over 2018 actuals. COVID-19 has impacted these targets. |
| Percent of waiting list housed annually | The percent of the waiting list housed annually is calculated by dividing the total number of applicants housed by the total number of applicants on the waiting list annually. It requires that interim reports be provided based on projections of the number of applicants to be housed, divided by the total number of applicants on the waiting list, in the remaining months of any year. |
| <p>Housing Facility staff hour estimations are based of three defined categories of work:</p> <ol style="list-style-type: none"> 1. Regular Unit Entry 2. Non-Unit Entry | <p>Housing Facility staff hours include, but not limited to, the following: reviewing or creating documents; posting, and coordinating tenders; fielding phone calls/emails (from consultants, tenants, manufacturers, contractors; co-ordinating meetings and entry to units; travel; time on-site during construction (meetings, in units, reviews, etc.); processing draws; requesting lien searches; investigating incentives. To estimate the amount of staff hours required, all of planned/tendered capital work is estimated based on three categories.</p> <ol style="list-style-type: none"> 1. Regular Unit Entry - projects that involve regular work carried out within the occupied units. These projects typically require the most amount of coordinating as we are required by law to give at least 24 hours' notice before entering a unit. It is also a BCHC policy to have a staff member present when a contractor is doing work within a unit when the tenant is not home. This type of work is estimated to require staff time that is 3.5% of the total budgeted amount. |

2022 Bruce County Business Plan

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|----------|--|
| 3. Plans | <div>2. Non-Unit Work - projects that involve little to no work carried out within the occupied units. These typically include work done in service areas, common areas and exterior. Contractor is able to perform the work without staff members present. This type of work is estimated to require staff time that is 3% of the total budgeted amount.</div> <div>3. Plans - projects that involve the preparation of plans for the following year. Plan budgets are nominal compared to construction budgets but still require significant staff time for coordination, identifying scope of work and review. This type of work is estimated to require staff time that is 20% of the total budgeted amount.</div> |
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County of Bruce
Human Services
Operating Budget Analysis Report
03.1 1st Council Review

Major Initiatives and Department Focus

The impacts of COVID-19 in 2021 to the delivery of Human Services has been significant. The shut down periods and re-opening or modification of services as well as the addition of new programs and requirements has required flexibility, adaptation and significant collaboration with internal and external partners. Due to the COVID-19 restrictions and the reassignment of resources to additional response requirements Human Services in 2020 components of the 2020 Business Plan were carried forward into 2021. Despite the ongoing challenges of the pandemic in 2021 the Department was able to make gains in furthering human service integration, transformation and modernization of programs and services within the shifting and/or reduction of funding as it relates to the various transfer payment agreements between Bruce County and the three ministries with which the Department works with namely Ministry of Education, Ministry of Municipal Affairs and Housing and the Ministry of Children, Community and Social Services.

The work plan 2022 has taken into consideration the constantly shifting provincial and local requirements and /or guidelines for the re-open and recovery of programs and services as it relates to COVID-19. The work of the Department must consider the new realities of those we serve including residents, service providers and partners and continue to be prepared to additional situations that arise.

The major initiatives in the Human Services Department 2022 Business Plan will include:

- 1. Increasing Child Care Sector Capacity - moving forward on the development of strategies focused on the retention of ECEs in the licensed child care sector
- 2. Client Centric Service Transformation - continue to identify opportunities to enhance service delivery at initial point of contact with the Department to optimize value to the community
- 3. Increasing Access to Affordable and Supportive Housing - engaging in collaboration with community stakeholders to support access to housing and support for vulnerable individuals and families
- 4. Social Assistance Recovery & Renewal/ Employment Services Transformation - engaging in the provincial co-design process and implementing specific strategies locally that strengthen outcome-focussed program delivery and client stabilization that increases quality of life.

- Other highlights include the the major capital initiatives for Housing Facilities including:
- Design Work for Full Service Elevator Upgrade
 - Window & Door Replacement at various locations
 - Common Area Flooring replacements at various locations
 - Structural Building Inspections Design Work
 - Building Mechanical Upgrades at various locations
 - Unit Kitchen Replacements at various locations
 - Parking Lot, Sidewalk, and Site Drainage Upgrades
 - Building Electrical Upgrades



County of Bruce
Human Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 6,264,059 | 6,724,481 | (59,216) | 0 | 341,383 | 0 | 0 | 0 | 0 | 0 | 0 | 7,006,648 | 282,167 |
| Staff Related Costs | 80,677 | 181,123 | 0 | 0 | 6,368 | 9,750 | 0 | 0 | 0 | 0 | 0 | 197,241 | 16,118 |
| Contract Services | 1,455,744 | 2,429,885 | (45,000) | (49,483) | (106,919) | 45,000 | 0 | 0 | 62,755 | 0 | 0 | 2,336,238 | (93,647) |
| Material | 2,685,023 | 3,205,445 | (67,630) | 146,878 | (136,815) | 0 | 0 | 0 | 0 | 7,200 | 0 | 3,155,078 | (50,367) |
| Transfers, Grants & Financial Charge | 11,114,426 | 14,393,388 | (1,719,011) | (360,337) | (809,360) | 978,500 | 18,893 | 0 | 0 | 0 | 0 | 12,502,073 | (1,891,315) |
| Transfer to Reserves | 272,468 | 14,942 | 0 | 0 | (14,942) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (14,942) |
| Fleet Costs | 43,830 | 58,604 | 0 | 0 | (2,000) | 0 | 0 | 0 | 0 | 0 | 0 | 56,604 | (2,000) |
| Facility Costs | 226,665 | 289,592 | (39,459) | 0 | (30,832) | 0 | 0 | 0 | 0 | 0 | 0 | 219,301 | (70,291) |
| Other Internal Costs | 836,296 | 841,096 | 0 | 0 | 81,488 | 0 | 0 | 0 | 0 | 0 | 0 | 922,584 | 81,488 |
| Total Expenditures | 22,979,188 | 28,138,556 | (1,930,316) | (262,942) | (671,629) | 1,033,250 | 18,893 | 0 | 62,755 | 7,200 | 0 | 26,395,767 | (1,742,789) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (0.9%) | (2.4%) | 3.7% | 0.1% | 0.0% | 0.2% | 0.0% | 0.0% | (6.2%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 1,905,012 | 1,472,201 | (22,046) | (108,079) | (199,859) | 0 | 0 | 0 | 0 | 0 | 0 | 1,142,217 | (329,984) |
| Provincial | 13,292,948 | 17,334,099 | (198,303) | (313,511) | (2,053,694) | 978,500 | (120,592) | 0 | 0 | 0 | 0 | 15,626,499 | (1,707,600) |
| Municipal | 39,488 | 91,509 | 0 | 0 | (36,509) | 0 | 0 | 0 | 0 | 0 | 0 | 55,000 | (36,509) |
| Transfers from Reserves | 44,599 | 137,231 | 0 | (10,504) | (26,630) | 0 | 0 | 0 | 92,755 | 0 | 0 | 192,852 | 55,621 |
| Fees and Services | 3,447,074 | 3,634,722 | 0 | 0 | 29,176 | 0 | 0 | 0 | 0 | 0 | 0 | 3,663,898 | 29,176 |
| Donations | 56,133 | 30,276 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,276 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 164,542 | 174,627 | 0 | (115,569) | (53,865) | 0 | 0 | 0 | 0 | 0 | 0 | 5,193 | (169,434) |
| Total Revenue | 18,949,796 | 22,874,665 | (220,349) | (547,663) | (2,341,381) | 978,500 | (120,592) | 0 | 92,755 | 0 | 0 | 20,715,935 | (2,158,730) |
| Net Requirement | 4,029,392 | 5,263,891 | (1,709,967) | 284,721 | 1,669,752 | 54,750 | 139,485 | 0 | (30,000) | 7,200 | 0 | 5,679,832 | 415,941 |
| Percent of Prior Year Budget | | 100.0% | (32.5%) | 5.4% | 31.7% | 1.0% | 2.6% | 0.0% | (0.6%) | 0.1% | 0.0% | 7.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 67.04 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.56 | 0.00 | 0.00 | 67.60 | 0.56 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.8% | 0.0% | 0.0% | 0.8% | (99.2%) |



Operating Budget Highlights

Adjustments to Base

- This is re-allocation of expenses to the Business and Human Services Integration Division as a Department wide support for the other operational program areas in Human Services Integration.

Maintain Services

- The net change in the maintaining services is the difference between the increased cost for salaries and inter-department program support.



County of Bruce
HS--Business & HS Integration
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 7,686 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,686 | 0 |
| Material | 0 | (7,686) | 18,719 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,033 | 18,719 |
| Transfers, Grants & Financial Charge | 0 | 0 | 37,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 37,962 | 37,962 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | (56,681) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (56,681) | (56,681) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



Operating Budget Highlights

Adjustments to Base

- This is re-allocation of expenses with the implementation of the Business and Human Services Integration Division as a Department wide support for the other operational program areas in Human Services Integration.

Maintain Services

- The net change in the maintaining services pressure category is the difference between the increased cost for salaries and inter-department program support and a decreased expenditure in some administrative lines items.



County of Bruce
HS--Income & Employment Supports
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,806,245 | 1,959,316 | (17,029) | 0 | 99,920 | 0 | 0 | 0 | 0 | 0 | 0 | 2,042,207 | 82,891 |
| Staff Related Costs | 17,037 | 33,900 | 0 | 0 | 730 | 0 | 0 | 0 | 0 | 0 | 0 | 34,630 | 730 |
| Contract Services | 8,284 | 17,434 | 0 | 0 | 219 | 0 | 0 | 0 | 0 | 0 | 0 | 17,653 | 219 |
| Material | 97,409 | 113,620 | 1,200 | 0 | (1,190) | 0 | 0 | 0 | 0 | 0 | 0 | 113,630 | 10 |
| Transfers, Grants & Financial Charge | 4,106,904 | 5,320,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,320,510 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 110,990 | 117,454 | (22,032) | 0 | 8,964 | 0 | 0 | 0 | 0 | 0 | 0 | 104,386 | (13,068) |
| Other Internal Costs | 245,358 | 243,032 | 0 | 0 | 13,761 | 0 | 0 | 0 | 0 | 0 | 0 | 256,793 | 13,761 |
| Total Expenditures | 6,392,227 | 7,805,266 | (37,861) | 0 | 122,404 | 0 | 0 | 0 | 0 | 0 | 0 | 7,889,809 | 84,543 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 1.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 5,456,149 | 6,709,022 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,709,022 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 4,903 | 11,611 | 0 | 0 | (11,611) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (11,611) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,461,087 | 6,720,633 | 0 | 0 | (11,611) | 0 | 0 | 0 | 0 | 0 | 0 | 6,709,022 | (11,611) |
| Net Requirement | 931,140 | 1,084,633 | (37,861) | 0 | 134,015 | 0 | 0 | 0 | 0 | 0 | 0 | 1,180,787 | 96,154 |
| Percent of Prior Year Budget | | 100.0% | (3.5%) | 0.0% | 12.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 8.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 18.66 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18.66 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

Adjustments to Base

- One-time Provincial funding allocated to Emergency Relief and Safe Restart in 2021 has been moved from the 2022 budget
- There is a re-allocation of expenses with the implementation of the Business and Human Services Integration Division as a Department wide support for the other operational program areas in Human Services Integration.

Maintain Services

- The net change in the maintaining services pressure category is the difference between the increase in costs for salaries and inter-department program supports.

Provincially Legislated

- In 2022, the Province of Ontario recommends the County to cost-share Expansion Plan operating funding at a rate of 80/20, and reduce the cap from 10% to 5% for administrative funding. The impact is a decrease in provincial funding and an increase in County contribution requirements



County of Bruce
HS--Children's Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,459,823 | 2,652,463 | (46,090) | 0 | 145,227 | 0 | 0 | 0 | 0 | 0 | 0 | 2,751,600 | 99,137 |
| Staff Related Costs | 32,246 | 102,157 | 0 | 0 | 5,418 | 0 | 0 | 0 | 0 | 0 | 0 | 107,575 | 5,418 |
| Contract Services | 860,023 | 1,572,878 | (45,000) | (49,483) | (148,201) | 0 | 0 | 0 | 0 | 0 | 0 | 1,330,194 | (242,684) |
| Material | 166,604 | 193,120 | (36,000) | (11,770) | (34,280) | 0 | 0 | 0 | 0 | 0 | 0 | 111,070 | (82,050) |
| Transfers, Grants & Financial Charge | 3,581,425 | 3,927,704 | (105,663) | (360,337) | (48,266) | 0 | 18,893 | 0 | 0 | 0 | 0 | 3,432,331 | (495,373) |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 78,740 | 129,186 | 11,451 | 0 | (23,707) | 0 | 0 | 0 | 0 | 0 | 0 | 116,930 | (12,256) |
| Other Internal Costs | 322,574 | 326,228 | 0 | 0 | 36,943 | 0 | 0 | 0 | 0 | 0 | 0 | 363,171 | 36,943 |
| Total Expenditures | 7,501,435 | 8,903,736 | (221,302) | (421,590) | (66,866) | 0 | 18,893 | 0 | 0 | 0 | 0 | 8,212,871 | (690,865) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (4.7%) | (0.8%) | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% | 0.0% | (7.8%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 776,102 | 291,956 | 0 | (108,079) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 183,877 | (108,079) |
| Provincial | 6,121,577 | 7,504,487 | (176,257) | (313,511) | 0 | 0 | (120,592) | 0 | 0 | 0 | 0 | 6,894,127 | (610,360) |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 7,048 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 862 | 1,593 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,593 | 0 |
| Total Revenue | 6,905,589 | 7,798,036 | (176,257) | (421,590) | 0 | 0 | (120,592) | 0 | 0 | 0 | 0 | 7,079,597 | (718,439) |
| Net Requirement | 595,846 | 1,105,700 | (45,045) | 0 | (66,866) | 0 | 139,485 | 0 | 0 | 0 | 0 | 1,133,274 | 27,574 |
| Percent of Prior Year Budget | | 100.0% | (4.1%) | 0.0% | (6.0%) | 0.0% | 12.6% | 0.0% | 0.0% | 0.0% | 0.0% | 2.5% | |
| Full Time Equivalents (FTE's) | 0.00 | 26.39 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 26.39 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

Maintain Service

- The additional cost in the maintain service pressure category reflects a full calendar year of expenditure for the Community Safety & Well-Being Planning work in the Bruce County budget. Bruce County took on the role of hosting the financial administration of the project (previously hosted by Grey County) mid-year 2021.

Council Priority

- The Community Safety & Well-Being Plan was approved at the end of 2020 and implementation efforts began in 2021. The implementation phase included establishment of an implementation agreement between the Counties and the local municipalities. The description of the expenditure under the pressure category Council Priority is to reflect the recommendation that the funds be managed at a County level. There are reserve funds available to offset this expenditure in 2022 while additional grants/funds are sought to sustain the ongoing costs of the work.



County of Bruce
HS--Strategic Community Initiatives & Funding
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 36,290 | 0 | 0 | 28,418 | 0 | 0 | 0 | 0 | 0 | 0 | 64,708 | 28,418 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 31,678 | 0 | 0 | (1,886) | 0 | 0 | 0 | 0 | 0 | 0 | 29,792 | (1,886) |
| Material | 5,788 | 24,543 | 0 | 0 | (4,043) | 0 | 0 | 0 | 0 | 0 | 0 | 20,500 | (4,043) |
| Transfers, Grants & Financial Charge | 107,834 | 99,021 | 0 | 0 | (23,998) | 0 | 0 | 0 | 0 | 0 | 0 | 75,023 | (23,998) |
| Transfer to Reserves | 43,022 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 156,644 | 191,532 | 0 | 0 | (1,509) | 0 | 0 | 0 | 0 | 0 | 0 | 190,023 | (1,509) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (0.8%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (0.8%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 39,488 | 91,509 | 0 | 0 | (36,509) | 0 | 0 | 0 | 0 | 0 | 0 | 55,000 | (36,509) |
| Transfers from Reserves | 6,000 | 4,724 | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 | 0 | 0 | 34,724 | 30,000 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 31,133 | 5,276 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,276 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 76,621 | 101,509 | 0 | 0 | (36,509) | 0 | 0 | 0 | 30,000 | 0 | 0 | 95,000 | (6,509) |
| Net Requirement | 80,023 | 90,023 | 0 | 0 | 35,000 | 0 | 0 | 0 | (30,000) | 0 | 0 | 95,023 | 5,000 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 38.9% | 0.0% | 0.0% | 0.0% | (33.3%) | 0.0% | 0.0% | 5.6% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.56 | 0.00 | 0.00 | 0.56 | 0.56 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



Operating Budget Highlights

Adjustments to Base

- There is a re-allocation of expenses with the implementation of the Business and Human Services Integration Division as a Department wide support for the other operational program areas in Human Services Integration.
- The reduction of revenues and expenditures in this pressure category reflects the ending of the second and third phases of the Social Services Relief Fund as well as the wind down of the Investment in Affordable Housing program in the first quarter of 2022.

Maintain Services

- The net change in the maintaining services pressure category is the difference between the increased cost for salaries and inter-department program support and a decreased expenditure in some administrative lines items.
- Includes the increased costs of delivering rent supplement.
- Includes a decrease in the Federal Funding for the legacy social housing programs, projected to 2026 based on the federal apportionment.

One - Time Items

- This includes a \$45,000 expense for the housing demographic study in preparation for the next housing and homelessness plan as well as some staffing development costs offset by provincial administration funding.
- Social Service Relief Fund Phase 4 developed by the Ministry to respond to COVID-19. Funding was received for the 2021/2022 fiscal year.

Council Priorities

- This includes the cost of developing and implementing a new unit development tool kit to increase the development of affordable housing.



County of Bruce
HS--Housing Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 693,090 | 721,435 | 3,903 | 0 | 29,914 | 0 | 0 | 0 | 0 | 0 | 0 | 755,252 | 33,817 |
| Staff Related Costs | 7,626 | 14,100 | 0 | 0 | 220 | 9,750 | 0 | 0 | 0 | 0 | 0 | 24,070 | 9,970 |
| Contract Services | 11,747 | 94,486 | 0 | 0 | 1,161 | 45,000 | 0 | 0 | 62,755 | 0 | 0 | 203,402 | 108,916 |
| Material | 1,753,442 | 411,605 | (51,549) | 0 | (343,531) | 0 | 0 | 0 | 0 | 0 | 0 | 16,525 | (395,080) |
| Transfers, Grants & Financial Charge | 2,001,769 | 3,345,258 | (1,528,525) | 0 | (450,308) | 978,500 | 0 | 0 | 0 | 0 | 0 | 2,344,925 | (1,000,333) |
| Transfer to Reserves | 104,654 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 19,901 | 20,200 | 27,803 | 0 | (17,120) | 0 | 0 | 0 | 0 | 0 | 0 | 30,883 | 10,683 |
| Other Internal Costs | 87,252 | 88,510 | 0 | 0 | 10,024 | 0 | 0 | 0 | 0 | 0 | 0 | 98,534 | 10,024 |
| Total Expenditures | 4,679,481 | 4,695,594 | (1,548,368) | 0 | (769,640) | 1,033,250 | 0 | 0 | 62,755 | 0 | 0 | 3,473,591 | (1,222,003) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (16.4%) | 22.0% | 0.0% | 0.0% | 1.3% | 0.0% | 0.0% | (26.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 636,998 | 724,165 | (22,046) | 0 | (119,628) | 0 | 0 | 0 | 0 | 0 | 0 | 582,491 | (141,674) |
| Provincial | 1,691,183 | 3,120,590 | (22,046) | 0 | (2,053,694) | 978,500 | 0 | 0 | 0 | 0 | 0 | 2,023,350 | (1,097,240) |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 1,254 | 85,000 | 0 | 0 | (20,000) | 0 | 0 | 0 | 62,755 | 0 | 0 | 127,755 | 42,755 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 25,000 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 23,550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 2,377,985 | 3,954,755 | (44,092) | 0 | (2,193,322) | 978,500 | 0 | 0 | 62,755 | 0 | 0 | 2,758,596 | (1,196,159) |
| Net Requirement | 2,301,496 | 740,839 | (1,504,276) | 0 | 1,423,682 | 54,750 | 0 | 0 | 0 | 0 | 0 | 714,995 | (25,844) |
| Percent of Prior Year Budget | | 100.0% | (203.1%) | 0.0% | 192.2% | 7.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (3.5%) | |
| Full Time Equivalents (FTE's) | 0.00 | 7.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7.16 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

One Time Reversed

- Includes the removal of COCHI (Canada Ontario Housing Initiative) transitional funding from operating budget. COCHI funding will support capital projects in 2022
- Includes the removal of the self financing of 920 Durham Rd to the end of the term in 2021.

Adjustments to Base

- This is re-allocation of expenses with the implementation of the Business and Human Services Integration Division as a Department wide support for the other operational program areas in Human Services Integration.

Maintain Services

- The net change in the maintaining services pressure category is the difference between the increased cost for salaries and inter-departmental program supports and the increase and decrease of some operating line items such as insurance and the decrease in provincial revenues

Service Initiatives

- This includes internet connectivity to additional apartment buildings that will receive CCTV Systems as part of the Community Housing Safety - Video Surveillance Initiative.



County of Bruce
HS--Housing Facilities (BCHC)
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,304,901 | 1,354,977 | 0 | 0 | 37,904 | 0 | 0 | 0 | 0 | 0 | 0 | 1,392,881 | 37,904 |
| Staff Related Costs | 23,768 | 30,966 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,966 | 0 |
| Contract Services | 575,690 | 705,723 | 0 | 0 | 41,788 | 0 | 0 | 0 | 0 | 0 | 0 | 747,511 | 41,788 |
| Material | 661,780 | 2,470,243 | 0 | 158,648 | 246,229 | 0 | 0 | 0 | 0 | 7,200 | 0 | 2,882,320 | 412,077 |
| Transfers, Grants & Financial Charge | 1,316,494 | 1,700,895 | (122,785) | 0 | (286,788) | 0 | 0 | 0 | 0 | 0 | 0 | 1,291,322 | (409,573) |
| Transfer to Reserves | 124,792 | 14,942 | 0 | 0 | (14,942) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (14,942) |
| Fleet Costs | 43,830 | 58,604 | 0 | 0 | (2,000) | 0 | 0 | 0 | 0 | 0 | 0 | 56,604 | (2,000) |
| Facility Costs | 17,034 | 22,752 | 0 | 0 | 1,031 | 0 | 0 | 0 | 0 | 0 | 0 | 23,783 | 1,031 |
| Other Internal Costs | 181,112 | 183,326 | 0 | 0 | 20,760 | 0 | 0 | 0 | 0 | 0 | 0 | 204,086 | 20,760 |
| Total Expenditures | 4,249,401 | 6,542,428 | (122,785) | 158,648 | 43,982 | 0 | 0 | 0 | 0 | 7,200 | 0 | 6,629,473 | 87,045 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 2.4% | 0.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.1% | 0.0% | 1.3% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 491,912 | 456,080 | 0 | 0 | (80,231) | 0 | 0 | 0 | 0 | 0 | 0 | 375,849 | (80,231) |
| Provincial | 24,039 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 25,394 | 35,896 | 0 | (10,504) | 4,981 | 0 | 0 | 0 | 0 | 0 | 0 | 30,373 | (5,523) |
| Fees and Services | 3,447,074 | 3,634,722 | 0 | 0 | 29,176 | 0 | 0 | 0 | 0 | 0 | 0 | 3,663,898 | 29,176 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 140,095 | 173,034 | 0 | (115,569) | (53,865) | 0 | 0 | 0 | 0 | 0 | 0 | 3,600 | (169,434) |
| Total Revenue | 4,128,514 | 4,299,732 | 0 | (126,073) | (99,939) | 0 | 0 | 0 | 0 | 0 | 0 | 4,073,720 | (226,012) |
| Net Requirement | 120,887 | 2,242,696 | (122,785) | 284,721 | 143,921 | 0 | 0 | 0 | 0 | 7,200 | 0 | 2,555,753 | 313,057 |
| Percent of Prior Year Budget | | 100.0% | (5.5%) | 12.7% | 6.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% | 0.0% | 14.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 14.83 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14.83 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



