



Committee Report

To:	Warden McQueen and Members of Grey County Council
Committee Date:	June 25, 2020
Subject / Report No:	FR-CW-16-20
Title:	2021-2030 Ten Year Capital Forecast
Prepared by:	Kevin Wepler, Director of Corporate Services
Reviewed by:	Kim Wingrove, CAO
Lower Tier(s) Affected:	
Status:	Recommendation adopted by Committee as presented per Resolution CW122-20;

Recommendation

1. That Report FR-CW-16-20 regarding the 2021-2030 Ten Year Capital Forecast be received; and
2. That the First Year of the 2021-2030 Ten Year Capital Forecast identified in Report FR-CW-16-20 be used for planning purposes for the 2021 Budget and be included in the County's 2021 Budget for consideration by County Council; and
3. That as per the County's Purchasing Procedures, staff be authorized to procure up to 50% of gross expenditures contained in the first year of the Ten Year Capital Forecast, prior to the annual budget being approved, as per the County's Purchasing Policy.

Executive Summary

This report provides Grey County's anticipated capital expenditures over a 10 year planning horizon from 2021 to 2030. With this information, Council will be better able to set strategies and polices to ensure the long-term financial health of the County.

Corporate capital funding needs for 2021 total \$17,218,300, which is \$881,100 higher than the Net Capital funding in the 2020 approved budget or a 1.47% levy increase.

With Council's approval, the first year of the capital forecast will be used in preparing the 2021 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 and building condition assessments, and available funding levels.

Background and Discussion

Each department has reviewed their previous Ten Year Capital forecast and current information regarding capital requirements and submitted an updated Ten Year Capital Forecast. These departmental submissions are incorporated into the overall package as presented for the Committee of the Whole's review.

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 in order 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.

The 2021-2030 represents the third production of a Ten Year Capital Forecast. It is expected that the 2021 capital costs in this report, will closely resemble the budget numbers submitted to County Council in the overall 2021 annual budget package. Projects in the years 2026 through to 2030 are not as well developed as those in the first few years of the forecast.

The capital plan as proposed requires a 2021 levy commitment of \$17,218,300, which is an increase of \$881,100 as compared to the approved 2020 capital budget.

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 Asset Management Plan recommended increasing investment in capital replacement, repairs and maintenance 1.0% each year for the next 15 years in order to achieve full funding of the requirements of the tax funded asset classes covered in the plan. Staff continue to refine the Asset Management Plan and its requirements are scheduled to be updated in 2021 based upon data collected in 2019 and 2020.

The net funding requirement for the Transportation Services - Construction, Resurfacing and Minor Capital program has been increased by approximately 1% per year for the purpose of phasing in full funding for these asset classes.

Grey County also updated its tangible capital asset accounting policies in March 2019 for use in preparing the County's 2018 financial statements. This has resulted in a lower amount of amortization per year and these lifespans now more accurately reflect the reality of the useful life of the assets.

This will also improve the reporting appearance of the financial health of the County's assets as the application of the updated useful lifespans will have an impact on the amount of depreciation recorded for 2018 and future years.

The Tangible Capital Asset (TCA) Financial Indicator is a ratio that reveals 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. With the updating of the County's tangible capital asset accounting policies and with the funding for capital being increased, this has resulted in a positive impact to the County's TCA Financial Indicator for 2018.

Tangible Capital Asset Financial Indicator Ratio

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

County Council also implemented a Strategic Asset Management Policy in 2019 and is guiding asset management practices and leading to more transparent and justifiable budgeting for capital expenditures.

The following Table 1 - Corporate Capital Summary 2021-2030 provides a summary by Function and Department for the 2021-2030 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.

