

2023 Staff Proposed Capital Budget

Plus 2024-2027 Forecasted Capital Budget

2023-01-19

2023-2027 Capital Budget Documents

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

Order of Presentations

- Capital Budget Introduction
- Corporate Services
- Non-Departmental
- Information Technology Services
- Paramedic Services
- Transportation and Environmental Services
- Human Services
- Long Term Care & Senior Services
- Museum
- Library
- Planning & Development
- Capital Budget Summary

2023 - 2027 Capital Budget

- 5 years of Capital Budget numbers
- Approving 2023 Capital Budget only
 - Future years are forecast only and can be amended in future budget discussions
- The forecasted years allow for better budget planning
 - 2021 Actual
 - 2022 Budget
 - 2023 Budget for Approval
 - 2024-2027 Forecast

2023 Capital Budget Focus and Principles

- **Prepare 5-year budget**
 - Provide a forecast to future years to permit more predictable budgeting
 - Have longer-term outlook of 10 to 20 years or more
 - Integrate Asset Management Plan and Condition Assessment into capital budgeting
- **Consider infrastructure service levels**
 - Maintain current infrastructure service levels and improve or reduce as approved
 - Add new capital assets approved by Council/Committee
- **Use reserves, where available**
- **Examine areas to find efficiencies**
- **Effort to flatten long-term levy increases by delaying repairs and replacements**

Asset Management Plan

- **2022**
 - Approval of updated Asset Management Plan
 - Includes current infrastructure service levels for core assets
 - Lifecycle repair and replacement schedules to ensure optimum condition
 - Identified \$18.3 million annual shortfall in repair and replacement
 - Recommended 2.1% annual increase to capital spending for 15 years
 - Require Annual Non-residential Construction Price Index inflation increases
- **2024/2025**
 - Additional Asset Management Plan updates required by Province

Where we left off last year (Capital)

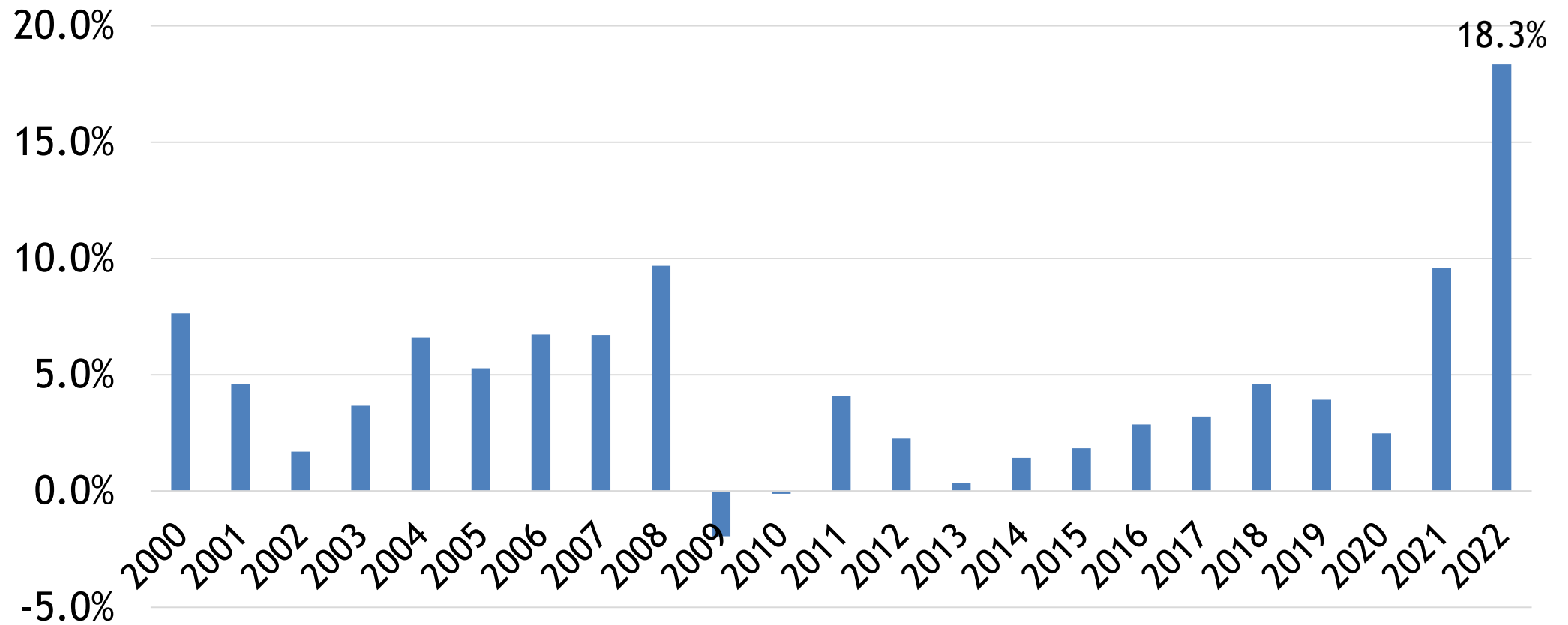
Levy increase	2022	2023	2024	2025	2026
Levy Contribution	10,240,581	14,201,633	16,620,720	19,009,076	19,946,579
Increase as % of Capital	5.76%	38.68%	17.03%	14.37%	4.93%
Increase as % of Total Levy	1.07%	7.01%	3.89%	3.56%	1.32%

Includes a 1.5% annual increase for Infrastructure Capital Renewal Levy to fund the Teeswater Bridge (Paisley) and the Durham St. Bridge (Walkerton)

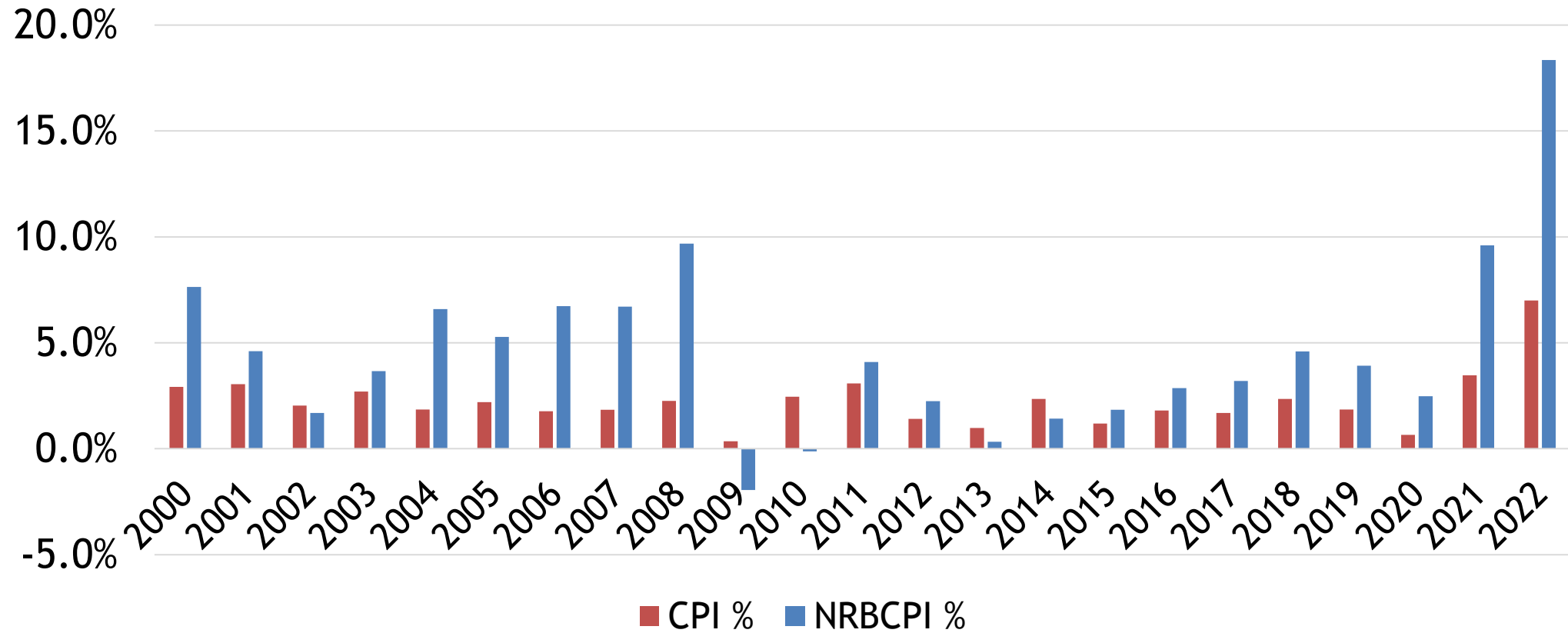
Capital Budget Pressures for 2023

Item	2023 Budget Implication	2023 Budget Impact \$	2023 Budget Impact %
1	Increased Spending to meet Minimum Asset Management Recommendation	1,186,380	2.10%
2	LTC Internet and Mobile Charting Upgrades to meet Standards	289,000	0.55%
	Totals	1,475,380	2.65%