County of Bruce
Human Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 6,557,243 | 6,264,059 | 6,724,481 | 7,006,648 | 282,167 | 7,090,819 | 7,233,018 | 7,378,684 | 7,529,534 |
| Staff Related Costs | 188,191 | 80,677 | 181,123 | 197,241 | 16,118 | 183,809 | 184,670 | 185,547 | 187,967 |
| Contract Services | 1,940,964 | 1,455,744 | 2,429,885 | 2,336,238 | (93,647) | 2,242,388 | 2,210,016 | 2,222,884 | 2,235,992 |
| Material | 2,884,937 | 2,685,023 | 3,205,445 | 3,155,078 | (50,367) | 3,416,170 | 3,477,331 | 3,539,859 | 3,606,141 |
| Transfers, Grants & Financial Charge | 13,457,214 | 11,114,426 | 14,393,388 | 12,502,073 | (1,891,315) | 11,352,971 | 11,206,299 | 10,985,569 | 10,928,437 |
| Transfer to Reserves | 22,413 | 272,468 | 14,942 | 0 | (14,942) | 0 | 0 | 0 | 0 |
| Fleet Costs | 58,404 | 43,830 | 58,604 | 56,604 | (2,000) | 56,604 | 56,604 | 56,604 | 57,558 |
| Facility Costs | 284,881 | 226,665 | 289,592 | 219,301 | (70,291) | 209,217 | 213,371 | 216,402 | 219,507 |
| Other Internal Costs | 836,296 | 836,296 | 841,096 | 922,584 | 81,488 | 992,493 | 1,002,211 | 1,012,544 | 1,059,467 |
| Total Expenditures | 26,230,543 | 22,979,188 | 28,138,556 | 26,395,767 | (1,742,789) | 25,544,471 | 25,583,520 | 25,598,093 | 25,824,603 |
| Percent of Expenditure Budget | | | | (6.2%) | | (3.2%) | 0.2% | 0.1% | 0.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 1,735,197 | 1,905,012 | 1,472,201 | 1,142,217 | (329,984) | 1,203,364 | 1,128,785 | 1,019,595 | 907,617 |
| Provincial | 16,081,725 | 13,292,948 | 17,334,099 | 15,626,499 | (1,707,600) | 14,650,296 | 14,650,296 | 14,540,744 | 14,540,544 |
| Municipal | 39,488 | 39,488 | 91,509 | 55,000 | (36,509) | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 140,841 | 44,599 | 137,231 | 192,852 | 55,621 | 20,823 | 4,724 | 4,724 | 4,724 |
| Fees and Services | 3,432,617 | 3,447,074 | 3,634,722 | 3,663,898 | 29,176 | 3,664,798 | 3,700,394 | 3,736,346 | 3,772,658 |
| Donations | 30,276 | 56,133 | 30,276 | 30,276 | 0 | 30,276 | 30,276 | 30,276 | 30,276 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 66,529 | 164,542 | 174,627 | 5,193 | (169,434) | 5,193 | 5,193 | 5,193 | 5,193 |
| Total Revenue | 21,526,673 | 18,949,796 | 22,874,665 | 20,715,935 | (2,158,730) | 19,574,750 | 19,519,668 | 19,336,878 | 19,261,012 |
| | | | | | | | | | |
| Net Requirement | 4,703,870 | 4,029,392 | 5,263,891 | 5,679,832 | 415,941 | 5,969,721 | 6,063,852 | 6,261,215 | 6,563,591 |
| Percent of Prior Year Budget | | | | 7.9% | | 5.1% | 1.6% | 3.3% | 4.8% |
| Full Time Equivalentents (FTEs) | 68.04 | 0.00 | 67.04 | 67.60 | 0.56 | 67.60 | 67.60 | 67.60 | 67.60 |
| Percent of Prior Year FTE | | | | 0.8% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Business & HS Integration
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 7,686 | 7,686 | 0 | 7,840 | 7,997 | 8,157 | 8,320 |
| Material | 0 | 0 | (7,686) | 11,033 | 18,719 | 11,229 | 11,430 | 11,634 | 11,855 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 37,962 | 37,962 | 37,962 | 37,962 | 37,962 | 37,962 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | (56,681) | (56,681) | (57,031) | (57,389) | (57,753) | (58,137) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Income & Employment Supports
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,935,150 | 1,806,245 | 1,959,316 | 2,042,207 | 82,891 | 2,081,429 | 2,121,516 | 2,162,488 | 2,204,369 |
| Staff Related Costs | 33,900 | 17,037 | 33,900 | 34,630 | 730 | 34,630 | 34,630 | 34,630 | 34,630 |
| Contract Services | 8,583 | 8,284 | 17,434 | 17,653 | 219 | 17,653 | 17,653 | 17,653 | 17,653 |
| Material | 112,095 | 97,409 | 113,620 | 113,630 | 10 | 120,598 | 121,450 | 122,319 | 123,204 |
| Transfers, Grants & Financial Charge | 5,323,476 | 4,106,904 | 5,320,510 | 5,320,510 | 0 | 5,320,510 | 5,320,510 | 5,320,510 | 5,320,510 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 117,001 | 110,990 | 117,454 | 104,386 | (13,068) | 106,315 | 108,608 | 110,225 | 111,894 |
| Other Internal Costs | 245,358 | 245,358 | 243,032 | 256,793 | 13,761 | 276,251 | 278,958 | 281,831 | 294,893 |
| Total Expenditures | 7,775,563 | 6,392,227 | 7,805,266 | 7,889,809 | 84,543 | 7,957,386 | 8,003,325 | 8,049,656 | 8,107,153 |
| Percent of Expenditure Budget | | | | 1.1% | | 0.9% | 0.6% | 0.6% | 0.7% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,701,558 | 5,456,149 | 6,709,022 | 6,709,022 | 0 | 6,599,022 | 6,599,022 | 6,599,022 | 6,599,022 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 4,903 | 4,903 | 11,611 | 0 | (11,611) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 6,706,461 | 5,461,087 | 6,720,633 | 6,709,022 | (11,611) | 6,599,022 | 6,599,022 | 6,599,022 | 6,599,022 |
| | | | | | | | | | |
| Net Requirement | 1,069,102 | 931,140 | 1,084,633 | 1,180,787 | 96,154 | 1,358,364 | 1,404,303 | 1,450,634 | 1,508,131 |
| Percent of Prior Year Budget | | | | 8.9% | | 15.0% | 3.4% | 3.3% | 4.0% |
| Full Time Equivalentents (FTEs) | 19.66 | 0.00 | 18.66 | 18.66 | 0.00 | 18.66 | 18.66 | 18.66 | 18.66 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Children's Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,588,172 | 2,459,823 | 2,652,463 | 2,751,600 | 99,137 | 2,807,707 | 2,865,325 | 2,924,377 | 2,986,518 |
| Staff Related Costs | 109,500 | 32,246 | 102,157 | 107,575 | 5,418 | 103,050 | 103,050 | 103,050 | 104,575 |
| Contract Services | 1,216,274 | 860,023 | 1,572,878 | 1,330,194 | (242,684) | 1,376,444 | 1,331,444 | 1,331,444 | 1,331,444 |
| Material | 120,062 | 166,604 | 193,120 | 111,070 | (82,050) | 107,896 | 108,039 | 108,185 | 108,344 |
| Transfers, Grants & Financial Charge | 3,680,429 | 3,581,425 | 3,927,704 | 3,432,331 | (495,373) | 3,433,309 | 3,433,309 | 3,433,309 | 3,433,309 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 128,864 | 78,740 | 129,186 | 116,930 | (12,256) | 117,971 | 119,351 | 120,273 | 121,220 |
| Other Internal Costs | 322,574 | 322,574 | 326,228 | 363,171 | 36,943 | 390,692 | 394,515 | 398,585 | 417,055 |
| Total Expenditures | 8,165,875 | 7,501,435 | 8,903,736 | 8,212,871 | (690,865) | 8,337,069 | 8,355,033 | 8,419,223 | 8,502,465 |
| Percent of Expenditure Budget | | | | (7.8%) | | 1.5% | 0.2% | 0.8% | 1.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 183,877 | 776,102 | 291,956 | 183,877 | (108,079) | 183,877 | 183,877 | 183,877 | 183,877 |
| Provincial | 7,061,055 | 6,121,577 | 7,504,487 | 6,894,127 | (610,360) | 6,894,127 | 6,894,127 | 6,894,127 | 6,893,927 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 7,048 | 7,048 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,593 | 862 | 1,593 | 1,593 | 0 | 1,593 | 1,593 | 1,593 | 1,593 |
| Total Revenue | 7,253,573 | 6,905,589 | 7,798,036 | 7,079,597 | (718,439) | 7,079,597 | 7,079,597 | 7,079,597 | 7,079,397 |
| | | | | | | | | | |
| Net Requirement | 912,302 | 595,846 | 1,105,700 | 1,133,274 | 27,574 | 1,257,472 | 1,275,436 | 1,339,626 | 1,423,068 |
| Percent of Prior Year Budget | | | | 2.5% | | 11.0% | 1.4% | 5.0% | 6.2% |
| Full Time Equivalentents (FTEs) | 26.39 | 0.00 | 26.39 | 26.39 | 0.00 | 26.39 | 26.39 | 26.39 | 26.39 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Strategic Community Initiatives & Funding
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 36,290 | 64,708 | 28,418 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 31,678 | 29,792 | (1,886) | 0 | 0 | 0 | 0 |
| Material | 10,000 | 5,788 | 24,543 | 20,500 | (4,043) | 10,000 | 10,000 | 10,000 | 10,000 |
| Transfers, Grants & Financial Charge | 125,511 | 107,834 | 99,021 | 75,023 | (23,998) | 95,023 | 96,272 | 97,546 | 98,845 |
| Transfer to Reserves | 0 | 43,022 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 135,511 | 156,644 | 191,532 | 190,023 | (1,509) | 105,023 | 106,272 | 107,546 | 108,845 |
| Percent of Expenditure Budget | | | | (0.8%) | | (44.7%) | 1.2% | 1.2% | 1.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 39,488 | 39,488 | 91,509 | 55,000 | (36,509) | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 10,724 | 6,000 | 4,724 | 34,724 | 30,000 | 4,724 | 4,724 | 4,724 | 4,724 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 5,276 | 31,133 | 5,276 | 5,276 | 0 | 5,276 | 5,276 | 5,276 | 5,276 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 55,488 | 76,621 | 101,509 | 95,000 | (6,509) | 10,000 | 10,000 | 10,000 | 10,000 |
| | | | | | | | | | |
| Net Requirement | 80,023 | 80,023 | 90,023 | 95,023 | 5,000 | 95,023 | 96,272 | 97,546 | 98,845 |
| Percent of Prior Year Budget | | | | 5.6% | | 0.0% | 1.3% | 1.3% | 1.3% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.56 | 0.56 | 0.56 | 0.56 | 0.56 | 0.56 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Housing Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 711,567 | 693,090 | 721,435 | 755,252 | 33,817 | 779,913 | 794,784 | 810,046 | 825,710 |
| Staff Related Costs | 14,100 | 7,626 | 14,100 | 24,070 | 9,970 | 14,544 | 14,773 | 15,006 | 15,244 |
| Contract Services | 106,984 | 11,747 | 94,486 | 203,402 | 108,916 | 77,989 | 75,212 | 72,366 | 69,447 |
| Material | 1,902,518 | 1,753,442 | 411,605 | 16,525 | (395,080) | 260,007 | 260,230 | 260,457 | 260,691 |
| Transfers, Grants & Financial Charge | 3,011,204 | 2,001,769 | 3,345,258 | 2,344,925 | (1,000,333) | 1,254,674 | 1,230,744 | 1,109,486 | 1,050,954 |
| Transfer to Reserves | 0 | 104,654 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 19,904 | 19,901 | 20,200 | 30,883 | 10,683 | 17,703 | 18,057 | 18,418 | 18,786 |
| Other Internal Costs | 87,252 | 87,252 | 88,510 | 98,534 | 10,024 | 106,000 | 107,038 | 108,142 | 113,153 |
| Total Expenditures | 5,853,529 | 4,679,481 | 4,695,594 | 3,473,591 | (1,222,003) | 2,510,830 | 2,500,838 | 2,393,921 | 2,353,985 |
| Percent of Expenditure Budget | | | | (26.0%) | | (27.7%) | (0.4%) | (4.3%) | (1.7%) |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 1,059,408 | 636,998 | 724,165 | 582,491 | (141,674) | 727,291 | 696,656 | 640,886 | 528,908 |
| Provincial | 2,319,112 | 1,691,183 | 3,120,590 | 2,023,350 | (1,097,240) | 1,157,147 | 1,157,147 | 1,047,595 | 1,047,595 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 97,754 | 1,254 | 85,000 | 127,755 | 42,755 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 25,000 | 25,000 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 25,000 | 25,000 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 23,550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 3,501,274 | 2,377,985 | 3,954,755 | 2,758,596 | (1,196,159) | 1,909,438 | 1,878,803 | 1,713,481 | 1,601,503 |
| | | | | | | | | | |
| Net Requirement | 2,352,255 | 2,301,496 | 740,839 | 714,995 | (25,844) | 601,392 | 622,035 | 680,440 | 752,482 |
| Percent of Prior Year Budget | | | | (3.5%) | | (15.9%) | 3.4% | 9.4% | 10.6% |
| Full Time Equivalentents (FTEs) | 7.16 | 0.00 | 7.16 | 7.16 | 0.00 | 7.16 | 7.16 | 7.16 | 7.16 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Housing Facilities (BCHC)
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,322,354 | 1,304,901 | 1,354,977 | 1,392,881 | 37,904 | 1,421,770 | 1,451,393 | 1,481,773 | 1,512,937 |
| Staff Related Costs | 30,691 | 23,768 | 30,966 | 30,966 | 0 | 31,585 | 32,217 | 32,861 | 33,518 |
| Contract Services | 609,123 | 575,690 | 705,723 | 747,511 | 41,788 | 762,462 | 777,710 | 793,264 | 809,128 |
| Material | 740,262 | 661,780 | 2,470,243 | 2,882,320 | 412,077 | 2,906,440 | 2,966,182 | 3,027,264 | 3,092,047 |
| Transfers, Grants & Financial Charge | 1,316,594 | 1,316,494 | 1,700,895 | 1,291,322 | (409,573) | 1,211,493 | 1,087,502 | 986,756 | 986,857 |
| Transfer to Reserves | 22,413 | 124,792 | 14,942 | 0 | (14,942) | 0 | 0 | 0 | 0 |
| Fleet Costs | 58,404 | 43,830 | 58,604 | 56,604 | (2,000) | 56,604 | 56,604 | 56,604 | 57,558 |
| Facility Costs | 19,112 | 17,034 | 22,752 | 23,783 | 1,031 | 24,259 | 24,744 | 25,239 | 25,744 |
| Other Internal Costs | 181,112 | 181,112 | 183,326 | 204,086 | 20,760 | 219,550 | 221,700 | 223,986 | 234,366 |
| Total Expenditures | 4,300,065 | 4,249,401 | 6,542,428 | 6,629,473 | 87,045 | 6,634,163 | 6,618,052 | 6,627,747 | 6,752,155 |
| Percent of Expenditure Budget | | | | 1.3% | | 0.1% | (0.2%) | 0.1% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 491,912 | 491,912 | 456,080 | 375,849 | (80,231) | 292,196 | 248,252 | 194,832 | 194,832 |
| Provincial | 0 | 24,039 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 20,412 | 25,394 | 35,896 | 30,373 | (5,523) | 16,099 | 0 | 0 | 0 |
| Fees and Services | 3,432,617 | 3,447,074 | 3,634,722 | 3,663,898 | 29,176 | 3,664,798 | 3,700,394 | 3,736,346 | 3,772,658 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 64,936 | 140,095 | 173,034 | 3,600 | (169,434) | 3,600 | 3,600 | 3,600 | 3,600 |
| Total Revenue | 4,009,877 | 4,128,514 | 4,299,732 | 4,073,720 | (226,012) | 3,976,693 | 3,952,246 | 3,934,778 | 3,971,090 |
| | | | | | | | | | |
| Net Requirement | 290,188 | 120,887 | 2,242,696 | 2,555,753 | 313,057 | 2,657,470 | 2,665,806 | 2,692,969 | 2,781,065 |
| Percent of Prior Year Budget | | | | 14.0% | | 4.0% | 0.3% | 1.0% | 3.3% |
| Full Time Equivalentents (FTEs) | 14.83 | 0.00 | 14.83 | 14.83 | 0.00 | 14.83 | 14.83 | 14.83 | 14.83 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Human Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|-------------------|------------------|------------------|----------------------------------|------------------|-------------------|-------------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 213 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Technology & Communications | 28,441 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 11,703 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 4,265 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| Building - Structure | 10,670,115 | 164,100 | 50,000 | (114,100) | 913,736 | 8,240,000 | 8,007,812 | 0 |
| Building - Site Elements | 33,029 | 40,000 | 585,120 | 545,120 | 0 | 25,000 | 456,991 | 467,392 |
| Building - Exterior Components | 114,918 | 830,000 | 773,024 | (56,976) | 1,022,812 | 1,779,419 | 389,368 | 610,208 |
| Building - Interior Components | 282,220 | 210,000 | 692,334 | 482,334 | 739,152 | 378,344 | 205,000 | 368,168 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 164,948 | 252,000 | 394,438 | 142,438 | 113,176 | 347,048 | 559,600 | 1,051,090 |
| Building - Fire & Life Safety | 16,383 | 968,860 | 17,500 | (951,360) | 17,500 | 17,500 | 17,500 | 17,500 |
| Building - Elevator | 6,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 11,333,135 | 2,479,960 | 2,522,416 | 42,456 | 2,816,376 | 10,797,311 | 9,646,271 | 2,524,358 |
| Transfer to Reserves | 2,474,374 | 2,548,099 | 2,624,020 | 75,921 | 2,702,203 | 2,782,715 | 2,865,627 | 2,951,009 |
| Total Expenditure | 13,807,509 | 5,028,059 | 5,146,436 | 118,377 | 5,518,579 | 13,580,026 | 12,511,898 | 5,475,367 |
| % of Prior Expenditure | | | 2.4% | | 7.2% | 146.1% | (7.9%) | (56.2%) |
| Revenues by Type | | | | | | | | |
| Federal | 959,814 | 24,000 | 122,001 | 98,001 | 0 | 0 | 0 | 0 |
| Provincial | 900,405 | 0 | 122,001 | 122,001 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 924,394 | 2,455,960 | 2,278,414 | (177,546) | 2,816,376 | 2,627,311 | 2,523,772 | 2,524,358 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 336,123 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 8,200,606 | 0 | 0 | 0 | 0 | 8,170,000 | 7,122,500 | 0 |
| Total Revenue | 11,321,342 | 2,479,960 | 2,522,416 | 42,456 | 2,816,376 | 10,797,311 | 9,646,272 | 2,524,358 |
| | | | | | | | | |
| Net Requirement | 2,486,167 | 2,548,099 | 2,624,020 | 75,921 | 2,702,203 | 2,782,715 | 2,865,626 | 2,951,009 |
| % of Prior Net Requirement | | | 3.0% | | 3.0% | 3.0% | 3.0% | 3.0% |



County of Bruce
HS--Income & Employment Supports
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 4,748 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 643 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 5,391 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 5,391 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 5,299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 92 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Children's Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 23,693 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 3,622 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 27,315 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 27,315 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 2,784 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 24,530 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 27,314 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Housing Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|--------------------|----------------|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | (100.0%) | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 900,905 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 870,576 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,771,481 | 5,000 | 0 | (5,000) | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | (1,771,481) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
HS--Housing Facilities (BCHC)
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|-------------------|------------------|------------------|----------------------------------|------------------|-------------------|-------------------|------------------|
| Expenditures by Type | | | | | | | | |
| Land | 213 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 11,703 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 10,670,115 | 164,100 | 50,000 | (114,100) | 913,736 | 8,240,000 | 8,007,812 | 0 |
| Building - Site Elements | 33,029 | 40,000 | 585,120 | 545,120 | 0 | 25,000 | 456,991 | 467,392 |
| Building - Exterior Components | 114,918 | 830,000 | 773,024 | (56,976) | 1,022,812 | 1,779,419 | 389,368 | 610,208 |
| Building - Interior Components | 282,220 | 210,000 | 692,334 | 482,334 | 739,152 | 378,344 | 205,000 | 368,168 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 164,948 | 252,000 | 394,438 | 142,438 | 113,176 | 347,048 | 559,600 | 1,051,090 |
| Building - Fire & Life Safety | 16,383 | 968,860 | 17,500 | (951,360) | 17,500 | 17,500 | 17,500 | 17,500 |
| Building - Elevator | 6,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 11,300,429 | 2,474,960 | 2,522,416 | 47,456 | 2,816,376 | 10,797,311 | 9,646,271 | 2,524,358 |
| Transfer to Reserves | 2,474,374 | 2,548,099 | 2,624,020 | 75,921 | 2,702,203 | 2,782,715 | 2,865,627 | 2,951,009 |
| Total Expenditure | 13,774,803 | 5,023,059 | 5,146,436 | 123,377 | 5,518,579 | 13,580,026 | 12,511,898 | 5,475,367 |
| % of Prior Expenditure | | | 2.5% | | 7.2% | 146.1% | (7.9%) | (56.2%) |
| Revenues by Type | | | | | | | | |
| Federal | 56,125 | 24,000 | 122,001 | 98,001 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 122,001 | 122,001 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 924,394 | 2,450,960 | 2,278,414 | (172,546) | 2,816,376 | 2,627,311 | 2,523,772 | 2,524,358 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 336,123 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 8,200,606 | 0 | 0 | 0 | 0 | 8,170,000 | 7,122,500 | 0 |
| Total Revenue | 9,517,248 | 2,474,960 | 2,522,416 | 47,456 | 2,816,376 | 10,797,311 | 9,646,272 | 2,524,358 |
| | | | | | | | | |
| Net Requirement | 4,257,555 | 2,548,099 | 2,624,020 | 75,921 | 2,702,203 | 2,782,715 | 2,865,626 | 2,951,009 |
| % of Prior Net Requirement | | | 3.0% | | 3.0% | 3.0% | 3.0% | 3.0% |



County of Bruce
Human Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| HS Human Services | | | | |
| Capital Projects | | | | |
| HS-2022-001 Construction - Replace unit and common area flooring | 135,000 | 0 | 135,000 | 0 |
| HS-2022-002 Construction - Electrical panels, distribution, lighting and access systems | 20,000 | 0 | 20,000 | 0 |
| HS-2022-003 Construction - Plumbing, distribution, fitments, water heaters, pumps and fixtures | 25,000 | 0 | 25,000 | 0 |
| HS-2022-004 Construction - Bathroom and laundry room refurbish | 20,000 | 0 | 20,000 | 0 |
| HS-2022-005 Construction - Window replacements | 10,000 | 0 | 10,000 | 0 |
| HS-2022-006 Construction - Door replacements | 10,000 | 0 | 10,000 | 0 |
| HS-2022-007 Construction - Snow and garden equipment | 10,000 | 0 | 10,000 | 0 |
| HS-2022-008 Construction - Replace stoves, fridges, washers and dryers | 130,000 | (100,000) | 30,000 | 0 |
| HS-2022-009 Construction - Unplanned life safety system replacements | 17,500 | 0 | 17,500 | 0 |
| HS-2022-015 Construction - Window & Door Replacement - 5009 | 473,184 | 0 | 473,184 | 0 |
| HS-2022-016 Construction - Replace Common Area Flooring - 5010 | 145,802 | 0 | 145,802 | 0 |
| HS-2022-020 Construction - Replace Common Area Flooring - 5022 | 221,532 | 0 | 221,532 | 0 |
| HS-2022-021 Construction - Replace MUA Unit, Domestic Hot Water and Laundry - 5023 | 196,438 | (44,002) | 152,436 | 0 |
| HS-2022-028 Construction - Parking Lot And Drainage Improvements - 5029 | 585,120 | 0 | 585,120 | 0 |
| HS-2022-029 Transfer From Reserve | 0 | (2,278,414) | (2,278,414) | 0 |
| HS-2022-030 Construction - Install Barrier Free Door Operators | 18,000 | 0 | 18,000 | 0 |
| HS-2022-031 Design - Plans For New Full Service Elevator - 5006 | 25,000 | 0 | 25,000 | 0 |
| HS-2022-032 Construction - Window & Door Replacement - 5005 | 279,840 | 0 | 279,840 | 0 |
| HS-2022-033 Design - Structural Building Inspection - 5010 | 25,000 | 0 | 25,000 | 0 |
| HS-2022-034 Design - Plans To Upgrade Unit Kitchens - 5024 | 20,000 | 0 | 20,000 | 0 |
| HS-2022-035 Design - Plans To Upgrade Unit Kitchens - 5025 | 20,000 | 0 | 20,000 | 0 |
| HS-2022-036 Construction - Electrical Infrastructure Repairs | 135,000 | (100,000) | 35,000 | 0 |



County of Bruce
Human Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--------------------------------------|----------------------------|----------------------------|-------------------------------------|--------------------------|
| HS-2022-R01 2022 Transfer To Reserve | 2,624,020 | 0 | 2,624,020 | 0 |
| Net Cost of Capital Projects | 5,146,436 | (2,522,416) | 2,624,020 | 0 |
| Total Human Services | 5,146,436 | (2,522,416) | 2,624,020 | |



County of Bruce
Human Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS Human Services | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| HS-2022-001 Construction - Replace unit and comm | 135,000 | 0 | 135,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-002 Construction - Electrical panels, distri | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-003 Construction - Plumbing, distribution, | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-004 Construction - Bathroom and laundry r | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-005 Construction - Window replacements | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-006 Construction - Door replacements | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-007 Construction - Snow and garden equipr | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-008 Construction - Replace stoves, fridges, | 130,000 | (100,000) | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-009 Construction - Unplanned life safety sy | 17,500 | 0 | 17,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-015 Construction - Window & Door Replace | 473,184 | 0 | 473,184 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-016 Construction - Replace Common Area f | 145,802 | 0 | 145,802 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-020 Construction - Replace Common Area f | 221,532 | 0 | 221,532 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-021 Construction - Replace MUA Unit, Dom | 196,438 | (44,002) | 152,436 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-028 Construction - Parking Lot And Drainag | 585,120 | 0 | 585,120 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-029 Transfer From Reserve | 0 | (2,278,414) | (2,278,414) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-030 Construction - Install Barrier Free Door | 18,000 | 0 | 18,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-031 Design - Plans For New Full Service Ele | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-032 Construction - Window & Door Replace | 279,840 | 0 | 279,840 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-033 Design - Structural Building Inspection | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-034 Design - Plans To Upgrade Unit Kitcher | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-035 Design - Plans To Upgrade Unit Kitcher | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2022-036 Construction - Electrical Infrastructure | 135,000 | (100,000) | 35,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |



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Capital Project Listing -Future Years Detail
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| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS-2022-R01 2022 Transfer To Reserve | 2,624,020 | 0 | 2,624,020 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-001 Construction - Replace unit and comm | 0 | 0 | 0 | 135,000 | 0 | 135,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-002 Construction - Electrical panels, distrib | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-003 Construction - Plumbing, distribution, | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-004 Construction - Bathroom and laundry r | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-005 Construction - Window replacements | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-006 Construction - Door replacements | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-007 Construction - Snow and garden equipr | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-008 Construction - Replace stoves, fridges, | 0 | 0 | 0 | 30,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-009 Construction - Unplanned life safety sy | 0 | 0 | 0 | 17,500 | 0 | 17,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-011 Design - Window & Door Replacement | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-013 Design - Replace Common Area Floorin | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-017 Design - Replace MUA Unit, Domestic H | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-020 Design - Replace MUA Unit, Domestic H | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-031 Transfer From Reserve | 0 | 0 | 0 | 0 | (2,523,376) | (2,523,376) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-032 Construction - Install Full Service Eleva | 0 | 0 | 0 | 345,984 | 0 | 345,984 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-033 Construction - Window, Doors & Mansa | 0 | 0 | 0 | 977,812 | 0 | 977,812 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-034 Construction - Install Barrier Free Door | 0 | 0 | 0 | 18,000 | 0 | 18,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-035 Construction - Structural Building Insp | 0 | 0 | 0 | 274,752 | 0 | 274,752 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-036 Construction - Replace Building Water | 0 | 0 | 0 | 10,176 | 0 | 10,176 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-037 Construction - Upgrade Unit Kitchens - | 0 | 0 | 0 | 412,128 | 0 | 412,128 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-038 Construction - Upgrade Unit Kitchens - | 0 | 0 | 0 | 117,024 | 0 | 117,024 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2023-039 Future New BCHC Build | 0 | 0 | 0 | 293,000 | (293,000) | 0 | 8,170,000 | (8,170,000) | 0 | 7,122,500 | (7,122,500) | 0 | 0 | 0 | 0 |
| HS-2023-R01 2023 Transfer To Reserve | 0 | 0 | 0 | 2,702,203 | 0 | 2,702,203 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |



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| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS-2024-001 Construction - Replace unit and comm | 0 | 0 | 0 | 0 | 0 | 0 | 135,000 | 0 | 135,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-002 Construction - Electrical panels, distri | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-003 Construction - Plumbing, distribution, | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-004 Construction - Bathroom and laundry r | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-005 Construction - Window replacements | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-006 Construction - Door replacements | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-007 Construction - Snow and garden equip | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-008 Construction - Replace stoves, fridges, | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-009 Construction - Unplanned life safety sy | 0 | 0 | 0 | 0 | 0 | 0 | 17,500 | 0 | 17,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-010 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 363,985 | 0 | 363,985 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-011 Construction - Replace Common Area f | 0 | 0 | 0 | 0 | 0 | 0 | 193,344 | 0 | 193,344 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-016 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 142,464 | 0 | 142,464 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-017 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 91,584 | 0 | 91,584 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-023 Transfer From Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,627,311) | (2,627,311) | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-024 Design - Window & Door Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-025 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 739,522 | 0 | 739,522 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-026 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 630,912 | 0 | 630,912 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-027 Design - Replace MUA Unit, Domestic f | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-028 Design - Replace MUA Unit, Domestic f | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-029 Design - Parking Lot And Drainage Imp | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-030 Design - Upgrade Attic Insulation And f | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-031 Construction - Install Barrier Free Door | 0 | 0 | 0 | 0 | 0 | 0 | 18,000 | 0 | 18,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-032 Design - Plans For New Full Service Ele | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-033 Design - Plans To Refurbish Elevator - | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |



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| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS-2024-034 Design - Plans To Refurbish Elevator - | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2024-R01 2024 Transfer To Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 2,782,715 | 0 | 2,782,715 | 0 | 0 | 0 | 0 | 0 | 0 |
| HS-2025-001 Construction - Replace unit and comm | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 135,000 | 0 | 135,000 | 0 | 0 | 0 |
| HS-2025-002 Construction - Electrical panels, distri | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 |
| HS-2025-003 Construction - Plumbing, distribution, | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 |
| HS-2025-004 Construction - Bathroom and laundry r | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 |
| HS-2025-005 Construction - Window replacements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 |
| HS-2025-006 Construction - Door replacements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 |
| HS-2025-007 Construction - Snow and garden equip | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 |
| HS-2025-008 Construction - Replace stoves, fridges, | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 | 0 | 30,000 | 0 | 0 | 0 |
| HS-2025-009 Construction - Unplanned life safety sy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,500 | 0 | 17,500 | 0 | 0 | 0 |
| HS-2025-012 Construction - Install Full Service Elev | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 330,720 | 0 | 330,720 | 0 | 0 | 0 |
| HS-2025-013 Construction - Refurbish Elevator - 502 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 178,080 | 0 | 178,080 | 0 | 0 | 0 |
| HS-2025-014 Construction - Refurbish Elevator - 502 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 178,080 | 0 | 178,080 | 0 | 0 | 0 |
| HS-2025-016 Transfer From Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,523,772) | (2,523,772) | 0 | 0 | 0 |
| HS-2025-017 Construction - Parking Lot And Drainag | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 137,793 | 0 | 137,793 | 0 | 0 | 0 |
| HS-2025-018 Design - Window & Door Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 |
| HS-2025-019 Design - Replace Common Area Floorin | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 |
| HS-2025-020 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 310,368 | 0 | 310,368 | 0 | 0 | 0 |
| HS-2025-021 Design - Window & Door Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21,500 | 0 | 21,500 | 0 | 0 | 0 |
| HS-2025-022 Design - Window & Door Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,500 | 0 | 12,500 | 0 | 0 | 0 |
| HS-2025-023 Design - Parking Lot And Drainage Imp | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 |
| HS-2025-024 Design - Convert To Natural Gas - 5031 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 45,000 | 0 | 45,000 | 0 | 0 | 0 |
| HS-2025-025 Construction - Parking Lot And Drainag | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 188,256 | 0 | 188,256 | 0 | 0 | 0 |



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| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS-2025-026 Design - Replace MUA Unit, Domestic H | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 | 0 |
| HS-2025-027 Construction - Upgrade Attic Insulation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 198,432 | 0 | 198,432 | 0 | 0 | 0 |
| HS-2025-028 Design - Replace MUA Unit, Domestic H | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 |
| HS-2025-029 Construction - Install Barrier Free Door | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,000 | 0 | 18,000 | 0 | 0 | 0 |
| HS-2025-030 Construction - Parking Lot And Drainag | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 105,942 | 0 | 105,942 | 0 | 0 | 0 |
| HS-2025-031 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 218,784 | 0 | 218,784 | 0 | 0 | 0 |
| HS-2025-032 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 162,816 | 0 | 162,816 | 0 | 0 | 0 |
| HS-2025-033 Design - Replace MUA Unit, Domestic H | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 |
| HS-2025-R01 2025 Transfer To Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,865,627 | 0 | 2,865,627 | 0 | 0 | 0 |
| HS-2026-001 Design - Parking Lot And Drainage Impi | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 |
| HS-2026-003 Construction - Replace Common Area F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 183,168 | 0 | 183,168 |
| HS-2026-004 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 264,576 | 0 | 264,576 |
| HS-2026-005 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 264,576 | 0 | 264,576 |
| HS-2026-006 Design - Parking Lot And Drainage Impi | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15,000 | 0 | 15,000 |
| HS-2026-007 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 188,256 | 0 | 188,256 |
| HS-2026-008 Construction - Window & Door Replace | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 137,376 | 0 | 137,376 |
| HS-2026-009 Construction - Parking Lot And Drainag | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 427,392 | 0 | 427,392 |
| HS-2026-010 Construction - Convert To Natural Gas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 301,210 | 0 | 301,210 |
| HS-2026-011 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 244,224 | 0 | 244,224 |
| HS-2026-012 Construction - Replace MUA Unit, Dom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 178,080 | 0 | 178,080 |
| HS-2026-013 Construction - Replace unit and comm | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 135,000 | 0 | 135,000 |
| HS-2026-014 Construction - Electrical panels, distri | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 |
| HS-2026-015 Construction - Plumbing, distribution, | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 |
| HS-2026-016 Construction - Bathroom and laundry r | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 |



County of Bruce
Human Services
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| HS-2026-017 Construction - Window replacements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 |
| HS-2026-018 Construction - Door replacements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 |
| HS-2026-019 Construction - Snow and garden equip | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 |
| HS-2026-020 Construction - Replace stoves, fridges, | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 | 0 | 30,000 |
| HS-2026-021 Construction - Unplanned life safety sy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,500 | 0 | 17,500 |
| HS-2026-022 Construction - Install Barrier Free Door | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,000 | 0 | 18,000 |
| HS-2026-023 Transfer From Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,524,358) | (2,524,358) |
| HS-2026-R01 2025 Transfer To Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,951,009 | 0 | 2,951,009 |
| Net Cost of Capital Projects | 5,146,436 | (2,522,416) | 2,624,020 | 5,518,579 | (2,816,376) | 2,702,203 | 13,580,026 | (10,797,311) | 2,782,715 | 12,511,898 | (9,646,272) | 2,865,626 | 5,475,367 | (2,524,358) | 2,951,009 |
| Total Human Services | 5,146,436 | (2,522,416) | 2,624,020 | 5,518,579 | (2,816,376) | 2,702,203 | 13,580,026 | (10,797,311) | 2,782,715 | 12,511,898 | (9,646,272) | 2,865,626 | 5,475,367 | (2,524,358) | 2,951,009 |

| 2021 closing balance | Transfers From | Transfers To | Interest & Trsf | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|----------------------|------------------|-----------------|-----------------|--|--|---------------|--|---|
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Human Services | | | | Human Services | | | | |
| \$ 1,854.65 | | | | Computer Software Social Housing | \$1,854.65 | 640-1110-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 9,882.37 | | | | Computer Hardware Social Housing | \$9,882.37 | 640-1110-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| \$ 7,607.27 | | | | Computer Hardware | \$7,607.27 | 611-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| | | | | Facility Reserves | | | | |
| | | | | Human Services | | | | |
| \$ 3,221,346.13 | (\$2,278,414.00) | \$ 2,624,020.00 | | Social Housing Buildings | \$3,566,952.13 | 640-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facility or replacement of existing building components. |
| \$ 58,923.00 | (\$30,373.00) | | | Social Housing Debentures | \$28,550.00 | 640-1120-PROJ | Funded from the Sale of Social Housing Units. Funding equated the balance of the Debentures owing at the time of sale. | Used to fund current years debenture costs for social housing units sold previously. |
| | | | | Operating Surplus Reserves | | | | |
| Human Services | | | | Human Services | | | | |
| \$ 44,002.04 | (\$30,000.00) | | | Social Assistance Operating Surplus | \$14,002.04 | 611-1110-OPSR | Transfer of Year end Surplus | Used to offset future years budgets as deemed by council. |

| 2021 closing balance | Transfers From | Transfers To | Interest & Trsf | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|-----------------|--|--|---------------|---|---|
| \$ 17,849.53 | | | | Child Care Operating Surplus | \$17,849.53 | 612-1110-OPSR | Transfer of Year end Surplus | Used to offset future years budgets as deemed by council. |
| \$ 118,220.23 | | | | CC Health and Safety Surplus | \$118,220.23 | 612-1110-OPSR | Transfer of Year end Surplus. Attributed to surplus of county contribution, additional funding received and as a result of year end TPAR reporting | Used to offset future years budgets as deemed by council. |
| \$ 447,540.76 | | | | Non Profit Housing Providers Subsidy Surplus | \$447,540.76 | 640-1110-SHNP | Transfer of Year end variance between budgeted Non Profit Subsidy and actual. | Used to offset future years budget fluctations in Non Profit Subsidies as deemed by council. |
| | | | | Donation Reserves | | | | |
| | | | | Human Services | | | | |
| \$ 32,813.24 | (\$4,724.00) | | | Dorell Young (Stipulations Attached) | \$28,089.24 | 611-1110-YOUN | Donations made through individuals or corporations in memory of a former employee. As part of year end process donations received over the budget are transferred to the reserve. | For the purpose of purchasing Christmas gifts for underprivlged children that are members of households receiving servies of the department |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| | | | | Human Services | | | | |
| \$ 6,600.85 | | | | Community Participation | \$6,600.85 | 611-1110-SSCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Specific undertakings related to Strategic Community Initiatives as deemed appropriate by Director and Council. |

| 2021 closing balance | Transfers From | Transfers To | Interest & Trsf | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|-----------------|---|--|---------------|---|---|
| \$ 477.52 | | | | Best Start Childcare Reserve (Stipulations Apply) | \$477.52 | 612-1110-BEST | Year End unspent. Provincially funded program earmarked for Best Start. | Specific undertakings related to Childcare Initiatives as deemed appropriate by Director and Council. |
| \$ 74,818.84 | (\$65,000.00) | | | Affordable Housing Program- New Home Owners Program (Stipulations Apply) | \$9,818.84 | 640-1110-SAHP | Funds received by the province for new home ownership subsidy. Annual Year End transfer for revolving funds earmarked for this purpose. | Revolving fund for the purpose of New Home Ownership. Funds must be used for the purpose of new home ownership. |
| \$ 108,432.72 | | | | Affordable Housing Program- Home Repair revolving (Stipulations Apply) | \$108,432.72 | 640-1110-SIHR | Funds received by the province for Home Repair subsidy. Annual Year End transfer for revolving funds earmarked for this purpose. | Revolving fund for the purpose of Home Repair Funding. Funds must be used for the purpose of Home repairs |
| \$ 1,776,305.21 | (\$238,564.00) | | | Affordable Housing Program - Creation of New Units | \$1,537,741.21 | 640-1120-SHSM | Annual operating budget transfer | Specific undertakings related to creating new unit affordable housing options as deemed appropriate by Director and Council. |
| \$ 1,781.12 | | | | SH SM Projects | \$1,781.12 | 640-1110-PROJ | yearend unspent funds for this project | Funds for SH SM projects |
| \$ 38,807.87 | | | | AHP and IAHP - Administration Funding | \$38,807.87 | 640-1110-SHRP | Transfer of monies received from the Province for the administration costs associated with administering the AHP and IAHP Program | Funds provided to encourage and enable planning and pre-development activities related to the AHP and IAHP. Including the administration costs related to the programs. |

\$ 5,967,263.35

(\$2,647,075.00)

\$ 2,624,020.00

\$ -

\$5,944,208.35



2022 - 2026 Budget and Forecast

Long Term Care & Senior Services Budget Reference

2022 Bruce County Business Plan

Department: Long Term Care

Strategic Priorities:

- 1. **Find creative ways to engage our public.** Make the county fully accessible to people through access to information. Engage in cross-departmental streamlining – specialize in the solution, not the department.
- 2. **Explore alternate options to improve efficiency and service.** Develop a system for measuring our processes and their successful desired outcome. Look for economy of scale or shared services among our departments and our communities. Coordinate working with other agencies.
- 3. **Develop Key Performance Indicators (KPIs) that are meaningful and report on them.** Set measurable goals and evaluate against them. Build in accountability and evaluation mechanisms.
- 4. **Eliminate our own red tape.** Focus on the internal and the external customer / client needs first and eliminate all duplications of services and data.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | Home | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget (Target) | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2022 Target |
|--|--------|-------------|-------------|-------------|-------------|-------------|----------------------|---------|---------|---------|---------|-------------|
| How many municipal bed days are available? | 52,560 | 52,560 | 52,560 | 52,560 | 52,560 | 52,560 | 52,560 | | | | | |
| | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | 36,500 | | | | | |
| Occupancy rates based on 144 beds | 98.47% | 98.43% | 93.60% | 90.15 | 99% | TBD | 98 % | | | | | |
| Occupancy rates based on 100 beds | 99.34% | 99.13% | 98.86% | 96.6% | 99% | TBD | 98 % | | | | | |

2022 Bruce County Business Plan

| Indicator | Home | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget (Target) | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2022 Target |
|---|----------|---------------------|---------------------|-----------------------|-----------------------|---------------------------------|----------------------|---------|---------|---------|---------|-------------|
| How much does it cost on average to provide one long-term care bed in LTC in Bruce County per day (County res/day Contribution) | combined | 220.22 (\$29.03) | 225.95 (\$30.15) | \$271.62 (\$73.60) | \$318.09 (\$77.15) | \$335.35 (\$85.35) (Q 2) | TBD | | | | | |
| How satisfied are residents with municipal Long Term Care Services. | BLH | 94% | 94% | 99% | 90 % | TBD | 96% | | | | | |
| | GWH | 97% | 93% | 97% | 100 % | TBD | 97% | | | | | |