Table 1 - Corporate Capital Summary 2021-2030

Function	2021-2030 Ten Year Capital Forecast											
	2020 Approved Budget	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021-2030
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
Finance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Human Resources	\$80,900	\$94,800	\$94,800	\$95,400	\$95,400	\$95,400	\$95,400	\$96,500	\$96,500	\$96,500	\$96,500	\$957,200
Information Technology	\$97,000	\$124,000	\$130,600	\$146,100	\$147,000	\$149,400	\$152,100	\$156,600	\$157,900	\$161,200	\$162,100	\$1,487,000
General Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property - Administration Building	\$790,000	\$791,700	\$793,400	\$800,200	\$802,100	\$804,000	\$806,000	\$808,000	\$810,000	\$812,100	\$814,200	\$8,041,700
Property - POA Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provincial Offices	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$11,900	\$13,100	\$13,300	\$13,500	\$13,700	\$13,900	\$14,100	\$14,300	\$14,500	\$14,700	\$14,800	\$139,900
Sub-Total	\$999,800	\$1,043,600	\$1,052,100	\$1,075,200	\$1,078,200	\$1,082,700	\$1,087,600	\$1,095,400	\$1,098,900	\$1,104,500	\$1,107,600	\$10,825,800
Planning & Community Development												
Planning & Development	\$17,900	\$18,200	\$18,300	\$18,400	\$18,500	\$18,600	\$18,700	\$18,800	\$18,900	\$19,000	\$19,100	\$186,500
Trails	\$76,500	\$78,000	\$79,600	\$81,200	\$82,800	\$84,500	\$86,200	\$87,900	\$89,700	\$91,500	\$93,300	\$854,700
Economic Development	\$187,400	\$187,400	\$187,500	\$187,500	\$7,600	\$8,100	\$8,100	\$8,200	\$8,200	\$8,200	\$8,200	\$619,000
Tourism	\$10,700	\$20,900	\$21,300	\$21,800	\$22,200	\$22,600	\$23,000	\$23,600	\$24,000	\$24,500	\$25,000	\$228,900
Heritage	\$314,900	\$321,200	\$327,600	\$334,200	\$340,900	\$347,700	\$354,700	\$361,800	\$369,000	\$376,400	\$383,900	\$3,517,400
Sub-Total	\$607,400	\$625,700	\$634,300	\$643,100	\$647,600	\$648,500	\$649,700	\$650,300	\$650,800	\$651,600	\$652,900	\$5,406,500
Social Services												
Social Services	\$44,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Housing	\$1,396,900	\$1,424,800	\$1,453,300	\$1,482,400	\$1,512,000	\$1,542,200	\$1,573,000	\$1,604,500	\$1,636,600	\$1,669,300	\$1,702,700	\$15,600,800
Grey Gables	\$287,500	\$293,300	\$299,200	\$305,200	\$311,300	\$317,500	\$323,900	\$330,400	\$337,000	\$343,700	\$350,600	\$3,212,100
Lee Manor	\$223,500	\$228,000	\$232,600	\$237,300	\$242,000	\$246,800	\$251,700	\$256,700	\$261,800	\$267,000	\$272,300	\$2,496,200
Rockwood Terrace	\$295,800	\$301,700	\$307,700	\$313,900	\$320,200	\$326,600	\$333,100	\$339,800	\$346,600	\$353,500	\$360,600	\$3,303,700
Long Term Care Redevelopment	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$1,361,000	\$0	\$0	\$0	\$0	\$0	\$6,805,000
Sub-Total	\$3,609,500	\$3,608,800	\$3,653,800	\$3,699,800	\$3,746,500	\$3,794,100	\$3,841,700	\$3,891,400	\$3,942,000	\$3,993,500	\$4,046,200	\$31,417,800
Transportation & Public Safety												
Paramedic Services	\$651,000	\$694,500	\$733,400	\$772,900	\$813,100	\$853,700	\$874,100	\$894,700	\$915,700	\$937,500	\$959,900	\$8,449,500
Construction, Resurfacing and Minor Capital	\$9,182,400	\$9,927,300	\$10,698,300	\$11,496,200	\$12,321,700	\$13,175,700	\$14,058,900	\$14,972,100	\$15,916,200	\$16,892,100	\$17,900,700	\$137,359,200
Facilities - Depots & Domes	\$312,100	\$318,400	\$324,700	\$331,200	\$337,800	\$344,600	\$351,500	\$358,500	\$365,600	\$372,900	\$380,400	\$3,485,600
Machinery	\$975,000	\$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	\$11,447,500
Sub-Total	\$11,120,500	\$11,940,200	\$12,792,200	\$13,692,100	\$14,591,700	\$15,515,500	\$16,448,900	\$17,412,900	\$18,408,900	\$19,438,100	\$20,501,300	\$160,741,800
Net Levy Requirements	\$16,337,200	\$17,218,300	\$18,132,400	\$19,110,200	\$19,888,400	\$20,873,800	\$20,508,900	\$21,540,000	\$22,599,600	\$23,695,700	\$24,824,600	\$208,391,900
Change Increase / (Decrease)		\$881,100	\$914,100	\$977,800	\$778,200	\$985,400	(\$364,900)	\$1,031,100	\$1,059,600	\$1,096,100	\$1,128,900	
Corporate Annual Increase / Decrease 1% = \$598,099		1.47%	1.53%	1.63%	1.90%	1.65%	-0.81%	1.72%	1.77%	1.83%	1.89%	

