



2024 - 2028 Budget and Forecast

Budget Reference



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

	Operational Approved 2023	Operational Proposed 2024	Operational \$ Change	Operational % Change	Capital Approved 2023	Capital Proposed 2024	Capital \$ Change	Capital % Change	Consolidated Approved 2023	Consolidated Proposed 2024	Consolidated \$ Change	Consolidated % Change	Total % Impact
CAO	2,158,656	2,488,986	330,330	15.30%	0	0	0	0.00%	2,158,656	2,488,986	330,330	15.30%	0.53%
Corporate Services	(128,271)	(355,307)	(227,036)	177.00%	26,000	355,307	329,307	1,266.57%	(102,271)	0	102,271	(100.00%)	0.16%
Non-Departmental	1,599,911	1,954,373	354,462	22.16%	246,000	816,679	570,679	231.98%	1,845,911	2,771,052	925,141	50.12%	1.49%
Information Technology	(415,030)	(421,090)	(6,060)	1.46%	415,030	421,090	6,060	1.46%	0	0	0	0.00%	0.00%
Human Resources	(34,500)	(25,000)	9,500	(27.54%)	34,500	25,000	(9,500)	(27.54%)	0	0	0	0.00%	0.00%
Paramedic Services	7,800,540	8,322,631	522,091	6.69%	1,051,998	1,060,126	8,128	0.77%	8,852,538	9,382,757	530,219	5.99%	0.85%
Transportation & Environmental Ser	11,074,594	11,541,421	466,827	4.22%	6,218,582	6,689,615	471,033	7.57%	17,293,176	18,231,036	937,860	5.42%	1.51%
Employment Services	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0.00%
Human Services	6,341,382	7,055,235	713,853	11.26%	2,777,203	2,857,715	80,512	2.90%	9,118,585	9,912,950	794,365	8.71%	1.28%
Long Term Care & Senior Services	10,944,389	11,966,905	1,022,516	9.34%	696,601	774,680	78,079	11.21%	11,640,990	12,741,585	1,100,595	9.45%	1.77%
Museum	2,381,966	2,536,489	154,523	6.49%	195,792	512,788	316,996	161.90%	2,577,758	3,049,277	471,519	18.29%	0.76%
Library	4,189,196	4,508,026	318,830	7.61%	400,678	457,060	56,382	14.07%	4,589,874	4,965,086	375,212	8.17%	0.60%
Planning & Development	4,208,799	4,698,047	489,248	11.62%	0	5,306	5,306	0.00%	4,208,799	4,703,353	494,554	11.75%	0.80%
Total	50,121,632	54,270,716	4,149,084	8.28%	12,062,384	13,975,366	1,912,982	15.86%	62,184,016	68,246,082	6,062,066	9.75%	9.75%



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

	Operational Approved 2023	Operational Proposed 2024	Operational \$ Change	Operational % Change	Capital Approved 2023	Capital Proposed 2024	Capital \$ Change	Capital % Change	Consolidated Approved 2023	Consolidated Proposed 2024	Consolidated \$ Change	Consolidated % Change	Total % Impact
Corporate Services	2,288,508	2,492,811	204,303	8.93%	26,000	355,307	329,307	1,266.57%	2,314,508	2,848,118	533,610	23.06%	0.89%
Information Technology	3,764,074	4,268,680	504,606	13.41%	415,030	421,090	6,060	1.46%	4,179,104	4,689,770	510,666	12.22%	0.85%
Workplace Engagement Services	1,869,435	1,987,148	117,713	6.30%	34,500	25,000	(9,500)	(27.54%)	1,903,935	2,012,148	108,213	5.68%	0.18%
Non-Departmental	415,288	(530,371)	(945,659)	(227.71%)	246,000	816,679	570,679	231.98%	661,288	286,308	(374,980)	(56.70%)	(0.62%)
Total	8,337,305	8,218,268	(119,037)	(1.43%)	721,530	1,618,076	896,546	124.26%	9,058,835	9,836,344	777,509	8.58%	1.29%



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

	Salaries & Benefits 2023	Salaries & Benefits 2024	Salaries & Benefits \$ Change	Salaries & Benefits % Change	FTE Approved 2023	FTE Proposed 2024	FTE Quantity Change	FTE % Change
CAO	1,426,708	1,589,233	162,525	11.39%	6.67	7.00	0.33	4.95%
Corporate Services	1,688,141	1,955,063	266,922	15.81%	14.32	15.57	1.25	8.73%
Non-Departmental	717,273	852,311	135,038	18.83%	7.30	8.05	0.75	10.27%
Information Technology	1,389,587	1,680,653	291,066	20.95%	11.67	13.00	1.33	11.40%
Human Resources	1,699,765	2,014,982	315,217	18.54%	12.67	14.00	1.33	10.50%
Paramedic Services	11,981,675	12,871,840	890,165	7.43%	91.67	95.67	4.00	4.36%
Transportation & Environmental Servi	5,149,945	5,739,226	589,281	11.44%	53.02	56.02	3.00	5.66%
Employment Services	692,790	737,502	44,712	6.45%	5.00	5.33	0.33	6.60%
Human Services	7,739,985	8,237,931	497,946	6.43%	69.61	70.24	0.63	0.91%
Long Term Care & Senior Services	24,179,094	24,490,156	311,062	1.29%	247.10	247.77	0.67	0.27%
Museum	1,780,598	1,993,336	212,738	11.95%	17.80	18.78	0.98	5.51%
Library	2,985,943	3,149,002	163,059	5.46%	37.48	37.82	0.34	0.91%
Planning & Development	2,945,453	3,752,130	806,677	27.39%	25.28	29.95	4.67	18.47%
Total	64,376,957	69,063,365	4,686,408	7.28%	599.59	619.20	19.61	3.27%



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	57,774,844	63,891,427	58,138	0	2,973,254	0	0	471,623	0	833,733	0	68,228,175	4,336,748
Staff Related Costs	849,697	1,372,447	9,893	(90,000)	188,770	20,472	0	18,297	27,500	14,500	0	1,561,879	189,432
Contract Services	15,530,359	12,471,061	(122,375)	(548,596)	2,327,177	157,000	75,000	3,296	25,000	210,550	77,040	14,675,153	2,204,092
Material	12,025,333	10,383,424	45,044	(16,000)	129,192	19,200	0	11,078	7,500	(296,079)	0	10,283,359	(100,065)
Transfers, Grants & Financial Charge	24,277,163	35,755,879	(220,125)	45,000	755,930	0	0	2,500	241,160	(4,000)	0	36,576,344	820,465
Transfer to Reserves	1,826,026	1,011,695	0	0	(45,148)	0	0	2,552,124	310,920	0	0	3,829,591	2,817,896
Fleet Costs	2,381,088	2,385,098	0	0	(41,666)	0	0	0	0	0	0	2,343,432	(41,666)
Facility Costs	2,724,219	2,940,427	24,553	(60,000)	203,422	10,685	0	106,194	0	0	0	3,225,281	284,854
Other Internal Costs	0	0	(40,550)	221,000	(140,950)	(39,500)	0	0	0	0	0	0	0
Total Expenditures	117,388,729	130,211,458	(245,422)	(448,596)	6,349,981	167,857	75,000	3,165,112	612,080	758,704	77,040	140,723,214	10,511,756
Percent of Expenditure Budget		100.0%	100.0%	(0.3%)	4.9%	0.1%	0.1%	2.4%	0.5%	0.6%	0.1%	8.1%	
Revenues by Type													
Federal	1,342,721	1,368,563	(21,093)	0	(209,600)	0	0	0	0	0	0	1,137,870	(230,693)
Provincial	51,055,439	60,065,277	(186,782)	(150,000)	4,066,425	0	0	0	0	0	0	63,794,920	3,729,643
Municipal	2,067,200	1,866,396	8,000	(83,278)	(17,919)	0	0	0	0	0	0	1,773,199	(93,197)
Transfers from Reserves	3,201,080	2,934,904	53,720	(77,911)	(1,117,539)	88,455	0	0	50,000	328,000	75,000	2,334,629	(600,275)
Fees and Services	10,311,992	11,402,890	(200,000)	0	498,631	0	47,700	29,000	0	12,000	0	11,790,221	387,331
Donations	296,441	173,571	0	0	(47,872)	0	0	0	0	0	0	125,699	(47,872)
Fines	17,447	10,000	0	0	0	0	0	0	0	0	0	10,000	0
Other	3,232,675	2,268,225	(10,200)	(60,000)	607,670	0	131,050	2,549,215	0	0	0	5,485,960	3,217,735
Total Revenue	71,524,995	80,089,826	(356,355)	(371,189)	3,779,796	88,455	178,750	2,578,215	50,000	340,000	75,000	86,452,498	6,362,672
Net Requirement	45,863,734	50,121,632	110,933	(77,407)	2,570,185	79,402	(103,750)	586,897	562,080	418,704	2,040	54,270,716	4,149,084
Percent of Prior Year Budget		100.0%	0.2%	(0.2%)	5.1%	0.2%	(0.2%)	1.2%	1.1%	0.8%	0.0%	8.3%	
Full Time Equivalents (FTE's)	0.00	599.59	3.61	0.00	3.00	0.00	0.00	5.00	6.00	1.00	1.00	619.20	19.61
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.5%	0.0%	0.0%	0.8%	1.0%	0.2%	0.2%	3.3%	(96.7%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	56,305,276	57,774,844	63,891,427	68,228,175	4,336,748	71,092,997	73,804,230	76,120,014	78,239,384
Staff Related Costs	1,011,486	849,697	1,372,447	1,561,879	189,432	1,431,670	1,452,206	1,485,010	1,512,414
Contract Services	9,907,416	15,530,359	12,471,061	14,675,153	2,204,092	15,776,159	15,271,398	15,702,303	15,828,415
Material	8,967,851	12,025,333	10,383,424	10,283,359	(100,065)	10,609,276	10,768,641	11,084,917	11,238,634
Transfers, Grants & Financial Charge	18,064,493	24,277,163	35,755,879	36,576,344	820,465	36,351,259	36,928,022	36,883,131	36,759,797
Transfer to Reserves	977,144	1,826,026	1,011,695	3,829,591	2,817,896	4,039,744	4,384,007	4,604,975	4,922,181
Fleet Costs	1,861,941	2,381,088	2,385,098	2,343,432	(41,666)	2,441,087	2,514,624	2,590,462	2,665,526
Facility Costs	2,698,690	2,724,219	2,940,427	3,225,281	284,854	3,378,793	3,359,395	3,488,263	3,726,223
Other Internal Costs	0	0	0	0	0	0	0	0	1
Total Expenditures	99,794,297	117,388,729	130,211,458	140,723,214	10,511,756	145,120,985	148,482,523	151,959,075	154,892,575
Percent of Expenditure Budget				8.1%		3.1%	2.3%	2.3%	1.9%
Revenues by Type									
Federal	1,210,485	1,342,721	1,368,563	1,137,870	(230,693)	1,215,777	1,105,312	1,176,797	1,140,840
Provincial	35,434,655	51,055,439	60,065,277	63,794,920	3,729,643	64,859,197	64,682,377	65,564,158	65,666,077
Municipal	1,681,255	2,067,200	1,866,396	1,773,199	(93,197)	1,654,953	1,658,895	1,662,955	1,583,244
Transfers from Reserves	2,028,757	3,201,080	2,934,904	2,334,629	(600,275)	1,590,437	1,414,609	1,416,262	1,434,845
Fees and Services	10,842,649	10,311,992	11,402,890	11,790,221	387,331	12,023,778	12,262,607	12,506,681	12,755,630
Donations	214,984	296,441	173,571	125,699	(47,872)	133,495	136,375	139,341	142,396
Fines	5,000	17,447	10,000	10,000	0	10,000	10,000	10,000	10,000
Other	2,122,835	3,232,675	2,268,225	5,485,960	3,217,735	5,812,030	5,935,094	6,195,951	6,612,738
Total Revenue	53,540,620	71,524,995	80,089,826	86,452,498	6,362,672	87,299,667	87,205,269	88,672,145	89,345,770
Net Requirement	46,253,677	45,863,734	50,121,632	54,270,716	4,149,084	57,821,318	61,277,254	63,286,930	65,546,805
Percent of Prior Year Budget				8.3%		6.5%	6.0%	3.3%	3.6%
Full Time Equivalentents (FTEs)	564.46	0.00	599.59	619.20	19.61	628.00	633.00	636.00	636.00
Percent of Prior Year FTE				3.3%		1.4%	0.8%	0.5%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
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	1,686,944	1,165,495	2,248,399	1,082,904	10,126,367	8,727,603	21,020,260	1,066,453
Building - Site Elements	327,912	116,297	509,078	392,781	38,000	435,822	520,102	1,525,000
Building - Exterior Components	520,893	1,147,876	1,516,162	368,286	1,955,667	1,995,354	1,667,144	1,719,669
Building - Interior Components	635,644	947,761	813,984	(133,777)	1,446,489	1,180,942	1,196,972	1,150,600
Building - Site Services	11,994	0	135,000	135,000	0	0	0	0
Building - Mechanical & Electr.	581,685	652,994	645,674	(7,320)	1,199,209	1,138,453	612,393	501,100
Building - Fire & Life Safety	566,362	52,500	37,000	(15,500)	0	0	0	0
Building - Elevator	25,607	0	178,080	178,080	60,000	0	0	0
Bridges & Culverts	3,416,672	4,169,000	2,169,563	(1,999,437)	5,893,992	11,481,676	5,434,624	6,919,344
Roads Paved	2,821,014	4,571,000	3,399,689	(1,171,311)	5,185,875	5,052,344	13,431,603	13,583,013
Roads Unpaved	0	0	0	0	0	0	0	0
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
Gross Expenditure	14,303,435	15,955,147	15,187,169	(767,978)	29,941,625	33,725,783	46,613,476	29,457,359
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
Total Expenditure	21,579,580	20,706,608	22,844,801	2,138,193	36,761,608	39,925,651	56,048,707	35,821,550
% of Prior Expenditure			10.3%		60.9%	8.6%	40.4%	(36.1%)
Revenues by Type								
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
Total Revenue	11,265,924	8,644,224	8,869,435	225,211	18,566,584	19,269,258	33,000,513	8,791,008
Net Requirement	10,313,656	12,062,384	13,975,366	1,912,982	18,195,024	20,656,393	23,048,194	27,030,542
% of Prior Net Requirement			15.9%		30.2%	13.5%	11.6%	17.3%



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

	Consolidated Approved 2023	Consolidated Proposed 2024	Consolidated Proposed 2025	Consolidated Proposed 2026	Consolidated Proposed 2027	Consolidated Proposed 2028
CAO	2,158,656	2,488,986	2,742,317	2,560,467	2,623,758	2,691,423
Corporate Services	(102,271)	0	0	0	0	0
Non-Departmental	1,845,911	2,771,052	3,013,452	3,200,747	3,346,138	3,514,619
Information Technology	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Paramedic Services	8,852,538	9,382,757	10,126,924	10,922,808	11,253,441	11,936,283
Transportation & Environmental Ser	17,293,176	18,231,036	21,271,275	25,570,955	28,355,625	31,676,091
Employment Services	0	0	0	0	0	0
Human Services	9,118,585	9,912,950	10,292,719	11,535,753	11,757,962	12,139,610
Long Term Care & Senior Services	11,640,990	12,741,585	13,510,104	13,731,081	14,288,849	14,765,398
Museum	2,577,758	3,049,277	4,848,749	4,160,043	4,189,702	5,046,039
Library	4,589,874	4,965,086	5,219,200	5,341,129	5,481,531	5,627,900
Planning & Development	4,208,799	4,703,353	4,991,602	4,910,664	5,038,118	5,179,984
Total	62,184,016	68,246,082	76,016,342	81,933,647	86,335,124	92,577,347
Levy Increase %		9.75%	11.39%	7.78%	5.37%	7.23%



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

	FTE Approved 2023	FTE Proposed 2024	FTE Proposed 2025	FTE proposed 2026	FTE proposed 2027	FTE proposed 2028
CAO	6.67	7.00	7.00	7.00	7.00	7.00
Corporate Services	14.32	15.57	16.57	16.57	16.57	16.57
Non-Departmental	7.30	8.05	9.05	9.05	9.05	9.05
Information Technology	11.67	13.00	15.00	15.00	15.00	15.00
Human Resources	12.67	14.00	15.00	15.00	15.00	15.00
Paramedic Services	91.67	95.67	97.17	101.17	101.17	101.17
Transportation & Environmental Servi	53.02	56.02	57.02	58.02	59.02	59.02
Employment Services	5.00	5.33	5.33	5.33	5.33	5.33
Human Services	69.61	70.24	70.24	70.24	70.24	70.24
Long Term Care & Senior Services	247.10	247.77	247.77	247.77	247.77	247.77
Museum	17.80	18.78	19.78	19.78	21.78	21.78
Library	37.48	37.82	38.12	38.12	38.12	38.12
Planning & Development	25.28	29.95	29.95	29.95	29.95	29.95
Total	599.59	619.20	628.00	633.00	636.00	636.00
Annual FTE Increase		19.61	8.80	5.00	3.00	0.00

Reserves Balances	2023	2024	2024	2024
2024 Projected	Totals	Transfers From	Transfers to	Grand Total
Corporate Services	\$ 280,912.31	(100,000.00)	\$ 50,000.00	\$ 230,912.31
CAO	\$ 94,740.95	(58,000.00)	\$ -	\$ 36,740.95
Information Technology	\$ 1,130,634.52	- 230,875.00	\$ 404,525.00	\$ 1,304,284.52
Transportation & Environmental Services	\$ 5,434,405.04	(345,000.00)	\$ 2,508,000.00	\$ 7,597,405.04
Planning & Development	\$ 256,125.17	(43,325.00)	\$ 15,000.00	\$ 227,800.17
Human Resources	\$ 1,873,790.47	(853,169.00)	\$ 1,296,226.00	\$ 2,316,847.47
Human Services	\$ 6,252,193.89	(2,741,677.00)	\$ 2,931,249.00	\$ 6,441,765.89
Long Term Care	\$ 1,343,870.05	\$0.00	\$ 152,100.00	\$ 1,495,970.05
Library	\$ 695,741.05	(72,228.00)	\$ 85,000.00	\$ 708,513.05
Museum	\$ 215,522.28	(\$280,011.00)	\$ 513,513.00	\$ 449,024.28
Paramedic Services	\$ 1,093,237.23	(337,150.00)	\$ 159,000.00	\$ 915,087.23
Non-Departmental	\$ 4,573,000.84	(1,160,513.00)	\$ 4,643,836.00	\$ 8,056,323.84
Total	\$ 23,244,173.80	(6,221,948.00)	\$ 12,758,449.00	\$ 29,780,674.80



Be an explorer.

2024 - 2028 Budget and Forecast

CAO's Department Budget Reference

2024 Bruce County Business Plan

Department: Office of the CAO (Chief Administrative Officer)

Strategic Plan in a Glance

VISION - Bruce County, a welcoming, innovative, thriving community, committed to the well-being of the current and future generations.

MISSION - We foster innovation and sustainable growth, leading, engaging, and collaborating in the delivery of excellent services for residents, businesses, and visitors to our community.

VALUES - Our values guide all our decisions and actions:

- Service Excellence - Committed to adapting, enhancing, and evolving responsive services for our community.
- Welcoming Community - Cultivate a welcoming community of diversity, equity, and inclusion.
- Good Governance - Prioritize transparency, accountability, integrity, and respect in all we do.
- Environmental Stewardship - Protect, preserve, and celebrate our natural environment.
- Financial Sustainability - Building financial capacity to sustain our resources.

Strategic Priorities:

1. Build a strong and inclusive community.
2. Enhance and grow partnerships.
3. Strengthen County's use of technology and innovative initiatives.
4. Promote responsible growth.
5. Ensure a positive, inclusive, and accountable work culture.
6. Be an employer of choice.
7. Build capacity to adapt to and mitigate the impacts of climate change.

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process	\$60,000	\$0	\$60,000 (2024)	
2. Community Development Office Action Plan Development and Implementation	Existing Staff Resources	\$0	Existing Staff Resources	
3. Intergovernmental Relations Office	\$25,000	\$0	\$25,000 (2024)	
4. Indigenous Engagement (Indigenous Reconciliation Planning Initiative)	\$25,000	\$0	\$25,000 (2024)	
5. Cultural Action Plan	\$25,000	\$0	\$25,000 (2024)	
6. Archeological Management Plan (AMP)	Existing Staff Resources	\$0	Existing Staff Resources	
7. Corporate Record Management Implementation	\$150,000 (\$58,000 funded from Reserve)	\$0	\$150,000 (2024) \$250,000 (2025)	
8. Optimizing Property Acquisition and Deposition	\$15,000	\$0	\$15,000 (2024)	
9. Corporate Facilities	Staff Resources	As defined in Capital Budget Plan	As defined in Capital Budget Plan	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan Process</p> <p>Owners: Strategic Plan Implementation Cross-functional Team, DCAO, CAO and Senior Management Team</p>	<p>Phase 1: Cross functional Team - A collaborative cross-functional team, representing all departments, will synergize efforts, leverage collective wisdom, and orchestrate all aspects of this project.</p> <p>Phase 2: Redesign of Tools and Resources for Implementation - A comprehensive redesign of tools and resources, utilizing technology and innovative methodologies to ensure seamless implementation, fostering efficiency, and enhancing outcomes.</p> <p>Phase 3: Strategic Key Performance Indicator - Identify, cultivate, and deploy Key Performance Indicators (KPIs) specifically tailored to the new Strategic Plan, measuring success, and offering a clear roadmap for continuous improvement.</p> <p>Phase 4: Development of New Business Plan Process - An inclusive and engaging strategy that includes comprehensive training and consultations with key stakeholders. This transformative initiative will equip stakeholders with the necessary knowledge and tools to execute and monitor progress of the new plan with precision.</p> <p>Link to Strategic Priorities: This project supports foundational work allowing for ease and efficiencies in delivering all strategic priorities. This initiative supports us in delivering on our value of “Good Governance.”</p>	\$60,000	<p>Phase 1 & 2: Q1</p> <p>Phase 3 & 4: Q2</p>	Council Priority

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Community Development Office Action Plan Development and Implementation</p> <p>Owners: CAO and Community Development Office Commissioner, Community Development Office Cross-functional Team</p>	<p>As identified in the September 7, 2023, Community Development Office Report there are several large-scale and complex projects emerging that require a coordinated, strategic and focused use of county resources. The current range and scope of these projects include Housing Supply in Bruce County, Growth of the Clean Energy and Medical Isotope Sectors, Deep Geological Repository in South Bruce, and Pre-Development - New Nuclear Reactor at Bruce Power.</p> <p>Led by the Commissioner of Community Development a cross-functional team will complete the following work:</p> <ul style="list-style-type: none"> • Phase 1: Develop Action Plan • Phase 2: Implement Identified Actions <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. 	<p>Existing Staff Resources</p> <p>Acquired Funds</p>	<p>Phase 1 Q4 2023 to Q1 2024</p> <p>Phase 2 - Q1 2024 to Q4</p>	<p>Council Priority</p>

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
3. Intergovernmental Relations Office Owners: CAO and Intergovernmental Team	<p>Employ a comprehensive and thoughtful approach to enhance and strengthen the intergovernmental relations function developing within Bruce County. Our goal is to understand and address local and regional needs while fostering a unified County voice in intergovernmental affairs.</p> <p>As identified in the June 1, 2023, Report this project will employ a three-phased approach:</p> <p>Phase 1: Educate & Coordinate Phase 2: Response & Influence Phase 3: Advocate & Advance</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. • Be an employer of choice. • Build capacity to adapt to and mitigate the impacts of climate change. 	\$25,000	Phase 1 (Q1-Q4) Phase 2 (Q1-Q4) Phase 3 (Q2-Q4)	Council Priority

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Indigenous Engagement (Indigenous Reconciliation Planning Initiative) Owners: Director, Museum & Cultural Services and Cross-functional Team	<p>The Indigenous Reconciliation Planning Initiative aims to build Indigenous cultural awareness and intercultural capacity and competency across the County, leading to the collaborative development of Bruce County's Indigenous Reconciliation Action Plan. We are currently implementing a successful phased training approach, with our focus turning to implementing the Reconciliation Action Path in 2024.</p> <p>This Reconciliation Action Plan aims to unify and align our reconciliation efforts with Indigenous people, communities, and partners. It will outline actions such as education, partnerships, employment opportunities, and cultural inclusivity, aiming to address historical injustices and build positive relationships while setting measurable goals for progress.</p> <p>Led by the Director, Museum & Cultural Services, the Cross-functional Team will complete the following work:</p> <ul style="list-style-type: none"> • Phase 1: Develop Action Plan • Phase 2: Implement Identified Actions <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. 	\$25,000	Phase 1 - Q4 2023 to Q1 2024 Phase 2 - Q2 to Q4 2024	Council Priority

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> • Ensure a positive, inclusive, and accountable work culture. • Build capacity to adapt to and mitigate the impacts of climate change. • This also supports us in delivering on our value of “Welcoming Community.” 			
5. Cultural Action Plan Owners: Director, Library Services and Cross-functional Team	<p>The Cultural Action Plan aims to coordinate, recognize, and promote all things that are good, special, and unique about our community, including culture and heritage; and integrate these resources across all facets of County business.</p> <p>Led by the Director, Library Services, the Cross-functional Team will implement, and coordinate Cultural Action Plan related and other heritage, culture, and artistic expression initiatives described within the Cultural Action Plan as “Short Term: Year 2 & Year 3”.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Strengthen County’s use of technology and innovative initiatives. • Ensure a positive, inclusive, and accountable work culture. • This also supports us in delivering on our value of “Welcoming Community.” 	\$25,000	“Short Term” Actions - Q1 through Q4	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
6. Archeological Management Plan (AMP) Owners: Corporate Strategic Initiatives Specialist, Planning and Development	<p>The Archaeological Management Plan (AMP) has been developed to promote and sustain the County's goals with respect to the identification, evaluation, and management of archaeological resources. Development of an AMP Implementation Plan is underway, outlining the specific steps, resources, timelines, and strategies for executing the measures and actions defined in the AMP.</p> <p>Phase 1: Preparation and Planning Phase 2: Execution and Monitoring Phase 3: Evaluation and Closure</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community. • Enhance and grow partnerships. • Promote responsible growth. 	Existing Staff Resources	Phase 1 - Q4 2023 to Q1 2024 Phase 2 - Q2 - Q3 Phase 2 - Q3 - Q4	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
7. Corporate Record Management Implementation Owners: Legislative Services and ITS Lead. All departments	<p>In collaboration with Information Technology Services implementation of a corporate records management system for all departments.</p> <p>Phase 1: Q1 Revise Records Retention Schedule and select configuration & training suppliers Q2 Create Implementation Plan and admin training Q3 Upload Records Retention schedule into SharePoint. Commence roll-out & training Q4 Implementation in 3 depts</p> <p>Phase 2: Implement Corporate Records Management in remaining 8 departments.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Strengthen County’s use of technology and innovative initiatives. This also supports us delivering on our value of “Good Governance.” 	\$150,000 (2024) and \$250,000 (2025)	Phase 1: Q1 - Q4	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
8. Optimizing Property Acquisition and Deposition Owners: Real Estate Coordinator (lead), Corporate Strategic Initiatives Specialist	<p>Optimizing property acquisition and deposition policies, processes, and practices for enhanced efficiency and effectiveness.</p> <p>Phase 1: Planning and Design Phase 2: Implementation and Optimization</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Strengthen County’s use of technology and innovative initiatives. Promote responsible growth. This also supports us delivering on our value of “Good Governance.” 	\$15,000	Phase 1: Q1 Phase 2: Q2	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimate Budget Cost (year)	Outcome	Program Budget Pressure Category
9. Corporate Facilities Owners: Corporate Facilities Manager (lead), CAO	<p>In Q3 of 2023 oversight of Corporate Facilities shifted to the Office of CAO.</p> <p>In 2024 Corporate Facilities will focus on the following:</p> <ul style="list-style-type: none"> • Evaluating and Rebuilding Capacity within Corporate Facilities to align with industry standards. • Developing new reporting tools. • Delivering Capital Plan as prioritized and approved in the budget. <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Enhance and grow partnerships. • Strengthen County’s use of technology and innovative initiatives. • Promote responsible growth. • Build capacity to adapt to and mitigate the impacts of climate change. • This also supports us in delivering on our values of “Service Excellence,” “Good Governance” and “Financial Sustainability” 	Staff Resources and as defined in the 2024 Capital Budget Plan	Q1 through Q4	Service Initiative



Major Initiatives and Departmental Focus

Implementation of 2023-2026 Bruce County Strategic Plan and Business Plan process
Purchase Strategic Plan Management Software
\$60,000

Community Development Office
Several large-scale and complex projects emerging require coordinated, strategic and focused approach.

Intergovernmental Relations
\$25,000.00 to support intergovernmental relations.

Indigenous Engagement
Indigenous engagement/consultation on the Indigenous Reconciliation Planning Initiative. \$50,000

Cultural Action Plan - Implementation Year 2 of 3
Implement the Short Term recommendations provided in the Cultural Action Plan. \$25,000

Archeological Management Plan
Develop and implementation process and plan, in collaboration with key stake holders. To be managed from within existing budget.

Corporate Records Management Implementation
Configure SharePoint software and implement Corporate Records Management system phased-in over 2 years. \$150,000 in 2024; \$250,000 in 2025

County Land Ownership Research and Process Improvements
Improve the County's corporate property acumen- in support of capital infrastructure activities.

Corporate Facilities
Evaluating and Rebuilding capacity to align with industry standard and delivering capital plan as prioritized and approved in budget.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,193,364	1,426,708	0	0	162,525	0	0	0	0	0	0	1,589,233	162,525
Staff Related Costs	81,155	279,825	(1,500)	(90,000)	5,384	0	0	0	17,500	0	0	211,209	(68,616)
Contract Services	300,196	322,434	(5,500)	(91,646)	(9,616)	0	0	0	25,000	150,000	0	390,672	68,238
Material	72,842	118,001	0	0	2,798	2,000	0	0	7,500	0	0	130,299	12,298
Transfers, Grants & Financial Charge	78,378	94,500	0	0	20,550	0	0	0	0	0	0	115,050	20,550
Transfer to Reserves	45,495	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	32,926	38,462	0	0	(325)	0	0	0	0	0	0	38,137	(325)
Other Internal Costs	82,570	92,512	0	0	21,596	0	0	0	0	0	0	114,108	21,596
Total Expenditures	1,886,926	2,372,442	(7,000)	(181,646)	202,912	2,000	0	0	50,000	150,000	0	2,588,708	216,266
Percent of Expenditure Budget		100.0%	100.0%	(7.7%)	8.6%	0.1%	0.0%	0.0%	2.1%	6.3%	0.0%	9.1%	
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	41,722	83,278	0	(83,278)	41,722	0	0	0	0	0	0	41,722	(41,556)
Transfers from Reserves	111,017	130,508	0	(100,411)	(30,097)	0	0	0	0	58,000	0	58,000	(72,508)
Fees and Services	20	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	152,759	213,786	0	(183,689)	11,625	0	0	0	0	58,000	0	99,722	(114,064)
Net Requirement	1,734,167	2,158,656	(7,000)	2,043	191,287	2,000	0	0	50,000	92,000	0	2,488,986	330,330
Percent of Prior Year Budget		100.0%	(0.3%)	0.1%	8.9%	0.1%	0.0%	0.0%	2.3%	4.3%	0.0%	15.3%	
Full Time Equivalents (FTE's)	0.00	6.67	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	0.33
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%	4.9%	(95.1%)



Operating Budget Highlights

<p>Adjustments to Base</p> <ul style="list-style-type: none">• N/A <p>Maintain Services</p> <ul style="list-style-type: none">• Impacts of existing staff resources (Annualization, COLA, grid movement). <p>One Time Items</p> <ul style="list-style-type: none">• Removal of one-time projects from 2023	<p>Provincially Legislated</p> <ul style="list-style-type: none">• N/A <p>Growth</p> <ul style="list-style-type: none">• N/A <p>Council Priorities</p> <ul style="list-style-type: none">• \$25,000 Budgeted for new and emerging council priorities in 2024. <p>Service Initiatives/Savings</p> <ul style="list-style-type: none">• N/A <p>Operating Impact of Capital Projects</p> <ul style="list-style-type: none">• N/A
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County of Bruce
CAO
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	284,929	459,728	0	0	108,285	0	0	0	0	0	0	568,013	108,285
Staff Related Costs	38,107	183,552	0	(90,000)	174	0	0	0	0	0	0	93,726	(89,826)
Contract Services	166,622	114,688	0	0	(52,488)	0	0	0	25,000	0	0	87,200	(27,488)
Material	7,503	11,050	0	0	(500)	0	0	0	0	0	0	10,550	(500)
Transfers, Grants & Financial Charge	50,000	70,000	0	0	20,000	0	0	0	0	0	0	90,000	20,000
Transfer to Reserves	45,495	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	32,926	38,462	0	0	(325)	0	0	0	0	0	0	38,137	(325)
Other Internal Costs	82,570	92,512	0	0	21,596	0	0	0	0	0	0	114,108	21,596
Total Expenditures	708,152	969,992	0	(90,000)	96,742	0	0	0	25,000	0	0	1,001,734	31,742
Percent of Expenditure Budget		100.0%	100.0%	(9.3%)	10.0%	0.0%	0.0%	0.0%	2.6%	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	107,355	122,140	0	(92,043)	(30,097)	0	0	0	0	0	0	0	(122,140)
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	107,355	122,140	0	(92,043)	(30,097)	0	0	0	0	0	0	0	(122,140)
Net Requirement	600,797	847,852	0	2,043	126,839	0	0	0	25,000	0	0	1,001,734	153,882
Percent of Prior Year Budget		100.0%	0.0%	0.2%	15.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	18.1%	
Full Time Equivalents (FTE's)	0.00	2.42	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.75	0.33
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%	13.6%	(86.4%)



Operating Budget Highlights

<p>Adjustment to Base</p> <ul style="list-style-type: none">• N/A <p>Maintain Services</p> <ul style="list-style-type: none">• N/A <p>One Time Items</p> <ul style="list-style-type: none">• Removal of funding for one-time initiatives in 2023 <p>Provincially Legislated</p> <ul style="list-style-type: none">• N/A	<p>Provincially Legislated</p> <ul style="list-style-type: none">• N/A <p>Growth</p> <ul style="list-style-type: none">• N/A <p>Council Priorities</p> <ul style="list-style-type: none">• Intergovernmental Strategy was approved June 1, 2023. The proposed 2024 expenditure is \$25,000 (managed with existing staff). <p>Service Initiatives/Savings</p> <ul style="list-style-type: none">• N/A <p>Operating Impact of Capital Projects</p> <ul style="list-style-type: none">• N/A
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County of Bruce
Intergovernmental Relations
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	17,500	0	0	17,500	17,500
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	7,500	0	0	7,500	7,500
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	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	25,000	0	0	25,000	25,000
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	25,000	0	0	25,000	25,000
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights

Legislative Services Budget: overall proposed increase \$119,694
Council Budget: proposed increase of \$11,269
Clerks Office Budget: proposed increase in tax levy expenses \$108,425

Adjustments to Base

- Reallocation of Council expenses to the appropriate account within the Departmental budget. No net change.
- Legislative Services Consultant Services: reduced to reflect actual expenses.

Maintain Services

- Inflationary and cost of living adjustments

One Time Items

- Equipment Purchase

Provincially Legislated

- N/A

Growth

- N/A

Council Priorities

- \$20,000 is included for Community Grants

Service Initiatives/Savings

- Implement Corporate Records Management to be phased-in over 2 years. \$58,000 to be funded from Records Management Reserve; \$92,000 funded from the tax levy for a total expenditure in 2024 of \$150,000; and \$250,000 in 2025

Operating Impact of Capital Projects

- N/A



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	666,529	708,310	0	0	22,414	0	0	0	0	0	0	730,724	22,414
Staff Related Costs	43,048	89,273	(1,500)	0	5,000	0	0	0	0	0	0	92,773	3,500
Contract Services	77,766	101,100	(5,500)	0	700	0	0	0	0	150,000	0	246,300	145,200
Material	64,600	80,601	0	0	4,030	2,000	0	0	0	0	0	86,631	6,030
Transfers, Grants & Financial Charge	28,378	24,500	0	0	550	0	0	0	0	0	0	25,050	550
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	880,321	1,003,784	(7,000)	0	32,694	2,000	0	0	0	150,000	0	1,181,478	177,694
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.3%	0.2%	0.0%	0.0%	0.0%	14.9%	0.0%	17.7%	
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	2,500	0	0	0	0	0	0	0	0	58,000	0	58,000	58,000
Fees and Services	20	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	2,520	0	0	0	0	0	0	0	0	58,000	0	58,000	58,000
Net Requirement	877,801	1,003,784	(7,000)	0	32,694	2,000	0	0	0	92,000	0	1,123,478	119,694
Percent of Prior Year Budget		100.0%	(0.7%)	0.0%	3.3%	0.2%	0.0%	0.0%	0.0%	9.2%	0.0%	11.9%	
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

Adjustments to Base

- N/A

Maintain Services

- Inflationary, salary grid movement and cost of living adjustment (COLA)
- Smart Beach Project (Flow through of MIC funds, no levy impact. Year 3 of 3 associated with Mitacs funding added).

One Time Items

- N/A

Provincially Legislated

- N/A

Growth

- N/A

Council Priorities

- N/A

Service Initiatives/Savings

- N/A

Operating Impact of Capital Projects

- N/A



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	241,906	258,670	0	0	31,826	0	0	0	0	0	0	290,496	31,826
Staff Related Costs	0	7,000	0	0	210	0	0	0	0	0	0	7,210	210
Contract Services	55,808	106,646	0	(91,646)	42,172	0	0	0	0	0	0	57,172	(49,474)
Material	739	26,350	0	0	(732)	0	0	0	0	0	0	25,618	(732)
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	298,453	398,666	0	(91,646)	73,476	0	0	0	0	0	0	380,496	(18,170)
Percent of Expenditure Budget		100.0%	100.0%	(23.0%)	18.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(4.6%)	
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	41,722	83,278	0	(83,278)	41,722	0	0	0	0	0	0	41,722	(41,556)
Transfers from Reserves	1,162	8,368	0	(8,368)	0	0	0	0	0	0	0	0	(8,368)
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	42,884	91,646	0	(91,646)	41,722	0	0	0	0	0	0	41,722	(49,924)
Net Requirement	255,569	307,020	0	0	31,754	0	0	0	0	0	0	338,774	31,754
Percent of Prior Year Budget		100.0%	0.0%	0.0%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.3%	
Full Time Equivalents (FTE's)	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,198,779	1,193,364	1,426,708	1,589,233	162,525	1,634,026	1,680,241	1,727,936	1,777,163
Staff Related Costs	132,173	81,155	279,825	211,209	(68,616)	225,817	232,591	239,568	243,280
Contract Services	247,940	300,196	322,434	390,672	68,238	443,063	207,757	212,273	211,920
Material	85,933	72,842	118,001	130,299	12,298	128,818	135,520	135,765	137,375
Transfers, Grants & Financial Charge	85,000	78,378	94,500	115,050	20,550	125,202	125,358	125,519	125,685
Transfer to Reserves	0	45,495	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	32,926	32,926	38,462	38,137	(325)	43,516	43,380	43,636	51,266
Other Internal Costs	82,570	82,570	92,512	114,108	21,596	141,875	135,620	139,061	144,734
Total Expenditures	1,865,321	1,886,926	2,372,442	2,588,708	216,266	2,742,317	2,560,467	2,623,758	2,691,423
Percent of Expenditure Budget				9.1%		5.9%	(6.6%)	2.5%	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	41,722	83,278	41,722	(41,556)	0	0	0	0
Transfers from Reserves	0	111,017	130,508	58,000	(72,508)	0	0	0	0
Fees and Services	0	20	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	152,759	213,786	99,722	(114,064)	0	0	0	0
Net Requirement	1,865,321	1,734,167	2,158,656	2,488,986	330,330	2,742,317	2,560,467	2,623,758	2,691,423
Percent of Prior Year Budget				15.3%		10.2%	(6.6%)	2.5%	2.6%
Full Time Equivalents (FTEs)	6.00	0.00	6.67	7.00	0.33	7.00	7.00	7.00	7.00
Percent of Prior Year FTE				4.9%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	283,128	284,929	459,728	568,013	108,285	583,844	600,167	617,003	634,369
Staff Related Costs	36,200	38,107	183,552	93,726	(89,826)	96,538	99,435	102,418	105,491
Contract Services	92,480	166,622	114,688	87,200	(27,488)	89,816	92,511	95,287	98,146
Material	10,600	7,503	11,050	10,550	(500)	5,702	5,857	6,018	6,184
Transfers, Grants & Financial Charge	60,000	50,000	70,000	90,000	20,000	100,000	100,000	100,000	100,000
Transfer to Reserves	0	45,495	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	32,926	32,926	38,462	38,137	(325)	43,516	43,380	43,636	51,266
Other Internal Costs	82,570	82,570	92,512	114,108	21,596	141,875	135,620	139,061	144,734
Total Expenditures	597,904	708,152	969,992	1,001,734	31,742	1,061,291	1,076,970	1,103,423	1,140,190
Percent of Expenditure Budget				3.3%		5.9%	1.5%	2.5%	3.3%
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	107,355	122,140	0	(122,140)	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	107,355	122,140	0	(122,140)	0	0	0	0
Net Requirement	597,904	600,797	847,852	1,001,734	153,882	1,061,291	1,076,970	1,103,423	1,140,190
Percent of Prior Year Budget				18.1%		5.9%	1.5%	2.5%	3.3%
Full Time Equivalent (FTEs)	1.75	0.00	2.42	2.75	0.33	2.75	2.75	2.75	2.75
Percent of Prior Year FTE				13.6%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	17,500	17,500	20,600	21,218	21,854	22,510
Contract Services	0	0	0	0	0	0	0	0	0
Material	0	0	0	7,500	7,500	10,300	10,609	10,928	11,256
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	25,000	25,000	30,900	31,827	32,782	33,766
Percent of Expenditure Budget				0.0%		23.6%	3.0%	3.0%	3.0%
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	25,000	25,000	30,900	31,827	32,782	33,766
Percent of Prior Year Budget				0.0%		23.6%	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
Legislative Services
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	667,353	666,529	708,310	730,724	22,414	751,400	772,738	794,763	817,500
Staff Related Costs	88,973	43,048	89,273	92,773	3,500	101,252	104,289	107,418	110,642
Contract Services	104,980	77,766	101,100	246,300	145,200	337,333	98,855	100,103	96,385
Material	74,233	64,600	80,601	86,631	6,030	87,179	92,648	92,393	94,239
Transfers, Grants & Financial Charge	25,000	28,378	24,500	25,050	550	25,202	25,358	25,519	25,685
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	960,539	880,321	1,003,784	1,181,478	177,694	1,302,366	1,093,888	1,120,196	1,144,451
Percent of Expenditure Budget				17.7%		10.2%	(16.0%)	2.4%	2.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	2,500	0	58,000	58,000	0	0	0	0
Fees and Services	0	20	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	2,520	0	58,000	58,000	0	0	0	0
Net Requirement	960,539	877,801	1,003,784	1,123,478	119,694	1,302,366	1,093,888	1,120,196	1,144,451
Percent of Prior Year Budget				11.9%		15.9%	(16.0%)	2.4%	2.2%
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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	248,298	241,906	258,670	290,496	31,826	298,782	307,336	316,170	325,294
Staff Related Costs	7,000	0	7,000	7,210	210	7,427	7,649	7,878	4,637
Contract Services	50,480	55,808	106,646	57,172	(49,474)	15,914	16,391	16,883	17,389
Material	1,100	739	26,350	25,618	(732)	25,637	26,406	26,426	25,696
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	306,878	298,453	398,666	380,496	(18,170)	347,760	357,782	367,357	373,016
Percent of Expenditure Budget				(4.6%)		(8.6%)	2.9%	2.7%	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	41,722	83,278	41,722	(41,556)	0	0	0	0
Transfers from Reserves	0	1,162	8,368	0	(8,368)	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	42,884	91,646	41,722	(49,924)	0	0	0	0
Net Requirement	306,878	255,569	307,020	338,774	31,754	347,760	357,782	367,357	373,016
Percent of Prior Year Budget				10.3%		2.7%	2.9%	2.7%	1.5%
Full Time Equivalent (FTEs)	2.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	2.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,246	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	1,246	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	1,246	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	1,246	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	1,246	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%

2023 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
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\$ -				Council Hardware reserve	\$0.00	120-1110-ITCP	Acquisition of desktop computers, laptops, and printers.	Includes Council Laptops.
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Designated Project or Special Purpose Reserves

\$ 58,891.49	-\$ 58,000.00			Records Management	\$891.49	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.
\$ 33,624.96				Real estate expenses	\$33,624.96	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.
\$ 85.85				Indigenous Training	\$85.85	102-1110-PROJ	Carryover unspent levy on project in 2022	"The Path" Indigenous Training
\$ 248.71				Downie Wenjack Project	\$248.71	102-1110-PROJ	Carryover unspent levy on project in 2022	Downie Wenjack Fund Initiative
\$ 1,889.94				Strategic Plan/Org review	\$1,889.94	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.

\$ 94,740.95 -\$ 58,000.00 \$ - \$ -

\$ 36,740.95



Be an explorer.

2024 - 2028 Budget and Forecast

Corporate Services Budget Reference

2024 Bruce County Business Plan

Department: Corporate Services

Strategic Priorities:

3. Strengthen County's use of technology and innovative initiatives.
4. Promote responsible growth.
5. Ensure a positive, inclusive, and accountable work culture.
6. Build capacity to adapt to and mitigate the impacts of climate change.

2024 Bruce County Business Plan

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 (Actual)	2023 (Q4)	2024 Budget
Insurance claims (liability) received	2	4	10	9	8	7	6	7
Liability claim expenses \$ year of claim	\$24,781	\$0	\$0	\$0	\$62,967	\$58,460	\$216	\$38,993
Liability claim expenses \$ year spent	\$53,276	\$2,331	\$6,976	\$8,043	\$17,316	\$142,215	\$23,782	\$38,643
Insurance claims (property) received	1	7	1	2	1	3	5	4
Property claim expenses \$ year of claim	\$5,575	\$6,344	\$0	\$0	\$0	\$0	\$31,637	\$14,519
Liability premium rate per \$100	\$0.408	\$0.199	\$0.231	\$0.184	\$0.186	\$0.177	\$0.176	\$0.18
Property premium rate per \$100	\$0.153	\$0.101	\$0.111	\$0.105	\$0.086	\$0.103	\$0.09653	\$0.10
Average # of invoices processed weekly		471	525	535	408	428	558	428
Invoices returned to Approver monthly			35	15	64	103	170	115
Submitted Invoices Error Rate %			4.9%	2.8%	3.6%	6.2%	7.0%	2.8%
Capital Project Carryover #				94	104	103		90
Capital Project Carryover \$				\$12,044,141	\$12,932,392	\$25,705,791		\$20,000,000
% Revenue from property taxes	48.1%	47.8%	47.8%	46.5%	46.6%	44.9%		44.0%

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Development Charges Implementation	\$0	\$0	\$0	
2. Risk Management Strategy	\$TBD (cost of software)	\$0	\$10,000	
3. Asset Management Plan - Phase 3	2023 - \$60,000 2024 - \$85,000 2025 - \$50,000	2023 - \$0 2024 - \$0 2025 - \$0	2023 - \$60,000 2024 - \$85,000 2025 - \$50,000	
4. Enterprise Resource Planning Software	2024 - \$ 75,000 2025 - \$200,000 Annual licensing fee: \$375,000 + inflation Note: partial licensing fee for 2025	2023 - \$350,000 2024 - \$325,000 2025 - \$600,000* * pending scope and implementation costs	2023 - \$350,000 2024 - \$400,000 2025 - \$800,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Development Charges Implementation Owners: Director Corporate Services, Deputy Treasurer	Implementation of Development Charges Phase 1: Develop collection, usage and reporting templates. Develop DC pamphlets for each local municipality. Support local municipalities in implementation. Monthly reporting templates developed and utilized. Phase 2: Develop annual reporting templates and internal staff training additional FIR reporting. Link to Strategic Goals and Elements: <ul style="list-style-type: none"> Promote responsible growth Build capacity to adapt to and mitigate the impacts of climate change 	\$0	Phase 1: Q1 Phase 2: Q4	Growth

2024 Bruce County Business Plan

<p>2. Risk Management Strategy</p> <p>Owners: Insurance and Risk Specialist Analyst and Director Corporate Services</p>	<p>Develop a County-wide risk management strategy and corresponding policy and/or procedure(s).</p> <p>Phase 1 Determine Risk Management Readiness baseline and goals.</p> <p>Phase 2 Improved tracking of costs and incidents that will allow improved measurements and key performance indicators and as a result, superior management of our risks.</p> <p>Phase 3 Collaborate with major stakeholders to develop Risk Management Strategy for SMT review and approval.</p> <p>Phase 4 Refine existing or develop new processes and related forms.</p> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none"> • Ensure a positive, inclusive and accountable work culture • Promote responsible growth 	<p>\$TBD</p>	<p>Phase 1: Q1</p> <p>Phase 2: Q1 - Q4</p> <p>Phase 3: Q2 - Q3</p> <p>Phase 4: Q4</p>	<p>Service Initiative</p>
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2024 Bruce County Business Plan

<p>3. Asset Management Plan - Phase 3</p> <p>Owners: Capital Asset Analyst, Deputy Treasurer</p>	<p>Further update and refine Asset Management Plan (AMP) to meet 2024/2025 Provincial regulations and require Council adoption.</p> <p>Phase 1 Define current levels of service and lifecycle strategies for all asset categories.</p> <p>Phase 2 Define proposed levels of service and lifecycle strategies for all asset categories. Develop financial strategy.</p> <p>Phase 3 Align budget and financial plan with proposed levels of service.</p> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none"> • Promote responsible growth • Ensure a positive, inclusive and accountable work culture • Build capacity to adapt to and mitigate the impacts of climate change 	<p>2023 - \$60,000 2024 - \$85,000 2025 - \$50,000</p>	<p>Phase 1: Q2</p> <p>Phase 2: Q2 - 2025</p> <p>Phase 3: Q3 - 2025</p>	<p>Provincially Legislated</p>
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2024 Bruce County Business Plan

2024 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Enterprise Resource Planning (ERP) Software Owners: Director Corporate Services and ERP Team	<p>Implement updated financial and HRIS software to replace end of life accounting software and to improve efficiencies, processes, customer online payments streamline workflows.</p> <p>Phase 1 Review needs and engage consultant.</p> <p>Phase 2 Develop and refine ERP goals, develop tender and implementation timeline.</p> <p>Phase 3 Tender and vendor selection</p> <p>Phase 4 Implementation - multi-year.</p> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none"> Strengthen County's use of technology and innovative initiatives Promote responsible growth 	<p>2023 - \$350,000 2024 - \$325,000 2025 - \$600,000*</p> <p>* pending scope and implementation costs</p> <p>Annual licensing fee: \$375,000 + inflation</p>	<p>Phase 1 Q1</p> <p>Phase 2 Q2</p> <p>Phase 3 Q3</p> <p>Phase 4 Q4 - TBD (Multi-year implementation)</p>	Service Initiative

2024 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Liability insurance claims received	<p>The total number of new liability insurance claims received in the current year. Previous tracking was only on Statement of Claims received. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability claim expenses \$ year of claim	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding liability claims applied to the year of the claim. Some claims can take years to resolve. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability claim expenses \$ year spent	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding liability claims in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Liability premium rate per \$100	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding property claims in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property insurance claims received	<p>The total number of new property insurance claims received in the current year. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property claim expenses \$ year of claim	<p>The total amount of expenses, not limited to legal expenses, incurred for all outstanding property claims applied to the year of the claim. Some claims can take years to resolve. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>
Property premium rate per \$100	<p>The annual rate charged to the County for property insurance including selected facilities & equipment, and excludes vehicles. Excludes BCHC owned properties.</p> <p>Note: This measurement goal will be refined as the Risk Management Strategy is developed.</p>

2024 Bruce County Business Plan

Key Performance Indicators	Description
Average # of invoices processed weekly	<p>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.</p> <p>Goal 3 Strengthen County's use of technology and innovative initiatives.</p>
Invoices Returned to internal approver monthly	<p>If an invoice is incomplete, it is returned to the internal approver (Department). The Accounts Payable process underwent a lean transformation in 2018 to ensure 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 and implement technology to improve AP processing.</p> <p>Goal 3 Strengthen County's use of technology and innovative initiatives.</p>
Submitted Invoices Error Rate	<p>The percentage error rate of invoices submitted by approvers that need correcting before being processed.</p> <p>Goal 3 Strengthen County's use of technology and innovative initiatives.</p>
Capital Project Carryover #	<p>Total number of capital projects carried over from prior year.</p> <p>Goal 4 Promote responsible growth: Reduce the county municipal infrastructure deficit/gap.</p>
Capital Project Carryover \$	<p>Total amount of dollars carried over in capital projects from prior year.</p> <p>Goal 4 Promote responsible growth: Reduce the county municipal infrastructure deficit/gap.</p>
% Revenue from property taxes	<p>The total revenue received as compared to amount received from property taxes.</p> <p>Goal 4 Promote responsible growth: Increase external sources of revenue and reduce reliance on property taxes.</p>



Major Initiatives and Departmental Focus

In 2024 the Asset Management Plan (AMP) implementation enters year 2 of 15 for the annual capital budgeting increases of 2.1% plus inflation. The AMP now enters Phase 3 of the provincial requirements. Phase 3 includes the defining the current Levels of Service and proposed Levels of Service to be followed by developing a financial strategy and aligning the budget.

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. These efforts follow on the work of the 2016 and 2022 plans.

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. The development of a risk management strategy will follow on an assessment using a risk management readiness assessment tool. This tool will determine the County's current readiness and assist in setting goals for improvement.

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.



Staff will examine potential ERP (Enterprise Resource Planning) solutions as part of the accounting software update initiative with the assistance of an ERP consultant who will review the County's current software services and shortcomings and recommend improvements . 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.

The department will also continue the establishment of operations manuals for each position and to establish written processes and procedures for departmental operations.

If the Development Charges are approved in 2023 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.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,632,807	1,688,141	0	0	266,922	0	0	0	0	0	0	1,955,063	266,922
Staff Related Costs	16,609	35,348	1,000	0	69	0	0	0	0	0	0	36,417	1,069
Contract Services	204,587	349,655	0	(50,000)	(11,090)	0	0	0	0	0	75,000	363,565	13,910
Material	183,218	181,538	750	0	53,478	0	0	0	0	0	0	235,766	54,228
Transfers, Grants & Financial Charge	10,783	28,900	0	0	100	0	0	0	0	0	0	29,000	100
Transfer to Reserves	25,000	25,000	0	0	10,000	0	0	0	0	0	0	35,000	10,000
Fleet Costs	13,021	9,109	0	0	3,891	0	0	0	0	0	0	13,000	3,891
Facility Costs	138,057	155,428	0	0	(1,314)	0	0	0	0	0	0	154,114	(1,314)
Other Internal Costs	(2,122,748)	(2,572,207)	(1,750)	50,000	(478,275)	0	0	0	0	0	0	(3,002,232)	(430,025)
Total Expenditures	101,334	(99,088)	0	0	(156,219)	0	0	0	0	0	75,000	(180,307)	(81,219)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	157.7%	0.0%	0.0%	0.0%	0.0%	0.0%	(75.7%)	82.0%	
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	13,891	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	33,084	29,183	0	0	70,817	0	0	0	0	0	75,000	175,000	145,817
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	46,975	29,183	0	0	70,817	0	0	0	0	0	75,000	175,000	145,817
Net Requirement	54,359	(128,271)	0	0	(227,036)	0	0	0	0	0	0	(355,307)	(227,036)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	177.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	177.0%	
Full Time Equivalents (FTE's)	0.00	14.32	0.25	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	15.57	1.25
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	(91.3%)



Operating Budget Highlights

Adjustments to Base

-

Maintain Services

- Community Emergency Management moved to Paramedic Services reducing the Program Support Allocation by \$102,271
- Insurance Deductible expenses increased from \$10,000 annually to \$100,000 to reflect the county cost of a claim. Offset by an equivalent transfer from the Insurance Reserve.
- Insurance premium costs reduced by \$35,090 - reallocated to associated department
- Contribution to insurance reserve increased by \$10,000.

One Time Items

-

Provincially Legislated

-

Growth

-

Council Priorities

-

Service Initiatives/Savings

-

Operating Impact of Capital Projects

-



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	291,619	167,347	0	0	9,575	0	0	0	0	0	0	176,922	9,575
Staff Related Costs	1,270	1,000	1,000	0	0	0	0	0	0	0	0	2,000	1,000
Contract Services	37,901	2,650	0	0	80	0	0	0	0	0	0	2,730	80
Material	20,122	117,488	750	0	54,910	0	0	0	0	0	0	173,148	55,660
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	25,000	0	0	10,000	0	0	0	0	0	0	35,000	10,000
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	5,000	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	(225,277)	(405,756)	(1,750)	0	117,706	0	0	0	0	0	0	(289,800)	115,956
Total Expenditures	130,635	(92,271)	0	0	192,271	0	0	0	0	0	0	100,000	192,271
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(208.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(208.4%)	
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	13,891	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	23,528	10,000	0	0	90,000	0	0	0	0	0	0	100,000	90,000
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	37,419	10,000	0	0	90,000	0	0	0	0	0	0	100,000	90,000
Net Requirement	93,216	(102,271)	0	0	102,271	0	0	0	0	0	0	0	102,271
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	
Full Time Equivalents (FTE's)	0.00	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

-

Maintain Services

- New Long Term Care Financial Analyst added to budget at annual cost of \$131,905
- Salaries and Benefits increases for existing staff including market review impact and grid movements totals \$82,303
- 25% of Director of Corporate Services Salary costs previously allocated to Facilities division have been moved to Finance division.
- Development of 2024/2025 Asset Management Plans has been included in Contract Services.

