

To:	Warden Hicks and Members of Grey County Council
Committee Date:	September 8, 2022
Subject / Report No:	FR-CW-16-22
Title:	2023-2032 Ten-Year Capital Forecast
Prepared by:	Sue Murray, Deputy Treasurer Mary Lou Spicer, Director of Finance
Reviewed by:	Kim Wingrove
Lower Tier(s) Affected:	
Status:	Recommendation adopted by Committee as presented per Resolution CW129-22; Endorsed by County Council September 22, 2022, per Resolution CC78-22.

Recommendation

1. That report FR-CW-16-22 regarding the 2023-2032 Ten-Year Capital Forecast be received; and
2. That the First Year of the 2023-2032 Ten-Year Capital Forecast identified in Report FR-CW-16-22 be used for planning purposes for the 2023 Budget and be included in the County's 2023 Budget for consideration by County Council; and
3. That as per the County's Purchasing Policy, staff is authorized to use the appropriate procurement methods to procure up to 50% of the gross expenditures contained in the first year of the current capital forecast, with approved Council resolution.

Executive Summary

This report provides Grey County's anticipated capital expenditures over a 10-year planning horizon from 2023 to 2032. With this information, Council will be better able to set strategies and policies to ensure the long-term financial health of the County.

Corporate capital funding needs for 2023 total \$19,582,200, which is \$2,048,600 higher than the net capital funding in the 2022 approved budget or a 3.23% levy increase. The June 9, 2022 presentation of the Asset Management Plan recommended a 0.36% levy increase from 1.21% to 1.57% to the annual levy contribution and this has been included in the forecast. The 2022 operating and capital levy is \$65,359,000, and a 1% tax increase equates to \$635,000.

With Council's approval, the first year of the capital forecast will be used in preparing the 2023 County budget. This is a "living document". Any changes to capital spending made during the budget process will be incorporated into an updated forecast, as will necessary revisions due to

resource availability, inflationary adjustments, needs studies, building condition assessments, unexpected changes in asset condition, available funding levels, grant opportunities and priorities identified by Council.

Background and Discussion

While the Municipal Act precludes the adoption of budgets that extend more than five years or into the first year of a new council, looking at capital requirements over a 10-year horizon is an important planning tool. Council’s review of the proposed capital spending by each department as well as the financial impacts of the entire capital spending program, are important to ensure corporate financial stability and that projects move forward based on Council priorities. This is an opportunity for Council members to recommend projects or consider changes to project timing.

As staff finalized the 2022 corporate budget, adjustments were made to take into account the impact of operating budget pressures. The table below reflects the difference between the 2022 proposed 10-year capital plan and the 2022 approved budget compared to the 2023 proposed 10-year capital. As a result, the proposed 2023 capital requirement reflects an increase of \$2,048,6000, or an 11.7% increase over the 2022 approved capital budget and a 3.23% increase to the tax levy. If reductions to the 2022 Approved Budget had not been made, the increase between the proposed 2022 and 2023 Capital would have been \$310,900 or a 0.49% increase to the tax levy.

	2022 Proposed 10 Year Capital	2022 Approved Budget	2023 Proposed 10 Year Capital	Increase over 2022 Approved Budget
Corporate Services	\$1,095,000	\$1,150,000	\$1,156,300	\$6,300
Planning and Development	\$608,000	\$566,100	\$601,300	\$35,200
Human Services	\$5,210,700	\$4,526,200	\$5,181,500	\$655,300
Transportation and Public Safety	\$12,357,600	\$11,291,300	\$12,643,100	\$1,351,800
Total	\$19,271,300	\$17,533,600	\$19,582,200	\$2,048,600

Construction prices have risen significantly over the past months, which has been attributed to a number of factors, including an increase in costs associated with labour, fuel, materials, etc. The County has experienced anywhere between a 10 to 30% increase in various construction costs compared to 2021 estimates, and it is expected that construction prices will continue to increase into 2023. The cost estimates for projects in the years 2028 through 2032 are not as well developed as those in the first few years of the forecast. Costs are reviewed annually and reflect the best information available at the time forecasts are prepared.

The capital project sheets has been updated from last year. Major changes include the addition of impacts on the operating budget, procurement timing, consultation with IT staff, and climate change considerations. Staff have identified opportunities for climate action where possible and included costing where available. Climate considerations include evaluating lower greenhouse gas emission infrastructure options (e.g., electric heat pumps, electric vehicles, improved insulation) and considering the increase in extreme weather events in infrastructure construction.

The County’s infrastructure assets have an estimated replacement cost of \$1.6 billion as per the Grey County 2021 Asset Management Plan (AMP) presented to Committee of the Whole on June 9, 2022. The infrastructure deficit based on available funding is \$15,883,091. The AMP proposed an annual 0.36% tax levy increase from 1.21% to 1.57% over a 15-year phase in period to achieve full funding for the County’s infrastructure program. This increase has been incorporated into the Major Road and Bridge Construction forecast in addition to inflationary increases.

Changes in the Tangible Capital Asset (TCA) Financial Indicator Ratio (Net Book Value of Asset divided by Capital Cost) over time can be used to quickly assess whether investments in assets are sufficient to maintain their useful life. As an asset ages, the TCA Financial Indicator percentage will decrease. The newer the assets, the longer the remaining life of the asset and the higher the percentage. The indicator for 2021 has dropped slightly compared to 2020 as COVID-19 continues to have an impact on the ability to complete building capital projects due to increased pricing and chain supply issues; similar challenges are also being experienced in 2022. The goal is to maintain or increase the ratio.