Detail

The 2021-2030 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 are attached summaries by these four functions detailing each project proposed in the 2021-2030 Forecast.

The consolidated package represents the corporate capital funding needs for 2021 in the amount of \$17,218,300, which is \$881,100 higher than the Net Capital funding in the 2020 approved budget.

Staff has used assumptions in order 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, 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 2021-2030 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 2021-2023 years of the 2021-2030 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 2021-2030 and each capital project sheet can be viewed electronically at the following link [2021-2030 Capital Forecasts](#).

Table 2 - Notable Items in 2021-2023 of the 2021-2030 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 2020-2029 plan, and/or where budgeted amounts have been changed significantly.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Corporate Services			
Finance	Corporate Procurement Software & Implementation	\$100,000	2021 New to capital program.
	Multi-User Budgeting Software	\$72,800	Included in 2020-2029 Forecast to occur in 2021. Have delayed budgeted project to 2022 until Work Management software implementation in Transportation Services has been completed and Corporate Procurement Software has been implemented.
Human Resources	Human Resources Software Replacement	\$300,000	Included in 2020-2029 Forecast to occur in 2020. Project has been moved to 2022 to provide additional time to research and investigate an appropriate software to meet the needs of the County of Grey.
	Market Salary Review	\$41,300	As the result of the current financial pressures of COVID-19, this project has been postponed until 2022.
Information Technology	IT Security Audits	\$22,000	2021 New to capital program.
	Network Hardware Lifecycle Replacement	\$0	Project sheet has been broken down into various components and new projects sheets contained in the 2021-2030 Ten Year Capital Forecast: <ul style="list-style-type: none"> • Router/Firewall Lifecycle Management • Server Hardware Lifecycle Management
	Router/Firewall Lifecycle Management	\$30,000	