One Time Items

-

Provincially Legislated

-

Growth

-

Council Priorities

-

Service Initiatives/Savings

-

Operating Impact of Capital Projects

- \$75,000 for Consulting Services to Scope out and Support the Implementation of County Enterprise Resource Planning Software in replacement of the existing accounting software. Costs are to be offset by Municipal Modernization funds previously assigned to the project.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,341,188	1,520,794	0	0	257,347	0	0	0	0	0	0	1,778,141	257,347
Staff Related Costs	15,339	34,348	0	0	69	0	0	0	0	0	0	34,417	69
Contract Services	166,686	347,005	0	(50,000)	(11,170)	0	0	0	0	0	75,000	360,835	13,830
Material	163,096	64,050	0	0	(1,432)	0	0	0	0	0	0	62,618	(1,432)
Transfers, Grants & Financial Charge	10,783	28,900	0	0	100	0	0	0	0	0	0	29,000	100
Transfer to Reserves	25,000	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	13,021	9,109	0	0	3,891	0	0	0	0	0	0	13,000	3,891
Facility Costs	133,057	155,428	0	0	(1,314)	0	0	0	0	0	0	154,114	(1,314)
Other Internal Costs	(1,897,471)	(2,166,451)	0	50,000	(595,981)	0	0	0	0	0	0	(2,712,432)	(545,981)
Total Expenditures	(29,301)	(6,817)	0	0	(348,490)	0	0	0	0	0	75,000	(280,307)	(273,490)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	5,112.1%	0.0%	0.0%	0.0%	0.0%	0.0%	(1,100.2%)	4,011.9%	
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	9,556	19,183	0	0	(19,183)	0	0	0	0	0	75,000	75,000	55,817
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	9,556	19,183	0	0	(19,183)	0	0	0	0	0	75,000	75,000	55,817
Net Requirement	(38,857)	(26,000)	0	0	(329,307)	0	0	0	0	0	0	(355,307)	(329,307)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	1,266.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1,266.6%	
Full Time Equivalents (FTE's)	0.00	13.07	0.25	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	14.32	1.25
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.6%	(90.4%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,518,935	1,632,807	1,688,141	1,955,063	266,922	2,142,664	2,204,302	2,267,928	2,333,617
Staff Related Costs	36,059	16,609	35,348	36,417	1,069	37,375	38,362	39,379	40,426
Contract Services	217,810	204,587	349,655	363,565	13,910	494,201	696,255	763,820	906,913
Material	147,463	183,218	181,538	235,766	54,228	240,184	244,649	249,279	254,078
Transfers, Grants & Financial Charge	17,300	10,783	28,900	29,000	100	28,700	28,700	28,700	28,700
Transfer to Reserves	25,000	25,000	25,000	35,000	10,000	75,000	125,000	150,000	175,000
Fleet Costs	11,286	13,021	9,109	13,000	3,891	13,520	14,061	14,624	15,208
Facility Costs	138,057	138,057	155,428	154,114	(1,314)	175,850	175,300	176,338	207,172
Other Internal Costs	(2,122,748)	(2,122,748)	(2,572,207)	(3,002,232)	(430,025)	(3,742,494)	(3,471,629)	(3,645,068)	(3,926,114)
Total Expenditures	(10,838)	101,334	(99,088)	(180,307)	(81,219)	(535,000)	55,000	45,000	35,000
Percent of Expenditure Budget				82.0%		196.7%	(110.3%)	(18.2%)	(22.2%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,000	0	0	0	0	0	0	0	0
Municipal	15,162	13,891	0	0	0	0	0	0	0
Transfers from Reserves	0	33,084	29,183	175,000	145,817	100,000	100,000	100,000	100,000
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	20,162	46,975	29,183	175,000	145,817	100,000	100,000	100,000	100,000
Net Requirement	(31,000)	54,359	(128,271)	(355,307)	(227,036)	(635,000)	(45,000)	(55,000)	(65,000)
Percent of Prior Year Budget				177.0%		78.7%	(92.9%)	22.2%	18.2%
Full Time Equivalentents (FTEs)	13.32	0.00	14.32	15.57	1.25	16.57	16.57	16.57	16.57
Percent of Prior Year FTE				8.7%		6.4%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	190,264	291,619	167,347	176,922	9,575	181,951	187,141	192,500	198,033
Staff Related Costs	3,250	1,270	1,000	2,000	1,000	2,000	2,000	2,000	2,000
Contract Services	38,125	37,901	2,650	2,730	80	2,812	2,896	2,983	3,072
Material	3,050	20,122	117,488	173,148	55,660	176,024	179,015	182,126	185,361
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	25,000	35,000	10,000	75,000	125,000	150,000	175,000
Fleet Costs	750	0	0	0	0	0	0	0	0
Facility Costs	5,000	5,000	0	0	0	0	0	0	0
Other Internal Costs	(225,277)	(225,277)	(405,756)	(289,800)	115,956	(337,787)	(396,052)	(429,609)	(463,466)
Total Expenditures	15,162	130,635	(92,271)	100,000	192,271	100,000	100,000	100,000	100,000
Percent of Expenditure Budget				(208.4%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,000	0	0	0	0	0	0	0	0
Municipal	15,162	13,891	0	0	0	0	0	0	0
Transfers from Reserves	0	23,528	10,000	100,000	90,000	100,000	100,000	100,000	100,000
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	20,162	37,419	10,000	100,000	90,000	100,000	100,000	100,000	100,000
Net Requirement	(5,000)	93,216	(102,271)	0	102,271	0	0	0	0
Percent of Prior Year Budget				(100.0%)		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
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,328,671	1,341,188	1,520,794	1,778,141	257,347	1,960,713	2,017,161	2,075,428	2,135,584
Staff Related Costs	32,809	15,339	34,348	34,417	69	35,375	36,362	37,379	38,426
Contract Services	179,685	166,686	347,005	360,835	13,830	491,389	693,359	760,837	903,841
Material	144,413	163,096	64,050	62,618	(1,432)	64,160	65,634	67,153	68,717
Transfers, Grants & Financial Charge	17,300	10,783	28,900	29,000	100	28,700	28,700	28,700	28,700
Transfer to Reserves	25,000	25,000	0	0	0	0	0	0	0
Fleet Costs	10,536	13,021	9,109	13,000	3,891	13,520	14,061	14,624	15,208
Facility Costs	133,057	133,057	155,428	154,114	(1,314)	175,850	175,300	176,338	207,172
Other Internal Costs	(1,897,471)	(1,897,471)	(2,166,451)	(2,712,432)	(545,981)	(3,404,707)	(3,075,577)	(3,215,459)	(3,462,648)
Total Expenditures	(26,000)	(29,301)	(6,817)	(280,307)	(273,490)	(635,000)	(45,000)	(55,000)	(65,000)
Percent of Expenditure Budget				4,011.9%		126.5%	(92.9%)	22.2%	18.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	9,556	19,183	75,000	55,817	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	9,556	19,183	75,000	55,817	0	0	0	0
Net Requirement	(26,000)	(38,857)	(26,000)	(355,307)	(329,307)	(635,000)	(45,000)	(55,000)	(65,000)
Percent of Prior Year Budget				1,266.6%		78.7%	(92.9%)	22.2%	18.2%
Full Time Equivalentents (FTEs)	12.07	0.00	13.07	14.32	1.25	15.32	15.32	15.32	15.32
Percent of Prior Year FTE				9.6%		7.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,831	0	325,000	325,000	600,000	0	0	0
Vehicles & Machinery	25,725	0	0	0	0	0	0	0
Furniture & Fixtures	0	1,000	0	(1,000)	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.	135,231	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	162,787	1,000	325,000	324,000	600,000	0	0	0
Transfer to Reserves	30,000	30,000	30,307	307	35,000	45,000	55,000	65,000
Total Expenditure	192,787	31,000	355,307	324,307	635,000	45,000	55,000	65,000
% of Prior Expenditure			1,046.2%		78.7%	(92.9%)	22.2%	18.2%
Revenues by Type								
Federal	106,314	0	0	0	0	0	0	0
Provincial	26,579	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	28,063	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	160,956	0	0	0	0	0	0	0
Net Requirement	31,831	31,000	355,307	324,307	635,000	45,000	55,000	65,000
% of Prior Net Requirement			1,046.2%		78.7%	(92.9%)	22.2%	18.2%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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.	135,231	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	135,231	0	0	0	0	0	0	0
Transfer to Reserves	5,000	5,000	0	(5,000)	0	0	0	0
Total Expenditure	140,231	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	106,314	0	0	0	0	0	0	0
Provincial	26,579	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	2,338	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	135,231	0	0	0	0	0	0	0
Net Requirement	5,000	5,000	0	(5,000)	0	0	0	0
% of Prior Net Requirement			(100.0%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,831	0	325,000	325,000	600,000	0	0	0
Vehicles & Machinery	25,725	0	0	0	0	0	0	0
Furniture & Fixtures	0	1,000	0	(1,000)	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	27,556	1,000	325,000	324,000	600,000	0	0	0
Transfer to Reserves	25,000	25,000	30,307	5,307	35,000	45,000	55,000	65,000
Total Expenditure	52,556	26,000	355,307	329,307	635,000	45,000	55,000	65,000
% of Prior Expenditure			1,266.6%		78.7%	(92.9%)	22.2%	18.2%
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	25,725	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	25,725	0	0	0	0	0	0	0
Net Requirement	26,831	26,000	355,307	329,307	635,000	45,000	55,000	65,000
% of Prior Net Requirement			1,266.6%		78.7%	(92.9%)	22.2%	18.2%



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-2021-003 ERP Software	325,000	0	325,000	0
CS-2021-005 Reserves: Corporate Vehicles Purchase and Replacement	30,307	0	30,307	0
Net Cost of Capital Projects	355,307	0	355,307	0
Total Corporate Services	355,307		355,307	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
CS Corporate Services															
Capital Projects															
CS-2021-003 ERP Software	325,000	0	325,000	600,000	0	600,000	0	0	0	0	0	0	0	0	0
CS-2021-005 Reserves: Corporate Vehicles Purchase	30,307	0	30,307	35,000	0	35,000	45,000	0	45,000	55,000	0	55,000	65,000	0	65,000
Net Cost of Capital Projects	355,307	0	355,307	635,000	0	635,000	45,000	0	45,000	55,000	0	55,000	65,000	0	65,000
Total Corporate Services	355,307		355,307	635,000		635,000	45,000		45,000	55,000		55,000	65,000		65,000

2023 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Corporate Services				Corporate Services				
\$ 73,197.46				Financial Software	\$73,197.46	150-0405-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of financial software. New software or enhanced modules to existing software.
				Equipment Replacement				
Corporate Services				Corporate Services				
\$ 8,294.43		\$ 10,000.00		Office Equipment	\$18,294.43	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				
\$ 51,467.37		\$ 5,000.00		Emergency Measures Equip	\$56,467.37	220-1110-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of replacement equipment or new purchases as deemed by Council.
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Corporate Services				Corporate Services				
\$ 2,399.19				Office Furniture	\$2,399.19	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				
\$ 836.12				Asset Mgmt Plan	\$836.12	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.
\$ 144,717.74	(\$100,000.00)	\$ 35,000.00		Insurance	\$79,717.74	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
\$ 280,912.31	(\$100,000.00)	\$ 50,000.00	\$ -	\$230,912.31				



Be an explorer.

2024 - 2028 Budget and Forecast

Non- Departmental Budget Reference



Major Initiatives and Departmental Focus

The major initiatives will be the continued update of Council Chambers and supporting a facilities review.

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. The main entrance ramp no longer meets modern accessibility standards. As the Council chambers is the main physical connection with the public it is important to ensure that it remains functional and accessible for all persons.

Proposed plans will build on the security assessment that was commissioned in 2021. An electronic entry system to be tendered in 2024 for the 3 hubs and Transportation yards followed by a review.

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.

Continued focus on health and safety related initiatives will continue with the goal of establishing county-wide standards for facilities. The newly created Facilities Department will be providing project management oversight for most County facilities in collaboration with the Departments.

A potential project that is not included in the budget is an upgrade to the HVAC systems for the Cayley Street complex. The Province's property management agent has contacted staff for additional information. 215 Cayley Street does not have an air duct system. The other buildings have hybrid systems. The potential upgrades will address air quality issues.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	649,969	717,273	0	0	(6,916)	0	0	0	0	141,954	0	852,311	135,038
Staff Related Costs	8,549	5,470	0	0	30	0	0	9,753	0	14,500	0	29,753	24,283
Contract Services	1,716,727	1,695,176	0	0	11,313	0	0	3,296	0	60,000	0	1,769,785	74,609
Material	310,766	33,296	800	0	34,352	0	0	1,878	0	(296,079)	0	(225,753)	(259,049)
Transfers, Grants & Financial Charge	3,953,242	2,092,177	0	0	69,836	0	0	0	50,000	0	0	2,212,013	119,836
Transfer to Reserves	659,394	190,000	0	0	610,000	0	0	2,552,124	310,920	0	0	3,663,044	3,473,044
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	339,759	462,905	4,000	(60,000)	29,928	10,685	0	36,362	0	0	0	483,880	20,975
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	7,638,406	5,196,297	4,800	(60,000)	748,543	10,685	0	2,603,413	360,920	(79,625)	0	8,785,033	3,588,736
Percent of Expenditure Budget		100.0%	100.0%	(1.2%)	14.4%	0.2%	0.0%	50.1%	6.9%	(1.5%)	0.0%	69.1%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	768,130	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	1,746,376	1,503,551	0	0	(85,000)	0	0	0	0	0	0	1,418,551	(85,000)
Transfers from Reserves	615,091	464,303	0	0	(4,303)	0	0	0	50,000	0	0	510,000	45,697
Fees and Services	255,000	0	0	0	0	0	0	0	0	0	0	0	0
Donations	20,000	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	2,275,698	1,628,532	4,800	(60,000)	779,562	0	0	2,549,215	0	0	0	4,902,109	3,273,577
Total Revenue	5,680,295	3,596,386	4,800	(60,000)	690,259	0	0	2,549,215	50,000	0	0	6,830,660	3,234,274
Net Requirement	1,958,111	1,599,911	0	0	58,284	10,685	0	54,198	310,920	(79,625)	0	1,954,373	354,462
Percent of Prior Year Budget		100.0%	0.0%	0.0%	3.6%	0.7%	0.0%	3.4%	19.4%	(5.0%)	0.0%	22.2%	
Full Time Equivalents (FTE's)	0.00	7.30	(0.25)	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	8.05	0.75
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.7%	0.0%	10.3%	(89.7%)



Operating Budget Highlights

Adjustments to Base

-

Maintain Services

- Interest Income received estimated to increase by \$600,000 with offsetting increase in Transfer to Reserves.
- Sustained reduction in POA revenues posted Pandemic are budgeted to be offset by Safe Restart Reserves for one more year.
- Minor inflationary adjustments make up the remainder of the changes.

One Time Items

-

Provincially Legislated

-

Growth

- Estimating collection of Development Charges at \$2,552,124, which is received as Other Revenue and Transferred to the Development Charges fund.

Council Priorities

-

Service Initiatives/Savings

-

Operating Impact of Capital Projects

-



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	1,664,556	1,688,190	0	0	11,103	0	0	0	0	0	0	1,699,293	11,103
Material	4,000	5,000	0	0	0	0	0	0	0	0	0	5,000	0
Transfers, Grants & Financial Charge	2,748,695	879,397	0	0	(4,161)	0	0	0	0	0	0	875,236	(4,161)
Transfer to Reserves	659,394	190,000	0	0	610,000	0	0	2,552,124	0	0	0	3,352,124	3,162,124
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	5,076,645	2,762,587	0	0	616,942	0	0	2,552,124	0	0	0	5,931,653	3,169,066
Percent of Expenditure Budget		100.0%	100.0%	0.0%	22.3%	0.0%	0.0%	92.4%	0.0%	0.0%	0.0%	114.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	768,130	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	1,746,376	1,503,551	0	0	(85,000)	0	0	0	0	0	0	1,418,551	(85,000)
Transfers from Reserves	440,000	375,000	0	0	85,000	0	0	0	0	0	0	460,000	85,000
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	898,920	210,000	0	0	598,000	0	0	2,552,124	0	0	0	3,360,124	3,150,124
Total Revenue	3,853,426	2,088,551	0	0	598,000	0	0	2,552,124	0	0	0	5,238,675	3,150,124
Net Requirement	1,223,219	674,036	0	0	18,942	0	0	0	0	0	0	692,978	18,942
Percent of Prior Year Budget		100.0%	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	
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

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Maintain Services

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One Time Items

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Provincially Legislated

-
-

Growth

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Council Priorities

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-

Service Initiatives/Savings

-
-

Operating Impact of Capital Projects

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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	5,989	0	0	0	0	0	0	0	0	0	0	0	0
Material	269,747	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	275,736	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	255,000	0	0	0	0	0	0	0	0	0	0	0	0
Donations	20,000	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	735	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	275,735	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights

One Time Items Reversal

- HVAC Assessment project reversed

Maintain Services

- Revenues increase by \$117,710 to reflect new lease agreements with the province and full recovery of eligible costs.
- 25% of Director of Corporate Services Salary reallocated to Corporate Services
- Reflects inflationary increases to provide a sustained level of service.
- Costs related to the three Administrative Hubs charged out to the service department through the Facilities Allocation.

One Time Items

- Additional Maintenance costs of \$10,685 for Cayley Street Facility, to be recovered through rental agreement.

Growth

- New Facilities Department headed new Facilities Manager Position, based out of the Office of the CAO. Responsible for maintenance of buildings and properties throughout Bruce County not managed by Human Services (Housing)

Service Initiatives/Savings

- New Facilities Project Technologist costs of \$141,954 are incurred and reallocated to Capital Projects, along with the Project Manager, in order to create capacity to complete the backlog of capital work and properly reflect the cost.
- \$60,000 Consultant for Facilities Review.

Operating Impact of Capital Projects

- Capital Projects will go through Facilities to make sure they align with Strategic plan and responsible asset management.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	649,969	717,273	0	0	(6,916)	0	0	0	0	141,954	0	852,311	135,038
Staff Related Costs	8,549	5,470	0	0	30	0	0	9,753	0	14,500	0	29,753	24,283
Contract Services	46,182	6,986	0	0	210	0	0	3,296	0	60,000	0	70,492	63,506
Material	37,019	28,296	800	0	34,352	0	0	1,878	0	(296,079)	0	(230,753)	(259,049)
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	339,759	462,905	4,000	(60,000)	29,928	10,685	0	36,362	0	0	0	483,880	20,975
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,081,478	1,220,930	4,800	(60,000)	57,604	10,685	0	51,289	0	(79,625)	0	1,205,683	(15,247)
Percent of Expenditure Budget		100.0%	100.0%	(4.9%)	4.7%	0.9%	0.0%	4.2%	0.0%	(6.5%)	0.0%	(1.2%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	175,091	89,303	0	0	(89,303)	0	0	0	0	0	0	0	(89,303)
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	1,376,043	1,418,532	4,800	(60,000)	181,562	0	0	(2,909)	0	0	0	1,541,985	123,453
Total Revenue	1,551,134	1,507,835	4,800	(60,000)	92,259	0	0	(2,909)	0	0	0	1,541,985	34,150
Net Requirement	(469,656)	(286,905)	0	0	(34,655)	10,685	0	54,198	0	(79,625)	0	(336,302)	(49,397)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	12.1%	(3.7%)	0.0%	(18.9%)	0.0%	27.8%	0.0%	17.2%	
Full Time Equivalents (FTE's)	0.00	7.30	(0.25)	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	8.05	0.75
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.7%	0.0%	10.3%	(89.7%)



Operating Budget Highlights

Adjustments to Base

-

Maintain Services

- \$73,997 estimated increase in Public Health funding request based on 2023 cost plus inflation.

One Time Items

-

Provincially Legislated

-

Growth

-

Council Priorities

- \$50,000 contribution to Grey Bruce Health Services Mental Health Wellness Treatment Centre per September 7th direction.
- A 0.5% Levy contribution to a Reserve to support Health Care related requests on an annual basis.

Service Initiatives/Savings

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Operating Impact of Capital Projects

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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	1,204,547	1,212,780	0	0	73,997	0	0	0	50,000	0	0	1,336,777	123,997
Transfer to Reserves	0	0	0	0	0	0	0	0	310,920	0	0	310,920	310,920
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	1,204,547	1,212,780	0	0	73,997	0	0	0	360,920	0	0	1,647,697	434,917
Percent of Expenditure Budget		100.0%	100.0%	0.0%	6.1%	0.0%	0.0%	0.0%	29.8%	0.0%	0.0%	35.9%	
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	50,000	0	0	50,000	50,000
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	50,000	0	0	50,000	50,000
Net Requirement	1,204,547	1,212,780	0	0	73,997	0	0	0	310,920	0	0	1,597,697	384,917
Percent of Prior Year Budget		100.0%	0.0%	0.0%	6.1%	0.0%	0.0%	0.0%	25.6%	0.0%	0.0%	31.7%	
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

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Maintain Services

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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
Emergency 911
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	683,649	649,969	717,273	852,311	135,038	876,729	901,944	927,987	954,891
Staff Related Costs	4,570	8,549	5,470	29,753	24,283	23,532	24,305	25,106	25,933
Contract Services	1,770,075	1,716,727	1,695,176	1,769,785	74,609	2,047,352	1,988,719	2,030,995	2,074,199
Material	28,881	310,766	33,296	(225,753)	(259,049)	(234,499)	(238,125)	(241,672)	(245,124)
Transfers, Grants & Financial Charge	3,961,474	3,953,242	2,092,177	2,212,013	119,836	2,269,365	2,348,939	2,469,889	2,533,866
Transfer to Reserves	190,000	659,394	190,000	3,663,044	3,473,044	3,831,981	4,124,992	4,319,670	4,620,548
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	422,295	339,759	462,905	483,880	20,975	483,470	496,318	509,517	619,930
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	7,060,944	7,638,406	5,196,297	8,785,033	3,588,736	9,297,930	9,647,092	10,041,492	10,584,243
Percent of Expenditure Budget				69.1%		5.8%	3.8%	4.1%	5.4%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	768,142	768,130	0	0	0	0	0	0	0
Municipal	1,503,551	1,746,376	1,503,551	1,418,551	(85,000)	1,418,551	1,418,551	1,418,551	1,418,551
Transfers from Reserves	550,809	615,091	464,303	510,000	45,697	425,000	375,000	350,000	325,000
Fees and Services	0	255,000	0	0	0	0	0	0	0
Donations	0	20,000	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	1,701,478	2,275,698	1,628,532	4,902,109	3,273,577	5,216,273	5,400,999	5,648,063	6,050,589
Total Revenue	4,523,980	5,680,295	3,596,386	6,830,660	3,234,274	7,059,824	7,194,550	7,416,614	7,794,140
Net Requirement	2,536,964	1,958,111	1,599,911	1,954,373	354,462	2,238,106	2,452,542	2,624,878	2,790,103
Percent of Prior Year Budget				22.2%		14.5%	9.6%	7.0%	6.3%
Full Time Equivalentents (FTEs)	7.30	0.00	7.30	8.05	0.75	9.05	9.05	9.05	9.05
Percent of Prior Year FTE				10.3%		12.4%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	1,763,428	1,664,556	1,688,190	1,699,293	11,103	1,733,546	1,768,499	1,804,168	1,840,568
Material	5,000	4,000	5,000	5,000	0	5,000	5,000	5,000	5,000
Transfers, Grants & Financial Charge	2,748,694	2,748,695	879,397	875,236	(4,161)	868,985	863,798	857,634	854,428
Transfer to Reserves	190,000	659,394	190,000	3,352,124	3,162,124	3,492,981	3,745,992	3,911,670	4,190,548
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	4,707,122	5,076,645	2,762,587	5,931,653	3,169,066	6,100,512	6,383,289	6,578,472	6,890,544
Percent of Expenditure Budget				114.7%		2.8%	4.6%	3.1%	4.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	768,142	768,130	0	0	0	0	0	0	0
Municipal	1,503,551	1,746,376	1,503,551	1,418,551	(85,000)	1,418,551	1,418,551	1,418,551	1,418,551
Transfers from Reserves	375,000	440,000	375,000	460,000	85,000	350,000	275,000	225,000	175,000
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	391,668	898,920	210,000	3,360,124	3,150,124	3,499,981	3,751,992	3,916,670	4,195,548
Total Revenue	3,038,361	3,853,426	2,088,551	5,238,675	3,150,124	5,268,532	5,445,543	5,560,221	5,789,099
Net Requirement	1,668,761	1,223,219	674,036	692,978	18,942	831,980	937,746	1,018,251	1,101,445
Percent of Prior Year Budget				2.8%		20.1%	12.7%	8.6%	8.2%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	5,989	0	0	0	0	0	0	0
Material	0	269,747	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	275,736	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	255,000	0	0	0	0	0	0	0
Donations	0	20,000	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	735	0	0	0	0	0	0	0
Total Revenue	0	275,735	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
Facilities
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	683,649	649,969	717,273	852,311	135,038	876,729	901,944	927,987	954,891
Staff Related Costs	4,570	8,549	5,470	29,753	24,283	23,532	24,305	25,106	25,933
Contract Services	6,647	46,182	6,986	70,492	63,506	313,806	220,220	226,827	233,631
Material	23,881	37,019	28,296	(230,753)	(259,049)	(239,499)	(243,125)	(246,672)	(250,124)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	20,000	81,160	81,160
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	422,295	339,759	462,905	483,880	20,975	483,470	496,318	509,517	619,930
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,141,042	1,081,478	1,220,930	1,205,683	(15,247)	1,458,038	1,419,662	1,523,925	1,665,421
Percent of Expenditure Budget				(1.2%)		20.9%	(2.6%)	7.3%	9.3%
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	175,809	175,091	89,303	0	(89,303)	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	1,309,810	1,376,043	1,418,532	1,541,985	123,453	1,716,292	1,649,007	1,731,393	1,855,041
Total Revenue	1,485,619	1,551,134	1,507,835	1,541,985	34,150	1,716,292	1,649,007	1,731,393	1,855,041
Net Requirement	(344,577)	(469,656)	(286,905)	(336,302)	(49,397)	(258,254)	(229,345)	(207,468)	(189,620)
Percent of Prior Year Budget				17.2%		(23.2%)	(11.2%)	(9.5%)	(8.6%)
Full Time Equivalents (FTEs)	7.30	0.00	7.30	8.05	0.75	9.05	9.05	9.05	9.05
Percent of Prior Year FTE				10.3%		12.4%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	1,212,780	1,204,547	1,212,780	1,336,777	123,997	1,400,380	1,465,141	1,531,095	1,598,278
Transfer to Reserves	0	0	0	310,920	310,920	339,000	379,000	408,000	430,000
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	1,212,780	1,204,547	1,212,780	1,647,697	434,917	1,739,380	1,844,141	1,939,095	2,028,278
Percent of Expenditure Budget				35.9%		5.6%	6.0%	5.1%	4.6%
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	50,000	50,000	75,000	100,000	125,000	150,000
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	50,000	50,000	75,000	100,000	125,000	150,000
Net Requirement	1,212,780	1,204,547	1,212,780	1,597,697	384,917	1,664,380	1,744,141	1,814,095	1,878,278
Percent of Prior Year Budget				31.7%		4.2%	4.8%	4.0%	3.5%
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
Emergency 911
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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
Non-Departmental
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	5,000	0	(5,000)	0	0	0	0
Furniture & Fixtures	3,003	0	15,000	15,000	0	0	0	0
Building - Structure	0	500,000	535,679	35,679	553,367	947,205	930,260	438,516
Building - Site Elements	0	30,000	0	(30,000)	38,000	435,822	0	0
Building - Exterior Components	30,272	0	7,000	7,000	127,671	799,438	0	0
Building - Interior Components	38,061	225,000	135,000	(90,000)	65,000	15,000	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	16,616	63,154	18,622	(44,532)	31,103	244,677	43,109	16,468
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	87,952	823,154	711,301	(111,853)	815,141	2,442,142	973,369	454,984
Transfer to Reserves	237,317	246,000	266,000	20,000	286,000	301,000	291,000	286,000
Total Expenditure	325,269	1,069,154	977,301	(91,853)	1,101,141	2,743,142	1,264,369	740,984
% of Prior Expenditure			(8.6%)		12.7%	149.1%	(53.9%)	(41.4%)
Revenues by Type								
Federal	0	41,549	0	(41,549)	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	87,953	281,605	160,622	(120,983)	325,795	1,494,937	43,109	16,468
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	500,000	0	(500,000)	0	500,000	500,000	0
Total Revenue	87,953	823,154	160,622	(662,532)	325,795	1,994,937	543,109	16,468
Net Requirement	237,316	246,000	816,679	570,679	775,346	748,205	721,260	724,516
% of Prior Net Requirement			232.0%		(5.1%)	(3.5%)	(3.6%)	0.5%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	5,000	0	(5,000)	0	0	0	0
Furniture & Fixtures	3,003	0	15,000	15,000	0	0	0	0
Building - Structure	0	500,000	535,679	35,679	553,367	947,205	930,260	438,516
Building - Site Elements	0	30,000	0	(30,000)	38,000	435,822	0	0
Building - Exterior Components	30,272	0	7,000	7,000	127,671	799,438	0	0
Building - Interior Components	38,061	225,000	135,000	(90,000)	65,000	15,000	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	16,616	63,154	18,622	(44,532)	31,103	244,677	43,109	16,468
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	87,952	823,154	711,301	(111,853)	815,141	2,442,142	973,369	454,984
Transfer to Reserves	237,317	246,000	266,000	20,000	286,000	301,000	291,000	286,000
Total Expenditure	325,269	1,069,154	977,301	(91,853)	1,101,141	2,743,142	1,264,369	740,984
% of Prior Expenditure			(8.6%)		12.7%	149.1%	(53.9%)	(41.4%)
Revenues by Type								
Federal	0	41,549	0	(41,549)	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	87,953	281,605	160,622	(120,983)	325,795	1,494,937	43,109	16,468
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	500,000	0	(500,000)	0	500,000	500,000	0
Total Revenue	87,953	823,154	160,622	(662,532)	325,795	1,994,937	543,109	16,468
Net Requirement	237,316	246,000	816,679	570,679	775,346	748,205	721,260	724,516
% of Prior Net Requirement			232.0%		(5.1%)	(3.5%)	(3.6%)	0.5%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
ND Non Departmental				
Capital Projects				
ND-2021-004 Interior Hub-Replace Washroom Flooring	10,000	(10,000)	0	0
ND-2021-005 Interior Hub-Replace Heat Pumps (2)	14,632	(14,632)	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-2021-015 Interior Hub Hot Water Heater	1,415	(1,415)	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	50,000	0	50,000	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-2024-003 Interior Hub-Facilities Management Office	35,000	(35,000)	0	0
ND-2024-004 Interior Hub-Exterior Steel door frame replacement	7,000	(7,000)	0	0
ND-2024-006 Interior Hub-Flooring replacement P&E.D/T.E.S and C.A.O. emergency exit stairwell	15,000	(15,000)	0	0
ND-2024-008 Cayley st. Courthouse Complex D.S.S.	60,000	(60,000)	0	0
ND-2024-009 Capital Facilities Project Oversight	535,679	0	535,679	0
ND-2024-010 Project Management Office Furniture	15,000	0	15,000	0
Net Cost of Capital Projects	977,301	(160,622)	816,679	0
Total Non Departmental	977,301	(160,622)	816,679	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
ND Non Departmental															
Capital Projects															
ND-2021-004 Interior Hub-Replace Washroom Floorin	10,000	(10,000)	0	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0
ND-2021-005 Interior Hub-Replace Heat Pumps (2)	14,632	(14,632)	0	15,071	(15,071)	0	15,523	(15,523)	0	15,988	(15,988)	0	16,468	(16,468)	0
ND-2021-007 Cayley St.-Carpeting Overlay	15,000	(15,000)	0	0	0	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	0	0	0
ND-2021-015 Interior Hub Hot Water Heater	1,415	(1,415)	0	1,457	(1,457)	0	1,501	(1,501)	0	1,546	(1,546)	0	0	0	0
ND-2021-R01 Transfer to Inland Hub Facility Reserve	90,000	0	90,000	110,000	0	110,000	125,000	0	125,000	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	5,000	0	5,000	0	0	0
ND-2021-R04 Transfer to Lakeshore Hub Facility Res	50,000	0	50,000	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	0	0	0	0	0	0	500,000	(500,000)	0	500,000	(500,000)	0	0	0	0
ND-2024-001 Interior Hub-Repave Inland Hub Parkin	0	0	0	30,000	(30,000)	0	400,000	(400,000)	0	0	0	0	0	0	0
ND-2024-002 Cayley St.-Replace Jail Roof Shingles	0	0	0	50,000	(50,000)	0	0	0	0	0	0	0	0	0	0
ND-2024-003 Interior Hub-Facilities Management Offi	35,000	(35,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2024-004 Interior Hub-Exterior Steel door frame	7,000	(7,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2024-006 Interior Hub-Flooring replacement P&E	15,000	(15,000)	0	15,000	(15,000)	0	15,000	(15,000)	0	0	0	0	0	0	0
ND-2024-008 Cayley st. Courthouse Complex D.S.S.	60,000	(60,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
ND-2024-009 Capital Facilities Project Oversight	535,679	0	535,679	489,346	0	489,346	447,205	0	447,205	430,260	0	430,260	438,516	0	438,516
ND-2024-010 Project Management Office Furniture	15,000	0	15,000	0	0	0	0	0	0	0	0	0	0	0	0
ND-2025-001 Interior Hub-Cooling Tower Replaceme	0	0	0	12,000	(12,000)	0	0	0	0	0	0	0	0	0	0
ND-2025-002 Cayley St.-Replace soffits and eaves	0	0	0	77,671	(77,671)	0	0	0	0	0	0	0	0	0	0



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
ND-2025-003 Lakeshore Hub-Replace Flagpole	0	0	0	8,000	(8,000)	0	0	0	0	0	0	0	0	0	0
ND-2025-010 Peninsula Hub-Replace Exterior Doors	0	0	0	9,274	(9,274)	0	0	0	0	0	0	0	0	0	0
ND-2025-011 Peninsula Hub-Replace Shingles	0	0	0	54,747	(54,747)	0	0	0	0	0	0	0	0	0	0
ND-2025-013 203 Cayley street - Asbestos containing	0	0	0	30,000	(30,000)	0	0	0	0	0	0	0	0	0	0
ND-2025-014 215 Cayley street - Basement flooring	0	0	0	10,000	(10,000)	0	0	0	0	0	0	0	0	0	0
ND-2026-001 Interior Hub-Replace Roof	0	0	0	0	0	0	776,134	(776,134)	0	0	0	0	0	0	0
ND-2026-002 Interior Hub-Replace Cooling Tower	0	0	0	0	0	0	119,405	(119,405)	0	0	0	0	0	0	0
ND-2026-003 Interior Hub-Replace Atmospheric Boil	0	0	0	0	0	0	65,673	(65,673)	0	0	0	0	0	0	0
ND-2026-004 Cayley St. -Replace/Repair Sidewalk, R	0	0	0	0	0	0	35,822	(35,822)	0	0	0	0	0	0	0
ND-2026-005 Lakeshore Hub-Replace Shipping Doors	0	0	0	0	0	0	23,304	(23,304)	0	0	0	0	0	0	0
ND-2026-006 Interior Hub- Replace Aluminum Exteri	0	0	0	0	0	0	40,000	(40,000)	0	0	0	0	0	0	0
ND-2027-001 Peninsula Hub- Water Heater replacen	0	0	0	0	0	0	0	0	0	8,000	(8,000)	0	0	0	0
ND-2027-002 Peninsula Hub- Replace AC Unit	0	0	0	0	0	0	0	0	0	15,000	(15,000)	0	0	0	0
Net Cost of Capital Projects	977,301	(160,622)	816,679	1,101,141	(325,795)	775,346	2,743,142	(1,994,937)	748,205	1,264,369	(543,109)	721,260	740,984	(16,468)	724,516
Total Non Departmental	977,301	(160,622)	816,679	1,101,141	(325,795)	775,346	2,743,142	(1,994,937)	748,205	1,264,369	(543,109)	721,260	740,984	(16,468)	724,516

2023 closing	Transfers From	Transfers To	Interest Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Facility Reserves				
\$ 869,922.07	(\$160,622.00)	\$ 211,000.00		Non-Dept Facilities- was Cayley St Building	\$920,300.07	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
\$ 258,097.90				General Building	\$258,097.90	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.
				Operating Surplus Reserves				
\$ 1,574,421.98	(\$375,000.00)			Tax Stabilization	\$1,199,421.98	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				
\$ 7,988.35				SWIFT	7,988.35	185-1120-BROA	Monies reallocated from the Broadband project.	Funds set aside for the SWIFT project
\$ -	(\$50,000.00)	\$ 310,920.00		Health Care	260,920.00	120-1110-HOSP	Annual contribution of 0.5% levy	Used to fund capital and physician recruitment funding requests from local area hospitals
\$ 190,000.00		\$ 800,000.00		Reserve Interest	990,000.00	120-1110-HOSP	Annual operating budget contributions.	Used to fund interim reserve int accrual
\$ 93,033.11	(\$75,000.00)			Prov subsidy	18,033.11	120-1110-PROJ	Provincial subsidy	Used to fund Prov projects
\$ 342,634.83	(\$336,931.00)			Safe Restart	5,703.83	120-1110-PROJ	one-time Operating budget contributions. Year End unspent capital earmarked for this purpose	used to Covid expenses
-\$ 0.00	(\$162,960.00)	2,552,124.00		Development charges	2,389,164.00	120-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Funds set aside for Development charges

2023 closing	Transfers From	Transfers To	Interest Transfer	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
\$ 1,236,902.60		\$ 769,792.00		Working Fund	2,006,694.60	120-1110-WKCR	Annual operating budget contributions.	For the purpose of providing money to finance the County operations in each year until such time as the County levy is available.
<u>\$ 4,573,000.84 (\$1,160,513.00) \$ 4,643,836.00 \$ -</u>					<u>\$8,056,323.84</u>			



Be an explorer.

2024 - 2028 Budget and Forecast

Information Technology Budget Reference

2024 Bruce County Business Plan

Department: Information Technology Services

Strategic Priorities:

Goal 3: Strengthen County's use of technology and innovative initiatives.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
Total Website Visits					2.645M	2.645M	2.7M
Website uptime					99.95	99.95	99.99%
Service Management - Support Tickets	5,359	3,000	5000	5200	5881	5881	5650
Service Management - Average time to respond	---	---	---	---	1.67 hours	1.67 hours	2.5 hours
Service Management - Average time to resolve	---	---	---	---	7.95 hours	7.95 hours	13.5 hours
AODA - Accessibility Score	---	---	---	---	87%	87%	90%
Web Presence Quality of Assurance	---	---	---	---	88.2%	88.2%	80%
Cyber Security - Phishing Test Failure Rate	---	---	---	---	5%	5%	4%
Cyber Security - Endpoint Patch Compliance within 21 days of release	---	---	---	---	96.7%	96.7%	95%
Cyber Security - Server Patch Compliance within 21 days of release	---	---	---	---	97%	97%	100%

2024 Bruce County Business Plan

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
Cyber Security - Third Party Application Patch Compliance within 21 days of release	---	---	---	---	95%	95%	95%
Infrastructure Uptime - On Premise	---	---	---	---	98%	98%	99%
Infrastructure Uptime - Cloud Datacentre	---	---	---	---	---	---	99.5%

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Information Technology Strategic Plan	\$105,000	\$0	\$105,000	
2. Cyber Security Program Evolution	\$233,400	\$0	\$233,400	
3. Secure Remote Access Modernization	\$90,000	\$0	\$90,000	
4. End User Computing Lifecycle Replacement	\$0	\$97,850	\$97,850	
5. Network Infrastructure - Lifecycle	\$0	\$57,475	\$57,475	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Information Technology Strategic Plan Owner: Director ITS	<p>The IT Strategic Plan is a vital roadmap for effectively utilizing technology to attain broader corporate objectives in the County. It ensures alignment with corporate strategy, maximizing IT investments' value, and directly contributing to County goals. The plan aids resource allocation, directing budget, staff, and resources to priority projects, enhancing outcomes. It includes risk assessment, identifying vulnerabilities, and proactive measures for data security and compliance. The plan outlines a technology roadmap, sequencing new technology adoption, system upgrades, and retiring obsolete ones. Informed decision-making is facilitated by the plan, benefiting both strategic and operational levels. It guarantees scalability and adaptability, allowing the organization to grow and seize opportunities while maintaining systems. The plan establishes measurable goals and indicators, enabling the evaluation of IT initiatives. Overall, the IT strategic plan aligns technology, optimizes resources, mitigates risks, and encourages innovation and modernization.</p> <p>Link to Strategic Priorities: Strengthen County's use of technology and innovative initiatives.</p>	\$85,000 - Consulting \$20,000 - Staff Time	Delivery of a 4-5 Year IT Strategic Plan	Maintain Services

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
2. Cyber Security Program Evolution Owner: Director ITS and Information Security Analyst	<p>Sustained investment in cybersecurity offers advantages such as safeguarding sensitive data, strengthening County security, and thwarting cyber threats. This ensures regulatory compliance, supports economic stability, and promotes technological advancement. It enables efficient incident response and reinforces the County's resilience in an ever-more digital and interconnected landscape, ultimately curbing potential economic losses and enhancing overall stability.</p> <p>Persistent commitment to enhancing systems and personnel will increasingly diminish the potential attack surface for cyber threats. A reinvestment into existing technologies which will allow increased productivity and collaboration between County staff and public entities.</p> <p>Link to Strategic Priorities: Strengthen County's use of technology and innovative initiatives.</p>	Consulting/ Implementation \$37,500 Products/ Subscriptions \$77,400 Staff time: \$35,000 hours @ 350 hours	Q1 - Q4: Initiatives will span the calendar year	Maintain Services

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
3. Secure Remote Access Modernization Owner: Director ITS and Infrastructure and Operations Manager	<p>In today's digital landscape, secure remote access is critical for organizations, but traditional security models are proving inadequate. Working towards Zero Trust, a paradigm shift that promotes a "never trust, always verify" approach to security. This model recognizes that threats can come from inside or outside the network and mandates continuous verification of users, devices, and applications seeking access. Embracing a modern secure remote access strategy with Zero Trust is essential in the face of evolving cyber threats. By implementing these measures, it enhances our ability to protect critical assets, ensure business continuity, and empower our workforce to operate securely from anywhere.</p> <p>Benefits of this approach are significant. It enhances security by eliminating trust assumptions, securing remote workforces without compromising safety. Compliance requirements are met more effectively, and the attack surface is reduced through micro-segmentation and strict access controls. Further reduces our exposure to attack and augments practices and ability to prevent costly data breaches and reputational damage.</p> <p>Link to Strategic Priorities: Strengthen County's use of technology and innovative initiatives.</p>	\$55,000 Subscription \$15,000 Consulting/ Implementation \$20,000 Staff Time	Q1: Design Q2: Implementation	Maintain Services

2024 Bruce County Business Plan

2024 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. End User Computing Lifecycle Replacement Owner: Infrastructure and Operations Manager	Standard laptop \ desktop \ monitor and peripheral lifecycle. Maintain current and supported hardware for end users.	\$97,850	Q1 through Q4	Maintain Services
5. Network Infrastructure Lifecycle Owner: Infrastructure and Operations Manager	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.	\$57,475	Q1 through Q4	Maintain Services

2024 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

2024 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 - On Premise	Measures the availability of physical on premises (at County owned or leased locations) core infrastructure, servers and networking. 99.9% represents 43 minutes per month of unplanned outage.
Infrastructure Uptime - Cloud Datacentre	Measures the availability of cloud datacentre core infrastructure, servers and networking. 99.9% represents 43 minutes per month of unplanned outage.



Cyber Security Program Major Initiatives and Departmental Focus

Information Technology Strategic Plan

A roadmap for effectively utilizing technology to attain broader corporate objectives in the County. It ensures alignment with corporate strategy, maximizing IT investments' value, and directly contributing to County goals. The plan aids resource allocation, directing budget, staff, and resources to priority projects, enhancing outcomes. It includes risk assessment, identifying vulnerabilities, and proactive measures for data security and compliance. The plan outlines a technology roadmap, sequencing new technology adoption, system upgrades, and retiring obsolete ones. Informed decision-making is facilitated by the plan, benefiting both strategic and operational levels. It guarantees scalability and adaptability, allowing the organization to grow and seize opportunities while maintaining systems. The plan establishes measurable goals and indicators, enabling the evaluation of IT initiatives. Overall, the IT strategic plan aligns technology, optimizes resources, mitigates risks, and encourages innovation and modernization.

Cybersecurity Program

Sustained investment in cybersecurity offers advantages such as safeguarding sensitive data, strengthening County security, and thwarting cyber threats. This ensures regulatory compliance, supports economic stability, and promotes technological advancement. It enables efficient incident response and reinforces the County's resilience in an ever-more digital and interconnected landscape, ultimately curbing potential economic losses and enhancing overall stability.

Persistent commitment to enhancing systems and personnel will increasingly diminish the potential attack surface for cyber threats. A reinvestment into existing technologies which will allow increased productivity and collaboration between County staff and public entities.

Secure Remote Access Modernization

In today's digital landscape, secure remote access is critical for organizations, but traditional security models are proving inadequate. Working towards Zero Trust, a paradigm shift that promotes a "never trust, always verify" approach to security. This model recognizes that threats can come from inside or outside the network and mandates continuous verification of users, devices, and applications seeking access. Embracing a modern secure remote access strategy with Zero Trust is essential in the face of evolving cyber threats. By implementing these measures, it enhances our ability to protect critical assets, ensure business continuity, and empower our workforce to operate securely from anywhere.

Benefits of this approach are significant. It enhances security by eliminating trust assumptions, securing remote workforces without compromising safety. Compliance requirements are met more effectively, and the attack surface is reduced through micro-segmentation and strict access controls. Further reduces our exposure to attack and augments practices and ability to prevent costly data breaches and reputational damage.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,195,948	1,389,587	0	0	291,066	0	0	0	0	0	0	1,680,653	291,066
Staff Related Costs	37,408	39,900	0	0	11,000	0	0	0	0	0	0	50,900	11,000
Contract Services	1,931,494	2,184,071	27,300	(181,500)	413,013	82,000	0	0	0	0	0	2,524,884	340,813
Material	70,540	95,016	1,500	0	56,227	0	0	0	0	0	0	152,743	57,727
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	87,500	0	0	(87,500)	0	0	0	0	0	0	0	(87,500)
Fleet Costs	4,417	4,000	0	0	(2,000)	0	0	0	0	0	0	2,000	(2,000)
Facility Costs	37,887	44,257	0	0	(374)	0	0	0	0	0	0	43,883	(374)
Other Internal Costs	(3,281,899)	(4,223,361)	(28,800)	171,000	(612,992)	(39,500)	0	0	0	0	0	(4,733,653)	(510,292)
Total Expenditures	(4,205)	(379,030)	0	(10,500)	68,440	42,500	0	0	0	0	0	(278,590)	100,440
Percent of Expenditure Budget		100.0%	100.0%	2.8%	(18.1%)	(11.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	(26.5%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	250,476	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	100,000	0	0	0	0	0	0	100,000	100,000
Transfers from Reserves	241,943	36,000	0	(10,500)	(25,500)	42,500	0	0	0	0	0	42,500	6,500
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	492,419	36,000	0	(10,500)	74,500	42,500	0	0	0	0	0	142,500	106,500
Net Requirement	(496,624)	(415,030)	0	0	(6,060)	0	0	0	0	0	0	(421,090)	(6,060)
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	11.67	0.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.4%	(88.6%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">\$27,300 - Estimate to provide backup Internet connections to Paramedic Services, Transportation Services and all Hub sites</div> <div>Maintain Services<ul style="list-style-type: none">New FTE - Lead Network, Infrastructure and Operations Analyst to support the current demand for systems and facilities expansions, align County systems with industry best practices and modernization efforts.Grid increase for ITS staff\$29,100 - Organization Internet connections agreements moved under ITS budget\$29,698 To support the costs for the new printer leases for Paramedic Services and Libraries and associated licensing costs\$38,500 Firewall Security subscriptions. Price increases as well as 10 new Housing and 2 Paramedic Services sites. New firewalls for hub locations\$50,000 Additional funds to support the continuation and modernization effort for Cloud Datacenter as well as a 6% increase of all Microsoft Services across the board.\$107,686 Microsoft Licensing - Includes a 6% price increase across the board. A portion of our eligibility for Academic licensing changed and we must shift to not for profit licensing.\$114,900 ITSEC initiatives and associated professional services, which include secure email processing, vulnerability management, detection and response, server and endpoint patch management and further enhancements to our web scanning of server and IOT devices</div>	<div>One Time Items<ul style="list-style-type: none">\$42,500 (year 1 of 2) ITS Strategic Plan - An IT strategic plan is a document that outlines an organization's goals and objectives for using technology to achieve its business objectives. It provides a framework for making technology-related decisions and investments that align with the organization's overall strategy.\$27,500 ITSEC-21 -Consultancy Service for investigating best practices and utilizing SharePoint and OneDrive for external sharing</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">There are no operational impacts from ITS capital projects.</div>



County of Bruce
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Expenditures by Type													
Salaries, Wages & Benefits	1,195,948	1,389,587	0	0	291,066	0	0	0	0	0	0	1,680,653	291,066
Staff Related Costs	37,408	39,900	0	0	11,000	0	0	0	0	0	0	50,900	11,000
Contract Services	1,931,494	2,184,071	27,300	(181,500)	413,013	82,000	0	0	0	0	0	2,524,884	340,813
Material	70,540	95,016	1,500	0	56,227	0	0	0	0	0	0	152,743	57,727
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	87,500	0	0	(87,500)	0	0	0	0	0	0	0	(87,500)
Fleet Costs	4,417	4,000	0	0	(2,000)	0	0	0	0	0	0	2,000	(2,000)
Facility Costs	37,887	44,257	0	0	(374)	0	0	0	0	0	0	43,883	(374)
Other Internal Costs	(3,281,899)	(4,223,361)	(28,800)	171,000	(612,992)	(39,500)	0	0	0	0	0	(4,733,653)	(510,292)
Total Expenditures	(4,205)	(379,030)	0	(10,500)	68,440	42,500	0	0	0	0	0	(278,590)	100,440
Percent of Expenditure Budget		100.0%	100.0%	2.8%	(18.1%)	(11.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	(26.5%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	250,476	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	100,000	0	0	0	0	0	0	100,000	100,000
Transfers from Reserves	241,943	36,000	0	(10,500)	(25,500)	42,500	0	0	0	0	0	42,500	6,500
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	492,419	36,000	0	(10,500)	74,500	42,500	0	0	0	0	0	142,500	106,500
Net Requirement	(496,624)	(415,030)	0	0	(6,060)	0	0	0	0	0	0	(421,090)	(6,060)
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	11.67	0.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.4%	(88.6%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,218,451	1,195,948	1,389,587	1,680,653	291,066	1,984,201	2,041,309	2,100,296	2,161,234
Staff Related Costs	34,900	37,408	39,900	50,900	11,000	57,900	46,900	46,900	46,000
Contract Services	1,682,851	1,931,494	2,184,071	2,524,884	340,813	2,883,711	2,614,018	2,690,608	2,769,500
Material	52,400	70,540	95,016	152,743	57,727	133,353	137,607	142,009	146,565
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	87,500	0	87,500	0	(87,500)	0	0	0	0
Fleet Costs	2,000	4,417	4,000	2,000	(2,000)	2,000	2,000	2,000	0
Facility Costs	37,887	37,887	44,257	43,883	(374)	50,073	49,916	50,212	58,991
Other Internal Costs	(3,281,899)	(3,281,899)	(4,223,361)	(4,733,653)	(510,292)	(5,440,549)	(5,229,445)	(5,378,271)	(5,537,256)
Total Expenditures	(165,910)	(4,205)	(379,030)	(278,590)	100,440	(329,311)	(337,695)	(346,246)	(354,966)
Percent of Expenditure Budget				(26.5%)		18.2%	2.5%	2.5%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	250,476	0	0	0	0	0	0	0
Municipal	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000
Transfers from Reserves	107,500	241,943	36,000	42,500	6,500	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	107,500	492,419	36,000	142,500	106,500	100,000	100,000	100,000	100,000
Net Requirement	(273,410)	(496,624)	(415,030)	(421,090)	(6,060)	(429,311)	(437,695)	(446,246)	(454,966)
Percent of Prior Year Budget				1.5%		2.0%	2.0%	2.0%	2.0%
Full Time Equivalent (FTEs)	10.67	0.00	11.67	13.00	1.33	15.00	15.00	15.00	15.00
Percent of Prior Year FTE				11.4%		15.4%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,218,451	1,195,948	1,389,587	1,680,653	291,066	1,984,201	2,041,309	2,100,296	2,161,234
Staff Related Costs	34,900	37,408	39,900	50,900	11,000	57,900	46,900	46,900	46,000
Contract Services	1,682,851	1,931,494	2,184,071	2,524,884	340,813	2,883,711	2,614,018	2,690,608	2,769,500
Material	52,400	70,540	95,016	152,743	57,727	133,353	137,607	142,009	146,565
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	87,500	0	87,500	0	(87,500)	0	0	0	0
Fleet Costs	2,000	4,417	4,000	2,000	(2,000)	2,000	2,000	2,000	0
Facility Costs	37,887	37,887	44,257	43,883	(374)	50,073	49,916	50,212	58,991
Other Internal Costs	(3,281,899)	(3,281,899)	(4,223,361)	(4,733,653)	(510,292)	(5,440,549)	(5,229,445)	(5,378,271)	(5,537,256)
Total Expenditures	(165,910)	(4,205)	(379,030)	(278,590)	100,440	(329,311)	(337,695)	(346,246)	(354,966)
Percent of Expenditure Budget				(26.5%)		18.2%	2.5%	2.5%	2.5%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	250,476	0	0	0	0	0	0	0
Municipal	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000
Transfers from Reserves	107,500	241,943	36,000	42,500	6,500	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	107,500	492,419	36,000	142,500	106,500	100,000	100,000	100,000	100,000
Net Requirement	(273,410)	(496,624)	(415,030)	(421,090)	(6,060)	(429,311)	(437,695)	(446,246)	(454,966)
Percent of Prior Year Budget				1.5%		2.0%	2.0%	2.0%	2.0%
Full Time Equivalentents (FTEs)	10.67	0.00	11.67	13.00	1.33	15.00	15.00	15.00	15.00
Percent of Prior Year FTE				11.4%		15.4%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	617,360	226,463	186,940	(39,523)	820,670	797,364	149,373	321,577
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	583	3,000	0	(3,000)	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	617,943	229,463	186,940	(42,523)	820,670	797,364	149,373	321,577
Transfer to Reserves	341,910	395,750	404,525	8,775	412,456	420,545	428,796	437,211
Total Expenditure	959,853	625,213	591,465	(33,748)	1,233,126	1,217,909	578,169	758,788
% of Prior Expenditure			(5.4%)		108.5%	(1.2%)	(52.5%)	31.2%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	65,378	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	547,373	210,183	170,375	(39,808)	803,815	780,214	131,923	303,822
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	612,751	210,183	170,375	(39,808)	803,815	780,214	131,923	303,822
Net Requirement	347,102	415,030	421,090	6,060	429,311	437,695	446,246	454,966
% of Prior Net Requirement			1.5%		2.0%	2.0%	2.0%	2.0%



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	97,850	(97,850)	0	0
IT-2021-004 Infrastructure - Server and Storage	31,615	(15,050)	16,565	0
IT-2021-005 Infrastructure - Networks	57,475	(57,475)	0	0
IT-2021-R01 Transfer to Reserves -Computing, Network, Server and Printers	396,525	0	396,525	0
IT-2021-R02 ITS Vehicle	8,000	0	8,000	0
Net Cost of Capital Projects	591,465	(170,375)	421,090	0
Total Information Technology	591,465	(170,375)	421,090	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
IT Information Technology															
Capital Projects															
IT-2021-002 End User Computing Lifecycle	97,850	(97,850)	0	100,786	(100,786)	0	103,809	(103,809)	0	106,923	(106,923)	0	110,131	(110,131)	0
IT-2021-003 Meeting Room Technology	0	0	0	25,000	(25,000)	0	25,000	(25,000)	0	25,000	(25,000)	0	25,000	(25,000)	0
IT-2021-004 Infrastructure - Server and Storage	31,615	(15,050)	16,565	452,700	(435,845)	16,855	81,865	(64,715)	17,150	17,450	0	17,450	55,122	(37,367)	17,755
IT-2021-005 Infrastructure - Networks	57,475	(57,475)	0	242,184	(242,184)	0	586,690	(586,690)	0	0	0	0	131,324	(131,324)	0
IT-2021-R01 Transfer to Reserves -Computing, Netv	396,525	0	396,525	404,456	0	404,456	412,545	0	412,545	420,796	0	420,796	429,211	0	429,211
IT-2021-R02 ITS Vehicle	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000
Net Cost of Capital Projects	591,465	(170,375)	421,090	1,233,126	(803,815)	429,311	1,217,909	(780,214)	437,695	578,169	(131,923)	446,246	758,788	(303,822)	454,966
Total Information Technology	591,465	(170,375)	421,090	1,233,126	(803,815)	429,311	1,217,909	(780,214)	437,695	578,169	(131,923)	446,246	758,788	(303,822)	454,966

2023 Balance	Transfers From	Transfers To	Interest Reallocation	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding	Notes and Comments
				Information and Technology Capital Reserve Funds					
Information Technology				Information Technology					
\$ 561,848.88				Other Computer Software	\$561,848.88	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.	May include funds set aside for annual MS Office Licensing, Share Point Licencing and Server Licencing
\$ 35,233.94				Library Hardware	\$35,233.94	150-1110-ITCP			
\$ 457,961.61	(\$230,875.00)	\$ 396,525.00		Computer Hardware	\$623,611.61	150-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.	Includes Council Laptops. Moved to CAO reserve
\$ 24,018.86				Network Infrastructure	\$24,018.86	185-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to enhance network infrastructure.	Includes but not limited to network storage, network switches, widearea network.
				Vehicle and Machine Replacement					
Information Technology				Information Technology					
\$ 40,934.67		\$ 8,000.00		Information and Technology Vehicle	\$48,934.67	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	Operational fleet is one van.
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)					
Information Technology				Information Technology					
\$ 7,288.79				Office Furniture	\$7,288.79	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					
\$ 3,323.96				Information and Technology - Project Management Portal	\$3,323.96	185-1120-EQUI	Annual Operating budget contributions.	Specific undertakings related to Project Management as deemed appropriate by Director and Council.	2011 Budget Contribution
\$ 23.81				Meeting Rm modernization	\$23.81	185-1120-EQUI	Year End unspent project funds earmarked for this purpose	Intended use is to replace the meeting room moderniztion.	2020 budget
				Operating Surplus Reserves					
Information Technology				Information Technology					
\$ 1,130,634.52 (\$230,875.00) \$ 404,525.00 \$ -				\$1,304,284.52					



Be an explorer.

2024 - 2028 Budget and Forecast

Human Resources Budget Reference

2024 Bruce County Business Plan

Department: Human Resources

Service Divisions include Employee Health & Labour Relations, Employee Relations & Talent Acquisition and Total Compensation and Systems.

