



Committee Report

To:	Warden Hicks and Members of Grey County Council
Committee Date:	July 8, 2021
Subject / Report No:	FR-CW-19-21
Title:	2022-2031 Ten Year Capital Forecast
Prepared by:	Mary Lou Spicer
Reviewed by:	Kim Wingrove
Lower Tier(s) Affected:	
Status:	Adopted as presented by Committee of the Whole through Resolution CW7112-21; Endorsed by County Council CC57-21

Recommendation

1. That Report FR-CW-19-21 regarding the 2022-2031 Ten Year Capital Forecast be received; and
2. That the First Year of the 2022-2031 Ten Year Capital Forecast identified in Report FR-CW-19-21 be used for planning purposes for the 2022 Budget and be included in the County's 2022 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 2022 to 2031. 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 2022 total \$19,271,300, which is \$1,460,600 higher than the net capital funding in the 2021 approved budget or a 2.39% levy increase. The Asset Management Strategy as prepared by Public Sector Digest and presented to Committee of the Whole on April 8, 2021 recommended a 1.21% levy increase over a 15 year phase in period to achieve full funding for the County's infrastructure program. This forecast also includes a 1% annual levy contribution to reserve for Affordable Housing future projects as approved by Council during the 2021 budget process. The current levy is \$62,342,800 and a 1% tax increase equates to \$610,523.

With Council's approval, the first year of the capital forecast will be used in preparing the 2022 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, available funding levels and priorities identified by Council. Building condition assessments are very close to being finalized; this work was delayed as the result of COVID-19 and as a result, staff have used a combination of draft reports, prior reports and staff assessments in order to prepare this forecast.

Background and Discussion

While the Municipal Act precludes the adoption of budgets which extend more than five years or extend 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.

It is expected that the 2022 capital costs in this report will closely resemble the budget numbers submitted to County Council in the overall 2022 annual budget package. Projects in the years 2027 through to 2031 are not as well developed as those in the first few years of the forecast.

The County's infrastructure assets have an estimated replacement cost of \$1.4 billion as per the Asset Management Strategy presented by Public Sector Digest in March 2021. The capital plan as proposed requires a 2022 levy commitment of \$19,271,300, which is an increase of \$1,460,600 as compared to the approved 2021 capital budget. The capital plan proposes to invest 1.38% of the total estimated replacement cost into maintaining and improving these assets.

The County's Asset Management Plan 2016, examined and graded the County's state of the infrastructure, both the current condition of these asset classes and the County's financial capacity to fund the asset's average annual requirement for sustainability. The County's Strategic Asset Management Strategy that was presented to Council in April 2021 recommended increasing the annual investment from 1% to 1.21% over the next 15 years to close the annual infrastructure deficit which has grown since 2016. This 1.21% increase has been incorporated into the Construction, Resurfacing and Minor Capital forecast each year in addition to inflationary increases. Staff continue to refine the Asset Management Plan and its requirements, with the plan scheduled to be updated later this year based upon data collected in 2020 and 2021.

Tangible capital asset accounting policies were updated in March 2019 for use in preparing the County's 2018 financial statements. Asset lifespans now more accurately reflect the reality of the useful life of the assets and the amount of amortization that was recorded for 2018 and into the future has been reduced.

Changes in the Tangible Capital Asset (TCA) Financial Indicator 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 2020 has stayed very similar to 2019. COVID-19 had an impact on the ability to complete building capital projects in 2020.

Tangible Capital Asset Financial Indicator Ratio

	2014	2015	2016	2017	2018	2019	2020
Grey County	42.67%	42.20%	41.42	41.97%	43.49%	43.57%	43.54%

In addition to the Grey County Asset Management Strategy endorsed by County Council in April 2021, Council also implemented a Strategic Asset Management Policy in 2019 that is guiding asset management practices and leading to more transparent and justifiable budgeting for capital expenditures.

The following Table 1 - Corporate Capital Summary 2022-2031 provides a summary by Function and Department for the 2022-2031 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, or other municipalities, and or other partners. The net balance remaining represents the funding required through taxation 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 to help guide the annual budget decision-making process.

