

2023 Proposed Operating Budget

Plus 2024-2027 Forecasted Budget

2023-01-19

Strengthen the Foundation of our Core Services

CAO'S OPENING MESSAGE

Agenda - Order of Presentations

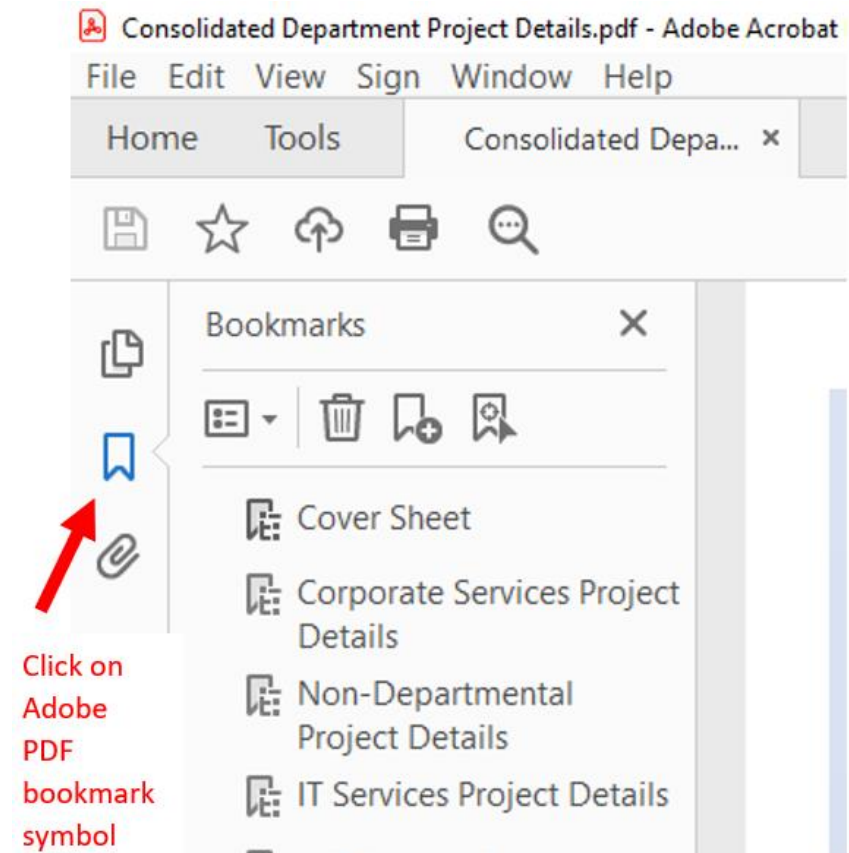
- Budget Introduction
- CAO's Office
- Corporate Services
- Non-Departmental
- Information Technology Services
- Human Resources
- Paramedic Services
- Transportation and Environmental Services
- Human Services
- Long Term Care & Senior Services
- Museum
- Library
- Planning & Development
- Employment Services
- Operating Budget Summary

2023-2027 Operating Budget Documents

- **Budget PowerPoint presentation - PDF document**
- **Budget Reference - PDF document**
 - Organized in same order as the presentations
 - Click on the PDF bookmarks to easily find the different departments

Budget Reference - Accessing PDF Bookmarks

- PDF bookmarks only visible when using PDF reader.
- Not visible when using internet browser to read PDF.
- Save the Budget Reference document to your computer and open with a PDF reader and not internet browser.



Proposed 2023 Budget Schedule

- January 12th - Pre-budget Presentation
- **January 19th - Budget Presentation**
- February 2nd - Budget Discussion
- February 16th
 - Review and recommendation for approval of Budget by the Corporate Services Committee and Annual Business Plans by the Executive Committee
- March 2nd
 - Adoption of 2023 Budget by County Council
 - Adoption of County Levy

2023-2027 Operating Budget

- 5 years of Operating and Capital Budget numbers
- Approving 2023 Budget only
 - Future numbers are forecast only and can be amended in future budget discussions
- The forecasted years allow for better budget planning
 - 2021 Budget and Actual
 - 2022 Budget and Year to Date Actuals as of June 30, 2022
 - 2023 Budget for Approval
 - 2024-2027 Forecast

2023 Operating Budget Focus and Principles

- Prepare 5-year budget
 - Future years forecast to permit more predictable budgeting
- Maintain current service levels
 - Add new services or increase existing services approved by Council
- Addition of new staff positions, where required
- Use reserves, where available
- Examine areas to find efficiencies
- Effort to flatten the long-term levy increases
- 1% levy increase is \$564,943

Items not Included in 2023-2027 Budget and Forecast

- **Agency Staffing Costs in Long Term Care**
 - 2022 costs partially offset with funding. 2023 funding unknown.
- **County-wide Transit**
 - Capital Setup and Ongoing Operating Costs
- **Hospital Funding Reserve / Funding requests from local hospitals**
- **Asset Management Plan increase** does not include adjustments for inflation
- **Museum expansion**
 - 2018 Council Resolution to put \$400,000/year deferred to 2024
 - Build start year and cost unknown

Interdepartmental Overhead Allocations

- In 2019 the County implemented the allocation of Program Support and Facilities costs to the Service Departments to better reflect the true costs of the services provided.
- The allocation method provides a consistent, fair and efficient method for distributing costs to service departments on an annual basis.
- The allocated costs include:
 - Corporate Services
 - Human Resources
 - Information Technology
 - Administration Hub Facilities

Interdepartmental Overhead Allocation Increase

- In 2023 the Allocated Overhead expenses increased by \$1,985,000
- Details of the proposed increases will be presented by the support departments but some of the major increases include:
 - Additional Staffing needs to support the County departments
 - Insurance premium and deductible increases
 - Increased Legal Costs
 - Information Technology modernization and security

Operating Budget Summary



Department	Operations Approved 2022	Operations Proposed 2023	Operations \$ Change	Operations % Change
CAO	1,865,321	2,472,516	607,195	32.55%
Corporate Services	-31,000	-31,000	0	0.00%
Non-Departmental	2,536,964	2,038,911	-498,053	(19.63%)
Information Technology	-273,410	-415,030	-141,620	51.80%
Human Resources	-34,000	-34,500	-500	1.47%
Paramedic Services	6,646,751	7,727,327	1,080,576	16.26%
Transportation & Env. Serv.	10,145,675	11,136,944	991,269	9.77%
Employment Services	0	0	0	0.00%
Human Services	5,747,320	6,478,043	730,723	12.71%
Long Term Care & Senior Services	9,332,696	11,097,325	1,764,629	18.91%
Museum	2,165,496	2,386,637	221,141	10.21%
Library	4,118,901	4,225,774	106,873	2.59%
Planning & Development	4,032,963	4,485,567	452,604	11.22%
Total	46,253,677	51,568,514	5,314,837	11.49%

Department	Operations Approved 2022	Operations Proposed 2023	Operations \$ Change	Operations % Change
Corporate Services	1,958,691	2,460,779	502,088	25.63%
Information Technology	2,970,602	3,798,548	827,946	27.87%
Human Resources	1,542,499	1,909,621	367,122	23.80%
Non-Departmental	2,435,160	854,288	-1,580,872	(64.92%)
Total	8,906,952	9,023,236	116,284	1.31%

Operating Budget Analysis

- Operating spending increased by 17.1% while levy impact increased by 11.5%
- Expenditures increased by \$18,744,128 overall
 - Increases to operating expenses impacted by new services implemented in 2022 (ie. Employment Services \$11.7million, Canada-Wide Early Learning and Child Care \$2.5million, etc.)
 - Reductions in contract services utilization
- Revenues increased by \$13,429,291 overall
 - **New Provincial programs are fully funded but the increase for existing programs is not expected to keep pace with inflation**
 - Reductions in transfers from reserves and grants as balances have been drawn down in past years
- Net operating levy requirement increased \$5,314,837

