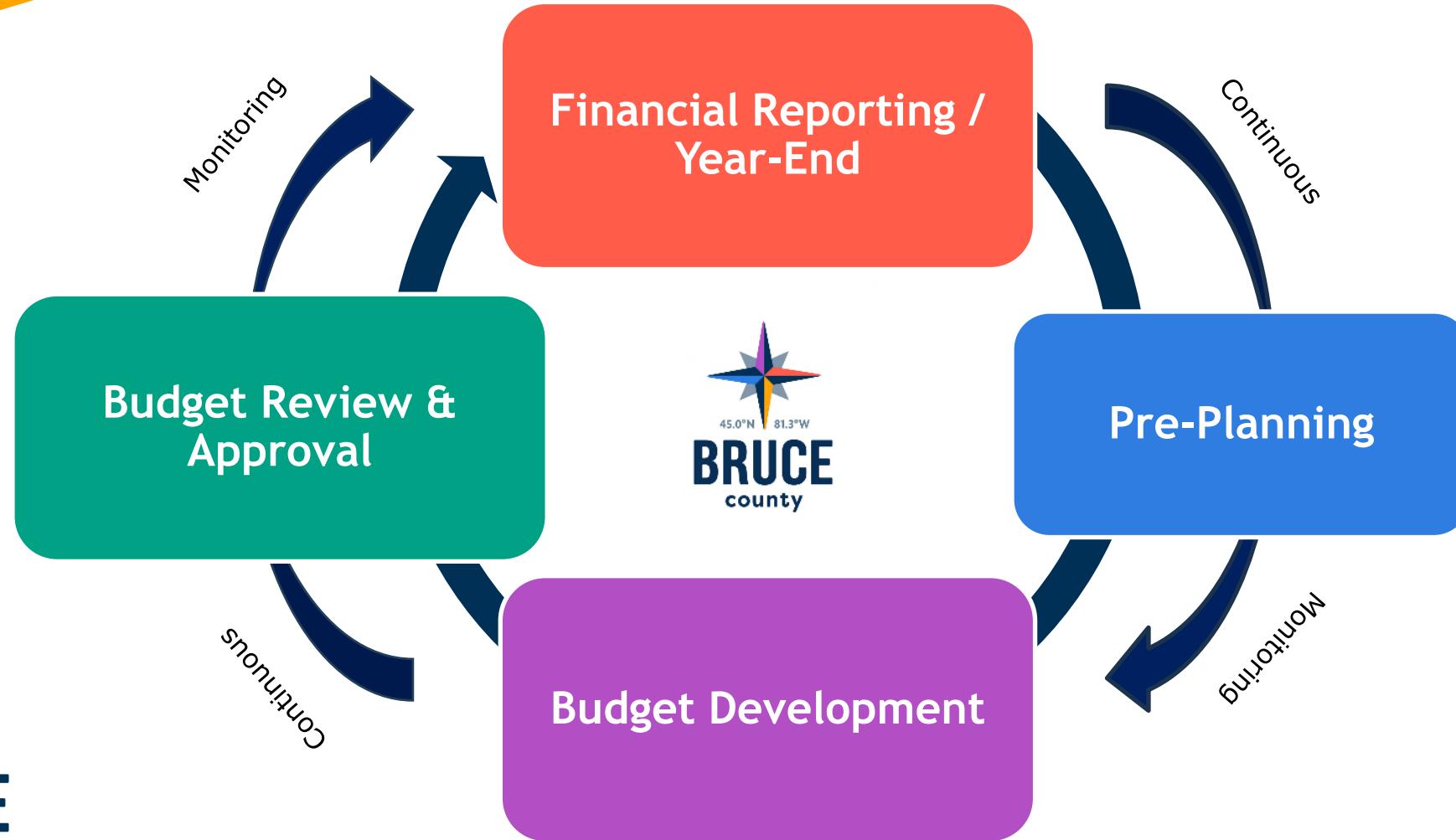




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2026 Pre-Budget Presentation

Financial Management & Budgeting Cycle



- Deliver on Strategic Plan Goals and Objectives
- Maintain current service levels
 - Add new services or increase existing services as approved by Council
- Addition of new staff positions, where required to implement supported initiatives
- Balanced and Strategic approach to reserves use and funding
- Examine current processes to find savings or efficiencies
- Effort to flatten the long-term levy increases

1% levy
increase is
\$718,207

Assessment
Growth
assumed at
1.25%

- Recent Inflation
 - CPI (Operating) - 2.4% in 2024, 2.6% 10-year average
 - NRBCPI (Capital) - 3.4% in 2024, 5.8% 10-year average
- Tarriff Uncertainty - across the market and on select goods
- Lending Rates in 4 - 5% range