Long-Term Care Redevelopment

The investment required to undertake long term care redevelopment projects at Rockwood Terrace and Grey Gables has not been included in the 10 year capital plan beyond the current \$1,361,000 annual contribution to reserve. The planning of these projects has been initiated and will proceed, with Council approval of project costs and terms, under redevelopment agreements with the Province of Ontario. Full-service project management resources provided by Colliers will assist with keeping these projects on time, on budget and in compliance with provincial requirements. Project costs will be included in the ten year forecast when this information becomes available.

Table 1 - Corporate Capital Summary 2022-2031

Function	2021 Approved Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022-2031
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	\$200,000
Communications	\$13,100	\$13,300	\$13,500	\$13,700	\$13,900	\$14,100	\$14,300	\$14,500	\$14,700	\$14,800	\$15,000	\$141,800
Finance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Resources	\$94,800	\$122,600	\$130,600	\$118,100	\$118,100	\$118,100	\$124,100	\$124,100	\$124,100	\$124,100	\$124,100	\$1,228,000
Information Technology	\$124,000	\$145,700	\$160,700	\$163,700	\$167,700	\$177,200	\$157,200	\$158,800	\$160,200	\$161,700	\$163,300	\$1,616,200
General Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property - Administration Building	\$791,700	\$793,400	\$800,200	\$802,100	\$804,000	\$806,000	\$808,000	\$810,000	\$812,100	\$814,200	\$830,500	\$8,080,500
Property - POA Building	\$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
Sub-Total	\$1,043,600	\$1,095,000	\$1,125,000	\$1,117,600	\$1,123,700	\$1,135,400	\$1,123,600	\$1,127,400	\$1,131,100	\$1,134,800	\$1,152,900	\$11,266,500
Planning & Community Development												
Planning & Development	\$18,200	\$18,300	\$18,400	\$18,500	\$18,600	\$18,700	\$18,800	\$18,900	\$19,000	\$19,100	\$19,200	\$187,500
Trails	\$78,000	\$100,000	\$102,000	\$104,000	\$106,100	\$108,200	\$110,400	\$112,600	\$114,900	\$117,200	\$119,500	\$1,094,900
Economic Development	\$187,400	\$189,000	\$189,100	\$9,200	\$9,800	\$9,800	\$10,500	\$10,500	\$10,500	\$10,500	\$10,800	\$459,700
Tourism	\$18,700	\$17,000	\$17,400	\$17,700	\$18,000	\$18,300	\$19,000	\$19,200	\$19,500	\$19,900	\$20,600	\$186,600
Heritage	\$269,500	\$283,700	\$300,200	\$316,700	\$333,400	\$350,300	\$362,800	\$369,800	\$377,000	\$384,500	\$392,300	\$3,470,700
Sub-Total	\$571,800	\$608,000	\$627,100	\$466,100	\$485,900	\$505,300	\$521,500	\$531,000	\$540,900	\$551,200	\$562,400	\$5,399,400
Social Services												
Social Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Housing	\$1,924,800	\$2,276,000	\$2,321,500	\$2,367,900	\$2,415,300	\$2,463,500	\$2,512,800	\$2,563,100	\$2,614,400	\$2,666,700	\$2,720,100	\$24,921,300
Grey Gables	\$293,300	\$299,200	\$305,200	\$311,300	\$317,500	\$323,900	\$330,400	\$337,000	\$343,700	\$350,600	\$357,600	\$3,276,400
Lee Manor	\$228,000	\$232,600	\$237,300	\$242,000	\$246,800	\$251,700	\$256,700	\$261,800	\$267,000	\$272,300	\$277,700	\$2,545,900
Rockwood Terrace	\$301,700	\$307,700	\$313,900	\$320,200	\$326,600	\$333,100	\$339,800	\$346,600	\$353,500	\$360,600	\$367,800	\$3,369,800
Long Term Care Redevelopment	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$13,610,000