Function / Department	Budget Item	Capital Budget Amount	Notable Change
	Server Hardware Lifecycle Management	\$52,300	<ul style="list-style-type: none"> • Switches – Lifecycle Management • Wireless Access Points • UPS (battery backup and power conditioning)
	Switches – Lifecycle Management	\$29,800	
	Wireless Access Points	\$9,500	
	UPS (battery backup and power conditioning)	\$15,500	
	Long Term Care Server Room Climate Control	\$15,000	2022 New to capital program.
Information Technology (continued)	IT Strategic Plan	\$45,000	2022 project. Moved back from 2021.
	Long Term Care Hardware Lifecycle Management	\$254,000	2020 project. Moved back to 2021 Project scope change and additional project funding required.
	Telephone System Upgrade	\$273,000	2022 project. Moved back from 2020.
	IT – Telephone Review Consultant	\$50,000	2021 project. Moved back from 2020.
	IT Network Cabinets, Cabling, and Supporting Hardware	\$11,000	2021 project. Funding of \$10,000 included in 2020 budget. Additional funding to complete additional required work.
Planning and Community Development			
Planning	Development Charges – 5 Year Review	\$60,000	2021 project previously estimated at \$50,000, now estimated at \$60,000 based on recent review prices from other municipalities.
Planning (continued)	Age-Friendly Community Strategy/Action Plan	\$75,000	2021 project. Moved back from 2020, to be fully funded from reserve.
Tourism	Tourism Signage	\$80,000	2021 project. New to capital program.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Grey Roots	Store	\$314,000	2021 project. Moved back from 2020.
	Replace Drywall in Temporary Exhibition Hall	\$26,500	2022 project. Moved back from 2021.
	Replace Heat Pumps	\$345,000	2022 project. Moved back from 2021.
	Economic Development, Tourism & Culture Strategic Master Plan (Grey Roots)	\$36,000	2022 project. Moved forward from 2023 to align with Economic Development and Tourism.
	Replace Package Rooftop Units	\$75,000 in 2023, \$300,000 in 2024	2023 and 2024 project. Moved back from 2021 to line up with Flat Roof Replacement timelines.
	Church	\$200,000	2024 project. Moved back from 2022.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Social Services			
Social Services (OW and Childcare)	EarlyON Centre Accessibility Renovations	\$25,000 in 2020, \$0 in 2021-2023	2020 was the final year for this annual contribution to reserve.
	EarlyON Centre Capital Improvements (BCA)	\$19,800 in 2020, \$0 in 2021-2023	2020 was the final year for this annual contribution to reserve.
	Ceiling Replacement at EarlyON Centre	\$45,600	2021 project. Moved back from 2020.
	Electrical and Lighting at EarlyON Centre	\$22,100	2021 project. Moved back from 2020.
Housing	Asphalt Parking Lot (248 Queen Street, Durham)	\$20,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Asphalt Parking Lot (250 12 th Avenue, Hanover)	\$30,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Asphalt Parking Lot (481 11 th Street, Hanover)	\$20,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Asphalt Parking Lot (50 McNab Street, Chatsworth)	\$35,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Asphalt Parking Lot (81 Bruce Street, Thornbury)	\$35,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.

	Asphalt Replacement (157 Nelson Street, Meaford)	\$30,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Bath Rebuild (315 Bruce Street, Durham)	\$90,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Exterior Door Replacement (40 Artemesia Street, Dundalk)	\$25,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Exterior Doors (Family Units Paul & Collingwood Streets, Meaford)	\$25,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Exterior Doors and Suite Doors (208 Queen Street, Durham)	\$75,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Exterior Doors/Front Entrance Design (157 Nelson Street, Meaford)	\$35,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Housing (continued)	Kitchen Rebuild (43 Hill Street, Flesherton)	\$60,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Kitchen Rebuilds (650 4th Street A East, Owen Sound)	\$400,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Parking Lot (80 Victoria St, Meaford).	\$150,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Siding Replacement (43 Hill Street, Flesherton).	\$10,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Window Replacement (121 William Street, Meaford)	\$40,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.

	Window Replacement (80 Victoria Street, Meaford)	\$220,000	2021 project. Moved back from 2020 due to challenges related to COVID-19.
	Common Room Furniture	\$30,000	2021 and 2022 projects. Increased funding by \$10,000 for each year.
	Consulting Fees	\$45,000	2021 project. Increased funding by \$15,000.
	Hot Water Tank Replacement	\$15,000	Increased project amount annually by \$15,000 plus inflation.
	Landscaping (80 Victoria Street, Meaford)	\$10,000	2021 to 2023 project. Added \$10,000 for each year.
	Roof Replacement (Westmount Family Units, Owen Sound)	\$25,000	2021 project. Increased funding by \$10,000.
	Water System Upgrades (Flesherton and Holstein)	\$5,000	2021 to 2024 projects. Decreased to \$5,000 each year.
	Retaining Wall (40 Artemesia Street, Dundalk)	\$20,000	2021 project. New to capital program.
	Kitchen Replacement (80 Victoria Street, Meaford)	\$375,000	2022 project. New to capital program.
	Asphalt Parking Lot (305 14 th Street West, Owen Sound)	\$75,000	2022 project. Moved back from 2021.
	Asphalt Paving (225 14 th Street West, Owen Sound)	\$36,000	2022 project. Moved back from 2021.
	Balconies and Railings (248 7 th Avenue, Owen Sound)	\$40,000	2022 project. Moved back from 2021.
	Balcony Decks and Railings (50 McNab Street, Chatsworth)	\$35,000	2022 project. Moved back from 2021.
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Housing (continued)	Balcony Decks and Railings (250 12 th Avenue, Hanover)	\$45,000	2022 project. Moved back from 2021.

