

# 2024 Staff Proposed Capital Budget

## Plus 2025-2028 Forecasted Capital Budget

2023-10-12

# Order of Presentations

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

# 2024-2028 Capital Budget Documents

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

# 2024 - 2028 Capital Budget

- 5 years of Capital Budget numbers
- Approving 2024 Capital Budget only
  - Future years are forecast only and can be amended in future budget discussions
- The forecasted years allow for better budget planning
  - 2022 Actual
  - 2023 Budget
  - 2024 Budget for Approval
  - 2025-2028 Forecast

# 2024 Capital Budget Focus and Principles

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

# Asset Management Plan

- Approval of updated Asset 2022 Management Plan
  - Identified **\$18.3 million annual shortfall** in repair and replacement
  - Requires **2.1% annual increase to capital spending** for 15 years
  - Require Annual Non-residential Construction Price Index inflation increases
- 2024/2025
  - Provincially mandated updates to be eligible for funding
  - Include non-core assets
  - Defining current & proposed levels of service

## Where we left off last year (Capital)

Levy increase	2023	2024	2025	2026	2027
Levy Contribution	12,062,384	15,063,499	19,359,475	22,992,566	26,629,839
Increase as % of Capital	17.8%	24.9%	28.5%	18.8%	15.8%
Increase as % of Total Levy	3.2%	4.8%	6.0%	4.6%	4.3%

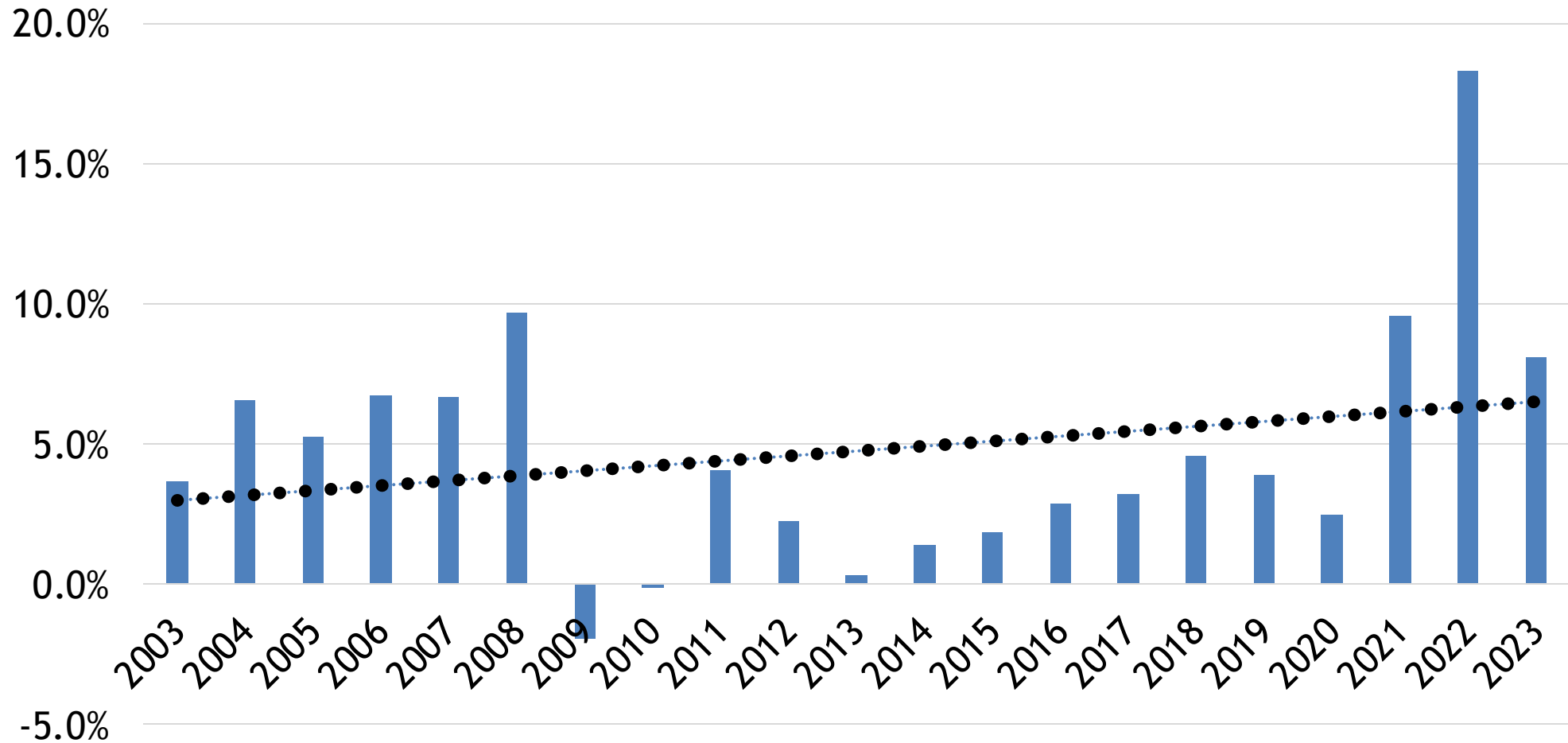
Includes a 2.1% annual increase for Infrastructure Capital Renewal Levy as per the approved Asset Management Plan. Inflation adjustments trailing by one year.

# Capital Budget Pressures for 2024

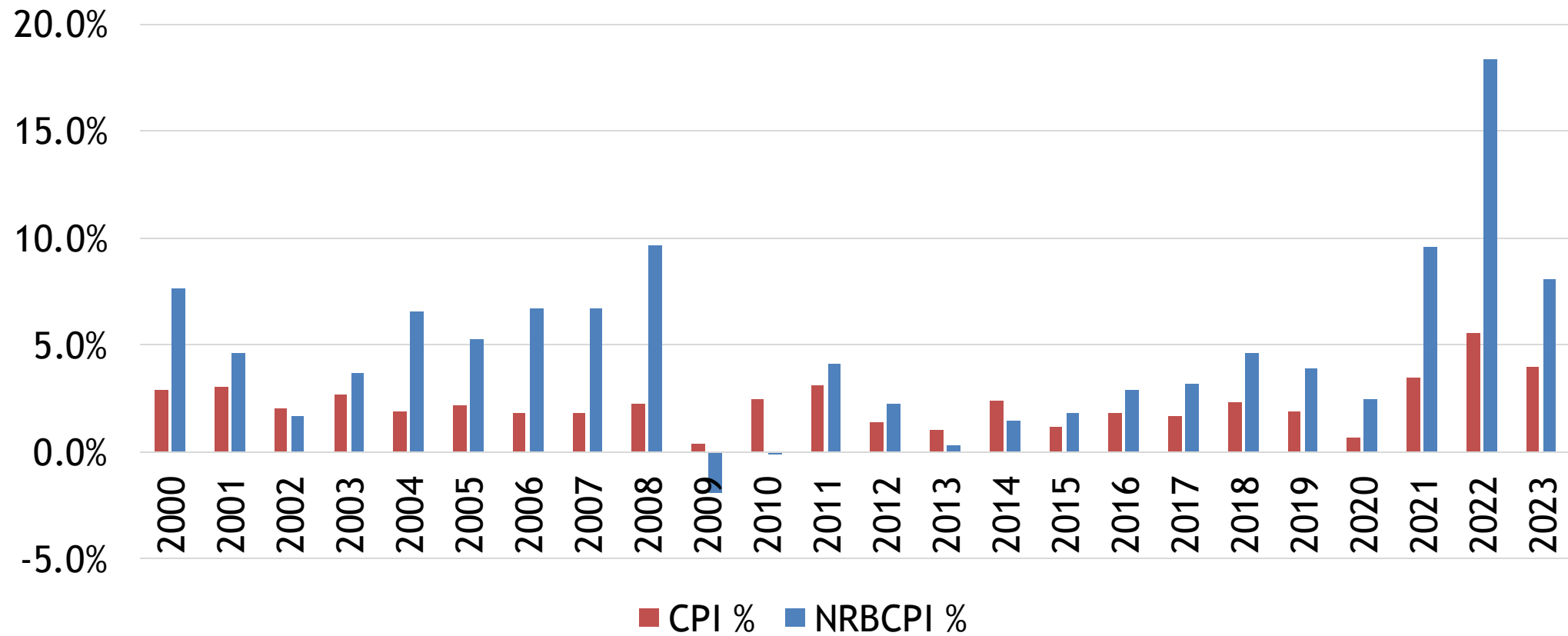
Item	2024 Budget Implication	2024 Budget Impact \$	2024 Budget Impact %
1	Increased Spending to meet Minimum Asset Management Plan Recommendation	1,302,982	2.10%
2	Transportation Shops NO <sup>2</sup> and CO detection systems	270,000	0.43%
3	Museum Expansion Reserve Contribution	150,000	0.24%
4	Paisley Transportation Shop Backup Generator	135,000	0.22%
5	Brucelea Haven Mobile Charting	55,000	0.09%
	<b>Totals</b>	<b>1,912,982</b>	<b>3.08%</b>