Operating Budget Analysis - Consolidated

Expenditure or Revenue Type	2021 Actual	2022 Budget	2022 Adj to Base Budget	2022 One Time Reversal	2023 Maintain Services	2023 One Time Items	2023 Provincially Legislated	2023 Growth	2023 Council Priorities	2023 Service Initiatives/ Savings	2023 Oper. Impact of Capital	2023 Budget	\$ Change Over 2022 Budget
Expenditures by Type													
Salaries, Wages & Benefits	56,039,519	58,811,164	-82	0	4,165,669	0	-262,856	0	125,812	1,387,866	0	64,227,573	5,416,409
Staff Related Costs	503,186	1,023,929	12,846	-5,750	82,926	0	0	0	60,000	192,676	0	1,366,627	342,698
Contract Services	9,649,803	12,586,127	-9,235	-245,500	-2,143,190	502,473	-43,351	10,000	0	902,498	12,500	11,572,322	-1,013,805
Material	10,134,221	9,449,190	344,628	-18,500	535,446	29,912	31,503	0	0	-88,099	0	10,284,080	834,890
Transfers, Grants & Financial Charges	18,513,121	22,193,095	1,074,002	-1,463,500	-2,029,584	0	4,288,778	0	141,083	10,341,348	0	34,545,222	12,352,127
Transfer to Reserves	1,838,907	977,144	0	0	94,551	0	0	15,000	0	0	0	1,086,695	109,551
Fleet Costs	1,644,647	1,897,941	10,199	0	476,958	0	0	0	0	0	0	2,385,098	487,157
Facility Costs	2,460,922	2,712,008	19,931	-52,302	247,472	0	0	0	0	0	0	2,927,109	215,101
Other Internal Costs	0	0	-24,949	8,000	329,708	-263,680	0	0	0	-49,079	0	0	0
Total Expenditures	100,784,326	109,650,598	1,427,340	-1,777,552	1,759,956	268,705	4,014,074	25,000	326,895	12,687,210	12,500	128,394,726	18,744,128
Percent of Expenditure Budget		0.0%	100.0%	(1.6%)	1.6%	0.2%	3.7%	0.0%	0.3%	11.6%	0.0%	17.1%	
Revenues by Type													
Federal	1,608,550	1,311,773	(49,683)	0	22,379	0	0	0	0	0	0	1,284,469	(27,304)
Provincial	41,637,385	43,688,244	1,167,821	(1,483,500)	279,125	150,000	3,801,314	0	0	11,714,000	0	59,317,004	15,628,760
Municipal	1,944,645	1,690,070	0	0	18,048	0	0	0	0	0	0	1,708,118	18,048
Transfers from Reserves	2,267,845	3,391,666	(402,500)	(157,500)	(1,744,204)	22,500	0	0	0	0	12,500	1,122,462	(2,269,204)
Fees and Services	9,917,124	10,842,649	9,600	0	322,568	0	34,973	10,000	0	(16,900)	0	11,202,890	360,241
Donations	338,968	216,684	0	0	(86,640)	0	0	0	0	0	0	130,044	(86,640)
Fines	5,128	5,000	5,000	0	0	0	0	0	0	0	0	10,000	5,000
Other	2,846,801	2,250,835	10,162	(21,617)	(188,155)	0	0	0	0	0	0	2,051,225	(199,610)
Total Revenue	60,566,446	63,396,921	740,400	(1,662,617)	(1,376,879)	172,500	3,836,287	10,000	0	11,697,100	12,500	76,826,212	13,429,291
Net Requirement	40,217,880	46,253,677	86,940	-114,935	3,136,835	96,205	177,787	15,000	326,895	990,110	0	51,568,514	5,314,837
Percent of Prior Year Budget		0.0%	1.5%	(0.2%)	6.8%	0.2%	0.4%	0.0%	0.7%	2.1%	0.0%	11.5%	
Full Time Equivalents (FTE's)	0.00	613.06	0.83	0.00	2.25	0.00	0.00	0.00	1.00	4.00	3.00	624.14	11.08
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.2%	0.7%	0.5%	1.8%	

5 Year Operating Budget Forecast

Expenditure or Revenue by Type	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type							
Salaries, Wages & Benefits	58,811,164	64,227,573	5,416,409	66,345,125	68,395,762	70,398,571	72,318,903
Staff Related Costs	1,023,929	1,366,627	342,698	1,268,286	1,294,256	1,322,735	1,336,726
Contract Services	12,586,127	11,572,322	-1,013,805	12,220,710	12,222,226	12,729,730	12,939,190
Material	9,449,190	10,284,080	834,890	10,746,326	11,078,778	11,326,570	11,674,355
Transfers, Grants & Financial Charges	22,193,095	34,545,222	12,352,127	35,885,780	38,793,558	38,817,127	39,016,946
Transfer to Reserves	977,144	1,086,695	109,551	763,827	764,332	764,851	748,142
Fleet Costs	1,897,941	2,385,098	487,157	2,437,479	2,499,657	2,573,943	2,650,502
Facility Costs	2,712,008	2,927,109	215,101	3,087,180	3,195,085	3,274,011	3,339,277
Other Internal Costs	0	0	0	0	0	0	0
Total Expenditures	109,650,598	128,394,726	18,744,128	132,754,713	138,243,654	141,207,538	144,024,041
Percent of Expenditure Budget		17.1%		3.4%	4.1%	2.1%	2.0%
Revenues by Type							
Federal	1,311,773	1,284,469	(27,304)	1,209,963	1,101,491	990,253	780,149
Provincial	43,688,244	59,317,004	15,628,760	58,292,727	60,641,823	60,904,159	61,326,295
Municipal	1,690,070	1,708,118	18,048	1,670,977	1,668,163	1,672,059	1,676,154
Transfers from Reserves	3,391,666	1,122,462	(2,269,204)	1,081,649	1,142,239	1,293,246	1,314,467
Fees and Services	10,842,649	11,202,890	360,241	11,325,155	11,454,756	11,587,309	11,671,050
Donations	216,684	130,044	(86,640)	121,260	123,509	125,779	95,252
Fines	5,000	10,000	5,000	5,000	5,000	5,000	5,000
Other	2,250,835	2,051,225	(199,610)	2,101,286	2,131,446	2,160,439	2,154,066
Total Revenue	63,396,921	76,826,212	13,429,291	75,808,017	78,268,427	78,738,244	79,022,433
Net Requirement	46,253,677	51,568,514	5,314,837	56,946,696	59,975,227	62,469,294	65,001,608
Percent of Prior Year Budget		11.5%		10.4%	5.3%	4.2%	4.1%
Full Time Equivalents (FTEs)	613.06	624.14	11.08	638.05	643.33	646.33	646.33
Percent of Prior Year FTE		1.8%		2.2%	0.8%	0.5%	0.0%

Proposed Budget - Salaries, Benefits, & FTE



Department	Salaries & Benefits 2022	Salaries & Benefits 2023	Salaries & Benefits \$ Change	Salaries & Benefits %	FTE Approved 2022	FTE Proposed 2023	FTE Quantity Change	FTE % Change
CAO	1,198,779	1,498,994	300,215	25.04%	6.00	7.00	1.00	16.67%
Corporate Services	1,518,935	1,718,336	199,401	13.13%	13.32	14.32	1.00	7.51%
Non-Departmental	683,649	717,273	33,624	4.92%	7.30	7.30	0.00	0.00%
Information Technology	1,218,451	1,424,061	205,610	16.87%	10.67	12.00	1.33	12.46%
Human Resources	1,524,185	1,739,951	215,766	14.16%	12.00	13.00	1.00	8.33%
Paramedic Services	11,387,475	11,951,480	564,005	4.95%	91.67	91.67	0.00	0.00%
Transportation & Environmental Services	4,889,790	5,149,946	260,156	5.32%	52.77	53.02	0.25	0.47%
Employment Services	0	624,798	624,798	0.00%	5.00	5.00	0.00	0.00%
Human Services	7,300,931	7,858,905	557,974	7.64%	67.60	70.60	3.00	4.44%
Long Term Care & Senior Services	22,190,434	24,262,133	2,071,699	9.34%	266.34	269.34	3.00	1.13%
Museum	1,685,612	1,780,598	94,986	5.64%	17.80	17.80	0.00	0.00%
Library	2,836,350	3,017,598	181,248	6.39%	37.31	37.81	0.50	1.34%
Planning & Development	2,855,142	2,969,030	113,888	3.99%	25.28	25.28	0.00	0.00%
Total	59,289,733	64,713,103	5,423,370	9.15%	613.06	624.14	11.08	1.81%

5 Year FTE Forecast



Department	FTE Approved 2022	FTE Proposed 2023	FTE Proposed 2024	FTE Proposed 2025	FTE Proposed 2026	FTE Proposed 2027
CAO	6.00	7.00	7.00	7.00	7.00	7.00
Corporate Services	13.32	14.32	14.75	14.75	14.75	14.75
Non-Departmental	7.30	7.30	7.30	7.30	7.30	7.30
Information Technology	10.67	12.00	12.25	13.25	13.25	13.25
Human Resources	12.00	13.00	15.00	16.00	16.00	16.00
Paramedic Services	91.67	91.67	92.17	92.17	92.17	92.17
Transportation & Enviro. Services	52.77	53.02	56.77	57.77	58.77	58.77
Employment Services	5.00	5.00	5.00	5.00	5.00	5.00
Human Services	67.60	70.60	70.60	70.60	70.60	70.60
Long Term Care & Senior Services	266.34	269.34	275.54	276.54	276.54	276.54
Museum	17.80	17.80	18.30	19.30	21.30	21.30
Library	37.31	37.81	38.09	38.37	38.37	38.37
Planning & Development	25.28	25.28	25.28	25.28	25.28	25.28
Total	613.06	624.14	638.05	643.33	646.33	646.33
Annual FTE Increase		11.08	13.91	5.28	3.00	0.00

2023 Proposed FTE Changes



Department	Position	Type	FTE	Net Levy Cost	Net % Increase
Human Services	Painter	New	1.00	46,788	0.08%
Human Services	Maintenance Supervisor	New	1.00	127,664	0.23%
Human Services	Supervisor of Housing Programs	New	1.00	127,664	0.23%
Human Services	Supervisor of Tenant Coordinators	New	1.00	127,664	0.23%
Human Services	Income Support Manager (reduced from 4 to 3)	New	-1.00	- 60,115	-0.11%
Transportation	Co-op	New	0.25	8,550	0.02%
Human Resources	Total Compensation and Systems Specialist	New	1.00	129,335	0.23%
CAO's Office	Deputy CAO	New	1.00	230,078	0.41%
Corp Serv. & HR	Accounting & Budgeting Specialist	New	1.00	129,582	0.23%
Information Technology	Web Application Specialist	New	1.00	109,075	0.19%
LTC	Nursing Managers	New	2.00	268,272	0.47%
LTC	Clinical Support	New	1.00	50,623	0.00%
		New Total	10.25	1,295,180	2.29%

