



Corporate Services Committee Agenda

Friday, September 29, 2017

9:00 a.m.

Council Chambers

County Administration Centre, Walkerton

1. Declaration of Pecuniary Interest

2. Action Items

A. Presentation of 2018 Annual Business Plans and Budgets (attached)

- Planning and Development
- Human Resources
- Consolidated

3. Next Meeting

October 5, 2017

4. Adjournment

2018 Bruce County Business Plan

Department: Planning and Development

Strategic Priorities:

1. Develop and implement tactics for improved communications. (#1)
2. Find creative new ways to engage our public. (#3)
3. Find creative new ways to involve all staff in our future. (#4)
4. Eliminate our own red tape. (#5)
5. Explore alternate options to improve efficiency and service. (#6)
6. Stimulate and reward innovation and economic development. (#7)
7. Coordinate concerted efforts to advance our agenda. (#9)
8. Develop key Performance Indicators (KPIs) that are meaningful and report on them. (#10)

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 YTD (Q2)	2017 Budget	2018 to date (Quarterly Update)	2018 Budget
Strategic Corporate Initiatives	2	2	11	3		4
Corporate Communications	1	1	3	5		10
Information and Support Services	4	4	7	5		6
Total land use applications processed (#)	225	287	155	252		267
Applications Processed, Peninsula	77	79	24	72		71
Applications Processed, Lakeshore	84	117	66	110		112
Applications Processed, Inland	65	91	65	70		81
Major Policy Updates/Projects	962 hr. 6.6%	1,349 hr. 10%	674 hr. 9.4%	1,000 hr. 6.6%		1,800 hr. 11.9%
Inquiries/Pre-consultation (#)	283	338	129	300		200

2018 Bruce County Business Plan

Indicator	2015 Actual	2016 Actual	2017 YTD (Q2)	2017 Budget	2018 to date (Quarterly Update)	2018 Budget
Community/Landowner Consultation	n/a	2150 hr. 14.7%	906 hr. 12.7%	1800 hr. 12%		1800 hr. 11.9%
Local Municipal Staff Consultation	654 hr. 4.5%	424 hr. 3.7%	327 hr. 4.6%	600 hr. 5.3%		800 hr. 5.3%
Business Inquiries and Consultations	n/a	303	162	300		350
Outreach / Advocacy/ Engagement	753	755	1,660	755		755
Marketing(Website / Social Media / Inquires)	1,416,585 views 4,211 +SM	1,400,830 views 1,000 +SM	201,534 views 1,400 +SM	1,420,000 views 4,300 +SM		1,800,000 views 1,200 +SM
STB Grants Total / Leverage \$	44 / \$453,036	24 / \$220,257	32/ \$606,312	30 / \$300,000		44 / \$400,000
Forestry Revenue Generated	\$83,171	\$136,105	\$0	\$85,000		\$85,000
Km's of Trails Built / Maintained	4.5 km / 175 km	5 km / 180 km	0 km / 185 km	5 km / 185 km		5 km / 190 km

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Update Corporate Leadership Programs: - Strategic Plan (2013 - 2023) & - New Council Orientation Program	\$0 Existing resources	\$0	\$0	
2. Update the Organization's Process of Annual Business Planning & Corporate Reporting	\$0 Existing resources	\$0	\$0	
3. Develop & Implement a Corporate Communications Strategy	\$0 Existing resources	\$0	\$0	
4. Streamline the land use planning division's operations	\$0 Existing resources	\$0	\$0	
5. Move the division's activities from mainly reactive planning toward proactive land use planning	\$0 Existing resources	\$0	\$0	
6. Re-evaluate/revise the land-use planning division KPIs	\$0 Existing resources	\$0	\$0	
7. Develop Economic Annual Reporting	\$0 Existing resources	\$0	\$0	
8. Develop Energy Sector Assessment	\$30,000	\$0	\$30,000	
9. Develop Business to Bruce Community Onboarding Program	\$0 Existing resources	\$0	\$0	

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Update Corporate Leadership Programs:</p> <ul style="list-style-type: none"> - New Council Orientation Program - Strategic Plan (2013 - 2023) evaluation <p><u>Owner:</u> Corporate Policy / CAO's office</p>	<p>Corporate Policy staff will support the development of a new Council orientation process to update newly Elected Officials in concert with the CAO's office.</p> <p>Corporate Policy staff will support the CAO's office to facilitate a process to update the County's Strategic Plan to reflect the priorities of the incoming Council.</p>	Existing resources	<p>A revised orientation program will ensure councillors are aware of their responsibilities and the operation of the Corporation.</p> <p>The Strategic Plan process will result in actions to guide the Corporation.</p>	Council Priority
<p>2. Update the Organization's Process of Annual Business Planning (ABP) & Corporate Reporting</p> <p><u>Owner:</u> Corporate Policy / CAO's office</p>	<p>Corporate Policy staff will work with the CAO's office to review the current ABP process. An updated process will review:</p> <ul style="list-style-type: none"> - Coordinated Annual Business Planning Session - ABP templates - KPIs & align them to the County's key strategic goals. - Options for external corporate reporting 	Existing resources	<p>A revised annual business planning and corporate reporting process will ensure that business plans:</p> <ul style="list-style-type: none"> - support the strategic goals, - are easily prepared and reported on, - are concise and meaningful, and - communicated publicly. 	Maintain Service

