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2023 - 2027 Budget and Forecast

Budget Reference



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

	Operational Approved 2022	Operational Proposed 2023	Operational \$ Change	Operational % Change	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change	Consolidated Approved 2022	Consolidated Proposed 2023	Consolidated \$ Change	Consolidated % Change	Total % Impact
CAO	1,865,321	2,472,516	607,195	32.55%	0	0	0	0.00%	1,865,321	2,472,516	607,195	32.55%	1.07%
Corporate Services	(31,000)	(31,000)	0	0.00%	31,000	31,000	0	0.00%	0	0	0	0.00%	0.00%
Non-Departmental	2,536,964	2,038,911	(498,053)	(19.63%)	206,000	246,000	40,000	19.42%	2,742,964	2,284,911	(458,053)	(16.70%)	(0.81%)
Information Technology	(273,410)	(415,030)	(141,620)	51.80%	273,410	415,030	141,620	51.80%	0	0	0	0.00%	0.00%
Human Resources	(34,000)	(34,500)	(500)	1.47%	34,000	34,500	500	1.47%	0	0	0	0.00%	0.00%
Paramedic Services	6,646,751	7,727,327	1,080,576	16.26%	681,100	1,046,998	365,898	53.72%	7,327,851	8,774,325	1,446,474	19.74%	2.56%
Transportation & Environmental Ser	10,145,675	11,136,944	991,269	9.77%	5,584,612	6,218,582	633,970	11.35%	15,730,287	17,355,526	1,625,239	10.33%	2.88%
Employment Services	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0.00%
Human Services	5,747,320	6,478,043	730,723	12.71%	2,624,020	2,777,203	153,183	5.84%	8,371,340	9,255,246	883,906	10.56%	1.56%
Long Term Care & Senior Services	9,332,696	11,097,325	1,764,629	18.91%	253,829	751,601	497,772	196.11%	9,586,525	11,848,926	2,262,401	23.60%	4.00%
Museum	2,165,496	2,386,637	221,141	10.21%	162,300	195,792	33,492	20.64%	2,327,796	2,582,429	254,633	10.94%	0.45%
Library	4,118,901	4,225,774	106,873	2.59%	372,800	400,678	27,878	7.48%	4,491,701	4,626,452	134,751	3.00%	0.24%
Planning & Development	4,032,963	4,485,567	452,604	11.22%	17,510	0	(17,510)	(100.00%)	4,050,473	4,485,567	435,094	10.74%	0.77%
Total	46,253,677	51,568,514	5,314,837	11.49%	10,240,581	12,117,384	1,876,803	18.33%	56,494,258	63,685,898	7,191,640	12.73%	12.73%



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

	Operational Approved 2022	Operational Proposed 2023	Operational \$ Change	Operational % Change	Capital Approved 2022	Capital Proposed 2023	Capital \$ Change	Capital % Change	Consolidated Approved 2022	Consolidated Proposed 2023	Consolidated \$ Change	Consolidated % Change	Total % Impact
Corporate Services	1,958,691	2,460,779	502,088	25.63%	31,000	31,000	0	0.00%	1,989,691	2,491,779	502,088	25.23%	0.90%
Information Technology	2,970,602	3,798,548	827,946	27.87%	273,410	415,030	141,620	51.80%	3,244,012	4,213,578	969,566	29.89%	1.74%
Workplace Engagement Services	1,542,499	1,909,621	367,122	23.80%	34,000	34,500	500	1.47%	1,576,499	1,944,121	367,622	23.32%	0.66%
Non-Departmental	2,435,160	854,288	(1,580,872)	(64.92%)	206,000	246,000	40,000	19.42%	2,641,160	1,100,288	(1,540,872)	(58.34%)	(2.77%)
Total	8,906,952	9,023,236	116,284	1.31%	544,410	726,530	182,120	33.45%	9,451,362	9,749,766	298,404	3.16%	0.54%



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

	Salaries & Benefits 2022	Salaries & Benefits 2023	Salaries & Benefits \$ Change	Salaries & Benefits % Change	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 Servi	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%



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

	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 Charge	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		100.0%	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	686,940	(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		100.0%	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		100.0%	100.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.2%	0.7%	0.5%	1.8%	(98.2%)



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	52,556,846	56,039,519	58,811,164	64,227,573	5,416,409	66,345,125	68,395,762	70,398,571	72,318,903
Staff Related Costs	945,101	503,186	1,023,929	1,366,627	342,698	1,268,286	1,294,256	1,322,735	1,336,726
Contract Services	9,046,504	9,649,803	12,586,127	11,572,322	(1,013,805)	12,220,710	12,222,226	12,729,730	12,939,190
Material	8,814,663	10,134,221	9,449,190	10,284,080	834,890	10,746,326	11,078,778	11,326,570	11,674,355
Transfers, Grants & Financial Charge	18,466,555	18,513,121	22,193,095	34,545,222	12,352,127	35,885,780	38,793,558	38,817,127	39,016,946
Transfer to Reserves	494,100	1,838,907	977,144	1,086,695	109,551	763,827	764,332	764,851	748,142
Fleet Costs	1,831,422	1,644,647	1,897,941	2,385,098	487,157	2,437,479	2,499,657	2,573,943	2,650,502
Facility Costs	2,657,176	2,460,922	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	0	0
Total Expenditures	94,812,367	100,784,326	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	1,399,612	1,608,550	1,311,773	1,284,469	(27,304)	1,209,963	1,101,491	990,253	780,149
Provincial	34,231,689	41,637,385	43,688,244	59,317,004	15,628,760	58,292,727	60,641,823	60,904,159	61,326,295
Municipal	1,699,888	1,944,645	1,690,070	1,708,118	18,048	1,670,977	1,668,163	1,672,059	1,676,154
Transfers from Reserves	1,857,530	2,267,845	3,391,666	1,122,462	(2,269,204)	1,081,649	1,142,239	1,293,246	1,314,467
Fees and Services	10,566,158	9,917,124	10,842,649	11,202,890	360,241	11,325,155	11,454,756	11,587,309	11,671,050
Donations	106,752	338,968	216,684	130,044	(86,640)	121,260	123,509	125,779	95,252
Fines	0	5,128	5,000	10,000	5,000	5,000	5,000	5,000	5,000
Other	2,062,328	2,846,801	2,250,835	2,051,225	(199,610)	2,101,286	2,131,446	2,160,439	2,154,066
Total Revenue	51,923,957	60,566,446	63,396,921	76,826,212	13,429,291	75,808,017	78,268,427	78,738,244	79,022,433
Net Requirement	42,888,410	40,217,880	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 Equivalentents (FTEs)	550.26	0.00	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%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	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	2,933,934	285,960	1,165,495	879,535	12,544,894	17,029,867	3,442,921	540,000
Building - Site Elements	318,804	591,120	116,297	(474,823)	146,913	322,084	203,322	361,492
Building - Exterior Components	434,199	813,024	1,147,876	334,852	858,529	937,684	1,690,552	1,583,200
Building - Interior Components	943,661	917,334	947,761	30,427	904,873	529,502	913,626	1,105,164
Building - Site Services	8,395	62,000	0	(62,000)	70,000	0	0	0
Building - Mechanical & Electr.	353,795	455,230	652,994	197,764	656,693	791,115	1,322,809	674,005
Building - Fire & Life Safety	19,026	17,500	52,500	35,000	42,852	127,211	22,500	22,500
Building - Elevator	0	0	0	0	25,440	356,160	0	0
Bridges & Culverts	3,502,323	6,852,000	4,169,000	(2,683,000)	2,847,100	9,420,000	7,225,000	2,150,000
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
% of Prior Expenditure			(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
% of Prior Net Requirement			18.3%		51.8%	(3.2%)	14.7%	(3.4%)



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

	Consolidated Approved 2022	Consolidated Proposed 2023	Consolidated Proposed 2024	Consolidated Proposed 2025	Consolidated Proposed 2026	Consolidated Proposed 2027
CAO	1,865,321	2,472,516	2,425,342	2,289,508	2,350,357	2,394,818
Corporate Services	0	0	0	0	0	0
Non-Departmental	2,742,964	2,284,911	3,084,038	3,237,679	3,327,678	3,419,150
Information Technology	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Paramedic Services	7,327,851	8,774,325	9,564,064	9,895,849	10,407,026	10,623,722
Transportation & Environmental Ser	15,730,287	17,355,526	23,992,682	23,861,245	26,604,147	26,665,353
Employment Services	0	0	0	0	0	0
Human Services	8,371,340	9,255,246	9,975,815	10,738,046	11,385,925	12,020,107
Long Term Care & Senior Services	9,586,525	11,848,926	13,797,512	14,602,538	15,290,670	16,028,016
Museum	2,327,796	2,582,429	3,120,480	3,662,098	4,076,754	3,887,924
Library	4,491,701	4,626,452	4,817,147	4,923,998	5,042,385	5,168,104
Planning & Development	4,050,473	4,485,567	4,558,115	4,567,021	4,410,134	4,525,538
Total	56,494,258	63,685,898	75,335,195	77,777,982	82,895,076	84,732,732
Levy Increase %		12.73%	18.29%	3.24%	6.58%	2.22%



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

	Consolidated Approved 2022	Consolidated Proposed 2023	Consolidated Proposed 2024	Consolidated Proposed 2025	Consolidated Proposed 2026	Consolidated Proposed 2027
CAO	1,749,825	2,339,968	2,277,906	2,123,711	2,181,926	2,223,931
Corporate Services	1,989,691	2,491,779	3,227,448	3,093,955	2,982,888	3,064,352
Non-Departmental	3,424,774	3,070,281	3,925,209	4,116,182	4,237,274	4,335,699
Information Technology	3,244,012	4,213,578	4,370,421	4,350,872	4,490,826	4,600,679
Human Resources	1,576,499	1,944,121	2,356,286	2,566,896	2,649,030	2,704,090
Paramedic Services	6,198,722	7,319,985	7,914,296	8,258,570	8,758,447	8,944,922
Transportation & Environmental Ser	14,964,305	16,482,038	23,000,445	22,813,585	25,530,340	25,554,374
Employment Services	0	(78,405)	(89,013)	(87,799)	(88,368)	(90,004)
Human Services	7,307,067	8,032,466	8,547,464	9,318,952	9,952,253	10,562,087
Long Term Care & Senior Services	6,450,041	7,664,012	8,993,663	9,754,725	10,393,402	11,040,264
Museum	2,082,838	2,303,307	2,803,594	3,340,754	3,735,653	3,504,509
Library	3,902,264	3,938,596	4,030,025	4,138,896	4,245,856	4,356,817
Planning & Development	3,604,220	3,964,172	3,977,450	3,988,683	3,825,549	3,931,012
Total	56,494,258	63,685,898	75,335,194	77,777,982	82,895,076	84,732,732
Levy Increase %		12.73%	18.29%	3.24%	6.58%	2.22%



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

	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 & Environmental Servi	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 - 2027 Budget and Forecast



Be an explorer.

CAO's Department Budget Reference

2023 Bruce County Business Plan

Department: Office of the CAO

Strategic Priorities:

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

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
Legislative Initiatives:				
1. Council and Committee Process and Procedures	\$5000 (Professional Review)	\$0	To be managed from within existing budget	
2. Electronic Records Management	\$200,000 (\$190K for Records Management & \$10K for FOI Software)		\$200,000 (2023) \$200,000 (2024)	
Strategic Initiatives:				
3. Cultural Action Plan (CAP)	To implementing the “Short Term (Year 2 & 3)” recommendations described within the Cultural Action Plan, the proposed 2023 expenditure is \$25,000.	\$0	\$25,000	
4. Archeological Management Plan (AMP)	Develop an implementation process and plan, in collaboration with key stakeholders (i.e., municipalities	\$0	To be managed from within existing budget	

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
	and Indigenous communities).			
5. Municipal Innovation Council	Commitment: Contribution of \$50,000 per annum for an additional 3 years; 2023 is the 1 st year of this renewed commitment.	\$0	\$50,000	
6. Indigenous Engagement	<p>Commitment: Contribution of \$90,000 towards the Indigenous Reconciliation Planning Initiative.</p> <p>Indigenous engagement/ consultation on the Indigenous Reconciliation Planning Initiative and Downie Wenjack Fund Legacy Space, the proposed 2023 expenditure is \$60,000.</p>	\$0	\$150,000	

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
7. County Land Ownership Research and Process Improvements	\$110,999 Real Estate Clerk position (based on the position moving to permanent FT in 2023); plus, operational funding (research costs) to improving our corporate property acumen - in support of capital/ infrastructure activities.	\$0	\$110,999	
Corporate and Leadership Initiatives				
8. Corporate Training - including "Managing in Municipal Environments" (provided in partnership with Loyalist College), Lean, as well as targeted corporate training relating to Annual Offsite Strategic/Leadership	\$30,000	\$0	\$30,000 (\$90,000 noted above under Indigenous Engagement)	
9. Development and Implementation of 2022-2026 Bruce County Strategic Plan and Business Plan process	Total proposed expenditure - \$100,000 2022 - \$80,000 2023 - \$20,000	\$0	\$20,000	

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
	If approved, potential to be supported by Development Charges.			
10. Support Corporate Facilities Resources Planning	Support the advancement of the Corporate Facilities Resources Plan towards implementation.	\$0	Manage within operating budget (in Non-Departmental Services budget)	
11. Organization Review	Organizational/ Structure Review will review the most significant challenges and opportunities facing the County to improve efficiency and increase effectiveness.	\$0	To be managed from within existing budget	
12. Intergovernmental Relations Office	Investigating and developing an Intergovernmental Relations function.	\$0	To be managed from within existing budget	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Legislative Initiatives				
1. Council and Committee Processes Owners: Clerk (lead), Deputy Clerk and CAO	Review the structure of the various Boards and Committees ensuring legislative requirements are being met; and meeting agendas are effective and efficient. Review and update the Procedural By-law.	Expect costs to be covered from within existing budget	Updated Procedural By-law and governing documents for Boards and Committees.	Existing Budget
2. Electronic Records Management Owners: Clerk & ITS Lead. All Departments	In collaboration with Information Technology Services implementation of a corporate records management system for all departments. To be completed over 2 years.	\$200,000 (2023) and \$200,000 (2024)	Implement at corporate records management system phased in over 2023 and 2024.	Existing Budget
Strategic Initiatives				
3. Cultural Action Plan (CAP) Owners: Corporate Strategic Initiatives Specialist, Corporate, SMT, CAO	Implement, and coordinate CAP-related and other heritage, culture, and artistic expression Initiatives (“Short Term: Year 2 & 3”).	\$25,000 (for 2023, request for levied funds)	Recognition and promotion of all things that are good, special, and unique about our community, including the cultural, heritage; and integrate these resources across all facets of County business.	Maintain Services
4. Archeological Management Plan (AMP)	Develop an implementation process and plan, in collaboration with key	\$0	To be managed from within existing budget	Maintain Services

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Corporate Strategic Initiatives Specialist, Planning and Development	stakeholders (i.e., municipalities and Indigenous communities).			
5. Municipal Innovation Council <ul style="list-style-type: none"> Continued leadership and support to the work of the Municipal Innovation Council Owners: Corporate Strategic Initiatives Specialist, CAO	Provide support, resources, and leadership to the continued work of the Municipal Innovation Council, working with Council to explore opportunities for innovation, efficacy and modernization across the County	\$50,000 (for 2023, request for levied funds)	Demonstrated engagement with municipal partners learning, collaborating and transforming the way we work together - finding efficiencies and ensuring sustainability; building smarter, stronger and more resilient communities.	Maintain Services
6. Indigenous Engagement Increased understanding and engagement with Indigenous communities; and participation in education, training, and collaborative cultural activities. Owners: Corporate Strategic Initiatives Specialist, SMT, CAO	Build on and expand existing relationships and collaborative engagement with Indigenous partners to increase opportunities and understanding. Determine through discussions with Indigenous communities shared values/ priorities and the best methods of engagement.	\$90,000 committed in 2022. Additional \$60,000 requested.	Develop broader understanding of opportunities to work in partnership with Indigenous partners. Increased understanding of issues and opportunities that can be identified and enhanced by working together	Maintain Services

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
7. County Land Ownership Research and Process Improvements Enhance and improving our corporate property acumen - in support of capital/ infrastructure activities. Owners: Real Estate Clerk (lead), Corporate Strategic Initiatives Specialist, CAO	Investigate, inventory, perfect, maintain and map (GIS) Bruce County property/land legal title records in support of capital/ infrastructure activities. Develop policies and procedures related to land acquisition/deposition and legal title ownership to enhance and improving our corporate property acumen.	Costs - \$110,999	Full understanding of all properties for which the County has ownership. Enhanced property acquisition and deposition processes and coordination.	Maintain Services
Corporate and Leadership Initiatives				
8. Corporate Training Owners: SMT, CAO	Training for staff, including: “Managing in Municipal Environments” (provided in partnership with Loyalist College), Lean, as well as targeted corporate training relating to Annual Offsite Strategic/Leadership	\$30,000	Nurturing employees to develop more rounded skill sets will help them contribute to the municipality. Training promotes job satisfaction, and is a retention tool, instilling loyalty, and commitment.	Maintain Services
9. Strategic Plan and Business Plan Processes	Development and implementation of revised Strategic Plan and Business Plan process; including, consideration for how best to	\$20,000	Implementation of a comprehensive plans and processes that identify Council’s strategic priorities for the County.	Maintain Services (\$80,000 in 2022)

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Corporate Strategic Initiatives Specialist, SMT, CAO	align with annual / multiyear Budget planning.		Engagement of key stakeholders in the development of plans and processes - informed by concurrent strategic/business planning initiatives underway at both the County level and within other jurisdictions.	
10. Support Corporate Facilities Resources Planning Owners: Facilities Project Manager (lead), CAO, SMT	Devise, develop and initiate the implementation of the facilities resources plan, seeking to create a comprehensive plan for property oversight.	All activities will be managed from within existing budget	A comprehensive facilities resource implementation plan that identifies needs and plans for the future and provides options / recommendations for Council approval of use of County assets	Existing budget
11. Organization / Structure Review Owners: CAO (lead), SMT	Build on previous operational/organizational review activities and review current organizational structure and implement any necessary changes	All activities will be managed from within existing budget	Development of amended organizational structures, as deemed appropriate that maximize resources, create opportunities for improvement and streamlining and clarify roles and responsibilities	Existing budget
12. Intergovernmental Relations Office	Investigating and developing an Intergovernmental Relations function.	All activities will be managed from	The IGR function will Advocate, Advise, Inform, Strategic Planning and Coordinate to influence	Existing budget

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Corporate Strategic Initiatives Specialist, SMT, CAO		within existing budget	policy and funding decisions in achieving Council's Strategic Priorities.	



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	



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

	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	1,135,831	1,198,779	0	0	300,215	0	0	0	0	0	0	1,498,994	300,215
Staff Related Costs	19,278	132,173	0	0	31,700	0	0	0	60,000	52,500	0	276,373	144,200
Contract Services	145,362	376,717	(11,440)	(80,000)	(107,177)	0	0	0	0	200,000	0	378,100	1,383
Material	66,224	88,433	4,770	0	24,798	0	0	0	0	0	0	118,001	29,568
Transfers, Grants & Financial Charge	59,000	85,000	0	0	(500)	0	0	0	0	0	0	84,500	(500)
Transfer to Reserves	95,000	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	32,912	32,926	0	0	5,536	0	0	0	0	0	0	38,462	5,536
Other Internal Costs	61,809	82,570	0	0	11,516	0	0	0	0	0	0	94,086	11,516
Total Expenditures	1,615,416	1,996,598	(6,670)	(80,000)	266,088	0	0	0	60,000	252,500	0	2,488,516	491,918
Percent of Expenditure Budget		100.0%	100.0%	(4.0%)	13.3%	0.0%	0.0%	0.0%	3.0%	12.6%	0.0%	24.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	4,257	131,277	0	0	(115,277)	0	0	0	0	0	0	16,000	(115,277)
Fees and Services	10	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	4,267	131,277	0	0	(115,277)	0	0	0	0	0	0	16,000	(115,277)
Net Requirement	1,611,149	1,865,321	(6,670)	(80,000)	381,365	0	0	0	60,000	252,500	0	2,472,516	607,195
Percent of Prior Year Budget		100.0%	(0.4%)	(4.3%)	20.4%	0.0%	0.0%	0.0%	3.2%	13.5%	0.0%	32.6%	
Full Time Equivalents (FTE's)	0.00	6.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	(83.3%)



Operating Budget Highlights

Maintain Services

- Deputy Chief Administrative Officer position (\$230K)
- 2.5% Cost of Living Adjustment
- IndigenousConsultant/Engagement(\$50K)
- Downie Wenjack Fund (\$15K)
- Municipal Innovation Council - (year 1 of 3 yr. commitment) (\$50K)
- County Strategic Plan (\$20K)
- Corporate Training (Lean, Loyalist, Offsite) (\$30K)

Council Priorities

- Indigenous Reconciliation Planning Initiative (approved by Council Jan. 2022) - \$90K

Service Initiatives/Savings

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



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

	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	284,047	283,128	0	0	248,886	0	0	0	0	0	0	532,014	248,886
Staff Related Costs	12,494	36,200	0	0	31,400	0	0	0	60,000	52,500	0	180,100	143,900
Contract Services	10,990	210,480	(480)	(80,000)	(58,000)	0	0	0	0	0	0	72,000	(138,480)
Material	7,268	10,600	0	0	450	0	0	0	0	0	0	11,050	450
Transfers, Grants & Financial Charge	50,000	60,000	0	0	0	0	0	0	0	0	0	60,000	0
Transfer to Reserves	95,000	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	32,912	32,926	0	0	5,536	0	0	0	0	0	0	38,462	5,536
Other Internal Costs	61,809	82,570	0	0	11,516	0	0	0	0	0	0	94,086	11,516
Total Expenditures	554,520	715,904	(480)	(80,000)	239,788	0	0	0	60,000	52,500	0	987,712	271,808
Percent of Expenditure Budget		100.0%	100.0%	(11.2%)	33.5%	0.0%	0.0%	0.0%	8.4%	7.3%	0.0%	38.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	118,000	0	0	(102,000)	0	0	0	0	0	0	16,000	(102,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	118,000	0	0	(102,000)	0	0	0	0	0	0	16,000	(102,000)
Net Requirement	554,520	597,904	(480)	(80,000)	341,788	0	0	0	60,000	52,500	0	971,712	373,808
Percent of Prior Year Budget		100.0%	(0.1%)	(13.4%)	57.2%	0.0%	0.0%	0.0%	10.0%	8.8%	0.0%	62.5%	
Full Time Equivalents (FTE's)	0.00	1.75	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	2.75	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	57.1%	(42.9%)



Operating Budget Highlights

Legislative Services - overall proposed increase of \$233,245

Council Administration: proposed increase in expenses of \$7,066

Clerks Office: proposed increase of \$233,679

Adjustments to Base

- Promotional Items increased \$1500 to pre-covid level
- Memberships increased \$6,289 (includes \$4,700 increase to Western Ontario Wardens Caucus

Maintain Services

- Increase to wages and benefits
- Adjustments to reflect prior years actuals

One Time Items (Phased-In)

- Consulting Services: \$200,000 for Phase 1 of a 2 Year implementation of corporate-wide electronic management system. Includes Freedom of Information administration software estimated at \$10,000.00

Council Priorities

- Community Grants Program: \$20,000 includes \$10,000 for Saugeen Valley Children's Village and \$10,000 for the Victoria Jubilee Hall project



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

	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	625,076	667,353	0	0	40,957	0	0	0	0	0	0	708,310	40,957
Staff Related Costs	6,406	88,973	0	0	300	0	0	0	0	0	0	89,273	300
Contract Services	103,877	104,980	(10,480)	0	(3,400)	0	0	0	0	200,000	0	291,100	186,120
Material	57,628	76,733	4,770	0	(902)	0	0	0	0	0	0	80,601	3,868
Transfers, Grants & Financial Charge	9,000	25,000	0	0	(500)	0	0	0	0	0	0	24,500	(500)
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	801,987	963,039	(5,710)	0	36,455	0	0	0	0	200,000	0	1,193,784	230,745
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	20.8%	0.0%	24.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	2,500	0	0	(2,500)	0	0	0	0	0	0	0	(2,500)
Fees and Services	10	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	10	2,500	0	0	(2,500)	0	0	0	0	0	0	0	(2,500)
Net Requirement	801,977	960,539	(5,710)	0	38,955	0	0	0	0	200,000	0	1,193,784	233,245
Percent of Prior Year Budget		100.0%	(0.6%)	0.0%	4.1%	0.0%	0.0%	0.0%	0.0%	20.8%	0.0%	24.3%	
Full Time Equivalents (FTE's)	0.00	2.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.25	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

- Maintain Services
- Real Estate Clerk Position (\$96K salary & benefits, plus \$15K operational budget)
 - Cultural Action Plan (\$25K to deliver short-term activities)



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

	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	226,708	248,298	0	0	10,372	0	0	0	0	0	0	258,670	10,372
Staff Related Costs	378	7,000	0	0	0	0	0	0	0	0	0	7,000	0
Contract Services	30,495	61,257	(480)	0	(45,777)	0	0	0	0	0	0	15,000	(46,257)
Material	1,328	1,100	0	0	25,250	0	0	0	0	0	0	26,350	25,250
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	258,909	317,655	(480)	0	(10,155)	0	0	0	0	0	0	307,020	(10,635)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(3.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(3.3%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	4,257	10,777	0	0	(10,777)	0	0	0	0	0	0	0	(10,777)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	4,257	10,777	0	0	(10,777)	0	0	0	0	0	0	0	(10,777)
Net Requirement	254,652	306,878	(480)	0	622	0	0	0	0	0	0	307,020	142
Percent of Prior Year Budget		100.0%	(0.2%)	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,114,008	1,135,831	1,198,779	1,498,994	300,215	1,540,938	1,584,223	1,628,897	1,675,013
Staff Related Costs	151,434	19,278	132,173	276,373	144,200	230,708	233,490	238,351	241,295
Contract Services	188,500	145,362	376,717	378,100	1,383	313,100	115,028	117,109	114,623
Material	78,009	66,224	88,433	118,001	29,568	118,525	116,196	122,652	117,935
Transfers, Grants & Financial Charge	70,000	59,000	85,000	84,500	(500)	74,635	74,774	74,917	75,065
Transfer to Reserves	0	95,000	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	32,912	32,912	32,926	38,462	5,536	40,621	42,879	44,716	44,882
Other Internal Costs	61,809	61,809	82,570	94,086	11,516	106,815	122,918	123,715	126,005
Total Expenditures	1,696,672	1,615,416	1,996,598	2,488,516	491,918	2,425,342	2,289,508	2,350,357	2,394,818
Percent of Expenditure Budget				24.6%		(2.5%)	(5.6%)	2.7%	1.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	4,257	131,277	16,000	(115,277)	0	0	0	0
Fees and Services	0	10	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	4,267	131,277	16,000	(115,277)	0	0	0	0
Net Requirement	1,696,672	1,611,149	1,865,321	2,472,516	607,195	2,425,342	2,289,508	2,350,357	2,394,818
Percent of Prior Year Budget				32.6%		(1.9%)	(5.6%)	2.7%	1.9%
Full Time Equivalents (FTEs)	6.00	0.00	6.00	7.00	1.00	7.00	7.00	7.00	7.00
Percent of Prior Year FTE				16.7%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	273,577	284,047	283,128	532,014	248,886	546,822	562,090	577,837	594,078
Staff Related Costs	68,200	12,494	36,200	180,100	143,900	135,328	135,563	135,805	136,054
Contract Services	8,000	10,990	210,480	72,000	(138,480)	2,200	2,300	2,500	2,575
Material	10,440	7,268	10,600	11,050	450	11,303	6,656	7,112	7,414
Transfers, Grants & Financial Charge	60,000	50,000	60,000	60,000	0	50,000	50,000	50,000	50,000
Transfer to Reserves	0	95,000	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	32,912	32,912	32,926	38,462	5,536	40,621	42,879	44,716	44,882
Other Internal Costs	61,809	61,809	82,570	94,086	11,516	106,815	122,918	123,715	126,005
Total Expenditures	514,938	554,520	715,904	987,712	271,808	893,089	922,406	941,685	961,008
Percent of Expenditure Budget				38.0%		(9.6%)	3.3%	2.1%	2.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	118,000	16,000	(102,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	118,000	16,000	(102,000)	0	0	0	0
Net Requirement	514,938	554,520	597,904	971,712	373,808	893,089	922,406	941,685	961,008
Percent of Prior Year Budget				62.5%		(8.1%)	3.3%	2.1%	2.1%
Full Time Equivalentents (FTEs)	1.75	0.00	1.75	2.75	1.00	2.75	2.75	2.75	2.75
Percent of Prior Year FTE				57.1%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	620,493	625,076	667,353	708,310	40,957	727,977	748,277	769,230	790,865
Staff Related Costs	80,234	6,406	88,973	89,273	300	88,170	90,500	94,897	97,363
Contract Services	80,500	103,877	104,980	291,100	186,120	295,450	96,814	98,218	95,165
Material	66,489	57,628	76,733	80,601	3,868	81,604	83,903	89,134	84,095
Transfers, Grants & Financial Charge	10,000	9,000	25,000	24,500	(500)	24,635	24,774	24,917	25,065
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	857,716	801,987	963,039	1,193,784	230,745	1,217,836	1,044,268	1,076,396	1,092,553
Percent of Expenditure Budget				24.0%		2.0%	(14.3%)	3.1%	1.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	2,500	0	(2,500)	0	0	0	0
Fees and Services	0	10	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	10	2,500	0	(2,500)	0	0	0	0
Net Requirement	857,716	801,977	960,539	1,193,784	233,245	1,217,836	1,044,268	1,076,396	1,092,553
Percent of Prior Year Budget				24.3%		2.0%	(14.3%)	3.1%	1.5%
Full Time Equivalentents (FTEs)	2.25	0.00	2.25	2.25	0.00	2.25	2.25	2.25	2.25
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	219,938	226,708	248,298	258,670	10,372	266,139	273,856	281,830	290,070
Staff Related Costs	3,000	378	7,000	7,000	0	7,210	7,427	7,649	7,878
Contract Services	100,000	30,495	61,257	15,000	(46,257)	15,450	15,914	16,391	16,883
Material	1,080	1,328	1,100	26,350	25,250	25,618	25,637	26,406	26,426
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	324,018	258,909	317,655	307,020	(10,635)	314,417	322,834	332,276	341,257
Percent of Expenditure Budget				(3.3%)		2.4%	2.7%	2.9%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	4,257	10,777	0	(10,777)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	4,257	10,777	0	(10,777)	0	0	0	0
Net Requirement	324,018	254,652	306,878	307,020	142	314,417	322,834	332,276	341,257
Percent of Prior Year Budget				0.0%		2.4%	2.7%	2.9%	2.7%
Full Time Equivalentents (FTEs)	2.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	2.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%

2022 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
\$ -				Council Hardware reserve	\$0.00	120-1110-ITCP	Acquisition of desktop computers, laptops, and printers.	Includes Council Laptops.
Designated Project or Special Purpose Reserves								
\$ 57,462.36				Records Management	\$57,462.36	185-1120-ITAD	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to Records Management as deemed appropriate by Director and Council.
\$ 32,808.98				Real estate expenses	\$32,808.98	102-1110-PROJ	Annual Operating budget contributions. Year End unspent project earmarked for this purpose	Specific undertakings related to real estate exp as deemed appropriate by Director and Council.
\$ 16,419.62	-\$ 16,000.00			Strategic Plan/Org review	\$419.62	102-1110-PROJ	Year end unspent funds from TXST 2019+carryover 2020	Specific undertakings related to Strategic Plan/Org review as deemed appropriate by Director and Council.

\$ 106,690.96	-\$ 16,000.00	\$ -	\$ -
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\$ 90,690.96



Be an explorer.

2023 - 2027 Budget and Forecast

Corporate Services Budget Reference

2023 Bruce County Business Plan

Department: Corporate Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q4)	2023 Budget
Insurance Claims (Liability) received in current year	1	0	2	2	4	3	2
Average # of invoices processed weekly	499	471	525	535	408	428	428
Invoices returned to Approver monthly			35	15	64	103	115
Submitted Invoices Error Rate %			4.9%	2.8%	3.6%	6.2%	2.8%

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Risk Management Strategies	None - staff time		\$0	
2. Development Charge Study	\$50,000		\$50,000	
3. Asset Management Plan	\$90,000		\$90,000	
4. Update Council Chambers		\$300,000	\$300,000	
5. Enterprise Resource Planning	T.B.D.	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	
6. Electronic Entry System		\$260,000 (2022)	\$260,000 (2022)	

2023 Bruce County Business Plan

2022 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Risk Management Strategy Owner: Director of Corporate Services	<ul style="list-style-type: none"> • Improve risk management practices - Liability and Property Insurance. • Internal policies and procedures and legal review of agreements. • Leverage insurance provider expertise and external consultations. 	None. Staff time.	Phase 1 (2023) - extensive inter-departmental consultations, develop prioritized wants/needs and formulate work-plan and fine-tune budgeting Phase 2 (2024-2025) - Review options, select software, develop action plan and update budgeting and staffing resources required. Implement action plan.	
2. Development Charge Study Owner: Director of Corporate Services	<ul style="list-style-type: none"> • Revisit Development Charges to provide for revenues to offset growth costs, primarily in paramedic facilities and roadways and trails. • 2021 Development Charge Study to be used as base with modifications to reflect new provincial legislation. 	\$50,000	Q1 start, Q2/Q3 public meeting and by-law consideration.	

2023 Bruce County Business Plan

3. Asset Management Plan Owner: Deputy Treasurer	<ul style="list-style-type: none">• Continue updating for 2024/2025 Provincial requirements to include all non-Core assets lifecycle, risk, and current service levels.• Engaging consultant to complete non-core assets condition assessments and develop lifecycle management strategies.	\$90,000 (2023)	2023/2024 Report to Council for setting current and future service levels to maintain/attain for infrastructure assets. 2024/2025 updated comprehensive Asset Management Plan.	
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2023 Bruce County Business Plan

2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Update Council Chambers - accessibility Owner: CAO's office, Director of Corporate Services, Director of ITS, Manager of Environmental Services	<ul style="list-style-type: none"> Renovate the Council Chambers to resolve accessibility issues including multiple levels without ramps, lack of a second exit for mobility challenged persons, and other issues to be identified. 	\$300,000 (2022)	Q1-Q2 Present options to Council Q4 construction	
2. Enterprise Resource Planning review Owner: CAO's office, Director of Corporate Services, Director of ITS, Manager of Environmental Services	<ul style="list-style-type: none"> Replace Asyst software with a new accounting software that allows for better functionality including bank reconciliations, electronic purchase orders, online payments, electronic expense reimbursements, among other functionality. Inter-departmental consultation to occur with intent to source ERP system with multi-departmental functionality to replace some of the existing stand-alone software that are not compatible across platforms. 	\$75,000 (2022) \$500,000 (2024) \$150,000 (2025)	Phase 1 (2023) - extensive inter- departmental consultations, develop prioritized wants/needs and formulate work-plan and fine-tune budgeting Phase 2 (2024-2025) - Review options, select software, develop action plan and update budgeting and staffing resources required. Implement action plan.	

2023 Bruce County Business Plan

3. Install electronic entry system for Hubs and Transportation Works Yards Owner: Director of Corporate Services, Manager of Environmental Services, Director ITS	Replace and rekey external and selected internal door locks with electronic system to enhance security and operability. Future phasing will replace other selected corporate-wide doors.	\$260,000 (2022)	Q1 tender Q2-Q4 installation pending equipment delivery	
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2023 Bruce County Business Plan

Key Performance Indicators Index:

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



Major Initiatives and Department Focus	
<p>In 2022 Corporate Services presented an updated Asset Management Plan with a 15 year schedule for closing the current infrastructure gap. In 2023, work will continue to meet the next Asset Management targets for 2024 and 2025, expanding the current analysis to include life-cycle strategies, risk management, and levels of services for all asset types. In addition to completing the regulation requirements, the team continues to develop new strategies for utilizing this valuable information in the county daily and strategic decision making.</p> <p>Staff will examine potential ERP (Enterprise Resource Planning) solutions as part of the accounting software update initiative. The current accounting software is not compatible our other software systems and is a lesser used product offered by the vendor and could face discontinuing or fewer updates with new operating systems. The intent is to develop a plan for further action. This initiative will be multi-year project that crosses multiple departments.</p> <p>The County does not have an active risk management program. County policy relating to the analysis and treatment of risk is generally unwritten and unclear. The project seeks to develop and implement a formalized risk management program that meets the needs of the Corporation. Contracts and Agreements will be centrally stored and tracked for renewals and specific monitored milestones as well as reviewed in advance for potential updating and/or legal review relating to improved risk and compliance with updated legislation.</p>	<p>The department will also continue the establishment of operations manuals for each position and to establish written processes and procedures for departmental operations.</p> <p>If 2023 the department intends to revisit the opportunity to collect Development Charges (DCs) as an additional revenue source for the County in order to lessen the pressure of growth on the current population tax levy. If the Development Charges are approved then significant work will be needed to facilitate the collection, tracking and monitoring of each individual DC including extensive new obligatory reserve general ledger (GL) accounts, tracking sheets for each of the lower-tiers for collection of DCs and related records suitable for the annual audit and the completion of additional schedules in the annual Financial Information Return (FIR) to the Province.</p>



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

	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	1,468,640	1,518,935	0	0	199,401	0	0	0	0	0	0	1,718,336	199,401
Staff Related Costs	5,349	36,059	0	0	1,539	0	0	0	0	0	0	37,598	1,539
Contract Services	302,787	247,678	27,775	(5,000)	89,281	59,180	0	0	0	0	0	418,914	171,236
Material	277,904	147,463	0	0	36,625	0	0	0	0	0	0	184,088	36,625
Transfers, Grants & Financial Charge	16,339	17,300	(5,000)	0	16,600	0	0	0	0	0	0	28,900	11,600
Transfer to Reserves	25,000	25,000	0	0	75,000	0	0	0	0	0	0	100,000	75,000
Fleet Costs	20,669	11,286	(1,751)	0	324	0	0	0	0	0	0	9,859	(1,427)
Facility Costs	132,999	138,057	0	0	17,371	0	0	0	0	0	0	155,428	17,371
Other Internal Costs	(2,005,453)	(2,122,748)	(21,024)	0	(444,255)	(59,180)	0	0	0	0	0	(2,647,207)	(524,459)
Total Expenditures	244,234	19,030	0	(5,000)	(8,114)	0	0	0	0	0	0	5,916	(13,114)
Percent of Expenditure Budget		100.0%	100.0%	(26.3%)	(42.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(68.9%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	381,791	0	0	(5,000)	5,000	0	0	0	0	0	0	0	0
Municipal	18,855	15,162	0	0	(7,429)	0	0	0	0	0	0	7,733	(7,429)
Transfers from Reserves	77,804	34,868	0	0	(5,685)	0	0	0	0	0	0	29,183	(5,685)
Fees and Services	40	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	229	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	478,719	50,030	0	(5,000)	(8,114)	0	0	0	0	0	0	36,916	(13,114)
Net Requirement	(234,485)	(31,000)	0	0	0	0	0	0	0	0	0	(31,000)	0
Percent of Prior Year Budget		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	13.32	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	14.32	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	7.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.5%	(92.5%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• \$21,802 - Increased cost for Web EOC software•	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• \$7,429 - Reduction in Municipal Revenues as a result of CEMC services being moved in house by local tier municipalities.• \$7,234 - Increase is related to cost of living increase for Salaries and Benefits.• Remaining budget lines mostly held at prior year budget.	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• \$9,180 - Implementation cost of new Web EOC software•	Council Priorities <ul style="list-style-type: none">••
	Service Initiatives/Savings <ul style="list-style-type: none">••
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	180,270	190,264	0	0	7,278	0	0	0	0	0	0	197,542	7,278
Staff Related Costs	447	3,250	0	0	0	0	0	0	0	0	0	3,250	0
Contract Services	38,104	38,125	21,810	0	144	9,180	0	0	0	0	0	69,259	31,134
Material	147,324	3,050	0	0	0	0	0	0	0	0	0	3,050	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	6	750	0	0	0	0	0	0	0	0	0	750	0
Facility Costs	0	5,000	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)
Other Internal Costs	(209,381)	(225,277)	(21,810)	(5,000)	(9,851)	(9,180)	0	0	0	0	0	(271,118)	(45,841)
Total Expenditures	156,770	15,162	0	(5,000)	(7,429)	0	0	0	0	0	0	2,733	(12,429)
Percent of Expenditure Budget		100.0%	100.0%	(33.0%)	(49.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(82.0%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	377,324	0	0	(5,000)	5,000	0	0	0	0	0	0	0	0
Municipal	18,855	15,162	0	0	(7,429)	0	0	0	0	0	0	7,733	(7,429)
Transfers from Reserves	23,183	5,000	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	229	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	419,591	20,162	0	(5,000)	(7,429)	0	0	0	0	0	0	7,733	(12,429)
Net Requirement	(262,821)	(5,000)	0	0	0	0	0	0	0	0	0	(5,000)	0
Percent of Prior Year Budget		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- \$7,106 - County document shredding costs have been centralized in the Finance division budget. Offsetting reductions can be found in departments across the organization.
- -\$1,141 - Photocopier lease payment shifted from Finance to IT budget.
- -\$1,751 - Reduction in vehicle expenditures due to lease buyouts.

Maintain Services

- \$127,000 - The Accounting and Budgeting Specialist role is proposed for 2023. This role is intended to better budget, forecast and analyze the County's Salary and Benefit financials, and is established as a role to co-ordinate flow of information between Corporate Services, Human Resources and the rest of the organization. This will free up existing staff capacity to address increased reporting requirements.

- \$50,000 - Asset Management Planning Consulting Support to meet legislative requirements.
- \$75,000 - Increase in transfer to Insurance Reserve in order to ensure there are available funds to pay deductibles on claims as needed.
- The remaining increase is in relation to inflationary impacts on supplies, insurance and salaries and benefits costs.

One Time Items

- \$50,000 - Proposed development charges study for 2023. Recent legislative changes have removed our ability to recover this cost through development charge revenues.



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

	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	1,288,370	1,328,671	0	0	192,123	0	0	0	0	0	0	1,520,794	192,123
Staff Related Costs	4,902	32,809	0	0	1,539	0	0	0	0	0	0	34,348	1,539
Contract Services	264,683	209,553	5,965	(5,000)	89,137	50,000	0	0	0	0	0	349,655	140,102
Material	130,580	144,413	0	0	36,625	0	0	0	0	0	0	181,038	36,625
Transfers, Grants & Financial Charge	16,339	17,300	(5,000)	0	16,600	0	0	0	0	0	0	28,900	11,600
Transfer to Reserves	25,000	25,000	0	0	75,000	0	0	0	0	0	0	100,000	75,000
Fleet Costs	20,663	10,536	(1,751)	0	324	0	0	0	0	0	0	9,109	(1,427)
Facility Costs	132,999	133,057	0	0	22,371	0	0	0	0	0	0	155,428	22,371
Other Internal Costs	(1,796,072)	(1,897,471)	786	5,000	(434,404)	(50,000)	0	0	0	0	0	(2,376,089)	(478,618)
Total Expenditures	87,464	3,868	0	0	(685)	0	0	0	0	0	0	3,183	(685)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(17.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(17.7%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	4,467	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	54,621	29,868	0	0	(685)	0	0	0	0	0	0	29,183	(685)
Fees and Services	40	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	59,128	29,868	0	0	(685)	0	0	0	0	0	0	29,183	(685)
Net Requirement	28,336	(26,000)	0	0	0	0	0	0	0	0	0	(26,000)	0
Percent of Prior Year Budget		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	12.07	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	13.07	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	(91.7%)



County of Bruce
Corporate Services
Operating Budget Summary Report
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,479,750	1,468,640	1,518,935	1,718,336	199,401	1,809,886	1,862,348	1,916,516	1,972,456
Staff Related Costs	36,040	5,349	36,059	37,598	1,539	38,801	40,128	40,980	41,857
Contract Services	237,736	302,787	247,678	418,914	171,236	529,925	686,725	665,018	763,918
Material	139,087	277,904	147,463	184,088	36,625	171,869	177,139	182,603	188,272
Transfers, Grants & Financial Charge	17,300	16,339	17,300	28,900	11,600	28,200	28,700	28,700	28,700
Transfer to Reserves	25,000	25,000	25,000	100,000	75,000	100,000	100,000	100,000	100,000
Fleet Costs	23,836	20,669	11,286	9,859	(1,427)	10,655	10,961	11,276	11,600
Facility Costs	132,999	132,999	138,057	155,428	17,371	164,152	173,276	180,699	181,373
Other Internal Costs	(2,005,453)	(2,005,453)	(2,122,748)	(2,647,207)	(524,459)	(3,391,600)	(3,267,231)	(3,163,587)	(3,245,725)
Total Expenditures	86,295	244,234	19,030	5,916	(13,114)	(538,112)	(187,954)	(37,795)	42,451
Percent of Expenditure Budget				(68.9%)		(9,195.9%)	(65.1%)	(79.9%)	(212.3%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	381,791	0	0	0	0	0	0	0
Municipal	22,295	18,855	15,162	7,733	(7,429)	7,888	8,046	8,205	8,451
Transfers from Reserves	70,000	77,804	34,868	29,183	(5,685)	10,000	10,000	10,000	90,000
Fees and Services	0	40	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	229	0	0	0	0	0	0	0
Total Revenue	92,295	478,719	50,030	36,916	(13,114)	17,888	18,046	18,205	98,451
Net Requirement	(6,000)	(234,485)	(31,000)	(31,000)	0	(556,000)	(206,000)	(56,000)	(56,000)
Percent of Prior Year Budget				0.0%		1,693.5%	(62.9%)	(72.8%)	0.0%
Full Time Equivalentents (FTEs)	13.32	0.00	13.32	14.32	1.00	14.75	14.75	14.75	14.75
Percent of Prior Year FTE				7.5%		3.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	182,052	180,270	190,264	197,542	7,278	203,138	208,914	214,877	221,032
Staff Related Costs	3,250	447	3,250	3,250	0	3,250	3,250	3,250	3,250
Contract Services	37,574	38,104	38,125	69,259	31,134	61,306	62,750	64,276	65,904
Material	3,050	147,324	3,050	3,050	0	3,050	3,050	3,050	3,050
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	750	6	750	750	0	750	750	750	750
Facility Costs	0	0	5,000	0	(5,000)	0	0	0	0
Other Internal Costs	(209,381)	(209,381)	(225,277)	(271,118)	(45,841)	(268,606)	(275,668)	(282,998)	(290,535)
Total Expenditures	17,295	156,770	15,162	2,733	(12,429)	2,888	3,046	3,205	3,451
Percent of Expenditure Budget				(82.0%)		5.7%	5.5%	5.2%	7.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	377,324	0	0	0	0	0	0	0
Municipal	22,295	18,855	15,162	7,733	(7,429)	7,888	8,046	8,205	8,451
Transfers from Reserves	0	23,183	5,000	0	(5,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	229	0	0	0	0	0	0	0
Total Revenue	22,295	419,591	20,162	7,733	(12,429)	7,888	8,046	8,205	8,451
Net Requirement	(5,000)	(262,821)	(5,000)	(5,000)	0	(5,000)	(5,000)	(5,000)	(5,000)
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	1.25	0.00	1.25	1.25	0.00	1.25	1.25	1.25	1.25
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Finance
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,297,698	1,288,370	1,328,671	1,520,794	192,123	1,606,748	1,653,434	1,701,639	1,751,424
Staff Related Costs	32,790	4,902	32,809	34,348	1,539	35,551	36,878	37,730	38,607
Contract Services	200,162	264,683	209,553	349,655	140,102	468,619	623,975	600,742	698,014
Material	136,037	130,580	144,413	181,038	36,625	168,819	174,089	179,553	185,222
Transfers, Grants & Financial Charge	17,300	16,339	17,300	28,900	11,600	28,200	28,700	28,700	28,700
Transfer to Reserves	25,000	25,000	25,000	100,000	75,000	100,000	100,000	100,000	100,000
Fleet Costs	23,086	20,663	10,536	9,109	(1,427)	9,905	10,211	10,526	10,850
Facility Costs	132,999	132,999	133,057	155,428	22,371	164,152	173,276	180,699	181,373
Other Internal Costs	(1,796,072)	(1,796,072)	(1,897,471)	(2,376,089)	(478,618)	(3,122,994)	(2,991,563)	(2,880,589)	(2,955,190)
Total Expenditures	69,000	87,464	3,868	3,183	(685)	(541,000)	(191,000)	(41,000)	39,000
Percent of Expenditure Budget				(17.7%)		(17,096.5%)	(64.7%)	(78.5%)	(195.1%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	4,467	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	70,000	54,621	29,868	29,183	(685)	10,000	10,000	10,000	90,000
Fees and Services	0	40	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	70,000	59,128	29,868	29,183	(685)	10,000	10,000	10,000	90,000
Net Requirement	(1,000)	28,336	(26,000)	(26,000)	0	(551,000)	(201,000)	(51,000)	(51,000)
Percent of Prior Year Budget				0.0%		2,019.2%	(63.5%)	(74.6%)	0.0%
Full Time Equivalents (FTEs)	12.07	0.00	12.07	13.07	1.00	13.50	13.50	13.50	13.50
Percent of Prior Year FTE				8.3%		3.3%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	75,964	325,000	0	(325,000)	500,000	150,000	0	0
Vehicles & Machinery	44,582	0	0	0	0	0	0	0
Furniture & Fixtures	0	1,000	1,000	0	1,000	1,000	1,000	1,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	77,109	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	197,655	326,000	1,000	(325,000)	501,000	151,000	1,000	1,000
Transfer to Reserves	263,164	30,000	30,000	0	55,000	55,000	55,000	55,000
Total Expenditure	460,819	356,000	31,000	(325,000)	556,000	206,000	56,000	56,000
% of Prior Expenditure			(91.3%)		1,693.5%	(62.9%)	(72.8%)	0.0%
Revenues by Type								
Federal	137,651	0	0	0	0	0	0	0
Provincial	15,422	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	44,582	325,000	0	(325,000)	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	197,655	325,000	0	(325,000)	0	0	0	0
Net Requirement	263,164	31,000	31,000	0	556,000	206,000	56,000	56,000
% of Prior Net Requirement			0.0%		1,693.5%	(62.9%)	(72.8%)	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	77,109	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	77,109	0	0	0	0	0	0	0
Transfer to Reserves	263,164	5,000	5,000	0	5,000	5,000	5,000	5,000
Total Expenditure	340,273	5,000	5,000	0	5,000	5,000	5,000	5,000
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	61,687	0	0	0	0	0	0	0
Provincial	15,422	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	77,109	0	0	0	0	0	0	0
Net Requirement	263,164	5,000	5,000	0	5,000	5,000	5,000	5,000
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	75,964	325,000	0	(325,000)	500,000	150,000	0	0
Vehicles & Machinery	44,582	0	0	0	0	0	0	0
Furniture & Fixtures	0	1,000	1,000	0	1,000	1,000	1,000	1,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	120,546	326,000	1,000	(325,000)	501,000	151,000	1,000	1,000
Transfer to Reserves	0	25,000	25,000	0	50,000	50,000	50,000	50,000
Total Expenditure	120,546	351,000	26,000	(325,000)	551,000	201,000	51,000	51,000
% of Prior Expenditure			(92.6%)		2,019.2%	(63.5%)	(74.6%)	0.0%
Revenues by Type								
Federal	75,964	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	44,582	325,000	0	(325,000)	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	120,546	325,000	0	(325,000)	0	0	0	0
Net Requirement	0	26,000	26,000	0	551,000	201,000	51,000	51,000
% of Prior Net Requirement			0.0%		2,019.2%	(63.5%)	(74.6%)	0.0%



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

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



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
CS Corporate Services															
Capital Projects															
CS-2021-001 Furniture Replacement	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000
CS-2021-003 ERP Software	0	0	0	500,000	0	500,000	150,000	0	150,000	0	0	0	0	0	0
CS-2021-005 Reserves: Corporate Vehicles Purchase	25,000	0	25,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
CS-2021-R01 Transfer to Emergency Management C&	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
Net Cost of Capital Projects	31,000	0	31,000	556,000	0	556,000	206,000	0	206,000	56,000	0	56,000	56,000	0	56,000
Total Corporate Services	31,000		31,000	556,000		556,000	206,000		206,000	56,000		56,000	56,000		56,000

2022 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Corporate Services				Corporate Services				
\$ 69,563.49				Financial Software	\$69,563.49	150-0405-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of financial software. New software or enhanced modules to existing software.
Emergency Measures				Emergency Measures				
\$ -				Computer Hardware	\$ -	220-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Equipment Replacement				
Corporate Services				Corporate Services				
\$ 17,850.48				Office Equipment	\$17,850.48	150-1110-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
Emergency Measures				Emergency Measures				
45,339.74		\$ 5,000.00		Emergency Measures Equip	\$50,339.74	220-1110-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
				Facility Reserves				
Corporate Services				Corporate Services				
				Vehicle and Machine Replacement				
Corporate Services				Information Technology				
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Corporate Services				Corporate Services				
\$ 2,340.97				Office Furniture	\$2,340.97	150-1110-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Designated Project or Special Purpose Reserves				
Corporate Services				Corporate Services				
\$ 815.83				Asset Mgmt Plan	\$815.83	150-1110-PROJ	Year End unspent project funds earmarked for this purpose	Fund Asset Mgmt plan
\$ -				Bruce Remembers	\$0.00	150-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the Bruce Remembers exhibit as deemed appropriate by Director and Council.
\$ 50,441.07	(\$10,000.00)	\$ 100,000.00		Insurance	\$140,441.07	120-1110-INSU	Transfer from Operating Budget	Established in 1997. In June 2018 min 185,732 of savings was trsf to resrve - can also be used for risk mgmt projects
				Operating Surplus Reserves				
Emergency Management				Emergency Management				
\$ -				Operating Surplus Reserves	\$ -	220-1110-OPSR	Transfer of Funds by committee for unspent operating.	Used to offset future years budgets as deemed by council.
\$ 186,351.58 (\$10,000.00)				\$ 105,000.00 \$ -				
				\$281,351.58				

2023 - 2027 Budget and Forecast



Be an explorer.