	Sub-Total	\$4,108,800	\$4,476,500	\$4,538,900	\$4,602,400	\$4,667,200	\$4,733,200	\$4,800,700	\$4,869,500	\$4,939,600	\$5,011,200	\$5,084,200	\$47,723,400
Transportation & Public Safety													
Paramedic Services		\$694,500	\$734,200	\$774,600	\$815,700	\$857,300	\$878,600	\$900,200	\$922,300	\$945,200	\$968,800	\$993,000	\$8,789,900
Construction, Resurfacing and Minor Capital		\$10,073,600	\$10,997,100	\$11,953,500	\$12,943,800	\$13,968,900	\$15,029,800	\$16,127,600	\$17,263,300	\$18,438,000	\$19,652,700	\$20,908,700	\$157,283,400
Facilities - Depots & Domes		\$318,400	\$324,700	\$331,200	\$337,800	\$344,600	\$351,500	\$358,500	\$365,600	\$372,900	\$380,400	\$388,000	\$3,555,200
Machinery		\$1,000,000	\$1,035,800	\$1,091,800	\$1,119,100	\$1,141,500	\$1,164,400	\$1,187,600	\$1,211,400	\$1,235,600	\$1,260,300	\$1,285,500	\$11,733,000
	Sub-Total	\$12,086,500	\$13,091,800	\$14,151,100	\$15,216,400	\$16,312,300	\$17,424,300	\$18,573,900	\$19,762,600	\$20,991,700	\$22,262,200	\$23,575,200	\$181,361,500
Net Levy Requirements		\$17,810,700	\$19,271,300	\$20,442,100	\$21,402,500	\$22,589,100	\$23,798,200	\$25,019,700	\$26,290,500	\$27,603,300	\$28,959,400	\$30,374,700	\$245,750,800
	Change Increase / (Decrease)		\$1,460,600	\$1,170,800	\$960,400	\$1,186,600	\$1,209,100	\$1,221,500	\$1,270,800	\$1,312,800	\$1,356,100	\$1,415,300	
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	Corporate Annual Increase / Decrease		2.39%	1.92%	1.57%	1.94%	1.98%	2.00%	2.08%	2.15%	2.22%	2.32%	
	1% = \$610,523												
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Detail

The 2022-2031 Ten Year Capital Forecast has been broken down into four functions: Corporate Services, Planning and Community Development, Social Services, and Transportation and Public Safety. Along with the consolidated capital summary, attached are summaries by these four functions detailing each project proposed in the 2022-2031 Forecast.

The consolidated package represents the corporate capital funding needs for 2022 in the amount of \$19,271,300 which is \$1,460,600 higher than the net capital funding in the 2021 approved budget.

Staff has used assumptions to develop these ten year capital forecasts. These assumptions do have funding risks. Future funding items, where confirmed, such as funding from Federal Gas Tax funding, and the Ontario Community Infrastructure Fund, have only been confirmed for the short term, and therefore these funding levels could be subject to change.

The Ten Year Capital Forecasts are also using estimates for inflation, building condition cost assessments, condition assessment data, risk assessment and various studies. To project 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 what is the most effective timing of rehabilitation to maximize the lifecycle of the asset.

The capital needs of Rockwood Terrace have been reviewed and capital building needs for this building have not been included past the year 2025, with the requirement and Council's endorsement for this building to be redeveloped by 2025.

The County's forecasted funding needs summarized in the above Table 1 – Corporate Capital Summary 2022-2031 and as well in the attached summaries, include both transfers of funds to reserve as well as funds from reserves. Funding from senior levels of government, or other municipalities, and or 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 2022-2024 years of the 2022-2031 Ten Year Capital Forecast. The timing of a significant number of projects have been revised as a result of the impact of the COVID-19 pandemic.

The 10 Year Capital Forecast for 2022-2031 and each capital project sheet can be viewed electronically at the following link [2022-2031 Capital Forecast](#).