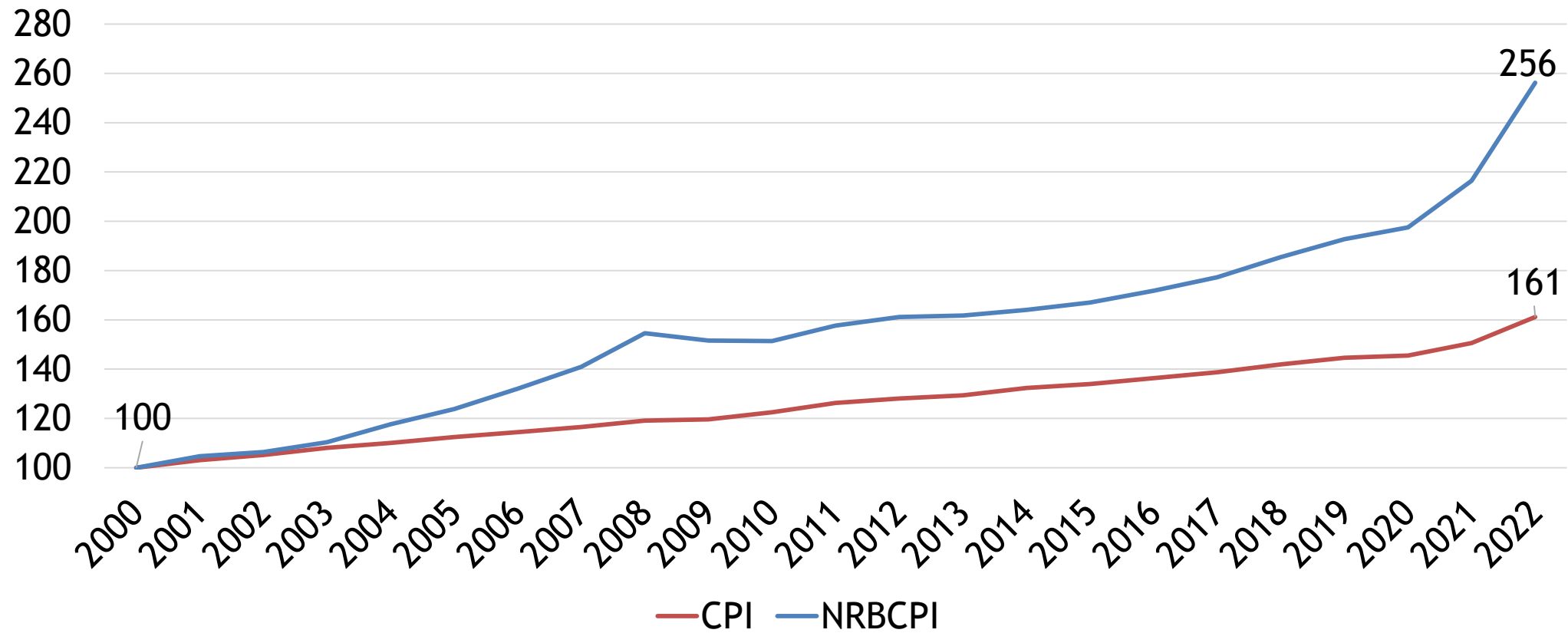
Non-Residential Building Construction Price Index



NRBCPI is usually higher than CPI



From 2000-2022 CPI Increased 61% while NRBCPI Increased 156% or 2.5 times more



2023-2027 Capital Budgeting Considerations

- Forecast does not include potential new initiatives where direction is unknown
- Recommended increased exceeds the 2.1% but does not keep pace with inflation
 - Additional 6.2% levy increase would be required to keep pace with NRBCPI
 - As the levy increases each year for inflation the real value of the 2.1% would adjust for the prior year general inflation
- Grant funding extensions past 2023 have not been announced but have been assumed for sustainable funding programs only
 - Gas Tax for 2023 \$2,200,458 - assumed for 2024-2027
 - OCIF for 2023 at \$1,333,134 - assumed for 2024-2027
- Assumption that 2022/2023 levels of inflation will not be sustained in the forecasted years

Not Included in 2023-2027 Capital Budget and Forecast

- **Transit**
 - Capital Purchases
- **Museum Expansion**
 - Plans and Alternatives being reviewed and revised
- **Renovations to 207 Cayley St. (Court House) and 215 Cayley St. (Crown Bldg.)**
 - May be potential offsetting revenues from tenant(s)
- **Enterprise Resource Planning Software**
 - Initial costs have been estimated but could change based on scope of project

Capital Budget Summary



Department	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change
CAO	0	0	0	0.00%
Corporate Services	31,000	31,000	0	0.00%
Non-Departmental	206,000	246,000	40,000	19.42%
Information Technology	273,410	415,030	141,620	51.80%
Human Resources	34,000	34,500	500	1.47%
Paramedic Services	681,100	1,046,998	365,898	53.72%
Transportation & Env. Serv.	5,584,612	6,218,582	633,970	11.35%
Employment Services	0	0	0	0.00%
Human Services	2,624,020	2,777,203	153,183	5.84%
Long Term Care & Senior Services	253,829	751,601	497,772	196.11%
Museum	162,300	195,792	33,492	20.64%
Library	372,800	400,678	27,878	7.48%
Planning & Development	17,510	0	-17,510	(100.00%)
Total	10,240,581	12,117,384	1,876,803	18.33%
Department	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change
Corporate Services	31,000	31,000	0	0.00%
Information Technology	273,410	415,030	141,620	51.80%
Human Resources	34,000	34,500	500	1.47%
Non-Departmental	206,000	246,000	40,000	19.42%
Total	544,410	726,530	182,120	33.45%

Capital Budget Analysis

- \$1,876,803 net increase in levy
- Decrease in Capital expenses of \$4,311,992
 - Trails budget reduced as Willow Creek Bridge repair completed
 - Roads & Bridges spending is reduced vs prior year which had a major one-time funding projects
- Decrease in Capital Revenue of \$6,188,795
 - Projects funded by unsustainable funding sources (ICIP, Gas Tax Top up) are not budgeted until funding is confirmed
 - Use of debt in 2023 is minimal, with increases in forecasted years for building construction projects