Strategic Priorities:

- Goal 1. Build a strong and inclusive community.
- Goal 2. Enhance and grow partnerships.
- Goal 3. Strengthen County's use of technology and innovative initiatives.
- Goal 5. Ensure a positive, inclusive, and accountable work culture.
- Goal 6. Be an employer of choice.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q4)	2024 Budget
Turnover Rate* *Permanent staff	8.5%	9.4%	9%	8%	18.17%	23.51%	0%	12
FTE	543	547	538	540	534	539.09	0	550
Headcount**	609	622	625	625	647	788	0	800

2024 Bruce County Business Plan

Full-time	379	394	397	400	402	418	0	
Part-time	230	228	228	225	245	226		
Casual						59		
Temporary						41		
Contract						26		
Seasonal						0		
Student						17		
Lost Injury Time Frequency	1.1	3.3	2.4	2.0	2.2	1.1 (4.71 with COVID claims)	0	2
Sick Time Paid #LTD Claims (current)	\$1,094,634 10	\$1,109,777 17	\$990,000	\$975,000	\$1,181,409 .70 8 (1 pending)	\$1,067,167. 26 13 (1 Pending + 4 Being Appealed)	0	\$1,200,000
WSIB Claims (total Medical Aids and Lost time Incidents)	28	32	10	32	11	24 (37 additional COVID claims)	0	40
% of Staff Unionized - OMBI	63%	65%	65%	65%	62.94%	60.91%	0%	61%

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Review and Update Department KPIs	\$15,000 (Internal Staff)			
2. Review Corporate Training	\$15,000 (Internal Staff)			
3. Enhance HR Systems Processes	\$15,000 (Internal Staff)			
4. Recognition Program	\$10,000 (Internal Staff)			
5. Immigrants Work Partnership	\$10,000 (Internal Staff)			
6. Health & Safety Program	\$20,000 (Internal Staff)			
7. Employee Wellness Program	\$20,000 (Internal Staff)			

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Review and Update Department KPIs Owners: Director and all Division Managers	<p>Review current KPIs and develop new relevant KPIs for the Human Resources Department that aligns with the Bruce County Strategic Plan to support business decisions.</p> <p>Phase 1 - Research new KPIs</p> <p>Phase 2 - Test potential new KPIS in background each quarter</p> <p>Phase 3 - Introduce new KPIs for the 2025 Business Plan.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Strengthen County's use of technology and innovative initiatives 	\$15,000 Internal Staff Resources	Q1-Phase 1 Q2 - Phase 2 Q3 - Phase 3	Maintain Service
2. Review Corporate Training Owners: Director and all Division Managers	<p>Review all current corporate training programs and platforms, and work to centralize on Compass or other platform for ease of use across all departments. Initial focus will be on Supervisor/Manager training, with the end goal of a centralized platform for all corporate training across the entire organization.</p> <p>Phase 1 - Review all current corporate training initiatives and determine platform for hosting training.</p>	\$15,000 Internal Staff Resources	Q1 - Phase 1 Q2 - Phase 2 Q3/Q4 - Phase 3	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>Phase 2 - Launch initial training programs onto platform, with a focus on Supervisor/Manager and legislative training.</p> <p>Phase 3 - Ongoing development and upkeep of the platform.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Strengthen County's use of technology and innovative initiatives • Employer of Choice 			
<p>3. Enhance HR Systems Processes</p> <p>Owners: Total Compensation & Systems Specialist</p>	<p>Continuous Improvement for systems processes including developing HR Systems Roadmap SOPs to support processes and training. Update current documentation. This will create additional resources for HR staff to support our employees as they use the systems in their day-to-day work.</p> <p>Phase 1 - Review of HR systems for priority of documentation.</p> <p>Phase 2 - Develop SOPs for key systems.</p> <p>Phase 3 - Update document/training processes for systems.</p> <p>Link to Strategic Priorities:</p>	\$15,000 Internal Staff Resources	<p>Q1 - Phase 1</p> <p>Q2 - Phase 2</p> <p>Q3 - Phase 3</p>	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> Strengthen County's use of technology and innovative initiatives 			
4. Recognition Program Owners: Talent Acquisition & Employee Relations Manager	<p>Ongoing growth of recognition program with a focus on new recognition options (peer to peer, awards, ongoing) and celebrations.</p> <p>Enhance positive employment life cycle experiences, employee retention and address employment experience themes from preceding years; Organizational Culture and Recognition and Reward. Aid in attaining the organizations overall strategic goals.</p> <p>Phase 1 - Review of potential options for enhancements to the Recognition program including; look to create a Recognition committee.</p> <p>Phase 2 - Determine budget impact for 2025 rollout.</p> <p>Phase 3 - Rollout preparation including sourcing any necessary external partnerships.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Employer of Choice 	\$10,000 Internal Staff Resources	Q2 - Phase 1 Q3 - Phase 2 Q4 - Phase 3	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
5. Immigrants Work Partnership Owners: Talent Acquisition & Employee Relations Manager	<p>Become a key contributor to the Immigrants Work partnership with Grey County and other local employers.</p> <p>The #ImmigrantsWork in Grey Bruce initiative will require a group of committed organizations to make up the Foundational Partners that will be critical for informing the initiative's outputs and ultimately, its impact.</p> <p>Phase 1 - Attend program development workshops and determine next steps for Bruce County involvement and support of the program.</p> <p>Phase 2 - Create internal structure for supporting the program, based on outcomes of workshops.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community • Enhance and Grow Partnerships • Ensure a positive, inclusive and accountable work culture • Be an employer of choice 	\$10,000 Internal Staff Resources	Q1 - Phase 1 Q2/Q3 - Phase 2	
6. Health & Safety Program	Continuous improvement and review of health and safety processes including SMAAT and Risk Assessments.	\$20,000 Internal Staff Resource	Q1 - Phase 1 Q2 - Phase 2	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Health, Safety & Wellness Specialist/Employee Health & Labour Relations Manager	<p>Create an organizational approach to health and safety reporting and risk; including review of procedure, reporting requirements, and appropriate training.</p> <p>Phase 1 - Roll out of new JHSC structure and confirm members.</p> <p>Phase 2 - Clarify training requirements for member and non-member participants.</p> <p>Phase 3 - Ensure H&S organizational framework is established, documented and sustainable.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Ensure a positive, inclusive and accountable work culture • Be an employer of choice 		Q3/Q4 - Phase 3	
<p>7. Employee Wellness Program</p> <p>Owners: Health, Safety & Wellness Specialist, Employee Health & Labour Relations Manager</p>	<p>Review and redevelopment of the Wellness Program and Committee.</p> <p>Create a functional and sustainable framework for the corporate employee wellness program.</p> <p>Phase 1 - Review Wellness committee structure and research wellness best practices</p>	\$20,000 Internal Staff Resource	<p>Q2 - Phase 1</p> <p>Q3 - Phase 2</p> <p>Q4 - Phase 3</p>	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>Phase 2 - Initial program structure development, including budget requirements.</p> <p>Phase 3 - Rollout program communication with a goal of full implementation in 2025.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none">• Ensure a positive, inclusive and accountable work culture• Be an employer of choice			

2024 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>
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>
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



Major Initiatives and Departmental Focus

2024 will be a year of continued process and service improvement for Human Resources and Health, Safety & Wellness. Our focus will be on:

- Implementation of new KPIs
- Development of a centralized corporate training program
- Roll out of the recommendations from our Health & Safety audit
- Review of our Wellness program



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,681,851	1,699,765	0	0	315,217	0	0	0	0	0	0	2,014,982	315,217
Staff Related Costs	87,607	168,002	0	0	9,640	0	0	0	0	0	0	177,642	9,640
Contract Services	461,767	628,333	0	0	(146,331)	0	0	0	0	0	0	482,002	(146,331)
Material	327,642	419,952	10,000	0	(291,261)	0	0	0	0	0	0	138,691	(281,261)
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	79,834	93,257	0	0	(789)	0	0	0	0	0	0	92,468	(789)
Other Internal Costs	(1,656,333)	(1,997,192)	(10,000)	0	(97,424)	0	0	0	0	0	0	(2,104,616)	(107,424)
Total Expenditures	982,368	1,012,117	0	0	(210,948)	0	0	0	0	0	0	801,169	(210,948)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(20.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(20.8%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	9,133	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	847,659	1,046,617	0	0	(220,448)	0	0	0	0	0	0	826,169	(220,448)
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	55	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	856,847	1,046,617	0	0	(220,448)	0	0	0	0	0	0	826,169	(220,448)
Net Requirement	125,521	(34,500)	0	0	9,500	0	0	0	0	0	0	(25,000)	9,500
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(27.5%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(27.5%)	
Full Time Equivalents (FTE's)	0.00	12.67	0.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	7.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.5%	(89.5%)



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">• Additional salary and benefit increases reflect maintaining the current staff compliment.• Additional legal fees to reflect spending and project requirements• Overall reduction in consulting fees, but also reflective of increase costs for Acclaim disability management services	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
Program Support Human Resources
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,308,564	1,308,676	0	0	153,336	0	0	0	0	0	0	1,462,012	153,336
Staff Related Costs	47,369	99,960	0	0	1,006	0	0	0	0	0	0	100,966	1,006
Contract Services	352,858	401,483	0	0	(114,947)	0	0	0	0	0	0	286,536	(114,947)
Material	75,661	99,521	0	0	5,829	0	0	0	0	0	0	105,350	5,829
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	79,834	93,257	0	0	(789)	0	0	0	0	0	0	92,468	(789)
Other Internal Costs	(1,642,053)	(1,975,412)	0	0	(96,920)	0	0	0	0	0	0	(2,072,332)	(96,920)
Total Expenditures	222,233	27,485	0	0	(52,485)	0	0	0	0	0	0	(25,000)	(52,485)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(191.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(191.0%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	9,133	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	78,303	61,985	0	0	(61,985)	0	0	0	0	0	0	0	(61,985)
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	55	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	87,491	61,985	0	0	(61,985)	0	0	0	0	0	0	0	(61,985)
Net Requirement	134,742	(34,500)	0	0	9,500	0	0	0	0	0	0	(25,000)	9,500
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(27.5%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(27.5%)	
Full Time Equivalents (FTE's)	0.00	9.84	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.17	0.33
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%	3.4%	(96.6%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">Additional FTE - Health, Safety & Wellness Specialist</div> <div>Currently the County only has 1 dedicated employee responsible for all Health, Safety and Wellness. The Manager supports this program, but is also solely responsible for all Labour Relations. This new role will ensure the County continues to not only maintain legislative compliance, but will support the development of a comprehensive and sustainable Health, Safety & Wellness program, with the aim of reducing employee sick time, and being an Employer of Choice.</div> <div>Maintain Services<ul style="list-style-type: none"></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">Overall reduction in the draw from reserves for the program due to removal of insurance premiums based on review of coverage provided</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none"></div>



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	373,287	391,089	0	0	161,881	0	0	0	0	0	0	552,970	161,881
Staff Related Costs	35,581	57,542	0	0	8,319	0	0	0	0	0	0	65,861	8,319
Contract Services	108,909	226,850	0	0	(31,384)	0	0	0	0	0	0	195,466	(31,384)
Material	250,414	309,151	0	0	(297,279)	0	0	0	0	0	0	11,872	(297,279)
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	768,191	984,632	0	0	(158,463)	0	0	0	0	0	0	826,169	(158,463)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(16.1%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(16.1%)	
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	769,356	984,632	0	0	(158,463)	0	0	0	0	0	0	826,169	(158,463)
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	769,356	984,632	0	0	(158,463)	0	0	0	0	0	0	826,169	(158,463)
Net Requirement	(1,165)	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	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.83	1.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	35.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	35.3%	(64.7%)



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">• Increased budget is reflective of Long Term Care Wellness initiatives moving from LTC to Wellness program for administration. No actual change in spending.•	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
Employee Wellness
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	4,657	10,500	0	0	315	0	0	0	0	0	0	10,815	315
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	1,567	11,280	10,000	0	189	0	0	0	0	0	0	21,469	10,189
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	(14,280)	(21,780)	(10,000)	0	(504)	0	0	0	0	0	0	(32,284)	(10,504)
Total Expenditures	(8,056)	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Expenditure Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	(8,056)	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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,524,185	1,681,851	1,699,765	2,014,982	315,217	2,167,258	2,234,056	2,303,281	2,375,039
Staff Related Costs	126,201	87,607	168,002	177,642	9,640	189,294	195,903	202,769	209,911
Contract Services	333,930	461,767	628,333	482,002	(146,331)	546,477	561,949	566,298	595,851
Material	354,542	327,642	419,952	138,691	(281,261)	139,895	143,641	147,500	151,473
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	79,834	79,834	93,257	92,468	(789)	105,511	105,181	105,803	124,303
Other Internal Costs	(1,656,333)	(1,656,333)	(1,997,192)	(2,104,616)	(107,424)	(2,307,225)	(2,389,150)	(2,447,573)	(2,537,576)
Total Expenditures	762,359	982,368	1,012,117	801,169	(210,948)	841,210	851,580	878,078	919,001
Percent of Expenditure Budget				(20.8%)		5.0%	1.2%	3.1%	4.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	9,133	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	796,359	847,659	1,046,617	826,169	(220,448)	866,210	876,580	903,078	946,501
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	55	0	0	0	0	0	0	0
Total Revenue	796,359	856,847	1,046,617	826,169	(220,448)	866,210	876,580	903,078	946,501
Net Requirement	(34,000)	125,521	(34,500)	(25,000)	9,500	(25,000)	(25,000)	(25,000)	(27,500)
Percent of Prior Year Budget				(27.5%)		0.0%	0.0%	0.0%	10.0%
Full Time Equivalentents (FTEs)	12.00	0.00	12.67	14.00	1.33	15.00	15.00	15.00	15.00
Percent of Prior Year FTE				10.5%		7.1%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,155,335	1,308,564	1,308,676	1,462,012	153,336	1,598,564	1,649,131	1,701,598	1,756,051
Staff Related Costs	62,021	47,369	99,960	100,966	1,006	109,453	112,740	116,121	119,606
Contract Services	217,505	352,858	401,483	286,536	(114,947)	329,891	354,578	352,706	359,833
Material	93,358	75,661	99,521	105,350	5,829	106,003	109,183	112,459	115,832
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	79,834	79,834	93,257	92,468	(789)	105,511	105,181	105,803	124,303
Other Internal Costs	(1,642,053)	(1,642,053)	(1,975,412)	(2,072,332)	(96,920)	(2,274,422)	(2,355,813)	(2,413,687)	(2,503,125)
Total Expenditures	(34,000)	222,233	27,485	(25,000)	(52,485)	(25,000)	(25,000)	(25,000)	(27,500)
Percent of Expenditure Budget				(191.0%)		0.0%	0.0%	0.0%	10.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	9,133	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	78,303	61,985	0	(61,985)	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	55	0	0	0	0	0	0	0
Total Revenue	0	87,491	61,985	0	(61,985)	0	0	0	0
Net Requirement	(34,000)	134,742	(34,500)	(25,000)	9,500	(25,000)	(25,000)	(25,000)	(27,500)
Percent of Prior Year Budget				(27.5%)		0.0%	0.0%	0.0%	10.0%
Full Time Equivalent (FTEs)	9.17	0.00	9.84	10.17	0.33	11.17	11.17	11.17	11.17
Percent of Prior Year FTE				3.4%		9.8%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	368,850	373,287	391,089	552,970	161,881	568,694	584,925	601,683	618,988
Staff Related Costs	53,680	35,581	57,542	65,861	8,319	68,702	71,689	74,830	78,133
Contract Services	116,425	108,909	226,850	195,466	(31,384)	216,586	207,371	213,592	236,018
Material	254,904	250,414	309,151	11,872	(297,279)	12,228	12,595	12,973	13,362
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	793,859	768,191	984,632	826,169	(158,463)	866,210	876,580	903,078	946,501
Percent of Expenditure Budget				(16.1%)		4.8%	1.2%	3.0%	4.8%
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	793,859	769,356	984,632	826,169	(158,463)	866,210	876,580	903,078	946,501
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	793,859	769,356	984,632	826,169	(158,463)	866,210	876,580	903,078	946,501
Net Requirement	0	(1,165)	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalentents (FTEs)	2.83	0.00	2.83	3.83	1.00	3.83	3.83	3.83	3.83
Percent of Prior Year FTE				35.3%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	10,500	4,657	10,500	10,815	315	11,139	11,474	11,818	12,172
Contract Services	0	0	0	0	0	0	0	0	0
Material	6,280	1,567	11,280	21,469	10,189	21,664	21,863	22,068	22,279
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	(14,280)	(14,280)	(21,780)	(32,284)	(10,504)	(32,803)	(33,337)	(33,886)	(34,451)
Total Expenditures	2,500	(8,056)	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	2,500	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	2,500	0	0	0	0	0	0	0	0
Net Requirement	0	(8,056)	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
Human Resources
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	27,000	27,000	0	0	0	0
Technology & Communications	1,348	11,000	0	(11,000)	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	1,165	2,500	0	(2,500)	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	2,513	13,500	27,000	13,500	0	0	0	0
Transfer to Reserves	32,000	21,000	25,000	4,000	25,000	25,000	25,000	27,500
Total Expenditure	34,513	34,500	52,000	17,500	25,000	25,000	25,000	27,500
% of Prior Expenditure			50.7%		(51.9%)	0.0%	0.0%	10.0%
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	27,000	27,000	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	27,000	27,000	0	0	0	0
Net Requirement	34,513	34,500	25,000	(9,500)	25,000	25,000	25,000	27,500
% of Prior Net Requirement			(27.5%)		0.0%	0.0%	0.0%	10.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,348	11,000	0	(11,000)	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	2,500	0	(2,500)	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	1,348	13,500	0	(13,500)	0	0	0	0
Transfer to Reserves	32,000	21,000	25,000	4,000	25,000	25,000	25,000	27,500
Total Expenditure	33,348	34,500	25,000	(9,500)	25,000	25,000	25,000	27,500
% of Prior Expenditure			(27.5%)		0.0%	0.0%	0.0%	10.0%
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	33,348	34,500	25,000	(9,500)	25,000	25,000	25,000	27,500
% of Prior Net Requirement			(27.5%)		0.0%	0.0%	0.0%	10.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	27,000	27,000	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	1,165	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	1,165	0	27,000	27,000	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	1,165	0	27,000	27,000	0	0	0	0
% of Prior Expenditure			0.0%		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	27,000	27,000	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	27,000	27,000	0	0	0	0
Net Requirement	1,165	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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
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-R01 Transfer to Reserves Avanti Computer Upgrade -Desktop Software	25,000	0	25,000	0
WE-2024-001 Respiratory Fit Test Machine	27,000	(27,000)	0	0
Net Cost of Capital Projects	52,000	(27,000)	25,000	0
Total Workplace Engagement Services	52,000	(27,000)	25,000	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
WE Workplace Engagement Services															
Capital Projects															
WE-2021-R01 Transfer to Reserves Avanti Computer	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	27,500	0	27,500
WE-2024-001 Respiratory Fit Test Machine	27,000	(27,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cost of Capital Projects	52,000	(27,000)	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	27,500	0	27,500
Total Workplace Engagement Services	52,000	(27,000)	25,000	25,000		25,000	25,000		25,000	25,000		25,000	27,500		27,500

2023 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				
\$ 1,678,318.90	(\$853,169.00)	\$ 1,271,226.00		Workers Safety Insurance	\$2,096,375.90	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				
\$ 176,048.00		\$ 25,000.00		Computer Software	\$201,048.00	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.
\$ -				Computer Hardware	\$0.00	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				
\$ 2,705.96				Office Furniture	\$2,705.96	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				
\$ 2,505.12				Employee Wellness	\$2,505.12	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				
\$3,242.26				HR-Project reserve- Labelling	\$3,242.26	175-1120-PROJ	Year End unspent project funds earmarked for this purpose	electrical circuit labeling Labeling project in 2017
\$668.03				HR-Project reserve-Job Evaluation	\$668.03	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
\$10,302.20				HR-Project	\$10,302.20	175-1120-PROJ	Committed funds trsf from Tax Stabilization	Pro Ergonomics project 2019/Smart clinic 2020
\$ 1,873,790.47	(\$853,169.00)	\$ 1,296,226.00	\$ -	\$ 2,316,847.47				



Be an explorer.

2024 - 2028 Budget and Forecast

Paramedic Services Budget Reference

2024 Bruce County Business Plan

Department: Paramedic Services

Strategic Priorities:

- Goal 1. Build a strong and inclusive community
- Goal 2. Enhance and grow partnerships.
- Goal 3. Strengthen County’s use of technology and innovative initiatives.
- Goal 4. Promote responsible growth.
- Goal 5. Ensure a positive, inclusive, and accountable work culture.
- Goal 6. Be an employer of choice.
- Goal 7. Build capacity to adapt to and mitigate the impacts of climate change.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Q2	2024 Budget
Total paramedic responses per 1,000 population	103	104	106	123	124	73	126
Average length of time from crew notification to arrival for Code 3 and 4 calls.	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 13:35 L 10:12 I 09:17 C 10:52	P 13:24 L 10:20 I 09:04 C 10:52	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: 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 25:25 L 17:18 I 17:21 C 20:28	P 24:56 L 17:22 I 17:02 C 20:12	P 26:10 L 17:40 I 16:55 C 20:48
Cost to provide one hour of ambulance service.	\$169	\$176	\$191	\$177	\$189		
Annual compliance with Council approved Ambulance Response time 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	Met 6 of 6 criteria	Meet 6 of 6

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Replacement of Three (3) Ambulances with Power Loads & Power Stretchers		\$829,700	\$829,700	
2. Update 10 Year Strategic Plan	\$33,150		\$33,150	
3. Expand Community Paramedicine in Saugeen Shores, South Bruce, Huron/Kinloss	\$5,000 Staff costs		\$5,000	
4. Explore further connections to Southwestern Ontario Aboriginal Health Access Centre	\$2,500 Staff Costs		\$5,000	
5. Develop initiatives to support vulnerable resident's that may struggle to access care and support in usual ways or settings	\$5,000 Staff Costs		\$5,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Update 10 Year Strategic Plan 3</p> <p>Owner: Paramedic Services Director and Deputy Chiefs</p>	<p>Strategic Plan Update due to higher than anticipated call volumes the past couple of years with more growth along the lakeshore than expected. Several new subdivision approvals last 18 months could impact service delivery in future years.</p> <p>Link to Strategic Priorities: This project supports foundational work previously completed. It will look at areas for improvement and service enhancement due to growth and increased call volumes. This initiative supports us in delivering on our value of “Excellence.”</p>	\$33,1500	End of Q2 - 2024	Service Initiative
<p>2. Proposal for ambulance at Saugeen First Nations & Chippewas of Nawash Communities</p> <p>Owner: Paramedic Services Director, Office of the CAO and Ministry of Health</p>	<p>Consultation with Saugeen First Nations, Chippewas of Nawash and Ministry of Health on proposal to obtain two ambulances and financing to service both communities.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community • Enhance and grow partnerships 	\$15,000 (staff time absorbed)	Q4 – 2024 to end of Q2 2025	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Expand Community Paramedicine in Saugeen Shores, South Bruce, Huron/Kinloss</p> <p>Owner: Superintendent of Community Paramedicine</p>	<p>Develop delegations to further service residence particularly in the southern areas that have difficulty accessing services ie: bloodwork. Saugeen Shores lacks team-based care. Ie: No Family Health Team Structure, making it more difficult to access the physicians to introduce the program.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Enhance and grow partnerships 	Staff time absorbed	Q2	Service Initiative
<p>2. Explore further connections to Southwestern Ontario Aboriginal Health Access Centre</p> <p>Owner: Superintendent of Community Paramedicine</p>	<p>Continuing to develop relationships with the Southwestern Ontario Aboriginal Health Access Centre to service these residences in their community.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Build a strong and inclusive community Enhance and grow partnerships 	Staff time absorbed	Q2	Service Initiative
<p>3. Develop initiatives to support vulnerable resident's that may struggle to access care and support in usual ways or settings</p>	<p>Explore ways to support the vulnerable population such as mobile support vehicle with support staff.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> Build a strong and inclusive community 	Staff time absorbed	Q3	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owner: Superintendent of Community Paramedicine				

2024 Bruce County Business Plan

2024 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Replacement of three (3) new ambulances Owner: Chief & Deputy Chief Operations Paramedic Services	As per our fleet replacement schedule three (3) new ambulances to be purchased Seven (7) of our ambulances have over 320,000 kms and 3 of them over 350,000 kms	\$686,700	End of Q2 - 2025	Maintain Service

2024 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

2024 Bruce County Business Plan

Key Performance Indicators	Description
	the Shift Superintendents) are available for 64,740 annual hours. As an example for 2021 you take the total expenditures of \$12,245,089 divided 69,348 hours for a total cost per hour of \$177.



Major Initiatives and Departmental Focus

- Update 10 Yr Strategic Plan
- Expanding Community Paramedicine in Saugeen Shores, South Bruce, Huron/Kinloss
- Explore further connections to Southwestern Ontario Aboriginal Health Access Centre
- Develop initiatives to support vulnerable resident's that may struggle to access care and support in usual ways or settings



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	11,799,062	11,981,675	0	0	351,289	0	0	0	0	538,876	0	12,871,840	890,165
Staff Related Costs	129,600	126,307	0	0	20,115	0	0	0	0	0	0	146,422	20,115
Contract Services	116,396	264,462	33,150	0	12,912	0	0	0	0	0	2,040	312,564	48,102
Material	500,002	525,682	(7,925)	0	(40,365)	0	0	9,200	0	0	0	486,592	(39,090)
Transfers, Grants & Financial Charge	55,000	474,452	0	0	120,575	0	0	0	0	0	0	595,027	120,575
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	536,642	496,606	0	0	(60,646)	0	0	0	0	0	0	435,960	(60,646)
Facility Costs	278,593	289,132	0	0	14,499	0	0	69,832	0	0	0	373,463	84,331
Other Internal Costs	1,114,696	1,413,422	0	0	154,838	0	0	0	0	0	0	1,568,260	154,838
Total Expenditures	14,529,991	15,571,738	25,225	0	573,217	0	0	79,032	0	538,876	2,040	16,790,128	1,218,390
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.7%	0.0%	0.0%	0.5%	0.0%	3.5%	0.0%	7.8%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	7,674,523	7,750,965	0	0	392,534	0	0	0	0	0	0	8,143,499	392,534
Municipal	0	7,733	0	0	155	0	0	0	0	0	0	7,888	155
Transfers from Reserves	0	12,500	33,150	0	460	0	0	0	0	270,000	0	316,110	303,610
Fees and Services	300	0	0	0	0	0	0	0	0	0	0	0	0
Donations	1,010	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	7,675,833	7,771,198	33,150	0	393,149	0	0	0	0	270,000	0	8,467,497	696,299
Net Requirement	6,854,158	7,800,540	(7,925)	0	180,068	0	0	79,032	0	268,876	2,040	8,322,631	522,091
Percent of Prior Year Budget		100.0%	(0.1%)	0.0%	2.3%	0.0%	0.0%	1.0%	0.0%	3.4%	0.0%	6.7%	
Full Time Equivalents (FTE's)	0.00	91.67	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	95.67	4.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.4%	0.0%	0.0%	4.4%	(95.6%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">• Strategic Plan Update•	Provincially Legislated <ul style="list-style-type: none">• Ministry ID Card Renewal•
Maintain Services <ul style="list-style-type: none">• Salaries,Benefits and WSIB•	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">• -\$8,000 Cross Border Billing for Huron•
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,456,290	1,554,347	0	0	75,058	0	0	0	0	0	0	1,629,405	75,058
Staff Related Costs	24,636	24,575	0	0	1,000	0	0	0	0	0	0	25,575	1,000
Contract Services	1,806	14,500	33,150	0	(12,190)	0	0	0	0	0	2,040	37,500	23,000
Material	74,179	97,450	0	0	(9,712)	0	0	0	0	0	0	87,738	(9,712)
Transfers, Grants & Financial Charge	55,000	474,452	0	0	120,575	0	0	0	0	0	0	595,027	120,575
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	14,433	16,860	0	0	(16,860)	0	0	0	0	0	0	0	(16,860)
Other Internal Costs	1,114,696	1,413,422	0	0	154,838	0	0	0	0	0	0	1,568,260	154,838
Total Expenditures	2,741,040	3,595,606	33,150	0	312,709	0	0	0	0	0	2,040	3,943,505	347,899
Percent of Expenditure Budget		100.0%	100.0%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	9.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	6,355,405	6,418,965	0	0	366,284	0	0	0	0	0	0	6,785,249	366,284
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	12,500	33,150	0	460	0	0	0	0	0	0	46,110	33,610
Fees and Services	300	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	6,355,705	6,431,465	33,150	0	366,744	0	0	0	0	0	0	6,831,359	399,894
Net Requirement	(3,614,665)	(2,835,859)	0	0	(54,035)	0	0	0	0	0	2,040	(2,887,854)	(51,995)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.1%)	1.8%	
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	
Adjustments to Base <ul style="list-style-type: none">\$7,925 Telephone reduction	Provincially Legislated <ul style="list-style-type: none">
Maintain Services <ul style="list-style-type: none">\$361,653 Salary Impacts of existing Staff\$17,000 Vehicle Maintenance\$20,000 Medical Supplies\$21,000 Station Leases\$120,575 New Port Elgin Station loan payment	Growth <ul style="list-style-type: none">
One Time Items <ul style="list-style-type: none">\$33,150 Strategic Plan Update -Funded through Reserves	Council Priorities <ul style="list-style-type: none">
	Service Initiatives/Savings <ul style="list-style-type: none">\$26,651 insurance premium savings\$538,876 Saugeen Shores Station Implementation 4 FTE
	Operating Impact of Capital Projects <ul style="list-style-type: none">\$92,500 New Station



County of Bruce
Paramedic Operations-EMS
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	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	10,342,772	10,397,133	0	0	306,426	0	0	0	0	538,876	0	11,242,435	845,302
Staff Related Costs	104,964	99,482	0	0	19,115	0	0	0	0	0	0	118,597	19,115
Contract Services	114,590	180,703	0	0	28,055	0	0	0	0	0	0	208,758	28,055
Material	425,823	425,682	(7,925)	0	(31,003)	0	0	9,200	0	0	0	395,954	(29,728)
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	536,642	495,856	0	0	(60,896)	0	0	0	0	0	0	434,960	(60,896)
Facility Costs	264,160	272,272	0	0	31,359	0	0	69,832	0	0	0	373,463	101,191
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	11,788,951	11,871,128	(7,925)	0	293,056	0	0	79,032	0	538,876	0	12,774,167	903,039
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.5%	0.0%	0.0%	0.7%	0.0%	4.5%	0.0%	7.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	1,319,118	1,332,000	0	0	26,250	0	0	0	0	0	0	1,358,250	26,250
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	270,000	0	270,000	270,000
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	1,010	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	1,320,128	1,332,000	0	0	26,250	0	0	0	0	270,000	0	1,628,250	296,250
Net Requirement	10,468,823	10,539,128	(7,925)	0	266,806	0	0	79,032	0	268,876	0	11,145,917	606,789
Percent of Prior Year Budget		100.0%	(0.1%)	0.0%	2.5%	0.0%	0.0%	0.7%	0.0%	2.6%	0.0%	5.8%	
Full Time Equivalents (FTE's)	0.00	82.67	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	86.67	4.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	4.8%	(95.2%)



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">• Increase for Red Cross Admin Charge \$5,000•	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">• Savings Computer Software Maintenance•
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



County of Bruce
Emergency Measures-EMS
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	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	30,195	0	0	(30,195)	0	0	0	0	0	0	0	(30,195)
Staff Related Costs	0	2,250	0	0	0	0	0	0	0	0	0	2,250	0
Contract Services	0	69,259	0	0	(2,953)	0	0	0	0	0	0	66,306	(2,953)
Material	0	2,550	0	0	350	0	0	0	0	0	0	2,900	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	750	0	0	250	0	0	0	0	0	0	1,000	250
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	105,004	0	0	(32,548)	0	0	0	0	0	0	72,456	(32,548)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(31.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(31.0%)	
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	7,733	0	0	155	0	0	0	0	0	0	7,888	155
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	7,733	0	0	155	0	0	0	0	0	0	7,888	155
Net Requirement	0	97,271	0	0	(32,703)	0	0	0	0	0	0	64,568	(32,703)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(33.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(33.6%)	
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
Paramedic Services
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	10,344,475	11,799,062	11,981,675	12,871,840	890,165	13,407,235	14,329,667	14,726,971	15,136,552
Staff Related Costs	115,204	129,600	126,307	146,422	20,115	132,417	135,984	139,915	143,867
Contract Services	129,514	116,396	264,462	312,564	48,102	286,910	293,046	300,896	367,477
Material	416,181	500,002	525,682	486,592	(39,090)	509,822	524,783	541,007	556,962
Transfers, Grants & Financial Charge	125,000	55,000	474,452	595,027	120,575	595,180	757,810	757,810	757,810
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	382,500	536,642	496,606	435,960	(60,646)	464,851	478,466	492,490	506,935
Facility Costs	321,449	278,593	289,132	373,463	84,331	356,913	366,289	375,941	375,856
Other Internal Costs	1,114,696	1,114,696	1,413,422	1,568,260	154,838	1,939,028	1,882,599	2,009,823	2,091,823
Total Expenditures	12,949,019	14,529,991	15,571,738	16,790,128	1,218,390	17,692,356	18,768,644	19,344,853	19,937,282
Percent of Expenditure Budget				7.8%		5.4%	6.1%	3.1%	3.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,266,856	7,674,523	7,750,965	8,143,499	392,534	8,510,366	8,654,134	9,013,340	9,087,038
Municipal	0	0	7,733	7,888	155	0	0	0	0
Transfers from Reserves	35,412	0	12,500	316,110	303,610	15,604	31,867	31,867	31,867
Fees and Services	0	300	0	0	0	0	0	0	0
Donations	0	1,010	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	6,302,268	7,675,833	7,771,198	8,467,497	696,299	8,525,970	8,686,001	9,045,207	9,118,905
Net Requirement	6,646,751	6,854,158	7,800,540	8,322,631	522,091	9,166,386	10,082,643	10,299,646	10,818,377
Percent of Prior Year Budget				6.7%		10.1%	10.0%	2.2%	5.0%
Full Time Equivalent (FTEs)	82.67	0.00	91.67	95.67	4.00	97.17	101.17	101.17	101.17
Percent of Prior Year FTE				4.4%		1.6%	4.1%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,454,905	1,456,290	1,554,347	1,629,405	75,058	1,855,973	1,907,256	1,960,113	2,014,603
Staff Related Costs	22,986	24,636	24,575	25,575	1,000	26,370	27,081	27,813	28,577
Contract Services	2,000	1,806	14,500	37,500	23,000	5,935	5,981	6,029	66,150
Material	96,026	74,179	97,450	87,738	(9,712)	89,990	92,301	94,673	97,108
Transfers, Grants & Financial Charge	125,000	55,000	474,452	595,027	120,575	595,180	757,810	757,810	757,810
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	14,433	14,433	16,860	0	(16,860)	0	0	0	0
Other Internal Costs	1,114,696	1,114,696	1,413,422	1,568,260	154,838	1,939,028	1,882,599	2,009,823	2,091,823
Total Expenditures	2,830,046	2,741,040	3,595,606	3,943,505	347,899	4,512,476	4,673,028	4,856,261	5,056,071
Percent of Expenditure Budget				9.7%		14.4%	3.6%	3.9%	4.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,266,856	6,355,405	6,418,965	6,785,249	366,284	7,150,366	7,294,134	7,653,340	7,727,038
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	12,500	46,110	33,610	15,604	31,867	31,867	31,867
Fees and Services	0	300	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	6,266,856	6,355,705	6,431,465	6,831,359	399,894	7,165,970	7,326,001	7,685,207	7,758,905
Net Requirement	(3,436,810)	(3,614,665)	(2,835,859)	(2,887,854)	(51,995)	(2,653,494)	(2,652,973)	(2,828,946)	(2,702,834)
Percent of Prior Year Budget				1.8%		(8.1%)	0.0%	6.6%	(4.5%)
Full Time Equivalentents (FTEs)	9.00	0.00	9.00	9.00	0.00	10.50	10.50	10.50	10.50
Percent of Prior Year FTE				0.0%		16.7%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	8,889,570	10,342,772	10,397,133	11,242,435	845,302	11,551,262	12,422,411	12,766,858	13,121,949
Staff Related Costs	92,218	104,964	99,482	118,597	19,115	103,797	106,653	109,852	113,040
Contract Services	127,514	114,590	180,703	208,758	28,055	213,130	217,635	223,804	228,582
Material	320,155	425,823	425,682	395,954	(29,728)	416,932	429,582	443,434	456,954
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	382,500	536,642	495,856	434,960	(60,896)	463,851	477,466	491,490	505,935
Facility Costs	307,016	264,160	272,272	373,463	101,191	356,913	366,289	375,941	375,856
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	10,118,973	11,788,951	11,871,128	12,774,167	903,039	13,105,885	14,020,036	14,411,379	14,802,316
Percent of Expenditure Budget				7.6%		2.6%	7.0%	2.8%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	1,319,118	1,332,000	1,358,250	26,250	1,360,000	1,360,000	1,360,000	1,360,000
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	35,412	0	0	270,000	270,000	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	1,010	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	35,412	1,320,128	1,332,000	1,628,250	296,250	1,360,000	1,360,000	1,360,000	1,360,000
Net Requirement	10,083,561	10,468,823	10,539,128	11,145,917	606,789	11,745,885	12,660,036	13,051,379	13,442,316
Percent of Prior Year Budget				5.8%		5.4%	7.8%	3.1%	3.0%
Full Time Equivalent (FTEs)	73.67	0.00	82.67	86.67	4.00	86.67	90.67	90.67	90.67
Percent of Prior Year FTE				4.8%		0.0%	4.6%	0.0%	0.0%



County of Bruce
Emergency Measures-EMS
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	30,195	0	(30,195)	0	0	0	0
Staff Related Costs	0	0	2,250	2,250	0	2,250	2,250	2,250	2,250
Contract Services	0	0	69,259	66,306	(2,953)	67,845	69,430	71,063	72,745
Material	0	0	2,550	2,900	350	2,900	2,900	2,900	2,900
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	750	1,000	250	1,000	1,000	1,000	1,000
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	105,004	72,456	(32,548)	73,995	75,580	77,213	78,895
Percent of Expenditure Budget				(31.0%)		2.1%	2.1%	2.2%	2.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	7,733	7,888	155	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	7,733	7,888	155	0	0	0	0
Net Requirement	0	0	97,271	64,568	(32,703)	73,995	75,580	77,213	78,895
Percent of Prior Year Budget				(33.6%)		14.6%	2.1%	2.2%	2.2%
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
Paramedic Services
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	141,955	132,639	209,026	76,387	149,814	225,000	166,350	237,373
Technology & Communications	5,819	19,000	0	(19,000)	0	0	88,500	0
Vehicles & Machinery	599,854	805,544	686,700	(118,844)	585,224	712,972	611,245	742,458
Furniture & Fixtures	14,850	10,815	11,150	335	11,500	11,850	12,200	12,575
Building - Structure	1,484,544	0	0	0	2,520,000	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	25,000	25,000	30,000	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	2,247,022	967,998	931,876	(36,122)	3,296,538	949,822	878,295	992,406
Transfer to Reserves	204,400	159,000	164,000	5,000	164,000	164,000	164,000	164,000
Total Expenditure	2,451,422	1,126,998	1,095,876	(31,122)	3,460,538	1,113,822	1,042,295	1,156,406
% of Prior Expenditure			(2.8%)		215.8%	(67.8%)	(6.4%)	10.9%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	317,707	28,000	1,750	(26,250)	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	15,183	52,000	34,000	(18,000)	0	273,657	88,500	38,500
Donations	0	0	0	0	0	0	0	0
Other	42,500	0	0	0	0	0	0	0
Debt	1,463,604	0	0	0	2,500,000	0	0	0
Total Revenue	1,838,994	80,000	35,750	(44,250)	2,500,000	273,657	88,500	38,500
Net Requirement	612,428	1,046,998	1,060,126	13,128	960,538	840,165	953,795	1,117,906
% of Prior Net Requirement			1.3%		(9.4%)	(12.5%)	13.5%	17.2%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	45,666	125,889	207,276	81,387	149,814	225,000	166,350	237,373
Technology & Communications	795	19,000	0	(19,000)	0	0	88,500	0
Vehicles & Machinery	385,209	784,294	686,700	(97,594)	585,224	712,972	611,245	742,458
Furniture & Fixtures	13,100	10,815	11,150	335	11,500	11,850	12,200	12,575
Building - Structure	1,484,544	0	0	0	2,520,000	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	25,000	25,000	30,000	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	1,929,314	939,998	930,126	(9,872)	3,296,538	949,822	878,295	992,406
Transfer to Reserves	204,400	159,000	159,000	0	159,000	159,000	159,000	159,000
Total Expenditure	2,133,714	1,098,998	1,089,126	(9,872)	3,455,538	1,108,822	1,037,295	1,151,406
% of Prior Expenditure			(0.9%)		217.3%	(67.9%)	(6.5%)	11.0%
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	15,183	52,000	34,000	(18,000)	0	273,657	88,500	38,500
Donations	0	0	0	0	0	0	0	0
Other	42,500	0	0	0	0	0	0	0
Debt	1,463,604	0	0	0	2,500,000	0	0	0
Total Revenue	1,521,287	52,000	34,000	(18,000)	2,500,000	273,657	88,500	38,500
Net Requirement	612,427	1,046,998	1,055,126	8,128	955,538	835,165	948,795	1,112,906
% of Prior Net Requirement			0.8%		(9.4%)	(12.6%)	13.6%	17.3%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	96,289	6,750	1,750	(5,000)	0	0	0	0
Technology & Communications	5,024	0	0	0	0	0	0	0
Vehicles & Machinery	214,645	21,250	0	(21,250)	0	0	0	0
Furniture & Fixtures	1,750	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	317,708	28,000	1,750	(26,250)	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	317,708	28,000	1,750	(26,250)	0	0	0	0
% of Prior Expenditure			(93.8%)		(100.0%)	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	317,707	28,000	1,750	(26,250)	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	317,707	28,000	1,750	(26,250)	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
Emergency Measures-EMS
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	5,000	5,000	5,000	5,000	5,000	5,000
Total Expenditure	0	0	5,000	5,000	5,000	5,000	5,000	5,000
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	0	0	5,000	5,000	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
Paramedic Services
Capital Project Listing - Current Budget Year
03.1 1st Council Review

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
PS Paramedic Services				
Capital Projects				
PS-2021-002 Power Stretcher Purchase	72,000	0	72,000	0
PS-2021-003 Furniture & Fixtures	11,150	0	11,150	0
PS-2021-004 Equipment Other SC, Scoop, Bags	30,276	0	30,276	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	1,750	(1,750)	0	0
PS-2023-002 Paramedic Stations Communications Boards	0	0	0	2,040
PS-2023-R01 Transfer to Emergency Management Capital Reserve	5,000	0	5,000	0
PS-2024-001 Ambulance & Supervisor Vehicle Purchase	686,700	0	686,700	0
PS-2024-003 powerload + Installation	105,000	(34,000)	71,000	0
PS-2024-005 HVAC Tobermory Station	25,000	0	25,000	0
Net Cost of Capital Projects	1,095,876	(35,750)	1,060,126	2,040
Total Paramedic Services	1,095,876	(35,750)	1,060,126	2,040



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
PS Paramedic Services															
Capital Projects															
PS-2021-002 Power Stretcher Purchase	72,000	0	72,000	51,000	0	51,000	76,500	0	76,500	54,000	0	54,000	81,000	0	81,000
PS-2021-003 Furniture & Fixtures	11,150	0	11,150	11,500	0	11,500	11,850	0	11,850	12,200	0	12,200	12,575	0	12,575
PS-2021-004 Equipment Other SC, Scoop, Bags	30,276	0	30,276	23,814	0	23,814	31,500	0	31,500	31,350	0	31,350	32,773	0	32,773
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	88,500	(88,500)	0	0	0	0
PS-2022-004 Community Paramedicine for Long-Ter	1,750	(1,750)	0	0	0	0	0	0	0	0	0	0	0	0	0
PS-2023-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
PS-2024-001 Ambulance & Supervisor Vehicle Purch	686,700	0	686,700	0	0	0	0	0	0	0	0	0	0	0	0
PS-2024-003 powerload + Installation	105,000	(34,000)	71,000	75,000	0	75,000	117,000	(36,000)	81,000	81,000	0	81,000	123,600	(38,500)	85,100
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-2024-005 HVAC Tobermory Station	25,000	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0
PS-2024-006 Tobermory Generator	0	0	0	30,000	0	30,000	0	0	0	0	0	0	0	0	0
PS-2025-001 Tobermory Windows & Doors Replacen	0	0	0	20,000	0	20,000	0	0	0	0	0	0	0	0	0
PS-2025-003 Ambulance Purchase	0	0	0	585,224	0	585,224	712,972	(237,657)	475,315	611,245	0	611,245	742,458	0	742,458
Net Cost of Capital Projects	1,095,876	(35,750)	1,060,126	3,460,538	(2,500,000)	960,538	1,113,822	(273,657)	840,165	1,042,295	(88,500)	953,795	1,156,406	(38,500)	1,117,906
Total Paramedic Services	1,095,876	(35,750)	1,060,126	3,460,538	(2,500,000)	960,538	1,113,822	(273,657)	840,165	1,042,295	(88,500)	953,795	1,156,406	(38,500)	1,117,906

2023 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				
\$ 3,758.48				Computer Software	\$ 3,758.48	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.
\$ 109,946.48		\$ 15,000.00		Computer Hardware	\$ 124,946.48	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				
\$ 467,493.03	(\$34,000.00)	\$ 144,000.00		Medical Equipment -	\$ 577,493.03	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
\$ 30,694.86				Medical Equipment - Public Access Defibs	\$ 30,694.86	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				
\$ 126,413.33				Vehicle Replacement	\$ 126,413.33	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				
\$ 350,270.99	(\$303,150.00)			Paramedic Services	\$ 47,120.99	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.

2023 Balance	Transfers From	Transfers To	Interest / Transfers	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
				Paramedic Services				
\$ 4,660.06				Office Furniture	\$ 4,660.06	211-1120-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
<div><div>\$ 1,093,237.23</div><div>(\$337,150.00)</div><div>\$ 159,000.00</div><div>\$ -</div></div>				<div><div>\$ 915,087.23</div></div>				



Be an explorer.

2024 - 2028 Budget
and Forecast

Transportation & Environmental Services Budget Reference

2024 Bruce County Business Plan

Department: Transportation and Environmental Services

Service Divisions include Operations, Engineering and Environmental Services (Trails, Forestry & Waste Diversion)

Strategic Priorities:

- Goal 1. Build a strong and inclusive community.
- Goal 2. Enhance and grow partnerships.
- Goal 3. Strengthen County's use of technology and innovative initiatives.
- Goal 4. Promote responsible growth.
- Goal 5. Ensure a positive, inclusive, and accountable work culture.
- Goal 6. Be an employer of choice.
- Goal 7. Build capacity to adapt to and mitigate the impacts of climate change.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q3)	2024 Budget
Percentage of paved roads that are rated good to very good (PCI (Pavement Condition Indexing))	72*	70*	63	60*	62	65	65
Percentage of bridges & culverts that are rated good to very good (BCI (Bridge Condition Indexing))	58	62	65	58**	67	65	65
Tonnes of "Hazardous Waste" material diverted from landfill	142	140	140	143.6	135.9	N/A	140
Forest area protected (Acres)	13000	13000	13000	13000	12615	12615	12615
Percentage of trails in good to very good condition (AMP)	54*	84*	84	84	84	84	90
Actual Reinvestment Rate Roads (Target 3.51% from AMP)	N/A	N/A	N/A	N/A	N/A	0.9%	1.07%
Actual Reinvestment Rate Bridges	N/A	N/A	N/A	N/A	N/A	2.29%	2.11%

2024 Bruce County Business Plan

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q3)	2024 Budget
(Target 2.33% from AMP)							
Kilometers of Road Crack and Sealed	N/A	0	0	0	0	15.4	15.0
Kilometers of Road Micro-surfaced	N/A	N/A	N/A	N/A	N/A	6.1	6.0
Number of Cross Culverts (<3m) Replaced	N/A	N/A	N/A	N/A	N/A	9	13

* Estimated

** New data from Asset Management Plan

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Organizational Realignment of Transportation & Environmental Services Department	Staff Time	\$0	\$0	
2. Culvert inspection and Replacement Program (Various Locations)	\$92,064 + Staff Time	\$284,563	\$100,000	
3. Micro-surfacing Program (Various Locations)	\$0 + Staff Time	\$275,500	\$275,500	
4. Crack & Seal Program (Various Locations)	\$0 + Staff Time	\$207,000	\$207,000	
5. Re-enforcement of Durham Street Bridge (Brockton)	\$0	\$720,000	\$720,000	
6. Bruce Road 19 Rehabilitation (Brockton & Arran-Elderslie)		\$92,000 (2023) Micro-surfacing \$50,000 (2023) Engineering \$1,900,000 (2024) Cold In Place Base Asphalt Project	\$142,000 (2023) \$1,900,000 (2024)	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Organizational Realignment of Transportation & Environmental Services Department Owners: Director, Transportation and Environmental Services in Consultation with Human Resources	<p>The Director and Business Implementation Manager to work with HR (Human Resources) on revising job descriptions within the department and create more efficient hierarchy for staff reporting to supervisors.</p> <p>Phase 1: Transportation and Environmental Services Director to meet with HR and plan department structure. Phase 2: Meet with affected staff. Phase 3: Revise appropriate job descriptions. Phase 4: Implementation.</p> <p>Link to Strategic Priorities: This initiative supports us in delivering on our value of “Service Excellence.”</p>	Staff Time	Phase 1 - Q1 Phase 2 - Q2/Q3 Phase 3 - Q3 Phase 4 - Q4	Service Initiative
2. Culvert inspection and Replacement Program Owners: TES & Consultation with Corporate services (AMP)	<p>The TES Operations Manager to work with the four patrols to establish a rotational 4-year inspection & replacement plan.</p> <p>Phase 1: Planning and consultation with operations staff. Phase 2: Inspections to commence on the first quadrant of program. Phase 3: Inspections complete and 2024 scheduled replacements start. Phase 4: 2024 scheduled replacements finished.</p>	\$276,000 (2024) \$285,000 (2025) \$293,000 (2026) \$301,000 (2027) \$311,000 (2028)	Phase 1 - Q1 Phase 2 - Q2 Phase 3 - Q3 Phase 4 - Q3 Phase 5 - Q4	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>Phase 5: Planning for 2025 replacements start.</p> <p>Creation and Implementation of this initiative will result in less unscheduled & emergency repairs of failed cross-culverts.</p> <p>Link to Strategic Priorities: This initiative supports us in delivering on our values of “Service Excellence,” “Environmental Stewardship,” and “Financial Sustainability.”</p>			
<p>3. Micro-surfacing Program</p> <p>Owners: TES & Consultation with Corporate services (AMP & Purchasing)</p>	<p>The TES Engineering team to work with the Operations Team to develop a micro-surfacing program to help with the life extension of the asphalt roads surfaces within the County.</p> <p>Phase 1: Planning and consultation with operations staff. Phase 2: Tender & Award of work. Phase 3: Work Completed.</p> <p>Creation and Implementation of this initiative will result in life extension of the County’s asphalt road surfaces and result in less pothole maintenance.</p>	\$275,500 Annually	<p>Phase 1 - Q1</p> <p>Phase 2- Q2</p> <p>Phase 3 - Q3</p>	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<p>Link to Strategic Priorities: This initiative supports us in delivering on our values of “Service Excellence,” “Environmental Stewardship,” and “Financial Sustainability.”</p>			
<p>4. Crack & Seal Program</p> <p>Owners: TES & Consultation with Corporate services (AMP & Purchasing)</p>	<p>The TES Engineering team to work with the Operations Team to develop a Crack & Seal program to help with the life extension of the asphalt roads surfaces within the County.</p> <p>Phase 1: Planning and consultation with operations staff. Phase 2: Tender & Award of work. Phase 3: Work Completed.</p> <p>Creation and Implementation of this initiative will result in life extension of the County’s asphalt road surfaces and result in less pothole maintenance.</p> <p>Link to Strategic Priorities: This initiative supports us in delivering on our values of “Service Excellence,” “Environmental Stewardship,” and “Financial Sustainability.”</p>	<p>\$130,000 Annually</p>	<p>Phase 1 - Q1 Phase 2- Q2 Phase 3 - Q3</p>	<p>Service Initiative</p>

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
5. Re-enforcement of Durham Street Bridge (Brockton) Owners: TES & Consultation with County Council & Corporate Services (Purchasing)	<p>The TES Engineering team to work with Triton Engineering and BM Ross Consultants to design and construct a re-enforcement of the half joints to ensure public safety.</p> <p>Phase 1: Planning and consultation with structural Engineer(s) Phase 2: Consultation with stakeholders Phase 3: Tender and Award. Phase 4: Construction/work completed.</p> <p>Completing this work is necessary to maintain public safety and allow for continued use of the structure until full replacement can be completed.</p> <p>Link to Strategic Priorities: This initiative supports us in delivering on our values of “Service Excellence,” “Environmental Stewardship,” and “Financial Sustainability.”</p>	\$720,000 (2024)	Phase 1 - Q1 Phase 2 - Q1/Q2 Phase 3 - Q2 Phase 4 / Q4	Legislative
6. Bruce Road 19 Rehabilitation (Brockton & Arran-Elderslie)	<p>The TES Engineering Team to work with an Engineering Consultant. Tender of the work planned for spring 2024 and construction completion expected by Q4 of 2024</p> <p>Phase 1: Planning and consultation with operations staff.</p>	\$1,900,000 (2024)	Phase 1 - Q1 Phase 2- Q2 Phase 3 - Q3	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: TES & Consultation with Corporate services (Purchasing)	<p>Phase 2: Tender & Award of work. Phase 3: Work Completed.</p> <p>Once rehabilitated the road PCI will return to a condition of 100.</p> <p>Link to Strategic Priorities: This initiative supports us in delivering on our values of “Service Excellence,” “Environmental Stewardship,” and “Financial Sustainability.”</p>			

2024 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Percentage of paved roads that are rated good to very good (PCI)	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. The Condition Assessments are completed every other year by a third-party consultant.
Percentage of bridges & culverts (>3m) that are rated good to very good (BCI)	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 (>3m) every other year.
Tonnes of "Hazardous Waste" material diverted from landfill	Measures the amount of hazardous waste material that is diverted from area landfills.
Forest area protected (Acres)	Measures the area of County owned forested land that is considered "protected" from development.
Percentage of trails in good to very good condition (AMP)	Measures the amount of County owned/operated trails that are rated good to very good in condition. This assessment is completed in-house by County Staff annually.
Actual Reinvestment Rates for Roads and Bridges	$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$ $\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$ <p>The targets are calculated to be 3.51% roads and 2.33% for bridges</p>
Kilometers of Road Crack and Sealed	Measures the amount of linear kilometres of roadway receiving the crack and seal treatment annually.
Kilometers of Road Micro-surfaced	Measures the amount of linear kilometres of roadway receiving the Micro surfacing treatment annually.
Number of Cross Culverts (<3m) Replaced	Measures the number of cross-culverts replaced annually.