2023 Proposed FTE Changes - Continued

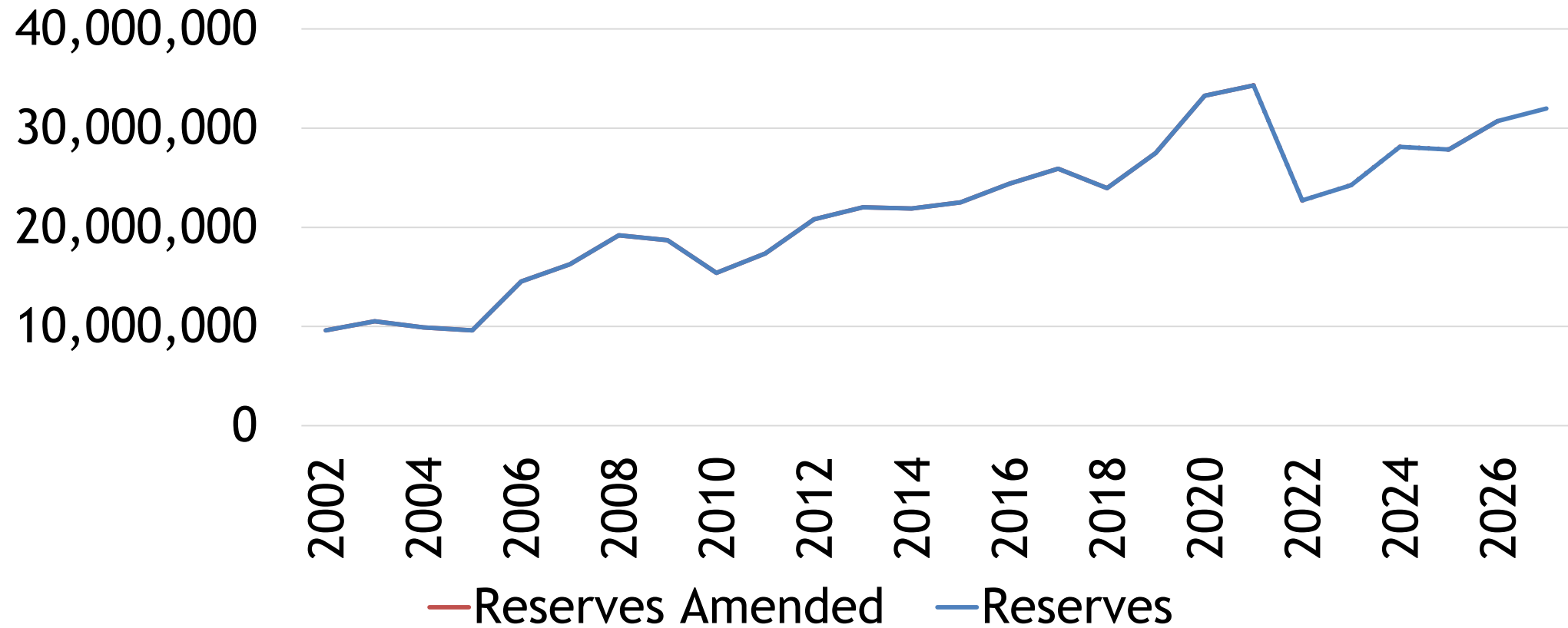


Department	Position	Type	FTE	Net Levy Cost	Net % Increase
Information Technology	Annualize Infrastructure Role	Annualize 2022 FTE	0.33	30,019	0.05%
Library	Bookmobile Staff	Annualize 2022 FTE	0.50	41,332	0.07%
		Subtotal	0.83	71,351	0.13%
Non-Departmental	Facilities Project Manager (1.00)	Contract to Permanent	0.00	-	0.00%
Non-Departmental	Facilities Administrative Support (0.43)	Contract to Permanent	0.00	-	0.00%
CAO's Office	Real Estate Clerk (1.00)	Contract to Permanent	0.00	-	0.00%
		Subtotal	0.00	-	0.00%
		Grand Total	11.08	1,366,531	2.42%

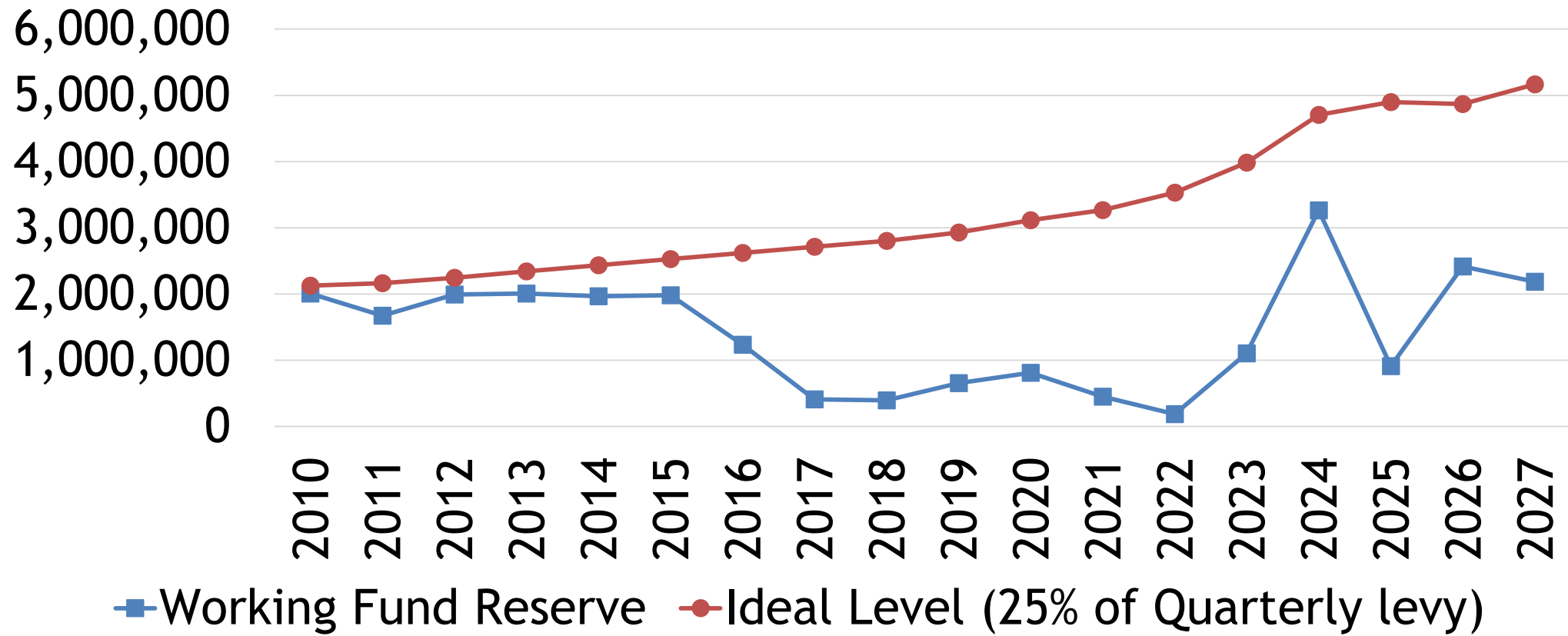
Reserves by Department

Department	End of 2022 (est)	End of 2023 (Proj)
Corp Services	186,352	281,352
CAO	106,691	90,691
Information Technology	519,889	673,956
Transportation & Environmental Services	5,344,735	4,649,735
Planning & Development	160,728	165,728
Human Resources	2,415,746	2,843,067
Human Services	6,355,583	6,248,218
Long Term Care & Senior Services	752,825	1,285,052
Library	651,235	665,440
Museum	715,419	751,453
Paramedic Services	1,189,307	1,283,807
Non-Departmental	4,316,558	5,316,778
County Total	22,715,068	24,255,277

Reserves 2002 to 2027



Working Fund Reserve



Working Fund

- Balance should be at \$4,000,000 to offset expenses until levy dollars received at end of quarter
- Has been used 8 times to pay for unbudgeted purchases due to lack of reserves with repayments until 2030
- \$184,675 at 2022 year-end instead of \$4,000,000
- \$1,104,683 at 2023 year-end as the reserve was used to temporarily fund the Teeswater Bridge project

Borrowing from Working Fund

- 1. Peninsula Hub Purchase - \$600,000**
 - Repayment \$40,000/year until 2031
- 2. Gateway Haven Phone System - \$250,000**
 - Repayment \$25,000/year until 2029
- 3. Inland Hub Renovation - \$150,000**
 - Repayment \$15,000/year until 2027
- 4. Warton Highways Building - \$1,194,000**
 - Repayment \$158,000/year until 2023
- 5. Support the Bruce loan offset of loan payments - \$464,718**
 - Repayment of \$148,428/year until 2023

Borrowing from Working Fund (continued)

6. Corporate Services vehicle buyout of \$50,000

- Repayments of \$25,000/year until 2023

7. Municipal Modernization Project - \$175,000

- Repayment of \$87,500/year until 2023

8. Capital Bridge Projects Cashflow - \$1,180,391 (NEW)

- Repayment fluctuates based on cashflow until 2026

CAO's Office

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

- Enhancing Governance
 - Review Committee and Board structures and governing documents, including the Procedural By-law.
- Implementation of Electronic Records Management System
- Initiating, Developing and Implementing Strategies / Plans
 1. County Strategic Plan 2022-2026
 2. Organization /Structure Review
 3. Intergovernmental Relations Office
 4. Indigenous Engagement/Reconciliation
 5. Support Corporate Facilities Resources Plan

Additional Budgetary Highlights

This budget proposals seeks to create two permanent positions:

1. Deputy Chief Administrative Officer

This position provides senior level advice, expertise and support to the CAO in the efficient delivery of municipal services - freeing the CAO to deliver critical corporate strategic initiatives.

Additional Budgetary Highlights

2. Real Estate Clerk

This position is focused on enhancing and improving our corporate property acumen - in support of capital/infrastructure activities.

