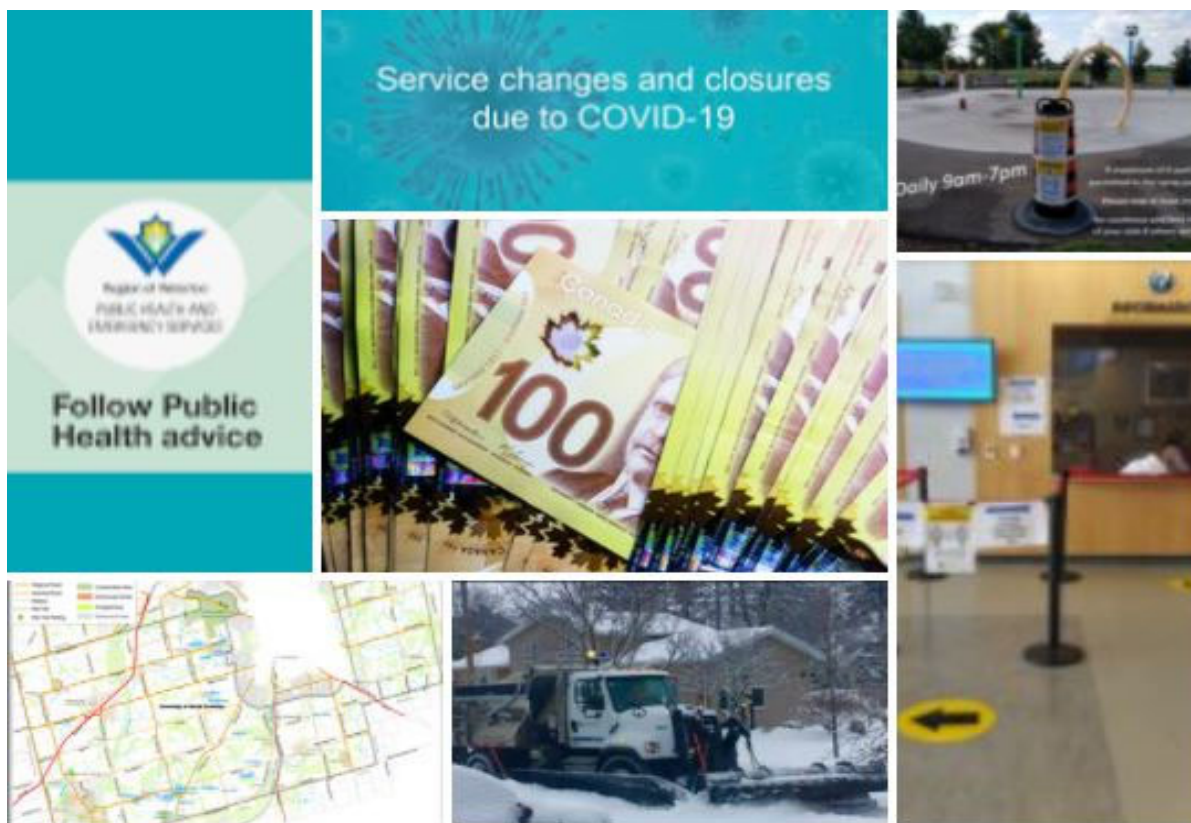




TOWNSHIP OF NORTH DUMFRIES

2021 Municipal Draft Budget



Township of North Dumfries 2021 Municipal Budget

Background on Municipal Budget 2021 Draft Budget Financial Snapshot Issues Affecting 2021 Budget

This summary of the 2021 budget has been prepared by the Treasurer/ Director of Corporate Services only as an overview for the amounts and format of the budget. Further details are available from the Chief Administrative Officer and Fire Chief. Other items may be raised at the Council Meeting to present the 2021 Municipal Budget at the January 11th or 12th or January 28th Special (Budget) Committee of the Whole - Finance Committee meetings. The January 28th meeting has been scheduled if needed, for the review of the updated 2020- 2030 10 year Capital Budget.

At the August 11, 2020 Council meeting, Council approved the following resolution regarding the 2021 Township of North Dumfries Budget:

- 1) THAT FIN Report No. 20-2020 regarding 2021 Budget Direction and Schedule be received;
- 2) AND THAT the Finance Committee recommend to Council the continuance increase in transfer to Capital Reserves of at least 1.0% of the 2021 Municipal Levy, over the total capital reserves allocated from taxation in 2020, to assist in funding the 10 year capital forecast;
- 3) AND THAT staff be directed to prepare and submit the 2021 draft operating and capital budget within a maximum guideline of a 1.5% increase in the Municipal tax rate (after assessment growth);
- 4) AND THAT staff be directed to engage Watson & Associates, through a single source award, not to exceed a value of \$20,000 plus HST, to adjust the 2019 Development Charges Background Study and update the Development Charges By-law enacted in January 2020, to:
 - a. accommodate the recent adjustments to the legislation, under Bill 197, as approved by the Province in July 2021, and,
 - b. add another two years to the listing of eligible projects (through to 2031)

with the intent of having an amended Development Charges By-law in place for January 1, 2021;