Tangible Capital Asset Financial Indicator Ratio

	2015	2016	2017	2018	2019	2020	2021
Grey County	42.20%	41.42%	41.97%	43.49%	43.57%	43.54%	42.80%

The following Table 1 - Corporate Capital Summary 2023-2032 provides a summary by Function and Department for the 2023-2032 years. The numbers contained in this table are the net levy requirements. The forecasted numbers include both transfers of funds to reserve as well as funds from reserves, funding from senior levels of government, other municipalities, and other partners. The net balance remaining represents the funding required through taxation that is required in order to proceed with these projects.

Being aware of longer-term financial requirements as well as immediate spending needs and the resources available to support both, are necessary tools to help guide the annual budget decision-making process.

The Long-Term Care Committee of Management reviewed their respective portion of the forecast through report LTCR-CM-14-22. This report provided anticipated capital expenditures for County of Grey long-term care homes over a 10-year planning horizon, from 2023 to 2032. The capital forecast submissions set out proposed plans and rationale for future capital spending.

Table 1 - Corporate Capital Summary 2023-2032

Function	2022 Proposed 10 Year Capital	2022 Approved Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023-2032
Corporate Services													
Clerk & Council Services	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$200,000
Communications	\$13,300	\$13,300	\$13,500	\$13,700	\$13,900	\$14,100	\$14,300	\$14,500	\$14,700	\$14,800	\$15,000	\$15,200	\$143,700
Finance	\$0	\$0	\$20,000	\$22,500	\$25,000	\$27,500	\$30,000	\$32,500	\$35,000	\$37,500	\$40,000	\$42,500	\$312,500
Human Resources	\$122,600	\$122,600	\$122,600	\$141,100	\$141,100	\$141,100	\$147,100	\$147,100	\$147,100	\$147,100	\$147,100	\$147,100	\$1,428,500
Information Technology	\$145,700	\$150,700	\$131,800	\$135,700	\$141,700	\$153,100	\$155,500	\$158,100	\$164,500	\$166,900	\$178,500	\$176,000	\$1,561,800
General Administration	\$0	\$50,000	\$51,000	\$52,000	\$53,000	\$54,000	\$55,000	\$56,100	\$57,100	\$58,200	\$59,300	\$60,500	\$556,200
Property - Administration Building	\$793,400	\$793,400	\$797,400	\$801,400	\$805,400	\$809,400	\$813,400	\$817,500	\$821,600	\$825,700	\$829,800	\$833,900	\$8,155,500
Property - POA Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provincial Offences	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$1,095,000	\$1,150,000	\$1,156,300	\$1,186,400	\$1,200,100	\$1,219,200	\$1,235,300	\$1,245,800	\$1,260,000	\$1,270,200	\$1,289,700	\$1,295,200	\$12,358,200
Planning & Community Development													
Planning & Development	\$18,300	\$0	\$18,600	\$18,900	\$19,200	\$19,600	\$19,900	\$20,200	\$20,600	\$21,000	\$21,400	\$21,800	\$201,200
Forestry and Trails	\$100,000	\$100,000	\$110,000	\$112,200	\$114,400	\$116,700	\$119,000	\$121,400	\$123,800	\$126,300	\$128,800	\$131,400	\$1,204,000
Economic Development and Tourism	\$206,000	\$206,000	\$213,100	\$213,500	\$214,500	\$214,800	\$215,300	\$215,800	\$216,400	\$217,100	\$218,000	\$218,800	\$2,157,300
Heritage	\$283,700	\$260,100	\$259,600	\$266,500	\$272,700	\$279,700	\$286,800	\$292,400	\$298,000	\$304,200	\$310,300	\$316,500	\$2,886,700
Sub-Total	\$608,000	\$566,100	\$601,300	\$611,100	\$620,800	\$630,800	\$641,000	\$649,800	\$658,800	\$668,600	\$678,500	\$688,500	\$6,449,200
Human Services													
Social Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Housing	\$2,276,000	\$1,931,900	\$2,028,500	\$2,383,500	\$2,449,000	\$2,516,300	\$2,585,500	\$2,656,600	\$2,729,700	\$2,804,800	\$2,881,900	\$2,961,200	\$25,997,000
Grey Gables	\$299,200	\$193,800	\$305,200	\$311,300	\$317,500	\$323,900	\$330,400	\$337,400	\$343,700	\$350,600	\$357,600	\$364,800	\$3,342,400
Lee Manor	\$232,600	\$159,700	\$214,500	\$427,420	\$223,200	\$227,700	\$232,300	\$236,900	\$241,600	\$246,400	\$251,300	\$256,300	\$2,557,620

Rockwood Terrace	\$307,700	\$145,600	\$145,600	\$154,100	\$154,100	\$154,100	\$356,000	\$363,100	\$370,400	\$377,800	\$385,400	\$393,100	\$2,853,700
Long Term Care Redevelopment	\$1,361,000	\$1,361,000	\$1,361,000	\$2,366,500	\$4,151,500	\$6,833,300	\$5,370,000	\$5,370,000	\$5,370,000	\$5,370,000	\$5,370,000	\$5,370,000	\$46,932,300
Paramedic Services	\$734,200	\$734,200	\$796,700	\$844,800	\$893,900	\$925,500	\$958,300	\$992,400	\$1,027,800	\$1,064,400	\$1,102,400	\$1,141,800	\$9,748,000
Sub-Total	\$5,210,700	\$4,526,200	\$5,181,500	\$6,744,420	\$8,233,200	\$10,989,800	\$9,881,500	\$9,965,000	\$10,346,950	\$10,429,700	\$10,741,100	\$10,506,200	\$93,019,370