- Cost saving measure
- Reducing liability and risk
- Invaluable, providing a coordinated approach; improving efficacy and effectiveness, forgoing unnecessary delays and reduces reputational harm

Operating Budget Program Highlights

1. Indigenous Engagement/Reconciliation

- Indigenous Reconciliation Planning Initiative - \$90,000 (approved by Council Jan. 2022)
- Indigenous Consultant - \$50,000 (to add capacity to help advance key reconciliation activities)
- Downie Wenjack Fund - Legacy Space - \$15,000 (year 4 of 5 yr. commitment, plus space development funds)

2. Bruce Bucks - \$52,500 (employer of choice)

Operating Budget Program Highlights

3. County Strategic Plan - \$20,000
4. Municipal Innovation Council - \$50,000 (year 1 of 3 yr. commitment)
5. Corporate Training - \$30,000 (Lean, Loyalist, Offsite)
6. Records Management Implementation - \$200,000
7. Cultural Action Plan - \$25,000 (deliver short-term activities)

2023 - 2027 Operating Budget Summary

CAO's Office	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	1,865,321	2,472,516	607,195	2,425,342	2,289,508	2,350,357	2,394,818
Increase \$	168,649	607,195		-47,174	-135,834	60,849	44,461
Increase as %	9.94%	32.55%		-1.91%	-5.60%	2.66%	1.89%
Increase as levy %	0.32%	1.08%		-0.08%	-0.21%	0.09%	0.06%

CAO's Office	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	6.00	7.00	1.00	7.00	7.00	7.00	7.00

Corporate Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

- **Development Charge Study**
 - Potential to save taxpayers up to \$5 million over 30 years just for new Port Elgin Paramedic Station
 - \$50,000 DC study refresh - funded by levy due to Bill 23
- **Risk Management Strategy**
 - Improve risk management practices - Liability and Property Insurance
 - Internal policies and procedures and legal review of agreements
 - Leverage insurance provider expertise and external consultations
- **Asset Management Plan**
 - Include all non-Core assets lifecycle, risk, and current service levels
 - \$90,000 Engaging consultant to complete non-core assets condition assessments and develop lifecycle management strategies

Operating Budget Program Highlights

- Removed Safe Restart budgeting - should be mostly spent in 2022
- \$110,000 New Budgeting and Salary and Budgeting Planning position (Salary and Benefits)
 - No new payroll positions in past 10 years to support the increase in County staff
 - Provides financial support to payroll which resides in HR
 - Allow for better analysis of the County's biggest Operating Expense
- \$75,000 increase in insurance related expenses and transfers to reserves

2023 - 2027 Operating Budget Summary

Corporate Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	1,958,691	2,460,779	502,088	2,671,448	2,887,955	2,926,888	3,008,352
Increase \$	92,237	502,088		210,669	216,507	38,933	81,464
Increase as %	4.94%	25.63%		8.56%	8.10%	1.35%	2.78%
Increase as levy %	0.18%	0.90%		0.34%	0.34%	0.06%	0.12%

Corporate Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	13.32	14.32	1.00	14.75	14.75	14.75	14.75

Non-Departmental

2023-2027 Operating Budget

2023-01-19

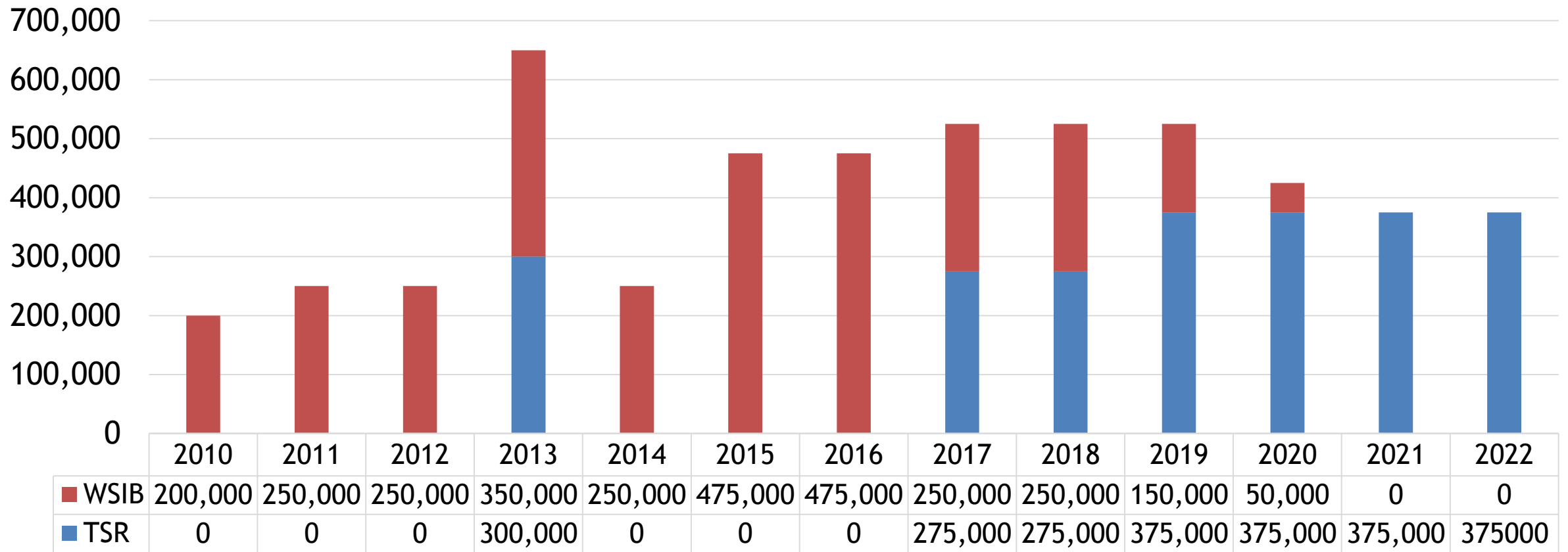
Major Initiatives and Department Focus

- Planning for Lakeshore Hub Renovation (2024)
 - First plan proposed in 2017 after conversion from library branch to general administration
- Establishing standardized service level standards for facilities maintenance and operation
- Implement Facilities Review Plan

Operating Budget Program Highlights

- Interior Hub (Walkerton) 2001 expansion loan paid off October 2022
 - \$919,487 net loan payment reduction
- \$80,000 reduction - Municipal Property Assessment Corporation levy anticipated to be 0% increase again - removing 2022 increase
- Eliminating \$375,000 Tax Stabilization funding of operating budget

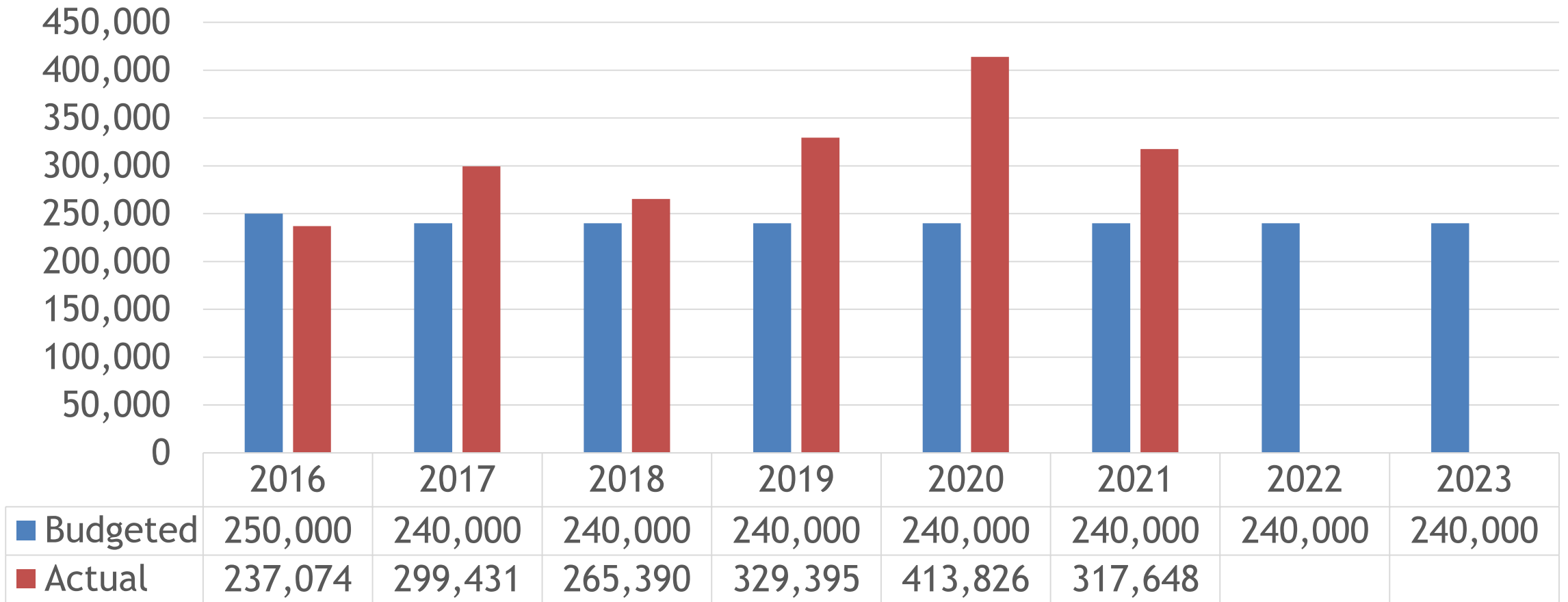
Tax Stabilization and WSIB Reserve subsidization of the Operating Budget (excluding individual projects)



Other Highlights

- Grey Bruce Health Unit \$430,000 funding to offset Provincial funding reduction
 - Budget increase deferred to 2024 again due to one-time mitigation funding
 - Estimated 0.75% levy increase pushed to 2024
- Municipal Property Assessment Corporation levy anticipated to be 0% increase again - reduced \$80,000 to match 2021 budgeted
- \$60,000 HVAC review for Interior Hub - missed during renovation 20 years ago
- \$64,000 develop action plan to establish Facilities Plan