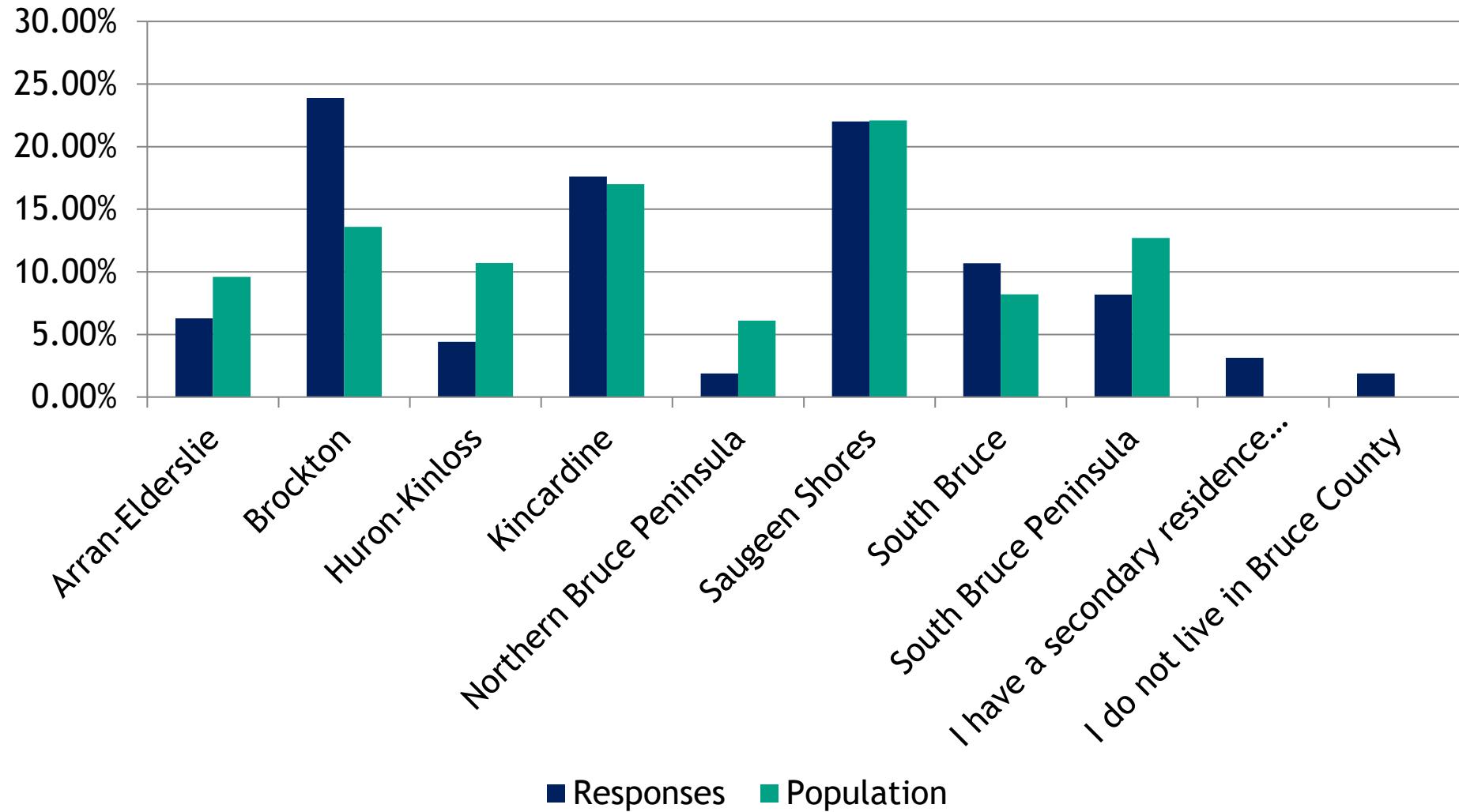
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Budget Survey Results