Non- Departmental Budget Reference



Major Initiatives and Department Focus	
<p>The major initiatives within the Non-Departmental 2023 Business Plan will be the continued update of the Council Chambers and supporting a facilities review.</p> <p>The Council chambers require physical changes to address identified accessibility issues. This project will be a cross-departmental initiative with the CAO's office and will incorporate the changes made by Information Technology Services. The chambers have several levels without ramps and 3 of the 4 exits require navigation of stairs and are therefore inaccessible to certain mobility challenged persons. The main entrance ramp no longer meets modern accessibility standards. As the Council chambers is the main physical connection with the public it is important to ensure that it remains functional and accessible for all persons.</p> <p>Proposed plans will build on the security assessment that was commissioned in 2021. An electronic entry system will be tendered in Q1 as a continuation of the 2022 project. Installation will take place in the 3 administrative hubs and Transportation works yards in Q2/Q3/Q4 pending equipment delivery. Future installation corporate-wide is planned pending outcomes of Phase 1.</p>	<p>An HVAC (Heating, Ventilation, Air Conditioning) study will be conducted at the Interior Hub to assess and improve air quality as it was not performed after the last major renovations.</p> <p>A potential major project that is not currently included in the budget is a potential major upgrade to the HVAC (Heating, Ventilation, Air Conditioning) systems for the Cayley Street complex. The property management agents for the Province, which is leasing the buildings, has contacted staff for additional information. 215 Cayley Street does not have an air duct system. The other buildings have hybrid systems with the original 1867 portion of the buildings lacking an air duct system. The potential upgrades will address air quality issues that have been identified.</p>



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

	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	573,852	683,649	0	0	33,624	0	0	0	0	0	0	717,273	33,624
Staff Related Costs	1,901	4,570	0	0	900	0	0	0	0	0	0	5,470	900
Contract Services	1,792,295	1,770,075	0	0	(74,899)	0	0	0	0	64,000	0	1,759,176	(10,899)
Material	289,929	28,881	0	0	4,415	0	0	0	0	0	0	33,296	4,415
Transfers, Grants & Financial Charge	4,467,071	3,961,474	0	0	(1,869,297)	0	0	0	0	0	0	2,092,177	(1,869,297)
Transfer to Reserves	165,468	190,000	0	0	0	0	0	0	0	0	0	190,000	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	299,843	422,295	0	(32,302)	72,912	0	0	0	0	0	0	462,905	40,610
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	7,590,359	7,060,944	0	(32,302)	(1,832,345)	0	0	0	0	64,000	0	5,260,297	(1,800,647)
Percent of Expenditure Budget		100.0%	100.0%	(0.5%)	(26.0%)	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	(25.5%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	989,301	768,142	0	0	(768,142)	0	0	0	0	0	0	0	(768,142)
Municipal	1,700,816	1,503,551	0	0	0	0	0	0	0	0	0	1,503,551	0
Transfers from Reserves	473,349	550,809	(375,000)	0	(86,506)	0	0	0	0	0	0	89,303	(461,506)
Fees and Services	225,000	0	0	0	0	0	0	0	0	0	0	0	0
Donations	40,000	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	2,005,186	1,701,478	10,162	(21,617)	(61,491)	0	0	0	0	0	0	1,628,532	(72,946)
Total Revenue	5,433,652	4,523,980	(364,838)	(21,617)	(916,139)	0	0	0	0	0	0	3,221,386	(1,302,594)
Net Requirement	2,156,707	2,536,964	364,838	(10,685)	(916,206)	0	0	0	0	64,000	0	2,038,911	(498,053)
Percent of Prior Year Budget		100.0%	14.4%	(0.4%)	(36.1%)	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	(19.6%)	
Full Time Equivalents (FTE's)	0.00	7.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.30	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">• \$375,000 - Remove reliance on Tax Stabilization Reserve to fund regularly recurring operating costs. This is being done in an effort to build the county's financial foundation.• </div> <div>Maintain Services<ul style="list-style-type: none">• -\$919,487 - Net reduction in debt repayment costs as a result of completing repayment for Long-Term Care Facilities and Administration Centre. This amount is net of the funding reduction received to fund the repayment.• -\$80,738 - Reduction in Assessment Services budgeted expense to 2022 actual level.• \$5,500 - Increase in costs for 911 Call Centre through Owen Sound Police Service</div> <div>One Time Items<ul style="list-style-type: none">• • </div> <div>Provincially Legislated<ul style="list-style-type: none">• • </div>	<div>Growth<ul style="list-style-type: none">• • </div> <div>Council Priorities<ul style="list-style-type: none">• • </div> <div>Service Initiatives/Savings<ul style="list-style-type: none">• • </div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">• • </div>



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	1,668,434	1,763,428	0	0	(75,238)	0	0	0	0	0	0	1,688,190	(75,238)
Material	0	5,000	0	0	0	0	0	0	0	0	0	5,000	0
Transfers, Grants & Financial Charge	3,278,994	2,748,694	0	0	(1,869,297)	0	0	0	0	0	0	879,397	(1,869,297)
Transfer to Reserves	165,468	190,000	0	0	0	0	0	0	0	0	0	190,000	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	5,112,896	4,707,122	0	0	(1,944,535)	0	0	0	0	0	0	2,762,587	(1,944,535)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(41.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(41.3%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	989,301	768,142	0	0	(768,142)	0	0	0	0	0	0	0	(768,142)
Municipal	1,700,816	1,503,551	0	0	0	0	0	0	0	0	0	1,503,551	0
Transfers from Reserves	375,000	375,000	(375,000)	0	0	0	0	0	0	0	0	0	(375,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	616,396	391,668	0	0	(181,668)	0	0	0	0	0	0	210,000	(181,668)
Total Revenue	3,681,513	3,038,361	(375,000)	0	(949,810)	0	0	0	0	0	0	1,713,551	(1,324,810)
Net Requirement	1,431,383	1,668,761	375,000	0	(994,725)	0	0	0	0	0	0	1,049,036	(619,725)
Percent of Prior Year Budget		100.0%	22.5%	0.0%	(59.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(37.1%)	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• No financial impact to the County•	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	4,803	0	0	0	0	0	0	0	0	0	0	0	0
Material	260,197	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	265,000	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	225,000	0	0	0	0	0	0	0	0	0	0	0	0
Donations	40,000	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	265,000	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">\$10,162 - Increase in rental revenue for Land Registry Office.</div> <div>Maintain Services<ul style="list-style-type: none">\$33,624 - Salaries and Benefits increase for Cost of Living adjustments and employee movement on the salary grid.\$60,000 - HVAC Assessment for Inland Hub\$18,566 - Inflationary increases for existing materials, contracts, and facility costs\$86,506 - Reduction in Transfer from Reserves for Facility Management contract positions that are now recommended to be permanent roles funded by levy.</div> <div>One Time Items<ul style="list-style-type: none"></div> <div>Provincially Legislated<ul style="list-style-type: none"></div>	<div>Growth<ul style="list-style-type: none"></div> <div>Council Priorities<ul style="list-style-type: none"></div> <div>Service Initiatives/Savings<ul style="list-style-type: none">\$64,000 - Funds to progress the County's Facility Management Initiatives.</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div>



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

	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	573,852	683,649	0	0	33,624	0	0	0	0	0	0	717,273	33,624
Staff Related Costs	1,901	4,570	0	0	900	0	0	0	0	0	0	5,470	900
Contract Services	119,058	6,647	0	0	339	0	0	0	0	64,000	0	70,986	64,339
Material	29,732	23,881	0	0	4,415	0	0	0	0	0	0	28,296	4,415
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	299,843	422,295	0	(32,302)	72,912	0	0	0	0	0	0	462,905	40,610
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,024,386	1,141,042	0	(32,302)	112,190	0	0	0	0	64,000	0	1,284,930	143,888
Percent of Expenditure Budget		100.0%	100.0%	(2.8%)	9.8%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	12.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	98,349	175,809	0	0	(86,506)	0	0	0	0	0	0	89,303	(86,506)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1,388,790	1,309,810	10,162	(21,617)	120,177	0	0	0	0	0	0	1,418,532	108,722
Total Revenue	1,487,139	1,485,619	10,162	(21,617)	33,671	0	0	0	0	0	0	1,507,835	22,216
Net Requirement	(462,753)	(344,577)	(10,162)	(10,685)	78,519	0	0	0	0	64,000	0	(222,905)	121,672
Percent of Prior Year Budget		100.0%	2.9%	3.1%	(22.8%)	0.0%	0.0%	0.0%	0.0%	(18.6%)	0.0%	(35.3%)	
Full Time Equivalents (FTE's)	0.00	7.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.30	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• No increase expected for 2023 based on communications with the Health Unit. The County should expect material increases in future years.•	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	1,188,077	1,212,780	0	0	0	0	0	0	0	0	0	1,212,780	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,188,077	1,212,780	0	0	0	0	0	0	0	0	0	1,212,780	0
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1,188,077	1,212,780	0	0	0	0	0	0	0	0	0	1,212,780	0
Percent of Prior Year Budget		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	449,482	573,852	683,649	717,273	33,624	737,723	758,835	780,638	803,152
Staff Related Costs	4,570	1,901	4,570	5,470	900	5,500	5,531	5,563	5,596
Contract Services	1,740,583	1,792,295	1,770,075	1,759,176	(10,899)	1,951,802	1,993,240	2,035,587	2,078,864
Material	29,676	289,929	28,881	33,296	4,415	33,959	34,648	35,363	36,106
Transfers, Grants & Financial Charge	4,467,994	4,467,071	3,961,474	2,092,177	(1,869,297)	2,591,340	2,685,496	2,715,337	2,745,160
Transfer to Reserves	190,000	165,468	190,000	190,000	0	190,000	190,000	190,000	190,000
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	438,511	299,843	422,295	462,905	40,610	495,598	509,145	520,499	532,534
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	7,320,816	7,590,359	7,060,944	5,260,297	(1,800,647)	6,005,922	6,176,895	6,282,987	6,391,412
Percent of Expenditure Budget				(25.5%)		14.2%	2.8%	1.7%	1.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	921,771	989,301	768,142	0	(768,142)	0	0	0	0
Municipal	1,503,551	1,700,816	1,503,551	1,503,551	0	1,503,551	1,503,551	1,503,551	1,503,551
Transfers from Reserves	375,000	473,349	550,809	89,303	(461,506)	0	0	0	0
Fees and Services	0	225,000	0	0	0	0	0	0	0
Donations	0	40,000	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	1,716,777	2,005,186	1,701,478	1,628,532	(72,946)	1,684,333	1,721,665	1,752,758	1,759,711
Total Revenue	4,517,099	5,433,652	4,523,980	3,221,386	(1,302,594)	3,187,884	3,225,216	3,256,309	3,263,262
Net Requirement	2,803,717	2,156,707	2,536,964	2,038,911	(498,053)	2,818,038	2,951,679	3,026,678	3,128,150
Percent of Prior Year Budget				(19.6%)		38.2%	4.7%	2.5%	3.4%
Full Time Equivalents (FTEs)	5.39	0.00	7.30	7.30	0.00	7.30	7.30	7.30	7.30
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	1,684,008	1,668,434	1,763,428	1,688,190	(75,238)	1,738,606	1,773,648	1,809,407	1,845,898
Material	5,000	0	5,000	5,000	0	5,000	5,000	5,000	5,000
Transfers, Grants & Financial Charge	3,278,994	3,278,994	2,748,694	879,397	(1,869,297)	874,223	868,986	863,798	857,891
Transfer to Reserves	190,000	165,468	190,000	190,000	0	190,000	190,000	190,000	190,000
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	5,158,002	5,112,896	4,707,122	2,762,587	(1,944,535)	2,807,829	2,837,634	2,868,205	2,898,789
Percent of Expenditure Budget				(41.3%)		1.6%	1.1%	1.1%	1.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	921,771	989,301	768,142	0	(768,142)	0	0	0	0
Municipal	1,503,551	1,700,816	1,503,551	1,503,551	0	1,503,551	1,503,551	1,503,551	1,503,551
Transfers from Reserves	375,000	375,000	375,000	0	(375,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	428,000	616,396	391,668	210,000	(181,668)	210,000	210,000	210,000	210,000
Total Revenue	3,228,322	3,681,513	3,038,361	1,713,551	(1,324,810)	1,713,551	1,713,551	1,713,551	1,713,551
Net Requirement	1,929,680	1,431,383	1,668,761	1,049,036	(619,725)	1,094,278	1,124,083	1,154,654	1,185,238
Percent of Prior Year Budget				(37.1%)		4.3%	2.7%	2.7%	2.6%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	4,803	0	0	0	0	0	0	0
Material	0	260,197	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	265,000	0	0	0	0	0	0	0
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	225,000	0	0	0	0	0	0	0
Donations	0	40,000	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	265,000	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	449,482	573,852	683,649	717,273	33,624	737,723	758,835	780,638	803,152
Staff Related Costs	4,570	1,901	4,570	5,470	900	5,500	5,531	5,563	5,596
Contract Services	6,575	119,058	6,647	70,986	64,339	213,196	219,592	226,180	232,966
Material	23,676	29,732	23,881	28,296	4,415	28,959	29,648	30,363	31,106
Transfers, Grants & Financial Charge	0	0	0	0	0	0	65,051	65,051	65,051
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	438,511	299,843	422,295	462,905	40,610	495,598	509,145	520,499	532,534
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	922,814	1,024,386	1,141,042	1,284,930	143,888	1,480,976	1,587,802	1,628,294	1,670,405
Percent of Expenditure Budget				12.6%		15.3%	7.2%	2.6%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	98,349	175,809	89,303	(86,506)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	1,288,777	1,388,790	1,309,810	1,418,532	108,722	1,474,333	1,511,665	1,542,758	1,549,711
Total Revenue	1,288,777	1,487,139	1,485,619	1,507,835	22,216	1,474,333	1,511,665	1,542,758	1,549,711
Net Requirement	(365,963)	(462,753)	(344,577)	(222,905)	121,672	6,643	76,137	85,536	120,694
Percent of Prior Year Budget				(35.3%)		(103.0%)	1,046.1%	12.3%	41.1%
Full Time Equivalents (FTEs)	5.39	0.00	7.30	7.30	0.00	7.30	7.30	7.30	7.30
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	1,189,000	1,188,077	1,212,780	1,212,780	0	1,717,117	1,751,459	1,786,488	1,822,218
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,189,000	1,188,077	1,212,780	1,212,780	0	1,717,117	1,751,459	1,786,488	1,822,218
Percent of Expenditure Budget				0.0%		41.6%	2.0%	2.0%	2.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	1,189,000	1,188,077	1,212,780	1,212,780	0	1,717,117	1,751,459	1,786,488	1,822,218
Percent of Prior Year Budget				0.0%		41.6%	2.0%	2.0%	2.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	9,423	0	5,000	5,000	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	500,000	500,000	500,000	64,021	0	0
Building - Site Elements	6,614	0	30,000	30,000	84,413	0	35,822	0
Building - Exterior Components	13,958	0	0	0	46,371	77,671	799,438	0
Building - Interior Components	23,716	30,000	225,000	195,000	25,000	10,000	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	4,525	30,792	63,154	32,362	18,622	31,103	204,677	20,109
Building - Fire & Life Safety	4,884	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	63,120	60,792	823,154	762,362	674,406	182,795	1,039,937	20,109
Transfer to Reserves	258,786	206,000	246,000	40,000	266,000	286,000	301,000	291,000
Total Expenditure	321,906	266,792	1,069,154	802,362	940,406	468,795	1,340,937	311,109
% of Prior Expenditure			300.7%		(12.0%)	(50.1%)	186.0%	(76.8%)
Revenues by Type								
Federal	0	17,000	41,549	24,549	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	63,121	43,792	281,605	237,813	174,406	182,795	1,039,937	20,109
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	500,000	500,000	500,000	0	0	0
Total Revenue	63,121	60,792	823,154	762,362	674,406	182,795	1,039,937	20,109
Net Requirement	258,785	206,000	246,000	40,000	266,000	286,000	301,000	291,000
% of Prior Net Requirement			19.4%		8.1%	7.5%	5.2%	(3.3%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	9,423	0	5,000	5,000	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	500,000	500,000	500,000	64,021	0	0
Building - Site Elements	6,614	0	30,000	30,000	84,413	0	35,822	0
Building - Exterior Components	13,958	0	0	0	46,371	77,671	799,438	0
Building - Interior Components	23,716	30,000	225,000	195,000	25,000	10,000	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	4,525	30,792	63,154	32,362	18,622	31,103	204,677	20,109
Building - Fire & Life Safety	4,884	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	63,120	60,792	823,154	762,362	674,406	182,795	1,039,937	20,109
Transfer to Reserves	258,786	206,000	246,000	40,000	266,000	286,000	301,000	291,000
Total Expenditure	321,906	266,792	1,069,154	802,362	940,406	468,795	1,340,937	311,109
% of Prior Expenditure			300.7%		(12.0%)	(50.1%)	186.0%	(76.8%)
Revenues by Type								
Federal	0	17,000	41,549	24,549	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	63,121	43,792	281,605	237,813	174,406	182,795	1,039,937	20,109
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	500,000	500,000	500,000	0	0	0
Total Revenue	63,121	60,792	823,154	762,362	674,406	182,795	1,039,937	20,109
Net Requirement	258,785	206,000	246,000	40,000	266,000	286,000	301,000	291,000
% of Prior Net Requirement			19.4%		8.1%	7.5%	5.2%	(3.3%)



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
ND Non Departmental				
Capital Projects				
ND-2021-001 Interior Hub-Council Chamber Renovations	200,000	(200,000)	0	0
ND-2021-004 Interior Hub-Replace Washroom Flooring	10,000	(10,000)	0	0
ND-2021-005 Interior Hub-Replace Heat Pumps (2)	14,205	(14,205)	0	0
ND-2021-007 Cayley St.-Carpeting Overlay	15,000	(15,000)	0	0
ND-2021-011 Lakeshore Hub-Replace Water Heater	2,575	(2,575)	0	0
ND-2021-014 Lakeshore Hub-Riding Mower and Hand Mower	5,000	(5,000)	0	0
ND-2021-015 Interior Hub Hot Water Heater	1,374	(1,374)	0	0
ND-2021-R01 Transfer to Inland Hub Facility Reserve	90,000	0	90,000	0
ND-2021-R02 Transfer to Cayley St. Facility Reserve	61,000	0	61,000	0
ND-2021-R03 Repay Working Capital Reserve for Inland Hub renovations	15,000	0	15,000	0
ND-2021-R04 Transfer to Lakeshore Hub Facility Reserve	30,000	0	30,000	0
ND-2021-R05 Transfer to Peninsula Hub Facility Reserve	10,000	0	10,000	0
ND-2021-R06 Repay Working Capital Reserve for Peninsula Hub Purchase	40,000	0	40,000	0
ND-2023-001 Lakeshore Hub Renovation	500,000	(500,000)	0	0
ND-2023-002 Interior Hub - Parking lot expansion & EV charger installation	75,000	(75,000)	0	0
Net Cost of Capital Projects	1,069,154	(823,154)	246,000	0
Total Non Departmental	1,069,154	(823,154)	246,000	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
ND Non Departmental															
Capital Projects															
ND-2021-001 Interior Hub-Council Chamber Renovat	200,000	(200,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2021-004 Interior Hub-Replace Washroom Floori	10,000	(10,000)	0	10,000	(10,000)	0	10,000	(10,000)	0	0	0	0	0	0	0
ND-2021-005 Interior Hub-Replace Heat Pumps (2)	14,205	(14,205)	0	14,632	(14,632)	0	15,071	(15,071)	0	15,523	(15,523)	0	15,988	(15,988)	0
ND-2021-007 Cayley St.-Carpeting Overlay	15,000	(15,000)	0	15,000	(15,000)	0	0	0	0	0	0	0	0	0	0
ND-2021-011 Lakeshore Hub-Replace Water Heater	2,575	(2,575)	0	2,575	(2,575)	0	2,575	(2,575)	0	2,575	(2,575)	0	2,575	(2,575)	0
ND-2021-014 Lakeshore Hub-Riding Mower and Hand	5,000	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2021-015 Interior Hub Hot Water Heater	1,374	(1,374)	0	1,415	(1,415)	0	1,457	(1,457)	0	1,501	(1,501)	0	1,546	(1,546)	0
ND-2021-R01 Transfer to Inland Hub Facility Reserve	90,000	0	90,000	90,000	0	90,000	110,000	0	110,000	125,000	0	125,000	125,000	0	125,000
ND-2021-R02 Transfer to Cayley St. Facility Reserve	61,000	0	61,000	61,000	0	61,000	61,000	0	61,000	61,000	0	61,000	61,000	0	61,000
ND-2021-R03 Repay Working Capital Reserve for Inla	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	5,000	0	5,000
ND-2021-R04 Transfer to Lakeshore Hub Facility Res	30,000	0	30,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
ND-2021-R05 Transfer to Peninsula Hub Facility Rese	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
ND-2021-R06 Repay Working Capital Reserve for Per	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000
ND-2023-001 Lakeshore Hub Renovation	500,000	(500,000)	0	500,000	(500,000)	0	0	0	0	0	0	0	0	0	0
ND-2023-002 Interior Hub - Parking lot expansion &	75,000	(75,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2024-001 Interior Hub-Repave Inland Hub Parkin	0	0	0	84,413	(84,413)	0	0	0	0	0	0	0	0	0	0
ND-2024-002 Cayley St.-Replace Jail Roof Shingles	0	0	0	46,371	(46,371)	0	0	0	0	0	0	0	0	0	0
ND-2025-001 Interior Hub-Cooling Tower Replaceme	0	0	0	0	0	0	12,000	(12,000)	0	0	0	0	0	0	0
ND-2025-002 Cayley St.-Replace soffits and eaves	0	0	0	0	0	0	77,671	(77,671)	0	0	0	0	0	0	0
ND-2025-010 Peninsula Hub-Replace Exterior Doors	0	0	0	0	0	0	9,274	(9,274)	0	0	0	0	0	0	0
ND-2025-011 Peninsula Hub-Replace Shingles	0	0	0	0	0	0	54,747	(54,747)	0	0	0	0	0	0	0
ND-2026-001 Interior Hub-Replace Roof	0	0	0	0	0	0	0	0	0	776,134	(776,134)	0	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
ND-2026-002 Interior Hub-Replace Cooling Tower	0	0	0	0	0	0	0	0	0	119,405	(119,405)	0	0	0	0
ND-2026-003 Interior Hub-Replace Atmospheric Boil	0	0	0	0	0	0	0	0	0	65,673	(65,673)	0	0	0	0
ND-2026-004 Cayley St.-Replace/Repair Sidewalk, R	0	0	0	0	0	0	0	0	0	35,822	(35,822)	0	0	0	0
ND-2026-005 Lakeshore Hub-Replace Shipping Doors	0	0	0	0	0	0	0	0	0	23,304	(23,304)	0	0	0	0
Net Cost of Capital Projects	1,069,154	(823,154)	246,000	940,406	(674,406)	266,000	468,795	(182,795)	286,000	1,340,937	(1,039,937)	301,000	311,109	(20,109)	291,000
Total Non Departmental	1,069,154	(823,154)	246,000	940,406	(674,406)	266,000	468,795	(182,795)	286,000	1,340,937	(1,039,937)	301,000	311,109	(20,109)	291,000

2022 closing	Transfers From	Transfers To	Interest Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Equipment Replacement				
\$ -				Park Street Operating Equipment	\$0.00	130-0452-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
\$ -				Cayley Street Operating Equipment	\$0.00	150-1180-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
\$ -				Lakeshore Hub Equipment	\$0.00	150-1380-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
				Facility Reserves				
\$ -				Bereford St (formerly Sale of St Edmunds Land)	\$ -	120-1110-FFSE	From Sale of Forest Property to her Majesty the Queen regarding St. Edmunds Township (Parks Canada)	Used to fund programs associated with the North End of the County
\$ -				Renovations- Lakeshore Hub	\$ -	120-1110-INFU	Year End unspent Capital funds earmarked for this purpose	Unspent funds redirected in 2017 to be used for the purpose of renovating Library Headquarters as deemed by council
\$ 861,890.72	(\$281,605.00)	\$ 191,000.00		Non-Dept Facilities- was Cayley St Building	\$771,285.72	150-1180-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Sept 3/20 min. combine all facilities reserves-Used to fund future capital improvements to existing facility o
\$ 251,834.60				General Building	\$251,834.60	130-0452-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Established Apr 1/2021 CS min. for all facilities from surplus- Includes but not limited to elevator, windows, parking lots, light standards, flooring, accessibility upgrades, building security access and roofing.
\$ -				Lakeshore Hub Building	\$0.00	150-1380-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.
				Vehicle and Machine Replacement				
\$ -				Park Street Operating Machinery	\$0.00	130-0452-HMAC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
\$ -				Cayley Street Operating Machinery	\$0.00	150-1180-HMAC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery

2022 closing	Transfers From	Transfers To	Interest Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Operating Surplus Reserves				
\$ 1,650,327.65				Tax Stabilization	\$1,650,327.65	120-1110-TXST	Year end annual surplus.	Used to mitigate significant increases in tax rates as determined by Council. Available for unplanned or emergency situations as deemed appropriate by council
				Designated Project or Special Purpose Reserves				
				Non-Departmental				
\$ 7,794.50				SWIFT	7,794.50	185-1120-BROA	Monies reallocated from the Broadband project.	Funds set aside for the SWIFT project
\$ 190,000.00			\$190,000.00	Reserve Interest	380,000.00	120-1110-HOSP	Annual operating budget contributions.	Used to fund interim reserve int accrual
\$ 7,555.83	(\$19,183.00)			Prov subsidy	(11,627.17)	120-1110-PROJ	Provincial subsidy	Used to fund Prov projects
\$ 1,162,480.18				Safe Restart	1,162,480.18	120-1110-PROJ	one-time Operating budget contributions. Year End unspent capital earmarked for this purpose	used to Covid expenses
-\$ 0.00				Development charges	(0.00)	120-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this	Funds set aside for Development charges
\$ 184,674.81		\$ 920,008.00		Working Fund	1,104,682.81	120-1110-WKCR	Annual operating budget contributions.	For the purpose of providing money to finance the County operations in each year until such time as the County levy is available.

\$ 4,316,558.29 **(\$300,788.00)** **\$ 1,111,008.00** **\$ 190,000.00**

\$5,316,778.29

2023 - 2027 Budget and Forecast



Be an explorer.

Information Technology Budget Reference

2023 Bruce County Business Plan

Department: Information Technology Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Actual	2023 Budget
Total Website Visits	2.01M	2.2 M	2.2M	2.68M	2.2M	2.6M	2.7M
Website uptime					99.99%	99.95	99.99%
Service Management - Support Tickets	5,359	3,000	5,000	5,509	5400	5881	5650
Service Management - Average time to respond					3 hours	1.67 hours	2.5 hours
Service Management - Average time to resolve					17.5 hours	7.95 hours	13.5 hours
AODA - Accessibility Score					90%	87%	90%
Web Presence Quality of Assurance					80%	88.2%	80%
Cyber Security - Phishing Test Failure Rate					5%	5%	4%
Cyber Security - Endpoint Patch Compliance within 21 days of release					95%	96.7%	95%
Cyber Security - Server Patch Compliance within 21 days of release					100%	97%	100%
Cyber Security - Third Party Application Patch Compliance within 21 days of release					95%	95%	95%
Infrastructure - Uptime					99.9%	98%	99.9%

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Cloud Datacenter	\$130,000 - Implementation \$200,000 - Subscription \$100,000 - Staff Time	0	\$430,000	
2. Cyber Security Program Evolution	\$62,500 - Implementation \$98,500 - Subscription \$40,000 - Staff Time	0	\$201,000	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Cloud Datacenter Owner: ITS Department	Deliver a Secondary Data Centre without capital investment in infrastructure	\$330,000 in Services and Consulting \$100,000 Staff Time	Meet the current and anticipated needs of the County's Business Continuity and Disaster Recovery requirements	Maintain Services
2. Cyber Security Program Evolution Owner: ITS Department	Advancement in County Cyber Security Program	\$161,000 in Services and Consulting \$40,000 Staff Time	Continued investment in systems and staff will further reduce the cyber security risk surface area that can be exploited.	Maintain Services

2023 Bruce County Business Plan

2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. End User Computing Lifecycle Replacement	Standard laptop \ desktop \ monitor and peripheral lifecycle.	\$95,000	Maintain current and supported hardware for end users.	Maintain Services
2. Infrastructure - Lifecycle Owner:	Infrastructure replacement for hub data centers, libraries, EMS bases including Firewalls, Switches, Routers, Wireless Access Points, UPS, Storage and cabling	\$205,000	Current and supported hardware with adequate storage and backup capacity crucial to the operation of County of Bruce business and data availability and integrity. Failure to replace on schedule may\will impact either access ability of data or the integrity of the data which can impact County services.	Maintain Services

2023 Bruce County Business Plan

Key Performance Indicators Index:

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

2023 Bruce County Business Plan

Key Performance Indicators	Description
Cyber Security - Phishing Test Failure Rate	Measures County Staff's understanding and practicing of good cyber hygiene. Measured through simulated Phishing tests.
Cyber Security - Endpoint Patch Compliance within 21 days of release	Measures time to reach compliance with issued Windows 10 security patches
Cyber Security - Server Patch Compliance within 21 days of release	Measures time to reach compliance with issued Windows Server security patches
Cyber Security - Third Party Application Patch Compliance within 21 days of release	Measures time to reach compliance with issued application security patches
Infrastructure - Uptime	Measures the availability of core infrastructure, Servers and Networking. 99% represents 5 minutes per month of unplanned outage.



Major Initiatives and Department Focus	
<p>Department Focus</p> <p>ITS is committed to continual improvement, process and system modernization with security focus each and every day.</p> <p>We accomplish this by Identifying and responding to changing needs of the County through fiscally responsible collaboration and innovation while never compromising the security of our assets, our staff identities or our data.</p>	<p>Major Initiatives</p> <p><u>CloudDatacentre</u></p> <p>This project will build a Secondary Data Centre without capital investment in infrastructure meeting the current and anticipated needs of the County's Business Continuity and Disaster Recovery requirements</p> <p>By partnering with a Tier 1 datacenter provider, we shift the responsibility to manage, maintain and life-cycle the datacenter infrastructure ---- This gives back IT team time for higher impact work that support County objectives</p> <p><u>Cyber Security Program</u></p> <p>Expansion on the Cyber Security program, systems and services</p> <p><u>Municipal Operations Digital Integration Platform (MODIP)</u></p> <p>Continue the development and deployment of the right of way detection system that replaces the human centric approach of anomaly detection, evaluation, positioning, reporting, and trending with a system that automates the detection and evaluation of 15 right of way deficiencies, and classifies them for action based on business rules.</p>



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

	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	1,107,286	1,218,451	0	0	205,610	0	0	0	0	0	0	1,424,061	205,610
Staff Related Costs	24,125	34,900	0	0	5,000	0	0	0	0	0	0	39,900	5,000
Contract Services	1,169,334	2,421,168	0	(115,500)	(325,597)	181,500	0	0	0	0	0	2,161,571	(259,597)
Material	32,269	69,900	0	0	25,116	0	0	0	0	0	0	95,016	25,116
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	160,315	87,500	0	0	0	0	0	0	0	0	0	87,500	0
Fleet Costs	5,171	2,000	0	0	2,000	0	0	0	0	0	0	4,000	2,000
Facility Costs	37,871	37,887	0	0	6,370	0	0	0	0	0	0	44,257	6,370
Other Internal Costs	(2,812,087)	(3,281,899)	0	8,000	(779,436)	(204,500)	0	0	0	0	0	(4,257,835)	(975,936)
Total Expenditures	(275,716)	589,907	0	(107,500)	(860,937)	(23,000)	0	0	0	0	0	(401,530)	(991,437)
Percent of Expenditure Budget		100.0%	100.0%	(18.2%)	(145.9%)	(3.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	(168.1%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	15,362	299,000	0	0	(299,000)	0	0	0	0	0	0	0	(299,000)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	1,207	564,317	0	(107,500)	(453,817)	10,500	0	0	0	0	0	13,500	(550,817)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	16,569	863,317	0	(107,500)	(752,817)	10,500	0	0	0	0	0	13,500	(849,817)
Net Requirement	(292,285)	(273,410)	0	0	(108,120)	(33,500)	0	0	0	0	0	(415,030)	(141,620)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	39.5%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	51.8%	
Full Time Equivalents (FTE's)	0.00	10.67	0.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	(87.5%)



Operating Budget Highlights

Maintain Services

- New FTE - Web Application Specialist to support system expansions and continue modernization initiatives
- Grid increase for ITS Staff
- Centralize Printing operational costs
- Subscription market cost increases
-

One Time Items

- Consulting Services to deliver
 - Cloud Datacentre Project
 - Project Management Software
 - Cyber Security Initiatives

Operating Impact of Capital Projects

- None



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

	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	1,107,286	1,218,451	0	0	205,610	0	0	0	0	0	0	1,424,061	205,610
Staff Related Costs	24,125	34,900	0	0	5,000	0	0	0	0	0	0	39,900	5,000
Contract Services	1,169,334	2,421,168	0	(115,500)	(325,597)	181,500	0	0	0	0	0	2,161,571	(259,597)
Material	32,269	69,900	0	0	25,116	0	0	0	0	0	0	95,016	25,116
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	160,315	87,500	0	0	0	0	0	0	0	0	0	87,500	0
Fleet Costs	5,171	2,000	0	0	2,000	0	0	0	0	0	0	4,000	2,000
Facility Costs	37,871	37,887	0	0	6,370	0	0	0	0	0	0	44,257	6,370
Other Internal Costs	(2,812,087)	(3,281,899)	0	8,000	(779,436)	(204,500)	0	0	0	0	0	(4,257,835)	(975,936)
Total Expenditures	(275,716)	589,907	0	(107,500)	(860,937)	(23,000)	0	0	0	0	0	(401,530)	(991,437)
Percent of Expenditure Budget		100.0%	100.0%	(18.2%)	(145.9%)	(3.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	(168.1%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	15,362	299,000	0	0	(299,000)	0	0	0	0	0	0	0	(299,000)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	1,207	564,317	0	(107,500)	(453,817)	10,500	0	0	0	0	0	13,500	(550,817)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	16,569	863,317	0	(107,500)	(752,817)	10,500	0	0	0	0	0	13,500	(849,817)
Net Requirement	(292,285)	(273,410)	0	0	(108,120)	(33,500)	0	0	0	0	0	(415,030)	(141,620)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	39.5%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	51.8%	
Full Time Equivalents (FTE's)	0.00	10.67	0.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	(87.5%)



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,082,882	1,107,286	1,218,451	1,424,061	205,610	1,464,913	1,604,100	1,650,102	1,697,608
Staff Related Costs	34,900	24,125	34,900	39,900	5,000	39,990	40,083	40,178	40,276
Contract Services	1,359,692	1,169,334	2,421,168	2,161,571	(259,597)	2,355,306	2,193,820	2,284,952	2,344,030
Material	38,742	32,269	69,900	95,016	25,116	92,897	95,264	97,694	100,565
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	160,315	87,500	87,500	0	0	0	0	0
Fleet Costs	2,000	5,171	2,000	4,000	2,000	2,000	2,000	2,000	2,000
Facility Costs	37,871	37,871	37,887	44,257	6,370	46,742	49,340	51,454	51,645
Other Internal Costs	(2,812,087)	(2,812,087)	(3,281,899)	(4,257,835)	(975,936)	(4,417,163)	(4,400,212)	(4,542,280)	(4,652,324)
Total Expenditures	(256,000)	(275,716)	589,907	(401,530)	(991,437)	(415,315)	(415,605)	(415,900)	(416,200)
Percent of Expenditure Budget				(168.1%)		3.4%	0.1%	0.1%	0.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	15,362	299,000	0	(299,000)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	1,207	564,317	13,500	(550,817)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	16,569	863,317	13,500	(849,817)	0	0	0	0
Net Requirement	(256,000)	(292,285)	(273,410)	(415,030)	(141,620)	(415,315)	(415,605)	(415,900)	(416,200)
Percent of Prior Year Budget				51.8%		0.1%	0.1%	0.1%	0.1%
Full Time Equivalents (FTEs)	10.00	0.00	10.67	12.00	1.33	12.25	13.25	13.25	13.25
Percent of Prior Year FTE				12.5%		2.1%	8.2%	0.0%	0.0%



County of Bruce
Information Technology
Operating Budget Summary Report
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,082,882	1,107,286	1,218,451	1,424,061	205,610	1,464,913	1,604,100	1,650,102	1,697,608
Staff Related Costs	34,900	24,125	34,900	39,900	5,000	39,990	40,083	40,178	40,276
Contract Services	1,359,692	1,169,334	2,421,168	2,161,571	(259,597)	2,355,306	2,193,820	2,284,952	2,344,030
Material	38,742	32,269	69,900	95,016	25,116	92,897	95,264	97,694	100,565
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	160,315	87,500	87,500	0	0	0	0	0
Fleet Costs	2,000	5,171	2,000	4,000	2,000	2,000	2,000	2,000	2,000
Facility Costs	37,871	37,871	37,887	44,257	6,370	46,742	49,340	51,454	51,645
Other Internal Costs	(2,812,087)	(2,812,087)	(3,281,899)	(4,257,835)	(975,936)	(4,417,163)	(4,400,212)	(4,542,280)	(4,652,324)
Total Expenditures	(256,000)	(275,716)	589,907	(401,530)	(991,437)	(415,315)	(415,605)	(415,900)	(416,200)
Percent of Expenditure Budget				(168.1%)		3.4%	0.1%	0.1%	0.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	15,362	299,000	0	(299,000)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	1,207	564,317	13,500	(550,817)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	16,569	863,317	13,500	(849,817)	0	0	0	0
Net Requirement	(256,000)	(292,285)	(273,410)	(415,030)	(141,620)	(415,315)	(415,605)	(415,900)	(416,200)
Percent of Prior Year Budget				51.8%		0.1%	0.1%	0.1%	0.1%
Full Time Equivalents (FTEs)	10.00	0.00	10.67	12.00	1.33	12.25	13.25	13.25	13.25
Percent of Prior Year FTE				12.5%		2.1%	8.2%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	230,301	249,364	226,463	(22,901)	195,348	631,219	684,295	124,373
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	3,000	3,000	0	3,000	3,000	3,000	3,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	230,301	252,364	229,463	(22,901)	198,348	634,219	687,295	127,373
Transfer to Reserves	250,000	254,410	395,750	141,340	395,750	395,750	395,750	395,750
Total Expenditure	480,301	506,774	625,213	118,439	594,098	1,029,969	1,083,045	523,123
% of Prior Expenditure			23.4%		(5.0%)	73.4%	5.2%	(51.7%)
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	1,158	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	229,144	233,364	210,183	(23,181)	178,783	614,364	667,145	106,923
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	230,302	233,364	210,183	(23,181)	178,783	614,364	667,145	106,923
Net Requirement	249,999	273,410	415,030	141,620	415,315	415,605	415,900	416,200
% of Prior Net Requirement			51.8%		0.1%	0.1%	0.1%	0.1%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	230,301	249,364	226,463	(22,901)	195,348	631,219	684,295	124,373
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	3,000	3,000	0	3,000	3,000	3,000	3,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	230,301	252,364	229,463	(22,901)	198,348	634,219	687,295	127,373
Transfer to Reserves	250,000	254,410	395,750	141,340	395,750	395,750	395,750	395,750
Total Expenditure	480,301	506,774	625,213	118,439	594,098	1,029,969	1,083,045	523,123
% of Prior Expenditure			23.4%		(5.0%)	73.4%	5.2%	(51.7%)
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	1,158	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	229,144	233,364	210,183	(23,181)	178,783	614,364	667,145	106,923
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	230,302	233,364	210,183	(23,181)	178,783	614,364	667,145	106,923
Net Requirement	249,999	273,410	415,030	141,620	415,315	415,605	415,900	416,200
% of Prior Net Requirement			51.8%		0.1%	0.1%	0.1%	0.1%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
IT Information Technology				
Capital Projects				
IT-2021-002 End User Computing Lifecycle	95,000	(95,000)	0	0
IT-2021-004 Infrastructure - Server and Storage	23,480	(7,200)	16,280	0
IT-2021-005 Infrastructure - Networks	102,983	(102,983)	0	0
IT-2021-006 Furniture and Fixtures	3,000	0	3,000	0
IT-2021-R01 Transfer to Reserves -Computing, Network, Server and Printers	388,750	0	388,750	0
IT-2021-R02 ITS Vehicle	7,000	0	7,000	0
IT-2023-001 Printers - Copiers - Multifunction Devices	5,000	(5,000)	0	0
Net Cost of Capital Projects	625,213	(210,183)	415,030	0
Total Information Technology	625,213	(210,183)	415,030	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
IT Information Technology															
Capital Projects															
IT-2021-002 End User Computing Lifecycle	95,000	(95,000)	0	97,850	(97,850)	0	100,786	(100,786)	0	103,809	(103,809)	0	106,923	(106,923)	0
IT-2021-004 Infrastructure - Server and Storage	23,480	(7,200)	16,280	35,765	(19,200)	16,565	321,355	(304,500)	16,855	68,950	(51,800)	17,150	17,450	0	17,450
IT-2021-005 Infrastructure - Networks	102,983	(102,983)	0	61,733	(61,733)	0	209,078	(209,078)	0	511,536	(511,536)	0	0	0	0
IT-2021-006 Furniture and Fixtures	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000
IT-2021-R01 Transfer to Reserves -Computing, Netw	388,750	0	388,750	388,750	0	388,750	388,750	0	388,750	388,750	0	388,750	388,750	0	388,750
IT-2021-R02 ITS Vehicle	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000
IT-2023-001 Printers - Copiers - Multifunction Devic	5,000	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cost of Capital Projects	625,213	(210,183)	415,030	594,098	(178,783)	415,315	1,029,969	(614,364)	415,605	1,083,045	(667,145)	415,900	523,123	(106,923)	416,200
Total Information Technology	625,213	(210,183)	415,030	594,098	(178,783)	415,315	1,029,969	(614,364)	415,605	1,083,045	(667,145)	415,900	523,123	(106,923)	416,200

2022 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Information Technology				Information Technology				
\$ 237,408.40				Other Computer Software	\$237,408.40	150-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 34,244.35				Library Hardware	\$34,244.35	150-1110-ITCP		
\$ 67,668.07	(\$125,200.00)	\$ 388,750.00		Computer Hardware	\$331,218.07	150-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
\$ 123,919.89	(\$102,983.00)			Network Infrastructure	\$20,936.89	185-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to enhance network infrastructure.
				Equipment Replacement				
Information Technology				Information Technology				
				Facility Reserves				
Information Technology				Information Technology				
				Vehicle and Machine Replacement				
Information Technology				Information Technology				
\$ 33,111.17		\$ 7,000.00		Information and Technology Vehicle	\$40,111.17	185-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Information Technology				Information Technology				
\$ 7,111.91				Office Furniture	\$7,111.91	185-1120-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Designated Project or Special Purpose Reserves				
Information Technology				Information Technology				
\$ 16,415.69	(\$13,500.00)			Information and Technology - Project Management Portal	\$2,915.69	185-1120-EQUI	Annual Operating budget contributions.	Specific undertakings related to Project Management as deemed appropriate by Director and Council.
\$ 9.69				Meeting Rm modernization	\$9.69	185-1120-EQUI	Year End unspent project funds earmarked for this purpose	Intended use is to replace the meeting room modernization.
				Operating Surplus Reserves				
Information Technology				Information Technology				
\$ 519,889.17 (\$241,683.00) \$ 395,750.00 \$ -				\$673,956.17				



Be an explorer.

2023 - 2027 Budget and Forecast

Human Resources Budget Reference

2023 Bruce County Business Plan

Department: Human Resources

Strategic Priorities:

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

2022 Bruce County Business Plan - Key Performance Indicators:

Effective June 2022 Q2 - Adjusted Turnover Rate and Headcount Indicators to reflect all active staff, rather than just permanent staff.

****Please note numbers are subject to change based on when reports are ran and payroll changes made for pay periods****

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Turnover Rate* *Permanent staff	8.5%	9.4%	9%	8%	18.17%	15.65%	8%
FTE	543	547	538	540	534	538.39	540
Headcount**	609	622	625	625	647	805	800
Full-time	379	394	397	400	402	411	
Part-time	230	228	228	225	245	238	
Casual						56	
Temporary						49	
Contract						21	
Seasonal						0	
Student						30	
Lost Injury Time Frequency	1.1	3.3	2.4	2.0	2.2	.6	2.0

2023 Bruce County Business Plan

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Sick Time Paid	\$1,094,634	\$1,109,777	\$990,000	\$975,000	\$1,181,409.70	\$702,229.46	\$1,000,000
#LTD Claims (current)	10	17			8 (1 pending)		
WSIB Claims (total Medical Aids and Lost time Incidents)	28	32	10	32	11	15 (5 Pending)	30
% of Staff Unionized - OMBI	63%	65%	65%	65%	62.94%	62.25%	63%*

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Non-Union Salary Market Review	\$20,000	0		
2. Recruitment Process Review	\$20,000	0		
3. Disability Management/Sick Plan Review	\$30,000			

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Non-Union Salary Market Review Owner: Manager, Total Compensation and Systems	Non-Union Salary Market review to be conducted by an external consultant.	\$20,000	This project will ensure salary competitiveness for all of our non-union positions, as related to our relevant comparator employers. It will also address the compression issue that currently exists in our non-union salary band.	Maintain Services
2. Recruitment Process Review Owner: Manager, Talent Acquisition & Employee Relations	Review of current recruitment processes to ensure we are in line with industry best practices.	Internal Staff Resources \$20,000	The recruitment review will be broad in nature and will include systems, processes, policies and best practices. Special attention will be paid to the smoothness with which new applicants can apply to our vacant positions, and a look towards modernizing our processes to include more proactive recruitment.	Maintain Services

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
3. Disability Management/Sick Plan Review Owner: Manager, Labour Relations & Employee Health	Review and updating of current disability management and sick plan.	Internal Staff Resources \$30,000	This review will look to formalize our disability management and return to work programs, including a review of Acclaim and cost-benefit analysis of that service being outsourced. We will also prioritize updating our sick plan policies to modernize and become more employee focused, while also looking to reduce the amount of sick plan abuse that currently exists within the organization.	Maintain Services

2023 Bruce County Business Plan

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

2023 Bruce County Business Plan

Key Performance Indicators Index:

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

2023 Bruce County Business Plan

Key Performance Indicators	Description
Sick Time Paid #LTD Claims	The County is committed to enhancing the wellness and well-being of its staff. Workplace wellness and productivity go hand in hand as workforce well-being generates higher levels of employment engagement, in turn leading to better performing workplaces. Tracking non-work-related Long-Term Disability claims with assist with this wellness and productivity measure. Currently we track total sick time paid, however, do not report on number of long-term disability claims paid. Actuals are reporting only the claims report as of last quarter.
WSIB Claims (total Medical Aids and Lost Time Incidents)	The total of Medicals Aids + Lost Time Incidents = Total WSIB Claims
% of Staff Unionized-OMBI	Resident Services Aide position becoming permanent would increase the percentage of Unionized staff in 2023

Notation:

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



Major Initiatives and Departmental Focus	
<p>The Human Resources Team made great strides in 2022, and our focus in 2023 will be growth and process improvement in all program areas.</p> <p>Specific Focus:</p> <ul style="list-style-type: none">• Review of Recruitment Process and Strategy which includes a non-union salary market review• Disability management and sick time plan reviews• Negotiation of 4 new Collective Agreements• Roll out of Avanti Mobile App• Roll out of simplified Performance Management process	



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

	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	1,599,830	1,524,185	0	0	88,282	0	0	0	0	127,484	0	1,739,951	215,766
Staff Related Costs	58,134	126,201	0	0	41,801	0	0	0	0	0	0	168,002	41,801
Contract Services	300,102	453,727	(3,575)	0	71,918	0	0	0	0	0	0	522,070	68,343
Material	296,277	360,071	5,000	0	21,804	0	0	0	0	0	0	386,875	26,804
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	30,333	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	79,800	79,834	0	0	13,423	0	0	0	0	0	0	93,257	13,423
Other Internal Costs	(1,508,731)	(1,656,333)	(3,925)	0	(249,636)	0	0	0	0	(127,484)	0	(2,037,378)	(381,045)
Total Expenditures	855,745	887,685	(2,500)	0	(12,408)	0	0	0	0	0	0	872,777	(14,908)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(1.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(1.7%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	21,878	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	791,411	921,685	(2,500)	0	(11,908)	0	0	0	0	0	0	907,277	(14,408)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	60	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	813,349	921,685	(2,500)	0	(11,908)	0	0	0	0	0	0	907,277	(14,408)
Net Requirement	42,396	(34,000)	0	0	(500)	0	0	0	0	0	0	(34,500)	(500)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	
Full Time Equivalents (FTE's)	0.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	13.00	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	8.3%	(91.7%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">Additional FTE - Total Compensation & Systems Specialist \$127,485. Currently, the County only has 1 employee who is responsible for all administration, roll out and maintenance of the HRIS system (Avanti). Additionally, the Compensation and Systems Division has faced growing and unsustainable pressures as it pertains to Ministry reporting. The new role will become the primary Avanti super user and will have responsibility for most Human Resources reporting</div> <div>Maintain Services<ul style="list-style-type: none">Additional salary and benefit increases reflect maintaining the current staff compliment.Additional legal and consulting fees reflect actual spending and project requirementsEnhancement of employee and retiree recognition program</div> <div>One Time Items<ul style="list-style-type: none"></div>	<div>Provincially Legislated<ul style="list-style-type: none"></div> <div>Growth<ul style="list-style-type: none"></div> <div>Council Priorities<ul style="list-style-type: none"></div> <div>Service Initiatives/Savings<ul style="list-style-type: none"></div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div>



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

	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	1,142,093	1,155,335	0	0	66,043	0	0	0	0	127,484	0	1,348,862	193,527
Staff Related Costs	19,355	62,021	0	0	37,939	0	0	0	0	0	0	99,960	37,939
Contract Services	243,142	267,301	(3,575)	0	75,772	0	0	0	0	0	0	339,498	72,197
Material	52,862	93,358	0	0	6,163	0	0	0	0	0	0	99,521	6,163
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	1,757	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	79,800	79,834	0	0	13,423	0	0	0	0	0	0	93,257	13,423
Other Internal Costs	(1,494,631)	(1,642,053)	3,575	0	(249,636)	0	0	0	0	(127,484)	0	(2,015,598)	(373,545)
Total Expenditures	44,378	15,796	0	0	(50,296)	0	0	0	0	0	0	(34,500)	(50,296)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(318.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(318.4%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	21,878	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	4,884	49,796	0	0	(49,796)	0	0	0	0	0	0	0	(49,796)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	60	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	26,822	49,796	0	0	(49,796)	0	0	0	0	0	0	0	(49,796)
Net Requirement	17,556	(34,000)	0	0	(500)	0	0	0	0	0	0	(34,500)	(500)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	
Full Time Equivalents (FTE's)	0.00	9.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	10.17	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.9%	0.0%	10.9%	(89.1%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Slight increase to overall budget mainly due to maintaining staff compliment• 2022 focus on Noise Testing program, ongoing LTC Preventative Ergonomics "Smart Clinics" and JHSC & other legislative requirements• Review of WSIB reserve threshold to be reviewed in 2023	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Council Priorities <ul style="list-style-type: none">••
	Service Initiatives/Savings <ul style="list-style-type: none">••
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	457,737	368,850	0	0	22,239	0	0	0	0	0	0	391,089	22,239
Staff Related Costs	30,094	53,680	0	0	3,862	0	0	0	0	0	0	57,542	3,862
Contract Services	56,960	186,426	0	0	(3,854)	0	0	0	0	0	0	182,572	(3,854)
Material	240,245	260,433	0	0	15,641	0	0	0	0	0	0	276,074	15,641
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	28,576	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	813,612	869,389	0	0	37,888	0	0	0	0	0	0	907,277	37,888
Percent of Expenditure Budget		100.0%	100.0%	0.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	786,527	869,389	0	0	37,888	0	0	0	0	0	0	907,277	37,888
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	786,527	869,389	0	0	37,888	0	0	0	0	0	0	907,277	37,888
Net Requirement	27,085	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	2.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.83	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• No significant change to budget• Continue to focus on Employee Mental Health supports such as Mental Health First Aid Training and Mental Health Awareness Week•	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	8,685	10,500	0	0	0	0	0	0	0	0	0	10,500	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	3,170	6,280	5,000	0	0	0	0	0	0	0	0	11,280	5,000
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	(14,100)	(14,280)	(7,500)	0	0	0	0	0	0	0	0	(21,780)	(7,500)
Total Expenditures	(2,245)	2,500	(2,500)	0	0	0	0	0	0	0	0	0	(2,500)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	2,500	(2,500)	0	0	0	0	0	0	0	0	0	(2,500)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	2,500	(2,500)	0	0	0	0	0	0	0	0	0	(2,500)
Net Requirement	(2,245)	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,326,087	1,599,830	1,524,185	1,739,951	215,766	2,000,860	2,210,191	2,277,141	2,346,467
Staff Related Costs	123,651	58,134	126,201	168,002	41,801	176,792	181,309	185,965	190,759
Contract Services	361,320	300,102	453,727	522,070	68,343	486,584	516,988	531,219	531,706
Material	324,902	296,277	360,071	386,875	26,804	398,333	410,135	422,289	434,808
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	30,333	0	0	0	300,000	300,000	300,000	300,000
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	79,800	79,800	79,834	93,257	13,423	98,491	103,967	108,420	108,824
Other Internal Costs	(1,508,731)	(1,508,731)	(1,656,333)	(2,037,378)	(381,045)	(2,454,777)	(2,670,863)	(2,757,450)	(2,812,914)
Total Expenditures	707,029	855,745	887,685	872,777	(14,908)	1,006,283	1,051,727	1,067,584	1,099,650
Percent of Expenditure Budget				(1.7%)		15.3%	4.5%	1.5%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	21,878	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	741,029	791,411	921,685	907,277	(14,408)	1,040,783	1,086,227	1,102,084	1,134,150
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	60	0	0	0	0	0	0	0
Total Revenue	741,029	813,349	921,685	907,277	(14,408)	1,040,783	1,086,227	1,102,084	1,134,150
Net Requirement	(34,000)	42,396	(34,000)	(34,500)	(500)	(34,500)	(34,500)	(34,500)	(34,500)
Percent of Prior Year Budget				1.5%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	12.00	0.00	12.00	13.00	1.00	15.00	16.00	16.00	16.00
Percent of Prior Year FTE				8.3%		15.4%	6.7%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	975,037	1,142,093	1,155,335	1,348,862	193,527	1,500,611	1,695,971	1,748,513	1,802,977
Staff Related Costs	59,851	19,355	62,021	99,960	37,939	105,266	107,638	110,083	112,601
Contract Services	265,320	243,142	267,301	339,498	72,197	291,118	300,402	323,848	318,114
Material	80,623	52,862	93,358	99,521	6,163	102,507	105,582	108,749	112,012
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	1,757	0	0	0	300,000	300,000	300,000	300,000
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	79,800	79,800	79,834	93,257	13,423	98,491	103,967	108,420	108,824
Other Internal Costs	(1,494,631)	(1,494,631)	(1,642,053)	(2,015,598)	(373,545)	(2,432,493)	(2,648,060)	(2,734,113)	(2,789,028)
Total Expenditures	(34,000)	44,378	15,796	(34,500)	(50,296)	(34,500)	(34,500)	(34,500)	(34,500)
Percent of Expenditure Budget				(318.4%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	21,878	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	4,884	49,796	0	(49,796)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	60	0	0	0	0	0	0	0
Total Revenue	0	26,822	49,796	0	(49,796)	0	0	0	0
Net Requirement	(34,000)	17,556	(34,000)	(34,500)	(500)	(34,500)	(34,500)	(34,500)	(34,500)
Percent of Prior Year Budget				1.5%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	9.17	0.00	9.17	10.17	1.00	11.17	12.17	12.17	12.17
Percent of Prior Year FTE				10.9%		9.8%	9.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	351,050	457,737	368,850	391,089	22,239	500,249	514,220	528,628	543,490
Staff Related Costs	53,300	30,094	53,680	57,542	3,862	60,711	62,532	64,408	66,340
Contract Services	96,000	56,960	186,426	182,572	(3,854)	195,466	216,586	207,371	213,592
Material	238,179	240,245	260,433	276,074	15,641	284,357	292,889	301,677	310,728
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	28,576	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	738,529	813,612	869,389	907,277	37,888	1,040,783	1,086,227	1,102,084	1,134,150
Percent of Expenditure Budget				4.4%		14.7%	4.4%	1.5%	2.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	738,529	786,527	869,389	907,277	37,888	1,040,783	1,086,227	1,102,084	1,134,150
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	738,529	786,527	869,389	907,277	37,888	1,040,783	1,086,227	1,102,084	1,134,150
Net Requirement	0	27,085	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	2.83	0.00	2.83	2.83	0.00	3.83	3.83	3.83	3.83
Percent of Prior Year FTE				0.0%		35.3%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	10,500	8,685	10,500	10,500	0	10,815	11,139	11,474	11,818
Contract Services	0	0	0	0	0	0	0	0	0
Material	6,100	3,170	6,280	11,280	5,000	11,469	11,664	11,863	12,068
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	(14,100)	(14,100)	(14,280)	(21,780)	(7,500)	(22,284)	(22,803)	(23,337)	(23,886)
Total Expenditures	2,500	(2,245)	2,500	0	(2,500)	0	0	0	0
Percent of Expenditure Budget				(100.0%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	2,500	0	2,500	0	(2,500)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	2,500	0	2,500	0	(2,500)	0	0	0	0
Net Requirement	0	(2,245)	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	11,000	11,000	0	11,000	11,000	11,000	11,000
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	2,000	2,500	500	2,500	2,500	2,500	2,500
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	13,000	13,500	500	13,500	13,500	13,500	13,500
Transfer to Reserves	34,000	21,000	21,000	0	21,000	21,000	21,000	21,000
Total Expenditure	34,000	34,000	34,500	500	34,500	34,500	34,500	34,500
% of Prior Expenditure			1.5%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	34,000	34,000	34,500	500	34,500	34,500	34,500	34,500
% of Prior Net Requirement			1.5%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	11,000	11,000	0	11,000	11,000	11,000	11,000
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	2,000	2,500	500	2,500	2,500	2,500	2,500
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	13,000	13,500	500	13,500	13,500	13,500	13,500
Transfer to Reserves	34,000	21,000	21,000	0	21,000	21,000	21,000	21,000
Total Expenditure	34,000	34,000	34,500	500	34,500	34,500	34,500	34,500
% of Prior Expenditure			1.5%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	34,000	34,000	34,500	500	34,500	34,500	34,500	34,500
% of Prior Net Requirement			1.5%		0.0%	0.0%	0.0%	0.0%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
WE Workplace Engagement Services				
Capital Projects				
WE-2021-001 Furniture and Fixtures- Upgrade to standing desk	2,500	0	2,500	0
WE-2021-002 Software Program Enhancements	11,000	0	11,000	0
WE-2021-R01 Transfer to Reserves Avanti Computer Upgrade -Desktop Software	21,000	0	21,000	0
Net Cost of Capital Projects	34,500	0	34,500	0
Total Workplace Engagement Services	34,500		34,500	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
WE Workplace Engagement Services															
Capital Projects															
WE-2021-001 Furniture and Fixtures- Upgrade to sta	2,500	0	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	2,500
WE-2021-002 Software Program Enhancements	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000
WE-2021-R01 Transfer to Reserves Avanti Computer	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000	21,000	0	21,000
Net Cost of Capital Projects	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500	34,500	0	34,500
Total Workplace Engagement Services	34,500		34,500	34,500		34,500	34,500		34,500	34,500		34,500	34,500		34,500

2022 closing	Transfers From	Transfers To	Interest / Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
\$ 2,251,144.83	(\$907,277.00)	\$ 1,313,598.00		Workers Safety Insurance	\$2,657,465.83	120-1110-WSIB	Transfers from operating budget. Funded through premiums charged to departments salary budgets. Contribution premiums are aligned using the WSIB maximum and forecasted rates to achieve WSIB Liability Obligation.	Funds the annual Health and Safety Budget, all WSIB claim costs, and Indemnity insurance. Funds equipment costs related to modified work as deemed by Council.
				Information and Technology Capital Reserve Funds				
				Human Resources				
\$ 150,267.18		\$ 21,000.00		Computer Software	\$171,267.18	175.1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 5,577.10				Computer Hardware	\$5,577.10	175.1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Vehicle and Machine Replacement				
				Human Resources				
\$ -				Health and Safety Vehicle Replacement	\$0.00	175-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
				Human Resources				
\$ 1,540.29				Office Furniture	\$1,540.29	175-1120-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Other Capital Reserves				
				Human Resources				
-\$ 55.67				Employee Wellness	(\$55.67)	175-1120-WELL	Year End unspent capital earmarked for the employee wellness program	Specific undertakings related to the employee wellness program as deemed appropriate by Director and Council.
				Designated Project or Special Purpose Reserves				
\$3,163.58				HR-Project reserve- Labelling	\$3,163.58	175-1120-PROJ	Year End unspent project funds earmarked for this purpose	electrical circuit labeling Labeling project in 2017
\$2,678.11				HR-Project reserve-Job Evaluation	\$2,678.11	175-1120-PROJ	Committed funds trsf from Tax Stabilization 2018	Job evaluation/UNIFOR
\$0.00				HR Project	\$0.00	175-1120-PROJ	Year End unspent project funds earmarked for this purpose	0
\$1,430.48				HR-Project	\$1,430.48	175-1120-PROJ	Committed funds trsf from Tax Stabilization	Pro Ergonomics project 2019/Smart clinic 2020
\$0.00				HR General	\$0.00	175-1120-PROJ	Annual operating budget transfer	Non budgeted legal costs such as large severance
\$ 2,415,745.90	(\$907,277.00)	\$ 1,334,598.00	\$ -					
				\$ 2,843,066.90				

2023 - 2027 Budget and Forecast



Be an explorer.