Capital Budget Summary Report - Consolidated



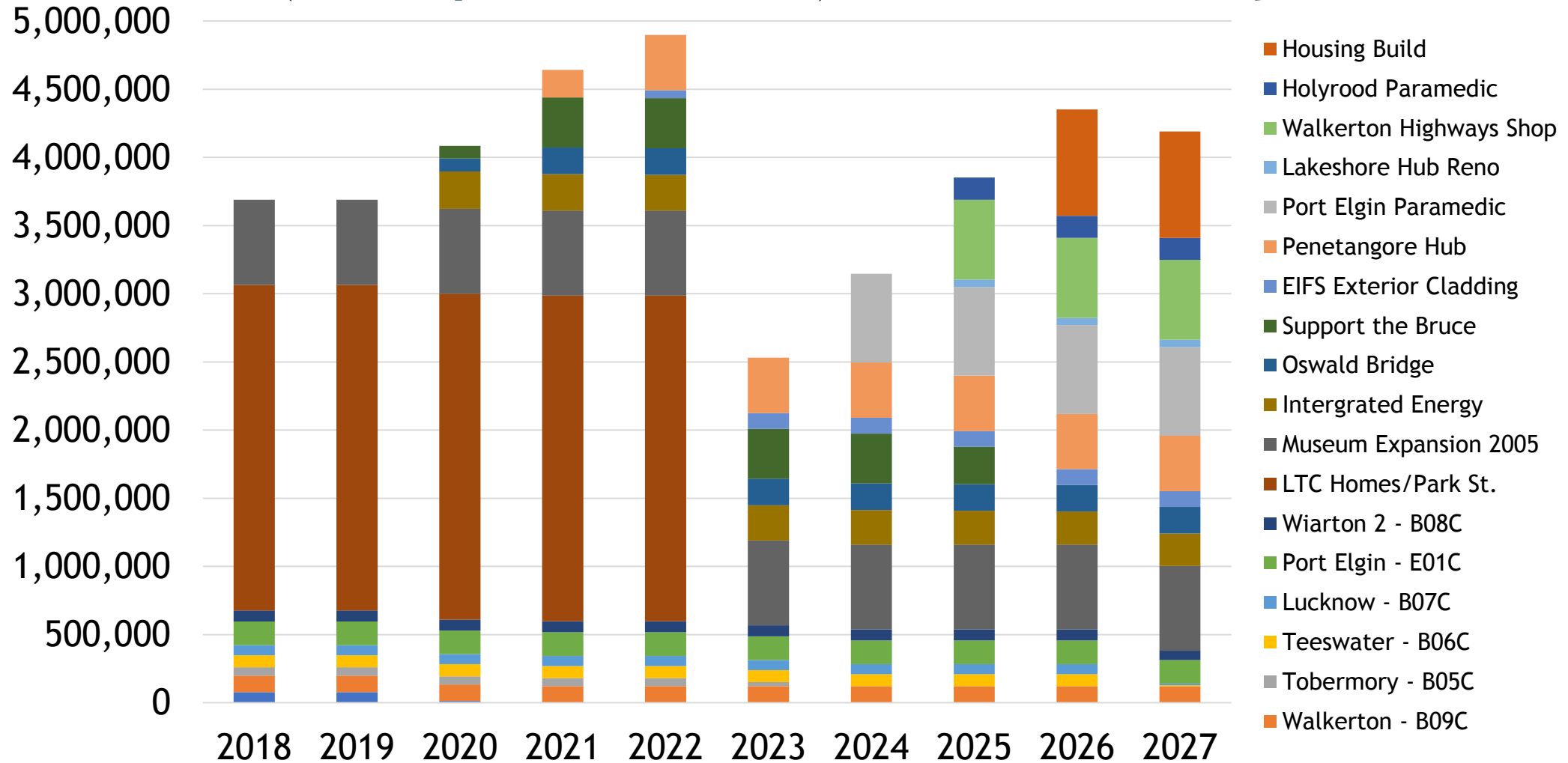
Expenditure or Revenue Type	2021 Actual	2022 Budget	2023 Budget	\$ Change Over 2022	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	1,232,764	624,229	660,483	36,254	715,586	638,760	711,015	705,846
Technology & Communications	377,987	736,614	583,682	(152,932)	1,053,848	1,082,319	697,795	226,373
Vehicles & Machinery	780,444	953,500	1,555,144	601,644	1,882,712	1,319,724	1,635,072	1,582,745
Furniture & Fixtures	81,001	41,100	50,915	9,815	32,956	33,412	34,870	36,330
Building - Structure	5,011,814	3,142,168	4,082,923	940,755	15,250,194	20,093,623	7,595,730	4,286,361
Bridges & Culverts	1,642,954	1,642,954	4,169,000	1,642,954	1,642,954	1,642,954	1,642,954	1,642,954
Roads Paved	6,642,799	7,151,000	4,571,000	(2,580,000)	8,258,500	5,933,191	3,885,000	13,720,000
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	97,066	386,980	5,000	(381,980)	0	0	0	0
Trails Program	80,959	790,000	350,000	(440,000)	725,000	135,000	85,000	85,000
Gross Expenditure	17,807,157	20,677,591	16,028,147	(4,649,444)	30,765,896	38,656,029	21,869,482	22,792,655
Transfer to Reserves	5,717,626	4,414,009	4,751,461	337,452	6,387,445	4,649,377	6,647,932	4,782,685
Total Expenditure	23,524,783	25,091,600	20,779,608	(4,311,992)	37,153,341	43,305,406	28,517,414	27,575,340
Percent of Total Expenditure Budget			(17.2%)		78.8%	16.6%	(34.1%)	(3.3%)
Revenues by Type								
Federal	2,497,807	6,652,046	2,442,007	(4,210,039)	2,720,458	2,240,458	2,200,458	2,200,458
Provincial	1,123,799	3,094,481	1,211,134	(1,883,347)	1,334,884	1,333,134	1,333,134	1,333,134
Municipal	0	100,000	0	(100,000)	100,000	0	0	0
Transfers from Reserves	7,334,673	4,979,992	4,489,083	(490,909)	3,406,500	5,776,559	4,527,440	4,279,412
Donations	2,035	5,000	0	(5,000)	0	0	0	0
Other	2,546,356	19,500	20,000	500	33,000	30,000	30,600	31,212
Debt	255,175	0	500,000	500,000	11,170,000	16,122,500	0	0
Total Revenue	13,759,845	14,851,019	8,662,224	(6,188,795)	18,764,842	25,502,651	8,091,632	7,844,216
Net Requirement	9,764,938	10,240,581	12,117,384	1,876,803	18,388,499	17,802,755	20,425,782	19,731,124
Percent of Prior Year Net Requirement Budget			18.3%		51.8%	(3.2%)	14.7%	(3.4%)

Multi Year Capital Projects

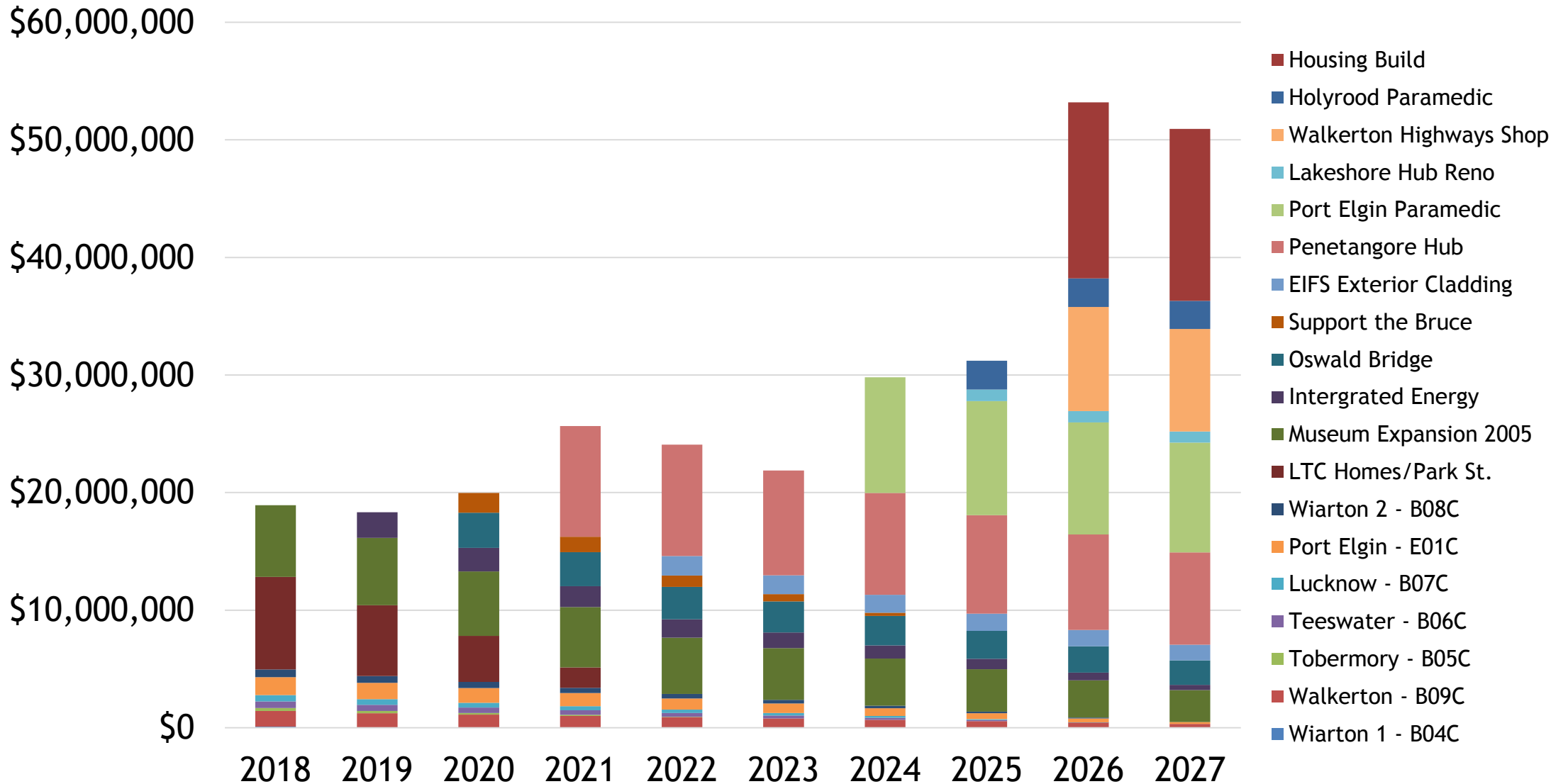
- Projects staff are requesting advance approval to Tender for costs that impact multiple years' budgets

Project	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req. 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req. 2024
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	3,699,906	-2,200,458	1,499,448	1,133,585	0	1,133,585
TS-2021-022 Bruce Rd. 6A East	2,000,000	-900,000	1,100,000	5,000,000	-2,200,458	2,799,542
ND-2023-001 Lakeshore Hub Renovation	500,000	-500,000	0	500,000	-500,000	0
Net Cost of Capital Projects	6,199,906	-3,600,458	2,599,448	6,633,585	-2,700,458	3,933,127