Table 2 - Notable Items in 2022-2024 of the 2022-2031 Ten Year Capital Forecast

The following table provides a list of notable items that are being budgeted in the first three years of the ten 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 2021-2030 plan, and/or where budgeted amounts have been changed significantly.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Corporate Services			
Human Resources	Job Evaluation and Market Salary Review	\$145,000	Project moved to 2023, previously scheduled for 2022 at cost of \$38,200. Scope of project expanded to include job evaluation.
	Job Hazard and Demands Analysis	\$15,000	Transfer to reserve adjusted by \$5,000 annually 2022-2028 to reflect estimated cost in 2027
	Safety Data Sheet Database	\$13,500	Contributions to reserve of \$6,000 in 2022 and 2023, \$13,500 required in 2024. This is a new initiative that will provide access to a database vs current process of majority of data sheets in paper format.
Information Technology	IT Security Audits	\$28,500	Adjustment of cost between project years (was \$63,300 in previous study)
	Wireless Access Points	\$21,000	Previous 10 year capital forecast cost for 2022 was \$11,100
	Long Term Care Hardware Lifecycle Management	\$34,600	Previous 10 year capital forecast cost for 2022 was \$44,600
	Telephone System Upgrade	\$378,200	2023 project, moved back from 2022 and increase in cost budget from \$364,100.
	UPS Battery Back up	\$22,800	2022 cost was \$32,960 in previous study.
	Tower Replacement	\$30,000	Annual transfer to reserve increased from \$21,000 for 2022-2031.
	IT Strategic Plan	\$55,000	Increased from \$45,000 in previous capital forecast.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Property – Administration Building	HVAC Equipment Replacement	\$157,500	2022 project. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$52,500, from \$105,000 to \$157,500, to reflect rising prices.
	Morrison Building – Replacement of Carpet and Vinyl Flooring in all Common Areas	\$37,600	2022 project. New to capital program, recommendation from new building condition assessment.
	Morrison Building – Lighting Replacement	\$42,200	2022 project. New to capital program, recommendation from new building condition assessment.
Property – Administration Building (continued)	Morrison Building – Appliance Replacement	\$7,000	Was a 2024 project. Cancelled as tenants provide their own appliances.
Planning and Community Development			
Planning	Bedrock and Shale Resource Study	\$75,000	2022 project. New to capital program.
	Archaeological Management Plan	\$50,000	2024 project. New to capital program.
Trails	Kolapore County Forest – Parking Area and Trail Improvements	\$78,000	2022 project. New to capital program.
	CP Rail Trail Parking Area – South of Grey Road 18	\$55,000	2023 project. New to capital program.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	CP Rail Trail Crossing Improvements – Highways and County Roads	\$16,000	2024 project. New to capital program.
	Massie County Forest – Parking Area and Trail Improvements	\$47,200	2024 project. New to capital program.
Economic Development	Economic Development, Tourism & Culture Strategic Master Plan (Economic Development)	\$30,000	2023 project. Moved back from 2022.
Tourism	Economic Development, Tourism & Culture Strategic Master Plan (Tourism)	\$30,000	2023 project. Moved back from 2022.
Grey Roots	General Store	\$50,000	2021/2022 project. Additional funding added to 2022 for completion of project.
	Economic Development, Tourism & Culture Strategic Master Plan (Grey Roots)	\$30,000	2023 project. Moved back from 2022.
	Archives Microfiche Reader	\$20,000	2023 project. Moved back from 2021.
	Church	\$200,000	2026 project. Moved back from 2024.
Social Services			
Social Services (OW and Childcare)	Vinyl and Carpet Floor Replacement at EarlyON Centre	\$67,200	2022 project. Moved back from 2021.
	Ceiling Replacement at EarlyON Centre	\$46,500	2022 project. Moved back from 2021.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Electrical and Lighting at EarlyON Centre	\$22,600	2022 project. Moved back from 2021.
Social Services (OW and Childcare) (continued)	Hot Water Hydronic Distribution System Repairs at EarlyON Centre	\$22,600	2022 project. Moved back from 2021.