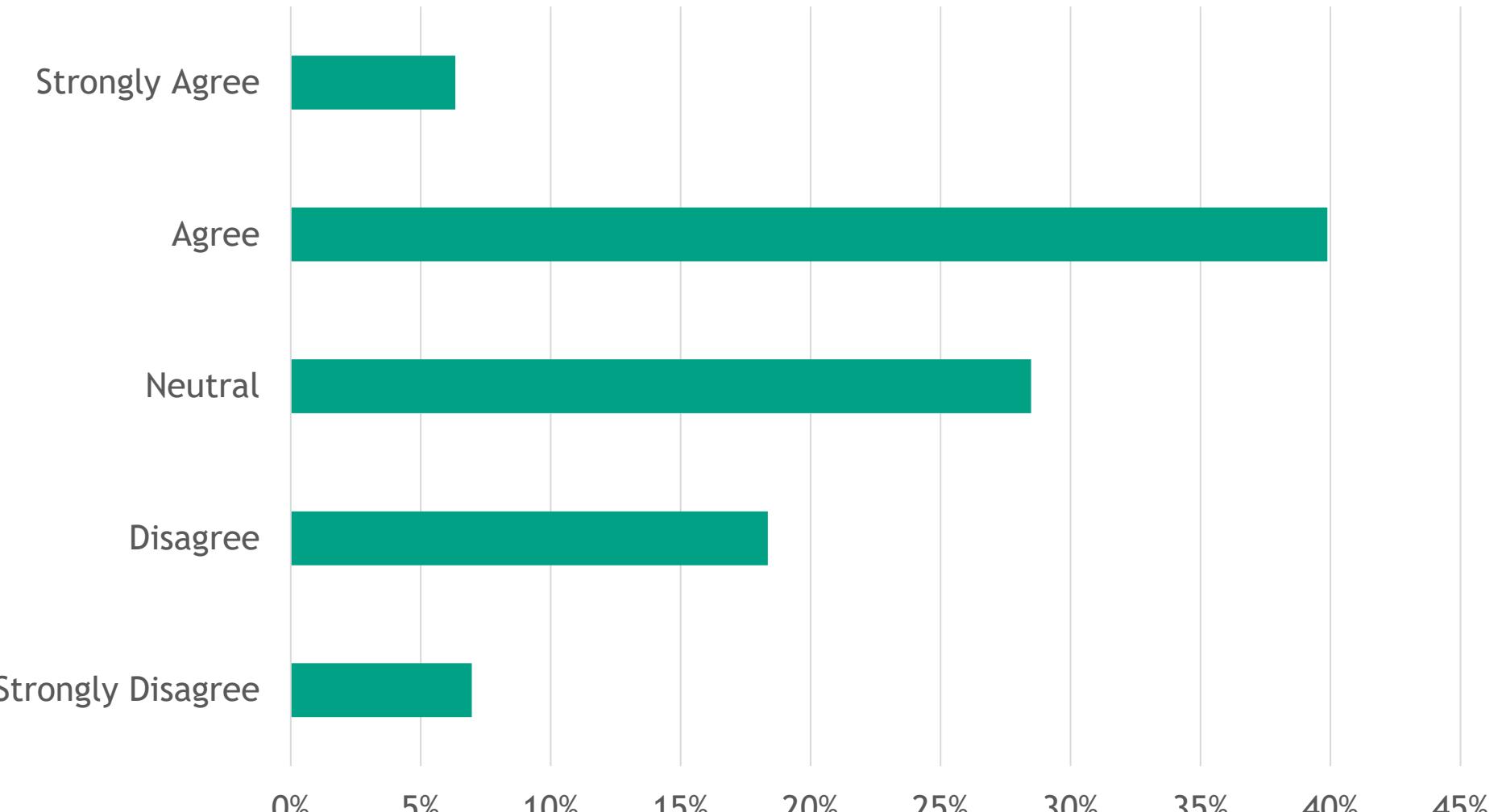
Budget Survey Methodology

- Survey contained 8 questions, including 1 open ended comment field
- Budget Survey was available to the Public June 17th to July 14th 2025
 - Online Survey was promoted through County's Social Media and Website
 - Paper Copies of the Survey could be filled out at any County Administration Facility or Public Library
- 159 Responses received
 - 152 online submissions
 - 7 paper submissions
- Qualitative results were established by coding comments based on themes and establishing frequency.

Where do you live in Bruce County?