	Balcony Decks and Railings (481 11 th Street, Hanover)	\$40,000	2022 project. Moved back from 2021.
	Bath Rebuilds (43 Hill Street, Flesherton)	\$60,000	2022 project. Moved back from 2021.
	Common Area Flooring (130 Albert Street, Meaford)	\$55,000	2022 project. Moved back from 2021.
	Concrete replacement (481 11 th Street, Hanover)	\$40,000	2022 project. Moved back from 2021.
	Emergency Generator (181 Victoria Street, Dundalk)	\$50,000	2022 project. Moved back from 2021.
	Emergency Generator (250 12 th Avenue, Hanover)	\$40,000	2022 project. Moved back from 2021.
	Emergency Generator (650 4 th Street A East, Owen Sound)	\$60,000	2022 project. Moved back from 2021.
	Patio Door Replacement (250 12 th Avenue, Hanover)	\$25,000	2022 project. Moved back from 2021.
	Siding and Window Replacement (208 Queen Street, Durham)	\$75,000	2022 project. Moved back from 2021.
	Water Pipe Replacement & Lighting Upgrades (40 Artemesia Street, Dundalk)	\$70,000	2022 project. Moved back from 2021.
	Water Pipe Replacement & Lighting Upgrades (181 Victoria Street, Dundalk)	\$100,000	2022 project. Moved back from 2021.
	Window Replacement (130 Rowe's Lane, Dundalk)	\$30,000	2022 project. Moved back from 2021.
	Window Replacement (315 Bruce Street, Durham)	\$35,000	2022 project. Moved back from 2021.
	Air Makeup Replacement (43 Hill Street, Flesherton)	\$40,000	2023 project. Moved back from 2022.
	Air Makeup Replacement (248 7 th Avenue East, Owen Sound)	\$40,000	2023 project. Moved back from 2022.
	Air Makeup System (225 14 th Street West, Owen Sound)	\$60,000	2023 project. Moved back from 2022.

	Asphalt Replacement (315 Bruce Street, Durham)	\$25,000	2023 project. Moved back from 2022.
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Housing (continued)	Asphalt Replacement (40 Artemesia Street, Dundalk)	\$20,000	2023 project. Moved back from 2022.
	Balconies and Railings (100 Marg Elizabeth, Markdale)	\$50,000	2023 project. Moved back from 2022.
	Bathroom Upgrades (81 Bruce Street, Thornbury)	\$160,000	2023 project. Moved back from 2022.
	Ceiling and Lighting Upgrades (490 7 th Avenue East, Owen Sound)	\$50,000	2023 project. Moved back from 2022.
	Common Area Flooring (121 William Street, Meaford)	\$75,000	2023 project. Moved back from 2022.
	Emergency Generator (17 Legion Road, Meaford)	\$40,000	2023 project. Moved back from 2022.
	Emergency Generator (208 Queen Street, Durham)	\$40,000	2023 project. Moved back from 2022.
	Emergency Generator (41 Mark Street, Markdale)	\$40,000	2023 project. Moved back from 2022.
	Emergency Generator (81 Bruce Street, Thornbury)	\$40,000	2023 project. Moved back from 2022.
	Kitchen Rebuilds (248 7 th Avenue East, Owen Sound)	\$120,000	2023 project. Moved back from 2022.
	Parking Lot Paving (Main Street, Holstein)	\$30,000	2023 project. Moved back from 2022.
	Roof & Eavestrough Replacement (315 Bruce Street, Durham)	\$45,000	2023 project. Moved back from 2022.
	Roof & Eavestrough Replacement (481 11 th Street, Hanover)	\$55,000	2023 project. Moved back from 2022.
	Roof Replacement (Meaford Family Units)	\$120,000	2023 project. Moved back from 2022.
	Water Pipe Replacement (214 11 th Avenue, Hanover)	\$50,000	2023 project. Moved back from 2022.