Paramedic Services Budget Reference

2023 Bruce County Business Plan

Department: Paramedic Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Total paramedic responses per 1,000 population	102	103	104	106	123	56	125
Average length of time from crew notification to arrival for Code 3 and 4 calls.	P 13:31 L 9:28 I 8:37 C 10:25	P: 13:26 L: 9:40 I: 9:20 C: 10:36	P 13:35 L 9:30 I 8:30 C 10:30	P 13:35 L 9:30 I 8:30 C 10:30	P 14:01 L 09:55 I 09:04 C 10:52	P 13:46 L 10:24 I 08:53 C 10:51	P 13:50 L 10:30 I 9:10 C 10:55
Length of time from crew notification to arrival for the highest priority calls – 90 th percentile.	P: 25:20 L: 16:14 I: 15:53 C: 20:19	P: 24:37 L: 16:51 I: 17:59 C: 20:13	P: 24:30 L: 16:45 I: 17:00 C: 20:30	P 24:30 L 16:45 I 17:00 C 20:30	P 26:06 L 17:34 I 16:20 C 20:43	P 25:52 L 17:38 I 16:52 C 20:25	P 26:10 L 17:40 I 16:55 C 20:48
Cost to provide one hour of ambulance service.	\$166	\$169	\$176	\$178	TBD	TBD	TBD
Annual compliance with Council approved Ambulance Response time criteria.	Met 4 of 6 criteria	Met 5 of 6 criteria	Met 5 of 6 criteria	Met 5 of 6 criteria	Met 4 of 6 criteria	Met 6 of 6 criteria	

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Replacement of Three (3) Ambulances & One (1) Supervisor Vehicle		\$784,294		
2. 2023 Ministry of Health Emergency Services, Service Review	\$10,500 (staff time absorbed)			
3. Completion of Saugeen Shores Paramedic Station & Headquarters		\$7,900,000		

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. 2023 Ministry of Health Emergency Services Review Owner: Paramedic Services Management	This is a requirement of the Ministry of Health that every 3 years a Ministry of Health Emergency Services Review Team visits the County and conducts a review of the operations, policy and service delivery by its paramedics and management.	\$10,500 (staff time absorbed)	Q2 2023	Provincial Legislation

2023 Bruce County Business Plan

2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Saugeen Shores Paramedic Station & Headquarters Owner: County Council, Paramedic Services Management	Completion and Occupancy of the new Headquarters for Paramedic Services in Saugeen Shores	\$7,900,000	End Q2 2023	Service Priority
2. Replacement of three (3) ambulances and one (1) supervisor vehicle Owner: Paramedic Services Management	As per our fleet replacement schedule three (3) new ambulances and one (1) supervisor vehicle to be purchased	\$784,294	Q3 2023 Q1 2024 - Ambulance	Service Priority

2023 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Total paramedic responses per 1,000 population	This is the number of responses completed per 1,000 population based on the latest Statistics Canada census of Bruce County total population of 68,000. This illustrates how many calls the service provider is receiving per capita. For 2020 there were 7,200 patient responding calls divided by 68 for a total of 106 responses per 1,000 population. Census data for 2021 shows a population of 73,000 therefore the 2021 numbers are now reflecting this population count.
Average length of time from crew notification to arrival for Code 3 and 4 calls	This is the average length of time from when a call is received by a crew to when the ambulance arrives on scene for prompt and urgent calls (code 3 and 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.)
Length of time from crew notification to arrival for the highest priority calls – 90th percentile	This indicates the 90th percentile of how long it takes from the time a call is received by a crew to when the ambulance arrives on scene for the highest priority calls (Code 4). These statistics are obtained directly from the MOH<C ADRS database. These times are reported by the County (indicated with a C) as a whole and then by divisions (whereby P is the 'Peninsula Hub' consisting of North Bruce Peninsula, South Bruce Peninsula, and Cape Croker, L is the 'Lakeshore Hub' consisting of Saugeen Shores, Saugeen 29, Kincardine, and Huron-Kinloss, and I is the 'Interior Hub' consisting of Brockton, Arran-Elderslie, and South Bruce.)
Cost to provide one hour of ambulance service	This shows the cost per hour to have a Paramedic Service vehicle available to respond to patient calls. Although the full cost of the service including administrative costs, medical supply costs, building operating costs, supervision and overhead are included only the hours that vehicles are available for service are used. As salaries and wages, fuel and other costs increase, this measure will also trend upward. In our case, vehicles (including the Shift Superintendents) are available for 64,968 annual hours. As an example for 2020 you take the total expenditures of \$12,436,853 divided 64,968 hours for a total cost per hour of \$191.



Major Initiatives and Department Focus	
<p>Paramedic Services Major Initiatives for 2023 are:</p> <ol style="list-style-type: none">1. Ministry of Health Service Review2. Opening of the new Sauble Beach Station3. Completion and opening of Paramedic Services Headquarters4. Further investigation and implementation of Strategic Plan5. Further expansion of Community Paramedic Program6. Updating the County Emergency Plan	



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

	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	10,354,758	11,387,475	0	0	564,005	0	0	0	0	0	0	11,951,480	564,005
Staff Related Costs	96,192	119,304	0	0	4,753	0	0	0	0	0	0	124,057	4,753
Contract Services	110,111	140,314	0	0	31,889	10,500	0	0	0	0	12,500	195,203	54,889
Material	446,704	476,167	0	(3,500)	43,965	0	6,500	0	0	0	0	523,132	46,965
Transfers, Grants & Financial Charge	55,000	125,000	0	0	349,452	0	0	0	0	0	0	474,452	349,452
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	415,914	418,500	0	0	77,356	0	0	0	0	0	0	495,856	77,356
Facility Costs	250,697	321,449	0	0	(32,317)	0	0	0	0	0	0	289,132	(32,317)
Other Internal Costs	1,001,305	1,114,696	0	0	322,784	0	0	0	0	0	0	1,437,480	322,784
Total Expenditures	12,730,681	14,102,905	0	(3,500)	1,361,887	10,500	6,500	0	0	0	12,500	15,490,792	1,387,887
Percent of Expenditure Budget		100.0%	100.0%	0.0%	9.7%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	9.8%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	6,792,353	7,420,742	88,555	0	241,668	0	0	0	0	0	0	7,750,965	330,223
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	35,412	0	0	(35,412)	0	0	0	0	0	12,500	12,500	(22,912)
Fees and Services	420	0	0	0	0	0	0	0	0	0	0	0	0
Donations	1,500	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	102	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	6,794,375	7,456,154	88,555	0	206,256	0	0	0	0	0	12,500	7,763,465	307,311
Net Requirement	5,936,306	6,646,751	(88,555)	(3,500)	1,155,631	10,500	6,500	0	0	0	0	7,727,327	1,080,576
Percent of Prior Year Budget		100.0%	(1.3%)	(0.1%)	17.4%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	16.3%	
Full Time Equivalents (FTE's)	0.00	91.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	91.67	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none"></div> <div>Maintain Services<ul style="list-style-type: none">• medical supply costs have ++ carrying more inventory due to supply chain issues• increased fuel costs• increased wages & benefits</div> <div>One Time Items<ul style="list-style-type: none">• costs associated with Ministry service review Q2 2023</div> <div>Provincially Legislated<ul style="list-style-type: none">• 3 new medications added to skill set increasing drug costs</div>	<div>Growth<ul style="list-style-type: none">• new station lease for new Sauble Beach station</div> <div>Council Priorities<ul style="list-style-type: none">• Saugeen Shores Headquarters</div> <div>Service Initiatives/Savings<ul style="list-style-type: none"></div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div>



County of Bruce
Paramedic Admin Services -EMS
Operating Budget Analysis Report
03.1 1st Council Review

	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	1,403,446	1,454,905	0	0	99,442	0	0	0	0	0	0	1,554,347	99,442
Staff Related Costs	5,556	22,986	0	0	1,589	0	0	0	0	0	0	24,575	1,589
Contract Services	1,368	2,000	0	0	0	0	0	0	0	0	12,500	14,500	12,500
Material	55,653	96,026	0	0	1,424	0	0	0	0	0	0	97,450	1,424
Transfers, Grants & Financial Charge	55,000	125,000	0	0	349,452	0	0	0	0	0	0	474,452	349,452
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	14,427	14,433	0	0	2,427	0	0	0	0	0	0	16,860	2,427
Other Internal Costs	1,001,305	1,114,696	0	0	322,784	0	0	0	0	0	0	1,437,480	322,784
Total Expenditures	2,536,755	2,830,046	0	0	777,118	0	0	0	0	0	12,500	3,619,664	789,618
Percent of Expenditure Budget		100.0%	100.0%	0.0%	27.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	27.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	6,266,856	6,266,856	88,555	0	63,554	0	0	0	0	0	0	6,418,965	152,109
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	12,500	12,500	12,500
Fees and Services	420	0	0	0	0	0	0	0	0	0	0	0	0
Donations	500	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	102	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	6,267,878	6,266,856	88,555	0	63,554	0	0	0	0	0	12,500	6,431,465	164,609
Net Requirement	(3,731,123)	(3,436,810)	(88,555)	0	713,564	0	0	0	0	0	0	(2,811,801)	625,009
Percent of Prior Year Budget		100.0%	2.6%	0.0%	(20.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(18.2%)	
Full Time Equivalents (FTE's)	0.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none"></div> <div>Maintain Services<ul style="list-style-type: none">• medical supplies costs have increased and having to carry more inventory due to supply chain issues• increased fuel costs• increased benefit costs</div> <div>One Time Items<ul style="list-style-type: none">• Zoll CPR software provides crews QA data on how well they did</div> <div>Provincially Legislated<ul style="list-style-type: none">• 3 new medications added to skill set increasing drug costs</div>	<div>Growth<ul style="list-style-type: none"></div> <div>Council Priorities<ul style="list-style-type: none"></div> <div>Service Initiatives/Savings<ul style="list-style-type: none">• If there is no further funding from Ontario Health past March 31, 2023 then our Community Paramedicine Program will be scaled back until more funding becomes available</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">• if all vehicles not purchased in 2023 it will significantly impact our upstaff for Port Elgin in 2024• we delayed replacing supervisor vehicle in 2022 to save money for that budget</div>



County of Bruce
Paramedic Operations-EMS
Operating Budget Analysis Report
03.1 1st Council Review

	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	8,951,312	9,932,570	0	0	464,563	0	0	0	0	0	0	10,397,133	464,563
Staff Related Costs	90,636	96,318	0	0	3,164	0	0	0	0	0	0	99,482	3,164
Contract Services	108,743	138,314	0	0	31,889	10,500	0	0	0	0	0	180,703	42,389
Material	391,051	380,141	0	(3,500)	42,541	0	6,500	0	0	0	0	425,682	45,541
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	415,914	418,500	0	0	77,356	0	0	0	0	0	0	495,856	77,356
Facility Costs	236,270	307,016	0	0	(34,744)	0	0	0	0	0	0	272,272	(34,744)
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	10,193,926	11,272,859	0	(3,500)	584,769	10,500	6,500	0	0	0	0	11,871,128	598,269
Percent of Expenditure Budget		100.0%	100.0%	0.0%	5.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	5.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	525,497	1,153,886	0	0	178,114	0	0	0	0	0	0	1,332,000	178,114
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	35,412	0	0	(35,412)	0	0	0	0	0	0	0	(35,412)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	1,000	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	526,497	1,189,298	0	0	142,702	0	0	0	0	0	0	1,332,000	142,702
Net Requirement	9,667,429	10,083,561	0	(3,500)	442,067	10,500	6,500	0	0	0	0	10,539,128	455,567
Percent of Prior Year Budget		100.0%	0.0%	0.0%	4.4%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	4.5%	
Full Time Equivalents (FTE's)	0.00	82.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	82.67	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	9,680,497	10,354,758	11,387,475	11,951,480	564,005	11,284,378	11,376,470	11,689,018	12,011,027
Staff Related Costs	114,354	96,192	119,304	124,057	4,753	123,706	126,129	129,912	133,809
Contract Services	138,819	110,111	140,314	195,203	54,889	152,452	143,892	208,132	152,500
Material	406,593	446,704	476,167	523,132	46,965	495,579	498,003	513,942	530,415
Transfers, Grants & Financial Charge	105,000	55,000	125,000	474,452	349,452	650,514	813,143	813,143	813,143
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	375,000	415,914	418,500	495,856	77,356	508,241	511,111	524,327	537,896
Facility Costs	284,047	250,697	321,449	289,132	(32,317)	326,042	336,202	345,508	354,327
Other Internal Costs	1,001,305	1,001,305	1,114,696	1,437,480	322,784	1,631,962	1,618,483	1,628,978	1,659,126
Total Expenditures	12,105,615	12,730,681	14,102,905	15,490,792	1,387,887	15,172,874	15,423,433	15,852,960	16,192,243
Percent of Expenditure Budget				9.8%		(2.1%)	1.7%	2.8%	2.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,953,094	6,792,353	7,420,742	7,750,965	330,223	6,635,348	6,448,122	6,509,756	6,510,316
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	35,412	12,500	(22,912)	0	0	0	0
Fees and Services	0	420	0	0	0	0	0	0	0
Donations	0	1,500	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	102	0	0	0	0	0	0	0
Total Revenue	5,953,094	6,794,375	7,456,154	7,763,465	307,311	6,635,348	6,448,122	6,509,756	6,510,316
Net Requirement	6,152,521	5,936,306	6,646,751	7,727,327	1,080,576	8,537,526	8,975,311	9,343,204	9,681,927
Percent of Prior Year Budget				16.3%		10.5%	5.1%	4.1%	3.6%
Full Time Equivalent (FTEs)	81.00	0.00	91.67	91.67	0.00	92.17	92.17	92.17	92.17
Percent of Prior Year FTE				0.0%		0.5%	0.0%	0.0%	0.0%



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	9,680,497	10,354,758	11,387,475	11,951,480	564,005	11,284,378	11,376,470	11,689,018	12,011,027
Staff Related Costs	114,354	96,192	119,304	124,057	4,753	123,706	126,129	129,912	133,809
Contract Services	138,819	110,111	140,314	195,203	54,889	152,452	143,892	208,132	152,500
Material	406,593	446,704	476,167	523,132	46,965	495,579	498,003	513,942	530,415
Transfers, Grants & Financial Charge	105,000	55,000	125,000	474,452	349,452	650,514	813,143	813,143	813,143
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	375,000	415,914	418,500	495,856	77,356	508,241	511,111	524,327	537,896
Facility Costs	284,047	250,697	321,449	289,132	(32,317)	326,042	336,202	345,508	354,327
Other Internal Costs	1,001,305	1,001,305	1,114,696	1,437,480	322,784	1,631,962	1,618,483	1,628,978	1,659,126
Total Expenditures	12,105,615	12,730,681	14,102,905	15,490,792	1,387,887	15,172,874	15,423,433	15,852,960	16,192,243
Percent of Expenditure Budget				9.8%		(2.1%)	1.7%	2.8%	2.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,953,094	6,792,353	7,420,742	7,750,965	330,223	6,635,348	6,448,122	6,509,756	6,510,316
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	35,412	12,500	(22,912)	0	0	0	0
Fees and Services	0	420	0	0	0	0	0	0	0
Donations	0	1,500	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	102	0	0	0	0	0	0	0
Total Revenue	5,953,094	6,794,375	7,456,154	7,763,465	307,311	6,635,348	6,448,122	6,509,756	6,510,316
Net Requirement	6,152,521	5,936,306	6,646,751	7,727,327	1,080,576	8,537,526	8,975,311	9,343,204	9,681,927
Percent of Prior Year Budget				16.3%		10.5%	5.1%	4.1%	3.6%
Full Time Equivalents (FTEs)	81.00	0.00	91.67	91.67	0.00	92.17	92.17	92.17	92.17
Percent of Prior Year FTE				0.0%		0.5%	0.0%	0.0%	0.0%



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,386,471	1,403,446	1,454,905	1,554,347	99,442	1,597,123	1,641,204	1,686,637	1,733,470
Staff Related Costs	22,236	5,556	22,986	24,575	1,589	24,620	25,358	26,118	26,902
Contract Services	4,000	1,368	2,000	14,500	12,500	4,070	4,116	64,163	4,212
Material	99,800	55,653	96,026	97,450	1,424	99,705	102,516	105,411	108,392
Transfers, Grants & Financial Charge	105,000	55,000	125,000	474,452	349,452	650,514	813,143	813,143	813,143
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	14,427	14,427	14,433	16,860	2,427	17,806	18,796	19,601	19,674
Other Internal Costs	1,001,305	1,001,305	1,114,696	1,437,480	322,784	1,631,962	1,618,483	1,628,978	1,659,126
Total Expenditures	2,633,239	2,536,755	2,830,046	3,619,664	789,618	4,025,800	4,223,616	4,344,051	4,364,919
Percent of Expenditure Budget				27.9%		11.2%	4.9%	2.9%	0.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,953,094	6,266,856	6,266,856	6,418,965	152,109	6,387,098	6,448,122	6,509,756	6,510,316
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	12,500	12,500	0	0	0	0
Fees and Services	0	420	0	0	0	0	0	0	0
Donations	0	500	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	102	0	0	0	0	0	0	0
Total Revenue	5,953,094	6,267,878	6,266,856	6,431,465	164,609	6,387,098	6,448,122	6,509,756	6,510,316
Net Requirement	(3,319,855)	(3,731,123)	(3,436,810)	(2,811,801)	625,009	(2,361,298)	(2,224,506)	(2,165,705)	(2,145,397)
Percent of Prior Year Budget				(18.2%)		(16.0%)	(5.8%)	(2.6%)	(0.9%)
Full Time Equivalent (FTEs)	4.00	0.00	9.00	9.00	0.00	9.00	9.00	9.00	9.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	8,294,026	8,951,312	9,932,570	10,397,133	464,563	9,687,255	9,735,266	10,002,381	10,277,557
Staff Related Costs	92,118	90,636	96,318	99,482	3,164	99,086	100,771	103,794	106,907
Contract Services	134,819	108,743	138,314	180,703	42,389	148,382	139,776	143,969	148,288
Material	306,793	391,051	380,141	425,682	45,541	395,874	395,487	408,531	422,023
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	375,000	415,914	418,500	495,856	77,356	508,241	511,111	524,327	537,896
Facility Costs	269,620	236,270	307,016	272,272	(34,744)	308,236	317,406	325,907	334,653
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	9,472,376	10,193,926	11,272,859	11,871,128	598,269	11,147,074	11,199,817	11,508,909	11,827,324
Percent of Expenditure Budget				5.3%		(6.1%)	0.5%	2.8%	2.8%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	525,497	1,153,886	1,332,000	178,114	248,250	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	35,412	0	(35,412)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	1,000	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	526,497	1,189,298	1,332,000	142,702	248,250	0	0	0
Net Requirement	9,472,376	9,667,429	10,083,561	10,539,128	455,567	10,898,824	11,199,817	11,508,909	11,827,324
Percent of Prior Year Budget				4.5%		3.4%	2.8%	2.8%	2.8%
Full Time Equivalentents (FTEs)	77.00	0.00	82.67	82.67	0.00	83.17	83.17	83.17	83.17
Percent of Prior Year FTE				0.0%		0.6%	0.0%	0.0%	0.0%



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Paramedic Services
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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	618,414	76,100	132,639	56,539	206,026	144,814	216,000	159,350
Technology & Communications	655	70,000	19,000	(51,000)	0	0	0	88,500
Vehicles & Machinery	285,664	430,000	805,544	375,544	686,112	585,224	712,972	611,245
Furniture & Fixtures	12,493	20,000	10,815	(9,185)	11,150	11,500	11,850	12,200
Building - Structure	144,251	0	0	0	2,500,000	20,000	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	1,061,477	596,100	967,998	371,898	3,403,288	761,538	940,822	871,295
Transfer to Reserves	155,000	155,000	159,000	4,000	159,000	159,000	159,000	159,000
Total Expenditure	1,216,477	751,100	1,126,998	375,898	3,562,288	920,538	1,099,822	1,030,295
% of Prior Expenditure			50.0%		216.1%	(74.2%)	19.5%	(6.3%)
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	16,937	0	28,000	28,000	1,750	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	569,537	70,000	52,000	(18,000)	34,000	0	36,000	88,500
Donations	0	0	0	0	0	0	0	0
Other	180,500	0	0	0	0	0	0	0
Debt	0	0	0	0	2,500,000	0	0	0
Total Revenue	766,974	70,000	80,000	10,000	2,535,750	0	36,000	88,500
Net Requirement	449,503	681,100	1,046,998	365,898	1,026,538	920,538	1,063,822	941,795
% of Prior Net Requirement			53.7%		(2.0%)	(10.3%)	15.6%	(11.5%)



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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	602,132	76,100	125,889	49,789	204,276	144,814	216,000	159,350
Technology & Communications	0	70,000	19,000	(51,000)	0	0	0	88,500
Vehicles & Machinery	285,664	430,000	784,294	354,294	686,112	585,224	712,972	611,245
Furniture & Fixtures	12,493	20,000	10,815	(9,185)	11,150	11,500	11,850	12,200
Building - Structure	144,251	0	0	0	2,500,000	20,000	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	1,044,540	596,100	939,998	343,898	3,401,538	761,538	940,822	871,295
Transfer to Reserves	155,000	155,000	159,000	4,000	159,000	159,000	159,000	159,000
Total Expenditure	1,199,540	751,100	1,098,998	347,898	3,560,538	920,538	1,099,822	1,030,295
% of Prior Expenditure			46.3%		224.0%	(74.1%)	19.5%	(6.3%)
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	569,537	70,000	52,000	(18,000)	34,000	0	36,000	88,500
Donations	0	0	0	0	0	0	0	0
Other	180,500	0	0	0	0	0	0	0
Debt	0	0	0	0	2,500,000	0	0	0
Total Revenue	750,037	70,000	52,000	(18,000)	2,534,000	0	36,000	88,500
Net Requirement	449,503	681,100	1,046,998	365,898	1,026,538	920,538	1,063,822	941,795
% of Prior Net Requirement			53.7%		(2.0%)	(10.3%)	15.6%	(11.5%)



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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	16,282	0	6,750	6,750	1,750	0	0	0
Technology & Communications	655	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	21,250	21,250	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	16,937	0	28,000	28,000	1,750	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	16,937	0	28,000	28,000	1,750	0	0	0
% of Prior Expenditure			0.0%		(93.8%)	(100.0%)	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	16,937	0	28,000	28,000	1,750	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	16,937	0	28,000	28,000	1,750	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Paramedic Services
Capital Project Listing - Current Budget Year
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	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
PS Paramedic Services				
Capital Projects				
PS-2021-002 Power Stretcher Purchase	70,000	0	70,000	0
PS-2021-003 Furniture & Fixtures	10,815	0	10,815	0
PS-2021-004 Equipment Other SC, Scoop, Bags	22,889	0	22,889	0
PS-2021-R01 transfer to rerserves for medical equipment	144,000	0	144,000	0
PS-2021-R02 transfer to reserves for Tablets, printer	15,000	0	15,000	0
PS-2022-004 Community Paramedicine for Long-Term Care Capital	28,000	(28,000)	0	0
PS-2023-001 Ambulance Purchase	784,294	0	784,294	0
PS-2023-002 Paramedic Stations Communications Boards	19,000	(19,000)	0	0
PS-2024-003 powerload + Installation	33,000	(33,000)	0	0
Net Cost of Capital Projects	1,126,998	(80,000)	1,046,998	0
Total Paramedic Services	1,126,998	(80,000)	1,046,998	



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Capital Project Listing -Future Years Detail
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	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
PS Paramedic Services															
Capital Projects															
PS-2021-002 Power Stretcher Purchase	70,000	0	70,000	72,000	0	72,000	51,000	0	51,000	76,500	0	76,500	54,000	0	54,000
PS-2021-003 Furniture & Fixtures	10,815	0	10,815	11,150	0	11,150	11,500	0	11,500	11,850	0	11,850	12,200	0	12,200
PS-2021-004 Equipment Other SC, Scoop, Bags	22,889	0	22,889	30,276	0	30,276	23,814	0	23,814	31,500	0	31,500	31,350	0	31,350
PS-2021-R01 transfer to rerserves for medical equip	144,000	0	144,000	144,000	0	144,000	144,000	0	144,000	144,000	0	144,000	144,000	0	144,000
PS-2021-R02 transfer to reserves for Tablets, printe	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000
PS-2022-002 Computers & Mounts for Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	88,500	(88,500)	0
PS-2022-004 Community Paramedicine for Long-Ter	28,000	(28,000)	0	1,750	(1,750)	0	0	0	0	0	0	0	0	0	0
PS-2023-001 Ambulance Purchase	784,294	0	784,294	0	0	0	0	0	0	0	0	0	0	0	0
PS-2023-002 Paramedic Stations Communications Br	19,000	(19,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
PS-2024-001 Ambulance & Supervisor Vehicle Purch	0	0	0	686,112	0	686,112	0	0	0	0	0	0	0	0	0
PS-2024-003 powerload + Installation	33,000	(33,000)	0	102,000	(34,000)	68,000	70,000	0	70,000	108,000	(36,000)	72,000	74,000	0	74,000
PS-2024-004 Holyrood Station	0	0	0	2,500,000	(2,500,000)	0	0	0	0	0	0	0	0	0	0
PS-2025-001 Tobermory Windows & Doors Replacem	0	0	0	0	0	0	20,000	0	20,000	0	0	0	0	0	0
PS-2025-003 Ambulance Purchase	0	0	0	0	0	0	585,224	0	585,224	712,972	0	712,972	611,245	0	611,245
Net Cost of Capital Projects	1,126,998	(80,000)	1,046,998	3,562,288	(2,535,750)	1,026,538	920,538	0	920,538	1,099,822	(36,000)	1,063,822	1,030,295	(88,500)	941,795
Total Paramedic Services	1,126,998	(80,000)	1,046,998	3,562,288	(2,535,750)	1,026,538	920,538		920,538	1,099,822	(36,000)	1,063,822	1,030,295	(88,500)	941,795

2022 Balance	Transfers From	Transfers To	Interest / Transfers	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
							Information and Technology Capital Reserve Funds	
	Paramedic Services			Paramedic Services				
\$ 3,667.27				Computer Software	\$ 3,667.27	211-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 96,666.37		\$ 15,000.00		Computer Hardware	\$ 111,666.37	211-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
							Equipment Replacement	
Paramedic Services				Paramedic Services				
\$ 347,841.96	(\$33,000.00)	\$ 144,000.00		Medical Equipment -	\$ 458,841.96	211-1120-EQME	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council. Includes such items as Defibrillators/Stretchers/Oxygen
\$ 29,949.98				Medical Equipment - Public Access Defibs	\$ 29,949.98	211-1120-EQME	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose. Occassionally Public Donations are received.	Acquisition of Public Access Defibrillators
				Vehicle and Machine Replacement				
Paramedic Services				Paramedic Services				
\$ 80,845.64				Vehicle Replacement	\$ 80,845.64	211-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose. This also includes unbudgeted funding received and directed to this reserve by committee.	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
				Other Capital Reserves				
\$ 625,956.30	(\$31,500.00)			Paramedic Services	\$ 594,456.30	211-1120-PROJ	Additional Funding Received for Paramedic Operations transferred to reserves through motion of committee.	Specific undertakings related to the paramedic capital program as deemed appropriate by Director and Council.
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
				Paramedic Services				
\$ 4,379.53				Office Furniture	\$ 4,379.53	211-1120-FURN	contributions. Year End unspent capital earmarked for this purpose	purchases or replacement of Office Furniture
\$ 1,189,307.05 (\$64,500.00) \$ 159,000.00 \$ -					\$ 1,283,807.05			



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2023 - 2027 Budget
and Forecast

Transportation & Environmental Services Budget Reference

Department: Transportation and Environmental Services

Strategic Priorities:

1. **Leverage Technology:** implementing solutions to make the work easier on staff and respond faster to the public's needs
2. **Find and create new ways to involve all staff in our future:** engaging those that do the work in creating the baseline and workplans.
3. **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.
4. **Develop Key Performance Indicators (KPIs) that are meaningful and report on them:** benchmarking the current situation and setting goals for incremental improvements
5. **Financing and Planning for infrastructure renewal:** Understanding where we are, where we want to be and how we are going to get there.

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Percentage of paved roads that are rated good to very good (PCI)	74 (est)	72 (est)	70 (est)	63	60 (est)	62	65
Percentage of bridges & culverts that are rated good to very good (BCI)	56	58	62	65	58 (new data from AMP)	67	65
Tonnes of "Hazardous Waste" material diverted from landfill	152	142	140	140	143.6	72.5	150
Forest area protected (Acres)	13000	13000	13000	13000	13000	12615	12615
Percentage of trails in good to very good condition (AMP)	34 (est)	54 (est)	84 (est)	84	84	84	90
Actual Reinvestment Rate Roads (Target 3.51% from AMP)	--	--	--	--	--	0.82%	0.9%
Actual Reinvestment Rate Bridges (Target 2.33% from AMP)	--	--	--	--	--	1.86%	2.29%

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Baseline Assessment for Roads and bridges (Conditions) including digital database	\$200,000	--	\$200,000	
2. Define Lifecycle of road, trails and bridge rehabilitation program and resulting long term capital program	Staff Time			
3. Update Levels of Service	Staff Time			
4. Implement Trails and Active Transportation Master Plan	Staff Time			
5. Forest Management Plan Update	Staff Time			

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Baseline Assessment for Roads and Bridges Owner: Engineering	Develop a comprehensive inventory of assets and their current conditions. LAS Road Assessment (\$150,000) Annual Bridge Assessments by BM Ross (\$50,000)	\$200,000	Updated conditions in Asset Management Plan	Maintain Services Provincial Legislated
2. Lifecycle Program for Roads and Bridges Owner: Engineering	Establish preventative/predictive maintenance programs Internal Staff Time to review and analyse, apply rehab program and incorporate into AMP. Include risk and priority of road Pre-engineering (geotech, survey, etc) Consultants		New Policy and Program	Maintain Services Provincial Legislated Growth
3. Implement Trails and Active Transportation Master Plan Owner: Trails	Trails Risk Management Plan Paved Shoulders/Bike Lane standard/Trails improvements		Update to Trails Management Plan	Growth Council Priority

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Forest Management Plan Update Owner: Forestry	Harvesting Plan Sustainability Plan Use/Access		Updated Plan	Maintain Services Council Priority
5. Level of Service (and Department Structure) Owner: All Divisions	Response times to incidents/requests for service MMS Non-MMS standards such as mowing/grass height		Updated Policy	Maintain Services Provincial Legislated Growth

2022 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Bruce Road 6 East Owner: Engineering	Phase 1 construction Phase 2 design and tender	\$2,000,000	Reconstructed road with paved shoulders incorporating reduced speed limits	Maintain Service Council Priority
2. Teeswater River Bridge (Paisley) Owner: Engineering	Second year of Construction	\$3,189,000	Reconstructed bridge	Maintain Service
3. Walkerton Shop Facility Options Analysis Owner: Operations	Review of Operations Service Delivery and incorporate into replacement of shop building	\$75,000	Report recommending service level efficiencies/initiatives and replacement of the Walkerton Shop specifically	Maintain Service Growth

Key Performance Indicators Index:

Key Performance Indicators	Description
Percentage of paved roads that are rated good to very good	The pavement condition index is assessed by road section and is the basis of the road section rating. The Department's objective is to improve the percentage over time.
Percentage of bridges and culverts that are rated good to very good	The bridge condition index is the basis of rating bridges. The Department's objective is to improve the rating over time. A Consulting Engineer undertakes a review of each bridge and culvert every other year.
Tonnes of MHSW material diverted from landfill.	Measures the amount of hazardous waste material that is diverted from area landfills.
Forest area managed/protected (Acres)	Ensure that the forest coverage is maintained by area.
Reinvestment Rate compared to 2022 Asset Management Plan recommendation	$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$ $\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$ <p>The targets are calculated to be 3.51% roads and 2.33% for bridges</p>



Major Initiatives and Department Focus	
<p>2023 will see the department continuing the current maintenance program while redefining our future. Maintaining the current level of service is important to the residents and users of the Transportation system, and re-envisioning this work is integral to the sustainability of the program. Money spent on maintenance offsets future capital work and enables the longest life span of the assets. Finding new and better ways to do the work, including documenting and learning are the proposed path forward.</p> <p>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, and trails.</p> <p>A road condition survey will set the baseline condition to set the new 5-50 year capital plans and a life-cycle maintenance program will be developed.</p> <p>Work in the field in 2023 will focus on life-cycle 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 guide-rail replacement with a strategy as to where and what type of guide-rail is required based on industry standards. These programs are critical to the safety of the roads and their users.</p> <p>The Province downloaded responsibility of Storm infrastructure approvals to municipalities and the County is taking an inventory of these assets and incorporating them into the road life-cycle program</p>	<p>Leveraging Technology and Exploring 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 work-plans 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 data-bases 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.</p> <p>Envisioning the future will include updates to and implementation of Master Plan Recommendations for: Transportation, Trails and Active Transportation, Forest Management Plan, Transit Demand, and Waste Diversion Climate Change Action Plan</p>



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

	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	4,147,092	4,411,221	0	0	253,195	0	0	0	0	0	0	4,664,416	253,195
Staff Related Costs	92,235	146,448	9,600	(5,750)	15,902	0	0	0	0	0	0	166,200	19,752
Contract Services	1,161,365	2,116,851	73,048	0	(543,647)	200,000	0	0	0	147,900	0	1,994,152	(122,699)
Material	1,099,358	1,563,632	152,139	0	(42,584)	14,000	0	0	0	0	0	1,687,187	123,555
Transfers, Grants & Financial Charge	225,410	313,202	0	0	(33,530)	0	0	0	0	0	0	279,672	(33,530)
Transfer to Reserves	130,352	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	1,137,631	1,381,491	11,950	0	383,098	0	0	0	0	0	0	1,776,539	395,048
Facility Costs	211,992	293,908	1,500	(20,000)	26,043	0	0	0	0	0	0	301,451	7,543
Other Internal Costs	652,332	726,204	0	0	101,284	0	0	0	0	0	0	827,488	101,284
Total Expenditures	8,857,767	10,952,957	248,237	(25,750)	159,761	214,000	0	0	0	147,900	0	11,697,105	744,148
Percent of Expenditure Budget		100.0%	100.0%	(0.2%)	1.5%	2.0%	0.0%	0.0%	0.0%	1.4%	0.0%	6.8%	
Revenues by Type													
Federal	86,428	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Provincial	83,977	0	0	0	0	150,000	0	0	0	0	0	150,000	150,000
Municipal	102,822	102,542	0	0	31,100	0	0	0	0	0	0	133,642	31,100
Transfers from Reserves	28,951	302,670	(25,000)	(20,000)	(257,670)	0	0	0	0	0	0	0	(302,670)
Fees and Services	42,477	37,600	9,600	0	1,711	0	0	0	0	0	0	48,911	11,311
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	166,642	314,470	0	0	(86,862)	0	0	0	0	0	0	227,608	(86,862)
Total Revenue	511,297	807,282	(15,400)	(20,000)	(361,721)	150,000	0	0	0	0	0	560,161	(247,121)
Net Requirement	8,346,470	10,145,675	263,637	(5,750)	521,482	64,000	0	0	0	147,900	0	11,136,944	991,269
Percent of Prior Year Budget		100.0%	2.6%	(0.1%)	5.1%	0.6%	0.0%	0.0%	0.0%	1.5%	0.0%	9.8%	
Full Time Equivalents (FTE's)	0.00	52.77	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	53.02	0.25
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	(99.5%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">• Reallocation of Office Equipment to Interdepartmental budget• Increase to Health and Safety Training for cost increase of courses in person</div> <div>Maintain Services<ul style="list-style-type: none">• Reduction in the number of Master Plans commencing in 2023• Less Funding from reserves or other level of Governments</div> <div>One Time Items<ul style="list-style-type: none">• Road Condition Study in 2023 (every 3-5 years)• "Snow-Fighter" Initiative</div> <div>Provincially Legislated<ul style="list-style-type: none">• n/a</div>	<div>Growth<ul style="list-style-type: none">• n/a</div> <div>Council Priorities<ul style="list-style-type: none">• n/a</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">• n/a</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">• n/a</div>



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

	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	1,791,511	1,876,983	0	0	103,211	0	0	0	0	0	0	1,980,194	103,211
Staff Related Costs	71,297	124,620	9,600	(5,750)	14,438	0	0	0	0	0	0	142,908	18,288
Contract Services	140,957	442,998	(1,202)	0	(289,342)	200,000	0	0	0	0	0	352,454	(90,544)
Material	270,104	304,696	0	0	(72,524)	4,000	0	0	0	0	0	236,172	(68,524)
Transfers, Grants & Financial Charge	194,833	229,202	0	0	(34,370)	0	0	0	0	0	0	194,832	(34,370)
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	66,330	84,402	8,500	0	37,130	0	0	0	0	0	0	130,032	45,630
Facility Costs	154,695	209,747	1,500	0	20,907	0	0	0	0	0	0	232,154	22,407
Other Internal Costs	652,332	726,204	0	0	101,284	0	0	0	0	0	0	827,488	101,284
Total Expenditures	3,342,059	3,998,852	18,398	(5,750)	(119,266)	204,000	0	0	0	0	0	4,096,234	97,382
Percent of Expenditure Budget		100.0%	100.0%	(0.1%)	(3.0%)	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	
Revenues by Type													
Federal	85,299	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Provincial	0	0	0	0	0	150,000	0	0	0	0	0	150,000	150,000
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	54,000	0	0	(54,000)	0	0	0	0	0	0	0	(54,000)
Fees and Services	33,390	30,600	0	0	1,711	0	0	0	0	0	0	32,311	1,711
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	76,322	149,470	0	0	(89,862)	0	0	0	0	0	0	59,608	(89,862)
Total Revenue	195,011	284,070	0	0	(192,151)	150,000	0	0	0	0	0	241,919	(42,151)
Net Requirement	3,147,048	3,714,782	18,398	(5,750)	72,885	54,000	0	0	0	0	0	3,854,315	139,533
Percent of Prior Year Budget		100.0%	0.5%	(0.2%)	2.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	
Full Time Equivalents (FTE's)	0.00	13.43	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	13.68	0.25
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	(98.1%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">n/a Maintain Services <ul style="list-style-type: none">Included 5% increase where appropriate for materials and services. One Time Items <ul style="list-style-type: none">n/a Provincially Legislated <ul style="list-style-type: none">n/a	Growth <ul style="list-style-type: none">n/a Council Priorities <ul style="list-style-type: none">n/a Service Initiatives/Savings <ul style="list-style-type: none">Include Crack-Sealing as part of the road life-cycle rehabilitation program Operating Impact of Capital Projects <ul style="list-style-type: none">Per AMP



County of Bruce
Roads - Paved Mtce
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	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	262,000	333,398	0	0	(66,835)	0	0	0	0	0	0	266,563	(66,835)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	52,510	118,407	0	0	(9,059)	0	0	0	0	65,000	0	174,348	55,941
Material	145,790	166,547	0	0	22,054	0	0	0	0	0	0	188,601	22,054
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	141,776	176,525	750	0	21,491	0	0	0	0	0	0	198,766	22,241
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	602,076	794,877	750	0	(32,349)	0	0	0	0	65,000	0	828,278	33,401
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(4.1%)	0.0%	0.0%	0.0%	0.0%	8.2%	0.0%	4.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	16,879	5,000	0	0	6,600	0	0	0	0	0	0	11,600	6,600
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	16,879	5,000	0	0	6,600	0	0	0	0	0	0	11,600	6,600
Net Requirement	585,197	789,877	750	0	(38,949)	0	0	0	0	65,000	0	816,678	26,801
Percent of Prior Year Budget		100.0%	0.1%	0.0%	(4.9%)	0.0%	0.0%	0.0%	0.0%	8.2%	0.0%	3.4%	
Full Time Equivalents (FTE's)	0.00	12.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.84	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">To align with historical actuals	Growth <ul style="list-style-type: none">n/a
Maintain Services <ul style="list-style-type: none">n/a	Council Priorities <ul style="list-style-type: none">n/a
One Time Items <ul style="list-style-type: none">n/a	Service Initiatives/Savings <ul style="list-style-type: none">n/a
Provincially Legislated <ul style="list-style-type: none">n/a	Operating Impact of Capital Projects <ul style="list-style-type: none">n/a



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

	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	18,964	12,382	0	0	940	0	0	0	0	0	0	13,322	940
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	81,498	74,179	500	0	4,200	0	0	0	0	0	0	78,879	4,700
Material	19,583	20,661	0	0	5,800	0	0	0	0	0	0	26,461	5,800
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	10,712	7,988	1,200	0	4,500	0	0	0	0	0	0	13,688	5,700
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	130,757	115,210	1,700	0	15,440	0	0	0	0	0	0	132,350	17,140
Percent of Expenditure Budget		100.0%	100.0%	0.0%	13.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	130,757	115,210	1,700	0	15,440	0	0	0	0	0	0	132,350	17,140
Percent of Prior Year Budget		100.0%	1.5%	0.0%	13.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.9%	
Full Time Equivalents (FTE's)	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Increase for larger culvert inventory	Growth <ul style="list-style-type: none">• n/a
Maintain Services <ul style="list-style-type: none">• Increased cost of materials	Council Priorities <ul style="list-style-type: none">• n/a
One Time Items <ul style="list-style-type: none">• n/a	Service Initiatives/Savings <ul style="list-style-type: none">• n/a
Provincially Legislated <ul style="list-style-type: none">• OSIM Inspections, including rehabilitation plan• AMP	Operating Impact of Capital Projects <ul style="list-style-type: none">• n/a



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

	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	72,606	159,132	0	0	(27,981)	0	0	0	0	0	0	131,151	(27,981)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	34,410	105,320	0	0	5,484	0	0	0	0	0	0	110,804	5,484
Material	12,370	64,495	27,700	0	224	0	0	0	0	0	0	92,419	27,924
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	26,847	68,145	0	0	7,000	0	0	0	0	0	0	75,145	7,000
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	146,233	397,092	27,700	0	(15,273)	0	0	0	0	0	0	409,519	12,427
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(3.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	2,975	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	2,975	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	143,258	397,092	27,700	0	(15,273)	0	0	0	0	0	0	409,519	12,427
Percent of Prior Year Budget		100.0%	7.0%	0.0%	(3.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	
Full Time Equivalents (FTE's)	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">Increased inventory of catchbasinsIncreased line painting for traffic calming areaWeed Spraying on BR13 reinstatedMoved Signs from Capital budget to Operating budget</div> <div>Maintain Services<ul style="list-style-type: none">Increased cost in catch-basin cleaning, herbicides and line painting budgets</div> <div>One Time Items<ul style="list-style-type: none">n/a</div> <div>Provincially Legislated<ul style="list-style-type: none">n/a</div>	<div>Growth<ul style="list-style-type: none">n/a</div> <div>Council Priorities<ul style="list-style-type: none">n/a</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">Use of Broad Spray instead of spot spraying for better level of service, improvedGuiderail rehabilitation to reduce risk, and implement into road lifecycle program</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">n/a</div>



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

	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	613,314	598,192	0	0	7,655	0	0	0	0	0	0	605,847	7,655
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	359,370	706,267	73,750	0	(196,725)	0	0	0	0	82,900	0	666,192	(40,075)
Material	38,913	48,980	45,000	0	1,721	10,000	0	0	0	0	0	105,701	56,721
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	97,037	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	194,134	219,140	0	0	53,388	0	0	0	0	0	0	272,528	53,388
Facility Costs	10,731	10,803	0	0	648	0	0	0	0	0	0	11,451	648
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,313,499	1,583,382	118,750	0	(133,313)	10,000	0	0	0	82,900	0	1,661,719	78,337
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(8.4%)	0.6%	0.0%	0.0%	0.0%	5.2%	0.0%	4.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	97,037	0	0	(97,037)	0	0	0	0	0	0	0	(97,037)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	97,037	0	0	(97,037)	0	0	0	0	0	0	0	(97,037)
Net Requirement	1,313,499	1,486,345	118,750	0	(36,276)	10,000	0	0	0	82,900	0	1,661,719	175,374
Percent of Prior Year Budget		100.0%	8.0%	0.0%	(2.4%)	0.7%	0.0%	0.0%	0.0%	5.6%	0.0%	11.8%	
Full Time Equivalents (FTE's)	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">n/a Maintain Services <ul style="list-style-type: none">n/a One Time Items <ul style="list-style-type: none">n/a Provincially Legislated <ul style="list-style-type: none">n/a	Growth <ul style="list-style-type: none">n/a Council Priorities <ul style="list-style-type: none">Financial Support of Sauble Beach GTR Routes Service Initiatives/Savings <ul style="list-style-type: none">n/a Operating Impact of Capital Projects <ul style="list-style-type: none">n/a



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	16,073	70,000	0	0	0	0	0	0	0	0	0	70,000	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	16,073	70,000	0	0	0	0	0	0	0	0	0	70,000	0
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	20,000	0	0	(20,000)	0	0	0	0	0	0	0	(20,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	20,000	0	0	(20,000)	0	0	0	0	0	0	0	(20,000)
Net Requirement	16,073	50,000	0	0	20,000	0	0	0	0	0	0	70,000	20,000
Percent of Prior Year Budget		100.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Increase salt usage due to freeze/thaw frequency (climate change)	Growth <ul style="list-style-type: none">• n/a
Maintain Services <ul style="list-style-type: none">• Increased cost of salt material and delivery• Increased cost of contract snow plows• Increased cost of fuel	Council Priorities <ul style="list-style-type: none">• n/a
One Time Items <ul style="list-style-type: none">• n/a	Service Initiatives/Savings <ul style="list-style-type: none">• n/a
Provincially Legislated <ul style="list-style-type: none">• n/a	Operating Impact of Capital Projects <ul style="list-style-type: none">• n/a



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

	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	1,059,468	1,086,749	0	0	217,570	0	0	0	0	0	0	1,304,319	217,570
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	193,407	266,855	0	0	(9,740)	0	0	0	0	0	0	257,115	(9,740)
Material	577,883	901,312	80,000	0	10,260	0	0	0	0	0	0	991,572	90,260
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	677,941	813,907	0	0	259,029	0	0	0	0	0	0	1,072,936	259,029
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	2,508,699	3,068,823	80,000	0	477,119	0	0	0	0	0	0	3,625,942	557,119
Percent of Expenditure Budget		100.0%	100.0%	0.0%	15.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	85,943	97,542	0	0	24,500	0	0	0	0	0	0	122,042	24,500
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	9,904	12,000	0	0	3,000	0	0	0	0	0	0	15,000	3,000
Total Revenue	95,847	109,542	0	0	27,500	0	0	0	0	0	0	137,042	27,500
Net Requirement	2,412,852	2,959,281	80,000	0	449,619	0	0	0	0	0	0	3,488,900	529,619
Percent of Prior Year Budget		100.0%	2.7%	0.0%	15.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.9%	
Full Time Equivalents (FTE's)	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">Revenue from Rogers tower lease Maintain Services <ul style="list-style-type: none">Material cost increases One Time Items <ul style="list-style-type: none">n/a Provincially Legislated <ul style="list-style-type: none">n/a	Growth <ul style="list-style-type: none">n/a Council Priorities <ul style="list-style-type: none">n/a Service Initiatives/Savings <ul style="list-style-type: none">Recreational Bylaw Enforcement Operating Impact of Capital Projects <ul style="list-style-type: none">n/a



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

	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	322,168	337,060	0	0	17,350	0	0	0	0	0	0	354,410	17,350
Staff Related Costs	20,938	21,828	0	0	1,464	0	0	0	0	0	0	23,292	1,464
Contract Services	45,240	77,825	0	0	1,535	0	0	0	0	0	0	79,360	1,535
Material	27,874	40,560	2,040	0	(6,639)	0	0	0	0	0	0	35,961	(4,599)
Transfers, Grants & Financial Charge	14,504	14,000	0	0	840	0	0	0	0	0	0	14,840	840
Transfer to Reserves	33,315	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	18,656	10,140	0	0	306	0	0	0	0	0	0	10,446	306
Facility Costs	46,566	73,358	0	(20,000)	4,488	0	0	0	0	0	0	57,846	(15,512)
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	529,261	574,771	2,040	(20,000)	19,344	0	0	0	0	0	0	576,155	1,384
Percent of Expenditure Budget		100.0%	100.0%	(3.5%)	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	
Revenues by Type													
Federal	1,129	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	28,951	56,633	0	(20,000)	(36,633)	0	0	0	0	0	0	0	(56,633)
Fees and Services	9,087	7,000	9,600	0	0	0	0	0	0	0	0	16,600	9,600
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	77,000	63,000	0	0	0	0	0	0	0	0	0	63,000	0
Total Revenue	116,167	126,633	9,600	(20,000)	(36,633)	0	0	0	0	0	0	79,600	(47,033)
Net Requirement	413,094	448,138	(7,560)	0	55,977	0	0	0	0	0	0	496,555	48,417
Percent of Prior Year Budget		100.0%	(1.7%)	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.8%	
Full Time Equivalents (FTE's)	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">n/a Maintain Services <ul style="list-style-type: none">Master Plan to be completed in 2023 One Time Items <ul style="list-style-type: none">n/a Provincially Legislated <ul style="list-style-type: none">n/a	Growth <ul style="list-style-type: none">n/a Council Priorities <ul style="list-style-type: none">n/a Service Initiatives/Savings <ul style="list-style-type: none">n/a Operating Impact of Capital Projects <ul style="list-style-type: none">n/a



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Material	356	2,856	0	0	(2,856)	0	0	0	0	0	0	0	(2,856)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	204	0	0	4	0	0	0	0	0	0	208	4
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	356	53,060	0	0	(52,852)	0	0	0	0	0	0	208	(52,852)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(99.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(99.6%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Net Requirement	356	3,060	0	0	(2,852)	0	0	0	0	0	0	208	(2,852)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(93.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(93.2%)	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">n/a Maintain Services <ul style="list-style-type: none">Same event based Hazardous Waste Days One Time Items <ul style="list-style-type: none">n/a Provincially Legislated <ul style="list-style-type: none">n/a	Growth <ul style="list-style-type: none">n/a Council Priorities <ul style="list-style-type: none">n/a Service Initiatives/Savings <ul style="list-style-type: none">n/a Operating Impact of Capital Projects <ul style="list-style-type: none">n/a