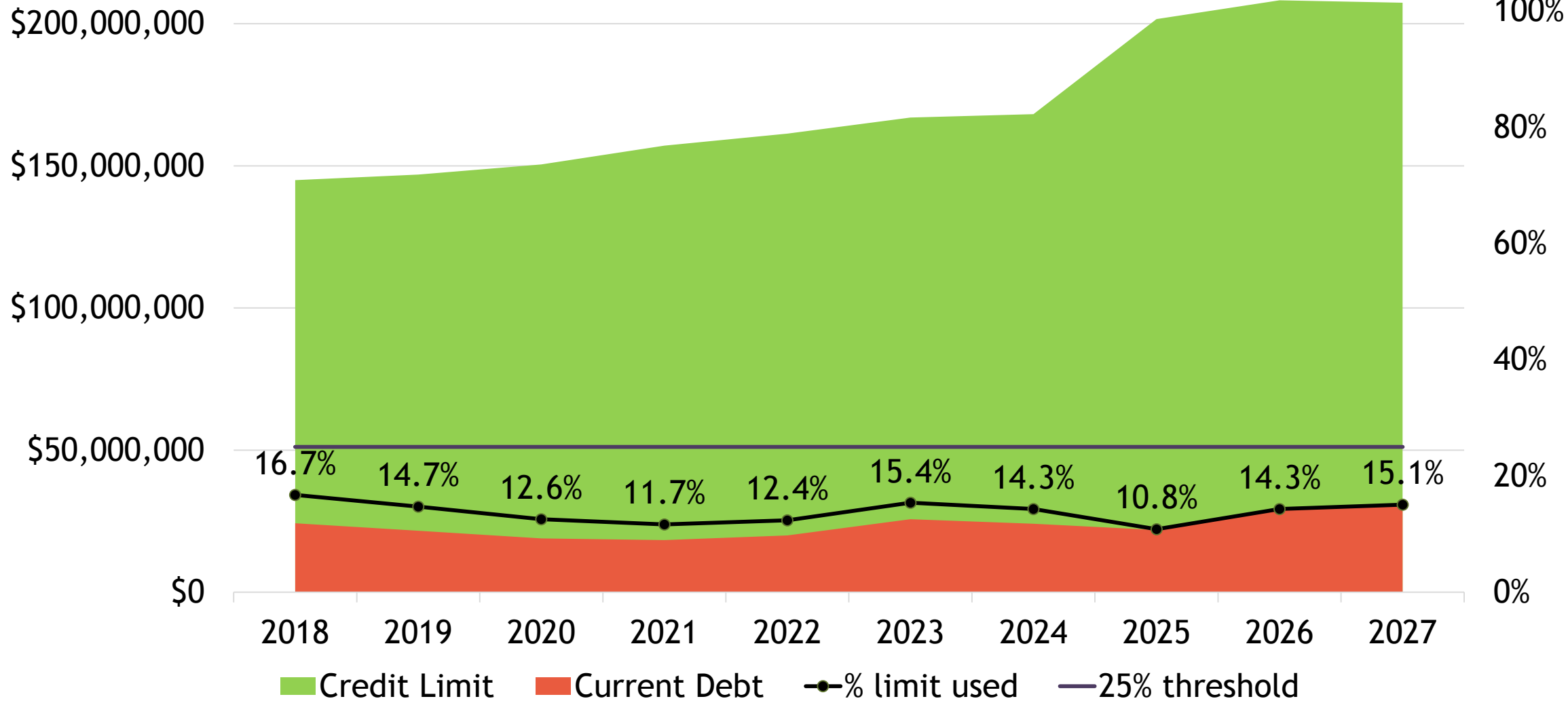
Bruce County Annual Debt Payments (Principal + Interest) 2023-2027 Projected



Bruce County Outstanding Debt (2023-2027 Projected)



Bruce County Debt Capacity (2023-2027 Projected)



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

Note: Based on Peer Comparators, annual spending and asset values, the County target reserve balance should be approximately \$63 million.

Corporate Services

2023-2027 Capital Budget

2023-01-19

Major Capital Initiatives and Department Focus

- Enterprise Resource Planning (ERP)
 - Replace the dozens of existing software that do not interconnect and become more efficient corporate-wide
 - Accounting software does not allow online payments
 - OptionPay for online payments does not link to accounting software
 - Replace 80-100 paper-based expense reimbursements monthly with electronic approvals
 - Electronic purchase orders to better manage budgets and reduce administration time
 - Review options through internal consultations
 - Replace existing incompatible accounting system and develop plans to implement a corporate-wide ERP

Capital Budget Major Projects

- Preparatory work for replacement of the accounting software in 2023 or 2024
 - Part of Enterprise Resource Planning project
 - Existing accounting software issues
 - Does not support bank reconciliations
 - Does not support electronic purchase order system
 - Does not support Provincial FIR reporting
 - Does not support electronic expense reimbursements
 - Does not have new modules
 - May be discontinued with minimal notice

2023 - 2027 Capital Budget Summary

Corporate Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	31,000	31,000	0	556,000	206,000	56,000	56,000
Increase \$	25,000	0		525,000	-350,000	-150,000	0
Increase as %	416.67%	0.00%		1693.55%	-62.95%	-72.82%	0.00%
Increase as levy %	0.05%	0.00%		0.86%	-0.54%	-0.22%	0.00%

Non-Departmental 2023-2027 Capital Budget

2023-01-19

Major Capital Initiatives and Department Focus

- Council Chambers Renovation
- Electronic entry system for Hubs to replace keys
 - Expanding County-wide to other facilities

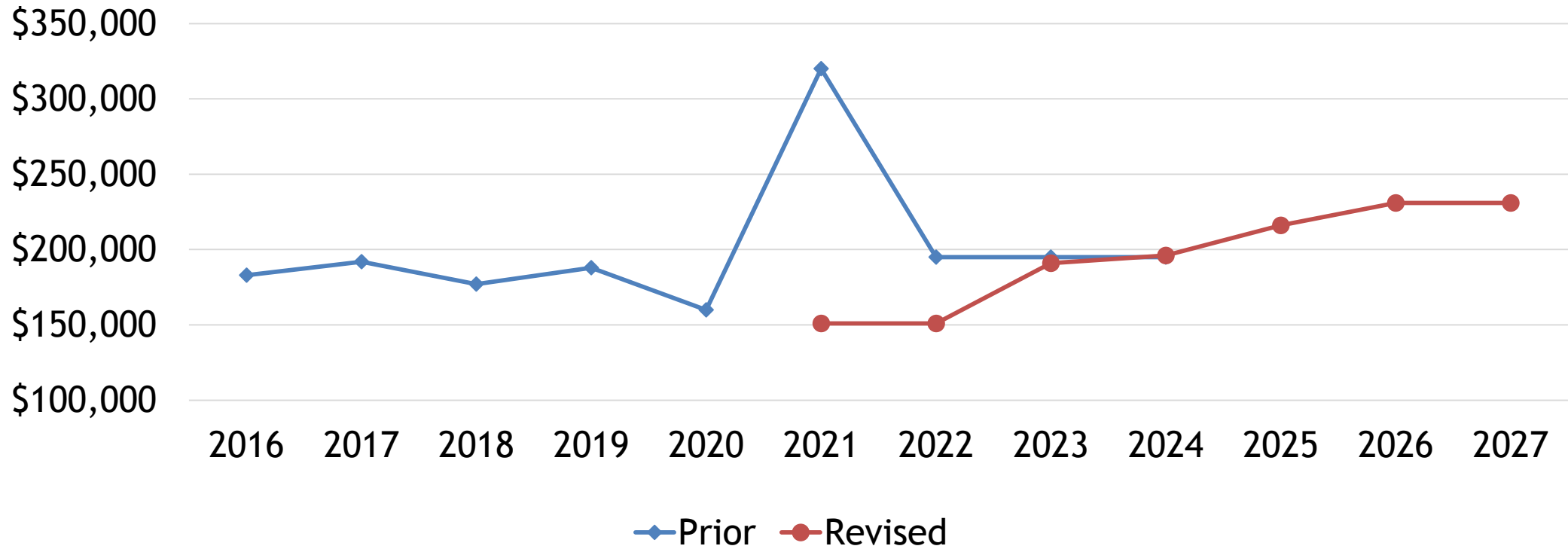
Capital Budget

2023 Major Projects

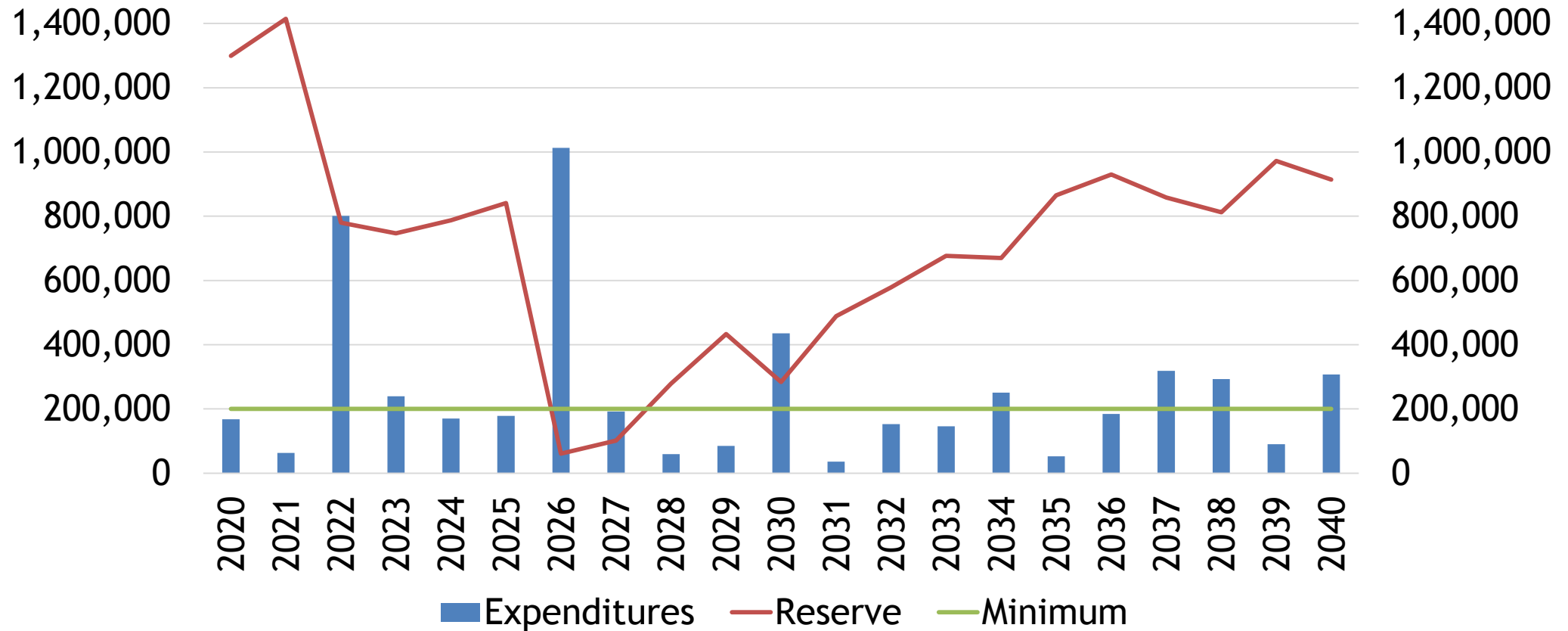
- **CARRIED FORWARD**
- \$300,000 - Council Chamber Accessibility Renovation
 - Replace Washroom flooring, Heat Pump replacements, Wire Fencing
- \$260,000 - Electronic entry system for Hubs to replace keys