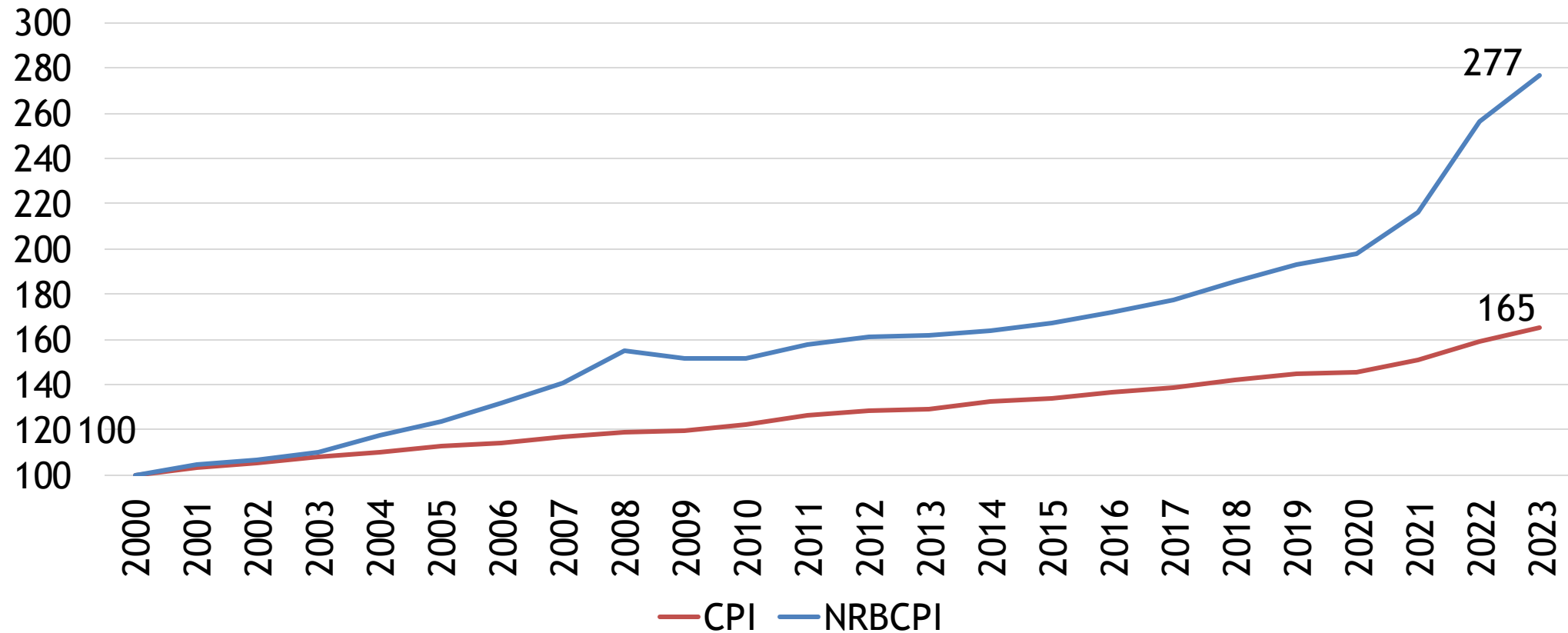
# Non-Residential Building Construction Price Index



# NRBCPI is usually higher than CPI



# From 2000-2022 CPI Increased 65% while NRBCPI Increased 177% or 2.7 times more



# 2024-2028 Capital Budgeting Considerations

- Grant funding amounts past 2023 have not been announced but have been assumed for sustainable funding programs only
  - CCBF (formerly Gas Tax) assumed \$2,200,458 for 2024-2028
  - OCIF assumed \$1,133,164 for 2024 (maximum reduction)
- Assumptions that additional provincial funding will not be provided in relation to Covid or will be minimal in value
- Assumption that 2022/2023 levels of inflation will not be sustained in the forecasted years

## Not Included in 2024-2028 Capital Budget and Forecast

- **Transit**
  - Capital Purchases
- **Museum Expansion Construction**
  - Plans and Alternatives being reviewed and revised
- **Renovations to 207 Cayley St. (Court House) and 215 Cayley St. (Crown Bldg.)**

# Capital Budget Analysis

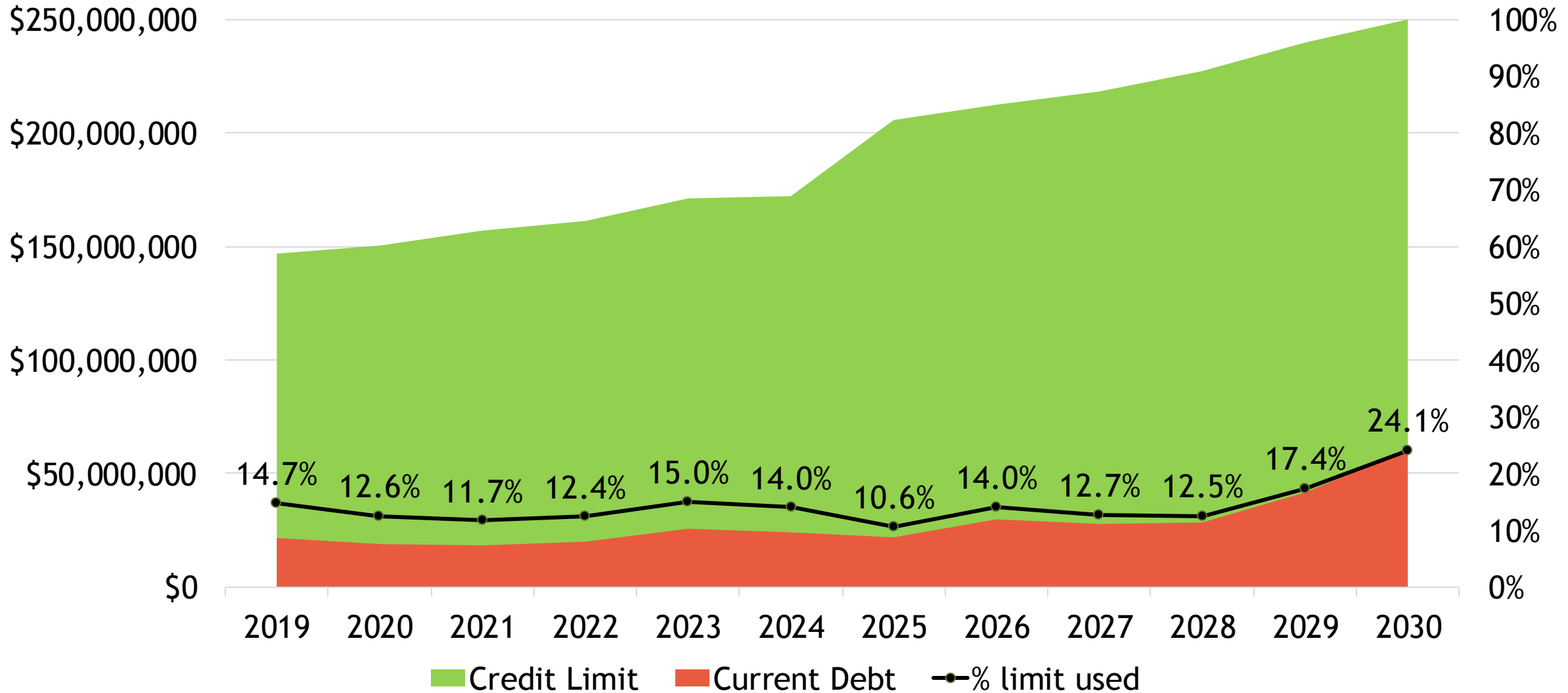
- \$1,912,982 net increase in levy
- Increase in Capital expenses of \$2,138,193
  - Spending on Capital Projects has reduced slightly from prior year as focus shifts to addressing Capital Project Carryovers
  - Transfers to reserves are increasing to set the County up for future projects
- Increase in Capital Revenue of \$225,211
  - Transfers from Reserves reduced versus prior years in effort to build reserve balances for future
  - Use of debt increased slightly as work on next Social Housing Build commences