Function	2022 Approved Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023-2032
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Transportation Services

Major Road and Bridge Construction	\$10,997,100	\$9,946,000	\$11,191,600	\$12,483,000	\$13,821,600	\$15,208,800	\$16,645,900	\$18,134,400	\$19,675,800	\$21,271,600	\$22,923,400	\$24,632,700	\$175,988,800
Facilities - Depots & Domes	\$324,700	\$324,700	\$364,700	\$375,500	\$386,500	\$397,700	\$409,100	\$420,700	\$432,600	\$444,700	\$457,000	\$469,500	\$4,158,000
Machinery	\$1,035,800	\$1,020,600	\$1,086,800	\$1,141,200	\$1,198,200	\$1,258,100	\$1,321,000	\$1,387,100	\$1,456,400	\$1,529,300	\$1,605,700	\$1,686,000	\$13,669,800
Sub-Total	\$12,357,600	\$11,291,300	\$12,643,100	\$13,999,700	\$15,406,300	\$16,864,600	\$18,376,000	\$19,942,200	\$21,564,800	\$23,245,600	\$24,986,100	\$26,788,200	\$193,816,600

Net Levy Requirements	\$19,271,300	\$17,533,600	\$19,582,200	\$22,541,620	\$25,460,400	\$29,704,400	\$30,133,800	\$31,802,800	\$33,830,550	\$35,614,100	\$37,695,400	\$39,278,100	\$305,643,370
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Change Increase / (Decrease)		\$2,048,600	\$2,959,420	\$2,918,780	\$4,244,000	\$429,400	\$1,669,000	\$2,027,750	\$1,783,550	\$2,081,300	\$1,582,700	
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Corporate Annual Increase / Decrease 1% = \$635,000		3.23%	4.66%	4.60%	6.68%	0.68%	2.63%	3.19%	2.81%	3.28%	2.49%	
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(Note 1)

Note 1 - The 2026 spike can be attributed to the Long Term Care Redevelopment at Rockwood Terrace and continued increases within Major Road and Bridge Construction.

Detail

The 2023-2032 Ten-Year Capital Forecast has been broken down into four functions: Corporate Services, Planning and Community Development, Human Services, and Transportation and Public Safety. Along with the consolidated capital summary, attached are summaries grouped by these four functions detailing each project proposed in the 2023-2032 Forecast.

The consolidated package represents the corporate capital funding needs for 2023 in the amount of \$19,582,200, which is \$2,048,600 higher than the net capital funding in the 2022 approved budget.

Staff has used assumptions to develop these 10-year capital forecasts. These assumptions do have funding risks. Funding from the Federal Canada Community-Building Fund (formerly Gas Tax funding), and the Ontario Community Infrastructure Fund has only been confirmed for the short term, and therefore these funding levels could be subject to change.

The 10-year capital forecasts also reflect estimates for inflation, building condition cost assessments, condition assessment data, risk assessment and various studies. To determine the timing of future capital projects and their costs, projects are prioritized based on a number of factors, including risk, legislative requirements, coordination of scheduling with other projects, and the most effective rehabilitation timing to maximize the lifecycle of the asset.

The County's forecasted funding needs are summarized in the above Table 1 – Corporate Capital Summary 2023-2032 and in the attached summaries, including both transfers of funds to reserve and funds from reserves. Funding from senior levels of government, other municipalities and other partners has also been included. The net balance remaining represents the funding required through taxation or the application of any one-time funding to proceed with these projects.

The following table lists the notable items in the 2023-2025 years of the 2023-2032 Ten-Year Capital Forecast.

The Forecast and each capital project sheet can be viewed at the following link [2023-2032 Capital Forecast](#)

Table 2 - Notable Items in 2023-2025 of the 2023-2032 Ten-Year Capital Forecast

The following table provides a list of notable items that are being budgeted in the first three years of the 10-year capital forecast. These items include items that are new to the capital program, where the timing of the projects has been changed from the 2022-2031 plan, and/or where budgeted amounts have been changed significantly.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Corporate Services			
Clerk and Council Services	Incremental Funding to Replace Electronic Records Management System (EDRMS)	\$120,000	Project moved from 2026 to begin in 2022 with implementation complete by end of 2023. This project has been moved ahead to transition to SharePoint which is included in the Microsoft Office 365 licensing already paid for by the County, as per Staff Report ITR-CW-01-22. This transition will require the implementation of an agenda management software for Council and Committee Meetings which is included as part of this project.
Finance	Updating Financial Software	\$20,000	New to capital program. Staff are recommending that annual incremental funding be transferred to reserve for the eventual update or replacement of the County's financial software. Staff will also explore the procurement module of its current financial software in 2023 as part of this project.
	Multi-User Budgeting Software	\$200,000	Project moved to 2023, previously scheduled in 2022. 2023 includes an increased budget from \$72,800 to \$200,000 that is being funded from the One-Time Funding Reserve.
Human Resources	Noise Survey	\$75,000	New to capital program. This 2023 project will include a noise survey and/or noise monitoring to determine noise levels throughout the Corporation. An annual