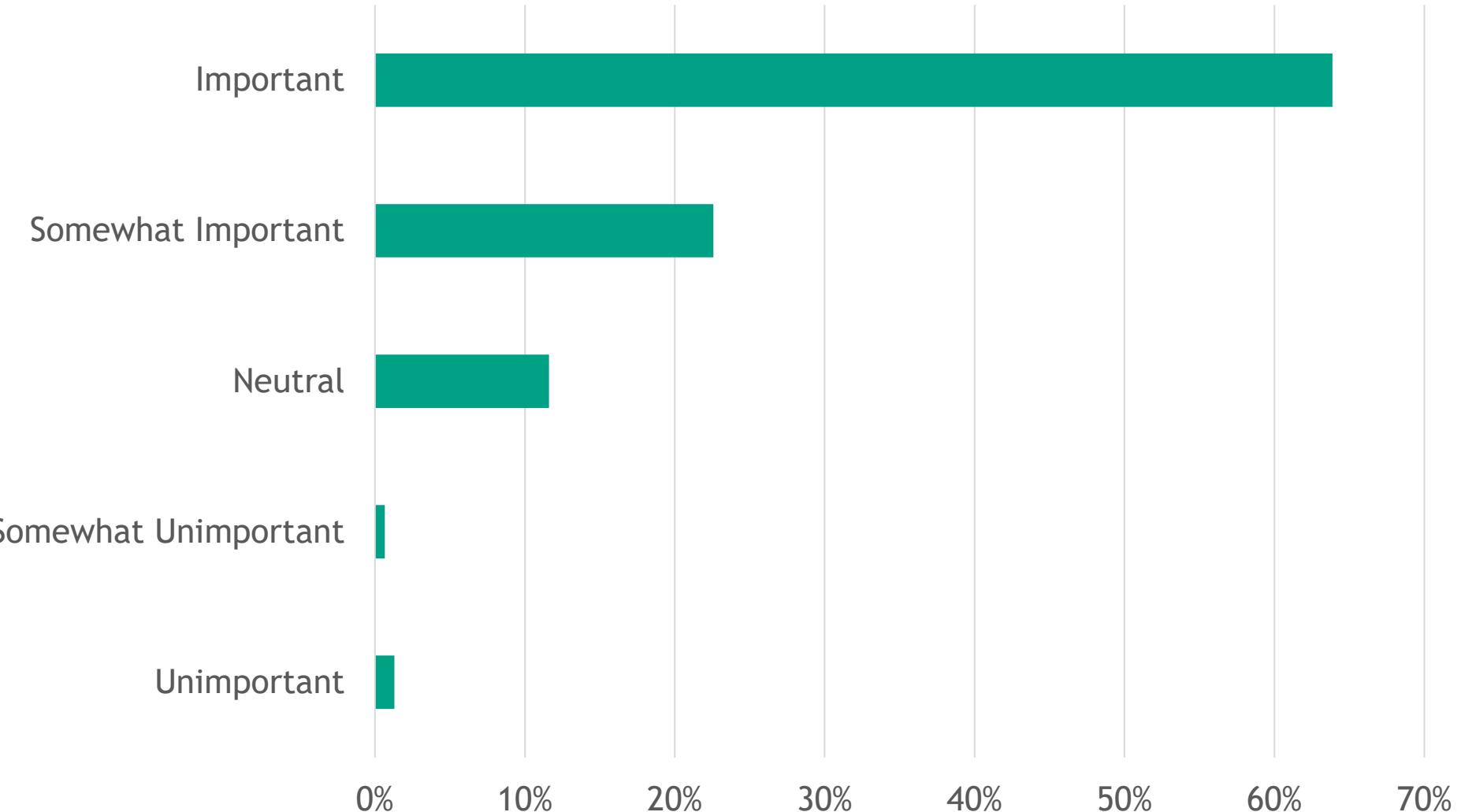
Value for Taxes



Top Five Priority Areas

Service	2026 Ranking	2025 Ranking
Transportation & Environmental Services	1	1
Paramedic Services	2	3
Long Term Care & Senior Services	3	2
Planning and Economic Development	4	5
Housing	5	4

Importance of Saving for Infrastructure



Comment Themes

Service

2026

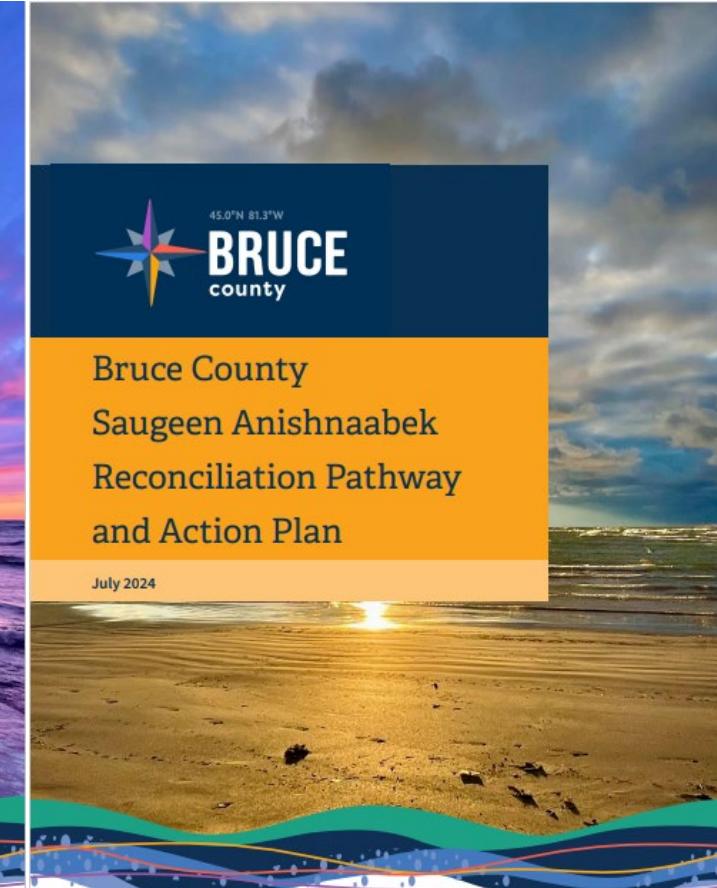
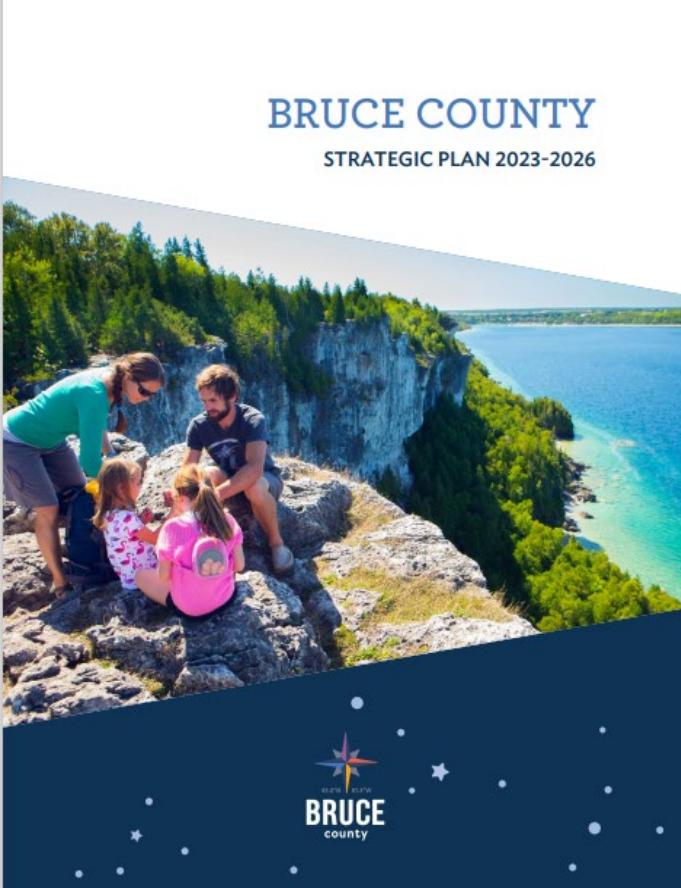
Good Governance & Fiscal Sustainability	1
Infrastructure Support	2
Health Care Support	3
Childcare Accessibility	4
Affordable Housing	5
Cost of Living	6
Streamlined Process for Housing Development & Approvals	7
New: Engage with the Province to Fund Provincial Services	8
New: Increased Access to Long Term Care	9
New: Focus on Core Services	10