# Capital Budget Summary Report - Consolidated



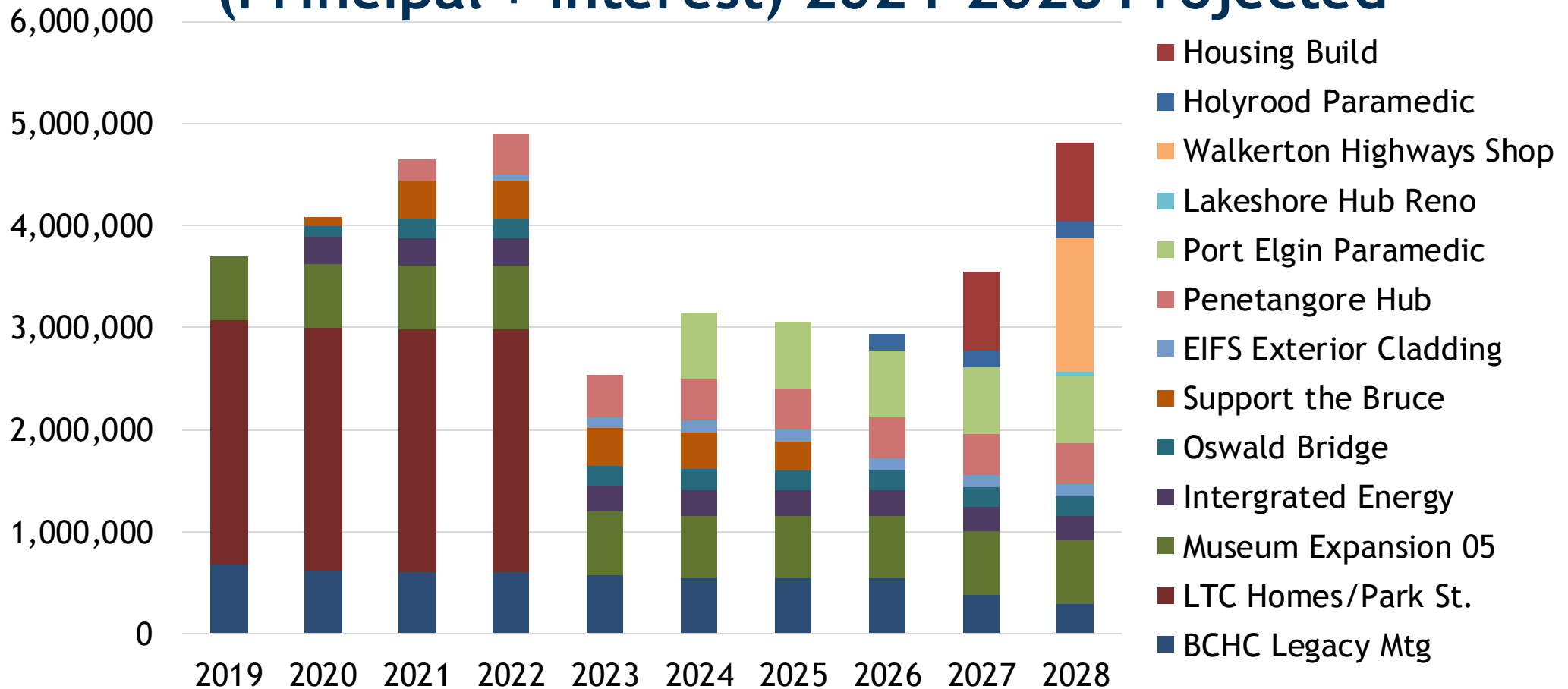
Expenditure or Revenue Type	2022 Actual	2023 Budget	2024 Budget	\$ Change Over 2023	2025 Budget	2026 Budget	2027 Budget	2028 Budget
<b>Expenditures by Type</b>								
Land	0	0	0	0	0	0	0	0
Equipment	708,834	660,483	870,444	209,961	729,720	875,975	768,806	767,378
Technology & Communications	1,331,884	510,682	609,940	99,258	1,789,470	1,029,764	245,373	328,177
Vehicles & Machinery	909,614	1,555,144	1,902,700	347,556	1,319,724	1,635,072	1,532,745	1,752,458
Furniture & Fixtures	66,110	50,915	36,456	(14,459)	22,112	22,778	23,454	24,167
Building - Structure	4,357,041	4,082,923	6,083,377	2,000,454	14,825,732	13,478,174	25,016,871	5,962,822
Bridges & Culverts	1,642,954	1,642,954	2,169,563	1,642,954	1,642,954	1,642,954	1,642,954	1,642,954
Roads	2,821,014	4,571,000	3,399,689	(1,171,311)	5,185,875	5,052,344	13,431,603	13,583,013
Traffic Signals & Signs	101,197	5,000	0	(5,000)	0	0	0	0
Trails Program	591,069	350,000	115,000	(235,000)	175,000	150,000	160,000	120,000
<b>Gross Expenditure</b>	<b>14,303,435</b>	<b>15,955,147</b>	<b>15,187,169</b>	<b>(767,978)</b>	<b>29,941,625</b>	<b>33,725,783</b>	<b>46,613,476</b>	<b>29,457,359</b>
Transfer to Reserves	7,276,145	4,751,461	7,657,632	2,906,171	6,819,983	6,199,868	9,435,231	6,364,191
<b>Total Expenditure</b>	<b>21,579,580</b>	<b>20,706,608</b>	<b>22,844,801</b>	<b>2,138,193</b>	<b>36,761,608</b>	<b>39,925,651</b>	<b>56,048,707</b>	<b>35,821,550</b>
<b>Percent of Total Expenditure Budget</b>			<b>10.3%</b>		<b>60.9%</b>	<b>8.6%</b>	<b>40.4%</b>	<b>(36.1%)</b>
<b>Revenues by Type</b>								
Federal	(3,660,140)	(2,442,007)	(2,406,086)	35,921	(2,200,458)	(2,200,458)	(2,200,458)	(2,200,458)
Provincial	(1,780,670)	(1,211,134)	(1,335,543)	(124,409)	(1,333,134)	(1,333,134)	(1,333,134)	(1,333,134)
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	(4,232,416)	(4,471,083)	(3,887,319)	583,764	(5,544,992)	(8,088,166)	(8,941,921)	(5,232,416)
Donations	(7,778)	0	(8,487)	(8,487)	0	0	0	0
Other	(81,394)	(20,000)	(25,000)	(5,000)	(25,000)	(25,000)	(25,000)	(25,000)
Debt	(1,503,526)	(500,000)	(1,207,000)	(707,000)	(9,463,000)	(7,622,500)	(20,500,000)	0
<b>Total Revenue</b>	<b>(11,265,924)</b>	<b>(8,644,224)</b>	<b>(8,869,435)</b>	<b>(225,211)</b>	<b>(18,566,584)</b>	<b>(19,269,258)</b>	<b>(33,000,513)</b>	<b>(8,791,008)</b>
<b>Net Requirement</b>	<b>10,313,656</b>	<b>12,062,384</b>	<b>13,975,366</b>	<b>1,912,982</b>	<b>18,195,024</b>	<b>20,656,393</b>	<b>23,048,194</b>	<b>27,030,542</b>
<b>Percent of Prior Year Net Requirement Budget</b>			<b>15.9%</b>		<b>30.2%</b>	<b>13.5%</b>	<b>11.6%</b>	<b>17.3%</b>