2022 Bruce County Business Plan

Publicly Reported Indicators as published by CIHI and HQO for LTC Homes. MOHLTC typically publishes its quarterly performance indicators twelve weeks after the end of each quarter

| Indicator | Home | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2020 Provincial Average | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 |
|---|------|-------------|-------------|-------------|-------------|-------------|-------------------------|---------|---------|---------|---------|
| Residents who fell | BLH | 17.7% | 15.3% | 19.0% | 18.3% | TBD | 16.5% | | | | |
| | GWH | 21.0% | 18.9% | 19.1% | 20.1% | TBD | | | | | |
| Residents with worsened pressure ulcer | BLH | 4.5% | 6.9% | 5.1% | 2.4% | TBD | 2.5% | | | | |
| | GWH | 5.4% | 5.2% | 3.3% | 3.2% | TBD | | | | | |
| Residents who were physically restrained | BLH | 15.2% | 11.1% | 6.4% | 7.0% | TBD | 3.3% | | | | |
| | GWH | 5.8% | 2.0% | 8.6% | 7.8% | TBD | | | | | |
| Potentially Avoidable Emergency Room Visit Rate | BLH | 3 | 9.4 | 33.1 | | TBD | 21.9 (2019 number) | | | | |
| | GWH | N/A | 5.8 | 15.3 | | TBD | | | | | |
| Residents not living | BLH | 26.3% | 17.1% | 19.6% | 29.1% | TBD | 18.3% | | | | |

2022 Bruce County Business Plan

| Indicator | Home | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2020 Provincial Average | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 |
|--|------|-------------|-------------|-------------|-------------|-------------|-------------------------|---------|---------|---------|---------|
| with psychosis given antipsychotic medication | GWH | 19.0% | 16.5% | 12.5% | 11.5% | TBD | | | | | |
| Residents experiencing pain | BLH | 3.6% | 3.5% | 2.9% | 0.8% | TBD | 5.0% | | | | |
| | GWH | 9.0% | 5.8% | 16.6% | 18.8% | TBD | | | | | |
| Residents with worsened symptoms of depression | BLH | 27.9% | 28.9% | 26.4% | 34.7% | TBD | 22.4% | | | | |
| | GWH | 22.4% | 25.7% | 30.1% | 30.2% | TBD | | | | | |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|---|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Continue to ensure regulatory compliance while building capacity in each home to monitor and maintain compliance | To be managed within existing operational budget | | | |
| 2. Implement robust response to COVID-19, ensuring an evidence-based response plan can be mobilized as needed | To be managed within existing operational budget and provincial funding | | | |
| 3. Medication Safety Technology (MST) Program | Provincial Funding \$ 0.72 per bed | | | |
| 4. Health Human Resources | \$ 10,000 per home and provincial funding | | | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|---|---|---|
| Continue to ensure regulatory compliance while building capacity in each home to monitor and maintain compliance <u>Owner:</u> Acting Director LTC Administrators | <ul style="list-style-type: none"> Standardized policy and procedures Standardized quality program Risk management procedures | To be managed within existing operational budget | Consistent processes at both County LTCHs that meet the regulatory requirements with positive resident outcomes | Maintain services |
| Implement robust response to COVID-19, ensuring an evidence-based response plan can be mobilized as needed <u>Owner:</u> Acting Director LTC Administrators 1. | <ul style="list-style-type: none"> Ensure there is one Infection Prevention and Control (IPAC) certified nurse in each home Develop, implement, educate, and maintain policies on COVID-19 as emerging evidence and best practices are communicated from the MOH and MLTC. Implement COVID-19 preparedness plans and re-evaluate plans as new information or circumstances arise Collaborate and maintain partnerships with other service providers, agencies and government to maximize effectiveness, knowledge and ability to mobilize | To be managed within existing operational budget and provincial funding | A pandemic preparedness plan that meets the needs of the homes and residents with clear pandemic policies supported by the expertise of a certified IPAC nurse. | Provincial Initiatives |
| 2. Medication Safety Technology (MST) Program | Ministry of Long-Term Care has recently announced the new Medication Safety Technology (MST) Program to support homes in obtaining the | GWH \$26, 280 BLH | Implementation of technological interventions to help improve the | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|---|---|---|
| Owner: DLSS, Administrator, DON, DOC, ADOC | technology that will help them improve their medication management system. | \$37,843 | overall resident safety w | |
| Health Human Resources Owner: DLSS, Administrator, DON, DOC, ADOC | <ul style="list-style-type: none"> • New Provincial standards – Increasing direct hours of care up to 4 hours of care • Supporting the leaders of the homes with training/tools/resources to advance and support teams. • Enhancing operational strategies including; Absenteeism management, workplace wellness, recognition program, training and succession planning. • Explore the roles of Resident Support Aides and Allied Health Professional with alignment of the Ontario Long Term Care Staffing Plan. | <p>TBD</p> <p>\$ 10,000 per home</p> <p>To be managed within existing operational</p> | To be the employer of choice in the area. | |

2022 Bruce County Business Plan

| 2021 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|------------------------------------|---|-------------------------------------|
| 1. Nurse Call System at Brucelea Haven | Approved in 2021 and work will carry over into 2022 | \$ 650,000 | Installation of a nurse call system that meets the regulatory requirements for resident safety and communication that will support future needs of staff and residents | |
| 2. Update Servery at Gateway Haven | Replacement of counters, steam table, and flooring. | \$ 80,000 | Updated kitchen server that meets all regulatory requirement for food safety. | |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|--|--|
| How many municipal bed days are available? | Compiled by multiplying the number of days in year by 244 the number of LTC beds in Bruce County |
| Percentage of Occupancy rates based on maximum 244 residents | Compiled by dividing the number of days a year by the number of the 244 County LTC beds occupied |
| Number of Residents on combined waiting list | CCAC – Community Care Access Centre receives all the applications for LTC Those applying who indicated BLH or GWH as their preference for placement in LTC are placed on a waiting list. |
| How much does it cost on average to provide one long-term care bed in Bruce County per day - (County res/day Contribution | The cost of One LTC bed is determined by taking the total annual operational expenditure excluding capital divided by 365 days divided by 244 (the number residing LTC residents in Bruce County) Annual County Contribution assigned to GWH and BLH is divided by 365 days and divided by 244 LTC County residents |
| How satisfied are residents with municipal Long Term Care Services at Brucelea Haven | Derived and compiled from annual Resident Satisfaction survey including evaluation of all LTC services to residents; The survey is based on MOHLTC quality protocols and is an integral part of the MOHLTC annual on-site Resident Care Inspection |
| Residents who fell | The number of residents who fell divided by the total number of residents X 100 % |
| Residents with worsened pressure ulcer | The number of residents with pressure ulcers divided by the number of residents whose pressure ulcer has worsened X 100% |
| Residents who were physically restrained | Number of residents who in connection with their plan of care require physical restraint daily. This would be prescribed by the physician and in agreement with the resident's POA |
| Potentially Avoidable Emergency Room Visits | Based on RAI – Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC |

2022 Bruce County Business Plan

| Key Performance Indicators | Description |
|--|---|
| Residents not living with psychosis given antipsychotic medication | Based on RAI – Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC |
| Residents experiencing pain | Based on RAI – Resident Assessment Instrument facility collected data; reported to and compiled by CIHI Canadian Institute for Health Information- using provincial averages and benchmarks for LTC |



County of Bruce
Long Term Care & Senior Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 20,631,065 | 19,808,344 | (32,209) | 0 | 1,115,662 | 0 | 0 | 0 | 99,456 | 30,576 | 0 | 21,021,829 | 1,213,485 |
| Staff Related Costs | 18,082 | 49,964 | 25,850 | 0 | 13,023 | 0 | 0 | 0 | 0 | (3,000) | 0 | 85,837 | 35,873 |
| Contract Services | 1,344,897 | 741,124 | 46,542 | 0 | (69,814) | 0 | 0 | 0 | 0 | 0 | 0 | 717,852 | (23,272) |
| Material | 2,963,286 | 2,000,403 | 75,238 | 0 | 45,870 | 0 | 0 | 0 | 0 | (5,200) | 0 | 2,116,311 | 115,908 |
| Transfers, Grants & Financial Charge | 97,969 | 134,430 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 134,430 | 0 |
| Transfer to Reserves | 6,660 | 257,500 | 0 | 0 | (96,375) | 0 | 0 | 0 | 0 | 0 | 0 | 161,125 | (96,375) |
| Fleet Costs | 1,073 | 1,000 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 1,020 | 20 |
| Facility Costs | 677,994 | 714,034 | 0 | 0 | 37,446 | 0 | 0 | 0 | 0 | 1,721 | 0 | 753,201 | 39,167 |
| Other Internal Costs | 2,770,395 | 2,798,587 | 0 | 0 | 330,680 | 0 | 0 | 0 | 0 | 0 | 0 | 3,129,267 | 330,680 |
| Total Expenditures | 28,511,421 | 26,505,386 | 115,421 | 0 | 1,376,512 | 0 | 0 | 0 | 99,456 | 24,097 | 0 | 28,120,872 | 1,615,486 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 5.2% | 0.0% | 0.0% | 0.0% | 0.4% | 0.1% | 0.0% | 6.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 15,593,288 | 11,807,481 | 25,000 | 0 | 475,230 | 0 | 0 | 0 | 0 | 0 | 0 | 12,307,711 | 500,230 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 20,160 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 99,456 | 0 | 0 | 99,456 | 99,456 |
| Fees and Services | 5,874,522 | 6,475,463 | 0 | 0 | (165,868) | 0 | 0 | 0 | 0 | 0 | 0 | 6,309,595 | (165,868) |
| Donations | 7,739 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 41,797 | 50,208 | 0 | 0 | (7,294) | 0 | 0 | 0 | 0 | 0 | 0 | 42,914 | (7,294) |
| Total Revenue | 21,537,506 | 18,340,652 | 25,000 | 0 | 302,068 | 0 | 0 | 0 | 99,456 | 0 | 0 | 18,767,176 | 426,524 |
| Net Requirement | 6,973,915 | 8,164,734 | 90,421 | 0 | 1,074,444 | 0 | 0 | 0 | 0 | 24,097 | 0 | 9,353,696 | 1,188,962 |
| Percent of Prior Year Budget | | 100.0% | 1.1% | 0.0% | 13.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% | 0.0% | 14.6% | |
| Full Time Equivalents (FTE's) | 0.00 | 227.39 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.55 | 0.80 | 0.00 | 231.74 | 4.35 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.7% | 0.4% | 0.0% | 1.9% | (98.1%) |



County of Bruce
Senior Services
Operating Budget Analysis Report
03.1 1st Council Review

| Major Initiatives and Department Focus | |
|---|--|
| New position of Director of Long Term Care and Senior Services and Admin support to continue to ensure structure for compliance, risk and quality oversight program across the two homes. | |



County of Bruce
Senior Services
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 38,736 | 0 | 0 | 0 | 0 | 13,680 | 0 | 52,416 | 52,416 |
| Staff Related Costs | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,000 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 500 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 7,217 | 0 | 0 | 0 | 0 | 0 | 0 | 7,217 | 7,217 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 1,500 | 0 | 45,953 | 0 | 0 | 0 | 0 | 13,680 | 0 | 61,133 | 61,133 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 1,500 | 0 | 45,953 | 0 | 0 | 0 | 0 | 13,680 | 0 | 61,133 | 61,133 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.20 | 0.00 | 0.40 | 0.40 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Major Initiatives and Department Focus | |
|--|--|
| <div><u>Operating and All Departments</u><ul style="list-style-type: none">- Increase in CMI resulted in a reduction in funding of approximately increase of \$ 83,233- EIFS loan and principal payments have been incorporated into the budget.-1.75% increase to salaries and wages for 2022-2025.- 2.00% increase to goods and services.</div> <div><u>Capital</u><ul style="list-style-type: none">- Ongoing replacement of lifts, mattress and beds.- Replacement of paving/walkway stones at front entrance.-Replacement of flooring in dining rooms.-Replacement of Chairs/Tables for resident activities/programs.</div> | |



County of Bruce
Brucelea Haven
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 12,059,108 | 11,356,643 | (19,245) | 0 | 551,364 | 0 | 0 | 0 | 0 | (4,994) | 0 | 11,883,768 | 527,125 |
| Staff Related Costs | 10,108 | 21,327 | 12,250 | 0 | 5,233 | 0 | 0 | 0 | 0 | (3,000) | 0 | 35,810 | 14,483 |
| Contract Services | 887,483 | 419,613 | 34,080 | 0 | (43,129) | 0 | 0 | 0 | 0 | 0 | 0 | 410,564 | (9,049) |
| Material | 1,910,372 | 1,157,210 | 71,738 | 0 | 11,875 | 0 | 0 | 0 | 0 | (5,200) | 0 | 1,235,623 | 78,413 |
| Transfers, Grants & Financial Charge | 52,000 | 72,864 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 72,864 | 0 |
| Transfer to Reserves | 4,810 | 157,500 | 0 | 0 | (59,336) | 0 | 0 | 0 | 0 | 0 | 0 | 98,164 | (59,336) |
| Fleet Costs | 1,073 | 1,000 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 1,020 | 20 |
| Facility Costs | 356,701 | 333,088 | 0 | 0 | 43,802 | 0 | 0 | 0 | 0 | 0 | 0 | 376,890 | 43,802 |
| Other Internal Costs | 1,580,321 | 1,596,403 | 0 | 0 | 180,779 | 0 | 0 | 0 | 0 | 0 | 0 | 1,777,182 | 180,779 |
| Total Expenditures | 16,861,976 | 15,115,648 | 98,823 | 0 | 690,608 | 0 | 0 | 0 | 0 | (13,194) | 0 | 15,891,885 | 776,237 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.6% | 0.0% | 0.0% | 0.0% | 0.0% | (0.1%) | 0.0% | 5.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 9,428,535 | 6,991,754 | 25,000 | 0 | 233,666 | 0 | 0 | 0 | 0 | 0 | 0 | 7,250,420 | 258,666 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 11,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 3,380,059 | 3,800,902 | 0 | 0 | (32,775) | 0 | 0 | 0 | 0 | 0 | 0 | 3,768,127 | (32,775) |
| Donations | 5,810 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,017 | 2,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,200 | 0 |
| Total Revenue | 12,827,931 | 10,802,356 | 25,000 | 0 | 200,891 | 0 | 0 | 0 | 0 | 0 | 0 | 11,028,247 | 225,891 |
| Net Requirement | 4,034,045 | 4,313,292 | 73,823 | 0 | 489,717 | 0 | 0 | 0 | 0 | (13,194) | 0 | 4,863,638 | 550,346 |
| Percent of Prior Year Budget | | 100.0% | 1.7% | 0.0% | 11.4% | 0.0% | 0.0% | 0.0% | 0.0% | (0.3%) | 0.0% | 12.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 129.14 | 1.48 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.35 | 0.00 | 130.97 | 1.83 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% | 0.0% | 1.4% | (98.6%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase for computer software to match actual spending.• Increase of office supplies to match general increase of price for all supplies.• Maintain Services <ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services. (2022-2026)• Increase to cable revenue and expense for new digital services provided to residents. One Time Items <ul style="list-style-type: none">• Provincially Legislated <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• Council Priorities <ul style="list-style-type: none">•• Service Initiatives/Savings <ul style="list-style-type: none">•• Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Admin Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|--------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 336,513 | 496,997 | (19,245) | 0 | 131,092 | 0 | 0 | 0 | 0 | 2,513 | 0 | 611,357 | 114,360 |
| Staff Related Costs | 600 | 6,132 | 3,250 | 0 | 118 | 0 | 0 | 0 | 0 | (3,000) | 0 | 6,500 | 368 |
| Contract Services | 623,376 | 146,753 | 34,080 | 0 | (92,312) | 0 | 0 | 0 | 0 | 0 | 0 | 88,521 | (58,232) |
| Material | 167,882 | 163,214 | 17,564 | 0 | (16,860) | 0 | 0 | 0 | 0 | (1,000) | 0 | 162,918 | (296) |
| Transfers, Grants & Financial Charge | 52,000 | 72,864 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 72,864 | 0 |
| Transfer to Reserves | 0 | 150,000 | 0 | 0 | (59,336) | 0 | 0 | 0 | 0 | 0 | 0 | 90,664 | (59,336) |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,580,321 | 1,596,403 | 0 | 0 | 180,779 | 0 | 0 | 0 | 0 | 0 | 0 | 1,777,182 | 180,779 |
| Total Expenditures | 2,760,692 | 2,632,363 | 35,649 | 0 | 143,481 | 0 | 0 | 0 | 0 | (1,487) | 0 | 2,810,006 | 177,643 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 5.5% | 0.0% | 0.0% | 0.0% | 0.0% | (0.1%) | 0.0% | 6.7% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,855,623 | 6,422,748 | 0 | 0 | 288,977 | 0 | 0 | 0 | 0 | 0 | 0 | 6,711,725 | 288,977 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 3,380,059 | 3,800,902 | 0 | 0 | (32,775) | 0 | 0 | 0 | 0 | 0 | 0 | 3,768,127 | (32,775) |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,235,682 | 10,223,650 | 0 | 0 | 256,202 | 0 | 0 | 0 | 0 | 0 | 0 | 10,479,852 | 256,202 |
| Net Requirement | (7,474,990) | (7,591,287) | 35,649 | 0 | (112,721) | 0 | 0 | 0 | 0 | (1,487) | 0 | (7,669,846) | (78,559) |
| Percent of Prior Year Budget | | 100.0% | (0.5%) | 0.0% | 1.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 4.50 | 0.48 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.35 | 0.00 | 5.33 | 0.83 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.8% | 0.0% | 18.4% | (81.6%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services (2022-2026)• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Program and Support Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 544,590 | 608,657 | 0 | 0 | 32,051 | 0 | 0 | 0 | 0 | 0 | 0 | 640,708 | 32,051 |
| Staff Related Costs | 2,035 | 2,250 | 500 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 2,790 | 540 |
| Contract Services | 170,905 | 197,756 | 0 | 0 | 3,955 | 0 | 0 | 0 | 0 | 0 | 0 | 201,711 | 3,955 |
| Material | 19,525 | 35,248 | 0 | 0 | 694 | 0 | 0 | 0 | 0 | 0 | 0 | 35,942 | 694 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 737,055 | 843,911 | 500 | 0 | 36,740 | 0 | 0 | 0 | 0 | 0 | 0 | 881,151 | 37,240 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 10,572 | 9,816 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,816 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,572 | 9,816 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,816 | 0 |
| Net Requirement | 726,483 | 834,095 | 500 | 0 | 36,740 | 0 | 0 | 0 | 0 | 0 | 0 | 871,335 | 37,240 |
| Percent of Prior Year Budget | | 100.0% | 0.1% | 0.0% | 4.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.5% | |
| Full Time Equivalents (FTE's) | 0.00 | 6.41 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.41 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services (2022-2026)• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Dietary Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,204,515 | 1,215,662 | 0 | 0 | 65,935 | 0 | 0 | 0 | 0 | 0 | 0 | 1,281,597 | 65,935 |
| Staff Related Costs | 0 | 475 | 1,500 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 1,985 | 1,510 |
| Contract Services | 1,679 | 1,500 | 0 | 0 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 1,530 | 30 |
| Material | 44,221 | 43,870 | 5,380 | 0 | 1,620 | 0 | 0 | 0 | 0 | 0 | 0 | 50,870 | 7,000 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,250,415 | 1,261,507 | 6,880 | 0 | 67,595 | 0 | 0 | 0 | 0 | 0 | 0 | 1,335,982 | 74,475 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 5.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.9% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 2,143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 2,743 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,247,672 | 1,261,507 | 6,880 | 0 | 67,595 | 0 | 0 | 0 | 0 | 0 | 0 | 1,335,982 | 74,475 |
| Percent of Prior Year Budget | | 100.0% | 0.5% | 0.0% | 5.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 16.04 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 16.04 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase to HINF supplies to cover 5 % unfunded.• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services (2022-2026). | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">• Nurse Practitioner position included.• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Nursing Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 8,993,257 | 7,945,925 | 0 | 0 | 279,513 | 0 | 0 | 0 | 0 | (7,507) | 0 | 8,217,931 | 272,006 |
| Staff Related Costs | 7,473 | 11,220 | 3,250 | 0 | 5,040 | 0 | 0 | 0 | 0 | 0 | 0 | 19,510 | 8,290 |
| Contract Services | 88,334 | 67,604 | 0 | 0 | 43,998 | 0 | 0 | 0 | 0 | 0 | 0 | 111,602 | 43,998 |
| Material | 963,823 | 201,383 | 31,000 | 0 | 3,998 | 0 | 0 | 0 | 0 | 0 | 0 | 236,381 | 34,998 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 10,052,887 | 8,226,132 | 34,250 | 0 | 332,549 | 0 | 0 | 0 | 0 | (7,507) | 0 | 8,585,424 | 359,292 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.0% | 0.0% | 0.0% | 0.0% | 0.0% | (0.1%) | 0.0% | 4.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 2,560,197 | 559,190 | 25,000 | 0 | (55,311) | 0 | 0 | 0 | 0 | 0 | 0 | 528,879 | (30,311) |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 2,560,197 | 559,190 | 25,000 | 0 | (55,311) | 0 | 0 | 0 | 0 | 0 | 0 | 528,879 | (30,311) |
| Net Requirement | 7,492,690 | 7,666,942 | 9,250 | 0 | 387,860 | 0 | 0 | 0 | 0 | (7,507) | 0 | 8,056,545 | 389,603 |
| Percent of Prior Year Budget | | 100.0% | 0.1% | 0.0% | 5.1% | 0.0% | 0.0% | 0.0% | 0.0% | (0.1%) | 0.0% | 5.1% | |
| Full Time Equivalents (FTE's) | 0.00 | 87.13 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 88.13 | 1.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | (98.9%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase to linen budget to meet actuals. Maintain Services <ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity..• 2% increase to goods and services (2022-2026)• One Time Items <ul style="list-style-type: none">•• Provincially Legislated <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• Council Priorities <ul style="list-style-type: none">•• Service Initiatives/Savings <ul style="list-style-type: none">•• Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Other Accomodation Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 980,233 | 1,089,402 | 0 | 0 | 42,773 | 0 | 0 | 0 | 0 | 0 | 0 | 1,132,175 | 42,773 |
| Staff Related Costs | 0 | 1,250 | 3,750 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 5,025 | 3,775 |
| Contract Services | 3,189 | 6,000 | 0 | 0 | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 7,200 | 1,200 |
| Material | 201,974 | 203,042 | 17,794 | 0 | 11,423 | 0 | 0 | 0 | 0 | (4,200) | 0 | 228,059 | 25,017 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,073 | 1,000 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 1,020 | 20 |
| Facility Costs | 356,701 | 333,088 | 0 | 0 | 43,802 | 0 | 0 | 0 | 0 | 0 | 0 | 376,890 | 43,802 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,543,170 | 1,633,782 | 21,544 | 0 | 99,243 | 0 | 0 | 0 | 0 | (4,200) | 0 | 1,750,369 | 116,587 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 6.1% | 0.0% | 0.0% | 0.0% | 0.0% | (0.3%) | 0.0% | 7.1% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 11,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,417 | 2,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,200 | 0 |
| Total Revenue | 12,927 | 2,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,200 | 0 |
| Net Requirement | 1,530,243 | 1,631,582 | 21,544 | 0 | 99,243 | 0 | 0 | 0 | 0 | (4,200) | 0 | 1,748,169 | 116,587 |
| Percent of Prior Year Budget | | 100.0% | 1.3% | 0.0% | 6.1% | 0.0% | 0.0% | 0.0% | 0.0% | (0.3%) | 0.0% | 7.1% | |
| Full Time Equivalents (FTE's) | 0.00 | 15.06 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15.06 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• 2 % increase to raw food line. This is to support the increasing costs of food products. | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Raw Food Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 511,947 | 510,453 | 0 | 0 | 11,000 | 0 | 0 | 0 | 0 | 0 | 0 | 521,453 | 11,000 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 511,947 | 510,453 | 0 | 0 | 11,000 | 0 | 0 | 0 | 0 | 0 | 0 | 521,453 | 11,000 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 2.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.2% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 511,947 | 510,453 | 0 | 0 | 11,000 | 0 | 0 | 0 | 0 | 0 | 0 | 521,453 | 11,000 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 2.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.2% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">•• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Donations Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 4,810 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 5,810 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 5,810 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,810 | 7,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Major Initiatives and Department Focus | |
|---|--|
| <p><u>Operating and All Departments</u></p> <ul style="list-style-type: none">- Decrease in CMI resulted in a reduction in funding of approximately increase of \$ \$ 14,863- EIFS loan and principal payments have been incorporated into the budget.-1.75% increase to salaries and wages for 2022-2026.- 2.00% increase to goods and services. <p><u>Capital</u></p> <ul style="list-style-type: none">- Ongoing replacement of lifts, mattress and beds.- Replacement of paving/walkway stones in Courtyard and Front entrance.-Replacement of Servery in 2022 and 2023 to support/meet IPAC standards for meal service. | |



County of Bruce
Gateway Haven
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 8,571,957 | 8,451,701 | (12,964) | 0 | 525,562 | 0 | 0 | 0 | 99,456 | 21,890 | 0 | 9,085,645 | 633,944 |
| Staff Related Costs | 7,974 | 28,637 | 12,600 | 0 | 7,790 | 0 | 0 | 0 | 0 | 0 | 0 | 49,027 | 20,390 |
| Contract Services | 457,414 | 321,511 | 12,462 | 0 | (26,685) | 0 | 0 | 0 | 0 | 0 | 0 | 307,288 | (14,223) |
| Material | 1,052,914 | 843,193 | 3,000 | 0 | 33,995 | 0 | 0 | 0 | 0 | 0 | 0 | 880,188 | 36,995 |
| Transfers, Grants & Financial Charge | 45,969 | 61,566 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 61,566 | 0 |
| Transfer to Reserves | 1,850 | 100,000 | 0 | 0 | (37,039) | 0 | 0 | 0 | 0 | 0 | 0 | 62,961 | (37,039) |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 321,293 | 380,946 | 0 | 0 | (13,573) | 0 | 0 | 0 | 0 | 1,721 | 0 | 369,094 | (11,852) |
| Other Internal Costs | 1,190,074 | 1,202,184 | 0 | 0 | 149,901 | 0 | 0 | 0 | 0 | 0 | 0 | 1,352,085 | 149,901 |
| Total Expenditures | 11,649,445 | 11,389,738 | 15,098 | 0 | 639,951 | 0 | 0 | 0 | 99,456 | 23,611 | 0 | 12,167,854 | 778,116 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 5.6% | 0.0% | 0.0% | 0.0% | 0.9% | 0.2% | 0.0% | 6.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,164,753 | 4,815,727 | 0 | 0 | 241,564 | 0 | 0 | 0 | 0 | 0 | 0 | 5,057,291 | 241,564 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 8,650 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 99,456 | 0 | 0 | 99,456 | 99,456 |
| Fees and Services | 2,494,463 | 2,674,561 | 0 | 0 | (133,093) | 0 | 0 | 0 | 0 | 0 | 0 | 2,541,468 | (133,093) |
| Donations | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 39,780 | 48,008 | 0 | 0 | (7,294) | 0 | 0 | 0 | 0 | 0 | 0 | 40,714 | (7,294) |
| Total Revenue | 8,709,575 | 7,538,296 | 0 | 0 | 101,177 | 0 | 0 | 0 | 99,456 | 0 | 0 | 7,738,929 | 200,633 |
| Net Requirement | 2,939,870 | 3,851,442 | 15,098 | 0 | 538,774 | 0 | 0 | 0 | 0 | 23,611 | 0 | 4,428,925 | 577,483 |
| Percent of Prior Year Budget | | 100.0% | 0.4% | 0.0% | 14.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.6% | 0.0% | 15.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 98.25 | 0.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.55 | 0.25 | 0.00 | 100.37 | 2.12 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.6% | 0.3% | 0.0% | 2.2% | (97.8%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">• Increase for computer software to match actual spending | Growth <ul style="list-style-type: none">• |
| Maintain Services <ul style="list-style-type: none">• Increase in photocopying - due to daily tracking and consents for COVID - increase of \$2800 for 2022, then dropping back 2023• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.) | Council Priorities <ul style="list-style-type: none">• |
| One Time Items <ul style="list-style-type: none">• | Service Initiatives/Savings <ul style="list-style-type: none">• |
| Provincially Legislated <ul style="list-style-type: none">• | Operating Impact of Capital Projects <ul style="list-style-type: none">• |



County of Bruce
Admin Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|--------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 561,894 | 569,893 | (12,964) | 0 | 68,472 | 0 | 0 | 0 | 0 | 21,890 | 0 | 647,291 | 77,398 |
| Staff Related Costs | 6,146 | 24,481 | 3,600 | 0 | 3,920 | 0 | 0 | 0 | 0 | 0 | 0 | 32,001 | 7,520 |
| Contract Services | 284,268 | 105,054 | 2,800 | 0 | (59,153) | 0 | 0 | 0 | 0 | 0 | 0 | 48,701 | (56,353) |
| Material | 145,245 | 151,373 | 0 | 0 | (16,782) | 0 | 0 | 0 | 0 | 0 | 0 | 134,591 | (16,782) |
| Transfers, Grants & Financial Charge | 45,969 | 61,566 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 61,566 | 0 |
| Transfer to Reserves | 0 | 100,000 | 0 | 0 | (37,039) | 0 | 0 | 0 | 0 | 0 | 0 | 62,961 | (37,039) |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,190,074 | 1,202,184 | 0 | 0 | 149,901 | 0 | 0 | 0 | 0 | 0 | 0 | 1,352,085 | 149,901 |
| Total Expenditures | 2,233,596 | 2,214,551 | (6,564) | 0 | 109,319 | 0 | 0 | 0 | 0 | 21,890 | 0 | 2,339,196 | 124,645 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 4.9% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 5.6% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 4,717,589 | 4,544,015 | 0 | 0 | 207,828 | 0 | 0 | 0 | 0 | 0 | 0 | 4,751,843 | 207,828 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 2,494,463 | 2,674,561 | 0 | 0 | (133,093) | 0 | 0 | 0 | 0 | 0 | 0 | 2,541,468 | (133,093) |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 7,212,052 | 7,218,576 | 0 | 0 | 74,735 | 0 | 0 | 0 | 0 | 0 | 0 | 7,293,311 | 74,735 |
| Net Requirement | (4,978,456) | (5,004,025) | (6,564) | 0 | 34,584 | 0 | 0 | 0 | 0 | 21,890 | 0 | (4,954,115) | 49,910 |
| Percent of Prior Year Budget | | 100.0% | 0.1% | 0.0% | (0.7%) | 0.0% | 0.0% | 0.0% | 0.0% | (0.4%) | 0.0% | (1.0%) | |
| Full Time Equivalents (FTE's) | 0.00 | 4.50 | 0.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 | 5.07 | 0.57 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.6% | 0.0% | 12.7% | (87.3%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none"> | Growth <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none">Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.2% increase to goods and services (2022-2026)Increased Training by \$900 for GPA training of staff | Council Priorities <ul style="list-style-type: none"> |
| One Time Items <ul style="list-style-type: none"> | Service Initiatives/Savings <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |



County of Bruce
Program and Support Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 401,713 | 456,415 | 0 | 0 | 7,784 | 0 | 0 | 0 | 0 | 0 | 0 | 464,199 | 7,784 |
| Staff Related Costs | 0 | 100 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,100 | 2,000 |
| Contract Services | 108,603 | 144,673 | 0 | 0 | 1,232 | 0 | 0 | 0 | 0 | 0 | 0 | 145,905 | 1,232 |
| Material | 10,011 | 22,650 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,650 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 520,327 | 623,838 | 2,000 | 0 | 9,016 | 0 | 0 | 0 | 0 | 0 | 0 | 634,854 | 11,016 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.8% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 3,578 | 11,664 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,664 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 3,578 | 11,664 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,664 | 0 |
| Net Requirement | 516,749 | 612,174 | 2,000 | 0 | 9,016 | 0 | 0 | 0 | 0 | 0 | 0 | 623,190 | 11,016 |
| Percent of Prior Year Budget | | 100.0% | 0.3% | 0.0% | 1.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 3.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.79 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|---|---|
| Adjustments to Base <ul style="list-style-type: none"> | Growth |
| | Council Priorities <ul style="list-style-type: none"> |
| Maintain Services <ul style="list-style-type: none">• Increase of \$2000 for chemicals for new combi oven purchased in 2021.• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services (2022-2026) | Service Initiatives/Savings |
| One Time Items <ul style="list-style-type: none"> | Operating Impact of Capital Projects <ul style="list-style-type: none"> |
| Provincially Legislated <ul style="list-style-type: none"> | |