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

	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	7,061	7,325	0	0	1,285	0	0	0	0	0	0	8,610	1,285
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	253,973	275,000	0	0	0	0	0	0	0	0	0	275,000	0
Material	6,485	13,525	(2,601)	0	(624)	0	0	0	0	0	0	10,300	(3,225)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	1,235	1,040	1,500	0	250	0	0	0	0	0	0	2,790	1,750
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	268,754	296,890	(1,101)	0	911	0	0	0	0	0	0	296,700	(190)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.1%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	83,977	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	25,000	(25,000)	0	0	0	0	0	0	0	0	0	(25,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	441	90,000	0	0	0	0	0	0	0	0	0	90,000	0
Total Revenue	84,418	115,000	(25,000)	0	0	0	0	0	0	0	0	90,000	(25,000)
Net Requirement	184,336	181,890	23,899	0	911	0	0	0	0	0	0	206,700	24,810
Percent of Prior Year Budget		100.0%	13.1%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.6%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	4,129,896	4,147,092	4,411,221	4,664,416	253,195	5,243,216	5,381,905	5,524,507	5,672,052
Staff Related Costs	134,400	92,235	146,448	166,200	19,752	173,915	179,547	184,933	190,481
Contract Services	1,469,862	1,161,365	2,116,851	1,994,152	(122,699)	2,217,763	2,280,101	2,546,653	2,472,115
Material	1,659,283	1,099,358	1,563,632	1,687,187	123,555	1,855,670	1,904,156	1,970,772	2,037,006
Transfers, Grants & Financial Charge	216,832	225,410	313,202	279,672	(33,530)	223,331	341,070	351,897	363,237
Transfer to Reserves	0	130,352	0	0	0	50,000	50,000	50,000	50,000
Fleet Costs	1,347,011	1,137,631	1,381,491	1,776,539	395,048	1,796,099	1,849,979	1,905,368	1,962,411
Facility Costs	240,223	211,992	293,908	301,451	7,543	316,922	329,846	341,876	352,588
Other Internal Costs	652,332	652,332	726,204	827,488	101,284	943,892	996,867	1,021,005	1,057,902
Total Expenditures	9,849,839	8,857,767	10,952,957	11,697,105	744,148	12,820,808	13,313,471	13,897,011	14,157,792
Percent of Expenditure Budget				6.8%		9.6%	3.8%	4.4%	1.9%
Revenues by Type									
Federal	0	86,428	50,000	0	(50,000)	0	0	0	0
Provincial	90,000	83,977	0	150,000	150,000	0	0	0	0
Municipal	114,042	102,822	102,542	133,642	31,100	99,600	94,830	96,715	98,656
Transfers from Reserves	0	28,951	302,670	0	(302,670)	0	0	150,000	0
Fees and Services	38,000	42,477	37,600	48,911	11,311	49,880	50,878	53,566	54,625
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	120,500	166,642	314,470	227,608	(86,862)	229,936	232,335	234,804	237,348
Total Revenue	362,542	511,297	807,282	560,161	(247,121)	379,416	378,043	535,085	390,629
Net Requirement	9,487,297	8,346,470	10,145,675	11,136,944	991,269	12,441,392	12,935,428	13,361,926	13,767,163
Percent of Prior Year Budget				9.8%		11.7%	4.0%	3.3%	3.0%
Full Time Equivalentents (FTEs)	49.23	0.00	52.77	53.02	0.25	56.77	57.77	58.77	58.77
Percent of Prior Year FTE				0.5%		7.1%	1.8%	1.7%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	3,787,002	3,817,863	4,066,836	4,301,396	234,560	4,869,774	4,997,699	5,129,182	5,265,238
Staff Related Costs	110,780	71,297	124,620	142,908	18,288	147,195	151,611	156,160	160,845
Contract Services	1,205,082	862,152	1,714,026	1,639,792	(74,234)	1,852,281	1,903,967	2,159,558	2,107,047
Material	1,597,756	1,064,643	1,506,691	1,640,926	134,235	1,798,877	1,845,654	1,910,509	1,977,976
Transfers, Grants & Financial Charge	202,832	210,906	299,202	264,832	(34,370)	208,046	325,326	335,681	346,535
Transfer to Reserves	0	97,037	0	0	0	50,000	50,000	50,000	50,000
Fleet Costs	1,337,791	1,117,740	1,370,107	1,763,095	392,988	1,782,001	1,835,460	1,890,416	1,947,238
Facility Costs	213,223	165,426	220,550	243,605	23,055	254,187	265,247	275,359	284,096
Other Internal Costs	652,332	652,332	726,204	827,488	101,284	943,892	996,867	1,021,005	1,057,902
Total Expenditures	9,106,798	8,059,396	10,028,236	10,824,042	795,806	11,906,253	12,371,831	12,927,870	13,196,877
Percent of Expenditure Budget				7.9%		10.0%	3.9%	4.5%	2.1%
Revenues by Type									
Federal	0	85,299	50,000	0	(50,000)	0	0	0	0
Provincial	0	0	0	150,000	150,000	0	0	0	0
Municipal	114,042	102,822	102,542	133,642	31,100	99,600	94,830	96,715	98,656
Transfers from Reserves	0	0	171,037	0	(171,037)	0	0	150,000	0
Fees and Services	30,000	33,390	30,600	32,311	1,711	33,280	34,278	35,306	36,365
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	60,500	89,201	161,470	74,608	(86,862)	76,846	79,152	81,526	83,972
Total Revenue	204,542	310,712	515,649	390,561	(125,088)	209,726	208,260	363,547	218,993
Net Requirement	8,902,256	7,748,684	9,512,587	10,433,481	920,894	11,696,527	12,163,571	12,564,323	12,977,884
Percent of Prior Year Budget				9.7%		12.1%	4.0%	3.3%	3.3%
Full Time Equivalentents (FTEs)	45.23	0.00	48.77	49.02	0.25	52.77	53.77	54.77	54.77
Percent of Prior Year FTE				0.5%		7.6%	1.9%	1.8%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,798,202	1,791,511	1,876,983	1,980,194	103,211	2,490,503	2,558,901	2,629,374	2,702,002
Staff Related Costs	110,780	71,297	124,620	142,908	18,288	147,195	151,611	156,160	160,845
Contract Services	84,321	140,957	442,998	352,454	(90,544)	472,537	477,209	684,595	494,643
Material	307,057	270,104	304,696	236,172	(68,524)	348,400	351,661	371,695	392,998
Transfers, Grants & Financial Charge	202,832	194,833	229,202	194,832	(34,370)	138,046	255,326	265,681	276,535
Transfer to Reserves	0	0	0	0	0	50,000	50,000	50,000	50,000
Fleet Costs	104,171	66,330	84,402	130,032	45,630	99,943	102,941	105,920	109,208
Facility Costs	202,673	154,695	209,747	232,154	22,407	242,278	252,862	262,726	271,210
Other Internal Costs	652,332	652,332	726,204	827,488	101,284	943,892	996,867	1,021,005	1,057,902
Total Expenditures	3,462,368	3,342,059	3,998,852	4,096,234	97,382	4,932,794	5,197,378	5,547,156	5,515,343
Percent of Expenditure Budget				2.4%		20.4%	5.4%	6.7%	(0.6%)
Revenues by Type									
Federal	0	85,299	50,000	0	(50,000)	0	0	0	0
Provincial	0	0	0	150,000	150,000	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	54,000	0	(54,000)	0	0	150,000	0
Fees and Services	30,000	33,390	30,600	32,311	1,711	33,280	34,278	35,306	36,365
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	48,500	76,322	149,470	59,608	(89,862)	61,396	63,238	65,135	67,089
Total Revenue	78,500	195,011	284,070	241,919	(42,151)	94,676	97,516	250,441	103,454
Net Requirement	3,383,868	3,147,048	3,714,782	3,854,315	139,533	4,838,118	5,099,862	5,296,715	5,411,889
Percent of Prior Year Budget				3.8%		25.5%	5.4%	3.9%	2.2%
Full Time Equivalentents (FTEs)	9.89	0.00	13.43	13.68	0.25	17.43	18.43	19.43	19.43
Percent of Prior Year FTE				1.9%		27.4%	5.7%	5.1%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	249,199	262,000	333,398	266,563	(66,835)	273,266	280,140	287,186	294,410
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	182,368	52,510	118,407	174,348	55,941	181,178	188,294	195,707	203,431
Material	163,282	145,790	166,547	188,601	22,054	194,259	200,087	206,089	212,271
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	153,505	141,776	176,525	198,766	22,241	204,730	210,872	217,198	223,714
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	748,354	602,076	794,877	828,278	33,401	853,433	879,393	906,180	933,826
Percent of Expenditure Budget				4.2%		3.0%	3.0%	3.0%	3.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	10,000	16,879	5,000	11,600	6,600	11,600	5,000	5,000	5,000
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	10,000	16,879	5,000	11,600	6,600	11,600	5,000	5,000	5,000
Net Requirement	738,354	585,197	789,877	816,678	26,801	841,833	874,393	901,180	928,826
Percent of Prior Year Budget				3.4%		3.1%	3.9%	3.1%	3.1%
Full Time Equivalentents (FTEs)	12.84	0.00	12.84	12.84	0.00	12.84	12.84	12.84	12.84
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	10,589	18,964	12,382	13,322	940	13,654	13,996	14,346	14,705
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	70,097	81,498	74,179	78,879	4,700	81,245	83,682	86,193	88,778
Material	20,256	19,583	20,661	26,461	5,800	27,254	28,072	28,914	29,782
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	5,871	10,712	7,988	13,688	5,700	14,099	14,522	14,958	15,406
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	106,813	130,757	115,210	132,350	17,140	136,252	140,272	144,411	148,671
Percent of Expenditure Budget				14.9%		2.9%	3.0%	3.0%	2.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	106,813	130,757	115,210	132,350	17,140	136,252	140,272	144,411	148,671
Percent of Prior Year Budget				14.9%		2.9%	3.0%	3.0%	2.9%
Full Time Equivalentents (FTEs)	0.25	0.00	0.25	0.25	0.00	0.25	0.25	0.25	0.25
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	117,783	72,606	159,132	131,151	(27,981)	134,431	137,792	141,238	144,770
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	96,967	34,410	105,320	110,804	5,484	114,128	117,553	121,078	124,710
Material	63,231	12,370	64,495	92,419	27,924	95,191	98,047	100,988	104,017
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	44,799	26,847	68,145	75,145	7,000	77,400	79,722	82,113	84,577
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	322,780	146,233	397,092	409,519	12,427	421,150	433,114	445,417	458,074
Percent of Expenditure Budget				3.1%		2.8%	2.8%	2.8%	2.8%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	2,975	0	0	0	0	0	0	0
Total Revenue	0	2,975	0	0	0	0	0	0	0
Net Requirement	322,780	143,258	397,092	409,519	12,427	421,150	433,114	445,417	458,074
Percent of Prior Year Budget				3.1%		2.8%	2.8%	2.8%	2.8%
Full Time Equivalentents (FTEs)	2.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	2.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	443,040	613,314	598,192	605,847	7,655	620,994	636,520	652,431	669,629
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	516,279	359,370	706,267	666,192	(40,075)	738,364	764,455	791,028	906,099
Material	42,628	38,913	48,980	105,701	56,721	112,454	115,828	119,305	122,884
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	97,037	0	0	0	0	0	0	0
Fleet Costs	164,353	194,134	219,140	272,528	53,388	280,704	289,124	297,799	306,733
Facility Costs	10,550	10,731	10,803	11,451	648	11,909	12,385	12,633	12,886
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,176,850	1,313,499	1,583,382	1,661,719	78,337	1,764,425	1,818,312	1,873,196	2,018,231
Percent of Expenditure Budget				4.9%		6.2%	3.1%	3.0%	7.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	97,037	0	(97,037)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	97,037	0	(97,037)	0	0	0	0
Net Requirement	1,176,850	1,313,499	1,486,345	1,661,719	175,374	1,764,425	1,818,312	1,873,196	2,018,231
Percent of Prior Year Budget				11.8%		6.2%	3.1%	3.0%	7.7%
Full Time Equivalentents (FTEs)	0.25	0.00	0.25	0.25	0.00	0.25	0.25	0.25	0.25
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	16,073	70,000	70,000	0	70,000	70,000	70,000	70,000
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	16,073	70,000	70,000	0	70,000	70,000	70,000	70,000
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	20,000	0	(20,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	20,000	0	(20,000)	0	0	0	0
Net Requirement	0	16,073	50,000	70,000	20,000	70,000	70,000	70,000	70,000
Percent of Prior Year Budget				40.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,168,189	1,059,468	1,086,749	1,304,319	217,570	1,336,926	1,370,350	1,404,607	1,439,722
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	255,050	193,407	266,855	257,115	(9,740)	264,829	272,774	280,957	289,386
Material	1,001,302	577,883	901,312	991,572	90,260	1,021,319	1,051,959	1,083,518	1,116,024
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	865,092	677,941	813,907	1,072,936	259,029	1,105,125	1,138,279	1,172,428	1,207,600
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	3,289,633	2,508,699	3,068,823	3,625,942	557,119	3,728,199	3,833,362	3,941,510	4,052,732
Percent of Expenditure Budget				18.2%		2.8%	2.8%	2.8%	2.8%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	104,042	85,943	97,542	122,042	24,500	88,000	89,830	91,715	93,656
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	12,000	9,904	12,000	15,000	3,000	15,450	15,914	16,391	16,883
Total Revenue	116,042	95,847	109,542	137,042	27,500	103,450	105,744	108,106	110,539
Net Requirement	3,173,591	2,412,852	2,959,281	3,488,900	529,619	3,624,749	3,727,618	3,833,404	3,942,193
Percent of Prior Year Budget				17.9%		3.9%	2.8%	2.8%	2.8%
Full Time Equivalentents (FTEs)	20.00	0.00	20.00	20.00	0.00	20.00	20.00	20.00	20.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0	0	0
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	316,703	322,168	337,060	354,410	17,350	364,617	375,160	386,053	397,309
Staff Related Costs	22,600	20,938	21,828	23,292	1,464	26,720	27,936	28,773	29,636
Contract Services	46,500	45,240	77,825	79,360	1,535	77,902	79,969	82,090	55,553
Material	45,447	27,874	40,560	35,961	(4,599)	42,386	43,712	45,079	46,490
Transfers, Grants & Financial Charge	14,000	14,504	14,000	14,840	840	15,285	15,744	16,216	16,702
Transfer to Reserves	0	33,315	0	0	0	0	0	0	0
Fleet Costs	8,000	18,656	10,140	10,446	306	11,012	11,343	11,683	12,033
Facility Costs	27,000	46,566	73,358	57,846	(15,512)	62,735	64,599	66,517	68,492
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	480,250	529,261	574,771	576,155	1,384	600,657	618,463	636,411	626,215
Percent of Expenditure Budget				0.2%		4.3%	3.0%	2.9%	(1.6%)
Revenues by Type									
Federal	0	1,129	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	28,951	56,633	0	(56,633)	0	0	0	0
Fees and Services	8,000	9,087	7,000	16,600	9,600	16,600	16,600	18,260	18,260
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	60,000	77,000	63,000	63,000	0	63,090	63,183	63,278	63,376
Total Revenue	68,000	116,167	126,633	79,600	(47,033)	79,690	79,783	81,538	81,636
Net Requirement	412,250	413,094	448,138	496,555	48,417	520,967	538,680	554,873	544,579
Percent of Prior Year Budget				10.8%		4.9%	3.4%	3.0%	(1.9%)
Full Time Equivalent (FTEs)	4.00	0.00	4.00	4.00	0.00	4.00	4.00	4.00	4.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	1,020	0	0	0	0	0	0	0	0
Contract Services	4,080	0	50,000	0	(50,000)	4,330	4,417	4,505	0
Material	2,820	356	2,856	0	(2,856)	2,931	2,970	3,009	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	200	0	204	208	4	212	216	220	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	8,120	356	53,060	208	(52,852)	7,473	7,603	7,734	0
Percent of Expenditure Budget				(99.6%)		3,492.8%	1.7%	1.7%	(100.0%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	50,000	0	(50,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	50,000	0	(50,000)	0	0	0	0
Net Requirement	8,120	356	3,060	208	(2,852)	7,473	7,603	7,734	0
Percent of Prior Year Budget				(93.2%)		3,492.8%	1.7%	1.7%	(100.0%)
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	26,191	7,061	7,325	8,610	1,285	8,825	9,046	9,272	9,505
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	214,200	253,973	275,000	275,000	0	283,250	291,748	300,500	309,515
Material	13,260	6,485	13,525	10,300	(3,225)	11,476	11,820	12,175	12,540
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	1,020	1,235	1,040	2,790	1,750	2,874	2,960	3,049	3,140
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	254,671	268,754	296,890	296,700	(190)	306,425	315,574	324,996	334,700
Percent of Expenditure Budget				(0.1%)		3.3%	3.0%	3.0%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	90,000	83,977	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	25,000	0	(25,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	441	90,000	90,000	0	90,000	90,000	90,000	90,000
Total Revenue	90,000	84,418	115,000	90,000	(25,000)	90,000	90,000	90,000	90,000
Net Requirement	164,671	184,336	181,890	206,700	24,810	216,425	225,574	234,996	244,700
Percent of Prior Year Budget				13.6%		4.7%	4.2%	4.2%	4.1%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	46,217	65,500	34,666	(30,834)	33,000	34,000	34,680	85,374
Technology & Communications	19,325	79,550	50,000	(29,550)	345,000	225,000	0	0
Vehicles & Machinery	340,334	411,500	713,000	301,500	1,151,600	734,500	922,100	921,500
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	213,060	0	(213,060)	669,702	9,383,346	2,920,460	0
Building - Site Elements	141,846	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	8,395	62,000	0	(62,000)	70,000	0	0	0
Building - Mechanical & Electr.	17,411	30,000	0	(30,000)	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	3,502,323	6,852,000	4,169,000	(2,683,000)	2,847,100	9,420,000	7,225,000	2,150,000
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	10,896,675	16,041,590	9,892,666	(6,148,924)	14,099,902	25,865,037	15,072,240	16,961,874
Transfer to Reserves	1,904,066	862,469	869,508	7,039	1,984,980	120,000	1,994,173	15,000
Total Expenditure	12,800,741	16,904,059	10,762,174	(6,141,885)	16,084,882	25,985,037	17,066,413	16,976,874
% of Prior Expenditure			(36.3%)		49.5%	61.5%	(34.3%)	(0.5%)
Revenues by Type								
Federal	2,213,519	6,513,045	2,400,458	(4,112,587)	2,720,458	2,240,458	2,200,458	2,200,458
Provincial	696,301	2,972,480	1,183,134	(1,789,346)	1,333,134	1,333,134	1,333,134	1,333,134
Municipal	0	100,000	0	(100,000)	100,000	0	0	0
Transfers from Reserves	4,795,279	1,714,422	940,000	(774,422)	347,000	2,455,628	260,000	513,880
Donations	0	0	0	0	0	0	0	0
Other	23,950	19,500	20,000	500	33,000	30,000	30,600	31,212
Debt	0	0	0	0	0	9,000,000	0	0
Total Revenue	7,729,049	11,319,447	4,543,592	(6,775,855)	4,533,592	15,059,220	3,824,192	4,078,684
Net Requirement	5,071,692	5,584,612	6,218,582	633,970	11,551,290	10,925,817	13,242,221	12,898,190
% of Prior Net Requirement			11.4%		85.8%	(5.4%)	21.2%	(2.6%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	40,111	55,000	34,666	(20,334)	33,000	34,000	34,680	35,374
Technology & Communications	19,325	79,550	50,000	(29,550)	345,000	225,000	0	0
Vehicles & Machinery	300,459	411,500	713,000	301,500	1,151,600	734,500	922,100	921,500
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	213,060	0	(213,060)	669,702	9,383,346	2,920,460	0
Building - Site Elements	141,846	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	8,395	62,000	0	(62,000)	70,000	0	0	0
Building - Mechanical & Electr.	17,411	30,000	0	(30,000)	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	527,547	851,110	797,666	(53,444)	2,269,302	10,376,846	3,877,240	956,874
Transfer to Reserves	1,128,662	502,000	353,602	(148,398)	0	110,000	0	0
Total Expenditure	1,656,209	1,353,110	1,151,268	(201,842)	2,269,302	10,486,846	3,877,240	956,874
% of Prior Expenditure			(14.9%)		97.1%	362.1%	(63.0%)	(75.3%)
Revenues by Type								
Federal	30,000	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	130,253	0	0	0	317,000	0	260,000	194,000
Donations	0	0	0	0	0	0	0	0
Other	23,950	19,500	20,000	500	33,000	30,000	30,600	31,212
Debt	0	0	0	0	0	9,000,000	0	0
Total Revenue	184,203	19,500	20,000	500	350,000	9,030,000	290,600	225,212
Net Requirement	1,472,006	1,333,610	1,131,268	(202,342)	1,919,302	1,456,846	3,586,640	731,662
% of Prior Net Requirement			(15.2%)		69.7%	(24.1%)	146.2%	(79.6%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	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	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	6,642,799	7,151,000	4,571,000	(2,580,000)	8,258,500	5,933,191	3,885,000	13,720,000
Transfer to Reserves	530,533	360,469	0	(360,469)	0	0	0	0
Total Expenditure	7,173,332	7,511,469	4,571,000	(2,940,469)	8,258,500	5,933,191	3,885,000	13,720,000
% of Prior Expenditure			(39.1%)		80.7%	(28.2%)	(34.5%)	253.2%
Revenues by Type								
Federal	2,183,519	2,377,050	0	(2,377,050)	2,200,458	0	0	2,200,458
Provincial	696,301	2,652,480	909,748	(1,742,732)	1,333,134	1,333,134	0	1,333,134
Municipal	0	0	0	0	100,000	0	0	0
Transfers from Reserves	3,203,435	339,031	900,000	560,969	0	21,588	0	18,566
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	6,083,255	5,368,561	1,809,748	(3,558,813)	3,633,592	1,354,722	0	3,552,158
Net Requirement	1,090,077	2,142,908	2,761,252	618,344	4,624,908	4,578,469	3,885,000	10,167,842
% of Prior Net Requirement			28.9%		67.5%	(1.0%)	(15.1%)	161.7%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	0	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	3,502,323	6,852,000	4,169,000	(2,683,000)	2,847,100	9,420,000	7,225,000	2,150,000
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	3,502,323	6,852,000	4,169,000	(2,683,000)	2,847,100	9,420,000	7,225,000	2,150,000
Transfer to Reserves	184,183	0	510,906	510,906	1,976,980	0	1,979,173	0
Total Expenditure	3,686,506	6,852,000	4,679,906	(2,172,094)	4,824,080	9,420,000	9,204,173	2,150,000
% of Prior Expenditure			(31.7%)		3.1%	95.3%	(2.3%)	(76.6%)
Revenues by Type								
Federal	0	4,135,995	2,200,458	(1,935,537)	0	2,200,458	2,200,458	0
Provincial	0	320,000	273,386	(46,614)	0	0	1,333,134	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	1,399,426	1,250,391	0	(1,250,391)	0	2,434,040	0	301,314
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	1,399,426	5,706,386	2,473,844	(3,232,542)	0	4,634,498	3,533,592	301,314
Net Requirement	2,287,080	1,145,614	2,206,062	1,060,448	4,824,080	4,785,502	5,670,581	1,848,686
% of Prior Net Requirement			92.6%		118.7%	(0.8%)	18.5%	(67.4%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	95,468	386,980	5,000	(381,980)	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	95,468	386,980	5,000	(381,980)	0	0	0	0
Transfer to Reserves	31,103	0	0	0	0	0	0	0
Total Expenditure	126,571	386,980	5,000	(381,980)	0	0	0	0
% of Prior Expenditure			(98.7%)		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	100,000	0	(100,000)	0	0	0	0
Transfers from Reserves	10,034	125,000	0	(125,000)	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	10,034	225,000	0	(225,000)	0	0	0	0
Net Requirement	116,537	161,980	5,000	(156,980)	0	0	0	0
% of Prior Net Requirement			(96.9%)		(100.0%)	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	6,106	10,500	0	(10,500)	0	0	0	50,000
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	39,875	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	1,598	0	0	0	0	0	0	0
Trails Program	80,959	790,000	350,000	(440,000)	725,000	135,000	85,000	85,000
Gross Expenditure	128,538	800,500	350,000	(450,500)	725,000	135,000	85,000	135,000
Transfer to Reserves	29,585	0	5,000	5,000	8,000	10,000	15,000	15,000
Total Expenditure	158,123	800,500	355,000	(445,500)	733,000	145,000	100,000	150,000
% of Prior Expenditure			(55.7%)		106.5%	(80.2%)	(31.0%)	50.0%
Revenues by Type								
Federal	0	0	200,000	200,000	520,000	40,000	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	52,131	0	40,000	40,000	30,000	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	52,131	0	240,000	240,000	550,000	40,000	0	0
Net Requirement	105,992	800,500	115,000	(685,500)	183,000	105,000	100,000	150,000
% of Prior Net Requirement			(85.6%)		59.1%	(42.6%)	(4.8%)	50.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	6,106	10,500	0	(10,500)	0	0	0	50,000
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	39,875	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	1,598	0	0	0	0	0	0	0
Trails Program	80,959	790,000	350,000	(440,000)	725,000	135,000	85,000	85,000
Gross Expenditure	128,538	800,500	350,000	(450,500)	725,000	135,000	85,000	135,000
Transfer to Reserves	29,585	0	5,000	5,000	8,000	10,000	15,000	15,000
Total Expenditure	158,123	800,500	355,000	(445,500)	733,000	145,000	100,000	150,000
% of Prior Expenditure			(55.7%)		106.5%	(80.2%)	(31.0%)	50.0%
Revenues by Type								
Federal	0	0	200,000	200,000	520,000	40,000	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	52,131	0	40,000	40,000	30,000	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	52,131	0	240,000	240,000	550,000	40,000	0	0
Net Requirement	105,992	800,500	115,000	(685,500)	183,000	105,000	100,000	150,000
% of Prior Net Requirement			(85.6%)		59.1%	(42.6%)	(4.8%)	50.0%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
TS Transportation & Environmental Services				
Capital Projects				
TS-2020-005 Security for shops	20,000	0	20,000	0
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	3,699,906	(2,200,458)	1,499,448	0
TS-2021-011 Repair Schenk Bridge - BR 3	180,000	0	180,000	0
TS-2021-014 Replace Durham St. Bridge BR 4 Walkerton	50,000	0	50,000	0
TS-2021-017 Replace Culvert ID# 8628200 2.4 km East of HWY 21	400,000	0	400,000	0
TS-2021-022 Bruce Rd. 6A East	2,000,000	(900,000)	1,100,000	0
TS-2021-048 Capital Housing-Vehicle/Equipment	747,666	(20,000)	727,666	0
TS-2021-054 Trails-CN "A" Gravel	100,000	(40,000)	60,000	0
TS-2021-R04 Transfer to Working Capital-Wiarton Depot	113,602	0	113,602	0
TS-2021-R05 Transfer to reserve-Equipment (Vehicle/Machinery)	240,000	0	240,000	0
TS-2022-010 Bruce Road 23 Auto flashing warning road closed ahead sign - Kincardine	5,000	0	5,000	0
TS-2022-012 Computer/Electronic Purchases	30,000	0	30,000	0
TS-2023-012 Bruce Road 9 Repair	198,000	(175,000)	23,000	0
TS-2023-013 Bruce Road 20 CIP & Surface	50,000	0	50,000	0
TS-2023-014 Bruce Road 2 & Yonge Street PXO	385,000	(350,000)	35,000	0
TS-2023-015 Bruce Road 14 Repair	142,500	0	142,500	0
TS-2023-016 Bruce Road 29 Paved Shoulders	536,500	0	536,500	0
TS-2023-017 Bruce Road 29 Everatt/Isthmus Intersection	204,500	0	204,500	0
TS-2023-018 Bruce Road 6 / Absolam Street Resurfacing (Urban)	445,000	0	445,000	0
TS-2023-020 Bruce Road 19 Microsurfacing	275,500	(250,000)	25,500	0
TS-2023-021 Bruce Road 1 Repair	154,000	(134,748)	19,252	0
TS-2023-024 Bruce Road 10 Crack and Seal	130,000	0	130,000	0



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
TS-2023-025 Meax Creek Bridge BR 6E	350,000	(273,386)	76,614	0
TS-2023-027 Bruce Road 19 Conc14E to BR10	50,000	0	50,000	0
TS-2023-029 Spring Creek Culvert and Trail	250,000	(200,000)	50,000	0
TS-2023-R03 Tsf to Reserves - Mechanized Equipment -Trails	5,000	0	5,000	0
Net Cost of Capital Projects	10,762,174	(4,543,592)	6,218,582	0
Total Transportation & Environmental Services	10,762,174	(4,543,592)	6,218,582	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
TS Transportation & Environmental Services															
Capital Projects															
TS-2020-005 Security for shops	20,000	0	20,000	225,000	0	225,000	225,000	0	225,000	0	0	0	0	0	0
TS-2020-025 Fischer Bridge Repair	0	0	0	20,000	0	20,000	725,000	0	725,000	0	0	0	0	0	0
TS-2021-002 Repairs Stoney Creek Culvert	0	0	0	0	0	0	600,000	0	600,000	0	0	0	0	0	0
TS-2021-004 Repair Robinson B line & Blackwell Bri	0	0	0	1,000,000	0	1,000,000	0	0	0	0	0	0	0	0	0
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	3,699,906	(2,200,458)	1,499,448	1,133,585	0	1,133,585	0	0	0	0	0	0	0	0	0
TS-2021-006 Repair Superstructure Sweiger Bridge I	0	0	0	600,000	0	600,000	0	0	0	0	0	0	0	0	0
TS-2021-010 Repair Silver Creek Culvert-Durham St.	0	0	0	88,000	0	88,000	0	0	0	0	0	0	0	0	0
TS-2021-011 Repair Schenk Bridge - BR 3	180,000	0	180,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-014 Replace Durham St. Bridge BR 4 Walke	50,000	0	50,000	1,557,495	0	1,557,495	6,000,000	(4,634,498)	1,365,502	4,627,859	(2,200,458)	2,427,401	450,000	(301,314)	148,686
TS-2021-017 Replace Culvert ID# 8628200 2.4 km Ea	400,000	0	400,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-018 Rehabilitation and Reconstruction of V	0	0	0	80,000	0	80,000	200,000	0	200,000	0	0	0	4,000,000	0	4,000,000
TS-2021-020 CIP Recycling BR 3 and BR 4	0	0	0	20,000	0	20,000	1,280,000	(21,588)	1,258,412	0	0	0	0	0	0
TS-2021-022 Bruce Rd. 6A East	2,000,000	(900,000)	1,100,000	5,000,000	(2,200,458)	2,799,542	0	0	0	0	0	0	0	0	0
TS-2021-029 Bruce Rd. 33-Pre-eng/realignment/Ne	0	0	0	0	0	0	0	0	0	0	0	0	3,150,000	(2,200,458)	949,542
TS-2021-030 Bruce Rd. 23 (Roundabout)	0	0	0	0	0	0	2,400,000	(1,333,134)	1,066,866	0	0	0	0	0	0
TS-2021-046 Accessibility Upgrades	0	0	0	94,702	0	94,702	83,346	0	83,346	220,460	0	220,460	0	0	0
TS-2021-048 Capital Housing-Vehicle/Equipment	747,666	(20,000)	727,666	1,184,600	(350,000)	834,600	768,500	(30,000)	738,500	956,780	(290,600)	666,180	956,874	(225,212)	731,662
TS-2021-049 Walkerton Shop - Options Analysis	0	0	0	500,000	0	500,000	9,000,000	(9,000,000)	0	0	0	0	0	0	0
TS-2021-053 Repair Bridge BR 40 (4km west of BR 3	0	0	0	335,000	0	335,000	0	0	0	0	0	0	0	0	0
TS-2021-054 Trails-CN "A" Gravel	100,000	(40,000)	60,000	100,000	(30,000)	70,000	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000
TS-2021-055 Trails-Fencing	0	0	0	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
TS-2021-R04 Transfer to Working Capital-Wiarton D	113,602	0	113,602	0	0	0	0	0	0	0	0	0	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
TS-2021-R05 Transfer to reserve-Equipment (Vehicle)	240,000	0	240,000	0	0	0	110,000	0	110,000	0	0	0	0	0	0
TS-2022-002 Repair 1st, 2nd and 3rd Dunblane Bridge	0	0	0	90,000	0	90,000	1,790,000	0	1,790,000	0	0	0	0	0	0
TS-2022-007 Paisley Backup Generator	0	0	0	70,000	0	70,000	0	0	0	0	0	0	0	0	0
TS-2022-010 Bruce Road 23 Auto flashing warning r	5,000	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2022-012 Computer/Electronic Purchases	30,000	0	30,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2022-013 Mechanized Equipment	0	0	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000
TS-2023-001 Repair Station Bridge	0	0	0	0	0	0	150,000	0	150,000	1,400,000	(1,333,134)	66,866	0	0	0
TS-2023-002 Surface treatment Microsurface BR 20	0	0	0	450,000	0	450,000	0	0	0	0	0	0	0	0	0
TS-2023-003 CIP Recycle BR 3/Dunkeld to Hwy 9) O	0	0	0	0	0	0	0	0	0	500,000	0	500,000	0	0	0
TS-2023-004 CIP BR 9 in place (Barrow Bay to BR 29	0	0	0	250,000	0	250,000	953,191	0	953,191	0	0	0	0	0	0
TS-2023-007 Rehab Campbell Thede Bridge BR 17	0	0	0	0	0	0	155,000	0	155,000	1,875,000	0	1,875,000	0	0	0
TS-2023-012 Bruce Road 9 Repair	198,000	(175,000)	23,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-013 Bruce Road 20 CIP & Surface	50,000	0	50,000	1,533,500	(1,333,134)	200,366	0	0	0	0	0	0	0	0	0
TS-2023-014 Bruce Road 2 & Yonge Street PXO	385,000	(350,000)	35,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-015 Bruce Road 14 Repair	142,500	0	142,500	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-016 Bruce Road 29 Paved Shoulders	536,500	0	536,500	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-017 Bruce Road 29 Everatt/Isthmus Interse	204,500	0	204,500	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-018 Bruce Road 6 / Absolam Street Resurf	445,000	0	445,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-020 Bruce Road 19 Microsurfacing	275,500	(250,000)	25,500	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-021 Bruce Road 1 Repair	154,000	(134,748)	19,252	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-024 Bruce Road 10 Crack and Seal	130,000	0	130,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-025 Meax Creek Bridge BR 6E	350,000	(273,386)	76,614	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-026 Capital Software - ESRI Roads and High	0	0	0	120,000	0	120,000	0	0	0	0	0	0	0	0	0
TS-2023-027 Bruce Road 19 Conc14E to BR10	50,000	0	50,000	75,000	0	75,000	750,000	0	750,000	2,000,000	0	2,000,000	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
TS-2023-029 Spring Creek Culvert and Trail	250,000	(200,000)	50,000	620,000	(520,000)	100,000	50,000	(40,000)	10,000	0	0	0	0	0	0
TS-2023-R01 Bridge Reserve contribution	0	0	0	0	0	0	0	0	0	450,000	0	450,000	0	0	0
TS-2023-R03 Tsf to Reserves - Mechanized Equipme	5,000	0	5,000	8,000	0	8,000	10,000	0	10,000	15,000	0	15,000	15,000	0	15,000
TS-2024-003 Rehab Burgoyne Bridge BR3	0	0	0	55,000	0	55,000	750,000	0	750,000	0	0	0	0	0	0
TS-2024-004 CIP Recycling BR 9 (Bury Rd to Hwy 6)	0	0	0	0	0	0	75,000	0	75,000	700,000	0	700,000	0	0	0
TS-2024-005 CIP Recycling BR 6 (SDR 30-HWY 21)	0	0	0	0	0	0	0	0	0	60,000	0	60,000	800,000	0	800,000
TS-2024-006 Storm Sewer & Sidewalk BR 12 (Formo	0	0	0	850,000	(100,000)	750,000	0	0	0	0	0	0	0	0	0
TS-2024-007 Paisely Shop Analysis	0	0	0	75,000	0	75,000	300,000	0	300,000	2,700,000	0	2,700,000	0	0	0
TS-2025-001 Surface Treatment Microsurfacing BR 1	0	0	0	0	0	0	225,000	0	225,000	0	0	0	0	0	0
TS-2025-002 Overlay BR 12	0	0	0	0	0	0	0	0	0	0	0	0	2,000,000	0	2,000,000
TS-2025-003 Replace Craig Hill Bridge BR3	0	0	0	0	0	0	310,000	0	310,000	2,275,000	0	2,275,000	0	0	0
TS-2025-005 CIP recycling BR 7 (South Ripley to BR	0	0	0	0	0	0	50,000	0	50,000	125,000	0	125,000	1,420,000	(14,389)	1,405,611
TS-2026-001 Replace Culvert Campbell St. Lucknow	0	0	0	0	0	0	0	0	0	50,000	0	50,000	300,000	0	300,000
TS-2026-002 Rehab Clancy Bridge	0	0	0	0	0	0	0	0	0	100,000	0	100,000	1,600,000	0	1,600,000
TS-2026-003 Rehab Willscroft Bridge	0	0	0	0	0	0	0	0	0	75,000	0	75,000	900,000	0	900,000
TS-2026-004 Rehab Wrightson Bridge BR 20	0	0	0	0	0	0	0	0	0	120,000	0	120,000	1,400,000	0	1,400,000
TS-2026-005 Surface Treatment (Various Roads)	0	0	0	0	0	0	0	0	0	500,000	0	500,000	500,000	0	500,000
TS-2026-R01 Transfer to Reserves - Infrastructure R	0	0	0	0	0	0	0	0	0	101,314	0	101,314	0	0	0
TS-2027-001 Rehab Barrow Bay Bridge BR9	0	0	0	0	0	0	0	0	0	0	0	0	120,000	0	120,000
TS-2027-002 Rehab Suez Bridge BR 33	0	0	0	0	0	0	0	0	0	0	0	0	35,000	0	35,000
TS-2027-003 Microsurfacing BR 1	0	0	0	0	0	0	0	0	0	0	0	0	1,700,000	(1,337,311)	362,689
TS-2028-005 CIP Recycling BR 3 (BR 2-HWY 9)	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	150,000
TS-2030-001 Repair Formosa Creek Bridge BR 4	0	0	0	0	0	0	0	0	0	580,000	0	580,000	0	0	0
Net Cost of Capital Projects	10,762,174	(4,543,592)	6,218,582	16,139,882	(4,533,592)	11,606,290	27,045,037	(15,059,220)	11,985,817	19,516,413	(3,824,192)	15,692,221	19,631,874	(4,078,684)	15,553,190



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
Total Transportation & Environmental Services	10,762,174	(4,543,592)	6,218,582	16,139,882	(4,533,592)	11,606,290	27,045,037	(15,059,220)	11,985,817	19,516,413	(3,824,192)	15,692,221	19,631,874	(4,078,684)	15,553,190

2022 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Transportation and Waste Management				Transportation and Waste				
\$ 76,024.15				Computer Software	\$76,024.15	311-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 8,247.15				Computer Hardware	\$8,247.15	311-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Equipment Replacement				
Transportation				Transportation and Waste Management				
\$ 6,652.90				Office Equipment	\$6,652.90	311-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
\$ 33,479.34				Operational Equipment	\$33,479.34	311-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council.
\$ 10,214.84		\$ 5,000.00		Trails Equipment	\$15,214.84	781-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council.
				Facility Reserves				
Transportation and Waste Management				Transportation and Waste				
\$ 756.87				Shop Replacement	\$756.87	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Lucknow Shop.
-\$ 1,814.28				Walkerton Sand Shed	(\$1,814.28)	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Walkerton sand and salt storage shed.
\$ 15,235.83				Wiarion Sand Shed/shop	\$15,235.83	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Wiarion sand and salt storage shed.
\$ 8,976.61				Paisley Sand Dome	\$8,976.61	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Paisley sand and salt storage shed.
\$ 29,018.14				Building Components	\$29,018.14	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.
				Vehicle and Machine Replacement				
				Transportation and Waste				
\$ 692,164.76		\$ 240,000.00		Transportation & Environmental Services Fleet Replacement	\$932,164.76	340-1120-HMAC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
\$ -				Trails Vehicle Replacement	\$0.00	781-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
\$ -				Forestry Vehicle	\$0.00	781-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery

2022 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Operating Surplus Reserves				
Transportation and Waste Management				Transportation and Waste				
\$ 96,043.36				Sale of Forest Product	\$96,043.36	841-1110-ASFP	Transfer of surplus created from the sale of forest products.	Used to offset future years forestry budgets as deemed by council.
\$ 132,348.51				Transportation Operating Surplus	\$132,348.51	311-1110-HOPR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
\$ 158,658.19				Waste Management	\$158,658.19	350-1110-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.

2022 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Infrastructure- Roads/Bridges/Culverts/Traffic Control				
Transportation and Waste Management				Transportation and Waste				
Infrastructure Bridges and Culverts								
\$ 848,506.22				Bridge Reserve	\$848,506.22	320-1110-BRID	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the Bridges as deemed appropriate by Director and Council.
\$ 10,508.46				Culvert Reserve	\$10,508.46	311-1120-HOTM	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the culverts as deemed appropriate by Director and Council.
				Infrastructure Traffic				
\$ 183,024.00				Traffic Control Reserve	\$183,024.00	315-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the Traffic Signals as deemed appropriate by Director and Council.
				Infrastructure Roads				
\$ -				Land Purchases	\$0.00	311-1120-SPFD	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the land as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 1	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 3	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 4	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 6	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 6 East	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 8	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ 1,148,342.92	\$ (900,000.00)			Paved Roads Capital -All Roads	\$248,342.92	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 12	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
\$ -				Paved Roads Capital - County Road 13	\$0.00	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.

[illegible]

2022 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
Transportation and Waste Management				Transportation and Waste Management				
\$ 653.30				Bike Master Plan	\$653.30	311-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	0
\$ 2,921.57				Sign Project	\$2,921.57	311-1110-PROJ	Year End unspent capital earmarked for this purpose	Funds utilized for Bruce County signage project related to economic development.
\$ 6,731.55				Emerald Ash Bore	\$6,731.55	311-1110-PROJ	Year End unspent capital earmarked for this purpose	Specific undertakings related to Emerald Ash Bore as deemed appropriate by Director and Council.
\$ -				County Road West Road	\$0.00	315-1110-HOTM	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the west road as deemed appropriate by Director and Council.
\$ -				Rd 26B	\$0.00	315-1110-HOTM	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to road 26B as deemed appropriate by Director and Council.
\$ 106,563.79				Drainage	\$106,563.79	325-3195-HDRA	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to drainage as deemed appropriate by Director and Council
\$ 596,157.49				Winter Control Reserve	\$596,157.49	330-1110-SNOW	Year end unspent capital earmarked for this purpose	Funds utilized to offset snow deficits
\$ 1,651.61				Brant Tract Shed/Forest Management Plan	\$1,651.61	339-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds utilized to fund the continuation of this project.
\$ 56,605.96				County Reforestation - Reserve Fund Funds (Stipulations Apply)	\$56,605.96	841-1110-FMNR	Funds received from the Ministry of Natural Resources in 1990.	Monies shall be expended only on the recommendation of the ATP Committee and the approval of Council for the purpose of acquiring County Forest property.
\$ 1,055,100.46				Waste Management Future Planning - Reserve Fund	\$1,055,100.46	350-1110-HWAS	Annual Operating budget contributions.	Monies shall be expended only on the recommendation of the ATP Committee, the Committee charged with the responsibility for waste management and upon the approval of Council when required for the purposes of waste management planning requirements.

\$ 5,344,735.29
\$ (940,000.00)
\$ 245,000.00
\$0.00

\$4,649,735.29



Be an explorer.

2023 - 2027 Budget and Forecast

Human Services Budget Reference

2023 Bruce County Business Plan

Department: Human Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Average length of time that clients receive social assistance	22	26	25	25	29.6	28	29
Cost of a subsidized child care space (annualized and weighted based on age)	\$4,729	\$5,362	\$5,453	\$5,972	\$7,308	\$4,705*	\$3, 000*
Number of immediate actions for 2023 completed from the Housing & Homelessness Plan Update	30%	44%	50%	100%	43%	0%	100%
Number of available regulated child care spaces per 1,000 children (age 0 - 12)**	181.20	194.51	194	211	221.12	218**	225
Number of households receiving social assistance	594	575	523	475	408	511	525
Number of business days from screening to financial eligibility decision	5	4	3	4	4	5	4
Percentage of available child care spaces subsidized	10%	10%	11%	10%	7%	7%	5%**

2023 Bruce County Business Plan

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
Percentage of capital priorities delivered on time	100%	83.3%	89.5%	92%	54%	100%	85%
Percentage of capital priorities delivered on budget	94.1%	93.3%	85.5%	85%	89%	100%	85%
Percentage of caseload exiting to employment	1.57%	1.73%	2.44%	1.86%	1.44%	1.62%	1.46%
Percentage of caseload with employment earnings	19.41%	20.35%	19.10%	15.11%	14.14%	10.86%	14.14%
Percentage of waiting list housed annually	30%	27%	36%	40%	12%	1%	125%

*Cost of subsidized child care spaces is reduced for 2023 due to 50% of child care fees being covered for children ages 0-6 by the new Canada-Wide Early Learning and Child Care System

**Need for subsidized spaces for children ages 0-6 will be reduced to the new Canada-Wide Early Learning and Child Care System

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Increase access to licensed child care	\$32, 160		\$32, 160	
2. Person Centric Service Transformation	\$24,815		\$24,815	
3. Implementation of Integrated Case Management	\$65,000		\$65,000	
4. Increase Access to Affordable & Supportive Housing	\$130,000		\$130,000	
5. Electrical Infrastructure Repairs	\$1,050	\$30,000	\$31,050	
6. Balcony Inspections	\$2,000	\$10,000	\$12,000	
7. Common Area Lighting Upgrades	\$450	\$15,000	\$15,450	
8. Windows & Doors Replacement	\$39,476	\$1,127,876	\$1,167,352	
9. Life Safety Upgrades	\$900	\$30,000	\$30,900	
10. Structural Building Repairs	\$8,400	\$280,000	\$288,400	
11. Unit Kitchen Replacement	\$9,975	\$285,000	\$294,975	
12. MUA Unit & DHW Mechanical Replacement	\$13,500	\$450,000	\$463,500	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Increase access to Licensed Child Care</p> <p>Owner: Children’s Services Manager and other key staff</p>	<p>On March 28, 2022, the Province of Ontario announced that an agreement had been reached with the federal government to support Canada-Wide Early Learning and Child Care program (CWELCC). The aim of the investment is to lower child care costs for families and increase access to quality licensed child care over the next three years. Expanding licensed child care capacity is also a priority identified in Bruce County’s Child Care and Early Years Service System Plan for 2019-2024 approved by Council.</p> <p>For 2023, staff will move forward on the development of a ‘toolkit’ for existing and new child care operators to support the expansion of child care spaces across the County of Bruce.</p> <p>Phase 1: - Analyse updated census data and child care application data to determine the number of licensed spaces and subsequent number of Early Childhood Educators required to meet demand. Develop evaluation metrics to assess the impact of a localized child care expansion strategy.</p> <p>Phase 2: - Collate information and supports available for existing and future child care operators regarding capital builds and retrofit considerations, start-up and ongoing financial supports, and key recruitment,</p>	<p>Internal Staff Time = \$17, 160</p> <p>Consultant/Marketing Costs = \$15, 000</p>	<p>Phase 1 -Q1 Phase 2 -Q2 Phase 3 -Q3 Phase 4 - Q4</p>	<p>Legislative Priority & Council Priority</p>

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>retention, mentorship strategies to address corresponding workforce needs.</p> <p>Phase 3: - Based on input received, develop an innovative on-line portal for child care operators with key resources and information to support the expansion of local licensed child care spaces.</p> <p>Phase 4: - Assess impact based on metrics developed in Phase 1 and adapt strategy/toolkit as required.</p>			
<p>2. Person Centric Service Transformation</p> <p>Owner: Business & Human Services Integration Manager and team</p>	<p>In alignment with a number of Bruce County Strategic priorities as well as provincial direction, work will continue to deliver initial point of contact Human Services more holistically with an integrated and lean lens to optimize value to the community.</p> <p>For 2023, work will be undertaken in three phases:</p> <p>Phase 1 - Continue to engage staff to identify opportunities to enhance service delivery and gain departmental efficiency through community partnerships, centralization, and integration of services.</p> <p>Phase 2 - Plan and pilot initiatives related to integrated Human Services delivery; the management of fiscal resources; the collection, analysis, and use of data in decision making; and business operations.</p>	<p>Internal Staff Cost:</p> <p>\$24,815</p>	<p>Iterative phases will occur throughout 2023 for each initiative</p>	<p>Service Initiative</p>

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	Phase 3 - Engage those receiving our services to evaluate if piloted initiatives have resulted in anticipated positive outcomes and to learn of further potential improvements.			
3. Implementation of Integrated Case Management Owner: Income & Support Services Manager, Income Support Supervisor, and key staff	<p>Beginning in 2019, the province launched their Employment Services Transformation strategy with the vision to build a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in Ontario. Through the Employment Services Transformation, employment programs for Ontario Works and the Ontario Disability Support Program will be integrated into Employment Ontario to create one system that is easy to use and focused on helping and improving outcomes for all job seekers.</p> <p>As part of the Phase 1 catchment area Stratford - Bruce Peninsula, we will transition Ontario Works employment services to the new Service System Manager in 2023 and implement a model of integrated case management across the two systems.</p> <p>Staff will focus on assessing when a client is ready to be referred to Employment Ontario and what life stabilization supports need to be in place either before or concurrently with the referral to enhance client outcomes.</p>	Internal Staff Cost: \$65,500	Phase 1- Q1 Phase 2- Q2/Q3 Phase 3 -Q4	Service Initiative & Legislative Priority

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>For 2023, staff will move forward on the following phases:</p> <p>Phase 1 - Collaborate with other municipalities in the catchment area and the Service System Manager to plan and develop a comprehensive client transition strategy with clear targets, defined roles and responsibilities, communication, and reporting protocols. Implement new assessment tools including Common Assessment and Action Plan to facilitate Integrated Case management.</p> <p>Phase 2 - Strengthen outcome-focused program delivery, monitor performance based on new metrics for Employment Service Transformation delivery sites, and support ongoing engagement with Employment Ontario partners</p> <p>Phase 3 - Assess achievement of identified service delivery goals, referring to various data sources such as client outcomes, to inform future planning and the continuous improvement of client support and service.</p>			
4. Increase Access to Affordable & Supportive Housing	In 2019 Council approved the Housing & Homelessness Plan 2019-2023. The updated plan reflects the previous direction, set in the Bruce County Long Term Housing Strategy 2013-2023 while introducing awareness of particular issues that are emerging in Bruce County.	Phase 1 = \$10,000 Phase 2 = \$60,000 Phase 3 = \$60,000	Phase 1 - Q1-Q3 Phase 2 - Q1-Q4	Council Priority

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owner: Housing Services Manager & relevant staff	<p>In 2023, staff will begin the journey of collecting data and stories from the community for the next Housing & Homelessness Plan. Staff will continue to promote affordable and supportive housing while working to prevent homelessness by collaborating with key stakeholders including internal and external partners.</p> <p>The work will be undertaken in the following phases:</p> <p>Phase 1 - In 2022 KPMG was hired to conduct a housing demographic study. The results will be used to initiate the work required to update the new Housing & Homelessness Plan. Staff will provide opportunities for key stakeholders and members of the public to offer input for the updated plan.</p> <p>Phase 2 - Collaborate with the YMCA to develop and promote and rural homelessness model through out Bruce County.</p> <p>Phase 3 - Continue to partner with community agencies to explore opportunities for increased affordable and supportive housing.</p>		Phase 3 - Q1-Q4	

2023 Bruce County Business Plan

2023 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
5. Electrical Infrastructure Repairs Owner: Housing Facilities	Complete inspections, maintenance, and repairs to the building's electrical infrastructure to prolong the life expectancy and mitigate unforeseen failures. To be utilized across portfolio.	\$31,050	Tender Q1 Construction Q3 - Q4	Maintain Service
6. Balcony Inspections Owner: Housing Facilities	Complete structural balcony inspections to plan repairs prolonging the life expectancy of the structure. To be utilized across portfolio.	\$12,000	Design Q1 - Q2	Structural Integrity
7. Common Area Lighting Upgrades Owner: Housing Facilities	Complete energy audit of the building's common area lighting and install new high efficiency LED lighting to improve visibility and energy efficiency. To be utilized across portfolio.	\$15,450	Design Q2 Construction Q3 - Q4	Energy Efficiency
8. Windows & Doors Replacement Owner: Housing Facilities	Replace the windows, doors, and mansard roofing at 116 Albert St. in Southampton to improve the building's energy efficiency and tenant comfort.	\$1,167,352	Construction Q3 - Q4	Energy Efficiency
9. Life Safety Upgrades	Install magnetic locks integrated with the building's fire alarm system on the rear and side entrances to 647/659	\$30,900	Construction Q2	Life Safety

2023 Bruce County Business Plan

2023 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owner: Housing Facilities	Arlington St. in Port Elgin, directing traffic through the main entrance and improving tenant safety.			
10. Structural Building Repairs Owner: Housing Facilities	Complete necessary structural building repairs at 83 2 nd St. Chesley to prolonging the life expectancy of the structure.	\$288,400	Tender Q2 Construction Q3 - Q4	Structural Integrity
11. Unit Kitchen Replacement Owner: Housing Facilities	Install new kitchen cabinetry, counter tops, and plumbing fixtures at 7432 Hwy. 6 Tobermory.	\$294,975	Tender Q2 - Construction Q3 - Q4	Maintain Service
12. MUA Unit & DHW Mechanical Replacement Owner: Housing Facilities	Replace the make up air system and domestic hot water heaters at 550 Willoughby St. in Lucknow, improving the building's energy efficiency and tenant comfort.	\$463,500	Tender Q1 - Construction Q4	Energy Efficiency

2023 Bruce County Business Plan

Key Performance Indicators Index:

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

2023 Bruce County Business Plan

Key Performance Indicator	Description
Percentage of available child care spaces subsidized	This number uses the total number of fee subsidy spaces (child care program, nursery school and home child care) divided by the number of licensed spaces.
Percentage of capital priorities delivered on time	The number of capital priorities delivered on time is counted from the project list in which each project has a status of on time or not. The total projects on time are divided by the total projects to arrive at the percentage of projects delivered on time.
Percentage of capital priorities delivered on budget	The number of capital priorities delivered on budget is calculated from the project list in which each project has an approved budget. The total projects on budget are divided by the total projects to arrive at the percentage of projects delivered on budget.
Percentage of caseload exiting to employment	The number represents the average percentage of Ontario Works recipients who exit social assistance to employment, derived by dividing the total number of clients leaving social assistance because they have found employment by the total number of Ontario Works recipients each month. For 2019-2020 the province set a 3% increase target over 2018 actuals. COVID-19 has impacted these targets.
Percentage of caseload with employment earnings	The number represents the average percentage of Ontario Works recipients who have employment earnings while receiving social assistance (earning limits are set provincially), derived by dividing the total number of clients receiving earnings from employment by the total number of Ontario Works recipients each month. For 2019-2020 the province set a 3% increase target over 2018 actuals. COVID-19 has impacted these targets.
Percent of waiting list housed annually	The percent of the waiting list housed annually is calculated by dividing the total number of applicants housed by the total number of applicants on the waiting list annually. It requires that interim reports be provided based on projections of the number of applicants to be housed, divided by the total number of applicants on the waiting list, in the remaining months of any year.
<p>Housing Facility staff hour estimations are based of three defined categories of work:</p> <p>1. Regular Unit Entry</p>	<p>Housing Facility staff hours include, but not limited to, the following: reviewing or creating documents; posting, and coordinating tenders; fielding phone calls/emails (from consultants, tenants, manufacturers, contractors; co-ordinating meetings and entry to units; travel; time on-site during construction (meetings, in units, reviews, etc.); processing draws; requesting lien searches; investigating incentives. To estimate the amount of staff hours required, all of planned/tendered capital work is estimated based on three categories.</p> <p>1. Regular Unit Entry - projects that involve regular work carried out within the occupied units. These projects typically require the most amount of coordinating as we are required by law to give at least 24 hours' notice before entering a unit. It is also a BCHC policy to have a staff member present when a contractor is doing work within a unit when the tenant is not home. This type of work is estimated to require staff time that is 3.5% of the total budgeted amount.</p>

2023 Bruce County Business Plan

Key Performance Indicator	Description
2. Non-Unit Entry 3. Plans	2. Non-Unit Work - projects that involve little to no work carried out within the occupied units. These typically include work done in service areas, common areas and exterior. Contractor is able to perform the work without staff members present. This type of work is estimated to require staff time that is 3% of the total budgeted amount. 3. Plans - projects that involve the preparation of plans for the following year. Plan budgets are nominal compared to construction budgets but still require significant staff time for coordination, identifying scope of work and review. This type of work is estimated to require staff time that is 20% of the total budgeted amount.