	Window Replacement (157 Nelson Street, Meaford)	\$20,000	2023 project. Moved back from 2022
Grey Gables	Laundry Equipment	\$25,000	2020 project. Portion of project carried forward to 2021 due to challenges related to COVID-19
	Retaining Wall	\$20,000	2020 project. Project carried forward to 2021 due to challenges related to COVID-19.
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Grey Gables (continued)	Surface Drainage and Eavestrough	\$35,000	2023 project moved forward with \$15,000 additional funding included.
	Doors (entrance, interiors, systems)	\$30,000	2026 project moved forward with \$10,600 less funding required.
	Parking Lot, Curbs and Guards	\$481,300	2021 project moved back to 2024 to coincide with Hospital build and long-term care redevelopment.
	Window Sill Replacement	\$25,000	2021 project. New to capital program.
	Plumbing fixtures Replacement	\$20,000	2021 project. New to capital program.
	Painting of Common Rooms, Hallways	\$16,000- \$17,000	2021 and 2022 projects. Deleted from capital program as work is completed annually through operating budget.
	Re-Caulking	\$13,000	2023 project. Deleted from capital program as work is completed annually through operating budget.
Lee Manor	Redevelopment of Resident Common Area and Staff Area on Main Floor	\$102,000	2020 project. Project carried forward to 2021 due to challenges related to COVID-19 and funding increased by \$2,000.
	Blanket/Towel Warmers	\$10,000	2021 project. New to capital program.

	Furniture – Resident Lounges and Dining Rooms	\$50,000	2021 project. New to capital program.
	Draperies/Blinds	\$25,000	2021 project. New to capital program.
	Re-Caulking	\$55,000	2021 project. Deleted from capital program as work is completed annually through operating budget.
Rockwood Terrace	Blanket/Towel Warmers	\$11,600	2021 project. Reduced funding by \$8,400.
	Re-Caulking	\$23,200	2021 project. Deleted from capital program as work is completed annually through operating budget.
Transportation and Public Safety			
Paramedic Services	Cardiac Monitors/Defibrillators	\$742,100	Increasing quantity to 20 (from 18) to equip first response and Community Paramedicine vehicles (increase of \$74,200)
	Emergency Response Units	\$78,500	Increased lifespan of Incident Response Unit (trailer) from 15 to 20 years (moved to 2030)

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Paramedic Services (continued)	New Paramedic Services Base – Durham	\$1,596,700	Build new base in Durham on site of new Rockwood Terrace in 2025, putting away funds starting 2021 with intent to self finance over 15 years. Will address issues with ventilation, mould, temperature control and move equipment storage from the garage area.
	Tablet Computers for Ambulances	\$92,500	2021 project, moved from 2022. Existing computers will be retained so that one computer remains in the ambulance and the other in the base. It is expected that this will reduce repair costs.
	Transfer to/from Reserve (BCA) Station Capital Repairs	\$52,800	Increase transfer to reserve to provide funds for future repairs at the Chatsworth station (in service 2019)
Transportation Services			
Transportation Services – Construction, Resurfacing and Minor Capital	Grey Road 15 Retaining Wall & Hydro Moves: 28 th St (15033)	\$350,000	2021 project in combination with Grey Road 15 Rehabilitation-3 rd Ave. East to 600m North of 32 nd Street East (Part 15033 & 15036). Moved back from 2020.
	Structure 009-900 Grey Road 9 Lot 13, Conc XIII/XIV, Normanby	\$561,000	2021 project. Moved back from 2020. Project costs also reduced to \$561,000 from designing in-house.
	Structure 900-272: Orchardville Bridge Removal	\$127,500	2021 project. Moved back from 2020.
	Grey Road 3 Pulverize and Pave Rehabilitation: 250m north of Grey Road 16 - Grey Road 5 West Jct. (3060)	\$1,311,600	2021 project. Moved forward from 2022 to align with Grey Road 16 Reconstruction.