# Bruce County Debt Capacity (2024-2028 Projected)

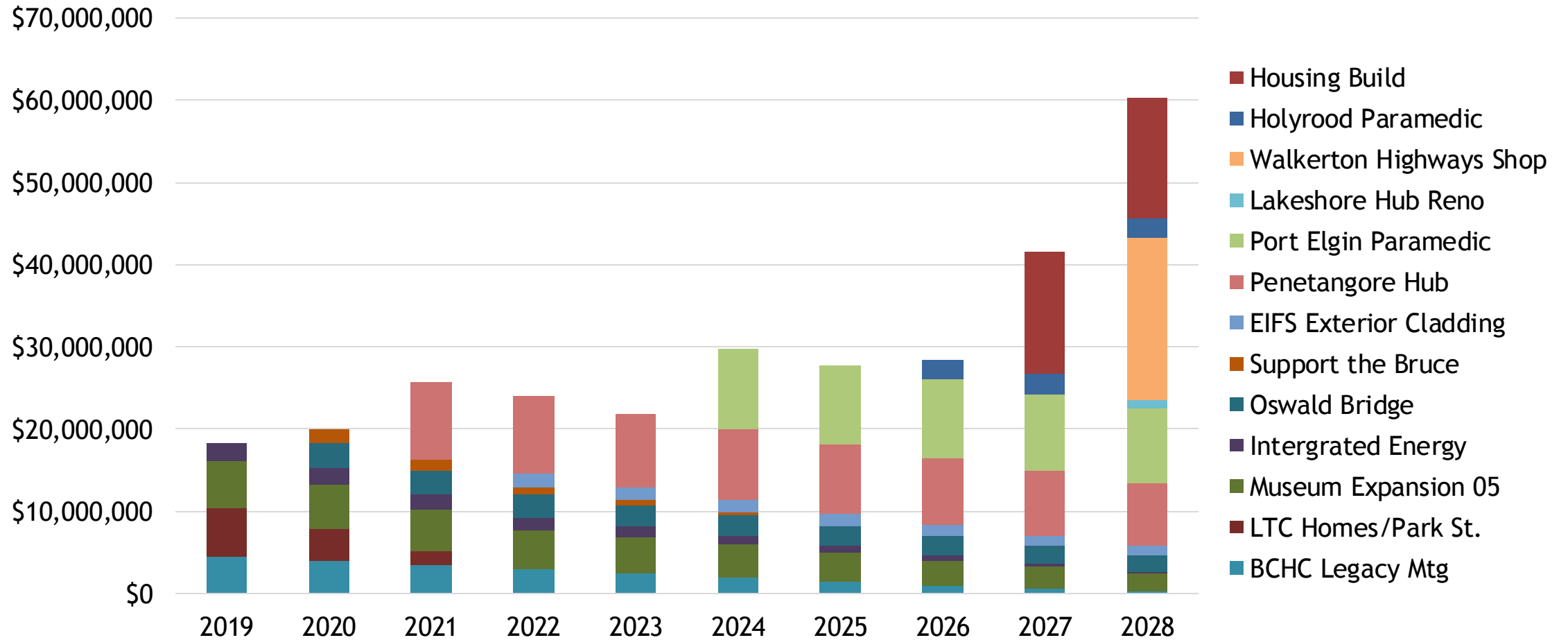




# Bruce County Annual Debt Payments (Principal + Interest) 2024-2028 Projected



# Bruce County Outstanding Debt (2024-2028 Projected)

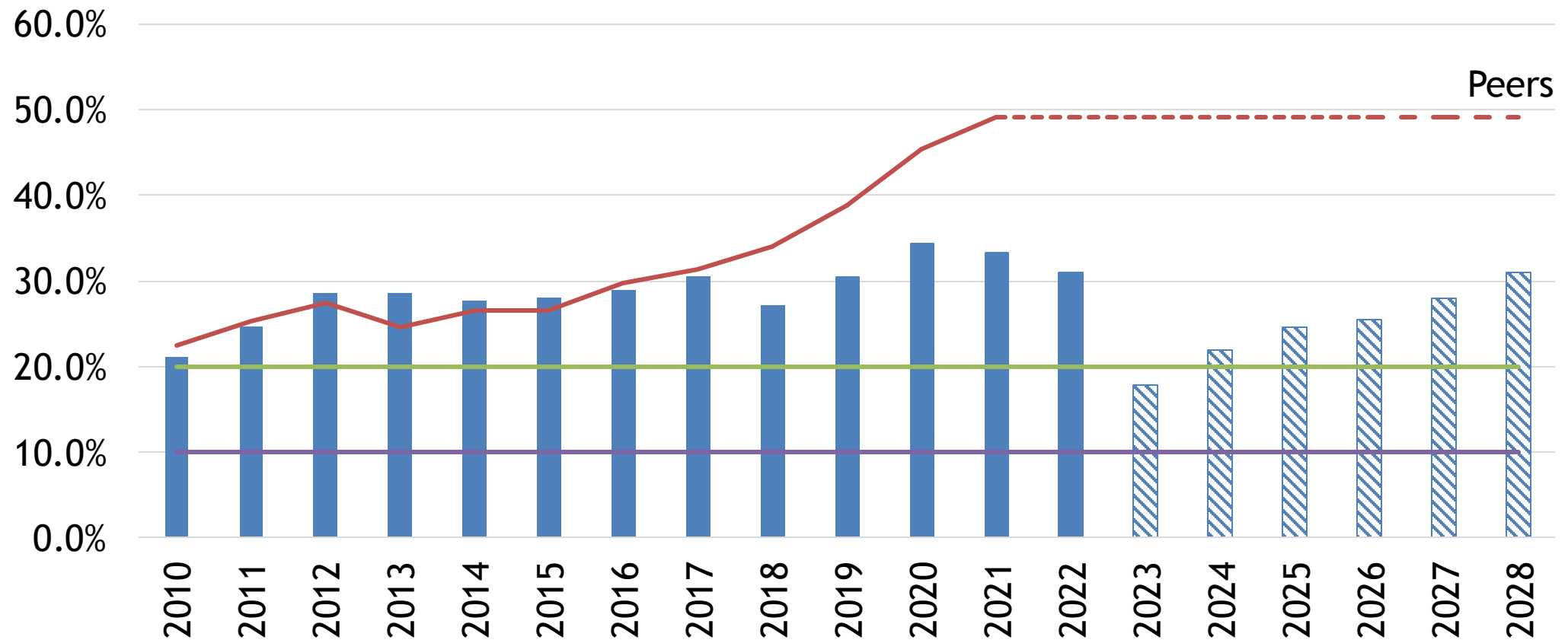


# Reserves by Department

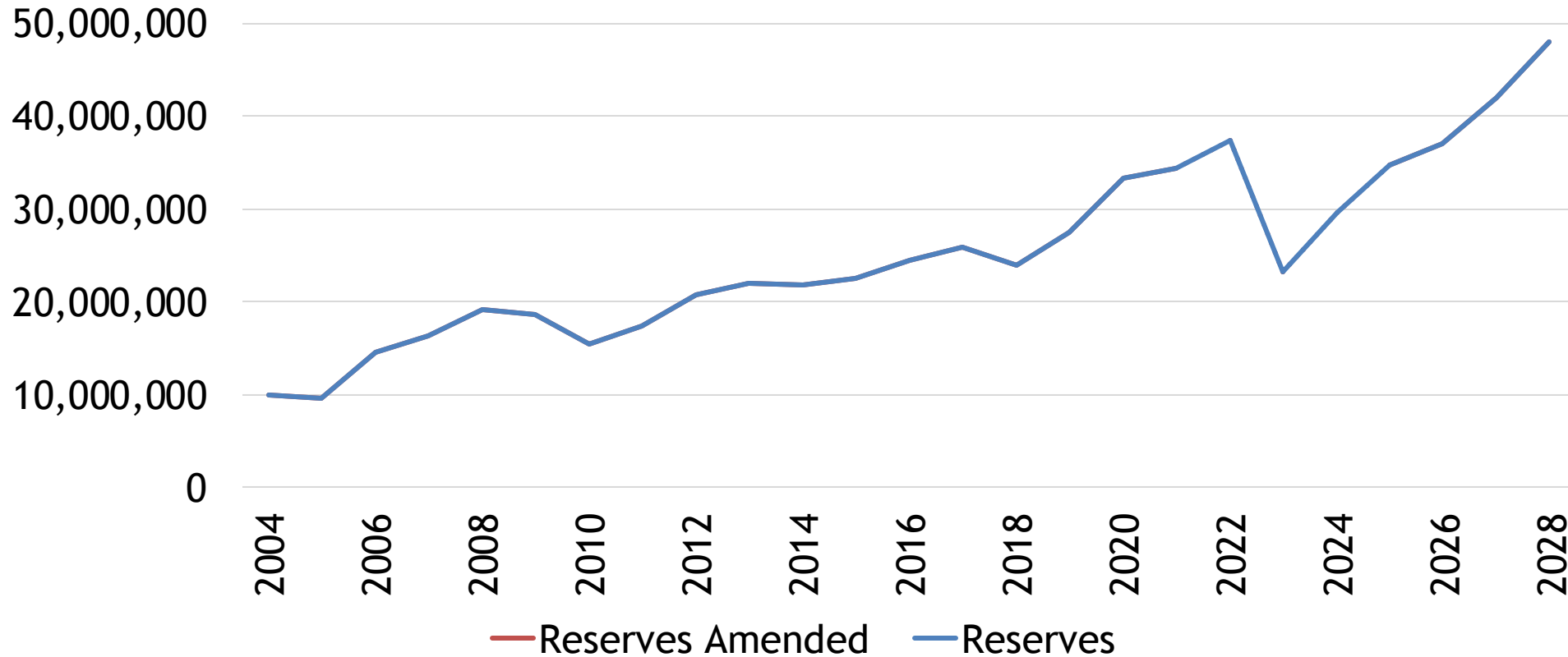
Department	End of 2023 (est)	End of 2024 (Proj)
Corp Services	280,912	230,912
CAO	94,741	36,741
Information Technology	1,130,635	1,304,285
Transportation & Enviromental Services	5,434,405	7,597,405
Planning & Development	256,125	227,800
Human Resources	1,873,790	2,316,847
Human Services	6,252,194	6,441,766
Long Term Care & Senior Services	1,343,870	1,495,970
Library	695,741	708,513
Museum	215,522	449,024
Paramedic Services	1,093,237	915,087
Non-Departmental	4,573,001	8,056,324
<b>County Total</b>	<b>23,244,174</b>	<b>29,780,675</b>

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

# Total Reserves as % of Municipal Expenses Compared to our County Peers



# Five Year Reserve Trend



**Note: By 2028 approximately \$9.6 million of the increased Reserve Balance is attributed to development charges.**

# Development Charges Impacts

	2024	2025	2026	2027	2028
<b>Collected</b>	<b>2,552,124</b>	<b>2,792,981</b>	<b>3,045,992</b>	<b>3,311,670</b>	<b>3,590,548</b>
<b>Expended</b>					
Paramedic Services	12,961	15,604	269,525	31,867	31,867
Trails	-	50,000	30,000	50,000	40,000
Highways	150,000	1,791,610	600,000	1,920,000	710,000
<b>Total Expended</b>	<b>162,961</b>	<b>1,857,214</b>	<b>899,525</b>	<b>2,001,867</b>	<b>781,867</b>
<b>DC Funds Balance</b>	<b>2,389,163</b>	<b>3,324,930</b>	<b>5,471,397</b>	<b>6,781,200</b>	<b>9,589,881</b>

Note: Amounts may be reduced based on extent of DC Exemptions and Reductions which varies by local municipality.