- **NOT INCLUDED IN BUDGET - Pending Review**
- HVAC upgrade for 207 Cayley Street (Courthouse)
 - Split system from 1860s and 1970s
- HVAC upgrade for 215 Cayley Street (Crown Building)
 - Original system from 1860s

Non-Departmental Transfer to Reserves and Levies



Non-Departmental Facilities Reserve



2023 - 2027 Capital Budget Summary

Non-Departmental	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	206,000	246,000	40,000	266,000	286,000	301,000	291,000
Increase \$	0	40,000		20,000	20,000	15,000	-10,000
Increase as %	0.00%	19.42%		8.13%	7.52%	5.24%	-3.32%
Increase as levy %	0.00%	0.07%		0.03%	0.03%	0.02%	-0.01%

Information Technology Services

2023-2027 Capital Budget

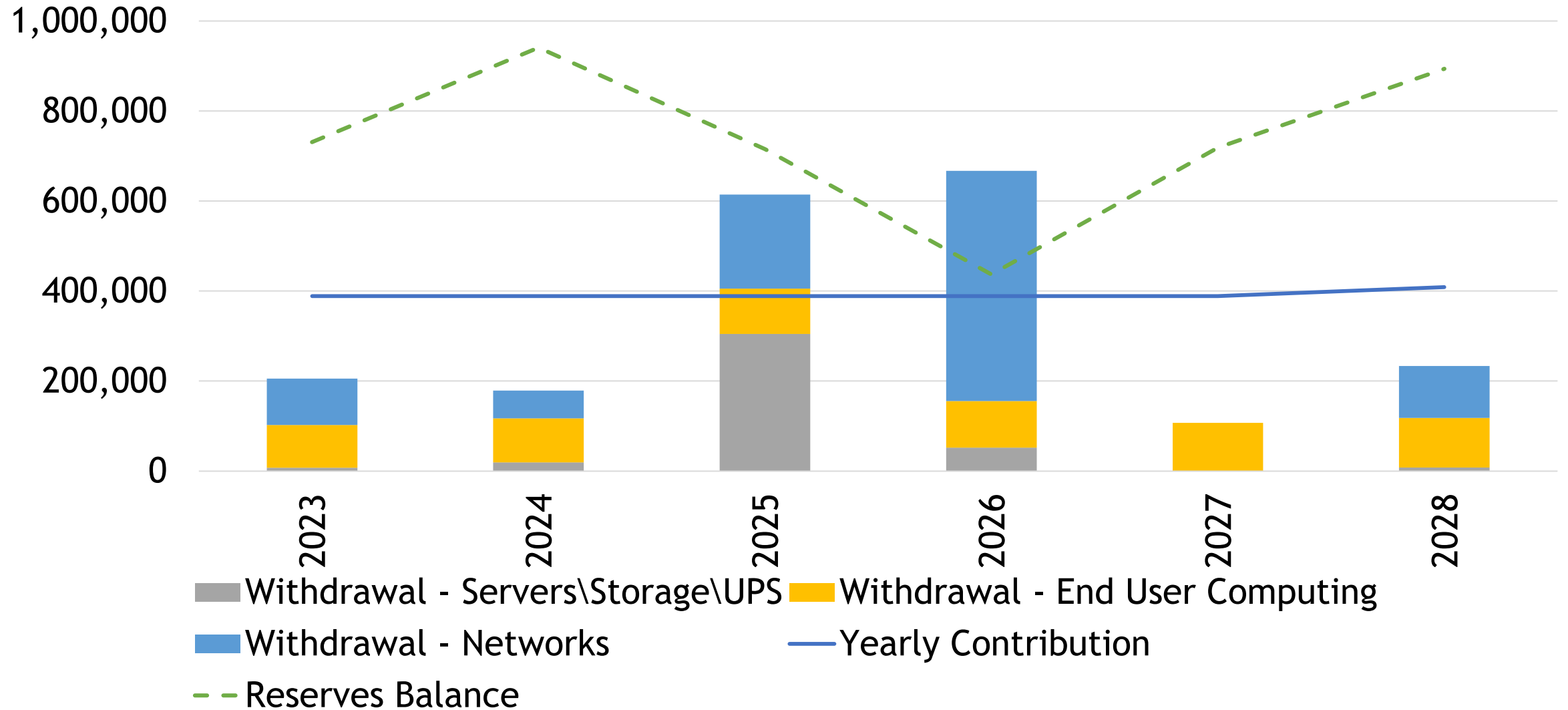
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2023 Capital Budget Major Projects

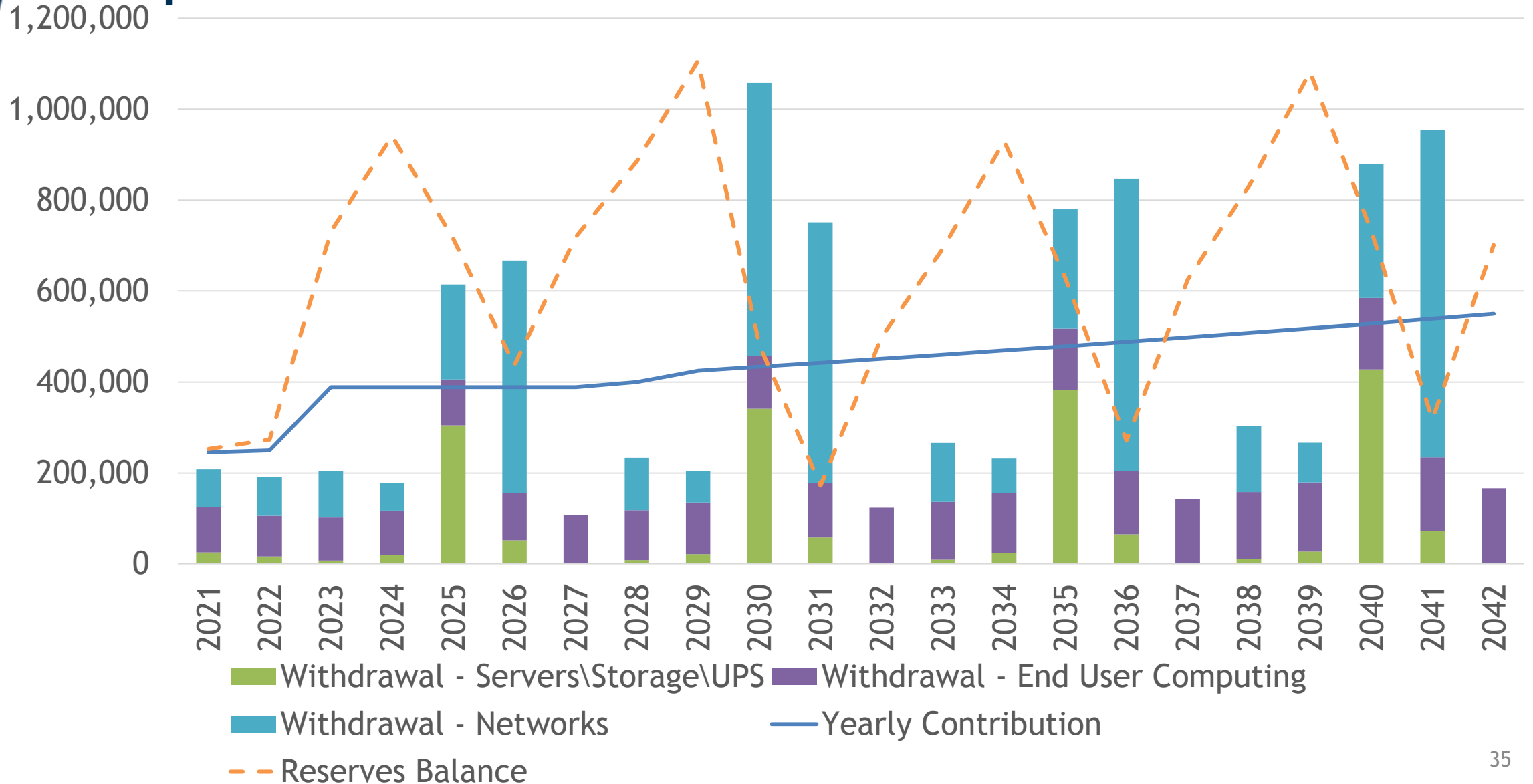
Responsible and proactive infrastructure lifecycle