County of Bruce
Dietary Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 861,312 | 872,919 | 0 | 0 | 31,707 | 0 | 0 | 0 | 0 | 0 | 0 | 904,626 | 31,707 |
| Staff Related Costs | 498 | 0 | 1,500 | 0 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 1,750 | 1,750 |
| Contract Services | 1,679 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,700 | 0 |
| Material | 21,060 | 30,625 | 0 | 0 | 2,713 | 0 | 0 | 0 | 0 | 0 | 0 | 33,338 | 2,713 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 884,549 | 905,244 | 1,500 | 0 | 34,670 | 0 | 0 | 0 | 0 | 0 | 0 | 941,414 | 36,170 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 3.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 1,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 882,587 | 905,244 | 1,500 | 0 | 34,670 | 0 | 0 | 0 | 0 | 0 | 0 | 941,414 | 36,170 |
| Percent of Prior Year Budget | | 100.0% | 0.2% | 0.0% | 3.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 13.12 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 13.12 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--------------------------------------|
| Adjustments to Base | Growth |
| Maintain Services | • |
| • Supplies increased to align with forecasted figures + reduction in 3301 | Council Priorities |
| • Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity. | • |
| • 2% increase to goods and services (2022-2026) | • |
| One Time Items | Service Initiatives/Savings |
| • | • |
| Provincially Legislated | Operating Impact of Capital Projects |
| • | • |



County of Bruce
Nursing Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 5,904,806 | 5,683,205 | 0 | 0 | 408,123 | 0 | 0 | 0 | 0 | 0 | 0 | 6,091,328 | 408,123 |
| Staff Related Costs | 1,007 | 2,456 | 4,000 | 0 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 9,456 | 7,000 |
| Contract Services | 59,407 | 56,750 | 9,662 | 0 | 30,969 | 0 | 0 | 0 | 0 | 0 | 0 | 97,381 | 40,631 |
| Material | 387,960 | 148,052 | 3,000 | 0 | 41,816 | 0 | 0 | 0 | 0 | 0 | 0 | 192,868 | 44,816 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 6,353,180 | 5,890,463 | 16,662 | 0 | 483,908 | 0 | 0 | 0 | 0 | 0 | 0 | 6,391,033 | 500,570 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 8.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 8.5% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 1,439,415 | 260,048 | 0 | 0 | 33,736 | 0 | 0 | 0 | 0 | 0 | 0 | 293,784 | 33,736 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,439,415 | 260,048 | 0 | 0 | 33,736 | 0 | 0 | 0 | 0 | 0 | 0 | 293,784 | 33,736 |
| Net Requirement | 4,913,765 | 5,630,415 | 16,662 | 0 | 450,172 | 0 | 0 | 0 | 0 | 0 | 0 | 6,097,249 | 466,834 |
| Percent of Prior Year Budget | | 100.0% | 0.3% | 0.0% | 8.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 8.3% | |
| Full Time Equivalents (FTE's) | 0.00 | 66.15 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 66.15 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



| Operating Budget Highlights | |
|--|--|
| <div>Adjustments to Base<ul style="list-style-type: none">• Increase to Housekeeping hrs to meet IPAC protocols</div> <div>Maintain Services<ul style="list-style-type: none">• Increases in salaries, wages and benefits due to annual increase, wage grid increase, benefits and pay equity.• 2% increase to goods and services (2022-2026)• </div> <div>One Time Items<ul style="list-style-type: none">• </div> <div>Provincially Legislated<ul style="list-style-type: none">• </div> | <div>Growth<ul style="list-style-type: none">• </div> <div>Council Priorities<ul style="list-style-type: none">• </div> <div>Service Initiatives/Savings<ul style="list-style-type: none">• </div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">• </div> |



County of Bruce
Other Accomodation Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 842,232 | 869,269 | 0 | 0 | 9,476 | 0 | 0 | 0 | 99,456 | 0 | 0 | 978,201 | 108,932 |
| Staff Related Costs | 323 | 1,600 | 1,500 | 0 | 620 | 0 | 0 | 0 | 0 | 0 | 0 | 3,720 | 2,120 |
| Contract Services | 3,457 | 13,334 | 0 | 0 | 267 | 0 | 0 | 0 | 0 | 0 | 0 | 13,601 | 267 |
| Material | 123,036 | 138,129 | 0 | 0 | 6,248 | 0 | 0 | 0 | 0 | 0 | 0 | 144,377 | 6,248 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 321,293 | 380,946 | 0 | 0 | (13,573) | 0 | 0 | 0 | 0 | 1,721 | 0 | 369,094 | (11,852) |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,290,341 | 1,403,278 | 1,500 | 0 | 3,038 | 0 | 0 | 0 | 99,456 | 1,721 | 0 | 1,508,993 | 105,715 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% | 7.1% | 0.1% | 0.0% | 7.5% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 2,209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 8,650 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 99,456 | 0 | 0 | 99,456 | 99,456 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 39,780 | 48,008 | 0 | 0 | (7,294) | 0 | 0 | 0 | 0 | 0 | 0 | 40,714 | (7,294) |
| Total Revenue | 50,639 | 48,008 | 0 | 0 | (7,294) | 0 | 0 | 0 | 99,456 | 0 | 0 | 140,170 | 92,162 |
| Net Requirement | 1,239,702 | 1,355,270 | 1,500 | 0 | 10,332 | 0 | 0 | 0 | 0 | 1,721 | 0 | 1,368,823 | 13,553 |
| Percent of Prior Year Budget | | 100.0% | 0.1% | 0.0% | 0.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.1% | 0.0% | 1.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 10.69 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.55 | 0.00 | 0.00 | 12.24 | 1.55 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 14.5% | 0.0% | 0.0% | 14.5% | (85.5%) |



| Operating Budget Highlights | |
|--|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Adjusted raw food by 2 % to reflect increasing cost of food.• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Raw Food Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 365,523 | 352,364 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 352,364 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 365,523 | 352,364 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 352,364 | 0 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 365,523 | 352,364 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 352,364 | 0 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">•• | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Donations Gateway
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 79 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 1,850 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Long Term Care & Senior Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 19,006,946 | 20,631,065 | 19,808,344 | 21,021,829 | 1,213,485 | 21,361,510 | 21,768,299 | 22,183,936 | 22,608,688 |
| Staff Related Costs | 43,326 | 18,082 | 49,964 | 85,837 | 35,873 | 69,086 | 62,874 | 61,842 | 62,765 |
| Contract Services | 1,128,845 | 1,344,897 | 741,124 | 717,852 | (23,272) | 730,731 | 683,158 | 675,044 | 687,476 |
| Material | 1,980,255 | 2,963,286 | 2,000,403 | 2,116,311 | 115,908 | 1,941,406 | 1,979,316 | 2,017,978 | 2,058,005 |
| Transfers, Grants & Financial Charge | 97,969 | 97,969 | 134,430 | 134,430 | 0 | 134,430 | 135,159 | 135,902 | 136,660 |
| Transfer to Reserves | 7,500 | 6,660 | 257,500 | 161,125 | (96,375) | 482,227 | 7,500 | 7,500 | 0 |
| Fleet Costs | 1,000 | 1,073 | 1,000 | 1,020 | 20 | 1,040 | 1,061 | 1,082 | 1,120 |
| Facility Costs | 659,011 | 677,994 | 714,034 | 753,201 | 39,167 | 743,682 | 756,571 | 769,719 | 784,147 |
| Other Internal Costs | 2,770,395 | 2,770,395 | 2,798,587 | 3,129,267 | 330,680 | 3,381,197 | 3,414,305 | 3,449,504 | 3,609,363 |
| Total Expenditures | 25,695,247 | 28,511,421 | 26,505,386 | 28,120,872 | 1,615,486 | 28,845,309 | 28,808,243 | 29,302,507 | 29,948,224 |
| Percent of Expenditure Budget | | | | 6.1% | | 2.6% | (0.1%) | 1.7% | 2.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 11,570,429 | 15,593,288 | 11,807,481 | 12,307,711 | 500,230 | 12,638,653 | 12,212,068 | 12,305,593 | 12,421,793 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 199,138 | 20,160 | 0 | 99,456 | 99,456 | 0 | 0 | 0 | 0 |
| Fees and Services | 6,305,762 | 5,874,522 | 6,475,463 | 6,309,595 | (165,868) | 6,372,963 | 6,436,972 | 6,501,626 | 6,566,931 |
| Donations | 7,500 | 7,739 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 46,685 | 41,797 | 50,208 | 42,914 | (7,294) | 42,914 | 42,914 | 42,914 | 42,914 |
| Total Revenue | 18,129,514 | 21,537,506 | 18,340,652 | 18,767,176 | 426,524 | 19,062,030 | 18,699,454 | 18,857,633 | 19,031,638 |
| | | | | | | | | | |
| Net Requirement | 7,565,733 | 6,973,915 | 8,164,734 | 9,353,696 | 1,188,962 | 9,783,279 | 10,108,789 | 10,444,874 | 10,916,586 |
| Percent of Prior Year Budget | | | | 14.6% | | 4.6% | 3.3% | 3.3% | 4.5% |
| Full Time Equivalent (FTEs) | 226.39 | 0.00 | 227.39 | 231.74 | 4.35 | 231.54 | 231.54 | 231.54 | 231.54 |
| Percent of Prior Year FTE | | | | 1.9% | | (0.1%) | 0.0% | 0.0% | 0.0% |



County of Bruce
Senior Services
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|-----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 52,416 | 52,416 | 56,017 | 57,185 | 58,382 | 59,609 |
| Staff Related Costs | 0 | 0 | 0 | 1,000 | 1,000 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 0 | 0 | 500 | 500 | 500 | 500 | 500 | 500 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 7,217 | 7,217 | 7,173 | 7,287 | 7,405 | 7,525 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 0 | 0 | 61,133 | 61,133 | 63,690 | 64,972 | 66,287 | 67,634 |
| Percent of Expenditure Budget | | | | 0.0% | | 4.2% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 61,133 | 61,133 | 63,690 | 64,972 | 66,287 | 67,634 |
| Percent of Prior Year Budget | | | | 0.0% | | 4.2% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.40 | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |



County of Bruce
Brucelea Haven
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 10,896,120 | 12,059,108 | 11,356,643 | 11,883,768 | 527,125 | 12,152,979 | 12,383,341 | 12,618,709 | 12,859,236 |
| Staff Related Costs | 12,381 | 10,108 | 21,327 | 35,810 | 14,483 | 28,631 | 24,962 | 24,465 | 24,913 |
| Contract Services | 663,157 | 887,483 | 419,613 | 410,564 | (9,049) | 420,039 | 391,455 | 386,100 | 393,371 |
| Material | 1,144,522 | 1,910,372 | 1,157,210 | 1,235,623 | 78,413 | 1,143,717 | 1,166,834 | 1,190,411 | 1,214,689 |
| Transfers, Grants & Financial Charge | 52,000 | 52,000 | 72,864 | 72,864 | 0 | 72,864 | 73,593 | 74,336 | 75,094 |
| Transfer to Reserves | 7,500 | 4,810 | 157,500 | 98,164 | (59,336) | 324,824 | 7,500 | 7,500 | 0 |
| Fleet Costs | 1,000 | 1,073 | 1,000 | 1,020 | 20 | 1,040 | 1,061 | 1,082 | 1,120 |
| Facility Costs | 328,693 | 356,701 | 333,088 | 376,890 | 43,802 | 383,084 | 389,401 | 395,844 | 403,129 |
| Other Internal Costs | 1,580,321 | 1,580,321 | 1,596,403 | 1,777,182 | 180,779 | 1,920,734 | 1,939,542 | 1,959,537 | 2,050,347 |
| Total Expenditures | 14,685,694 | 16,861,976 | 15,115,648 | 15,891,885 | 776,237 | 16,447,912 | 16,377,689 | 16,657,984 | 17,021,899 |
| Percent of Expenditure Budget | | | | 5.1% | | 3.5% | (0.4%) | 1.7% | 2.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,766,668 | 9,428,535 | 6,991,754 | 7,250,420 | 258,666 | 7,472,519 | 7,183,278 | 7,238,143 | 7,306,389 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 190,488 | 11,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 3,665,846 | 3,380,059 | 3,800,902 | 3,768,127 | (32,775) | 3,805,808 | 3,843,866 | 3,882,304 | 3,921,127 |
| Donations | 7,500 | 5,810 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,200 | 2,017 | 2,200 | 2,200 | 0 | 2,200 | 2,200 | 2,200 | 2,200 |
| Total Revenue | 10,632,702 | 12,827,931 | 10,802,356 | 11,028,247 | 225,891 | 11,288,027 | 11,036,844 | 11,130,147 | 11,229,716 |
| | | | | | | | | | |
| Net Requirement | 4,052,992 | 4,034,045 | 4,313,292 | 4,863,638 | 550,346 | 5,159,885 | 5,340,845 | 5,527,837 | 5,792,183 |
| Percent of Prior Year Budget | | | | 12.8% | | 6.1% | 3.5% | 3.5% | 4.8% |
| Full Time Equivalentents (FTEs) | 129.14 | 0.00 | 129.14 | 130.97 | 1.83 | 131.10 | 131.10 | 131.10 | 131.10 |
| Percent of Prior Year FTE | | | | 1.4% | | 0.1% | 0.0% | 0.0% | 0.0% |



County of Bruce
Admin Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 489,170 | 336,513 | 496,997 | 611,357 | 114,360 | 661,070 | 674,895 | 689,072 | 703,616 |
| Staff Related Costs | 5,100 | 600 | 6,132 | 6,500 | 368 | 3,620 | 3,742 | 3,867 | 4,100 |
| Contract Services | 420,776 | 623,376 | 146,753 | 88,521 | (58,232) | 89,542 | 90,583 | 91,644 | 93,326 |
| Material | 163,423 | 167,882 | 163,214 | 162,918 | (296) | 73,006 | 74,218 | 75,454 | 76,715 |
| Transfers, Grants & Financial Charge | 52,000 | 52,000 | 72,864 | 72,864 | 0 | 72,864 | 73,593 | 74,336 | 75,094 |
| Transfer to Reserves | 0 | 0 | 150,000 | 90,664 | (59,336) | 317,324 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,580,321 | 1,580,321 | 1,596,403 | 1,777,182 | 180,779 | 1,920,734 | 1,939,542 | 1,959,537 | 2,050,347 |
| Total Expenditures | 2,710,790 | 2,760,692 | 2,632,363 | 2,810,006 | 177,643 | 3,138,160 | 2,856,573 | 2,893,910 | 3,003,198 |
| Percent of Expenditure Budget | | | | 6.7% | | 11.7% | (9.0%) | 1.3% | 3.8% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 6,424,761 | 6,855,623 | 6,422,748 | 6,711,725 | 288,977 | 6,954,444 | 6,703,491 | 6,770,526 | 6,838,231 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 178,978 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 3,665,846 | 3,380,059 | 3,800,902 | 3,768,127 | (32,775) | 3,805,808 | 3,843,866 | 3,882,304 | 3,921,127 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,269,585 | 10,235,682 | 10,223,650 | 10,479,852 | 256,202 | 10,760,252 | 10,547,357 | 10,652,830 | 10,759,358 |
| Net Requirement | (7,558,795) | (7,474,990) | (7,591,287) | (7,669,846) | (78,559) | (7,622,092) | (7,690,784) | (7,758,920) | (7,756,160) |
| Percent of Prior Year Budget | | | | 1.0% | | (0.6%) | 0.9% | 0.9% | 0.0% |
| Full Time Equivalent (FTEs) | 4.50 | 0.00 | 4.50 | 5.33 | 0.83 | 5.46 | 5.46 | 5.46 | 5.46 |
| Percent of Prior Year FTE | | | | 18.4% | | 2.4% | 0.0% | 0.0% | 0.0% |



County of Bruce
Program and Support Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 586,865 | 544,590 | 608,657 | 640,708 | 32,051 | 653,189 | 665,954 | 679,005 | 692,357 |
| Staff Related Costs | 2,250 | 2,035 | 2,250 | 2,790 | 540 | 2,841 | 2,898 | 2,956 | 3,015 |
| Contract Services | 167,930 | 170,905 | 197,756 | 201,711 | 3,955 | 205,746 | 209,861 | 214,058 | 218,339 |
| Material | 35,376 | 19,525 | 35,248 | 35,942 | 694 | 36,651 | 37,384 | 38,132 | 38,895 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 792,421 | 737,055 | 843,911 | 881,151 | 37,240 | 898,427 | 916,097 | 934,151 | 952,606 |
| Percent of Expenditure Budget | | | | 4.4% | | 2.0% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 9,816 | 10,572 | 9,816 | 9,816 | 0 | 9,816 | 9,816 | 9,816 | 9,816 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 9,816 | 10,572 | 9,816 | 9,816 | 0 | 9,816 | 9,816 | 9,816 | 9,816 |
| | | | | | | | | | |
| Net Requirement | 782,605 | 726,483 | 834,095 | 871,335 | 37,240 | 888,611 | 906,281 | 924,335 | 942,790 |
| Percent of Prior Year Budget | | | | 4.5% | | 2.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalentents (FTEs) | 6.41 | 0.00 | 6.41 | 6.41 | 0.00 | 6.41 | 6.41 | 6.41 | 6.41 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Dietary Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,190,932 | 1,204,515 | 1,215,662 | 1,281,597 | 65,935 | 1,306,007 | 1,330,944 | 1,356,422 | 1,382,455 |
| Staff Related Costs | 475 | 0 | 475 | 1,985 | 1,510 | 495 | 505 | 515 | 525 |
| Contract Services | 1,500 | 1,679 | 1,500 | 1,530 | 30 | 1,561 | 1,592 | 1,624 | 1,656 |
| Material | 43,250 | 44,221 | 43,870 | 50,870 | 7,000 | 50,622 | 51,389 | 52,172 | 52,970 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,236,157 | 1,250,415 | 1,261,507 | 1,335,982 | 74,475 | 1,358,685 | 1,384,430 | 1,410,733 | 1,437,606 |
| Percent of Expenditure Budget | | | | 5.9% | | 1.7% | 1.9% | 1.9% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 2,143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 2,743 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 1,236,157 | 1,247,672 | 1,261,507 | 1,335,982 | 74,475 | 1,358,685 | 1,384,430 | 1,410,733 | 1,437,606 |
| Percent of Prior Year Budget | | | | 5.9% | | 1.7% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalentents (FTEs) | 16.04 | 0.00 | 16.04 | 16.04 | 0.00 | 16.04 | 16.04 | 16.04 | 16.04 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Nursing Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|-------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 7,529,430 | 8,993,257 | 7,945,925 | 8,217,931 | 272,006 | 8,378,598 | 8,534,999 | 8,694,724 | 8,857,865 |
| Staff Related Costs | 2,956 | 7,473 | 11,220 | 19,510 | 8,290 | 16,550 | 12,590 | 11,795 | 11,835 |
| Contract Services | 66,951 | 88,334 | 67,604 | 111,602 | 43,998 | 115,846 | 81,928 | 71,133 | 72,256 |
| Material | 199,463 | 963,823 | 201,383 | 236,381 | 34,998 | 217,068 | 222,359 | 227,755 | 233,258 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 7,798,800 | 10,052,887 | 8,226,132 | 8,585,424 | 359,292 | 8,728,062 | 8,851,876 | 9,005,407 | 9,175,214 |
| Percent of Expenditure Budget | | | | 4.4% | | 1.7% | 1.4% | 1.7% | 1.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 332,091 | 2,560,197 | 559,190 | 528,879 | (30,311) | 508,259 | 469,971 | 457,801 | 458,342 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 332,091 | 2,560,197 | 559,190 | 528,879 | (30,311) | 508,259 | 469,971 | 457,801 | 458,342 |
| Net Requirement | 7,466,709 | 7,492,690 | 7,666,942 | 8,056,545 | 389,603 | 8,219,803 | 8,381,905 | 8,547,606 | 8,716,872 |
| Percent of Prior Year Budget | | | | 5.1% | | 2.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalent (FTEs) | 87.13 | 0.00 | 87.13 | 88.13 | 1.00 | 88.13 | 88.13 | 88.13 | 88.13 |
| Percent of Prior Year FTE | | | | 1.1% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Other Accommodation Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,099,723 | 980,233 | 1,089,402 | 1,132,175 | 42,773 | 1,154,115 | 1,176,549 | 1,199,486 | 1,222,943 |
| Staff Related Costs | 1,600 | 0 | 1,250 | 5,025 | 3,775 | 5,125 | 5,227 | 5,332 | 5,438 |
| Contract Services | 6,000 | 3,189 | 6,000 | 7,200 | 1,200 | 7,344 | 7,491 | 7,641 | 7,794 |
| Material | 200,214 | 201,974 | 203,042 | 228,059 | 25,017 | 234,473 | 238,934 | 243,482 | 248,352 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 1,000 | 1,073 | 1,000 | 1,020 | 20 | 1,040 | 1,061 | 1,082 | 1,120 |
| Facility Costs | 328,693 | 356,701 | 333,088 | 376,890 | 43,802 | 383,084 | 389,401 | 395,844 | 403,129 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,637,230 | 1,543,170 | 1,633,782 | 1,750,369 | 116,587 | 1,785,181 | 1,818,663 | 1,852,867 | 1,888,776 |
| Percent of Expenditure Budget | | | | 7.1% | | 2.0% | 1.9% | 1.9% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 11,510 | 11,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,200 | 1,417 | 2,200 | 2,200 | 0 | 2,200 | 2,200 | 2,200 | 2,200 |
| Total Revenue | 13,710 | 12,927 | 2,200 | 2,200 | 0 | 2,200 | 2,200 | 2,200 | 2,200 |
| | | | | | | | | | |
| Net Requirement | 1,623,520 | 1,530,243 | 1,631,582 | 1,748,169 | 116,587 | 1,782,981 | 1,816,463 | 1,850,667 | 1,886,576 |
| Percent of Prior Year Budget | | | | 7.1% | | 2.0% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalentents (FTEs) | 15.06 | 0.00 | 15.06 | 15.06 | 0.00 | 15.06 | 15.06 | 15.06 | 15.06 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Raw Food Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 502,796 | 511,947 | 510,453 | 521,453 | 11,000 | 531,897 | 542,550 | 553,416 | 564,499 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 502,796 | 511,947 | 510,453 | 521,453 | 11,000 | 531,897 | 542,550 | 553,416 | 564,499 |
| Percent of Expenditure Budget | | | | 2.2% | | 2.0% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 502,796 | 511,947 | 510,453 | 521,453 | 11,000 | 531,897 | 542,550 | 553,416 | 564,499 |
| Percent of Prior Year Budget | | | | 2.2% | | 2.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Donations Brucelea
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|-----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 7,500 | 4,810 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 7,500 | 5,810 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | (100.0%) |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 7,500 | 5,810 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 7,500 | 5,810 | 7,500 | 7,500 | 0 | 7,500 | 7,500 | 7,500 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Gateway Haven
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 8,110,826 | 8,571,957 | 8,451,701 | 9,085,645 | 633,944 | 9,152,514 | 9,327,773 | 9,506,845 | 9,689,843 |
| Staff Related Costs | 30,945 | 7,974 | 28,637 | 49,027 | 20,390 | 40,455 | 37,912 | 37,377 | 37,852 |
| Contract Services | 465,688 | 457,414 | 321,511 | 307,288 | (14,223) | 310,692 | 291,703 | 288,944 | 294,105 |
| Material | 835,733 | 1,052,914 | 843,193 | 880,188 | 36,995 | 797,189 | 811,982 | 827,067 | 842,816 |
| Transfers, Grants & Financial Charge | 45,969 | 45,969 | 61,566 | 61,566 | 0 | 61,566 | 61,566 | 61,566 | 61,566 |
| Transfer to Reserves | 0 | 1,850 | 100,000 | 62,961 | (37,039) | 157,403 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 330,318 | 321,293 | 380,946 | 369,094 | (11,852) | 353,425 | 359,883 | 366,470 | 373,493 |
| Other Internal Costs | 1,190,074 | 1,190,074 | 1,202,184 | 1,352,085 | 149,901 | 1,460,463 | 1,474,763 | 1,489,967 | 1,559,016 |
| Total Expenditures | 11,009,553 | 11,649,445 | 11,389,738 | 12,167,854 | 778,116 | 12,333,707 | 12,365,582 | 12,578,236 | 12,858,691 |
| Percent of Expenditure Budget | | | | 6.8% | | 1.4% | 0.3% | 1.7% | 2.2% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 4,803,761 | 6,164,753 | 4,815,727 | 5,057,291 | 241,564 | 5,166,134 | 5,028,790 | 5,067,450 | 5,115,404 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 8,650 | 8,650 | 0 | 99,456 | 99,456 | 0 | 0 | 0 | 0 |
| Fees and Services | 2,639,916 | 2,494,463 | 2,674,561 | 2,541,468 | (133,093) | 2,567,155 | 2,593,106 | 2,619,322 | 2,645,804 |
| Donations | 0 | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 44,485 | 39,780 | 48,008 | 40,714 | (7,294) | 40,714 | 40,714 | 40,714 | 40,714 |
| Total Revenue | 7,496,812 | 8,709,575 | 7,538,296 | 7,738,929 | 200,633 | 7,774,003 | 7,662,610 | 7,727,486 | 7,801,922 |
| Net Requirement | 3,512,741 | 2,939,870 | 3,851,442 | 4,428,925 | 577,483 | 4,559,704 | 4,702,972 | 4,850,750 | 5,056,769 |
| Percent of Prior Year Budget | | | | 15.0% | | 3.0% | 3.1% | 3.1% | 4.2% |
| Full Time Equivalent (FTEs) | 97.25 | 0.00 | 98.25 | 100.37 | 2.12 | 100.44 | 100.44 | 100.44 | 100.44 |
| Percent of Prior Year FTE | | | | 2.2% | | 0.1% | 0.0% | 0.0% | 0.0% |



County of Bruce
Admin Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 553,605 | 561,894 | 569,893 | 647,291 | 77,398 | 664,893 | 678,906 | 693,283 | 708,036 |
| Staff Related Costs | 25,839 | 6,146 | 24,481 | 32,001 | 7,520 | 29,429 | 29,866 | 30,311 | 30,765 |
| Contract Services | 281,554 | 284,268 | 105,054 | 48,701 | (56,353) | 46,819 | 47,756 | 48,711 | 49,685 |
| Material | 151,473 | 145,245 | 151,373 | 134,591 | (16,782) | 44,149 | 44,549 | 44,956 | 45,372 |
| Transfers, Grants & Financial Charge | 45,969 | 45,969 | 61,566 | 61,566 | 0 | 61,566 | 61,566 | 61,566 | 61,566 |
| Transfer to Reserves | 0 | 0 | 100,000 | 62,961 | (37,039) | 157,403 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,190,074 | 1,190,074 | 1,202,184 | 1,352,085 | 149,901 | 1,460,463 | 1,474,763 | 1,489,967 | 1,559,016 |
| Total Expenditures | 2,248,514 | 2,233,596 | 2,214,551 | 2,339,196 | 124,645 | 2,464,722 | 2,337,406 | 2,368,794 | 2,454,440 |
| Percent of Expenditure Budget | | | | 5.6% | | 5.4% | (5.2%) | 1.3% | 3.6% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 4,532,589 | 4,717,589 | 4,544,015 | 4,751,843 | 207,828 | 4,858,346 | 4,747,952 | 4,795,432 | 4,843,386 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 2,639,916 | 2,494,463 | 2,674,561 | 2,541,468 | (133,093) | 2,567,155 | 2,593,106 | 2,619,322 | 2,645,804 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 7,172,505 | 7,212,052 | 7,218,576 | 7,293,311 | 74,735 | 7,425,501 | 7,341,058 | 7,414,754 | 7,489,190 |
| Net Requirement | (4,923,991) | (4,978,456) | (5,004,025) | (4,954,115) | 49,910 | (4,960,779) | (5,003,652) | (5,045,960) | (5,034,750) |
| Percent of Prior Year Budget | | | | (1.0%) | | 0.1% | 0.9% | 0.8% | (0.2%) |
| Full Time Equivalent (FTEs) | 4.50 | 0.00 | 4.50 | 5.07 | 0.57 | 5.14 | 5.14 | 5.14 | 5.14 |
| Percent of Prior Year FTE | | | | 12.7% | | 1.4% | 0.0% | 0.0% | 0.0% |



County of Bruce
Program and Support Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 447,866 | 401,713 | 456,415 | 464,199 | 7,784 | 473,045 | 482,081 | 491,313 | 500,747 |
| Staff Related Costs | 100 | 0 | 100 | 2,100 | 2,000 | 1,100 | 1,100 | 1,100 | 1,100 |
| Contract Services | 115,171 | 108,603 | 144,673 | 145,905 | 1,232 | 148,824 | 151,801 | 154,838 | 157,935 |
| Material | 22,650 | 10,011 | 22,650 | 22,650 | 0 | 22,700 | 22,751 | 22,803 | 22,856 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 585,787 | 520,327 | 623,838 | 634,854 | 11,016 | 645,669 | 657,733 | 670,054 | 682,638 |
| Percent of Expenditure Budget | | | | 1.8% | | 1.7% | 1.9% | 1.9% | 1.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 11,664 | 3,578 | 11,664 | 11,664 | 0 | 11,664 | 11,664 | 11,664 | 11,664 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 11,664 | 3,578 | 11,664 | 11,664 | 0 | 11,664 | 11,664 | 11,664 | 11,664 |
| Net Requirement | 574,123 | 516,749 | 612,174 | 623,190 | 11,016 | 634,005 | 646,069 | 658,390 | 670,974 |
| Percent of Prior Year Budget | | | | 1.8% | | 1.7% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalents (FTEs) | 3.79 | 0.00 | 3.79 | 3.79 | 0.00 | 3.79 | 3.79 | 3.79 | 3.79 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Dietary Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 867,518 | 861,312 | 872,919 | 904,626 | 31,707 | 921,568 | 938,862 | 956,515 | 974,541 |
| Staff Related Costs | 250 | 498 | 0 | 1,750 | 1,750 | 250 | 250 | 250 | 250 |
| Contract Services | 1,500 | 1,679 | 1,700 | 1,700 | 0 | 1,700 | 1,700 | 1,700 | 1,700 |
| Material | 24,000 | 21,060 | 30,625 | 33,338 | 2,713 | 34,245 | 35,170 | 36,114 | 37,077 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 893,268 | 884,549 | 905,244 | 941,414 | 36,170 | 957,763 | 975,982 | 994,579 | 1,013,568 |
| Percent of Expenditure Budget | | | | 4.0% | | 1.7% | 1.9% | 1.9% | 1.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 1,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 1,962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 893,268 | 882,587 | 905,244 | 941,414 | 36,170 | 957,763 | 975,982 | 994,579 | 1,013,568 |
| Percent of Prior Year Budget | | | | 4.0% | | 1.7% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalents (FTEs) | 13.12 | 0.00 | 13.12 | 13.12 | 0.00 | 13.12 | 13.12 | 13.12 | 13.12 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Nursing Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 5,378,714 | 5,904,806 | 5,683,205 | 6,091,328 | 408,123 | 6,096,147 | 6,211,997 | 6,330,331 | 6,451,216 |
| Staff Related Costs | 2,956 | 1,007 | 2,456 | 9,456 | 7,000 | 7,456 | 4,476 | 3,496 | 3,517 |
| Contract Services | 54,390 | 59,407 | 56,750 | 97,381 | 40,631 | 99,476 | 76,296 | 69,262 | 70,063 |
| Material | 148,052 | 387,960 | 148,052 | 192,868 | 44,816 | 197,211 | 201,255 | 205,380 | 209,948 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 5,584,112 | 6,353,180 | 5,890,463 | 6,391,033 | 500,570 | 6,400,290 | 6,494,024 | 6,608,469 | 6,734,744 |
| Percent of Expenditure Budget | | | | 8.5% | | 0.1% | 1.5% | 1.8% | 1.9% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 259,508 | 1,439,415 | 260,048 | 293,784 | 33,736 | 296,124 | 269,174 | 260,354 | 260,354 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 259,508 | 1,439,415 | 260,048 | 293,784 | 33,736 | 296,124 | 269,174 | 260,354 | 260,354 |
| Net Requirement | 5,324,604 | 4,913,765 | 5,630,415 | 6,097,249 | 466,834 | 6,104,166 | 6,224,850 | 6,348,115 | 6,474,390 |
| Percent of Prior Year Budget | | | | 8.3% | | 0.1% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalent (FTEs) | 65.15 | 0.00 | 66.15 | 66.15 | 0.00 | 66.15 | 66.15 | 66.15 | 66.15 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Other Accommodation Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 863,123 | 842,232 | 869,269 | 978,201 | 108,932 | 996,861 | 1,015,927 | 1,035,403 | 1,055,303 |
| Staff Related Costs | 1,800 | 323 | 1,600 | 3,720 | 2,120 | 2,220 | 2,220 | 2,220 | 2,220 |
| Contract Services | 13,073 | 3,457 | 13,334 | 13,601 | 267 | 13,873 | 14,150 | 14,433 | 14,722 |
| Material | 140,394 | 123,036 | 138,129 | 144,377 | 6,248 | 146,520 | 148,707 | 150,934 | 153,207 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 330,318 | 321,293 | 380,946 | 369,094 | (11,852) | 353,425 | 359,883 | 366,470 | 373,493 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,348,708 | 1,290,341 | 1,403,278 | 1,508,993 | 105,715 | 1,512,899 | 1,540,887 | 1,569,460 | 1,598,945 |
| Percent of Expenditure Budget | | | | 7.5% | | 0.3% | 1.8% | 1.9% | 1.9% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 2,209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 8,650 | 8,650 | 0 | 99,456 | 99,456 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 44,485 | 39,780 | 48,008 | 40,714 | (7,294) | 40,714 | 40,714 | 40,714 | 40,714 |
| Total Revenue | 53,135 | 50,639 | 48,008 | 140,170 | 92,162 | 40,714 | 40,714 | 40,714 | 40,714 |
| | | | | | | | | | |
| Net Requirement | 1,295,573 | 1,239,702 | 1,355,270 | 1,368,823 | 13,553 | 1,472,185 | 1,500,173 | 1,528,746 | 1,558,231 |
| Percent of Prior Year Budget | | | | 1.0% | | 7.6% | 1.9% | 1.9% | 1.9% |
| Full Time Equivalentents (FTEs) | 10.69 | 0.00 | 10.69 | 12.24 | 1.55 | 12.24 | 12.24 | 12.24 | 12.24 |
| Percent of Prior Year FTE | | | | 14.5% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Raw Food Gateway
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 349,164 | 365,523 | 352,364 | 352,364 | 0 | 352,364 | 359,550 | 366,880 | 374,356 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 349,164 | 365,523 | 352,364 | 352,364 | 0 | 352,364 | 359,550 | 366,880 | 374,356 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 2.0% | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 349,164 | 365,523 | 352,364 | 352,364 | 0 | 352,364 | 359,550 | 366,880 | 374,356 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Donations Gateway
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 79 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 1,850 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 1,929 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Long Term Care & Senior Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 66,036 | 46,000 | 126,829 | 80,829 | 132,000 | 118,000 | 104,000 | 74,000 |
| Technology & Communications | 0 | 650,000 | 0 | (650,000) | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 714 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 1,425 | 25,000 | 0 | (25,000) | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 1,542,982 | 0 | 40,000 | 40,000 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 70,886 | 0 | 145,000 | 145,000 | 125,000 | 45,000 | 45,000 | 45,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 35,849 | 19,000 | 0 | (19,000) | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,717,892 | 740,000 | 311,829 | (428,171) | 257,000 | 163,000 | 149,000 | 119,000 |
| Transfer to Reserves | 233,655 | 132,000 | 105,000 | (27,000) | 130,000 | 130,000 | 130,000 | 80,000 |
| Total Expenditure | 1,951,547 | 872,000 | 416,829 | (455,171) | 387,000 | 293,000 | 279,000 | 199,000 |
| % of Prior Expenditure | | | (52.2%) | | (7.2%) | (24.3%) | (4.8%) | (28.7%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 223,841 | 676,000 | 163,000 | (513,000) | 130,000 | 50,000 | 50,000 | 20,000 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 1,405,136 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 1,628,977 | 676,000 | 163,000 | (513,000) | 130,000 | 50,000 | 50,000 | 20,000 |
| | | | | | | | | |
| Net Requirement | 322,570 | 196,000 | 253,829 | 57,829 | 257,000 | 243,000 | 229,000 | 179,000 |
| % of Prior Net Requirement | | | 29.5% | | 1.2% | (5.4%) | (5.8%) | (21.8%) |