- 5) AND THAT the Treasurer be directed to fund this Development Charge update from the Development Charges reserve;

Township of North Dumfries

2021 Municipal Budget

- 6) AND THAT staff publish the adopted 2021 Budget Meeting Schedule in conjunction with the 2021 Council Meeting Schedule on the Township's website, Facebook and Twitter accounts as part of the ongoing public consultation and community outreach program;
- 7) AND THAT the following Meetings be scheduled to deal with the 2021 Budget Components:

Tuesday, August 11, 2020	4:00 pm	Committee of Whole – Finance	1) 2021 Budget Schedule / Key Drivers / Guiding Principles to Establish 2021 Budget 2) Ten-Year (2021-2030) Capital Forecast / Funding Strategy
Monday Nov. 9, 2020	6:00 pm	Committee of Whole – Finance	3 rd Quarter 2021 Variance Report and Year End Projections
Monday Dec. 14, 2020	6:00 pm	Committee of Whole – Finance	1) 2021 Fees and Charges Review and By-law 2) Draft 2021 Budget Document and Business Plans circulated with a Report. 3) Report on Pre-Approval for Tenders/RFP's for key capital projects for 2021 delivery.
Mon. & Tues. Jan. 11 & 12, 2021	6:00 pm	Committee of Whole – Finance	Full Review by Directors of the 2021 Budget – Operations and updated Capital & 10 Year Capital Forecast
THURSDAY Jan. 28, 2021	6:00 pm	Committee of Whole – Finance	Further Review of Items from Jan 11/12 Detailed Budget Review sessions (IF NEEDED). Date is scheduled to follow the ROMA Conference.
Monday Feb. 8, 2021	6:00 pm	Committee of Whole – Finance	Report to recommend approval of the 2021 Budget and in principle the 10-year Capital Forecast
Monday Feb. 22, 2021	7:00 pm	Council	Consideration of 2021 Budget and Township Tax Rates By-law
Tuesday April 12, 2021	6:00 pm	Committee of Whole - Finance	Report on Final Full Tax Rate By-law (including Region and School Board Rates.)
Monday April 26, 2021	7:00 pm	Council	Consideration of Final Full Tax Rate By-law (including Region and School Board Rates)

Township of North Dumfries

2021 Municipal Budget

The enclosed 2021 Draft budget meets the targets Council requested. The proposed Taxation requirement in this draft is \$6,187,670. This is an increase of \$109,238 which, based on the average Residential Assessment for the Township of North Dumfries being \$372,300, results in an **estimated 1.2% increase for the Rural residential tax rate, and a 1.4% for the Urban residential tax rate.**

The Average residential assessment of \$372,300 is used as the basis for comparison, as it is the same level as used from 2017 – to 2020 and creates a better comparison of rates year over year. While the market value on properties has substantially changed since the average was calculated in 2016, the actual assessments used for taxation purposes has not changed when calculating property taxation. The average assessment comparison shows an increase in 2021 over 2020 on the general or rural rate of \$10.79. In the urban centre (Ayr), an additional special area charge is added which in the year over year comparison, results in a tax increase of \$13.48.

The layout of the 2021 Budget information materials is consistent with what was provided in 2020 in order to make comparison's easier for the readers. Provided in this binder are several items that will assist in making the 2021 Draft Budget more understandable including:

1. A Summary by services and departments. This is broken down into the Operational Departmental budgets and the Capital proposed budgets.
2. A Detail listing of accounts. This is also listed by Departments and organized by Major functional categories as listed by the Financial Information Return (FIR). This report shows a breakdown by proposed Operational budgets. These DRAFT Budget working papers are attached in summary format and include:
 - ▶ 2018 Actuals (Final) to December 31, 2018
 - ▶ 2019 Actuals (Final) to December 31, 2018
 - ▶ 2020 Approved Budget
 - ▶ Projected Year End Actuals to December 31, 2019
 - ▶ 2021 Draft Budget
 - ▶ Dollar Change from 2020 to 2021 Budget
3. A summary of 2021 Capital projects with an analysis of funding sources. This together with a written summary of the projects is provided.
4. Updated Business Plans (2021 to 2023) for the Township, by Department. These are the basis on which the Township's services are provided, which require funding from the proposed 2021 budget. The Business Plans are designed to align with the Corporate Strategic Plan from 2019 to 2022.

Township of North Dumfries

2021 Municipal Budget

The 2020 year-end is not yet complete. Staff are anticipating having final numbers in early April 2021.

The final assessment amounts have not yet been delivered to the Municipality by the Municipal Property Assessment Office (MPAC), however the tax rate calculations are based on assessment data that was extracted from the Ontario Property Tax Analysis database (OPTA), which relies on MPAC data. The rates will be verified when the annual tax roll is delivered, December 15th, 2020.