- Network Infrastructure
 - \$ 102,983
- End User Computing
 - \$ 95,000

Department Reserves Discussion



Department Reserves Discussion



2023 - 2027 Capital Budget Summary

ITS	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	273,410	415,030	141,620	415,315	415,605	415,900	416,200
Increase \$	17,410	141,620		285	290	295	300
Increase as %	6.80%	51.80%		0.07%	0.07%	0.07%	0.07%
Increase as levy %	0.03%	0.25%		0.00%	0.00%	0.00%	0.00%

Paramedic Services

2023-2027 Capital Budget

2023-01-19

Major Capital Initiatives and Department Focus

Paramedic Services focus for 2023 will be on the completion and occupancy of the new Saugeen Shores Paramedic Station and moving the senior management team into our new offices

With Emergency Management moving back to Paramedic Services we can look at moving the EOC to this location.

The new facility will have:

- Three (3) hoteling stations
- two meeting rooms,
- Gym
- large training room at the new headquarters that can be utilized for County functions.
- Staff Communications is another focus, keeping staff up to date on road closures, outbreaks, staff training etc.

Major Capital Initiatives and Department Focus

- Zoll Autopulse trial Q1 2023 (Automated CPR Machine)
- Further planning and implementation of Strategic Plan
- Communications Screens in all stations for road closures, outbreaks and County communications
- Completion and occupancy of the new Saugeen Shores Headquarters

Capital Budget Major Projects

- \$784,000 for 3 New Ambulances & Supervisor Vehicle
- Transfer \$159,000 to reserves for Defibrillators, ePCR Tablets, Power Stretchers, Power Loads, Equipment Bags,
- 2023 and 2025 need 1 additional ambulance due to the proposed upstaff in 2024 and 2025

2023 - 2027 Capital Budget Summary

Paramedic Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	681,100	1,046,998	365,898	1,026,538	920,538	1,063,822	941,795
Increase \$	218,100	365,898		-20,460	-106,000	143,284	-122,027
Increase as %	47.11%	53.72%		-1.95%	-10.33%	15.57%	-11.47%
Increase as levy %	0.42%	0.65%		-0.03%	-0.16%	0.21%	-0.17%

Transportation and Environmental Services

2023-2027 Capital Budget

2023-01-19

Strategic Priorities in Action

- **Leverage Technology:** implementing solutions to make the work easier on staff and respond faster to the public's needs
- **Find and create new ways to involve all staff in our future:** engaging those that do the work in creating the baseline and workplans.
- **Explore alternative options to improve efficiency and service:** engaging with other municipalities, service providers, internal departments for synergies, efficiencies. By being a leader in collaboration.
- **Develop Key Performance Indicators (KPIs) that are meaningful and report on them:** benchmarking the current situation and setting goals for incremental improvements
- **Financing and Planning for infrastructure renewal:** Understanding where we are, where we want to be and how we are going to get there.

Technical Level of Service (2022 AMP)

Category	Average Condition	Total Replacement Cost	Average Annual Capital Requirement
Trails (incl infrastructure, signs and trails)	63% (Good)	\$980,844	\$43,921
Roads (incl Signs and Signals)	62% (Fair)	\$395,873,515	\$13,829,772
Bridges and Large Culverts	67% (Good)	\$197,074,541	\$4,587,946
Stormwater	92% (Very Good)	\$25,440,354	\$339,205

Major Capital Initiatives and Department Focus

- Improving Efficiencies through collaboration
 - Work with other agencies to get more done

Capital Project	
Bruce Road 29 Paved Shoulders Bruce Road 29 Everatt/Isthmus Intersection	Working with Northern Bruce Peninsula while they reconstruct their road.
Bruce Road 6 / Absolam Street Resurfacing (Urban)	Working with South Bruce to extend the Bruce Road 6 East reconstruction through the urban area (Mildmay). Coordinates underground infrastructure rehabilitation by Lower Tier at the same time.
Bruce Road 2 & Yonge Street PXO	Installing infrastructure when Brockton is reconstructing Yonge Street.

Strength the Foundation of Core Services

- Apply the recommendations of the Asset Management Plan to the capital program
- Define the program with engineering principles, ground truthing and consultation
- Set up long term capital plans and identify funding requirements
- Look for sustainable funding strategies
- Review the Level of Service and public expectations and document need versus want
- Look at recommendations from Master Plans for Transit, Waste Diversion, Transportation, Trails and Active Transportation and how to implement into the Long-Term Capital Programs

Major Capital Initiatives and Department Focus

- Key Performance Indicators (reviewing and reporting on progress)
 - Finish More, Start Less

Capital Project	
Bruce Road 6 East Incl. Meax Creek Bridge	Started 2021, construct in Phases 2023 and 2024 Complete rehabilitation from highway 6 to Grey County limit
Durham Street Bridge	Complete EA in 2023 to enable Construction in 2025
Arran Township Shed Bridge	Complete EA to close/remove the bridge and retain piers for pedestrian if desired by Arran-Elderslie in the future
Stephenson Bridge	Tender and Construction in 2023
Bruce Road 23 Roundabout	Complete EA to enable construction in 2025
Walkerton Shop Analysis Incl. Accessibility upgrades, building condition report recommendations	Complete review of Operations to enable new facility construction 2027

Major Capital Initiatives and Department Focus

- RE-Investment of Capital into Assets
 - Implement Lifecycle strategies for life extension

Project	
Bruce Road 1, 9, 14 Repairs	Rehabilitation of areas with settlement
Bruce Road 20 CIP & Surface	New Asphalt Service to correct deficiencies
Bruce Road 19 Micro-surfacing	Life extension of the asphalt surface
Bruce Road 10 Crack and Seal	Life extension of the asphalt surface

Major Capital Initiatives and Department Focus

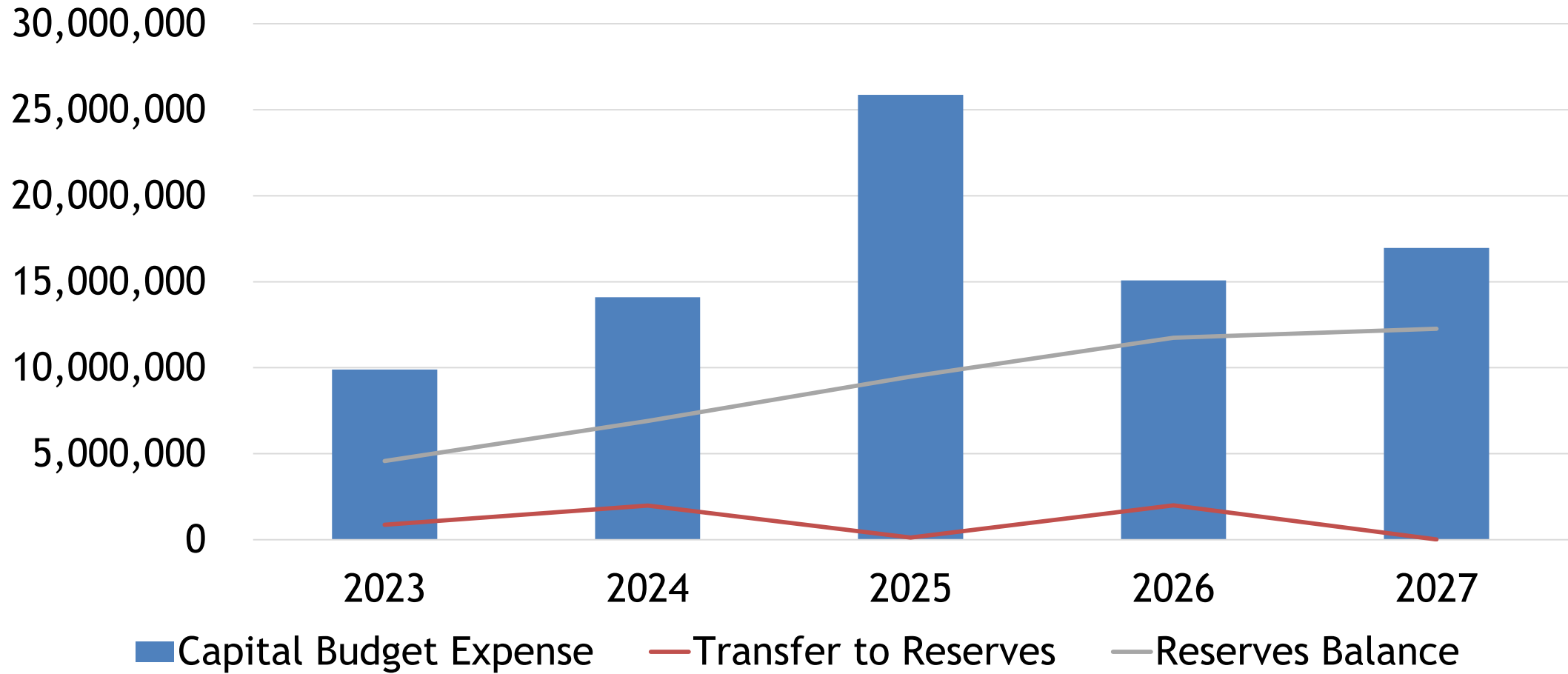
- Re-envision the future
 - New services and level of service improvements