Major Initiatives and Department Focus	
<p>We enhance quality of life for individuals, families and communities we serve by providing integrated and comprehensive services:</p> <ul style="list-style-type: none">• That support people in their individual development and organization in capacity building: children's learning and development, skills development, relationship and partnership development. We deliver, administer and partner with other programs and organizations that help people, organizations and sectors expand and develop.• That help people meet basic needs: income, a home, getting around, and food. We deliver, administer and partner with other programs and organizations that help people with low income live and care for themselves and their family.• That provide access: referrals to programs and activities that support them in living a full life. We deliver, administer and partner with other programs and organizations that help people get connected to opportunities to fulfill needs and support development. <p>Increase Access to Licensed Child Care</p> <p>On March 28, 2022, the Province of Ontario announced that an agreement had been reached with the federal government to support Canada-Wide Early Learning and Child Care program (CWELCC). The aim of the investment is to lower childcare costs for families and increase access to quality licensed childcare over the next three years. Expanding licensed childcare capacity is also a priority identified in Bruce County's Child Care and Early Years - Service System Plan for 2019-2024 approved by Council.</p> <p>For 2023, staff will move forward on the development of a 'toolkit' for existing and new childcare operators to support the expansion of childcare spaces across the County of Bruce.</p>	<p>Person Centric Service Transformation</p> <p>In alignment with several Bruce County Strategic priorities as well as provincial direction, work will continue to deliver initial point of contact Human Services more holistically with an integrated and lean lens to optimize value to the clients and the community.</p> <p>Integrated Case Management - Employment Services Transformation</p> <p>Beginning in 2019, the province launched their Employment Services Transformation strategy with the vision to build a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in Ontario. Through transformation, employment programs for Ontario Works and the Ontario Disability Support Program will be integrated into Employment Ontario to create one system focused on improving outcomes for all job seekers.</p> <p>We will transition Ontario Works employment services to the new Service System Manager in April 2023 and implement a model of integrated case management across the two systems in collaboration with the Employment Services Division of the Planning and Development Department.</p> <p>Increase Access to Affordable & Supportive Housing</p> <p>In 2019 Council approved the Housing & Homelessness Plan 2019-2023. The updated plan reflects the previous direction, set in the Bruce County Long Term Housing Strategy 2013-2023 while introducing awareness of issues that are emerging in Bruce County.</p> <p>In 2023, staff will begin the journey of collecting data and stories from the community for the next Housing & Homelessness Plan. Staff will continue to promote affordable and supportive housing while working to prevent homelessness by collaborating with key stakeholders including internal and external partners. The work will be undertaken in phases.</p>



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

	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	6,556,582	7,300,931	108,525	0	214,839	0	(262,856)	0	125,812	371,654	0	7,858,905	557,974
Staff Related Costs	108,316	205,584	3,246	0	(26,684)	0	0	0	0	0	0	182,146	(23,438)
Contract Services	2,236,239	2,429,320	(73,603)	(45,000)	(83,715)	(3,707)	(253,351)	0	0	0	0	1,969,944	(459,376)
Material	2,907,776	3,331,496	172,068	(15,000)	(194,441)	112	25,003	0	0	(123,734)	0	3,195,504	(135,992)
Transfers, Grants & Financial Charge	12,492,713	16,485,675	1,079,002	(1,463,500)	(400,572)	0	4,288,778	0	141,083	0	0	20,130,466	3,644,791
Transfer to Reserves	76,276	38,700	0	0	34,834	0	0	0	0	0	0	73,534	34,834
Fleet Costs	46,120	56,604	0	0	0	0	0	0	0	0	0	56,604	0
Facility Costs	221,615	219,301	3,431	0	47,237	0	0	0	0	0	0	269,969	50,668
Other Internal Costs	841,096	922,584	0	0	137,454	0	0	0	0	0	0	1,060,038	137,454
Total Expenditures	25,486,733	30,990,195	1,292,669	(1,523,500)	(271,048)	(3,595)	3,797,574	0	266,895	247,920	0	34,797,110	3,806,915
Percent of Expenditure Budget		100.0%	100.0%	(4.9%)	(0.9%)	0.0%	12.3%	0.0%	0.9%	0.8%	0.0%	12.3%	
Revenues by Type													
Federal	1,397,479	1,191,005	(49,683)	0	119,272	0	0	0	0	0	0	1,260,594	69,589
Provincial	15,639,073	20,079,651	1,079,266	(1,478,500)	(307,181)	0	3,801,314	0	0	0	0	23,174,550	3,094,899
Municipal	70,881	55,000	0	0	3,192	0	0	0	0	0	0	58,192	3,192
Transfers from Reserves	90,750	217,852	0	(30,000)	(167,029)	0	0	0	0	0	0	20,823	(197,029)
Fees and Services	3,421,632	3,663,898	0	0	900	0	34,973	0	0	0	0	3,699,771	35,873
Donations	50,680	30,276	0	0	0	0	0	0	0	0	0	30,276	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	244,572	5,193	0	0	69,668	0	0	0	0	0	0	74,861	69,668
Total Revenue	20,915,067	25,242,875	1,029,583	(1,508,500)	(281,178)	0	3,836,287	0	0	0	0	28,319,067	3,076,192
Net Requirement	4,571,666	5,747,320	263,086	(15,000)	10,130	(3,595)	(38,713)	0	266,895	247,920	0	6,478,043	730,723
Percent of Prior Year Budget		100.0%	4.6%	(0.3%)	0.2%	(0.1%)	(0.7%)	0.0%	4.6%	4.3%	0.0%	12.7%	
Full Time Equivalents (FTE's)	0.00	67.60	0.00	0.00	(1.00)	0.00	0.00	0.00	1.00	3.00	0.00	70.60	3.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(1.5%)	0.0%	0.0%	0.0%	1.5%	4.4%	0.0%	4.4%	(95.6%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• This is re-allocation of expenses to the Business and Human Services Integration Division from the other operational program areas in Human Services as we continue to centralize and integrate expenses to maximize efficiencies.• This also includes a re-allocation of printing budget to IT. Maintain Services <ul style="list-style-type: none">• The net change in the maintaining services is the difference between the increased costs due to inflationary pressures. One Time Items <ul style="list-style-type: none">• N/A Provincially Legislated <ul style="list-style-type: none">• N/A	Growth <ul style="list-style-type: none">• N/A Council Priorities <ul style="list-style-type: none">• N/A Service Initiatives/Savings <ul style="list-style-type: none">• N/A Operating Impact of Capital Projects <ul style="list-style-type: none">• N/A



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	959	0	3,513	0	0	0	0	0	0	0	0	3,513	3,513
Contract Services	4,902	7,686	(3,827)	0	(3,334)	0	0	0	0	0	0	525	(7,161)
Material	1,244	11,033	(599)	0	7,161	0	0	0	0	0	0	17,595	6,562
Transfers, Grants & Financial Charge	0	37,962	0	0	(1,425)	0	0	0	0	0	0	36,537	(1,425)
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	(7,104)	(56,681)	2,071	0	(3,560)	0	0	0	0	0	0	(58,170)	(1,489)
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1	0	1,158	0	(1,158)	0	0	0	0	0	0	0	0
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1	0	1,158	0	(1,158)	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights

Adjustments to Base

- This is a reallocation of expenses from collapsing both the OW Resource Centres - Operations (4270) and the OW Resource Centre Programs (4280) into the Income & Supports Admin (4190) to more accurately reflect the structure of the division and department as there are no longer Resource Centres
- 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

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.
- FTE reduced by one to reflect reduced funding allocation for Employment Services Transformation.

One Time Items

- N/A

Provincially Legislated

- Reflects reduction in provincial allocation for 2023 due to Employment Services Transformation

Growth

- N/A

Council Priorities

- N/A

Service Initiatives/Savings

- N/A

Operating Impact of Capital Projects

- N/A



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

	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	1,907,111	2,042,207	(10,065)	0	55,789	0	(262,856)	0	0	0	0	1,825,075	(217,132)
Staff Related Costs	19,885	34,630	0	0	(9,681)	0	0	0	0	0	0	24,949	(9,681)
Contract Services	37,513	17,653	1,323	0	(324)	0	0	0	0	0	0	18,652	999
Material	66,763	113,630	(7,351)	0	(25,022)	0	25,003	0	0	0	0	106,260	(7,370)
Transfers, Grants & Financial Charge	3,572,140	5,320,510	0	0	286	0	0	0	0	0	0	5,320,796	286
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	102,500	104,386	0	0	17,044	0	0	0	0	0	0	121,430	17,044
Other Internal Costs	243,032	256,793	0	0	35,817	0	0	0	0	0	0	292,610	35,817
Total Expenditures	5,948,944	7,889,809	(16,093)	0	73,909	0	(237,853)	0	0	0	0	7,709,772	(180,037)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.9%	0.0%	(3.0%)	0.0%	0.0%	0.0%	0.0%	(2.3%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	4,939,539	6,709,022	18	0	0	0	(237,853)	0	0	0	0	6,471,187	(237,835)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	11,611	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	6,265	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	4,957,415	6,709,022	18	0	0	0	(237,853)	0	0	0	0	6,471,187	(237,835)
Net Requirement	991,529	1,180,787	(16,111)	0	73,909	0	0	0	0	0	0	1,238,585	57,798
Percent of Prior Year Budget		100.0%	(1.4%)	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.9%	
Full Time Equivalents (FTE's)	0.00	18.66	0.00	0.00	(1.00)	0.00	0.00	0.00	0.00	0.00	0.00	17.66	(1.00)
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(5.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(5.4%)	(105.4%)



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



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

	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	2,567,264	3,014,347	(71,121)	0	29,870	0	0	0	0	0	0	2,973,096	(41,251)
Staff Related Costs	48,148	115,918	833	0	(21,756)	0	0	0	0	0	0	94,995	(20,923)
Contract Services	1,440,202	1,423,276	(1,032)	0	(54,564)	0	(253,351)	0	0	0	0	1,114,329	(308,947)
Material	141,238	218,700	(477)	0	(71,787)	0	0	0	0	0	0	146,436	(72,264)
Transfers, Grants & Financial Charge	4,184,721	6,960,288	1,029,085	0	(291,172)	0	4,194,123	0	0	0	0	11,892,324	4,932,036
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	90,842	116,930	1,590	0	11,816	0	0	0	0	0	0	130,336	13,406
Other Internal Costs	326,228	363,171	0	0	50,650	0	0	0	0	0	0	413,821	50,650
Total Expenditures	8,798,643	12,212,630	958,878	0	(346,943)	0	3,940,772	0	0	0	0	16,765,337	4,552,707
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(2.8%)	0.0%	32.3%	0.0%	0.0%	0.0%	0.0%	37.3%	
Revenues by Type													
Federal	284,976	231,574	0	0	0	0	0	0	0	0	0	231,574	0
Provincial	7,792,187	10,846,189	1,077,498	0	(427,921)	0	3,940,772	0	0	0	0	15,436,538	4,590,349
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1,823	1,593	0	0	0	0	0	0	0	0	0	1,593	0
Total Revenue	8,078,986	11,079,356	1,077,498	0	(427,921)	0	3,940,772	0	0	0	0	15,669,705	4,590,349
Net Requirement	719,657	1,133,274	(118,620)	0	80,978	0	0	0	0	0	0	1,095,632	(37,642)
Percent of Prior Year Budget		100.0%	(10.5%)	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(3.3%)	
Full Time Equivalents (FTE's)	0.00	26.39	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.39	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
One Time Reversed <ul style="list-style-type: none">• Removal of Use of Reserve to Offset the Initiative in 2022	Growth <ul style="list-style-type: none">• N/A
Adjustments to Base <ul style="list-style-type: none">• N/A	Council Priorities <ul style="list-style-type: none">• N/A
Maintain Services <ul style="list-style-type: none">• 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.	Service Initiatives/Savings <ul style="list-style-type: none">• N/A
One Time Items <ul style="list-style-type: none">• Removal of 2021 One Time Project	Operating Impact of Capital Projects <ul style="list-style-type: none">• N/A
Provincially Legislated <ul style="list-style-type: none">• N/A	



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

	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	43,678	64,708	0	0	7,324	0	0	0	0	0	0	72,032	7,324
Staff Related Costs	199	0	1,000	0	0	0	0	0	0	0	0	1,000	1,000
Contract Services	29,178	29,792	(1,000)	0	(10,085)	(3,707)	0	0	0	0	0	15,000	(14,792)
Material	4,069	20,500	0	0	0	0	0	0	0	0	0	20,500	0
Transfers, Grants & Financial Charge	59,800	75,023	0	0	606	0	0	0	0	0	0	75,629	606
Transfer to Reserves	37,889	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	8,781	0	0	0	0	0	0	8,781	8,781
Total Expenditures	174,813	190,023	0	0	6,626	(3,707)	0	0	0	0	0	192,942	2,919
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.5%	(2.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	70,881	55,000	0	0	3,192	0	0	0	0	0	0	58,192	3,192
Transfers from Reserves	0	34,724	0	(30,000)	0	0	0	0	0	0	0	4,724	(30,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	26,695	5,276	0	0	0	0	0	0	0	0	0	5,276	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	97,576	95,000	0	(30,000)	3,192	0	0	0	0	0	0	68,192	(26,808)
Net Requirement	77,237	95,023	0	30,000	3,434	(3,707)	0	0	0	0	0	124,750	29,727
Percent of Prior Year Budget		100.0%	0.0%	31.6%	3.6%	(3.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	31.3%	
Full Time Equivalents (FTE's)	0.00	0.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.56	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- There has been a reallocation of CHPI Program and Strong Communities Rent Supplement to the new Homelessness Prevention Program (HPP) as announced by the province in 2022.
- There has been the removal of Social Services Relief Funds Four and Five which were a one-time related to pandemic relief.
- 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.

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.
- Assumption that the HPP funding for 2023/2024 will remain consistent with 2022/2023.

One Time Items

- Removal of cost of one time consulting services

Provincially Legislated

- A reduction of administration funding for HPP changed from 10% to 7.5% (2022/2023) to 5% (2023/2024 fiscal)

Growth

- N/A

Council Priorities

- Increased cost of delivering the Municipal Housing Allowance approved by committee in August 2022 and the associated staffing requirement.

Service Initiatives/Savings

- Increased cost of staffing to meet demands of providing supports to vulnerable tenants both new and existing in alignment with coordinated access for individuals on by-name list to housing placements.

Operating Impact of Capital Projects

- N/A



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

	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	719,682	786,788	131,420	0	18,395	0	0	0	125,812	125,812	0	1,188,227	401,439
Staff Related Costs	10,055	24,070	(2,100)	0	3,580	0	0	0	0	0	0	25,550	1,480
Contract Services	75,010	203,402	(69,067)	(45,000)	(66,435)	0	0	0	0	0	0	22,900	(180,502)
Material	183,503	464,261	2,255	(15,000)	(166,517)	112	0	0	0	0	0	285,111	(179,150)
Transfers, Grants & Financial Charge	3,168,714	2,800,570	49,917	(1,463,500)	37,822	0	94,655	0	141,083	0	0	1,660,547	(1,140,023)
Transfer to Reserves	48,406	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	19,614	30,883	(230)	0	12,694	0	0	0	0	0	0	43,347	12,464
Other Internal Costs	88,510	98,534	0	0	13,742	0	0	0	0	0	0	112,276	13,742
Total Expenditures	4,313,494	4,408,508	112,195	(1,523,500)	(146,719)	112	94,655	0	266,895	125,812	0	3,337,958	(1,070,550)
Percent of Expenditure Budget		100.0%	100.0%	(34.6%)	(3.3%)	0.0%	2.1%	0.0%	6.1%	2.9%	0.0%	(24.3%)	
Revenues by Type													
Federal	656,423	583,582	(49,683)	0	202,925	0	0	0	0	0	0	736,824	153,242
Provincial	2,892,052	2,524,440	1,750	(1,478,500)	120,740	0	98,395	0	0	0	0	1,266,825	(1,257,615)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	46,950	127,755	0	0	(127,755)	0	0	0	0	0	0	0	(127,755)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	23,985	25,000	0	0	0	0	0	0	0	0	0	25,000	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	9,200	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,628,610	3,260,777	(47,933)	(1,478,500)	195,910	0	98,395	0	0	0	0	2,028,649	(1,232,128)
Net Requirement	684,884	1,147,731	160,128	(45,000)	(342,629)	112	(3,740)	0	266,895	125,812	0	1,309,309	161,578
Percent of Prior Year Budget		100.0%	14.0%	(3.9%)	(29.9%)	0.0%	(0.3%)	0.0%	23.3%	11.0%	0.0%	14.1%	
Full Time Equivalents (FTE's)	0.00	7.16	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	9.16	2.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.0%	14.0%	0.0%	27.9%	(72.1%)



Operating Budget Highlights

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 in available provincial COCHI/OPHI funding for the housing corporation by \$164,671

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.

One Time Items

- N/A

Provincially Legislated

- Projected increase in tenant rent increases based on increased RTA inflationaryrate.

Growth

- N/A

Council Priorities

- N/A

Service Initiatives/Savings

- The net impact of the addition of 1 FTE painter rather than continuing contracted services of the same.
- The increase in one supervisory staff position to meet the demand of increased number of BCHC housing units and ensuring compliance of legislative and regulatory pieces of work connected to operating residential units.

Operating Impact of Capital Projects

- N/A



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

	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	1,318,847	1,392,881	58,291	0	103,461	0	0	0	0	245,842	0	1,800,475	407,594
Staff Related Costs	29,070	30,966	0	0	1,173	0	0	0	0	0	0	32,139	1,173
Contract Services	649,434	747,511	0	0	51,027	0	0	0	0	0	0	798,538	51,027
Material	2,510,959	2,503,372	178,240	0	61,724	0	0	0	0	(123,734)	0	2,619,602	116,230
Transfers, Grants & Financial Charge	1,507,338	1,291,322	0	0	(146,689)	0	0	0	0	0	0	1,144,633	(146,689)
Transfer to Reserves	(10,019)	38,700	0	0	34,834	0	0	0	0	0	0	73,534	34,834
Fleet Costs	46,120	56,604	0	0	0	0	0	0	0	0	0	56,604	0
Facility Costs	15,763	23,783	0	0	9,243	0	0	0	0	0	0	33,026	9,243
Other Internal Costs	183,326	204,086	0	0	28,464	0	0	0	0	0	0	232,550	28,464
Total Expenditures	6,250,838	6,289,225	236,531	0	143,237	0	0	0	0	122,108	0	6,791,101	501,876
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	8.0%	
Revenues by Type													
Federal	456,080	375,849	0	0	(83,653)	0	0	0	0	0	0	292,196	(83,653)
Provincial	15,295	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	32,189	55,373	0	0	(39,274)	0	0	0	0	0	0	16,099	(39,274)
Fees and Services	3,421,632	3,663,898	0	0	900	0	34,973	0	0	0	0	3,699,771	35,873
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	227,284	3,600	0	0	69,668	0	0	0	0	0	0	73,268	69,668
Total Revenue	4,152,480	4,098,720	0	0	(52,359)	0	34,973	0	0	0	0	4,081,334	(17,386)
Net Requirement	2,098,358	2,190,505	236,531	0	195,596	0	(34,973)	0	0	122,108	0	2,709,767	519,262
Percent of Prior Year Budget		100.0%	10.8%	0.0%	8.9%	0.0%	(1.6%)	0.0%	0.0%	5.6%	0.0%	23.7%	
Full Time Equivalents (FTE's)	0.00	14.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	16.83	2.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.5%	0.0%	13.5%	(86.5%)



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	6,688,191	6,556,582	7,300,931	7,858,905	557,974	8,084,815	8,318,144	8,559,171	8,808,214
Staff Related Costs	172,168	108,316	205,584	182,146	(23,438)	180,389	183,370	186,501	181,341
Contract Services	2,219,698	2,236,239	2,429,320	1,969,944	(459,376)	1,965,210	1,992,731	2,019,206	2,046,374
Material	3,020,303	2,907,776	3,331,496	3,195,504	(135,992)	3,396,756	3,562,469	3,754,829	3,978,881
Transfers, Grants & Financial Charge	12,365,231	12,492,713	16,485,675	20,130,466	3,644,791	20,208,701	22,824,903	23,123,681	23,273,434
Transfer to Reserves	0	76,276	38,700	73,534	34,834	73,534	73,534	73,534	73,534
Fleet Costs	58,604	46,120	56,604	56,604	0	76,987	80,814	84,847	89,097
Facility Costs	289,592	221,615	219,301	269,969	50,668	278,660	289,890	298,042	300,955
Other Internal Costs	841,096	841,096	922,584	1,060,038	137,454	1,256,862	1,239,719	1,247,757	1,270,851
Total Expenditures	25,654,883	25,486,733	30,990,195	34,797,110	3,806,915	35,521,914	38,565,574	39,347,568	40,022,681
Percent of Expenditure Budget				12.3%		2.1%	8.6%	2.0%	1.7%
Revenues by Type									
Federal	1,354,929	1,397,479	1,191,005	1,260,594	69,589	1,186,015	1,076,825	964,847	753,981
Provincial	15,200,252	15,639,073	20,079,651	23,174,550	3,094,899	23,311,983	25,747,102	26,039,739	26,340,191
Municipal	40,000	70,881	55,000	58,192	3,192	59,938	61,736	63,588	65,496
Transfers from Reserves	125,620	90,750	217,852	20,823	(197,029)	4,866	5,012	5,162	5,317
Fees and Services	3,634,722	3,421,632	3,663,898	3,699,771	35,873	3,735,717	3,772,022	3,808,690	3,845,725
Donations	30,276	50,680	30,276	30,276	0	30,434	30,597	30,765	30,938
Fines	0	0	0	0	0	0	0	0	0
Other	5,193	244,572	5,193	74,861	69,668	74,861	74,861	74,861	74,861
Total Revenue	20,390,992	20,915,067	25,242,875	28,319,067	3,076,192	28,403,814	30,768,155	30,987,652	31,116,509
Net Requirement	5,263,891	4,571,666	5,747,320	6,478,043	730,723	7,118,100	7,797,419	8,359,916	8,906,172
Percent of Prior Year Budget				12.7%		9.9%	9.5%	7.2%	6.5%
Full Time Equivalentents (FTEs)	67.04	0.00	67.60	70.60	3.00	70.60	70.60	70.60	70.60
Percent of Prior Year FTE				4.4%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	959	0	3,513	3,513	3,619	3,728	3,840	3,955
Contract Services	0	4,902	7,686	525	(7,161)	541	557	574	591
Material	0	1,244	11,033	17,595	6,562	18,238	18,870	19,501	20,154
Transfers, Grants & Financial Charge	0	0	37,962	36,537	(1,425)	36,537	36,537	36,537	36,537
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	(7,104)	(56,681)	(58,170)	(1,489)	(58,935)	(59,692)	(60,452)	(61,237)
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	1	0	0	0	0	0	0	0
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	0	1	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,959,316	1,907,111	2,042,207	1,825,075	(217,132)	1,877,625	1,931,725	1,987,606	2,045,338
Staff Related Costs	33,900	19,885	34,630	24,949	(9,681)	33,339	33,741	34,155	34,581
Contract Services	8,583	37,513	17,653	18,652	999	19,182	19,727	20,289	20,868
Material	110,860	66,763	113,630	106,260	(7,370)	132,287	133,866	135,499	137,185
Transfers, Grants & Financial Charge	5,320,510	3,572,140	5,320,510	5,320,796	286	5,320,840	5,320,885	5,320,931	5,320,979
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	117,454	102,500	104,386	121,430	17,044	127,830	133,423	138,090	139,185
Other Internal Costs	243,032	243,032	256,793	292,610	35,817	314,394	310,105	312,118	317,893
Total Expenditures	7,793,655	5,948,944	7,889,809	7,709,772	(180,037)	7,825,497	7,883,472	7,948,688	8,016,029
Percent of Expenditure Budget				(2.3%)		1.5%	0.7%	0.8%	0.8%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,709,022	4,939,539	6,709,022	6,471,187	(237,835)	6,391,903	6,115,665	6,115,665	6,115,665
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	11,611	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	6,265	0	0	0	0	0	0	0
Total Revenue	6,709,022	4,957,415	6,709,022	6,471,187	(237,835)	6,391,903	6,115,665	6,115,665	6,115,665
Net Requirement	1,084,633	991,529	1,180,787	1,238,585	57,798	1,433,594	1,767,807	1,833,023	1,900,364
Percent of Prior Year Budget				4.9%		15.7%	23.3%	3.7%	3.7%
Full Time Equivalentents (FTEs)	18.66	0.00	18.66	17.66	(1.00)	17.66	17.66	17.66	17.66
Percent of Prior Year FTE				(5.4%)		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,652,463	2,567,264	3,014,347	2,973,096	(41,251)	3,051,719	3,140,044	3,231,296	3,325,596
Staff Related Costs	93,202	48,148	115,918	94,995	(20,923)	91,995	91,995	91,995	91,995
Contract Services	1,408,274	1,440,202	1,423,276	1,114,329	(308,947)	1,111,761	1,111,761	1,109,761	1,107,461
Material	110,699	141,238	218,700	146,436	(72,264)	145,089	146,050	147,002	147,978
Transfers, Grants & Financial Charge	3,512,639	4,184,721	6,960,288	11,892,324	4,932,036	12,097,087	14,798,799	15,081,750	15,371,029
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	129,186	90,842	116,930	130,336	13,406	131,585	136,241	138,849	139,762
Other Internal Costs	326,228	326,228	363,171	413,821	50,650	469,810	463,403	466,405	475,039
Total Expenditures	8,232,691	8,798,643	12,212,630	16,765,337	4,552,707	17,099,046	19,888,293	20,267,058	20,658,860
Percent of Expenditure Budget				37.3%		2.0%	16.3%	1.9%	1.9%
Revenues by Type									
Federal	174,684	284,976	231,574	231,574	0	231,574	231,574	231,574	231,574
Provincial	6,950,714	7,792,187	10,846,189	15,436,538	4,590,349	15,653,255	18,364,612	18,657,249	18,957,701
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	1,593	1,823	1,593	1,593	0	1,593	1,593	1,593	1,593
Total Revenue	7,126,991	8,078,986	11,079,356	15,669,705	4,590,349	15,886,422	18,597,779	18,890,416	19,190,868
Net Requirement	1,105,700	719,657	1,133,274	1,095,632	(37,642)	1,212,624	1,290,514	1,376,642	1,467,992
Percent of Prior Year Budget				(3.3%)		10.7%	6.4%	6.7%	6.6%
Full Time Equivalentents (FTEs)	26.39	0.00	26.39	26.39	0.00	26.39	26.39	26.39	26.39
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	43,678	64,708	72,032	7,324	73,832	75,678	77,570	79,510
Staff Related Costs	0	199	0	1,000	1,000	1,030	1,061	1,093	1,126
Contract Services	0	29,178	29,792	15,000	(14,792)	15,450	15,914	16,391	16,883
Material	10,000	4,069	20,500	20,500	0	21,115	21,748	22,400	23,072
Transfers, Grants & Financial Charge	130,023	59,800	75,023	75,629	606	96,272	98,560	100,918	103,345
Transfer to Reserves	0	37,889	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	8,781	8,781	9,969	9,833	9,897	10,080
Total Expenditures	140,023	174,813	190,023	192,942	2,919	217,668	222,794	228,269	234,016
Percent of Expenditure Budget				1.5%		12.8%	2.4%	2.5%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	40,000	70,881	55,000	58,192	3,192	59,938	61,736	63,588	65,496
Transfers from Reserves	4,724	0	34,724	4,724	(30,000)	4,866	5,012	5,162	5,317
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	5,276	26,695	5,276	5,276	0	5,434	5,597	5,765	5,938
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	50,000	97,576	95,000	68,192	(26,808)	70,238	72,345	74,515	76,751
Net Requirement	90,023	77,237	95,023	124,750	29,727	147,430	150,449	153,754	157,265
Percent of Prior Year Budget				31.3%		18.2%	2.0%	2.2%	2.3%
Full Time Equivalentents (FTEs)	0.00	0.00	0.56	0.56	0.00	0.56	0.56	0.56	0.56
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	721,435	719,682	786,788	1,188,227	401,439	1,225,468	1,260,927	1,297,561	1,335,419
Staff Related Costs	14,100	10,055	24,070	25,550	1,480	16,339	16,734	17,140	9,110
Contract Services	95,118	75,010	203,402	22,900	(180,502)	23,455	24,027	24,615	25,222
Material	181,552	183,503	464,261	285,111	(179,150)	261,678	262,332	263,011	263,716
Transfers, Grants & Financial Charge	1,816,733	3,168,714	2,800,570	1,660,547	(1,140,023)	1,580,106	1,592,758	1,605,916	1,619,600
Transfer to Reserves	0	48,406	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	20,200	19,614	30,883	43,347	12,464	44,023	45,002	45,924	46,875
Other Internal Costs	88,510	88,510	98,534	112,276	13,742	163,072	160,847	161,890	164,887
Total Expenditures	2,937,648	4,313,494	4,408,508	3,337,958	(1,070,550)	3,314,141	3,362,627	3,416,057	3,464,829
Percent of Expenditure Budget				(24.3%)		(0.7%)	1.5%	1.6%	1.4%
Revenues by Type									
Federal	724,165	656,423	583,582	736,824	153,242	706,189	650,419	538,441	327,575
Provincial	1,540,516	2,892,052	2,524,440	1,266,825	(1,257,615)	1,266,825	1,266,825	1,266,825	1,266,825
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	85,000	46,950	127,755	0	(127,755)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	25,000	23,985	25,000	25,000	0	25,000	25,000	25,000	25,000
Fines	0	0	0	0	0	0	0	0	0
Other	0	9,200	0	0	0	0	0	0	0
Total Revenue	2,374,681	3,628,610	3,260,777	2,028,649	(1,232,128)	1,998,014	1,942,244	1,830,266	1,619,400
Net Requirement	562,967	684,884	1,147,731	1,309,309	161,578	1,316,127	1,420,383	1,585,791	1,845,429
Percent of Prior Year Budget				14.1%		0.5%	7.9%	11.6%	16.4%
Full Time Equivalentents (FTEs)	7.16	0.00	7.16	9.16	2.00	9.16	9.16	9.16	9.16
Percent of Prior Year FTE				27.9%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,354,977	1,318,847	1,392,881	1,800,475	407,594	1,856,171	1,909,770	1,965,138	2,022,351
Staff Related Costs	30,966	29,070	30,966	32,139	1,173	34,067	36,111	38,278	40,574
Contract Services	707,723	649,434	747,511	798,538	51,027	794,821	820,745	847,576	875,349
Material	2,607,192	2,510,959	2,503,372	2,619,602	116,230	2,818,349	2,979,603	3,167,416	3,386,776
Transfers, Grants & Financial Charge	1,585,326	1,507,338	1,291,322	1,144,633	(146,689)	1,077,859	977,364	977,629	821,944
Transfer to Reserves	0	(10,019)	38,700	73,534	34,834	73,534	73,534	73,534	73,534
Fleet Costs	58,604	46,120	56,604	56,604	0	76,987	80,814	84,847	89,097
Facility Costs	22,752	15,763	23,783	33,026	9,243	34,157	34,916	35,631	36,370
Other Internal Costs	183,326	183,326	204,086	232,550	28,464	299,617	295,531	297,447	302,952
Total Expenditures	6,550,866	6,250,838	6,289,225	6,791,101	501,876	7,065,562	7,208,388	7,487,496	7,648,947
Percent of Expenditure Budget				8.0%		4.0%	2.0%	3.9%	2.2%
Revenues by Type									
Federal	456,080	456,080	375,849	292,196	(83,653)	248,252	194,832	194,832	194,832
Provincial	0	15,295	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	35,896	32,189	55,373	16,099	(39,274)	0	0	0	0
Fees and Services	3,634,722	3,421,632	3,663,898	3,699,771	35,873	3,735,717	3,772,022	3,808,690	3,845,725
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	3,600	227,284	3,600	73,268	69,668	73,268	73,268	73,268	73,268
Total Revenue	4,130,298	4,152,480	4,098,720	4,081,334	(17,386)	4,057,237	4,040,122	4,076,790	4,113,825
Net Requirement	2,420,568	2,098,358	2,190,505	2,709,767	519,262	3,008,325	3,168,266	3,410,706	3,535,122
Percent of Prior Year Budget				23.7%		11.0%	5.3%	7.7%	3.6%
Full Time Equivalentents (FTEs)	14.83	0.00	14.83	16.83	2.00	16.83	16.83	16.83	16.83
Percent of Prior Year FTE				13.5%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	8,955	10,000	10,000	0	10,000	10,000	10,000	10,000
Technology & Communications	1,132	0	0	0	0	0	0	0
Vehicles & Machinery	100,441	0	31,600	31,600	0	0	0	0
Furniture & Fixtures	6,789	0	0	0	0	0	0	0
Building - Structure	2,771,183	50,000	583,000	533,000	8,560,192	7,212,500	90,000	90,000
Building - Site Elements	165,494	585,120	0	(585,120)	0	129,884	0	172,992
Building - Exterior Components	92,201	773,024	1,147,876	374,852	812,158	770,109	507,568	833,200
Building - Interior Components	818,794	692,334	470,000	(222,334)	740,573	413,960	850,626	1,035,564
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	197,125	394,438	558,000	163,562	611,096	631,448	1,048,664	590,744
Building - Fire & Life Safety	14,142	17,500	47,500	30,000	37,852	122,211	17,500	17,500
Building - Elevator	0	0	0	0	25,440	356,160	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	4,176,256	2,522,416	2,847,976	325,560	10,797,311	9,646,272	2,524,358	2,750,000
Transfer to Reserves	2,548,099	2,624,020	2,777,203	153,183	2,857,715	2,940,627	3,026,009	3,113,935
Total Expenditure	6,724,355	5,146,436	5,625,179	478,743	13,655,026	12,586,899	5,550,367	5,863,935
% of Prior Expenditure			9.3%		142.7%	(7.8%)	(55.9%)	5.6%
Revenues by Type								
Federal	107,387	122,001	0	(122,001)	0	0	0	0
Provincial	109,934	122,001	0	(122,001)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	1,472,705	2,278,414	2,847,976	569,562	2,627,311	2,523,772	2,524,358	2,750,000
Donations	0	0	0	0	0	0	0	0
Other	2,341,900	0	0	0	0	0	0	0
Debt	2,749	0	0	0	8,170,000	7,122,500	0	0
Total Revenue	4,034,675	2,522,416	2,847,976	325,560	10,797,311	9,646,272	2,524,358	2,750,000
Net Requirement	2,689,680	2,624,020	2,777,203	153,183	2,857,715	2,940,627	3,026,009	3,113,935
% of Prior Net Requirement			5.8%		2.9%	2.9%	2.9%	2.9%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,132	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	616	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	1,748	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	1,748	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	1,214	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	1,214	0	0	0	0	0	0	0
Net Requirement	534	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	847	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	20,622	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	21,469	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	21,469	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	21,468	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	21,468	0	0	0	0	0	0	0
Net Requirement	1	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	2,055	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	2,055	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	2,055	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	90,621	0	0	0	0	0	0	0
Provincial	87,252	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	2,055	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	179,928	0	0	0	0	0	0	0
Net Requirement	(177,873)	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	8,955	10,000	10,000	0	10,000	10,000	10,000	10,000
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	100,441	0	31,600	31,600	0	0	0	0
Furniture & Fixtures	3,271	0	0	0	0	0	0	0
Building - Structure	2,771,183	50,000	583,000	533,000	8,560,192	7,212,500	90,000	90,000
Building - Site Elements	165,494	585,120	0	(585,120)	0	129,884	0	172,992
Building - Exterior Components	92,201	773,024	1,147,876	374,852	812,158	770,109	507,568	833,200
Building - Interior Components	798,172	692,334	470,000	(222,334)	740,573	413,960	850,626	1,035,564
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	197,125	394,438	558,000	163,562	611,096	631,448	1,048,664	590,744
Building - Fire & Life Safety	14,142	17,500	47,500	30,000	37,852	122,211	17,500	17,500
Building - Elevator	0	0	0	0	25,440	356,160	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	4,150,984	2,522,416	2,847,976	325,560	10,797,311	9,646,272	2,524,358	2,750,000
Transfer to Reserves	2,548,099	2,624,020	2,777,203	153,183	2,857,715	2,940,627	3,026,009	3,113,935
Total Expenditure	6,699,083	5,146,436	5,625,179	478,743	13,655,026	12,586,899	5,550,367	5,863,935
% of Prior Expenditure			9.3%		142.7%	(7.8%)	(55.9%)	5.6%
Revenues by Type								
Federal	16,766	122,001	0	(122,001)	0	0	0	0
Provincial	0	122,001	0	(122,001)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	1,470,650	2,278,414	2,847,976	569,562	2,627,311	2,523,772	2,524,358	2,750,000
Donations	0	0	0	0	0	0	0	0
Other	2,341,900	0	0	0	0	0	0	0
Debt	2,749	0	0	0	8,170,000	7,122,500	0	0
Total Revenue	3,832,065	2,522,416	2,847,976	325,560	10,797,311	9,646,272	2,524,358	2,750,000
Net Requirement	2,867,018	2,624,020	2,777,203	153,183	2,857,715	2,940,627	3,026,009	3,113,935
% of Prior Net Requirement			5.8%		2.9%	2.9%	2.9%	2.9%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
HS Human Services				
Capital Projects				
HS-2020-016 5006 - Windows, Doors & Mansard Replacement	1,127,876	0	1,127,876	0
HS-2021-017 5008 - Life Safety Upgrades	30,000	0	30,000	0
HS-2022-033 5010 - Structural Building Repairs	280,000	0	280,000	0
HS-2022-035 5025 - Unit Kitchen Replacement	285,000	0	285,000	0
HS-2023-001 Unforeseen Capital One Off	295,500	0	295,500	0
HS-2023-031 Transfer From Reserve	0	(2,523,376)	(2,523,376)	0
HS-2023-039 Future New BCHC Build	293,000	(293,000)	0	0
HS-2023-040 5027 - MUA Unit & DHW Replacement	450,000	0	450,000	0
HS-2023-041 Electrical Infrastructure Repairs	30,000	0	30,000	0
HS-2023-042 Balcony Inspections & Repairs	10,000	0	10,000	0
HS-2023-043 Common Area Lighting Upgrades	15,000	0	15,000	0
HS-2023-044 BCHC Leased Vehicle Buyout	31,600	(31,600)	0	0
HS-2023-R01 Transfer To Reserve	2,777,203	0	2,777,203	0
Net Cost of Capital Projects	5,625,179	(2,847,976)	2,777,203	0
Total Human Services	5,625,179	(2,847,976)	2,777,203	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
HS Human Services															
Capital Projects															
HS-2020-016 5006 - Windows, Doors & Mansard Repl	1,127,876	0	1,127,876	0	0	0	0	0	0	0	0	0	0	0	0
HS-2021-017 5008 - Life Safety Upgrades	30,000	0	30,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2021-018 5008 - Parking Lot & Site Improvement	0	0	0	0	0	0	0	0	0	0	0	0	172,992	0	172,992
HS-2021-020 5009 - Parking Lot & Site Improvement	0	0	0	0	0	0	129,884	0	129,884	0	0	0	0	0	0
HS-2021-027 5020 - Windows & Doors Replacement	0	0	0	742,158	0	742,158	0	0	0	0	0	0	0	0	0
HS-2021-031 5024 - Windows & Doors Replacement	0	0	0	0	0	0	669,581	0	669,581	0	0	0	0	0	0
HS-2022-031 5006 - Full Service Elevator Upgrades	0	0	0	300,192	0	300,192	0	0	0	0	0	0	0	0	0
HS-2022-033 5010 - Structural Building Repairs	280,000	0	280,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2022-034 5024 - Unit Kitchen Replacement	0	0	0	535,221	0	535,221	0	0	0	0	0	0	0	0	0
HS-2022-035 5025 - Unit Kitchen Replacement	285,000	0	285,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-001 Unforeseen Capital One Off	295,500	0	295,500	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-031 Transfer From Reserve	0	(2,523,376)	(2,523,376)	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-039 Future New BCHC Build	293,000	(293,000)	0	8,170,000	(8,170,000)	0	7,122,500	(7,122,500)	0	0	0	0	0	0	0
HS-2023-040 5027 - MUA Unit & DHW Replacement	450,000	0	450,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-041 Electrical Infrastructure Repairs	30,000	0	30,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-042 Balcony Inspections & Repairs	10,000	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-043 Common Area Lighting Upgrades	15,000	0	15,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-044 BCHC Leased Vehicle Buyout	31,600	(31,600)	0	0	0	0	0	0	0	0	0	0	0	0	0
HS-2023-R01 Transfer To Reserve	2,777,203	0	2,777,203	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-001 Unforeseen Capital One Off	0	0	0	295,500	0	295,500	0	0	0	0	0	0	0	0	0
HS-2024-023 Transfer From Reserve	0	0	0	0	(2,627,311)	(2,627,311)	0	0	0	0	0	0	0	0	0
HS-2024-027 5024 - MUA Unit & DHW Replacement	0	0	0	20,352	0	20,352	447,744	0	447,744	0	0	0	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
HS-2024-032 5020 - Full Service Elevator Upgrades	0	0	0	25,440	0	25,440	356,160	0	356,160	0	0	0	0	0	0
HS-2024-035 5028 - Life Safety Upgrades	0	0	0	20,352	0	20,352	104,711	0	104,711	0	0	0	0	0	0
HS-2024-036 Electrical Infrastructure Repairs	0	0	0	30,000	0	30,000	0	0	0	0	0	0	0	0	0
HS-2024-037 Balcony Inspections & Repairs	0	0	0	90,000	0	90,000	0	0	0	0	0	0	0	0	0
HS-2024-038 Exterior Lighting Upgrades	0	0	0	25,000	0	25,000	0	0	0	0	0	0	0	0	0
HS-2024-039 Common Area Lighting Upgrades	0	0	0	25,000	0	25,000	0	0	0	0	0	0	0	0	0
HS-2024-040 Exterior Sealant Replacement	0	0	0	50,000	0	50,000	0	0	0	0	0	0	0	0	0
HS-2024-041 5027 - Common Area Flooring Replacer	0	0	0	20,352	0	20,352	183,168	0	183,168	0	0	0	0	0	0
HS-2024-042 5028 - MUA Unit & DHW Replacement	0	0	0	447,744	0	447,744	0	0	0	0	0	0	0	0	0
HS-2024-R01 Transfer To Reserve	0	0	0	2,857,715	0	2,857,715	0	0	0	0	0	0	0	0	0
HS-2025-001 Unforeseen Capital One Off	0	0	0	0	0	0	295,500	0	295,500	0	0	0	0	0	0
HS-2025-016 Transfer From Reserve	0	0	0	0	0	0	0	(2,523,772)	(2,523,772)	0	0	0	0	0	0
HS-2025-034 Electrical Infrastructure Repairs	0	0	0	0	0	0	30,000	0	30,000	0	0	0	0	0	0
HS-2025-035 Balcony Inspections & Repairs	0	0	0	0	0	0	90,000	0	90,000	0	0	0	0	0	0
HS-2025-036 Exterior Lighting Upgrades	0	0	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0
HS-2025-037 Common Area Lighting Upgrades	0	0	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0
HS-2025-038 Exterior Sealant Replacement	0	0	0	0	0	0	50,000	0	50,000	0	0	0	0	0	0
HS-2025-039 5010 - Windows & Doors Replacement	0	0	0	0	0	0	15,264	0	15,264	228,960	0	228,960	0	0	0
HS-2025-040 5020 - Common Area Flooring Replacer	0	0	0	0	0	0	25,440	0	25,440	446,842	0	446,842	0	0	0
HS-2025-041 5028 - Common Area Flooring Replacer	0	0	0	0	0	0	20,352	0	20,352	167,904	0	167,904	0	0	0
HS-2025-042 5013 - Windows & Doors Replacement	0	0	0	0	0	0	15,264	0	15,264	157,728	0	157,728	0	0	0
HS-2025-043 5015 - MUA Unit & DHW Replacement	0	0	0	0	0	0	20,352	0	20,352	442,656	0	442,656	0	0	0
HS-2025-044 5025 - MUA Unit & DHW Replacement	0	0	0	0	0	0	20,352	0	20,352	442,656	0	442,656	0	0	0
HS-2025-R01 Transfer To Reserve	0	0	0	0	0	0	2,940,627	0	2,940,627	0	0	0	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
HS-2026-013 Unforeseen Capital One Off	0	0	0	0	0	0	0	0	0	295,500	0	295,500	0	0	0
HS-2026-023 Transfer From Reserve	0	0	0	0	0	0	0	0	0	0	(2,524,358)	(2,524,358)	0	0	0
HS-2026-024 Electrical Infrastructure Repairs	0	0	0	0	0	0	0	0	0	30,000	0	30,000	0	0	0
HS-2026-025 Balcony Inspections & Repairs	0	0	0	0	0	0	0	0	0	90,000	0	90,000	0	0	0
HS-2026-026 Exterior Lighting Upgrades	0	0	0	0	0	0	0	0	0	25,000	0	25,000	0	0	0
HS-2026-027 Common Area Lighting Upgrades	0	0	0	0	0	0	0	0	0	25,000	0	25,000	0	0	0
HS-2026-028 Exterior Sealant Replacement	0	0	0	0	0	0	0	0	0	50,000	0	50,000	0	0	0
HS-2026-029 5027 - Windows & Doors Replacement	0	0	0	0	0	0	0	0	0	25,440	0	25,440	330,720	0	330,720
HS-2026-030 5031 - Unit Kitchen Replacement	0	0	0	0	0	0	0	0	0	25,440	0	25,440	508,800	0	508,800
hs-2026-031 5006 - Common Area Flooring Replacer	0	0	0	0	0	0	0	0	0	25,440	0	25,440	341,764	0	341,764
HS-2026-032 5007 - Windows & Doors Replacement	0	0	0	0	0	0	0	0	0	25,440	0	25,440	381,600	0	381,600
HS-2026-033 5026 - MUA Unit & DHW Replacement	0	0	0	0	0	0	0	0	0	20,352	0	20,352	447,744	0	447,744
HS-2026-R01 2025 Transfer To Reserve	0	0	0	0	0	0	0	0	0	3,026,009	0	3,026,009	0	0	0
HS-2027-001 Transfer From Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,750,000)	(2,750,000)
HS-2027-002 Unforeseen Capital One Off	0	0	0	0	0	0	0	0	0	0	0	0	295,500	0	295,500
HS-2027-003 Electrical Infrastructure Repairs	0	0	0	0	0	0	0	0	0	0	0	0	30,000	0	30,000
HS-2027-004 Balcony Inspections & Repairs	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	90,000
HS-2027-005 Exterior Lighting Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2027-006 Common Area Lighting Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2027-007 Exterior Sealant Replacement	0	0	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000
HS-2027-008 5003 - Windows & Doors Replacement	0	0	0	0	0	0	0	0	0	0	0	0	25,440	0	25,440
HS-2027-009 5026 - Windows & Doors Replacement	0	0	0	0	0	0	0	0	0	0	0	0	25,440	0	25,440
HS-2027-R01 Transfer To Reserve	0	0	0	0	0	0	0	0	0	0	0	0	3,113,935	0	3,113,935
Net Cost of Capital Projects	5,625,179	(2,847,976)	2,777,203	13,655,026	(10,797,311)	2,857,715	12,586,899	(9,646,272)	2,940,627	5,550,367	(2,524,358)	3,026,009	5,863,935	(2,750,000)	3,113,935



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
Total Human Services	5,625,179	(2,847,976)	2,777,203	13,655,026	(10,797,311)	2,857,715	12,586,899	(9,646,272)	2,940,627	5,550,367	(2,524,358)	3,026,009	5,863,935	(2,750,000)	3,113,935

2022 closing	Transfers From	Transfers To	Interest	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Human Services				Human Services				
\$ 1,845.46				Computer Software Social Housing	\$1,845.46	640-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 9,833.39				Computer Hardware Social Housing	\$9,833.39	640-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
\$ 7,663.10				Computer Hardware	\$7,663.10	611-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Facility Reserves				
				Human Services				
\$ 3,555,804.78	(\$2,554,976.00)	\$ 2,777,203.00		Social Housing Buildings	\$3,778,031.78	640-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.
\$ 16,099.00	(\$16,099.00)			Social Housing Debentures	\$0.00	640-1120-PROJ	Funded from the Sale of Social Housing Units. Funding equated the balance of the Debentures owing at the time of sale.	Used to fund current years debenture costs for social housing units sold previously.
				Operating Surplus Reserves				
Human Services				Human Services				
\$ 14,324.94				Social Assistance Operating Surplus	\$14,324.94	611-1110-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
\$ 17,980.52				Child Activity Assistance Program Operating Surplus	\$17,980.52	612-1110-OPSR	Transfer of Year end Surplus for Child Activity Assistance Program	Used to offset future years budgets as deemed by council.
\$ 134,597.92				CC Health and Safety Surplus	\$134,597.92	612-1110-OPSR	Transfer of Year end Surplus. Attributed to surplus of county contribution, additional funding received and as a result of year end TPAR reporting	Used to offset future years budgets as deemed by council.
\$ 452,598.16				Non Profit Housing Providers Subsidy Surplus	\$452,598.16	640-1110-SHNP	Transfer of Year end variance between budgeted Non Profit Subsidy and actual.	Used to offset future years budget fluctuations in Non Profit Subsidies as deemed by council.
				Donation Reserves				
				Human Services				
\$ 55,745.25	(\$4,724.00)			Dorell Young (Stipulations Attached)	\$51,021.25	611-1110-YOUN	Donations made through individuals or corporations in memory of a former employee. As part of year end process donations received over the budget are transferred to the reserve.	For the purpose of purchasing Christmas gifts for underprivledged children that are members of households receiving servies of the department

2022 closing	Transfers From	Transfers To	Interest	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
				Human Services				
\$ 6,649.29				Community Participation	\$6,649.29	611-1110-SSCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to Strategic Community Initiatives as deemed appropriate by Director and Council.
\$ 481.02				Best Start Childcare Reserve (Stipulations Apply)	\$481.02	612-1110-BEST	Year End unspent. Provincially funded program earmarked for Best Start.	Specific undertakings related to Childcare Initiatives as deemed appropriate by Director and Council.
\$ 72,828.92				Affordable Housing Program- New Home Owners Program (Stipulations Apply)	\$72,828.92	640-1110-SAHP	Funds received by the province for new home ownership subsidy. Annual Year End transfer for revolving funds earmarked for this purpose.	Revolving fund for the purpose of New Home Ownership. Funds must be used for the purpose of new home ownership.
\$ 127,017.88				Affordable Housing Program- Home Repair revolving (Stipulations Apply)	\$127,017.88	640-1110-SIHR	Funds received by the province for Home Repair subsidy. Annual Year End transfer for revolving funds earmarked for this purpose.	Revolving fund for the purpose of Home Repair Funding. Funds must be used for the purpose of Home repairs
\$ 15,002.77				Social Housing Replacement Reserve (Stipulations Apply)	\$15,002.77	640-1110-SHRR	Transfer from SH building reserve	CMHC loan requirement for 4% of 529 Gary St Effective Gross Income to be maintained in the Replacement Reserve Account
\$ 1,823,645.19	(\$382,303.00)	\$ 73,534.00		Affordable Housing Program - Creation of New Units	\$1,514,876.19	640-1120-SHSM	Annual operating budget transfer	Specific undertakings related to creating new unit affordable housing options as deemed appropriate by Director and Council.
\$ 4,718.50				SH SM Projects	\$4,718.50	640-1110-PROJ	yearend unspent funds for this project	Funds for SH SM projects
\$ 38,746.79				AHP and IAHP - Administration Funding	\$38,746.79	640-1110-SHRP	Transfer of monies received from the Province for the administration costs associated with administering the AHP and IAHP Program	Funds provided to encourage and enable planning and pre-development activities related to the AHP and IAHP. Including the administration costs related to the programs.

\$ 6,355,582.88 (\$2,958,102.00) \$ 2,850,737.00 \$ -

\$6,248,217.88

2023 - 2027 Budget
and Forecast



Be an explorer.