Tax Levy and Tax Rates

The Total tax levy in the 2021 draft budget, as indicated above is \$6,187,670. This is a 1.8% increase over 2020, however with a 0.6% increase in the tax assessment growth, the tax rate increase is adjusted lower. The 0.6% tax assessment growth is low. During 2020, with COVID-19 assessment added to the tax roll was lower than in previous years. It is anticipated this will catch up in 2021 with additional supplemental tax billings and much higher assessment growth for the 2022 tax roll.

The allocation of the tax levy for 2021 is as follows:

	2021 TAX LEVY	% OF TAX LEVY
RESIDENTIAL	\$ 4,294,172	69%
COMM/INDUST.	\$ 1,622,616	26%
PIPELINE	\$ 270,882	4%
	\$ 5,964,682	100%

Reserve Transfers

The Capital Reserves transfer in this draft budget represent \$790,000 transfers to specifically identified reserves. In 2020 the transfers to specific reserves were \$682,000. This increase is \$108,000, which is in excess of direction for a 1.0% of the 2021 Municipal Levy, which would equate to \$60,784.

In addition to the transfers to the specifically identified reserves, the budget includes transfers to reserves for Aggregate fees (\$650,000) and Energy Plus Dividends (\$370,744). The total transfers are estimated at \$1,810,774 for 2021. It should be noted that the estimated transfers to reserves from these two external funds are down slightly from the projections in the 2020 budget. Energy Plus provides the estimates for their dividends each year and due to the pandemic, they are projecting a reduction from the amount paid for their fiscal year end of 2019. With regards to the Aggregate Licencing fees, the volumes were below what was projected for the 2020 budget as the fees when they received in 2019 were lower.

Township of North Dumfries

2021 Municipal Budget

A summary of budgets to actuals with regards to the Transfer to reserves is shown below in Table A. It is important to review these Reserve transfers in co-ordination with the 10 Year Capital Plan, as the transfer in the current fiscal year is in preparation of future year anticipated Capital works.

TABLE A

	2021 TAX LEVY	% OF TAX LEVY
RESIDENTIAL	\$ 4,294,172	69%
COMM/INDUST.	\$ 1,622,616	26%
PIPELINE	\$ 270,882	4%
	\$ 6,187,670	100%

Summary of Reserve Transfers				
	2019 Year End	2020 BUDGET	2020 Year End	2021 BUDGET
Energy Plus Investment - Interest	150,774	150,774	150,774	150,774
Energy Plus Investment - Dividend Income	270,538	256,000		220,000
	421,312	406,774	=SUM(D8:D9)	370,774
Public Works - Gravel Pit Revenue	630,021	700,000	633,041	650,000
Specific Item Reserve Transfers				
FIRE - Transfer to Rolling Stock Reserve	105,000	105,000	105,000	115,000
PUBLIC WORKS - Transfer to Rolling Stock Reserve	225,000	225,000	225,000	275,000
BY-LAW - Transfer to Reserve - Vehicle	6,000	6,000	6,000	4,000
RECREATION - Transfer to Rolling Stock Reserve	60,000	85,000	85,000	70,000
BUILDING - Transfer to Reserve - Vehicles	11,000	11,000	11,000	11,000
FIRE - Contribution to Equipment Reserve	60,000	70,000	70,000	75,000
PLANNING - Transfer to Reserve - Studies	-	10,000	10,000	20,000
PUBLIC WORKS - Contribution to Infrastructure Reserve	-	115,000	115,000	135,000
RECREATION - Ayr Ice House Renovation - Transfer to Reserve	-	-	-	25,000
PUBLIC WORKS - Street Lighting - LED - REPAY Reserve	20,000	20,000	20,000	
RECREATION - Transfer to Reserves for Facilities	35,000	35,000	35,000	60,000
Transfer to Specific Item Reserves	\$ 522,000	\$ 682,000	\$ 682,000	\$ 790,000
Total Transfer to Reserve	\$ 1,573,333	\$ 1,788,774	\$ 1,680,295	\$ 1,810,774

Long Term Capital Forecast

At the meeting of August 11th, Council reviewed in full the Ten-Year (2021-2030 Capital Forecast/ Funding Strategy. After a full review the forecast was adopted in principle by Council. The forecasted capital items have been reviewed by staff and the 2021 capital budget is built on these items. The 2021 - 2030 – 10 Year Capital Forecast – summary and detailed worksheets are included in this Budget Book in Section 10, showing projects and potential funding - all updated from the August 11, 2020 Council meeting and will be reviewed more fully in January 2021.

Programs, Services and Capital Projects

The 2021 Draft Budget Document contains much more detail on programs, services and projects to be completed in 2021 and Council has been given a few weeks to review and

Township of North Dumfries

2021 Municipal Budget

prepare questions for staff. On January 11th and 12th a full review of this information included in the 2021 Draft Budget Binder will take place. Staff would like any questions from Council that they would like addressed prior to that date so that the necessary background information can be provided at the meeting. There will also be a further detailed budget review session on Thursday, January 28th for the purposes of reviewing the document in detail and finalizing the document for Council approval. If that meeting is not required for review of the 2021 budget, staff will review the 10-year Capital Forecast with Council, seeking direction in principle for future projects.