Function / Department	Budget Item	Capital Budget Amount	Notable Change
			contribution to reserve of \$15,000 will begin in 2024 with an organization wide noise survey being repeated every four to five years.
	Workplace Violence and Risk Assessment	\$40,000	New to capital program. This 2023 project will provide a fulsome review to assess the risks of workplace violence and put in place/update policies and programs regarding workplace violence and workplace harassment. An annual contribution to reserve of \$8,000 will begin in 2024 with a full review being repeated every five years.
Information Technology	IT Security Audits	\$74,700	The previous 10-year capital forecast cost for 2023 was \$72,700. This change includes a \$1,000 increase to the IT Security Audit in 2023 and a \$1,000 increase to the annual transfer to reserve.
	Wireless Access Points	\$23,000	2023 annual transfer to reserve increased from \$21,000 to \$23,000, with incremental increases each year thereafter.
	Replacement of Photocopiers	\$20,100	Previous 10-year capital forecast cost for 2023 included \$12,000 annual transfer to reserve. This capital forecast has revised the scheduled replacements for each year to better align with the conditions and lifespans of the photocopiers coming due for replacement and includes some replacements in 2023.
	Telephone System Upgrade	\$344,500	Annual transfer to reserve decreased to \$20,000 from \$53,700 to better align with anticipated needs, resulting in an annual savings of \$33,700.
	UPS (Battery Backup and Power Conditioning) Hardware	\$19,800	Previously, the 2023 cost was \$28,900 This capital forecast has been adjusted to show individual projects on their lifecycle replacement and results in a decrease of \$9,100.
	Router / Firewall Lifecycle Management	\$83,600	Project changed from 2023 to 2024. In 2023 the County will extend licensing on current firewalls for one year and then replace all firewalls in 2024.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Server Hardware Lifecycle Management	\$122,800	Hardware lifespan has been extended to seven years from the five years presented in the previous capital forecast. Licensing will be extended for two years in 2023 with replacement in 2025.
	Switches – Lifecycle Management	\$33,500	Annual transfer to reserve increased from \$31,000 in 2023 to \$33,500, with a \$3,000 increase each year thereafter.
	Air Conditioning – Long Term Care	\$1,800	New to capital program. This annual transfer to reserve is put aside for the eventual replacement of the AC units in the IT server rooms at Lee Manor and Grey Gables.
General Administration	Nature-Based Climate Actions	\$50,000	2023 multi-year project (\$20,000 proposed in 2023 with \$10,000 from levy). Program previously under Climate Change Action Plan Implementation funds under Planning General Capital to naturalize County-owned properties through tree planting and landscape interventions as well as to support the local agricultural community to adopt and study decarbonization best practices.
	Accelerating Zero Emissions Vehicles	\$20,000	2023 project. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital. Support community-wide electric vehicle charging infrastructure through participating in the Regional Fast Charging project which is a partnership project with neighbouring counties and other community organizations.
	Climate Action Outreach	\$25,000	2023 project from Energy Audit Reserve. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital. Establish an engagement program to provide residents and business education and awareness about climate action opportunities.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Corporate Climate Action	\$75,000	2023 project to advance actions to meet County Council's Net-Zero commitment by 2045 target. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital. To be funded from the Energy Audit Reserve
	Green Development Standard	\$75,000	2023 project to create a tier-based green development standards that includes incentives and progresses to net-zero ready buildings by 2030. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital. \$50,000 to be funded from the DC reserve, \$15,000 from the Energy Audit Reserve and \$10,000 from levy.
	Greener Homes in Grey	\$40,000	2023 project funded from the Energy Audit Reserve to provide promotion, outreach and engagement to drive participation in existing residential energy efficiency programs. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital.
	Climate Change Adaptation Plan	\$50,000	2024 project to better understand the risks to our community and infrastructure from our changing climate and proactively plan and invest to adapt to these risks and reduce damage. Program previously under Climate Change Action Plan Implementation funds under Planning General Capital.
	Transfer to Energy Audit Reserve for Future Capital Needs	\$85,000	2023 project. New to capital program. Transfer to reserve to fund future climate change projects. Levy contribution to support Climate Change Action Plan was \$50,000 in the 2022 Budget and therefore proposing to increase by \$35,000 to support the various climate action capital projects.
Property – Administration Building	Carrier Controls System Upgrades	\$130,000	Project was added to 2022 capital budget at \$55,000, actual quotes came in at \$130,000. Therefore, project was deferred until 2023 and an additional \$75,000 has been budgeted.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Back IT Room	\$10,000	New in 2023 to replace existing flooring and lighting to allow for IT workspace and storage.
Planning and Community Development			
Planning	Archaeological Management Plan	\$100,000	2023 project. Moved forward from 2024 and cost adjusted from \$50,000 to \$100,000 based on Bruce County study cost. The project is related to consultation and reconciliation initiatives. Project to be funded from reserves.
	Growth Management Study and Housing Update	\$125,000	Next study to occur in 2024, moved from 2023. The following study to remain in 2028. Majority of project to be funded from reserves.
	Age-Friendly Community Strategy/Action Plan	\$10,000	Project extended into 2023 for implementation phase. To be funded from reserves.
	Surplus Lands Affordable Housing Project	\$77,500	2023 multi-year project to examine County of municipal-owned surplus properties for the purpose of utilizing for affordable housing purposes. New to capital program. \$30,000 initially for 2023 to be funded from reserves with half of the total project costs being funded from reserves.
	Bedrock and Shale Resource Study	\$75,000	2025 project to refine the current mapping and improve accuracy in the County Official Plan. Moved from 2022. To be funded from reserves.
Trails	CP Rail Trail Parking Area – South of Grey Road 18	\$63,300	2023 project. Cost adjusted from \$55,000. To be funded from reserves.
	CP Rail Trail Land Survey Project	\$75,000	2023 multi-year project to complete survey work of sections of train in order to properly register in the Land Registry system. New to capital program. To be funded from reserves.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Massie County Forest – Parking Area and Trail Improvements	\$83,300	2023 project. Moved forward one year to implement design phase prior to project completion in 2024, with cost adjusted from \$47,200. To be funded from reserves.
	Camp Oliver East and West County Forest – Parking Area and Trail Improvements	\$54,600	2024 project. Moved forward one year to implement design phase prior to project completion in 2025, with cost adjusted from \$30,200. To be funded from reserves.
	Lily Oak County Forest – Parking Area and Trail Improvements	\$54,600	2024 project. Moved forward one year to implement design phase prior to project completion in 2025, with cost adjusted from \$30,200. To be funded from reserves.
	CP Rail Trail Parking Area and Trail Connection – Chatsworth	\$100,000	2025 project. Moved forward one year to implement design phase prior to project completion in 2026, with cost adjusted from \$55,000. To be funded from reserves.
	CP Rail Trail Parking Area – Ceylon	\$83,300	2026 project. Moved forward from 2029 to implement design phase prior to project completion in 2027, with cost adjusted from \$55,000. To be funded from reserves.
Economic Development and Tourism	Economic Development, Tourism & Culture Strategic Master Plan (Economic Development)	\$109,800	This project has been merged from three individual projects (previously split between Economic Development, Tourism and Heritage budgets) into one combined project for ease of presentation. \$90,000 to be funded from reserves.
	Skills Training, Trades & Innovation Initiative (Sydenham Campus)	\$631,700	This project has been updated to reflect the recommendations of the new building condition assessments. In addition to the revenue generated through the Campus, an annual transfer to reserve has been added starting in 2024 This \$180,000 annual transfer to reserve utilizes the budgeted CIP grant allocations