County of Bruce
Senior Services
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Brucelea Haven
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 53,324 | 0 | 74,829 | 74,829 | 78,000 | 64,000 | 50,000 | 50,000 |
| Technology & Communications | 0 | 650,000 | 0 | (650,000) | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 714 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 1,425 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 823,010 | 0 | 15,000 | 15,000 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 61,110 | 0 | 40,000 | 40,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 22,622 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 962,205 | 650,000 | 129,829 | (520,171) | 98,000 | 84,000 | 70,000 | 70,000 |
| Transfer to Reserves | 84,685 | 50,000 | 50,000 | 0 | 75,000 | 75,000 | 75,000 | 25,000 |
| Total Expenditure | 1,046,890 | 700,000 | 179,829 | (520,171) | 173,000 | 159,000 | 145,000 | 95,000 |
| % of Prior Expenditure | | | (74.3%) | | (3.8%) | (8.1%) | (8.8%) | (34.5%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 221,925 | 650,000 | 55,000 | (595,000) | 20,000 | 20,000 | 20,000 | 20,000 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 685,164 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 907,089 | 650,000 | 55,000 | (595,000) | 20,000 | 20,000 | 20,000 | 20,000 |
| | | | | | | | | |
| Net Requirement | 139,801 | 50,000 | 124,829 | 74,829 | 153,000 | 139,000 | 125,000 | 75,000 |
| % of Prior Net Requirement | | | 149.7% | | 22.6% | (9.2%) | (10.1%) | (40.0%) |



County of Bruce
Admin Brucelea
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|------------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 53,324 | 0 | 74,829 | 74,829 | 50,000 | 64,000 | 50,000 | 50,000 |
| Technology & Communications | 0 | 650,000 | 0 | (650,000) | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 714 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 1,425 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 823,010 | 0 | 15,000 | 15,000 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 61,110 | 0 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 22,622 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 962,205 | 650,000 | 109,829 | (540,171) | 70,000 | 84,000 | 70,000 | 70,000 |
| Transfer to Reserves | 84,685 | 50,000 | 50,000 | 0 | 75,000 | 75,000 | 75,000 | 25,000 |
| Total Expenditure | 1,046,890 | 700,000 | 159,829 | (540,171) | 145,000 | 159,000 | 145,000 | 95,000 |
| % of Prior Expenditure | | | (77.2%) | | (9.3%) | 9.7% | (8.8%) | (34.5%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 221,925 | 650,000 | 35,000 | (615,000) | 20,000 | 20,000 | 20,000 | 20,000 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 685,164 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 907,089 | 650,000 | 35,000 | (615,000) | 20,000 | 20,000 | 20,000 | 20,000 |
| | | | | | | | | |
| Net Requirement | 139,801 | 50,000 | 124,829 | 74,829 | 125,000 | 139,000 | 125,000 | 75,000 |
| % of Prior Net Requirement | | | 149.7% | | 0.1% | 11.2% | (10.1%) | (40.0%) |



County of Bruce
Donations Brucelea
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|-----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 20,000 | 20,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Gateway Haven
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 12,712 | 46,000 | 52,000 | 6,000 | 54,000 | 54,000 | 54,000 | 24,000 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 25,000 | 0 | (25,000) | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 719,972 | 0 | 25,000 | 25,000 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 9,776 | 0 | 105,000 | 105,000 | 105,000 | 25,000 | 25,000 | 25,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 13,227 | 19,000 | 0 | (19,000) | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 755,687 | 90,000 | 182,000 | 92,000 | 159,000 | 79,000 | 79,000 | 49,000 |
| Transfer to Reserves | 148,970 | 82,000 | 55,000 | (27,000) | 55,000 | 55,000 | 55,000 | 55,000 |
| Total Expenditure | 904,657 | 172,000 | 237,000 | 65,000 | 214,000 | 134,000 | 134,000 | 104,000 |
| % of Prior Expenditure | | | 37.8% | | (9.7%) | (37.4%) | 0.0% | (22.4%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 1,916 | 26,000 | 108,000 | 82,000 | 110,000 | 30,000 | 30,000 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 719,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 721,888 | 26,000 | 108,000 | 82,000 | 110,000 | 30,000 | 30,000 | 0 |
| | | | | | | | | |
| Net Requirement | 182,769 | 146,000 | 129,000 | (17,000) | 104,000 | 104,000 | 104,000 | 104,000 |
| % of Prior Net Requirement | | | (11.6%) | | (19.4%) | 0.0% | 0.0% | 0.0% |



County of Bruce
Admin Gateway
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 12,712 | 46,000 | 52,000 | 6,000 | 54,000 | 54,000 | 54,000 | 24,000 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 25,000 | 0 | (25,000) | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 719,972 | 0 | 25,000 | 25,000 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 9,776 | 0 | 105,000 | 105,000 | 105,000 | 25,000 | 25,000 | 25,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 13,227 | 19,000 | 0 | (19,000) | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 755,687 | 90,000 | 182,000 | 92,000 | 159,000 | 79,000 | 79,000 | 49,000 |
| Transfer to Reserves | 148,970 | 82,000 | 55,000 | (27,000) | 55,000 | 55,000 | 55,000 | 55,000 |
| Total Expenditure | 904,657 | 172,000 | 237,000 | 65,000 | 214,000 | 134,000 | 134,000 | 104,000 |
| % of Prior Expenditure | | | 37.8% | | (9.7%) | (37.4%) | 0.0% | (22.4%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 1,916 | 26,000 | 108,000 | 82,000 | 110,000 | 30,000 | 30,000 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 719,972 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 721,888 | 26,000 | 108,000 | 82,000 | 110,000 | 30,000 | 30,000 | 0 |
| | | | | | | | | |
| Net Requirement | 182,769 | 146,000 | 129,000 | (17,000) | 104,000 | 104,000 | 104,000 | 104,000 |
| % of Prior Net Requirement | | | (11.6%) | | (19.4%) | 0.0% | 0.0% | 0.0% |



County of Bruce
Donations Gateway
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Gateway Haven
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|---|----------------------------|----------------------------|-------------------------------------|--------------------------|
| GH Gateway Haven | | | | |
| Capital Projects | | | | |
| GH-2020-003 Replacement of furniture in lounges/dining room | 25,000 | 0 | 25,000 | 0 |
| GH-2021-001 Beds | 12,000 | 0 | 12,000 | 0 |
| GH-2021-002 Mattresses | 12,000 | 0 | 12,000 | 0 |
| GH-2021-004 Mechanical Lifts and/or Tornados | 28,000 | (28,000) | 0 | 0 |
| GH-2021-R01 Transfer to reserves -future projects | 30,000 | 0 | 30,000 | 0 |
| GH-2021-R02 Repay working capital reserve-phone system | 25,000 | 0 | 25,000 | 0 |
| GH-2022-002 Servery | 80,000 | (80,000) | 0 | 0 |
| GH-2022-003 Sidewalk repair | 15,000 | 0 | 15,000 | 0 |
| GH-2022-004 Courtyard Patio Stones | 10,000 | 0 | 10,000 | 0 |
| Net Cost of Capital Projects | 237,000 | (108,000) | 129,000 | 0 |
| Total Gateway Haven | 237,000 | (108,000) | 129,000 | |



County of Bruce
Brucelea Haven
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| BH Brucelea Haven | | | | |
| Capital Projects | | | | |
| BH-2020-005 Mattresses | 10,000 | 0 | 10,000 | 0 |
| BH-2020-006 Beds | 10,000 | 0 | 10,000 | 0 |
| BH-2021-R01 Brucelea - Transfer to Reserves | 25,000 | 0 | 25,000 | 0 |
| BH-2022-001 Brucelea - Mechanical Lift Replacement | 26,829 | 0 | 26,829 | 0 |
| BH-2022-002 Brucelea - Tornado Replacement | 28,000 | 0 | 28,000 | 0 |
| BH-2022-003 Paving Stones /Front Walkway | 15,000 | (15,000) | 0 | 0 |
| BH-2022-004 Flooring replacement | 20,000 | (20,000) | 0 | 0 |
| BH-2022-005 Chairs and Tables for Residents programs | 20,000 | (20,000) | 0 | 0 |
| BH-2022-R02 Transfer to Medical Equipment reserve | 25,000 | 0 | 25,000 | 0 |
| Net Cost of Capital Projects | 179,829 | (55,000) | 124,829 | 0 |
| Total Brucelea Haven | 179,829 | (55,000) | 124,829 | |



County of Bruce
Gateway Haven
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| GH Gateway Haven | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| GH-2020-003 Replacement of furniture in lounges/d | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 |
| GH-2021-001 Beds | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 |
| GH-2021-002 Mattresses | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 |
| GH-2021-004 Mechanical Lifts and/or Tornados | 28,000 | (28,000) | 0 | 30,000 | (30,000) | 0 | 30,000 | (30,000) | 0 | 30,000 | (30,000) | 0 | 0 | 0 | 0 |
| GH-2021-R01 Transfer to reserves -future projects | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 |
| GH-2021-R02 Repay working capital reserve-phone s | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 |
| GH-2022-002 Servery | 80,000 | (80,000) | 0 | 80,000 | (80,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GH-2022-003 Sidewalk repair | 15,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GH-2022-004 Courtyard Patio Stones | 10,000 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Cost of Capital Projects | 237,000 | (108,000) | 129,000 | 214,000 | (110,000) | 104,000 | 134,000 | (30,000) | 104,000 | 134,000 | (30,000) | 104,000 | 104,000 | 0 | 104,000 |
| Total Gateway Haven | 237,000 | (108,000) | 129,000 | 214,000 | (110,000) | 104,000 | 134,000 | (30,000) | 104,000 | 134,000 | (30,000) | 104,000 | 104,000 | | 104,000 |



County of Bruce
Brucelea Haven
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| BH Brucelea Haven | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| BH-2020-005 Mattresses | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| BH-2020-006 Beds | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| BH-2021-R01 Brucelea - Transfer to Reserves | 25,000 | 0 | 25,000 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| BH-2022-001 Brucelea - Mechanical Lift Replacemer | 26,829 | 0 | 26,829 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 | 30,000 | 0 | 30,000 |
| BH-2022-002 Brucelea - Tornado Replacement | 28,000 | 0 | 28,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BH-2022-003 Paving Stones /Front Walkway | 15,000 | (15,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BH-2022-004 Flooring replacement | 20,000 | (20,000) | 0 | 20,000 | (20,000) | 0 | 20,000 | (20,000) | 0 | 20,000 | (20,000) | 0 | 20,000 | (20,000) | 0 |
| BH-2022-005 Chairs and Tables for Residents progra | 20,000 | (20,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BH-2022-R02 Transfer to Medical Equipment reserve | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0 | 25,000 |
| BH-2023-001 Brucelea - Tornado Replacement | 0 | 0 | 0 | 28,000 | 0 | 28,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BH-2024-001 Brucelea - Tornado Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 14,000 | 0 | 14,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Cost of Capital Projects | 179,829 | (55,000) | 124,829 | 173,000 | (20,000) | 153,000 | 159,000 | (20,000) | 139,000 | 145,000 | (20,000) | 125,000 | 95,000 | (20,000) | 75,000 |
| Total Brucelea Haven | 179,829 | (55,000) | 124,829 | 173,000 | (20,000) | 153,000 | 159,000 | (20,000) | 139,000 | 145,000 | (20,000) | 125,000 | 95,000 | (20,000) | 75,000 |

| 2021 closing balance | Transfers From | Transfers To | Interest | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|---------------|----------|--|--|---------------|--|--|
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| LTC | LTC | | | Long Term Care | | | | |
| \$ 12,026.33 | | | | Computer Hardware | \$ 12,026.33 | 670-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| \$ 426.57 | | | | Computer Software | \$ 426.57 | 670-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| | | | | Equipment Replacement | | | | |
| | | | | Long Term Care | | | | |
| \$ 13,593.13 | (\$28,000.00) | \$ 55,000.00 | | Medical equipment - | 40,593.13 | 681-6625-EQME | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquistion of medical equipment. Including but not limited to Bathtubs and Slings. |
| \$ 46,058.42 | | | | Other Operational | 46,058.42 | 681-6625-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquistion of operational equipment either new or replacement as deemed by Council. Including but not limited to appliances. |
| | | | | Facility Reserves | | | | |
| | | | | Long Term Care | | | | |
| \$ 356,930.79 | (\$115,000.00) | \$ 178,625.00 | | Brucelea/Gateway Building | 420,555.79 | 681-6625-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facility or replacement of existing building components. |
| \$ 52,493.11 | | | | LTC Interior Furnishings | 52,493.11 | 681-6625-INFU | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new or replacement interior furnishing. |
| | | | | Operating Surplus Reserves | | | | |
| | | | | Long Term Care | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|----------|---|--|---------------|--|---|
| \$ 299.25 | | | | Brucelea/Gateway Operating Surplus | 299.25 | 671-6620-OPSR | Transfer of Year end Surplus | Used to offset future years budgets as deemed by council. |
| | | | | Donation Reserves | | | | |
| | | | | Long Term Care | | | | |
| \$ 28,375.35 | | | | Gateway Haven General Donations (specific to the home) | 28,375.35 | 681-6620-GDON | Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve. | Specific undertakings as deemed appropriate by Director and Council. |
| \$ 4,278.89 | | | | Gateway Haven Staff Donations - Training | 4,278.89 | 681-6620-GDON | Donations made through individuals or corporations to enhance staff training. As part of year end process donations received over the budget are transferred to the reserve. | Specific Training undertakings as deemed appropriate by Director and Council. |
| \$ 23,420.57 | | | | Gateway Haven Resident Activities Donations (Program and Support) Specific to the Home with stipulations | 23,420.57 | 681-6620-GDON | Donations made through individuals or corporations with stipulations related to enhancing resident activities. As part of year end process donations received over the budget are transferred to the reserve. | Specific undertakings related to the program and support activities provided by the home as deemed appropriate by Director and Council. |
| -\$ 14,685.42 | | | | Brucelea Haven General Donations (specific to the Home) | (14,685.42) | 671-6620-MCIN | Contributions in the form of donations received from individuals estates with stipulations. | To be used towards purchasing furnishings for the home. as deemed appropriate by Director and Council. |
| \$ 276,766.88 | (\$20,000.00) | \$ 2,500.00 | | Brucelea Haven Estate Donation (Stipulations Apply) | 259,266.88 | 671-6620-GDON | Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve. | Specific undertakings as deemed appropriate by Director and Council. |
| \$ 1,514.61 | | | | Bruclea Haven Donation for Staff | 1,514.61 | 671-6620-GDON | Donations made through individuals or corporations to enhance staff training. As part of year end process donations received over the budget are transferred to the reserve. | Specific undertakings as deemed appropriate by Director and Council. |

| 2021 closing balance | Transfers From | Transfers To | Interest | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|----------|--|--|---------------|---|---|
| \$ 5,105.78 | | \$ 5,000.00 | | Brucelea Haven Resident Activities Donations (Program and Support) Specific to the Home | 10,105.78 | 671-6620-GDON | Donations made through individuals or corporations with stipulations related to enhancing resident activities. As part of year end process donations received over the budget are transferred to the reserve. | Specific undertakings related to the program and support activities provided by the home as deemed appropriate by Director and Council. |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| LTC | | | | Long Term Care | | | | |
| \$ - | | | | Telephone System | 0.00 | | Year End unspent project funds earmarked for this purpose | Intended use is to replace the phone system at Gateway Haven. |

| | | | |
|---------------|----------------|---------------|------|
| \$ 806,604.26 | (\$163,000.00) | \$ 241,125.00 | \$ - |
|---------------|----------------|---------------|------|

| |
|---------------|
| \$ 884,729.26 |
|---------------|



Be an explorer.

2022 - 2026 Budget and Forecast

Museum Budget Reference

2022 Bruce County Business Plan

Department: Museum

Strategic Priorities:

- 1. **Develop and implement tactics for improved communication:** Effectively use key staff to be involved in operational review advisory groups.
- 2. **Leverage Technology:** Work with IT and partners to utilize technology for greater accessibility and relevance of our exhibits, collection, archives and programming & appeal to a wider audience.
- 3. **Find creative new ways to engage our public:** continue to develop and seek out innovative programming and exhibit content that engages, educates and entertains our public.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
| Cost per household for service (40033 households 2011 Census) | \$12.44 | \$12.04 | \$12.04 | \$11.68 | \$11.45 | \$11.02 | | \$11.62 |
| # of Memberships | 619 | 610 | 653 | 591 | 460 | 600 | | 575 |
| # of Community Partners | 30 | 36 | 39 | 43 | 30 | 36 | | 30 |
| Social Media engagement (Facebook, Instagram, Twitter likes for 2021) | 2,015 | 2,688 | 3,321 | 3,866 | 4,256 | 8,340 | | 9,167 |
| # of total visitors | 23,242 | 26,688 | 25,570 | 23,323 | 4,164 | 18,833 | | 20,000 |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|--|--|--------------------|--|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Newspaper Digitization Project (Archives) | \$76,600 (no levy impact funding through grants/TSR) | | \$76,600 (no levy impact funding through grants/TSR) | |
| 2. Indigenous Cultural Awareness Professional Development | \$5,280 | | \$5,280 | |
| 3. Museum Archive / Community Wing Expansion Capital Project | | \$121,670 | \$121,670 | |

2022 Bruce County Business Plan

| 2021 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|---|--|---|-------------------------------------|
| <p>1. Newspaper Digitization Project (Archives)</p> <p>Strategic Plan, Pillar 2: Building affinity across the County. Objective 2.3 Enhance Digital Outreach/Engagement</p> <p>Owner: Archivist</p> | <p>Digitization, online hosting and access to 12 Bruce County newspapers (before 1930) - including Chesley Enterprise, Kincardine Review, Kincardine Reporter, Paisley Advocate, Port Elgin Times, Southampton Beacon, Tara Leader, Teeswater News, Walkerton Telescope, Bruce Herald and Times, Die Ontario Glocke and the Warton Echo</p> | <p>\$76,000 (\$49,400 MMP grant) (\$26,600 TSR or alternate funding)</p> | <p>Increased access and accessibility for researchers. Staff time and equipment savings and efficiencies.</p> <p>Q3 2021 Commence project</p> <p>Q1 2022 Continue digitization and start of online upload</p> <p>Q2 2022 Digitization complete</p> <p>Q3 2022 Upload to hosting service completed</p> | <p>Service Initiatives/Savings</p> |
| <p>2. Indigenous Cultural Awareness Professional Development</p> <p>Owner: All Museum staff</p> | <p>All Museum staff will be engaged in online Indigenous cultural awareness training.</p> | <p>\$5,280</p> | <p>Staff will have a better understanding of Indigenous history, culture & protocols. The training is important as we continue to work on reconciliation and advancing the TRC recommendations (67-70) for Museums & Archives. Ongoing consultation and</p> | <p>Maintain Services</p> |

2022 Bruce County Business Plan

| 2021 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---------------------|------------------------------------|---|-------------------------------------|
| | | | training will be required for specific areas of Museum work. Q2 2022 All staff to have completed base level training. | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|---|--|---|-------------------------------------|
| <p>1. Museum Archive / Community Wing Expansion Capital Project</p> <p>Strategic Plan, Pillar 1: Expanding BCM&CC's role as a Community Hub for the entire County</p> <p>Owner: Director, Development Officer, Archivist</p> | <p>Review existing plans and revise options for Council consideration. Revise fundraising strategy and financial plan to achieve revised goals. Start capital campaign. Continue collections management work necessary to facilitate future move.</p> | <p>\$100,000 as part of the \$2 million County Commitment from 2018</p> <p>Speaker Event \$15K User Fees \$1,670 Municipal Contribution \$5K</p> | <p>Q4 2021 Present revised options. Q1 2022 Revise case for support and financial plan Q2 2022 Implement revised fundraising strategy Q3 2022 Launch capital campaign Q4 2022 Speaker Event</p> | <p>Council Priorities</p> |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|---|--|
| Cost per household for service (40033 households 2011 Census) | Cost per household is based on annual amortized capital assets. |
| # of Memberships | Total annual number of memberships January - December. |
| # of Community Partners | Total annual number of community partners including associations, businesses, sponsors. |
| Social Media engagement | Total annual number of likes across all social media channels Facebook, Instagram and Twitter. |
| # of Total Visitors | Total annual number of visitors (paid and unpaid) to visit the museum. |



| Major Initiatives and Department Focus | |
|--|---|
| <p>The ongoing COVID-19 pandemic has had a significant impact to the Heritage and Culture Industries. The multiple closures and re-opening of services have proven to be challenging and considerable adaption is required. For 2022 the Bruce County Museum & Cultural Centre will continue to focus our efforts on recovery, maintaining safe and enjoyable experiences, accessibility and modification of service and program delivery within the ever - changing guidelines.</p> <p>During this phase of recovery it will be important for us to remain flexible, as the process of recovery will take time and we must consider the ongoing new realities for our communities, members, patrons, sponsors and partners as well as preparing as much as possible for any new situations that may arise. It is anticipated that many revenue streams will be lower than usual (admissions, programming, facility rental, gift shop) and substantial changes in the delivery of our school programming are based on the new restrictions for the upcoming school year. All areas of Museum services and operations continue to be reviewed, monitored and adjusted with a continued focus on delivery of high-quality memorable experiences.</p> <p>The major initiatives within the Museum’s 2022 Business Plan will focus on our recovery efforts, align with our new strategic plan, digital content strategy and continue to position us for the future growth and deepen community engagement:</p> <ol style="list-style-type: none">1. Newspaper Digitization Project (Archives) - digitization, online hosting and access to 12 Bruce County newspapers (before 1930)2. Indigenous Cultural Awareness Professional Development - cultural awareness training for all Museum staff.3. Museum Expansion - review existing plans and options for expansion and continue the necessary collections management work to facilitate a future move. | <p>Other highlights for Museum will include:</p> <p>Exhibitions 2022</p> <ul style="list-style-type: none">- Re:Collections- Thanka Painting Art Show- Summer Feature Exhibition, Sonic Sensations- Spirit Seeds Indigenous Beading Exhibition- Farm Fresh Bruce County- Smalltown Ontario Art Show <p>Digital Presence</p> <ul style="list-style-type: none">- School programming, Virtual Field Trips- Archives Newspaper Digitization Project- Online Collections, increase records <p>Overall 7.8% increase over 2021 \$155,582 No change in FTE</p> |



County of Bruce
Museum
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,501,022 | 1,643,280 | 0 | 0 | 42,332 | 0 | 0 | 0 | 0 | 0 | 0 | 1,685,612 | 42,332 |
| Staff Related Costs | 4,588 | 16,574 | 0 | 0 | 5,895 | 0 | 0 | 0 | 0 | 0 | 0 | 22,469 | 5,895 |
| Contract Services | 63,096 | 103,670 | 0 | (41,392) | 33,079 | 0 | 0 | 0 | 0 | 0 | 0 | 95,357 | (8,313) |
| Material | 158,059 | 274,821 | 0 | (30,000) | 38,625 | 0 | 0 | 0 | 0 | 0 | 0 | 283,446 | 8,625 |
| Transfers, Grants & Financial Charge | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 1,117 | 21,200 | 0 | 0 | 80,470 | 0 | 0 | 0 | 0 | 0 | 0 | 101,670 | 80,470 |
| Fleet Costs | 2,157 | 4,740 | 0 | 0 | (300) | 0 | 0 | 0 | 0 | 0 | 0 | 4,440 | (300) |
| Facility Costs | 177,990 | 205,136 | 0 | 0 | 4,125 | 0 | 0 | 0 | 0 | 0 | 0 | 209,261 | 4,125 |
| Other Internal Costs | 217,579 | 222,636 | 0 | 0 | 22,322 | 0 | 0 | 0 | 0 | 0 | 0 | 244,958 | 22,322 |
| Total Expenditures | 2,125,607 | 2,492,057 | 0 | (71,392) | 226,548 | 0 | 0 | 0 | 0 | 0 | 0 | 2,647,213 | 155,156 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (2.9%) | 9.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.2% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 37,292 | 44,683 | 0 | (25,200) | (1,215) | 0 | 0 | 0 | 0 | 0 | 0 | 18,268 | (26,415) |
| Provincial | 71,830 | 71,830 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 71,830 | 0 |
| Municipal | 5,000 | 20,000 | 0 | 0 | (15,000) | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (15,000) |
| Transfers from Reserves | 37,726 | 101,281 | 0 | (99,681) | 64,775 | 0 | 0 | 0 | 0 | 0 | 0 | 66,375 | (34,906) |
| Fees and Services | 41,445 | 150,423 | 0 | 24,000 | (33,317) | 0 | 0 | 0 | 0 | 0 | 0 | 141,106 | (9,317) |
| Donations | 109,600 | 68,976 | 0 | 0 | 108,232 | 0 | 0 | 0 | 0 | 0 | 0 | 177,208 | 108,232 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 10,916 | 36,200 | 0 | 0 | (23,020) | 0 | 0 | 0 | 0 | 0 | 0 | 13,180 | (23,020) |
| Total Revenue | 313,809 | 493,393 | 0 | (100,881) | 100,455 | 0 | 0 | 0 | 0 | 0 | 0 | 492,967 | (426) |
| Net Requirement | 1,811,798 | 1,998,664 | 0 | 29,489 | 126,093 | 0 | 0 | 0 | 0 | 0 | 0 | 2,154,246 | 155,582 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 1.5% | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 17.80 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17.80 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

Maintain Services (Expenses)

- Increase \$42,332, Salaries, Wages & Benefits. Grid movement and \$35,707 for benefits alone.
- Increase \$5,895 Staff related costs Cultural Awareness training
- Increase Contract Services \$2,575 (Computer Software)
- Increase Material \$42,501 (Equipment Repairs & Maintenance, Equipment Non-TCA, Marketing offset in revenue below)
- Decrease \$300 Fleet Costs
- Increase Facility Costs \$4,125 (Utilities, Building Maintenance)
- Increase \$22,322 Other Internal Costs

Maintain Services (Revenue)

- Decrease \$1,415 decrease in student funding & MAP grant one-time funding
- Decrease \$33,600 Transfers from Reserves (Restart Funding \$32,000 & TSR \$1,600)

- Increase \$7,000 Fees & Services (Admissions & Memberships)
- Increase \$10,000 Donations (Marketing Grant)



County of Bruce
Admin Operating Museum
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,501,022 | 1,643,280 | 0 | 0 | 42,332 | 0 | 0 | 0 | 0 | 0 | 0 | 1,685,612 | 42,332 |
| Staff Related Costs | 4,588 | 16,574 | 0 | 0 | 5,895 | 0 | 0 | 0 | 0 | 0 | 0 | 22,469 | 5,895 |
| Contract Services | 53,648 | 42,917 | 0 | (25,000) | 27,575 | 0 | 0 | 0 | 0 | 0 | 0 | 45,492 | 2,575 |
| Material | 131,750 | 148,184 | 0 | 0 | 42,501 | 0 | 0 | 0 | 0 | 0 | 0 | 190,685 | 42,501 |
| Transfers, Grants & Financial Charge | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 2,157 | 4,740 | 0 | 0 | (300) | 0 | 0 | 0 | 0 | 0 | 0 | 4,440 | (300) |
| Facility Costs | 177,990 | 205,136 | 0 | 0 | 4,125 | 0 | 0 | 0 | 0 | 0 | 0 | 209,261 | 4,125 |
| Other Internal Costs | 217,579 | 222,636 | 0 | 0 | 22,322 | 0 | 0 | 0 | 0 | 0 | 0 | 244,958 | 22,322 |
| Total Expenditures | 2,089,850 | 2,283,467 | 0 | (25,000) | 144,450 | 0 | 0 | 0 | 0 | 0 | 0 | 2,402,917 | 119,450 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (1.1%) | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.2% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 37,016 | 19,683 | 0 | (200) | (1,215) | 0 | 0 | 0 | 0 | 0 | 0 | 18,268 | (1,415) |
| Provincial | 71,830 | 71,830 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 71,830 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 37,726 | 50,600 | 0 | (49,000) | 15,400 | 0 | 0 | 0 | 0 | 0 | 0 | 17,000 | (33,600) |
| Fees and Services | 26,654 | 64,000 | 0 | 24,000 | (17,000) | 0 | 0 | 0 | 0 | 0 | 0 | 71,000 | 7,000 |
| Donations | 11,392 | 18,000 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 28,000 | 10,000 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,890 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 |
| Total Revenue | 187,508 | 225,113 | 0 | (25,200) | 7,185 | 0 | 0 | 0 | 0 | 0 | 0 | 207,098 | (18,015) |
| Net Requirement | 1,902,342 | 2,058,354 | 0 | 200 | 137,265 | 0 | 0 | 0 | 0 | 0 | 0 | 2,195,819 | 137,465 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | 6.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.7% | |
| Full Time Equivalents (FTE's) | 0.00 | 17.80 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17.80 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



Operating Budget Highlights

| | |
|--|--|
| <p>Council Priorities (Expenditures)</p> <ul style="list-style-type: none">• Forecasting similar costs for the Speaker Event that didn't occur in 2021 <p>Council Priorities (Revenues)</p> <ul style="list-style-type: none">• Transfer to Reserves from the Speaker Event, User Fees, Municipal Contribution \$5K (Kincardine) | |
|--|--|



County of Bruce
Community Wing
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|-----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 17,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,500 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 21,200 | 0 | 0 | 470 | 0 | 0 | 0 | 0 | 0 | 0 | 21,670 | 470 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 38,700 | 0 | 0 | 470 | 0 | 0 | 0 | 0 | 0 | 0 | 39,170 | 470 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.2% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 5,000 | 20,000 | 0 | 0 | (15,000) | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (15,000) |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 372 | 25,200 | 0 | 0 | (1,030) | 0 | 0 | 0 | 0 | 0 | 0 | 24,170 | (1,030) |
| Donations | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,372 | 55,200 | 0 | 0 | (16,030) | 0 | 0 | 0 | 0 | 0 | 0 | 39,170 | (16,030) |
| Net Requirement | (5,372) | (16,500) | 0 | 0 | 16,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16,500 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | (100.0%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



Operating Budget Highlights

- Maintain Services (Expenditures)
- Decrease \$10,723 Contract Services for Exhibition Design & Development
 - Decrease \$1,225 Materials (work complete in 2021 Videos)
- Maintain Services (Revenues)
- Decrease of \$21,392 Transfer from Reserves from Safe Restart funding from 2021
 - Increase \$15,500 Donations / Sponsorship temporary exhibitions