Tax Write-offs Expenses Increasing



■ Budgeted ■ Actual

Increasing Tax Write-offs in future

- Actuals have consistently been above budgeted
 - 2019 - \$ 90,000 over
 - 2020 - \$173,000 over
 - 2021 - \$ 80,000 over
- Increasing budgeted amount would impact levy
- Write-offs increased towards end of prior assessment cycle 4-year phase-in
 - 2017-2020 with January 2016 valuation date
- Anticipating write-offs to decrease to 'normal' as last two years have retained same assessment values from January 2016
 - Has not happened
- New assessment cycle in 2024? will have many new challenges and write-offs

2023 - 2027 Budget Summary

Non-Departmental	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	3,218,774	2,824,281	-394,493	3,659,209	3,830,182	3,936,274	3,128,150
Increase \$	-250,720	-394,493		834,928	170,973	106,092	-808,124
Increase as %	-7.23%	-12.26%		29.56%	4.67%	2.77%	-20.53%
Increase as levy %	-0.48%	-0.70%		1.36%	0.27%	0.16%	-1.15%

Non-Departmental	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	7.30	7.30	0.00	7.30	7.30	7.30	7.30

Information Technology Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

Strategic Priority - Secure Cloud Adoption

- Enable County-wide adoption of cloud services in a strategically aligned and secure manner, to accelerate innovation, modernise service delivery and drive better outcomes for the citizens of Bruce County.
 1. Use cloud services as the default
 2. Automate infrastructure wherever possible
 3. Modernise applications to make use of cloud-native services
 4. Optimise operations to reduce manual efforts and operational burdens
 5. Continue the shift of Capital investments of Infrastructure hardware to Operational software services

Major Initiatives and Department Focus

Confidentiality, Integrity and Availability are the triad of Information Security

The major ITS initiatives in 2023 are focused on these principles with the sole purpose of ensuring our data is;

- Protected from being exposed to or accessed by unauthorized parties
- Available to only whom it is intended to be accessed by when it is needed
- Accurate and complete

Major Initiatives and Department Focus

- **Cloud Datacenter**
 - Secondary Data Centre without capital investment in infrastructure
 - Meets the needs of the County's Business Continuity and Disaster Recovery requirements
 - Shift responsibility to manage, maintain and lifecycle
 - Create resiliency, high availability and workload agility
- **Corporate Cyber Security Program**
 - Deliver 3 initiatives targeted to further reduce the Corporation's risk profile
 - Security as a Service 24/7
 - Application Whitelisting
 - Annual IT Systems Vulnerability Test

Other Highlights

- 2022 was a foundational year for Bruce County's Cyber Security Program, in 2022 the Information Technology Services Department advanced the corporation's cyber security posture greatly and builds upon those efforts in 2023.
- Implementing strengthened system authentication methods, and network and traffic access controls will continue to position ITS to better defend against the evolving threats that grow in complexity and frequency
- Maintain flattening the levy curve as it relates to Capital Infrastructure replacements through the single ITS infrastructure reserve with static yearly contributions adjusted for inflation and service expansions

Operating Budget Program Highlights

- **Maintain Services**
 - \$55,000 - market pricing on existing service subscriptions and expanding infrastructure support contracts
 - \$90,000 - New Position Web Application Specialist to support the growing modernization initiatives of the organization
 - \$33,500 - Annual IT Systems Vulnerability Test
- **Service Initiatives - Cyber Security Subscriptions**
 - \$35,000 - Initiative 1
 - \$68,500 - Initiative 2

Operating Budget Program Highlights (cont.)

- **One Time Items - Cyber Security**
 - \$17,500 Implementation services: Initiative 1
 - \$11,500 Implementation services: Initiative 2
- **Cloud Data Center**
 - One Time Items - \$130,000 Design and Implementation services
 - On-Going - \$200,000 Subscription
- **One Time Items - Process and Governance**
 - \$15,000 Implementation services: Project Management Software
- **Council Priorities**
 - \$87,500 - Municipal Operations Digital Integration Platform Initiative (Year 2 of 2)

2023 - 2027 Budget Summary

ITS	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	2,970,602	3,798,548	827,946	3,955,106	3,935,267	4,074,926	4,184,479
Increase \$	452,386	827,946		156,558	-19,839	139,659	109,553
Increase as %	17.96%	27.87%		4.12%	-0.50%	3.55%	2.69%
Increase as levy %	0.87%	1.48%		0.26%	-0.03%	0.21%	0.16%

ITS	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	10.67	12.00	1.33	12.25	13.25	13.25	13.25

Human Resources

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

The year of 2023 will be a year of growth and process improvement for Human Resources, as we build our service delivery and efficiency in all areas of our department with a particular focus on:

- Review of Recruitment process and strategy
- Non-union salary market review - best practice and key for recruitment
- Disability management and sick time plans
- Negotiating 4 new Collective Agreements
- Roll out of Avanti Mobile App

Operating Budget Program Highlights

- **Request for 1 additional FTE**
 - \$127,485 Total Compensation & Systems Specialist
 - Avanti has 845 individual users - 124 HR & Manager Licenses
 - 2022 - 271 New Hires, and 200 Terminations
- **Maintain Services Highlights - \$157,000**
 - Additional Salary and Benefit increase reflects maintaining the staff complement.
 - Increases in legal fees to reflect actual costs
 - Pay equity and non-union salary market review reflect increase in consulting fees
 - Enhancement of employee and retiree recognition program

Operating Budget Program Highlights

- Human Resources Health & Safety Budget
 - Slight increase to the overall budget mainly due to maintaining the staff compliment
 - Noise Testing Program implementation
 - LTC Preventative Ergonomics "Smart Clinics"
 - JHSC & other legislative requirements
- Human Resources Wellness Budget
 - Mental Health First Aid and Mental Health Awareness Week events

Workplace Safety Insurance Reserve

- County's short-term disability is self-insured
 - Funded by county and not WSIB
- WSIB Reserve year-end balance is projected to be \$2,251,144.
 - July 2018 Council approved funding strategy to fund 80% of anticipated WSIB Liability
 - Meeting this threshold, however actual WSIB has increased mainly due to pandemic pressures
 - May need to increase the threshold target.
- Scheduled actuarial report in 2023 to inform future funding requirements

2023 - 2027 Operating Budget Summary

Human Resources	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	1,542,499	1,909,621	367,122	2,321,786	2,532,396	2,614,530	2,669,590
Increase \$	147,568	367,122		412,165	210,610	82,134	55,060
Increase as %	10.58%	23.80%		21.58%	9.07%	3.24%	2.11%
Increase as levy %	0.28%	0.66%		0.67%	0.33%	0.12%	0.08%

Human Resources	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	12.00	13.00	1.00	15.00	16.00	16.00	16.00

Paramedic Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

Community Paramedicine

Paramedic Services focus for 2023 will be continuing to look at areas to further expand our Community Paramedicine Program with additional funding provided till March 31, 2024.

- Explore all available and new models of care to keep our clients in their home.
- Our program continues to be a huge success, completing 455 home visits in November.
- 455 active patients within our Community Paramedic Program, across all funding streams and models of care.
- Our three electric vehicles have traveled over 90,000 kms, fuel savings goes back to serving our patients

Major Initiatives and Department Focus

Ministry of Health Emergency Services Review

Paramedic Services will also be focusing on our Ministry of Health Emergency Services Service Review which occurs every three (3) years, this will take place in April of 2023.

New Sauble Beach Station (Partnering with SBP)

Opening of the Sauble Beach Station will be another highlight for Paramedic Services in early 2023 after operating out of the emergency management trailer located at the firehall the last few years.

Community Emergency Management (CEMC)

CEMC moved to Paramedic Services - revisions to the County Emergency plan will be a focus in 2023 - strengthening our relationships with the lower tier municipality's CEMC's

Operating Budget Program Highlights

- New Port Elgin Paramedic Station loan payment \$419,452 (construction financing)
- 30-year loan finalization expected in 2024
- New Sauble Beach station lease cost in 2023
- Medical Supplies & Fuel costs continue to rise
- Ministry of Health Service Review will incur additional staff time

2023 - 2027 Operating Budget Summary

Paramedic Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	6,646,751	7,727,327	1,080,576	8,537,526	8,975,311	9,343,204	9,681,927
Increase \$	494,230	1,080,576		810,199	437,785	367,893	338,723
Increase as %	8.03%	16.26%		10.48%	5.13%	4.10%	3.63%
Increase as levy %	0.95%	1.93%		1.32%	0.68%	0.55%	0.48%
Paramedic Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	91.67	91.67	0.00	92.17	92.17	92.17	92.17

Transportation and Environmental Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

Financing and Planning for Infrastructure Renewal

The focus for 2023 will be to continue the work on "flattening the curve" by defining the lifecycle program and funding options for the Transportation infrastructure. This includes:

- Roads,
- Bridges,
- Storm infrastructure,
- Guiderails,
- Trails

A road condition survey will set the baseline condition to set the new 5-50 year capital plans and a lifecycle maintenance program will be developed.

Work in the field in 2023 will focus on lifecycle extension and replacement of depreciated assets. This includes crack and seal, micro-surfacing, spray patching for road surface.

The department is also proposing implementing a multi-year program for guiderail replacement with a strategy as to where and what type of guiderail is required based on industry standards. These programs are critical to the safety of the roads and their users.

Major Initiatives and Department Focus Con't

Leveraging Technology/Explore Alternative Options to Improve Efficiency and Service

The department is relying on emerging technology to allow work to do complete timelier, documented and maintained. This will provide data for the capital and operational workplans through understanding of conditions in the field and common issues.

- Modernization of fleet
 - Implement data collection analysis of new AVL/GPS system on fleet
 - MODIP application of routine road patrol
- Modernization of asset databases
 - Work order system coordination with condition in Asset Management Plan and GIS

Reviewing and updating Bylaws and permit programs to work with users and lower tier municipalities and for more enforcement capabilities will be carried out in 2023. Coordination with lower tier municipalities for shared tendering will continue, as well as shared maintenance work where appropriate.