Major Initiatives and Departmental Focus

Organizational Realignment of the Transportation and Environmental Services Department

- Review job descriptions and re-align staff positions with the work
- Build and expand the capacity to deliver capital projects and reduce the backlog or carryover capital projects
- increase the capacity to lead in sustainable sustainable environmental practices
- Benchmarking program activities to find efficiencies

Culvert Inspection and Replacement Program (33% Operating portion)

- As the department looks to build a wholesome program that will look to reduce the number of emergency repairs, it is acknowledged that the issue with emergency repairs will take some time to reduce
- 33% of the budget has been allocated to operating in anticipation of dealing with 3-5 emergency repairs in 2024
- The other 66% has been moved to the Capital budget in order to build the foundation for the program



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	4,290,763	4,664,415	0	0	1,546	0	0	85,172	0	152,903	0	4,904,036	239,621
Staff Related Costs	113,615	166,200	1,030	0	(9,448)	0	0	0	0	0	0	157,782	(8,418)
Contract Services	1,535,687	2,496,478	16,865	(200,000)	(517,834)	0	0	0	0	0	0	1,795,509	(700,969)
Material	1,740,635	1,687,187	(9,378)	(4,000)	96,543	12,000	0	0	0	0	0	1,782,352	95,165
Transfers, Grants & Financial Charge	272,807	251,172	8,000	0	594	0	0	0	0	0	0	259,766	8,594
Transfer to Reserves	186,739	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	1,747,671	1,776,539	0	0	(4,115)	0	0	0	0	0	0	1,772,424	(4,115)
Facility Costs	290,858	314,769	10,532	0	10,529	0	0	0	0	0	0	335,830	21,061
Other Internal Costs	726,204	813,639	0	0	93,409	0	0	0	0	0	0	907,048	93,409
Total Expenditures	10,904,979	12,170,399	27,049	(204,000)	(328,776)	12,000	0	85,172	0	152,903	0	11,914,747	(255,652)
Percent of Expenditure Budget		100.0%	100.0%	(1.7%)	(2.7%)	0.1%	0.0%	0.7%	0.0%	1.3%	0.0%	(2.1%)	
Revenues by Type													
Federal	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Provincial	66,735	150,000	0	(150,000)	0	0	0	0	0	0	0	0	(150,000)
Municipal	200,403	133,642	8,000	0	(34,042)	0	0	0	0	0	0	107,600	(26,042)
Transfers from Reserves	103,808	345,117	0	0	(345,117)	0	0	0	0	0	0	0	(345,117)
Fees and Services	45,117	48,911	0	0	969	0	0	0	0	0	0	49,880	969
Donations	3,851	43,527	0	0	(43,527)	0	0	0	0	0	0	0	(43,527)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	184,726	324,608	(15,000)	0	(93,762)	0	0	0	0	0	0	215,846	(108,762)
Total Revenue	604,640	1,095,805	(7,000)	(150,000)	(565,479)	0	0	0	0	0	0	373,326	(722,479)
Net Requirement	10,300,339	11,074,594	34,049	(54,000)	236,703	12,000	0	85,172	0	152,903	0	11,541,421	466,827
Percent of Prior Year Budget		100.0%	0.3%	(0.5%)	2.1%	0.1%	0.0%	0.8%	0.0%	1.4%	0.0%	4.2%	
Full Time Equivalents (FTE's)	0.00	53.02	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	56.02	3.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1.9%	1.9%	0.0%	1.9%	5.7%	(94.3%)



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">• Salary wages and benefits increased \$32,706• Insurance Premiums increased \$46,115• Inter-department program support support increased by \$93,409• Legal Services increased \$17,000	Growth <ul style="list-style-type: none">• Salary, wages and benefits increased by \$85,172•
One Time Items <ul style="list-style-type: none">• Consolidating consulting services created a one time savings of \$310,000•	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
Roadways-Admin Operating
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,753,702	1,980,193	0	0	(74,148)	0	0	85,172	0	0	0	1,991,217	11,024
Staff Related Costs	93,262	142,908	(400)	0	(10,408)	0	0	0	0	0	0	132,100	(10,808)
Contract Services	112,838	663,162	(500)	(200,000)	(351,867)	0	0	0	0	0	0	110,795	(552,367)
Material	292,256	236,172	(7,822)	(4,000)	92,954	0	0	0	0	0	0	317,304	81,132
Transfers, Grants & Financial Charge	194,832	194,832	0	0	0	0	0	0	0	0	0	194,832	0
Transfer to Reserves	150,000	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	93,566	130,032	0	0	21,574	0	0	0	0	0	0	151,606	21,574
Facility Costs	247,860	232,154	10,848	0	14,080	0	0	0	0	0	0	257,082	24,928
Other Internal Costs	726,204	813,639	0	0	93,409	0	0	0	0	0	0	907,048	93,409
Total Expenditures	3,664,520	4,393,092	2,126	(204,000)	(214,406)	0	0	85,172	0	0	0	4,061,984	(331,108)
Percent of Expenditure Budget		100.0%	100.0%	(4.6%)	(4.9%)	0.0%	0.0%	1.9%	0.0%	0.0%	0.0%	(7.5%)	
Revenues by Type													
Federal	0	50,000	0	0	(50,000)	0	0	0	0	0	0	0	(50,000)
Provincial	0	150,000	0	(150,000)	0	0	0	0	0	0	0	0	(150,000)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	56,790	160,708	0	0	(160,708)	0	0	0	0	0	0	0	(160,708)
Fees and Services	36,905	32,311	0	0	969	0	0	0	0	0	0	33,280	969
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	65,389	159,608	0	0	(98,212)	0	0	0	0	0	0	61,396	(98,212)
Total Revenue	159,084	552,627	0	(150,000)	(307,951)	0	0	0	0	0	0	94,676	(457,951)
Net Requirement	3,505,436	3,840,465	2,126	(54,000)	93,545	0	0	85,172	0	0	0	3,967,308	126,843
Percent of Prior Year Budget		100.0%	0.1%	(1.4%)	2.4%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	3.3%	
Full Time Equivalents (FTE's)	0.00	13.68	6.61	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	22.29	8.61
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	7.3%	0.0%	0.0%	7.3%	62.9%	(37.1%)



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">• Labour, benefits and equipment from the program areas consolidated for a realized savings of \$118,000• Decrease of \$5,000 to Contract Services	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• Crack and Seal moved to capital program for \$77,000•	Council Priorities <ul style="list-style-type: none">••
	Service Initiatives/Savings <ul style="list-style-type: none">••
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	207,497	266,563	0	0	(70,380)	0	0	0	0	0	0	196,183	(70,380)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	70,452	171,348	0	0	(79,646)	0	0	0	0	0	0	91,702	(79,646)
Material	118,136	188,601	0	0	6,195	0	0	0	0	0	0	194,796	6,195
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	179,206	198,766	0	0	(48,400)	0	0	0	0	0	0	150,366	(48,400)
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	575,291	825,278	0	0	(192,231)	0	0	0	0	0	0	633,047	(192,231)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(23.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(23.3%)	
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	15,894	11,600	8,000	0	0	0	0	0	0	0	0	19,600	8,000
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	15,894	11,600	8,000	0	0	0	0	0	0	0	0	19,600	8,000
Net Requirement	559,397	813,678	(8,000)	0	(192,231)	0	0	0	0	0	0	613,447	(200,231)
Percent of Prior Year Budget		100.0%	(1.0%)	0.0%	(23.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(24.6%)	
Full Time Equivalents (FTE's)	0.00	12.84	(10.71)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.13	(10.71)
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%	(83.4%)	(183.4%)



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">• All labour and equipment related to dragging, dust control and resurfacing was consolidated to the unpaved roads administration. 5 year average plus 3% netted a \$16,000 savings•	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
Roads - Unpaved Mtce
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	10,136	13,322	0	0	(4,090)	0	0	0	0	0	0	9,232	(4,090)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	53,463	78,879	0	0	(7,379)	0	0	0	0	0	0	71,500	(7,379)
Material	21,973	26,461	0	0	(811)	0	0	0	0	0	0	25,650	(811)
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	11,298	13,688	0	0	(3,958)	0	0	0	0	0	0	9,730	(3,958)
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	96,870	132,350	0	0	(16,238)	0	0	0	0	0	0	116,112	(16,238)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(12.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(12.3%)	
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	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	96,870	132,350	0	0	(16,238)	0	0	0	0	0	0	116,112	(16,238)
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	0.25	(0.15)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	(0.15)
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%	(60.0%)	(160.0%)



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">• Labour and equipment related to bridge maintenance consolidated into admin, net increase of \$25,000•	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• 66% of culvert maintenance program moved to Capital Program•	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
Bridges & Culverts Operations Roads
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	130,011	131,151	0	0	(69,988)	0	0	0	0	0	0	61,163	(69,988)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	156,615	118,543	0	0	(5,243)	0	0	0	0	0	0	113,300	(5,243)
Material	107,308	92,419	0	0	(45,866)	0	0	0	0	0	0	46,553	(45,866)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	7,739	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	77,895	75,145	0	0	(61,347)	0	0	0	0	0	0	13,798	(61,347)
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	479,568	417,258	0	0	(182,444)	0	0	0	0	0	0	234,814	(182,444)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(43.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(43.7%)	
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	7,739	0	0	(7,739)	0	0	0	0	0	0	0	(7,739)
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	3,695	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,695	7,739	0	0	(7,739)	0	0	0	0	0	0	0	(7,739)
Net Requirement	475,873	409,519	0	0	(174,705)	0	0	0	0	0	0	234,814	(174,705)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(42.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(42.7%)	
Full Time Equivalents (FTE's)	0.00	2.00	(0.67)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.33	(0.67)
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(33.5%)	(133.5%)



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">• Labour, equipment and materials related to programming totals to a net increase of \$85,000• Programs adjusted to account for areas that regularly underspend and those that go over• \$10,500 added to support catchbasin and drain maintenance• \$18,000 added to signals/illumination materials• \$11,000 added to line painting materials and contract maintenance	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
Traffic Operations/Roadside Mtce- Roadways
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	575,807	605,847	0	0	(57,152)	0	0	0	0	0	0	548,695	(57,152)
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	533,283	763,229	(2,400)	0	(4,591)	0	0	0	0	0	0	756,238	(6,991)
Material	68,265	105,701	22,000	0	11,239	12,000	0	0	0	0	0	150,940	45,239
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	274,881	272,528	0	0	47,664	0	0	0	0	0	0	320,192	47,664
Facility Costs	11,345	11,451	0	0	1,567	0	0	0	0	0	0	13,018	1,567
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,463,581	1,758,756	19,600	0	(1,273)	12,000	0	0	0	0	0	1,789,083	30,327
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(0.1%)	0.7%	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	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	1,463,581	1,661,719	19,600	0	95,764	12,000	0	0	0	0	0	1,789,083	127,364
Percent of Prior Year Budget		100.0%	1.2%	0.0%	5.8%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	
Full Time Equivalents (FTE's)	0.00	0.25	5.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.93	5.68
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2,272.0%	2,172.0%



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">• Existing \$41,500 to support bussing from O.S. to Wiarton to Sauble Beach•	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">• \$8,000 increase to support collaboration with Bruce Power for ride sharing program•
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	63,037	41,500	8,000	0	0	0	0	0	0	0	0	49,500	8,000
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	63,037	41,500	8,000	0	0	0	0	0	0	0	0	49,500	8,000
Percent of Expenditure Budget		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.3%	
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	13,037	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	13,037	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	50,000	41,500	8,000	0	0	0	0	0	0	0	0	49,500	8,000
Percent of Prior Year Budget		100.0%	19.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.3%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Salary, wages and benefits increased by \$348,866 due to grid movement and cola• Course salt increased by \$21,000• \$25,000 increase to san/salt mixture	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
Roads - Winter Control
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,274,077	1,304,319	0	0	273,575	0	0	0	0	0	0	1,577,894	273,575
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	291,199	257,115	34,600	0	13,483	0	0	0	0	0	0	305,198	48,083
Material	1,095,162	991,572	(21,638)	0	24,945	0	0	0	0	0	0	994,879	3,307
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	1,101,339	1,072,936	0	0	36,329	0	0	0	0	0	0	1,109,265	36,329
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	3,761,777	3,625,942	12,962	0	348,332	0	0	0	0	0	0	3,987,236	361,294
Percent of Expenditure Budget		100.0%	100.0%	0.0%	9.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	
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	184,509	122,042	0	0	(34,042)	0	0	0	0	0	0	88,000	(34,042)
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	23,257	15,000	0	0	450	0	0	0	0	0	0	15,450	450
Total Revenue	207,766	137,042	0	0	(33,592)	0	0	0	0	0	0	103,450	(33,592)
Net Requirement	3,554,011	3,488,900	12,962	0	381,924	0	0	0	0	0	0	3,883,786	394,886
Percent of Prior Year Budget		100.0%	0.4%	0.0%	10.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.3%	
Full Time Equivalents (FTE's)	0.00	20.00	(0.47)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.53	(0.47)
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(2.4%)	(102.4%)



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">• Wages and benefits increased by \$15,000 due to grid movement and cola• \$152,000 total charge between trails, forestry and waste disposal for new Environmental Services Manager FTE request• Increase of \$2,000 for Forestry programming•	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
Trails and Forestry
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	331,585	354,410	0	0	3,107	0	0	0	0	101,926	0	459,443	105,033
Staff Related Costs	20,353	23,292	1,430	0	960	0	0	0	0	0	0	25,682	2,390
Contract Services	59,146	75,675	(14,835)	0	1,606	0	0	0	0	0	0	62,446	(13,229)
Material	32,617	35,961	(1,918)	0	4,956	0	0	0	0	0	0	38,999	3,038
Transfers, Grants & Financial Charge	14,938	14,840	0	0	594	0	0	0	0	0	0	15,434	594
Transfer to Reserves	29,000	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	7,086	10,446	0	0	2,386	0	0	0	0	0	0	12,832	2,386
Facility Costs	31,653	71,164	(316)	0	(5,118)	0	0	0	0	0	0	65,730	(5,434)
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	526,378	585,788	(15,639)	0	8,491	0	0	0	0	101,926	0	680,566	94,778
Percent of Expenditure Budget		100.0%	100.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	17.4%	0.0%	16.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	27,000	29,633	0	0	(29,633)	0	0	0	0	0	0	0	(29,633)
Fees and Services	8,212	16,600	0	0	0	0	0	0	0	0	0	16,600	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	92,385	60,000	0	0	4,000	0	0	0	0	0	0	64,000	4,000
Total Revenue	127,597	106,233	0	0	(25,633)	0	0	0	0	0	0	80,600	(25,633)
Net Requirement	398,781	479,555	(15,639)	0	34,124	0	0	0	0	101,926	0	599,966	120,411
Percent of Prior Year Budget		100.0%	(3.3%)	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	21.3%	0.0%	25.1%	
Full Time Equivalents (FTE's)	0.00	4.00	(0.39)	0.00	0.00	0.00	0.00	0.00	0.67	0.00	0.00	4.28	0.28
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.8%	0.0%	0.0%	7.0%	(93.0%)



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">••	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
Waste Disposal
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0	50,977	0	50,977	50,977
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	0	50,000	0	0	(45,670)	0	0	0	0	0	0	4,330	(45,670)
Material	240	0	0	0	2,931	0	0	0	0	0	0	2,931	2,931
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	208	0	0	4	0	0	0	0	0	0	212	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	240	50,208	0	0	(42,735)	0	0	0	0	50,977	0	58,450	8,242
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(85.1%)	0.0%	0.0%	0.0%	0.0%	101.5%	0.0%	16.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	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	240	208	0	0	7,265	0	0	0	0	50,977	0	58,450	58,242
Percent of Prior Year Budget		100.0%	0.0%	0.0%	3,492.8%	0.0%	0.0%	0.0%	0.0%	24,508.2%	0.0%	28,001.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.33	0.00	0.00	0.33	0.33
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">••	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
Waste Diversion
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	7,948	8,610	0	0	622	0	0	0	0	0	0	9,232	622
Staff Related Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	247,245	275,000	0	0	5,000	0	0	0	0	0	0	280,000	5,000
Material	4,678	10,300	0	0	0	0	0	0	0	0	0	10,300	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	2,400	2,790	0	0	1,633	0	0	0	0	0	0	4,423	1,633
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	262,271	296,700	0	0	7,255	0	0	0	0	0	0	303,955	7,255
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	66,735	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	90,000	(15,000)	0	0	0	0	0	0	0	0	75,000	(15,000)
Total Revenue	66,735	90,000	(15,000)	0	0	0	0	0	0	0	0	75,000	(15,000)
Net Requirement	195,536	206,700	15,000	0	7,255	0	0	0	0	0	0	228,955	22,255
Percent of Prior Year Budget		100.0%	7.3%	0.0%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.8%	
Full Time Equivalents (FTE's)	0.00	0.00	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">••	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
Environmental Sustainability
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	11,446	43,527	0	0	(43,527)	0	0	0	0	0	0	0	(43,527)
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	11,446	43,527	0	0	(43,527)	0	0	0	0	0	0	0	(43,527)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	6,981	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	3,851	43,527	0	0	(43,527)	0	0	0	0	0	0	0	(43,527)
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	10,832	43,527	0	0	(43,527)	0	0	0	0	0	0	0	(43,527)
Net Requirement	614	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	4,411,221	4,290,763	4,664,415	4,904,036	239,621	5,151,215	5,440,757	5,728,611	5,889,201
Staff Related Costs	146,448	113,615	166,200	157,782	(8,418)	162,472	167,302	172,276	177,399
Contract Services	1,972,499	1,535,687	2,496,478	1,795,509	(700,969)	2,069,578	1,873,141	2,149,591	1,906,650
Material	1,559,632	1,740,635	1,687,187	1,782,352	95,165	1,818,599	1,876,006	1,935,247	1,995,137
Transfers, Grants & Financial Charge	293,202	272,807	251,172	259,766	8,594	252,229	252,706	253,197	253,703
Transfer to Reserves	0	186,739	0	0	0	0	0	0	0
Fleet Costs	1,381,491	1,747,671	1,776,539	1,772,424	(4,115)	1,826,082	1,881,433	1,938,535	1,997,445
Facility Costs	280,590	290,858	314,769	335,830	21,061	349,192	357,132	365,708	382,189
Other Internal Costs	726,204	726,204	813,639	907,048	93,409	1,135,407	1,104,721	1,152,614	1,220,316
Total Expenditures	10,771,287	10,904,979	12,170,399	11,914,747	(255,652)	12,764,774	12,953,198	13,695,779	13,822,040
Percent of Expenditure Budget				(2.1%)		7.1%	1.5%	5.7%	0.9%
Revenues by Type									
Federal	50,000	0	50,000	0	(50,000)	0	0	0	0
Provincial	0	66,735	150,000	0	(150,000)	250,000	0	250,000	0
Municipal	102,542	200,403	133,642	107,600	(26,042)	74,666	76,756	78,908	64,693
Transfers from Reserves	124,000	103,808	345,117	0	(345,117)	0	0	0	0
Fees and Services	37,600	45,117	48,911	49,880	969	51,376	52,917	54,504	56,139
Donations	0	3,851	43,527	0	(43,527)	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	311,470	184,726	324,608	215,846	(108,762)	222,322	228,992	235,862	242,937
Total Revenue	625,612	604,640	1,095,805	373,326	(722,479)	598,364	358,665	619,274	363,769
Net Requirement	10,145,675	10,300,339	11,074,594	11,541,421	466,827	12,166,410	12,594,533	13,076,505	13,458,271
Percent of Prior Year Budget				4.2%		5.4%	3.5%	3.8%	2.9%
Full Time Equivalentents (FTEs)	52.77	0.00	53.02	56.02	3.00	57.02	58.02	59.02	59.02
Percent of Prior Year FTE				5.7%		1.8%	1.8%	1.7%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,876,983	1,753,702	1,980,193	1,991,217	11,024	2,068,984	2,272,113	2,382,252	2,450,943
Staff Related Costs	124,620	93,262	142,908	132,100	(10,808)	136,018	140,054	144,211	148,493
Contract Services	446,998	112,838	663,162	110,795	(552,367)	337,619	89,498	341,433	93,426
Material	308,696	292,256	236,172	317,304	81,132	309,550	321,636	334,191	347,239
Transfers, Grants & Financial Charge	229,202	194,832	194,832	194,832	0	194,832	194,832	194,832	194,832
Transfer to Reserves	0	150,000	0	0	0	0	0	0	0
Fleet Costs	84,402	93,566	130,032	151,606	21,574	156,155	160,841	165,668	170,640
Facility Costs	209,747	247,860	232,154	257,082	24,928	268,096	273,619	279,706	293,623
Other Internal Costs	726,204	726,204	813,639	907,048	93,409	1,135,407	1,104,721	1,152,614	1,220,316
Total Expenditures	4,006,852	3,664,520	4,393,092	4,061,984	(331,108)	4,606,661	4,557,314	4,994,907	4,919,512
Percent of Expenditure Budget				(7.5%)		13.4%	(1.1%)	9.6%	(1.5%)
Revenues by Type									
Federal	50,000	0	50,000	0	(50,000)	0	0	0	0
Provincial	0	0	150,000	0	(150,000)	250,000	0	250,000	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	54,000	56,790	160,708	0	(160,708)	0	0	0	0
Fees and Services	30,600	36,905	32,311	33,280	969	34,278	35,306	36,365	37,456
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	149,470	65,389	159,608	61,396	(98,212)	63,238	65,135	67,089	69,101
Total Revenue	284,070	159,084	552,627	94,676	(457,951)	347,516	100,441	353,454	106,557
Net Requirement	3,722,782	3,505,436	3,840,465	3,967,308	126,843	4,259,145	4,456,873	4,641,453	4,812,955
Percent of Prior Year Budget				3.3%		7.4%	4.6%	4.1%	3.7%
Full Time Equivalentents (FTEs)	13.43	0.00	13.68	22.29	8.61	22.62	23.62	23.95	23.95
Percent of Prior Year FTE				62.9%		1.5%	4.4%	1.4%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	333,398	207,497	266,563	196,183	(70,380)	201,718	207,430	213,325	219,410
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	118,407	70,452	171,348	91,702	(79,646)	94,453	97,287	100,206	103,212
Material	166,547	118,136	188,601	194,796	6,195	200,639	206,658	212,857	219,241
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	176,525	179,206	198,766	150,366	(48,400)	154,877	159,523	164,309	169,238
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	794,877	575,291	825,278	633,047	(192,231)	651,687	670,898	690,697	711,101
Percent of Expenditure Budget				(23.3%)		2.9%	2.9%	3.0%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	5,000	15,894	11,600	19,600	8,000	20,038	20,489	20,954	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	5,000	15,894	11,600	19,600	8,000	20,038	20,489	20,954	5,000
Net Requirement	789,877	559,397	813,678	613,447	(200,231)	631,649	650,409	669,743	706,101
Percent of Prior Year Budget				(24.6%)		3.0%	3.0%	3.0%	5.4%
Full Time Equivalentents (FTEs)	12.84	0.00	12.84	2.13	(10.71)	2.13	2.13	2.13	2.13
Percent of Prior Year FTE				(83.4%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	12,382	10,136	13,322	9,232	(4,090)	9,492	9,760	10,038	10,325
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	74,179	53,463	78,879	71,500	(7,379)	73,645	75,855	78,131	80,475
Material	20,661	21,973	26,461	25,650	(811)	26,420	27,213	28,030	28,871
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	7,988	11,298	13,688	9,730	(3,958)	10,022	10,323	10,633	10,952
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	115,210	96,870	132,350	116,112	(16,238)	119,579	123,151	126,832	130,623
Percent of Expenditure Budget				(12.3%)		3.0%	3.0%	3.0%	3.0%
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	115,210	96,870	132,350	116,112	(16,238)	119,579	123,151	126,832	130,623
Percent of Prior Year Budget				(12.3%)		3.0%	3.0%	3.0%	3.0%
Full Time Equivalent (FTEs)	0.25	0.00	0.25	0.10	(0.15)	0.10	0.10	0.10	0.10
Percent of Prior Year FTE				(60.0%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	159,132	130,011	131,151	61,163	(69,988)	62,888	64,670	66,508	68,405
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	105,320	156,615	118,543	113,300	(5,243)	116,699	120,200	123,807	127,520
Material	64,495	107,308	92,419	46,553	(45,866)	47,950	49,388	50,870	52,396
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	7,739	0	0	0	0	0	0	0
Fleet Costs	68,145	77,895	75,145	13,798	(61,347)	14,212	14,638	15,077	15,529
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	397,092	479,568	417,258	234,814	(182,444)	241,749	248,896	256,262	263,850
Percent of Expenditure Budget				(43.7%)		3.0%	3.0%	3.0%	3.0%
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	7,739	0	(7,739)	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	3,695	0	0	0	0	0	0	0
Total Revenue	0	3,695	7,739	0	(7,739)	0	0	0	0
Net Requirement	397,092	475,873	409,519	234,814	(174,705)	241,749	248,896	256,262	263,850
Percent of Prior Year Budget				(42.7%)		3.0%	3.0%	3.0%	3.0%
Full Time Equivalentents (FTEs)	2.00	0.00	2.00	1.33	(0.67)	1.33	1.33	1.33	1.33
Percent of Prior Year FTE				(33.5%)		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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	598,192	575,807	605,847	548,695	(57,152)	564,172	580,142	596,623	613,635
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	609,230	533,283	763,229	756,238	(6,991)	778,926	802,294	826,366	801,979
Material	40,980	68,265	105,701	150,940	45,239	155,468	160,133	164,937	168,644
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	219,140	274,881	272,528	320,192	47,664	329,798	339,692	349,883	360,379
Facility Costs	10,803	11,345	11,451	13,018	1,567	13,409	13,811	14,225	14,652
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,478,345	1,463,581	1,758,756	1,789,083	30,327	1,841,773	1,896,072	1,952,034	1,959,289
Percent of Expenditure Budget				1.7%		2.9%	2.9%	3.0%	0.4%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	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	1,478,345	1,463,581	1,661,719	1,789,083	127,364	1,841,773	1,896,072	1,952,034	1,959,289
Percent of Prior Year Budget				7.7%		2.9%	2.9%	3.0%	0.4%
Full Time Equivalent (FTEs)	0.25	0.00	0.25	5.93	5.68	5.93	5.93	5.93	5.93
Percent of Prior Year FTE				2,272.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	50,000	63,037	41,500	49,500	8,000	41,500	41,500	41,500	41,500
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	50,000	63,037	41,500	49,500	8,000	41,500	41,500	41,500	41,500
Percent of Expenditure Budget				19.3%		(16.2%)	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	13,037	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	13,037	0	0	0	0	0	0	0
Net Requirement	50,000	50,000	41,500	49,500	8,000	41,500	41,500	41,500	41,500
Percent of Prior Year Budget				19.3%		(16.2%)	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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,086,749	1,274,077	1,304,319	1,577,894	273,575	1,621,234	1,665,890	1,711,909	1,759,342
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	266,855	291,199	257,115	305,198	48,083	314,354	323,785	333,498	343,503
Material	901,312	1,095,162	991,572	994,879	3,307	1,024,726	1,055,468	1,087,133	1,119,747
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	813,907	1,101,339	1,072,936	1,109,265	36,329	1,143,027	1,177,884	1,213,876	1,251,045
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	3,068,823	3,761,777	3,625,942	3,987,236	361,294	4,103,341	4,223,027	4,346,416	4,473,637
Percent of Expenditure Budget				10.0%		2.9%	2.9%	2.9%	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	97,542	184,509	122,042	88,000	(34,042)	54,628	56,267	57,954	59,693
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	23,257	15,000	15,450	450	15,914	16,391	16,883	17,389
Total Revenue	109,542	207,766	137,042	103,450	(33,592)	70,542	72,658	74,837	77,082
Net Requirement	2,959,281	3,554,011	3,488,900	3,883,786	394,886	4,032,799	4,150,369	4,271,579	4,396,555
Percent of Prior Year Budget				11.3%		3.8%	2.9%	2.9%	2.9%
Full Time Equivalentents (FTEs)	20.00	0.00	20.00	19.53	(0.47)	19.53	19.53	19.53	19.53
Percent of Prior Year FTE				(2.3%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	337,060	331,585	354,410	459,443	105,033	514,820	529,709	590,081	607,325
Staff Related Costs	21,828	20,353	23,292	25,682	2,390	26,454	27,248	28,065	28,906
Contract Services	51,510	59,146	75,675	62,446	(13,229)	61,022	62,576	35,454	36,518
Material	40,560	32,617	35,961	38,999	3,038	40,219	41,475	42,773	44,109
Transfers, Grants & Financial Charge	14,000	14,938	14,840	15,434	594	15,897	16,374	16,865	17,371
Transfer to Reserves	0	29,000	0	0	0	0	0	0	0
Fleet Costs	10,140	7,086	10,446	12,832	2,386	13,217	13,614	14,023	14,444
Facility Costs	60,040	31,653	71,164	65,730	(5,434)	67,687	69,702	71,777	73,914
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	535,138	526,378	585,788	680,566	94,778	739,316	760,698	799,038	822,587
Percent of Expenditure Budget				16.2%		8.6%	2.9%	5.0%	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	20,000	27,000	29,633	0	(29,633)	0	0	0	0
Fees and Services	7,000	8,212	16,600	16,600	0	17,098	17,611	18,139	18,683
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	60,000	92,385	60,000	64,000	4,000	65,920	67,898	69,935	72,033
Total Revenue	87,000	127,597	106,233	80,600	(25,633)	83,018	85,509	88,074	90,716
Net Requirement	448,138	398,781	479,555	599,966	120,411	656,298	675,189	710,964	731,871
Percent of Prior Year Budget				25.1%		9.4%	2.9%	5.3%	2.9%
Full Time Equivalentents (FTEs)	4.00	0.00	4.00	4.28	0.28	4.61	4.61	4.95	4.95
Percent of Prior Year FTE				7.0%		7.7%	0.0%	6.9%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	50,977	50,977	95,893	98,697	145,187	149,490
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	50,000	0	50,000	4,330	(45,670)	4,460	4,594	4,732	4,874
Material	2,856	240	0	2,931	2,931	3,018	3,108	3,201	3,297
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	204	0	208	212	4	218	225	232	239
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	53,060	240	50,208	58,450	8,242	103,589	106,624	153,352	157,900
Percent of Expenditure Budget				16.4%		77.2%	2.9%	43.8%	3.0%
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	50,000	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	50,000	0	50,000	0	(50,000)	0	0	0	0
Net Requirement	3,060	240	208	58,450	58,242	103,589	106,624	153,352	157,900
Percent of Prior Year Budget				28,001.0%		77.2%	2.9%	43.8%	3.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.33	0.33	0.67	0.67	1.00	1.00
Percent of Prior Year FTE				0.0%		103.0%	0.0%	33.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	7,325	7,948	8,610	9,232	622	12,014	12,346	12,688	10,326
Staff Related Costs	0	0	0	0	0	0	0	0	0
Contract Services	250,000	247,245	275,000	280,000	5,000	288,400	297,052	305,964	315,143
Material	13,525	4,678	10,300	10,300	0	10,609	10,927	11,255	11,593
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	1,040	2,400	2,790	4,423	1,633	4,556	4,693	4,834	4,979
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	271,890	262,271	296,700	303,955	7,255	315,579	325,018	334,741	342,041
Percent of Expenditure Budget				2.4%		3.8%	3.0%	3.0%	2.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	66,735	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	90,000	0	90,000	75,000	(15,000)	77,250	79,568	81,955	84,414
Total Revenue	90,000	66,735	90,000	75,000	(15,000)	77,250	79,568	81,955	84,414
Net Requirement	181,890	195,536	206,700	228,955	22,255	238,329	245,450	252,786	257,627
Percent of Prior Year Budget				10.8%		4.1%	3.0%	3.0%	1.9%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.10	0.10	0.10	0.10	0.10	0.10
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	11,446	43,527	0	(43,527)	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	11,446	43,527	0	(43,527)	0	0	0	0
Percent of Expenditure Budget				(100.0%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	6,981	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	3,851	43,527	0	(43,527)	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	10,832	43,527	0	(43,527)	0	0	0	0
Net Requirement	0	614	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	87,367	34,666	35,500	834	44,500	45,180	45,874	36,081
Technology & Communications	7,076	50,000	25,000	(25,000)	351,200	232,400	7,500	6,600
Vehicles & Machinery	283,516	713,000	1,151,000	438,000	734,500	922,100	921,500	940,000
Furniture & Fixtures	1,230	0	0	0	0	0	0	0
Building - Structure	0	0	60,000	60,000	0	550,000	20,000,000	75,000
Building - Site Elements	11,172	0	270,000	270,000	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	11,994	0	135,000	135,000	0	0	0	0
Building - Mechanical & Electr.	7,450	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	3,416,672	4,169,000	2,169,563	(1,999,437)	5,893,992	11,481,676	5,434,624	6,919,344
Roads Paved	2,821,014	4,571,000	3,399,689	(1,171,311)	5,185,875	5,052,344	13,431,603	13,583,013
Roads Unpaved	0	0	0	0	0	0	0	0
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
Gross Expenditure	7,339,757	9,892,666	7,360,752	(2,531,914)	12,385,067	18,433,700	40,001,101	21,680,038
Transfer to Reserves	3,342,485	869,508	3,177,485	2,307,977	2,120,000	1,116,314	4,015,000	1,000,000
Total Expenditure	10,682,242	10,762,174	10,538,237	(223,937)	14,505,067	19,550,014	44,016,101	22,680,038
% of Prior Expenditure			(2.1%)		37.6%	34.8%	125.1%	(48.5%)
Revenues by Type								
Federal	3,394,873	2,400,458	2,200,458	(200,000)	2,200,458	2,200,458	2,200,458	2,200,458
Provincial	1,175,248	1,183,134	1,128,164	(54,970)	1,333,134	1,333,134	1,333,134	1,333,134
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	672,697	940,000	495,000	(445,000)	1,841,610	3,015,000	5,178,389	903,626
Donations	0	0	0	0	0	0	0	0
Other	8,877	20,000	25,000	5,000	25,000	25,000	25,000	25,000
Debt	0	0	0	0	0	0	20,000,000	0
Total Revenue	5,251,695	4,543,592	3,848,622	(694,970)	5,400,202	6,573,592	28,736,981	4,462,218
Net Requirement	5,430,547	6,218,582	6,689,615	471,033	9,104,865	12,976,422	15,279,120	18,217,820
% of Prior Net Requirement			7.6%		36.1%	42.5%	17.7%	19.2%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	87,367	34,666	25,000	(9,666)	34,000	34,680	35,374	36,081
Technology & Communications	7,076	50,000	25,000	(25,000)	351,200	232,400	7,500	6,600
Vehicles & Machinery	283,516	713,000	1,151,000	438,000	734,500	922,100	921,500	940,000
Furniture & Fixtures	1,230	0	0	0	0	0	0	0
Building - Structure	0	0	60,000	60,000	0	550,000	20,000,000	75,000
Building - Site Elements	11,172	0	270,000	270,000	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	11,994	0	135,000	135,000	0	0	0	0
Building - Mechanical & Electr.	7,450	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	409,805	797,666	1,666,000	868,334	1,119,700	1,739,180	20,964,374	1,057,681
Transfer to Reserves	1,003,894	353,602	0	(353,602)	110,000	0	0	0
Total Expenditure	1,413,699	1,151,268	1,666,000	514,732	1,229,700	1,739,180	20,964,374	1,057,681
% of Prior Expenditure			44.7%		(26.2%)	41.4%	1,105.4%	(95.0%)
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	68,191	0	317,000	317,000	0	260,000	194,000	100,000
Donations	0	0	0	0	0	0	0	0
Other	8,877	20,000	25,000	5,000	25,000	25,000	25,000	25,000
Debt	0	0	0	0	0	0	20,000,000	0
Total Revenue	77,068	20,000	342,000	322,000	25,000	285,000	20,219,000	125,000
Net Requirement	1,336,631	1,131,268	1,324,000	192,732	1,204,700	1,454,180	745,374	932,681
% of Prior Net Requirement			17.0%		(9.0%)	20.7%	(48.7%)	25.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	2,821,014	4,571,000	3,399,689	(1,171,311)	5,185,875	5,052,344	13,431,603	13,583,013
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	2,821,014	4,571,000	3,399,689	(1,171,311)	5,185,875	5,052,344	13,431,603	13,583,013
Transfer to Reserves	1,144,560	0	1,250,000	1,250,000	1,000,000	1,000,000	1,500,000	500,000
Total Expenditure	3,965,574	4,571,000	4,649,689	78,689	6,185,875	6,052,344	14,931,603	14,083,013
% of Prior Expenditure			1.7%		33.0%	(2.2%)	146.7%	(5.7%)
Revenues by Type								
Federal	144,185	0	1,950,458	1,950,458	0	0	0	2,200,458
Provincial	1,164,053	909,748	370,000	(539,748)	0	1,333,134	1,333,134	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	514,268	900,000	150,000	(750,000)	1,650,000	600,000	4,934,389	763,626
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	1,822,506	1,809,748	2,470,458	660,710	1,650,000	1,933,134	6,267,523	2,964,084
Net Requirement	2,143,068	2,761,252	2,179,231	(582,021)	4,535,875	4,119,210	8,664,080	11,118,929
% of Prior Net Requirement			(21.1%)		108.1%	(9.2%)	110.3%	28.3%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	3,416,672	4,169,000	2,169,563	(1,999,437)	5,893,992	11,481,676	5,434,624	6,919,344
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	3,416,672	4,169,000	2,169,563	(1,999,437)	5,893,992	11,481,676	5,434,624	6,919,344
Transfer to Reserves	1,021,248	510,906	1,919,485	1,408,579	1,000,000	101,314	2,500,000	500,000
Total Expenditure	4,437,920	4,679,906	4,089,048	(590,858)	6,893,992	11,582,990	7,934,624	7,419,344
% of Prior Expenditure			(12.6%)		68.6%	68.0%	(31.5%)	(6.5%)
Revenues by Type								
Federal	3,250,688	2,200,458	250,000	(1,950,458)	2,200,458	2,200,458	2,200,458	0
Provincial	11,195	273,386	758,164	484,778	1,333,134	0	0	1,333,134
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	38,424	0	0	0	141,610	2,125,000	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	3,300,307	2,473,844	1,008,164	(1,465,680)	3,675,202	4,325,458	2,200,458	1,333,134
Net Requirement	1,137,613	2,206,062	3,080,884	874,822	3,218,790	7,257,532	5,734,166	6,086,210
% of Prior Net Requirement			39.7%		4.5%	125.5%	(21.0%)	6.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	100,601	5,000	0	(5,000)	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	100,601	5,000	0	(5,000)	0	0	0	0
Transfer to Reserves	29,422	0	0	0	0	0	0	0
Total Expenditure	130,023	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	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	32,057	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	32,057	0	0	0	0	0	0	0
Net Requirement	97,966	5,000	0	(5,000)	0	0	0	0
% of Prior Net Requirement			(100.0%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	10,500	10,500	10,500	10,500	10,500	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	596	0	0	0	0	0	0	0
Trails Program	591,069	350,000	115,000	(235,000)	175,000	150,000	160,000	120,000
Gross Expenditure	591,665	350,000	125,500	(224,500)	185,500	160,500	170,500	120,000
Transfer to Reserves	143,361	5,000	8,000	3,000	10,000	15,000	15,000	0
Total Expenditure	735,026	355,000	133,500	(221,500)	195,500	175,500	185,500	120,000
% of Prior Expenditure			(62.4%)		46.4%	(10.2%)	5.7%	(35.3%)
Revenues by Type								
Federal	0	200,000	0	(200,000)	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	19,757	40,000	28,000	(12,000)	50,000	30,000	50,000	40,000
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	19,757	240,000	28,000	(212,000)	50,000	30,000	50,000	40,000
Net Requirement	715,269	115,000	105,500	(9,500)	145,500	145,500	135,500	80,000
% of Prior Net Requirement			(8.3%)		37.9%	0.0%	(6.9%)	(41.0%)



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-2020-025 Fischer Bridge Repair	215,000	(188,164)	26,836	0
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	669,485	0	669,485	0
TS-2021-006 Repair Superstructure Sweiger Bridge BR 10	650,000	(570,000)	80,000	0
TS-2021-014 Replace Durham St. Bridge BR 4 Walkerton	720,000	0	720,000	0
TS-2021-018 Rehabilitation and Reconstruction of West Road	15,000	0	15,000	0
TS-2021-030 Bruce Rd. 23 (Roundabout)	200,000	(150,000)	50,000	0
TS-2021-046 Accessibility Upgrades	60,000	0	60,000	0
TS-2021-048 Capital Housing-Vehicle/Equipment	1,176,000	(342,000)	834,000	0
TS-2021-054 CN Rail Trail Resurfacing	100,000	(28,000)	72,000	0
TS-2021-055 Trails-Fencing	5,000	0	5,000	0
TS-2022-007 Paisley Backup Generator	135,000	0	135,000	0
TS-2022-013 Mechanized Equipment	10,500	0	10,500	0
TS-2023-015 Bruce Road 14 Repair	55,000	0	55,000	0
TS-2023-018 Bruce Road 6 / Absolam Street Resurfacing (Urban)	180,000	(150,458)	29,542	0
TS-2023-021 Bruce Road 1 Repair	80,000	0	80,000	0
TS-2023-025 Meax Creek Bridge BR 6E	300,000	(250,000)	50,000	0
TS-2023-027 Bruce Road 19 Conc14E to BR10	1,900,000	(1,800,000)	100,000	0
TS-2023-029 Spring Creek Culvert and Trail	10,000	0	10,000	0
TS-2023-R01 Bridge Reserve contribution	1,250,000	0	1,250,000	0
TS-2023-R03 Tsf to Reserves - Mechanized Equipment -Trails	8,000	0	8,000	0
TS-2023-R04 Capital Roads Program	1,250,000	0	1,250,000	0
TS-2024-006 Storm Sewer & Sidewalk BR 12 (Formosa)	60,000	0	60,000	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-2024-008 Capital Project Management Oversight	302,189	0	302,189	0
TS-2024-009 NO2 & CO detection systems (Walkerton & Paisley)	270,000	0	270,000	0
TS-2024-010 Microsurfacing Program	275,500	(250,000)	25,500	0
TS-2024-011 Crack and Seal Program	207,000	(120,000)	87,000	0
TS-2024-012 Misc. Asphalt Program	125,000	0	125,000	0
TS-2024-013 Printer Plotter	25,000	0	25,000	0
TS-2024-014 Culvert Repairs and Replacements	284,563	0	284,563	0
Net Cost of Capital Projects	10,538,237	(3,848,622)	6,689,615	0
Total Transportation & Environmental Services	10,538,237	(3,848,622)	6,689,615	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
TS Transportation & Environmental Services															
Capital Projects															
TS-2020-005 Security for shops	0	0	0	225,000	0	225,000	225,000	0	225,000	0	0	0	0	0	0
TS-2020-017 Arran Township Shed Bridge	0	0	0	0	0	0	0	0	0	0	0	0	800,000	0	800,000
TS-2020-025 Fischer Bridge Repair	215,000	(188,164)	26,836	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-001 McCurdy Bridge-Environmental Costs	0	0	0	0	0	0	0	0	0	0	0	0	155,000	0	155,000
TS-2021-002 Repairs Stoney Creek Culvert	0	0	0	0	0	0	0	0	0	50,000	0	50,000	200,000	0	200,000
TS-2021-004 Repair Robinson B line & Blackwell Bri	0	0	0	0	0	0	0	0	0	1,200,000	0	1,200,000	0	0	0
TS-2021-005 Replace Teeswater Bridge BR3 Paisley	669,485	0	669,485	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-006 Repair Superstructure Sweiger Bridge I	650,000	(570,000)	80,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-010 Repair Silver Creek Culvert-Durham St.	0	0	0	105,000	0	105,000	0	0	0	0	0	0	0	0	0
TS-2021-014 Replace Durham St. Bridge BR 4 Walke	720,000	0	720,000	3,000,000	(2,342,068)	657,932	9,200,000	(4,325,458)	4,874,542	450,000	0	450,000	0	0	0
TS-2021-018 Rehabilitation and Reconstruction of V	15,000	0	15,000	0	0	0	0	0	0	2,000,000	0	2,000,000	2,000,000	0	2,000,000
TS-2021-020 CIP Recycling BR 3 and BR 4	0	0	0	0	0	0	0	0	0	50,000	0	50,000	1,298,656	(21,588)	1,277,068
TS-2021-022 Bruce Rd. 6A East	0	0	0	0	0	0	2,500,000	(1,933,134)	566,866	8,000,000	(6,253,134)	1,746,866	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	3,550,000	(2,910,458)	639,542
TS-2021-030 Bruce Rd. 23 (Roundabout)	200,000	(150,000)	50,000	2,200,000	(1,650,000)	550,000	0	0	0	0	0	0	0	0	0
TS-2021-046 Accessibility Upgrades	60,000	0	60,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2021-048 Capital Housing-Vehicle/Equipment	1,176,000	(342,000)	834,000	768,500	(25,000)	743,500	956,780	(285,000)	671,780	956,874	(219,000)	737,874	976,081	(125,000)	851,081
TS-2021-049 Walkerton Shop - Options Analysis	0	0	0	0	0	0	550,000	0	550,000	20,000,000	(20,000,000)	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 CN Rail Trail Resurfacing	100,000	(28,000)	72,000	80,000	0	80,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
TS-2021-055 Trails-Fencing	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
TS-2021-R05 Transfer to reserve-Equipment (Vehicl	0	0	0	110,000	0	110,000	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 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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
TS-2022-002 Repair 1st, 2nd and 3rd Dunblane Bridge	0	0	0	0	0	0	0	0	0	0	0	0	1,925,000	0	1,925,000
TS-2022-007 Paisley Backup Generator	135,000	0	135,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2022-012 Computer/Electronic Purchases	0	0	0	6,200	0	6,200	7,400	0	7,400	7,500	0	7,500	6,600	0	6,600
TS-2022-013 Mechanized Equipment	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	10,500	0	10,500	0	0	0
TS-2023-001 Repair Station Bridge	0	0	0	0	0	0	0	0	0	150,000	0	150,000	1,400,000	(1,333,134)	66,866
TS-2023-003 CIP Recycle BR 3/Dunkeld to Hwy 9) O	0	0	0	0	0	0	0	0	0	25,000	0	25,000	750,000	0	750,000
TS-2023-004 CIP BR 9 in place (Barrow Bay to BR 29	0	0	0	0	0	0	0	0	0	250,000	0	250,000	953,191	0	953,191
TS-2023-007 Rehab Campbell Thede Bridge BR 17	0	0	0	155,000	0	155,000	0	0	0	0	0	0	0	0	0
TS-2023-013 Bruce Road 20 CIP & Surface	0	0	0	1,000,000	0	1,000,000	0	0	0	0	0	0	0	0	0
TS-2023-015 Bruce Road 14 Repair	55,000	0	55,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-018 Bruce Road 6 / Absolam Street Resurf	180,000	(150,458)	29,542	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-019 Bruce Road 3 S&P South of Hwy 9	0	0	0	780,000	0	780,000	0	0	0	0	0	0	0	0	0
TS-2023-021 Bruce Road 1 Repair	80,000	0	80,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-022 Bruce Road 6 Paved Shoulder and Storm	0	0	0	287,500	0	287,500	0	0	0	0	0	0	0	0	0
TS-2023-025 Meax Creek Bridge BR 6E	300,000	(250,000)	50,000	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	1,900,000	(1,800,000)	100,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-029 Spring Creek Culvert and Trail	10,000	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2023-R01 Bridge Reserve contribution	1,250,000	0	1,250,000	1,000,000	0	1,000,000	0	0	0	2,500,000	0	2,500,000	500,000	0	500,000
TS-2023-R03 Tsf to Reserves - Mechanized Equipme	8,000	0	8,000	10,000	0	10,000	15,000	0	15,000	15,000	0	15,000	0	0	0
TS-2023-R04 Capital Roads Program	1,250,000	0	1,250,000	1,000,000	0	1,000,000	1,000,000	0	1,000,000	1,500,000	0	1,500,000	500,000	0	500,000
TS-2024-003 Rehab Burgoyne Bridge BR3	0	0	0	0	0	0	0	0	0	55,000	0	55,000	787,500	0	787,500
TS-2024-005 CIP Recycling BR 6 (SDR 30-HWY 21)	0	0	0	0	0	0	0	0	0	0	0	0	60,000	0	60,000
TS-2024-006 Storm Sewer & Sidewalk BR 12 (Formo	60,000	0	60,000	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 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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
TS-2024-007 Paisely Shop Analysis	0	0	0	0	0	0	0	0	0	0	0	0	75,000	0	75,000
TS-2024-008 Capital Project Management Oversight	302,189	0	302,189	310,875	0	310,875	319,844	0	319,844	329,103	0	329,103	338,666	0	338,666
TS-2024-009 NO2 & CO detection systems (Walkert	270,000	0	270,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2024-010 Microsurfacing Program	275,500	(250,000)	25,500	275,500	0	275,500	275,500	0	275,500	275,500	0	275,500	275,500	0	275,500
TS-2024-011 Crack and Seal Program	207,000	(120,000)	87,000	207,000	0	207,000	207,000	0	207,000	207,000	0	207,000	207,000	0	207,000
TS-2024-012 Misc. Asphalt Program	125,000	0	125,000	125,000	0	125,000	125,000	0	125,000	125,000	0	125,000	125,000	0	125,000
TS-2024-013 Printer Plotter	25,000	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0
TS-2024-014 Culvert Repairs and Replacements	284,563	0	284,563	292,992	0	292,992	301,676	0	301,676	310,624	0	310,624	319,844	0	319,844
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	2,000,000	0	2,000,000	0	0	0
TS-2025-003 Replace Craig Hill Bridge BR3	0	0	0	0	0	0	310,000	0	310,000	2,275,000	(2,200,458)	74,542	0	0	0
TS-2025-005 CIP recycling BR 7 (South Ripley to BR	0	0	0	0	0	0	1,400,000	0	1,400,000	20,000	(14,389)	5,611	0	0	0
TS-2025-006 Parking Lot Expansions (Rail Trail)	0	0	0	40,000	0	40,000	40,000	0	40,000	30,000	0	30,000	0	0	0
TS-2025-007 Forest Trail Development	0	0	0	50,000	(50,000)	0	30,000	(30,000)	0	50,000	(50,000)	0	40,000	(40,000)	0
TS-2025-008 Dudgeon Bridge Repairs	0	0	0	126,000	0	126,000	0	0	0	0	0	0	0	0	0
TS-2025-009 Hayes Bridge (000220)	0	0	0	1,800,000	(1,333,134)	466,866	0	0	0	0	0	0	0	0	0
TS-2025-010 BR 15 Bridge Con 12-13 lot 20, #10378,	0	0	0	80,000	0	80,000	420,000	0	420,000	0	0	0	0	0	0
TS-2025-011 Rail Trail Culvert Replacements	0	0	0	0	0	0	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000
TS-2026-001 Replace Culvert Campbell St. Lucknow	0	0	0	0	0	0	50,000	0	50,000	300,000	0	300,000	350,000	0	350,000
TS-2026-006 12th of Brant Bridge 000140	0	0	0	0	0	0	370,000	0	370,000	0	0	0	0	0	0
TS-2026-007 BR 7 Bridge, Con 5, Lot 15-16 #070560	0	0	0	0	0	0	610,000	0	610,000	0	0	0	0	0	0
TS-2026-008 BR 12 Bridge Yocom #1202610	0	0	0	0	0	0	35,000	0	35,000	0	0	0	0	0	0
TS-2026-009 McKinnon Bridge 0604400, Asset# 439	0	0	0	0	0	0	185,000	0	185,000	0	0	0	0	0	0
TS-2026-R01 Transfer to Reserves - Infrastructure R	0	0	0	0	0	0	101,314	0	101,314	0	0	0	0	0	0



County of Bruce
Transportation & Environmental Services
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	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
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	35,000	0	35,000	350,000	0	350,000
TS-2027-003 Microsurfacing BR 1	0	0	0	0	0	0	0	0	0	0	0	0	1,700,000	(4,177)	1,695,823
TS-2028-001 Rehab Brunt Bridge BR11	0	0	0	0	0	0	0	0	0	0	0	0	60,000	0	60,000
TS-2028-002 Rehab Gregg Bridge GBL	0	0	0	0	0	0	0	0	0	0	0	0	72,000	0	72,000
TS-2028-003 Rehab Sinclair Bridge BR 8	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	150,000
TS-2028-005 CIP Recycling BR 3 (BR 2-HWY 9)	0	0	0	0	0	0	0	0	0	150,000	0	150,000	1,925,000	(27,861)	1,897,139
TS-2028-006 Road Alignment improvement BR 23	0	0	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000
TS-2028-007 CIP Recycling BR 40	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	150,000
TS-2028-008 BR 6 Bridge, 200m East of SR 5, 10365,	0	0	0	0	0	0	0	0	0	0	0	0	230,000	0	230,000
TS-2030-001 Repair Formosa Creek Bridge BR 4	0	0	0	0	0	0	0	0	0	609,000	0	609,000	0	0	0
Net Cost of Capital Projects	10,538,237	(3,848,622)	6,689,615	14,505,067	(5,400,202)	9,104,865	19,550,014	(6,573,592)	12,976,422	44,016,101	(28,736,981)	15,279,120	22,680,038	(4,462,218)	18,217,820
Total Transportation & Environmental Services	10,538,237	(3,848,622)	6,689,615	14,505,067	(5,400,202)	9,104,865	19,550,014	(6,573,592)	12,976,422	44,016,101	(28,736,981)	15,279,120	22,680,038	(4,462,218)	18,217,820

2023 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Transportation and Waste Management				Transportation and Waste				
\$ 83,039.28				Computer Software	\$83,039.28	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.
\$ 8,395.12				Computer Hardware	\$8,395.12	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				
\$ 6,018.36				Office Equipment	\$6,018.36	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.
\$ 43,248.87				Operational Equipment	\$43,248.87	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.
\$ 15,468.89		\$ 8,000.00		Trails Equipment	\$23,468.89	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				
\$ 62,267.94				Shop Replacement	\$62,267.94	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Lucknow Shop.
\$ 1,763.56				Walkerton Sand Shed	\$1,763.56	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.
\$ 19,371.93				Warton Sand Shed/shop	\$19,371.93	311-1120-BUIL	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	To fund the replacement of the Warton sand and salt storage shed.
\$ 9,199.86				Paisley Sand Dome	\$9,199.86	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.
\$ 53,957.67				Building Components	\$53,957.67	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				
\$ 925,315.11	\$ (317,000.00)			Transportation & Environmental Services Fleet Replacement	\$608,315.11	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
				Operating Surplus Reserves				
Transportation and Waste Management				Transportation and Waste				
\$ 128,153.28				Sale of Forest Product	\$128,153.28	841-1110-ASFP	Transfer of surplus created from the sale of forest products.	Used to offset future years forestry budgets as deemed by council.

2023 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
\$ 135,640.11				Transportation Operating Surplus	\$135,640.11	311-1110-HOPR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
\$ 188,225.90				Waste Management	\$188,225.90	350-1110-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
				Infrastructure- Roads/Bridges/Culverts/Traffic Control				
Transportation and Waste Management				Transportation and Waste				
Infrastructure Bridges and Culverts								
\$ 931,084.79		\$ 1,250,000.00		Bridge Reserve	\$2,181,084.79	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.
\$ 16,772.59				Culvert Reserve	\$16,772.59	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				
\$ 177,682.22				Traffic Control Reserve	\$177,682.22	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				
\$ 768,540.84		\$ 1,250,000.00		Paved Roads Capital -All Roads	\$2,018,540.84	333-1120-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the paved roads capital as deemed appropriate by Director and Council.
				Infrastructure Trails				
\$ 27,527.88	\$ (28,000.00)			CN Corridor	(\$472.12)	781-1120-CNRT	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the CN Corridor as deemed appropriate by Director and Council.
\$ 855.96				Lindsay Trail	\$855.96	781-1110-LINT	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Specific undertakings related to the Lindsay Trail as deemed appropriate by Director and Council.
				Designated Project or Special Purpose Reserves				
Transportation and Waste Management				Transportation and Waste Management				
\$ 935.40				Bike Master Plan	\$935.40	311-1110-PROJ	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	0
\$ 55,000.76				Sign Project	\$55,000.76	311-1110-PROJ	Year End unspent capital earmarked for this purpose	Funds utilized for Bruce County signage project related to economic development.

2023 closing	Transfers From	Transfers To	Interest/ Transfer	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
\$ 2,487.07				Transit	\$2,487.07	311-1110-PROJ	Year end unspent capital earmarked for this purpose	
\$ 1,243.54				County Sustainability Plan	\$1,243.54	311-1110-PROJ	Year end unspent capital earmarked for this purpose	
\$ 6,898.97				Emerald Ash Bore	\$6,898.97	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.
\$ 111,627.48				Drainage	\$111,627.48	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
\$ 610,984.34				Winter Control Reserve	\$610,984.34	330-1110-SNOW	Year end unspent capital earmarked for this purpose	Funds utilized to offset snow deficits
\$ 2,098.45				Brant Tract Shed/Forest Management Plan	\$2,098.45	339-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds utilized to fund the continuation of this project.
\$ 58,013.79				County Reforestation - Reserve Fund Funds (Stipulations Apply)	\$58,013.79	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.
\$ 982,585.08				Waste Management Future Planning - Reserve Fund	\$982,585.08	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.

\$ 5,434,405.04 \$ (345,000.00) \$ 2,508,000.00 \$0.00

\$7,597,405.04



Be an explorer.