County of Bruce
Exhibits-Museum
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 7,592 | 58,451 | 0 | (16,392) | 5,669 | 0 | 0 | 0 | 0 | 0 | 0 | 47,728 | (10,723) |
| Material | 687 | 11,775 | 0 | (5,000) | 3,775 | 0 | 0 | 0 | 0 | 0 | 0 | 10,550 | (1,225) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 8,279 | 70,226 | 0 | (21,392) | 9,444 | 0 | 0 | 0 | 0 | 0 | 0 | 58,278 | (11,948) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (30.5%) | 13.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (17.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 21,392 | 0 | (21,392) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (21,392) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 8,176 | 12,000 | 0 | 0 | 15,500 | 0 | 0 | 0 | 0 | 0 | 0 | 27,500 | 15,500 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,124 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,300 | 33,392 | 0 | (21,392) | 15,500 | 0 | 0 | 0 | 0 | 0 | 0 | 27,500 | (5,892) |
| Net Requirement | (2,021) | 36,834 | 0 | 0 | (6,056) | 0 | 0 | 0 | 0 | 0 | 0 | 30,778 | (6,056) |
| Percent of Prior Year Budget | | 100.0% | 0.0% | 0.0% | (16.4%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (16.4%) | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|--|--|
| Maintain Services (Expenditures) <ul style="list-style-type: none">• Decrease \$7,651 overall supplies reduction (Archives, Programming, Gift Shop, FacilityRental)• Increase \$80,000 Transfer to Reserve (Krug Reserve) Maintain Services (Revenues) <ul style="list-style-type: none">• Increase \$20,086 Transfer from Reserves Safe Restart funding to offset losses• Decrease \$15,287 Fees & Services overall reduction (Archives, Children, Student, Programming)• Increase \$82,732 Donations Program Sponsorship, Krug Reserve \$80,000• Decrease \$23,020 overall reduction Facility Rental, Bar, Gift Shop | |



County of Bruce
OnGoing Services-Museum
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|-----------------|-----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 1,856 | 2,302 | 0 | 0 | (165) | 0 | 0 | 0 | 0 | 0 | 0 | 2,137 | (165) |
| Material | 25,346 | 67,362 | 0 | 0 | (7,651) | 0 | 0 | 0 | 0 | 0 | 0 | 59,711 | (7,651) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 80,000 | 0 | 0 | 0 | 0 | 0 | 0 | 80,000 | 80,000 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 27,202 | 69,664 | 0 | 0 | 72,184 | 0 | 0 | 0 | 0 | 0 | 0 | 141,848 | 72,184 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 103.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 103.6% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 29,289 | 0 | (29,289) | 49,375 | 0 | 0 | 0 | 0 | 0 | 0 | 49,375 | 20,086 |
| Fees and Services | 14,419 | 61,223 | 0 | 0 | (15,287) | 0 | 0 | 0 | 0 | 0 | 0 | 45,936 | (15,287) |
| Donations | 90,032 | 23,976 | 0 | 0 | 82,732 | 0 | 0 | 0 | 0 | 0 | 0 | 106,708 | 82,732 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 5,902 | 35,200 | 0 | 0 | (23,020) | 0 | 0 | 0 | 0 | 0 | 0 | 12,180 | (23,020) |
| Total Revenue | 110,353 | 149,688 | 0 | (29,289) | 93,800 | 0 | 0 | 0 | 0 | 0 | 0 | 214,199 | 64,511 |
| Net Requirement | (83,151) | (80,024) | 0 | 29,289 | (21,616) | 0 | 0 | 0 | 0 | 0 | 0 | (72,351) | 7,673 |
| Percent of Prior Year Budget | | 100.0% | 0.0% | (36.6%) | 27.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (9.6%) | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



Operating Budget Highlights

Maintain Services (Expenditures)

- First Nations Interpreters Program \$5K
- Service Initiatives / Savings (Expenditures)
- Newspaper Digitization Project carry forward from 2021 total expenses \$76,000

Maintain Services (Revenue)

- First Nations Interpreters Program \$5K from deferred sponsorship
- Service Initiatives/Savings (Revenue)
- Newspaper Digitization Project carry forward from 2021 (Modernization Funding \$49,000, TSR \$26,000 or other grant)



County of Bruce
Special Projects-Museum
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 276 | 30,000 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (25,000) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 276 | 30,000 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (25,000) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (83.3%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (83.3%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 276 | 25,000 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (25,000) |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 276 | 30,000 | 0 | (25,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | (25,000) |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Museum
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,618,113 | 1,501,022 | 1,643,280 | 1,685,612 | 42,332 | 1,727,644 | 1,763,911 | 1,801,115 | 1,832,635 |
| Staff Related Costs | 18,054 | 4,588 | 16,574 | 22,469 | 5,895 | 22,919 | 23,378 | 23,846 | 24,323 |
| Contract Services | 97,620 | 63,096 | 103,670 | 95,357 | (8,313) | 82,572 | 83,724 | 84,899 | 86,052 |
| Material | 254,574 | 158,059 | 274,821 | 283,446 | 8,625 | 269,271 | 274,556 | 279,944 | 285,234 |
| Transfers, Grants & Financial Charge | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 1,117 | 21,200 | 101,670 | 80,470 | 22,003 | 17,343 | 17,690 | 18,044 |
| Fleet Costs | 4,740 | 2,157 | 4,740 | 4,440 | (300) | 4,529 | 4,620 | 4,713 | 4,808 |
| Facility Costs | 203,638 | 177,990 | 205,136 | 209,261 | 4,125 | 217,003 | 220,613 | 224,286 | 228,022 |
| Other Internal Costs | 217,579 | 217,579 | 222,636 | 244,958 | 22,322 | 263,224 | 265,801 | 268,542 | 280,986 |
| Total Expenditures | 2,414,318 | 2,125,607 | 2,492,057 | 2,647,213 | 155,156 | 2,609,165 | 2,653,946 | 2,705,035 | 2,760,104 |
| Percent of Expenditure Budget | | | | 6.2% | | (1.4%) | 1.7% | 1.9% | 2.0% |
| Revenues by Type | | | | | | | | | |
| Federal | 27,587 | 37,292 | 44,683 | 18,268 | (26,415) | 18,633 | 19,006 | 19,386 | 19,774 |
| Provincial | 71,830 | 71,830 | 71,830 | 71,830 | 0 | 71,830 | 71,830 | 71,830 | 71,830 |
| Municipal | 15,000 | 5,000 | 20,000 | 5,000 | (15,000) | 5,000 | 0 | 0 | 0 |
| Transfers from Reserves | 38,046 | 37,726 | 101,281 | 66,375 | (34,906) | 0 | 0 | 0 | 0 |
| Fees and Services | 184,366 | 41,445 | 150,423 | 141,106 | (9,317) | 143,464 | 146,332 | 149,259 | 152,610 |
| Donations | 78,775 | 109,600 | 68,976 | 177,208 | 108,232 | 72,163 | 73,386 | 74,634 | 75,313 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 54,400 | 10,916 | 36,200 | 13,180 | (23,020) | 14,254 | 14,538 | 14,827 | 15,112 |
| Total Revenue | 470,004 | 313,809 | 493,393 | 492,967 | (426) | 325,344 | 325,092 | 329,936 | 334,639 |
| Net Requirement | 1,944,314 | 1,811,798 | 1,998,664 | 2,154,246 | 155,582 | 2,283,821 | 2,328,854 | 2,375,099 | 2,425,465 |
| Percent of Prior Year Budget | | | | 7.8% | | 6.0% | 2.0% | 2.0% | 2.1% |
| Full Time Equivalent (FTEs) | 18.01 | 0.00 | 17.80 | 17.80 | 0.00 | 17.80 | 17.80 | 17.80 | 17.80 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Admin Operating Museum
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,618,113 | 1,501,022 | 1,643,280 | 1,685,612 | 42,332 | 1,727,644 | 1,763,911 | 1,801,115 | 1,832,635 |
| Staff Related Costs | 18,054 | 4,588 | 16,574 | 22,469 | 5,895 | 22,919 | 23,378 | 23,846 | 24,323 |
| Contract Services | 49,050 | 53,648 | 42,917 | 45,492 | 2,575 | 45,902 | 46,320 | 46,747 | 47,182 |
| Material | 154,266 | 131,750 | 148,184 | 190,685 | 42,501 | 175,166 | 178,670 | 182,243 | 185,886 |
| Transfers, Grants & Financial Charge | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 1,117 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 4,740 | 2,157 | 4,740 | 4,440 | (300) | 4,529 | 4,620 | 4,713 | 4,808 |
| Facility Costs | 203,638 | 177,990 | 205,136 | 209,261 | 4,125 | 212,725 | 216,249 | 219,835 | 223,482 |
| Other Internal Costs | 217,579 | 217,579 | 222,636 | 244,958 | 22,322 | 263,224 | 265,801 | 268,542 | 280,986 |
| Total Expenditures | 2,265,440 | 2,089,850 | 2,283,467 | 2,402,917 | 119,450 | 2,452,109 | 2,498,949 | 2,547,041 | 2,599,302 |
| Percent of Expenditure Budget | | | | 5.2% | | 2.0% | 1.9% | 1.9% | 2.1% |
| Revenues by Type | | | | | | | | | |
| Federal | 27,587 | 37,016 | 19,683 | 18,268 | (1,415) | 18,633 | 19,006 | 19,386 | 19,774 |
| Provincial | 71,830 | 71,830 | 71,830 | 71,830 | 0 | 71,830 | 71,830 | 71,830 | 71,830 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 38,046 | 37,726 | 50,600 | 17,000 | (33,600) | 0 | 0 | 0 | 0 |
| Fees and Services | 88,000 | 26,654 | 64,000 | 71,000 | 7,000 | 72,420 | 73,868 | 75,345 | 76,852 |
| Donations | 17,500 | 11,392 | 18,000 | 28,000 | 10,000 | 17,132 | 17,354 | 17,581 | 17,261 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,000 | 2,890 | 1,000 | 1,000 | 0 | 1,020 | 1,040 | 1,061 | 1,082 |
| Total Revenue | 243,963 | 187,508 | 225,113 | 207,098 | (18,015) | 181,035 | 183,098 | 185,203 | 186,799 |
| Net Requirement | 2,021,477 | 1,902,342 | 2,058,354 | 2,195,819 | 137,465 | 2,271,074 | 2,315,851 | 2,361,838 | 2,412,503 |
| Percent of Prior Year Budget | | | | 6.7% | | 3.4% | 2.0% | 2.0% | 2.1% |
| Full Time Equivalent (FTEs) | 18.01 | 0.00 | 17.80 | 17.80 | 0.00 | 17.80 | 17.80 | 17.80 | 17.80 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Community Wing
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|----------------|-----------------|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 15,000 | 0 | 17,500 | 17,500 | 0 | 17,850 | 18,207 | 18,571 | 18,942 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 21,200 | 21,670 | 470 | 22,003 | 17,343 | 17,690 | 18,044 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 4,278 | 4,364 | 4,451 | 4,540 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 15,000 | 0 | 38,700 | 39,170 | 470 | 44,131 | 39,914 | 40,712 | 41,526 |
| Percent of Expenditure Budget | | | | 1.2% | | 12.7% | (9.6%) | 2.0% | 2.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 15,000 | 5,000 | 20,000 | 5,000 | (15,000) | 5,000 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 24,000 | 372 | 25,200 | 24,170 | (1,030) | 24,653 | 25,146 | 25,649 | 26,162 |
| Donations | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,200 | 10,404 | 10,612 | 10,824 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 49,000 | 5,372 | 55,200 | 39,170 | (16,030) | 39,853 | 35,550 | 36,261 | 36,986 |
| | | | | | | | | | |
| Net Requirement | (34,000) | (5,372) | (16,500) | 0 | 16,500 | 4,278 | 4,364 | 4,451 | 4,540 |
| Percent of Prior Year Budget | | | | (100.0%) | | 0.0% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 Exhibits-Museum
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 46,423 | 7,592 | 58,451 | 47,728 | (10,723) | 34,490 | 35,180 | 35,884 | 36,602 |
| Material | 5,475 | 687 | 11,775 | 10,550 | (1,225) | 10,761 | 10,976 | 11,195 | 11,420 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 51,898 | 8,279 | 70,226 | 58,278 | (11,948) | 45,251 | 46,156 | 47,079 | 48,022 |
| Percent of Expenditure Budget | | | | (17.0%) | | (22.4%) | 2.0% | 2.0% | 2.0% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 21,392 | 0 | (21,392) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 19,500 | 8,176 | 12,000 | 27,500 | 15,500 | 12,485 | 12,735 | 12,990 | 13,250 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 2,000 | 2,124 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 21,500 | 10,300 | 33,392 | 27,500 | (5,892) | 12,485 | 12,735 | 12,990 | 13,250 |
| Net Requirement | 30,398 | (2,021) | 36,834 | 30,778 | (6,056) | 32,766 | 33,421 | 34,089 | 34,772 |
| Percent of Prior Year Budget | | | | (16.4%) | | 6.5% | 2.0% | 2.0% | 2.0% |
| Full Time Equivalent (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
 OnGoing Services-Museum
 Operating Budget Summary Report
 03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 2,147 | 1,856 | 2,302 | 2,137 | (165) | 2,180 | 2,224 | 2,268 | 2,268 |
| Material | 74,833 | 25,346 | 67,362 | 59,711 | (7,651) | 60,494 | 61,703 | 62,935 | 63,986 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 80,000 | 80,000 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 76,980 | 27,202 | 69,664 | 141,848 | 72,184 | 62,674 | 63,927 | 65,203 | 66,254 |
| Percent of Expenditure Budget | | | | 103.6% | | (55.8%) | 2.0% | 2.0% | 1.6% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 29,289 | 49,375 | 20,086 | 0 | 0 | 0 | 0 |
| Fees and Services | 72,366 | 14,419 | 61,223 | 45,936 | (15,287) | 46,391 | 47,318 | 48,265 | 49,596 |
| Donations | 26,775 | 90,032 | 23,976 | 106,708 | 82,732 | 27,346 | 27,893 | 28,451 | 28,978 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 51,400 | 5,902 | 35,200 | 12,180 | (23,020) | 13,234 | 13,498 | 13,766 | 14,030 |
| Total Revenue | 150,541 | 110,353 | 149,688 | 214,199 | 64,511 | 86,971 | 88,709 | 90,482 | 92,604 |
| Net Requirement | (73,561) | (83,151) | (80,024) | (72,351) | 7,673 | (24,297) | (24,782) | (25,279) | (26,350) |
| Percent of Prior Year Budget | | | | (9.6%) | | (66.4%) | 2.0% | 2.0% | 4.2% |
| Full Time Equivalent (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Special Projects-Museum
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 5,000 | 276 | 30,000 | 5,000 | (25,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 5,000 | 276 | 30,000 | 5,000 | (25,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| Percent of Expenditure Budget | | | | (83.3%) | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 276 | 25,000 | 0 | (25,000) | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 5,000 | 276 | 30,000 | 5,000 | (25,000) | 5,000 | 5,000 | 5,000 | 5,000 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Museum
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|------------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 8,463 | 5,000 | 5,000 | 0 | 20,000 | 20,000 | 20,000 | 20,000 |
| Technology & Communications | 10,807 | 0 | 0 | 0 | 0 | 0 | 45,000 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 5,000 | 22,900 | 17,900 | 0 | 15,000 | 0 | 32,461 |
| Building - Site Elements | 4,850 | 6,000 | 6,000 | 0 | 78,000 | 0 | 164,484 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 80,000 | 0 |
| Building - Interior Components | 12,989 | 15,987 | 0 | (15,987) | 0 | 0 | 70,942 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 23,610 | 0 | 0 | 0 | 0 | 0 | 231,332 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 60,719 | 31,987 | 33,900 | 1,913 | 98,000 | 35,000 | 611,758 | 52,461 |
| Transfer to Reserves | 108,998 | 25,400 | 133,400 | 108,000 | 260,400 | 535,400 | 560,400 | 555,000 |
| Total Expenditure | 169,717 | 57,387 | 167,300 | 109,913 | 358,400 | 570,400 | 1,172,158 | 607,461 |
| % of Prior Expenditure | | | 191.5% | | 114.2% | 59.2% | 105.5% | (48.2%) |
| Revenues by Type | | | | | | | | |
| Federal | 7,914 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 41,449 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 11,449 | 5,000 | 5,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 60,812 | 5,000 | 5,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| | | | | | | | | |
| Net Requirement | 108,905 | 52,387 | 162,300 | 109,913 | 348,400 | 560,400 | 1,162,158 | 597,461 |
| % of Prior Net Requirement | | | 209.8% | | 114.7% | 60.8% | 107.4% | (48.6%) |



County of Bruce
Admin Operating Museum
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 7,914 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 10,807 | 0 | 0 | 0 | 0 | 0 | 45,000 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 5,000 | 22,900 | 17,900 | 0 | 15,000 | 0 | 32,461 |
| Building - Site Elements | 4,850 | 6,000 | 6,000 | 0 | 78,000 | 0 | 164,484 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 80,000 | 0 |
| Building - Interior Components | 12,989 | 15,987 | 0 | (15,987) | 0 | 0 | 70,942 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 23,610 | 0 | 0 | 0 | 0 | 0 | 231,332 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 60,170 | 26,987 | 28,900 | 1,913 | 78,000 | 15,000 | 591,758 | 32,461 |
| Transfer to Reserves | 25,400 | 25,400 | 33,400 | 8,000 | 60,400 | 85,400 | 110,400 | 105,000 |
| Total Expenditure | 85,570 | 52,387 | 62,300 | 9,913 | 138,400 | 100,400 | 702,158 | 137,461 |
| % of Prior Expenditure | | | 18.9% | | 122.2% | (27.5%) | 599.4% | (80.4%) |
| Revenues by Type | | | | | | | | |
| Federal | 7,914 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 41,449 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 10,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 60,263 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 25,307 | 52,387 | 62,300 | 9,913 | 138,400 | 100,400 | 702,158 | 137,461 |
| % of Prior Net Requirement | | | 18.9% | | 122.2% | (27.5%) | 599.4% | (80.4%) |



County of Bruce
Community Wing
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 5,372 | 0 | 100,000 | 100,000 | 200,000 | 450,000 | 450,000 | 450,000 |
| Total Expenditure | 5,372 | 0 | 100,000 | 100,000 | 200,000 | 450,000 | 450,000 | 450,000 |
| % of Prior Expenditure | | | 0.0% | | 100.0% | 125.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 5,372 | 0 | 100,000 | 100,000 | 200,000 | 450,000 | 450,000 | 450,000 |
| % of Prior Net Requirement | | | 0.0% | | 100.0% | 125.0% | 0.0% | 0.0% |



County of Bruce
Exhibits-Museum
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 20,000 | 20,000 | 20,000 | 20,000 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 20,000 | 20,000 | 20,000 | 20,000 |
| Transfer to Reserves | 1,226 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 1,226 | 0 | 0 | 0 | 20,000 | 20,000 | 20,000 | 20,000 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| | | | | | | | | |
| Net Requirement | 1,226 | 0 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
OnGoing Services-Museum
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 77,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 77,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 77,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Special Projects-Museum
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|-----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 549 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 549 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 549 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 549 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 549 | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce

Museum

Capital Project Listing - Current Budget Year

03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|-------------------------------------|----------------------------|----------------------------|-------------------------------------|--------------------------|
| MU Museum | | | | |
| Capital Projects | | | | |
| MU-2021-002 Protective Roof Railing | 6,000 | 0 | 6,000 | 0 |
| MU-2021-003 Anishnaabwe Endaat | 5,000 | (5,000) | 0 | 0 |
| MU-2021-R01 Photocopier Reserve | 2,400 | 0 | 2,400 | 0 |
| MU-2021-R02 Vehicle Reserve | 3,000 | 0 | 3,000 | 0 |
| MU-2021-R03 Building Reserve | 25,000 | 0 | 25,000 | 0 |
| MU-2022-004 Log Home Repair Project | 22,900 | 0 | 22,900 | 0 |
| MU-2022-R01 Furniture Reserve | 3,000 | 0 | 3,000 | 0 |
| MU-2022-R02 Museum Expansion | 100,000 | 0 | 100,000 | 0 |
| Net Cost of Capital Projects | 167,300 | (5,000) | 162,300 | 0 |
| Total Museum | 167,300 | (5,000) | 162,300 | |



County of Bruce
Museum
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| MU Museum | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| MU-2021-002 Protective Roof Railing | 6,000 | 0 | 6,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2021-003 Anishnaabwe Endaat | 5,000 | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2021-R01 Photocopier Reserve | 2,400 | 0 | 2,400 | 2,400 | 0 | 2,400 | 2,400 | 0 | 2,400 | 2,400 | 0 | 2,400 | 0 | 0 | 0 |
| MU-2021-R02 Vehicle Reserve | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 0 | 0 | 0 |
| MU-2021-R03 Building Reserve | 25,000 | 0 | 25,000 | 50,000 | 0 | 50,000 | 75,000 | 0 | 75,000 | 100,000 | 0 | 100,000 | 100,000 | 0 | 100,000 |
| MU-2022-001 Exhibition Design & Development | 0 | 0 | 0 | 20,000 | (10,000) | 10,000 | 20,000 | (10,000) | 10,000 | 20,000 | (10,000) | 10,000 | 20,000 | (10,000) | 10,000 |
| MU-2022-004 Log Home Repair Project | 22,900 | 0 | 22,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2022-R01 Furniture Reserve | 3,000 | 0 | 3,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 | 5,000 | 0 | 5,000 |
| MU-2022-R02 Museum Expansion | 100,000 | 0 | 100,000 | 200,000 | 0 | 200,000 | 450,000 | 0 | 450,000 | 450,000 | 0 | 450,000 | 450,000 | 0 | 450,000 |
| MU-2023-001 HVAC Indoor Units | 0 | 0 | 0 | 11,700 | 0 | 11,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2023-002 HVAC Outdoor Units | 0 | 0 | 0 | 66,300 | 0 | 66,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2024-001 Log School (Outbuilding) | 0 | 0 | 0 | 0 | 0 | 0 | 15,000 | 0 | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| MU-2025-001 Plumbing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,200 | 0 | 9,200 | 0 | 0 | 0 |
| MU-2025-002 Building Security System | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38,900 | 0 | 38,900 | 0 | 0 | 0 |
| MU-2025-003 Paging System | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,670 | 0 | 11,670 | 0 | 0 | 0 |
| MU-2025-004 Fire Alarm System | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 180,762 | 0 | 180,762 | 0 | 0 | 0 |
| MU-2025-005 Theatre Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 45,000 | 0 | 45,000 | 0 | 0 | 0 |
| MU-2025-006 Soffits - 1878 Schoolhouse | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,784 | 0 | 6,784 | 0 | 0 | 0 |
| MU-2025-007 Main Entrance Exterior Closures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 104,000 | 0 | 104,000 | 0 | 0 | 0 |
| MU-2025-008 Wall Tile (Interior Finishes) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,000 | 0 | 7,000 | 0 | 0 | 0 |
| MU-2025-009 Wood Flooring (Theatre) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,400 | 0 | 8,400 | 0 | 0 | 0 |
| MU-2025-010 Vinyl Flooring (Interior Finishes) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 55,542 | 0 | 55,542 | 0 | 0 | 0 |



County of Bruce
Museum
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| MU-2025-011 1878 Schoolhouse Exterior Doors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 40,000 | 0 | 40,000 | 0 | 0 | 0 |
| MU-2025-012 HVAC Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 84,500 | 0 | 84,500 | 0 | 0 | 0 |
| MU-2026-001 Wooden Pergola | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 32,461 | 0 | 32,461 |
| Net Cost of Capital Projects | 167,300 | (5,000) | 162,300 | 358,400 | (10,000) | 348,400 | 570,400 | (10,000) | 560,400 | 1,172,158 | (10,000) | 1,162,158 | 607,461 | (10,000) | 597,461 |
| Total Museum | 167,300 | (5,000) | 162,300 | 358,400 | (10,000) | 348,400 | 570,400 | (10,000) | 560,400 | 1,172,158 | (10,000) | 1,162,158 | 607,461 | (10,000) | 597,461 |

| 2021 closing balance | Transfers From | Transfers To | Interest/trsf | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|---------------|--|--|---------------|--|--|
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Museum | | | | Museum | | | | |
| \$ 6,929.25 | | | | Computer Software | \$ 6,929.25 | 751-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 13,000.33 | | \$ 2,400.00 | | Computer Hardware | \$ 15,400.33 | 751-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| | | | | Equipment Replacement | | | | |
| Museum | | | | Museum | | | | |
| \$ 3,359.62 | | | | Other Operational Equipment | \$ 3,359.62 | 751-1120-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquistion of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment and theatre equipment. |
| | | | | Facility Reserves | | | | |
| | | | | Museum | | | | |
| \$ 70,887.56 | | \$ 25,000.00 | | Museum Building | \$ 95,887.56 | 751-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facility or replacement of existing building components. |
| | | | | Vehicle and Machine Replacement | | | | |
| Museum | | | | Museum | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest/trsf | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|---------------|---|--|---------------|--|--|
| \$ 9,123.57 | | \$ 3,000.00 | | Vehicle Replacement | \$ 12,123.57 | 751-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| Museum | | | | Museum | | | | |
| \$ 0.00 | | \$ 3,000.00 | | Office Furniture | \$ 3,000.00 | 751-1120-FURN | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacement of Office Furniture |
| | | | | Donation Reserves | | | | |
| | | | | Museum | | | | |
| \$ 22,477.87 | | | | General Donations (Specific to Museum) | \$ 22,477.87 | 751-1110-EDON | Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve. | Specific undertakings as deemed appropriate by Director and Council. |
| \$ 1,706.99 | | | | Marine Gallery Campaign (Stipulations Apply) | \$ 1,706.99 | 751-1110-SHIL | Funds raised in 2011 and 2012 for the Marine Gallery Campaign | Specific undertakings related to the Marine Gallery as deemed appropriate by Director and Council. |
| \$ 375,275.72 | | \$ 80,000.00 | | Archive Donation Krug Reserve Fund (Stipulations Apply) | \$ 455,275.72 | 751-1120-KRUG | Estate donation and residual received from the Krug Family. | Specific undertakings for the purpose of the Archives building for the storage and display of the archives of the County in Memory of Bruce and Howard Krug. |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| | | | | Museum | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest/trsf | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|---------------|---------------|-----------------------------|--|---------------|---|--|
| \$ 4,975.34 | | | | First Nations Exhibit | \$ 4,975.34 | 751-1110-PROJ | Year End unspent project funds earmarked for this purpose | Year End unspent project funds earmarked for this purpose |
| \$ 90.10 | | | | Log home Repairs | \$ 90.10 | 751-1110-PROJ | Year End unspent project funds earmarked for this purpose | Year End unspent project funds earmarked for this purpose |
| \$ 94,982.78 | | \$ 121,670.00 | | Community Wing | \$ 216,652.78 | 751-1120-WING | Specific Fundraising Projects | Used to fund Building |
| \$ 3,113.95 | | | | Acquisition for Collections | \$ 3,113.95 | 751-1110-AQUI | Monies generated from the sale of de-accessioned Museum Artifacts | Specific undertakings related to collection related projects deemed appropriate by Director and Council. |
| <hr/> | | | | | <hr/> | | | |
| \$ 605,923.08 | \$0.00 | \$ 235,070.00 | \$ - | | \$ 840,993.08 | | | |
| <hr/> | | | | | <hr/> | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Library Budget Reference

2022 Bruce County Business Plan

Department: Library

Strategic Priorities:

- 1. **Leverage technology.** Continue to enhance services to meet the needs of tech-savvy visitors.
- 2. **Find creative new ways to engage our public.** Continue to enhance programming opportunities to reflect the current and changing needs of our communities. Adapt our marketing to reach current and potential members. Find new partnerships.
- 3. **Explore alternative options to improve efficiency, services.** Find ways to add services that provide convenience for the public.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|
| Staff-led programs held | 2,487 | 1,362 | 1,545 | 2,607 | 2,300 | 2,400 | 600 | 358 | 1,000 |
| Program participation number | 19,896 | 10,856 | 16,897 | 23,275 | 22,000 | 23,000 | 6000 | 10,652 | 15,000 |
| Electronic Database use (# of sessions) | 5,474 | 6,703 | 12,588 | 6,742 | 12,000 | 10,500 | 12,000 | 20,378 | 30,000 |
| Active library members | 25,952 | 25,424 | 28,319 | 28,234 | 25,000 | 25,500 | 28,000 | 23,707 | 28,000 |
| Circulation of physical items | 439,483 | 457,627 | 430,064 | 429,261 | 430,000 | 420,000 | 300,000 | 135,301 | 300,000 |
| Circulation of online resources (eBooks & eMagazines) | 50,228 | 58,912 | 62,593 | 75,740 | 70,000 | 75,000 | 100,000 | 55,552 | 110,000 |
| Visits to the library website and online catalogue | 199,783 | 205,998 | 238,901 | 282,215 | 300,000 | 305,000 | 210,000 | 165,524 | 300,000 |
| Followers on social media | 2,237 | 2,966 | 3,656 | 4,065 | 4,200 | 4,500 | 6,000 | 5,471 | 6,000 |
| Staff training hours in current technologies | 263 | 234 | 228 | 320 | 320 | 300 | 300 | 274 | 300 |

2021 Bruce County Business Plan

| 2021 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|-----------------------------|--------------------|--------------------|--------------------|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Bookmobile - fundraising | \$14,100 | \$25,000 | \$39,100 | |
| 2. Card membership campaign | \$3,500 | | \$3,500 | |
| 3. Strategic Plan | \$16,500 | | \$16,500 | |

2021 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|---|--|--|---|-------------------------------------|
| 1. Bookmobile Staffing Owner: Director, Assistant Director | Two part-time staff people hired for 6 months. | \$32,000 | Bookmobile would be staffed and servicing residents of Bruce County through a mobile library. | Service Initiative |
| 2. Bookmobile Purchase Owner: Director, Assistant Director, Digital Initiatives Coordinator | Purchase and customization of vehicle for use as Bookmobile | \$105,000 funded from reserves, dependent on fundraising efforts | A mobile library on location to support service access including to the internet. | Service Initiative |
| 3. Bibliocommons Owner: Director, Assistant Director, Technical Services Coordinator. | Transition to Bibliocommons for the public online catalogue. | \$8,500 | A user-friendly online catalogue that streamlines the search for information and resources. | Maintain Services |
| 4. Branch Improvements Owner: Director, Assistant Director, Relevant Branch Supervisor | Potential for branch relocation in 2022, and future branch relocations | \$40,000 | Outfit branch with required shelving, furnishings, and signage | Service Initiative |

2021 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|--|---|
| Staff-led programs | Programs consist of weekly programs like story time or baby time, special programs like an author visit, technology training, and community development such as outreach at Fall Fairs or partnered programs with community groups. Staff will count number of programs held. |
| Program participation | Total participation in library programs by the public at all branches or at outreach events. Staff will count number of participants at programs. |
| Electronic database use | Data collected through vendor site statistics. Counts sessions/logins for all online resources. |
| Active library members | Counts of members with cards that have not expired. Report generated from Integrated Library System (ILS). |
| Circulation of physical items | Counts number of physical items circulated (books, DVDs, audio books). Report generated from ILS. |
| Circulation on-line resources (eBooks and eMagazines) | Counts number of items checked out on-line via our eBooks/eAudiobooks catalogue and eMagazines collection. Data collected through vendor site statistics. |
| Total circulation | Counts number of physical items circulated as well as circulation of on-line resources. Report from ILS and eBook vendor (OverDrive). |
| Visits to our website and online catalogue | Counts number of visits. Data collected from web statistics. |
| Followers on social media (Facebook, Twitter, Instagram) | Counts number of followers on Twitter and Instagram and Facebook. Data collected from social media statistics reports. |
| Staff training hours in current technologies | Counts number of paid hours spent on training staff in current library technologies. Supervisors will report on number of hours spent attending training each month. |



County of Bruce
Library
Operating Budget Analysis Report
03.1 1st Council Review

| Major Initiatives and Department Focus | |
|--|--|
| <p>Bruce County Public Library (BCPL) has successfully adapted services in the face of COVID-19 and will continue to build on new services in 2022. While programming remained primarily virtual in 2021, there was an opportunity for small group and outdoor programming in the third quarter. Staff will determine which programs should continue to have a virtual presence and what in-person programming is most effective.</p> <p>The Bookmobile is a large, multi-year project that will be carried into 2022. BCPL's goal is to have the Bookmobile on the road by the end of Q2 in 2022. We are still working to secure funds and know that there are supply chain issues. Two part-time staff, the equivalent of 0.5 FTE's, would be funded from reserves in 2022 and then annualized in 2023 with funding from the levy.</p> <p>There is potential for two of our branches to relocate over the next two years. \$40,000 to furnish the Paisley Branch is budgeted to be offset by COVID-19 Safe Restart funding. Shelving, seating, signage and circulation desks are some items that will be required.</p> <p>BCPL's online library catalogue will transition to Bibliocommons in 2022. As a member of the Ontario Library Consortium and a participant in the union catalogue, this shift is required. Bruce County benefits from reduced fees for our Integrated Library System, including the public-facing discovery layer. This new user interface will greatly assist individuals who access our virtual library branch.</p> | |



County of Bruce
Library
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,225,342 | 2,716,062 | (630) | 0 | 85,782 | 0 | 0 | 0 | 0 | 35,136 | 0 | 2,836,350 | 120,288 |
| Staff Related Costs | 26,691 | 42,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 42,500 | 0 |
| Contract Services | 29,633 | 67,000 | 7,700 | 0 | (25,500) | 0 | 0 | 0 | 0 | 0 | 0 | 49,200 | (17,800) |
| Material | 241,506 | 233,120 | 0 | 0 | (4,225) | 0 | 0 | 0 | 0 | 0 | 0 | 228,895 | (4,225) |
| Transfers, Grants & Financial Charge | 344,830 | 351,618 | 0 | 0 | 7,032 | 0 | 0 | 0 | 0 | 0 | 0 | 358,650 | 7,032 |
| Transfer to Reserves | 12,271 | 400 | 0 | 0 | 260,000 | 0 | 0 | 0 | 0 | 0 | 0 | 260,400 | 260,000 |
| Fleet Costs | 10,936 | 19,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,369 | 0 | 22,600 | 3,369 |
| Facility Costs | 53,179 | 80,371 | 0 | 0 | 2,899 | 0 | 0 | 0 | 0 | 0 | 0 | 83,270 | 2,899 |
| Other Internal Costs | 443,846 | 448,362 | 0 | 0 | 58,205 | 0 | 0 | 0 | 0 | 0 | 0 | 506,567 | 58,205 |
| Total Expenditures | 3,388,234 | 3,958,664 | 7,070 | 0 | 384,193 | 0 | 0 | 0 | 0 | 38,505 | 0 | 4,388,432 | 429,768 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 9.7% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 10.9% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 212,043 | 188,487 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 188,487 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 36,571 | 73,200 | 0 | (9,700) | (46,011) | 0 | 0 | 0 | 0 | 38,505 | 0 | 55,994 | (17,206) |
| Fees and Services | 7,619 | 9,550 | 0 | 1,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,450 | 1,900 |
| Donations | 13,126 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 4,065 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Other | 4,691 | 8,350 | 0 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,600 | 250 |
| Total Revenue | 278,115 | 279,587 | 0 | (2,550) | (46,011) | 0 | 0 | 0 | 0 | 38,505 | 0 | 269,531 | (10,056) |
| Net Requirement | 3,110,119 | 3,679,077 | 7,070 | 2,550 | 430,204 | 0 | 0 | 0 | 0 | 0 | 0 | 4,118,901 | 439,824 |
| Percent of Prior Year Budget | | 100.0% | 0.2% | 0.1% | 11.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 12.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 36.81 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.00 | 37.31 | 0.50 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.4% | 0.0% | 1.4% | (98.6%) |



Operating Budget Highlights

Adjustments to Base

- As a result of the pandemic, branches were largely closed for the first half of 2021. Minimal fines revenue was collected.
- Subscriptions remain reduced at \$78,000.