The 2021 draft budget includes estimates on many items that are detailed in the attached budget book. Some highlights include:

- The Ontario Municipal Partnership Fund was confirmed at \$326,700 for 2021 and represents an increase of \$3,400 from 2020.
- The Township is receiving an increase in the AMO Federal Gas Tax allocation in 2021 of \$14,085 over the 2020 allocation which will result in a total to be received in the amount of \$323,970.
- The Township made application in 2019 to the Federal and Provincial Governments for Recreation capital grants for three projects. As of the date of preparing this report, the Township has not had confirmation of approval or denial of these applications.
- The Township Ontario Community Infrastructure Fund Formula-Based Component, which was through an agreement effective 2017, will be at the same level as 2020, which is \$50,000

In December 2020 there are six (6) capital items that are requested for pre-approval due the need to issue Tenders or Requests for Proposals early in order to improve lead time deliveries or assist in getting better prices. These items are:

1. Sidewalk Reconstruction
2. 2021 Road Resurfacing Projects
3. Fire – Protective Equipment / Clothing
4. Public Works Dump Truck with Multi Modules
5. Willison / Newell Storm Drain
6. Leisure Services Master Plan

The Costs for these and all other proposed Capital items are in Section 7, and the background information on each of these items is in Section 8 of this binder.

Once the results of the Tender or Request for proposal are complete, they will be brought back to Council for approval before the work is awarded.

The year over year total increase in tax dollars required to balance the 2021 budget is \$109,238. This represents a 1.8% increase in the levy. The increase is made up of a number of items, and the detailed are explained in Section 6 of this binder. The next

Township of North Dumfries

2021 Municipal Budget

increase in Wages and Benefits (mandatory) is 1.79%. This includes an increase for Non-union staff of 0.02% as approved by Council.

Other increases in expenditures and losses of revenue in 2021 are for the most part off set by the reductions in expenditures and a transfer from the Safe Restart Grant in the amount of \$143,385. A transfer of \$47,295 was also applied from working fund reserves, which is the amount that was allocated to this reserve in 2019 with the pending cut back Ontario Municipal Partnership Funding. The amount was budgeted to be reduced, but the reduction did not occur, so this amount was added to the working fund reserve, as a one time only transfer. Due the need in 2021 to reduced the overall tax rate increase, these funds, previously levied in taxes, are recommended to be utilized.

In the detailed budget information that follows, each department operational expenditures are explained.

A full review of this book will be discussed at the 2021 Budget Meetings of Council, scheduled for January 11th and 12th, both to commence at 6 p.m. Each Director will be available to answer questions on the details with their respective areas of responsibility.

It is anticipated, on January 28th, there will be a review of the updated 10-year Capital plan as included in this package.

An analysis of Reserves are estimates only for 2020, as the year end is pending, and there may be some minor adjustments.

If Council or the public have any issues, they would like addressed at either of these meetings, please forward to my attention, if possible, prior by January 6th in preparation of the January 11th meeting, so any background information that will need to be collected to answer questions, will be prepared.

Shelley Stedall
sstedall@northdumfries.ca
Treasurer/Director of Corporate Services
December 14, 2020

TOWNSHIP OF NORTH DUMFRIES
2021 DRAFT Summary Tax Rate Sheet

Revised 12/05/2020

			2021 TAX LEVY	% OF TAX LEVY
2020 LEVY REQUIREMENT =	\$6,078,432		RESIDENTIAL \$ 4,294,172	69%
2021 LEVY REQUIREMENT =	\$6,187,670		COMM/INDUST. \$ 1,622,616	26%
Levy Increase	\$109,238	1.80%	PIPELINE \$ 270,882	4%
			\$ 6,187,670	100%

Residential - Rural Impact - TOWNSHIP PORTION ONLY

	2021	2020	2019	2018	2017	2016
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00250446	0.00247546	0.00240302	0.00234593	0.00229403	0.00221891
Township Taxes Annually	\$ 250.45	\$ 247.55	\$ 240.30	\$ 234.59	\$ 229.40	\$ 221.89
Average Residential Assessment for the Township of North Dumfries	372,300	372,300	372,300	372,300	372,300	373,250
Residential Township Tax Rate	0.00250446	0.00247546	0.00240302	0.00234593	0.00229403	0.00221891
Township Taxes Annually	\$ 932.41	\$ 921.61	\$ 894.65	\$ 873.39	\$ 854.07	\$ 828.21
	\$ 10.79	\$ 26.97	\$ 21.26	\$ 19.32	\$ 25.86	\$ 44.27
	1.2%	3.0%	2.4%	2.3%	3.1%	5.6%