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Develop & Implement a Corporate Communications Strategy</p> <p><u>Owner:</u> Corporate Policy/ CAO's Office</p>	<p>The work of the Communications Committee will result in a defined communication strategy that provides a framework for organizational communications. At the same time, it will support a culture of open two-way communication that results in the right people communicating the right things in a timely fashion on behalf of Bruce County.</p> <p>Bruce County's Corporate Communications Strategy is a roadmap that guides all staff through internal, external and crisis communications.</p>	<p>Existing resources</p>	<p>Complete the phases of a multiyear Communication Strategy that will improve communications & increase awareness of Bruce County services both internally & externally.</p> <p>Continue to build the attributes and images of the new Bruce County Brand into all communications.</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>4. Streamline the Land Use Planning division's operations.</p> <p><u>Owner</u>: Land Use Planning</p>	<p>A review of work activities in the land use planning division will result in a realignment of work to best meet the needs of Council and our local communities.</p> <p>By using 'lean' principals to review work activities, changes can be implemented to focus on areas of greatest importance and priority to council, with an added opportunity to reduce/eliminate low value activities.</p>	<p>Current Staff Resources</p>	<p>Identify key activities that meet our goals; eliminate unnecessary steps, delays and activities that impede our processes; and, review who-does-what to ensure that activities are carried out at the appropriate level/tier.</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>5. Shift Land Use Planning function toward proactive planning.</p> <p><u>Owner:</u> Land Use Planning</p>	<p>Building upon the outcome of the 'Bruce Lens Action Plan' and as part of the County Official Plan 5-Year Review, amendments to the plan will focus on changes to:</p> <ul style="list-style-type: none"> - be more proactive to the needs of our communities and their elected officials; and - reduce repetitive minor amendments, remove impediments and/or red-tape. 	<p>Current Staff Resources</p>	<p>Focus on the values of the Communities and the needs of their elected officials to reduce the need for amendments/planning applications.</p> <p>Shift the emphasis of the land use planning division to a greater role in proactive planning.</p>	<p>Expanded Service Initiative</p>
<p>6. Re-evaluate Land Use Planning KPI'S</p> <p><u>Owner:</u> Land Use Planning</p>	<p>Coupled with the review of the Land Use Planning divisions operations, this process will identify the activities that have the greatest impact on communities. Re-evaluating the KPI's will improve monitoring of the desired outcomes, and lead to improved performance in those related areas.</p>	<p>Current Staff Resources</p>	<p>Demonstrate the contribution to community change with improved accountability.</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>7. Develop Economic Development Annual Report</p> <p><u>Owner:</u> Economic Development</p>	<p>The adopted “Find Yourself in Bruce County” Economic Development Strategic Plan will use a process called “Strategic Doing” - with a focus on: collaborating, measuring outcomes and adjusting to meeting the plan’s goals in cooperation with municipalities & local leaders.</p> <p>Annual Reporting will include a systematic approach to reporting results applied consistently over time including:</p> <ul style="list-style-type: none"> • Action Plan • Output/ KPIs • Impact Assessment • Outcomes • Next Steps <p>In 2018, the report will be updated to reflect the annual impact of our programming.</p>	<p>Existing Resources</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>8. Develop an Energy Sector Cluster Development Action Plan</p> <p><u>Owner:</u> Economic Development</p>	<p>Bruce County will move forward an assessment of opportunity for long-term cluster development around the energy sector. Clusters look to produce an innovative environment that empowers entrepreneurs and promotes cross-fertilization of ideas throughout the cluster.</p> <p>An Application for a Rural Economic Development Grant will be submitted which will help fund a consulting company to assist in developing a Cluster Development Action Plan for Q4 of 2018.</p>	<p>Existing Resources</p> <p>\$30,000 County (application to RED to leverage to \$60,000)</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>9. Continue to develop the Business to Bruce Community Onboarding Program</p> <p><u>Owner:</u> Economic Development</p>	<p>The Business to Bruce program supports business development, recruitment and enhancement in Bruce County.</p> <p>2018 will further expand the program to bring additional communities on board based on municipal commitment.</p> <p>By engaging and mobilizing the local business communities and municipalities while using County level resources, it is projected that the project's reach and scale will grow. (based on 2015 pilot project)</p> <p>The success rate will be measured based on total number of communities joining the program in 2018.</p>	<p>Existing Resources</p>	<p>Expand Economic Development Opportunities</p>	<p>Council Priority</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1.				
2.				
3.				

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Strategic Corporate Initiatives	Corporate Policy support for strategies and research that advance the region
Corporate Communications	Corporate Policy support for improved communications
Information and Support Services	Corporate Policy Division of continuous efficiency across the Corporation
Land Use Applications Processed	Number of applications received and put through the legislated process.
Applications Processed, Peninsula	Number of applications received and put through the legislated process
Applications Processed, Lakeshore	Number of applications received and put through the legislated process
Applications Processed, Interior	Number of applications received and put through the legislated process
Major Policy Updates / Projects	Number of hours spent working on major policy document updates and other projects. (Percentage of total hours worked)
Inquiries / Pre-consultations	Number of responses to client inquiries (written reported)
Community/Landowner Consultation	Number of hours spent in consultation with
Local Municipal Staff Consultation	Number of hours spent in consultation with local municipal staff. (Percentage of total hours worked)
Business Inquiries and Consultations	Number of hours spent supporting existing and potential businesses in the County
Outreach / Advocacy / Engagement	Number of meetings coordinated to achieve outreach within the County. Number of participants in hosted meetings within Bruce County.
Marketing (Website / Social Media / Inquiries)	Number of website uses, social media views and increase to social media participation
STB Grants Total / Leverage \$	Total number of grants awarded / Total dollars leveraged
Forestry Revenue Generated	The revenue achieved through Forestry sales on County Tract lands
Km's of Trails Built / Maintained	Total Km's of official trail built and maintained through the Trails Program



Planning and Development

Program Budgeting Dashboard

Budget Year	2018
Budget Version	Proposed

Balancing Checks				
Programs Mapped	Input	Notes - Total	Analysis	Notes - Explanations
Land Use Planning	0	0	0	0
Corporate Policy	0	0	0	0
Economic Development	0	0	0	0
Emergency 911	0	0	0	0
Planning and Development	0	0	0	0

Analysis Sheet balanced to Notes by Program						
	Adj to Base	Maintain Serv	Prov	Growth	Council	Initiatives
Land Use Planning	0	0	0	0	0	0
Corporate Policy	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Emergency 911	0	0	0	0	0	0
Planning and Development	0	0	0	0	0	0

Green cells suggest that all budget adjustments have been mapped and explained. Red cell suggest an issue with the related page.