Major Initiatives and Department Focus Con't

Envisioning the future will include updates to and implementation of Master Plan Recommendations for:

- Transportation,
- Recreational Trails and Active Transportation Guiding Plan,
- Forest Management Plan,
- Transit Demand Study, and
- Waste Diversion and Master Plan
- Climate Change Action Plan

These recommendations will then be adapted into the long-term Capital and Operating Plans once approved by County Council

Current Level of Service

From the Asset Management Plan staff will look at the current level of service and define a goal that aligns with the asset reinvestment rate proposed within the AMP and bring back a report to Council in 2023 working towards a sustainable program for core assets.

Table 9: Road Network Quantitative Levels of Service

Service Attribute	Technical Metric	Current LOS (2020)
Availability	Lane-km of MMS classes 1 and 2 per land area (km/km ²)	0.002 km
	Lane-km of MMS classes 3 and 4 per land area (km/km ²)	0.17 km
Reliability	Average pavement condition index for paved roads in the County	Fair
	Average surface condition for unpaved roads in the County (e.g. excellent, good, fair, poor)	Very Poor
Sustainability	Capital reinvestment rate	0.95%



Current Level of Service

A Bridge and Culvert Future Capital and Maintenance Plan is being developed in 2023 to support the Asset Management Plan

Table 16: Bridges & Culverts Quantitative Levels of Service

Service Attribute	Technical Metric	Current LOS (2020)
Availability	% of bridges in the County with loading or dimensional restrictions	4%
Reliability	Average bridge condition index value for bridges in the County	69
	Average bridge condition index value for structural culverts in the County	58
Sustainability	Capital re-investment rate	1.48%



Operating Budget Highlights

Pressures on the department's budget are strongly influenced by Market Conditions and Inflation. The cost of materials, supply versus demand are causing operational activities to cost more in 2023.

The age of the infrastructure requires rehabilitation and repair. Proper maintenance work reduces Capital costs in the future, but diligent maintenance is required.

Changes to Provincial Legislation and downloading of services to the County have increased demands on staffing. Hazardous Waste, the Municipal Class EA process and the Storm Sewer Approvals are examples of these changes being monitored and implemented.

No transfers to trails, road, bridge or facility reserves in 2023. Maintains transfer to fleet reserves. Policy to be constructed for sustainable funding in 2023.

Operating Budget Highlights

- Maintain Services
 - Salary, Wages and benefits increased \$253,195 due to grid movement, cost of living and increased cost of benefits
 - Inter-departmental Transfer for Corporate wide support to the department (\$101,284)
 - Utilities (\$35,790)
- Service initiatives/One Time Items
 - Guiderail replacement (\$67,900)
 - Crack and Seal Program (\$65,000)
 - Weed Spraying (\$15,000)
 - Road Condition Survey (\$200,000)
- Adjustment to Base
 - Recreation Bylaw Enforcement (\$20,000)
 - Material Costs due to inflation and market conditions predominately due for fuel costs (Budget for Gasoline increased by \$61,000 and Diesel by \$185,000)
 - Increased costs of contracted services (\$73,048)

Operating Budget Highlights by Program Area

Program Area	2022 Budget	2023 Budget	Variance
Administration	\$3,714,782	\$3,854,315	\$139,533
Paved Maintenance	\$789,877	\$816,678	\$26,801
Unpaved Maintenance	\$115,210	\$132,350	\$17,140
Bridges & Culverts	\$397,092	\$409,519	\$12,427
Traffic Operations/Roadside Maintenance	\$1,486,345	\$1,661,719	\$175,374
Conventional Transit	\$50,000	\$70,000	\$20,000
Winter Control	\$2,959,281	\$3,488,900	\$529,619
Trails and Forestry	\$448,138	\$496,555	\$48,417
Waste Disposal	\$3,060	\$208	-2,852
Waste Diversion	\$181,890	\$206,700	24,810
Total Operating Budget	\$10,145,675	\$11,136,944	991,269

2023 - 2027 Operating Budget Summary

Transportation & Enviro. Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	10,145,675	11,136,944	991,269	12,441,392	12,935,428	13,361,926	13,767,163
Increase \$	658,378	991,269		1,304,448	494,036	426,498	405,237
Increase as %	6.94%	9.77%		11.71%	3.97%	3.30%	3.03%
Increase as levy %	1.26%	1.77%		2.13%	0.77%	0.63%	0.57%

Transportation & Enviro. Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	52.77	53.02	0.25	56.77	57.77	58.77	58.77

Human Services

2023-2027 Operating Budget

2023-01-19

Department Focus

To enhance quality of life for individuals, families and communities through the provision of integrated services:

- **That help people meet basic needs:** income, a home, food and getting around.
- **That support people in their individual development and organizations in capacity building:** children's learning and development, skills development, relationship and partnership development.
- **That provide access:** referrals to programs and activities that support them in living a full life.

Major Initiatives

- **Increase Access to Licensed Child Care**
 - Development of a ‘toolkit’ for existing and new childcare operators to support the expansion of childcare spaces across the County of Bruce.
- **Person Centric Service Transformation**
 - Continue transformation of service through the integration and delivery of high quality, holistic integrated services to optimize value to the clients and community.
- **Implementation of Integrated Case Management - Employment Services Transformation**
 - Implementation of an integrated case management model across the two systems in collaboration the Employment Services Division of the Planning and Development Department.
- **Increase Access to Affordable & Supportive Housing**
 - Engage with stakeholders and community in preparing the next Housing & Homelessness Plan.

Operating Budget Program Highlights

Business & Human Services Integration

- Program is funded by the operations of the other programs, no net impact to the levy
- Adjustment to Base
 - This is re-allocation of expenses from the other operational programs of the department as we continue to centralize and integrate expenses for efficiency
- Maintain Services
 - The net change in the maintaining services is the difference between the increased costs due to inflationary pressures.

Operating Budget Program Highlights Income & Support Services

- **Program increased expenditures of \$57,798**
- **Adjustment to Base**
 - Reallocation of expenses to more accurately reflect the structure of the division and department with transformation and modernization shift
 - Reallocation of expenses to reflect the support provided by the Business and Human Services Integration Division
- **Maintain Services**
 - The net change in the maintaining services is the difference between the increased costs due to inflationary pressures for salaries and program supports and a decreased expenditures in some administrative line items.
 - 1 FTE reduction to reflect reduced funding allocation from the Province with the shift of employment supports related to Employment Services Transformation.



Operating Budget Program Highlights

Children's Services

- **Program expenditures decreased by \$37,642**
- **Adjustment to Base**
 - Reallocation of expenses to reflect the support provided by the Business and Human Services Integration Division
- **Maintain Services**
 - The net change in the maintaining services is the difference between the increased costs due to inflationary pressures for salaries and program supports and a decreased expenditures in some administrative line items.

Operating Budget Program Highlights

Strategic Community Initiatives

- **Program Expenditures increased by \$26,727**
- One Time Reversed
 - Removal of Use of Reserve to Offset the Initiative in 2022
- Adjustments to Base
 - The net change in the maintaining services is the difference between the increased costs due to inflationary pressures for salaries and program supports and a decreased expenditures in some administrative line items.

Operating Budget Program Highlights

Housing Services (slide 1 of 2)

- Program expenditures increased by \$161,578
- Adjustment to Base
 - Reallocation of Community Homelessness Prevention Initiative Program and Strong Communities Rent Supplement to the new Homelessness Prevention Program (HPP)
 - Removal of Social Services Relief Fund Phase Four and Five, one-time pandemic relief
 - Reallocation of expenses to reflect the support provided by the Business and Human Services Integration Division
- Maintain Services
 - The net change is the difference between the increased costs due to inflationary pressures for salaries and program supports and a decreased expenditures in some administrative line items.
 - HPP funding for 2023/2024 has been projected conservatively/consistent with 2022/2023 funding levels. Confirmation of funding from the province is pending.

Operating Budget Program Highlights Housing Services (slide 2 of 2)

- Provincially Legislated
 - A reduction of administration funding for Homelessness Prevention Program changed from 10% to 7.5% (2022/2023) to 5% (2023/2024 fiscal)
- Council Priorities
 - Increased cost of Municipal Housing Allowance approved by committee in August 2022
 - 1 new FTE staffing to resource the work to increase access to affordable housing.
- Services Initiatives/Savings
 - 1 new FTE staffing to provide support to current vulnerable households and in the transition of individuals on by-name list to housing placements through coordinated access.