Function / Department	Budget Item	Capital Budget Amount	Notable Change
			following completion of the five-year granting program. Majority of this project is to be funded from reserves and from grant funding received from FedDev.
	Tourism Signage	\$57,400	ICIP Funding of \$40,000 pushed out from 2022 to 2023. \$1,000 from levy with the rest being funded from ICIP grant funding and reserves.
	Tourism Vehicle	\$6,200	Replacement of vehicle pushed out a year with consideration given to an electric or hybrid model when replacement occurs.
Grey Roots	County Gallery Update	\$192,300	2023 multi-year project. Condensed 2025 portion into 2024 and cost adjusted from \$153,000.
	Replace Fire Alarm System Devices	\$25,000	2023 project. Moved forward from 2029, cost adjusted from \$32,500.
	FOB Entry System Update	\$10,000	2023 project. New to capital program based upon IT recommendations.
	Archives Microfiche Reader	\$20,000	2024 project, moved from 2023. This equipment is currently the only means of access to certain archives.
	Update Road Signage	\$40,000	2024 project. New to capital program, road signage is 18 years old with the condition deteriorating; this signage is the first impression for visitors.
	Digital Museum / Website	\$84,100	2024 project. Moved back from 2023, cost adjusted from \$23,000.
	Replace Bandstand Roof	\$25,000	2024 project. Cost adjusted from \$14,100; failure to replace the roof will result in damage to structural components of the building.
	Carpet – Theatre & Archives	\$22,000	2024 project that was originally scheduled in 2020. The carpet is original to the building (2004) and is in need of replacement.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	School House Water Heater & Circulation Pump	\$12,000	2024 project. New to capital program recommended in the 2021 Building Condition Assessment. The water supply at Grey Roots contains above average mineral which shortens the life expectancy of equipment.
	Replace Domestic Water Ultraviolet Disinfection System	\$10,000	2025 project. Cost adjusted from \$8,400; the system provides safe drinking water for visitors and staff.
	Replace Domestic Water Tanks	\$20,300	2025 project. New to capital program based upon lifecycle recommended in Building Condition Assessment, failure to replace could result in service interruption.
	Replace Caulking at Control Joints	\$36,600	2025 project. Moved forward from 2029 based upon Building Condition Assessment recommendation to replace caulking on a 10 year cycle.
Human Services			
Social Services (OW and Childcare)	Construction of new EarlyON building in Hanover on a new site location	\$0	2023 Project. No tax levy as the new building will be funded from the sale of current building and reserves.
Housing	Hot Water Tank Replacement (General)	\$30,000	Increase 2023 budget from \$15,600 to \$30,000 plus inflation per year to reflect actuals in 2021 and 2022
	Balcony Restoration & Railings (481 11th Street, Hanover)	\$110,000	2022 project moved to 2023 due to tenders being significantly higher than 2022 budget. Increased project cost from \$60,000 to \$110,000
	Window Replacements (Westmount Family Units)	\$140,000	Reduced cost for \$165,000 to \$140,000 based on actual prices in 2022 and added revenue from provincial grants that are expected to be available