FTE balanced to Notes by Program						
	Adj to Base	Maintain Serv	Prov	Growth	Council	Initiatives
Land Use Planning	0	0	0	0	0	0
Corporate Policy	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Emergency 911	0	0	0	0	0	0
Planning and Development	0	0	0	0	0	0

Annual Reserves Budget		Reserve Sheet Balanced	
Transfers to Reserves	40,000	Transfers to Reserves	0
Transfers from Reserves	24,500	Transfers from Reserves	0

Budget Targets (Percentage)	Capital vs Operating Split			
Less than 3%		Revenues	Expenditures	Net
3%-5%	Operating	698,100	4,379,803	-3,681,703
Above 5%	Capital	0	0	0
	Capital	698,100	4,379,803	-3,681,703

Budget Increase (Percentage)	Total	Salaries	Capital Exp	Net Reserves
Land Use Planning	-0.3%	5.3%	0.0%	0.0%
Corporate Policy	2.7%	6.7%	0.0%	-96.4%
Economic Development	3.0%	3.8%	0.0%	0.0%
Emergency 911	0.0%	0.0%	0.0%	0.0%
Planning and Development	1.9%	5.2%	0.0%	-118.5%

Budget Increase by Pressure Category (Percentage)						
	Adj to Base	Maintain Serv	Prov	Growth	Council	Initiatives
Land Use Planning	-1.7%	5.3%	0.0%	-3.9%	0.0%	0.0%
Corporate Policy	-1.9%	5.2%	0.0%	0.0%	0.0%	-0.6%
Economic Development	0.1%	2.2%	-0.2%	0.0%	0.9%	0.0%
Emergency 911	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Planning and Development	-0.9%	3.8%	-0.1%	-1.2%	0.4%	-0.1%

Budget Increase (Dollars)	2017	2018	Variance	%
Land Use Planning	1,124,251	1,120,884	(3,367)	-0.3%
Corporate Policy	803,822	825,626	21,804	2.7%
Economic Development	1,644,307	1,694,176	49,869	3.0%
Emergency 911	41,017	41,017	-	0.0%
Planning and Development	3,613,397	3,681,703	68,306	1.9%

Salary and Benefits 2,836,260

Balanced Departmental to Salary Summary

Proposed
Adopted



Planning and Development

Capital Budgeting Dashboard

Budget Year	2018
Budget Version	Proposed

	Balancing Checks			
	Summary - Input	Summary - Projects	5 year Forecast	Download (prior year)
Land	0	0	0	0
Equipment	0	0	0	0
Technology/Communications	0	0	0	0
Vehicles & Machinery	0	0	0	0
Furniture and Fixtures	0	0	0	0
Building	0	0	0	0
Bridges & Culverts	0	0	0	0
Roads Paved	0	0	0	0
Roads Unpaved	0	0	0	0
Traffic Signals	0	0	0	0
Trails Program	0	0	0	0
Transfer to Reserves	0	0	0	0
Revenues	0	0	0	0

Summary of Budget Totals	2017	2018	2019	2020	2021	2022
Land	0	0	0	0	0	0
Equipment	0	0	0	0	0	0
Technology/Communications	18,199	1,500	1,500	1,500	1,500	1,500
Vehicles & Machinery	0	0	0	0	0	0
Furniture and Fixtures	11,000	5,000	5,000	5,000	5,000	5,000
Building	33,002	25,000	25,000	25,000	25,000	25,000
Bridges & Culverts	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0
Traffic Signals	4,000	3,000	3,000	3,000	3,000	3,000
Trails Program	0	0	0	0	0	0
Expenditures	66,201	34,500	34,500	34,500	34,500	34,500
Transfer to Reserves	23,524	86,399	86,399	86,399	86,399	86,399
Total Expenditures	89,725	120,899	120,899	120,899	120,899	120,899
Total Revenues	10,202	0	0	0	0	0
Net Levy Requirement	79,523	120,899	120,899	120,899	120,899	120,899

Annual Reserves Budget	Reserve Sheet Balanced	
Transfers to Reserves	86,399	Transfers to Reserves 0
Transfers from Reserves	0	Transfers from Reserves 0

	A	B	C	D	E	F	G	H	I	K	L	M	N	O	P
1															
2	County of Bruce														
4	Director of Planning and Development														
5	Planning and Development														
6		2016	2017 Baseline		2018 Adjustments Pressure Categories					2018		2019	2020	2021	2022
7		Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed	\$ Change over 2017 Budget	Projected	Projected	Projected	Projected
8	Expenditures by Type														
9	Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Technology/Communications	33,077	18,199	-18,199	1,500	0	0	0	0	1,500	-16,699	1,500	1,500	1,500	1,500
12	Vehicles & Machinery	37,052	0	0	0	0	0	0	0	0	0	0	0	0	0
13	Furniture and Fixtures	4,986	11,000	-11,000	5,000	0	0	0	0	5,000	-6,000	5,000	5,000	5,000	5,000
14	Building - Structure	1,360,202	10,000	-10,000	10,000	0	0	0	0	10,000	0	10,000	10,000	10,000	10,000
15	Building - Site Elements	17,826	23,002	-23,002	15,000	0	0	0	0	15,000	-8,002	15,000	15,000	15,000	15,000
16	Building - Exterior Components	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	Building - Interior Components	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	Building - Site Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Building - Mechanical and Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Building - Fire and Life Safety	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Building - Elevator	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	Bridges & Culverts	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23	Roads Paved	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24	Roads Unpaved	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	Traffic Signals & Signs	4,907	4,000	-4,000	3,000	0	0	0	0	3,000	-1,000	3,000	3,000	3,000	3,000
26	Trails Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27										0	0				
28	Gross Expenditures	1,458,050	66,201	-66,201	34,500	0	0	0	0	34,500	-31,701	34,500	34,500	34,500	34,500
29	TRANSFER TO RESERVES	65,070	23,524	-23,524	86,399	0	0	0	0	86,399	62,875	86,399	86,399	86,399	86,399
30	Net Expenditure	1,523,120	89,725	-89,725	120,899	0	0	0	0	120,899	31,174	120,899	120,899	120,899	120,899
31	Percent of Net Expenditure Budget			-100.0%	134.7%	0.0%	0.0%	0.0%	0.0%	34.7%		0.0%	0.0%	0.0%	0.0%
32	Revenues By Type														
33	Federal	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34	Provincial	9,914	2,200	-2,200	0	0	0	0	0	0	-2,200	0	0	0	0
35	Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	Own Funds	1,343,639	8,002	-8,002	0	0	0	0	0	0	-8,002	0	0	0	0
38	Donations	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40	Other	3,509	0	0	0	0	0	0	0	0	0	0	0	0	0
41	Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Total Revenue	1,357,061	10,202	-10,202	0	0	0	0	0	0	-10,202	0	0	0	0
43															
44	Net Requirement	166,059	79,523	-79,523	120,899	0	0	0	0	120,899	41,376	120,899	120,899	120,899	120,899
45	Percent of Prior Year Net Requirement Budget			-100.0%	152.0%	0.0%	0.0%	0.0%	0.0%	52.0%		0.0%	0.0%	0.0%	0.0%