Residential - Urban Impact - TOWNSHIP PORTION ONLY

	2021	2020	2019	2018	2017	2016
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00263156	0.00259535	0.00252562	0.00244830	0.00239929	0.00233264
Township Taxes Annually	\$ 263.16	\$ 259.53	\$ 252.56	\$ 244.83	\$ 239.93	\$ 233.26
Average Residential Assessment for the Township of North Dumfries	372,300	372,300	372,300	372,300	372,300	373,250
Residential Township Tax Rate	0.00263156	0.00259535	0.00252562	0.00244830	0.00239929	0.00233264
Township Taxes Annually	\$ 979.73	\$ 966.25	\$ 940.29	\$ 911.50	\$ 893.26	\$ 870.66
	\$ 13.48	\$ 25.96	\$ 28.79	\$ 18.25	\$ 22.60	\$ 38.95
	1.4%	2.8%	3.2%	2.0%	2.6%	4.7%

* These average assessment are taken from the OPTA (Ontario Property Tax Assessment website) using the 2017 Tax Impact on Median/Typical Property for North Dumfries Single Family Home Property Code calculation

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
OPERATIONS						
Total General Revenue Taxation	(5,162,450.87)	(5,740,053.70)	(6,219,882)	(6,193,022)	(6,225,982)	(6,100)
Total General Corporate Revenues	(657,588.23)	(669,790.15)	(693,300)	(611,804)	(883,160)	(189,860)
TOTAL TAXES AND CORPORATE REVENUES	(5,820,039.10)	(6,409,843.85)	(6,913,182)	(6,804,826)	(7,109,142)	(195,960)
Total Council	118,197.22	160,558.93	167,648	152,782	166,688	(960)
Total Elections	36,346.33	22,082.12	22,000	21,733	22,000	-
Total Corporate Serv Admin	964,070.20	1,138,900.83	1,229,923	1,209,986	1,291,618	61,695
Total Admin Office NDCC	27,300.00	30,052.00	30,782	321	30,782	-
Total 1171 Greenfield Road	8,667.77	6,329.01	7,500	4,692	-	(7,500)
TOTAL CORPORATE SERVICES	1,154,581.52	1,357,922.89	1,457,853	1,389,514	1,511,088	53,235
Total Fire	882,975.66	847,694.31	979,688	948,887	980,685	997
Total Emergency Planning	2,927.99	1,763.00	4,180	1,461	3,700	(480)
TOTAL FIRE	885,903.65	849,457.31	983,868	950,348	984,385	517
Total Animal Control	1,233.47	(3,278.43)	1,250	1,267	1,250	-
Total Building Permit & Inspection Services	-	(11,000.00)	(11,000)	(11,000)	(11,000)	-
Total Fence Viewing	-	-	200	-	200	-
Total By-Law Enforcement	114,236.66	97,426.84	184,302	144,342	197,983	13,681
Total School Crossing Guards	57,756.12	72,907.26	90,108	70,540	90,434	326
TOTAL PROTECTIVE SERVICES	1,059,129.90	1,005,512.98	1,248,728	1,155,497	1,263,252	14,524
Total Transportation Services - Overhead	281,618.17	312,077.61	945,968	343,578	1,004,486	58,518
Total Public Works Facilities	53,585.03	57,445.61	36,500	59,537	46,500	10,000
Total Public Works Vehicles & Equipment	227,749.85	188,412.06	177,100	236,208	183,800	6,700
Total Roads - Paved	116,951.12	89,718.31	46,750	111,199	45,500	(1,250)
Total Roads - Unpaved	54,529.50	86,613.99	58,000	112,862	65,000	7,000
Total Roads- Bridges & Culverts	18,229.10	44,643.39	25,250	35,977	27,250	2,000
Total Roads - Traffic & Roadside	193,882.35	215,365.19	94,750	213,629	150,750	56,000
Total Roads - Winter Control (Except Pkg Lot/Sdwlk	225,651.70	256,406.59	132,500	222,282	133,500	1,000
Total Parking & Parking Lots	-	1,525.30	5,000	5,500	5,500	500
Total Street Lighting	83,714.30	80,155.15	81,000	80,000	76,500	(4,500)
Total Sidewalk Costs Covered by General Levy	-	6,529.18	48,614	47,070	65,650	17,036
Total Special Area Costs - AYR	(5,436.13)	27,831.81	(80)	(100)	-	80
TOTAL PUBLIC WORKS	1,250,474.99	1,366,724.19	1,651,352	1,467,742	1,804,436	153,084
Total Environmental	309.18	309.18	-	309	-	-
Solid Waste Collection	(81.00)	(51.00)	-	(45)	-	-