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Air Makeup Replacement (208 Queen Street, Durham)	\$60,000	Increased cost from \$30,000 to \$60,000 and moved project from 2027 to 2023 to utilize Safe Restart Funding available
	Air Makeup Replacement (157 Nelson Street, Meaford)	\$60,000	Increased cost from \$25,000 to \$60,000 and moved project from 2029 to 2023 to utilize Safe Restart Funding available
	Asphalt Replacement (315 Bruce Street, Durham)	\$35,000	Increased cost from \$25,000 to \$35,000
	Asphalt Replacement (40 Artemesia Street, Dundalk)	\$30,000	Increased cost from \$20,000 to \$30,000
	Concrete Replacement, 481 11th Street, Hanover	\$40,000	Project was removed from 2022 budget and deferred to 2023
	Emergency Generator (121 William Street, Meaford)	\$70,000	Was not previously included, added to 2023. Generators ensure fire alarm panel and heating systems are operational during power outages.
	Kitchen Rebuilds (248 7th Avenue East, Owen Sound)	\$180,000	Increased cost from \$120,000 to \$180,000
	Parking Lot Paving (Main St Holstein)	\$60,000	Increased cost from \$30,000 to \$60,000
	Patios & Screens (99 Argyle St, Markdale)	\$50,000	Project was removed from 2022 budget and deferred to 2023
	Roof and Eavestrough Replacement (315 Bruce Street, Durham)	\$75,000	Increased cost from \$45,000 to \$75,000
	Roof and Eavestrough Replacement (481 11 Street, Hanover)	\$100,000	Increased cost from \$55,000 to \$100,000
	Window Replacement (17 Legion Road, Meaford)	\$225,000	Increased cost from \$136,000 to \$225,000
	Window Replacement (315 Bruce Street Durham)	\$35,000	Project was removed from 2022 budget and deferred to 2023

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Asphalt Parking Lot (490 7th Avenue East, Owen Sound)	\$75,000	Increased cost from \$50,000 to \$75,000
	Asphalt Parking Lot (650 4th St A East, Owen Sound)	\$90,000	Increased cost from \$40,000 to \$90,000
	Bath Rebuilds (43 Hill Street Flesherton)	\$60,000	Project was removed from 2022 budget and deferred to 2024
	Emergency Generator (208 Queen Street, Durham)	\$70,000	Was not previously included, added to 2024. Generators ensure fire alarm panel and heating systems are operational during power outages.
	Roof Replacement (490 7th Avenue East, Owen Sound)	\$260,000	Increased cost from \$160,000 to \$260,000
	Siding and Window Replacement (208 Queen Street Durham)	\$75,000	Project was removed from 2022 budget and deferred to 2024
	Asphalt Parking Lot (100 Margaret Elizabeth, Markdale)	\$50,000	Increased cost from \$22,000 to \$50,000
	Emergency Generator (41 Mark Street, Durham)	\$70,000	Was not previously included, added to 2025. Generators ensure fire alarm panel and heating systems are operational during power outages.
	Exterior Suite Doors (481 11th Street, Hanover)	\$0	Removed \$20,000 project
Long-Term Care			
Grey Gables	Doors (entrance, interiors, systems)	\$70,000	Project was budgeted in 2022 and is being carried forward due to challenges in completing work during COVID-19 restrictions Project cost increased by \$20,000

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Retaining Wall	\$40,000	2022 project. Entire project will be carried forward due to challenges in completing work during COVID restrictions. Moved to 2022 and project cost increased by \$20,000, from \$20,000 to \$40,000.
	Air Make Up System (new project)	\$41,000	BCA recommends replacement at end of expected service life Project funded with safe restart funding
	Service Buildings (Gazebo)	\$10,000	Previously budgeted in 2027 for \$6,000
	Exit Signage (new project)	\$30,000	Replace signage with LED green running man signs
	Outdoor Signage (new project)	\$30,000	Signage for all tenants and Grey Gables Partnership with the Hospital
	Nurse Call Upgrades	\$125,500	Moved project forward from 2025 to 2024 to coincide with procurement for a similar system for the Rockwood redevelopment
	Common and Staff Washrooms	\$77,000	BCA recommendation for extending useful life Washrooms show age and appearance is poor
	Parking lots, curbs and Guards	\$490,900	Date moved to coordinate with Markdale Hospital
	Surface Drainage and Eavestroughs	\$37,800	Replacement work of flood prevention and proper flow Slated for 2025 to be done in conjuncture with the Markdale Hospital

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Lee Manor	Floor Replacement	\$61,800	2023 project. Previous forecast recommended \$45,900 in 2022
	Whirlpool Tub Replacement	\$90,000	Whirlpool and flooring underneath are at end of life and need replacement New dates from previous year budget
	Draperies/Blinds	\$25,000	Previous forecast recommended \$30,000 in 2022, removed during 2022 budget process
	Camera Replacement	\$7,500	Replacing cameras that are at end of life and poor quality. Enhancing security and removing blind spots
	Lighting Audit	\$4,000	Lighting Assessment to upgrade lights to LED. Ensures proper spacing and most efficient lighting layout to meet standards and be financially responsible This is a new project.
	Furniture- Resident Lounge and Dining Rooms	\$20,000	Lounge furniture needing to be replaced after disposing of Non Infection and Prevention Control (IPAC) safe furniture
	Resident Common area and staff area	\$50,000	Moved from 2022 to 2024. Pushed to determine if tenant will renew lease
	Paging System	\$30,000	Moved from 2022 to 2024
	Roof Section	\$208,620	2024 project. Portion of the roof is needing work. Condition assessment from third party will be conducted prior to developing 2024 budget
	Prefinished Metal Siding- Auditorium	\$22,500	Siding along auditorium requires replacement due to end of life. This is a new project