County of Bruce
 Director of Planning and Development
 Corporate Policy

	2016	2017 Baseline		2018 Adjustments Pressure Categories						2018	\$ Change over 2017 Budget	2019	2020	2021	2022
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Proposed		Projected	Projected	Projected	Projected
Expenditures by Type															
Land										0	0				
Equipment										0	0				
Technology/Communications	1,302	4,533	-4,533	400	0	0	0	0	0	400	-4,133	400	400	400	400
Vehicles & Machinery										0	0				
Furniture and Fixtures	0	2,000	-2,000	1,000	0	0	0	0	0	1,000	-1,000	1,000	1,000	1,000	1,000
Building - Structure										0	0				
Building - Site Elements										0	0				
Building - Exterior Components										0	0				
Building - Interior Components										0	0				
Building - Site Services										0	0				
Building - Mechanical and Electrical										0	0				
Building - Fire and Life Safety										0	0				
Building - Elevator										0	0				
Bridges & Culverts										0	0				
Roads Paved										0	0				
Roads Unpaved										0	0				
Traffic Signals & Signs										0	0				
Trails Program										0	0				
Gross Expenditures	1,302	6,533	-6,533	1,400	0	0	0	0	0	1,400	-5,133	1,400	1,400	1,400	1,400
TRANSFER TO RESERVES	18,631	2,773	-2,773	2,773	0	0	0	0	0	2,773	0	2,773	2,773	2,773	2,773
Net Expenditure	19,933	9,306	-9,306	4,173	0	0	0	0	0	4,173	-5,133	4,173	4,173	4,173	4,173
Percent of Net Expenditure Budget			-100.0%	44.8%	0.0%	0.0%	0.0%	0.0%	0.0%	-55.2%		0.0%	0.0%	0.0%	0.0%
Revenues By Type															
Federal										0	0				
Provincial										0	0				
Municipal										0	0				
Own Funds										0	0				
Donations										0	0				
Other										0	0				
Debt										0	0				
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Requirement	19,933	9,306	-9,306	4,173	0	0	0	0	0	4,173	-5,133	4,173	4,173	4,173	4,173
Percent of Prior Year Net Requirement Budget			-100.0%	44.8%	0.0%	0.0%	0.0%	0.0%	0.0%	-55.2%		0.0%	0.0%	0.0%	0.0%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
2	County of Bruce																	
4	Director of Planning and Development																	
5	Economic Development																	
6		2016	2017 Baseline		2018 Adjustments Pressure Categories						2018		2019	2020	2021	2022		
7		Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Proposed	\$ Change over 2017 Budget	Projected	Projected	Projected	Projected		
8	Expenditures by Type																	
9	Land										0	0						
10	Equipment										0	0						
11	Technology/Communications	10,801	6,866	-6,866	500	0	0	0	0	0	500	-6,366	500	500	500	500	500	
12	Vehicles & Machinery	37,052	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13	Furniture and Fixtures	2,445	6,000	-6,000	3,000	0	0	0	0	0	3,000	-3,000	3,000	3,000	3,000	3,000	3,000	
14	Building - Structure										0	0						
15	Building - Site Elements	12,433	23,002	-23,002	15,000	0	0	0	0	0	15,000	-8,002	15,000	15,000	15,000	15,000	15,000	
16	Building - Exterior Components										0	0						
17	Building - Interior Components										0	0						
18	Building - Site Services										0	0						
19	Building - Mechanical and Electrical										0	0						
20	Building - Fire and Life Safety										0	0						
21	Building - Elevator										0	0						
22	Bridges & Culverts										0	0						
23	Roads Paved										0	0						
24	Roads Unpaved										0	0						
25	Traffic Signals & Signs	4,907	4,000	-4,000	3,000	0	0	0	0	0	3,000	-1,000	3,000	3,000	3,000	3,000	3,000	
26	Trails Program										0	0						
27											0	0						
28	Gross Expenditures	67,638	39,868	-39,868	21,500	0	0	0	0	0	21,500	-18,368	21,500	21,500	21,500	21,500	21,500	
29	TRANSFER TO RESERVES	32,779	16,591	-16,591	79,466	0	0	0	0	0	79,466	62,875	79,466	79,466	79,466	79,466	79,466	
30	Net Expenditure	100,417	56,459	-56,459	100,966	0	0	0	0	0	100,966	44,507	100,966	100,966	100,966	100,966	100,966	
31	Percent of Net Expenditure Budget			-100.0%	178.8%	0.0%	0.0%	0.0%	0.0%	0.0%	78.8%		0.0%	0.0%	0.0%	0.0%	0.0%	
32	Revenues By Type																	
33	Federal										0	0						
34	Provincial	9,914	2,200	-2,200	0	0	0	0	0	0	0	-2,200	0	0	0	0	0	
35	Municipal										0	0						
36	Own Funds	31,372	8,002	-8,002	0	0	0	0	0	0	0	-8,002	0	0	0	0	0	
38	Donations										0	0						
40	Other	3,509	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
41	Debt										0	0						
42	Total Revenue	44,795	10,202	-10,202	0	0	0	0	0	0	0	-10,202	0	0	0	0	0	
43																		
44	Net Requirement	55,623	46,257	-46,257	100,966	0	0	0	0	0	100,966	54,709	100,966	100,966	100,966	100,966	100,966	
45	Percent of Prior Year Net Requirement Budget			-100.0%	218.3%	0.0%	0.0%	0.0%	0.0%	0.0%	118.3%		0.0%	0.0%	0.0%	0.0%	0.0%	