Operating Budget Program Highlights Housing Facilities (slide 1 of 2)

- **Program expenditures increased by \$519,262**
- **Adjustments to Base**
 - There has been a reallocation of expenses to more accurately reflect the support provided by the Business and Human Services Integration Division across the department resulting in a reduction in expenses to Income & Support Services.
 - Reduction of provincial funding by \$165,000
- **Maintain Services**
 - The net change in the maintaining services is the difference between the increased costs due to inflationary pressures for salaries and program supports, such as insurance coverage and a decreased expenditures in line items as applicable. The net impact is an increase of \$195,000

Operating Budget Program Highlights

Housing Facilities (slide 2 of 2)

- Provincially Legislated
 - Projected increase in tenant rent increases based on increased Residential Tenancy Act inflationary rate, approximately \$36,000 increase
- Service Initiatives
 - Net increase of 1 new FTE position (painter)
 - Replacing contracted services to mitigate increasing cost and resource shortages
 - 1 new FTE supervisory staff position
 - To support staff in resourcing the increased number of housing units while ensuring compliance with legislative and regulatory requirements
 - The increased net expenditures is \$122,000

Human Services Operating Summary

- Total Projected Expenditures - \$34,797,110
 - Projected Transfers & Grants (to households and organizations) - \$20,130,466
- Total Revenues - 28,319,067
 - Projected Federal Revenues - \$1,260,594
 - Projected Provincial Revenues - \$23,174,550
 - Projected Fees Revenue (i.e., rental revenue) - \$3,699,771
- Total Net FTE Increase - 3.0

2023 - 2027 Operating Budget Summary

Human Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	5,747,320	6,478,043	730,723	7,118,100	7,797,419	8,359,916	8,906,172
Increase \$	483,429	730,723		640,057	679,319	562,497	546,256
Increase as %	9.18%	12.71%		9.88%	9.54%	7.21%	6.53%
Increase as levy %	0.93%	1.30%		1.05%	1.06%	0.84%	0.77%

Human Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	67.60	70.60	3.00	70.60	70.60	70.60	70.60

Long Term Care & Senior Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

- **Building Operational Capacity**-Building a departmental structure to further improved programs and services, efficiencies/coordination, and operations. In 2023 budget- three new positions: 1 Clinical Support and 2 Nurse Leadership (1 per home).
- **Leadership and Culture Development**-Strong leadership that influences and build organizational culture that puts “Resident’s First... Every day... Every way”



Operating Budget Program Highlights

Revenues

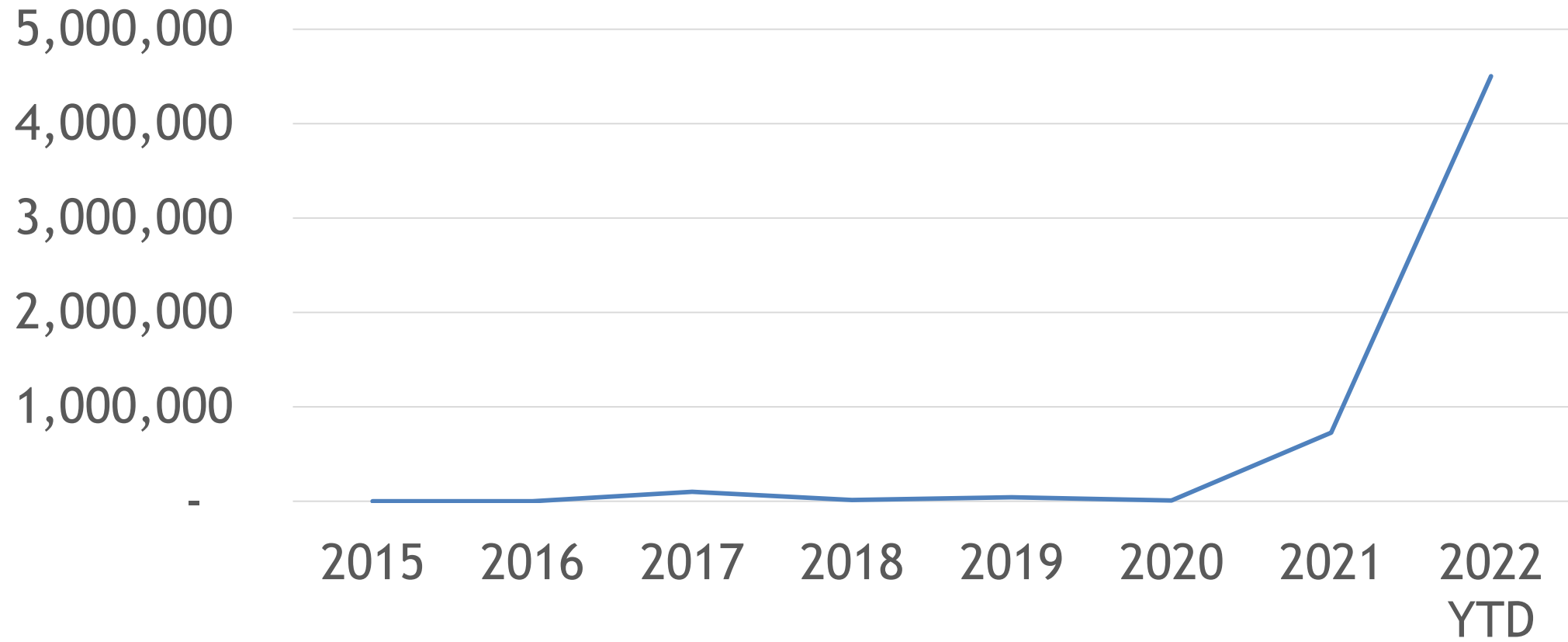
- 1 % global per diem funding increase for both homes in 2022 and being assumed for 2023.
- Case Mix Index has not been updated for 2022/2023, which means that home continues with the 2021/2022 rate.
 - BLH - decrease of \$ 12,000
 - GWH- increase of \$ 31,000

Operating Budget Highlights

Expenses

- 3 new position- 2 Nurse Management and 1 Clinical Support role. Clinical Support role is for 2023 is 60 % funded thru one time funding in 2022/2023.
- Increase of goods and services were depending on 2022 spending and anticipated increases share by vendors (between 2 % -6 %).
- Collective Agreement - ONA - 1.75 % and Unifor- 2.25%
- 4 hours of Direct Care funding provided by provincial government which increased FT positions by 34.6 and is 100 % funded by provincial funding.

Long Term Care Agency Costs



One Time Funding/Changes

- Provincial initiatives/changes
 - Medication technology management
 - COVID Funding
 - IPAC Capital Funding

Summary of Impacts to Budget

- Operating Budget to increase by \$1,764,629
 - Expenses
 - 3 New FTE total \$403,000
 - Salaries and Benefits Cost of Living increases of \$639,000
 - Raw Food Costs increased by \$162,000 due to grocery inflations
 - Interdepartmental Allocation increased by \$1,047,000
 - Inflationary adjustments to materials, contract services
 - Revenues
 - Level of Care funding increased by \$465,000
 - Resident Revenues increased by \$265,000
 - Remove use of Safe Restart Funding for additional housekeeping hours at Gateway Haven \$99,000

2023 - 2027 Operating Budget Summary

Long Term Care & Senior Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	9,332,696	11,097,326	1,764,630	13,030,512	13,821,040	14,493,202	15,215,264
Increase \$	1,167,962	1,764,630		1,933,186	790,528	672,162	722,062
Increase as %	14.30%	18.91%		17.42%	6.07%	4.86%	4.98%
Increase as levy %	2.24%	3.15%		3.16%	1.23%	1.00%	1.02%

Long Term Care & Senior Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	266.34	269.34	3.00	275.54	276.54	276.54	276.54

Museum & Cultural Services

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus

- Continued focus on recovery for all service areas with the BCM&CC
- Business Plan Goals
 - Volunteer Program Review
 - Review of existing volunteer program including an environmental scan of volunteer programs in the area and industry to revise and refresh the program.
 - Educational Program review
 - Review of all program delivery (in-person, mobile and digital) with stakeholders to rethink and refresh service delivery
 - Museum Expansion
 - Review plans and options, revise accordingly
 - Continue collections management work to facilitate a future move

Other Highlights

- Exhibitions:
 - Made in Bruce
 - Summer Feature Exhibition, Teens: Creative Minds
 - Escarpment Roots, Bruce Peninsula Society of Artists Juried Art Show
 - Heather Lynn Travis Art Show
 - Legacy of Hope: Youth on Reconciliation
 - Military Gallery Refresh

Other Highlights (continued)

- Community Engagement
 - Bruce County Heritage Association
 - Indigenous Relations, Saugeen Ojibway Nation & Historic Saugeen Metis
- Digital Presence
 - School programming
 - Collections: Deep Dives
 - Online collections - increase records

Operating Budget Program Highlights

- Maintain Services
 - Admin Operating Program - overall increase \$186,579
 - Exhibits Program - overall decrease \$4,900
 - Ongoing Services Program - overall increase \$39,462
- Council Priorities
 - Community Wing Program
 - Transfer to Reserve \$22,034 Speaker Event, Municipal Contribution (Kincardine) and User Fees

Department Reserves Discussion

- End of 2023 projected to be \$751,452 total
- Of that \$476,161 is restricted usage - Krug Reserve
- Museum Building reserve was projected to be \$113,751 by year-end 2023 assuming \$50,000 transferred in 2023
- Community Wing reserve is projected to be \$73,850 by year-end 2023, assuming \$22,034 transferred and \$50,000 drawn from this reserve to complete a new study

2023 - 2027 Operating Budget Summary

Museum	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	2,165,496	2,386,637	221,141	2,614,705	2,775,786	2,998,247	3,136,424
Increase \$	166,832	221,141		228,068	161,081	222,461	138,177
Increase as %	8.35%	10.21%		9.56%	6.16%	8.01%	4.61%
Increase as levy %	0.32%	0.39%		0.37%	0.25%	0.33%	0.20%

Museum	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	17.80	17.80	0.00	18.30	19.30	21.30	21.30