	Grey Road 3 Pulverize & Pave Rehabilitation: West Jct. Grey Road 5 - East Jct. Grey Road 5 (3063)	\$704,200	2021 project. Moved forward from 2022 to align with Grey Road 16 Reconstruction.
	Grey Road 5 Pulverize & Pave Rehabilitation: 0.6 km West of Grey Road 3 to Grey Road 3 (5005)	\$229,500	2021 project. Moved forward from 2022 to align with Grey Road 16 Reconstruction.
	Grey Road 16 Pulverize & Pave Rehabilitation: Grey Road 10 - 300m west of Grey Road 3 (16003)	\$1,967,600	2021 project. Moved back from 2020 prior to 2020 Budget.
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Transportation Services – Construction, Resurfacing and Minor Capital (continued)	Grey Road 17 Pulverize and Pave Rehabilitation: Concession 14 to Wolseley (17011, 17012, 17013)	\$2,352,000	2021 project. Moved forward from 2023.
	Grey Road 40 Overlay: Gore Crescent to Veterans Road North (40033, 40034)	\$464,600	2021 project. Moved back from 2020 prior to 2020 Budget.
	Grey Road 119 Stormwater Diversion – Construction	\$306,000	2021 project. Moved back from 2020 prior to 2020 Budget by Town of Blue Mountains.
	Grey Road 19 and Grey Road 21 Intersection Upgrades (Utility Relocations)	\$1,020,000	2021 project. Utility relocations required in advance of Grey Road 19/21 roundabout construction in 2022.
	Grey Road 170 Overlay: Copper Kettle to Shallow Lake (170003-170009)	\$1,040,400	2021 project. New to capital program. To be completed along with Grey Road 17 project south of Wolseley.

	Structure 004-274 and 004-275 Barrier Replacement - Grey Road 4 at west end of Hanover	\$612,000	2021 project. New to capital program.
	Grey Road 2 Pulverize & Pave Rehabilitation: Grey Road 19 - Grey Road 119 (2030-2036)	\$2,340,900	2022 project. Moved back from 2021.
	Grey Road 8 Overlay: Highway 89 to Grey Road 9 (8003-8015)	\$1,400,600	2022 project. Moved back from 2021.
	Grey Road 10 Reconstruction: South Limit of Elmwood (Parker Street) - North Limit of Elmwood (300 m North of Church Street) (10045-10048)	\$2,813,200	2022 project. Moved back from 2021. Project led by Bruce County.
	Grey Road 13 Pulverize and Pave: Grey Road 40 to 10th Line (13054)	\$397,200	2022 project. Moved forward from 2024.
	Grey Road 17B Urbanization: Somers St. to Highway 21 (17B009-17B012)	\$867,000 in 2021 \$2,517,200 in 2022	2021 and 2022 project. Moved back from 2021. Total project costs also reduced by \$2,338,000 from change of scope in project for the east/west portion.
	Grey Road 18 Pulverize & Pave: Grey Road 11 - Grey Road 29 (18015 - 18018)	\$3,641,400	2022 project. Moved forward from 2024.
	Structure 13-092 - Fibre Wrap	\$520,200	2022 project. New to capital program. Project dependant on outcome of structural monitoring report (Report TR-CW-11-20)
Function / Department	Budget Item	Capital Budget Amount	Notable Change
Transportation Services – Construction, Resurfacing and Minor Capital (continued)	Grey Road 4 Pulverize and Pave Rehabilitation: 1 km West of Grey Road 3 - Grey Road 3 (4022)	\$396,800	2023 project. Moved forward from 2024.