TOTAL ENVIRONMENTAL SERVICES	228.18	258.18	-	264	-	-
Total Recreation and Cultural Services Overhead	310,515.33	331,094.01	1,103,190	349,434	1,123,765	20,575
Total Recreation Program & Events	12,512.79	7,271.98	14,100	12,275	30,500	16,400
Total Recreation Vehicles & Equipment	25,076.71	30,464.16	28,900	19,450	28,050	(850)
Total Parks	213,343.28	264,165.80	114,595	250,486	125,645	11,050
Total Rec. Facility - ACC	98,611.79	98,727.10	(13,200)	114,314	45,550	58,750
Total Rec Facility - NDCC	475,095.01	491,854.07	80,070	609,096	89,180	9,110
Total Rec. Facility - Roseville Hall	3,535.82	8,046.34	1,800	14,021	5,450	3,650
Total Libraries	-	660.00	1,000	-	1,000	-
TOTAL RECREATION SERVICES	1,138,690.73	1,232,283.46	1,330,455	1,369,076	1,449,140	118,685
Total Planning & Development	118,300.67	193,545.79	220,119	154,457	225,834	5,715
Total Heritage	5,329.96	8,190.36	11,085	500	750	(10,335)
Total Aggregate Projects	-	-	-	-	-	-
TOTAL PLANNING	123,630.63	201,736.15	231,204	154,957	226,584	(4,620)
Total Operations	(1,093,303.15)	(1,245,406.00)	(993,590)	(1,267,776)	(854,642)	138,948
CAPITAL						
Administration/Corporate Capital	7,046.34	21,013.00	33,000	25,000	10,000	(23,000)
Fire Capital	157,111.89	167,595.74	199,168	180,942	215,000	15,832
Building Capital	-	11,000.00	16,000	12,500	11,000	(5,000)
By Law Capital	6,000.00	6,000.00	6,000	6,000	4,000	(2,000)
Public Works Capital	271,698.18	291,825.38	506,500	532,774	478,880	(27,620)
Recreation Capital	157,749.32	235,806.09	183,622	235,063	225,000	41,378
Planning Capital	-	-	49,300	10,923	20,000	(29,300)
Total Capital	599,605.73	733,240.21	993,590	1,003,202	963,880	(29,710)
GRAND TOTAL	(493,697.42)	(512,165.79)	-	(264,574)	109,238	109,238

Township of North Dumfries

2021 Municipal Budget

General Taxation & Unconditional Grants

The Township's Taxation levels are shown in the working document at the same level as in 2020. Once Council approves the levy increase, the amount will be adjusted. The Township's total general taxation, if this draft is adopted will be \$6,187,670. This is a sum total of the Municipal Levy for Residential & Farm, Commercial/Industrial/ Multi-Res and Pipeline. The amounts calculated for based on this draft budget are:

	2021 TAX LEVY	% OF TAX LEVY
RESIDENTIAL	\$ 4,294,172	69%
COMM/INDUST.	\$ 1,622,616	26%
PIPELINE	\$ 270,882	4%
	\$ 6,187,670	100%

Total Township expenditures (Operations and Capital) are approximately \$14.1 million, with the balance of the revenues either coming from Grants, Special Area Rating, Payments in Lieu of Taxation, User Fees or Transfers from Reserves. The levied amount being discussed only relates to the Township portion of the tax bill generated by the Township of North Dumfries and does not include the Region of Waterloo or the regional school boards.

It should be noted that the taxation amount shown is levied to cover expenditures. The tax rate will be discussed later which will indicate the how this taxation requirement is translated to the individual tax payers.

No new debt is proposed in this budget.

The Ontario Municipal Partnership Fund (OMPF) is the Township's Unconditional Grant from the Province of Ontario. The 2021 OMPF was confirmed and announced on October 29, 2020 in the amount of \$326,700. This is an increase of \$3,400 from 2020. In summary, over the past few years, the OMPF received has been:

- ▶ 2012 – \$337,500
- ▶ 2013 – \$303,800
- ▶ 2014 - \$259,000
- ▶ 2015 - \$263,600
- ▶ 2016 - \$265,700
- ▶ 2017 - \$265,400
- ▶ 2018 - \$315,300
- ▶ 2019 - \$318,800
- ▶ 2020 - \$323,300

Township of North Dumfries

2021 Municipal Budget

Another Grant in this section of the budget is the Federal Gas Tax. The 2021 allocation of Gas Tax funds totals \$323,970. This is an increase over the 2020 base allocation is \$14,085. This amount together with the funds unspent in the Township's AMO Gas Tax deferred revenue account, will allow the Township to fund approximately \$402,875 towards infrastructure projects identified in the 2021 Capital budget, consistent with the terms and conditions of the Federal Funding program. It should be noted that this is the base amount of grant that the Township has an agreement with AMO, that indicates what it will receive. The estimated balance in the Gas Tax Deferred revenue at the end of 2020 is \$595,725. All funds are allocated to the Gas Tax Deferred Revenue account are for use in the Townships long term capital infrastructure costs. These funds will be applied specifically to roads infrastructure projects that are identified in the 10 Year Infrastructure Capital plan, as identified in the State of the Infrastructure – Roads.

Included in the Corporate Revenues is the dividend and interest that the Township receives as a shareholder in Energy+. Energy + has indicated the dividend to be received in 2021 based on their fiscal year end for 2020 will likely drop by an estimated \$30,000 due to the COVID-19 Pandemic to \$220,000 from the \$252,173 received from their 2019 year end dividends. The income the Township will earn in 2021 from the dividends plus interest on the loan the Township has with Energy Plus are projected to be \$370,774. The funds are shown as a transfer to reserve, as this money is for the Township Facility and Recreation facility projects.