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Delivering on the Plan

Connecting Budget to County Plans



STRATEGIC PLAN IN A GLANCE

VISION

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

MISSION

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

VALUES

Our values guide all our decisions and actions:



Excellence

Committed to adapting, enhancing, and evolving responsive services for our community.



Welcoming Community

Cultivate a welcoming community of diversity, equity, and inclusion.



Good Governance

Prioritize transparency, accountability, integrity, and respect in all we do.



Environmental Stewardship

Protect, preserve, and celebrate our natural environment.



Financial Sustainability

Building financial capacity to sustain our resources.

STRATEGIC PILLARS & GOALS



Community and Partnerships support the community and our partners.

Goal 1:
Build a strong and inclusive community.

Goal 2:
Enhance and grow partnerships.

Growth and Innovation
embrace innovation and foster responsible growth

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

Goal 4:
Promote responsible growth.

Culture and Capacity
strengthen our capacity to deliver

Goal 5:
Ensure a positive, inclusive, and accountable work culture.

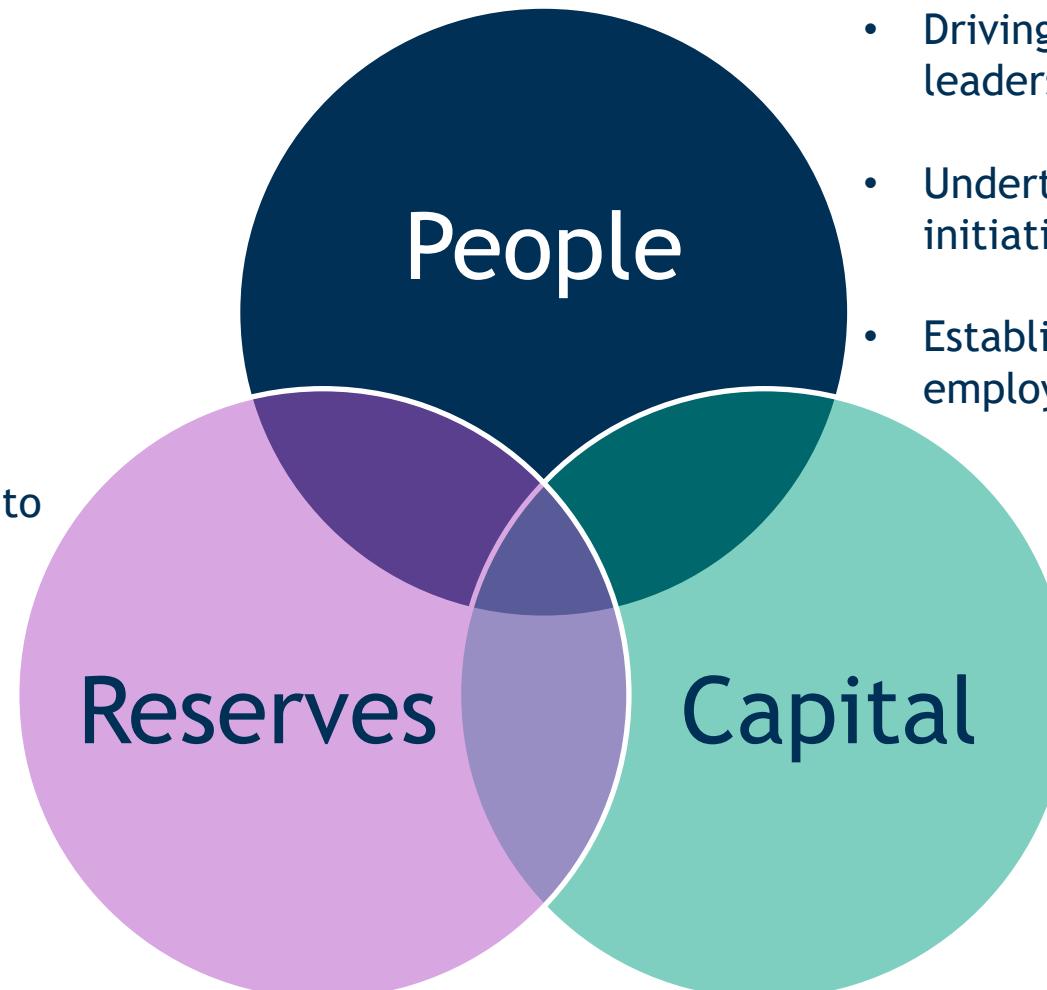
Goal 6:
Be an employer of choice.