# Capital Budget Summary



Department	Capital Approved 2023	Capital Proposed 2024	Capital \$ Change
CAO	0	0	0
Corporate Services	26,000	355,307	329,307
Non-Departmental	246,000	816,679	570,679
Information Technology	415,030	421,090	6,060
Human Resources	34,500	25,000	-9,500
Paramedic Services	1,051,998	1,060,126	8,128
Transportation & Env. Serv.	6,218,582	6,689,615	471,033
Employment Services	0	0	0
Human Services	2,777,203	2,857,715	80,512
Long Term Care & Senior Services	696,601	774,680	78,079
Museum	195,792	512,788	316,996
Library	400,678	457,060	56,382
Planning & Development	0	5,306	5,306
<b>Total</b>	<b>12,062,384</b>	<b>13,975,366</b>	<b>1,912,982</b>

# Corporate Services

## 2024-2028 Capital Budget



# Major Capital Initiatives and Department Focus

- **Enterprise Resource Planning (ERP)**
  - Replace existing Accounting and HR software that do not interconnect - become more efficient corporate-wide
    - Accounting software does not allow online payments
    - Online payment software does not link to accounting software
    - Replace 100 monthly paper-based expense reimbursements with electronic approvals
    - Electronic purchase orders to better manage budgets and reduce administration time



Build  
Financial  
Foundation

# 2024 - 2028 Capital Budget Summary

Corporate Services	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	31,000	355,307	324,307	635,000	45,000	55,000	65,000
Increase \$	0	324,307		279,693	-590,000	10,000	10,000
Increase as %	0.00%	1046.15%		78.72%	-92.91%	22.22%	18.18%
Increase as levy %	0.00%	0.52%		0.41%	-0.78%	0.01%	0.01%

# Non-Departmental 2024-2028 Capital Budget

# Major Capital Initiatives and Department Focus

- 103 projects outstanding end of 2022 totaling \$27.5M
  - Developing internal capacity for project management in addition to hiring external contractors
- Inclusion of Project Management Funds
  - Allows better oversight, prioritization, and implementation of Facilities Capital Projects
  - \$535,000 - Project Management of Facilities work across all County Departments

Support  
Our Assets

# 2024 - 2028 Capital Budget Summary

Non-Departmental	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	246,000	816,679	570,679	775,346	748,205	721,260	724,516
Increase \$	40,000	570,679		-41,333	-27,141	-26,945	3,256
Increase as %	19.42%	231.98%		-5.06%	-3.50%	-3.60%	0.45%
Increase as levy %	0.07%	0.92%		-0.06%	-0.04%	-0.03%	0.00%

# Transportation and Environmental Services

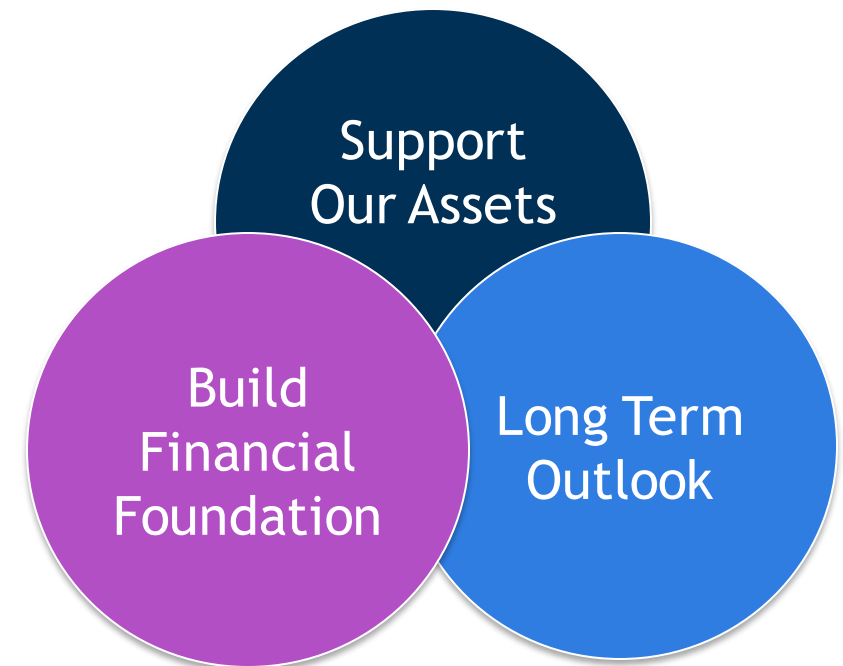
## 2024-2028 Capital Budget

# 2024 Capital Projects Strategy

In 2024, the Transportation and Environmental Services Department will put emphasis on completing projects that have prior year capital funding allocated to them.

New initiatives without prior year capital budget allocations have been limited to:

- **\$60k** - Storm Sewer and Catchbasin project on Bruce Rd 12 (lead by Mun. of South Bruce),
- **\$270k** - N02 & CO detection system at Paisley and Walkerton Shops (H&S Driven),
- **\$892k** - Transfer of asset life extending programs from Operating to Capital

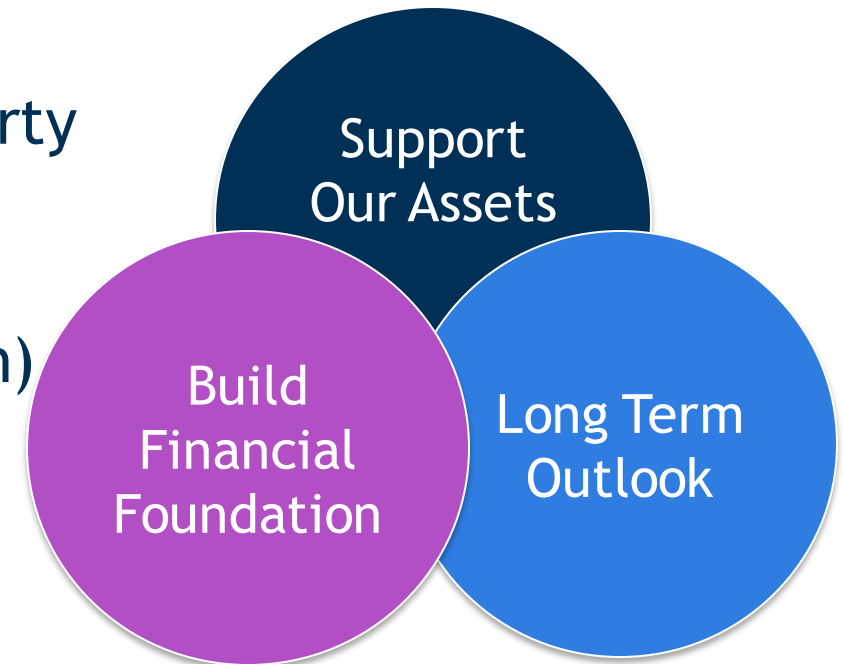


## 2024 Capital Projects Strategy Cont'd

The department is proposing to transfer \$1.25M to both the Roads and Bridge reserves in 2024 (\$2.5M total).

This will help to finance some of the larger capital projects that are expected in the coming years:

- Durham Street Bridge (pending EA & third-party review)
  - Mun. of Brockton
- Bruce Rd 6E Phase 2 (Approx. 7.7km in length)
  - Mun. of South Bruce





# Major Capital Initiatives and Department Focus

Capital Project	Location	Description	Amount (\$)
Cross-Culvert Inspection & Replacement Program	Various	66% of the program to be allocated to Capital in 2024. Goal is to gradually reduce the number of unplanned replacements from 6 per year to 1 per year (or less) by 2028.	\$284,563
Micro-surfacing Program	Various	To extend the life of identified sections of roadways by 5-7yrs	\$275,500
Crack and Seal Program	Various	To extend the life of identified sections of roadways by 3-5yrs	\$207,000
Re-enforcement of Durham Street Bridge	Brockton	Re-enforcement of half joints	\$720,000
Bruce Road 19 Rehabilitation	Brockton and Arran-Elderslie	Full Rehabilitation from Conc 14E to Sideroad 25	\$1,900,000



# Major Capital Initiatives and Department Focus

Cross-Culvert Program, Micro-surfacing Program & Crack and Seal Program (Various Locations)

As outlined in the 2024 proposed Operating Budget presentation, 66% of the Cross-culvert inspection and Replacement program, 100% of the Micro-surfacing program and 100% of the Crack and Seal program moved to the proposed Capital budget in 2024.



These programs are essential to the life extension of County owned assets. The department will work in 2024 to develop a comprehensive strategy for all three of these programs to reduce the number of emergency repairs needed on County roadways. The intent is to annualize these programs.

Support  
Our  
Assets

Long  
Term  
Outlook

# Major Capital Initiatives and Department Focus

Reinforcement of the Durham Street Bridge Half-joints (Brockton)



2024 Project Budget: \$720,000\*

Staff have included this project in the 2024 Capital Budget as a place holder until the results from the third-party review are available.

Support  
Our  
Assets

# Major Capital Initiatives and Department Focus

Bruce Road 19 Rehabilitation (Brockton & Arran-Elderslie)



The geotechnical, design and engineering drawings for the rehabilitation of Bruce Road 19 from Concession 14E to Sideroad 25 were completed in 2023 with a total project budget of \$50,000. The proposed 2024 budget is \$1,900,000.