2018 Bruce County Business Plan

Department: Library

Strategic Priorities:

1. **Leverage technology.** Continue to enhance services to meet the needs of tech-savvy visitors.
2. **Find creative new ways to engage our public.** Continue to enhance programming opportunities to reflect the current and changing needs of our communities. Adapt our marketing to reach current and potential members. Find new partnerships.
3. **Explore alternative options to improve efficiency, services.** Find ways to add services that provide convenience for the public.

2018 Bruce County Business Plan - Key Performance Indicators:

Indicator	2015 Actual	2016 Actual	2017 YTD (Q2)	2017 Projections	2018 to date (Quarterly Update)	2018 Projections
Staff-led programs held	2,487	1,362	1,070	1,000		2,000
Program participation number	19,896	10,856	11,854	10,000		18,000
Electronic Database use (# of sessions)	5,474	6,703	8,233	7,000		10,000
Active library members	25,952	25,424	26,150	26,400		27,000
Circulation of physical items	439,483	457,627	206,997	430,000		440,000
Circulation of online resources (eBooks & eMagazines)	50,228	58,912	30,121	40,000		60,000
Visits to the library website and online catalogue	199,783	205,998	113,901	200,000		225,000
Followers on social media	2,237	2,966	3,366	2,800		4,000
Staff training hours in current technologies	263	234	66	300		300

2018 Bruce County Business Plan

2018 Major Initiatives	Operational	Capital	Combined Total	Quarterly Update
	Budget Cost (year)	Budget Cost (year)	Budget Cost (year)	
1. Bookmobile Phase 2	\$1000 advertising \$8000 internal staff resources	0	\$9000	
2. Marketing Strategy	\$2000 advertising \$3000 internal staff resources	0	\$5000	
3. Mental Health & Wellness Phase 2	\$3000 Training resources \$8600 internal staff resources	0	\$11,600	

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>1. Bookmobile Phase 2</p> <p>Owner: Library Director, Assistant Director, key library staff</p>	<p>The bookmobile will be a large multi-year project. Phase 2 will be the fundraising and awareness phase where key staff works on fundraising projects and an awareness campaign for the bookmobile project.</p> <p>BCPL Strategic Priority: We will sell our ideas - plan and invest for large future projects</p> <p>County Strategic Priority: Explore alternate options to improve efficiency and service</p> <p>Support Corporate Initiative: Lean process Communication Strategy</p>	<p>Internal Staff time \$8000</p> <p>Advertising \$1000</p>	<p>The bookmobile project will allow us to deliver library services to areas and residents who don't currently have convenient access to a library branch.</p> <p>Fundraising and awareness will help us achieve our goal of implementing new ways of delivering services.</p> <p>Expected completion Q4</p>	<p>Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>2. Marketing Strategy</p> <p>Owner: Library Director, Assistant Director, Communications Coordinator</p>	<p>A marketing strategy will be prepared based on demographic and market data. Profiles will be created for each municipality and an action plan determined for each area.</p> <p>BCPL Strategic Priority: We will effectively market the library</p> <p>County Strategic Priority: Develop and implement tactics for improved communications</p> <p>Support Corporate Initiative: Communication Strategy</p>	<p>Internal Staff time \$3000</p> <p>Advertising \$2000</p>	<p>The marketing strategy will help us to increase engagement and membership across the county through targeted marketing material.</p> <p>The strategy will be completed by end of Q2 with Implementation in Q3 and Q4</p>	<p>Maintain Services/ Service Initiative</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Operational & Owner)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
<p>3. Mental Health & Wellness Phase 2</p> <p>Owner: Library Director, Assistant Director</p>	<p>Create and implement a mental health and wellness training plan for library staff that focuses on staff interaction with the public.</p> <p>BCPL Strategic Priority: We will engage, educate, and develop staff</p> <p>County Strategic Priority: Explore alternative options to improve efficiency and service</p> <p>Support Corporate Initiative: Mental Health & Wellness</p>	<p>Internal Staff time \$8600</p> <p>External Training Resources \$3000</p>	<p>Further training in de-escalation, mental health first aid, and general crisis prevention will ensure staff are better able to support the public and each other.</p> <p>Training completed by Q4</p>	<p>Maintain Services</p>

2018 Bruce County Business Plan

2018 Major Initiatives (Capital)	Project Description	Estimated Budget Cost (year)	Outcome	Program Budget Pressure Category
1.				
2.				
3.				

2018 Bruce County Business Plan

Key Performance Indicators Index:

Key Performance Indicators	Description
Staff-led programs	Programs consist of weekly programs like story time or baby time, special programs like an author visit, technology training, and community development such as outreach at Fall Fairs or partnered programs with community groups. Staff will count number of programs held.
Program participation	Total participation in library programs by the public at all branches or at outreach events. Staff will count number of participants at programs.
Electronic database use	Data collected through vendor site statistics. Counts sessions/logins for all online resources.
Active library members	Counts of members with cards that have not expired. Report generated from Integrated Library System (ILS).
Circulation of physical items	Counts number of physical items circulated (books, DVDs, audio books). Report generated from ILS.
Circulation on-line resources (eBooks and eMagazines)	Counts number of items checked out on-line via our eBooks/eAudiobooks catalogue and eMagazines collection. Data collected through vendor site statistics.
Total circulation	Counts number of physical items circulated as well as circulation of on-line resources. Report from ILS and eBook vendor (OverDrive).
Visits to our website and online catalogue	Counts number of visits. Data collected from web statistics.
Followers on social media (Facebook, Twitter, Instagram)	Counts number of followers on Twitter and Instagram and Facebook. Data collected from social media statistics reports.
Staff training hours in current technologies	Counts number of paid hours spent on training staff in current library technologies. Supervisors will report on number of hours spent attending training each month.