Maintain Services

- Primary increase is in wages and salaries, program and non-departmental fees
- 2% increase to library rents

One Time Items

- Reduction in revenues from library services such as printing, copying and room rentals are anticipated to approach regular revenue amounts if we do not experience further shut-downs in 2022. The revenue reductions from 2021 are reversed for 2022.

Provincially Legislated

- One-time transfer to operating reserves.

Growth

-
-

Council Priorities

-
-

Service Initiatives/Savings

- The addition of 2 part-time staff for the bookmobile for 6 months in 2022, and an increase in fuel costs for the bookmobile, will be funded from reserves

Operating Impact of Capital Projects

-
-



County of Bruce
Admin/Operations Library
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,225,342 | 2,716,062 | (630) | 0 | 85,782 | 0 | 0 | 0 | 0 | 35,136 | 0 | 2,836,350 | 120,288 |
| Staff Related Costs | 26,691 | 42,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 42,500 | 0 |
| Contract Services | 29,633 | 55,000 | 7,700 | 0 | (13,500) | 0 | 0 | 0 | 0 | 0 | 0 | 49,200 | (5,800) |
| Material | 234,151 | 224,020 | 0 | 0 | 1,775 | 0 | 0 | 0 | 0 | 0 | 0 | 225,795 | 1,775 |
| Transfers, Grants & Financial Charge | 344,830 | 351,618 | 0 | 0 | 7,032 | 0 | 0 | 0 | 0 | 0 | 0 | 358,650 | 7,032 |
| Transfer to Reserves | 6,500 | 0 | 0 | 0 | 260,000 | 0 | 0 | 0 | 0 | 0 | 0 | 260,000 | 260,000 |
| Fleet Costs | 10,936 | 19,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,369 | 0 | 22,600 | 3,369 |
| Facility Costs | 53,179 | 80,371 | 0 | 0 | 2,899 | 0 | 0 | 0 | 0 | 0 | 0 | 83,270 | 2,899 |
| Other Internal Costs | 443,846 | 448,362 | 0 | 0 | 58,205 | 0 | 0 | 0 | 0 | 0 | 0 | 506,567 | 58,205 |
| Total Expenditures | 3,375,108 | 3,937,164 | 7,070 | 0 | 402,193 | 0 | 0 | 0 | 0 | 38,505 | 0 | 4,384,932 | 447,768 |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | 10.2% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 11.4% | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 212,043 | 188,487 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 188,487 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 36,571 | 54,200 | 0 | (9,700) | (28,011) | 0 | 0 | 0 | 0 | 38,505 | 0 | 54,994 | 794 |
| Fees and Services | 7,619 | 9,550 | 0 | 1,900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,450 | 1,900 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 4,065 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Other | 4,228 | 5,850 | 0 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,100 | 250 |
| Total Revenue | 264,526 | 258,087 | 0 | (2,550) | (28,011) | 0 | 0 | 0 | 0 | 38,505 | 0 | 266,031 | 7,944 |
| Net Requirement | 3,110,582 | 3,679,077 | 7,070 | 2,550 | 430,204 | 0 | 0 | 0 | 0 | 0 | 0 | 4,118,901 | 439,824 |
| Percent of Prior Year Budget | | 100.0% | 0.2% | 0.1% | 11.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 12.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 36.81 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.00 | 37.31 | 0.50 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.4% | 0.0% | 1.4% | (98.6%) |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">• Replacement of book drops at Tiverton and Paisley were budgeted for in 2021. Supply issues have resulted in delays to order and this purchase may be carried forward to 2022. | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">•• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
OnGoing Ventures Library
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|-----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 7,355 | 6,000 | 0 | 0 | (6,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (6,000) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 5,757 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 13,112 | 6,000 | 0 | 0 | (6,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (6,000) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (100.0%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 6,000 | 0 | 0 | (6,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (6,000) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 13,112 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 13,112 | 6,000 | 0 | 0 | (6,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (6,000) |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



| Operating Budget Highlights | |
|---|--|
| Adjustments to Base <ul style="list-style-type: none">•• | Growth <ul style="list-style-type: none">•• |
| Maintain Services <ul style="list-style-type: none">•• The Strategic Plan and fundraising will be completed by the end of 2021. These costs have been removed from the 2022 budget.• Annual transfer from reserves of \$1,000 to be used on literacy projects.• Fundraising purchases offset by profit from sale of library branded items such as book bags. | Council Priorities <ul style="list-style-type: none">•• |
| One Time Items <ul style="list-style-type: none">•• | Service Initiatives/Savings <ul style="list-style-type: none">• |
| Provincially Legislated <ul style="list-style-type: none">•• | Operating Impact of Capital Projects <ul style="list-style-type: none">•• |



County of Bruce
Library Special Projects
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|----------------|----------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|----------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 12,000 | 0 | 0 | (12,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (12,000) |
| Material | 0 | 3,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,100 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 14 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 14 | 15,500 | 0 | 0 | (12,000) | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 | (12,000) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (77.4%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (77.4%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 13,000 | 0 | 0 | (12,000) | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | (12,000) |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 463 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 | 0 |
| Total Revenue | 477 | 15,500 | 0 | 0 | (12,000) | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 | (12,000) |
| Net Requirement | (463) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Library
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,676,098 | 2,225,342 | 2,716,062 | 2,836,350 | 120,288 | 2,892,548 | 2,949,384 | 3,007,525 | 3,067,011 |
| Staff Related Costs | 42,500 | 26,691 | 42,500 | 42,500 | 0 | 42,850 | 42,850 | 42,850 | 42,850 |
| Contract Services | 61,000 | 29,633 | 67,000 | 49,200 | (17,800) | 49,200 | 49,200 | 49,200 | 49,200 |
| Material | 236,673 | 241,506 | 233,120 | 228,895 | (4,225) | 230,218 | 231,564 | 232,932 | 234,424 |
| Transfers, Grants & Financial Charge | 344,830 | 344,830 | 351,618 | 358,650 | 7,032 | 365,823 | 373,139 | 380,602 | 388,214 |
| Transfer to Reserves | 0 | 12,271 | 400 | 260,400 | 260,000 | 10,400 | 10,400 | 10,400 | 10,400 |
| Fleet Costs | 19,231 | 10,936 | 19,231 | 22,600 | 3,369 | 26,000 | 26,170 | 26,342 | 26,515 |
| Facility Costs | 53,334 | 53,179 | 80,371 | 83,270 | 2,899 | 97,129 | 115,341 | 116,621 | 118,016 |
| Other Internal Costs | 443,846 | 443,846 | 448,362 | 506,567 | 58,205 | 544,953 | 550,289 | 555,963 | 581,727 |
| Total Expenditures | 3,877,512 | 3,388,234 | 3,958,664 | 4,388,432 | 429,768 | 4,259,121 | 4,348,337 | 4,422,435 | 4,518,357 |
| Percent of Expenditure Budget | | | | 10.9% | | (2.9%) | 2.1% | 1.7% | 2.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 188,487 | 212,043 | 188,487 | 188,487 | 0 | 188,487 | 188,487 | 188,487 | 188,487 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 55,071 | 36,571 | 73,200 | 55,994 | (17,206) | 26,000 | 26,000 | 26,000 | 26,000 |
| Fees and Services | 14,000 | 7,619 | 9,550 | 11,450 | 1,900 | 11,200 | 11,200 | 11,200 | 10,300 |
| Donations | 0 | 13,126 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 17,000 | 4,065 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Other | 6,100 | 4,691 | 8,350 | 8,600 | 250 | 6,600 | 6,600 | 6,600 | 6,600 |
| Total Revenue | 280,658 | 278,115 | 279,587 | 269,531 | (10,056) | 237,287 | 237,287 | 237,287 | 236,387 |
| | | | | | | | | | |
| Net Requirement | 3,596,854 | 3,110,119 | 3,679,077 | 4,118,901 | 439,824 | 4,021,834 | 4,111,050 | 4,185,148 | 4,281,970 |
| Percent of Prior Year Budget | | | | 12.0% | | (2.4%) | 2.2% | 1.8% | 2.3% |
| Full Time Equivalent (FTEs) | 36.27 | 0.00 | 36.81 | 37.31 | 0.50 | 37.81 | 37.81 | 37.81 | 37.81 |
| Percent of Prior Year FTE | | | | 1.4% | | 1.3% | 0.0% | 0.0% | 0.0% |



County of Bruce
Admin/Operations Library
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,676,098 | 2,225,342 | 2,716,062 | 2,836,350 | 120,288 | 2,892,548 | 2,949,384 | 3,007,525 | 3,067,011 |
| Staff Related Costs | 42,500 | 26,691 | 42,500 | 42,500 | 0 | 42,850 | 42,850 | 42,850 | 42,850 |
| Contract Services | 49,000 | 29,633 | 55,000 | 49,200 | (5,800) | 49,200 | 49,200 | 49,200 | 49,200 |
| Material | 233,573 | 234,151 | 224,020 | 225,795 | 1,775 | 227,118 | 228,464 | 229,832 | 231,324 |
| Transfers, Grants & Financial Charge | 344,830 | 344,830 | 351,618 | 358,650 | 7,032 | 365,823 | 373,139 | 380,602 | 388,214 |
| Transfer to Reserves | 0 | 6,500 | 0 | 260,000 | 260,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Fleet Costs | 19,231 | 10,936 | 19,231 | 22,600 | 3,369 | 26,000 | 26,170 | 26,342 | 26,515 |
| Facility Costs | 53,334 | 53,179 | 80,371 | 83,270 | 2,899 | 97,129 | 115,341 | 116,621 | 118,016 |
| Other Internal Costs | 443,846 | 443,846 | 448,362 | 506,567 | 58,205 | 544,953 | 550,289 | 555,963 | 581,727 |
| Total Expenditures | 3,862,412 | 3,375,108 | 3,937,164 | 4,384,932 | 447,768 | 4,255,621 | 4,344,837 | 4,418,935 | 4,514,857 |
| Percent of Expenditure Budget | | | | 11.4% | | (2.9%) | 2.1% | 1.7% | 2.2% |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 188,487 | 212,043 | 188,487 | 188,487 | 0 | 188,487 | 188,487 | 188,487 | 188,487 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 42,071 | 36,571 | 54,200 | 54,994 | 794 | 25,000 | 25,000 | 25,000 | 25,000 |
| Fees and Services | 14,000 | 7,619 | 9,550 | 11,450 | 1,900 | 11,200 | 11,200 | 11,200 | 10,300 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 17,000 | 4,065 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Other | 6,100 | 4,228 | 5,850 | 6,100 | 250 | 4,100 | 4,100 | 4,100 | 4,100 |
| Total Revenue | 267,658 | 264,526 | 258,087 | 266,031 | 7,944 | 233,787 | 233,787 | 233,787 | 232,887 |
| Net Requirement | 3,594,754 | 3,110,582 | 3,679,077 | 4,118,901 | 439,824 | 4,021,834 | 4,111,050 | 4,185,148 | 4,281,970 |
| Percent of Prior Year Budget | | | | 12.0% | | (2.4%) | 2.2% | 1.8% | 2.3% |
| Full Time Equivalent (FTEs) | 36.27 | 0.00 | 36.81 | 37.31 | 0.50 | 37.81 | 37.81 | 37.81 | 37.81 |
| Percent of Prior Year FTE | | | | 1.4% | | 1.3% | 0.0% | 0.0% | 0.0% |



County of Bruce
OnGoing Ventures Library
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material | 0 | 7,355 | 6,000 | 0 | (6,000) | 0 | 0 | 0 | 0 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 5,757 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 0 | 13,112 | 6,000 | 0 | (6,000) | 0 | 0 | 0 | 0 |
| Percent of Expenditure Budget | | | | (100.0%) | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 6,000 | 0 | (6,000) | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 13,112 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 13,112 | 6,000 | 0 | (6,000) | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Library Special Projects
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff Related Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 12,000 | 0 | 12,000 | 0 | (12,000) | 0 | 0 | 0 | 0 |
| Material | 3,100 | 0 | 3,100 | 3,100 | 0 | 3,100 | 3,100 | 3,100 | 3,100 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 14 | 400 | 400 | 0 | 400 | 400 | 400 | 400 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 15,100 | 14 | 15,500 | 3,500 | (12,000) | 3,500 | 3,500 | 3,500 | 3,500 |
| Percent of Expenditure Budget | | | | (77.4%) | | 0.0% | 0.0% | 0.0% | 0.0% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 13,000 | 0 | 13,000 | 1,000 | (12,000) | 1,000 | 1,000 | 1,000 | 1,000 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 463 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 2,500 | 2,500 |
| Total Revenue | 13,000 | 477 | 15,500 | 3,500 | (12,000) | 3,500 | 3,500 | 3,500 | 3,500 |
| | | | | | | | | | |
| Net Requirement | 2,100 | (463) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of Prior Year Budget | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Full Time Equivalentents (FTEs) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Library
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 313,619 | 338,000 | 340,800 | 2,800 | 341,178 | 341,560 | 341,946 | 342,335 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 45,000 | 112,000 | 67,000 | 0 | 45,000 | 0 | 0 |
| Furniture & Fixtures | 4,465 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 10,000 | 50,000 | 40,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 318,084 | 403,000 | 512,800 | 109,800 | 361,178 | 406,560 | 361,946 | 362,335 |
| Transfer to Reserves | 70,377 | 25,000 | 12,000 | (13,000) | 52,000 | 12,000 | 32,000 | 32,000 |
| Total Expenditure | 388,461 | 428,000 | 524,800 | 96,800 | 413,178 | 418,560 | 393,946 | 394,335 |
| % of Prior Expenditure | | | 22.6% | | (21.3%) | 1.3% | (5.9%) | 0.1% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 50,000 | 152,000 | 102,000 | 0 | 45,000 | 0 | 0 |
| Donations | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 931 | 50,000 | 152,000 | 102,000 | 0 | 45,000 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 387,530 | 378,000 | 372,800 | (5,200) | 413,178 | 373,560 | 393,946 | 394,335 |
| % of Prior Net Requirement | | | (1.4%) | | 10.8% | (9.6%) | 5.5% | 0.1% |



County of Bruce
Admin/Operations Library
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 312,688 | 338,000 | 340,800 | 2,800 | 341,178 | 341,560 | 341,946 | 342,335 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 45,000 | 0 | (45,000) | 0 | 45,000 | 0 | 0 |
| Furniture & Fixtures | 4,465 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 10,000 | 10,000 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 10,000 | 50,000 | 40,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 317,153 | 403,000 | 400,800 | (2,200) | 361,178 | 406,560 | 361,946 | 362,335 |
| Transfer to Reserves | 44,914 | 0 | 12,000 | 12,000 | 52,000 | 12,000 | 12,000 | 12,000 |
| Total Expenditure | 362,067 | 403,000 | 412,800 | 9,800 | 413,178 | 418,560 | 373,946 | 374,335 |
| % of Prior Expenditure | | | 2.4% | | 0.1% | 1.3% | (10.7%) | 0.1% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 50,000 | 40,000 | (10,000) | 0 | 45,000 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 50,000 | 40,000 | (10,000) | 0 | 45,000 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 362,067 | 353,000 | 372,800 | 19,800 | 413,178 | 373,560 | 373,946 | 374,335 |
| % of Prior Net Requirement | | | 5.6% | | 10.8% | (9.6%) | 0.1% | 0.1% |



County of Bruce
OnGoing Ventures Library
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 931 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Library Special Projects
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|-----------------|----------------------------------|-----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 112,000 | 112,000 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 112,000 | 112,000 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 25,463 | 25,000 | 0 | (25,000) | 0 | 0 | 20,000 | 20,000 |
| Total Expenditure | 25,463 | 25,000 | 112,000 | 87,000 | 0 | 0 | 20,000 | 20,000 |
| % of Prior Expenditure | | | 348.0% | | (100.0%) | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 112,000 | 112,000 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 112,000 | 112,000 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 25,463 | 25,000 | 0 | (25,000) | 0 | 0 | 20,000 | 20,000 |
| % of Prior Net Requirement | | | (100.0%) | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Library
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|--|----------------------------|----------------------------|-------------------------------------|--------------------------|
| LB Library | | | | |
| Capital Projects | | | | |
| LB-2021-001 Library Book Purchases | 340,800 | 0 | 340,800 | 0 |
| LB-2021-006 Branch furnishings/shelving | 10,000 | 0 | 10,000 | 0 |
| LB-2021-007 Office Furniture | 10,000 | 0 | 10,000 | 0 |
| LB-2022-001 Purchase of Library Bookmobile | 112,000 | (112,000) | 0 | 0 |
| LB-2022-002 Library Branch - Paisley Branch Move | 40,000 | (40,000) | 0 | 0 |
| LB-2022-R01 Transfer to Reserves-Library Van | 12,000 | 0 | 12,000 | 0 |
| Net Cost of Capital Projects | 524,800 | (152,000) | 372,800 | 0 |
| Total Library | 524,800 | (152,000) | 372,800 | |



County of Bruce
Library
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|--|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| LB Library | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| LB-2021-001 Library Book Purchases | 340,800 | 0 | 340,800 | 341,178 | 0 | 341,178 | 341,560 | 0 | 341,560 | 341,946 | 0 | 341,946 | 342,335 | 0 | 342,335 |
| LB-2021-006 Branch furnishings/shelving | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| LB-2021-007 Office Furniture | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| LB-2021-008 Purchase of Library Van | 0 | 0 | 0 | 0 | 0 | 0 | 45,000 | (45,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LB-2021-R01 Transfer to Reserves for Bookmobile | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 | 20,000 | 0 | 20,000 |
| LB-2022-001 Purchase of Library Bookmobile | 112,000 | (112,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LB-2022-002 Library Branch - Paisley Branch Move | 40,000 | (40,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LB-2022-R01 Transfer to Reserves-Library Van | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 |
| LB-2022-R02 Library Branch Transfer to Reserves | 0 | 0 | 0 | 40,000 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Cost of Capital Projects | 524,800 | (152,000) | 372,800 | 413,178 | 0 | 413,178 | 418,560 | (45,000) | 373,560 | 393,946 | 0 | 393,946 | 394,335 | 0 | 394,335 |
| Total Library | 524,800 | (152,000) | 372,800 | 413,178 | | 413,178 | 418,560 | (45,000) | 373,560 | 393,946 | | 393,946 | 394,335 | | 394,335 |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|------------------------|--|--|---------------|--|--|
| | | | | | | | | |
| | | | | | | | | |
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Library | | | | Library | | | | |
| \$ 9,884.84 | | | | Computer Software | \$ 9,884.84 | 721-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 4,985.19 | | | | Computer Hardware | \$ 4,985.19 | 721-1120-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| \$ 10,398.61 | -\$ 10,398.00 | | | Community Access Project | \$ 0.61 | 721-1110-LCPP | Transfer of funds received for the program which were offset with County Contribution. Therefore the unbudgeted variance was transferred to reserves | Used to offset cost related to the Community Access Program providing free internet and some capital computers at the Library Branches |
| | | | | Equipment Replacement | | | | |
| | | | | Library | | | | |
| \$ 26,833.54 | | | | Other Operational Equipment | \$ 26,833.54 | 721-1120-EQUI | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment. |
| | | | | Facility Reserves | | | | |
| Library | | | | Library | | | | |
| \$ 30,148.48 | | | | Library Branch Locations | \$ 30,148.48 | 721-1120-BUIL | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund future capital improvements to existing facility or replacement of existing building components. |
| | | | | Vehicle and Machine Replacement | | | | |
| | | | | Library | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|------------------------|--|--|---------------|--|--|
| \$ 5,888.44 | | \$ 12,000.00 | | Vehicle Replacement | \$ 17,888.44 | 721-1120-VEHC | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacements of existing vehicles or operating machinery |
| | | | | Operating Surplus Reserves | | | | |
| Library | | | | Library | | | | |
| \$ 10,716.67 | | \$ 10,000.00 | | Library Sustainability/Strategic Plan | 20,717 | 721-1110-LSTP | Transfer of Year end Surplus | Used for the purpose of developing and implementation of the Library strategic plan as deemed by director and council. |
| \$ 0.00 | | | | Library Tax Stabilization | \$ 0.00 | 721-1110-TXST | Year end annual surplus. | Used to mitigate significant increases in tax rates as determined by Council. Available for unplanned or emergency situations as deemed appropriate by council |
| | | | | Donation Reserves | | | | |
| | | | | Library | | | | |
| \$ 32,110.42 | | | | General Branch Specific Donations | \$ 32,110.42 | accts LB DON | Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve. | Used to purchase operating materials or capital book purchases associated with the applicable branch as deemed appropriate by Director and Library Board. |
| \$ 84,628.32 | | | | Southampton Branch Donation Bylaw 3346 (Stipulations Attached) | \$ 84,628.32 | 721-1110-LSOU | Contributions in the form of donations received from individuals, corporations, community groups and estates with stipulations. As part of the year end process any donations over and above budget are transferred to the reserve. | Must be spent on the Southampton Library Branch on the recommendation of the Bruce County Public Library Board and the approval of Council. |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| | | | | Library | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest/ Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | GL | Typical Source of Funding | Typical Uses of Funding |
|---|----------------|--------------|------------------------|----------------------------|--|---------------|--|---|
| \$ 14,231.64 | -\$ 1,000.00 | | | Literacy Program | \$ 13,231.64 | 721-1110-LTCY | Year End unspent project funds earmarked for this purpose | Specific undertakings related to Literacy Program as deemed appropriate by Director and Council. |
| \$ 19,275.43 | | | | Sale of Used Library Books | \$ 19,275.43 | 721-1110-LBKS | Year end transfer of the variance of funds generated at individual branches from the sale of used Library Books, and the purchases made through out the year | Used to purchase operating materials or capital book purchases associated with the applicable branch as deemed appropriate by Director and Council. |
| \$ 13,029.77 | -\$ 6,000.00 | | | Special One Time Funding | \$ 7,029.77 | 721-1110-SPFD | Year end transfer of provincial one time funding in 2006. | Specific undertakings related to strengthen literacy and life long learning as deemed appropriate by Director and Council. |
| \$ 81,876.37 | -\$ 150,535.00 | \$ 400.00 | | Fundraising Project | -\$ 68,258.63 | 721-1110-PROJ | Specific Fundraising Projects | Used to fund purchase |
| \$ 6,615.76 | | | | Accessibility | \$ 6,615.76 | 721-1110-PROJ | Operating budget transfer. | Specific undertakings related to accessibility as deemed appropriate by Director and Council. |
| \$ 350,623.48 - \$ 167,933.00 \$ 22,400.00 \$ - | | | | | \$ 205,090.48 | | | |



Be an explorer.

2022 - 2026 Budget and Forecast

Planning & Development Budget Reference

2022 Bruce County Business Plan

Department: Planning and Development

Strategic Priorities:

- 1. Develop and implement tactics for improved communications.
- 2. Find creative new ways to engage our public.
- 3. Find creative new ways to involve all staff in our future.
- 4. Eliminate our own red tape.
- 5. Explore alternate options to improve efficiency and service.
- 6. Stimulate and reward innovation and economic development.
- 7. Coordinate concerted efforts to advance our agenda.
- 8. Develop key Performance Indicators (KPIs) that are meaningful and report on them.

2022 Bruce County Business Plan - Key Performance Indicators:

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|
| Applications Processed, Peninsula | 77 | 79 | 51 | 78 | 84 | 111 | 70 | 57 | 100 |
| Applications Processed, Lakeshore | 84 | 117 | 112 | 125 | 114 | 112 | 110 | 80 | 105 |
| Applications Processed, Inland | 65 | 91 | 95 | 90 | 97 | 76 | 90 | 93 | 105 |
| Total Applications Land Use Division | 226 | 287 | 258 | 293 | 295 | 299 | 270 | 230 | 310 |
| Total Inquiries Land Use Division | NA | NA | NA | NA | NA | NA | 340 | 304 | 400 |
| New Lots or Units | 129 | 149 | 271 | 299 | 234 | 300 | 220 | 163 | 300 |
| Estimated Population Growth via planning process | NA | NA | NA | NA | NA | NA | 450 | 392 | 720 |
| Estimated Job Growth via planning process | NA | NA | NA | NA | NA | NA | 90 | NA | 90 |

2022 Bruce County Business Plan

| Indicator | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 (Q2) | 2022 Budget |
|---|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Commercial Assessment Growth | \$523 M | \$544 M | \$565 M | \$580 M | \$584 M | \$650 M | \$650 M | \$615 M | \$750 M |
| Business Consultations | 297 | 178 | 162 | 214 | 192 | 300 | 300 | 272 | 350 |
| Business Starts via Client Support | 21 | 22 | 32 | 32 | 25 | 65 | 65 / \$1.3 M | 21/ \$284,700 | 65 |
| Jobs Created via Businesses Supported | 28 | 28 | 36 | 78 | 71 | 70 | 70 | 45 | 75 |
| Business Outreach | NA | NA | NA | NA | NA | NA | 800 | 244 | 800 |
| STB Grants Total / Leverage \$ | 44 / \$453,036 | 24 / \$220,257 | 26 / \$633,024 | 41/ \$402,403 | 36/ \$430,548 | 40/ \$750,000 | 80/ \$750,000 | 95/ \$618,455 | 40/ \$600,000 |
| Explore the Bruce - www.explorethebruce.com | NA | NA | NA | NA | NA | NA | 850,000 Views | 366,034 | 900,000 |
| Business to Bruce - www.businesstobreuce.com | NA | NA | NA | NA | NA | NA | 20,000 Views | 10,500 | 20,000 |
| Live in Bruce - www.brucecounty.on.ca/living | NA | NA | NA | NA | NA | NA | 60,000 Views | 36,267 | 70,000 |
| Jobs in Bruce - www.jobsinbruce.ca | NA | NA | NA | NA | NA | NA | 50,000 Views | 41,171 | 80,000 |
| Marketing - Website Views - Total | 1,416,585 views | 1,400,830 views | 576,878 views | 854,412 views | 479,547 views | 1,750,000 views | 980,000 views | 453,972 views | 1,070,000 |
| Social Media Engagement | 4,211+ | 2,200+ | 49,147 | 55,553 | 55,748 | 65,000 | 60,000 | 59,293 | 60,000 |

2022 Bruce County Business Plan

| 2022 Major Initiatives | Operational | Capital | Combined Total | Quarterly Update |
|---|--|--------------------|--|------------------|
| | Budget Cost (year) | Budget Cost (year) | Budget Cost (year) | |
| 1. Bruce County Official Plan | \$25,000 plus previous year carry-over | Nil | \$25,000 plus previous year carry-over | |
| 2. Land Use Planning Strategic Plan | Existing staff resources | Nil | Existing Staff Resources | |
| 3. Economic Development 5-Year Strategic Plan 2022 - 2027 | Existing Staff Resources | Nil | Existing Staff Resources | |
| 4. Enhanced Spruce the Bruce Regional Community Development Program | Existing staff Resources | Nil | Existing Staff Resources | |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|--|--|---|-------------------------------------|
| 1. Bruce County Official Plan Owner: Planning and Development | <p>The work of the eight Plan the Bruce Discussion Papers completed in 2020-2021 will culminate in the preparation of a new County Official Plan ensuring it is informed by the Bruce GPS initiative.</p> <p>The work was initiated in 2021 and will include conversations in the community about the next steps needed to bring the guiding principles to life in land use planning.</p> <p>The goal is to produce a high-level, plain language guiding document that informs how the community grows and develops over the next 25 years (2045).</p> | <p>\$25,000</p> <p>2020 and 2021 Official Plan Update budgets are carried over to support this project</p> | <p>Interim reports Q4 2021, Q1 and Q2 2022</p> <p>Q3 2022 Final Plan for Adoption</p> | <p>Provincial Legislation</p> |
| 2. Land Use Planning Strategic Plan Owner: Planning and Development | <p>A 5-Year Plan (2023-2027) for the Land Use Division, setting out: where we are; where we are going; and how we are going to get there. Will build on and implement: Role and Structure Review; Local MoU Updates; Application Fee Review; OP Best Practices and Service Delivery Review; incorporate work to date on the GIS Strategic Plan and the Discussion Papers developed for the new Official Plan.</p> | <p>Existing Staff Resources</p> | <p>Initiation of a 5-year plan. This project will be initiated upon completion of the Official Plan major initiative and will be completed in 2023.</p> | <p>Council Priority</p> |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Operational & Owner) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|--|---|------------------------------------|---|-------------------------------------|
| 3. Economic Development Strategic Plan 2022 - 2027 Owner: Planning and Development | Implementation of year 1 of the new 5-year plan for Economic Development Strategic Plan. 2021 saw the creation of a new plan to form the support activity to support economic growth in Bruce County. Year 1 will advance a focus on priorities that advance business development and diversification of key sectors, workforce enhancements and stability and balanced community transformation. Year 1 action items in the Strategic Plan will be advanced throughout the year. | Existing Staff Resources | Expanded Economic Development Opportunities | Council Priority |
| 4. Enhanced Spruce the Bruce Regional Community Development Program Owner: Planning and Development | Implementing of the new regionally focused Community Development Program - Spruce the Bruce. The new enhanced program provides incentives in community hubs and for industry specific priority areas. | Existing Staff Resources | Community Transformations / Destination Development in key areas of focus per Municipality. | Council Priority |

2022 Bruce County Business Plan

| 2022 Major Initiatives (Capital) | Project Description | Estimated Budget Cost (year) | Outcome | Program Budget Pressure Category |
|-------------------------------------|---------------------|------------------------------------|---------|-------------------------------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

2022 Bruce County Business Plan

Key Performance Indicators Index:

| Key Performance Indicators | Description |
|--|---|
| New Applications, Peninsula | Number of applications initiated where subject lands are in one of the Peninsula Hub municipalities |
| New Applications, Lakeshore | Number of applications initiated where subject lands are in one of the Lakeshore Hub municipalities |
| New Applications, Interior | Number of applications initiated where subject lands are in one of the Inland Hub municipalities |
| Total Applications, Land Use Division | Total Number of applications initiated |
| Total Inquiries, Land Use Division | Total Number of inquiries related to development applications or development process |
| New Lots or Units | Certified Consents (excluding lot additions and easements), or Lots or Units in Final Approved Plans of Subdivision or Condominium, or Part Lot Control Exemptions, or Approved Condo Exemptions. |
| Estimated Population Growth via planning process | Number of certified or registered lots/units x 2.4 persons per unit (excluding severances for surplus farm residences) |
| Estimated Job Growth via planning process | New industrial or commercial floor space created times estimated floor space per worker; and/or taken from planning reports if job growth supplied by applicant |
| Commercial Assessment Growth | Growth of Assessment in Commercial lands |
| Business Consultations | Number of individuals supported to start or grow a business via a one on one business advice consultation 30 minutes or more in length |
| Business Starts via Client Support | Businesses started via client connections |
| Jobs Created via Businesses Supported | Jobs created by clients / business working with the Business to Bruce team. |
| Business Outreach | Number of connections made via education / events (community partners such as municipalities, chambers, BIA's, high schools, economic development associations) |
| STB Grants Total / Leverage \$ | Total number of grants awarded / Total dollars leveraged as investment in community |
| Explore the Bruce - www.explorethebruce.com | Audience specific - Tourists - Number of website views |

2022 Bruce County Business Plan

| Key Performance Indicators | Description |
|---|---|
| Business to Bruce - www.businessstobruce.com | Audience specific - Entrepreneurs - Number of website views |
| Live in Bruce - www.brucecounty.on.ca/living | Audience specific - Residents - Number of page views |
| Jobs in Bruce - www.jobsinbruce.ca | Audience Specific - Workforce - Number of website views |
| Marketing - Website - All Sites | Number of website views / total page views |
| Social Media Engagement | Social media followers / likes - total following |



Major Initiatives and Department Focus

Planning and Development - For the Planning and Development Department, 2021 saw staff continue to adapt service delivery to meet the needs of the public and businesses in combination with the realities of the pandemic.