2024 - 2028 Budget and Forecast

Human Services Budget Reference

2024 Bruce County Business Plan

Department: Human Services

- 1. Build a strong and inclusive community.
- 2. Enhance and grow partnerships.
- 3. Strengthen County’s use of technology and innovative initiatives.
- 4. Promote responsible growth.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q4)	2024 Budget
Average length of time that clients receive social assistance.	22	26	25	25	29.6	29		29
Percentage of caseload exiting to employment	1.57%	1.73%	2.44%	1.86%	1.44%	1.88		5%
Average number of days from Intake to a referral to Employment Ontario for Ontario works clients	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024		90 days
Number of households receiving social assistance	594	575	523	475	408	506		600
Proportion of Ontario Works clients and Non-Disabled Adults on ODSP referred to Employment Ontario	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024	New KPI for 2024		10%
Number of available regulated child care spaces per 1,000 children (age 0 - 12)**	181.20	194.51	194	211	221.12	200		231*
Percentage of available child care spaces subsidized	10%	10%	11%	10%	7%	6%		4%**
Percentage of waiting list housed annually	30%	27%	36%	40%	12%	5%		25%
Number of immediate actions for 2024 completed from the Housing & Homelessness Plan Update	30%	44%	50%	100%	43%	83%		100%

2024 Bruce County Business Plan

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (Q4)	2024 Budget
Housing Facilities Capital Expenditures & Planning								
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%
Housing Facilities Operational Efficiency								
NEW KPI 2024 - Unit turn quantity								75
NEW KPI 2024 - Average unit turnover rate								8%
NEW KPI 2024 - Average unit turn cost								\$10,000

*With the expansion of licensed child care through the CWELCC system, the availability of licensed child care spaces will continue to increase

**Through the CWELCC system, child care will be more affordable for more families

***8 out 8 projects delivered on time

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Increase Access to Affordable & Supportive Housing	\$125,000		\$550,000	
2. Align new Child Care and Early Years funding formula to support and grow licensed child care system.	\$150,000		\$150,000	
3. Social Assistance Person-Centred Supports Framework /Integrated Case Management	\$60,192		\$60,192	
4. Leverage Technology for Service Transformation	\$26,453		\$26,453	
5. Electrical Infrastructure Repairs	\$1,750	\$25,000	\$26,750	
6. Balcony Inspections & Repairs	\$3,150	\$90,000	\$93,150	
7. Common Area Lighting Upgrades	\$1,500	\$50,000	\$51,500	
8. Building Sealant Repairs	\$1,800	\$60,000	\$61,800	
9. Windows & Doors Replacement	\$34,726	\$992,160	\$1,026,886	
10. Life Safety Upgrades	\$875	\$25,000	\$25,875	
11. MUA Unit Mechanical Replacement	\$14,922	\$355,720	\$370,642	
12. Elevator Installation & Refurbishment	\$15,264	\$508,800	\$524,064	
13. Parking Lot, Sidewalks & Drainage Upgrades	\$6,869	\$228,960	\$235,829	
14. Roofing Replacement	\$4,884	\$162,816	\$167,700	
15. Intercommunication Systems & Network Cabling	\$2,853	\$95,112	\$97,965	
16. Common Area Flooring Upgrades	\$9,000	\$45,000	\$54,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Increase Access to Affordable & Supportive Housing</p> <p>Owners: Housing Services Manager & relevant staff</p>	<p>Staff will continue to promote affordable and supportive housing while working to prevent homelessness by collaborating with key stakeholders including internal and external partners. In 2024, staff will focus on key priorities established in the newly updated 10-year Housing & Homelessness Plan.</p> <p>Phase 1: Develop a strategic implementation plan, together with a multi-faceted communication plan, for the new Housing and Homelessness Plan.</p> <p>Phase 2: Collaborate with major stakeholders to execute priority initiatives in order to sustain and expand upon existing momentum.</p> <p>Phase 3: Observe key performance indicators to ensure advancement and amend implementation approaches as required to ensure progress.</p> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none">• Build a strong and inclusive community.• Enhance and grow partnerships.• Strengthen County's use of technology and innovative initiatives.• Promote responsible growth.	<p>Internal Staffing Time \$125,000</p>	<p>Phase 1 - Q1</p> <p>Phase 2 - Q1,Q2</p> <p>Phase 3 - Q2-Q4</p> <p>Phase 4 - Q3,Q4</p>	<p>Legislative and Council</p>
<p>2. Align new Child Care and Early Years funding formula to support and grow our licensed child care system.</p>	<p>In 2024, precipitated by the Canada-wide Early Learning Child Care (CWELCC) agreement with the federal government, the Ministry of Education will implement a new Child Care and Early Years Funding formula to ensure there is a sustainable funding model in place that is responsive to child care cost structures to support the child care system and future growth.</p>	<p>Internal Staffing Time: 125,000.00</p> <p>Consultant Costs: \$25,000.00</p>	<p>Phase 1 -Q1</p> <p>Phase 2 -Q1</p> <p>Phase 3 -Q2</p> <p>Phase 4 - Q3-Q4</p>	<p>Legislative & Council</p>

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Children's Services Manager and Leadership Team	<p>Phase 1: Analyze and understand the implications of the Ministry of Education's new Child Care and Early Years funding formula.</p> <p>Phase 2: Evaluate existing programs and services to determine alignment with the new funding formula's priorities, while optimizing supports and services that address the goals of the new funding model, the Children's Services Service System plan, and the Bruce County Strategic Plan.</p> <p>Phase 3: Engage with relevant stakeholders, and community partners, to continue to build collaborative relationships by keeping partners informed of the changes and it's implications.</p> <p>Phase 4: Develop a budgeting strategy that optimizes the use of funding to support high quality, accessible, inclusive and affordable child care and early years services throughout Bruce County.</p> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none">• Build a strong and inclusive community.• Enhance and grow partnerships.• Strengthen County's use of technology and innovative initiatives.• Promote responsible growth.			
3. Social Assistance Person-Centred Supports	In 2024, work will continue to build a Person-Centered Supports Framework in our community that will support social assistance	\$60,192	Phases 1-3 will be an iterative	Legislative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>Framework /Integrated Case Management</p> <p>Owners: Income and Support Services Manager and team</p>	<p>recipients on a pathway toward independence and employment readiness. With EST, the Service System Manager (SSM) and Employment Ontario (EO) is responsible for delivering employment and training services. Ontario Works is responsible for delivering case management services that focus on connecting clients to person-centered supports and services that address their stability needs, are culturally appropriate and prepare/enable them to be referred to participate in employment services with the goal of increasing referrals of Ontario Works clients to the SSM and EO.</p> <p>Phase 1: Actively engage with internal and external community partners and service delivery agencies to build relationships and develop pathways to service for Ontario Works / ODSP clients that will address identified support needs and promote integrated case management practices between agencies.</p> <p>Phase 2: Using data from client Action Plans and outcomes, identify service needs gaps in the community and look for opportunities to build partnerships to address those gaps.</p> <p>Phase 3: Evaluate 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> <p>Link to Strategic Goals and Elements:</p> <ul style="list-style-type: none">• Build a strong and inclusive community.• Enhance and grow partnerships.• Strengthen County's use of technology and innovative initiatives.		<p>process throughout the year.</p>	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Leverage Technology for Service Transformation Owners: Business & Human Services Integration Manager and team	<p>Work in 2024 will evaluate and implement technology solutions to support a Human Services delivery model that is integrated and takes a lean lens to optimize value to the community.</p> <p>For 2024, work will be undertaken in three phases:</p> <p>Phase 1 - Engage staff, clients and stakeholders to identify opportunities to enhance service delivery and gain departmental efficiency using technology.</p> <p>Phase 2 - Plan and pilot initiatives related to integrated Human Services delivery; the management of fiscal resources; the collection, analysis, and use of data in decision making; and business operations.</p> <p>Phase 3 - Engage those delivering and receiving Human Services to evaluate if piloted initiatives have resulted in anticipated positive outcomes and to learn of further potential improvements.</p> <p>Link to Strategic Goals:</p> <ul style="list-style-type: none">Enhance and grow partnershipsStrengthen County's use of technology and innovative initiatives	<p>Internal Staff Cost:</p> <p>\$26,453</p>	<p>Iterative phases will occur throughout 2024 for each initiative.</p>	<p>Service Initiative</p>

2024 Bruce County Business Plan

2024 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Electrical Infrastructure Repairs Owners: Housing Facilities Manager, Project Technologist	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.	\$26,750	Tender Q1 Construction Q4	Maintain Service
2. Balcony Inspections & Repairs Owners: Housing Facilities Manager, Project Technologist	Complete structural balcony inspections and repairs prolonging the life expectancy of the structure. To be utilized across portfolio.	\$93,150	Tender Q1 Construction Q4	Structural Integrity
3. Common Area Lighting Upgrades Owners: Housing Facilities Manager, Project Technologist	Complete energy audits 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.	\$51,500	Tender Q1 Construction Q4	Energy Efficiency
4. Building Sealant Repairs Owners: Housing Facilities Manager, Project Technologist	Complete inspections, maintenance, and repairs to the building’s exterior sealant prolonging the life expectancy of the structure. To be utilized across portfolio.	\$61,800	Tender Q2 Construction Q4	Energy Efficiency
5. Windows & Doors Replacement Owners: Housing Facilities Manager, Project Technologist	Replace the windows and doors at 915 Huron Terr. in Kincardine to improve the building’s energy efficiency and tenant comfort.	\$1,026,886	Tender Q1 Construction Q4	Energy Efficiency
6. Life Safety Upgrades Owners: Housing Facilities Manager, Project Technologist	Replace the fire alarm panel and devices at 286 Albert St. in Paisley to maintain building and tenant safety.	\$25,875	Tender Q1 Construction Q2	Life Safety

2024 Bruce County Business Plan

2024 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
7. MUA Unit Mechanical Replacement Owners: Housing Facilities Manager, Project Technologist	Replace the make-up air system at 286 Albert St. in Paisley and Prepare plans to replace the make-up air system at 52 Maria St. in Tara to improve the building’s energy efficiency and tenant comfort.	\$370,642	Tender Q1 Construction Q4	Energy Efficiency
8. Elevator Installation & Refurbishment Owners: Housing Facilities Manager, Project Technologist	Installation of a new full services elevator at 116 Albert St. in Southampton and refurbishment of the full-service elevator at 621 Mary St. in Wiarton providing and maintaining safe accessible access to all floors of the building.	\$524,064	Tender Q1 Construction Q4	Barrier Free Features
9. Parking Lot, Sidewalks & Drainage Upgrades Owners: Housing Facilities Manager, Project Technologist	Replacement and upgrades to the parking lot and site at 510 Wellington St. in Port Elgin to improve storm water flow around the building and maintain parking services.	\$235,829	Tender Q2 Construction Q4	Maintain Service
10. Roofing Replacement Owners: Housing Facilities Manager, Project Technologist	Replace the asphalt shingle roof at 7432 Hwy. 6 in Tobermory prolonging the life expectancy of the structure.	\$167,700	Tender Q2 Construction Q4	Structural Integrity
11. Intercommunication Systems & Network Cabling Owners: Housing Facilities Manager, Project Technologist	Replacement of building’s Intercommunication Systems and necessary network cabling to maintain services and align with current technologies. To be utilized across portfolio.	\$97,965	Tender Q2 Construction Q4	Maintain Service
12. Common Area Flooring Upgrades	Prepare plans to replace the common area flooring at 915 Huron Terr. In Kincardine and 286 Albert St. in Paisley to	\$54,000	Tender Q1 Construction Q2	Maintain Service

2024 Bruce County Business Plan

2024 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Housing Facilities Manager, Project Technologist	maintain building cleanliness and reduce ongoing maintenance.			

2024 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.
Number of households receiving social assistance	The number of households receiving social assistance is a data count that includes benefit units receiving Ontario Works, Temporary Care Assistance and Emergency Assistance each month. Currently the data is derived from the Social Assistance Operations Performance Report provided by MCCSS
Average number of days from Intake to Ontario Works to a referral to Employment Ontario	The number of calendar days that it takes for the client to get referred to EO, regardless of whether the Service System Manager has accepted. For OW clients, this reflects the number of days from: the later of OW intake date or (2) January 1, 2021 to: the date the client was referred to Employment Ontario - Derived from the MCCSS Employment Services Transformation Service Contract Metrics Power BI report.
Percentage of caseload exiting to employment	The number of distinct cases that exited Ontario Works due to employment from January of the current year up to the reporting month divided by the number of distinct Ontario Works cases from January of the current year up to the reporting month. Derived from the MCCSS Employment Services Transformation Service Contract Metrics Power BI report.
Proportion of Ontario Works clients and Non-Disabled Adults on ODSP referred to Employment Ontario	Derived from the MCCSS Employment Services Transformation KPI's Power BI report from MCCSS Analytics. This is based on data recorded in the Common Assessment tool indicating that the person has been referred to Employment Ontario.
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.
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.
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.

2024 Bruce County Business Plan

Key Performance Indicator	Description
Number of immediate actions for 2024 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.
Housing Facilities Capital Expenditures & Planning	
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.
Housing Facilities Operational Efficiency	
Housing Facilities Unit turn quantity	A unit turn refers to the process of preparing a rental unit for a new tenant after the previous tenant has moved out. Unit turn quantity is the number of times a property’s rental unit(s) undergoes the process of being turned over or prepared for a new tenant after the previous tenant has moved out.
Housing Facilities Average unit turnover rate	Average unit turnover rate refers to the frequency rental units within a property undergo the process of being turned over or prepared for new tenants after the previous occupants have moved out.
Average unit turn cost	The average unit turn cost refers to the typical expenses when preparing a property rental unit for a new tenant after the previous tenant has vacated. It includes but is not limited to various expenses such as cleaning, repairs, maintenance, painting, security, mechanical, electrical, flooring, appliances, and any necessary renovations to ensure the unit meets the standards for the next tenant's occupancy.



Major Initiatives and Departmental Focus

The major initiatives for the Human Services Department in 2024, are in direct alignment with Bruce County's Strategic Goals and Objectives for 2023-2016 as follows:

- 1. Build a strong and inclusive community
 - Increase housing options and encourage innovative solutions.
 - Drive community well-being.
 - Be a welcoming and inclusive community.
- 2. Enhance and grow partnerships
 - Support Indigenous engagement and reconciliation actions.
 - Work collaboratively between departments and with our partners on integration and continuum of excellent services.
- 3. Strengthen County's use of technology and innovative services
 - Provide more integrative services and seamless technology that enhance the customer experience.
 - Maximize organizational data and information sharing.
- 4. Promote responsible growth
 - Build forward thinking, evidence informed capital and operating plans.

The following action items will be included the Human Services Business Plan for 2024:

- 1. Increase Access to Affordable & Supportive Housing - staff will continue to promote affordable and supportive housing while working to prevent homelessness, and action priorities identified in the updated Housing and Homelessness Plan, based on demographic data, trends, and community feedback.
- 2. Align new Child Care and Early Learning funding model to support and grow Bruce County's licensed child care system - staff will work to align the Ministry of Education's new funding approach to meet the needs of our local child care system. _
- 3. Social Assistance Person-Centred Supports Framework/Integrated Case Management - staff will continue to build a Person-Centered Supports Framework in our community that will support social assistance recipients on a pathway toward independence and employment readiness.
- 4. Leverage Technology for Service Transformation - staff will evaluate and implement technology solutions to support a Human Services delivery model that is integrated and takes a lean lenes to optimize value to the community.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	6,842,453	7,739,985	1,932	0	496,014	0	0	0	0	0	0	8,237,931	497,946
Staff Related Costs	168,481	263,239	8,363	0	(86,208)	0	0	0	0	0	0	185,394	(77,845)
Contract Services	2,088,923	2,115,638	(15,525)	0	(232,784)	35,000	0	0	0	550	0	1,902,879	(212,759)
Material	4,206,996	3,211,207	6,085	0	2,585	0	0	0	0	0	0	3,219,877	8,670
Transfers, Grants & Financial Charge	14,535,584	20,813,556	(228,125)	45,000	727,095	0	0	0	191,160	(4,000)	0	21,544,686	731,130
Transfer to Reserves	76,033	73,534	0	0	0	0	0	0	0	0	0	73,534	0
Fleet Costs	52,968	56,604	0	0	20,383	0	0	0	0	0	0	76,987	20,383
Facility Costs	245,378	269,969	(6,479)	0	4,969	0	0	0	0	0	0	268,459	(1,510)
Other Internal Costs	922,584	1,042,297	0	0	148,568	0	0	0	0	0	0	1,190,865	148,568
Total Expenditures	29,139,400	35,586,029	(233,749)	45,000	1,080,622	35,000	0	0	191,160	(3,450)	0	36,700,612	1,114,583
Percent of Expenditure Budget		100.0%	100.0%	0.1%	3.0%	0.1%	0.0%	0.0%	0.5%	0.0%	0.0%	3.1%	
Revenues by Type													
Federal	1,209,982	1,292,308	(21,093)	0	(202,318)	0	0	0	0	0	0	1,068,897	(223,411)
Provincial	17,675,023	23,922,823	(186,782)	0	782,228	0	0	0	0	0	0	24,518,269	595,446
Municipal	45,562	133,192	0	0	(35,754)	0	0	0	0	0	0	97,438	(35,754)
Transfers from Reserves	271,964	91,416	0	45,000	(22,050)	0	0	0	0	0	0	114,366	22,950
Fees and Services	3,482,032	3,699,771	0	0	41,341	0	0	0	0	0	0	3,741,112	41,341
Donations	66,095	30,276	0	0	158	0	0	0	0	0	0	30,434	158
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	576,633	74,861	0	0	0	0	0	0	0	0	0	74,861	0
Total Revenue	23,327,291	29,244,647	(207,875)	45,000	563,605	0	0	0	0	0	0	29,645,377	400,730
Net Requirement	5,812,109	6,341,382	(25,874)	0	517,017	35,000	0	0	191,160	(3,450)	0	7,055,235	713,853
Percent of Prior Year Budget		100.0%	(0.4%)	0.0%	8.2%	0.6%	0.0%	0.0%	3.0%	(0.1%)	0.0%	11.3%	
Full Time Equivalents (FTE's)	0.00	69.61	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	70.24	0.63
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%	0.9%	(99.1%)



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 includes a re-allocation of internet budget to IT.	Provincially Legislated <ul style="list-style-type: none">• nil•
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.	Growth <ul style="list-style-type: none">• nil•
One Time Items <ul style="list-style-type: none">• nil•	Council Priorities <ul style="list-style-type: none">• nil•
	Service Initiatives/Savings <ul style="list-style-type: none">• nil•
	Operating Impact of Capital Projects <ul style="list-style-type: none">• nil•



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	7,205	3,513	0	0	3,742	0	0	0	0	0	0	7,255	3,742
Contract Services	5,819	525	(525)	0	0	0	0	0	0	0	0	0	(525)
Material	2,120	17,595	(1,982)	0	(3,480)	0	0	0	0	0	0	12,133	(5,462)
Transfers, Grants & Financial Charge	8,645	36,537	0	0	0	0	0	0	0	0	0	36,537	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	(23,788)	(58,170)	83	0	2,162	0	0	0	0	0	0	(55,925)	2,245
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1	0	(2,424)	0	2,424	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	(2,424)	0	2,424	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">••	Provincially Legislated <ul style="list-style-type: none">• Reflects the remainder (25%) of the reduction in provincial subsidy allocation for 2024 due to Employment Services Transformation.• Expenses reflect the reduction of a 0.5 FTE and is pending the outcome of an application to MCCSS for one-time funding.
Maintain Services <ul style="list-style-type: none">• The net change in the maintaining services is the difference between the increased costs due to salary impacts for existing staff, inflationary pressures for program supports and a decrease in expenditures in some administrative line items.•	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
HS--Income & Employment Supports
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,854,587	1,825,075	0	0	49,692	0	0	0	0	0	0	1,874,767	49,692
Staff Related Costs	14,852	24,949	0	0	(5,449)	0	0	0	0	0	0	19,500	(5,449)
Contract Services	21,447	18,652	0	0	(294)	0	0	0	0	0	0	18,358	(294)
Material	95,760	106,260	(24,137)	0	(11,725)	0	0	0	0	0	0	70,398	(35,862)
Transfers, Grants & Financial Charge	4,506,977	5,320,796	0	0	(2,842)	0	0	0	0	0	0	5,317,954	(2,842)
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	107,539	121,430	0	0	(59,563)	0	0	0	0	0	0	61,867	(59,563)
Other Internal Costs	256,793	287,713	0	0	(16,215)	0	0	0	0	0	0	271,498	(16,215)
Total Expenditures	6,857,955	7,704,875	(24,137)	0	(46,396)	0	0	0	0	0	0	7,634,342	(70,533)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(0.6%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.9%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	5,891,091	6,471,187	(79,247)	0	0	0	0	0	0	0	0	6,391,940	(79,247)
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	5,891,091	6,471,187	(79,247)	0	0	0	0	0	0	0	0	6,391,940	(79,247)
Net Requirement	966,864	1,233,688	55,110	0	(46,396)	0	0	0	0	0	0	1,242,402	8,714
Percent of Prior Year Budget		100.0%	4.5%	0.0%	(3.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	
Full Time Equivalents (FTE's)	0.00	17.66	(0.50)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.16	(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%	(2.8%)	(102.8%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">• Administrative funding reduction</div> <div>Maintain Services<ul style="list-style-type: none">• The net change in the maintaining services is the difference between the increased costs due to salary impacts for existing staff, inflationary pressures for program supports and a decrease in expenditures in some administrative line items.• Voluntary levy cost share funding for provincial expansion funding has been reduced as start-up funding to support operators in developing new CWELCC spaces is now available.</div> <div>One Time Items<ul style="list-style-type: none">••</div>	<div>Provincially Legislated<ul style="list-style-type: none">• It is important to note that the funding formula for child care and early year is currently under review for 2024 and the details have not yet been released by the Ministry of Education.•</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
HS--Children's Services
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	2,743,214	2,973,096	1,932	0	148,649	0	0	0	0	0	0	3,123,677	150,581
Staff Related Costs	88,080	172,902	0	0	(90,297)	0	0	0	0	0	0	82,605	(90,297)
Contract Services	1,201,047	1,134,314	0	0	(149,750)	0	0	0	0	0	0	984,564	(149,750)
Material	198,267	162,139	(5,829)	0	(33,856)	0	0	0	0	0	0	122,454	(39,685)
Transfers, Grants & Financial Charge	5,498,085	12,054,050	(92,664)	0	670,594	0	0	0	0	0	0	12,631,980	577,930
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	109,798	130,336	(6,562)	0	30,251	0	0	0	0	0	0	154,025	23,689
Other Internal Costs	363,171	406,748	0	0	75,347	0	0	0	0	0	0	482,095	75,347
Total Expenditures	10,201,662	17,033,585	(103,123)	0	650,938	0	0	0	0	0	0	17,581,400	547,815
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	
Revenues by Type													
Federal	231,574	263,288	0	0	0	0	0	0	0	0	0	263,288	0
Provincial	8,946,271	15,680,145	(86,442)	0	788,984	0	0	0	0	0	0	16,382,687	702,542
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	694	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	1,635	1,593	0	0	0	0	0	0	0	0	0	1,593	0
Total Revenue	9,180,174	15,945,026	(86,442)	0	788,984	0	0	0	0	0	0	16,647,568	702,542
Net Requirement	1,021,488	1,088,559	(16,681)	0	(138,046)	0	0	0	0	0	0	933,832	(154,727)
Percent of Prior Year Budget		100.0%	(1.5%)	0.0%	(12.7%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(14.2%)	
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	
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">• Projected revenue and expenditures are consistent with previous year• Ontario Cannabis Legalization Implementation Funding has been used to offset some levy contribution	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
HS--Strategic Community Initiatives & Funding
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	58,750	72,032	0	0	29,123	0	0	0	0	0	0	101,155	29,123
Staff Related Costs	693	1,000	0	0	0	0	0	0	0	0	0	1,000	0
Contract Services	8,814	15,000	(15,000)	0	0	0	0	0	0	0	0	0	(15,000)
Material	4,065	20,500	(10,000)	0	300	0	0	0	0	0	0	10,800	(9,700)
Transfers, Grants & Financial Charge	63,017	75,629	0	0	313	0	0	0	0	0	0	75,942	313
Transfer to Reserves	32,428	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	8,781	0	0	799	0	0	0	0	0	0	9,580	799
Total Expenditures	167,767	192,942	(25,000)	0	30,535	0	0	0	0	0	0	198,477	5,535
Percent of Expenditure Budget		100.0%	100.0%	0.0%	15.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	20,000	0	0	0	0	0	0	20,000	20,000
Municipal	45,562	58,192	0	0	1,746	0	0	0	0	0	0	59,938	1,746
Transfers from Reserves	2,694	4,724	0	0	142	0	0	0	0	0	0	4,866	142
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	24,487	5,276	0	0	158	0	0	0	0	0	0	5,434	158
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	72,743	68,192	0	0	22,046	0	0	0	0	0	0	90,238	22,046
Net Requirement	95,024	124,750	(25,000)	0	8,489	0	0	0	0	0	0	108,239	(16,511)
Percent of Prior Year Budget		100.0%	(20.0%)	0.0%	6.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(13.2%)	
Full Time Equivalents (FTE's)	0.00	0.56	0.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.70	0.14
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%	25.0%	(75.0%)



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">• Increase in Housing Services net requirement resulting from one-time reallocation of COCHI revenue from operating to capital (\$268,065)• Increased costs due to salary impacts for existing staff, inflationary pressures for program supports and a decrease in expenditures in some administrative and program line items.•	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• Funding for two non-profit providers to complete Building Condition Audits. Audits will assist NP providers in obtaining government funding for repairs and upgrades. BCA will also assist with EOM and maintaining will to remain a NP housing provider•	Council Priorities <ul style="list-style-type: none">• Homelessness Prevention Program (HPP) & Social Service Relief Fund (SSRF) funded the County's Municipal Housing Allowance program from Sept. 2022 - Mar. 2023. A mix of HPP & Levy were used to fund the program for the remainder of 2023. Levy dollars to be used for the Municipal Housing Allowance as a council priority.
	Service Initiatives/Savings <ul style="list-style-type: none">• As per the Federal Gazette, there is no longer gov't subsidy for commercial rent supplement. Levy \$ have filled the gap over the past several years. Program is ending based on attrition.• Adobe signature will save \$ on postage and mileage for lease signing, By-Name List referrals and internal documents.
	Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	787,094	1,108,947	0	0	147,650	0	0	0	0	0	0	1,256,597	147,650
Staff Related Costs	28,306	28,736	8,363	0	6,796	0	0	0	0	0	0	43,895	15,159
Contract Services	72,013	148,609	0	0	(125,154)	35,000	0	0	0	550	0	59,005	(89,604)
Material	9,739	637,219	0	0	739	0	0	0	0	0	0	637,958	739
Transfers, Grants & Financial Charge	3,223,151	2,181,911	(135,461)	45,000	161,073	0	0	0	191,160	(4,000)	0	2,439,683	257,772
Transfer to Reserves	143,295	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	29,185	43,347	0	0	25,479	0	0	0	0	0	0	68,826	25,479
Other Internal Costs	98,534	110,397	0	0	35,018	0	0	0	0	0	0	145,415	35,018
Total Expenditures	4,391,317	4,259,166	(127,098)	45,000	251,601	35,000	0	0	191,160	(3,450)	0	4,651,379	392,213
Percent of Expenditure Budget		100.0%	100.0%	1.1%	5.9%	0.8%	0.0%	0.0%	4.5%	(0.1%)	0.0%	9.2%	
Revenues by Type													
Federal	602,559	736,824	(21,093)	0	(158,374)	0	0	0	0	0	0	557,357	(179,467)
Provincial	2,837,661	1,771,491	(21,093)	0	(26,756)	0	0	0	0	0	0	1,723,642	(47,849)
Municipal	0	75,000	0	0	(37,500)	0	0	0	0	0	0	37,500	(37,500)
Transfers from Reserves	110,354	70,593	0	45,000	(6,093)	0	0	0	0	0	0	109,500	38,907
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	41,608	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	27,839	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,620,021	2,678,908	(42,186)	45,000	(228,723)	0	0	0	0	0	0	2,452,999	(225,909)
Net Requirement	771,296	1,580,258	(84,912)	0	480,324	35,000	0	0	191,160	(3,450)	0	2,198,380	618,122
Percent of Prior Year Budget		100.0%	(5.4%)	0.0%	30.4%	2.2%	0.0%	0.0%	12.1%	(0.2%)	0.0%	39.1%	
Full Time Equivalents (FTE's)	0.00	8.50	0.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.16	0.66
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%	7.8%	(92.2%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">Budgeted insurance deductible cost of \$25 000.Annual electrical infrastructure capital project. Operating cost for electrical deficiency repairs \$25 000.	Provincially Legislated <ul style="list-style-type: none">
Maintain Services <ul style="list-style-type: none">The net change in the maintaining services is the difference between the increased costs due to salary impacts for existing staff, inflationary pressures for program, labour, and supply supports and a decreased expenditures in line items as applicable.	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">Estimated \$15 000 in utilities savings due to save on energy incentives, capital projects and retrofit initiatives.
	Operating Impact of Capital Projects <ul style="list-style-type: none">Lowered service/operating cost, decrease utilities/carbon emissions. Windows & Doors 9476/9478, MUA & DHW 9527,Replacement of critical life safety assets. Fire Alarm System 9531, Full Service Elevator 9549



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,398,808	1,760,835	0	0	120,900	0	0	0	0	0	0	1,881,735	120,900
Staff Related Costs	29,345	32,139	0	0	(1,000)	0	0	0	0	0	0	31,139	(1,000)
Contract Services	779,783	798,538	0	0	42,414	0	0	0	0	0	0	840,952	42,414
Material	3,897,045	2,267,494	48,033	0	50,607	0	0	0	0	0	0	2,366,134	98,640
Transfers, Grants & Financial Charge	1,235,709	1,144,633	0	0	(102,043)	0	0	0	0	0	0	1,042,590	(102,043)
Transfer to Reserves	(99,690)	73,534	0	0	0	0	0	0	0	0	0	73,534	0
Fleet Costs	52,968	56,604	0	0	20,383	0	0	0	0	0	0	76,987	20,383
Facility Costs	22,644	33,026	0	0	6,640	0	0	0	0	0	0	39,666	6,640
Other Internal Costs	204,086	228,658	0	0	53,619	0	0	0	0	0	0	282,277	53,619
Total Expenditures	7,520,698	6,395,461	48,033	0	191,520	0	0	0	0	0	0	6,635,014	239,553
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	
Revenues by Type													
Federal	375,849	292,196	0	0	(43,944)	0	0	0	0	0	0	248,252	(43,944)
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	158,916	16,099	0	0	(16,099)	0	0	0	0	0	0	0	(16,099)
Fees and Services	3,481,338	3,699,771	0	0	41,341	0	0	0	0	0	0	3,741,112	41,341
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	547,159	73,268	0	0	0	0	0	0	0	0	0	73,268	0
Total Revenue	4,563,262	4,081,334	0	0	(18,702)	0	0	0	0	0	0	4,062,632	(18,702)
Net Requirement	2,957,436	2,314,127	48,033	0	210,222	0	0	0	0	0	0	2,572,382	258,255
Percent of Prior Year Budget		100.0%	2.1%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.2%	
Full Time Equivalents (FTE's)	0.00	16.50	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.83	0.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	(98.0%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	7,006,648	6,842,453	7,739,985	8,237,931	497,946	8,469,837	8,708,765	8,955,290	9,209,708
Staff Related Costs	197,241	168,481	263,239	185,394	(77,845)	174,451	175,638	176,861	176,064
Contract Services	2,336,238	2,088,923	2,115,638	1,902,879	(212,759)	1,913,680	1,937,463	1,961,015	1,968,603
Material	3,183,866	4,206,996	3,211,207	3,219,877	8,670	3,406,927	3,501,970	3,599,892	3,668,148
Transfers, Grants & Financial Charge	12,502,073	14,535,584	20,813,556	21,544,686	731,130	21,386,145	22,052,750	21,902,241	21,731,906
Transfer to Reserves	38,700	76,033	73,534	73,534	0	73,534	73,534	73,534	73,534
Fleet Costs	56,604	52,968	56,604	76,987	20,383	89,597	92,285	95,053	97,904
Facility Costs	219,301	245,378	269,969	268,459	(1,510)	292,805	289,626	296,113	322,474
Other Internal Costs	922,584	922,584	1,042,297	1,190,865	148,568	1,423,616	1,360,849	1,395,374	1,452,304
Total Expenditures	26,463,255	29,139,400	35,586,029	36,700,612	1,114,583	37,230,592	38,192,880	38,455,373	38,700,645
Percent of Expenditure Budget				3.1%		1.4%	2.6%	0.7%	0.6%
Revenues by Type									
Federal	1,142,217	1,209,982	1,292,308	1,068,897	(223,411)	1,165,335	1,053,357	1,123,283	1,085,721
Provincial	15,626,499	17,675,023	23,922,823	24,518,269	595,446	24,725,443	24,604,667	24,604,667	24,604,667
Municipal	55,000	45,562	133,192	97,438	(35,754)	61,736	63,588	65,496	0
Transfers from Reserves	192,852	271,964	91,416	114,366	22,950	25,012	5,162	5,317	5,477
Fees and Services	3,663,898	3,482,032	3,699,771	3,741,112	41,341	3,795,516	3,850,736	3,906,784	3,963,673
Donations	30,276	66,095	30,276	30,434	158	30,597	30,765	30,938	31,116
Fines	0	0	0	0	0	0	0	0	0
Other	5,193	576,633	74,861	74,861	0	74,861	74,861	74,861	74,861
Total Revenue	20,715,935	23,327,291	29,244,647	29,645,377	400,730	29,878,500	29,683,136	29,811,346	29,765,515
Net Requirement	5,747,320	5,812,109	6,341,382	7,055,235	713,853	7,352,092	8,509,744	8,644,027	8,935,130
Percent of Prior Year Budget				11.3%		4.2%	15.7%	1.6%	3.4%
Full Time Equivalentents (FTEs)	67.60	0.00	69.61	70.24	0.63	70.24	70.24	70.24	70.24
Percent of Prior Year FTE				0.9%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	7,205	3,513	7,255	3,742	7,472	7,696	7,927	8,165
Contract Services	7,686	5,819	525	0	(525)	0	0	0	0
Material	11,033	2,120	17,595	12,133	(5,462)	12,770	13,441	14,148	14,894
Transfers, Grants & Financial Charge	37,962	8,645	36,537	36,537	0	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	(56,681)	(23,788)	(58,170)	(55,925)	2,245	(56,779)	(57,674)	(58,612)	(59,596)
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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,042,207	1,854,587	1,825,075	1,874,767	49,692	1,924,127	1,974,868	2,027,037	2,080,678
Staff Related Costs	34,630	14,852	24,949	19,500	(5,449)	19,500	19,500	19,500	19,500
Contract Services	17,653	21,447	18,652	18,358	(294)	19,909	20,476	21,060	21,662
Material	113,630	95,760	106,260	70,398	(35,862)	71,263	72,159	73,085	74,043
Transfers, Grants & Financial Charge	5,320,510	4,506,977	5,320,796	5,317,954	(2,842)	5,321,002	5,321,052	5,321,103	5,321,156
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	104,386	107,539	121,430	61,867	(59,563)	69,713	68,243	70,419	78,307
Other Internal Costs	256,793	256,793	287,713	271,498	(16,215)	311,516	297,782	305,337	317,797
Total Expenditures	7,889,809	6,857,955	7,704,875	7,634,342	(70,533)	7,737,030	7,774,080	7,837,541	7,913,143
Percent of Expenditure Budget				(0.9%)		1.3%	0.5%	0.8%	1.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,709,022	5,891,091	6,471,187	6,391,940	(79,247)	6,391,940	6,391,940	6,391,940	6,391,940
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	6,709,022	5,891,091	6,471,187	6,391,940	(79,247)	6,391,940	6,391,940	6,391,940	6,391,940
Net Requirement	1,180,787	966,864	1,233,688	1,242,402	8,714	1,345,090	1,382,140	1,445,601	1,521,203
Percent of Prior Year Budget				0.7%		8.3%	2.8%	4.6%	5.2%
Full Time Equivalent (FTEs)	18.66	0.00	17.66	17.16	(0.50)	17.16	17.16	17.16	17.16
Percent of Prior Year FTE				(2.8%)		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,751,600	2,743,214	2,973,096	3,123,677	150,581	3,213,108	3,305,120	3,400,131	3,498,257
Staff Related Costs	107,575	88,080	172,902	82,605	(90,297)	82,605	82,605	82,605	81,709
Contract Services	1,330,194	1,201,047	1,134,314	984,564	(149,750)	979,945	976,959	972,936	969,510
Material	111,070	198,267	162,139	122,454	(39,685)	122,569	122,922	123,285	123,658
Transfers, Grants & Financial Charge	3,432,331	5,498,085	12,054,050	12,631,980	577,930	12,623,135	12,500,188	12,496,736	12,491,336
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	116,930	109,798	130,336	154,025	23,689	166,997	164,418	167,627	181,069
Other Internal Costs	363,171	363,171	406,748	482,095	75,347	571,150	545,968	559,818	582,657
Total Expenditures	8,212,871	10,201,662	17,033,585	17,581,400	547,815	17,759,509	17,698,180	17,803,138	17,928,196
Percent of Expenditure Budget				3.2%		1.0%	(0.3%)	0.6%	0.7%
Revenues by Type									
Federal	183,877	231,574	263,288	263,288	0	263,288	263,288	263,288	263,288
Provincial	6,894,127	8,946,271	15,680,145	16,382,687	702,542	16,384,232	16,263,456	16,263,456	16,263,456
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	694	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	1,635	1,593	1,593	0	1,593	1,593	1,593	1,593
Total Revenue	7,079,597	9,180,174	15,945,026	16,647,568	702,542	16,649,113	16,528,337	16,528,337	16,528,337
Net Requirement	1,133,274	1,021,488	1,088,559	933,832	(154,727)	1,110,396	1,169,843	1,274,801	1,399,859
Percent of Prior Year Budget				(14.2%)		18.9%	5.4%	9.0%	9.8%
Full Time Equivalent (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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	64,708	58,750	72,032	101,155	29,123	103,684	106,277	108,933	111,657
Staff Related Costs	0	693	1,000	1,000	0	1,061	1,093	1,126	0
Contract Services	29,792	8,814	15,000	0	(15,000)	15,914	16,391	16,883	0
Material	20,500	4,065	20,500	10,800	(9,700)	21,748	22,400	23,072	11,593
Transfers, Grants & Financial Charge	75,023	63,017	75,629	75,942	313	98,560	100,918	103,345	20,000
Transfer to Reserves	0	32,428	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	8,781	9,580	799	14,188	13,562	13,906	14,473
Total Expenditures	190,023	167,767	192,942	198,477	5,535	255,155	260,641	267,265	157,723
Percent of Expenditure Budget				2.9%		28.6%	2.2%	2.5%	(41.0%)
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000
Municipal	55,000	45,562	58,192	59,938	1,746	61,736	63,588	65,496	0
Transfers from Reserves	34,724	2,694	4,724	4,866	142	5,012	5,162	5,317	5,477
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	5,276	24,487	5,276	5,434	158	5,597	5,765	5,938	6,116
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	95,000	72,743	68,192	90,238	22,046	92,345	94,515	96,751	31,593
Net Requirement	95,023	95,024	124,750	108,239	(16,511)	162,810	166,126	170,514	126,130
Percent of Prior Year Budget				(13.2%)		50.4%	2.0%	2.6%	(26.0%)
Full Time Equivalentents (FTEs)	0.56	0.00	0.56	0.70	0.14	0.70	0.70	0.70	0.70
Percent of Prior Year FTE				25.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	755,252	787,094	1,108,947	1,256,597	147,650	1,292,579	1,329,740	1,368,116	1,407,762
Staff Related Costs	24,070	28,306	28,736	43,895	15,159	30,669	31,079	31,502	31,937
Contract Services	203,402	72,013	148,609	59,005	(89,604)	26,113	26,764	27,435	28,126
Material	16,525	9,739	637,219	637,958	739	18,352	18,938	19,544	20,169
Transfers, Grants & Financial Charge	2,344,925	3,223,151	2,181,911	2,439,683	257,772	2,365,143	2,372,156	2,378,671	2,385,451
Transfer to Reserves	0	143,295	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	30,883	29,185	43,347	68,826	25,479	72,535	73,480	74,668	79,802
Other Internal Costs	98,534	98,534	110,397	145,415	35,018	185,654	177,468	181,971	189,395
Total Expenditures	3,473,591	4,391,317	4,259,166	4,651,379	392,213	3,991,045	4,029,625	4,081,907	4,142,642
Percent of Expenditure Budget				9.2%		(14.2%)	1.0%	1.3%	1.5%
Revenues by Type									
Federal	582,491	602,559	736,824	557,357	(179,467)	707,215	595,237	665,163	627,601
Provincial	2,023,350	2,837,661	1,771,491	1,723,642	(47,849)	1,929,271	1,929,271	1,929,271	1,929,271
Municipal	0	0	75,000	37,500	(37,500)	0	0	0	0
Transfers from Reserves	127,755	110,354	70,593	109,500	38,907	20,000	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	25,000	41,608	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	27,839	0	0	0	0	0	0	0
Total Revenue	2,758,596	3,620,021	2,678,908	2,452,999	(225,909)	2,681,486	2,549,508	2,619,434	2,581,872
Net Requirement	714,995	771,296	1,580,258	2,198,380	618,122	1,309,559	1,480,117	1,462,473	1,560,770
Percent of Prior Year Budget				39.1%		(40.4%)	13.0%	(1.2%)	6.7%
Full Time Equivalentents (FTEs)	7.16	0.00	8.50	9.16	0.66	9.16	9.16	9.16	9.16
Percent of Prior Year FTE				7.8%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,392,881	1,398,808	1,760,835	1,881,735	120,900	1,936,339	1,992,760	2,051,073	2,111,354
Staff Related Costs	30,966	29,345	32,139	31,139	(1,000)	33,144	33,665	34,201	34,753
Contract Services	747,511	779,783	798,538	840,952	42,414	871,799	896,873	922,701	949,305
Material	2,911,108	3,897,045	2,267,494	2,366,134	98,640	3,160,225	3,252,110	3,346,758	3,423,791
Transfers, Grants & Financial Charge	1,291,322	1,235,709	1,144,633	1,042,590	(102,043)	941,768	1,721,899	1,565,849	1,477,426
Transfer to Reserves	38,700	(99,690)	73,534	73,534	0	73,534	73,534	73,534	73,534
Fleet Costs	56,604	52,968	56,604	76,987	20,383	89,597	92,285	95,053	97,904
Facility Costs	23,783	22,644	33,026	39,666	6,640	40,339	41,159	42,011	42,892
Other Internal Costs	204,086	204,086	228,658	282,277	53,619	341,108	326,069	334,342	347,982
Total Expenditures	6,696,961	7,520,698	6,395,461	6,635,014	239,553	7,487,853	8,430,354	8,465,522	8,558,941
Percent of Expenditure Budget				3.7%		12.9%	12.6%	0.4%	1.1%
Revenues by Type									
Federal	375,849	375,849	292,196	248,252	(43,944)	194,832	194,832	194,832	194,832
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	30,373	158,916	16,099	0	(16,099)	0	0	0	0
Fees and Services	3,663,898	3,481,338	3,699,771	3,741,112	41,341	3,795,516	3,850,736	3,906,784	3,963,673
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	3,600	547,159	73,268	73,268	0	73,268	73,268	73,268	73,268
Total Revenue	4,073,720	4,563,262	4,081,334	4,062,632	(18,702)	4,063,616	4,118,836	4,174,884	4,231,773
Net Requirement	2,623,241	2,957,436	2,314,127	2,572,382	258,255	3,424,237	4,311,518	4,290,638	4,327,168
Percent of Prior Year Budget				11.2%		33.1%	25.9%	(0.5%)	0.9%
Full Time Equivalentents (FTEs)	14.83	0.00	16.50	16.83	0.33	16.83	16.83	16.83	16.83
Percent of Prior Year FTE				2.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	10,000	0	(10,000)	0	0	0	0
Technology & Communications	7,980	0	0	0	0	0	0	0
Vehicles & Machinery	487	31,600	0	(31,600)	0	0	0	0
Furniture & Fixtures	5,043	0	0	0	0	0	0	0
Building - Structure	172,750	583,000	1,627,720	1,044,720	7,053,000	7,212,500	90,000	90,000
Building - Site Elements	306,436	0	228,960	228,960	0	0	274,752	25,000
Building - Exterior Components	473,354	1,147,876	1,234,976	87,100	858,760	666,328	917,144	1,319,768
Building - Interior Components	452,477	470,000	355,000	(115,000)	1,045,792	949,942	961,972	980,600
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	313,612	558,000	595,832	37,832	529,220	818,088	506,132	484,632
Building - Fire & Life Safety	538,616	47,500	25,000	(22,500)	0	0	0	0
Building - Elevator	25,607	0	178,080	178,080	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	2,296,362	2,847,976	4,245,568	1,397,592	9,486,772	9,646,858	2,750,000	2,900,000
Transfer to Reserves	2,624,020	2,777,203	2,857,715	80,512	2,940,627	3,026,009	3,113,935	3,204,480
Total Expenditure	4,920,382	5,625,179	7,103,283	1,478,104	12,427,399	12,672,867	5,863,935	6,104,480
% of Prior Expenditure			26.3%		75.0%	2.0%	(53.7%)	4.1%
Revenues by Type								
Federal	47,548	0	205,628	205,628	0	0	0	0
Provincial	67,135	0	205,629	205,629	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	2,109,383	2,847,976	2,627,311	(220,665)	2,523,772	2,524,358	2,750,000	2,900,000
Donations	0	0	0	0	0	0	0	0
Other	29,472	0	0	0	0	0	0	0
Debt	39,922	0	1,207,000	1,207,000	6,963,000	7,122,500	0	0
Total Revenue	2,293,460	2,847,976	4,245,568	1,397,592	9,486,772	9,646,858	2,750,000	2,900,000
Net Requirement	2,626,922	2,777,203	2,857,715	80,512	2,940,627	3,026,009	3,113,935	3,204,480
% of Prior Net Requirement			2.9%		2.9%	2.9%	2.9%	2.9%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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
HS--Income & Employment Supports
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	488	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	488	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	488	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	244	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	244	0	0	0	0	0	0	0
Net Requirement	244	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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,620	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	4,326	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	22,794	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	28,740	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	28,740	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	26,577	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	26,577	0	0	0	0	0	0	0
Net Requirement	2,163	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--Strategic Community Initiatives & Funding
 Capital Budget Summary Report
 03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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
 HS--Housing Services
 Capital Budget Summary Report
 03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	40,314	0	0	0	0	0	0	0
Provincial	40,314	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	80,628	0	0	0	0	0	0	0
Net Requirement	(80,628)	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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	10,000	0	(10,000)	0	0	0	0
Technology & Communications	6,360	0	0	0	0	0	0	0
Vehicles & Machinery	487	31,600	0	(31,600)	0	0	0	0
Furniture & Fixtures	229	0	0	0	0	0	0	0
Building - Structure	172,750	583,000	1,627,720	1,044,720	7,053,000	7,212,500	90,000	90,000
Building - Site Elements	306,436	0	228,960	228,960	0	0	274,752	25,000
Building - Exterior Components	473,354	1,147,876	1,234,976	87,100	858,760	666,328	917,144	1,319,768
Building - Interior Components	429,683	470,000	355,000	(115,000)	1,045,792	949,942	961,972	980,600
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	313,612	558,000	595,832	37,832	529,220	818,088	506,132	484,632
Building - Fire & Life Safety	538,616	47,500	25,000	(22,500)	0	0	0	0
Building - Elevator	25,607	0	178,080	178,080	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	2,267,134	2,847,976	4,245,568	1,397,592	9,486,772	9,646,858	2,750,000	2,900,000
Transfer to Reserves	2,624,020	2,777,203	2,857,715	80,512	2,940,627	3,026,009	3,113,935	3,204,480
Total Expenditure	4,891,154	5,625,179	7,103,283	1,478,104	12,427,399	12,672,867	5,863,935	6,104,480
% of Prior Expenditure			26.3%		75.0%	2.0%	(53.7%)	4.1%
Revenues by Type								
Federal	7,234	0	205,628	205,628	0	0	0	0
Provincial	0	0	205,629	205,629	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	2,109,383	2,847,976	2,627,311	(220,665)	2,523,772	2,524,358	2,750,000	2,900,000
Donations	0	0	0	0	0	0	0	0
Other	29,472	0	0	0	0	0	0	0
Debt	39,922	0	1,207,000	1,207,000	6,963,000	7,122,500	0	0
Total Revenue	2,186,011	2,847,976	4,245,568	1,397,592	9,486,772	9,646,858	2,750,000	2,900,000
Net Requirement	2,705,143	2,777,203	2,857,715	80,512	2,940,627	3,026,009	3,113,935	3,204,480
% of Prior Net Requirement			2.9%		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-2021-020 5009 - Parking Lot & Site Improvements	228,960	0	228,960	0
HS-2021-027 5020 - Windows & Doors Replacement	992,160	(411,257)	580,903	0
HS-2022-031 5006 - Full Service Elevator Upgrades	330,720	0	330,720	0
HS-2023-039 Future New BCHC Build	1,207,000	(1,207,000)	0	0
HS-2024-001 Unforeseen Capital One Off	400,000	0	400,000	0
HS-2024-023 Transfer From Reserve	0	(2,627,311)	(2,627,311)	0
HS-2024-035 5028 - Life Safety Upgrades	25,000	0	25,000	0
HS-2024-036 Electrical Infrastructure Repairs	25,000	0	25,000	0
HS-2024-037 Balcony Inspections & Repairs	90,000	0	90,000	0
HS-2024-039 Common Area Lighting Upgrades	50,000	0	50,000	0
HS-2024-040 Exterior Sealant Replacement	60,000	0	60,000	0
HS-2024-042 5028 - MUA Unit Replacement	330,720	0	330,720	0
HS-2024-043 Intercommunication Systems & Network Cabling Upgrades	95,112	0	95,112	0
HS-2024-044 5022 - MUA Unit Replacement	25,000	0	25,000	0
HS-2024-045 5024 - Elevator Refurbishment	178,080	0	178,080	0
HS-2024-046 5025 - Asphalt Roof Replacement	162,816	0	162,816	0
HS-2024-047 5020 - Common Area Flooring Replacement	25,000	0	25,000	0
HS-2024-048 5028 - Common Area Flooring Replacement	20,000	0	20,000	0
HS-2024-R01 Transfer To Reserve	2,839,215	0	2,839,215	0
HS-2024-R02 2024 Transfer to 529 Gary St Replacement Reserve	18,500	0	18,500	0
Net Cost of Capital Projects	7,103,283	(4,245,568)	2,857,715	0
Total Human Services	7,103,283	(4,245,568)	2,857,715	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
HS Human Services															
Capital Projects															
HS-2021-018 5008 - Parking Lot & Site Improvement	0	0	0	0	0	0	0	0	0	274,752	0	274,752	0	0	0
HS-2021-020 5009 - Parking Lot & Site Improvement	228,960	0	228,960	0	0	0	0	0	0	0	0	0	0	0	0
HS-2021-027 5020 - Windows & Doors Replacement	992,160	(411,257)	580,903	0	0	0	0	0	0	0	0	0	0	0	0
HS-2021-031 5024 - Windows & Doors Replacement	0	0	0	737,760	0	737,760	0	0	0	0	0	0	0	0	0
HS-2022-031 5006 - Full Service Elevator Upgrades	330,720	0	330,720	0	0	0	0	0	0	0	0	0	0	0	0
HS-2022-034 5024 - Unit Kitchen Replacement	0	0	0	0	0	0	563,942	0	563,942	0	0	0	583,600	0	583,600
HS-2023-039 Future New BCHC Build	1,207,000	(1,207,000)	0	6,963,000	(6,963,000)	0	7,122,500	(7,122,500)	0	0	0	0	0	0	0
HS-2024-001 Unforeseen Capital One Off	400,000	0	400,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-023 Transfer From Reserve	0	(2,627,311)	(2,627,311)	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-035 5028 - Life Safety Upgrades	25,000	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-036 Electrical Infrastructure Repairs	25,000	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-037 Balcony Inspections & Repairs	90,000	0	90,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-039 Common Area Lighting Upgrades	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-040 Exterior Sealant Replacement	60,000	0	60,000	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-042 5028 - MUA Unit Replacement	330,720	0	330,720	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-043 Intercommunication Systems & Networ	95,112	0	95,112	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-044 5022 - MUA Unit Replacement	25,000	0	25,000	330,720	0	330,720	0	0	0	0	0	0	0	0	0
HS-2024-045 5024 - Elevator Refurbishment	178,080	0	178,080	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-046 5025 - Asphalt Roof Replacement	162,816	0	162,816	0	0	0	0	0	0	0	0	0	0	0	0
HS-2024-047 5020 - Common Area Flooring Replacer	25,000	0	25,000	552,388	0	552,388	0	0	0	0	0	0	0	0	0
HS-2024-048 5028 - Common Area Flooring Replacer	20,000	0	20,000	167,904	0	167,904	0	0	0	0	0	0	0	0	0
HS-2024-R01 Transfer To Reserve	2,839,215	0	2,839,215	0	0	0	0	0	0	0	0	0	0	0	0



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
HS-2024-R02 2024 Transfer to 529 Gary St Replacem	18,500	0	18,500	0	0	0	0	0	0	0	0	0	0	0	0
HS-2025-001 Unforeseen Capital One Off	0	0	0	420,000	0	420,000	0	0	0	0	0	0	0	0	0
HS-2025-016 Transfer From Reserve	0	0	0	0	(2,523,772)	(2,523,772)	0	0	0	0	0	0	0	0	0
HS-2025-034 Electrical Infrastructure Repairs	0	0	0	25,000	0	25,000	0	0	0	0	0	0	0	0	0
HS-2025-035 Balcony Inspections & Repairs	0	0	0	90,000	0	90,000	0	0	0	0	0	0	0	0	0
HS-2025-036 Exterior Lighting Upgrades	0	0	0	25,000	0	25,000	0	0	0	0	0	0	0	0	0
HS-2025-037 Common Area Lighting Upgrades	0	0	0	25,000	0	25,000	0	0	0	0	0	0	0	0	0
HS-2025-038 Exterior Sealant Replacement	0	0	0	55,000	0	55,000	0	0	0	0	0	0	0	0	0
HS-2025-039 5010 - Windows & Doors Replacement	0	0	0	20,000	0	20,000	244,224	0	244,224	0	0	0	0	0	0
HS-2025-042 5013 - Windows & Doors Replacement	0	0	0	25,000	0	25,000	295,104	0	295,104	0	0	0	0	0	0
HS-2025-043 5015 - MUA Unit Replacement	0	0	0	25,000	0	25,000	320,544	0	320,544	0	0	0	0	0	0
HS-2025-044 5025 - MUA Unit Replacement	0	0	0	25,000	0	25,000	320,544	0	320,544	0	0	0	0	0	0
HS-2025-R01 Transfer To Reserve	0	0	0	2,922,127	0	2,922,127	0	0	0	0	0	0	0	0	0
HS-2025-R02 2025 Transfer to 529 Gary St Replacem	0	0	0	18,500	0	18,500	0	0	0	0	0	0	0	0	0
HS-2026-013 Unforeseen Capital One Off	0	0	0	0	0	0	440,000	0	440,000	0	0	0	0	0	0
HS-2026-023 Transfer From Reserve	0	0	0	0	0	0	0	(2,524,358)	(2,524,358)	0	0	0	0	0	0
HS-2026-024 Electrical Infrastructure Repairs	0	0	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0
HS-2026-025 Balcony Inspections & Repairs	0	0	0	0	0	0	90,000	0	90,000	0	0	0	0	0	0
HS-2026-026 Exterior Lighting Upgrades	0	0	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0
HS-2026-027 Common Area Lighting Upgrades	0	0	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0
HS-2026-028 Exterior Sealant Replacement	0	0	0	0	0	0	55,000	0	55,000	0	0	0	0	0	0
HS-2026-029 5027 - Windows & Doors Replacement	0	0	0	0	0	0	25,000	0	25,000	330,720	0	330,720	0	0	0
hs-2026-031 5006 - Common Area Flooring Replacer	0	0	0	0	0	0	25,000	0	25,000	381,600	0	381,600	0	0	0
HS-2026-032 5007 - Windows & Doors Replacement	0	0	0	0	0	0	25,000	0	25,000	418,424	0	418,424	0	0	0



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
HS-2026-033 5026 - MUA Unit & DHW Replacement	0	0	0	0	0	0	25,000	0	25,000	325,632	0	325,632	0	0	0
HS-2026-034 5027 - Common Area Flooring Replacer	0	0	0	0	0	0	20,000	0	20,000	223,872	0	223,872	0	0	0
HS-2026-R01 2025 Transfer To Reserve	0	0	0	0	0	0	3,007,509	0	3,007,509	0	0	0	0	0	0
HS-2026-R02 2026 Transfer to 529 Gary St Replacem	0	0	0	0	0	0	18,500	0	18,500	0	0	0	0	0	0
HS-2027-001 Transfer From Reserve	0	0	0	0	0	0	0	0	0	0	(2,750,000)	(2,750,000)	0	0	0
HS-2027-002 Unforeseen Capital One Off	0	0	0	0	0	0	0	0	0	460,000	0	460,000	0	0	0
HS-2027-003 Electrical Infrastructure Repairs	0	0	0	0	0	0	0	0	0	25,000	0	25,000	0	0	0
HS-2027-004 Balcony Inspections & Repairs	0	0	0	0	0	0	0	0	0	90,000	0	90,000	0	0	0
HS-2027-005 Exterior Lighting Upgrades	0	0	0	0	0	0	0	0	0	25,000	0	25,000	0	0	0
HS-2027-006 Common Area Lighting Upgrades	0	0	0	0	0	0	0	0	0	25,000	0	25,000	0	0	0
HS-2027-007 Exterior Sealant Replacement	0	0	0	0	0	0	0	0	0	55,000	0	55,000	0	0	0
HS-2027-009 5026 - Windows & Doors Replacement	0	0	0	0	0	0	0	0	0	25,000	0	25,000	300,192	0	300,192
HS-2027-010 5002 - Asphalt Roof Replacement	0	0	0	0	0	0	0	0	0	20,000	0	20,000	172,992	0	172,992
HS-2027-011 5011 - Windows, Doors & Mansard Repl	0	0	0	0	0	0	0	0	0	25,000	0	25,000	452,832	0	452,832
HS-2027-012 5031 - Asphalt Roof Replacement	0	0	0	0	0	0	0	0	0	20,000	0	20,000	274,752	0	274,752
HS-2027-013 5024 - MUA Unit Replacement (New Se	0	0	0	0	0	0	0	0	0	25,000	0	25,000	325,632	0	325,632
HS-2027-R01 Transfer To Reserve	0	0	0	0	0	0	0	0	0	3,095,435	0	3,095,435	0	0	0
HS-2027-R02 2027 Transfer to 529 Gary St Replacem	0	0	0	0	0	0	0	0	0	18,500	0	18,500	0	0	0
HS-2028-001 Unforeseen Capital One Off	0	0	0	0	0	0	0	0	0	0	0	0	480,000	0	480,000
HS-2028-002 Electrical Infrastructure Repairs	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2028-003 Balcony Inspections & Repairs	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	90,000
HS-2028-004 Exterior Lighting Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2028-005 Common Area Lighting Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2028-006 Exterior Sealant Replacement	0	0	0	0	0	0	0	0	0	0	0	0	55,000	0	55,000



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
HS-2028-007 5003 - Asphalt Roof Replacement	0	0	0	0	0	0	0	0	0	0	0	0	20,000	0	20,000
HS-2028-008 5005 - Parking Lot & Drainage Improve	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2028-009 5024 - Asphalt Roof Replacement	0	0	0	0	0	0	0	0	0	0	0	0	20,000	0	20,000
HS-2028-010 Transfer From Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,900,000)	(2,900,000)
HS-2028-011 5031 - Unit Kitchen Replacement	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
HS-2028-R01 2028 Transfer To Reserve	0	0	0	0	0	0	0	0	0	0	0	0	3,185,980	0	3,185,980
HS-2028-R02 2028 Transfer to 529 Gary St Replacem	0	0	0	0	0	0	0	0	0	0	0	0	18,500	0	18,500
Net Cost of Capital Projects	7,103,283	(4,245,568)	2,857,715	12,427,399	(9,486,772)	2,940,627	12,672,867	(9,646,858)	3,026,009	5,863,935	(2,750,000)	3,113,935	6,104,480	(2,900,000)	3,204,480
Total Human Services	7,103,283	(4,245,568)	2,857,715	12,427,399	(9,486,772)	2,940,627	12,672,867	(9,646,858)	3,026,009	5,863,935	(2,750,000)	3,113,935	6,104,480	(2,900,000)	3,204,480

2023 closing	Transfers From	Transfers To	Interest	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Human Services				Human Services				
\$ 1,638.09				Computer Software Social Housing	\$1,638.09	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.
\$ 7,794.47				Computer Hardware Social Housing	\$7,794.47	640-1110-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
				Facility Reserves				
				Human Services				
\$ 3,630,894.75	(\$2,627,311.00)	\$ 2,839,215.00		Social Housing Buildings	\$3,842,798.75	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.
\$ -				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				
\$ 42,665.88				Social Assistance Operating Surplus	\$42,665.88	611-1110-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
\$ 30,854.09				Child Activity Assistance Program Operating Surplus	\$30,854.09	612-1110-OPSR	Transfer of Year end Surplus for Child Activity Assistance Program	Used to offset future years budgets as deemed by council.
\$ 137,945.46				CC Health and Safety Surplus	\$137,945.46	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.
\$ 376,932.84	(\$64,500.00)			Non Profit Housing Providers Subsidy Surplus	\$312,432.84	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				
\$ 78,057.66	(\$4,866.00)			Dorell Young (Stipulations Attached)	\$73,191.66	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 underprivileged children that are members of households receiving services of the department

2023 closing	Transfers From	Transfers To	Interest	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
				Designated Project or Special Purpose Reserves				
				Human Services				
\$ 6,814.66				Community Participation	\$6,814.66	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.
\$ 492.98				Best Start Childcare Reserve (Stipulations Apply)	\$492.98	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.
\$ 219,665.18				Affordable Housing Program- New Home Owners Program (Stipulations Apply)	\$219,665.18	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.
\$ 147,632.40	(\$45,000.00)			Affordable Housing Program- Home Repair revolving (Stipulations Apply)	\$102,632.40	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
\$ 24,379.94		\$ 18,500.00		Social Housing Replacement Reserve (Stipulations Apply)	\$42,879.94	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
\$ 1,503,243.49		\$ 73,534.00		Affordable Housing Program - Creation of New Units	\$1,576,777.49	640-1120-SHSM	Annual operating budget transfer	Specific undertakings related to creating new unit affordable housing options as deemed appropriate by Director and Council.
\$ 4,687.75				SH SM Projects	\$4,687.75	640-1110-PROJ	yearend unspent funds for this project	Funds for SH SM projects
\$ 38,494.25				AHP and IAHP - Administration Funding	\$38,494.25	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.

\$ 6,252,193.89 (\$2,741,677.00) \$ 2,931,249.00 \$ -

\$6,441,765.89



Be an explorer.