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Wander Guard Replacement	\$35,000	Moved from 2022 to 2025
	Exterior walls- repoint and replace bricks	\$39,300	Refurbishing and replacing worn bricks for security and structure (adjustment of cost from \$8,500 in previous forecast)
Rockwood Terrace	Medical Equipment	\$5,000 and \$10,000	Pill crushers (3) and Air purifier
	Kitchen Equipment	\$5,000	5qt Mixer, processor and coffee maker

Paramedic Services	Debenture Payment Paramedic Service Base - Chatsworth	\$14,200	Included the revenue from development charges available to assist with debt repayment costs.
	Ambulance Replacement	\$853,200	Updated the replacement schedule to reflect supply chain issues and delays; replacing 4 in 2023, 2 of which were ordered in 2022. Also updated price per ambulance based on actual price per ambulance in 2021 and 2022. Budgeted for all units to be purchased with power load, as GBHS would like to purchase old ambulances with power load installed, updated budget proceeds from disposal to reflect this
	Cardiac Monitors/Defibrillators	\$0	Removed project from 2023 as the Defibrillators were acquired in 2022
	Mobile Wi-Fi	\$120,000	Increased cost from \$43,700 to \$120,000 due to required change in service provider.
	Paramedic Services New Durham Base	\$1,596,700	Included the revenue from development charges available to help with this project and reallocated some costs from 2025 to 2024 to reflect preconstruction costs
	FOB replacements	\$32,000	Added project to capital plan based on recommendation from IT and BCA studies.
	Heating/Cooling System (Owen Sound Base)	\$42,800	Moved project from 2026 to 2023 to utilize Safe Restart Funding available
Transportation Services			
Construction, Resurfacing and Minor Capital	Grey Road 19 and Grey Road 21 Intersection Upgrades	\$7,014,800	2023 multi-year project. Moved back from 2022 and cost adjusted from \$3,247,300.
	Grey Road 2 Overlay: Grey Road 31 to Grey Road 19 (2024-2028)	\$1,474,400	2023 project. Moved forward from 2028 and cost adjusted from \$1,244,600.

	Grey Road 4 Pulverize and Pave Rehabilitation: 1 km West of Grey Road 3 - Grey Road 3 (4022)	\$876,600	2023 project. Cost adjusted from \$423,200.
	Grey Road 4 and Grey Road 3 Intersection Improvements	\$2,368,500	2023 project. Cost adjusted from \$1,804,100.
	Grey Road 7 Pulverize and Pave Rehabilitation: 2.8 km north of Grey Road 13 to Sideroad 22B (7006,7009)	\$4,689,700	2023 project. Moved back from 2022 and cost adjusted from \$2,744,100.
	Grey Road 7 Reconstruction: Muir Street to Hwy 26, Meaford (7027-7033)	\$1,920,700	2023 project. Cost adjusted from \$1,963,200.
	Grey Road 7 Pulverize & Pave Rehabilitation: Grey Road 40 - 4 Sideroad (7015-7018)	\$3,511,700	2023 project. Cost adjusted from \$1,570,600.
	Grey Road 18 Pulverize & Pave: Grey Road 11 - Grey Road 29 (18015 - 18018)	\$7,175,600	2023 project. Moved back from 2022 and cost adjusted from \$3,953,500.
	Grey Road 19 Overlay: Grey Road 2 to Collingwood-Clearview Townline (19015-19022)	\$2,020,100	2023 project. New to capital program.
	Grey Road 28 Urbanization with Auxiliary Lanes: Grey Road 4 to Saugeen River Bridge (28009)	\$2,584,300	2023 project. Cost adjusted from \$3,735,500.
	Structure 009-349 Grey Road 9	\$1,428,000	2023 project. Moved back from 2022 and cost adjusted from \$624,200.

	Structure 900-363 Euphrasia-St. Vincent Townline	\$1,231,700	2023 project. Moved forward from 2022 and cost adjusted from \$1,082,400.
	Grey Road 4 CIREAM: Grey Road 2 (North Jct) to Grey Road 124 (4105-4108)	\$5,340,400	2024 project. Moved back from 2022 and cost adjusted from \$588,500 due to change from micro surfacing to CIREAM.
	Grey Road 9 Pulverize & Pave Rehabilitation: Grey Road 23 - Southgate Sideroad 13 (9032-9040)	\$8,987,900	2024 project. Cost adjusted from \$5,118,600.
	Grey Road 16 Overlay: Concession 5/6 to Hwy. 6&10 (16018-16030)	\$939,700	2024 project. New to capital program.
	Grey Road 19 Urban 4 Laning: Grey Road 21 to Grey Road 119 (19030)	\$4,784,300	2024 project. Cost adjusted from \$5,195,700.
	Grey Road 30 Pulverize and Pave Rehabilitation: Lower Valley Road to Grey Road 13 (30006-30007)	\$2,239,000	2024 project. Cost adjusted from \$1,537,500.
	Grey Road 40 Pulverize and Pave: Grey Road 7 to Grey Road 13 (40057-40062)	\$6,055,600	2024 project. Moved back from 2023 and cost adjusted from \$3,510,500.
	Structure 900-164 Glenelg Road 23	\$1,702,300	2024 project. Moved back from 2023 and cost adjusted from \$1,061,200.