	Sidewalks EarlyON Centre	\$10,200	2022 project. Moved back from 2021.
Housing	Catch Basin Cleanout (Various locations)	\$10,000	Increased annual project amount by inflation from 2023 to 2031. This is a new project.
	Common Room Furniture (Various locations)	\$20,000	Decreased 2022 project cost by \$10,000, from \$30,000 to \$20,000. Increased annual project amount by inflation from 2023 to 2025.
	Crack Filling and Line Painting (Various locations)	\$25,000	Increased annual project amount by inflation from 2023 to 2031. This is a new project.
	Duct Cleaning (Various locations)	\$20,000	Increased annual project amount by inflation from 2023 to 2031. This is a new project.
	Duty to Accommodate Requests (Various locations)	\$15,000	Increased annual project amount by inflation from 2023 to 2031.
	Elevator Repairs (Various locations)	\$35,000	2022 and 2023 projects. This is a new project, recommendation from new building condition assessment.
	Family Unit Renovations (Various locations)	\$134,000	Increased 2022 project cost by \$27,900, and then increased annual project cost by inflation from 2023 to 2031.
	General Landscaping (Alpha St, Owen Sound)	\$10,000	Project cost reduced by \$10,000, from \$20,000 to \$10,000, from 2022 to 2031.
	Landscaping (16 th St Family Units, Owen Sound)	\$5,000	Project cost reduced by \$20,000, from \$25,000 to \$5,000 for both 2022 and 2023.
	Landscaping (80 Victoria St, Meaford)	\$5,000	Project cost reduced by \$5,000, from \$10,000 to \$5,000 from 2022 to 2024.
	Roof Replacements (Westmount Family Units, Owen Sound)	\$50,000	2022 project. This is a new project, recommendation from new building condition assessment.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Sewer Blasting	\$7,500	Increased annual project amount by inflation from 2023 to 2031. This is a new project.
	Site Improvements (Various locations)	\$45,000	Increased annual project amount by inflation from 2023 to 2031. This is a new project.
	Water System Upgrades (Flesherton and Holstein)	\$10,000	Increased 2022 project cost by \$5,000. Increased annual project amount by inflation from 2023 to 2031.
	Air Makeup System (248 Queen St, Durham)	\$52,500	2022 project. Moved forward from 2024. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$17,500, from \$35,000 to \$52,500, to reflect rising prices.
Housing (continued)	Air Makeup System (43 Hill St Flesherton)	\$60,000	2022 project. Moved forward from 2023. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$20,000 from \$40,000 to \$60,000, to reflect rising prices.
	Air Makeup System (99 Argyle St Markdale)	\$45,000	2022 project. Moved forward from 2025. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$15,000, from \$30,000 to \$45,000 to reflect rising prices.
	Air Makeup System (650 4 th St A East Owen Sound)	\$90,000	2022 project. Moved forward from 2024. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$30,000 from \$60,000 to \$90,000, to reflect rising prices.
	Air Makeup System (248 7 th Ave E Owen Sound)	\$60,000	2022 project. Moved forward from 2023. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$20,000 from \$40,000 to \$60,000, to reflect rising prices.
	Air Makeup System (225 14 th St W Owen Sound)	\$90,000	2022 project. Moved forward from 2023. Safe Restart funding to be used to replace all HVAC equipment scheduled from 2022 to 2026. Increased project cost by \$30,000 from \$60,000 to \$90,000, to reflect rising prices.
	Asphalt Replacement (248 7 th Ave E Owen Sound)	\$25,000	2022 project. Moved forward from 2025.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Common Room Windows (305 14 th St W Owen Sound)	\$100,000	2022 project. This is a new project, recommendation from new building condition assessment.
	Concrete Sidewalk Replacement (315 Bruce St Durham)	\$20,000	2022 project. Moved forward from 2028.
	Emergency Generator (181 Victoria St Dundalk)	\$50,000	Project cancelled.
	Emergency Generator (250 12 th Ave Hanover)	\$40,000	Project cancelled.
	Emergency Generator (650 4 th St A E Owen Sound)	\$60,000	Project cancelled.
	Floor Scrubber (41 Mark St, Markdale)	\$7,500	2022 project. This is a new project, recommendation from new building condition assessment.