Support  
Our  
Assets



# Major Capital Initiatives and Department Focus

## Proposed Projects with Existing Prior Year Capital Carryover Budgets

Capital Project	Location	Budget Year	Capital Carryover (\$)	Proposed 2024 Amount (\$)	From Levy 2024 (\$)
Fischer Bridge Repair	South Bruce	2020	\$53,535	\$215,000	\$26,836
Repair Sweiger Bridge BR10	Arran-Elderslie	2021	\$16,235	\$650,000	\$80,000
Bruce Road 23 Roundabout (Property Acquisition & Design)	Kincardine	2021	\$711,677	\$200,000	\$12,500
Accessibility Upgrades (Paisley Shop bathroom & Renos)	Arran-Elderslie	2021	\$121,960	\$60,000	\$60,000
Bruce Road 14 Repair	South Bruce Peninsula	2023	\$119,709	\$55,000	\$55,000
Bruce Road 1 Repair	Huron-Kinloss	2023	\$154,000	\$80,000	\$80,000
Meaux Creek Bridge BR6E	South Bruce	2023	\$350,000	\$300,000	\$50,000
Bruce Road 6 Absolam Street Resurfacing (Urban)	South Bruce	2023	\$445,000	\$180,000	\$29,542
<b>Total</b>			<b>\$1,972,116</b>	<b>\$1,740,000</b>	<b>\$393,878</b>

# 2024 Capital Budget Overview



Capital Project	Proposed 2024 Amount (\$)	From Levy 2024 (\$)
Capital Project Oversight (2 Contract Positions)	\$302,189	\$302,189
Bridge Projects 2024	\$2,554,485	\$1,546,321
Road Projects 2024	2,490,000	\$396,542
Asset Life Extension Programs (Moved From Operating)	\$892,063	\$522,063
Facilities Related Projects	\$465,000	\$465,000
Fleet and Equipment	\$1,211,500	\$869,500
Trails & Forestry Projects	\$123,000	\$88,000
Transfer to Bridge Reserve 2024	\$1,250,000	\$1,250,000
Transfer to Roads Reserve 2024	\$1,250,000	\$1,250,000
<b>Total</b>	<b>\$10,538,237</b>	<b>\$6,689,615</b>

# 2024 - 2028 Capital Budget Summary

Transportation and Environmental Services	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	6,218,582	6,689,615	471,033	9,104,865	12,976,422	15,279,120	18,217,820
Increase \$	633,970	471,033		2,415,250	3,871,557	2,302,698	2,938,700
Increase as %	11.35%	7.57%		36.10%	42.52%	17.75%	19.23%
Increase as levy %	1.13%	0.76%		3.56%	5.11%	2.82%	3.41%

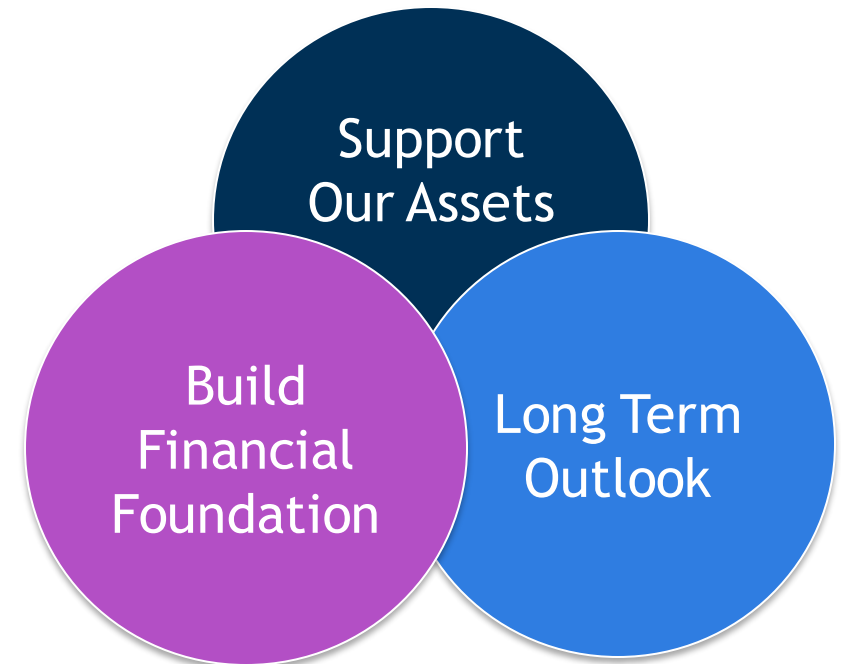
# Human Services

## 2024-2028 Capital Budget



# Major Capital Initiatives and Department Focus

- Capital Asset Management of Bruce County Housing Corporation
  - Approximately 100 million in County assets
  - Approximately 700 residential units
  - 30 sites throughout the County
  - Capital replacement work in compliance with all legislative requirements for residential facilities
- Housing Facilities Capital Projects for 2024-2028 are limited to those that are:
  - Highest priority
  - Estimated to be completed in year budgeted
  - Based on considerations of resource availability



Support  
Our Assets

## Capital Budget 2023 Major Projects (Slide 1 of 3)

- \$992,160 - Windows & Doors Replacement - 915 Huron Terrace, Kincardine
  - The new windows and doors will help reduce energy consumption throughout the building as well as provide a more comfortable living environment.
- \$330,720 - Make-up Air Unit Mechanical Replacement - 286 Albert Street, Paisley
  - Replacement of the failing make-up Air unit will ensure tenant comfort and reduce the energy necessary to heat the building and its water. Updated controls on the mechanical equipment will allow staff to monitor, adjust and troubleshoot the equipment remotely cutting down on travel and maintenance expenses.

Support  
Our Assets

## Capital Budget 2023 Major Projects (Slide 2 of 3)

- \$228,960 - Parking Lot, Sidewalk & Drainage Upgrades - 510 Wellington Street, Port Elgin
  - Replacement of the degrading parking lot and sidewalks will support tenant safety, better manage storm water and continue to prolong the life of the building.
- \$162,816 - Asphalt Single Roof Replacement - 7432 Hwy. 6, Tobermory
  - Replacement of the failing asphalt shingle roof will help ensure water cannot penetrate the building envelope reducing the risk of future water damage.

Support  
Our Assets

## Capital Budget 2023 Major Projects (Slide 3 of 3)

- \$330,720 - Full-Service Elevator Installation - 116 Albert Street, Southampton
  - The addition of a new full-service elevator will provide safe and functional barrier-free access to the second floor of the building for all tenants and visitors and reduce ongoing maintenance. The aging lift has a limited capacity and cannot accommodate more than one person at a time.
- \$178,080 - Elevator Refurbishment At 621 Mary Street, Wiarton
  - Refurbishment of the existing full-service elevator help continue provide safe and functional barrier-free access to the second floor of the building for all tenants and visitors.



Build  
Financial  
Foundation

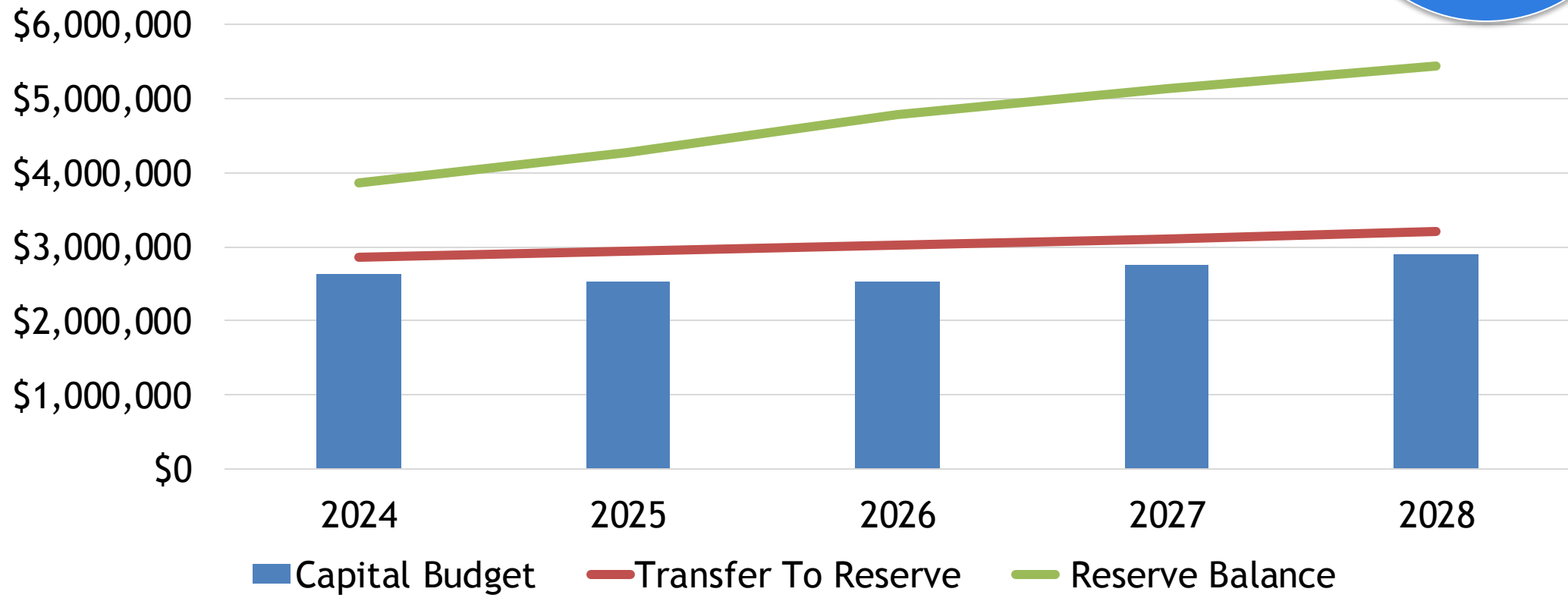
# Department Reserves Discussion

- The transfer to reserve has been increased by \$80,512 in
- The proposed 2024 budget, reflecting the required Consumer Price Index (CPI) increase
- The total transfer to reserve for Bruce County Housing Corporation in 2024 is \$2,857,715.
- The total planned capital for Bruce County Housing Corporation in 2024 is \$3,038,568 from reserve (partially offset by \$411,257 of Canada Ontario Community Housing Initiative (COCHI) funding)