While development application volumes have been increasing in recent years, 2021 saw a record number requiring some external resources and continued staff redeployment. Despite this reality and the need for continuation of support for businesses impacted by Covid, the department worked collectively to advance key strategic priorities.

As a result, the department looks forward to advancing Council's Major Initiatives in 2022 with top priorities being the completion of the County Official Plan and implementing Year 1 of the new Find Yourself in Bruce Economic Development Strategic Plan.

Land Use Planning- Major Initiatives

The two major initiatives highlighted for Land Use Planning for 2022 are to complete the new Bruce County Official Plan and initiate a new 5 year Land Use Planning Strategic Plan to begin implementation in 2023.

Bruce County Official Plan

In 2021 we completed several of the PLAN the BRUCE: Discussion Papers to support the New County Official Plan, as well as an action-oriented amendment arising from the homes project.

We awarded the RFP for the new Official Plan work to WSP.

Funding of \$130,000 for the OP project that was budgeted in each of 2020 and 2021 will carryover. A 2022 budgeted amount of \$25,000 will support further action-oriented amendments. Council Adoption of the Draft New Official Plan is planned for the third quarter of 2022.

Land Use Planning Strategic Plan

A 5-Year Strategic Plan (2022-2026) for the Land Use Planning Division will be developed to set out: where we are; where we are going; and how we are going to get there. This work will be informed by and/or implement: (1) the Role and Structure Review completed in 2020; (2) Local Memorandum of Understanding Updates and results of delegating lot creation responsibilities to certain local Councils; (3) the Application Fee Review; and (4) the Official Plan Best Practices and Service Delivery Review. The findings of this work will be presented for Council consideration to form the basis for the Strategic Plan. Work on this plan will commence when the Official Plan work is completed, and will conclude in early 2023. This is planned as an in-house project using existing staff resources and budget.

Economic Development - Major Initiatives

2021 was a year of reflection and review for the Economic Development division. While a continued priority was to support businesses impacted and adjusting to the new realities imposed by the pandemic, it was also a time to review programs and ensure the County's economic development division transitioned to new economic realities as a way to ensure economic growth for the County. This resulted in a review of the Business to Bruce Program, the development of a new Economic Development Strategic Plan and a full program review of Spruce the Bruce in conjunction with the Plan the Bruce Communities project.

The two Major initiatives highlighted for Economic Development in 2022 are the implementation of Year 1 of the new "Find Yourself in Bruce" Strategic Plan and the implementation of the new enhanced, regionally-focused Spruce the Bruce Community Development program.

Economic Development Strategic Plan

Implementation of year 1 of the new 5-year plan for Economic Development Strategic Plan. 2021 saw the creation of a new plan to form the support activity to support economic growth in Bruce County. Year 1 will advance a focus on priorities that advance business development and diversification of key sectors, workforce enhancements and stability and balanced community transformation. Year 1 action items in the Strategic Plan will be advanced throughout the year. This is planned as an in-house project using existing staff resources and budget.

Enhanced Spruce the Bruce Regional Community Development Program

Implementing of the new regionally focused Community Development Program – Spruce the Bruce. The new enhanced program provides incentives in community hubs and for industry specific priority areas. This is planned as an in-house project using existing staff resources.



County of Bruce
Planning & Development
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,236,502 | 2,656,952 | (5,173) | 0 | 95,452 | 0 | 0 | 102,911 | 0 | 0 | 0 | 2,850,142 | 193,190 |
| Staff Related Costs | 27,954 | 73,060 | (10,425) | 0 | 4,249 | 0 | 0 | 1,000 | 0 | 0 | 0 | 67,884 | (5,176) |
| Contract Services | 665,736 | 799,769 | 1,500 | (25,000) | (424,119) | 0 | 0 | 0 | 0 | 0 | 0 | 352,150 | (447,619) |
| Material | 550,312 | 964,053 | (19,938) | 0 | (445,144) | 0 | 0 | 880 | 0 | (800) | 0 | 499,051 | (465,002) |
| Transfers, Grants & Financial Charge | 1,467,599 | 1,003,687 | 0 | 0 | (395,323) | 0 | 0 | 0 | 0 | 0 | 0 | 608,364 | (395,323) |
| Transfer to Reserves | 350,420 | 0 | 0 | 0 | 112,749 | 0 | 0 | 0 | 0 | 0 | 0 | 112,749 | 112,749 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 119,442 | 123,280 | 0 | 0 | (2,661) | 0 | 0 | 0 | 0 | 0 | 0 | 120,619 | (2,661) |
| Other Internal Costs | 289,534 | 300,144 | 0 | 0 | 33,990 | 0 | 0 | 0 | 0 | 0 | 0 | 334,134 | 33,990 |
| Total Expenditures | 5,707,499 | 5,920,945 | (34,036) | (25,000) | (1,020,807) | 0 | 0 | 104,791 | 0 | (800) | 0 | 4,945,093 | (975,852) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (0.4%) | (17.2%) | 0.0% | 0.0% | 1.8% | 0.0% | 0.0% | 0.0% | (16.5%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 329,538 | 78,052 | 0 | 0 | (78,052) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (78,052) |
| Provincial | 386,667 | 336,873 | 0 | (25,000) | (111,743) | 0 | 0 | 0 | 0 | 0 | 0 | 200,130 | (136,743) |
| Municipal | 90,273 | 8,815 | 0 | 0 | (8,815) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (8,815) |
| Transfers from Reserves | 280,952 | 910,731 | 0 | 0 | (910,731) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (910,731) |
| Fees and Services | 248,546 | 258,000 | 0 | 0 | 324,200 | 0 | 0 | 96,800 | 0 | 0 | 0 | 679,000 | 421,000 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 831,952 | 390,637 | 0 | 0 | (390,637) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (390,637) |
| Total Revenue | 2,167,928 | 1,983,108 | 0 | (25,000) | (1,175,778) | 0 | 0 | 96,800 | 0 | 0 | 0 | 879,130 | (1,103,978) |
| Net Requirement | 3,539,571 | 3,937,837 | (34,036) | 0 | 154,971 | 0 | 0 | 7,991 | 0 | (800) | 0 | 4,065,963 | 128,126 |
| Percent of Prior Year Budget | | 100.0% | (0.9%) | 0.0% | 3.9% | 0.0% | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% | 3.3% | |
| Full Time Equivalents (FTE's) | 0.00 | 24.28 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 25.28 | 1.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 4.1% | 0.0% | 0.0% | 0.0% | 4.1% | (95.9%) |



Operating Budget Highlights

Adjustments to Base

- Reduce advertising budget by ~30% (\$14,600) as engagement for the Official Plan Review will be less extensive than for the Plan the Bruce background projects
- Reduce department postage budget by ~50% (\$7,990) to reflect transfer of metered postage to Corporate Services Dept; retain balance for stamps and courier services.
- Reduced Travel budget by \$3,000 to recognize availability and increased use of fleet vehicles
- Increase (\$1,500) relates to moving computer software from capital to operating
- 17% (\$1,000) reduction to department office equipment maintenance to reflect printing costs trending lower with new service agreement

Maintain Services

- \$324,700 increase in application revenues associated with fee increases implemented May 2021 for cost recovery
- Operating transfer from reserves of \$263,737 removed and offset by reduction in expenses outlined below
- Staffing costs \$31,590 include a small decrease (\$2,222) resulting from new staff at lower grid placement.
 - -7% of this increase is related to salary/wages.
 - 17% is related to the increase in workers compensation.
 - 90% is related to mandatory and non-mandatory benefits.
- There was an increase of \$20,467 to Inter- department Program Support
- There was a decrease of \$1,331 for Inter- department Facilities Allocation
- Over \$112,000 in reductions relate to specific projects (growth management, agriculture, natural legacy, and cityworks) moving to completion within existing project budgets

- \$235,000 reduction in County OP Updates budget as previously approved 2020 and 2021 carryovers are sufficient to fund the project.
- 1.75% increase to cover inflation on other line items not noted above

Growth

- \$102,911 is budgeted for an additional Planner position to support increased volume of Planning Applications and planning project demands, with corresponding increases in memberships (\$880) and training (\$1,000)
- \$96,800 of role funded through increased application volume; balance of the role supports other services (inquiries) and projects.

Service Initiatives/Savings

- 40% reduction (\$800) in periodicals and subscriptions reflecting increasing use of online resources at lower cost.



County of Bruce
Land Use Planning
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,384,722 | 1,601,820 | (5,173) | 0 | 31,590 | 0 | 0 | 102,911 | 0 | 0 | 0 | 1,731,148 | 129,328 |
| Staff Related Costs | 10,430 | 35,410 | (3,000) | 0 | 3,496 | 0 | 0 | 1,000 | 0 | 0 | 0 | 36,906 | 1,496 |
| Contract Services | 321,881 | 302,237 | 1,500 | 0 | (108,387) | 0 | 0 | 0 | 0 | 0 | 0 | 195,350 | (106,887) |
| Material | (19,065) | 277,663 | (19,938) | 0 | (235,224) | 0 | 0 | 880 | 0 | (800) | 0 | 22,581 | (255,082) |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 139,591 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 55,471 | 57,390 | 0 | 0 | (1,331) | 0 | 0 | 0 | 0 | 0 | 0 | 56,059 | (1,331) |
| Other Internal Costs | 146,847 | 180,729 | 0 | 0 | 20,467 | 0 | 0 | 0 | 0 | 0 | 0 | 201,196 | 20,467 |
| Total Expenditures | 2,039,877 | 2,455,249 | (26,611) | 0 | (289,389) | 0 | 0 | 104,791 | 0 | (800) | 0 | 2,243,240 | (212,009) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | 0.0% | (11.8%) | 0.0% | 0.0% | 4.3% | 0.0% | 0.0% | 0.0% | (8.6%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 3,920 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 112,398 | 263,737 | 0 | 0 | (263,737) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (263,737) |
| Fees and Services | 248,370 | 257,500 | 0 | 0 | 324,700 | 0 | 0 | 96,800 | 0 | 0 | 0 | 679,000 | 421,500 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 364,688 | 521,237 | 0 | 0 | 60,963 | 0 | 0 | 96,800 | 0 | 0 | 0 | 679,000 | 157,763 |
| Net Requirement | 1,675,189 | 1,934,012 | (26,611) | 0 | (350,352) | 0 | 0 | 7,991 | 0 | (800) | 0 | 1,564,240 | (369,772) |
| Percent of Prior Year Budget | | 100.0% | (1.4%) | 0.0% | (18.1%) | 0.0% | 0.0% | 0.4% | 0.0% | 0.0% | 0.0% | (19.1%) | |
| Full Time Equivalents (FTE's) | 0.00 | 14.62 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 15.62 | 1.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 6.8% | 0.0% | 0.0% | 0.0% | 6.8% | (93.2%) |



| Operating Budget Highlights | |
|---|--|
| <div>Adjustments to Base</div> <div><ul style="list-style-type: none">There was a decrease to travel of (\$7,425) related to the Tundra buy-out by Corporate Services.</div> <div>Maintain Services</div> <div><ul style="list-style-type: none">There was a total net increase of \$17,075The \$63,862 increase in salary/benefits relates to the increase in staff wages and benefits mainly due to cost of living and/or step increases.<ul style="list-style-type: none">53% of this increase is related to salary/wages.7% is related to the increase in workers compensation.40% is related to mandatory and non-mandatory benefits.There was an overall inflation increase of 1.75% to all expense lines with the exception of a 2% increase to advertising due to the industry average in that category.There was an increase of \$13,523 to Interdepartment Program SupportThere was a decrease of \$(1,330) to Interdepment Facilities AllocationThere was an increase to the nuclear program of 1,200 in anticipation of growing the partnership for regional economic development in cooperation with the NII.There was an impact of a \$479,623 increase for Support the Bruce Business sustainability Loan and payback to the working capital reserve.</div> <div>One Time Items</div> <div><ul style="list-style-type: none"></div> <div>Provincially Legislated</div> <div><ul style="list-style-type: none"></div> | <div>Growth</div> <div><ul style="list-style-type: none"></div> <div>Council Priorities</div> <div><ul style="list-style-type: none"></div> <div>Service Initiatives/Savings</div> <div><ul style="list-style-type: none"></div> <div>Operating Impact of Capital Projects</div> <div><ul style="list-style-type: none"></div> |



County of Bruce
Economic Development
Operating Budget Analysis Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2021 Adj to Base Budget | 2021 One Time Reversal | 2022 Maintain Services | 2022 One Time Items | 2022 Provincially Legislated | 2022 Growth | 2022 Council Priorities | 2022 Service Initiatives/ Savings | 2022 Oper. Impact of Capital | 2022 Budget | \$ Change over 2021 Budget |
|--------------------------------------|------------------|------------------|-------------------------------|------------------------------|------------------------------|---------------------------|------------------------------------|----------------|-------------------------------|---|------------------------------------|------------------|----------------------------------|
| Expenditures by Type | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 851,780 | 1,055,132 | 0 | 0 | 63,862 | 0 | 0 | 0 | 0 | 0 | 0 | 1,118,994 | 63,862 |
| Staff Related Costs | 17,524 | 37,650 | (7,425) | 0 | 753 | 0 | 0 | 0 | 0 | 0 | 0 | 30,978 | (6,672) |
| Contract Services | 343,855 | 497,532 | 0 | (25,000) | (315,732) | 0 | 0 | 0 | 0 | 0 | 0 | 156,800 | (340,732) |
| Material | 569,377 | 686,390 | 0 | 0 | (209,920) | 0 | 0 | 0 | 0 | 0 | 0 | 476,470 | (209,920) |
| Transfers, Grants & Financial Charge | 1,467,599 | 1,003,687 | 0 | 0 | (395,323) | 0 | 0 | 0 | 0 | 0 | 0 | 608,364 | (395,323) |
| Transfer to Reserves | 210,829 | 0 | 0 | 0 | 112,749 | 0 | 0 | 0 | 0 | 0 | 0 | 112,749 | 112,749 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 63,971 | 65,890 | 0 | 0 | (1,330) | 0 | 0 | 0 | 0 | 0 | 0 | 64,560 | (1,330) |
| Other Internal Costs | 142,687 | 119,415 | 0 | 0 | 13,523 | 0 | 0 | 0 | 0 | 0 | 0 | 132,938 | 13,523 |
| Total Expenditures | 3,667,622 | 3,465,696 | (7,425) | (25,000) | (731,418) | 0 | 0 | 0 | 0 | 0 | 0 | 2,701,853 | (763,843) |
| Percent of Expenditure Budget | | 100.0% | 100.0% | (0.7%) | (21.1%) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (22.0%) | |
| Revenues by Type | | | | | | | | | | | | | |
| Federal | 325,618 | 78,052 | 0 | 0 | (78,052) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (78,052) |
| Provincial | 386,667 | 336,873 | 0 | (25,000) | (111,743) | 0 | 0 | 0 | 0 | 0 | 0 | 200,130 | (136,743) |
| Municipal | 90,273 | 8,815 | 0 | 0 | (8,815) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (8,815) |
| Transfers from Reserves | 168,554 | 646,994 | 0 | 0 | (646,994) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (646,994) |
| Fees and Services | 176 | 500 | 0 | 0 | (500) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (500) |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 831,952 | 390,637 | 0 | 0 | (390,637) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (390,637) |
| Total Revenue | 1,803,240 | 1,461,871 | 0 | (25,000) | (1,236,741) | 0 | 0 | 0 | 0 | 0 | 0 | 200,130 | (1,261,741) |
| Net Requirement | 1,864,382 | 2,003,825 | (7,425) | 0 | 505,323 | 0 | 0 | 0 | 0 | 0 | 0 | 2,501,723 | 497,898 |
| Percent of Prior Year Budget | | 100.0% | (0.4%) | 0.0% | 25.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 24.8% | |
| Full Time Equivalents (FTE's) | 0.00 | 9.66 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.66 | 0.00 |
| Percent of Prior Year FTE's | | 100.0% | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | (100.0%) |



County of Bruce
Planning & Development
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,574,828 | 2,236,502 | 2,656,952 | 2,850,142 | 193,190 | 2,902,932 | 2,963,626 | 3,025,877 | 3,089,736 |
| Staff Related Costs | 73,060 | 27,954 | 73,060 | 67,884 | (5,176) | 68,982 | 70,102 | 71,245 | 71,715 |
| Contract Services | 972,519 | 665,736 | 799,769 | 352,150 | (447,619) | 357,693 | 363,347 | 384,112 | 384,346 |
| Material | 854,724 | 550,312 | 964,053 | 499,051 | (465,002) | 514,462 | 517,394 | 526,841 | 374,335 |
| Transfers, Grants & Financial Charge | 1,812,100 | 1,467,599 | 1,003,687 | 608,364 | (395,323) | 609,731 | 611,125 | 519,575 | 195,231 |
| Transfer to Reserves | 0 | 350,420 | 0 | 112,749 | 112,749 | 115,281 | 230,563 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 119,442 | 119,442 | 123,280 | 120,619 | (2,661) | 126,927 | 130,311 | 131,792 | 124,828 |
| Other Internal Costs | 289,534 | 289,534 | 300,144 | 334,134 | 33,990 | 359,453 | 362,973 | 366,715 | 383,709 |
| Total Expenditures | 6,696,207 | 5,707,499 | 5,920,945 | 4,945,093 | (975,852) | 5,055,461 | 5,249,441 | 5,026,157 | 4,623,900 |
| Percent of Expenditure Budget | | | | (16.5%) | | 2.2% | 3.8% | (4.3%) | (8.0%) |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 148,750 | 329,538 | 78,052 | 0 | (78,052) | 0 | 0 | 0 | 0 |
| Provincial | 421,873 | 386,667 | 336,873 | 200,130 | (136,743) | 203,963 | 207,872 | 211,859 | 0 |
| Municipal | 8,815 | 90,273 | 8,815 | 0 | (8,815) | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 533,493 | 280,952 | 910,731 | 0 | (910,731) | 0 | 0 | 15,000 | 0 |
| Fees and Services | 258,000 | 248,546 | 258,000 | 679,000 | 421,000 | 672,570 | 684,339 | 715,276 | 727,794 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,483,905 | 831,952 | 390,637 | 0 | (390,637) | 0 | 0 | 0 | 0 |
| Total Revenue | 2,854,836 | 2,167,928 | 1,983,108 | 879,130 | (1,103,978) | 876,533 | 892,211 | 942,135 | 727,794 |
| | | | | | | | | | |
| Net Requirement | 3,841,371 | 3,539,571 | 3,937,837 | 4,065,963 | 128,126 | 4,178,928 | 4,357,230 | 4,084,022 | 3,896,106 |
| Percent of Prior Year Budget | | | | 3.3% | | 2.8% | 4.3% | (6.3%) | (4.6%) |
| Full Time Equivalentents (FTEs) | 24.28 | 0.00 | 24.28 | 25.28 | 1.00 | 25.28 | 25.28 | 25.28 | 25.28 |
| Percent of Prior Year FTE | | | | 4.1% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Land Use Planning
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,565,319 | 1,384,722 | 1,601,820 | 1,731,148 | 129,328 | 1,781,047 | 1,818,529 | 1,856,983 | 1,896,440 |
| Staff Related Costs | 35,410 | 10,430 | 35,410 | 36,906 | 1,496 | 37,644 | 38,397 | 39,165 | 39,935 |
| Contract Services | 435,149 | 321,881 | 302,237 | 195,350 | (106,887) | 199,057 | 202,839 | 206,695 | 280,744 |
| Material | 117,663 | (19,065) | 277,663 | 22,581 | (255,082) | 25,698 | 22,484 | 22,433 | 22,813 |
| Transfers, Grants & Financial Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 139,591 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 55,471 | 55,471 | 57,390 | 56,059 | (1,331) | 59,213 | 60,905 | 61,646 | 62,414 |
| Other Internal Costs | 146,847 | 146,847 | 180,729 | 201,196 | 20,467 | 216,442 | 218,561 | 220,814 | 231,047 |
| Total Expenditures | 2,355,859 | 2,039,877 | 2,455,249 | 2,243,240 | (212,009) | 2,319,101 | 2,361,715 | 2,407,736 | 2,533,393 |
| Percent of Expenditure Budget | | | | (8.6%) | | 3.4% | 1.8% | 1.9% | 5.2% |
| | | | | | | | | | |
| Revenues by Type | | | | | | | | | |
| Federal | 0 | 3,920 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 236,543 | 112,398 | 263,737 | 0 | (263,737) | 0 | 0 | 0 | 0 |
| Fees and Services | 257,500 | 248,370 | 257,500 | 679,000 | 421,500 | 672,570 | 684,339 | 715,276 | 727,794 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 494,043 | 364,688 | 521,237 | 679,000 | 157,763 | 672,570 | 684,339 | 715,276 | 727,794 |
| | | | | | | | | | |
| Net Requirement | 1,861,816 | 1,675,189 | 1,934,012 | 1,564,240 | (369,772) | 1,646,531 | 1,677,376 | 1,692,460 | 1,805,599 |
| Percent of Prior Year Budget | | | | (19.1%) | | 5.3% | 1.9% | 0.9% | 6.7% |
| Full Time Equivalentents (FTEs) | 12.62 | 0.00 | 14.62 | 15.62 | 1.00 | 15.62 | 15.62 | 15.62 | 15.62 |
| Percent of Prior Year FTE | | | | 6.8% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Economic Development
Operating Budget Summary Report
03.1 1st Council Review

| | 2020 Budget | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,009,509 | 851,780 | 1,055,132 | 1,118,994 | 63,862 | 1,121,885 | 1,145,097 | 1,168,894 | 1,193,296 |
| Staff Related Costs | 37,650 | 17,524 | 37,650 | 30,978 | (6,672) | 31,338 | 31,705 | 32,080 | 31,780 |
| Contract Services | 537,370 | 343,855 | 497,532 | 156,800 | (340,732) | 158,636 | 160,508 | 177,417 | 103,602 |
| Material | 737,061 | 569,377 | 686,390 | 476,470 | (209,920) | 488,764 | 494,910 | 504,408 | 351,522 |
| Transfers, Grants & Financial Charge | 1,812,100 | 1,467,599 | 1,003,687 | 608,364 | (395,323) | 609,731 | 611,125 | 519,575 | 195,231 |
| Transfer to Reserves | 0 | 210,829 | 0 | 112,749 | 112,749 | 115,281 | 230,563 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Costs | 63,971 | 63,971 | 65,890 | 64,560 | (1,330) | 67,714 | 69,406 | 70,146 | 62,414 |
| Other Internal Costs | 142,687 | 142,687 | 119,415 | 132,938 | 13,523 | 143,011 | 144,412 | 145,901 | 152,662 |
| Total Expenditures | 4,340,348 | 3,667,622 | 3,465,696 | 2,701,853 | (763,843) | 2,736,360 | 2,887,726 | 2,618,421 | 2,090,507 |
| Percent of Expenditure Budget | | | | (22.0%) | | 1.3% | 5.5% | (9.3%) | (20.2%) |
| Revenues by Type | | | | | | | | | |
| Federal | 148,750 | 325,618 | 78,052 | 0 | (78,052) | 0 | 0 | 0 | 0 |
| Provincial | 421,873 | 386,667 | 336,873 | 200,130 | (136,743) | 203,963 | 207,872 | 211,859 | 0 |
| Municipal | 8,815 | 90,273 | 8,815 | 0 | (8,815) | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 296,950 | 168,554 | 646,994 | 0 | (646,994) | 0 | 0 | 15,000 | 0 |
| Fees and Services | 500 | 176 | 500 | 0 | (500) | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 1,483,905 | 831,952 | 390,637 | 0 | (390,637) | 0 | 0 | 0 | 0 |
| Total Revenue | 2,360,793 | 1,803,240 | 1,461,871 | 200,130 | (1,261,741) | 203,963 | 207,872 | 226,859 | 0 |
| Net Requirement | 1,979,555 | 1,864,382 | 2,003,825 | 2,501,723 | 497,898 | 2,532,397 | 2,679,854 | 2,391,562 | 2,090,507 |
| Percent of Prior Year Budget | | | | 24.8% | | 1.2% | 5.8% | (10.8%) | (12.6%) |
| Full Time Equivalent (FTEs) | 11.66 | 0.00 | 9.66 | 9.66 | 0.00 | 9.66 | 9.66 | 9.66 | 9.66 |
| Percent of Prior Year FTE | | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Planning & Development
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|-----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 8,200 | 1,700 | (6,500) | 0 | 0 | 1,804 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,298 | 5,000 | 5,100 | 100 | 5,202 | 5,306 | 5,412 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,298 | 13,200 | 6,800 | (6,400) | 5,202 | 5,306 | 7,216 | 0 |
| Transfer to Reserves | 10,500 | 10,500 | 10,710 | 210 | 10,924 | 11,142 | 11,365 | 0 |
| Total Expenditure | 11,798 | 23,700 | 17,510 | (6,190) | 16,126 | 16,448 | 18,581 | 0 |
| % of Prior Expenditure | | | (26.1%) | | (7.9%) | 2.0% | 13.0% | (100.0%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 6,700 | 0 | (6,700) | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 6,700 | 0 | (6,700) | 0 | 0 | 0 | 0 |
| Net Requirement | 11,798 | 17,000 | 17,510 | 510 | 16,126 | 16,448 | 18,581 | 0 |
| % of Prior Net Requirement | | | 3.0% | | (7.9%) | 2.0% | 13.0% | (100.0%) |



County of Bruce
Land Use Planning
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|-----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 8,200 | 1,700 | (6,500) | 0 | 0 | 1,804 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 1,298 | 5,000 | 5,100 | 100 | 5,202 | 5,306 | 5,412 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 1,298 | 13,200 | 6,800 | (6,400) | 5,202 | 5,306 | 7,216 | 0 |
| Transfer to Reserves | 10,500 | 10,500 | 10,710 | 210 | 10,924 | 11,142 | 11,365 | 0 |
| Total Expenditure | 11,798 | 23,700 | 17,510 | (6,190) | 16,126 | 16,448 | 18,581 | 0 |
| % of Prior Expenditure | | | (26.1%) | | (7.9%) | 2.0% | 13.0% | (100.0%) |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 6,700 | 0 | (6,700) | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 6,700 | 0 | (6,700) | 0 | 0 | 0 | 0 |
| Net Requirement | 11,798 | 17,000 | 17,510 | 510 | 16,126 | 16,448 | 18,581 | 0 |
| % of Prior Net Requirement | | | 3.0% | | (7.9%) | 2.0% | 13.0% | (100.0%) |



County of Bruce
Economic Development
Capital Budget Summary Report
03.1 1st Council Review

| | 2020 Actual | 2021 Budget | 2022 Budget | \$ Change over 2021 Budget | 2023 Budget | 2024 Budget | 2025 Budget | 2026 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------------------------|----------------|----------------|----------------|----------------|
| Expenditures by Type | | | | | | | | |
| Land | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology & Communications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles & Machinery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Furniture & Fixtures | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Structure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Elements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Exterior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Interior Components | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Site Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Mechanical & Electr. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Fire & Life Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building - Elevator | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bridges & Culverts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Paved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads Unpaved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signals & Signs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trails Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Expenditure | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |
| Revenues by Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % of Prior Net Requirement | | | 0.0% | | 0.0% | 0.0% | 0.0% | 0.0% |



County of Bruce
Planning & Economic Development
Capital Project Listing - Current Budget Year
03.1 1st Council Review

| | Capital Project Expense | Capital Project Revenue | Capital Project Levy Requirement | Operating Impact Cost |
|---|----------------------------|----------------------------|-------------------------------------|--------------------------|
| PD Planning & Economic Development | | | | |
| Capital Projects | | | | |
| PD-2021-001 Computer Pool | 1,700 | 0 | 1,700 | 0 |
| PD-2021-004 Furniture & Fixtures - Office Furniture | 5,100 | 0 | 5,100 | 0 |
| PD-2021-R01 Transfer to Capital Reserves IT | 10,710 | 0 | 10,710 | 0 |
| Net Cost of Capital Projects | 17,510 | 0 | 17,510 | 0 |
| Total Planning & Economic Development | 17,510 | | 17,510 | |



County of Bruce
Planning & Economic Development
Capital Project Listing -Future Years Detail
03.1 1st Council Review

| | Capital Expense 2022 | Capital Revenue 2022 | Capital Levy Req 2022 | Capital Expense 2023 | Capital Revenue 2023 | Capital Levy Req 2023 | Capital Expense 2024 | Capital Revenue 2024 | Capital Levy Req 2024 | Capital Expense 2025 | Capital Revenue 2025 | Capital Levy Req 2025 | Capital Expense 2026 | Capital Revenue 2026 | Capital Levy Req 2026 |
|---|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| PD Planning & Economic Development | | | | | | | | | | | | | | | |
| Capital Projects | | | | | | | | | | | | | | | |
| PD-2021-001 Computer Pool | 1,700 | 0 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 1,804 | 0 | 1,804 | 0 | 0 | 0 |
| PD-2021-004 Furniture & Fixtures - Office Furniture | 5,100 | 0 | 5,100 | 5,202 | 0 | 5,202 | 5,306 | 0 | 5,306 | 5,412 | 0 | 5,412 | 0 | 0 | 0 |
| PD-2021-R01 Transfer to Capital Reserves IT | 10,710 | 0 | 10,710 | 10,924 | 0 | 10,924 | 11,142 | 0 | 11,142 | 11,365 | 0 | 11,365 | 0 | 0 | 0 |
| Net Cost of Capital Projects | 17,510 | 0 | 17,510 | 16,126 | 0 | 16,126 | 16,448 | 0 | 16,448 | 18,581 | 0 | 18,581 | 0 | 0 | 0 |
| Total Planning & Economic Development | 17,510 | | 17,510 | 16,126 | | 16,126 | 16,448 | | 16,448 | 18,581 | | 18,581 | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest / Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|-----------------------------------|----------------|--------------|-------------------------|---|--|---------------|--|---|
| | | | | Information and Technology Capital Reserve Funds | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |
| \$ 18,368.88 | | | | Computer Software | \$ 18,368.88 | 801-1154-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of software. New software or enhanced modules to existing software. |
| \$ 13,972.37 | | \$ 10,710.00 | | Computer Hardware | \$ 24,682.37 | 801-1154-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Acquisition of desktop computers, laptops, and printers. |
| \$ - | | | | Network Infrastructure | \$ - | 801-1154-ITCP | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to enhance network infrastructure. |
| \$ 5,516.67 | | | | WEB SITE ICCI | \$ 5,516.67 | 801-1152-ICCI | Transfer of funds received from Province to host web site. | Used to fund annual cost associated with hosting web site ICCI. |
| | | | | Equipment Replacement | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |
| | | | | Facility Reserves | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |
| | | | | Vehicle and Machine Replacement | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |
| | | | | Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture) | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |
| \$ 11,466.74 | | | | Office Furniture | \$ 11,466.74 | 801-1152-FURN | Annual Operating budget contributions. Year End unspent capital earmarked for this purpose | Used to fund new capital purchases or replacement of Office Furniture |
| | | | | Designated Project or Special Purpose Reserves | | | | |
| Planning and Economic Development | | | | Planning and Economic Development | | | | |

| 2021 closing balance | Transfers From | Transfers To | Interest / Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|-------------------------|--|--|---------------|---|---|
| \$ 8,228.71 | | | | Official Plan Updates and Site Guidelines | \$ 8,228.71 | 801-1152-PROJ | Year End entry for surplus in the Official Plan Operating account | Fund future initiatives related to updating & maintaining the County's Official Plan |
| 4,846.06 | | | | Planning Legal | \$ 4,846.06 | 801-1152-PROJ | Year end entry for surplus in Planning legal Acct | utilized to fund legal appeals related to County Official Plan or Land Use Planning Act applications where Committee deem relevant |
| \$ 3,105.15 | | | | GPS | \$ 3,105.15 | 801-1152-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | Funds for GPS Project |
| \$ 1,406.36 | | | | Growth mgmt study/community Dev/Bus to Bruce | \$ 1,406.36 | 801-1152-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | funds for growth mgmt study 95,90.72+ Community dev 114,329- Bus to Bruce 22,000 in 2020 |
| \$ 5,465.26 | | | | Water Resource Grants - Economic Development | \$ 5,465.26 | 831-1110-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | Funds utilized to fund future years water resource grants. |
| \$ 12,563.33 | | | | Branding | \$ 12,563.33 | 831-1110-PROJ | Year end transfer of unspent project funds for branding project and product development -reassigned to offset branding in 2015 budget | Funds committed to Corporate Branding Project |
| \$ 7,699.40 | | | | Rural Ecomonic Development Program | \$ 7,699.40 | 831-1110-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | Funds committed to fund Rural Economic Develop Program subsidized by the Province. For the purpose of regional marketing, promotion and/or branding activities and Economic |
| \$ 548.68 | | | | Lear Project | \$ 548.68 | 831-1110-PROJ | Year End entry for project remaining committed funds earmarked for this purpose | Funds committed to fund LEAR project |

| 2021 closing balance | Transfers From | Transfers To | Interest / Reallocation | Reserve Name | Reserve Balance 2022 Budget revised | | Typical Source of Funding | Typical Uses of Funding |
|----------------------|----------------|--------------|-------------------------|--------------|-------------------------------------|---------------|---|--|
| \$ 725.63 | | | | RED Program | \$ 725.63 | 831-1110-PROJ | yearend unspent funds for this project | Unspent county contribution for Provincial multi year RED program |
| \$ 11,140.97 | | | | Signage | \$ 11,140.97 | 831-1110-PROJ | Year End unspent Capital funds earmarked for this purpose | Funds utilized for Bruce County signage project related to economic development. |

\$ 105,054.21 \$0.00 \$ 10,710.00 \$ -

\$ 115,764.21