	Kitchen Replacements (80 Victoria St Meaford)	\$425,000	2022 project. Project cost increased by \$50,000, from \$375,000 to \$425,000, to reflect rising prices.
	Patios & Screens (99 Argyle St, Markdale)	\$50,000	2022 project. This is a new project, recommendation from new building condition assessment.
	Patio Door Replacement (225 14 th St W Owen Sound)	\$125,000	2022 project. Moved forward from 2024.
	Window Replacement (Westmount Family Units)	\$165,000	2022 to 2024 projects, \$165,000 each year. This is a new project, recommendation from new building condition assessment.
Housing (continued)	Common Area Lighting (121 William St Meaford)	\$8,800	2023 project. This is a new project, recommendation from new building condition assessment.
	Concrete Patios and Screens (80 Victoria St Meaford)	\$150,000	2023 project. Moved forward from 2029.
	Emergency Generator (17 Legion Rd Meaford)	\$40,000	Project cancelled.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Emergency Generator (208 Queen St Durham)	\$40,000	Project cancelled.
	Emergency Generator (41 Mark St Markdale)	\$40,000	Project cancelled.
	Emergency Generator (81 Bruce St Thornbury)	\$40,000	Project cancelled.
	Floor Scrubber (121 William St Meaford)	\$12,000	2023 project. This is a new project, recommendation from new building condition assessment.
	Front Entrance & Exterior Corridor Door Replacement (225 14 th St W Owen Sound)	\$25,000	2023 project. Moved forward from 2030.
	Lighting Replacement (392051 Main St Holstein)	\$10,500	2023 project. This is a new project, recommendation from new building condition assessment.
	Window Replacement (17 Legion Rd Meaford)	\$136,000	2023 project. Moved forward from 2029. Project cost increased by \$59,000, from \$77,000 to \$136,000.
	Exterior Lighting (80 Victoria St Meaford)	\$58,300	2024 project. This is a new project, recommendation from new building condition assessment.
	Exterior Pole Light Replacement (130 Albert St Meaford)	\$12,000	2024 project. This is a new project, recommendation from new building condition assessment.
	Garbage Compactor (130 Albert St Meaford)	\$15,000	2024 project. This is a new project, recommendation from new building condition assessment.
	Unit/Balcony Doors (130 Albert St Meaford)	\$57,500	2024 project. This is a new project, recommendation from new building condition assessment.
	Unit Entry Doors (248 7 th Ave E, Owen Sound)	\$40,000	2024 project. This is a new project, recommendation from new building condition assessment.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Transfer to Reserves – Affordable Housing	\$622,700	Increased annual project amount by inflation from 2023 to 2031. The Affordable Housing Committee advises on affordable housing matters. The committee recommended a 1% net levy increase for the corporate budget be transferred to the Affordable Housing fund each year.
Long-Term Care			
Grey Gables	Doors (entrance, interiors, systems)	\$50,000	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 \$30,000 to \$50,000.
	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.
Grey Gables (continued)	Heating and Cooling Systems	\$39,200	2023 and 2024 project. Was originally booked in 2022 for \$47,300. Moved to 2023 and 2023 and increased total project cost by \$31,100.
	Dry Sprinkler System (above Maple)	\$71,400	2022 project. End of life replacement. This is a new project, recommendation from new building condition assessment.
	Fencing (Memorial Garden)	\$165,000	2022 project. Replacement required for security and safety of residents. This is a new project.
	Voice Communication System (paging)	\$10,000	2022 project. Moved project forward from 2024 as paging system is at the end of life.
	Parking Lot, Curbs and Guards	\$490,900	2025 project. Moved from 2024 to 2024 to coincide with redevelopment and hospital build. Amount of project increased by \$9,600.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Nurse Call System Replacement	\$125,500	2025 project. Moved from 2023 to 2025. End of life replacement. Project cost increased by \$4,900.
Lee Manor	Floor Replacement	\$45,900	2022 project. Entire project will be carried forward due to challenges in completing work during COVID restrictions. \$30,300 carried forward from 2021.