Environment and Climate Change
increase our capacity to lead in sustainable environmental practices

Goal 7:
Build capacity to adapt to and mitigate the impacts of climate change.

Through this budget process the organization has worked to balance a holistic approach to support our assets, people, capital and reserves. These initiatives include:

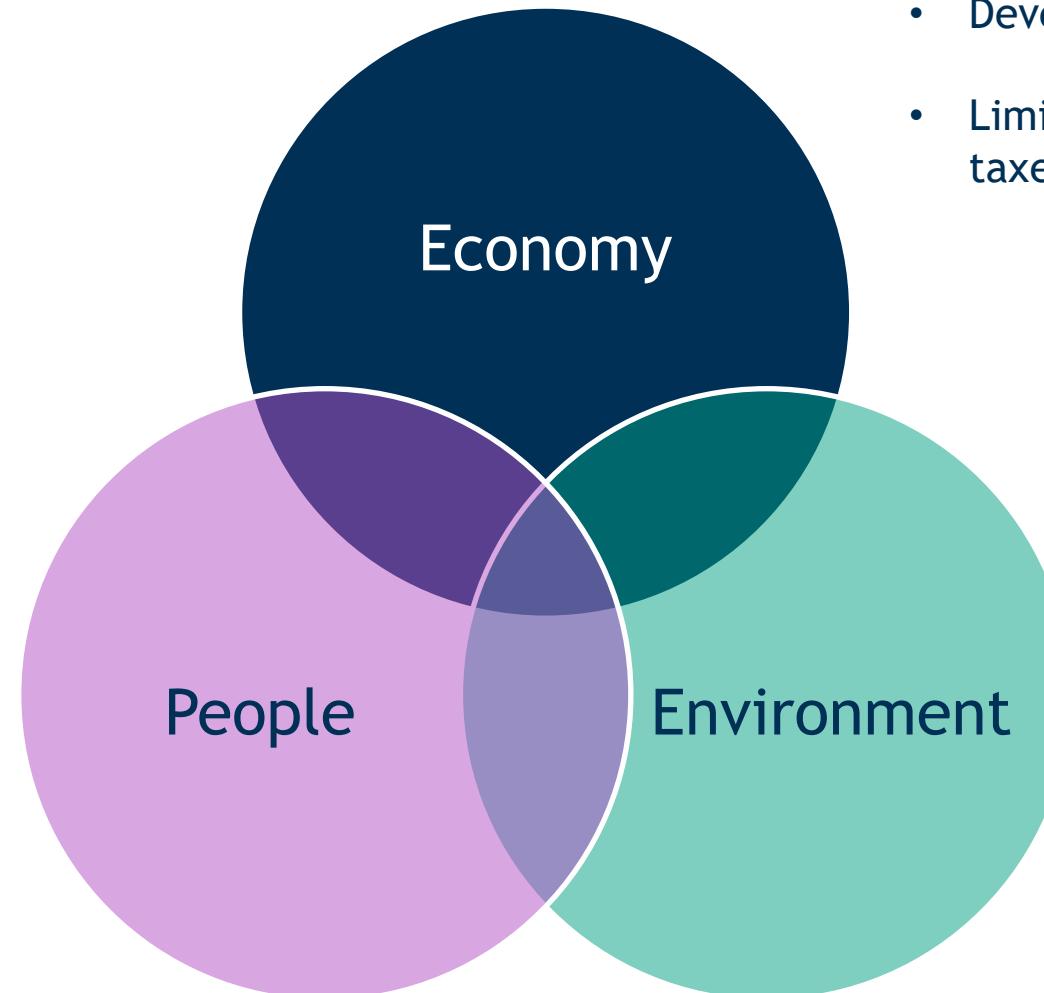
- Tracking progress towards targeted reserve levels
- Developing longer term plans to ensure sufficient funding