# Housing Facilities Capital Reserves Projection

Long Term  
Outlook

BCHC Capital Projection



# 2024 - 2028 Capital Budget Summary

Human Services	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	2,777,203	2,857,715	80,512	2,940,627	3,026,009	3,113,935	3,204,480
Increase \$	153,183	80,512		82,912	85,382	87,926	90,545
Increase as %	5.84%	2.90%		2.90%	2.90%	2.91%	2.91%
Increase as levy %	0.27%	0.13%		0.12%	0.11%	0.11%	0.11%

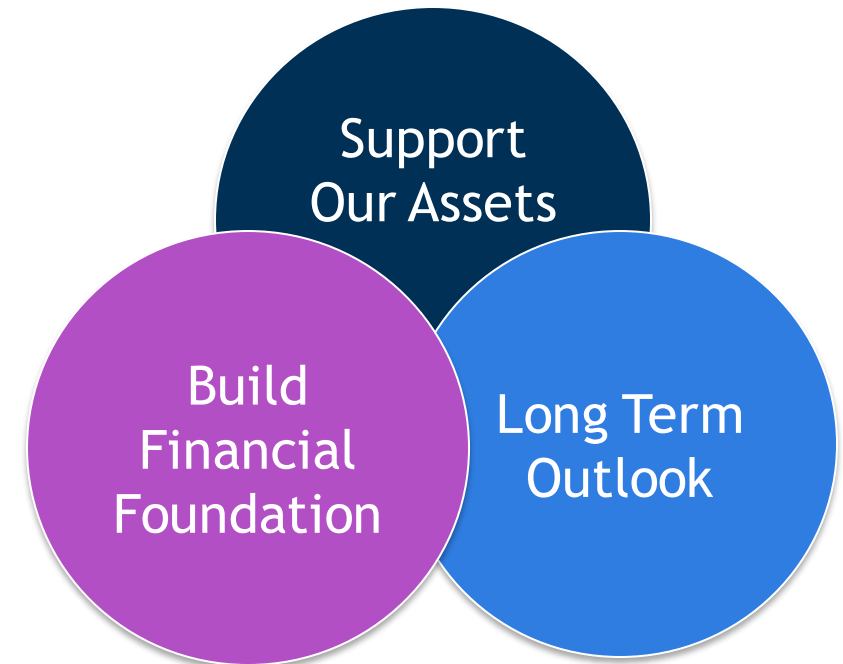
# Long Term Care & Senior Services

## 2024-2028 Capital Budget



## Department Focus

- We continue to have increasing needs to replace regular equipment such as beds, flooring, equipment.
- Additionally, we continue to review the Asset Management Plan to determine the focus on reserve saving for the future funding of building relate capital.



# Capital Budget 2023 Major Projects

- Highlights- Combined
  - Equipment \$ 248,860- Lifts, mattress and beds for both homes.
  - Technology \$ 55,000- Mobile charting for Brucelea Haven.
  - Building Exterior \$ 25,000- sidewalk and patio stonework.
  - Building Interior \$ 276,220- kitchen servery replacement, flooring, dishwasher, steam table, interior furnishing and fire and safety upgrades.
  - \$ 169,600 for transfer to reserves.

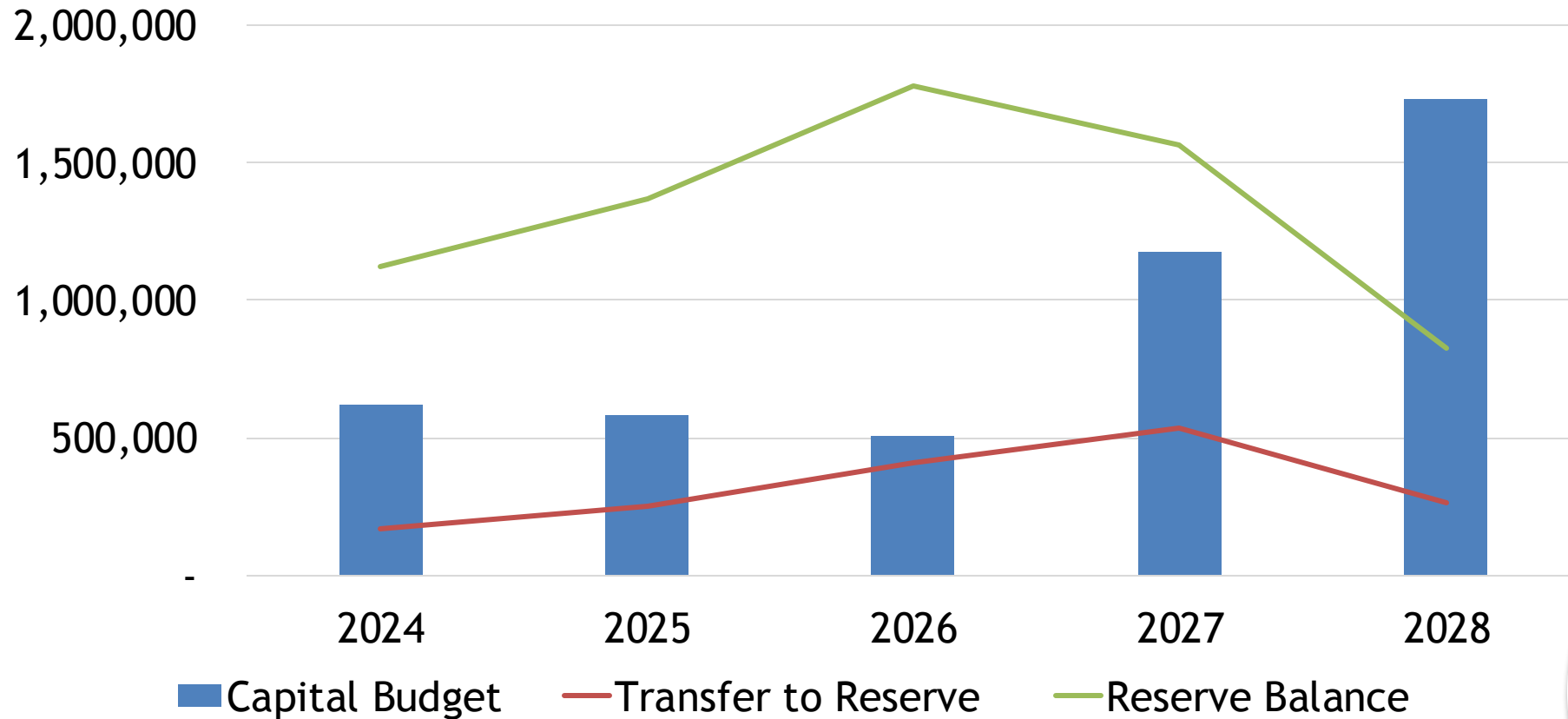


Support  
Our Assets



Build  
Financial  
Foundation

# Capital Budget and Reserve Projection



Long Term  
Outlook

# 2024 - 2028 Capital Budget Summary

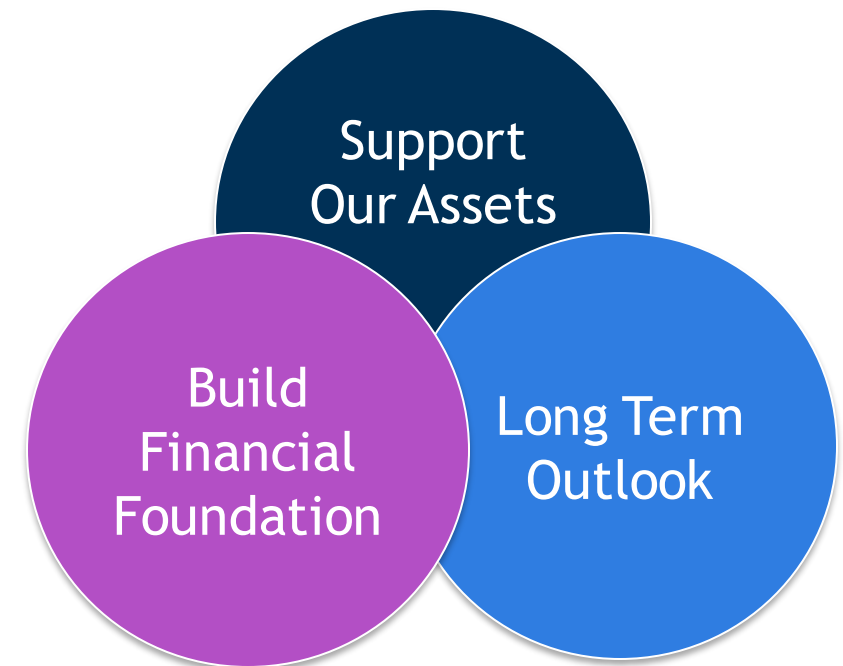
Long Term Care & Senior Services	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	696,601	774,680	78,079	836,078	910,148	963,112	999,000
Increase \$	442,772	78,079		61,398	74,070	52,964	35,888
Increase as %	174.44%	11.21%		7.93%	8.86%	5.82%	3.73%
Increase as levy %	0.79%	0.13%		0.09%	0.10%	0.06%	0.04%