	Whirlpool Tub Replacement	\$90,000	2022 project. Entire project will be carried forward due to challenges in completing work during COVID restrictions. \$45,000 carried forward from 2021.
	Driveway & Sidewalk Repair/Additions	\$10,000	2022 project. Entire project will be carried forward due to challenges in completing work during COVID restrictions. \$10,000 carried forward from 2021.
	Redevelopment of Resident Common Area and Staff Area on Main Floor	\$25,000	Entire project has been postponed. A consultant will be secured to re-evaluate the initial design and determine priorities of the space following the implications of COVID. Cost reduced from \$102,000 to \$25,000.
	Resident Bathroom Fixtures & Vanity Replacement	\$250,000	2023 to 2025 project, \$250,000 each year. This is an end of life replacement, fixtures and vanities are showing signs of age. This is a new project.
	Air Conditioning in Lee Manor Network Closets	\$5,000	2022 project. High temperature and humidity can increase risk of failure of IT equipment. End of life replacement. This is a new project.
	Doors (entrance, interiors, systems)	\$50,000	2022 project. Replacement required due to functionality and safety issues. This is a new project.
	Draperies/Blinds	\$30,000	2022 project. Project cost increase of \$5,000 to reflect rising prices.
	Paging System	\$25,000	2022 project. End of life replacement. This is a new project.
	Tractor Replacement	\$50,000	2022 project. End of life replacement. This is a new project.
	Wander Guard Replacement	\$35,000	2022 project. End of life replacement. This is a new project.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Resident Home Area Furniture	\$153,000	2024 to 2026 project. End of life replacement, furniture is showing signs of age. This is a new project.
Rockwood Terrace	Tractor / Snowblower	\$34,000	2022 project. This is a new project.
Transportation and Public Safety			
Paramedic Services	Stretchers	\$48,100	Removed 2 units from 2022 as replaced in 2021
	Emergency Response Units	\$71,400	Staff recommends adding an additional vehicle to the fleet in 2022 (First Response Unit) with a 6 year lifespan
	Mobile WiFi	\$43,700	Project moved from 2025 to 2024 and cost adjusted from \$39,900 to \$43,700
	Roof Replacement Owen Sound Base	\$95,300	2024 project. Cost adjusted from \$104,600
	Heating Cooling System Owen Sound Base	\$42,800	2026 project, moved from 2024.
Transportation Services			
Transportation Services – Construction, Resurfacing and Minor Capital	Grey Road 4 Microsurface: East Limit of Maxwell to Grey Road 124 (4104-4108)	\$588,500	2022 project. Moved forward from 2024.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Grey Road 7 Pulverize and Pave Rehabilitation: 2.8 km north of Grey Road 13 to Sideroad 22B (7006,7009)	\$2,744,100	2022 project. Moved forward from 2023.
	Grey Road 10 Grind and Pave: South Limit of Elmwood (Parker Street) - North Limit of Elmwood (300 m North of Church Street) (10045-10048)	\$249,700	2022 project. Scope of project reduced.
	Grey Road 15 Rehabilitation - 3rd Ave. East to 600 m north of 32nd Street East (Part 15033 & 15036)	\$3,121,200	2022 project. Moved back from 2021.
	Structure 009-354 Grey Road 9	\$832,300	2022 project. Moved back from 2021.
	Transfer to Reserve - General Reserve	\$2,860,600	2022 project. New to capital program. Transfer to reserve to fund future facility projects.
	Grey Road 5 Reconstruction: 1st Street SW - 1st Street East (Harrison Park Entrance) (5024-5027)	\$2,546,900	2023 project. Moved forward from 2024.
Transportation Services – Construction, Resurfacing and Minor Capital (continued)	Grey Road 7 Reconstruction: Muir Street to Hwy 26, Meaford (7027-7033)	\$1,963,200	2023 project. Moved forward from 2025.
	Grey Road 17B Pulverize and Pave Rehabilitation: Highway 21 to Grey Road 17 (17B006-17B012)	\$2,567,600	2023 project. Moved back from 2022.
	Grey Road 27 Urban Reconstruction: Grey Road 4 to Highway 6 (27003)	\$1,562,600	2023 project. Moved back from 2022.
	Grey Road 28 and 14th Street Intersection Improvements , Hanover	\$424,500	2023 project. Moved forward from 2024.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Grey Road 28 Urbanization with Auxilliary Lanes: Grey Road 4 to Saugeen River Bridge (28009)	\$3,735,500	2023 project. Moved forward from 2024.