2024 - 2028 Budget and Forecast

Long Term Care & Senior Services Budget Reference

2024 Bruce County Business Plan

Department: Long Term Care

Strategic Priorities:

- Goal 1. Build a strong and inclusive community.
- Goal 2. Enhance and grow partnerships.
- Goal 3. Strengthen County's use of technology and innovative initiatives.
- Goal 4. Ensure a positive, inclusive, and accountable work culture.
- Goal 5. Be an employer of choice.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual (Q2)	2024 Budget /Target	2024 Q1	2024 Q2	2024 Q3	2024 Q4
How many municipal bed days are available?	BLH	52,560	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	36,500				
Occupancy rates based on 144 beds	BLH	93.60%	90.15%	99.00%	96.76%	98.33%	98.70%	99.00 %				
Occupancy rates based on 100 beds	GWH	99.13%	98.86%	96.6%	99.00%	97.09%	98.40%	99.00%				

2024 Bruce County Business Plan

Indicator	Home	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual (Q2)	2024 Budget /Target	2024 Q1	2024 Q2	2024 Q3	2024 Q4
Average total cost of providing one long-term care bed per day.	\$220.22	\$225.95	\$271.62	\$318.09	\$380.07	\$394.48	\$ 401.29	\$ 418.52				
Average levy contribution per one long term care bed per day.	\$29.03	\$30.15	\$73.60	\$77.15	\$99.33	\$115.30	\$ 102.03	\$ 133.64				

2024 Bruce County Business Plan

Publicly Reported Indicators as published by CIHI and HQO for LTC (Long Term Care) 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 Actual	2023 Q2	Provincial Average/ Home Target-2024
Residents who fell	BLH	15.3%	19.0%	18.3%	12. %	26.2%	14.8%	15.3%
	GWH	18.9%	19.1%	20.1%	10.7%	15.7 %	25.6%	
Residents with worsened pressure ulcer	BLH	6.9%	5.1%	2.4%	6 %	1.7%	1.6%	3.4%
	GWH	5.2%	3.3%	3.2%	11.9%	1.2%	0.0%	
Residents who were physically restrained	BLH	11.1%	6.4%	7.0%	4.1%	0.8%	0.0%	2.5%
	GWH	2.0%	8.6%	7.8%	8.3%	11.2 %	5.8%	
Residents not living with psychosis given antipsychotic medication	BLH	17.1%	19.6%	29.1%	29.3%	28.6%	23.6%	21.1%
	GWH	19.0%	12.5%	11.5%	14.9%	19.8%	19.7%	

2024 Bruce County Business Plan

Residents experiencing pain	BLH	16.5%	12.5%	11.5%	0.0 %	0.8%	0.7	9.1%
	GWH	3.5%	2.9%	0.8%	17.9%	10.1%	5.8	
Residents with worsened symptoms of depression	BLH	5.8%	16.6%	18.8%	31.1%	27.5%	26.4	20.8%
	GWH	28.9%	26.4%	34.7%	20.5%	24.4%	32.1	

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1.Culture Transformation	\$24,480 Brucelea Haven \$13,272 Gateway Haven		\$24,480 Brucelea Haven \$13,272 Gateway Haven	
2.Scheduling	Existing operational budget and provincial funding.			
3.Operational Efficiency Enhancement	Existing operational budget and provincial funding.			
4. Update Servery at Gateway Haven		\$82,000	\$82,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Culture Transformation Owners: Director of Long-Term Care and Senior Services, Administrator, LTC Department Managers & Staff Engagement Group	<p>A cohesive and collaborative culture that achieved higher level of employee satisfaction and demonstrates “Resident’s First... Every day... Every way”</p> <p>The initiative includes three components as follows.</p> <p>Leadership Progression: Quarterly workshops will focus on enhancing leadership skills, covering key aspects such as communication, accountability, and change management.</p> <p>Staff Engagement Initiatives: Leverage current staff engagement group that collaborates across various locations. This group will work on targeted initiatives aimed at enhancing employee engagement and well-being.</p> <p>Front Line Training: Provide comprehensive training for all staff members, emphasizing effective communication, teamwork, and change management.</p>	\$24,480 Brucelea Haven \$16,320 Gateway Haven	Leadership Progression Q1 through Q4 Staff Engagement Initiatives Q1 through Q4 Front Line Training Q2 and Q3	Maintain Services
2. Scheduling Owners: Scheduling Supervisor	<p>Design a scheduling service department which has standardized business process, schedules that optimization workforce and support recruitment/retention</p> <p>The initiative includes three components as follows.</p>			Service Initiative

2024 Bruce County Business Plan

	<p>Process Mapping: Analyze the current scheduling processes from end to end. Map out the steps involved in creating, modifying, and communicating schedules. Identify bottlenecks, redundancies, and areas for improvement.</p> <p>Evaluation of Tools and Technology: Assess current scheduling tools and software, gauging effectiveness, user-friendliness, and integration capabilities.</p> <p>Data-Driven Insights: Analyze historical scheduling data to uncover Patterns and trends. Utilize insights to predict demand, optimize resource allocation, and prevent staffing imbalances.</p>		<p>Process Map Q 1 and Q 2</p> <p>Evaluation of Tools and Technology Q 2</p> <p>Data-Driven Insights Q 3</p>	
<p>3. Operational Efficiency Enhancement</p> <p>Owners: Clinical Support Manager, Director of Nursing Department Manager</p>	<p>Operational efficiency enhancements will result in streamlined processes, reduced costs, and improved overall productivity across the department.</p> <p>Process Review: Streamline and optimize processes for medical documentation workflow.</p> <p>Centralized Files: Implement SharePoint for the department to allow for easy access to essential documents, enhanced collaboration and minimize the risk of data duplication.</p> <p>Integration of New Health Technologies: Integrate innovative health technologies, such as a Skin and</p>		<p>Process Review Q1 through Q4</p> <p>Centralized Files Q 1</p> <p>Integration of New Health Technologies Q1 through Q4</p>	Service Initiative

2024 Bruce County Business Plan

	Wound Care Application, Companion, and Medication Safety Ebox to improve resident experience and provide personalized healthcare solutions.			
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2024 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Update Servery at Gateway Haven Owners: Administrator & Environmental Services Manager	Updated kitchen server that meets all regulatory requirement for food safety. This project includes the replacement of counters, steam table, and flooring.	\$ 82,000	Q 3 and Q 4	Maintain Services

2024 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
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
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
Resident experiencing worsened symptoms of depression	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 Departmental Focus

Senior Services

Enhance partnerships with organizations that support senior services and initiate the development of a roadmap for the Senior Services department.

Long Term Care Homes

CultureTransformation

Cohesive and collaborative culture that achieved higher level of employee satisfaction and demonstrates “Resident’s First... Every day... Every way”

Scheduling

Design a scheduling service department which has standardized business process, schedules that optimization workforce and support recruitment/retention.

Operational Efficiency Enhancement

Operational efficiency enhancements are expected to result in streamlined processes, reduced costs, and improved overall productivity across the department.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	21,219,336	24,179,094	0	0	311,062	0	0	0	0	0	0	24,490,156	311,062
Staff Related Costs	98,848	83,711	1,000	0	235,115	17,972	0	8,544	0	0	0	346,342	262,631
Contract Services	6,239,050	860,802	24,335	0	2,796,611	0	0	0	0	0	0	3,681,748	2,820,946
Material	3,557,765	2,985,578	44,930	0	265,925	2,000	0	0	0	0	0	3,298,433	312,855
Transfers, Grants & Financial Charge	92,407	115,961	0	0	378	0	0	0	0	0	0	116,339	378
Transfer to Reserves	361,485	482,227	0	0	(474,727)	0	0	0	0	0	0	7,500	(474,727)
Fleet Costs	1,066	1,040	0	0	21	0	0	0	0	0	0	1,061	21
Facility Costs	850,203	821,218	25,000	0	63,463	0	0	0	0	0	0	909,681	88,463
Other Internal Costs	3,129,267	4,106,587	0	0	489,902	0	0	0	0	0	0	4,596,489	489,902
Total Expenditures	35,549,427	33,636,218	95,265	0	3,687,750	19,972	0	8,544	0	0	0	37,447,749	3,811,531
Percent of Expenditure Budget		100.0%	100.0%	0.0%	11.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	11.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	19,331,891	16,063,209	0	0	2,329,253	0	0	0	0	0	0	18,392,462	2,329,253
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	706,860	0	20,000	0	20,000	0	0	0	0	0	0	40,000	40,000
Fees and Services	5,483,085	6,574,676	0	0	424,262	0	0	0	0	0	0	6,998,938	424,262
Donations	15,179	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	33,511	46,444	0	0	(4,500)	0	0	0	0	0	0	41,944	(4,500)
Total Revenue	25,570,526	22,691,829	20,000	0	2,769,015	0	0	0	0	0	0	25,480,844	2,789,015
Net Requirement	9,978,901	10,944,389	75,265	0	918,735	19,972	0	8,544	0	0	0	11,966,905	1,022,516
Percent of Prior Year Budget		100.0%	0.7%	0.0%	8.4%	0.2%	0.0%	0.1%	0.0%	0.0%	0.0%	9.3%	
Full Time Equivalents (FTE's)	0.00	247.10	0.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	247.77	0.67
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	(99.7%)



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">••	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
Senior Services
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	68,697	0	0	(6,254)	0	0	0	0	0	0	62,443	(6,254)
Staff Related Costs	0	0	1,000	0	40	0	0	0	0	0	0	1,040	1,040
Contract Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Material	0	500	500	0	40	0	0	0	0	0	0	1,040	540
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	7,217	8,430	0	0	(8,430)	0	0	0	0	0	0	0	(8,430)
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	7,217	77,627	1,500	0	(14,604)	0	0	0	0	0	0	64,523	(13,104)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(18.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(16.9%)	
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	7,217	77,627	1,500	0	(14,604)	0	0	0	0	0	0	64,523	(13,104)
Percent of Prior Year Budget		100.0%	1.9%	0.0%	(18.8%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(16.9%)	
Full Time Equivalents (FTE's)	0.00	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	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%)



Major Initiatives and Departmental Focus

CultureTransformation

Cohesive and collaborative culture that achieved higher level of employee satisfaction and demonstrates “Resident’s First... Every day... Every way”

Scheduling

Design a scheduling service department which has standardized business process, schedules that optimization workforce and support recruitment/retention.

Operational Efficiency Enhancement

Operational efficiency enhancements are expected to result in streamlined processes, reduced costs, and improved overall productivity across the department.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	12,314,155	13,751,488	0	0	204,166	0	0	0	0	0	0	13,955,654	204,166
Staff Related Costs	65,356	39,067	0	0	64,652	9,060	0	8,544	0	0	0	121,323	82,256
Contract Services	3,015,737	517,313	0	0	1,622,761	0	0	0	0	0	0	2,140,074	1,622,761
Material	2,279,541	1,995,086	5,000	0	83,910	0	0	0	0	0	0	2,083,996	88,910
Transfers, Grants & Financial Charge	46,296	58,097	0	0	189	0	0	0	0	0	0	58,286	189
Transfer to Reserves	96,334	324,824	0	0	(317,324)	0	0	0	0	0	0	7,500	(317,324)
Fleet Costs	1,066	1,040	0	0	21	0	0	0	0	0	0	1,061	21
Facility Costs	428,311	417,890	0	0	55,101	0	0	0	0	0	0	472,991	55,101
Other Internal Costs	1,777,182	2,343,163	0	0	280,983	0	0	0	0	0	0	2,624,146	280,983
Total Expenditures	20,023,978	19,447,968	5,000	0	1,994,459	9,060	0	8,544	0	0	0	21,465,031	2,017,063
Percent of Expenditure Budget		100.0%	100.0%	0.0%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	11,396,101	9,823,915	0	0	1,290,963	0	0	0	0	0	0	11,114,878	1,290,963
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	321,245	0	0	0	20,000	0	0	0	0	0	0	20,000	20,000
Fees and Services	3,255,966	3,838,433	0	0	220,677	0	0	0	0	0	0	4,059,110	220,677
Donations	5,670	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	1,593	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Total Revenue	14,980,575	13,672,048	0	0	1,531,640	0	0	0	0	0	0	15,203,688	1,531,640
Net Requirement	5,043,403	5,775,920	5,000	0	462,819	9,060	0	8,544	0	0	0	6,261,343	485,423
Percent of Prior Year Budget		100.0%	0.1%	0.0%	8.0%	0.2%	0.0%	0.1%	0.0%	0.0%	0.0%	8.4%	
Full Time Equivalents (FTE's)	0.00	140.74	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	141.08	0.34
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%	0.2%	(99.8%)



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">• Budgeted costs for office equipment including speakers/webcams• 4% inflationary increase 2024, 3% 2025-2028• Travel costs increased by \$3000 to account for increased costs for meetings, training• Added consulting budget of \$5k to assist with investigation and workplace culture initiatives.• Reduced legal budget by \$3k due to lack of spending.	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
Admin Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	567,458	585,699	0	0	109,346	0	0	0	0	0	0	695,045	109,346
Staff Related Costs	11,118	3,620	0	0	4,500	6,000	0	427	0	0	0	14,547	10,927
Contract Services	84,349	82,362	0	0	5,352	0	0	0	0	0	0	87,714	5,352
Material	166,432	73,845	(5,000)	0	4,173	0	0	0	0	0	0	73,018	(827)
Transfers, Grants & Financial Charge	46,296	58,097	0	0	189	0	0	0	0	0	0	58,286	189
Transfer to Reserves	90,664	317,324	0	0	(317,324)	0	0	0	0	0	0	0	(317,324)
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	1,777,182	2,343,163	0	0	280,983	0	0	0	0	0	0	2,624,146	280,983
Total Expenditures	2,743,499	3,464,110	(5,000)	0	87,219	6,000	0	427	0	0	0	3,552,756	88,646
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.5%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	7,206,579	7,301,940	0	0	41,118	0	0	0	0	0	0	7,343,058	41,118
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	3,255,966	3,838,433	0	0	220,677	0	0	0	0	0	0	4,059,110	220,677
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	10,462,545	11,140,373	0	0	261,795	0	0	0	0	0	0	11,402,168	261,795
Net Requirement	(7,719,046)	(7,676,263)	(5,000)	0	(174,576)	6,000	0	427	0	0	0	(7,849,412)	(173,149)
Percent of Prior Year Budget		100.0%	0.1%	0.0%	2.3%	(0.1%)	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	
Full Time Equivalents (FTE's)	0.00	5.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.56	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 <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Inflationary increases at 4% for 2024, 3% for 2025-2028• \$500 annual cost increase for enhanced ActivityPro functions• 2% increase for physio contract	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
Program and Support Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	570,644	660,726	0	0	24,861	0	0	0	0	0	0	685,587	24,861
Staff Related Costs	2,976	2,841	0	0	69	0	0	427	0	0	0	3,337	496
Contract Services	167,393	206,144	0	0	5,756	0	0	0	0	0	0	211,900	5,756
Material	(17,023)	41,123	0	0	(1,983)	0	0	0	0	0	0	39,140	(1,983)
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	723,990	910,834	0	0	28,703	0	0	427	0	0	0	939,964	29,130
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	3,368	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	3,368	9,816	0	0	0	0	0	0	0	0	0	9,816	0
Net Requirement	720,622	901,018	0	0	28,703	0	0	427	0	0	0	930,148	29,130
Percent of Prior Year Budget		100.0%	0.0%	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Moved budget from 3301 to 4506 as per current maintenance contracts• 2nd blixer purchase required added to 3350• 6% inflation for paper products	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
Dietary Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,290,619	1,344,811	0	0	41,148	0	0	0	0	0	0	1,385,959	41,148
Staff Related Costs	0	760	0	0	55	0	0	1,281	0	0	0	2,096	1,336
Contract Services	7,707	0	0	0	6,000	0	0	0	0	0	0	6,000	6,000
Material	52,777	56,920	0	0	(4,305)	0	0	0	0	0	0	52,615	(4,305)
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	1,351,103	1,402,491	0	0	42,898	0	0	1,281	0	0	0	1,446,670	44,179
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	3.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1,351,103	1,402,491	0	0	42,898	0	0	1,281	0	0	0	1,446,670	44,179
Percent of Prior Year Budget		100.0%	0.0%	0.0%	3.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	3.2%	
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• 4% 2024 inflation increase, 3% for 2025-2028• Increased physician on-call costs to \$0.40• Drug costs reduced due to stericycle changes• HINF reduced in anticipation of 20% less dependancy on 1:1 agency-reflected changes in purchased service (4522) as well	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
Nursing Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	8,809,179	9,985,364	0	0	(4,549)	0	0	0	0	0	0	9,980,815	(4,549)
Staff Related Costs	48,854	26,721	0	0	59,926	3,060	0	5,127	0	0	0	94,834	68,113
Contract Services	2,752,704	222,807	0	0	1,605,533	0	0	0	0	0	0	1,828,340	1,605,533
Material	1,329,503	1,003,351	10,000	0	34,925	0	0	0	0	0	0	1,048,276	44,925
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	12,940,240	11,238,243	10,000	0	1,695,835	3,060	0	5,127	0	0	0	12,952,265	1,714,022
Percent of Expenditure Budget		100.0%	100.0%	0.0%	15.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	4,186,154	2,512,159	0	0	1,249,845	0	0	0	0	0	0	3,762,004	1,249,845
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	320,564	0	0	0	20,000	0	0	0	0	0	0	20,000	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	4,506,718	2,512,159	0	0	1,269,845	0	0	0	0	0	0	3,782,004	1,269,845
Net Requirement	8,433,522	8,726,084	10,000	0	425,990	3,060	0	5,127	0	0	0	9,170,261	444,177
Percent of Prior Year Budget		100.0%	0.1%	0.0%	4.9%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	5.1%	
Full Time Equivalents (FTE's)	0.00	97.67	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	98.01	0.34
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%	0.3%	(99.7%)



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">• Inflationary increase of 4% for 2024, 3% for 2025-2028• insurance premiums as per finance worksheet- 2023 full year projections plus %	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
Other Accomodation Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,076,255	1,174,888	0	0	33,360	0	0	0	0	0	0	1,208,248	33,360
Staff Related Costs	2,408	5,125	0	0	102	0	0	1,282	0	0	0	6,509	1,384
Contract Services	3,584	6,000	0	0	120	0	0	0	0	0	0	6,120	120
Material	193,998	224,593	0	0	4,727	0	0	0	0	0	0	229,320	4,727
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	1,066	1,040	0	0	21	0	0	0	0	0	0	1,061	21
Facility Costs	428,311	417,890	0	0	55,101	0	0	0	0	0	0	472,991	55,101
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,705,622	1,829,536	0	0	93,431	0	0	1,282	0	0	0	1,924,249	94,713
Percent of Expenditure Budget		100.0%	100.0%	0.0%	5.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	5.2%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1,593	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Total Revenue	1,593	2,200	0	0	0	0	0	0	0	0	0	2,200	0
Net Requirement	1,704,029	1,827,336	0	0	93,431	0	0	1,282	0	0	0	1,922,049	94,713
Percent of Prior Year Budget		100.0%	0.0%	0.0%	5.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	5.2%	
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Raw food increase of \$45,996, 6% 2025, 4% 2026-2028	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
Nutritional Support Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	553,173	595,254	0	0	46,373	0	0	0	0	0	0	641,627	46,373
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	553,173	595,254	0	0	46,373	0	0	0	0	0	0	641,627	46,373
Percent of Expenditure Budget		100.0%	100.0%	0.0%	7.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.8%	
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	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	553,173	595,254	0	0	46,373	0	0	0	0	0	0	641,627	46,373
Percent of Prior Year Budget		100.0%	0.0%	0.0%	7.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.8%	
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">••	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
Donations Brucelea
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	681	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	5,670	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	6,351	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	681	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	5,670	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	6,351	7,500	0	0	0	0	0	0	0	0	0	7,500	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Major Initiatives and Departmental Focus

CultureTransformation

Cohesive and collaborative culture that achieved higher level of employee satisfaction and demonstrates “Resident’s First... Every day... Every way”

Scheduling

Design a scheduling service department which has standardized business process, schedules that optimization workforce and support recruitment/retention.

Operational Efficiency Enhancement

Operational efficiency enhancements are expected to result in streamlined processes, reduced costs, and improved overall productivity across the department.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	8,905,181	10,358,909	0	0	113,150	0	0	0	0	0	0	10,472,059	113,150
Staff Related Costs	33,492	44,644	0	0	170,423	8,912	0	0	0	0	0	223,979	179,335
Contract Services	3,223,313	343,489	24,335	0	1,173,850	0	0	0	0	0	0	1,541,674	1,198,185
Material	1,278,224	989,992	39,430	0	181,975	2,000	0	0	0	0	0	1,213,397	223,405
Transfers, Grants & Financial Charge	46,111	57,864	0	0	189	0	0	0	0	0	0	58,053	189
Transfer to Reserves	265,151	157,403	0	0	(157,403)	0	0	0	0	0	0	0	(157,403)
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	414,675	394,898	25,000	0	16,792	0	0	0	0	0	0	436,690	41,792
Other Internal Costs	1,352,085	1,763,424	0	0	208,919	0	0	0	0	0	0	1,972,343	208,919
Total Expenditures	15,518,232	14,110,623	88,765	0	1,707,895	10,912	0	0	0	0	0	15,918,195	1,807,572
Percent of Expenditure Budget		100.0%	100.0%	0.0%	12.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	12.8%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	7,935,790	6,239,294	0	0	1,038,290	0	0	0	0	0	0	7,277,584	1,038,290
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	385,615	0	20,000	0	0	0	0	0	0	0	0	20,000	20,000
Fees and Services	2,227,119	2,736,243	0	0	203,585	0	0	0	0	0	0	2,939,828	203,585
Donations	9,509	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	31,918	44,244	0	0	(4,500)	0	0	0	0	0	0	39,744	(4,500)
Total Revenue	10,589,951	9,019,781	20,000	0	1,237,375	0	0	0	0	0	0	10,277,156	1,257,375
Net Requirement	4,928,281	5,090,842	68,765	0	470,520	10,912	0	0	0	0	0	5,641,039	550,197
Percent of Prior Year Budget		100.0%	1.4%	0.0%	9.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	10.8%	
Full Time Equivalents (FTE's)	0.00	105.96	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	106.29	0.33
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%	0.3%	(99.7%)



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">• Budgeted costs for office equipment including speakers/webcams.• 4% inflationary increase 2024, 3% 2025-2028•	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
Admin Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	583,912	646,901	0	0	(22,275)	0	0	0	0	0	0	624,626	(22,275)
Staff Related Costs	12,763	26,537	0	0	(517)	0	0	0	0	0	0	26,020	(517)
Contract Services	363,131	92,793	10,000	0	(1,291)	0	0	0	0	0	0	101,502	8,709
Material	137,242	46,254	(3,700)	0	1,855	0	0	0	0	0	0	44,409	(1,845)
Transfers, Grants & Financial Charge	46,111	57,864	0	0	189	0	0	0	0	0	0	58,053	189
Transfer to Reserves	62,961	157,403	0	0	(157,403)	0	0	0	0	0	0	0	(157,403)
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	1,352,085	1,763,424	0	0	208,919	0	0	0	0	0	0	1,972,343	208,919
Total Expenditures	2,558,205	2,791,176	6,300	0	29,477	0	0	0	0	0	0	2,826,953	35,777
Percent of Expenditure Budget		100.0%	100.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	5,190,314	4,948,270	0	0	(123,386)	0	0	0	0	0	0	4,824,884	(123,386)
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	2,227,119	2,736,243	0	0	203,585	0	0	0	0	0	0	2,939,828	203,585
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	7,417,433	7,684,513	0	0	80,199	0	0	0	0	0	0	7,764,712	80,199
Net Requirement	(4,859,228)	(4,893,337)	6,300	0	(50,722)	0	0	0	0	0	0	(4,937,759)	(44,422)
Percent of Prior Year Budget		100.0%	(0.1%)	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	
Full Time Equivalents (FTE's)	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Inflationary increases at 4% for 2024, 3% for 2025-2028• \$500 annual cost increase for enhanced ActivityPro functions• 2% increase for physio contract•	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
Program and Support Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	412,154	455,768	0	0	47,907	0	0	0	0	0	0	503,675	47,907
Staff Related Costs	0	2,526	0	0	76	506	0	0	0	0	0	3,108	582
Contract Services	100,503	154,659	0	0	4,463	0	0	0	0	0	0	159,122	4,463
Material	654	24,009	0	0	1,030	0	0	0	0	0	0	25,039	1,030
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	513,311	636,962	0	0	53,476	506	0	0	0	0	0	690,944	53,982
Percent of Expenditure Budget		100.0%	100.0%	0.0%	8.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	8.5%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	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	0	11,664	0	0	0	0	0	0	0	0	0	11,664	0
Net Requirement	513,311	625,298	0	0	53,476	506	0	0	0	0	0	679,280	53,982
Percent of Prior Year Budget		100.0%	0.0%	0.0%	8.6%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	8.6%	
Full Time Equivalents (FTE's)	0.00	3.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.79	0.00
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• 4% 2024 inflation increase, 3% for 2025-2028	Growth <ul style="list-style-type: none">••
One Time Items <ul style="list-style-type: none">• Robot coupe to replace old equipment.•	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
Dietary Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	857,975	940,295	0	0	27,088	0	0	0	0	0	0	967,383	27,088
Staff Related Costs	0	1,800	0	0	9	0	0	0	0	0	0	1,809	9
Contract Services	4,789	0	5,000	0	0	0	0	0	0	0	0	5,000	5,000
Material	42,155	43,538	0	0	(1,488)	2,000	0	0	0	0	0	44,050	512
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	904,919	985,633	5,000	0	25,609	2,000	0	0	0	0	0	1,018,242	32,609
Percent of Expenditure Budget		100.0%	100.0%	0.0%	2.6%	0.2%	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	904,919	985,633	5,000	0	25,609	2,000	0	0	0	0	0	1,018,242	32,609
Percent of Prior Year Budget		100.0%	0.5%	0.0%	2.6%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	
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 <ul style="list-style-type: none">• \$19,000 to outbreak supplies to reflect ytd actuals and to account for the reduction in the covid funding.• \$9,300 to maintenance and equipment to reflect the Arjo contract price increase• \$24,000 to incontinence supplies to reflect the new RFP costs. Maintain Services <ul style="list-style-type: none">• 4% 2024 inflation increase, 3% for 2025-2028• One Time Items <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">•• Growth <ul style="list-style-type: none">•• Council Priorities <ul style="list-style-type: none">•• Service Initiatives/Savings <ul style="list-style-type: none">•• Operating Impact of Capital Projects <ul style="list-style-type: none">••



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	6,020,174	7,299,708	0	0	18,254	0	0	0	0	0	0	7,317,962	18,254
Staff Related Costs	20,252	9,811	0	0	172,735	8,406	0	0	0	0	0	190,952	181,141
Contract Services	2,748,217	87,868	9,335	0	1,170,433	0	0	0	0	0	0	1,267,636	1,179,768
Material	544,746	310,847	43,130	0	143,170	0	0	0	0	0	0	497,147	186,300
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	193,294	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	9,526,683	7,708,234	52,465	0	1,504,592	8,406	0	0	0	0	0	9,273,697	1,565,463
Percent of Expenditure Budget		100.0%	100.0%	0.0%	19.5%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	20.3%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	2,745,476	1,279,360	0	0	1,161,676	0	0	0	0	0	0	2,441,036	1,161,676
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	286,159	0	20,000	0	0	0	0	0	0	0	0	20,000	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	3,031,635	1,279,360	20,000	0	1,161,676	0	0	0	0	0	0	2,461,036	1,181,676
Net Requirement	6,495,048	6,428,874	32,465	0	342,916	8,406	0	0	0	0	0	6,812,661	383,787
Percent of Prior Year Budget		100.0%	0.5%	0.0%	5.3%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.0%	
Full Time Equivalents (FTE's)	0.00	72.81	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	73.14	0.33
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%	0.5%	(99.5%)



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">• 4% 2024 inflation increase, 3% for 2025-2028•	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
Other Accomodation Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,030,966	1,016,237	0	0	42,176	0	0	0	0	0	0	1,058,413	42,176
Staff Related Costs	477	3,970	0	0	(1,880)	0	0	0	0	0	0	2,090	(1,880)
Contract Services	6,673	8,169	0	0	245	0	0	0	0	0	0	8,414	245
Material	154,148	157,672	0	0	3,016	0	0	0	0	0	0	160,688	3,016
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	414,675	394,898	25,000	0	16,792	0	0	0	0	0	0	436,690	41,792
Other Internal Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	1,606,939	1,580,946	25,000	0	60,349	0	0	0	0	0	0	1,666,295	85,349
Percent of Expenditure Budget		100.0%	100.0%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%	
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	99,456	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	31,918	44,244	0	0	(4,500)	0	0	0	0	0	0	39,744	(4,500)
Total Revenue	131,374	44,244	0	0	(4,500)	0	0	0	0	0	0	39,744	(4,500)
Net Requirement	1,475,565	1,536,702	25,000	0	64,849	0	0	0	0	0	0	1,626,551	89,849
Percent of Prior Year Budget		100.0%	1.6%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.8%	
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 <ul style="list-style-type: none">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">• Added 6% for 2024 to assist with increasing food cost.	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
Nutritional Support Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	398,665	407,672	0	0	34,392	0	0	0	0	0	0	442,064	34,392
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	398,665	407,672	0	0	34,392	0	0	0	0	0	0	442,064	34,392
Percent of Expenditure Budget		100.0%	100.0%	0.0%	8.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	398,665	407,672	0	0	34,392	0	0	0	0	0	0	442,064	34,392
Percent of Prior Year Budget		100.0%	0.0%	0.0%	8.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.4%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
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">••	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
Donations Gateway
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	614	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	8,896	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	9,510	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	9,509	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	9,509	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	1	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Budget		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	21,021,829	21,219,336	24,179,094	24,490,156	311,062	25,324,569	26,003,506	26,702,341	27,421,780
Staff Related Costs	85,837	98,848	83,711	346,342	262,631	201,594	203,436	205,335	207,363
Contract Services	717,852	6,239,050	860,802	3,681,748	2,820,946	3,523,226	3,491,563	3,464,076	3,438,088
Material	2,116,311	3,557,765	2,985,578	3,298,433	312,855	3,401,026	3,505,699	3,614,023	3,586,219
Transfers, Grants & Financial Charge	113,430	92,407	115,961	116,339	378	116,150	116,150	115,961	116,338
Transfer to Reserves	161,125	361,485	482,227	7,500	(474,727)	7,500	7,500	7,500	7,500
Fleet Costs	1,020	1,066	1,040	1,061	21	1,082	1,104	1,126	0
Facility Costs	753,201	850,203	821,218	909,681	88,463	881,909	901,316	921,164	920,855
Other Internal Costs	3,129,267	3,129,267	4,106,587	4,596,489	489,902	5,022,584	4,801,141	4,922,944	5,123,798
Total Expenditures	28,099,872	35,549,427	33,636,218	37,447,749	3,811,531	38,479,640	39,031,415	39,954,470	40,821,941
Percent of Expenditure Budget				11.3%		2.8%	1.4%	2.4%	2.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	12,307,711	19,331,891	16,063,209	18,392,462	2,329,253	18,617,212	18,879,259	19,151,834	19,430,055
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	99,456	706,860	0	40,000	40,000	0	0	0	0
Fees and Services	6,309,595	5,483,085	6,574,676	6,998,938	424,262	7,138,917	7,281,696	7,427,330	7,575,876
Donations	7,500	15,179	7,500	7,500	0	7,500	7,500	7,500	7,500
Fines	0	0	0	0	0	0	0	0	0
Other	42,914	33,511	46,444	41,944	(4,500)	41,985	42,027	42,069	42,112
Total Revenue	18,767,176	25,570,526	22,691,829	25,480,844	2,789,015	25,805,614	26,210,482	26,628,733	27,055,543
Net Requirement	9,332,696	9,978,901	10,944,389	11,966,905	1,022,516	12,674,026	12,820,933	13,325,737	13,766,398
Percent of Prior Year Budget				9.3%		5.9%	1.2%	3.9%	3.3%
Full Time Equivalent (FTEs)	231.74	0.00	247.10	247.77	0.67	247.77	247.77	247.77	247.77
Percent of Prior Year FTE				0.3%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	52,416	0	68,697	62,443	(6,254)	64,222	66,058	67,954	69,913
Staff Related Costs	1,000	0	0	1,040	1,040	1,072	1,104	1,138	1,172
Contract Services	0	0	0	0	0	0	0	0	0
Material	500	0	500	1,040	540	1,072	1,104	1,138	1,172
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	7,217	7,217	8,430	0	(8,430)	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	61,133	7,217	77,627	64,523	(13,104)	66,366	68,266	70,230	72,257
Percent of Expenditure Budget				(16.9%)		2.9%	2.9%	2.9%	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	61,133	7,217	77,627	64,523	(13,104)	66,366	68,266	70,230	72,257
Percent of Prior Year Budget				(16.9%)		2.9%	2.9%	2.9%	2.9%
Full Time Equivalentents (FTEs)	0.40	0.00	0.40	0.40	0.00	0.40	0.40	0.40	0.40
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	11,883,768	12,314,155	13,751,488	13,955,654	204,166	14,328,414	14,712,211	15,107,240	15,513,877
Staff Related Costs	35,810	65,356	39,067	121,323	82,256	107,113	107,789	108,485	109,202
Contract Services	410,564	3,015,737	517,313	2,140,074	1,622,761	2,106,127	2,089,681	2,075,305	2,060,489
Material	1,235,623	2,279,541	1,995,086	2,083,996	88,910	2,141,479	2,209,184	2,279,210	2,210,074
Transfers, Grants & Financial Charge	56,830	46,296	58,097	58,286	189	58,191	58,191	58,096	58,285
Transfer to Reserves	98,164	96,334	324,824	7,500	(317,324)	7,500	7,500	7,500	7,500
Fleet Costs	1,020	1,066	1,040	1,061	21	1,082	1,104	1,126	0
Facility Costs	376,890	428,311	417,890	472,991	55,101	480,947	491,049	501,367	491,298
Other Internal Costs	1,777,182	1,777,182	2,343,163	2,624,146	280,983	2,863,446	2,737,199	2,806,640	2,921,150
Total Expenditures	15,875,851	20,023,978	19,447,968	21,465,031	2,017,063	22,094,299	22,413,908	22,944,969	23,371,875
Percent of Expenditure Budget				10.4%		2.9%	1.4%	2.4%	1.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	7,250,420	11,396,101	9,823,915	11,114,878	1,290,963	11,259,597	11,425,716	11,597,895	11,773,712
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	321,245	0	20,000	20,000	0	0	0	0
Fees and Services	3,768,127	3,255,966	3,838,433	4,059,110	220,677	4,140,292	4,223,098	4,307,560	4,393,711
Donations	7,500	5,670	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	1,593	2,200	2,200	0	2,200	2,200	2,200	2,200
Total Revenue	11,028,247	14,980,575	13,672,048	15,203,688	1,531,640	15,409,589	15,658,514	15,915,155	16,177,123
Net Requirement	4,847,604	5,043,403	5,775,920	6,261,343	485,423	6,684,710	6,755,394	7,029,814	7,194,752
Percent of Prior Year Budget				8.4%		6.8%	1.1%	4.1%	2.3%
Full Time Equivalent (FTEs)	130.97	0.00	140.74	141.08	0.34	141.08	141.08	141.08	141.08
Percent of Prior Year FTE				0.2%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	611,357	567,458	585,699	695,045	109,346	714,575	734,723	755,513	776,969
Staff Related Costs	6,500	11,118	3,620	14,547	10,927	9,723	9,952	10,190	10,438
Contract Services	88,521	84,349	82,362	87,714	5,352	91,143	94,709	98,417	102,274
Material	162,918	166,432	73,845	73,018	(827)	78,926	80,463	82,033	83,634
Transfers, Grants & Financial Charge	56,830	46,296	58,097	58,286	189	58,191	58,191	58,096	58,285
Transfer to Reserves	90,664	90,664	317,324	0	(317,324)	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	1,777,182	1,777,182	2,343,163	2,624,146	280,983	2,863,446	2,737,199	2,806,640	2,921,150
Total Expenditures	2,793,972	2,743,499	3,464,110	3,552,756	88,646	3,816,004	3,715,237	3,810,889	3,952,750
Percent of Expenditure Budget				2.6%		7.4%	(2.6%)	2.6%	3.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	6,711,725	7,206,579	7,301,940	7,343,058	41,118	7,489,919	7,639,717	7,792,511	7,948,361
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	3,768,127	3,255,966	3,838,433	4,059,110	220,677	4,140,292	4,223,098	4,307,560	4,393,711
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	10,479,852	10,462,545	11,140,373	11,402,168	261,795	11,630,211	11,862,815	12,100,071	12,342,072
Net Requirement	(7,685,880)	(7,719,046)	(7,676,263)	(7,849,412)	(173,149)	(7,814,207)	(8,147,578)	(8,289,182)	(8,389,322)
Percent of Prior Year Budget				2.3%		(0.4%)	4.3%	1.7%	1.2%
Full Time Equivalentents (FTEs)	5.33	0.00	5.56	5.56	0.00	5.56	5.56	5.56	5.56
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	640,708	570,644	660,726	685,587	24,861	703,989	722,956	742,496	762,625
Staff Related Costs	2,790	2,976	2,841	3,337	496	2,957	3,031	3,107	3,185
Contract Services	201,711	167,393	206,144	211,900	5,756	216,987	222,202	227,548	233,028
Material	35,942	(17,023)	41,123	39,140	(1,983)	40,296	41,487	42,712	43,975
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	881,151	723,990	910,834	939,964	29,130	964,229	989,676	1,015,863	1,042,813
Percent of Expenditure Budget				3.2%		2.6%	2.6%	2.6%	2.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	9,816	3,368	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	3,368	9,816	9,816	0	9,816	9,816	9,816	9,816
Net Requirement	871,335	720,622	901,018	930,148	29,130	954,413	979,860	1,006,047	1,032,997
Percent of Prior Year Budget				3.2%		2.6%	2.7%	2.7%	2.7%
Full Time Equivalent (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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,281,597	1,290,619	1,344,811	1,385,959	41,148	1,423,347	1,461,833	1,501,455	1,542,251
Staff Related Costs	1,985	0	760	2,096	1,336	2,159	2,224	2,291	2,360
Contract Services	1,530	7,707	0	6,000	6,000	6,180	6,365	6,556	6,753
Material	50,870	52,777	56,920	52,615	(4,305)	47,705	49,136	50,611	52,129
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	1,335,982	1,351,103	1,402,491	1,446,670	44,179	1,479,391	1,519,558	1,560,913	1,603,493
Percent of Expenditure Budget				3.2%		2.3%	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	1,335,982	1,351,103	1,402,491	1,446,670	44,179	1,479,391	1,519,558	1,560,913	1,603,493
Percent of Prior Year Budget				3.2%		2.3%	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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	8,217,931	8,809,179	9,985,364	9,980,815	(4,549)	10,245,630	10,518,234	10,798,735	11,087,388
Staff Related Costs	19,510	48,854	26,721	94,834	68,113	86,942	87,144	87,350	87,561
Contract Services	111,602	2,752,704	222,807	1,828,340	1,605,533	1,785,575	1,760,038	1,736,290	1,711,810
Material	236,381	1,329,503	1,003,351	1,048,276	44,925	1,057,197	1,085,784	1,115,229	1,009,065
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	8,585,424	12,940,240	11,238,243	12,952,265	1,714,022	13,175,344	13,451,200	13,737,604	13,895,824
Percent of Expenditure Budget				15.3%		1.7%	2.1%	2.1%	1.2%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	528,879	4,186,154	2,512,159	3,762,004	1,249,845	3,759,862	3,776,183	3,795,568	3,815,535
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	320,564	0	20,000	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	528,879	4,506,718	2,512,159	3,782,004	1,269,845	3,759,862	3,776,183	3,795,568	3,815,535
Net Requirement	8,056,545	8,433,522	8,726,084	9,170,261	444,177	9,415,482	9,675,017	9,942,036	10,080,289
Percent of Prior Year Budget				5.1%		2.7%	2.8%	2.8%	1.4%
Full Time Equivalentents (FTEs)	88.13	0.00	97.67	98.01	0.34	98.01	98.01	98.01	98.01
Percent of Prior Year FTE				0.3%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,132,175	1,076,255	1,174,888	1,208,248	33,360	1,240,873	1,274,465	1,309,041	1,344,644
Staff Related Costs	5,025	2,408	5,125	6,509	1,384	5,332	5,438	5,547	5,658
Contract Services	7,200	3,584	6,000	6,120	120	6,242	6,367	6,494	6,624
Material	228,059	193,998	224,593	229,320	4,727	236,589	244,097	251,852	254,794
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	1,066	1,040	1,061	21	1,082	1,104	1,126	0
Facility Costs	376,890	428,311	417,890	472,991	55,101	480,947	491,049	501,367	491,298
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,750,369	1,705,622	1,829,536	1,924,249	94,713	1,971,065	2,022,520	2,075,427	2,103,018
Percent of Expenditure Budget				5.2%		2.4%	2.6%	2.6%	1.3%
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	1,593	2,200	2,200	0	2,200	2,200	2,200	2,200
Total Revenue	2,200	1,593	2,200	2,200	0	2,200	2,200	2,200	2,200
Net Requirement	1,748,169	1,704,029	1,827,336	1,922,049	94,713	1,968,865	2,020,320	2,073,227	2,100,818
Percent of Prior Year Budget				5.2%		2.4%	2.6%	2.6%	1.3%
Full Time Equivalent (FTEs)	15.06	0.00	15.06	15.06	0.00	15.06	15.06	15.06	15.06
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	521,453	553,173	595,254	641,627	46,373	680,766	708,217	736,773	766,477
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	521,453	553,173	595,254	641,627	46,373	680,766	708,217	736,773	766,477
Percent of Expenditure Budget				7.8%		6.1%	4.0%	4.0%	4.0%
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	521,453	553,173	595,254	641,627	46,373	680,766	708,217	736,773	766,477
Percent of Prior Year Budget				7.8%		6.1%	4.0%	4.0%	4.0%
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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	681	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	5,670	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	6,351	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	681	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	7,500	5,670	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	6,351	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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	9,085,645	8,905,181	10,358,909	10,472,059	113,150	10,931,933	11,225,237	11,527,147	11,837,990
Staff Related Costs	49,027	33,492	44,644	223,979	179,335	93,409	94,543	95,712	96,989
Contract Services	307,288	3,223,313	343,489	1,541,674	1,198,185	1,417,099	1,401,882	1,388,771	1,377,599
Material	880,188	1,278,224	989,992	1,213,397	223,405	1,258,475	1,295,411	1,333,675	1,374,973
Transfers, Grants & Financial Charge	56,600	46,111	57,864	58,053	189	57,959	57,959	57,865	58,053
Transfer to Reserves	62,961	265,151	157,403	0	(157,403)	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	369,094	414,675	394,898	436,690	41,792	400,962	410,267	419,797	429,557
Other Internal Costs	1,352,085	1,352,085	1,763,424	1,972,343	208,919	2,159,138	2,063,942	2,116,304	2,202,648
Total Expenditures	12,162,888	15,518,232	14,110,623	15,918,195	1,807,572	16,318,975	16,549,241	16,939,271	17,377,809
Percent of Expenditure Budget				12.8%		2.5%	1.4%	2.4%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	5,057,291	7,935,790	6,239,294	7,277,584	1,038,290	7,357,615	7,453,543	7,553,939	7,656,343
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	99,456	385,615	0	20,000	20,000	0	0	0	0
Fees and Services	2,541,468	2,227,119	2,736,243	2,939,828	203,585	2,998,625	3,058,598	3,119,770	3,182,165
Donations	0	9,509	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	40,714	31,918	44,244	39,744	(4,500)	39,785	39,827	39,869	39,912
Total Revenue	7,738,929	10,589,951	9,019,781	10,277,156	1,257,375	10,396,025	10,551,968	10,713,578	10,878,420
Net Requirement	4,423,959	4,928,281	5,090,842	5,641,039	550,197	5,922,950	5,997,273	6,225,693	6,499,389
Percent of Prior Year Budget				10.8%		5.0%	1.3%	3.8%	4.4%
Full Time Equivalentents (FTEs)	100.37	0.00	105.96	106.29	0.33	106.29	106.29	106.29	106.29
Percent of Prior Year FTE				0.3%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	647,291	583,912	646,901	624,626	(22,275)	642,379	660,704	679,624	699,161
Staff Related Costs	32,001	12,763	26,537	26,020	(517)	27,110	27,923	28,761	29,624
Contract Services	48,701	363,131	92,793	101,502	8,709	58,661	60,420	62,233	64,100
Material	134,591	137,242	46,254	44,409	(1,845)	49,553	51,040	52,572	55,727
Transfers, Grants & Financial Charge	56,600	46,111	57,864	58,053	189	57,959	57,959	57,865	58,053
Transfer to Reserves	62,961	62,961	157,403	0	(157,403)	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	1,352,085	1,352,085	1,763,424	1,972,343	208,919	2,159,138	2,063,942	2,116,304	2,202,648
Total Expenditures	2,334,230	2,558,205	2,791,176	2,826,953	35,777	2,994,800	2,921,988	2,997,359	3,109,313
Percent of Expenditure Budget				1.3%		5.9%	(2.4%)	2.6%	3.7%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	4,751,843	5,190,314	4,948,270	4,824,884	(123,386)	4,921,382	5,019,810	5,120,206	5,222,610
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	2,541,468	2,227,119	2,736,243	2,939,828	203,585	2,998,625	3,058,598	3,119,770	3,182,165
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	7,293,311	7,417,433	7,684,513	7,764,712	80,199	7,920,007	8,078,408	8,239,976	8,404,775
Net Requirement	(4,959,081)	(4,859,228)	(4,893,337)	(4,937,759)	(44,422)	(4,925,207)	(5,156,420)	(5,242,617)	(5,295,462)
Percent of Prior Year Budget				0.9%		(0.3%)	4.7%	1.7%	1.0%
Full Time Equivalentents (FTEs)	5.07	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
Program and Support Gateway
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	464,199	412,154	455,768	503,675	47,907	516,798	530,355	544,303	558,661
Staff Related Costs	2,100	0	2,526	3,108	582	2,680	2,761	2,844	3,004
Contract Services	145,905	100,503	154,659	159,122	4,463	164,399	169,331	174,411	181,713
Material	22,650	654	24,009	25,039	1,030	25,790	26,564	27,361	28,190
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	634,854	513,311	636,962	690,944	53,982	709,667	729,011	748,919	771,568
Percent of Expenditure Budget				8.5%		2.7%	2.7%	2.7%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	11,664	0	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	0	11,664	11,664	0	11,664	11,664	11,664	11,664
Net Requirement	623,190	513,311	625,298	679,280	53,982	698,003	717,347	737,255	759,904
Percent of Prior Year Budget				8.6%		2.8%	2.8%	2.8%	3.1%
Full Time Equivalent (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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	904,626	857,975	940,295	967,383	27,088	992,804	1,018,935	1,045,798	1,073,419
Staff Related Costs	1,750	0	1,800	1,809	9	1,863	1,919	1,977	2,036
Contract Services	1,700	4,789	0	5,000	5,000	5,150	5,305	5,464	5,628
Material	33,338	42,155	43,538	44,050	512	45,372	46,734	48,136	49,580
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	941,414	904,919	985,633	1,018,242	32,609	1,045,189	1,072,893	1,101,375	1,130,663
Percent of Expenditure Budget				3.3%		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	941,414	904,919	985,633	1,018,242	32,609	1,045,189	1,072,893	1,101,375	1,130,663
Percent of Prior Year Budget				3.3%		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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	6,091,328	6,020,174	7,299,708	7,317,962	18,254	7,693,022	7,898,951	8,110,908	8,329,115
Staff Related Costs	9,456	20,252	9,811	190,952	181,141	59,314	59,426	59,541	59,659
Contract Services	97,381	2,748,217	87,868	1,267,636	1,179,768	1,180,223	1,157,900	1,137,469	1,116,412
Material	192,868	544,746	310,847	497,147	186,300	506,173	514,722	523,527	532,621
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	193,294	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	6,391,033	9,526,683	7,708,234	9,273,697	1,565,463	9,438,732	9,630,999	9,831,445	10,037,807
Percent of Expenditure Budget				20.3%		1.8%	2.0%	2.1%	2.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	293,784	2,745,476	1,279,360	2,441,036	1,161,676	2,424,569	2,422,069	2,422,069	2,422,069
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	286,159	0	20,000	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	293,784	3,031,635	1,279,360	2,461,036	1,181,676	2,424,569	2,422,069	2,422,069	2,422,069
Net Requirement	6,097,249	6,495,048	6,428,874	6,812,661	383,787	7,014,163	7,208,930	7,409,376	7,615,738
Percent of Prior Year Budget				6.0%		3.0%	2.8%	2.8%	2.8%
Full Time Equivalent (FTEs)	66.15	0.00	72.81	73.14	0.33	73.14	73.14	73.14	73.14
Percent of Prior Year FTE				0.5%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	978,201	1,030,966	1,016,237	1,058,413	42,176	1,086,930	1,116,292	1,146,514	1,177,634
Staff Related Costs	3,720	477	3,970	2,090	(1,880)	2,442	2,514	2,589	2,666
Contract Services	13,601	6,673	8,169	8,414	245	8,666	8,926	9,194	9,746
Material	144,377	154,148	157,672	160,688	3,016	166,048	171,592	177,325	183,301
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	369,094	414,675	394,898	436,690	41,792	400,962	410,267	419,797	429,557
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	1,508,993	1,606,939	1,580,946	1,666,295	85,349	1,665,048	1,709,591	1,755,419	1,802,904
Percent of Expenditure Budget				5.4%		(0.1%)	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	99,456	99,456	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	40,714	31,918	44,244	39,744	(4,500)	39,785	39,827	39,869	39,912
Total Revenue	140,170	131,374	44,244	39,744	(4,500)	39,785	39,827	39,869	39,912
Net Requirement	1,368,823	1,475,565	1,536,702	1,626,551	89,849	1,625,263	1,669,764	1,715,550	1,762,992
Percent of Prior Year Budget				5.8%		(0.1%)	2.7%	2.7%	2.8%
Full Time Equivalent (FTEs)	12.24	0.00	12.24	12.24	0.00	12.24	12.24	12.24	12.24
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	398,665	407,672	442,064	34,392	465,539	484,759	504,754	525,554
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	398,665	407,672	442,064	34,392	465,539	484,759	504,754	525,554
Percent of Expenditure Budget				8.4%		5.3%	4.1%	4.1%	4.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	352,364	398,665	407,672	442,064	34,392	465,539	484,759	504,754	525,554
Percent of Prior Year Budget				8.4%		5.3%	4.1%	4.1%	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
Donations Gateway
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	614	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	8,896	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	9,510	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	9,509	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	9,509	0	0	0	0	0	0	0
Net Requirement	0	1	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	110,615	142,000	248,860	106,860	198,460	268,460	218,460	155,000
Technology & Communications	659,798	200,000	73,000	(127,000)	17,600	0	0	0
Vehicles & Machinery	27	0	0	0	0	0	0	0
Furniture & Fixtures	419	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	1,500,000
Building - Exterior Components	17,267	0	25,000	25,000	9,904	15,000	750,000	0
Building - Interior Components	134,306	242,761	258,000	15,239	135,000	145,000	145,000	80,000
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	17,275	31,840	6,220	(25,620)	164,214	75,688	63,152	0
Building - Fire & Life Safety	27,746	5,000	12,000	7,000	0	0	0	0
Building - Elevator	0	0	0	0	60,000	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	967,453	621,601	623,080	1,479	585,178	504,148	1,176,612	1,735,000
Transfer to Reserves	114,293	155,000	169,600	14,600	250,900	406,000	536,500	264,000
Total Expenditure	1,081,746	776,601	792,680	16,079	836,078	910,148	1,713,112	1,999,000
% of Prior Expenditure			2.1%		5.5%	8.9%	88.2%	16.7%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	128,623	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	698,353	80,000	18,000	(62,000)	0	0	750,000	1,000,000
Donations	0	0	0	0	0	0	0	0
Other	525	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	827,501	80,000	18,000	(62,000)	0	0	750,000	1,000,000
Net Requirement	254,245	696,601	774,680	78,079	836,078	910,148	963,112	999,000
% of Prior Net Requirement			11.2%		7.9%	8.9%	5.8%	3.7%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	38,400	88,000	165,460	77,460	123,460	143,460	143,460	0
Technology & Communications	658,432	0	73,000	73,000	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	419	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	1,500,000
Building - Exterior Components	10,583	0	0	0	9,904	0	0	0
Building - Interior Components	91,701	105,761	124,000	18,239	25,000	25,000	25,000	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	17,275	31,840	6,220	(25,620)	136,214	45,688	63,152	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	816,810	225,601	368,680	143,079	294,578	214,148	231,612	1,500,000
Transfer to Reserves	59,293	75,000	32,000	(43,000)	128,500	274,000	300,500	59,000
Total Expenditure	876,103	300,601	400,680	100,079	423,078	488,148	532,112	1,559,000
% of Prior Expenditure			33.3%		5.6%	15.4%	9.0%	193.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	86,018	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	665,256	0	18,000	18,000	0	0	0	1,000,000
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	751,274	0	18,000	18,000	0	0	0	1,000,000
Net Requirement	124,829	300,601	382,680	82,079	423,078	488,148	532,112	559,000
% of Prior Net Requirement			27.3%		10.6%	15.4%	9.0%	5.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	38,400	88,000	165,460	77,460	123,460	143,460	143,460	0
Technology & Communications	658,432	0	73,000	73,000	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	419	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	1,500,000
Building - Exterior Components	10,583	0	0	0	0	0	0	0
Building - Interior Components	0	105,761	68,000	(37,761)	25,000	25,000	25,000	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	17,275	11,840	6,220	(5,620)	136,214	45,688	63,152	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	725,109	205,601	312,680	107,079	284,674	214,148	231,612	1,500,000
Transfer to Reserves	59,293	75,000	32,000	(43,000)	128,500	274,000	300,500	59,000
Total Expenditure	784,402	280,601	344,680	64,079	413,174	488,148	532,112	1,559,000
% of Prior Expenditure			22.8%		19.9%	18.1%	9.0%	193.0%
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	659,573	0	18,000	18,000	0	0	0	1,000,000
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	659,573	0	18,000	18,000	0	0	0	1,000,000
Net Requirement	124,829	280,601	326,680	46,079	413,174	488,148	532,112	559,000
% of Prior Net Requirement			16.4%		26.5%	18.1%	9.0%	5.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	86,018	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	86,018	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	86,018	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	86,018	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	86,018	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
Donations Brucelea
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	9,904	0	0	0
Building - Interior Components	5,683	0	56,000	56,000	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	20,000	0	(20,000)	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	5,683	20,000	56,000	36,000	9,904	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	5,683	20,000	56,000	36,000	9,904	0	0	0
% of Prior Expenditure			180.0%		(82.3%)	(100.0%)	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	5,683	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	5,683	0	0	0	0	0	0	0
Net Requirement	0	20,000	56,000	36,000	9,904	0	0	0
% of Prior Net Requirement			180.0%		(82.3%)	(100.0%)	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	72,215	54,000	83,400	29,400	75,000	125,000	75,000	155,000
Technology & Communications	1,366	200,000	0	(200,000)	17,600	0	0	0
Vehicles & Machinery	27	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	6,684	0	25,000	25,000	0	15,000	750,000	0
Building - Interior Components	42,605	137,000	134,000	(3,000)	110,000	120,000	120,000	80,000
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	28,000	30,000	0	0
Building - Fire & Life Safety	27,746	5,000	12,000	7,000	0	0	0	0
Building - Elevator	0	0	0	0	60,000	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	150,643	396,000	254,400	(141,600)	290,600	290,000	945,000	235,000
Transfer to Reserves	55,000	80,000	137,600	57,600	122,400	132,000	236,000	205,000
Total Expenditure	205,643	476,000	392,000	(84,000)	413,000	422,000	1,181,000	440,000
% of Prior Expenditure			(17.6%)		5.4%	2.2%	179.9%	(62.7%)
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	42,605	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	33,097	80,000	0	(80,000)	0	0	750,000	0
Donations	0	0	0	0	0	0	0	0
Other	525	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	76,227	80,000	0	(80,000)	0	0	750,000	0
Net Requirement	129,416	396,000	392,000	(4,000)	413,000	422,000	431,000	440,000
% of Prior Net Requirement			(1.0%)		5.4%	2.2%	2.1%	2.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	72,215	54,000	83,400	29,400	75,000	125,000	75,000	155,000
Technology & Communications	1,366	200,000	0	(200,000)	17,600	0	0	0
Vehicles & Machinery	27	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	6,684	0	25,000	25,000	0	15,000	750,000	0
Building - Interior Components	0	97,000	94,000	(3,000)	70,000	80,000	80,000	40,000
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	28,000	30,000	0	0
Building - Fire & Life Safety	27,746	5,000	12,000	7,000	0	0	0	0
Building - Elevator	0	0	0	0	60,000	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	108,038	356,000	214,400	(141,600)	250,600	250,000	905,000	195,000
Transfer to Reserves	55,000	80,000	137,600	57,600	122,400	132,000	236,000	205,000
Total Expenditure	163,038	436,000	352,000	(84,000)	373,000	382,000	1,141,000	400,000
% of Prior Expenditure			(19.3%)		6.0%	2.4%	198.7%	(64.9%)
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	33,097	80,000	0	(80,000)	0	0	750,000	0
Donations	0	0	0	0	0	0	0	0
Other	525	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	33,622	80,000	0	(80,000)	0	0	750,000	0
Net Requirement	129,416	356,000	352,000	(4,000)	373,000	382,000	391,000	400,000
% of Prior Net Requirement			(1.1%)		6.0%	2.4%	2.4%	2.3%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	42,605	40,000	40,000	0	40,000	40,000	40,000	40,000
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	42,605	40,000	40,000	0	40,000	40,000	40,000	40,000
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	42,605	40,000	40,000	0	40,000	40,000	40,000	40,000
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	42,605	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	42,605	0	0	0	0	0	0	0
Net Requirement	0	40,000	40,000	0	40,000	40,000	40,000	40,000
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	0	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	0	0	0	0	0	0	0
Building - Structure	0	0	0	0	0	0	0	0
Building - Site Elements	0	0	0	0	0	0	0	0
Building - Exterior Components	0	0	0	0	0	0	0	0
Building - Interior Components	0	0	0	0	0	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	0	0	0	0
Building - Fire & Life Safety	0	0	0	0	0	0	0	0
Building - Elevator	0	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0	0	0
Traffic Signals & Signs	0	0	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0	0	0
Gross Expenditure	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	0	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
GH Gateway Haven				
Capital Projects				
GH-2021-001 Beds	25,000	0	25,000	0
GH-2021-002 Mattresses	10,000	0	10,000	0
GH-2021-004 Mechanical Lifts and/or Tornados	40,000	0	40,000	0
GH-2021-R01 Transfer to reserves -future projects	112,600	0	112,600	0
GH-2021-R02 Repay working capital reserve-phone system	25,000	0	25,000	0
GH-2022-002 Servery	82,000	0	82,000	0
GH-2022-003 Sidewalk repair	15,000	0	15,000	0
GH-2022-007 Fire System Upgrades	12,000	0	12,000	0
GH-2023-005 replace wooden hand rails	40,000	0	40,000	0
GH-2024-001 Flooring - Fridge/Freezer	20,000	0	20,000	0
GH-2024-003 eye wash stations	8,400	0	8,400	0
GH-2024-006 Dishwasher	12,000	0	12,000	0
GH-2026-001 sidewalks and paving	10,000	0	10,000	0
Net Cost of Capital Projects	412,000	0	412,000	0
Total Gateway Haven	412,000		412,000	