- Driving staff engagement through leadership
- Undertaking equity, diversity & inclusion initiatives
- Establishing best practices to be an employer of choice
- Reducing the County infrastructure gap
- Evidence based decision making and prioritization
- Developing longer term capital and reserve plans to ensure sufficient funding

- Implementing our Indigenous Reconciliation Action Plan
- Significant Housing and Homelessness Plan and Initiatives
- Working towards an Age-Friendly Communities Plan
- Implementation of our Archaeological Management Plan

In addition, this budget represents a significant commitment to our community including:



- Development Charges
- Limiting dependency on property taxes as revenue source
- Developing Plans around Environmental Sustainability
- Implementing an Electric Vehicle Charging Strategy
- Investigating Alternate Transportation Options
- Implementing an Energy Transition Cluster



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Operating Budgets

- Implementation of Goals and Actions in Strategic Plan
- New Debt Payments
- Community Initiatives - IPM
- Increased Software Licensing Costs
- Court House Security Cost Request
- Addressing fluctuations in revenue sources

- Inflation estimated at 2.5% for Operating based on 10-year averages
- Provincial Funding increases are estimated based on multi year historical experience in each program if funding direction has not been provided



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Capital Budgets

2024 Plan



2.5%
Annually
for
13 years

2025 Plan



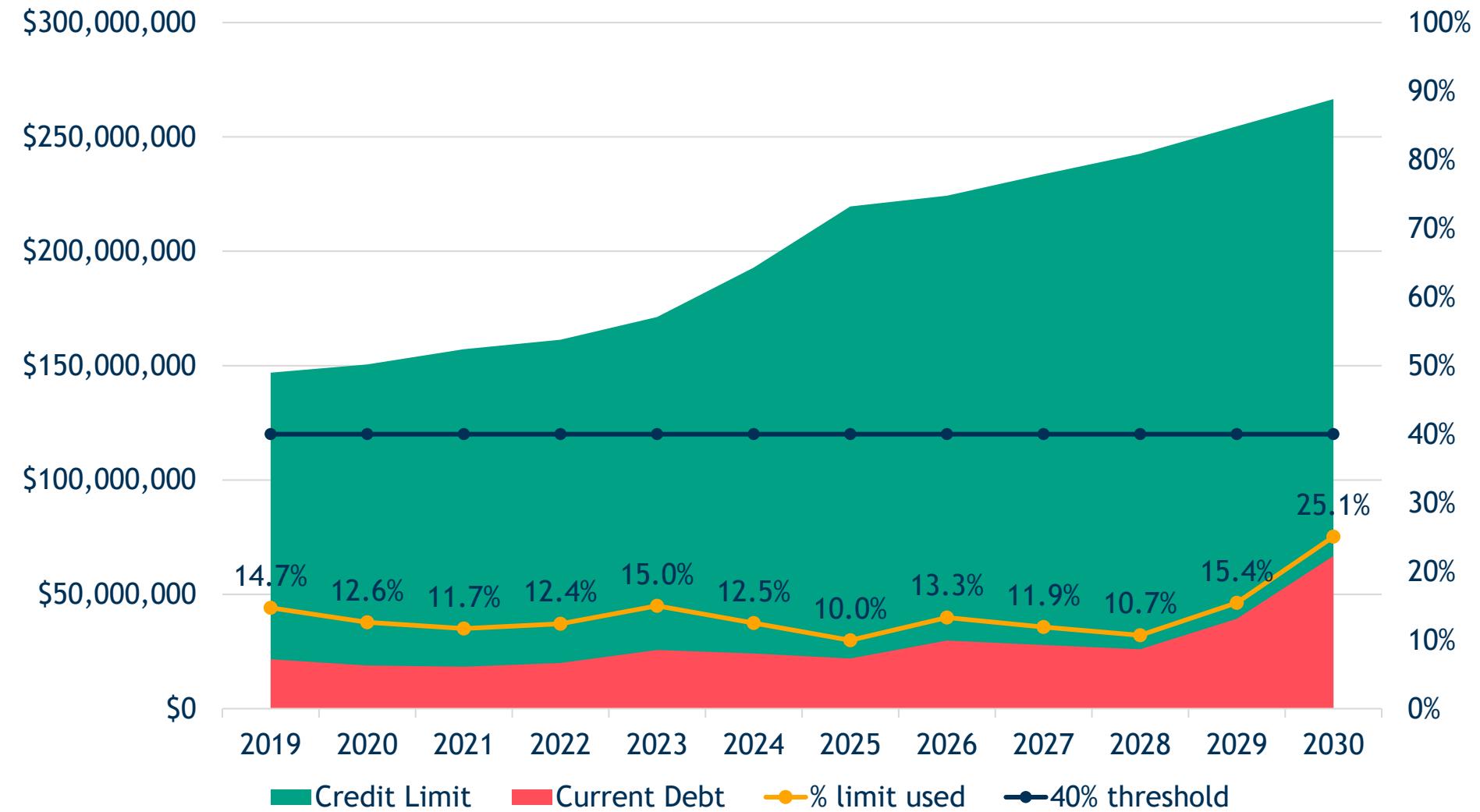
2.8%
Annually
for
15 years

Annual Repayment Limits & Capacity



45.0°N 81.3°W

This chart outlines legislated credit limit, the Bruce County limit, our current and projected used of debt, and the proportion of the credit limit used.