Library

Program Budgeting Dashboard

Budget Year	2018
Budget Version	Proposed

Balancing Checks				
Programs Mapped	Input	Notes - Total	Analysis	Notes - Explanations
Library Administration	0	0	0	0
Ongoing Ventures	0	0	0	0
Library Special Projects	0	0	0	0
Library	0	0	0	0

Analysis Sheet balanced to Notes by Program

	Adj to Base	Maintain Serv	Prov	Growth	Council	Initiatives	Green cells suggest that all budget adjustments have been mapped and explained. Red cell suggest an issue with the related page.
Library Administration	0	0	0	0	0	0	
Ongoing Ventures	0	0	0	0	0	0	
Library Special Projects	0	0	0	0	0	0	
Library	0	0	0	0	0	0	

FTE balanced to Notes by Program

	Adj to	Maintain	Prov	Growth	Council	Initiatives
Library Administration	0	0	0	0	0	0
Ongoing Ventures	0	0	0	0	0	0
Library Special Projects	0	0	0	0	0	0
Library	0	0	0	0	0	0

Annual Reserves Budget		Reserve Sheet Balanced	
Transfers to Reserves	0	Transfers to Reserves	0
Transfers from Reserves	39,000	Transfers from Reserves	0

Budget Targets (Percentage)	Capital vs Operating Split		
Less than 3%		Revenues	Expenditures
3%-5%	Operating	273,987	3,309,702
Above 5%	Capital	0	0
	Total	273,987	3,309,702
			-3,035,715

Budget Increase (Percentage)	Total	Salaries	Capital Exp	Net Reserves
Library Administration	6.4%	5.6%	0.0%	-52.0%
Ongoing Ventures	0.0%	0.0%	0.0%	0.0%
Library Special Projects	0.0%	0.0%	0.0%	0.0%
Library	6.4%	5.6%	0.0%	-40.0%

Budget Increase by Pressure Category (Percentage)						
	Adj to Base	Maintain Serv	Prov	Growth	Council	Initiatives
Library Administration	0.0%	5.3%	0.0%	0.0%	0.0%	1.0%
Ongoing Ventures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Library Special Projects	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Library	0.0%	5.3%	0.0%	0.0%	0.0%	1.0%

Budget Increase (Dollars)	2017	2018	Variance	%
Library Administration	2,853,975	3,035,715	181,740	6.4%
Ongoing Ventures	-	-	-	0.0%
Library Special Projects	-	-	-	0.0%
Library	2,853,975	3,035,715	181,740	6.4%

Salaries and Benefits

2,551,881

County of Bruce
 Director of Library Services
 Library Department Sheet Summary

	2016	2017 Baseline		2018 Adjustments Pressure Category					2018	\$ Change over 2017 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed	
Expenditures by Program										
Library Administration	2,982,760	3,136,762	0	127,998	0	0	0	29,942	3,294,702	157,940
Ongoing Ventures	4,538	0	0	0	0	0	0	0	0	0
Library Special Projects	35,808	15,000	0	0	0	0	0	0	15,000	0
Gross Expenditure	3,023,105	3,151,762	0	127,998	0	0	0	29,942	3,309,702	157,940
	0	0	0	0	0	0	0	0	0	0
Revenue	352,767	297,787	0	-23,800	0	0	0	0	273,987	-23,800
Net Requirement	2,670,338	2,853,975	0	151,798	0	0	0	29,942	3,035,715	181,740
Expenditures by Type										
Salaries, Wages & Benefits	2,305,808	2,415,492	0	129,697	0	0	0	6,692	2,551,881	136,389
Staff Related Costs	42,324	48,000	0	-9,500	0	0	0	0	38,500	-9,500
Contract Services	39,393	50,100	0	-4,400	0	0	0	0	45,700	-4,400
Material	197,011	210,284	0	4,600	0	0	0	21,250	236,134	25,850
Trfr/Grants/Fin Charges (Tiered Respons)	323,913	332,046	0	6,641	0	0	0	0	338,687	6,641
Trfr to Reserves	9,564	0	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0	0	0
Fleet Costs	11,803	9,000	0	3,000	0	0	0	2,000	14,000	5,000
Facility Costs	93,288	86,840	0	-2,040	0	0	0	0	84,800	-2,040
Other Internal Costs	0	0	0	0	0	0	0	0	0	0
Gross Expenditures	3,023,105	3,151,762	0	127,998	0	0	0	29,942	3,309,702	157,940
	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,023,105	3,151,762	0	127,998	0	0	0	29,942	3,309,702	157,940
Percent of Net Expenditure Budget			0.0%	4.1%	0.0%	0.0%	0.0%	1.0%	5.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	217,838	188,487	0	0	0	0	0	0	188,487	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	64,489	65,000	0	-26,000	0	0	0	0	39,000	-26,000
Fees and Services	20,073	13,800	0	1,300	0	0	0	0	15,100	1,300
Donations	17,908	4,000	0	0	0	0	0	0	4,000	0
Fines	20,238	18,000	0	0	0	0	0	0	18,000	0
Other	12,221	8,500	0	900	0	0	0	0	9,400	900
Total Revenue	352,767	297,787	0	-23,800	0	0	0	0	273,987	-23,800
Net Requirement	2,670,338	2,853,975	0	151,798	0	0	0	29,942	3,035,715	181,740
Percent of Prior Year Net Requirement Budget			0.0%	5.3%	0.0%	0.0%	0.0%	1.0%	6.4%	
Full Time Equivalentents (FTE's)	0.00	36.11	0.00	0.00	0.00	0.00	0.00	0.16	36.27	0.16
Percent of Prior Year FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	