Bruce County Public Library

2023-2027 Operating Budget

2023-01-19

Major Initiatives and Department Focus



BOOKMOBILE



**STAFF
HEALTH AND SAFETY**



**BRANCH
IMPROVEMENTS**

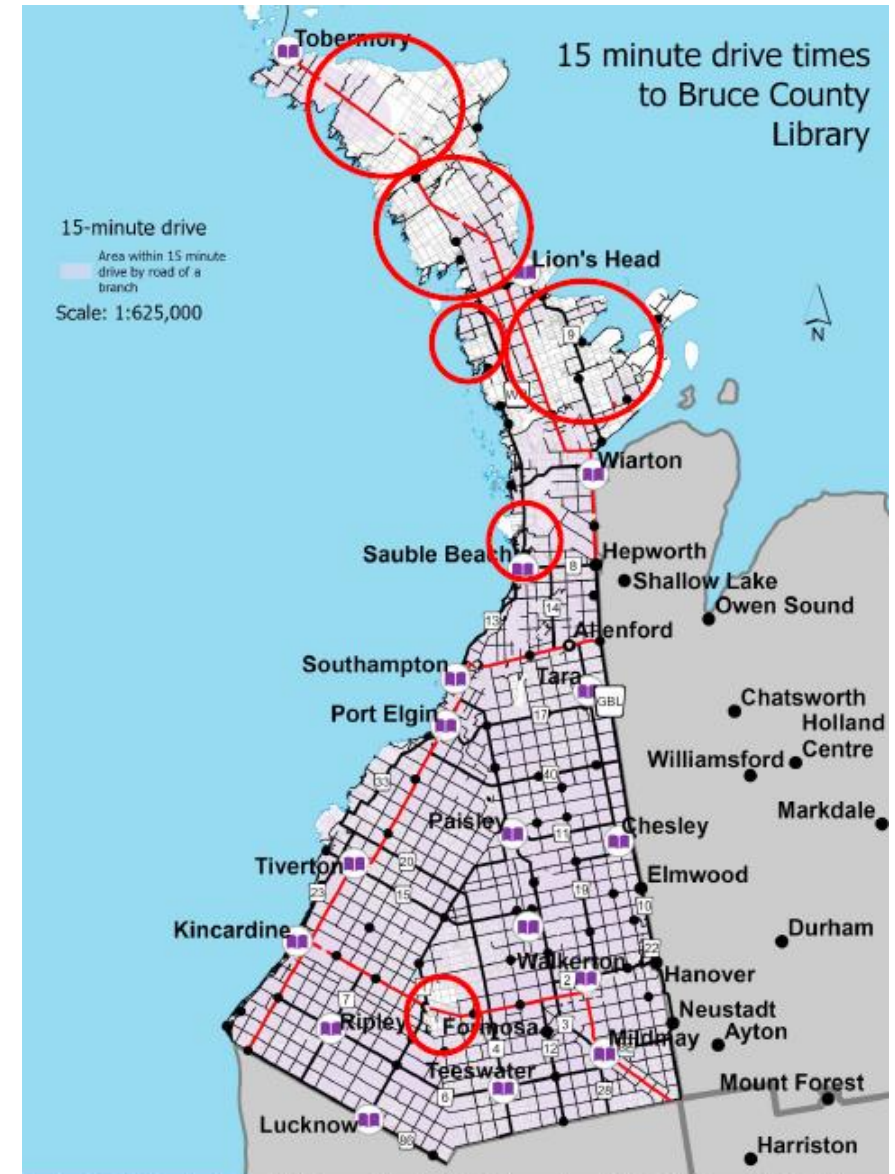
Operating Budget Highlights

Maintain Services

- Salaries, inter-department facilities and programs account for much of the library budget increase
 - \$181,076 increase to salaries, wages, and benefits
 - \$98,419 interdepartmental programming and facilities increase
- Update branch cellphones and implement lone worker controls - \$10,000
- 2% increase to library rents
- Slight increases to database and software fees based on population growth

Operating Budget Highlights

- Bringing literacy to Bruce County residents
- 3 types of stops:
 - Institutional
 - Needs-based
 - Convenience



Library Reserves

Transfer from Reserves

Special One-Time Funding reserve

- Transfer **\$7,125** from reserve to offset database costs.
- This will deplete this reserve.

Other Operational Equipment Reserve

- **\$6,200** from Equipment reserve to replace branch cell phones

Transfer to Reserves

- **\$10,000** for Master Plan and Strategic Plan

2023 - 2027 Operating Budget Summary

Library	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	4,118,901	4,225,774	106,873	4,414,087	4,523,552	4,637,550	4,758,482
Increase \$	439,824	106,873		188,313	109,465	113,998	120,932
Increase as %	11.95%	2.59%		4.46%	2.48%	2.52%	2.61%
Increase as levy %	0.84%	0.19%		0.31%	0.17%	0.17%	0.17%

Library	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	37.31	37.81	0.50	38.09	38.37	38.37	38.37

Planning and Development

2023-2027 Operating Budget

2023-01-19 |

Major Initiatives and Department Focus

We will undertake the following Major Initiatives in the 2023 Business Plan:

LAND USE PLANNING

- Adopt a new County Official Plan
- Respond to demand for development applications to support growth
- Promote creation of affordable housing in Bruce County in collaboration with Human Services
- Respond to provincial legislative changes, assess service levels and implement changes from provincial legislation (Bill 109 & 23) and Provincial Policy Statement review

Major Initiatives and Department Focus

We will undertake the following Major Initiatives in the 2023 Business Plan:

ECONOMIC DEVELOPMENT

- Execute Year 2 of the 5-year Economic Development Strategic Plan
- Implement new regionally focused Spruce the Bruce Community Development Program in partnership with municipalities
- Internally develop agriculture, tourism and energy sector action plans
- Increase business investment through business attraction - lead generation and business retention and expansion

Other Highlights

Other initiatives to be undertaken in 2023 include:

- Advance the Workforce Development and Attraction Strategy
- Support immigrant attraction and retention through the Grey Bruce Local Immigration Partnership
- Support Clean Energy Frontier program
- Monitor application volumes and processing timeframes relative to the fee refund schedules established by the province in Bill 109
- Monitor and communicate provincial legislative changes to municipalities and stakeholders

Operating Budget Highlights

- **Adjustment to Base**
 - Approximately **\$16,000** reduction from 2022 through savings on overhead, eliminating duplication
- **Maintain Services**
 - Salaries for existing positions, inter-department facilities and programs account for budget increase
 - **\$113,858** increase to salaries (grid adjustments) and benefits
 - **\$ 75,142 increase in funding** for interdepartmental facilities
 - Increase legal budget to more accurately reflect current costs
 - Support the Bruce: Business Stability Fund
 - **\$366,874** is principal and interest to repay the economic recovery program
 - Spruce the Bruce program allocation is **\$125,000**
 - Focus economic development programs to support agriculture, tourism, energy and business sectors

Operating Budget Highlights

- Growth
 - **\$10,000** increase to legal budget for potential appeals for new County Official Plan
- Provincial Legislation
 - **\$200,000** allocated for natural heritage review due to Bill 23 changes
 - **\$10,000** to initiate review of processing timelines and develop fee structure to maintain application revenue to minimize financial impact of changes under Bill 23 and Bill 109.
 - Continued use of consultants to assist with meeting provincial timelines Bill 109 for development applications and application volumes

2023 - 2027 Operating Budget Summary

Planning & Development	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	4,032,963	4,485,567	452,604	4,552,809	4,561,609	4,404,614	4,519,908
Increase \$	95,126	452,604		67,242	8,800	-156,995	115,294
Increase as %	2.42%	11.22%		1.50%	0.19%	-3.44%	2.62%
Increase as levy %	0.18%	0.81%		0.11%	0.01%	-0.23%	0.16%

Planning & Development	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	25.28	25.28	0.00	25.28	25.28	25.28	25.28

Employment Services

2023-2027 Operating Budget

2023-01-19

New Service Area - Employment Services

EMPLOYMENT SERVICES - SERVICE SYSTEM MANAGER

Major Initiatives in 2023

- Complete the co-design of the future state employment system for Bruce, Grey, Huron and Perth
- Successful implementation of the future state system starting April 1, 2023

Funding

- \$12.8M of flow-through funding from province to deliver this program across the Stratford-Bruce Peninsula Economic Region
- No impact to the Bruce County tax levy
- Fiscal year is reported April 1- March 31 unlike County's fiscal year being Jan 1 - Dec 31

2023 - 2027 Operating Budget Summary

Employment Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Operating Levy	0	0	0	0	0	0	0
Increase \$	0	0		0	0	0	0
Increase as %	0%	0%		0%	0%	0%	0%
Increase as levy %	0%	0%		0%	0%	0%	0%

Planning & Development	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
FTEs	5	5	0.00	5	5	5	5

OPERATING BUDGET SUMMARY

2023-01-19

Operating Budget Summary

- Maintaining core service levels and staffing, while working towards strengthening our foundation.
- Reflects the cost of doing business given inflationary pressures and increased service levels over the past years
- With this budget, Bruce County will continue to deliver high quality municipal services including roads maintenance, long term care, family and housing supports, and enhanced paramedic services, while strengthening the foundation that allows the County to deliver these services.

Operating Budget Summary



Department	Operations Approved 2022	Operations Proposed 2023	Operations \$ Change	Operations % Change
CAO	1,865,321	2,472,516	607,195	32.55%
Corporate Services	-31,000	-31,000	0	0.00%
Non-Departmental	2,536,964	2,038,911	-498,053	(19.63%)
Information Technology	-273,410	-415,030	-141,620	51.80%
Human Resources	-34,000	-34,500	-500	1.47%
Paramedic Services	6,646,751	7,727,327	1,080,576	16.26%
Transportation & Env. Serv.	10,145,675	11,136,944	991,269	9.77%
Employment Services	0	0	0	0.00%
Human Services	5,747,320	6,478,043	730,723	12.71%
Long Term Care & Senior Services	9,332,696	11,097,325	1,764,629	18.91%
Museum	2,165,496	2,386,637	221,141	10.21%
Library	4,118,901	4,225,774	106,873	2.59%
Planning & Development	4,032,963	4,485,567	452,604	11.22%
Total	46,253,677	51,568,514	5,314,837	11.49%

Department	Operations Approved 2022	Operations Proposed 2023	Operations \$ Change	Operations % Change
Corporate Services	1,958,691	2,460,779	502,088	25.63%
Information Technology	2,970,602	3,798,548	827,946	27.87%
Human Resources	1,542,499	1,909,621	367,122	23.80%
Non-Departmental	2,435,160	854,288	-1,580,872	(64.92%)
Total	8,906,952	9,023,236	116,284	1.31%

Operating Budget Summary and Wrap up

- Operating Budget Proposed Increase of \$5,314,837 Year over Year
 - A 9.41% increase on levy (operating and capital) before growth
- Total change of 11.08 FTE from prior year

Strengthen the Foundation of our Core Services