	Grey Road 5 Reconstruction: 1st Street SW - 1st Street East (Harrison Park Entrance) (5024-5027)	\$2,747,200	2025 project. Moved back from 2023 and cost adjusted from \$2,546,900.
	Grey Road 12 Pulverize & Pave: Grey Road 40 to 350 m South of 7th Sideroad (12056-12057)	\$2,876,000	2025 project. Cost adjusted from \$2,326,100.
	Grey Road 12 Pulverize & Pave: 350 m south of 7th Sideroad to Grey Road 112 (12059-12060)	\$3,202,500	2025 project. Cost adjusted from \$2,590,200.
	Grey Road 12 Overlay: SR4A to Grey Road 40 (12042-12054)	\$3,303,300	2025 project. New to capital program.
	Grey Road 13 CIREAM: North of North Limit Kimberley to Sideroad 13B (13024-13027)	\$2,342,100	2025 project. Moved forward from 2026 and cost adjusted from \$4,017,700.
	Grey Road 14 Pulverize and Pave: 0.9 km North of Southgate Road 24 to Grey Road 4 (14034-14039)	\$4,559,300	2025 project. Moved forward from 2031 and cost adjusted from \$4,360,800.
	Grey Road 14 Pulverize and Pave: 800 m south of Southgate Road 14 to 0.9 km North of Southgate Road 24 (14018-14033)	\$4,064,300	2025 project. Moved forward from 2027 and cost adjusted from \$4,091,600.
	Structure 040-086 Grey Road 40	\$1,428,900	2025 project. Cost adjusted from \$1,048,900.
Facilities – Deports and Domes	Patrol B Clarksburg - Remove and Replace Underground Fuel Storage Tanks	\$150,000	2023 project. Moved from 2022.

	Patrol B Clarksburg - Parking Lot and Curbs	\$389,400	2023 project. Moved from 2022.
	Patrol D – New Facility	\$8,450,000	2023 project. Moved from 2022 and cost adjusted from \$7,200,000.
	Patrol A Chatsworth - Garage Extension	\$300,000	2023 project. New to capital program.
	Patrol B Clarksburg - Exterior Windows	\$32,500	2023 project. New to capital program.
	Patrol B Clarksburg - Exterior Doors	\$39,400	2023 project. New to capital program.
	Patrol C Ayton - Vehicle Lifts	\$60,000	2023 project. New to capital program.
	Patrol C Ayton - Upgrade to LED Lighting	\$50,000	2023 project. New to capital program.
	Patrol B Clarksburg - Roll Up Doors	\$75,000	2024 project. Cost adjusted from \$58,500.
	Patrol B - Markdale Dome Demolition	\$30,000	2024 project. New to capital program.
	Patrol C Egremont - Dome Parking Lot	\$125,000	2024 project. Moved from 2023.
	Patrol C Egremont – Roll Up Doors	\$15,000	2024 project. Cost adjusted from \$7,100.
	Patrol A Chatsworth - Electrical Distribution, Domestic Water Supply, and Septic System	\$82,200	2025 project. New to capital program.
	Patrol B Clarksburg - Infra-Red Radiant Heaters	\$76,600	2025 project. Moved forward from 2026 to replace all 8 heaters instead of 2 for energy and cost efficiency.
	Patrol B Meaford - Natural Gas Supply Lines	\$22,500	2025 project. New to capital program.
Machinery	Purchase of Half-Ton Trucks	\$112,200	2023 project. Increase cost estimate for 2 x EV Half-Ton.
	Purchase of Payloader	\$510,000	2023 project. Increased cost estimate for EV Payloader.
	Purchase of Ontario Works Passenger Vans	\$48,100	2023 project. Moved back from 2022 and updated to reflect EV replacement.
	Purchase of Rubber Tire Wheel Loader Excavator	\$450,000	2023 project. New to capital program.

	Purchase of Tractor with Loader, Mower, Sweeper	\$120,100	2024 project. Moved back from 2023.
	Purchase of Graders	\$594,300	2024 project. Moved back from 2023 and cost adjusted from \$498,800 to reflect potential EV procurement.
	Purchase of One-Ton Trucks	\$349,800	2024 and 2025 project (one per year). Cost adjusted from \$280,000 to reflect EV cost estimate.
	Purchase of Brush Chipper	\$112,600	2024 project. Cost adjusted from \$90,100 to reflect EV cost estimate.

Legal and Legislated Requirements

Section 291 of the *Municipal Act* provides parameters and limitations which preclude the adoption of budgets that extend more than five years. A multi-year forecast is not encumbered by such limitation. A multi-year forecast is a useful budgeting tool to provide information to help guide annual budget decision-making.

Financial and Resource Implications

The 2023-2032 Ten-Year Capital Forecast, as presented, will require \$19,582,200 in taxation for the 2023 budget year or an additional \$2,048,600 in taxation, or a 3.23% levy increase. This reflects the 0.36% levy increase for the investment in capital as recommended in the Asset Management Strategy as well as setting aside 1% of the levy for future affordable housing builds.

To undertake the capital budget projects as presented in this corporate budget package, a budget increase would need to occur, or the application of other funding sources would be required.

Relevant Consultation

Internal (list) – Senior Management Team, Senior Managers and Finance Staff

External (list)

Appendices and Attachments

[Attachment to FR-CW-16-22 Corporate Capital Forecast Summary 2023-2032](#)

[Attachment to FR-CW-16-22 Corporate Services Capital Forecast Summary 2023-2032](#)

[Attachment to FR-CW-16-22 Planning and Community Development Capital Forecast Summary 2023-2032](#)

[Attachment to FR-CW-16-22 Human Services Capital Forecast Summary 2023-2032](#)

[Attachment to FR-CW-16-22 Transportation and Public Safety Capital Forecast Summary 2023-2032](#)

[Attachment to FR-CW-16-22 Transportation Services Capital Project Map 2023-2032](#)