	Grey Road 4 and Grey Road 3 Intersection Improvements	\$1,804,100	2023 project. Moved forward from 2024.
	Grey Road 5 Rehabilitation/Reconstruction - 0.6 km East of 9th Ave E to 16th Avenue East Owen Sound (5048)	\$636,700	2023 project. Project costs reduced by \$1,259,721 from adjustment in project scope.
	Grey Road 5 Rehabilitation/Reconstruction - 16th Ave E to 20th Ave E Owen Sound (5051)	\$2,546,900	2023 project. Project costs reduced by \$889,822 from adjustments in project length.
	Grey Road 7 Pulverize and Pave Rehabilitation: 2.8 km north of Grey Road 13 to Sideroad 22B (7006,7009)	\$2,759,100	2023 project. Moved forward from 2025.
	Grey Road 19 Urban 4 Laning: Grey Road 21 to Grey Road 119 (19030)	\$5,093,800	2023 project. Moved back from 2021. Project costs also reduced by \$744,925 from adjustments in project length.
	Grey Road 3 and Grey Road 16 Intersection Improvements - Keady (16006,16009,3057,3058)	\$1,298,900	2024 project. Moved back from 2020 prior to 2020 Budget.
	Grey Road 5 Reconstruction: 1st Street SW - 1st Street East (Harrison Park Entrance) (5024-5027)	\$2,149,400	2024 project. Moved back from 2022.
	Grey Road 30 Pulverize and Pave Rehabilitation: Lower Valley Road to Grey Road 13 (30006-30007)	\$1,441,400	2024 project. Moved back from 2022.
	Grey Road 7 Pulverize & Pave Rehabilitation: Grey Road 40 - 4 Sideroad (7015-7018)	\$1,531,900	2025 project. Moved back from 2020 prior to 2020 Budget.
	Grey Road 31 Overlay: Grey Road 2 to Simcoe Road 91 (31003-31015)	\$1,371,900	2025 project. Moved back from 2022.

Function / Department	Budget Item	Capital Budget Amount	Notable Change
Transportation Services – Facilities – Deports and Domes	Patrol D Dundalk Dome Repairs	\$50,000	2021 project. New to capital program.
	Patrol B Clarksburg - Remove Underground Fuel Storage Tanks	\$105,000	2022 project. Moved forward from 2024.
	Patrol B Clarksburg Parking Lot, Curbs and Retaining Wall	\$389,400	2022 project. Moved forward from 2024.
	Patrol B Clarksburg Roll Up Doors	\$58,500	2024 project. Moved back from 2022.
Transportation Services – Machinery	Purchase of Half-ton Trucks	\$144,700	2021 project. Purchasing two additional half-tons to the fleet as well as replacing two existing half tons.
	Purchase of Tandem Trucks	\$660,200	2021 project. Purchasing two additional tandems to the fleet.
	Purchase of Gradall	\$666,600	2021 project. Moved back from 2020. Purchase cost increased from \$400,000 to reflect increase in Gradall prices as well as purchasing additional attachments for the Gradall to make it more versatile and efficient.
	Purchase of Ontario Works Passenger Vans	\$42,300	2022 project. Moved back from 2019.

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 2021-2030 Ten Year Capital Forecast as presented will require \$17,218,300 in taxation for the 2021 budget year or an additional \$881,100 in taxation, or a 1.47% levy increase.

To undertake all of the capital budget projects as presented in this corporate budget package, a budget increase would need to occur or the application of other one time 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-16-20 Corporate Capital Forecast Summary 2021-2030](#)

[Attachment to FR-CW-16-20 Corporate Services Capital Forecast Summary 2021-2030](#)

[Attachment to FR-CW-16-20 Planning and Community Development Capital Forecast Summary 2021-2030](#)

[Attachment to FR-CW-16-20 Social Services Capital Forecast Summary 2021-2030](#)

[Attachment to FR-CW-16-20 Transportation and Public Safety Capital Forecast Summary 2021-2030](#)

[Attachment to FR-CW-16-20 Transportation Services Capital Projects Map 2021-2030](#)