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	17,760	0	17,760	0
BH-2020-006 Beds	65,700	0	65,700	0
BH-2022-001 Brucelea - Mechanical Lift Replacement	40,000	0	40,000	0
BH-2022-002 Brucelea - Tornado Replacement	17,000	0	17,000	0
BH-2022-004 Flooring replacement	48,000	0	48,000	0
BH-2022-R02 Transfer to Medical Equipment reserve	32,000	0	32,000	0
BH-2023-007 Mobile Charting	73,000	(18,000)	55,000	0
BH-2024-002 Kitchen and Served Dishwasher Replacement	56,000	0	56,000	0
BH-2024-003 Tractor Replacement	25,000	0	25,000	0
BH-2024-004 Backflow Prevention Valves	6,220	0	6,220	0
Net Cost of Capital Projects	380,680	(18,000)	362,680	0
Total Brucelea Haven	380,680	(18,000)	362,680	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
GH Gateway Haven															
Capital Projects															
GH-2020-004 Exhaust fans	0	0	0	0	0	0	15,000	0	15,000	0	0	0	0	0	0
GH-2021-001 Beds	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000
GH-2021-002 Mattresses	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000
GH-2021-004 Mechanical Lifts and/or Tornados	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	120,000	0	120,000
GH-2021-R01 Transfer to reserves -future projects	112,600	0	112,600	97,400	0	97,400	107,000	0	107,000	211,000	0	211,000	195,526	0	195,526
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	9,474	0	9,474
GH-2022-001 Furniture Refresh	0	0	0	0	0	0	50,000	0	50,000	0	0	0	0	0	0
GH-2022-002 Servery	82,000	0	82,000	0	0	0	0	0	0	0	0	0	0	0	0
GH-2022-003 Sidewalk repair	15,000	0	15,000	0	0	0	15,000	0	15,000	0	0	0	0	0	0
GH-2022-007 Fire System Upgrades	12,000	0	12,000	0	0	0	0	0	0	0	0	0	0	0	0
GH-2023-002 flooring (hallways, tub room, serveries	0	0	0	0	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000
GH-2023-005 replace wooden hand rails	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
GH-2024-001 Flooring - Fridge/Freezer	20,000	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0
GH-2024-002 Elevator upgrade	0	0	0	60,000	0	60,000	0	0	0	0	0	0	0	0	0
GH-2024-003 eye wash stations	8,400	0	8,400	0	0	0	0	0	0	0	0	0	0	0	0
GH-2024-004 dryer upgrade	0	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	0	0	0
GH-2024-006 Dishwasher	12,000	0	12,000	0	0	0	0	0	0	0	0	0	0	0	0
GH-2025-001 phone upgrade	0	0	0	17,600	0	17,600	0	0	0	0	0	0	0	0	0
GH-2025-002 exhaust fan	0	0	0	15,000	0	15,000	15,000	0	15,000	0	0	0	0	0	0
GH-2025-003 plumbing domestic hot water	0	0	0	13,000	0	13,000	0	0	0	0	0	0	0	0	0
GH-2025-005 Rational Oven	0	0	0	30,000	0	30,000	0	0	0	0	0	0	0	0	0
GH-2026-001 sidewalks and paving	10,000	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
GH-2026-002 blinds for residents	0	0	0	0	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000
GH-2027-001 washing machine	0	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	0	0	0
GH-2027-002 Roof Replacement	0	0	0	0	0	0	0	0	0	750,000	(750,000)	0	0	0	0
Net Cost of Capital Projects	412,000	0	412,000	413,000	0	413,000	422,000	0	422,000	1,181,000	(750,000)	431,000	440,000	0	440,000
Total Gateway Haven	412,000		412,000	413,000		413,000	422,000		422,000	1,181,000	(750,000)	431,000	440,000		440,000



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
BH Brucelea Haven															
Capital Projects															
BH-2020-005 Mattresses	17,760	0	17,760	17,760	0	17,760	17,760	0	17,760	17,760	0	17,760	0	0	0
BH-2020-006 Beds	65,700	0	65,700	65,700	0	65,700	65,700	0	65,700	65,700	0	65,700	0	0	0
BH-2021-R01 Brucelea - Transfer to Reserves	0	0	0	96,500	0	96,500	242,000	0	242,000	268,500	0	268,500	27,000	0	27,000
BH-2022-001 Brucelea - Mechanical Lift Replacemer	40,000	0	40,000	40,000	0	40,000	60,000	0	60,000	60,000	0	60,000	0	0	0
BH-2022-002 Brucelea - Tornado Replacement	17,000	0	17,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2022-004 Flooring replacement	48,000	0	48,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	0	0	0
BH-2022-R02 Transfer to Medical Equipment reserve	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000	32,000	0	32,000
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	56,000	0	56,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2024-003 Tractor Replacement	25,000	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0
BH-2024-004 Backflow Prevention Valves	6,220	0	6,220	6,220	0	6,220	6,220	0	6,220	0	0	0	0	0	0
BH-2025-001 Exhaust Fan Replacement	0	0	0	33,549	0	33,549	39,468	0	39,468	0	0	0	0	0	0
BH-2025-002 In-Line Air Duct Fan Replacement	0	0	0	16,445	0	16,445	0	0	0	0	0	0	0	0	0
BH-2025-003 Stairwell Roof Repair	0	0	0	9,904	0	9,904	0	0	0	0	0	0	0	0	0
BH-2025-004 Elevator Circuit Board	0	0	0	80,000	0	80,000	0	0	0	0	0	0	0	0	0
BH-2027-001 Air Make Up Unit Replacement	0	0	0	0	0	0	0	0	0	63,152	0	63,152	0	0	0
BH-2028-001 Roof Replacement	0	0	0	0	0	0	0	0	0	0	0	0	1,500,000	(1,000,000)	500,000
Net Cost of Capital Projects	380,680	(18,000)	362,680	423,078	0	423,078	488,148	0	488,148	532,112	0	532,112	1,559,000	(1,000,000)	559,000
Total Brucelea Haven	380,680	(18,000)	362,680	423,078		423,078	488,148		488,148	532,112		532,112	1,559,000	(1,000,000)	559,000

2023 closing	Transfers From	Transfers To	Interest/Trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
				Equipment Replacement				
				Long Term Care				
\$ 38,561.20		\$ 32,000.00		Medical equipment -	70,561.20	671-6625-EQME	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquistion of medical equipment. Including but not limited to Bathtubs and Slings.
\$ 39,793.54				Other Operational	39,793.54	671-6625-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquistion of operational equipment either new or replacement as deemed by Council. Including but not limited to appliances.
				Facility Reserves				
				Long Term Care				
\$ 396,746.98				Brucelea Building	396,746.98	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.
\$ 54,193.45				LTC Interior Furnishings	54,193.45	671-6625-INFU	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new or replacement interior furnishing.
				Operating Surplus Reserves				
				Long Term Care				
\$ 308.95				Brucelea Operating Surplus	308.95	671-6620-OPSR	Transfer of Year end Surplus	Used to offset future years budgets as deemed by council.
				Donation Reserves				
				Long Term Care				
\$ 3,421.94				Brucelea Haven Estate Donation (Stipulations Apply)	3,421.94	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.
\$ 278,535.28		\$ 2,500.00		Brucelea Haven General Donations (specific to the Home)	281,035.28	671-6620-GDON	Contributions in the form of donations received from individuals, corporations, community groups and estates with no stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Specific undertakings as deemed appropriate by Director and Council.
\$ 1,563.67				Brucelea Haven Donation for Staff	1,563.67	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.
\$ 22,317.43		\$ 5,000.00		Brucelea Haven Resident Activities Donations (Program and Support) Specific to the Home	27,317.43	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.
\$ 835,442.44	\$0.00	\$ 39,500.00	\$ -	\$ 874,942.44				

2023 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				
LTC	LTC			Long Term Care				
\$ 10,764.30				Computer Software	\$ 10,764.30	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.
				Equipment Replacement				
				Long Term Care				
\$ 54,767.66				Medical equipment -	54,767.66	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.
\$ 19,551.70				Other Operational	19,551.70	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.
				Facility Reserves				
				Long Term Care				
\$ 354,138.43		\$ 112,600.00		Gateway Building	466,738.43	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.
\$ -				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.
				Donation Reserves				
				Long Term Care				
\$ 35,678.07				Gateway Haven General Donations (specific to the home)	35,678.07	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.
\$ 5,458.80				Gateway Haven Staff Donations - Training+other staff related	5,458.80	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.
\$ 28,068.65				Gateway Haven Resident Activities Donations (Program and Support) Specific to the Home with stipulations	28,068.65	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.
\$ 508,427.61 \$0.00 \$ 112,600.00 \$ -				\$ 621,027.61				



Be an explorer.

2024 - 2028 Budget and Forecast

Museum Budget Reference

2024 Bruce County Business Plan

Department: Museum

Strategic Priorities:

- Goal 1. Build a strong and inclusive community
- Goal 2. Enhance and grow partnerships
- Goal 3. Strengthen County's use of technology and innovation initiatives
- Goal 5. Ensure a positive, inclusive, and accountable work culture
- Goal 6. Be an employer of choice

Museum Strategic Plan Priorities:

- Goal 1. Expanding Role as a Community Hub
- Goal 2. Build Affinity Across the County
- Goal 3. Optimize Operations

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Q2	2024 Budget
Cost per household for service (40033 households 2011 Census (2018-2023) 2024 revised to reflect 2021 Census (42,592 households)	\$12.04	\$11.68	\$11.45	\$11.61	\$11.62	\$10.86	\$5.25	\$10.10
# of Memberships	653	591	460	484	511	600	560	625
# of Community Partners	39	43	30	32	44	38	39	45
Social Media engagement (Facebook, Instagram, Twitter)	3,321	3,866	4,256	7,824	9,150	9,717	9,333	9,900
# of Total Visitors	25,570	23,323	4,164	4,858	18,502	20,000	8,133	20,000

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. 3 Year Marketing & Communications Plan	\$24,500		\$24,500	
2. Community Partnership Plan	\$8,000 internal staff resources		\$8,000 internal staff resources	
3. Museum/Archive Community Wing Expansion		\$25,000	\$18,013	
4. 1878 Schoolhouse Repair Project		\$250,000	\$250,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. 3 Year Marketing & Communications Plan</p> <p>Bruce County Strategic Plan Goal 1. Build a strong and inclusive community. Goal 2. Enhance and grow partnerships. Goal 3. Strengthen County's use of technology and innovative initiatives.</p> <p>Museum Strategic Plan Pillar 1. Expanding BCM&CC's role as a Community Hub for the entire County Pillar 2. Building Affinity across the County</p> <p>Owners: Marketing Coordinator</p>	Create a 3 Year (2025-2027) Marketing & Communications Plan that sets refreshed goals in alignment with existing Museum & County Strategic Plans.	\$24,500, no impact to levy offset by Safe Restart Funds	<p>Q1 2024 Draft & issue RFP and award project.</p> <p>Q2 2024 Start consultation and research process</p> <p>Q3 2024 Plan completed. Final review and prioritization for 2025-2027 budget process</p> <p>Q4 2024 Planning and preparation for implementation of Year 1 (2025) recommendations in Q1 2025</p>	Maintain Services

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
2. Community Partnership Plan Bruce County Strategic Plan Goal 1. Build a strong and inclusive community. Goal 2. Enhance and grow partnerships. Museum Strategic Plan Pillar 2. Building Affinity across the County Owners: Development Officer, Business Services Manager	Community Partnership Plan detailing current, potential and desired partner relationships. Create a fulsome mapping of current and future community partners with clearly defined goals and partner objectives.	\$8,000 internal staff resources	Q1 2024 Identification of key community partners (current & targeted) Q2 2024 Define goals and partner objectives Q3 2024 Develop plan for activation Q4 2024 Activate key staff for partnership cultivation	Maintain Services

2024 Bruce County Business Plan

2024 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
3. Museum Archive / Community Wing Expansion Capital Project Bruce County Strategic Plan Goal 1. Build a strong and inclusive community Goal 2. Enhance and grow partnerships Museum Strategic Plan Goal 1. Expanding role as a Community Hub for the entire County Owners: Director, Development Officer, Archivist	Complete revised study and review options for Council considerations. Continue ongoing collections management work necessary to facilitate future expansion). New state of the art archives facility improved functional space, technology & greater storage capacity.	\$25,000 (up to \$25,000 transfer from reserves no levy impact. \$2 million County Commitment 2018) Speaker Event \$14,125 User Fees \$3,888	Q1 2024 Present revised study findings Q2 2024 Revise case for support and financial plan Q3 2024 Revise fundraising strategy Q4 2024 Speaker Event	Council Priorities

2024 Bruce County Business Plan

2024 Major Initiatives (Capital & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. 1878 Schoolhouse Repair Project Bruce County Strategic Plan Goal 1. Promote Responsible Growth: Build Forward thinking, evidence informed capital and operating plans. Owners: Facilities Manager, Maintenance Supervisor (Museum)	The immediate repair work identified for the 1878 Schoolhouse is based on the updated detailed component requirements and implementation plan completed in 2023. This project will address areas of concern regarding building failures to ensure a return of safety to the public.	\$250,000	Q1 Develop contract documents, plan to tender. Q2 Tender and award project Q3 / Q4 work to commence in Q3 with estimated completion in Q4	Maintain Services

Key Performance Indicators Index:

Key Performance Indicators	Description
Cost per household for service (40033 households 2011 Census (2018-2023) 2024 revised to reflect 2021 Census (42,592 households)	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 & funders.
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).



1 Major Initiatives and Departmental Focus

Continuing to advance our pandemic recovery efforts will remain a focus in 2024. While 2023 was more of a pre-pandemic operating schedule, we are still adjusting and reviewing impacts specifically within our programming, education and volunteer service areas.

With the release of the Canadian Museum Association's Moved to Action Report, Bruce County Strategic Plan 2023-2026 and the ongoing work of the Bruce County Reconciliation Action Plan, continuing the work to consult, advocate, decolonize, reorganize and collaborate with First Nation, Inuit and Metis peoples and communities will remain a priority and one of our core values.

The major initiatives within the Museum's Business Plan will focus on continued recovery efforts while aligning with both the museum and county strategic plans and to position us for future growth and strengthening community engagement.

- 1. 3 Year Marketing & Communications Plan - create a 3 year Marketing & Communications plan for setting refreshed goals and objectives.
- 2. Community Partnership Plan - create a fulsome mapping of current and targeted community partners with clearly defined goals and partner objectives.
- 3. Museum Archive / Community Wing Expansion Project - complete revised study and review options for Council consideration. Continue ongoing collections management work necessary to facilitate future expansion
- 4. 1878 Schoolhouse Repair Project - The immediate repair work identified for the 1878 Schoolhouse is based on the updated detailed component requirements and implementation plan completed in 2023

Other highlights for the Museum will include:

Exhibitions 2024
The Thread of a Story: When Artefacts inspire Art (in-house exhibition)
Woodland People - Taylor Cameron Art Exhibition
True or False (summer feature exhibition)
Weddings (in-house exhibition)
Legacy of Hope: Indian Day School (reconciliation exhibition)
Play Hard Fight Hard (military exhibition)

Community Engagement & Partnerships
Marine Heritage Society (Marine Heritage Festival)
Saugeen Ojibway Nation (SON) projects (exhibitions, programs, repatriation)
Historic Saugeen Metis (HSM) projects (exhibition, programs)

Digital Presence
Online collections - continue to increase records
Collections Deep Dives
Virtual / Digital Exhibitions

Overall 6.50% increase over 2023 \$154,523
.98 increase in FTE additional weeks for partially funded Intern positions (Archives & Collections & fully funded PT Volunteer Coordinator position).



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,636,337	1,780,598	56,206	0	156,532	0	0	0	0	0	0	1,993,336	212,738
Staff Related Costs	15,906	22,190	0	0	2,875	0	0	0	0	0	0	25,065	2,875
Contract Services	350,442	103,584	0	0	15,859	0	0	0	0	0	0	119,443	15,859
Material	263,346	314,608	(1,440)	0	17,456	3,200	0	0	0	0	0	333,824	19,216
Transfers, Grants & Financial Charge	(5)	489,407	0	0	(485,907)	0	0	0	0	0	0	3,500	(485,907)
Transfer to Reserves	17,769	25,034	0	0	479	0	0	0	0	0	0	25,513	479
Fleet Costs	1,001	4,500	0	0	0	0	0	0	0	0	0	4,500	0
Facility Costs	226,737	222,196	0	0	49,416	0	0	0	0	0	0	271,612	49,416
Other Internal Costs	244,958	274,451	0	0	30,065	0	0	0	0	0	0	304,516	30,065
Total Expenditures	2,756,491	3,236,568	54,766	0	(213,225)	3,200	0	0	0	0	0	3,081,309	(155,259)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(6.6%)	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	(4.8%)	
Revenues by Type													
Federal	132,739	26,255	0	0	42,718	0	0	0	0	0	0	68,973	42,718
Provincial	121,230	71,830	0	0	0	0	0	0	0	0	0	71,830	0
Municipal	0	5,000	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)
Transfers from Reserves	42,111	486,407	0	0	(383,676)	3,200	0	0	0	0	0	105,931	(380,476)
Fees and Services	123,353	157,662	0	0	15,109	0	0	0	0	0	0	172,771	15,109
Donations	117,325	82,268	0	0	5,497	0	0	0	0	0	0	87,765	5,497
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	46,261	25,180	0	0	12,370	0	0	0	0	0	0	37,550	12,370
Total Revenue	583,019	854,602	0	0	(312,982)	3,200	0	0	0	0	0	544,820	(309,782)
Net Requirement	2,173,472	2,381,966	54,766	0	99,757	0	0	0	0	0	0	2,536,489	154,523
Percent of Prior Year Budget		100.0%	2.3%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	
Full Time Equivalents (FTE's)	0.00	17.80	0.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.78	0.98
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%	5.5%	(94.5%)



Operating Budget Highlights	
<div>Adj to Base (Expenditures)<ul style="list-style-type: none">Salaries & Wages, Benefits, Grid movement increase \$56,206 (PT Volunteer Coordinator)Material decrease \$1,440</div> <div>One Time (Expenditures)<ul style="list-style-type: none">Material (Volunteer Program) increase \$3,200</div> <div>One Time (Expenditures)<ul style="list-style-type: none">Material (Volunteer Program) increase \$3,200 (Safe Restart Funds)</div> <div>Maintain Services (Expenditures)<ul style="list-style-type: none">Salaries & Wages, Benefits, Grid movement increase \$156,532Staff Related (Staff training & Conventions/Conferences) increase \$2,875Contract Services (Consulting Services & Legal) decrease \$1,438Material decrease \$12,997Transfers, Grants & Financial Charges (Endowment fund) decrease \$3,500Transfer to Reserve increase (Donations) \$4,500Facility Costs (Utilities / Contracted Maintenance) increase \$49,416Other Internal Costs increase \$30,065 (Interdepartmental charge)</div>	<div>Maintain Services (Revenue)<ul style="list-style-type: none">Federal increase \$25,098 (Student/Intern grants, Museum Assistance Program (MAP))Transfers from Reserves increase \$83,731 (Safe Restart - PT Volunteer Coordinator, Marketing Plan)Fees & Services increase (Membership & Admissions) \$6,250Donations (Sponsorship) decrease \$175</div>



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,636,337	1,780,598	56,206	0	156,532	0	0	0	0	0	0	1,993,336	212,738
Staff Related Costs	15,615	22,190	0	0	2,875	0	0	0	0	0	0	25,065	2,875
Contract Services	211,846	59,679	0	0	(1,438)	0	0	0	0	0	0	58,241	(1,438)
Material	161,375	198,568	(1,440)	0	(12,997)	3,200	0	0	0	0	0	187,331	(11,237)
Transfers, Grants & Financial Charge	(5)	7,000	0	0	(3,500)	0	0	0	0	0	0	3,500	(3,500)
Transfer to Reserves	17,769	3,000	0	0	4,500	0	0	0	0	0	0	7,500	4,500
Fleet Costs	1,001	4,500	0	0	0	0	0	0	0	0	0	4,500	0
Facility Costs	226,737	222,196	0	0	49,416	0	0	0	0	0	0	271,612	49,416
Other Internal Costs	244,958	274,451	0	0	30,065	0	0	0	0	0	0	304,516	30,065
Total Expenditures	2,515,633	2,572,182	54,766	0	225,453	3,200	0	0	0	0	0	2,855,601	283,419
Percent of Expenditure Budget		100.0%	100.0%	0.0%	8.8%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	11.0%	
Revenues by Type													
Federal	84,947	23,875	0	0	25,098	0	0	0	0	0	0	48,973	25,098
Provincial	71,830	71,830	0	0	0	0	0	0	0	0	0	71,830	0
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	17,000	4,000	0	0	83,731	3,200	0	0	0	0	0	90,931	86,931
Fees and Services	70,033	70,000	0	0	6,250	0	0	0	0	0	0	76,250	6,250
Donations	15,631	12,500	0	0	(175)	0	0	0	0	0	0	12,325	(175)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	195	1,000	0	0	0	0	0	0	0	0	0	1,000	0
Total Revenue	259,636	183,205	0	0	114,904	3,200	0	0	0	0	0	301,309	118,104
Net Requirement	2,255,997	2,388,977	54,766	0	110,549	0	0	0	0	0	0	2,554,292	165,315
Percent of Prior Year Budget		100.0%	2.3%	0.0%	4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9%	
Full Time Equivalents (FTE's)	0.00	17.80	0.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.78	0.98
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%	5.5%	(94.5%)



Operating Budget Highlights	
Council Priorities (Expenditures) <ul style="list-style-type: none">• Material (Speaker event) decrease \$3,500• Transfer to Reserves (Capital Build) decrease \$4,021	
Council Priorities (Revenues) <ul style="list-style-type: none">• Municipal (Kincardine pledge completed in 2023) decrease \$5,000• Fees & Services decrease \$2,521	



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	20,000	0	0	(3,500)	0	0	0	0	0	0	16,500	(3,500)
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	22,034	0	0	(4,021)	0	0	0	0	0	0	18,013	(4,021)
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	42,034	0	0	(7,521)	0	0	0	0	0	0	34,513	(7,521)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(17.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(17.9%)	
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	5,000	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	1,310	24,534	0	0	(2,521)	0	0	0	0	0	0	22,013	(2,521)
Donations	0	12,500	0	0	0	0	0	0	0	0	0	12,500	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	1,310	42,034	0	0	(7,521)	0	0	0	0	0	0	34,513	(7,521)
Net Requirement	(1,310)	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 (rental) increase \$13,531• Material increase \$4,025 Maintain Services (Revenue) <ul style="list-style-type: none">• Transfers from Reserves (Safe Restart Funds) increase \$15,000• Donations (Sponsorship) increase \$7,000	



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	56,652	39,458	0	0	13,531	0	0	0	0	0	0	52,989	13,531
Material	13,660	10,900	0	0	4,025	0	0	0	0	0	0	14,925	4,025
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	70,312	50,358	0	0	17,556	0	0	0	0	0	0	67,914	17,556
Percent of Expenditure Budget		100.0%	100.0%	0.0%	34.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	34.9%	
Revenues by Type													
Federal	8,123	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	15,000	0	0	0	0	0	0	15,000	15,000
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	20,150	24,480	0	0	7,000	0	0	0	0	0	0	31,480	7,000
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	28,273	24,480	0	0	22,000	0	0	0	0	0	0	46,480	22,000
Net Requirement	42,039	25,878	0	0	(4,444)	0	0	0	0	0	0	21,434	(4,444)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	(17.2%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(17.2%)	
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	
Maintain Services (Expenditures) <ul style="list-style-type: none">• Contract Services (Archives software) \$6,146• Material (general across services) \$9,928• Transfers, Grants, Financial Charges (Krug) decrease \$476,457 Maintain Services (Revenues) <ul style="list-style-type: none">• Transfers from Reserves (Krug) decrease \$476,457• Fees and Services (Admissions, Programs) increase \$11,380• Donations (Sponsorship) decrease \$1,328• Other (Facility rental/gift shop/bar sales) increase \$12,370	



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	2,255	2,067	0	0	6,146	0	0	0	0	0	0	8,213	6,146
Material	71,795	85,140	0	0	9,928	0	0	0	0	0	0	95,068	9,928
Transfers, Grants & Financial Charge	0	482,407	0	0	(482,407)	0	0	0	0	0	0	0	(482,407)
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	74,050	569,614	0	0	(466,333)	0	0	0	0	0	0	103,281	(466,333)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(81.9%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(81.9%)	
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	25,111	482,407	0	0	(482,407)	0	0	0	0	0	0	0	(482,407)
Fees and Services	52,010	63,128	0	0	11,380	0	0	0	0	0	0	74,508	11,380
Donations	74,523	32,788	0	0	(1,328)	0	0	0	0	0	0	31,460	(1,328)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	46,066	24,180	0	0	12,370	0	0	0	0	0	0	36,550	12,370
Total Revenue	197,710	602,503	0	0	(459,985)	0	0	0	0	0	0	142,518	(459,985)
Net Requirement	(123,660)	(32,889)	0	0	(6,348)	0	0	0	0	0	0	(39,237)	(6,348)
Percent of Prior Year Budget		100.0%	0.0%	0.0%	19.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.3%	
Full Time Equivalents (FTE's)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



Operating Budget Highlights	
Maintain Services (Expenditures) <ul style="list-style-type: none">• Contract Services (Newspaper Digitization project completed 2023) decrease \$2,380• Material (new Horizons for Seniors Project) \$20,000 Maintain Services (Revenues) <ul style="list-style-type: none">• Federal (Newspaper Digitization / New Horizons) increase \$17,620	



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Related Costs	291	0	0	0	0	0	0	0	0	0	0	0	0
Contract Services	79,689	2,380	0	0	(2,380)	0	0	0	0	0	0	0	(2,380)
Material	16,516	0	0	0	20,000	0	0	0	0	0	0	20,000	20,000
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	96,496	2,380	0	0	17,620	0	0	0	0	0	0	20,000	17,620
Percent of Expenditure Budget		100.0%	100.0%	0.0%	740.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	740.3%	
Revenues by Type													
Federal	39,669	2,380	0	0	17,620	0	0	0	0	0	0	20,000	17,620
Provincial	49,400	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	7,021	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	96,090	2,380	0	0	17,620	0	0	0	0	0	0	20,000	17,620
Net Requirement	406	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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,685,612	1,636,337	1,780,598	1,993,336	212,738	2,136,192	2,242,378	2,436,978	2,505,612
Staff Related Costs	22,469	15,906	22,190	25,065	2,875	27,620	28,449	29,303	30,183
Contract Services	95,357	350,442	103,584	119,443	15,859	140,331	144,542	148,879	153,345
Material	294,696	263,346	314,608	333,824	19,216	325,275	335,342	345,731	356,447
Transfers, Grants & Financial Charge	0	(5)	489,407	3,500	(485,907)	3,605	3,713	3,824	3,939
Transfer to Reserves	101,670	17,769	25,034	25,513	479	26,279	27,067	27,880	28,716
Fleet Costs	4,440	1,001	4,500	4,500	0	4,635	4,774	4,918	5,066
Facility Costs	209,261	226,737	222,196	271,612	49,416	283,915	290,633	297,519	304,578
Other Internal Costs	244,958	244,958	274,451	304,516	30,065	380,631	383,223	392,946	450,330
Total Expenditures	2,658,463	2,756,491	3,236,568	3,081,309	(155,259)	3,328,483	3,460,121	3,687,978	3,838,216
Percent of Expenditure Budget				(4.8%)		8.0%	4.0%	6.6%	4.1%
Revenues by Type									
Federal	18,268	132,739	26,255	68,973	42,718	50,442	51,955	53,514	55,119
Provincial	71,830	121,230	71,830	71,830	0	71,830	71,830	71,830	71,830
Municipal	5,000	0	5,000	0	(5,000)	0	0	0	0
Transfers from Reserves	66,375	42,111	486,407	105,931	(380,476)	57,611	0	0	0
Fees and Services	141,106	123,353	157,662	172,771	15,109	177,957	183,297	188,796	194,457
Donations	177,208	117,325	82,268	87,765	5,497	95,398	98,110	100,903	103,780
Fines	0	0	0	0	0	0	0	0	0
Other	13,180	46,261	25,180	37,550	12,370	39,197	40,372	41,583	42,829
Total Revenue	492,967	583,019	854,602	544,820	(309,782)	492,435	445,564	456,626	468,015
Net Requirement	2,165,496	2,173,472	2,381,966	2,536,489	154,523	2,836,048	3,014,557	3,231,352	3,370,201
Percent of Prior Year Budget				6.5%		11.8%	6.3%	7.2%	4.3%
Full Time Equivalentents (FTEs)	17.80	0.00	17.80	18.78	0.98	19.78	19.78	21.78	21.78
Percent of Prior Year FTE				5.5%		5.3%	0.0%	9.2%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,685,612	1,636,337	1,780,598	1,993,336	212,738	2,136,192	2,242,378	2,436,978	2,505,612
Staff Related Costs	22,469	15,615	22,190	25,065	2,875	27,620	28,449	29,303	30,183
Contract Services	45,492	211,846	59,679	58,241	(1,438)	77,292	79,611	82,000	84,459
Material	201,935	161,375	198,568	187,331	(11,237)	193,907	200,183	206,665	213,359
Transfers, Grants & Financial Charge	0	(5)	7,000	3,500	(3,500)	3,605	3,713	3,824	3,939
Transfer to Reserves	0	17,769	3,000	7,500	4,500	7,725	7,957	8,196	8,442
Fleet Costs	4,440	1,001	4,500	4,500	0	4,635	4,774	4,918	5,066
Facility Costs	209,261	226,737	222,196	271,612	49,416	283,915	290,633	297,519	304,578
Other Internal Costs	244,958	244,958	274,451	304,516	30,065	380,631	383,223	392,946	450,330
Total Expenditures	2,414,167	2,515,633	2,572,182	2,855,601	283,419	3,115,522	3,240,921	3,462,349	3,605,968
Percent of Expenditure Budget				11.0%		9.1%	4.0%	6.8%	4.1%
Revenues by Type									
Federal	18,268	84,947	23,875	48,973	25,098	50,442	51,955	53,514	55,119
Provincial	71,830	71,830	71,830	71,830	0	71,830	71,830	71,830	71,830
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	17,000	17,000	4,000	90,931	86,931	57,611	0	0	0
Fees and Services	71,000	70,033	70,000	76,250	6,250	78,538	80,895	83,322	85,821
Donations	28,000	15,631	12,500	12,325	(175)	12,695	13,076	13,468	13,872
Fines	0	0	0	0	0	0	0	0	0
Other	1,000	195	1,000	1,000	0	1,030	1,060	1,092	1,124
Total Revenue	207,098	259,636	183,205	301,309	118,104	272,146	218,816	223,226	227,766
Net Requirement	2,207,069	2,255,997	2,388,977	2,554,292	165,315	2,843,376	3,022,105	3,239,123	3,378,202
Percent of Prior Year Budget				6.9%		11.3%	6.3%	7.2%	4.3%
Full Time Equivalent (FTEs)	17.80	0.00	17.80	18.78	0.98	19.78	19.78	21.78	21.78
Percent of Prior Year FTE				5.5%		5.3%	0.0%	9.2%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	20,000	16,500	(3,500)	16,995	17,505	18,030	18,571
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	21,670	0	22,034	18,013	(4,021)	18,554	19,110	19,684	20,274
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	39,170	0	42,034	34,513	(7,521)	35,549	36,615	37,714	38,845
Percent of Expenditure Budget				(17.9%)		3.0%	3.0%	3.0%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	5,000	0	5,000	0	(5,000)	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	24,170	1,310	24,534	22,013	(2,521)	22,674	23,354	24,055	24,776
Donations	10,000	0	12,500	12,500	0	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	39,170	1,310	42,034	34,513	(7,521)	35,549	36,615	37,714	38,845
Net Requirement	0	(1,310)	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	47,728	56,652	39,458	52,989	13,531	54,580	56,218	57,905	59,643
Material	10,550	13,660	10,900	14,925	4,025	15,373	15,834	16,309	16,798
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	58,278	70,312	50,358	67,914	17,556	69,953	72,052	74,214	76,441
Percent of Expenditure Budget				34.9%		3.0%	3.0%	3.0%	3.0%
Revenues by Type									
Federal	0	8,123	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	15,000	15,000	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	27,500	20,150	24,480	31,480	7,000	32,424	33,397	34,399	35,431
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	27,500	28,273	24,480	46,480	22,000	32,424	33,397	34,399	35,431
Net Requirement	30,778	42,039	25,878	21,434	(4,444)	37,529	38,655	39,815	41,010
Percent of Prior Year Budget				(17.2%)		75.1%	3.0%	3.0%	3.0%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	2,137	2,255	2,067	8,213	6,146	8,459	8,713	8,974	9,243
Material	59,711	71,795	85,140	95,068	9,928	94,000	96,820	99,727	102,719
Transfers, Grants & Financial Charge	0	0	482,407	0	(482,407)	0	0	0	0
Transfer to Reserves	80,000	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	141,848	74,050	569,614	103,281	(466,333)	102,459	105,533	108,701	111,962
Percent of Expenditure Budget				(81.9%)		(0.8%)	3.0%	3.0%	3.0%
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	49,375	25,111	482,407	0	(482,407)	0	0	0	0
Fees and Services	45,936	52,010	63,128	74,508	11,380	76,745	79,048	81,419	83,860
Donations	106,708	74,523	32,788	31,460	(1,328)	32,404	33,376	34,377	35,408
Fines	0	0	0	0	0	0	0	0	0
Other	12,180	46,066	24,180	36,550	12,370	38,167	39,312	40,491	41,705
Total Revenue	214,199	197,710	602,503	142,518	(459,985)	147,316	151,736	156,287	160,973
Net Requirement	(72,351)	(123,660)	(32,889)	(39,237)	(6,348)	(44,857)	(46,203)	(47,586)	(49,011)
Percent of Prior Year Budget				19.3%		14.3%	3.0%	3.0%	3.0%
Full Time Equivalent (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	0	0	0	0	0	0	0	0
Staff Related Costs	0	291	0	0	0	0	0	0	0
Contract Services	0	79,689	2,380	0	(2,380)	0	0	0	0
Material	5,000	16,516	0	20,000	20,000	5,000	5,000	5,000	5,000
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Total Expenditures	5,000	96,496	2,380	20,000	17,620	5,000	5,000	5,000	5,000
Percent of Expenditure Budget				740.3%		(75.0%)	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	39,669	2,380	20,000	17,620	0	0	0	0
Provincial	0	49,400	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	5,000	7,021	0	0	0	5,000	5,000	5,000	5,000
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	5,000	96,090	2,380	20,000	17,620	5,000	5,000	5,000	5,000
Net Requirement	0	406	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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	21,094	0	13,498	13,498	0	0	0	0
Technology & Communications	21,721	0	0	0	0	0	0	0
Vehicles & Machinery	5	0	0	0	0	0	0	0
Furniture & Fixtures	573	16,000	0	(16,000)	0	0	0	0
Building - Structure	29,650	82,495	25,000	(57,495)	0	17,898	0	462,937
Building - Site Elements	10,304	86,297	10,118	(76,179)	0	0	245,350	0
Building - Exterior Components	0	0	249,186	249,186	959,332	514,588	0	399,901
Building - Interior Components	0	0	15,484	15,484	95,697	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	91,501	0	0	0	444,672	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	174,848	184,792	313,286	128,494	1,499,701	532,486	245,350	862,838
Transfer to Reserves	90,400	61,000	488,000	427,000	513,000	613,000	713,000	813,000
Total Expenditure	265,248	245,792	801,286	555,494	2,012,701	1,145,486	958,350	1,675,838
% of Prior Expenditure			226.0%		151.2%	(43.1%)	(16.3%)	74.9%
Revenues by Type								
Federal	111,405	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	29,881	50,000	280,011	230,011	0	0	0	0
Donations	517	0	8,487	8,487	0	0	0	0
Other	20	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	141,823	50,000	288,498	238,498	0	0	0	0
Net Requirement	123,425	195,792	512,788	316,996	2,012,701	1,145,486	958,350	1,675,838
% of Prior Net Requirement			161.9%		292.5%	(43.1%)	(16.3%)	74.9%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	21,721	0	0	0	0	0	0	0
Vehicles & Machinery	5	0	0	0	0	0	0	0
Furniture & Fixtures	573	16,000	0	(16,000)	0	0	0	0
Building - Structure	29,650	0	0	0	0	17,898	0	462,937
Building - Site Elements	10,304	86,297	10,118	(76,179)	0	0	245,350	0
Building - Exterior Components	0	0	249,186	249,186	959,332	514,588	0	399,901
Building - Interior Components	0	0	15,484	15,484	95,697	0	0	0
Building - Site Services	0	0	0	0	0	0	0	0
Building - Mechanical & Electr.	0	0	0	0	444,672	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	62,253	102,297	274,788	172,491	1,499,701	532,486	245,350	862,838
Transfer to Reserves	33,400	61,000	338,000	277,000	213,000	213,000	213,000	213,000
Total Expenditure	95,653	163,297	612,788	449,491	1,712,701	745,486	458,350	1,075,838
% of Prior Expenditure			275.3%		179.5%	(56.5%)	(38.5%)	134.7%
Revenues by Type								
Federal	19,904	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	9,304	0	250,000	250,000	0	0	0	0
Donations	0	0	0	0	0	0	0	0
Other	20	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	29,228	0	250,000	250,000	0	0	0	0
Net Requirement	66,425	163,297	362,788	199,491	1,712,701	745,486	458,350	1,075,838
% of Prior Net Requirement			122.2%		372.1%	(56.5%)	(38.5%)	134.7%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	82,495	25,000	(57,495)	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	82,495	25,000	(57,495)	0	0	0	0
Transfer to Reserves	0	0	150,000	150,000	300,000	400,000	500,000	600,000
Total Expenditure	0	82,495	175,000	92,505	300,000	400,000	500,000	600,000
% of Prior Expenditure			112.1%		71.4%	33.3%	25.0%	20.0%
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	50,000	25,000	(25,000)	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	50,000	25,000	(25,000)	0	0	0	0
Net Requirement	0	32,495	150,000	117,505	300,000	400,000	500,000	600,000
% of Prior Net Requirement			361.6%		100.0%	33.3%	25.0%	20.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	517	0	13,498	13,498	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	517	0	13,498	13,498	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	517	0	13,498	13,498	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	5,011	5,011	0	0	0	0
Donations	517	0	8,487	8,487	0	0	0	0
Other	0	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0	0
Total Revenue	517	0	13,498	13,498	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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	57,000	0	0	0	0	0	0	0
Total Expenditure	57,000	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	57,000	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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	20,577	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.	91,501	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	112,078	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	112,078	0	0	0	0	0	0	0
% of Prior Expenditure			0.0%		0.0%	0.0%	0.0%	0.0%
Revenues by Type								
Federal	91,501	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	20,577	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	112,078	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
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-R02 Transfer to Reserve for Vehicle	3,000	0	3,000	0
MU-2021-R03 Transfer to Reserve for Building	325,000	0	325,000	0
MU-2022-R01 Transfer to Reserve for Furniture	5,000	0	5,000	0
MU-2022-R02 Transfer to Reserve for Museum Expansion	150,000	0	150,000	0
MU-2023-007 Museum Expansion	25,000	(25,000)	0	0
MU-2023-R01 Transfer to Reserve for Computer Software	5,000	0	5,000	0
MU-2024-003 1878 Schoolhouse Carpet	11,984	0	11,984	0
MU-2024-004 2nd Floor Interior Reno	9,304	0	9,304	0
MU-2024-005 Collections Workshop Furniture	3,500	0	3,500	0
MU-2024-006 Anishnaabwe Endaat Paleo Exhibit	13,498	(13,498)	0	0
MU-2024-007 1878 Schoolhouse & Log Cabin Repairs	250,000	(250,000)	0	0
Net Cost of Capital Projects	801,286	(288,498)	512,788	0
Total Museum	801,286	(288,498)	512,788	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
MU Museum															
Capital Projects															
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	325,000	0	325,000	200,000	0	200,000	200,000	0	200,000	200,000	0	200,000	200,000	0	200,000
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	150,000	0	150,000	300,000	0	300,000	400,000	0	400,000	500,000	0	500,000	600,000	0	600,000
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	25,000	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
MU-2023-R01 Transfer to Reserve for Computer Soft	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-2024-003 1878 Schoolhouse Carpet	11,984	0	11,984	0	0	0	0	0	0	0	0	0	0	0	0
MU-2024-004 2nd Floor Interior Reno	9,304	0	9,304	0	0	0	0	0	0	0	0	0	0	0	0
MU-2024-005 Collections Workshop Furniture	3,500	0	3,500	0	0	0	0	0	0	0	0	0	0	0	0
MU-2024-006 Anishnaabwe Endaat Paleo Exhibit	13,498	(13,498)	0	0	0	0	0	0	0	0	0	0	0	0	0
MU-2024-007 1878 Schoolhouse & Log Cabin Repairs	250,000	(250,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
MU-2025-013 2005 Accessibility Upgrades	0	0	0	95,697	0	95,697	0	0	0	0	0	0	0	0	0
MU-2025-014 2005 Bldg Ext. Bldg Envelope, Bird Nes	0	0	0	327,185	0	327,185	0	0	0	0	0	0	0	0	0
MU-2025-015 2005 Building Envelope, Roofing	0	0	0	298,848	0	298,848	0	0	0	0	0	0	0	0	0
MU-2025-016 2005 Roofing, HVAC	0	0	0	770,771	0	770,771	0	0	0	0	0	0	0	0	0
MU-2026-004 1878 Schoolhouse Foundations/Roofing	0	0	0	0	0	0	532,486	0	532,486	0	0	0	0	0	0
MU-2027-001 2005 Site Work, Masonry, Foundation	0	0	0	0	0	0	0	0	0	245,350	0	245,350	0	0	0
MU-2028-001 1878 Schoolhouse Foundation/Ext. Wal	0	0	0	0	0	0	0	0	0	0	0	0	862,838	0	862,838
Net Cost of Capital Projects	801,286	(288,498)	512,788	2,012,701	0	2,012,701	1,145,486	0	1,145,486	958,350	0	958,350	1,675,838	0	1,675,838
Total Museum	801,286	(288,498)	512,788	2,012,701		2,012,701	1,145,486		1,145,486	958,350		958,350	1,675,838		1,675,838

2023 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				
\$ 10,153.70		5,000.00		Computer Software	\$ 15,153.70	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.
				Equipment Replacement				
Museum				Museum				
\$ 3,468.44				Other Operational Equipment	\$ 3,468.44	751-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquistion of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment and theatre equipment.
				Facility Reserves				
				Museum				
\$ 87,608.22	(\$250,000.00)	\$ 325,000.00		Museum Building	\$ 162,608.22	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				
\$ 15,493.71		\$ 3,000.00		Vehicle Replacement	\$ 18,493.71	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				
\$ 8,074.61		\$ 5,000.00		Office Furniture	\$ 13,074.61	751-1120-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Donation Reserves				
				Museum				
\$ 26,205.96		\$ 7,500.00		General Donations (Specific to Museum)	\$ 33,705.96	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.
\$ 1,762.29				Marine Gallery Campaign (Stipulations Apply)	\$ 1,762.29	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.

2023 closing	Transfers From	Transfers To	Interest/trsf	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
\$ -				Archive Donation Krug Reserve Fund (Stipulations Apply)	\$ -	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				
\$ 5,235.98	(\$5,011.00)			First Nations Exhibit	\$ 224.98	751-1110-PROJ	Year End unspent project funds earmarked for this purpose	Year End unspent project funds earmarked for this purpose
\$ 130.62				Log Home repairs	\$ 130.62	751-1110-PROJ	Year End unspent project funds earmarked for this purpose	Year End unspent project funds earmarked for this purpose
\$ 54,173.94	(\$25,000.00)	\$ 168,013.00		Community Wing	\$ 197,186.94	751-1120-WING	Specific Fundraising Projects	Used to fund Building
\$ 3,214.81				Acquisition for Collections	\$ 3,214.81	751-1110-AQUI	Monies generated from the sale of deaccessioned Museum Artifacts	Specific undertakings related to collection related projects deemed appropriate by Director and Council.
\$ 215,522.28 (\$280,011.00) \$ 513,513.00 \$ -					\$ 449,024.28			



Be an explorer.

2024 - 2028 Budget and Forecast

Bruce County Public Library Budget Reference

2024 Bruce County Business Plan

Department: Library

County of Bruce Strategic Priorities:

1. Build a strong and inclusive community.
2. Enhance and grow partnerships
3. Strengthen the County's use of technology and innovative initiatives.
4. Promote responsible growth.
5. Ensure a positive, inclusive, and accountable work culture.
6. Be an employer of choice.
7. Build capacity to adapt to and limit the effects of climate change.

Bruce County Public Library Strategic Priorities:

1. Digital Community Facilitator
2. Community Sharing Place
3. Trusted Community Connector

2024 Bruce County Business Plan

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Q2	2024 Budget
In-person programs held	2,811	603	1,140	1,674	1,106	1,550
In-person program attendance	26,447	3974	25,233	21,745	10,899	22,000
Virtual/Recorded programs created					20	25
Virtual/Recorded program views					2,151	2,250
Branch Door Counts					101,025	200,000
Active Library Card Users	25,000	25,500	24,306	21,280	21,214	22,000
Electronic Database Use	8,891	13,173	36,289	35,549	19,919	40,000
Circulation - Physical items	401,146	223,430	312,030	368,226	187,109	375,000
Circulation - Digital (eBooks, eAudiobooks, eMagazines)	70,000	75,000	109,057	113,588	58,519	115,000
Visits to library website and online catalogue	311,665	255,894	323,344	358,486	147,957	300,000
Social Media Followers	4,200	4,500	5,867	6,538	7,285	8,000

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Programming Review	\$21,500		\$21,500	
2. Paisley Relocation and Branch Improvements	\$35,000	\$30,000	\$65,000	
3. Virtual Branch	\$40,000		\$40,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Programming Review Owners: Library Director, Assistant Director, Program Coordinator	<p>In 2024, clear procedures, guidance, and training for library staff will be developed.</p> <p>Phase 1: Evaluate current program offerings and determine what should be added or removed.</p> <p>Phase 2: Seek public input on programming as part of the review.</p> <p>Phase 3: Staff will identify and implement leading practices for library programming. New staff training will be implemented.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Be a Trusted Community Connector • Support our value of Service Excellence • Ensure a positive, inclusive, and accountable work culture 	<p>Internal staff time: \$19,000</p> <p>\$2,500 trainer/speaker</p>	<p>The project will occur throughout 2024.</p> <p>Phase 1: Q1-Q2</p> <p>Phase 2: Q2-Q3</p> <p>Phase 3: Q4</p>	Service Initiative
2. Virtual Branch	BCPL seeks to modernize the Library's website to	\$40,000	Q4	Service Initiative

Commented [CM1]: @Brooke McLean continuing to work through review of business plans in a consistent approach. Could you please add the link to strategic priorities (corporate plan) or values alignment to each initiative. You can see examples in OOCAO, Human Services, TES

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Library Director, Assistant Director, Communications and eServices Coordinator	<p>integrate assets and services across platforms and improve our virtual customer interactions. Part of this reinvention will include a new events calendar that includes online registration and program reminders. Staff workflows will be more efficient and the ability to highlight library collections and programs will be increased.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Be a Digital Community Facilitator • Be a Community Sharing Place • Strengthen the County's Use of technology and innovative initiatives • Culture and Capacity pillar - Strengthen our capacity to deliver 			
3. Paisley Relocation and Branch Improvements	The Paisley Branch will relocate to the second floor of the Paisley Arena in 2024. New furnishings and shelving	\$65,000	Q2-Q3	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owners: Assistant Director	<p>are required for the expanded space that will become a true community hub. The project will result in an accessible new branch location with a welcoming interior that meets community and operational needs.</p> <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none">• Be a Community Sharing Place• Be a Trusted Community Connector• Build a strong and inclusive community			

2024 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
In-person programs held	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. Includes Bookmobile programming.
In-person program attendance	Total participation in library programs by the public at all branches, including the Bookmobile, or at outreach events. Staff will count number of participants at programs.
Virtual/Recorded programs created	The number of virtual or record programs created and/or presented by staff.
Virtual/Recorded program views	The number of online attendees or viewers of an online presentation or program. Views will be cumulative for the calendar year.
Branch Door Counts	The number of people entering any of our branches or the Bookmobile, excluding staff.
Active Library Card Users	Counts of members with cards that have not expired. Report generated from Integrated Library System (ILS).
Electronic Database Use	The number of sessions/logins for all online resources. Data is collected through vendor site statistics.
Circulation - Physical Items	Counts number of physical items circulated (books, DVDs, audiobooks). Report generated from ILS.
Circulation - Digital Items	Counts number eBooks, eAudiobooks, and eMagazines checked out online through the Overdrive collection. Data collected through vendor site statistics.
Visits to library website and online catalogue	Counts number of visits to the library website. Data collected from web statistics.
Social Media Followers	Counts number of followers on X(Twitter), Instagram, Facebook and YouTube. Data collected from social media statistics reports.



Major Initiatives and Departmental Focus

Bruce County Public Library has two major operational initiatives in 2024:

- 1. Virtual Presence
- 2. Program Review

Improving the Library website is identified as a needed action in the Bruce County Public Library's Strategic Plan. A new website will have improved navigation and be user-friendly, enhancing the customer experience. This service initiative also aligns with Bruce County's Strategic Plan to "Provide more integrated services and seamless technology that enhance the customer experience." Improvements to the new website will include an enhanced events calendar and online program registration.

The Program Review will ensure that all Library Staff are trained in program delivery and that the programs we are offering meet the needs of our communities. A public survey will solicit feedback from residents. Clear guidelines and procedures for programs will be developed to support staff and keep the focus on work that moves the organization forward.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	2,734,270	2,985,943	0	0	163,059	0	0	0	0	0	0	3,149,002	163,059
Staff Related Costs	42,654	51,540	0	0	(7,786)	2,500	0	0	0	0	0	46,254	(5,286)
Contract Services	54,270	49,730	0	0	1,321	40,000	0	0	0	0	0	91,051	41,321
Material	237,659	252,040	0	(2,000)	14,733	0	0	0	0	0	0	264,773	12,733
Transfers, Grants & Financial Charge	358,955	365,823	0	0	11,056	0	0	0	0	0	0	376,879	11,056
Transfer to Reserves	316,353	10,400	0	0	(400)	0	0	0	0	0	0	10,000	(400)
Fleet Costs	24,302	36,700	0	0	800	0	0	0	0	0	0	37,500	800
Facility Costs	83,372	95,356	0	0	29,781	0	0	0	0	0	0	125,137	29,781
Other Internal Costs	506,567	582,977	0	0	58,218	0	0	0	0	0	0	641,195	58,218
Total Expenditures	4,358,402	4,430,509	0	(2,000)	270,782	42,500	0	0	0	0	0	4,741,791	311,282
Percent of Expenditure Budget		100.0%	100.0%	0.0%	6.1%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.0%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	193,541	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	27,847	23,876	0	(2,000)	(4,648)	0	0	0	0	0	0	17,228	(6,648)
Fees and Services	14,340	10,350	0	0	1,100	0	0	0	0	0	0	11,450	1,100
Donations	62,981	0	0	0	0	0	0	0	0	0	0	0	0
Fines	17,447	10,000	0	0	0	0	0	0	0	0	0	10,000	0
Other	14,598	8,600	0	0	(2,000)	0	0	0	0	0	0	6,600	(2,000)
Total Revenue	330,754	241,313	0	(2,000)	(5,548)	0	0	0	0	0	0	233,765	(7,548)
Net Requirement	4,027,648	4,189,196	0	0	276,330	42,500	0	0	0	0	0	4,508,026	318,830
Percent of Prior Year Budget		100.0%	0.0%	0.0%	6.6%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.6%	
Full Time Equivalents (FTE's)	0.00	37.48	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.82	0.34
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%	0.9%	(99.1%)



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">• Increase to wages and benefits - \$163,059• Increase to interdepartmental programming and facilities - \$87,399• 2% increase to library rents• Insurance premium increases• offset increase to periodicals and databases with \$5,000 from capital reflecting the transition to digital of some library resources• Increases to programming offset by decreases to postage and travel	Growth <ul style="list-style-type: none">
One Time Items <ul style="list-style-type: none">• Virtual Presence• Program Review	Council Priorities <ul style="list-style-type: none">
	Service Initiatives/Savings <ul style="list-style-type: none">
	Operating Impact of Capital Projects <ul style="list-style-type: none">



County of Bruce
Admin/Operations Library
Operating Budget Analysis Report
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	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	2,734,270	2,985,943	0	0	163,059	0	0	0	0	0	0	3,149,002	163,059
Staff Related Costs	42,654	51,540	0	0	(7,786)	2,500	0	0	0	0	0	46,254	(5,286)
Contract Services	54,270	49,730	0	0	1,321	40,000	0	0	0	0	0	91,051	41,321
Material	226,394	246,940	0	0	13,833	0	0	0	0	0	0	260,773	13,833
Transfers, Grants & Financial Charge	358,921	365,823	0	0	11,056	0	0	0	0	0	0	376,879	11,056
Transfer to Reserves	260,000	10,000	0	0	0	0	0	0	0	0	0	10,000	0
Fleet Costs	24,302	36,700	0	0	800	0	0	0	0	0	0	37,500	800
Facility Costs	83,372	95,356	0	0	29,781	0	0	0	0	0	0	125,137	29,781
Other Internal Costs	506,567	582,977	0	0	58,218	0	0	0	0	0	0	641,195	58,218
Total Expenditures	4,290,750	4,425,009	0	0	270,282	42,500	0	0	0	0	0	4,737,791	312,782
Percent of Expenditure Budget		100.0%	100.0%	0.0%	6.1%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	193,541	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	24,285	20,876	0	0	(7,648)	0	0	0	0	0	0	13,228	(7,648)
Fees and Services	14,340	10,350	0	0	1,100	0	0	0	0	0	0	11,450	1,100
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	17,447	10,000	0	0	0	0	0	0	0	0	0	10,000	0
Other	13,488	6,100	0	0	500	0	0	0	0	0	0	6,600	500
Total Revenue	263,101	235,813	0	0	(6,048)	0	0	0	0	0	0	229,765	(6,048)
Net Requirement	4,027,649	4,189,196	0	0	276,330	42,500	0	0	0	0	0	4,508,026	318,830
Percent of Prior Year Budget		100.0%	0.0%	0.0%	6.6%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.6%	
Full Time Equivalents (FTE's)	0.00	37.48	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.82	0.34
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%	0.9%	(99.1%)