Project	
Transit	Transit Demand Study with public input
Waste Diversion	Organic Waste and other Diversion initiatives
Road 10yr Capital Plan	Using Asset Management Plan with condition and risk for analysis
Bridge 10yr Capital Plan	Using Asset Management Plan with condition and risk for analysis

Department Reserves Discussion

- Goal is to have a reserve strategy linked to a level of service, in which we have funders to properly fund facility, bridge and road replacement and major repairs as well as to fund emergencies/failures.
- In 2023 Maintain Vehicle and Equipment Reserve contributions to offset future years with large purchases
- In 2023 zero transfers to reserves for trails, roads or bridges due to other budget pressures.

Reserves Projection



2023 - 2027 Capital Budget Summary

Transportation and Environmental Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	5,584,612	6,218,582	633,970	11,551,290	10,925,817	13,242,221	12,898,190
Increase \$	388,543	633,970		5,332,708	-625,473	2,316,404	-344,031
Increase as %	7.48%	11.35%		85.75%	-5.41%	21.20%	-2.60%
Increase as levy %	0.74%	1.13%		8.72%	-0.97%	3.45%	-0.49%

Human Services

2023-2027 Capital Budget

2023-01-19

Major Capital Initiatives and Department Focus

- Capital Asset Management of Bruce County Housing Corporation
 - Approximately 100 million in County assets
 - Approximately 700 residential units
 - 30 sites throughout the County
 - Capital replacement work in compliance with all legislative requirements for residential facilities
- Housing Facilities Capital Projects for 2023 through 2027 are limited to those
 - Highest priority
 - Estimated to be completed in year budgeted
 - Based on considerations of resource availability

Capital Budget

2023 Major Projects (Slide 1 of 2)

- \$1,168,352 - Windows & Doors, Mansard Roof Replacement at 116 Albert St. Southampton
 - The new windows and doors will help reduce energy consumption throughout the building as well as provide a more comfortable living environment. Replacement of the deteriorating asphalt shingled mansard roof with a new standing seam metal roof will ensure the building envelope is protected from moisture as well as reduce future maintenance costs. New balcony railings, balcony dividers and AC sleeve covers will also reduce maintenance costs and along with the new windows, doors and mansard roof provide a facelift to the building.
- \$463,500 - MUA Unit & Domestic Hot Water Mechanical Replacement at 550 Willoughby St Lucknow
 - Replacement of the failing make-up Air unit will ensure tenant comfort throughout the year and ensure clean fresh air is distributed throughout the building. New heat pump water heaters and make-up air unit take advantage of the latest technology extracting heat from the ambient air reducing the energy necessary to heat the building and its water. Updated controls on the mechanical equipment will allow staff to monitor, adjust and troubleshoot the equipment remotely cutting down on travel and maintenance expenses.

Capital Budget

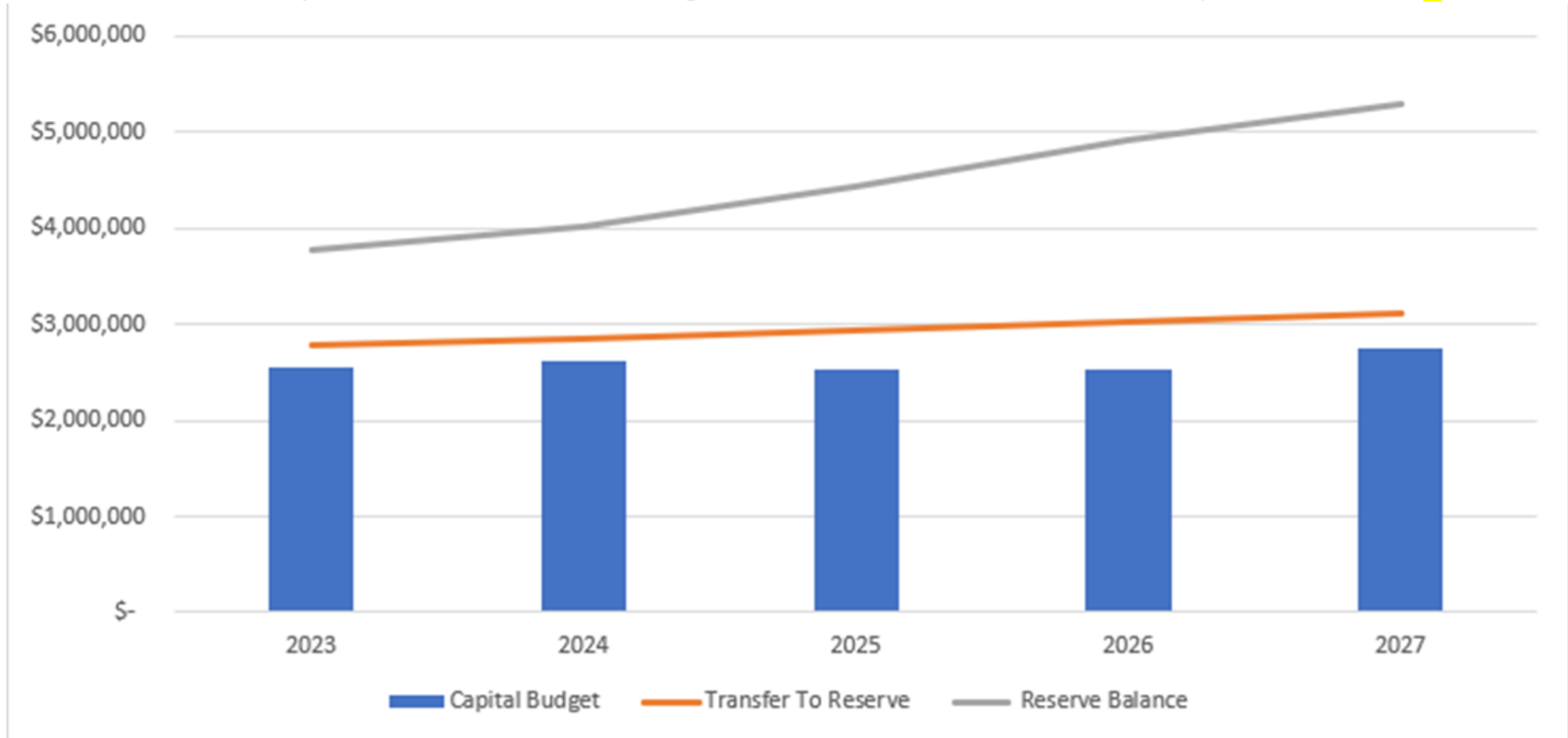
2023 Major Projects (Slide 2 of 2)

- **\$294,975 - Unit Kitchen Replacements at 7432 Hwy 6 Tobermory**
 - The existing kitchen cabinets have begun to fail and require ongoing upkeep. Installation of new kitchens will provide sturdier cabinets, a fresh look and reduced maintenance costs.
- **\$288,400 - Structural Building Repairs at 83 2nd Street Chesley**
 - Repairs to the buildings structure will help ensure safety as well as mitigate any future repairs due to movement and deflection within the building.