Long-Term Care & Senior Services Budget Reference

2023 Bruce County Business Plan

Department: Long Term Care

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual (Q2)	2023 Budget/ Target	2023 Q1	2023 Q2	2023 Q3	2023 Q4
How many municipal bed days are available?	BLH	52,560	52,560	52,560	52,560	52,560	52,560				
	GWH	36,500	36,500	36,500	36,500	36,500	36,500				
Occupancy rates based on 144 beds	BLH	93.60%	90.15	99%	96.76	97.69	98.23 %				
Occupancy rates based on 100 beds	GWH	99.13%	98.86%	96.6%	99%	97.69	93 %				

2023 Bruce County Business Plan

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual (Q2)	2023 Budget/ Target	2023 Q1	2023 Q2	2023 Q3	2023 Q4
How much does it cost on average to provide one long-term care bed in LTC in Bruce County per day (County res/day Contribution)	combined	220.22 (\$29.03)	225.95 (\$30.15)	\$271.62 (\$73.60)	\$318.09 (\$77.15)	\$ 380.07 (\$99.33)	\$ 379.40 (\$124.61)				
** New Indicator** I would recommend this home to others	NA	NA	NA	NA	NA	NA	95 %				

2023 Bruce County Business Plan

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

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2020 Provincial Average	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Residents who fell	BLH	15.3%	19.0%	18.3%	12.00%	26.2%	16.5%				
	GWH	18.9%	19.1%	20.1%	10.7%	15.7 %					
Residents with worsened pressure ulcer	BLH	6.9%	5.1%	2.4%	6.0 %	1.7%	2.5%				
	GWH	5.2%	3.3%	3.2%	11.9%	1.2%					
Residents who were physically restrained	BLH	11.1%	6.4%	7.0%	4.1%	0.8%	3.3%				
	GWH	2.0%	8.6%	7.8%	8.3%	11.2 %					
Residents not living with psychosis given antipsychotic medication	BLH	17.1%	19.6%	29.1%	29.3%	28.6%	18.3%				
	GWH	19.0%	12.5%	11.5%	14.9%	19.8%					

2023 Bruce County Business Plan

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2020 Provincial Average	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Residents experiencing pain	BLH	16.5%	12.5%	11.5%	0.0 %	0.8%	5.0%				
	GWH	3.5%	2.9%	0.8%	17.9%	10.1%					
Residents with worsened symptoms of depression	BLH	5.8%	16.6%	18.8%	31.1%	27.5%	22.4%				
	GWH	28.9%	26.4%	34.7%	20.5%	24.4%					

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Building Operational Capacity	\$400,000			
2. Scheduling Services Design	<p>\$ 50,000 for discovery phase with consultant.</p> <p>Possible funding sources from Municipal Modernization Fund.</p>			
3. Leadership/Culture Development	To be managed within existing operational budget and provincial funding			

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Building Operational Capacity Owner: Director of Long-Term Care and Senior Service and Director of Human Resources	Change in Long Term Care and Senior Services organization structure to include Business Manager, Clinical Support, and additional nurse leaders at home level. Recruitment to occur in Q 1 and position to be implemented in Q 2.	\$ 400,000	Building a departmental structure to further improved programs and services, efficiencies/coordination, and operations.	
2. Scheduling Service Design Owner: Director of Long-Term Care and Senior Services, Business Manager, Administrator's and Director of Nursing	A review to determine how to schedule and schedule planning that provides improvement such as more time to the front line, reducing agency cost, improving retention/recruitment, and providing high quality care to the residents.	\$ 50,000 for discovery phase with consultant. Possible funding sources from Municipal Modernization Fund.	Design a scheduling service department which has standardized business process, schedules that optimization workforce and support recruitment/retention.	
3. Leadership and Culture Development Owner: Director of Long-Term Care and Senior Services, Administrator and Director of Nursing.	Continue moving forward the Leadership and Culture development at the homes by; <ul style="list-style-type: none"> • Leadership Development Opportunity - With managers and front-line supervisors. • LTC & Senior Services Departmental Integration- to support regulatory compliance while building capacity across the department. LTC Homes are engaged, participate, and contribute to the broader Corporate Structure.	To be managed with in current operational budgets/provincial funding	Strong leadership that influences and build organizational culture that puts "Resident's First... Every day... Every way"	

2023 Bruce County Business Plan

2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Technology Advancement	1. Internet upgrade at Gateway Haven	\$ 150,000	1. Gateway Haven will have stable/strong internet connection thru out the home.	Levy
	2. Replace hardware for Point of Care charting.	\$ 122,000	2. Staff will have mobile devises which will increase staff time at resident bedside.	

2023 Bruce County Business Plan

Key Performance Indicators Index:

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

2023 Bruce County Business Plan

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



Major Initiatives and Department Focus	
<ul style="list-style-type: none">• Change in Long Term Care and Senior Services organization structure to include Clinical Support, and additional nurse leaders at home level. Clinical Support position is partial offset for 2023 from one time provincial funding.• Additional positions in 2024 -2027 to continue to the work towards building a strong structure across the department.• Department continues to utilize provincial funding and one time funding to offset expenses/programs where appropriate.	



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

	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	22,517,447	22,190,434	(108,607)	0	1,916,376	0	0	0	0	263,930	0	24,262,133	2,071,699
Staff Related Costs	41,110	85,837	0	0	(2,126)	0	0	0	0	0	0	83,711	(2,126)
Contract Services	1,646,476	1,769,448	2,500	0	(946,146)	35,000	0	0	0	0	0	860,802	(908,646)
Material	3,627,843	2,116,311	14,151	0	851,316	3,800	0	0	0	0	0	2,985,578	869,267
Transfers, Grants & Financial Charge	0	113,430	0	0	2,531	0	0	0	0	0	0	115,961	2,531
Transfer to Reserves	819,381	161,125	0	0	321,102	0	0	0	0	0	0	482,227	321,102
Fleet Costs	1,634	1,020	0	0	20	0	0	0	0	0	0	1,040	20
Facility Costs	788,740	753,201	15,000	0	53,017	0	0	0	0	0	0	821,218	68,017
Other Internal Costs	2,798,587	3,129,267	0	0	1,047,217	0	0	0	0	0	0	4,176,484	1,047,217
Total Expenditures	32,241,218	30,320,073	(76,956)	0	3,243,307	38,800	0	0	0	263,930	0	33,789,154	3,469,081
Percent of Expenditure Budget		100.0%	100.0%	0.0%	10.7%	0.1%	0.0%	0.0%	0.0%	0.9%	0.0%	11.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	17,022,161	14,527,912	0	0	1,535,297	0	0	0	0	0	0	16,063,209	1,535,297
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	250,000	99,456	0	0	(99,456)	0	0	0	0	0	0	0	(99,456)
Fees and Services	5,763,036	6,309,595	0	0	265,081	0	0	0	0	0	0	6,574,676	265,081
Donations	11,235	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	37,675	42,914	0	0	3,530	0	0	0	0	0	0	46,444	3,530
Total Revenue	23,084,107	20,987,377	0	0	1,704,452	0	0	0	0	0	0	22,691,829	1,704,452
Net Requirement	9,157,111	9,332,696	(76,956)	0	1,538,855	38,800	0	0	0	263,930	0	11,097,325	1,764,629
Percent of Prior Year Budget		100.0%	(0.8%)	0.0%	16.5%	0.4%	0.0%	0.0%	0.0%	2.8%	0.0%	18.9%	
Full Time Equivalents (FTE's)	0.00	266.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	269.34	3.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	1.1%	(98.9%)



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

	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	0	52,416	0	0	16,281	0	0	0	0	0	0	68,697	16,281
Staff Related Costs	0	1,000	0	0	(1,000)	0	0	0	0	0	0	0	(1,000)
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	500	0	0	0	0	0	0	0	0	0	500	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	7,217	0	0	1,213	0	0	0	0	0	0	8,430	1,213
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	0	61,133	0	0	16,494	0	0	0	0	0	0	77,627	16,494
Percent of Expenditure Budget		100.0%	100.0%	0.0%	27.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	61,133	0	0	16,494	0	0	0	0	0	0	77,627	16,494
Percent of Prior Year Budget		100.0%	0.0%	0.0%	27.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.0%	
Full Time Equivalents (FTE's)	0.00	0.40	0.00	0.00	0.60	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.60
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	150.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	150.0%	50.0%



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

	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	13,006,476	12,450,569	0	0	1,210,668	0	0	0	0	131,770	0	13,793,007	1,342,438
Staff Related Costs	15,939	35,810	0	0	3,257	0	0	0	0	0	0	39,067	3,257
Contract Services	848,187	1,152,244	0	0	(634,931)	0	0	0	0	0	0	517,313	(634,931)
Material	2,443,877	1,235,623	(15,000)	0	770,663	3,800	0	0	0	0	0	1,995,086	759,463
Transfers, Grants & Financial Charge	0	56,830	0	0	1,267	0	0	0	0	0	0	58,097	1,267
Transfer to Reserves	435,979	98,164	0	0	226,660	0	0	0	0	0	0	324,824	226,660
Fleet Costs	1,634	1,020	0	0	20	0	0	0	0	0	0	1,040	20
Facility Costs	374,381	376,890	15,000	0	26,000	0	0	0	0	0	0	417,890	41,000
Other Internal Costs	1,596,403	1,777,182	0	0	605,863	0	0	0	0	0	0	2,383,045	605,863
Total Expenditures	18,722,876	17,184,332	0	0	2,209,467	3,800	0	0	0	131,770	0	19,529,369	2,345,037
Percent of Expenditure Budget		100.0%	100.0%	0.0%	12.9%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	13.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	10,108,786	8,558,901	0	0	1,265,014	0	0	0	0	0	0	9,823,915	1,265,014
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	150,000	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	3,447,681	3,768,127	0	0	70,306	0	0	0	0	0	0	3,838,433	70,306
Donations	7,825	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1,901	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Total Revenue	13,716,193	12,336,728	0	0	1,335,320	0	0	0	0	0	0	13,672,048	1,335,320
Net Requirement	5,006,683	4,847,604	0	0	874,147	3,800	0	0	0	131,770	0	5,857,321	1,009,717
Percent of Prior Year Budget		100.0%	0.0%	0.0%	18.0%	0.1%	0.0%	0.0%	0.0%	2.7%	0.0%	20.8%	
Full Time Equivalents (FTE's)	0.00	151.77	0.00	0.00	(0.25)	0.00	0.00	0.00	0.00	0.00	1.60	153.12	1.35
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(0.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.9%	(99.1%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• 1 % increase to funding/revenue•	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Addition to legal budget of \$5,000• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	518,370	611,357	0	0	(25,658)	0	0	0	0	0	0	585,699	(25,658)
Staff Related Costs	8,213	6,500	0	0	(2,880)	0	0	0	0	0	0	3,620	(2,880)
Contract Services	169,454	88,521	0	0	(6,159)	0	0	0	0	0	0	82,362	(6,159)
Material	176,633	162,918	0	0	(89,073)	0	0	0	0	0	0	73,845	(89,073)
Transfers, Grants & Financial Charge	0	56,830	0	0	1,267	0	0	0	0	0	0	58,097	1,267
Transfer to Reserves	150,000	90,664	0	0	226,660	0	0	0	0	0	0	317,324	226,660
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,596,403	1,777,182	0	0	605,863	0	0	0	0	0	0	2,383,045	605,863
Total Expenditures	2,619,073	2,793,972	0	0	710,020	0	0	0	0	0	0	3,503,992	710,020
Percent of Expenditure Budget		100.0%	100.0%	0.0%	25.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	6,832,232	6,711,725	0	0	590,215	0	0	0	0	0	0	7,301,940	590,215
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	3,447,681	3,768,127	0	0	70,306	0	0	0	0	0	0	3,838,433	70,306
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	87	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	10,280,000	10,479,852	0	0	660,521	0	0	0	0	0	0	11,140,373	660,521
Net Requirement	(7,660,927)	(7,685,880)	0	0	49,499	0	0	0	0	0	0	(7,636,381)	49,499
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(0.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.6%)	
Full Time Equivalents (FTE's)	0.00	5.33	0.00	0.00	(0.25)	0.00	0.00	0.00	0.00	0.00	0.00	5.08	(0.25)
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(4.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(4.7%)	(104.7%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none"></div> <div>Maintain Services<ul style="list-style-type: none">\$500 increase annually for Activity Pro Gold which allows for better communication with family.General inflation depending on budget line - between 2%-6 %.</div> <div>One Time Items<ul style="list-style-type: none">\$1600 - Porter wheelchairs on each floor for emergencies and guests\$2,200 - 4 i-pads with protective cases and chargers to enhance programming.</div> <div>Provincially Legislated<ul style="list-style-type: none"></div>	<div>Growth<ul style="list-style-type: none">Increase Social worker hours an additional 8 hours/week which is funded thru the Allied Health Professional.</div> <div>Council Priorities<ul style="list-style-type: none"></div> <div>Service Initiatives/Savings<ul style="list-style-type: none"></div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div>



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

	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	550,828	640,708	0	0	20,018	0	0	0	0	0	0	660,726	20,018
Staff Related Costs	1,646	2,790	0	0	51	0	0	0	0	0	0	2,841	51
Contract Services	176,132	201,711	0	0	4,433	0	0	0	0	0	0	206,144	4,433
Material	31,465	35,942	0	0	1,381	3,800	0	0	0	0	0	41,123	5,181
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	760,071	881,151	0	0	25,883	3,800	0	0	0	0	0	910,834	29,683
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.9%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	8,703	9,816	0	0	0	0	0	0	0	0	0	9,816	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	8,703	9,816	0	0	0	0	0	0	0	0	0	9,816	0
Net Requirement	751,368	871,335	0	0	25,883	3,800	0	0	0	0	0	901,018	29,683
Percent of Prior Year Budget		100.0%	0.0%	0.0%	3.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	
Full Time Equivalents (FTE's)	0.00	6.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.41	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">	Growth <ul style="list-style-type: none">
Maintain Services <ul style="list-style-type: none">• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">
One Time Items	Service Initiatives/Savings <ul style="list-style-type: none">
Provincially Legislated	Operating Impact of Capital Projects <ul style="list-style-type: none">



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

	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	1,247,623	1,281,597	0	0	63,214	0	0	0	0	0	0	1,344,811	63,214
Staff Related Costs	440	1,985	0	0	(1,225)	0	0	0	0	0	0	760	(1,225)
Contract Services	1,679	1,530	0	0	(1,530)	0	0	0	0	0	0	0	(1,530)
Material	54,149	50,870	0	0	6,050	0	0	0	0	0	0	56,920	6,050
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,303,891	1,335,982	0	0	66,509	0	0	0	0	0	0	1,402,491	66,509
Percent of Expenditure Budget		100.0%	100.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1,303,891	1,335,982	0	0	66,509	0	0	0	0	0	0	1,402,491	66,509
Percent of Prior Year Budget		100.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	
Full Time Equivalents (FTE's)	0.00	16.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.04	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Change in Long Term Care and Senior Services organization structure to include additional nurse leaders at home level	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	9,657,834	8,784,732	0	0	1,110,382	0	0	0	0	131,770	0	10,026,884	1,242,152
Staff Related Costs	5,293	19,510	0	0	7,211	0	0	0	0	0	0	26,721	7,211
Contract Services	500,038	853,282	0	0	(630,475)	0	0	0	0	0	0	222,807	(630,475)
Material	1,449,775	236,381	0	0	766,970	0	0	0	0	0	0	1,003,351	766,970
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	278,154	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	11,891,094	9,893,905	0	0	1,254,088	0	0	0	0	131,770	0	11,279,763	1,385,858
Percent of Expenditure Budget		100.0%	100.0%	0.0%	12.7%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	14.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	3,243,293	1,837,360	0	0	674,799	0	0	0	0	0	0	2,512,159	674,799
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	150,000	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,393,293	1,837,360	0	0	674,799	0	0	0	0	0	0	2,512,159	674,799
Net Requirement	8,497,801	8,056,545	0	0	579,289	0	0	0	0	131,770	0	8,767,604	711,059
Percent of Prior Year Budget		100.0%	0.0%	0.0%	7.2%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	8.8%	
Full Time Equivalents (FTE's)	0.00	108.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.60	110.53	1.60
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%	(98.5%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Standard assumptions utilized for utilities• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	1,031,821	1,132,175	0	0	42,712	0	0	0	0	0	0	1,174,887	42,712
Staff Related Costs	347	5,025	0	0	100	0	0	0	0	0	0	5,125	100
Contract Services	884	7,200	0	0	(1,200)	0	0	0	0	0	0	6,000	(1,200)
Material	173,718	228,059	(15,000)	0	11,534	0	0	0	0	0	0	224,593	(3,466)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	1,634	1,020	0	0	20	0	0	0	0	0	0	1,040	20
Facility Costs	374,381	376,890	15,000	0	26,000	0	0	0	0	0	0	417,890	41,000
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,582,785	1,750,369	0	0	79,166	0	0	0	0	0	0	1,829,535	79,166
Percent of Expenditure Budget		100.0%	100.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1,814	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Total Revenue	1,814	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Net Requirement	1,580,971	1,748,169	0	0	79,166	0	0	0	0	0	0	1,827,335	79,166
Percent of Prior Year Budget		100.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	
Full Time Equivalents (FTE's)	0.00	15.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.06	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Increase based on 2022 expenses.•	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	558,137	521,453	0	0	73,801	0	0	0	0	0	0	595,254	73,801
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	558,137	521,453	0	0	73,801	0	0	0	0	0	0	595,254	73,801
Percent of Expenditure Budget		100.0%	100.0%	0.0%	14.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	24,558	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	24,558	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	533,579	521,453	0	0	73,801	0	0	0	0	0	0	595,254	73,801
Percent of Prior Year Budget		100.0%	0.0%	0.0%	14.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.2%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	7,825	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	7,825	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	7,825	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	7,825	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	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	9,510,971	9,687,449	(108,607)	0	689,427	0	0	0	0	132,160	0	10,400,429	712,980
Staff Related Costs	25,171	49,027	0	0	(4,383)	0	0	0	0	0	0	44,644	(4,383)
Contract Services	798,289	617,204	2,500	0	(311,215)	35,000	0	0	0	0	0	343,489	(273,715)
Material	1,183,966	880,188	29,151	0	80,653	0	0	0	0	0	0	989,992	109,804
Transfers, Grants & Financial Charge	0	56,600	0	0	1,264	0	0	0	0	0	0	57,864	1,264
Transfer to Reserves	383,402	62,961	0	0	94,442	0	0	0	0	0	0	157,403	94,442
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	414,359	369,094	0	0	25,804	0	0	0	0	0	0	394,898	25,804
Other Internal Costs	1,202,184	1,352,085	0	0	441,354	0	0	0	0	0	0	1,793,439	441,354
Total Expenditures	13,518,342	13,074,608	(76,956)	0	1,017,346	35,000	0	0	0	132,160	0	14,182,158	1,107,550
Percent of Expenditure Budget		100.0%	100.0%	0.0%	7.8%	0.3%	0.0%	0.0%	0.0%	1.0%	0.0%	8.5%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	6,913,375	5,969,011	0	0	270,283	0	0	0	0	0	0	6,239,294	270,283
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	100,000	99,456	0	0	(99,456)	0	0	0	0	0	0	0	(99,456)
Fees and Services	2,315,355	2,541,468	0	0	194,775	0	0	0	0	0	0	2,736,243	194,775
Donations	3,410	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	35,774	40,714	0	0	3,530	0	0	0	0	0	0	44,244	3,530
Total Revenue	9,367,914	8,650,649	0	0	369,132	0	0	0	0	0	0	9,019,781	369,132
Net Requirement	4,150,428	4,423,959	(76,956)	0	648,214	35,000	0	0	0	132,160	0	5,162,377	738,418
Percent of Prior Year Budget		100.0%	(1.7%)	0.0%	14.7%	0.8%	0.0%	0.0%	0.0%	3.0%	0.0%	16.7%	
Full Time Equivalents (FTE's)	0.00	114.17	0.00	0.00	(0.35)	0.00	0.00	0.00	0.00	0.00	1.40	115.22	1.05
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(0.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.9%	(99.1%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• 1 % increase to funding/revenue•	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• Legal - increase related to 2022 expenses and anticipated ongoing expenses for 2023.•	Service Initiatives/Savings <ul style="list-style-type: none">••
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	591,536	647,291	0	0	(390)	0	0	0	0	0	0	646,901	(390)
Staff Related Costs	21,265	32,001	0	0	(5,464)	0	0	0	0	0	0	26,537	(5,464)
Contract Services	159,661	48,701	2,500	0	6,592	35,000	0	0	0	0	0	92,793	44,092
Material	142,674	134,591	(60)	0	(88,277)	0	0	0	0	0	0	46,254	(88,337)
Transfers, Grants & Financial Charge	0	56,600	0	0	1,264	0	0	0	0	0	0	57,864	1,264
Transfer to Reserves	100,000	62,961	0	0	94,442	0	0	0	0	0	0	157,403	94,442
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,202,184	1,352,085	0	0	441,354	0	0	0	0	0	0	1,793,439	441,354
Total Expenditures	2,217,320	2,334,230	2,440	0	449,521	35,000	0	0	0	0	0	2,821,191	486,961
Percent of Expenditure Budget		100.0%	100.0%	0.0%	19.3%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	20.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	4,910,436	4,751,843	0	0	196,427	0	0	0	0	0	0	4,948,270	196,427
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	2,315,355	2,541,468	0	0	194,775	0	0	0	0	0	0	2,736,243	194,775
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	298	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	7,226,089	7,293,311	0	0	391,202	0	0	0	0	0	0	7,684,513	391,202
Net Requirement	(5,008,769)	(4,959,081)	2,440	0	58,319	35,000	0	0	0	0	0	(4,863,322)	95,759
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(1.2%)	(0.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	(1.9%)	
Full Time Equivalents (FTE's)	0.00	5.07	0.00	0.00	(0.35)	0.00	0.00	0.00	0.00	0.00	0.00	4.72	(0.35)
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	(6.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(6.9%)	(106.9%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">	Growth <ul style="list-style-type: none">
Maintain Services <ul style="list-style-type: none">. General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">
One Time Items <ul style="list-style-type: none">	Service Initiatives/Savings <ul style="list-style-type: none">
Provincially Legislated <ul style="list-style-type: none">	Operating Impact of Capital Projects <ul style="list-style-type: none">



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

	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	398,358	464,199	0	0	(8,431)	0	0	0	0	0	0	455,768	(8,431)
Staff Related Costs	0	2,100	0	0	426	0	0	0	0	0	0	2,526	426
Contract Services	113,399	145,905	0	0	8,754	0	0	0	0	0	0	154,659	8,754
Material	15,788	22,650	0	0	1,359	0	0	0	0	0	0	24,009	1,359
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	527,545	634,854	0	0	2,108	0	0	0	0	0	0	636,962	2,108
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	1,908	11,664	0	0	0	0	0	0	0	0	0	11,664	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,908	11,664	0	0	0	0	0	0	0	0	0	11,664	0
Net Requirement	525,637	623,190	0	0	2,108	0	0	0	0	0	0	625,298	2,108
Percent of Prior Year Budget		100.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	
Full Time Equivalents (FTE's)	0.00	3.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.79	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- Increase based on 2022 expenses.
-

Maintain Services

- General inflation depending on budget line - between 2%-6 %.
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One Time Items

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Provincially Legislated

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Growth

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-

Council Priorities

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Service Initiatives/Savings

-
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Operating Impact of Capital Projects

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

	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	886,280	904,626	0	0	35,669	0	0	0	0	0	0	940,295	35,669
Staff Related Costs	0	1,750	0	0	50	0	0	0	0	0	0	1,800	50
Contract Services	1,679	1,700	0	0	(1,700)	0	0	0	0	0	0	0	(1,700)
Material	28,853	33,338	0	0	10,200	0	0	0	0	0	0	43,538	10,200
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	916,812	941,414	0	0	44,219	0	0	0	0	0	0	985,633	44,219
Percent of Expenditure Budget		100.0%	100.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	916,812	941,414	0	0	44,219	0	0	0	0	0	0	985,633	44,219
Percent of Prior Year Budget		100.0%	0.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	
Full Time Equivalents (FTE's)	0.00	13.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.12	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- Increase in HINF non claimable cost to reflect 2022 expenses.
- Change in Long Term Care and Senior Services organization structure to include additional nurse leaders at home level.

Maintain Services

- General inflation depending on budget line - between 2%-6 %.
-

One Time Items

- Reduced Maintenance Equipment - Contract by \$3,000 to account for reduction from ARJO Gold to Silver.
-

Provincially Legislated

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Growth

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Council Priorities

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Service Initiatives/Savings

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Operating Impact of Capital Projects

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-



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

	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	6,692,506	6,693,132	(108,607)	0	624,543	0	0	0	0	132,160	0	7,341,228	648,096
Staff Related Costs	3,745	9,456	0	0	355	0	0	0	0	0	0	9,811	355
Contract Services	517,927	407,297	0	0	(319,429)	0	0	0	0	0	0	87,868	(319,429)
Material	492,332	192,868	0	0	117,979	0	0	0	0	0	0	310,847	117,979
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	281,273	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	7,987,783	7,302,753	(108,607)	0	423,448	0	0	0	0	132,160	0	7,749,754	447,001
Percent of Expenditure Budget		100.0%	100.0%	0.0%	5.8%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	6.1%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	1,976,532	1,205,504	0	0	73,856	0	0	0	0	0	0	1,279,360	73,856
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	100,000	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	2,076,532	1,205,504	0	0	73,856	0	0	0	0	0	0	1,279,360	73,856
Net Requirement	5,911,251	6,097,249	(108,607)	0	349,592	0	0	0	0	132,160	0	6,470,394	373,145
Percent of Prior Year Budget		100.0%	(1.8%)	0.0%	5.7%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	6.1%	
Full Time Equivalents (FTE's)	0.00	79.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	81.35	1.40
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	(98.2%)



Operating Budget Highlights	
Adjustments to Base. <ul style="list-style-type: none">Funds allocated to Maintenance - Computer Software have been reallocated to SF-Admin.	Growth <ul style="list-style-type: none">
Maintain Services <ul style="list-style-type: none">General inflation depending on budget line - between 2%-6 %.	Council Priorities <ul style="list-style-type: none">
One Time Items <ul style="list-style-type: none">	Service Initiatives/Savings <ul style="list-style-type: none">
Provincially Legislated <ul style="list-style-type: none">	Operating Impact of Capital Projects <ul style="list-style-type: none">



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

	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	942,291	978,201	0	0	38,036	0	0	0	0	0	0	1,016,237	38,036
Staff Related Costs	161	3,720	0	0	250	0	0	0	0	0	0	3,970	250
Contract Services	5,623	13,601	0	0	(5,432)	0	0	0	0	0	0	8,169	(5,432)
Material	140,819	144,377	0	0	13,295	0	0	0	0	0	0	157,672	13,295
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	414,359	369,094	0	0	25,804	0	0	0	0	0	0	394,898	25,804
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,503,253	1,508,993	0	0	71,953	0	0	0	0	0	0	1,580,946	71,953
Percent of Expenditure Budget		100.0%	100.0%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	99,456	0	0	(99,456)	0	0	0	0	0	0	0	(99,456)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	35,476	40,714	0	0	3,530	0	0	0	0	0	0	44,244	3,530
Total Revenue	35,476	140,170	0	0	(95,926)	0	0	0	0	0	0	44,244	(95,926)
Net Requirement	1,467,777	1,368,823	0	0	167,879	0	0	0	0	0	0	1,536,702	167,879
Percent of Prior Year Budget		100.0%	0.0%	0.0%	12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.3%	
Full Time Equivalents (FTE's)	0.00	12.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.24	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- Increases related to 2022 expenses.
-

Maintain Services

- General inflation depending on budget line - between 2%-6 %.
-

One Time Items

-
-

Provincially Legislated

-
-

Growth

-
-

Council Priorities

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-

Service Initiatives/Savings

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-

Operating Impact of Capital Projects

-
-



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	362,219	352,364	29,211	0	26,097	0	0	0	0	0	0	407,672	55,308
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	362,219	352,364	29,211	0	26,097	0	0	0	0	0	0	407,672	55,308
Percent of Expenditure Budget		100.0%	100.0%	0.0%	7.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	24,499	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	24,499	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	337,720	352,364	29,211	0	26,097	0	0	0	0	0	0	407,672	55,308
Percent of Prior Year Budget		100.0%	8.3%	0.0%	7.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.7%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	1,281	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	2,129	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	3,410	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	3,410	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,410	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	19,589,759	22,517,447	22,190,434	24,262,133	2,071,699	25,566,156	26,361,569	27,067,507	27,781,240
Staff Related Costs	41,450	41,110	85,837	83,711	(2,126)	76,107	77,263	79,589	78,142
Contract Services	741,124	1,646,476	1,769,448	860,802	(908,646)	843,130	860,363	878,060	896,234
Material	2,000,403	3,627,843	2,116,311	2,985,578	869,267	3,076,236	3,146,555	3,210,721	3,280,867
Transfers, Grants & Financial Charge	134,430	0	113,430	115,961	2,531	116,339	116,150	116,150	115,961
Transfer to Reserves	257,500	819,381	161,125	482,227	321,102	7,500	7,500	7,500	7,500
Fleet Costs	1,000	1,634	1,020	1,040	20	1,061	1,082	1,104	1,126
Facility Costs	714,034	788,740	753,201	821,218	68,017	836,311	862,735	882,381	902,110
Other Internal Costs	2,798,587	2,798,587	3,129,267	4,176,484	1,047,217	4,794,946	4,838,415	4,887,467	4,977,915
Total Expenditures	26,278,287	32,241,218	30,320,073	33,789,154	3,469,081	35,317,786	36,271,632	37,130,479	38,041,095
Percent of Expenditure Budget				11.4%		4.5%	2.7%	2.4%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	11,580,382	17,022,161	14,527,912	16,063,209	1,535,297	15,593,207	15,690,423	15,810,347	15,931,471
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	250,000	99,456	0	(99,456)	0	0	0	0
Fees and Services	6,475,463	5,763,036	6,309,595	6,574,676	265,081	6,640,123	6,706,225	6,772,986	6,840,416
Donations	7,500	11,235	7,500	7,500	0	7,500	7,500	7,500	7,500
Fines	0	0	0	0	0	0	0	0	0
Other	50,208	37,675	42,914	46,444	3,530	46,444	46,444	46,444	46,444
Total Revenue	18,113,553	23,084,107	20,987,377	22,691,829	1,704,452	22,287,274	22,450,592	22,637,277	22,825,831
Net Requirement	8,164,734	9,157,111	9,332,696	11,097,325	1,764,629	13,030,512	13,821,040	14,493,202	15,215,264
Percent of Prior Year Budget				18.9%		17.4%	6.1%	4.9%	5.0%
Full Time Equivalent (FTEs)	227.39	0.00	266.34	269.34	3.00	275.54	276.54	276.54	276.54
Percent of Prior Year FTE				1.1%		2.3%	0.4%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	52,416	68,697	16,281	70,549	184,456	189,220	194,112
Staff Related Costs	0	0	1,000	0	(1,000)	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	500	500	0	500	500	500	500
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	7,217	8,430	1,213	8,903	9,398	9,801	9,837
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	61,133	77,627	16,494	79,952	194,354	199,521	204,449
Percent of Expenditure Budget				27.0%		3.0%	143.1%	2.7%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	61,133	77,627	16,494	79,952	194,354	199,521	204,449
Percent of Prior Year Budget				27.0%		3.0%	143.1%	2.7%	2.5%
Full Time Equivalents (FTEs)	0.00	0.00	0.40	1.00	0.60	0.20	1.20	1.20	1.20
Percent of Prior Year FTE				150.0%		(80.0%)	500.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	52,416	68,697	16,281	70,549	184,456	189,220	194,112
Staff Related Costs	0	0	1,000	0	(1,000)	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	500	500	0	500	500	500	500
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	7,217	8,430	1,213	8,903	9,398	9,801	9,837
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	61,133	77,627	16,494	79,952	194,354	199,521	204,449
Percent of Expenditure Budget				27.0%		3.0%	143.1%	2.7%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	61,133	77,627	16,494	79,952	194,354	199,521	204,449
Percent of Prior Year Budget				27.0%		3.0%	143.1%	2.7%	2.5%
Full Time Equivalents (FTEs)	0.00	0.00	0.40	1.00	0.60	0.20	1.20	1.20	1.20
Percent of Prior Year FTE				150.0%		(80.0%)	500.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	11,138,058	13,006,476	12,450,569	13,793,007	1,342,438	14,540,507	14,928,610	15,327,880	15,738,704
Staff Related Costs	12,813	15,939	35,810	39,067	3,257	35,167	36,140	37,244	34,540
Contract Services	419,613	848,187	1,152,244	517,313	(634,931)	525,204	533,574	542,143	550,912
Material	1,157,210	2,443,877	1,235,623	1,995,086	759,463	2,046,730	2,088,810	2,123,864	2,157,080
Transfers, Grants & Financial Charge	72,864	0	56,830	58,097	1,267	58,286	58,191	58,191	58,096
Transfer to Reserves	157,500	435,979	98,164	324,824	226,660	7,500	7,500	7,500	7,500
Fleet Costs	1,000	1,634	1,020	1,040	20	1,061	1,082	1,104	1,126
Facility Costs	333,088	374,381	376,890	417,890	41,000	419,753	434,540	443,943	453,556
Other Internal Costs	1,596,403	1,596,403	1,777,182	2,383,045	605,863	2,736,612	2,751,965	2,780,417	2,831,870
Total Expenditures	14,888,549	18,722,876	17,184,332	19,529,369	2,345,037	20,370,820	20,840,412	21,322,286	21,833,384
Percent of Expenditure Budget				13.6%		4.3%	2.3%	2.3%	2.4%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,764,655	10,108,786	8,558,901	9,823,915	1,265,014	9,533,927	9,591,892	9,663,264	9,735,350
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	150,000	0	0	0	0	0	0	0
Fees and Services	3,800,902	3,447,681	3,768,127	3,838,433	70,306	3,876,818	3,915,586	3,954,741	3,994,288
Donations	7,500	7,825	7,500	7,500	0	7,500	7,500	7,500	7,500
Fines	0	0	0	0	0	0	0	0	0
Other	2,200	1,901	2,200	2,200	0	2,200	2,200	2,200	2,200
Total Revenue	10,575,257	13,716,193	12,336,728	13,672,048	1,335,320	13,420,445	13,517,178	13,627,705	13,739,338
Net Requirement	4,313,292	5,006,683	4,847,604	5,857,321	1,009,717	6,950,375	7,323,234	7,694,581	8,094,046
Percent of Prior Year Budget				20.8%		18.7%	5.4%	5.1%	5.2%
Full Time Equivalentents (FTEs)	129.14	0.00	151.77	153.12	1.35	156.62	156.62	156.62	156.62
Percent of Prior Year FTE				0.9%		2.3%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	496,997	518,370	611,357	585,699	(25,658)	841,348	864,297	887,935	912,286
Staff Related Costs	6,132	8,213	6,500	3,620	(2,880)	3,742	3,867	4,100	500
Contract Services	146,753	169,454	88,521	82,362	(6,159)	83,290	84,229	85,180	86,142
Material	163,214	176,633	162,918	73,845	(89,073)	76,520	79,298	80,883	82,502
Transfers, Grants & Financial Charge	72,864	0	56,830	58,097	1,267	58,286	58,191	58,191	58,096
Transfer to Reserves	150,000	150,000	90,664	317,324	226,660	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,596,403	1,596,403	1,777,182	2,383,045	605,863	2,736,612	2,751,965	2,780,417	2,831,870
Total Expenditures	2,632,363	2,619,073	2,793,972	3,503,992	710,020	3,799,798	3,841,847	3,896,706	3,971,396
Percent of Expenditure Budget				25.4%		8.4%	1.1%	1.4%	1.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,422,748	6,832,232	6,711,725	7,301,940	590,215	7,066,583	7,137,249	7,208,621	7,280,707
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	3,800,902	3,447,681	3,768,127	3,838,433	70,306	3,876,818	3,915,586	3,954,741	3,994,288
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	87	0	0	0	0	0	0	0
Total Revenue	10,223,650	10,280,000	10,479,852	11,140,373	660,521	10,943,401	11,052,835	11,163,362	11,274,995
Net Requirement	(7,591,287)	(7,660,927)	(7,685,880)	(7,636,381)	49,499	(7,143,603)	(7,210,988)	(7,266,656)	(7,303,599)
Percent of Prior Year Budget				(0.6%)		(6.5%)	0.9%	0.8%	0.5%
Full Time Equivalent (FTEs)	4.50	0.00	5.33	5.08	(0.25)	6.58	6.58	6.58	6.58
Percent of Prior Year FTE				(4.7%)		29.5%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	608,657	550,828	640,708	660,726	20,018	678,746	697,303	716,422	736,120
Staff Related Costs	2,250	1,646	2,790	2,841	51	2,898	2,956	3,015	3,075
Contract Services	197,756	176,132	201,711	206,144	4,433	210,674	215,306	220,041	224,881
Material	35,248	31,465	35,942	41,123	5,181	37,737	38,675	39,638	37,811
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	843,911	760,071	881,151	910,834	29,683	930,055	954,240	979,116	1,001,887
Percent of Expenditure Budget				3.4%		2.1%	2.6%	2.6%	2.3%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	9,816	8,703	9,816	9,816	0	9,816	9,816	9,816	9,816
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	9,816	8,703	9,816	9,816	0	9,816	9,816	9,816	9,816
Net Requirement	834,095	751,368	871,335	901,018	29,683	920,239	944,424	969,300	992,071
Percent of Prior Year Budget				3.4%		2.1%	2.6%	2.6%	2.3%
Full Time Equivalents (FTEs)	6.41	0.00	6.41	6.41	0.00	6.41	6.41	6.41	6.41
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,215,662	1,247,623	1,281,597	1,344,811	63,214	1,381,079	1,418,413	1,456,846	1,496,423
Staff Related Costs	475	440	1,985	760	(1,225)	783	806	830	855
Contract Services	1,500	1,679	1,530	0	(1,530)	0	0	0	0
Material	43,870	54,149	50,870	56,920	6,050	58,885	60,652	62,472	64,347
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,261,507	1,303,891	1,335,982	1,402,491	66,509	1,440,747	1,479,871	1,520,148	1,561,625
Percent of Expenditure Budget				5.0%		2.7%	2.7%	2.7%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	1,261,507	1,303,891	1,335,982	1,402,491	66,509	1,440,747	1,479,871	1,520,148	1,561,625
Percent of Prior Year Budget				5.0%		2.7%	2.7%	2.7%	2.7%
Full Time Equivalentents (FTEs)	16.04	0.00	16.04	16.04	0.00	16.04	16.04	16.04	16.04
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	7,727,340	9,657,834	8,784,732	10,026,884	1,242,152	10,289,755	10,562,755	10,843,525	11,132,315
Staff Related Costs	2,706	5,293	19,510	26,721	7,211	22,517	23,179	23,861	24,563
Contract Services	67,604	500,038	853,282	222,807	(630,475)	225,120	227,797	230,555	233,395
Material	201,383	1,449,775	236,381	1,003,351	766,970	1,012,708	1,022,438	1,027,564	1,032,794
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	278,154	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	7,999,033	11,891,094	9,893,905	11,279,763	1,385,858	11,550,100	11,836,169	12,125,505	12,423,067
Percent of Expenditure Budget				14.0%		2.4%	2.5%	2.4%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	332,091	3,243,293	1,837,360	2,512,159	674,799	2,457,528	2,444,827	2,444,827	2,444,827
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	150,000	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	332,091	3,393,293	1,837,360	2,512,159	674,799	2,457,528	2,444,827	2,444,827	2,444,827
Net Requirement	7,666,942	8,497,801	8,056,545	8,767,604	711,059	9,092,572	9,391,342	9,680,678	9,978,240
Percent of Prior Year Budget				8.8%		3.7%	3.3%	3.1%	3.1%
Full Time Equivalentents (FTEs)	87.13	0.00	108.93	110.53	1.60	110.53	110.53	110.53	110.53
Percent of Prior Year FTE				1.5%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,089,402	1,031,821	1,132,175	1,174,887	42,712	1,349,579	1,385,842	1,423,152	1,461,560
Staff Related Costs	1,250	347	5,025	5,125	100	5,227	5,332	5,438	5,547
Contract Services	6,000	884	7,200	6,000	(1,200)	6,120	6,242	6,367	6,494
Material	203,042	173,718	228,059	224,593	(3,466)	247,769	256,242	262,856	269,661
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	1,000	1,634	1,020	1,040	20	1,061	1,082	1,104	1,126
Facility Costs	333,088	374,381	376,890	417,890	41,000	419,753	434,540	443,943	453,556
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,633,782	1,582,785	1,750,369	1,829,535	79,166	2,029,509	2,089,280	2,142,860	2,197,944
Percent of Expenditure Budget				4.5%		10.9%	2.9%	2.6%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	2,200	1,814	2,200	2,200	0	2,200	2,200	2,200	2,200
Total Revenue	2,200	1,814	2,200	2,200	0	2,200	2,200	2,200	2,200
Net Requirement	1,631,582	1,580,971	1,748,169	1,827,335	79,166	2,027,309	2,087,080	2,140,660	2,195,744
Percent of Prior Year Budget				4.5%		10.9%	2.9%	2.6%	2.6%
Full Time Equivalentents (FTEs)	15.06	0.00	15.06	15.06	0.00	17.06	17.06	17.06	17.06
Percent of Prior Year FTE				0.0%		13.3%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	510,453	558,137	521,453	595,254	73,801	613,111	631,505	650,451	669,965
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	510,453	558,137	521,453	595,254	73,801	613,111	631,505	650,451	669,965
Percent of Expenditure Budget				14.2%		3.0%	3.0%	3.0%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	24,558	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	24,558	0	0	0	0	0	0	0
Net Requirement	510,453	533,579	521,453	595,254	73,801	613,111	631,505	650,451	669,965
Percent of Prior Year Budget				14.2%		3.0%	3.0%	3.0%	3.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	7,500	7,825	7,500	7,500	0	7,500	7,500	7,500	7,500
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	7,500	7,825	7,500	7,500	0	7,500	7,500	7,500	7,500
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	7,500	7,825	7,500	7,500	0	7,500	7,500	7,500	7,500
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	7,500	7,825	7,500	7,500	0	7,500	7,500	7,500	7,500
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	8,451,701	9,510,971	9,687,449	10,400,429	712,980	10,955,100	11,248,503	11,550,407	11,848,424
Staff Related Costs	28,637	25,171	49,027	44,644	(4,383)	40,940	41,123	42,345	43,602
Contract Services	321,511	798,289	617,204	343,489	(273,715)	317,926	326,789	335,917	345,322
Material	843,193	1,183,966	880,188	989,992	109,804	1,029,006	1,057,245	1,086,357	1,123,287
Transfers, Grants & Financial Charge	61,566	0	56,600	57,864	1,264	58,053	57,959	57,959	57,865
Transfer to Reserves	100,000	383,402	62,961	157,403	94,442	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	380,946	414,359	369,094	394,898	25,804	407,655	418,797	428,637	438,717
Other Internal Costs	1,202,184	1,202,184	1,352,085	1,793,439	441,354	2,058,334	2,086,450	2,107,050	2,146,045
Total Expenditures	11,389,738	13,518,342	13,074,608	14,182,158	1,107,550	14,867,014	15,236,866	15,608,672	16,003,262
Percent of Expenditure Budget				8.5%		4.8%	2.5%	2.4%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	4,815,727	6,913,375	5,969,011	6,239,294	270,283	6,059,280	6,098,531	6,147,083	6,196,121
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	100,000	99,456	0	(99,456)	0	0	0	0
Fees and Services	2,674,561	2,315,355	2,541,468	2,736,243	194,775	2,763,305	2,790,639	2,818,245	2,846,128
Donations	0	3,410	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	48,008	35,774	40,714	44,244	3,530	44,244	44,244	44,244	44,244
Total Revenue	7,538,296	9,367,914	8,650,649	9,019,781	369,132	8,866,829	8,933,414	9,009,572	9,086,493
Net Requirement	3,851,442	4,150,428	4,423,959	5,162,377	738,418	6,000,185	6,303,452	6,599,100	6,916,769
Percent of Prior Year Budget				16.7%		16.2%	5.1%	4.7%	4.8%
Full Time Equivalent (FTEs)	98.25	0.00	114.17	115.22	1.05	118.72	118.72	118.72	118.72
Percent of Prior Year FTE				0.9%		3.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	569,893	591,536	647,291	646,901	(390)	826,454	849,850	873,995	898,919
Staff Related Costs	24,481	21,265	32,001	26,537	(5,464)	27,333	28,153	28,998	29,867
Contract Services	105,054	159,661	48,701	92,793	44,092	56,952	58,661	60,420	62,233
Material	151,373	142,674	134,591	46,254	(88,337)	48,109	49,553	51,040	52,572
Transfers, Grants & Financial Charge	61,566	0	56,600	57,864	1,264	58,053	57,959	57,959	57,865
Transfer to Reserves	100,000	100,000	62,961	157,403	94,442	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,202,184	1,202,184	1,352,085	1,793,439	441,354	2,058,334	2,086,450	2,107,050	2,146,045
Total Expenditures	2,214,551	2,217,320	2,334,230	2,821,191	486,961	3,075,235	3,130,626	3,179,462	3,247,501
Percent of Expenditure Budget				20.9%		9.0%	1.8%	1.6%	2.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	4,544,015	4,910,436	4,751,843	4,948,270	196,427	4,807,140	4,855,211	4,903,763	4,952,801
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	2,674,561	2,315,355	2,541,468	2,736,243	194,775	2,763,305	2,790,639	2,818,245	2,846,128
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	298	0	0	0	0	0	0	0
Total Revenue	7,218,576	7,226,089	7,293,311	7,684,513	391,202	7,570,445	7,645,850	7,722,008	7,798,929
Net Requirement	(5,004,025)	(5,008,769)	(4,959,081)	(4,863,322)	95,759	(4,495,210)	(4,515,224)	(4,542,546)	(4,551,428)
Percent of Prior Year Budget				(1.9%)		(7.6%)	0.4%	0.6%	0.2%
Full Time Equivalentents (FTEs)	4.50	0.00	5.07	4.72	(0.35)	6.22	6.22	6.22	6.22
Percent of Prior Year FTE				(6.9%)		31.8%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	456,415	398,358	464,199	455,768	(8,431)	467,753	480,274	493,160	493,725
Staff Related Costs	100	0	2,100	2,526	426	2,602	2,680	2,761	2,844
Contract Services	144,673	113,399	145,905	154,659	8,754	159,298	164,076	168,998	174,069
Material	22,650	15,788	22,650	24,009	1,359	24,729	25,471	26,236	27,023
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	623,838	527,545	634,854	636,962	2,108	654,382	672,501	691,155	697,661
Percent of Expenditure Budget				0.3%		2.7%	2.8%	2.8%	0.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	11,664	1,908	11,664	11,664	0	11,664	11,664	11,664	11,664
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	11,664	1,908	11,664	11,664	0	11,664	11,664	11,664	11,664
Net Requirement	612,174	525,637	623,190	625,298	2,108	642,718	660,837	679,491	685,997
Percent of Prior Year Budget				0.3%		2.8%	2.8%	2.8%	1.0%
Full Time Equivalents (FTEs)	3.79	0.00	3.79	3.79	0.00	3.79	3.79	3.79	3.79
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	872,919	886,280	904,626	940,295	35,669	965,026	990,449	1,016,585	1,043,460
Staff Related Costs	0	0	1,750	1,800	50	1,854	1,909	1,967	2,026
Contract Services	1,700	1,679	1,700	0	(1,700)	0	0	0	0
Material	30,625	28,853	33,338	43,538	10,200	44,844	46,189	47,575	49,003
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	905,244	916,812	941,414	985,633	44,219	1,011,724	1,038,547	1,066,127	1,094,489
Percent of Expenditure Budget				4.7%		2.6%	2.7%	2.7%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	905,244	916,812	941,414	985,633	44,219	1,011,724	1,038,547	1,066,127	1,094,489
Percent of Prior Year Budget				4.7%		2.6%	2.7%	2.7%	2.7%
Full Time Equivalents (FTEs)	13.12	0.00	13.12	13.12	0.00	13.12	13.12	13.12	13.12
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	5,683,205	6,692,506	6,693,132	7,341,228	648,096	7,509,576	7,710,173	7,916,556	8,128,928
Staff Related Costs	2,456	3,745	9,456	9,811	355	5,061	4,169	4,281	4,396
Contract Services	56,750	517,927	407,297	87,868	(319,429)	93,262	95,386	97,573	99,826
Material	148,052	492,332	192,868	310,847	117,979	314,865	320,892	327,100	333,493
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	281,273	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	5,890,463	7,987,783	7,302,753	7,749,754	447,001	7,922,764	8,130,620	8,345,510	8,566,643
Percent of Expenditure Budget				6.1%		2.2%	2.6%	2.6%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	260,048	1,976,532	1,205,504	1,279,360	73,856	1,240,476	1,231,656	1,231,656	1,231,656
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	100,000	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	260,048	2,076,532	1,205,504	1,279,360	73,856	1,240,476	1,231,656	1,231,656	1,231,656
Net Requirement	5,630,415	5,911,251	6,097,249	6,470,394	373,145	6,682,288	6,898,964	7,113,854	7,334,987
Percent of Prior Year Budget				6.1%		3.3%	3.2%	3.1%	3.1%
Full Time Equivalentents (FTEs)	66.15	0.00	79.95	81.35	1.40	81.35	81.35	81.35	81.35
Percent of Prior Year FTE				1.8%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	869,269	942,291	978,201	1,016,237	38,036	1,186,291	1,217,757	1,250,111	1,283,392
Staff Related Costs	1,600	161	3,720	3,970	250	4,090	4,212	4,338	4,469
Contract Services	13,334	5,623	13,601	8,169	(5,432)	8,414	8,666	8,926	9,194
Material	138,129	140,819	144,377	157,672	13,295	162,959	168,427	174,084	179,932
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	380,946	414,359	369,094	394,898	25,804	407,655	418,797	428,637	438,717
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,403,278	1,503,253	1,508,993	1,580,946	71,953	1,769,409	1,817,859	1,866,096	1,915,704
Percent of Expenditure Budget				4.8%		11.9%	2.7%	2.7%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	99,456	0	(99,456)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	48,008	35,476	40,714	44,244	3,530	44,244	44,244	44,244	44,244
Total Revenue	48,008	35,476	140,170	44,244	(95,926)	44,244	44,244	44,244	44,244
Net Requirement	1,355,270	1,467,777	1,368,823	1,536,702	167,879	1,725,165	1,773,615	1,821,852	1,871,460
Percent of Prior Year Budget				12.3%		12.3%	2.8%	2.7%	2.7%
Full Time Equivalentents (FTEs)	10.69	0.00	12.24	12.24	0.00	14.24	14.24	14.24	14.24
Percent of Prior Year FTE				0.0%		16.3%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	352,364	362,219	352,364	407,672	55,308	433,500	446,713	460,322	481,264
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	352,364	362,219	352,364	407,672	55,308	433,500	446,713	460,322	481,264
Percent of Expenditure Budget				15.7%		6.3%	3.0%	3.0%	4.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	24,499	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	24,499	0	0	0	0	0	0	0
Net Requirement	352,364	337,720	352,364	407,672	55,308	433,500	446,713	460,322	481,264
Percent of Prior Year Budget				15.7%		6.3%	3.0%	3.0%	4.5%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	1,281	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	2,129	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	3,410	0	0	0	0	0	0	0
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	3,410	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	3,410	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	199,425	126,829	142,000	15,171	125,000	108,000	108,000	108,000
Technology & Communications	6,106	0	273,000	273,000	0	17,600	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	26,230	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	15,000	0
Building - Exterior Components	303,164	40,000	0	(40,000)	0	9,904	15,000	750,000
Building - Interior Components	80,576	145,000	242,761	97,761	116,000	40,000	40,000	57,600
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	40,943	0	31,840	31,840	0	77,994	69,468	63,152
Building - Fire & Life Safety	0	0	5,000	5,000	5,000	5,000	5,000	5,000
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	656,444	311,829	694,601	382,772	246,000	258,498	252,468	983,752
Transfer to Reserves	132,000	105,000	155,000	50,000	521,000	523,000	545,000	579,000
Total Expenditure	788,444	416,829	849,601	432,772	767,000	781,498	797,468	1,562,752
% of Prior Expenditure			103.8%		(9.7%)	1.9%	2.0%	96.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	198,414	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	120,872	163,000	98,000	(65,000)	0	0	0	750,000
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	252,426	0	0	0	0	0	0	0
Total Revenue	571,712	163,000	98,000	(65,000)	0	0	0	750,000
Net Requirement	216,732	253,829	751,601	497,772	767,000	781,498	797,468	812,752
% of Prior Net Requirement			196.1%		2.0%	1.9%	2.0%	1.9%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	100,343	74,829	88,000	13,171	71,000	54,000	54,000	54,000
Technology & Communications	6,106	0	73,000	73,000	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	303,164	15,000	0	(15,000)	0	9,904	0	0
Building - Interior Components	35,456	40,000	105,761	65,761	76,000	20,000	20,000	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	6,604	0	31,840	31,840	0	49,994	39,468	63,152
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	451,673	129,829	298,601	168,772	147,000	133,898	113,468	117,152
Transfer to Reserves	50,000	50,000	75,000	25,000	216,000	236,000	264,000	268,000
Total Expenditure	501,673	179,829	373,601	193,772	363,000	369,898	377,468	385,152
% of Prior Expenditure			107.8%		(2.8%)	1.9%	2.0%	2.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	93,240	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	66,025	55,000	18,000	(37,000)	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	252,426	0	0	0	0	0	0	0
Total Revenue	411,691	55,000	18,000	(37,000)	0	0	0	0
Net Requirement	89,982	124,829	355,601	230,772	363,000	369,898	377,468	385,152
% of Prior Net Requirement			184.9%		2.1%	1.9%	2.0%	2.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	99,082	52,000	54,000	2,000	54,000	54,000	54,000	54,000
Technology & Communications	0	0	200,000	200,000	0	17,600	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	26,230	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	15,000	0
Building - Exterior Components	0	25,000	0	(25,000)	0	0	15,000	750,000
Building - Interior Components	45,120	105,000	137,000	32,000	40,000	20,000	20,000	57,600
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	34,339	0	0	0	0	28,000	30,000	0
Building - Fire & Life Safety	0	0	5,000	5,000	5,000	5,000	5,000	5,000
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	204,771	182,000	396,000	214,000	99,000	124,600	139,000	866,600
Transfer to Reserves	82,000	55,000	80,000	25,000	305,000	287,000	281,000	311,000
Total Expenditure	286,771	237,000	476,000	239,000	404,000	411,600	420,000	1,177,600
% of Prior Expenditure			100.8%		(15.1%)	1.9%	2.0%	180.4%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	105,174	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	54,847	108,000	80,000	(28,000)	0	0	0	750,000
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	160,021	108,000	80,000	(28,000)	0	0	0	750,000
Net Requirement	126,750	129,000	396,000	267,000	404,000	411,600	420,000	427,600
% of Prior Net Requirement			207.0%		2.0%	1.9%	2.0%	1.8%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
GH Gateway Haven				
Capital Projects				
GH-2021-001 Beds	12,000	0	12,000	0
GH-2021-002 Mattresses	12,000	0	12,000	0
GH-2021-004 Mechanical Lifts and/or Tornados	30,000	0	30,000	0
GH-2021-R01 Transfer to reserves -future projects	55,000	0	55,000	0
GH-2021-R02 Repay working capital reserve-phone system	25,000	0	25,000	0
GH-2022-002 Servery	80,000	(80,000)	0	0
GH-2023-001 Fire System Upgrades	5,000	0	5,000	0
GH-2023-002 flooring (hallways, tub room, serveries)	17,000	0	17,000	0
GH-2023-003 Internet upgrade	200,000	0	200,000	0
GH-2023-005 replace wooden hand rails	40,000	0	40,000	0
Net Cost of Capital Projects	476,000	(80,000)	396,000	0
Total Gateway Haven	476,000	(80,000)	396,000	