Interest and penalty on taxation is a corporate number and is shown in this area of the budget. The estimated revenue in 2021 is \$160,000, which is the same level as estimated revenues in 2020. This rate on tax arrears has not changed as it is set by Provincial and Township legislation. The interest rate on property taxes is 1.25% per month on tax arrears. The actual amount interest on taxes collected in 2021 may be higher than estimated, as there has been a slight increase in tax arrears throughout the 2020.

Interest from funds in the Township bank throughout the fiscal year are expected to be no higher than what was budgeted in 2020. Interest rates are low, however the Township reserve balances are high at this time. A projected amount of \$160,000 is expected for 2021. Over the past three years this revenue item has grown and has contributed to the Township's year end surplus'.

Tax write offs and supplemental taxation are estimated at the same level as in 2020 budget. There has been some delay in assessment being added to the Township annual tax roll. This is due to delays in ability to do onsite inspections by MPAC assessors. There has been significant new building activity in the township, and by use of electronic reviews of building additions it is estimated the supplemental bills issued in 2021 will be higher than what was issued in 2020. There are no major outstanding legacy ARB decisions at this point which would affect the write-offs.

Township of North Dumfries

2021 Municipal Budget

One new change in the 2021 budget is regarding the Safe restart Funds which the Township received in 2020. The funds were allocated to a reserve, at the time of receipt of the funds, as surplus was projected at the Time for the Township. While the year end for 2020 is not yet complete, it is expected that there will be a surplus for 2020 and the Safe Restart funds will not be used in 2020.

In the 2021 budget the Safe Restart funds have been utilized in order to offset costs related to an overall net lose in the Leisure and Community Services budget, related to the facilities loss in revenues from the Ayr Community Centre, North Dumfries Community Complex, the Roseville Community Complex, Parks Rental Fees, the Fire Community Hall and costs associated with Protective Equipment related to the pandemic. Overall, the total allocated in the 2021 budget from the total \$222,000 received, is \$143,885. This will leave a balance of \$78,115 in the Safe Restart Reserve.

The Township had a surplus at the end of 2019 and further allocated \$100,000 as a COVID-19 Pandemic Contingency Reserve in case further funds needed in 2021