County of Bruce
 Director of Library Services
 Library Administration

	2016	2017 Baseline		2018 Adjustments Pressure Category					2018	\$ Change over 2017 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed	
Expenditures by Program										
Library Administration	2,982,760	3,136,762	0	127,998	0	0	0	29,942	3,294,702	157,940
Gross Expenditure	2,982,760	3,136,762	0	127,998	0	0	0	29,942	3,294,702	157,940
	0	0	0	0	0	0	0	0	0	0
Revenue	314,681	282,787	0	-23,800	0	0	0	0	258,987	-23,800
Net Requirement	2,668,078	2,853,975	0	151,798	0	0	0	29,942	3,035,715	181,740
Expenditures by Type										
Salaries, Wages & Benefits	2,305,808	2,415,492	0	129,697	0	0	0	6,692	2,551,881	136,389
Staff Related Costs	42,324	48,000	0	-9,500	0	0	0	0	38,500	-9,500
Contract Services	39,393	50,100	0	-4,400	0	0	0	0	45,700	-4,400
Material	163,560	195,284	0	4,600	0	0	0	21,250	221,134	25,850
Trfr/Grants/Fin Charges (Tiered Respon	323,913	332,046	0	6,641	0	0	0	0	338,687	6,641
Trfr to Reserves	2,670	0	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0	0	0
Fleet Costs	11,803	9,000	0	3,000	0	0	0	2,000	14,000	5,000
Facility Costs	93,288	86,840	0	-2,040	0	0	0	0	84,800	-2,040
Other Internal Costs	0	0	0	0	0	0	0	0	0	0
Gross Expenditures	2,982,760	3,136,762	0	127,998	0	0	0	29,942	3,294,702	157,940
	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,982,760	3,136,762	0	127,998	0	0	0	29,942	3,294,702	157,940
Percent of Net Expenditure Budget			0.0%	4.1%	0.0%	0.0%	0.0%	1.0%	5.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	188,487	188,487	0	0	0	0	0	0	188,487	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	64,489	50,000	0	-26,000	0	0	0	0	24,000	-26,000
Fees and Services	20,073	13,800	0	1,300	0	0	0	0	15,100	1,300
Donations	9,174	4,000	0	0	0	0	0	0	4,000	0
Fines	20,238	18,000	0	0	0	0	0	0	18,000	0
Other	12,221	8,500	0	900	0	0	0	0	9,400	900
Total Revenue	314,681	282,787	0	-23,800	0	0	0	0	258,987	-23,800
Net Requirement	2,668,078	2,853,975	0	151,798	0	0	0	29,942	3,035,715	181,740
Percent of Prior Year Net Requirement Budget			0.0%	5.3%	0.0%	0.0%	0.0%	1.0%	6.4%	
Full Time Equivalents (FTE's)	0.00	36.11	0.00	0.00	0.00	0.00	0.00	0.16	36.27	0.16
Percent of Prior Year FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	



Library

Capital Budgeting Dashboard

Budget Year	2018
Budget Version	Proposed

	Balancing Checks			
	Summary - Input	Summary - Projects	5 year Forecast	Download (prior year)
Land	0	0	0	0
Equipment	0	0	0	0
Technology/Communications	0	0	0	0
Vehicles & Machinery	0	0	0	0
Furniture and Fixtures	0	0	0	0
Building	0	0	0	0
Bridges & Culverts	0	0	0	0
Roads Paved	0	0	0	0
Roads Unpaved	0	0	0	0
Traffic Signals	0	0	0	0
Trails Program	0	0	0	0
Transfer to Reserves	0	0	0	0
Revenues	0	0	0	0

Summary of Budget Totals	2017	2018	2019	2020	2021	2022
Land	0	0	0	0	0	0
Equipment	349,500	330,000	328,000	326,000	326,000	326,000
Technology/Communications	46,173	0	1,000	0	0	0
Vehicles & Machinery	0	0	187,000	0	39,000	0
Furniture and Fixtures	15,000	10,000	5,000	10,000	5,000	5,000
Building	20,000	10,000	10,000	30,000	10,000	10,000
Bridges & Culverts	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0
Traffic Signals	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0
Expenditures	430,673	350,000	531,000	366,000	380,000	341,000
Transfer to Reserves	26,200	28,200	31,200	31,200	31,200	31,200
Total Expenditures	456,873	378,200	562,200	397,200	411,200	372,200
Total Revenues	82,173	16,000	196,000	21,000	45,000	6,000
Net Levy Requirement	374,700	362,200	366,200	376,200	366,200	366,200

Annual Reserves Budget	Reserve Sheet Balanced	
Transfers to Reserves	28,200	Transfers to Reserves 0
Transfers from Reserves	15,000	Transfers from Reserves 0