- DCs support the additional infrastructure required due to growth
- DCs can be used to fund upfront construction costs, long-term debt payments (Paramedic HQ), Studies and Plans
- Not all County services are DC eligible (as defined by the DC Act)
 - Social Housing, Museum and Tourism

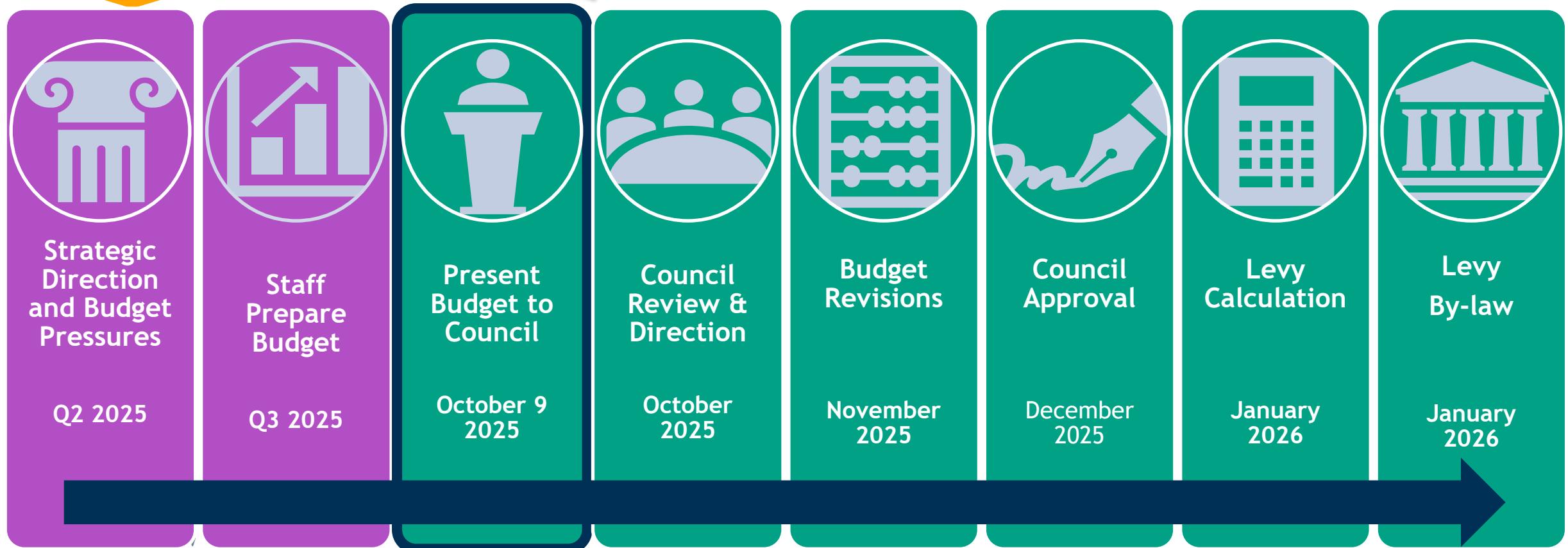
- 2024 was the first year the County collected DCs with a phase-in starting at 25% in 2024 and hitting 100% in 2031
- The phase in for 2026 will be 55% which will increase the amount collected from the developer and decrease the amount required to be funded by the County (per unit)
- Using the growth forecast included in the County's DC Background Study staff have a high-level estimate of \$1.9M in collections with \$1.5M in phase-in exemptions given for 2026
 - Actual experience with collections have been slightly below the forecasted amounts based on development trends

- Set Target Balances for Reserves in 2024
 - Capital Reserve Targets set as a Percentage of Replacement Costs
 - 2025 Yearend Balance is estimated at \$41.5 million vs Target Range of \$50-60 million
- Developing plans to build reserves through predictable and stable contributions
 - Annual Reserve Contributions will be made to support the AMP targets and “Replacement” Capital Projects will be funded from these reserves to maintain a steady and predictable budget

- 2.5% to 2.8% AMP Requirement to Close Infrastructure Gap over 13 to 15 years
- Prioritizing projects over the next 10 years until funding catches up
- Aging Facility Infrastructure
- Community needs
- New or Expanded Assets to Deliver Services
- Advancement and Innovations outpacing inflation

- Grant funding amounts are estimated for future years where unknown
 - Gas Tax assumed \$2.35 million for 2026, increasing to \$2.45 million by 2028 per signed agreement, held level to 2030
 - OCIF assumed \$1.55 million for 2026-2030 but could fluctuate by +/- 10% annually
- Inflation is included at 5% based on 10-year averages

Next Steps



Questions & Comments