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
BH Brucelea Haven				
Capital Projects				
BH-2020-005 Mattresses	12,000	0	12,000	0
BH-2020-006 Beds	12,000	0	12,000	0
BH-2021-R01 Brucelea - Transfer to Reserves	50,000	0	50,000	0
BH-2022-001 Brucelea - Mechanical Lift Replacement	30,000	0	30,000	0
BH-2022-002 Brucelea - Tornado Replacement	34,000	0	34,000	0
BH-2022-004 Flooring replacement	20,000	0	20,000	0
BH-2022-R02 Transfer to Medical Equipment reserve	25,000	0	25,000	0
BH-2023-003 Kitchen Steamer Replacement	58,000	0	58,000	0
BH-2023-004 Laundry Washing Machine	27,761	0	27,761	0
BH-2023-005 Boiler Heat Exchange Replacement	20,000	0	20,000	0
BH-2023-006 Split Heat Pump Replacement	11,840	0	11,840	0
BH-2023-007 Mobile Charting	73,000	(18,000)	55,000	0
Net Cost of Capital Projects	373,601	(18,000)	355,601	0
Total Brucelea Haven	373,601	(18,000)	355,601	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
GH Gateway Haven															
Capital Projects															
GH-2020-004 Exhaust fans	0	0	0	0	0	0	0	0	0	15,000	0	15,000	0	0	0
GH-2021-001 Beds	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000
GH-2021-002 Mattresses	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000
GH-2021-004 Mechanical Lifts and/or Tornados	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000
GH-2021-R01 Transfer to reserves -future projects	55,000	0	55,000	280,000	0	280,000	262,000	0	262,000	256,000	0	256,000	286,000	0	286,000
GH-2021-R02 Repay working capital reserve-phone s	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000
GH-2022-002 Servery	80,000	(80,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
GH-2022-003 Sidewalk repair	0	0	0	0	0	0	0	0	0	15,000	0	15,000	0	0	0
GH-2023-001 Fire System Upgrades	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
GH-2023-002 flooring (hallways, tub room, serveries	17,000	0	17,000	0	0	0	0	0	0	0	0	0	20,000	0	20,000
GH-2023-003 Internet upgrade	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0
GH-2023-005 replace wooden hand rails	40,000	0	40,000	40,000	0	40,000	0	0	0	0	0	0	0	0	0
GH-2025-001 phone upgrade	0	0	0	0	0	0	17,600	0	17,600	0	0	0	0	0	0
GH-2025-002 exhaust fan	0	0	0	0	0	0	15,000	0	15,000	15,000	0	15,000	0	0	0
GH-2025-003 plumbing domestic hot water	0	0	0	0	0	0	13,000	0	13,000	0	0	0	0	0	0
GH-2025-004 chair replacement ipac	0	0	0	0	0	0	20,000	0	20,000	0	0	0	0	0	0
GH-2026-001 sidewalks and paving	0	0	0	0	0	0	0	0	0	15,000	0	15,000	0	0	0
GH-2026-002 blinds for residents	0	0	0	0	0	0	0	0	0	20,000	0	20,000	20,000	0	20,000
GH-2027-001 washing machine	0	0	0	0	0	0	0	0	0	0	0	0	17,600	0	17,600
GH-2027-002 Roof Replacement	0	0	0	0	0	0	0	0	0	0	0	0	750,000	(750,000)	0
Net Cost of Capital Projects	476,000	(80,000)	396,000	404,000	0	404,000	411,600	0	411,600	420,000	0	420,000	1,177,600	(750,000)	427,600
Total Gateway Haven	476,000	(80,000)	396,000	404,000		404,000	411,600		411,600	420,000		420,000	1,177,600	(750,000)	427,600



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
BH Brucelea Haven															
Capital Projects															
BH-2020-005 Mattresses	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000
BH-2020-006 Beds	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000	12,000	0	12,000
BH-2021-R01 Brucelea - Transfer to Reserves	50,000	0	50,000	184,000	0	184,000	204,000	0	204,000	232,000	0	232,000	236,000	0	236,000
BH-2022-001 Brucelea - Mechanical Lift Replacemer	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000
BH-2022-002 Brucelea - Tornado Replacement	34,000	0	34,000	17,000	0	17,000	0	0	0	0	0	0	0	0	0
BH-2022-004 Flooring replacement	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	0	0	0
BH-2022-R02 Transfer to Medical Equipment reserve	25,000	0	25,000	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000
BH-2023-003 Kitchen Steamer Replacement	58,000	0	58,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2023-004 Laundry Washing Machine	27,761	0	27,761	0	0	0	0	0	0	0	0	0	0	0	0
BH-2023-005 Boiler Heat Exchange Replacement	20,000	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2023-006 Split Heat Pump Replacement	11,840	0	11,840	0	0	0	0	0	0	0	0	0	0	0	0
BH-2023-007 Mobile Charting	73,000	(18,000)	55,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2024-002 Kitchen and Servery Dishwasher Replac	0	0	0	56,000	0	56,000	0	0	0	0	0	0	0	0	0
BH-2025-001 Exhaust Fan Replacement	0	0	0	0	0	0	33,549	0	33,549	39,468	0	39,468	0	0	0
BH-2025-002 In-Line Air Duct Fan Replacement	0	0	0	0	0	0	16,445	0	16,445	0	0	0	0	0	0
BH-2025-003 Stairwell Roof Repair	0	0	0	0	0	0	9,904	0	9,904	0	0	0	0	0	0
BH-2027-001 Air Make Up Unit Replacement	0	0	0	0	0	0	0	0	0	0	0	0	63,152	0	63,152
Net Cost of Capital Projects	373,601	(18,000)	355,601	363,000	0	363,000	369,898	0	369,898	377,468	0	377,468	385,152	0	385,152
Total Brucelea Haven	373,601	(18,000)	355,601	363,000		363,000	369,898		369,898	377,468		377,468	385,152		385,152

2022 closing	Transfers From	Transfers To	Interest/Trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding	Location
				Information and Technology Capital Reserve Funds					
LTC	LTC			Long Term Care					
\$ 2,955.69				Computer Hardware	\$ 2,955.69	671-6625-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.	BLH
\$ -				Computer Software	\$ -	671-6625-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.	BLH
\$ 9,158.89				Computer Hardware	\$ 9,158.89	681-6625-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.	GTWY
\$ 10,503.08				Computer Software	\$ 10,503.08	681-6625-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.	GTWY
				Equipment Replacement					
				Long Term Care					
\$ 13,232.11		\$ 25,000.00		Medical equipment -	38,232.11	671-6625-EQME	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of medical equipment. Including but not limited to Bathtubs and Slings.	BLH
\$ 36,317.35				Other Operational	36,317.35	671-6625-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council. Including but not limited to appliances.	BLH
\$ 53,438.60				Medical equipment -	53,438.60	681-6625-EQME	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of medical equipment. Including but not limited to Bathtubs and Slings.	GTWY
\$ 19,077.24				Other Operational	19,077.24	681-6625-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council. Including but not limited to appliances.	GTWY
				Facility Reserves					
				Long Term Care					
\$ 4,170.31		\$ 367,324.00		Brucelea Building	371,494.31	671-6625-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.	BLH
\$ 52,878.33				LTC Interior Furnishings	52,878.33	671-6625-INFU	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new or replacement interior furnishing.	BLH
\$ 212,869.95	(\$80,000.00)	\$ 212,403.00		Gateway Building	345,272.95	681-6625-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.	GTWY
0.00				LTC Interior Furnishings	0.00	681-6625-INFU	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new or replacement interior furnishing.	GTWY

2022 closing	Transfers From	Transfers To	Interest/Trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding	Location
				Operating Surplus Reserves					
				Long Term Care					
\$ 301.45				Brucelea Operating Surplus	301.45	671-6620-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.	BLH
\$ -					0.00		Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.	GTWY
				Donation Reserves					
				Long Term Care					
\$ 3,338.90				Brucelea Haven Estate Donation (Stipulations Apply)	3,338.90	671-6620-MCIN	Contributions in the form of donations received from individuals estates with stipulations.	To be used towards purchasing furnishings for the home. as deemed appropriate by Director and Council.	BLH
\$ 257,369.29		\$ 2,500.00		Brucelea Haven General Donations (specific to the Home)	259,869.29	671-6620-GDON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Specific undertakings as deemed appropriate by Director and Council.	BLH
\$ 1,525.72				Bruclea Haven Donation for Staff	1,525.72	671-6620-GDON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Specific undertakings as deemed appropriate by Director and Council.	BLH
\$ 17,057.77		\$ 5,000.00		Brucelea Haven Resident Activities Donations (Program and Support) Specific to the Home	22,057.77	671-6620-GDON	Donations made through individuals or corporations with stipulations related to enhancing resident activities. As part of year end process donations received over the budget are transferred to the reserve.	Specific undertakings related to the program and support activities provided by the home as deemed appropriate by Director and Council.	BLH
\$ 29,016.74				Gateway Haven General Donations (specific to the home)	29,016.74	681-6620-GDON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Specific undertakings as deemed appropriate by Director and Council.	GTWY
\$ 5,326.33				Gateway Haven Staff Donations - Training+other staff related	5,326.33	681-6620-GDON	Donations made through individuals or corporations to enhance staff training. As part of year end process donations received over the budget are transferred to the reserve.	Specific Training undertakings as deemed appropriate by Director and Council.	GTWY
\$ 24,287.50				Gateway Haven Resident Activities Donations (Program and Support) Specific to the Home with stipulations	24,287.50	681-6620-GDON	Donations made through individuals or corporations with stipulations related to enhancing resident activities. As part of year end process donations received over the budget are transferred to the reserve.	Specific undertakings related to the program and support activities provided by the home as deemed appropriate by Director and Council.	GTWY
				Designated Project or Special Purpose Reserves					
LTC				Long Term Care					
\$ -				Telephone System	0.00		Year End unspent project funds earmarked for this purpose	Intended use is to replace the phone system at Gateway Haven.	BLH
\$ -					0.00		Year End unspent project funds earmarked for this purpose	Intended use is to replace the phone system at Gateway Haven.	GTWY
\$ 752,825.25 (\$80,000.00) \$ 612,227.00 \$ -					\$ 1,285,052.25				

2023 - 2027 Budget and Forecast



Be an explorer.

Museum Budget Reference

2023 Bruce County Business Plan

Department: Museum

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Actual	2023 Budget
Cost per household for service (40033 households 2011 Census)	\$12.04	\$11.68	\$11.45	\$11.61	\$11.62		\$10.86
# of Memberships	653	591	460	484	575		600
# of Community Partners	39	43	30	32	30		38
Social Media engagement (Facebook, Instagram, Twitter likes for 2021)	3,321	3,866	4,256	7,824	9,167		9,717
# of total visitors	25,570	23,323	4,164	4,858	20,000		20,000

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
2. Volunteer Program Review	\$8,000		\$8,000	
3. Educational Program Review	\$7,175 Internal Staff Resources		\$7,175 Internal Staff Resources	
4. Museum Archive / Community Wing Expansion Capital Project	\$22,034	\$50,000	\$0 (\$50K use of reserve funds)	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Volunteer Program Review</p> <p>Strategic Plan, Pillar 1: Expanding BCM&CC's role as a Community Hub for the entire County, Objective 1.2 Action c: Develop a robust volunteer engagement strategy</p> <p>Owner: Program Coordinator, Business Services Manager</p>	Utilizing the expertise of a consultant we aim to complete a review of our existing volunteer program including an environmental scan of volunteer programs in the area and industry to revise and refresh the program.	\$8,000 External Consultant	<p>Q4 2022 Establish timelines, goals, deliverables; research & secure a consultant</p> <p>Q1 2023 Hire consultant to begin research, data collection and analysis of current program.</p> <p>Q2 2023 Review plan as presented by the consultant and provide feedback. Revise.</p> <p>Q3 2023 Begin implementation of plan and unveil to volunteers.</p> <p>Q4 2023 Continue with implementation and monitor. Complete year in review of new program.</p>	Maintain Services

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Educational Program Review</p> <p>Strategic Plan, Pillar 2: Building affinity across the County, Objective 2.2 Deepen relationships with communities across the County.</p> <p>Owner: Education Coordinator, Business Services Manager</p>	<p>A program review of our educational products and services is required as we emerge out of COVID. In collaboration with our community stakeholders (BWDSB, GBCDSB) we will engage to rethink and refresh our service delivery for in-person, mobile, virtual and speciality programs.</p>	<p>Internal Staff resources Estimated 175 hours (\$7,175)</p>	<p>Improved ability to meet the needs of our stakeholders. Greater capacity and improved accessibility. Q4 2022 Initiate engagement with stakeholders, data collection. Q1-Q2 2023 Rethink and revise existing in person and mobile programs. Q3 2023 Rethink and revise existing virtual programs and digital resources. Q4 2023 Create recommendations for creating new core and specialty programs.</p>	<p>Maintain Services</p>

2023 Bruce County Business Plan

2023 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Museum Archive / Community Wing Expansion Capital Project</p> <p>Strategic Plan, Pillar 1: Expanding BCM&CC's role as a Community Hub for the entire County</p> <p>Owner: Director, Development Officer, Archivist</p>	<p>Initiate new study to revise plans and review options for Council considerations. Continue collections management work necessary to facilitate future move.</p>	<p>\$50,000 Revised study (\$50,000 transfer from reserves no levy impact \$2 million County Commitment 2018)</p> <p>Speaker Event \$15,200 User Fees \$1,834 Municipal Contribution \$5K</p>	<p>New state of the art archives facility improved functional space, technology & greater storage capacity. Q2 2023 RFP for revised expansion study Q3 2023 Present study findings</p> <p>Q4 2023 Speaker Event</p>	Council Priorities

2023 Bruce County Business Plan

Key Performance Indicators Index:

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



Major Initiatives and Department Focus	
<p>The recovery efforts from COVID will continue to be a focus for the BCM&CC in 2023. 2022 was a year of adjusting back to a more normal operating schedule, while still accommodating COVID challenges and closures earlier in the year.</p> <p>While return to in person experiences has been strong, we are not at pre-COVID levels and it is important to be mindful of changing travel habits and expectations from our patrons during our recovery phase. All areas of Museum services and operations will continue to be reviewed, monitored and adjusted with a continued emphasis on delivery of high-quality memorable experiences.</p> <p>The major initiatives within the Museum's 2023 Business Plan will focus on our continue recovery efforts, while aligning with our strategic plan, digital content strategy and continue to position us for future growth and strengthening community engagement.</p> <p>1. Volunteer Program Review - Review of existing program to revise and refresh the program</p> <p>2. Educational Program Review - Program review in collaboration with community stakeholders</p> <p>3. Museum Archive / Community Wing Expansion Project - Initiate new study to revise options for Councils consideration. Continue the necessary collections management work to facilitate a future move.</p>	<p>Other highlights for the Museum will include:</p> <p>Exhibitions 2023</p> <ul style="list-style-type: none">- Made in Bruce (in-house exhibition)- Teens: Creative Minds (summer feature exhibition)- Escarpment Roots: Bruce Peninsula Society of Artists Juried Art Show- Heather Lynn Travis Art Show- Legacy of Hope: Youth on Reconciliation- Military Gallery refresh <p>Community Engagement & Partnerships</p> <ul style="list-style-type: none">- Bruce County Heritage Association (BCHA) project- Indigenous Relations- Saugeen Ojibway Nation (SON) projects (archaeology collections, exhibitions, programs)- Historic Saugeen Metis (HSM) permanent exhibition planning <p>Digital Presence</p> <ul style="list-style-type: none">- School programming- Collections Deep Dives- Online collections, increase records <p>Overall 10.2% increase over 2022 \$221,141 No change in FTE</p>



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

	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	1,478,998	1,685,612	0	0	94,986	0	0	0	0	0	0	1,780,598	94,986
Staff Related Costs	3,002	22,469	0	0	(279)	0	0	0	0	0	0	22,190	(279)
Contract Services	130,167	182,957	0	0	(85,753)	0	0	0	0	0	0	97,204	(85,753)
Material	211,312	310,696	0	0	3,912	0	0	0	0	0	0	314,608	3,912
Transfers, Grants & Financial Charge	437	0	0	0	7,000	0	0	0	0	0	0	7,000	7,000
Transfer to Reserves	5,780	101,670	0	0	(76,636)	0	0	0	0	0	0	25,034	(76,636)
Fleet Costs	550	4,440	0	0	60	0	0	0	0	0	0	4,500	60
Facility Costs	199,826	209,261	0	0	12,935	0	0	0	0	0	0	222,196	12,935
Other Internal Costs	222,636	244,958	0	0	34,164	0	0	0	0	0	0	279,122	34,164
Total Expenditures	2,252,708	2,762,063	0	0	(9,611)	0	0	0	0	0	0	2,752,452	(9,611)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(0.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.3%)	
Revenues by Type													
Federal	110,287	70,768	0	0	(46,893)	0	0	0	0	0	0	23,875	(46,893)
Provincial	170,200	121,230	0	0	(49,400)	0	0	0	0	0	0	71,830	(49,400)
Municipal	5,000	5,000	0	0	0	0	0	0	0	0	0	5,000	0
Transfers from Reserves	95,792	66,375	0	0	(66,375)	0	0	0	0	0	0	0	(66,375)
Fees and Services	57,400	141,106	0	0	16,556	0	0	0	0	0	0	157,662	16,556
Donations	148,228	178,908	0	0	(96,640)	0	0	0	0	0	0	82,268	(96,640)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	11,948	13,180	0	0	12,000	0	0	0	0	0	0	25,180	12,000
Total Revenue	598,855	596,567	0	0	(230,752)	0	0	0	0	0	0	365,815	(230,752)
Net Requirement	1,653,853	2,165,496	0	0	221,141	0	0	0	0	0	0	2,386,637	221,141
Percent of Prior Year Budget		100.0%	0.0%	0.0%	10.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.2%	
Full Time Equivalents (FTE's)	0.00	17.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.80	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Maintain Services (Expenditures)

- Increase \$94,986, Salaries, Wages & Benefits, Grid movement, Job Evaluation adjustment
- Contract Services increase \$10,187 for consultant services
- Material decrease \$3,367
- Transfer Grants & Financial Charges \$7,000 Endowment Fund
- Transfer to Reserve \$3,000 to Museum Reserve
- Facility Costs Increase \$12,935 Utilities, Building Maintenance & Contracted Services (Fire & Security)
- Interdepartmental Charges increase \$34,164

Maintain Services (Revenue)

- Increase \$5,607 Student grants and MAP (Museum Assistance Program)
- Decrease of \$17,000 Transfer from Reserves Safe Restart
- Donations decrease \$15,500 being moved from operating into Endowment and Museum Reserve



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

	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	1,478,998	1,685,612	0	0	94,986	0	0	0	0	0	0	1,780,598	94,986
Staff Related Costs	3,002	22,469	0	0	(279)	0	0	0	0	0	0	22,190	(279)
Contract Services	59,147	45,492	0	0	10,187	0	0	0	0	0	0	55,679	10,187
Material	146,664	201,935	0	0	(3,367)	0	0	0	0	0	0	198,568	(3,367)
Transfers, Grants & Financial Charge	437	0	0	0	7,000	0	0	0	0	0	0	7,000	7,000
Transfer to Reserves	0	0	0	0	3,000	0	0	0	0	0	0	3,000	3,000
Fleet Costs	550	4,440	0	0	60	0	0	0	0	0	0	4,500	60
Facility Costs	199,826	209,261	0	0	12,935	0	0	0	0	0	0	222,196	12,935
Other Internal Costs	222,636	244,958	0	0	34,164	0	0	0	0	0	0	279,122	34,164
Total Expenditures	2,111,260	2,414,167	0	0	158,686	0	0	0	0	0	0	2,572,853	158,686
Percent of Expenditure Budget		100.0%	100.0%	0.0%	6.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.6%	
Revenues by Type													
Federal	110,287	18,268	0	0	5,607	0	0	0	0	0	0	23,875	5,607
Provincial	105,765	71,830	0	0	0	0	0	0	0	0	0	71,830	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	54,208	17,000	0	0	(17,000)	0	0	0	0	0	0	0	(17,000)
Fees and Services	27,706	71,000	0	0	(1,000)	0	0	0	0	0	0	70,000	(1,000)
Donations	12,343	28,000	0	0	(15,500)	0	0	0	0	0	0	12,500	(15,500)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	26	1,000	0	0	0	0	0	0	0	0	0	1,000	0
Total Revenue	310,335	207,098	0	0	(27,893)	0	0	0	0	0	0	179,205	(27,893)
Net Requirement	1,800,925	2,207,069	0	0	186,579	0	0	0	0	0	0	2,393,648	186,579
Percent of Prior Year Budget		100.0%	0.0%	0.0%	8.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.5%	
Full Time Equivalents (FTE's)	0.00	17.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.80	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Council Priorities (Expenditures)

- Forecasting similar costs for the Speaker Event that didn't occur in 2022

Council Priorities (Revenue)

- Transfer to Reserves from Speaker Event, User Fees, Municipal Contribution (\$5K Kincardine - final year) estimated total transfer \$22,034



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	17,500	0	0	2,500	0	0	0	0	0	0	20,000	2,500
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	5,780	21,670	0	0	364	0	0	0	0	0	0	22,034	364
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	5,780	39,170	0	0	2,864	0	0	0	0	0	0	42,034	2,864
Percent of Expenditure Budget		100.0%	100.0%	0.0%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	5,000	5,000	0	0	0	0	0	0	0	0	0	5,000	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	780	24,170	0	0	364	0	0	0	0	0	0	24,534	364
Donations	0	10,000	0	0	2,500	0	0	0	0	0	0	12,500	2,500
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	5,780	39,170	0	0	2,864	0	0	0	0	0	0	42,034	2,864
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Maintain Services (Expenditures) <ul style="list-style-type: none">Contract Services decrease \$12,470, Exhibit Design & Development and Rental fees Maintain Services (Revenue) <ul style="list-style-type: none">Federal subsidy decrease \$2,500Donations/Sponsorship decrease \$4,720	



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	48,761	51,928	0	0	(12,470)	0	0	0	0	0	0	39,458	(12,470)
Material	12,714	10,550	0	0	350	0	0	0	0	0	0	10,900	350
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	61,475	62,478	0	0	(12,120)	0	0	0	0	0	0	50,358	(12,120)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(19.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(19.4%)	
Revenues by Type													
Federal	0	2,500	0	0	(2,500)	0	0	0	0	0	0	0	(2,500)
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	12,295	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	18,479	29,200	0	0	(4,720)	0	0	0	0	0	0	24,480	(4,720)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	515	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	31,289	31,700	0	0	(7,220)	0	0	0	0	0	0	24,480	(7,220)
Net Requirement	30,186	30,778	0	0	(4,900)	0	0	0	0	0	0	25,878	(4,900)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(15.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(15.9%)	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights

- Maintain Services (Expenditures)
- Material increase \$25,429 general supply increase for Archives, Children's/Student Education & Programming, Giftshop
 - Transfer to Reserve \$80,000 Krug Reserve 2022
- Maintain Services (Revenue)
- Transfer from Reserves decrease \$49,375 COVID Safe Restart Funds
 - Fees & Services increase \$17,192 admissions increase for Children's / Student Education & Programming
 - Donations decrease \$73,920, Krug Reserve transfer and increase in Sponsorship for Children's / Student Education & Programming
 - Other increase \$12,000 Facility rental, bar & gift shop



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	2,160	2,137	0	0	(70)	0	0	0	0	0	0	2,067	(70)
Material	38,545	59,711	0	0	25,429	0	0	0	0	0	0	85,140	25,429
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	80,000	0	0	(80,000)	0	0	0	0	0	0	0	(80,000)
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	40,705	141,848	0	0	(54,641)	0	0	0	0	0	0	87,207	(54,641)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(38.5%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(38.5%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	31,546	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	29,289	49,375	0	0	(49,375)	0	0	0	0	0	0	0	(49,375)
Fees and Services	28,914	45,936	0	0	17,192	0	0	0	0	0	0	63,128	17,192
Donations	117,406	106,708	0	0	(73,920)	0	0	0	0	0	0	32,788	(73,920)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	11,407	12,180	0	0	12,000	0	0	0	0	0	0	24,180	12,000
Total Revenue	218,562	214,199	0	0	(94,103)	0	0	0	0	0	0	120,096	(94,103)
Net Requirement	(177,857)	(72,351)	0	0	39,462	0	0	0	0	0	0	(32,889)	39,462
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(54.5%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(54.5%)	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights

- Maintain Services (Expenditures)
- Contract Services decrease \$83,400, consulting services, professional services and computer software (moving to ITS)
 - Material decrease \$21,000 overall supplies Special Projects
- Maintain Services (Revenues)
- Federal subsidy decrease \$50,000 (MAP Digitization Funding \$30K & New Horizons \$20K)
 - Provincial Subsidy decrease \$49,400 Modernization Funding
 - Donations Sponsorship decrease \$5,000



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	20,099	83,400	0	0	(83,400)	0	0	0	0	0	0	0	(83,400)
Material	13,389	21,000	0	0	(21,000)	0	0	0	0	0	0	0	(21,000)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	33,488	104,400	0	0	(104,400)	0	0	0	0	0	0	0	(104,400)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	
Revenues by Type													
Federal	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Provincial	32,889	49,400	0	0	(49,400)	0	0	0	0	0	0	0	(49,400)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	5,000	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	32,889	104,400	0	0	(104,400)	0	0	0	0	0	0	0	(104,400)
Net Requirement	599	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,643,280	1,478,998	1,685,612	1,780,598	94,986	1,876,280	2,016,486	2,205,318	2,268,034
Staff Related Costs	16,574	3,002	22,469	22,190	(279)	22,856	23,543	24,249	24,977
Contract Services	103,670	130,167	182,957	97,204	(85,753)	96,290	99,180	102,156	105,221
Material	274,821	211,312	310,696	314,608	3,912	392,249	403,488	415,075	356,122
Transfers, Grants & Financial Charge	0	437	0	7,000	7,000	0	0	0	0
Transfer to Reserves	21,200	5,780	101,670	25,034	(76,636)	17,393	17,898	18,417	17,108
Fleet Costs	4,740	550	4,440	4,500	60	4,635	4,774	4,918	5,066
Facility Costs	203,536	199,826	209,261	222,196	12,935	230,008	238,106	243,698	249,430
Other Internal Costs	222,636	222,636	244,958	279,122	34,164	316,886	321,344	341,101	383,415
Total Expenditures	2,490,457	2,252,708	2,762,063	2,752,452	(9,611)	2,956,597	3,124,819	3,354,932	3,409,373
Percent of Expenditure Budget				(0.3%)		7.4%	5.7%	7.4%	1.6%
Revenues by Type									
Federal	44,683	110,287	70,768	23,875	(46,893)	23,948	24,666	25,406	26,168
Provincial	71,830	170,200	121,230	71,830	(49,400)	71,830	71,830	71,830	71,830
Municipal	20,000	5,000	5,000	5,000	0	0	0	0	0
Transfers from Reserves	99,681	95,792	66,375	0	(66,375)	0	0	0	0
Fees and Services	150,423	57,400	141,106	157,662	16,556	145,676	149,584	153,963	108,535
Donations	68,976	148,228	178,908	82,268	(96,640)	83,326	85,412	87,514	56,814
Fines	0	0	0	0	0	0	0	0	0
Other	36,200	11,948	13,180	25,180	12,000	17,112	17,541	17,972	9,602
Total Revenue	491,793	598,855	596,567	365,815	(230,752)	341,892	349,033	356,685	272,949
Net Requirement	1,998,664	1,653,853	2,165,496	2,386,637	221,141	2,614,705	2,775,786	2,998,247	3,136,424
Percent of Prior Year Budget				10.2%		9.6%	6.2%	8.0%	4.6%
Full Time Equivalentents (FTEs)	17.80	0.00	17.80	17.80	0.00	18.30	19.30	21.30	21.30
Percent of Prior Year FTE				0.0%		2.8%	5.5%	9.4%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,643,280	1,478,998	1,685,612	1,780,598	94,986	1,876,280	2,016,486	2,205,318	2,268,034
Staff Related Costs	16,574	3,002	22,469	22,190	(279)	22,856	23,543	24,249	24,977
Contract Services	42,917	59,147	45,492	55,679	10,187	57,349	59,070	60,843	62,668
Material	148,184	146,664	201,935	198,568	(3,367)	255,032	262,431	270,064	225,515
Transfers, Grants & Financial Charge	0	437	0	7,000	7,000	0	0	0	0
Transfer to Reserves	0	0	0	3,000	3,000	0	0	0	0
Fleet Costs	4,740	550	4,440	4,500	60	4,635	4,774	4,918	5,066
Facility Costs	203,536	199,826	209,261	222,196	12,935	230,008	238,106	243,698	249,430
Other Internal Costs	222,636	222,636	244,958	279,122	34,164	316,886	321,344	341,101	383,415
Total Expenditures	2,281,867	2,111,260	2,414,167	2,572,853	158,686	2,763,046	2,925,754	3,150,191	3,219,105
Percent of Expenditure Budget				6.6%		7.4%	5.9%	7.7%	2.2%
Revenues by Type									
Federal	19,683	110,287	18,268	23,875	5,607	23,948	24,666	25,406	26,168
Provincial	71,830	105,765	71,830	71,830	0	71,830	71,830	71,830	71,830
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	49,000	54,208	17,000	0	(17,000)	0	0	0	0
Fees and Services	64,000	27,706	71,000	70,000	(1,000)	72,100	74,263	76,491	78,785
Donations	18,000	12,343	28,000	12,500	(15,500)	12,875	13,261	13,659	14,068
Fines	0	0	0	0	0	0	0	0	0
Other	1,000	26	1,000	1,000	0	1,030	1,061	1,093	1,126
Total Revenue	223,513	310,335	207,098	179,205	(27,893)	181,783	185,081	188,479	191,977
Net Requirement	2,058,354	1,800,925	2,207,069	2,393,648	186,579	2,581,263	2,740,673	2,961,712	3,027,128
Percent of Prior Year Budget				8.5%		7.8%	6.2%	8.1%	2.2%
Full Time Equivalentents (FTEs)	17.80	0.00	17.80	17.80	0.00	18.30	19.30	21.30	21.30
Percent of Prior Year FTE				0.0%		2.8%	5.5%	9.4%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	17,500	0	17,500	20,000	2,500	20,600	21,218	21,855	22,511
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	21,200	5,780	21,670	22,034	364	17,393	17,898	18,417	17,108
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	38,700	5,780	39,170	42,034	2,864	37,993	39,116	40,272	39,619
Percent of Expenditure Budget				7.3%		(9.6%)	3.0%	3.0%	(1.6%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	20,000	5,000	5,000	5,000	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	25,200	780	24,170	24,534	364	25,270	26,028	26,808	27,612
Donations	10,000	0	10,000	12,500	2,500	12,875	13,261	13,659	14,069
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	55,200	5,780	39,170	42,034	2,864	38,145	39,289	40,467	41,681
Net Requirement	(16,500)	0	0	0	0	(152)	(173)	(195)	(2,062)
Percent of Prior Year Budget				0.0%		0.0%	13.8%	12.7%	957.4%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	58,451	48,761	51,928	39,458	(12,470)	36,812	37,917	39,054	40,226
Material	11,775	12,714	10,550	10,900	350	11,227	11,564	11,911	12,268
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	70,226	61,475	62,478	50,358	(12,120)	48,039	49,481	50,965	52,494
Percent of Expenditure Budget				(19.4%)		(4.6%)	3.0%	3.0%	3.0%
Revenues by Type									
Federal	0	0	2,500	0	(2,500)	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	21,392	12,295	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	12,000	18,479	29,200	24,480	(4,720)	25,214	25,970	26,749	27,551
Fines	0	0	0	0	0	0	0	0	0
Other	0	515	0	0	0	0	0	0	0
Total Revenue	33,392	31,289	31,700	24,480	(7,220)	25,214	25,970	26,749	27,551
Net Requirement	36,834	30,186	30,778	25,878	(4,900)	22,825	23,511	24,216	24,943
Percent of Prior Year Budget				(15.9%)		(11.8%)	3.0%	3.0%	3.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	2,302	2,160	2,137	2,067	(70)	2,129	2,193	2,259	2,327
Material	67,362	38,545	59,711	85,140	25,429	100,390	103,275	106,245	95,828
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	80,000	0	(80,000)	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	69,664	40,705	141,848	87,207	(54,641)	102,519	105,468	108,504	98,155
Percent of Expenditure Budget				(38.5%)		17.6%	2.9%	2.9%	(9.5%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	31,546	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	29,289	29,289	49,375	0	(49,375)	0	0	0	0
Fees and Services	61,223	28,914	45,936	63,128	17,192	48,306	49,293	50,664	2,138
Donations	23,976	117,406	106,708	32,788	(73,920)	27,362	27,920	28,447	1,126
Fines	0	0	0	0	0	0	0	0	0
Other	35,200	11,407	12,180	24,180	12,000	16,082	16,480	16,879	8,476
Total Revenue	149,688	218,562	214,199	120,096	(94,103)	91,750	93,693	95,990	11,740
Net Requirement	(80,024)	(177,857)	(72,351)	(32,889)	39,462	10,769	11,775	12,514	86,415
Percent of Prior Year Budget				(54.5%)		(132.7%)	9.3%	6.3%	590.5%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	20,099	83,400	0	(83,400)	0	0	0	0
Material	30,000	13,389	21,000	0	(21,000)	5,000	5,000	5,000	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	30,000	33,488	104,400	0	(104,400)	5,000	5,000	5,000	0
Percent of Expenditure Budget				(100.0%)		0.0%	0.0%	0.0%	(100.0%)
Revenues by Type									
Federal	25,000	0	50,000	0	(50,000)	0	0	0	0
Provincial	0	32,889	49,400	0	(49,400)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	5,000	0	5,000	0	(5,000)	5,000	5,000	5,000	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	30,000	32,889	104,400	0	(104,400)	5,000	5,000	5,000	0
Net Requirement	0	599	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	11,991	5,000	0	(5,000)	0	0	0	0
Technology & Communications	15,112	0	0	0	0	45,000	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	453	0	16,000	16,000	0	0	0	0
Building - Structure	18,500	22,900	82,495	59,595	315,000	350,000	432,461	450,000
Building - Site Elements	4,850	6,000	86,297	80,297	62,500	192,200	152,500	188,500
Building - Exterior Components	24,876	0	0	0	0	80,000	368,546	0
Building - Interior Components	19,186	0	0	0	13,300	55,542	12,000	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	16,682	0	0	0	26,975	50,570	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	111,650	33,900	184,792	150,892	417,775	773,312	965,507	638,500
Transfer to Reserves	128,400	133,400	61,000	(72,400)	88,000	113,000	113,000	113,000
Total Expenditure	240,050	167,300	245,792	78,492	505,775	886,312	1,078,507	751,500
% of Prior Expenditure			46.9%		105.8%	75.2%	21.7%	(30.3%)
Revenues by Type								
Federal	39,250	0	0	0	0	0	0	0
Provincial	41,433	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	15,784	0	50,000	50,000	0	0	0	0
Donations	1,097	5,000	0	(5,000)	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	97,564	5,000	50,000	45,000	0	0	0	0
Net Requirement	142,486	162,300	195,792	33,492	505,775	886,312	1,078,507	751,500
% of Prior Net Requirement			20.6%		158.3%	75.2%	21.7%	(30.3%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	10,894	0	0	0	0	0	0	0
Technology & Communications	8,000	0	0	0	0	45,000	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	453	0	16,000	16,000	0	0	0	0
Building - Structure	18,500	22,900	0	(22,900)	15,000	0	32,461	0
Building - Site Elements	4,850	6,000	86,297	80,297	62,500	192,200	152,500	188,500
Building - Exterior Components	24,876	0	0	0	0	80,000	368,546	0
Building - Interior Components	19,186	0	0	0	13,300	55,542	12,000	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	16,682	0	0	0	26,975	50,570	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	103,441	28,900	102,297	73,397	117,775	423,312	565,507	188,500
Transfer to Reserves	30,400	33,400	61,000	27,600	88,000	113,000	113,000	113,000
Total Expenditure	133,841	62,300	163,297	100,997	205,775	536,312	678,507	301,500
% of Prior Expenditure			162.1%		26.0%	160.6%	26.5%	(55.6%)
Revenues by Type								
Federal	39,250	0	0	0	0	0	0	0
Provincial	34,321	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	15,784	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	89,355	0	0	0	0	0	0	0
Net Requirement	44,486	62,300	163,297	100,997	205,775	536,312	678,507	301,500
% of Prior Net Requirement			162.1%		26.0%	160.6%	26.5%	(55.6%)



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	82,495	82,495	300,000	350,000	400,000	450,000
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	0	82,495	82,495	300,000	350,000	400,000	450,000
Transfer to Reserves	0	100,000	0	(100,000)	0	0	0	0
Total Expenditure	0	100,000	82,495	(17,505)	300,000	350,000	400,000	450,000
% of Prior Expenditure			(17.5%)		263.7%	16.7%	14.3%	12.5%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	50,000	50,000	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	50,000	50,000	0	0	0	0
Net Requirement	0	100,000	32,495	(67,505)	300,000	350,000	400,000	450,000
% of Prior Net Requirement			(67.5%)		823.2%	16.7%	14.3%	12.5%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	1,097	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	1,097	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	1,097	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	1,097	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	1,097	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	0	0	0
Transfer to Reserves	98,000	0	0	0	0	0	0	0
Total Expenditure	98,000	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	98,000	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	5,000	0	(5,000)	0	0	0	0
Technology & Communications	7,112	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	7,112	5,000	0	(5,000)	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	7,112	5,000	0	(5,000)	0	0	0	0
% of Prior Expenditure			(100.0%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	7,112	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	5,000	0	(5,000)	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	7,112	5,000	0	(5,000)	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
MU Museum				
Capital Projects				
MU-2021-008 Office Furniture	16,000	0	16,000	0
MU-2021-R02 Transfer to Reserve for Vehicle	3,000	0	3,000	0
MU-2021-R03 Transfer to Reserve for Building	50,000	0	50,000	0
MU-2022-R01 Transfer to Reserve for Furniture	5,000	0	5,000	0
MU-2023-001 HVAC Indoor Units	11,700	0	11,700	0
MU-2023-002 HVAC Outdoor Units	62,500	0	62,500	0
MU-2023-003 Exterior Patio Decking	18,355	0	18,355	0
MU-2023-004 Bruce Gallery Decking	14,140	0	14,140	0
MU-2023-005 Rooftop Ladder	12,097	0	12,097	0
MU-2023-007 Museum Expansion	50,000	(50,000)	0	0
MU-2023-R01 Transfer to Reserve for Computer Software	3,000	0	3,000	0
Net Cost of Capital Projects	245,792	(50,000)	195,792	0
Total Museum	245,792	(50,000)	195,792	



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
MU Museum															
Capital Projects															
MU-2021-008 Office Furniture	16,000	0	16,000	0	0	0	0	0	0	0	0	0	0	0	0
MU-2021-R02 Transfer to Reserve for Vehicle	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000
MU-2021-R03 Transfer to Reserve for Building	50,000	0	50,000	75,000	0	75,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
MU-2022-R01 Transfer to Reserve for Furniture	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
MU-2022-R02 Transfer to Reserve for Museum Expan	0	0	0	300,000	0	300,000	350,000	0	350,000	400,000	0	400,000	450,000	0	450,000
MU-2023-001 HVAC Indoor Units	11,700	0	11,700	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-002 HVAC Outdoor Units	62,500	0	62,500	62,500	0	62,500	125,000	0	125,000	125,000	0	125,000	125,000	0	125,000
MU-2023-003 Exterior Patio Decking	18,355	0	18,355	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-004 Bruce Gallery Decking	14,140	0	14,140	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-005 Rooftop Ladder	12,097	0	12,097	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-006 Bruce Gallery Lighting	0	0	0	7,200	0	7,200	0	0	0	0	0	0	0	0	0
MU-2023-007 Museum Expansion	50,000	(50,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-R01 Transfer to Reserve for Computer Soft	3,000	0	3,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
MU-2024-001 Log School (Outbuilding)	0	0	0	15,000	0	15,000	0	0	0	0	0	0	0	0	0
MU-2024-002 Communications & Security	0	0	0	19,775	0	19,775	0	0	0	0	0	0	0	0	0
MU-2024-003 1878 Schoolhouse Carpet	0	0	0	4,900	0	4,900	0	0	0	0	0	0	0	0	0
MU-2025-001 Plumbing	0	0	0	0	0	0	3,200	0	3,200	0	0	0	6,500	0	6,500
MU-2025-002 Building Security System	0	0	0	0	0	0	38,900	0	38,900	0	0	0	0	0	0
MU-2025-003 Paging System	0	0	0	0	0	0	11,670	0	11,670	0	0	0	0	0	0
MU-2025-005 Theatre Equipment	0	0	0	0	0	0	45,000	0	45,000	0	0	0	0	0	0
MU-2025-007 Main Entrance Exterior Closures	0	0	0	0	0	0	104,000	0	104,000	0	0	0	0	0	0
MU-2025-009 Wood Flooring (Theatre)	0	0	0	8,400	0	8,400	0	0	0	0	0	0	0	0	0



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

	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
MU-2025-010 Vinyl Flooring (Interior Finishes)	0	0	0	0	0	0	55,542	0	55,542	0	0	0	0	0	0
MU-2025-011 1878 Schoolhouse Exterior Doors	0	0	0	0	0	0	40,000	0	40,000	0	0	0	0	0	0
MU-2025-012 HVAC Components	0	0	0	0	0	0	0	0	0	27,500	0	27,500	57,000	0	57,000
MU-2026-001 Wooden Pergola	0	0	0	0	0	0	0	0	0	32,461	0	32,461	0	0	0
MU-2026-002 Roof 2005 Section	0	0	0	0	0	0	0	0	0	368,546	0	368,546	0	0	0
MU-2026-003 Appliances	0	0	0	0	0	0	0	0	0	12,000	0	12,000	0	0	0
Net Cost of Capital Projects	245,792	(50,000)	195,792	505,775	0	505,775	886,312	0	886,312	1,078,507	0	1,078,507	751,500	0	751,500
Total Museum	245,792	(50,000)	195,792	505,775		505,775	886,312		886,312	1,078,507		1,078,507	751,500		751,500

2022 closing	Transfers From	Transfers To	Interest/trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Museum				Museum				
\$ 6,980.10				Computer Software	\$ 6,980.10	751-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 15,495.73		\$ 3,000.00		Computer Hardware	\$ 18,495.73	751-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Equipment Replacement				
Museum				Museum				
\$ 3,384.27				Other Operational Equipment	\$ 3,384.27	751-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment and theatre equipment.
				Facility Reserves				
				Museum				
\$ 63,751.45		\$ 50,000.00		Museum Building	\$ 113,751.45	751-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.
				Vehicle and Machine Replacement				
Museum				Museum				
\$ 12,190.52		\$ 3,000.00		Vehicle Replacement	\$ 15,190.52	751-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Museum				Museum				
\$ 3,000.00		\$ 5,000.00		Office Furniture	\$ 8,000.00	751-1120-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture

2022 closing	Transfers From	Transfers To	Interest/trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Donation Reserves				
				Museum				
\$ 22,642.82		\$ 3,000.00		General Donations (Specific to Museum)	\$ 25,642.82	751-1110-EDON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Specific undertakings as deemed appropriate by Director and Council.
\$ 1,719.52				Marine Gallery Campaign (Stipulations Apply)	\$ 1,719.52	751-1110-SHIL	Funds raised in 2011 and 2012 for the Marine Gallery Campaign	Specific undertakings related to the Marine Gallery as deemed appropriate by Director and Council.
\$ 476,161.73				Archive Donation Krug Reserve Fund (Stipulations Apply)	\$ 476,161.73	751-1120-KRUG	Estate donation and residual received from the Krug Family.	Specific undertakings for the purpose of the Archives building for the storage and display of the archives of the County in Memory of Bruce and Howard Krug.
				Designated Project or Special Purpose Reserves				
				Museum				
\$ 5,011.85				First Nations Exhibit	\$ 5,011.85	751-1110-PROJ	Year End unspent project funds earmarked for this purpose	Year End unspent project funds earmarked for this purpose
\$ 127.45				Log Home repairs	\$ 127.45	751-1110-PROJ	Year End unspent project funds earmarked for this purpose	Year End unspent project funds earmarked for this purpose
\$ 101,816.64	(\$50,000.00)	\$ 22,034.00		Community Wing	\$ 73,850.64	751-1120-WING	Specific Fundraising Projects	Used to fund Building
\$ 3,136.80				Acquisition for Collections	\$ 3,136.80	751-1110-AQUI	Monies generated from the sale of de-accessioned Museum Artifacts	Specific undertakings related to collection related projects deemed appropriate by Director and Council.

\$ 715,418.88	(\$50,000.00)	\$ 86,034.00	\$ -
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\$ 751,452.88

2023 - 2027 Budget and Forecast



Be an explorer.

Library Budget Reference

2023 Bruce County Business Plan

Department: Library

Strategic Priorities:

- 1. Digital Community Facilitator.** Provide learning, devices and technology, including workshops on digital literacy.
- 2. Community Sharing Place.** Provide virtual and physical spaces for meetings, programs, and collaborative group gatherings.
Encourage community skill sharing and participation.
- 3.Trusted Community Connector.** Inspire and support content creation. Ensure the Library is welcoming to all through diversity, equity, accessibility, and inclusion strategies.

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q2)	2023 Budget
In-person programs held	1,545	2,607	2,300	2,400	1,140	670	1,200
In-person program attendance	16,897	23,275	22,000	23,000	25,233	9,571	18,000
Virtual/Recorded programs							25
Virtual/Recorded program attendance/views							2,000
Door counts							130,000
Active library members	28,319	28,234	25,000	25,500	24,306	21,731	23,000
Circulation of physical items	430,064	429,261	430,000	420,000	312,030	168,406	325,000
Circulation of online resources (eBooks & eMagazines)	62,593	75,740	70,000	75,000	109,057	59,004	115,000
Electronic Database Use	12,588	6,742	8,891	13,173	36,289	19083	34,000
Visits to the library website and online catalogue	238,901	282,215	300,000	305,000	323,344	157,040	325,000
Followers on social media	3,656	4,065	4,200	4,500	5,867	6,240	6,500

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Bookmobile	\$90,000		\$90,000	
2. Branch Improvements	\$3,000	43,000	\$46,000	
3. Service Initiative	\$5,000		\$5,000	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Bookmobile Owner: Library Director	Hire staff, launch and promote bookmobile. Evaluate and adjust routes as required. Annualize Bookmobile staffing, maintenance, and fuel costs.	\$80,000	Mobile library to bring services throughout Bruce County.	Service Initiative
2. Branch Improvements Owner: Library Director, Assistant Director	Improve accessibility at branches, including accessible public computer stations. Potential Paisley Branch refurbishment.	\$46,000 \$6,000 reserves	1. Support individuals to independently access what they need. Comply with AODA. 2. Refurnish branches that have re-located or require updates.	Maintain Services
3. Explore new service and collection initiatives. Owner: Library Director, Assistant Director, Branch supervisor	Identify potential partner organizations to provide enhanced services in branches. Add new collection items or digital resources.	\$5,000 internal staff time	Enhanced services based on community need.	Service Initiative

2023 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Staff-led programs	Programs consist of weekly programs like story time or baby time, special programs like an author visit, technology training, and community development such as outreach at Fall Fairs or partnered programs with community groups. Staff will count number of programs held.
Program participation	Total participation in library programs by the public at all branches or at outreach events. Staff will count number of participants at programs.
Virtual/Recorded Programs	The number of virtual or record programs presented
Virtual/Recorded Program Views or Attendance	The number of online attendees or viewers of an online presentation or program.
Door Counts	The number of people entering any of our branches, excluding staff.
Electronic database use	Data collected through vendor site statistics. Counts sessions/logins for all online resources.
Active library members	Counts of members with cards that have not expired. Report generated from Integrated Library System (ILS).
Circulation of physical items	Counts number of physical items circulated (books, DVDs, audio books). Report generated from ILS.
Circulation on-line resources (eBooks and eMagazines)	Counts number of items checked out on-line via our eBooks/eAudiobooks catalogue and eMagazines collection. Data collected through vendor site statistics.
Total circulation	Counts number of physical items circulated as well as circulation of on-line resources. Report from ILS and eBook vendor (OverDrive).

2023 Bruce County Business Plan

Key Performance Indicators	Description
Visits to our website and online catalogue	Counts number of visits. Data collected from web statistics.
Followers on social media (Facebook, Twitter, Instagram)	Counts number of followers on Twitter, Instagram, Facebook and YouTube. Data collected from social media statistics reports.