Department Reserves Discussion

- There is deferred capital replacement in the housing portfolio. Identifying, defining and planning to address the deferred costs is part of the Capital Asset Management Plan process. The deferred work will be prioritized and addressed over time based on the Building Condition Assessments (BCAs) for the housing portfolio and the recommendations of the Capital Asset Management Plan.
- The transfer to reserve has been increased by \$153,000 in the proposed 2023 budget.
- The total transfer to reserve for Bruce County Housing Corporation in 2023 is \$2,777,203.
- The total planned capital for Bruce County Housing Corporation in 2023 is \$2,523,376

Housing Facilities Capital Reserves Projection



2023 - 2027 Capital Budget Summary

Human Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	2,624,020	2,777,203	153,183	2,857,715	2,940,627	3,026,009	3,113,935
Increase \$	75,921	153,183		80,512	82,912	85,382	87,926
Increase as %	2.98%	5.84%		2.90%	2.90%	2.90%	2.91%
Increase as levy %	0.15%	0.27%		0.13%	0.13%	0.13%	0.12%

Long Term Care & Senior Services

2023-2027 Capital Budget

2023-01-19

Capital Budget 2023 Major Projects

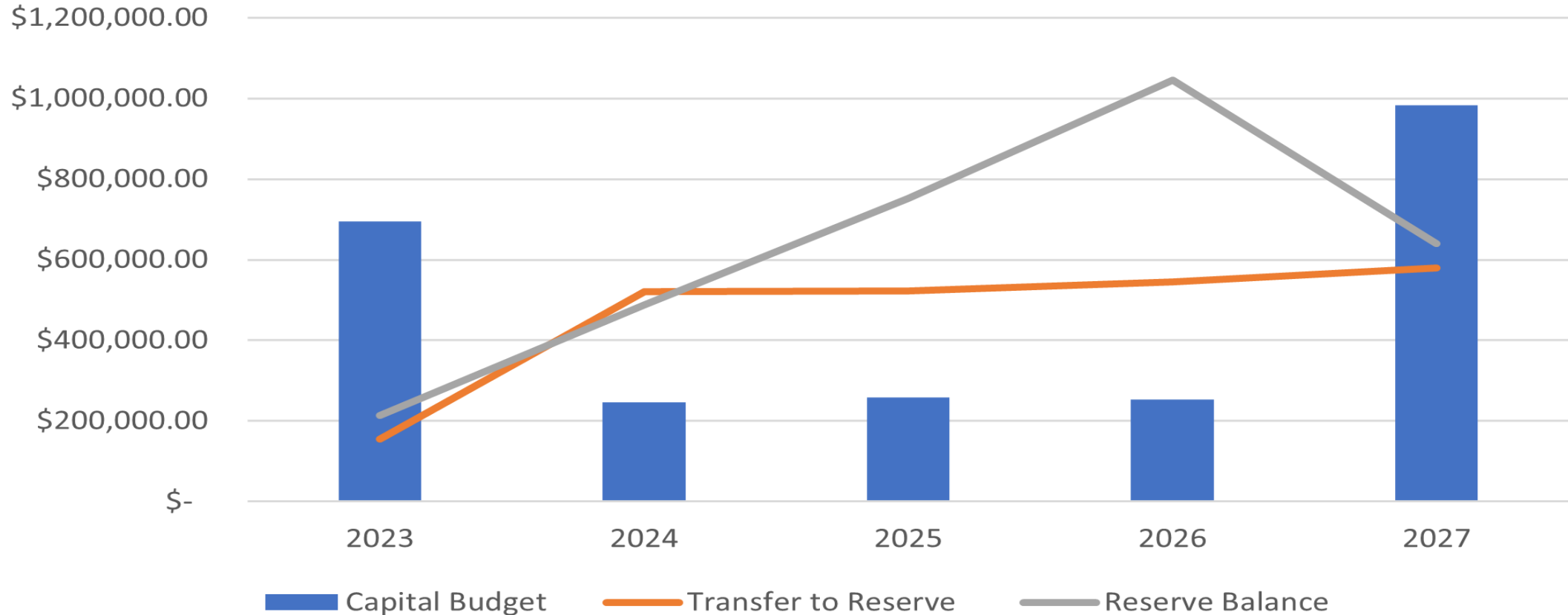
- \$ 142,000 - Equipment includes regular items such as mattress/beds/lift replacement at both homes
- \$ 242,761-Interior - includes flooring, steam table, washing machine, servery replacement and hand railings.
- \$ 273,000 IT- upgrade of wireless infrastructure and replacement of stationary computers.

Department Reserves Discussion

- The focus in the past was on replacing regular equipment such as (tornadoes, beds, etc.) and certain improvements such as (nurse call system and 2023 item) and not necessarily on putting money aside for major equipment replacement such as (dryers, kitchens and HVAC etc.)
- With the recent Asset Management Plan which included a condition assessment of all major capital components, we determined we need to start focusing on the future funding of building related capital.

Capital Budget and Reserve Projection

Long Term Care and Senior Services Capital Reserves Projection



2023 - 2027 Capital Budget Summary

Long Term Care and Senior Services	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	253,829	751,601	497,772	767,000	781,498	797,468	812,752
Increase \$	57,829	497,772		15,399	14,498	15,970	15,284
Increase as %	29.50%	196.11%		2.05%	1.89%	2.04%	1.92%
Increase as levy %	0.11%	0.89%		0.03%	0.02%	0.02%	0.02%

Museum & Cultural Services

2023-2027 Capital Budget

2023-01-19

Major Capital Initiatives and Department Focus

- Main areas of focus
 - Building Projects
 - Asset Management Plan assessment
 - Reserves
 - Building museum reserves

Capital Budget Major Projects

Capital Building Projects \$134,792

- Office Furniture / Workstations, \$16,000
- Rooftop Ladder, \$12,097
- Deck Projects
 - Bruce Gallery, \$14,140
 - Back Patio, \$18,355
- HVAC
 - Refrigeration Units \$11,700
 - Air Conditioning Unit \$62,500

Reserve Contributions

Reserve Contributions \$61,000

- Building, \$50,000
- Computer Software, \$3,000
- Vehicle, \$3,000
- Furniture, \$5,000

2023 - 2027 Capital Budget Summary

Museum	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	162,300	195,792	33,492	505,775	886,312	1,078,507	751,500
Increase \$	109,913	33,492		309,983	380,537	192,195	-327,007
Increase as %	209.81%	20.64%		158.32%	75.24%	21.68%	-30.32%
Increase as levy %	0.21%	0.06%		0.51%	0.59%	0.29%	-0.46%

Bruce County Public Library

2023-2027 Capital Budget

2023-01-19

Department Reserves

Reserve	Balance
Computer Software	\$9,957
Other Operational Equipment	\$20,981
Library Branch Locations	\$55,369
Vehicle Replacement	\$30,261
Library Sustainability/Strategic Plan	\$34,697
Library Stabilization	\$368,121
General Branch Specific Donations	\$31,815
Southampton Branch Donation - Bylaw 3346	\$85,286
Literacy Program	\$13,393
Sale of Used Books	\$19,611
Fundraising Project - Bookmobile	\$179,000

2023 - 2027 Capital Budget Summary

Library	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	372,800	400,678	27,878	403,060	400,446	404,835	409,622
Increase \$	-5,200	27,878		2,382	-2,614	4,389	4,787
Increase as %	-1.38%	7.48%		0.59%	-0.65%	1.10%	1.18%
Increase as levy %	-0.01%	0.05%		0.00%	0.00%	0.01%	0.01%

Planning and Development

2023-2027 Capital Budget

2023-01-19

Capital Budget Major Projects

- No capital budget items proposed in Planning & Development in 2023

Department Reserves Discussion

- 2023 reserve balance for reserves is \$160,767.
- Projected 2023-year end reserve balance is \$165,727
- Unused funds from 2022 will be allocated into the Spruce the Bruce reserve to be accessed in 2023
- Review reserves and how best to fund and utilize reserves to smooth out levy impacts for major, re-occurring projects/studies in 2023

2023 - 2027 Capital Budget Summary

Planning and Development	Approved 2022	Budgeted 2023	Change	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Capital Levy	17,510	0	-17,510	5,306	5,412	5,520	5,630
Increase \$	510			5,306	106	108	110
Increase as %	3.00%			0.00%	2.00%	2.00%	1.99%
Increase as levy %	0.00%			0.01%	0.00%	0.00%	0.00%

BUDGET SUMMARY

2023-01-19

Capital Budget Summary

- Implement recommendations from the 2022 Asset Management Plan
- Develop multi-year plans for Capital management and renewal
- Modernize infrastructure to meet new requirements and standards
- With this budget, Bruce County takes steps towards addressing the County's infrastructure gap and strengthens the foundation for future Asset Management Planning.

Capital Budget Summary



Department	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change
CAO	0	0	0	0.00%
Corporate Services	31,000	31,000	0	0.00%
Non-Departmental	206,000	246,000	40,000	19.42%
Information Technology	273,410	415,030	141,620	51.80%
Human Resources	34,000	34,500	500	1.47%
Paramedic Services	681,100	1,046,998	365,898	53.72%
Transportation & Env. Serv.	5,584,612	6,218,582	633,970	11.35%
Employment Services	0	0	0	0.00%
Human Services	2,624,020	2,777,203	153,183	5.84%
Long Term Care & Senior Services	253,829	751,601	497,772	196.11%
Museum	162,300	195,792	33,492	20.64%
Library	372,800	400,678	27,878	7.48%
Planning & Development	17,510	0	-17,510	(100.00%)
Total	10,240,581	12,117,384	1,876,803	18.33%
Department	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change
Corporate Services	31,000	31,000	0	0.00%
Information Technology	273,410	415,030	141,620	51.80%
Human Resources	34,000	34,500	500	1.47%
Non-Departmental	206,000	246,000	40,000	19.42%
Total	544,410	726,530	182,120	33.45%

Capital Budget Summary and Wrap up

- Capital Budget proposed to Increase by 1,876,803 Year over Year
 - 3.32% increase on levy (operating and capital) before growth
- Debt utilization
 - 2023/2024 - Lakeshore Hub Renovations
 - 2024 - Holyrood Paramedic Station
 - 2024/2025 - Social Housing New Build
 - 2025 - Walkerton Shop
- Reserve utilization has been reduced by \$490,909 in 2023

Strengthen the Foundation of our Core Services