	Grey Road 40 Pulverize and Pave: Grey Road 7 to Grey Road 13 (40057-40062)	\$3,510,500	2023 project. Moved forward from 2025.
	Grey Road 15 Reconstruction: 12th Street East - 16th Street (15021)	\$2,012,200	2024 project. Moved forward from 2026.
	Grey Road 15 and 15th Street East: Intersection Upgrades	\$1,028,300	2024 project. Moved forward from 2026.
	Grey Road 19 Urban 4 Laning: Grey Road 21 to Grey Road 119 (19030)	\$5,195,700	2024 project. Moved back from 2023.
	Grey Road 19 and Grey Road 21 Intersection Upgrades	\$3,247,300	2024 project. Moved back from 2022.
	Grey Road 31 Overlay: Grey Road 2 to Simcoe Road 91 (31003-31015)	\$1,834,100	2024 project. Moved forward from 2025.
	Grey Road 5 Rehabilitation/Reconstruction - 16th Ave E to 20th Ave E Owen Sound (5051)	\$2,756,800	2027 project. Moved back from 2023.
	Grey Road 5 Rehabilitation/Reconstruction - 0.6 km East of 9th Ave E to 16th Avenue East Owen Sound (5048)	\$918,900	2027 project. Moved back from 2023.
	Grey Road 5 and 16th Ave East Intersection Improvements	\$634,200	2027 project. Moved back from 2023.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Transportation Services – Construction, Resurfacing and Minor Capital (continued)	Grey Road 5 and 20th Ave East Intersection Improvements	\$2,297,400	2027 project. Moved back from 2023.
	Grey Road 15 - Reconstruction - 18th St to 20th St E (15027 - part 15030)	\$1,866,600	2027 project. Moved back from 2022.
	Grey Road 3 and Grey Road 16 Intersection Improvements - Keady (16006,16009,3057,3058)	\$1,406,000	2028 project. Moved back from 2024.
	Grey Road 4 Urban 4 Laning: Grey Road 28 to 1.0 km east of Grey Road 28 (4018)	\$4,963,700	2030 project. Moved back from 2024.
	Grey Road 4 Urban 4 Laning - Culvert Extensions: Grey Road 28 to 1.0 km east of Grey Road 28 (4018)	\$329,100	2030 project. Moved back from 2024.
Transportation Services – Facilities – Depots and Domes	Patrol D – New Facility (Construction of Facility)	\$7,200,000	2022 project. Moved back from 2021. Facility Construction cost increased from \$3,243,400 to \$7,200,000.
	Patrol C Ayton - Sand Dome Roofing System	\$110,000	2022 project. Moved forward from 2024.
	Patrol B Kimberly - Salt Dome Replacement	\$500,000	2023 project. New to capital program.
	Patrol A Sarawak - Garage Replacement	\$150,000	2023 project. New to capital program.
	Patrol B Clarksburg - Infra-Red Radiant Heaters	\$10,800	2024 project. Moved back from 2021.
	Patrol C Egremont - Roll Up Door	\$7,100	2024 project. Moved back from 2021.
	Patrol A Chatsworth - Bridge Crew Storage Building	\$123,800	2025 project. Moved back from 2022.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Transportation Services – Machinery	Purchase of Half-ton Trucks	\$110,700	2022 project. Purchasing one additional half-ton to the fleet to replace the Bridge Crew Ambulance (3 total half tons to be purchased in 2022).
	Purchase of Tandem Trucks	\$934,700	2022 project. Purchasing two roll of tandems instead of two regular tandems.
	Purchase of Bridge Crew Utility Vehicles	\$14,100	2023 project. Removed from capital plan - replacing bridge crew ambulance with half ton truck.
	Purchase of Ontario Works Passenger Vans	\$44,900	2025 project. Moved back from 2023.

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 2022-2031 Ten Year Capital Forecast as presented will require \$19,271,300 in taxation for the 2022 budget year or an additional \$1,460,600 in taxation, or a 2.39% levy increase. This increase reflects a 1.21% levy increase to 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-19-21 Corporate Capital Forecast Summary 2022-2031](#)

[Attachment to FR-CW-19-21 Corporate Services Capital Forecast Summary 2022-2031](#)

[Attachment to FR-CW-19-21 Planning and Community Development Capital Forecast Summary 2022-2031](#)

[Attachment to FR-CW-19-21 Social Services Capital Forecast Summary 2022-2031](#)

[Attachment to FR-CW-19-21 Transportation and Public Safety Capital Forecast Summary 2022-2031](#)

[Attachment to FR-CW-19-21 Transportation Services Capital Project Map 2022-2031](#)