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

Major Initiatives and Department Focus	
<p>2022 saw a return to more regular operations at Bruce County Public Library. A return to in-person programming was welcome by staff and patrons, and we saw particular growth in our Book Clubs as people were keen to gather together again. We have maintained our online presence with ongoing virtual programs and increased social media engagement.</p> <p>After an extensive audit, BCPL was re-accredited in Fall 2022 through the Ontario Public Library Guidelines Monitoring and Accreditation Council. Two areas were identified as requiring improvements - lone worker protection and accessibility. We will improve accessibility in our branches by providing height-adjustable accessible workstations and working with our municipal partners regarding accessible building improvements. Staff are also exploring options for lone worker monitoring.</p> <p>Arran-Elderslie is considering renovating rather than relocating the Paisley Branch to the arena. In either circumstance, BCPL will need to replace shelving and fixtures.</p>	<p>Extensive supply chain challenges have delayed receipt, and launch, of the Bookmobile. The Ford Transit Van that has been on-order for the Bookmobile is now anticipated to arrive in Q1 of 2023. Costs for 2 part-time bookmobile staff have been annualized in 2023. While vehicle and customization costs have increased, capital costs will not exceed what is available in the reserve.</p>



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

	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	2,598,800	2,836,350	0	0	181,248	0	0	0	0	0	0	3,017,598	181,248
Staff Related Costs	24,139	42,500	0	0	840	0	0	0	0	3,200	0	46,540	4,040
Contract Services	64,267	49,200	(11,500)	0	11,030	0	0	0	0	1,000	0	49,730	530
Material	231,078	231,451	0	0	15,589	2,000	0	0	0	3,000	0	252,040	20,589
Transfers, Grants & Financial Charge	351,624	358,650	0	0	7,173	0	0	0	0	0	0	365,823	7,173
Transfer to Reserves	190,461	260,400	0	0	(250,000)	0	0	0	0	0	0	10,400	(250,000)
Fleet Costs	16,958	22,600	0	0	14,100	0	0	0	0	0	0	36,700	14,100
Facility Costs	81,347	83,270	0	0	12,086	0	0	0	0	0	0	95,356	12,086
Other Internal Costs	448,362	506,567	0	0	86,333	0	0	0	0	0	0	592,900	86,333
Total Expenditures	4,007,036	4,390,988	(11,500)	0	78,399	2,000	0	0	0	7,200	0	4,467,087	76,099
Percent of Expenditure Budget		100.0%	100.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	1.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	195,134	188,487	0	0	0	0	0	0	0	0	0	188,487	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	66,204	58,550	0	0	(36,674)	2,000	0	0	0	0	0	23,876	(34,674)
Fees and Services	6,490	11,450	0	0	(1,100)	0	0	0	0	0	0	10,350	(1,100)
Donations	77,325	0	0	0	0	0	0	0	0	0	0	0	0
Fines	5,128	5,000	5,000	0	0	0	0	0	0	0	0	10,000	5,000
Other	7,636	8,600	0	0	0	0	0	0	0	0	0	8,600	0
Total Revenue	357,917	272,087	5,000	0	(37,774)	2,000	0	0	0	0	0	241,313	(30,774)
Net Requirement	3,649,119	4,118,901	(16,500)	0	116,173	0	0	0	0	7,200	0	4,225,774	106,873
Percent of Prior Year Budget		100.0%	(0.4%)	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	2.6%	
Full Time Equivalents (FTE's)	0.00	37.31	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.81	0.50
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	(98.7%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Growth <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• increased cost of vehicle maintenance, fuel• increase to databases based on population - \$5,000• Update branch cell phones	Council Priorities <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">••	Service Initiatives/Savings <ul style="list-style-type: none">• Staffing for bookmobile annualized.• Using reserves for accessibility improvements
Provincially Legislated <ul style="list-style-type: none">••	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	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	2,598,800	2,836,350	0	0	181,248	0	0	0	0	0	0	3,017,598	181,248
Staff Related Costs	24,139	42,500	0	0	840	0	0	0	0	3,200	0	46,540	4,040
Contract Services	54,600	49,200	(11,500)	0	11,030	0	0	0	0	1,000	0	49,730	530
Material	221,034	225,795	0	0	18,145	0	0	0	0	3,000	0	246,940	21,145
Transfers, Grants & Financial Charge	351,618	358,650	0	0	7,173	0	0	0	0	0	0	365,823	7,173
Transfer to Reserves	117,261	260,000	0	0	(250,000)	0	0	0	0	0	0	10,000	(250,000)
Fleet Costs	16,958	22,600	0	0	14,100	0	0	0	0	0	0	36,700	14,100
Facility Costs	81,347	83,270	0	0	12,086	0	0	0	0	0	0	95,356	12,086
Other Internal Costs	448,362	506,567	0	0	86,333	0	0	0	0	0	0	592,900	86,333
Total Expenditures	3,914,119	4,384,932	(11,500)	0	80,955	0	0	0	0	7,200	0	4,461,587	76,655
Percent of Expenditure Budget		100.0%	100.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	1.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	195,134	188,487	0	0	0	0	0	0	0	0	0	188,487	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	51,111	54,994	0	0	(34,118)	0	0	0	0	0	0	20,876	(34,118)
Fees and Services	6,490	11,450	0	0	(1,100)	0	0	0	0	0	0	10,350	(1,100)
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	5,128	5,000	5,000	0	0	0	0	0	0	0	0	10,000	5,000
Other	7,136	6,100	0	0	0	0	0	0	0	0	0	6,100	0
Total Revenue	264,999	266,031	5,000	0	(35,218)	0	0	0	0	0	0	235,813	(30,218)
Net Requirement	3,649,120	4,118,901	(16,500)	0	116,173	0	0	0	0	7,200	0	4,225,774	106,873
Percent of Prior Year Budget		100.0%	(0.4%)	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	2.6%	
Full Time Equivalents (FTE's)	0.00	37.31	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.81	0.50
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	(98.7%)



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



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	8,159	2,556	0	0	(2,556)	2,000	0	0	0	0	0	2,000	(556)
Transfers, Grants & Financial Charge	3	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	14,344	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	22,506	2,556	0	0	(2,556)	2,000	0	0	0	0	0	2,000	(556)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(100.0%)	78.2%	0.0%	0.0%	0.0%	0.0%	0.0%	(21.8%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	5,426	2,556	0	0	(2,556)	2,000	0	0	0	0	0	2,000	(556)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	17,081	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	22,507	2,556	0	0	(2,556)	2,000	0	0	0	0	0	2,000	(556)
Net Requirement	(1)	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	9,667	0	0	0	0	0	0	0	0	0	0	0	0
Material	1,885	3,100	0	0	0	0	0	0	0	0	0	3,100	0
Transfers, Grants & Financial Charge	3	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	58,856	400	0	0	0	0	0	0	0	0	0	400	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	70,411	3,500	0	0	0	0	0	0	0	0	0	3,500	0
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	9,667	1,000	0	0	0	0	0	0	0	0	0	1,000	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	60,244	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	500	2,500	0	0	0	0	0	0	0	0	0	2,500	0
Total Revenue	70,411	3,500	0	0	0	0	0	0	0	0	0	3,500	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,716,062	2,598,800	2,836,350	3,017,598	181,248	3,112,624	3,210,420	3,298,079	3,388,376
Staff Related Costs	42,500	24,139	42,500	46,540	4,040	47,376	48,233	49,116	50,022
Contract Services	67,000	64,267	49,200	49,730	530	47,437	48,359	49,303	50,264
Material	233,120	231,078	231,451	252,040	20,589	236,565	239,867	243,263	245,195
Transfers, Grants & Financial Charge	351,618	351,624	358,650	365,823	7,173	373,139	380,602	388,214	395,978
Transfer to Reserves	400	190,461	260,400	10,400	(250,000)	10,400	10,400	10,400	10,000
Fleet Costs	19,231	16,958	22,600	36,700	14,100	37,801	38,936	40,103	41,306
Facility Costs	80,371	81,347	83,270	95,356	12,086	114,517	116,771	118,922	121,141
Other Internal Costs	448,362	448,362	506,567	592,900	86,333	673,115	668,851	678,137	690,687
Total Expenditures	3,958,664	4,007,036	4,390,988	4,467,087	76,099	4,652,974	4,762,439	4,875,537	4,992,969
Percent of Expenditure Budget				1.7%		4.2%	2.4%	2.4%	2.4%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	188,487	195,134	188,487	188,487	0	188,487	188,487	188,487	188,487
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	73,200	66,204	58,550	23,876	(34,674)	26,000	26,000	26,000	25,000
Fees and Services	9,550	6,490	11,450	10,350	(1,100)	10,800	10,800	9,900	9,900
Donations	0	77,325	0	0	0	0	0	0	0
Fines	0	5,128	5,000	10,000	5,000	5,000	5,000	5,000	5,000
Other	8,350	7,636	8,600	8,600	0	8,600	8,600	8,600	6,100
Total Revenue	279,587	357,917	272,087	241,313	(30,774)	238,887	238,887	237,987	234,487
Net Requirement	3,679,077	3,649,119	4,118,901	4,225,774	106,873	4,414,087	4,523,552	4,637,550	4,758,482
Percent of Prior Year Budget				2.6%		4.5%	2.5%	2.5%	2.6%
Full Time Equivalentents (FTEs)	36.81	0.00	37.31	37.81	0.50	38.09	38.37	38.37	38.37
Percent of Prior Year FTE				1.3%		0.7%	0.7%	0.0%	0.0%



County of Bruce
Admin/Operations Library
Operating Budget Summary Report
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,716,062	2,598,800	2,836,350	3,017,598	181,248	3,112,624	3,210,420	3,298,079	3,388,376
Staff Related Costs	42,500	24,139	42,500	46,540	4,040	47,376	48,233	49,116	50,022
Contract Services	55,000	54,600	49,200	49,730	530	47,437	48,359	49,303	50,264
Material	224,020	221,034	225,795	246,940	21,145	233,465	236,767	240,163	245,195
Transfers, Grants & Financial Charge	351,618	351,618	358,650	365,823	7,173	373,139	380,602	388,214	395,978
Transfer to Reserves	0	117,261	260,000	10,000	(250,000)	10,000	10,000	10,000	10,000
Fleet Costs	19,231	16,958	22,600	36,700	14,100	37,801	38,936	40,103	41,306
Facility Costs	80,371	81,347	83,270	95,356	12,086	114,517	116,771	118,922	121,141
Other Internal Costs	448,362	448,362	506,567	592,900	86,333	673,115	668,851	678,137	690,687
Total Expenditures	3,937,164	3,914,119	4,384,932	4,461,587	76,655	4,649,474	4,758,939	4,872,037	4,992,969
Percent of Expenditure Budget				1.7%		4.2%	2.4%	2.4%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	188,487	195,134	188,487	188,487	0	188,487	188,487	188,487	188,487
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	54,200	51,111	54,994	20,876	(34,118)	25,000	25,000	25,000	25,000
Fees and Services	9,550	6,490	11,450	10,350	(1,100)	10,800	10,800	9,900	9,900
Donations	0	0	0	0	0	0	0	0	0
Fines	0	5,128	5,000	10,000	5,000	5,000	5,000	5,000	5,000
Other	5,850	7,136	6,100	6,100	0	6,100	6,100	6,100	6,100
Total Revenue	258,087	264,999	266,031	235,813	(30,218)	235,387	235,387	234,487	234,487
Net Requirement	3,679,077	3,649,120	4,118,901	4,225,774	106,873	4,414,087	4,523,552	4,637,550	4,758,482
Percent of Prior Year Budget				2.6%		4.5%	2.5%	2.5%	2.6%
Full Time Equivalentents (FTEs)	36.81	0.00	37.31	37.81	0.50	38.09	38.37	38.37	38.37
Percent of Prior Year FTE				1.3%		0.7%	0.7%	0.0%	0.0%



County of Bruce
OnGoing Ventures Library
Operating Budget Summary Report
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	6,000	8,159	2,556	2,000	(556)	0	0	0	0
Transfers, Grants & Financial Charge	0	3	0	0	0	0	0	0	0
Transfer to Reserves	0	14,344	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	6,000	22,506	2,556	2,000	(556)	0	0	0	0
Percent of Expenditure Budget				(21.8%)		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	6,000	5,426	2,556	2,000	(556)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	17,081	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	6,000	22,507	2,556	2,000	(556)	0	0	0	0
Net Requirement	0	(1)	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Library Special Projects
Operating Budget Summary Report
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	12,000	9,667	0	0	0	0	0	0	0
Material	3,100	1,885	3,100	3,100	0	3,100	3,100	3,100	0
Transfers, Grants & Financial Charge	0	3	0	0	0	0	0	0	0
Transfer to Reserves	400	58,856	400	400	0	400	400	400	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	15,500	70,411	3,500	3,500	0	3,500	3,500	3,500	0
Percent of Expenditure Budget				0.0%		0.0%	0.0%	0.0%	(100.0%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	13,000	9,667	1,000	1,000	0	1,000	1,000	1,000	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	60,244	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	2,500	500	2,500	2,500	0	2,500	2,500	2,500	0
Total Revenue	15,500	70,411	3,500	3,500	0	3,500	3,500	3,500	0
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	347,762	340,800	341,178	378	341,560	341,946	342,335	343,122
Technology & Communications	29,392	0	4,219	4,219	2,500	2,500	2,500	2,500
Vehicles & Machinery	0	112,000	0	(112,000)	45,000	0	0	50,000
Furniture & Fixtures	34,639	10,000	17,600	7,600	10,000	10,000	11,000	12,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	1,389	50,000	10,000	(40,000)	10,000	10,000	11,000	12,000
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	413,182	512,800	372,997	(139,803)	409,060	364,446	366,835	419,622
Transfer to Reserves	33,611	12,000	37,000	25,000	39,000	36,000	38,000	40,000
Total Expenditure	446,793	524,800	409,997	(114,803)	448,060	400,446	404,835	459,622
% of Prior Expenditure			(21.9%)		9.3%	(10.6%)	1.1%	13.5%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	44,200	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	23,649	152,000	9,319	(142,681)	45,000	0	0	50,000
Donations	938	0	0	0	0	0	0	0
Other	6	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	68,793	152,000	9,319	(142,681)	45,000	0	0	50,000
Net Requirement	378,000	372,800	400,678	27,878	403,060	400,446	404,835	409,622
% of Prior Net Requirement			7.5%		0.6%	(0.6%)	1.1%	1.2%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	346,824	340,800	341,178	378	341,560	341,946	342,335	343,122
Technology & Communications	29,392	0	2,500	2,500	2,500	2,500	2,500	2,500
Vehicles & Machinery	0	0	0	0	45,000	0	0	50,000
Furniture & Fixtures	34,639	10,000	13,600	3,600	10,000	10,000	11,000	12,000
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	1,389	50,000	10,000	(40,000)	10,000	10,000	11,000	12,000
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	412,244	400,800	367,278	(33,522)	409,060	364,446	366,835	419,622
Transfer to Reserves	8,611	12,000	37,000	25,000	39,000	16,000	18,000	20,000
Total Expenditure	420,855	412,800	404,278	(8,522)	448,060	380,446	384,835	439,622
% of Prior Expenditure			(2.1%)		10.8%	(15.1%)	1.2%	14.2%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	44,200	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	23,649	40,000	3,600	(36,400)	45,000	0	0	50,000
Donations	0	0	0	0	0	0	0	0
Other	6	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	67,855	40,000	3,600	(36,400)	45,000	0	0	50,000
Net Requirement	353,000	372,800	400,678	27,878	403,060	380,446	384,835	389,622
% of Prior Net Requirement			7.5%		0.6%	(5.6%)	1.2%	1.2%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	938	0	0	0	0	0	0	0
Technology & Communications	0	0	1,719	1,719	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	4,000	4,000	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	938	0	5,719	5,719	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	938	0	5,719	5,719	0	0	0	0
% of Prior Expenditure			0.0%		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	5,719	5,719	0	0	0	0
Donations	938	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	938	0	5,719	5,719	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	112,000	0	(112,000)	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	112,000	0	(112,000)	0	0	0	0
Transfer to Reserves	25,000	0	0	0	0	20,000	20,000	20,000
Total Expenditure	25,000	112,000	0	(112,000)	0	20,000	20,000	20,000
% of Prior Expenditure			(100.0%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	112,000	0	(112,000)	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	112,000	0	(112,000)	0	0	0	0
Net Requirement	25,000	0	0	0	0	20,000	20,000	20,000
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Library
Capital Project Listing - Current Budget Year
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	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
LB Library				
Capital Projects				
LB-2021-001 Library Book Purchases	341,178	0	341,178	0
LB-2021-006 Branch furnishings/shelving	10,000	0	10,000	0
LB-2021-007 Office Furniture	10,000	0	10,000	0
LB-2021-009 Tablets	4,219	(1,719)	2,500	0
LB-2022-R01 Transfer to Reserves-Library Van	12,000	0	12,000	0
LB-2022-R02 Library Branch Transfer to Reserves	25,000	0	25,000	0
LB-2023-001 Accessibility	3,600	(3,600)	0	0
LB-2023-002 Sauble Beach	4,000	(4,000)	0	0
Net Cost of Capital Projects	409,997	(9,319)	400,678	0
Total Library	409,997	(9,319)	400,678	



County of Bruce
Library
Capital Project Listing -Future Years Detail
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	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
LB Library															
Capital Projects															
LB-2021-001 Library Book Purchases	341,178	0	341,178	341,560	0	341,560	341,946	0	341,946	342,335	0	342,335	343,122	0	343,122
LB-2021-006 Branch furnishings/shelving	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	11,000	0	11,000	12,000	0	12,000
LB-2021-007 Office Furniture	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	11,000	0	11,000	12,000	0	12,000
LB-2021-008 Purchase of Library Van	0	0	0	45,000	(45,000)	0	0	0	0	0	0	0	50,000	(50,000)	0
LB-2021-009 Tablets	4,219	(1,719)	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	2,500
LB-2021-R01 Transfer to Reserves for Bookmobile	0	0	0	0	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000
LB-2022-R01 Transfer to Reserves-Library Van	12,000	0	12,000	14,000	0	14,000	16,000	0	16,000	18,000	0	18,000	20,000	0	20,000
LB-2022-R02 Library Branch Transfer to Reserves	25,000	0	25,000	25,000	0	25,000	0	0	0	0	0	0	0	0	0
LB-2023-001 Accessibility	3,600	(3,600)	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-2023-002 Sauble Beach	4,000	(4,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cost of Capital Projects	409,997	(9,319)	400,678	448,060	(45,000)	403,060	400,446	0	400,446	404,835	0	404,835	459,622	(50,000)	409,622
Total Library	409,997	(9,319)	400,678	448,060	(45,000)	403,060	400,446		400,446	404,835		404,835	459,622	(50,000)	409,622

2022 closing	Transfers From	Transfers To	Interest/ Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Library				Library				
\$ 9,957.38				Computer Software	\$ 9,957.38	721-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 5,021.77				Computer Hardware	\$ 5,021.77	721-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
\$ 1,549.96	(\$1,550.00)			Community Access Project	-\$ 0.04	721-1110-LCPP	Transfer of funds received for the program which were offset with County Contribution. Therefore the unbudgeted variance was transferred to reserves	Used to offset cost related to the Community Access Program providing free internet and some capital computers at the Library Branches
				Equipment Replacement				
				Library				
\$ 27,181.35	(\$6,200.00)			Other Operational Equipment	\$ 20,981.35	721-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquistion of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment.
				Facility Reserves				
Library				Library				
\$ 30,369.72		\$25,000.00		Library Branch Locations	\$ 55,369.72	721-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund future capital improvements to existing facility or replacement of existing building components.
				Vehicle and Machine Replacement				
				Library				
\$ 18,261.88		\$12,000.00		Vehicle Replacement	\$ 30,261.88	721-1120-VEHC	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacements of existing vehicles or operating machinery

2022 closing	Transfers From	Transfers To	Interest/ Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Operating Surplus Reserves				
Library				Library				
\$ 24,697.77		\$10,000.00		Library Sustainability/Strategic Plan	\$ 34,697.77	721-1110-LSTP	Transfer of Year end Surplus	Used for the purpose of developing and implementation of the Library strategic plan as deemed by director and council.
\$ 368,121.51				Library Tax Stabilization	\$ 368,121.51	721-1110-TXST	Year end annual surplus.	Used to mitigate significant increases in tax rates as determined by Council. Available for unplanned or emergency situations as deemed appropriate by council
				Donation Reserves				
				Library				
\$ 41,815.96	(\$10,719.00)			General Branch Specific Donations	\$ 31,096.96	accts LB DON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Used to purchase operating materials or capital book purchases associated with the applicable branch as deemed appropriate by Director and Library Board.
\$ 85,286.05				Southampton Branch Donation Bylaw 3346 (Stipulations Attached)	\$ 85,286.05	721-1110-LSOU	Contributions in the form of donations received from individuals, corporations, community groups and estates with stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Must be spent on the Southampton Library Branch on the recommendation of the Bruce County Public Library Board and the approval of Council.

2022 closing	Transfers From	Transfers To	Interest/ Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
				Library				
\$ 14,393.78	(\$1,000.00)			Literacy Program	\$ 13,393.78	721-1110-LTCY	Year End unspent project funds earmarked for this purpose	Specific undertakings related to Literacy Program as deemed appropriate by Director and Council.
\$ 19,611.61				Sale of Used Library Books	\$ 19,611.61	721-1110-LBKS	Year end transfer of the variance of funds generated at individual branches from the sale of used Library Books, and the purchases made through out the year	Used to purchase operating materials or capital book purchases associated with the applicable branch as deemed appropriate by Director and Library Board.
\$ 7,125.39	(\$7,126.00)			Special One Time Funding	-\$ 0.61	721-1110-SPFD	Year end transfer of provincial one time funding in 2006.	Specific undertakings related to strengthen literacy and life long learning as deemed appropriate by Director and Council.
-\$ 8,823.54		\$400.00		Fundraising Project	-\$ 8,423.54	721-1110-PROJ	Specific Fundraising Projects	Used to fund purchase
\$ 6,664.31	(\$6,600.00)			Accessibility	\$ 64.31	721-1110-PROJ	Operating budget transfer.	Specific undertakings related to accessibility as deemed appropriate by Director and Council.

\$ 651,234.90
(\$33,195.00)
\$47,400.00
\$ -

\$ 665,439.90

2023 - 2027 Budget and Forecast



Be an explorer.

Planning & Development Budget Reference

2023 Bruce County Business Plan

Department: Planning and Development

Service Divisions include: Planning; Economic Development; and Employment Services

Strategic Priorities:

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

2023 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q3)	2023 Budget
Applications Processed, Peninsula	51	78	84	111	96	91	95
Applications Processed, Lakeshore	112	125	114	112	125	102	115
Applications Processed, Inland	95	90	97	76	143	106	110
Total Applications Land Use Division	258	293	295	299	364	299	320
Total Inquiries Land Use Division	NA	NA	NA	NA	534	292	400
New Lots or Units	271	299	234	300	375	426	400
Estimated Population Growth via planning process	NA	NA	NA	NA	902	1037	700
Estimated Job Growth via planning process	NA	NA	NA	NA	NA	NA	NA

2023 Bruce County Business Plan

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Q3)	2023 Budget
Commercial Assessment Growth	\$565 M	\$580 M	\$584 M	\$650 M	\$623 M	\$639 M	\$650M
Business Consultations	162	214	192	300	397	272	250
Business Starts via Client Support	32	32	25	65	36	21	50
Jobs Created via Businesses Supported	36	78	71	70	108	45	70
STB Grants Total / Leverage \$	26 / \$633,024	41 / \$402,403	36 / \$430,548	40 / \$750,000	104 / \$554,016	95 / \$618,455	40 / \$600,000
Explore the Bruce - www.explorethebruce.com	NA	NA	NA	NA	1,114,852 views	366,034 views	512,447 views
Business to Bruce - www.businessstobruce.com	NA	NA	NA	NA	20,891 views	10,500 views	21,000 views
Client in Employment Service	NA	NA	NA	NA	NA	NA	3,560
Employment Service Clients Expression Satisfaction with Service	NA	NA	NA	NA	NA	NA	40.3%
Employment Outcomes at 3 Months	NA	NA	NA	NA	NA	NA	51.4%
SSM Performance Payments	NA	NA	NA	NA	NA	NA	\$TBD

2023 Bruce County Business Plan

2023 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Implementation of Integrated Employment Service System	\$11,714,000	Nil	\$11,714,000	
2. Completion of Bruce County Official Plan	\$25,000 plus previous year carry over	Nil	\$25,000 plus previous year carry over	
3. Land Use Planning Service Review, including Natural Heritage Service Delivery	\$210,000 (\$200,000 for natural heritage review & \$10,000 for consultant fee-structure review)	Nil	\$210,000 plus existing staff time	
4. Economic Development Strategic Plan Implementation	Existing Staff Time	Nil	Existing Staff Time	
5. Business Attraction, Retention and Expansion	\$25,000 plus existing staff time	Nil	\$25,000 plus existing staff time	

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Implementation of Integrated Employment Service System</p> <p>Owner: Employment Services. Regional Manager Employment Services, and key staff</p>	<p>In 2021 and 2022 Council approved the creation of a consortium (with Bruce, Grey, Huron, Stratford) to apply and become the Employment Service System manager for the Stratford-Bruce Peninsula Economic Region.</p> <p>In 2023 staff will undertake the transition work required to support integrated employment service delivery starting April 1, 2023</p> <p>Phase 1: Engage in continued collaboration with community stakeholders to develop an integrated employment service delivery approach.</p> <p>Phase 2: Implement, delivery, and monitoring the integrated employment service delivery approach.</p>	<p>Total - \$11,714,000</p> <p>Staff Time - \$634,597</p> <p>Operations - \$738,055</p> <p>Transfer to Service Providers/Clients/Employers - \$10,341,348</p>	<p>Phase 1 - Q1</p> <p>Phase 2 - Q2-Q4</p>	<p>Service Initiative</p> <p>Program is fully funded by provincial transfer to Bruce County</p>
<p>2. Bruce County Official Plan</p> <p>Owner: Planning & Development, Manager of Land Use Planning &</p>	<p>The work of the eight Plan the Bruce Discussion Papers and the Bruce GPS initiative will inform the preparation of a new County Official Plan.</p>	<p>\$25,000</p> <p>2021 and 2022 Official Plan Update budgets are carried over to support this project</p>	<p>Adoption of Growth Management Amendment in Q4 2022</p>	<p>Provincial Legislation</p>

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Director, Planning & Development	The goal is to produce a high-level, plain language guiding document that informs how the community grows and develops over the next 25 years (2046). The Official Plan will include new schedules that will include mapping that will visualize policy to make it a user-friendly, public-facing document		Preparation of mapping in Q1 2023 and policy in Q2 2023	
3. Land Use Planning Service Review Owner: Planning & Development, Director	<p>Several legislative changes have been implemented by the province in 2022 (Bills 13, 109 & 23). Further changes to provincial legislation, regulations and policies are anticipated in 2023. Many changes are focused on increasing the supply of housing to market and increasing the supply of affordable housing. Some changes require development applications to be processed faster and shift responsibility for key planning functions, such as natural heritage review.</p> <p>In 2023, there will be a review of internal resourcing, services, review of fees and existing memorandums of understanding</p>	<p>Existing staff resources to complete the review with consultant support to structure fees update</p> <p>Budgeted \$200,000 for resources to complete natural heritage review function.</p>	<p>Report to Council on updated fee structure, work with municipalities and agencies to update MOUs (where permitted under Bill 23)</p> <p>Report to Council in Q2/Q3 2023 assessing results of internal resourcing and impact of legislative changes.</p>	Council Priority/Provincial Legislation

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	with municipalities and agency partners. A review of service delivery through internal staffing and the role for consultant support in development review will occur in 2023.			
4. Economic Development Strategic Plan 2022 - 2027 Owner: Manager of Economic Development, and key staff	Implementation of year 2 of the new 5-year plan for Economic Development Strategic Plan. 2021 saw the creation of a new plan to form the support activity to support economic growth in Bruce County. Year 1 was implemented in 2022. In 2023, Year 2 will advance a focus on priorities that advance business development and diversification of key sectors, workforce enhancements and stability and balanced community transformation. Year 2 action items in the Strategic Plan will be advanced throughout the year.	Existing Staff Resources	Expanded Economic Development Opportunities	Council Priority
5. Business Attraction, Retention and Expansion Owner: Manager of Economic Development, and key staff	In order to encourage businesses currently located in the County to grow and the expand, the economic development has developed a framework to be implemented in conjunction with local municipalities to build relationships with businesses,	\$25,000 (Marketing and Lead Generation) Existing staff resources	Increase commercial investment, reduce business turnover and increase municipal tax base.	Council priority

2023 Bruce County Business Plan

2023 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	understand their needs and ultimately provide the support needed to grow their respective businesses. At the same time a robust investment attraction campaign will be developed that focuses on sector support in the County's three key sectors: Energy, Agriculture and Tourism.			

2023 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
No Major Capital Initiatives are budgeted for 2023 in Planning & Development	N/A	N/A	N/A	N/A

2023 Bruce County Business Plan

Key Performance Indicators Index:

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

2023 Bruce County Business Plan

Key Performance Indicators	Description
Business to Bruce - www.businessstobruce.com	Audience specific - Entrepreneurs - Number of website views
Client in Employment Service	Number of clients registered for services at an SSM service provider
Employment Service Clients Expression Satisfaction with Service	Percent of client provide a positive rating in customer service surveys
Employment Outcomes at 3 Months	Percentage of clients with a employment outcome after three months of service
SSM Performance Payments	Performance payment earned by the SSM for client retention in employment for up to 12 months.



Major Initiatives and Department Focus	
<p>Planning and Development</p> <p>2022 saw a continued need to adapt service delivery to meet the needs of the public and businesses as we transitioned out of the pandemic. Broader economic trends such as the housing crisis, labour force shortage and rising interest rates began to emerge through 2022. These economic trends are expected to continue to influence and impact the work of the Planning and Development Department through 2023.</p> <p>Employment Services</p> <p>In 2022, the Department grew with the creation of a new division, Employment Services. The Stratford-Bruce Peninsula Service System Manager was named in April 2022. A consortium agreement approved by Councils at Bruce, Grey, Huron, and Stratford in 2022. Regionalizing employment services makes us more nimble and responsive to local needs and economic trends as compared to when the oversight was managed by the provincial government. Being in a leadership position on this project, gives Bruce County significant input as to how Employment Services can assist with Workforce Development, Economic and Community Development across the County and region.</p> <p>This program is fully funded by the province with approximately \$9.8 million annually until 2025 with possibility of renewal. There is no impact on the municipal levy through the delivery of this program.</p> <p>Land Use Planning</p> <p>The two major initiatives highlighted for Land Use Planning in 2023 are to complete the new Bruce County Official Plan, and to undertake an internal review of land use planning services to adapt to changing legislative environment.</p>	<p>Bruce County Official Plan</p> <p>In 2022, several major foundational initiatives relative to the Official Plan were completed. The growth management work was finalized with the adoption of the Growth Management Official Plan Amendment in October 2022. Background mapping for agricultural lands and natural heritage were completed in December 2022. Work has begun to develop the planning policies for the new Official Plan and to integrate mapping into new Official Plan schedules. Significant municipal, public and Council engagement will occur on this project in 2023. The majority of this project was funded through the 2020-2022 budgets. A \$25,000 allocation is included in the 2023 budget to complete the Official Plan project.</p> <p>Land Use Planning Service Review</p> <p>Through 2022 there has been significant legislative changes introduced by the province through Bills 13, 23 and 109. It is anticipated there will be more changes to provincial legislation, regulations and policies in 2023. Many of these provincial changes are focused on increasing the supply of housing to market and increasing the supply of affordable housing. Some changes will require development applications to be processed faster and will shift the responsibility for certain functions in the planning system (natural heritage review). Other changes to provincial policy (Provincial Policy Statement Review) may influence the new Official Plan.</p> <p>In 2023, there will be a review of internal resourcing, services, review of fees and existing memorandums of understanding with municipalities and agency partners. A service delivery review through internal staffing and the role for consultant support will occur. Opportunities to consider delegated approvals and further streamlining approvals will be undertaken. Prior work undertaken will be built on to complete this review, and will be completed primarily with internal resources. Consultants who developed the current application fee structure will be engaged to update fees to address Bill 23 and 109 changes.</p>



Economic Development

2022 was a year of change and adjustment for the Economic Development division. Despite this change, the division continued to prioritize supporting local businesses impacted by COVID-19 recovery and the global economic pressures. 2022 saw the approval of the Economic Development Strategic Plan, new grants and processes were developed as part of Spruce the Bruce and marketing campaigns focused on attracting newcomers and millennials were successfully implemented.

Four Major Initiatives are highlighted below for 2023. These projects are guided by the Economic Development Strategic plan:

- **Business Attraction, Retention and Expansion** - In order to encourage businesses currently located in the County to grow and the expand, the economic development has developed a framework to be implemented in conjunction with local municipalities to build relationships with businesses, understand their needs and ultimately provide the support needed to grow their respective businesses. At the same time a robust investment attraction campaign will be developed that focuses on sector support in the County’s three key sectors: Energy, Agriculture and Tourism.

- **Adventure Passport 2.0** - A well loved program, the Adventure Passport, will be brought back to Bruce County in 2023 with a new look and feel. Using a virtual platform, this tool will be used to not only distribute existing visitors but attract new visitors from around the province. In addition data collected from the program will be used in a broader data collection exercise in conjunction with local municipalities to understand the trends and impacts of tourism in the County.
- **Shift Work Pilot** - In addition to continuing actions in the Workforce Development and Attraction Plan, a new program will be developed to focus on pairing businesses looking for workers with those looking for more flexible work arrangements.
- **Regional Support Pilot** - 2023 will see the completion of this project, which has already supported four local municipalities with projects ranging from Community Improvement Plan refreshes to investment attraction and lead generation activities. It is anticipated that regional collaboration will continue even after this pilot has been completed.



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

	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	2,500,403	2,855,142	0	0	113,888	0	0	0	0	0	0	2,969,030	113,888
Staff Related Costs	29,405	67,884	0	0	9,580	0	0	0	0	(4,000)	0	73,464	5,580
Contract Services	591,298	628,672	(12,440)	0	(180,374)	20,000	210,000	10,000	0	0	0	675,858	47,186
Material	647,547	724,689	(3,500)	0	(255,069)	10,000	0	0	0	(6,240)	0	469,880	(254,809)
Transfers, Grants & Financial Charge	845,527	733,364	0	0	(108,441)	0	0	0	0	0	0	624,923	(108,441)
Transfer to Reserves	140,541	112,749	0	0	(9,749)	0	0	15,000	0	0	0	118,000	5,251
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	123,280	120,619	0	0	12,859	0	0	0	0	0	0	133,478	12,859
Other Internal Costs	300,144	334,134	0	0	62,283	0	0	0	0	0	0	396,417	62,283
Total Expenditures	5,178,145	5,577,253	(15,940)	0	(355,023)	30,000	210,000	25,000	0	(10,240)	0	5,461,050	(116,203)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(6.4%)	0.5%	3.8%	0.4%	0.0%	(0.2%)	0.0%	(2.1%)	
Revenues by Type													
Federal	14,356	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	326,155	283,080	0	0	(79,117)	0	0	0	0	0	0	203,963	(79,117)
Municipal	46,271	8,815	0	0	(8,815)	0	0	0	0	0	0	0	(8,815)
Transfers from Reserves	388,120	408,395	0	0	(408,395)	10,000	0	0	0	0	0	10,000	(398,395)
Fees and Services	400,619	679,000	0	0	39,420	0	0	10,000	0	(16,900)	0	711,520	32,520
Donations	10,000	0	0	0	10,000	0	0	0	0	0	0	10,000	10,000
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	372,751	165,000	0	0	(125,000)	0	0	0	0	0	0	40,000	(125,000)
Total Revenue	1,558,272	1,544,290	0	0	(571,907)	10,000	0	10,000	0	(16,900)	0	975,483	(568,807)
Net Requirement	3,619,873	4,032,963	(15,940)	0	216,884	20,000	210,000	15,000	0	6,660	0	4,485,567	452,604
Percent of Prior Year Budget		100.0%	(0.4%)	0.0%	5.4%	0.5%	5.2%	0.4%	0.0%	0.2%	0.0%	11.2%	
Full Time Equivalents (FTE's)	0.00	25.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.28	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights

Adjustments to Base

- Approximately \$12,440 reduction from 2022 through savings on overhead, eliminating duplication

Maintain Services

- \$82,741 increase to salaries, wages, and benefits
- \$10,000 increase to legal budget to more accurately reflect current cost of service due to application volume

One Time Items

- \$5000 to engage a consultant to develop a nitrate groundwater screening tool

Provincially Legislated

- Assess service levels and implement changes from provincial legislation (Bill 109 & 23) and upcoming Provincial Policy Statement review
- \$210,000 allocated for consultant services natural heritage review due to Bill 23 changes and fees review under Bill 109 & 23
- Continued use of consultants to assist with meeting provincial timelines Bill 109 for development applications and application volumes
- Review processing timelines and fee structure to maintain application revenue

Growth

- \$10,000 increase to legal budget for potential appeals for new County Official Plan

Council Priorities

- Adopt a new County Official Plan
- Manage development application demands to support recovery and growth
- Promote creation of affordable housing in Bruce County in collaboration with Human Services

Service Initiatives/Savings

- \$20,000 to develop an integrated GIS-based system to track growth and development in partnership with local municipalities.
- Create planning application forms that are accessible and fillable on-line (AODA compliant)

Operating Impact of Capital Projects

- No major capital projects in 2023



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

	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	1,417,583	1,736,148	0	0	82,771	0	0	0	0	0	0	1,818,919	82,771
Staff Related Costs	10,201	36,906	0	0	458	0	0	0	0	(4,000)	0	33,364	(3,542)
Contract Services	369,480	345,457	(12,440)	0	(134,909)	5,000	210,000	10,000	0	0	0	423,108	77,651
Material	29,898	205,388	0	0	(180,960)	0	0	0	0	(5,240)	0	19,188	(186,200)
Transfers, Grants & Financial Charge	0	0	0	0	6,000	0	0	0	0	0	0	6,000	6,000
Transfer to Reserves	62,430	0	0	0	0	0	0	15,000	0	0	0	15,000	15,000
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	57,390	56,059	0	0	6,429	0	0	0	0	0	0	62,488	6,429
Other Internal Costs	180,729	201,196	0	0	43,742	0	0	0	0	0	0	244,938	43,742
Total Expenditures	2,127,711	2,581,154	(12,440)	0	(176,469)	5,000	210,000	25,000	0	(9,240)	0	2,623,005	41,851
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(6.8%)	0.2%	8.1%	1.0%	0.0%	(0.4%)	0.0%	1.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	13,235	48,515	0	0	(48,515)	0	0	0	0	0	0	0	(48,515)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	42,768	283,399	0	0	(283,399)	0	0	0	0	0	0	0	(283,399)
Fees and Services	399,994	679,000	0	0	39,420	0	0	10,000	0	(16,900)	0	711,520	32,520
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	455,997	1,010,914	0	0	(292,494)	0	0	10,000	0	(16,900)	0	711,520	(299,394)
Net Requirement	1,671,714	1,570,240	(12,440)	0	116,025	5,000	210,000	15,000	0	7,660	0	1,911,485	341,245
Percent of Prior Year Budget		100.0%	(0.8%)	0.0%	7.4%	0.3%	13.4%	1.0%	0.0%	0.5%	0.0%	21.7%	
Full Time Equivalents (FTE's)	0.00	15.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.62	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Reduction of \$3,500 as the results of divisional administration savings. Maintain Services <ul style="list-style-type: none">• The one time infusion of \$125,000 into Spruce the Bruce is not recommended again for 2023 resulting in a reduction of \$125,000 to this expense and an offsetting reduction of transfers of \$125,000• A reduction of revenue as a result of reserve transfers of \$94,611• \$31,117 increase to salaries, wages and benefits• \$26,721 interdepartmental programming and facilities increase• Decrease of \$59,729 of expenses not associated with Staff, Interdepartmental transfers and Spruce the Bruce One Time Items <ul style="list-style-type: none">• \$10,000 transferred from reserves for an update of Saugeen River Access Point Signage• \$15,000 for final updates related to legacy marketing and website. Provincially Legislated <ul style="list-style-type: none">• N/A	Growth <ul style="list-style-type: none">• N/A Council Priorities <ul style="list-style-type: none">• N/A Service Initiatives/Savings <ul style="list-style-type: none">• \$1000 saved as Administration Charge Interdepartmental Operating Impact of Capital Projects <ul style="list-style-type: none">• No major capital projects in 2023



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	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	1,082,820	1,118,994	0	0	31,117	0	0	0	0	0	0	1,150,111	31,117
Staff Related Costs	19,204	30,978	0	0	9,122	0	0	0	0	0	0	40,100	9,122
Contract Services	221,818	283,215	0	0	(45,465)	15,000	0	0	0	0	0	252,750	(30,465)
Material	617,649	519,301	(3,500)	0	(74,109)	10,000	0	0	0	(1,000)	0	450,692	(68,609)
Transfers, Grants & Financial Charge	845,527	733,364	0	0	(114,441)	0	0	0	0	0	0	618,923	(114,441)
Transfer to Reserves	78,111	112,749	0	0	(9,749)	0	0	0	0	0	0	103,000	(9,749)
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	65,890	64,560	0	0	6,430	0	0	0	0	0	0	70,990	6,430
Other Internal Costs	119,415	132,938	0	0	18,541	0	0	0	0	0	0	151,479	18,541
Total Expenditures	3,050,434	2,996,099	(3,500)	0	(178,554)	25,000	0	0	0	(1,000)	0	2,838,045	(158,054)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(6.0%)	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	(5.3%)	
Revenues by Type													
Federal	14,356	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	312,920	234,565	0	0	(30,602)	0	0	0	0	0	0	203,963	(30,602)
Municipal	46,271	8,815	0	0	(8,815)	0	0	0	0	0	0	0	(8,815)
Transfers from Reserves	345,352	124,996	0	0	(124,996)	10,000	0	0	0	0	0	10,000	(114,996)
Fees and Services	625	0	0	0	0	0	0	0	0	0	0	0	0
Donations	10,000	0	0	0	10,000	0	0	0	0	0	0	10,000	10,000
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	372,751	165,000	0	0	(125,000)	0	0	0	0	0	0	40,000	(125,000)
Total Revenue	1,102,275	533,376	0	0	(279,413)	10,000	0	0	0	0	0	263,963	(269,413)
Net Requirement	1,948,159	2,462,723	(3,500)	0	100,859	15,000	0	0	0	(1,000)	0	2,574,082	111,359
Percent of Prior Year Budget		100.0%	(0.1%)	0.0%	4.1%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	
Full Time Equivalents (FTE's)	0.00	9.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.66	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,656,952	2,500,403	2,855,142	2,969,030	113,888	3,058,827	3,146,562	3,237,168	3,330,755
Staff Related Costs	73,060	29,405	67,884	73,464	5,580	75,668	77,938	80,275	82,684
Contract Services	418,500	591,298	628,672	675,858	47,186	702,811	732,899	733,435	824,441
Material	609,724	647,547	724,689	469,880	(254,809)	475,188	488,358	354,867	365,683
Transfers, Grants & Financial Charge	738,150	845,527	733,364	624,923	(108,441)	626,981	536,120	212,488	213,668
Transfer to Reserves	0	140,541	112,749	118,000	5,251	15,000	15,000	15,000	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	123,280	123,280	120,619	133,478	12,859	139,116	142,928	137,796	139,468
Other Internal Costs	300,144	300,144	334,134	396,417	62,283	450,049	443,910	446,789	455,058
Total Expenditures	4,919,810	5,178,145	5,577,253	5,461,050	(116,203)	5,543,640	5,583,715	5,217,818	5,411,757
Percent of Expenditure Budget				(2.1%)		1.5%	0.7%	(6.6%)	3.7%
Revenues by Type									
Federal	0	14,356	0	0	0	0	0	0	0
Provincial	225,873	326,155	283,080	203,963	(79,117)	207,872	211,859	0	0
Municipal	0	46,271	8,815	0	(8,815)	0	0	0	0
Transfers from Reserves	373,000	388,120	408,395	10,000	(398,395)	0	15,000	0	60,000
Fees and Services	258,000	400,619	679,000	711,520	32,520	742,959	765,247	788,204	811,849
Donations	0	10,000	0	10,000	10,000	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	125,100	372,751	165,000	40,000	(125,000)	40,000	30,000	25,000	20,000
Total Revenue	981,973	1,558,272	1,544,290	975,483	(568,807)	990,831	1,022,106	813,204	891,849
Net Requirement	3,937,837	3,619,873	4,032,963	4,485,567	452,604	4,552,809	4,561,609	4,404,614	4,519,908
Percent of Prior Year Budget				11.2%		1.5%	0.2%	(3.4%)	2.6%
Full Time Equivalentents (FTEs)	24.28	0.00	25.28	25.28	0.00	25.28	25.28	25.28	25.28
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Land Use Planning
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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,601,820	1,417,583	1,736,148	1,818,919	82,771	1,870,876	1,924,521	1,979,921	2,037,142
Staff Related Costs	35,410	10,201	36,906	33,364	(3,542)	34,365	35,395	36,456	37,550
Contract Services	168,500	369,480	345,457	423,108	77,651	435,783	442,857	450,143	532,648
Material	147,663	29,898	205,388	19,188	(186,200)	19,765	20,358	20,970	21,599
Transfers, Grants & Financial Charge	0	0	0	6,000	6,000	6,180	6,365	6,556	6,753
Transfer to Reserves	0	62,430	0	15,000	15,000	15,000	15,000	15,000	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	57,390	57,390	56,059	62,488	6,429	65,308	67,214	68,898	69,734
Other Internal Costs	180,729	180,729	201,196	244,938	43,742	278,076	274,283	276,062	281,171
Total Expenditures	2,191,512	2,127,711	2,581,154	2,623,005	41,851	2,725,353	2,785,993	2,854,006	2,986,597
Percent of Expenditure Budget				1.6%		3.9%	2.2%	2.4%	4.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	13,235	48,515	0	(48,515)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	42,768	283,399	0	(283,399)	0	0	0	60,000
Fees and Services	257,500	399,994	679,000	711,520	32,520	742,959	765,247	788,204	811,849
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	257,500	455,997	1,010,914	711,520	(299,394)	742,959	765,247	788,204	871,849
Net Requirement	1,934,012	1,671,714	1,570,240	1,911,485	341,245	1,982,394	2,020,746	2,065,802	2,114,748
Percent of Prior Year Budget				21.7%		3.7%	1.9%	2.2%	2.4%
Full Time Equivalentents (FTEs)	14.62	0.00	15.62	15.62	0.00	15.62	15.62	15.62	15.62
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,055,132	1,082,820	1,118,994	1,150,111	31,117	1,187,951	1,222,041	1,257,247	1,293,613
Staff Related Costs	37,650	19,204	30,978	40,100	9,122	41,303	42,543	43,819	45,134
Contract Services	250,000	221,818	283,215	252,750	(30,465)	267,028	290,042	283,292	291,793
Material	462,061	617,649	519,301	450,692	(68,609)	455,423	468,000	333,897	344,084
Transfers, Grants & Financial Charge	738,150	845,527	733,364	618,923	(114,441)	620,801	529,755	205,932	206,915
Transfer to Reserves	0	78,111	112,749	103,000	(9,749)	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	65,890	65,890	64,560	70,990	6,430	73,808	75,714	68,898	69,734
Other Internal Costs	119,415	119,415	132,938	151,479	18,541	171,973	169,627	170,727	173,887
Total Expenditures	2,728,298	3,050,434	2,996,099	2,838,045	(158,054)	2,818,287	2,797,722	2,363,812	2,425,160
Percent of Expenditure Budget				(5.3%)		(0.7%)	(0.7%)	(15.5%)	2.6%
Revenues by Type									
Federal	0	14,356	0	0	0	0	0	0	0
Provincial	225,873	312,920	234,565	203,963	(30,602)	207,872	211,859	0	0
Municipal	0	46,271	8,815	0	(8,815)	0	0	0	0
Transfers from Reserves	373,000	345,352	124,996	10,000	(114,996)	0	15,000	0	0
Fees and Services	500	625	0	0	0	0	0	0	0
Donations	0	10,000	0	10,000	10,000	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	125,100	372,751	165,000	40,000	(125,000)	40,000	30,000	25,000	20,000
Total Revenue	724,473	1,102,275	533,376	263,963	(269,413)	247,872	256,859	25,000	20,000
Net Requirement	2,003,825	1,948,159	2,462,723	2,574,082	111,359	2,570,415	2,540,863	2,338,812	2,405,160
Percent of Prior Year Budget				4.5%		(0.1%)	(1.1%)	(8.0%)	2.8%
Full Time Equivalents (FTEs)	9.66	0.00	9.66	9.66	0.00	9.66	9.66	9.66	9.66
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	1,700	0	(1,700)	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	397	5,100	0	(5,100)	5,306	5,412	5,520	5,630
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	397	6,800	0	(6,800)	5,306	5,412	5,520	5,630
Transfer to Reserves	10,500	10,710	0	(10,710)	0	0	0	0
Total Expenditure	10,897	17,510	0	(17,510)	5,306	5,412	5,520	5,630
% of Prior Expenditure			(100.0%)		0.0%	2.0%	2.0%	2.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	10,897	17,510	0	(17,510)	5,306	5,412	5,520	5,630
% of Prior Net Requirement			(100.0%)		0.0%	2.0%	2.0%	2.0%



County of Bruce
Land Use Planning
Capital Budget Summary Report
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	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	1,700	0	(1,700)	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	397	5,100	0	(5,100)	5,306	5,412	5,520	5,630
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	397	6,800	0	(6,800)	5,306	5,412	5,520	5,630
Transfer to Reserves	10,500	10,710	0	(10,710)	0	0	0	0
Total Expenditure	10,897	17,510	0	(17,510)	5,306	5,412	5,520	5,630
% of Prior Expenditure			(100.0%)		0.0%	2.0%	2.0%	2.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	10,897	17,510	0	(17,510)	5,306	5,412	5,520	5,630
% of Prior Net Requirement			(100.0%)		0.0%	2.0%	2.0%	2.0%



County of Bruce
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Capital Project Listing -Future Years Detail
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	Capital Expense 2023	Capital Revenue 2023	Capital Levy Req 2023	Capital Expense 2024	Capital Revenue 2024	Capital Levy Req 2024	Capital Expense 2025	Capital Revenue 2025	Capital Levy Req 2025	Capital Expense 2026	Capital Revenue 2026	Capital Levy Req 2026	Capital Expense 2027	Capital Revenue 2027	Capital Levy Req 2027
PD Planning & Economic Development															
Capital Projects															
PD-2021-004 Furniture & Fixtures - Office Furniture	0	0	0	5,306	0	5,306	5,412	0	5,412	5,520	0	5,520	5,630	0	5,630
Net Cost of Capital Projects	0	0	0	5,306	0	5,306	5,412	0	5,412	5,520	0	5,520	5,630	0	5,630
Total Planning & Economic Development				5,306		5,306	5,412		5,412	5,520		5,520	5,630		5,630

2022 closing	Transfers From	Transfers To	Interest / Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Planning and Economic Development				Planning and Economic Development				
\$ 35,412.03				Computer Software	\$ 35,412.03	801-1154-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of software. New software or enhanced modules to existing software.
\$ 15,315.36				Computer Hardware	\$ 15,315.36	801-1154-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
\$ -				Network Infrastructure	\$ -	801-1154-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to enhance network infrastructure.
\$ 5,557.15				WEB SITE ICCI	\$ 5,557.15	801-1152-ICCI	Transfer of funds received from Province to host web site.	Used to fund annual cost associated with hosting web site ICCI.
				Equipment Replacement				
Planning and Economic Development				Planning and Economic Development				
				Facility Reserves				
Planning and Economic Development				Planning and Economic Development				
				Vehicle and Machine Replacement				
Planning and Economic Development				Planning and Economic Development				
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Planning and Economic Development				Planning and Economic Development				
\$ 11,550.89				Office Furniture	\$ 11,550.89	801-1152-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Operating Surplus Reserves				
Planning and Economic Development				Planning and Economic Development				
\$ -				MAP Book	\$ -	831-1110-TMAP	Annual Operating Budget Transfer	Used to offset future years budgets related to the reproduction of the Grey Bruce Map Book
				Infrastructure- Roads/Bridges/Culverts/Traffic Control				
Planning and Economic Development				Planning and Economic Development				

2022 closing	Transfers From	Transfers To	Interest / Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
Planning and Economic Development				Planning and Economic Development				
\$ 9,914.41				Official Plan Updates and Site Guidelines	\$ 9,914.41	801-1152-PROJ	Year End entry for surplus in the Official Plan Operating account	Fund future initiatives related to updating & maintaining the County's Official Plan
4,881.62				Planning Legal	\$ 4,881.62	801-1152-PROJ	Year end entry for surplus in Planning legal Acct	utilized to fund legal appeals related to County Official Plan or Land Use Planning Act applications where Committee deem relevant
\$ 3,581.99				GPS	\$ 3,581.99	801-1152-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds for GPS Project
\$ 35,849.03		\$ 15,000.00		Growth mgmt study/community Dev/Bus to Bruce	\$ 50,849.03	801-1152-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	funds for growth mgmt study 95,90.72+ Community dev 114,329- Bus to Bruce 22,000 in 2020
\$ 5,505.37				Water Resource Grants - Economic Development	\$ 5,505.37	831-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds utilized to fund future years water resource grants.
\$ -				Spruce the Bruce	\$ -	831-1110-PROJ	Any unspent Spruce the Bruce funds be transferred to the Spruce the Bruce Reserve on an annual basis	Spruce the Bruce Grants
\$ 12,655.52				Branding	\$ 12,655.52	831-1110-PROJ	Year end transfer of unspent project funds for branding project and product development -reassigned to offset branding in 2015 budget	Funds committed to Corporate Branding Project
\$ 7,755.90				Rural Economic Development Program	\$ 7,755.90	831-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds committed to fund Rural Economic Develop Program subsidized by the Province. For the purpose of regional marketing, promotion and/or branding activities and Economic
\$ 552.71				Lear Project	\$ 552.71	831-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds committed to fund LEAR project
\$ 972.93				RED Program	\$ 972.93	831-1110-PROJ	yearend unspent funds for this project	Unspent county contribution for Provincial multi year RED program
\$ 11,222.73	(\$10,000.00)			Signage	\$ 1,222.73	831-1110-PROJ	Year End unspent Capital funds earmarked for this purpose	Funds utilized for Bruce County signage project related to economic development.

\$ 160,727.64 (\$10,000.00) \$ 15,000.00 \$ -

\$ 165,727.64



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2023 - 2027 Budget and Forecast

Employment Services Budget Reference



Major Initiatives and Department Focus	
<p>The Province, starting in 2019, began the roll out of Services System Managers (SSM) across 15 economic regions. The Stratford-Bruce Peninsula Service System Manager was named in April 2022. A consortium agreement was approved by Councils at Bruce, Grey, Huron, and Stratford.</p> <p>Employment Services, led by the County, will provide oversight and monitoring for the delivery of employment services by 8 service providers (currently) across the region.</p> <p>Through the consortium agreement, Council has delegated the majority of decisions to a staff level and oversight of the program is delivered through an executive steering committee which is made up of members from each of the partner counties.</p> <p>Budget activities began for the Employment Service System Manager (SSM) part way through 2022. New budget allocation will occur for the SSM in April 2023, in accordance with the provincial fiscal year. As of April 1, 2023, the SSM project will move into its implementation phase of service delivery.</p>	<p>Major Activities:</p> <p>The two major activities for Employment Services are:</p> <ul style="list-style-type: none">• Complete the co-design of the future state employment system for Bruce, Grey, Huron and Perth• Successfully implementation of the future state system starting April 1, 2023 <p>The Employment Services Service System Manager (SSM) is funded through \$9.8M of flow-through funding from province to deliver this program across the Stratford-Bruce Peninsula Economic Region.</p> <p>There is no financial impact to the Bruce County tax levy from the SSM program.</p> <p>The reporting fiscal year for Employment Services is April 1- March 31 due to being fully-funded by the province.</p>



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

	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	0	0	0	0	0	0	0	0	0	624,798	0	624,798	624,798
Staff Related Costs	0	0	0	0	0	0	0	0	0	140,976	0	140,976	140,976
Contract Services	0	0	0	0	0	0	0	0	0	489,598	0	489,598	489,598
Material	0	0	0	0	0	0	0	0	0	38,875	0	38,875	38,875
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	10,341,348	0	10,341,348	10,341,348
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	78,405	0	78,405	78,405
Total Expenditures	0	0	0	0	0	0	0	0	0	11,714,000	0	11,714,000	11,714,000
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	11,714,000	0	11,714,000	11,714,000
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	11,714,000	0	11,714,000	11,714,000
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">N/A	Growth <ul style="list-style-type: none">N/A
Maintain Services <ul style="list-style-type: none">N/A	Council Priorities <ul style="list-style-type: none">N/A
One Time Items <ul style="list-style-type: none">N/A	Service Initiatives/Savings <ul style="list-style-type: none">Funding for the operation of employment services for the Stratford-Bruce Peninsula catchment area. This will support better human services integration with Social Assistance across the catchment, and achieve positive employment outcomes for individual and employers
Provincially Legislated <ul style="list-style-type: none">New service due to provincial transformation of Employment Services in Ontario	Operating Impact of Capital Projects <ul style="list-style-type: none">N/A



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

	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	0	0	0	0	0	0	0	0	0	624,798	0	624,798	624,798
Staff Related Costs	0	0	0	0	0	0	0	0	0	140,976	0	140,976	140,976
Contract Services	0	0	0	0	0	0	0	0	0	112,715	0	112,715	112,715
Material	0	0	0	0	0	0	0	0	0	38,875	0	38,875	38,875
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	78,405	0	78,405	78,405
Total Expenditures	0	0	0	0	0	0	0	0	0	995,769	0	995,769	995,769
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	995,769	0	995,769	995,769
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	995,769	0	995,769	995,769
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">N/A	Growth <ul style="list-style-type: none">N/A
Maintain Services <ul style="list-style-type: none">N/A	Council Priorities <ul style="list-style-type: none">N/A
One Time Items <ul style="list-style-type: none">N/A	Service Initiatives/Savings <ul style="list-style-type: none">Money that can be earned by employment services for achieving performance outcomes as outlined in the transfer payment agreement with the province
Provincially Legislated <ul style="list-style-type: none">New service due to provincial transformation of Employment Services in Ontario	Operating Impact of Capital Projects <ul style="list-style-type: none">



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	376,883	0	376,883	376,883
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	1,507,534	0	1,507,534	1,507,534
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0	0	0	1,884,417	0	1,884,417	1,884,417
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	1,884,417	0	1,884,417	1,884,417
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	1,884,417	0	1,884,417	1,884,417
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">N/A</div> <div>Maintain Services<ul style="list-style-type: none">N/A</div> <div>One Time Items<ul style="list-style-type: none">N/A</div> <div>Provincially Legislated<ul style="list-style-type: none">New service due to provincial transformation of Employment Services in Ontario</div>	<div>Growth<ul style="list-style-type: none">N/A</div> <div>Council Priorities<ul style="list-style-type: none">N/A</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">These are funds that are flow through money to clients and employers to support those that need additional support find meaningful employment. This could include health and safety equipment or wage subsidies.</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">N/A</div>



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

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	8,578,367	0	8,578,367	8,578,367
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0	0	0	8,578,367	0	8,578,367	8,578,367
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	8,578,367	0	8,578,367	8,578,367
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	8,578,367	0	8,578,367	8,578,367
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• N/A•	Council Priorities <ul style="list-style-type: none">• N/A•
Maintain Services <ul style="list-style-type: none">• N/A•	Service Initiatives/Savings <ul style="list-style-type: none">• These are funds that are flow through money to clients and employers to support those that need additional support find meaningful employment. This could include health and safety equipment, or wage subsidies; and are specifically geared towards those on ODSP.
One Time Items <ul style="list-style-type: none">• N/A•	Operating Impact of Capital Projects <ul style="list-style-type: none">• N/A•
Provincially Legislated <ul style="list-style-type: none">• New service due to provincial transformation of Employment Services in Ontario	
Growth <ul style="list-style-type: none">• N/A•	



County of Bruce
Financial Supports - ODSP
Operating Budget Analysis Report
03.1 1st Council Review

	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	255,447	0	255,447	255,447
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0	0	0	255,447	0	255,447	255,447
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	255,447	0	255,447	255,447
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	255,447	0	255,447	255,447
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	624,798	624,798	564,509	564,509	564,509	564,509
Staff Related Costs	0	0	0	140,976	140,976	76,478	77,692	77,123	75,487
Contract Services	0	0	0	489,598	489,598	558,900	558,900	558,900	558,900
Material	0	0	0	38,875	38,875	2,500	2,500	2,500	2,500
Transfers, Grants & Financial Charge	0	0	0	10,341,348	10,341,348	10,992,600	10,992,600	10,992,600	10,992,600
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	78,405	78,405	89,013	87,799	88,368	90,004
Total Expenditures	0	0	0	11,714,000	11,714,000	12,284,000	12,284,000	12,284,000	12,284,000
Percent of Expenditure Budget				0.0%		4.9%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	11,714,000	11,714,000	12,284,000	12,284,000	12,284,000	12,284,000
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	11,714,000	11,714,000	12,284,000	12,284,000	12,284,000	12,284,000
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	5.00	5.00	0.00	5.00	5.00	5.00	5.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	624,798	624,798	564,509	564,509	564,509	564,509
Staff Related Costs	0	0	0	140,976	140,976	76,478	77,692	77,123	75,487
Contract Services	0	0	0	112,715	112,715	67,500	67,500	67,500	67,500
Material	0	0	0	38,875	38,875	2,500	2,500	2,500	2,500
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	78,405	78,405	89,013	87,799	88,368	90,004
Total Expenditures	0	0	0	995,769	995,769	800,000	800,000	800,000	800,000
Percent of Expenditure Budget				0.0%		(19.7%)	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	995,769	995,769	800,000	800,000	800,000	800,000
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	995,769	995,769	800,000	800,000	800,000	800,000
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	5.00	5.00	0.00	5.00	5.00	5.00	5.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	376,883	376,883	491,400	491,400	491,400	491,400
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	1,507,534	1,507,534	1,965,600	1,965,600	1,965,600	1,965,600
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	1,884,417	1,884,417	2,457,000	2,457,000	2,457,000	2,457,000
Percent of Expenditure Budget				0.0%		30.4%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	1,884,417	1,884,417	2,457,000	2,457,000	2,457,000	2,457,000
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	1,884,417	1,884,417	2,457,000	2,457,000	2,457,000	2,457,000
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	8,578,367	8,578,367	9,027,000	9,027,000	9,027,000	9,027,000
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	8,578,367	8,578,367	9,027,000	9,027,000	9,027,000	9,027,000
Percent of Expenditure Budget				0.0%		5.2%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	8,578,367	8,578,367	9,027,000	9,027,000	9,027,000	9,027,000
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	8,578,367	8,578,367	9,027,000	9,027,000	9,027,000	9,027,000
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Financial Supports - ODSP
Operating Budget Summary Report
03.1 1st Council Review

	2021 Budget	2021 Actual	2022 Budget	2023 Budget	\$ Change over 2022 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	255,447	255,447	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	255,447	255,447	0	0	0	0
Percent of Expenditure Budget				0.0%		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	255,447	255,447	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	255,447	255,447	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%