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">••	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
OnGoing Ventures Library
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	8,487	2,000	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Transfers, Grants & Financial Charge	34	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	19,275	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	27,796	2,000	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Percent of Expenditure Budget		100.0%	100.0%	(100.0%)	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	2,645	2,000	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	25,152	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	27,797	2,000	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">••	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
Library Special Projects
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	2,778	3,100	0	0	900	0	0	0	0	0	0	4,000	900
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserves	37,078	400	0	0	(400)	0	0	0	0	0	0	0	(400)
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	39,856	3,500	0	0	500	0	0	0	0	0	0	4,000	500
Percent of Expenditure Budget		100.0%	100.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	
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	917	1,000	0	0	3,000	0	0	0	0	0	0	4,000	3,000
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	37,829	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	1,110	2,500	0	0	(2,500)	0	0	0	0	0	0	0	(2,500)
Total Revenue	39,856	3,500	0	0	500	0	0	0	0	0	0	4,000	500
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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,836,350	2,734,270	2,985,943	3,149,002	163,059	3,234,375	3,322,280	3,412,806	3,506,042
Staff Related Costs	42,500	42,654	51,540	46,254	(5,286)	45,113	46,279	47,479	48,714
Contract Services	49,200	54,270	49,730	91,051	41,321	91,700	122,751	53,822	55,400
Material	228,895	237,659	252,040	264,773	12,733	265,152	270,570	276,155	282,101
Transfers, Grants & Financial Charge	358,650	358,955	365,823	376,879	11,056	381,036	388,657	396,430	404,359
Transfer to Reserves	260,400	316,353	10,400	10,000	(400)	10,000	10,000	10,000	0
Fleet Costs	22,600	24,302	36,700	37,500	800	39,320	40,501	41,716	42,968
Facility Costs	83,270	83,372	95,356	125,137	29,781	211,633	146,688	200,980	203,749
Other Internal Costs	506,567	506,567	582,977	641,195	58,218	772,612	738,547	757,284	788,181
Total Expenditures	4,388,432	4,358,402	4,430,509	4,741,791	311,282	5,050,941	5,086,273	5,196,672	5,331,514
Percent of Expenditure Budget				7.0%		6.5%	0.7%	2.2%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	188,487	193,541	188,487	188,487	0	188,487	188,487	188,487	188,487
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	55,994	27,847	23,876	17,228	(6,648)	86,000	26,000	26,000	26,000
Fees and Services	11,450	14,340	10,350	11,450	1,100	11,300	11,300	11,300	10,800
Donations	0	62,981	0	0	0	0	0	0	0
Fines	5,000	17,447	10,000	10,000	0	10,000	10,000	10,000	10,000
Other	8,600	14,598	8,600	6,600	(2,000)	6,100	6,100	6,100	6,100
Total Revenue	269,531	330,754	241,313	233,765	(7,548)	301,887	241,887	241,887	241,387
Net Requirement	4,118,901	4,027,648	4,189,196	4,508,026	318,830	4,749,054	4,844,386	4,954,785	5,090,127
Percent of Prior Year Budget				7.6%		5.3%	2.0%	2.3%	2.7%
Full Time Equivalent (FTEs)	37.31	0.00	37.48	37.82	0.34	38.12	38.12	38.12	38.12
Percent of Prior Year FTE				0.9%		0.8%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,836,350	2,734,270	2,985,943	3,149,002	163,059	3,234,375	3,322,280	3,412,806	3,506,042
Staff Related Costs	42,500	42,654	51,540	46,254	(5,286)	45,113	46,279	47,479	48,714
Contract Services	49,200	54,270	49,730	91,051	41,321	91,700	122,751	53,822	55,400
Material	225,795	226,394	246,940	260,773	13,833	264,152	269,570	275,155	281,101
Transfers, Grants & Financial Charge	358,650	358,921	365,823	376,879	11,056	381,036	388,657	396,430	404,359
Transfer to Reserves	260,000	260,000	10,000	10,000	0	10,000	10,000	10,000	0
Fleet Costs	22,600	24,302	36,700	37,500	800	39,320	40,501	41,716	42,968
Facility Costs	83,270	83,372	95,356	125,137	29,781	211,633	146,688	200,980	203,749
Other Internal Costs	506,567	506,567	582,977	641,195	58,218	772,612	738,547	757,284	788,181
Total Expenditures	4,384,932	4,290,750	4,425,009	4,737,791	312,782	5,049,941	5,085,273	5,195,672	5,330,514
Percent of Expenditure Budget				7.1%		6.6%	0.7%	2.2%	2.6%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	188,487	193,541	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	54,994	24,285	20,876	13,228	(7,648)	40,000	25,000	25,000	25,000
Fees and Services	11,450	14,340	10,350	11,450	1,100	11,300	11,300	11,300	10,800
Donations	0	0	0	0	0	0	0	0	0
Fines	5,000	17,447	10,000	10,000	0	10,000	10,000	10,000	10,000
Other	6,100	13,488	6,100	6,600	500	6,100	6,100	6,100	6,100
Total Revenue	266,031	263,101	235,813	229,765	(6,048)	255,887	240,887	240,887	240,387
Net Requirement	4,118,901	4,027,649	4,189,196	4,508,026	318,830	4,794,054	4,844,386	4,954,785	5,090,127
Percent of Prior Year Budget				7.6%		6.3%	1.0%	2.3%	2.7%
Full Time Equivalent (FTEs)	37.31	0.00	37.48	37.82	0.34	38.12	38.12	38.12	38.12
Percent of Prior Year FTE				0.9%		0.8%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	8,487	2,000	0	(2,000)	0	0	0	0
Transfers, Grants & Financial Charge	0	34	0	0	0	0	0	0	0
Transfer to Reserves	0	19,275	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	27,796	2,000	0	(2,000)	0	0	0	0
Percent of Expenditure Budget				(100.0%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	2,645	2,000	0	(2,000)	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	25,152	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	27,797	2,000	0	(2,000)	0	0	0	0
Net Requirement	0	(1)	0	0	0	0	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	0.0%	0.0%	0.0%
Full Time Equivalents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	3,100	2,778	3,100	4,000	900	1,000	1,000	1,000	1,000
Transfers, Grants & Financial Charge	0	0	0	0	0	0	0	0	0
Transfer to Reserves	400	37,078	400	0	(400)	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	3,500	39,856	3,500	4,000	500	1,000	1,000	1,000	1,000
Percent of Expenditure Budget				14.3%		(75.0%)	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	1,000	917	1,000	4,000	3,000	46,000	1,000	1,000	1,000
Fees and Services	0	0	0	0	0	0	0	0	0
Donations	0	37,829	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	2,500	1,110	2,500	0	(2,500)	0	0	0	0
Total Revenue	3,500	39,856	3,500	4,000	500	46,000	1,000	1,000	1,000
Net Requirement	0	0	0	0	0	(45,000)	0	0	0
Percent of Prior Year Budget				0.0%		0.0%	(100.0%)	0.0%	0.0%
Full Time Equivalentents (FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of Prior Year FTE				0.0%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	347,803	341,178	336,560	(4,618)	336,946	337,335	338,122	338,924
Technology & Communications	5,723	4,219	0	(4,219)	0	0	0	0
Vehicles & Machinery	0	0	65,000	65,000	0	0	0	70,000
Furniture & Fixtures	37,822	17,600	5,000	(12,600)	5,200	5,408	5,624	5,849
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	10,800	10,000	50,500	40,500	105,000	71,000	90,000	90,000
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	402,148	372,997	457,060	84,063	447,146	413,743	433,746	504,773
Transfer to Reserves	44,669	37,000	75,000	38,000	73,000	83,000	93,000	103,000
Total Expenditure	446,817	409,997	532,060	122,063	520,146	496,743	526,746	607,773
% of Prior Expenditure			29.8%		(2.2%)	(4.5%)	6.0%	15.4%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	42,284	9,319	75,000	65,681	50,000	0	0	70,000
Donations	7,261	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	49,545	9,319	75,000	65,681	50,000	0	0	70,000
Net Requirement	397,272	400,678	457,060	56,382	470,146	496,743	526,746	537,773
% of Prior Net Requirement			14.1%		2.9%	5.7%	6.0%	2.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	346,982	341,178	336,560	(4,618)	336,946	337,335	338,122	338,924
Technology & Communications	0	2,500	0	(2,500)	0	0	0	0
Vehicles & Machinery	0	0	65,000	65,000	0	0	0	70,000
Furniture & Fixtures	37,822	13,600	5,000	(8,600)	5,200	5,408	5,624	5,849
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	10,082	10,000	50,500	40,500	105,000	71,000	90,000	90,000
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	394,886	367,278	457,060	89,782	447,146	413,743	433,746	504,773
Transfer to Reserves	44,669	37,000	75,000	38,000	73,000	83,000	93,000	103,000
Total Expenditure	439,555	404,278	532,060	127,782	520,146	496,743	526,746	607,773
% of Prior Expenditure			31.6%		(2.2%)	(4.5%)	6.0%	15.4%
Revenues by Type								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	42,284	3,600	75,000	71,400	50,000	0	0	70,000
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	42,284	3,600	75,000	71,400	50,000	0	0	70,000
Net Requirement	397,271	400,678	457,060	56,382	470,146	496,743	526,746	537,773
% of Prior Net Requirement			14.1%		2.9%	5.7%	6.0%	2.1%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	821	0	0	0	0	0	0	0
Technology & Communications	5,723	1,719	0	(1,719)	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	0	4,000	0	(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	718	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	7,262	5,719	0	(5,719)	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0	0
Total Expenditure	7,262	5,719	0	(5,719)	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	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Transfers from Reserves	0	5,719	0	(5,719)	0	0	0	0
Donations	7,261	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	7,261	5,719	0	(5,719)	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
Library Special Projects
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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

Library

Capital Project Listing - Current Budget Year

03.1 1st Council Review

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
LB Library				
Capital Projects				
LB-2021-001 Library Book Purchases	336,560	0	336,560	0
LB-2021-006 Branch furnishings/shelving	5,500	0	5,500	0
LB-2021-007 Office Furniture	5,000	0	5,000	0
LB-2021-008 Purchase of Library Van	65,000	(30,000)	35,000	0
LB-2021-R01 Transfer to Reserves for Bookmobile	20,000	0	20,000	0
LB-2022-002 Library Branch - Paisley Branch Move	45,000	(45,000)	0	0
LB-2022-R01 Transfer to Reserves-Library Van	30,000	0	30,000	0
LB-2022-R02 Library Branch Transfer to Reserves	25,000	0	25,000	0
Net Cost of Capital Projects	532,060	(75,000)	457,060	0
Total Library	532,060	(75,000)	457,060	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
LB Library															
Capital Projects															
LB-2021-001 Library Book Purchases	336,560	0	336,560	336,946	0	336,946	337,335	0	337,335	338,122	0	338,122	338,924	0	338,924
LB-2021-006 Branch furnishings/shelving	5,500	0	5,500	55,000	0	55,000	71,000	0	71,000	90,000	0	90,000	90,000	0	90,000
LB-2021-007 Office Furniture	5,000	0	5,000	5,200	0	5,200	5,408	0	5,408	5,624	0	5,624	5,849	0	5,849
LB-2021-008 Purchase of Library Van	65,000	(30,000)	35,000	0	0	0	0	0	0	0	0	0	70,000	(70,000)	0
LB-2021-R01 Transfer to Reserves for Bookmobile	20,000	0	20,000	30,000	0	30,000	40,000	0	40,000	50,000	0	50,000	60,000	0	60,000
LB-2022-002 Library Branch - Paisley Branch Move	45,000	(45,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
LB-2022-R01 Transfer to Reserves-Library Van	30,000	0	30,000	18,000	0	18,000	18,000	0	18,000	18,000	0	18,000	18,000	0	18,000
LB-2022-R02 Library Branch Transfer to Reserves	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
LB-2025-R01 Lion's Head Branch Relocation	0	0	0	50,000	(50,000)	0	0	0	0	0	0	0	0	0	0
Net Cost of Capital Projects	532,060	(75,000)	457,060	520,146	(50,000)	470,146	496,743	0	496,743	526,746	0	526,746	607,773	(70,000)	537,773
Total Library	532,060	(75,000)	457,060	520,146	(50,000)	470,146	496,743		496,743	526,746		526,746	607,773	(70,000)	537,773

2023 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				
\$ 10,205.03	(\$10,205.00)			Computer Software	\$ 0.03	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.
-\$ 0.00				Computer Hardware	-\$ 0.00	721-1120-ITCP	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of desktop computers, laptops, and printers.
\$ 3,023.55	(\$3,023.00)			Community Access Project	\$ 0.55	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				
\$ 22,505.93				Other Operational Equipment	\$ 22,505.93	721-1120-EQUI	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Acquisition of operational equipment either new or replacement as deemed by Council. Including but not limited to office equipment.
				Facility Reserves				
Library				Library				
\$ 41,125.04	(\$25,000.00)	\$25,000.00		Library Branch Locations	\$ 41,125.04	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				
\$ 32,290.08	(\$30,000.00)	\$50,000.00		Vehicle Replacement	\$ 52,290.08	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

2023 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				
\$ 35,312.02		\$10,000.00		Library Sustainability/Strategic Plan	\$ 45,312.02	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.
\$ 377,276.95				Library Tax Stabilization	\$ 377,276.95	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				
\$ 51,765.34				General Branch Specific Donations	\$ 51,765.34	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.
\$ 87,442.84				Southampton Branch Donation Bylaw 3346 (Stipulations Attached)	\$ 87,442.84	721-1110-LSOU	Contributions in the form of donations received from individuals, corporations, community groups and estates with stipulations. As part of the year end process any donations over and above budget are transferred to the reserve.	Must be spent on the Southampton Library Branch on the recommendation of the Bruce County Public Library Board and the approval of Council.
				Designated Project or Special Purpose Reserves				
				Library				
\$ 13,888.51	(\$4,000.00)			Literacy Program	\$ 9,888.51	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.

2023 closing	Transfers From	Transfers To	Interest/ Reallocation	Reserve Name	Reserve Balance	GL	Typical Source of Funding	Typical Uses of Funding
\$ 20,099.36				Sale of Used Library Books	\$ 20,099.36	721-1110-LBKS	Year end transfer of the variance of funds generated at individual branches from the sale of used Library Books, and the purchases made through out the year	Used to purchase operating materials or capital book purchases associated with the applicable branch as deemed appropriate by Director and Council.
\$ 176.60				Special One Time Funding	\$ 176.60	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.
\$ 399.74				Fundraising Project	\$ 399.74	721-1110-PROJ	Specific Fundraising Projects	Used to fund purchase
\$ 230.06				Accessibility	\$ 230.06	721-1110-PROJ	Operating budget transfer.	Specific undertakings related to accessibility as deemed appropriate by Director and Council.
<div><div>\$ 695,741.05</div><div>(\$72,228.00)</div><div>\$85,000.00</div><div>\$ -</div></div>					<div><div>\$ 708,513.05</div></div>			



Be an explorer.

2024 - 2028 Budget and Forecast

Planning & Development Budget Reference

2024 Bruce County Business Plan

Department: Planning and Development

Service Divisions include Planning; Economic Development; and Employment Services

Strategic Priorities:

- Goal 1. Build a strong and inclusive community.
- Goal 2. Enhance and grow partnerships.
- Goal 3. Strengthen County's use of technology and innovative initiatives.
- Goal 4. Promote responsible growth.
- Goal 5. Ensure a positive, inclusive, and accountable work culture.
- Goal 6. Be an employer of choice.
- Goal 7. Build capacity to adapt to and mitigate the impacts of climate change.

2024 Bruce County Business Plan - Key Performance Indicators:

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (year to date - end of Q2)	2024 Budget / Target
Clients in Employment Services	NA	NA	NA	NA	NA	NA	902	4,747
Employment Service Clients Expression of Satisfaction with Service at Closure of Employment Action Plan	NA	NA	NA	NA	NA	NA	80%	80%
Percentage of Clients Employed at 3 Months	NA	NA	NA	NA	NA	NA	NA	51.4%
Performance Payments to the SSM*	NA	NA	NA	NA	NA	NA	\$1509	\$TBD
Business Consultations (Business to Bruce)	162	214	192	300	397	272	178	275
Business Starts via Client Support	32	32	25	65	36	21	12	25

2024 Bruce County Business Plan

Indicator	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 (year to date - end of Q2)	2024 Budget / Target
Jobs Created via Business Support	36	78	71	70	108	45	13	30
STB Grants Total / Leverage \$	26/ \$633,024	41/ \$402,406	36/ \$430,548	40/ \$750,000	104/ \$554,016	95/ \$618,455	21/ \$94,129	60/ \$500,000
Explore the Bruce - www.explorethebruce.com	NA	NA	NA	NA	1,114,852 views	366,038 views	293,769 views	500,000 views
Business to Bruce - www.businesstobruce.com	NA	NA	NA	NA	20,891 views	10,500 views	19,416 views	30,000 views
External Engagement	NA	NA	5	1	2	16	13	12
Applications Received Peninsula Hub		78	84	111	96	115	46	95
Applications Received Inland Hub		125	114	112	125	124	69	115
Applications Received Lakeshore Hub		90	97	76	143	113	51	110
Total Planning Applications		293	295	299	364	352	166	320
Average Days to review for completeness	NA	NA	NA	31	33	43	40	15
Average Days to bring complete files to public meeting	NA	NA	NA	100	128	103	Insufficient data	60
Average Days public meeting to decision	NA	NA	NA	14	27	15	Insufficient data	15

*SSM (Service System Manager)

2024 Bruce County Business Plan

2024 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Continuous improvement of integrated employment services	\$0	\$0	\$0	
2. Economic Development Strategic Plan Implementation	\$60,000 Existing Staff Time	\$0	\$60,000 Existing Staff Time	
3. Grey Bruce Local Immigration Partnership	Existing Staff Time	\$0	Existing Staff Time	
4. Spruce the Bruce Program	\$150,000	\$0	\$150,000	
5. Housing Action Plan	\$10,000 Existing staff time	\$0	\$10,000	
6. Completion of Bruce County Official Plan	\$45,000 plus previous year carry over	\$0	\$45,000 plus previous year carry over	
7. Memorandum of Understanding for Planning Services	Existing Staff Time	\$0	Existing Staff Time	
8. GIS Modernization	\$200,000 (\$150,000 for staffing + \$50,000 in software upgrades)	\$0	\$200,000	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1. Continuous Improvement of Integrated Employment Services Owner: Aaron Stauch Regional Manager, Employment Services	<p>April 1, 2024, will mark the start of the second year of employment services delivery for the Bruce Peninsula to Stratford catchment area. The program budget is \$8,353,000. The program cost is funded by the provincial government. There is no cost to the levy for the delivery.</p> <p>There are four main pillars of the continuous improvement approach to service delivery:</p> <ul style="list-style-type: none"> • Employer Engagement: The SSM (Service System Manager) will implement a strategy to increase value added services to area employers to ensure they have access to the talent they need, and assist clients find jobs. • Automation: The SSM will implement systems that will enhance digital service delivery and automate simple tasks to free up service provider time to focus on high value work. • Serving Complex Needs: The SSM will implement evidence-based programming the accelerates outcomes for those facing barriers to employment. • Outcomes Based Funding: The SSM will refine its outcomes-based funding model to provider better incentives for performance against targets. <p>Link to Strategic Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community - better value 	\$8,353,000	Q2 - Q4	Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<div>for employers and those that needs support</div> <ul style="list-style-type: none">• Enhance and Grow Partnerships - work the service provider network to develop new modes of delivery• Strengthen County’s use of technology and innovative initiatives - using technology to automate services to client providing higher value			

2024 Bruce County Business Plan

2. Economic Development Strategic Plan Implementation Owner: Jeffrey Loney Economic Development Manager	Implementation of year 3 of the 5-year plan for Economic Development Strategic Plan will occur in 2024.	Existing Staff Time		Council Priority
	Year 3 will continue to build on priorities that advance business development and diversification of key sectors, workforce enhancements and stability and community development. The goals below will be focussed on: <ul style="list-style-type: none"> • Growth of taxbase/assessment: Invest in Bruce will shift from launch to marketing, driving additional commercial/industrial investment leads to the County. • Growth of population base: Resident attraction marketing will continue, focussed on bringing net new people to the area. • Diversification of economic base: Focused support projects in Agriculture, Tourism and Energy will be undertaken in 2024. • Business Retention: The County/Municipal partnership to implement the business retention and expansion program will occur in 2024. 	Business Retention and Expansion (\$5,000)	Q1	
		Investment Attraction (\$15,000)	Q2	
		Resident Attraction Marketing (\$20,000)	Q2	
	Link to Strategic Plan Priorities: <ul style="list-style-type: none"> • Promote Responsible Growth - increase businesses getting support and leverage economic development initiatives • This also aligns with Economic Development Strategic Priorities of Business Development, Workforce Development and Community Development. 	Sector Development Projects (\$20,000)	Q4	

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Grey Bruce Local Immigration Partnership</p> <p>Owner: Jeffrey Loney Economic Development Manager</p>	<p>Bruce County is a joint partner with Grey County to undertake the work delivered by the Grey Bruce Local Immigration Partnership (GBLIP).</p> <p>GBLIP is entering year 4 of a 5-year contract. Significant work will be undertaken to apply to the Federal government to renew this program.</p> <p>In 2024 staff will complete projects working towards Grey and Bruce becoming a more welcoming and inclusive community including:</p> <ul style="list-style-type: none"> • Working with World Education Services to increase access to information for employers related to inclusive employee recruitment, hiring and retention • Undertake research related to the experiences of newcomers and immigrants settling in Grey Bruce to find actionable tasks to improve this integration. • Coordinate committees of partner organizations focused on: Welcoming, Belonging and Employment. <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> • Build a strong and inclusive community - Focus on welcoming and inclusive communities through a decrease in discrimination. • Economic Development Strategy - Support welcoming communities for retention of employees. 	Existing Staff Resources	Q2-4	Council Priority

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
4. Spruce the Bruce Program Owner: Jeffrey Loney Economic Development Manager	Spruce the Bruce, and the County's Community Improvement programming is entering the second year of a refresh. The projects that will be undertaken in 2024 will work towards enhancing the attractiveness and vitality of our communities by: <ul style="list-style-type: none"> • Working with local municipalities to update community toolkits to include updated façade guidelines for downtowns • Develop new Community Improvement Plan policies for local municipalities, to update and broaden the scope of the program. • Complete the program guidelines and decision-making framework for the new development incentives operationalized through local Community Improvement Plan policies. Link to Strategic Plan Priorities: <ul style="list-style-type: none"> • Promote Responsible Growth - enhancing the attractiveness and vitality of downtown areas through Spruce the Bruce • Economic Development Strategy - Support product development and destination development through revitalization 	\$160,000	Q1 (launch)/ Q4 (wrap up)	Council priorities
5. Housing Action Plan	Identify and work to address barriers to generation of affordable and attainable housing supply that fall outside of	\$10,000	Q2-Q3	Council Priorities

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
Owner: Collaboration between Planning, Housing and Human Services Planning & Development Lead: Claire Dodds, Director	the scope of the Housing and Homelessness Plan. Collaboration with Housing & Human Services staff to develop a Housing Action plan and begin to support specific actions identified in the plan. This is anticipated to include a developer engagement forum and workshops to promote construction of additional dwelling units and affordable housing. Link to Strategic Plan Priorities: <ul style="list-style-type: none"> Build strong and inclusive community - Increase housing options and encourage innovative solutions. Undertake consultation with development community and stakeholders on ways to increase housing options and affordability. 	Existing staff time		
6. Bruce County Official Plan Owner: Monica Walker-Bolton, Senior Policy Planner and Jack Van Dorp, Manager of Land Use Planning	Informed by Plan Bruce GPS, Plan the Bruce Discussion Papers and Official Plan Best Practices Review. The goal is to produce a high-level, plain language guiding document and new schedules (maps) that inform how the community grows and develops over the next 25 years (2048). Staff are working to advance the project to public engagement following finalization of Provincial planning direction through a proposed new Provincial Planning Statement (PPS) expected. Link to Strategic Plan Priorities: <ul style="list-style-type: none"> Build a strong and inclusive community - increase housing options and encourage innovative solutions. 	\$45,000 2021-23 Official Plan Update budgets are carried over to support this project Advertising costs are moved into this project.	Q3	Provincial Legislation

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none"> Promote responsible growth- promote economic growth and prosperity. Build capacity to adapt to and mitigate the impacts of climate change. 			
7. Memorandum of Understanding between the County and Municipal partners for Planning Services Owner: Jack Van Dorp, Manager of Planning	<p>Update agreements that outline services provided by Planning Division to support processing of applications on behalf of local municipalities such as zoning, committee of adjustment, and local plan amendments, in addition to county plan Amendments and land division applications within local municipalities.</p> <p>Link to Strategic Plan Priorities:</p> <ul style="list-style-type: none"> Enhance and grow partnerships - Work collaboratively between departments and our partners on integration and continuum of excellent services. 	Existing staff time	Q2	Service Initiatives
8. Geographic Information System Modernization Lead: GIS Staff in collaboration with IT (Information Technology) Department	<p>This initiative will identify and advance opportunities to improve the resilience of Geographic Information System (GIS) Assets by:</p> <ul style="list-style-type: none"> Continuing to deliver public interactive mapping to the next generation platform as the current service is at end-of-life; Migrating map services that primarily serve the public to the cloud to reduce onsite server demands Building system and resource capacity to integrate spatial information into work <p>Link to Strategic Plan Priorities:</p>	\$200,000 (\$150,000 in staffing, \$50,000 in software expenditures) The one-time software expense is offset by \$36,000 from a departmental	Q1-4	Growth & Service Initiative

2024 Bruce County Business Plan

2024 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
	<ul style="list-style-type: none">Strengthen County’s use of technology and innovative initiatives.	computer software reserve.		

2024 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Client in Employment Served	Number of clients registered for services at an SSM service provider
Employment Service Clients Express Satisfaction with Service	Percent of client provide a positive rating in customer service surveys
Percentage of Clients Employed at 3 Months	Percentage of clients with an employment outcome after three months of service
Performance Payments to SSM	Performance payment earned by the Employment Services SSM for client retention in employment for up to 12 months.
External Engagement	Number of submissions to the Environmental Registry of Ontario regarding legislative or regulatory changes, participation in intergovernmental panels such as Association of Municipalities of Ontario Planning Task Force and ad hoc working groups, Western Ontario Wardens Caucus, and/or training/seminars on Planning Matters.
Applications Received Peninsula Hub	Number of applications initiated where subject lands are in one of the Peninsula Hub municipalities
Applications Received Inland Hub	Number of applications initiated where subject lands are in one of the Inland Hub municipalities
Applications Received Lakeshore Hub	Number of applications initiated where subject lands are in one of the Lakeshore Hub municipalities
Total Planning Applications	Total Number of applications initiated
Average Days to review for completeness	Number of days between receiving a complete Planning Act application and deeming it to be complete
Average Days to bring complete files to public meeting	Number of days between a Planning Act application being deemed complete and a public meeting being held for the application
Average Days public meeting to decision	Number of days between a public meeting for an application and a decision on the application
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

2024 Bruce County Business Plan

Key Performance Indicators	Description
Jobs Created via Businesses Supported	Jobs created by clients / business working with the Business to Bruce team
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
Business to Bruce - www.businesstobreuce.com	Audience specific - Entrepreneurs - Number of website views



Major Initiatives and Departmental Focus

Planning and Development

2023 saw sustained interest in growth and development in Bruce County. Broader economic trends such as the housing crisis, labour force shortage and rising interest rates have had some impact on construction, business investment, and tourism traffic. During this time there has been an increased requests for support and efforts to obtain development approvals have been steady throughout 2023. These economic trends are expected to continue to influence and impact the work of the Planning and Development Department in 2024.

Land Use Planning

The major initiatives highlighted for Land Use Planning in 2024 are to complete the new Bruce County Official Plan, complete updated Memoranda of Understanding with local municipalities for planning services that are provided by the County, and modernize our Geographic Information Systems to improve capacity for growth monitoring and management, and to accommodate increased usage of GIS related to asset management and other services across the County and within local municipalities.

Bruce County Official Plan

Advancement of this project in 2023 was heavily impacted by the province’s decision to engage on a new Provincial Planning Statement (PPS) to replace the in-effect Provincial Policy Statement (2020). Given the official Plan must conform to provincial direction including the Provincial Policy Statement. Staff efforts were refocused to engaging with the province through County and local municipal comments and through entities such as the Association of Municipalities of Ontario and the Western Ontario Wardens Caucus, while continuing background work in areas where minimal change is anticipated.

Staff continue work to optimize the updates to land use planning policy, whether through the formal plan review process or scoped updates to the current plan that

ultimately align with the new Plan, and are planning for significant engagement on the new Official Plan when the final PPS is released and the draft official plan has been reviewed for alignment with that document.

Memoranda of Understanding

This work will follow upon the work completed in 2023 to support the revised fee structure and staffing complement to address Bill 23 and Bill 109 changes and will update the memoranda of understanding with respect to who-does-what in terms of application service delivery between the County and local Municipalities.

GIS Modernization

GIS usage is increasing with the growth of the County and the potential for spatial information to support many facets of service delivery. This initiative will identify and advance opportunities to improve the resilience of the County’s Geographic Information System (GIS) Assets which also underpin local municipal GIS by:

- Continuing to deliver public interactive mapping by transitioning the service to the next generation platform as the current service is at end-of-life;
- Migrating map services that primarily serve the public to the cloud to reduce on-site server demands; and
- Building system and resource capacity to integrate spatial information into work

Housing Action Plan

Identify and work to address barriers to generation of affordable and attainable housing supply that fall outside of the scope of the Housing and Homelessness Plan. Collaboration with Housing & Human Services staff to develop a Housing Action plan and begin to support specific actions identified in the plan. This is anticipated to include a developer engagement forum and workshops to promote construction of additional dwelling units and affordable housing.



Economic Development

2023 has seen a changing landscape of business and sector support for the economic development team. An ongoing change to focus on the resiliency of these sectors has been needed. The Department saw a number of successes in 2023 including an organizational structure transition, further development of the macro approach and continued implementation of the Economic Development Strategic Plan. A focus on supporting capacity building with local municipalities was underlined with a number of new partnerships and policies to support economic development regionally.

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

Economic Development Strategic Plan Implementation - Actions will be undertaken including investment attraction programming, resident attraction marketing, sector development projects and the continued implementation of a regional business retention and expansion project. These projects will support the goals of increasing the tax base, growing the population base, diversification of the economic base and retaining our businesses.

Grey Bruce Local Immigration Partnership- Bruce County is a joint partner with Grey County to undertake the work delivered by the Grey Bruce Local Immigration Partnership (GBLIP). GBLIP is an umbrella organization focused on promoting Bruce County as a welcoming community. This action supports the attraction of new residents, workforce and businesses. In 2024 significant work will be undertaken to look at the future of this program.

Community Improvement Plans and Spruce the Bruce - Significant work has been undertaken to modernize this program both at a County level and in conjunction with local municipalities. 2024 will include updates to façade guidelines and community brands, development of updated and new policies and completion of a decision-making framework for newly accessible development incentives, all in conjunction with local municipalities.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	2,589,216	2,945,453	0	0	420,226	0	0	386,451	0	0	0	3,752,130	806,677
Staff Related Costs	44,797	73,464	0	0	10,235	0	0	0	10,000	0	0	93,699	20,235
Contract Services	488,874	783,387	(203,000)	(25,450)	(67,786)	0	75,000	0	0	0	0	562,151	(221,236)
Material	517,055	520,444	(278)	(10,000)	(74,404)	0	0	0	0	0	0	435,762	(84,682)
Transfers, Grants & Financial Charge	552,780	799,251	0	0	(174,727)	0	0	2,500	0	0	0	627,024	(172,227)
Transfer to Reserves	137,758	118,000	0	0	(103,000)	0	0	0	0	0	0	15,000	(103,000)
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	120,615	133,478	(8,500)	0	3,639	0	0	0	0	0	0	128,617	(4,861)
Other Internal Costs	334,134	389,782	0	0	42,700	0	0	0	0	0	0	432,482	42,700
Total Expenditures	4,785,229	5,763,259	(211,778)	(35,450)	56,883	0	75,000	388,951	10,000	0	0	6,046,865	283,606
Percent of Expenditure Budget		100.0%	100.0%	(0.6%)	1.0%	0.0%	1.3%	6.7%	0.2%	0.0%	0.0%	4.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	204,775	203,963	0	0	(7,590)	0	0	0	0	0	0	196,373	(7,590)
Municipal	19,246	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	199,696	268,977	570	(10,000)	(172,977)	42,755	0	0	0	0	0	129,325	(139,652)
Fees and Services	908,745	911,520	(200,000)	0	15,850	0	47,700	29,000	0	12,000	0	816,070	(95,450)
Donations	10,000	10,000	0	0	(10,000)	0	0	0	0	0	0	0	(10,000)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	101,193	160,000	0	0	(84,000)	0	131,050	0	0	0	0	207,050	47,050
Total Revenue	1,443,655	1,554,460	(199,430)	(10,000)	(258,717)	42,755	178,750	29,000	0	12,000	0	1,348,818	(205,642)
Net Requirement	3,341,574	4,208,799	(12,348)	(25,450)	315,600	(42,755)	(103,750)	359,951	10,000	(12,000)	0	4,698,047	489,248
Percent of Prior Year Budget		100.0%	(0.3%)	(0.6%)	7.5%	(1.0%)	(2.5%)	8.6%	0.2%	(0.3%)	0.0%	11.6%	
Full Time Equivalents (FTE's)	0.00	25.28	(0.33)	0.00	0.00	0.00	0.00	4.00	1.00	0.00	0.00	29.95	4.67
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	15.8%	4.0%	0.0%	0.0%	18.5%	(81.5%)



Operating Budget Highlights

Adjustments to Base

- \$200,000 User fee Revenue (and associated consultant services expenses) added to 2023 budget to address natural heritage reviews are refined to reflect contracted peer review services that are charged back to applicants, and are now coded in relation to ‘provincial legislation’
- Small reserve remaining from Plan the Bruce Agriculture “LEAR” project (a sub-project of the Official Plan)brought in to offset the Official Plan
- Engagement costs associated with new Official Plan are moved from ‘Advertising’ line into the Official Plan project line.
- Several smaller reductions reflect recent usage or increasing scope of interdepartmentalcharges.

Maintain Services

- Anticipate additional application revenues associated with inflation, balanced against compensation increases and staffing related expenses

One Time Items

- Transfer of computer software reserve and balance of Bruce GPS reserve (total \$42,000) to support GIS Modernization

Provincially Legislated

- Pre-submission consultation fees and resubmission fees have been added to provide staff with resources to support application processes and work towards aligning service level standards with provincial timeframes to avoid mandatory refunds arising from recent provincial legislative changes
- Cost recovery for Natural Heritage review services which have been assigned to Municipalities from the Province

Growth

- Continued growth in application revenue
 - New staffing positions including Intermediate Planner retained within 2023 and Land Division Secretary-Treasurer (as identified in July 6, 2023 committee agenda), (also partly offset by provincial legislation costs)
 - GIS Administrator role and modernization expenses (\$200,000, offset in part by \$42,000 reserves) to address growth and increasing demand for County GIS, aligned with Strategic Plan Goal 3: Strengthen County’s use of technology and innovative initiatives, - Maximize organizational data and information sharing.
 - Senior Planner identified in July 6 report as a 2025 item, and recommended by Council for 2024 budget considerations is deferred to 2025

Council Priorities

- \$10,000 to support strategic priorities 1-2 (engage developers in housing) and 2-8 (partnerships through hosting/attending event/symposium/forum

Service Initiatives/Savings

- New fee type for consent-conditions holdings offers greater flexibility for project approvals
- Policy Updates are reducing the number of County Plan Amendments needed to facilitate development proposals

Operating Impact of Capital Projects

- N/A



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,563,698	1,748,786	0	0	225,303	0	0	386,451	0	0	0	2,360,540	611,754
Staff Related Costs	16,317	33,364	0	0	2,082	0	0	0	10,000	0	0	45,446	12,082
Contract Services	345,393	500,637	(203,000)	(10,450)	(45,055)	0	75,000	0	0	0	0	317,132	(183,505)
Material	129,156	69,752	(8,778)	0	(49,184)	0	0	0	0	0	0	11,790	(57,962)
Transfers, Grants & Financial Charge	7,838	6,000	0	0	1,500	0	0	2,500	0	0	0	10,000	4,000
Transfer to Reserves	12,874	15,000	0	0	0	0	0	0	0	0	0	15,000	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	56,059	62,488	0	0	1,819	0	0	0	0	0	0	64,307	1,819
Other Internal Costs	201,196	240,838	0	0	26,384	0	0	0	0	0	0	267,222	26,384
Total Expenditures	2,332,531	2,676,865	(211,778)	(10,450)	162,849	0	75,000	388,951	10,000	0	0	3,091,437	414,572
Percent of Expenditure Budget		100.0%	100.0%	(0.4%)	6.1%	0.0%	2.8%	14.5%	0.4%	0.0%	0.0%	15.5%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	27,795	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	166,700	128,093	570	0	(128,093)	42,755	0	0	0	0	0	43,325	(84,768)
Fees and Services	908,380	911,520	(200,000)	0	15,850	0	47,700	29,000	0	12,000	0	816,070	(95,450)
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	131,050	0	0	0	0	131,050	131,050
Total Revenue	1,102,875	1,039,613	(199,430)	0	(112,243)	42,755	178,750	29,000	0	12,000	0	990,445	(49,168)
Net Requirement	1,229,656	1,637,252	(12,348)	(10,450)	275,092	(42,755)	(103,750)	359,951	10,000	(12,000)	0	2,100,992	463,740
Percent of Prior Year Budget		100.0%	(0.8%)	(0.6%)	16.8%	(2.6%)	(6.3%)	22.0%	0.6%	(0.7%)	0.0%	28.3%	
Full Time Equivalents (FTE's)	0.00	15.62	(0.66)	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	18.96	3.34
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	25.6%	0.0%	0.0%	0.0%	21.4%	(78.6%)



Operating Budget Highlights	
<div>Adjustments to Base<ul style="list-style-type: none">2024 has no adjustments to base.</div> <div>Maintain Services<ul style="list-style-type: none">Maintain services changes were primarily used to adjust dollars across lines to better align with 2023 costs.Staffing Costs account for an increase of \$86,644 as a result of grid movements, COLA</div> <div>One Time Items<ul style="list-style-type: none">No one-time items are proposed for 2024, 2023 one-time items have been completed.</div>	<div>Provincially Legislated<ul style="list-style-type: none">N/A</div> <div>Growth<ul style="list-style-type: none">No funds are allocated to the growth category within the Economic Development budget in 2024.</div> <div>Council Priorities<ul style="list-style-type: none">Base budget is aligned with Council Priorities as outlined in the strategic plan. No significant adjustments were made as a result of these priorities.</div> <div>Service Initiatives/Savings<ul style="list-style-type: none">The 2023 budget included several areas of savings that are maintained with the 2024 budget.</div> <div>Operating Impact of Capital Projects<ul style="list-style-type: none">N/A</div>



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	1,025,518	1,196,667	0	0	194,923	0	0	0	0	0	0	1,391,590	194,923
Staff Related Costs	28,480	40,100	0	0	8,153	0	0	0	0	0	0	48,253	8,153
Contract Services	143,481	282,750	0	(15,000)	(22,731)	0	0	0	0	0	0	245,019	(37,731)
Material	387,899	450,692	8,500	(10,000)	(25,220)	0	0	0	0	0	0	423,972	(26,720)
Transfers, Grants & Financial Charge	544,942	793,251	0	0	(176,227)	0	0	0	0	0	0	617,024	(176,227)
Transfer to Reserves	124,884	103,000	0	0	(103,000)	0	0	0	0	0	0	0	(103,000)
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Facility Costs	64,556	70,990	(8,500)	0	1,820	0	0	0	0	0	0	64,310	(6,680)
Other Internal Costs	132,938	148,944	0	0	16,316	0	0	0	0	0	0	165,260	16,316
Total Expenditures	2,452,698	3,086,394	0	(25,000)	(105,966)	0	0	0	0	0	0	2,955,428	(130,966)
Percent of Expenditure Budget		100.0%	100.0%	(0.8%)	(3.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(4.2%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	176,980	203,963	0	0	(7,590)	0	0	0	0	0	0	196,373	(7,590)
Municipal	19,246	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	32,996	140,884	0	(10,000)	(44,884)	0	0	0	0	0	0	86,000	(54,884)
Fees and Services	365	0	0	0	0	0	0	0	0	0	0	0	0
Donations	10,000	10,000	0	0	(10,000)	0	0	0	0	0	0	0	(10,000)
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	101,193	160,000	0	0	(84,000)	0	0	0	0	0	0	76,000	(84,000)
Total Revenue	340,780	514,847	0	(10,000)	(146,474)	0	0	0	0	0	0	358,373	(156,474)
Net Requirement	2,111,918	2,571,547	0	(15,000)	40,508	0	0	0	0	0	0	2,597,055	25,508
Percent of Prior Year Budget		100.0%	0.0%	(0.6%)	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	
Full Time Equivalents (FTE's)	0.00	9.66	0.33	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	10.99	1.33
Percent of Prior Year FTE's		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.4%	0.0%	0.0%	13.8%	(86.2%)



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	2,855,142	2,589,216	2,945,453	3,752,130	806,677	3,806,216	3,914,888	4,027,092	4,142,958
Staff Related Costs	67,884	44,797	73,464	93,699	20,235	99,085	102,057	105,119	108,274
Contract Services	354,150	488,874	783,387	562,151	(221,236)	657,030	661,294	681,130	701,569
Material	499,051	517,055	520,444	435,762	(84,682)	444,724	300,979	309,981	319,253
Transfers, Grants & Financial Charge	608,364	552,780	799,251	627,024	(172,227)	540,055	216,541	217,842	219,183
Transfer to Reserves	112,749	137,758	118,000	15,000	(103,000)	15,450	15,914	16,391	16,883
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	120,619	120,615	133,478	128,617	(4,861)	144,006	137,616	145,332	154,860
Other Internal Costs	334,134	334,134	389,782	432,482	42,700	566,487	580,259	594,981	619,256
Total Expenditures	4,952,093	4,785,229	5,763,259	6,046,865	283,606	6,273,053	5,929,548	6,097,868	6,282,236
Percent of Expenditure Budget				4.9%		3.7%	(5.5%)	2.8%	3.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	200,130	204,775	203,963	196,373	(7,590)	211,859	0	0	0
Municipal	0	19,246	0	0	0	0	0	0	0
Transfers from Reserves	0	199,696	268,977	129,325	(139,652)	15,000	0	0	0
Fees and Services	679,000	908,745	911,520	816,070	(95,450)	848,712	882,661	917,967	954,685
Donations	0	10,000	10,000	0	(10,000)	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	40,000	101,193	160,000	207,050	47,050	211,292	141,743	147,413	153,310
Total Revenue	919,130	1,443,655	1,554,460	1,348,818	(205,642)	1,286,863	1,024,404	1,065,380	1,107,995
Net Requirement	4,032,963	3,341,574	4,208,799	4,698,047	489,248	4,986,190	4,905,144	5,032,488	5,174,241
Percent of Prior Year Budget				11.6%		6.1%	(1.6%)	2.6%	2.8%
Full Time Equivalentents (FTEs)	25.28	0.00	25.28	29.95	4.67	29.95	29.95	29.95	29.95
Percent of Prior Year FTE				18.5%		0.0%	0.0%	0.0%	0.0%



County of Bruce
Land Use Planning
Operating Budget Summary Report
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	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,736,148	1,563,698	1,748,786	2,360,540	611,754	2,427,519	2,496,652	2,568,022	2,641,712
Staff Related Costs	36,906	16,317	33,364	45,446	12,082	46,809	48,213	49,660	51,151
Contract Services	197,350	345,393	500,637	317,132	(183,505)	363,011	373,902	385,118	396,673
Material	21,581	129,156	69,752	11,790	(57,962)	(6,532)	(6,728)	(6,929)	(7,138)
Transfers, Grants & Financial Charge	0	7,838	6,000	10,000	4,000	10,300	10,609	10,927	11,255
Transfer to Reserves	0	12,874	15,000	15,000	0	15,450	15,914	16,391	16,883
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	56,059	56,059	62,488	64,307	1,819	72,003	68,808	72,666	77,430
Other Internal Costs	201,196	201,196	240,838	267,222	26,384	364,011	367,336	376,656	392,023
Total Expenditures	2,249,240	2,332,531	2,676,865	3,091,437	414,572	3,292,571	3,374,706	3,472,511	3,579,989
Percent of Expenditure Budget				15.5%		6.5%	2.5%	2.9%	3.1%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	27,795	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	166,700	128,093	43,325	(84,768)	0	0	0	0
Fees and Services	679,000	908,380	911,520	816,070	(95,450)	848,712	882,661	917,967	954,685
Donations	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	131,050	131,050	136,292	141,743	147,413	153,310
Total Revenue	679,000	1,102,875	1,039,613	990,445	(49,168)	985,004	1,024,404	1,065,380	1,107,995
Net Requirement	1,570,240	1,229,656	1,637,252	2,100,992	463,740	2,307,567	2,350,302	2,407,131	2,471,994
Percent of Prior Year Budget				28.3%		9.8%	1.9%	2.4%	2.7%
Full Time Equivalentents (FTEs)	15.62	0.00	15.62	18.96	3.34	18.96	18.96	18.96	18.96
Percent of Prior Year FTE				21.4%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	1,118,994	1,025,518	1,196,667	1,391,590	194,923	1,378,697	1,418,236	1,459,070	1,501,246
Staff Related Costs	30,978	28,480	40,100	48,253	8,153	52,276	53,844	55,459	57,123
Contract Services	156,800	143,481	282,750	245,019	(37,731)	294,019	287,392	296,012	304,896
Material	477,470	387,899	450,692	423,972	(26,720)	451,256	307,707	316,910	326,391
Transfers, Grants & Financial Charge	608,364	544,942	793,251	617,024	(176,227)	529,755	205,932	206,915	207,928
Transfer to Reserves	112,749	124,884	103,000	0	(103,000)	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Facility Costs	64,560	64,556	70,990	64,310	(6,680)	72,003	68,808	72,666	77,430
Other Internal Costs	132,938	132,938	148,944	165,260	16,316	202,476	212,923	218,325	227,233
Total Expenditures	2,702,853	2,452,698	3,086,394	2,955,428	(130,966)	2,980,482	2,554,842	2,625,357	2,702,247
Percent of Expenditure Budget				(4.2%)		0.8%	(14.3%)	2.8%	2.9%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	200,130	176,980	203,963	196,373	(7,590)	211,859	0	0	0
Municipal	0	19,246	0	0	0	0	0	0	0
Transfers from Reserves	0	32,996	140,884	86,000	(54,884)	15,000	0	0	0
Fees and Services	0	365	0	0	0	0	0	0	0
Donations	0	10,000	10,000	0	(10,000)	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	40,000	101,193	160,000	76,000	(84,000)	75,000	0	0	0
Total Revenue	240,130	340,780	514,847	358,373	(156,474)	301,859	0	0	0
Net Requirement	2,462,723	2,111,918	2,571,547	2,597,055	25,508	2,678,623	2,554,842	2,625,357	2,702,247
Percent of Prior Year Budget				1.0%		3.1%	(4.6%)	2.8%	2.9%
Full Time Equivalentents (FTEs)	9.66	0.00	9.66	10.99	1.33	10.99	10.99	10.99	10.99
Percent of Prior Year FTE				13.8%		0.0%	0.0%	0.0%	0.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,982	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	1,422	0	5,306	5,306	5,412	5,520	5,630	5,743
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	3,404	0	5,306	5,306	5,412	5,520	5,630	5,743
Transfer to Reserves	214,651	0	0	0	0	0	0	0
Total Expenditure	218,055	0	5,306	5,306	5,412	5,520	5,630	5,743
% of Prior Expenditure			0.0%		2.0%	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	218,055	0	5,306	5,306	5,412	5,520	5,630	5,743
% of Prior Net Requirement			0.0%		2.0%	2.0%	2.0%	2.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type								
Land	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Technology & Communications	1,982	0	0	0	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0
Furniture & Fixtures	1,422	0	5,306	5,306	5,412	5,520	5,630	5,743
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	3,404	0	5,306	5,306	5,412	5,520	5,630	5,743
Transfer to Reserves	10,710	0	0	0	0	0	0	0
Total Expenditure	14,114	0	5,306	5,306	5,412	5,520	5,630	5,743
% of Prior Expenditure			0.0%		2.0%	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	14,114	0	5,306	5,306	5,412	5,520	5,630	5,743
% of Prior Net Requirement			0.0%		2.0%	2.0%	2.0%	2.0%



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

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	203,941	0	0	0	0	0	0	0
Total Expenditure	203,941	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	203,941	0	0	0	0	0	0	0
% of Prior Net Requirement			0.0%		0.0%	0.0%	0.0%	0.0%



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

	Capital Project Expense	Capital Project Revenue	Capital Project Levy Requirement	Operating Impact Cost
PD Planning & Economic Development				
Capital Projects				
PD-2021-004 Furniture & Fixtures - Office Furniture	5,306	0	5,306	0
Net Cost of Capital Projects	5,306	0	5,306	0
Total Planning & Economic Development	5,306		5,306	



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

	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	Capital Expense 2028	Capital Revenue 2028	Capital Levy Req 2028
PD Planning & Economic Development															
Capital Projects															
PD-2021-004 Furniture & Fixtures - Office Furniture	5,306	0	5,306	5,412	0	5,412	5,520	0	5,520	5,630	0	5,630	5,743	0	5,743
Net Cost of Capital Projects	5,306	0	5,306	5,412	0	5,412	5,520	0	5,520	5,630	0	5,630	5,743	0	5,743
Total Planning & Economic Development	5,306		5,306	5,412		5,412	5,520		5,520	5,630		5,630	5,743		5,743

2023 closing	Transfers From	Transfers To	Interest / Reallocation	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
				Information and Technology Capital Reserve Funds				
Planning and Economic Development				Planning and Economic Development				
\$ 36,292.75	(\$36,292.00)			Computer Software	\$ 0.75	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.
\$ 5,695.36				WEB SITE ICCI	\$ 5,695.36	801-1152-ICCI	Transfer of funds received from Province to host web site.	Used to fund annual cost associated with hosting web site ICCI.
				Furniture and Fixtures (Office Furniture, Council Furniture, Meeting Room Furniture)				
Planning and Economic Development				Planning and Economic Development				
\$ 11,838.17				Office Furniture	\$ 11,838.17	801-1152-FURN	Annual Operating budget contributions. Year End unspent capital earmarked for this purpose	Used to fund new capital purchases or replacement of Office Furniture
				Designated Project or Special Purpose Reserves				
Planning and Economic Development				Planning and Economic Development				
\$ 12,071.12				Official Plan Updates and Site Guidelines	\$ 12,071.12	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
5,003.03				Planning Legal	\$ 5,003.03	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
\$ 6,463.22	(\$6,463.00)			GPS	\$ 0.22	801-1152-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds for GPS Project
\$ 146,774.85		\$ 15,000.00		Growth mgmt study/community Dev/Bus to Bruce	\$ 161,774.85	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
\$ 5,642.29				Water Resource Grants - Economic Development	\$ 5,642.29	831-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds utilized to fund future years water resource grants.
\$ 1,202.00				Spruce the Bruce	\$ 1,202.00	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
\$ 12,970.27				Branding	\$ 12,970.27	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
\$ 7,948.79				Rural Economic Development Program	\$ 7,948.79	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

2023 closing	Transfers From	Transfers To	Interest / Reallocation	Reserve Name	Reserve Balance		Typical Source of Funding	Typical Uses of Funding
\$ 566.46	(\$570.00)			Lear Project	-\$ 3.54	831-1110-PROJ	Year End entry for project remaining committed funds earmarked for this purpose	Funds committed to fund LEAR project
\$ 997.13				RED Program	\$ 997.13	831-1110-PROJ	yearend unspent funds for this project	Unspent county contribution for Provincial multi year RED program
\$ 1,157.88				Regional Ec Dev Coordinator Contract Position	\$ 1,157.88	831-1110-PROJ	CAO approval of 2022 salary surplus to fund 5 months of contract position in 2023	REDC contract position 2023
\$ 1,501.85				Signage	\$ 1,501.85	831-1110-PROJ	Year End unspent Capital funds earmarked for this purpose	Funds utilized for Bruce County signage project related to economic development.
\$ 256,125.17 (\$43,325.00) \$ 15,000.00 \$ -					\$ 227,800.17			



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2024 - 2028 Budget and Forecast

Employment Services Budget Reference



Major Initiatives and Departmental Focus

In 2022, the Planning & Development 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 the previous system, 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.

In 2023, the Stratford-Bruce Peninsula Service System Manager was in the transition phase, working to set up the structure for delivery of Employment Services in the Region. The system went live on April 1, 2023.

April 1, 2024 will mark the start of the second year of employment services delivery for the Bruce Peninsula to Stratford catchment area. The program budget is \$8,353,000. The program cost is funded by the provincial government. Delivery of the program has no cost to the levy.

There are four main pillars of the continuous improvement approach to service delivery that will be pursued in 2024:

- **Employer Engagement:** The SSM will implement a strategy to increase value added services to area employers to ensure they have access to the talent they need, and assist clients find jobs.
- **Automation:** The SSM will implement systems that will enhance digital service delivery and automate simple tasks to free up service provider time to focus on high value work.
- **Serving Complex Needs:** The SSM will implement evidence-based programming the accelerates outcomes for those facing barriers to employment.
- **Outcomes Based Funding:** The SSM will refine its outcomes-based funding model to provider better incentives for performance against targets.



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	309,468	692,790	0	0	44,712	0	0	0	0	0	0	737,502	44,712
Staff Related Costs	4,468	57,251	0	0	(2,251)	0	0	0	0	0	0	55,000	(2,251)
Contract Services	41,946	617,311	0	0	61,589	0	0	0	0	0	0	678,900	61,589
Material	36,867	38,875	0	0	(8,875)	0	0	0	0	0	0	30,000	(8,875)
Transfers, Grants & Financial Charge	4,367,232	10,230,680	0	0	466,380	0	0	0	0	0	0	10,697,060	466,380
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	77,093	0	0	8,445	0	0	0	0	0	0	85,538	8,445
Total Expenditures	4,759,981	11,714,000	0	0	570,000	0	0	0	0	0	0	12,284,000	570,000
Percent of Expenditure Budget		100.0%	100.0%	0.0%	4.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.9%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	4,759,982	11,714,000	0	0	570,000	0	0	0	0	0	0	12,284,000	570,000
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	4,759,982	11,714,000	0	0	570,000	0	0	0	0	0	0	12,284,000	570,000
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	5.00	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.33	0.33
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%	6.6%	(93.4%)



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">Operation of the Employment Service System manager as outlined by Transfer Payment Agreement with Provincial Government</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">The SSM will implement a strategy to increase value added services to area employers to ensure they have access to the talent they need, and assist clients find jobs.</div> <div>Council Priorities<ul style="list-style-type: none">The SSM will work collaboratively with Economic Development and the Community Development Office to seek opportunities to address employers workforce needs across the region.</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">None</div>



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

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 Budget
Expenditures by Type													
Salaries, Wages & Benefits	309,468	692,790	0	0	44,712	0	0	0	0	0	0	737,502	44,712
Staff Related Costs	4,468	57,251	0	0	(2,251)	0	0	0	0	0	0	55,000	(2,251)
Contract Services	41,946	240,428	0	0	(52,928)	0	0	0	0	0	0	187,500	(52,928)
Material	36,867	38,875	0	0	(8,875)	0	0	0	0	0	0	30,000	(8,875)
Transfers, Grants & Financial Charge	0	5,433,980	0	0	1,823,480	0	0	0	0	0	0	7,257,460	1,823,480
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	77,093	0	0	8,445	0	0	0	0	0	0	85,538	8,445
Total Expenditures	392,749	6,540,417	0	0	1,812,583	0	0	0	0	0	0	8,353,000	1,812,583
Percent of Expenditure Budget		100.0%	100.0%	0.0%	27.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.7%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	392,750	6,540,417	0	0	1,812,583	0	0	0	0	0	0	8,353,000	1,812,583
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	392,750	6,540,417	0	0	1,812,583	0	0	0	0	0	0	8,353,000	1,812,583
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	5.00	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.33	0.33
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%	6.6%	(93.4%)



Operating Budget Highlights	
Adjustments to Base <ul style="list-style-type: none">N/A	Provincially Legislated <ul style="list-style-type: none">N/A
Maintain Services <ul style="list-style-type: none">N/A	Growth <ul style="list-style-type: none">N/A
One Time Items <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
Performance Based Funds
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	376,883	0	0	114,517	0	0	0	0	0	0	491,400	114,517
Material	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	1,507,534	0	0	458,066	0	0	0	0	0	0	1,965,600	458,066
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	1,884,417	0	0	572,583	0	0	0	0	0	0	2,457,000	572,583
Percent of Expenditure Budget		100.0%	100.0%	0.0%	30.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.4%	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	1,884,417	0	0	572,583	0	0	0	0	0	0	2,457,000	572,583
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	1,884,417	0	0	572,583	0	0	0	0	0	0	2,457,000	572,583
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	Provincially Legislated <ul style="list-style-type: none">N/A
Maintain Services <ul style="list-style-type: none">N/A	Growth <ul style="list-style-type: none">N/A
One Time Items <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
Employment Related Supports
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	3,856,337	3,033,719	0	0	(1,559,719)	0	0	0	0	0	0	1,474,000	(1,559,719)
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	3,856,337	3,033,719	0	0	(1,559,719)	0	0	0	0	0	0	1,474,000	(1,559,719)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(51.4%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(51.4%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	3,856,337	3,033,719	0	0	(1,559,719)	0	0	0	0	0	0	1,474,000	(1,559,719)
Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	3,856,337	3,033,719	0	0	(1,559,719)	0	0	0	0	0	0	1,474,000	(1,559,719)
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">••	Provincially Legislated <ul style="list-style-type: none">••
Maintain Services <ul style="list-style-type: none">••	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
Financial Supports - ODSP
Operating Budget Analysis Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2023 Adj to Base Budget	2023 One Time Reversal	2024 Maintain Services	2024 One Time Items	2024 Provincially Legislated	2024 Growth	2024 Council Priorities	2024 Service Initiatives/ Savings	2024 Oper. Impact of Capital	2024 Budget	\$ Change over 2023 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	510,895	255,447	0	0	(255,447)	0	0	0	0	0	0	0	(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	510,895	255,447	0	0	(255,447)	0	0	0	0	0	0	0	(255,447)
Percent of Expenditure Budget		100.0%	100.0%	0.0%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(100.0%)	
Revenues by Type													
Federal	0	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	510,895	255,447	0	0	(255,447)	0	0	0	0	0	0	0	(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	510,895	255,447	0	0	(255,447)	0	0	0	0	0	0	0	(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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	309,468	692,790	737,502	44,712	758,480	780,137	802,497	825,587
Staff Related Costs	0	4,468	57,251	55,000	(2,251)	55,000	55,000	55,000	55,000
Contract Services	0	41,946	617,311	678,900	61,589	678,900	678,900	678,900	678,900
Material	0	36,867	38,875	30,000	(8,875)	30,000	30,000	30,000	30,000
Transfers, Grants & Financial Charge	0	4,367,232	10,230,680	10,697,060	466,380	10,653,592	10,636,698	10,611,718	10,584,308
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	77,093	85,538	8,445	108,028	103,265	105,885	110,205
Total Expenditures	0	4,759,981	11,714,000	12,284,000	570,000	12,284,000	12,284,000	12,284,000	12,284,000
Percent of Expenditure Budget				4.9%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	4,759,982	11,714,000	12,284,000	570,000	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	4,759,982	11,714,000	12,284,000	570,000	12,284,000	12,284,000	12,284,000	12,284,000
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	5.00	5.33	0.33	5.33	5.33	5.33	5.33
Percent of Prior Year FTE				6.6%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Expenditures by Type									
Salaries, Wages & Benefits	0	309,468	692,790	737,502	44,712	758,480	780,137	802,497	825,587
Staff Related Costs	0	4,468	57,251	55,000	(2,251)	55,000	55,000	55,000	55,000
Contract Services	0	41,946	240,428	187,500	(52,928)	187,500	187,500	187,500	187,500
Material	0	36,867	38,875	30,000	(8,875)	30,000	30,000	30,000	30,000
Transfers, Grants & Financial Charge	0	0	5,433,980	7,257,460	1,823,480	7,213,992	7,197,098	7,172,118	7,144,708
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	77,093	85,538	8,445	108,028	103,265	105,885	110,205
Total Expenditures	0	392,749	6,540,417	8,353,000	1,812,583	8,353,000	8,353,000	8,353,000	8,353,000
Percent of Expenditure Budget				27.7%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	392,750	6,540,417	8,353,000	1,812,583	8,353,000	8,353,000	8,353,000	8,353,000
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	392,750	6,540,417	8,353,000	1,812,583	8,353,000	8,353,000	8,353,000	8,353,000
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	5.00	5.33	0.33	5.33	5.33	5.33	5.33
Percent of Prior Year FTE				6.6%		0.0%	0.0%	0.0%	0.0%



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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	376,883	491,400	114,517	491,400	491,400	491,400	491,400
Material	0	0	0	0	0	0	0	0	0
Transfers, Grants & Financial Charge	0	0	1,507,534	1,965,600	458,066	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	1,884,417	2,457,000	572,583	2,457,000	2,457,000	2,457,000	2,457,000
Percent of Expenditure Budget				30.4%		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	1,884,417	2,457,000	572,583	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	1,884,417	2,457,000	572,583	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 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
Employment Related Supports
Operating Budget Summary Report
03.1 1st Council Review

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	3,856,337	3,033,719	1,474,000	(1,559,719)	1,474,000	1,474,000	1,474,000	1,474,000
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	3,856,337	3,033,719	1,474,000	(1,559,719)	1,474,000	1,474,000	1,474,000	1,474,000
Percent of Expenditure Budget				(51.4%)		0.0%	0.0%	0.0%	0.0%
Revenues by Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	3,856,337	3,033,719	1,474,000	(1,559,719)	1,474,000	1,474,000	1,474,000	1,474,000
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	3,856,337	3,033,719	1,474,000	(1,559,719)	1,474,000	1,474,000	1,474,000	1,474,000
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

	2022 Budget	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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	510,895	255,447	0	(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	510,895	255,447	0	(255,447)	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	510,895	255,447	0	(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	510,895	255,447	0	(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 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
Employment Services
Capital Budget Summary Report
03.1 1st Council Review

	2022 Actual	2023 Budget	2024 Budget	\$ Change over 2023 Budget	2025 Budget	2026 Budget	2027 Budget	2028 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%