# Museum & Cultural Services

## 2024-2028 Capital Budget

# Major Capital Initiatives and Department Focus

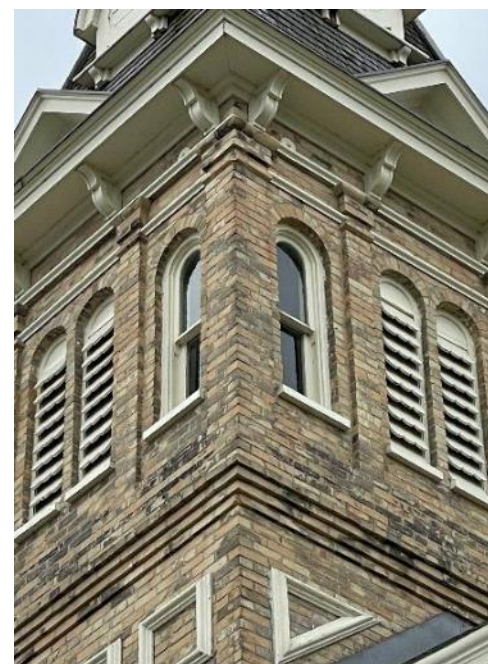
- Budget Focus & Principles Alignment
  - Supporting our Assets
    - Addressing immediate work
  - Build Financial Foundation
    - Increase & build museum reserves
  - Long Term Outlook
    - Asset Management Plan



# Capital Budget Major Projects

Capital Building Projects \$313,286

- 1878 Schoolhouse (immediate repair) \$250,000



Support Our  
Assets

# Reserve Contributions

Reserve Contributions \$488,000

- Building, \$325,000
- Expansion \$150,000
- Additional Reserves \$13,000
  - Computer Software, Vehicle, Furniture



Build  
Financial  
Foundation



# Projected Year-End 2024 Department Reserves

Reserve	Balance
Building Reserve	\$162,608
Donations	\$33,705
Furniture	\$13,074
Vehicle Replacement	\$18,493
Computer Software	\$15,153
Community Wing	\$197,186
Other Operational	\$3,468
Acquisition for Collections	\$3,214



# 2024 - 2028 Capital Budget Summary

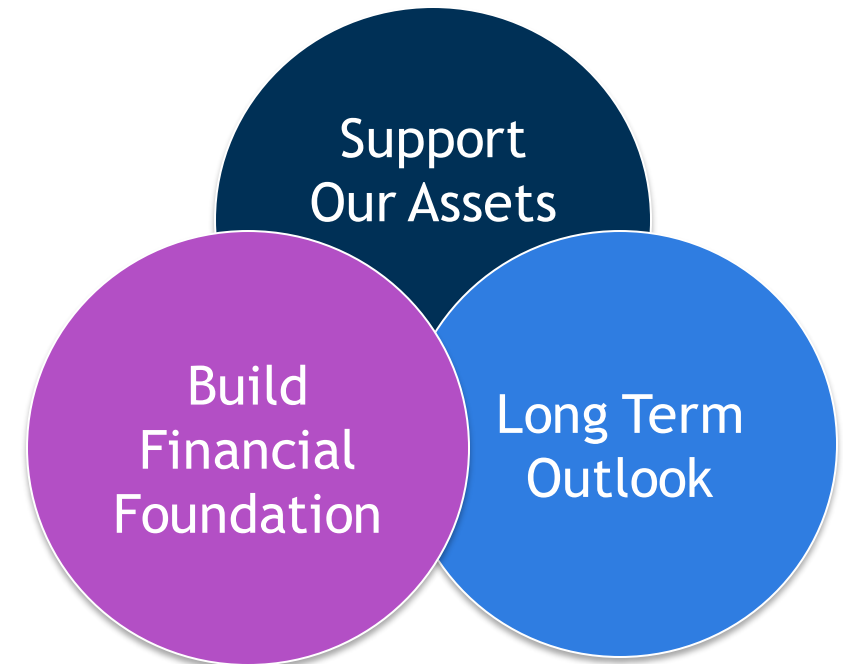
Museum	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	195,792	512,788	316,996	2,012,701	1,145,486	958,350	1,675,838
Increase \$	33,492	316,996		1,499,913	-867,215	-187,136	717,488
Increase as %	20.64%	161.90%		292.50%	-43.09%	-16.34%	74.87%
Increase as levy %	0.06%	0.51%		2.21%	-1.14%	-0.23%	0.83%

# Bruce County Public Library

## 2024-2028 Capital Budget

# Major Capital Initiatives and Department Focus

- Library Branch Improvements
- Library Vehicles



# Capital Projects

## Paisley Branch Relocation

The Paisley Branch will relocate to the second floor of the Paisley Arena. Work is anticipated to begin Fall 2023 with a potential move-in date in Q2 2024.

- Fully accessible
- Additional 400 square feet
- \$25,000 Library Branch Reserve and \$20,000 Safe Restart



Support Our  
Assets

# Capital Projects

## Library Van Replacement

Vehicles have increased significantly in price. The estimated cost to replace the library van is \$65,000

- Transfer \$30,000 from vehicle reserve
- \$35,000 requested from levy



Support Our  
Assets

# Library Reserve Contributions

- \$50,000 Vehicle Replacement reserve
- \$25,000 for Library Branches reserves



Build  
Financial  
Foundation

# Projected Year-End 2023 Department Reserves

Reserve	Balance
Computer Software	\$10,205
Other Operational Equipment	\$22,505
Library Branch Locations	\$41,125
Vehicle Replacement	\$32,290
Library Sustainability/Strategic Plan	\$35,312
Library Stabilization	\$377,276
General Branch Specific Donations	\$51,765
Southampton Branch Donation - Bylaw 3346	\$87,442
Literacy Program	\$13,888
Sale of Used Books	\$20,099





# 2024 - 2028 Capital Budget Summary

Library	Approved 2023	Budgeted 2024	Change	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Capital Levy	400,678	457,060	56,382	470,146	496,743	526,746	537,773
Increase \$	27,878	56,382		13,086	26,597	30,003	11,027
Increase as %	7.48%	14.07%		2.86%	5.66%	6.04%	2.09%
Increase as levy %	0.05%	0.09%		0.02%	0.04%	0.04%	0.01%

# BUDGET SUMMARY

# Capital Budget Summary

- With this budget, Bruce County takes another step towards addressing the County's infrastructure gap and strengthens the foundation for future Asset Management Planning.
- Develop plans and establish resources to address the backlog of Capital Projects post-pandemic
- Develop multi-year plans for Capital management and renewal
- Modernize infrastructure to meet new requirements and standards

# Capital Budget Summary



Department	Capital Approved 2023	Capital Proposed 2024	Capital \$ Change
CAO	0	0	0
Corporate Services	26,000	355,307	329,307
Non-Departmental	246,000	816,679	570,679
Information Technology	415,030	421,090	6,060
Human Resources	34,500	25,000	-9,500
Paramedic Services	1,051,998	1,060,126	8,128
Transportation & Env. Serv.	6,218,582	6,689,615	471,033
Employment Services	0	0	0
Human Services	2,777,203	2,857,715	80,512
Long Term Care & Senior Services	696,601	774,680	78,079
Museum	195,792	512,788	316,996
Library	400,678	457,060	56,382
Planning & Development	0	5,306	5,306
<b>Total</b>	<b>12,062,384</b>	<b>13,975,366</b>	<b>1,912,982</b>
Department	Capital Approved 2023	Capital Proposed 2024	Capital \$ Change
Corporate Services	26,000	355,307	329,307
Information Technology	246,000	816,679	570,679
Human Resources	415,030	421,090	6,060
Non-Departmental	34,500	25,000	-9,500
<b>Total</b>	<b>721,530</b>	<b>1,618,076</b>	<b>896,546</b>

# Capital Budget Summary and Wrap up

- Capital Budget proposed to Increase by 1,912,982 Year over Year
  - 3.08% increase on levy (operating and capital) before growth
- Reserve utilization has been reduced by \$583,764 in 2024 and contributions have increased by \$2,906,171

# Budget Focus and Principles