	A	B	C	D	E	F	G	H	I	K	L	M	N	O	P
1															
2	County of Bruce														
4	Director of Library														
5	Library														
6		2016	2017 Baseline		2018 Adjustments Pressure Categories					2018		2019	2020	2021	2022
7		Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed	\$ Change over 2017 Budget	Projected	Projected	Projected	Projected
8	Expenditures by Type														
9	Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Equipment	340,350	349,500	-349,500	330,000	0	0	0	0	330,000	-19,500	328,000	326,000	326,000	326,000
11	Technology/Communications	19,827	46,173	-46,173	0	0	0	0	0	0	-46,173	1,000	0	0	0
12	Vehicles & Machinery	0	0	0	0	0	0	0	0	0	0	187,000	0	39,000	0
13	Furniture and Fixtures	8,563	15,000	-15,000	10,000	0	0	0	0	10,000	-5,000	5,000	10,000	5,000	5,000
14	Building - Structure	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	Building - Site Elements	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	Building - Exterior Components	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	Building - Interior Components	48,837	20,000	-20,000	10,000	0	0	0	0	10,000	-10,000	10,000	30,000	10,000	10,000
18	Building - Site Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Building - Mechanical and Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Building - Fire and Life Safety	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Building - Elevator	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	Bridges & Culverts	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23	Roads Paved	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24	Roads Unpaved	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	Traffic Signals & Signs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Trails Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27										0	0				
28	Gross Expenditures	417,577	430,673	-430,673	350,000	0	0	0	0	350,000	-80,673	531,000	366,000	380,000	341,000
29	TRANSFER TO RESERVES	42,373	26,200	-26,200	28,200	0	0	0	0	28,200	2,000	31,200	31,200	31,200	31,200
30	Net Expenditure	459,950	456,873	-456,873	378,200	0	0	0	0	378,200	-78,673	562,200	397,200	411,200	372,200
31	Percent of Net Expenditure Budget			-100.0%	82.8%	0.0%	0.0%	0.0%	0.0%	-17.2%		48.7%	-29.3%	3.5%	-9.5%
32	Revenues By Type														
33	Federal	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34	Provincial	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	Municipal	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	Own Funds	57,400	82,173	-82,173	15,000	0	0	0	0	15,000	-67,173	195,000	20,000	44,000	5,000
38	Donations	3,109	0	0	1,000	0	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000
40	Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41	Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Total Revenue	60,509	82,173	-82,173	16,000	0	0	0	0	16,000	-66,173	196,000	21,000	45,000	6,000
43															
44	Net Requirement	399,441	374,700	-374,700	362,200	0	0	0	0	362,200	-12,500	366,200	376,200	366,200	366,200
45	Percent of Prior Year Net Requirement Budget			-100.0%	96.7%	0.0%	0.0%	0.0%	0.0%	-3.3%		1.1%	2.7%	-2.7%	0.0%

County of Bruce
Director of Library

Administration

	2016	2017 Baseline		2018 Adjustments Pressure Categories					2018	\$ Change over 2017 Budget	2019	2020	2021	2022
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed		Projected	Projected	Projected	Projected
Expenditures by Type														
Land									0	0				
Equipment	340,350	349,500	-349,500	330,000	0	0	0	0	330,000	-19,500	326,000	326,000	326,000	326,000
Technology/Communications	19,827	46,173	-46,173	0	0	0	0	0	0	-46,173	0	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0	0	0	37,000	0	39,000	0
Furniture and Fixtures	8,563	15,000	-15,000	10,000	0	0	0	0	10,000	-5,000	5,000	10,000	5,000	5,000
Building - Structure									0	0				
Building - Site Elements									0	0				
Building - Exterior Components									0	0				
Building - Interior Components	48,837	20,000	-20,000	10,000	0	0	0	0	10,000	-10,000	10,000	30,000	10,000	10,000
Building - Site Services									0	0				
Building - Mechanical and Electrical									0	0				
Building - Fire and Life Safety									0	0				
Building - Elevator									0	0				
Bridges & Culverts									0	0				
Roads Paved									0	0				
Roads Unpaved									0	0				
Traffic Signals & Signs									0	0				
Trails Program									0	0				
									0	0				
Gross Expenditures	417,577	430,673	-430,673	350,000	0	0	0	0	350,000	-80,673	378,000	366,000	380,000	341,000
TRANSFER TO RESERVES	42,373	26,200	-26,200	28,200	0	0	0	0	28,200	2,000	31,200	31,200	31,200	31,200
Net Expenditure	459,950	456,873	-456,873	378,200	0	0	0	0	378,200	-82,673	409,200	397,200	411,200	372,200
Percent of Net Expenditure Budget			-100.0%	82.8%	0.0%	0.0%	0.0%	0.0%	-17.2%		8.2%	-2.9%	3.5%	-9.5%
Revenues By Type														
Federal									0	0				
Provincial									0	0				
Municipal									0	0				
Own Funds	57,400	82,173	-82,173	15,000	0	0	0	0	15,000	-67,173	42,000	20,000	44,000	5,000
Donations	3,109	0	0	1,000	0	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000
Other									0	0				
Debt									0	0				
Total Revenue	60,509	82,173	-82,173	16,000	0	0	0	0	16,000	-66,173	43,000	21,000	45,000	6,000
Net Requirement	399,441	374,700	-374,700	362,200	0	0	0	0	362,200	-16,500	366,200	376,200	366,200	366,200
Percent of Prior Year Net Requirement Budget			-100.0%	96.7%	0.0%	0.0%	0.0%	0.0%	-3.3%		1.1%	2.7%	-2.7%	0.0%

County of Bruce
 Director of Library
 Special Projects

	2016	2017 Baseline		2018 Adjustments Pressure Categories					2018	\$ Change over 2017 Budget	2019	2020	2021	2022
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Initiatives / Savings	Proposed		Projected	Projected	Projected	Projected
Expenditures by Type														
Land									0	0				
Equipment	0	0	0	0	0	0	0	0	0	0	2,000	0	0	0
Technology/Communications	0	0	0	0	0	0	0	0	0	0	1,000	0	0	0
Vehicles & Machinery	0	0	0	0	0	0	0	0	0	0	150,000	0	0	0
Furniture and Fixtures									0	0				
Building - Structure									0	0				
Building - Site Elements									0	0				
Building - Exterior Components									0	0				
Building - Interior Components									0	0				
Building - Site Services									0	0				
Building - Mechanical and Electrical									0	0				
Building - Fire and Life Safety									0	0				
Building - Elevator									0	0				
Bridges & Culverts									0	0				
Roads Paved									0	0				
Roads Unpaved									0	0				
Traffic Signals & Signs									0	0				
Trails Program									0	0				
									0	0				
Gross Expenditures	0	0	0	0	0	0	0	0	0	0	153,000	0	0	0
TRANSFER TO RESERVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	0	0	0	0	0	0	0	0	0	0	153,000	0	0	0
Percent of Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	-100.0%	0.0%	0.0%
Revenues By Type														
Federal									0	0				
Provincial									0	0				
Municipal									0	0				
Own Funds	0	0	0	0	0	0	0	0	0	0	153,000	0	0	0
Donations									0	0				
Other									0	0				
Debt									0	0				
Total Revenue	0	0	0	0	0	0	0	0	0	0	153,000	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percent of Prior Year Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%