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
OPERATIONS						
Municipal Lvy -Res & Farm	(3,568,876)	(3,889,200)	(4,223,389)	(4,223,389)	(4,223,389)	
Municipal Lvy - Com/Ind/Multi-Res	(1,286,472)	(1,435,034)	(1,587,297)	(1,587,297)	(1,587,297)	
Municipal Lvy - Pipeline	(239,652)	(252,855)	(267,746)	(267,746)	(267,746)	
Municipal Lvy -Pil Region Of Waterloo	(48,581)	(46,837)	(40,000)	(40,000)	(45,000)	
Municipal Lvy - Pil Mun Tax Assist. Act	(15,081)	(19,051)	(16,700)	(18,000)	(18,000)	
Municipal Lvy - Pil Hydro One	(10,109)	(33,240)	(15,250)	(15,250)	(15,250)	
Municipal Lvy - Pil CP Rail	(8,424)	(8,634)	(8,000)	(8,000)	(8,000)	
Municipal Lvy - Pil Canada Post	(7,397)	(7,329)	(7,500)	(7,300)	(7,300)	
Mun Lvy Supp. Taxes - Residential/Farm	(86,916)	(38,963)	(70,000)	(50,847)	(70,000)	
Mun Lvy Supp. Taxes - Comm/Ind./Multi Res	(84,133)	(104,044)	(50,000)	(41,193)	(50,000)	
Mun Lvy Supp. Taxes - Pipeline	(549)	(143)	-	-	-	
Bill 140 Capping Adj - Commercial	(26,897)	-	-	-	-	
Rev B79 Capping Recovery	26,897	-	-	-	-	
Special Area Levy- Branchton Broadband -Gen Levy	(20,124)	(20,124)	-	-	-	
Transfer to Branchton Internet Receivable	20,124	20,124	-	-	-	
Taxation - Transfer from Reserve	(10,000)	-	-	-	-	
Recoverables - Write-offs	100,000	-	-	-	-	
Municipal Levy Taxation - Write Off Taxes	97,689	97,161	65,000	65,000	65,000	
Taxation - Write Small Balances Off Taxes	378	48	1,000	1,000	1,000	
Taxation (TSP) - Write Small Balances Off PIL	5,671	(1,934)	-	-	-	
Total General Revenue Taxation	(5,162,451)	(5,740,054)	(6,219,882)	(6,193,022)	(6,225,982)	(6,100)
AMO Fed Gas Tax	(297,297)	(612,718)	(309,885)	(309,885)	(323,970)	
Ontario Municipal Partnership Fund	(315,300)	(318,800)	(323,300)	(323,300)	(326,300)	
Governance Modernization Grant	-	(681,800)	-	-	-	
Safe Restart Grant	-	-	-	(222,000)	-	
Transfer From Reserves/Reserve Fund	-	-	(50,000)	-	(47,295)	
Transfer From Reserve - Safe Restart Fund	-	-	-	-	(143,385)	
Transfer From Reserve - Unspent 2019 Capital	-	-	-	-	(66,180)	
Interest On Property Taxes	(180,935)	(163,922)	(160,000)	(160,000)	(160,000)	
Interest On Bank Account	(161,352)	(244,767)	(160,000)	(160,000)	(160,000)	
Energy Plus Investment - Interest	(150,774)	(150,774)	(150,774)	(150,774)	(150,774)	
Energy Plus Investment - Dividend Income	(316,513)	(270,538)	(256,000)	(252,173)	(220,000)	
Transfer To Reserve - CND Hydro Fund	467,287	421,312	406,774	402,947	370,774	
Transfer to Working Fund Reserve - Re OMPF	-	47,295	-	-	-	
Transfer to Unearned Revenue - AMO Gas Tax--Trans	297,296	612,718	309,885	309,885	323,970	
Transfer to Reserve - One Time Prov.Grant	-	681,800	-	222,000	-	
Land Sale - Revenues from Sale	-	-	(350,000)	-	-	
Land Sale - Legal Fees	-	-	6,500	-	-	
Land Sale - Real Estate Fees	-	-	17,000	-	-	
Land Sale - Transfer to Reserve	-	-	326,500	-	-	
57 Willison Land Sale - Revenues from Sale	(235,000)	-	-	-	-	
57 Willison Land Sale - Legal Fees	6,227	-	-	-	-	
57 Willison Land Sale - Real Estate Fees	11,957	-	-	-	-	
57 Willison Land Sale - Other Land Sale Cost	2,448	-	-	-	-	
57 Willison St. Land Sale - Transfer to Reserve	214,367	-	-	-	-	
199 Main St. Land Sale - Revenues from Sale	(350,000)	-	-	-	-	
199 Main St. Land Sale - Legal Fees	3,397	-	-	-	-	
199 Main St. Land Sale - Real Estate Fees	17,808	-	-	-	-	
199 Main St. Land Sale - Other Land Sale Cost	272	-	-	-	-	
199 Main St. Land Sale - Transfer to Reserve	328,522	-	-	-	-	
1171 Greenfield Rd Land Sale - Other Land Sale Cos	-	10,403	-	473	-	
Admin - Pandemic 2020 - Material & Supplies	-	-	-	31,023	20,000	
Total General Corporate Revenues	(657,588)	(669,790)	(693,300)	(611,804)	(883,160)	(189,860)
TOTAL TAXES AND CORPORATE REVENUES	(5,820,039)	(6,409,844)	(6,913,182)	(6,804,826)	(7,109,142)	(195,960)

Ontario Municipal Partnership Fund (OMPF)

2021 Allocation Notice



Township of North Dumfries
Region of Waterloo

3001

In 2021, the Province is providing the Township of North Dumfries with \$326,700 in funding through the OMPF, which is the equivalent of \$89 per household.

A Total 2021 OMPF

\$326,700

1. Assessment Equalization Grant Component	-
2. Northern Communities Grant Component	-
3. Rural Communities Grant Component	\$321,700
4. Northern and Rural Fiscal Circumstances Grant Component	\$5,000
5. Transitional Assistance	-

B Key OMPF Data Inputs

1. Households	3,676
2. Total Weighted Assessment per Household	\$677,715
3. Rural and Small Community Measure (RSCM)	58.4%
4. Farm Area Measure (FAM)	n/a
5. Northern and Rural Municipal Fiscal Circumstances Index (MFCI)	0.2
6. 2021 Guaranteed Level of Support	85.0%
7. 2020 OMPF	\$323,300

Note: See line item descriptions on the following page.

Ontario Municipal Partnership Fund (OMPF)

2021 Allocation Notice

Township of North Dumfries

3001

Region of Waterloo

2021 OMPF Allocation Notice - Line Item Descriptions

Sum of 2021 OMPF grant components and Transitional Assistance, which are described in the 2021 OMPF Technical Guide. This document can be accessed on the Ministry of Finance's website at:
A <https://www.fin.gov.on.ca/en/budget/ompf/2021>

A5 If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to year-over-year funding changes. See the enclosed Transitional Assistance Calculation Insert for further details.

B1 Based on the 2020 returned roll from the Municipal Property Assessment Corporation (MPAC).

B2 Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.

B3 Represents the proportion of a municipality's population residing in rural areas and/or small communities. For additional information, see the 2021 OMPF Technical Guide, Appendix A.

B4 Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2021 OMPF Technical Guide, Appendix B.

B5 Measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCl corresponds to relatively positive fiscal circumstances, whereas a higher MFCl corresponds to more challenging fiscal circumstances. For additional information, see the enclosed MFCl Insert, and the 2021 OMPF Technical Guide, Appendix D.

B6 Represents the guaranteed level of support the municipality will receive through the 2021 OMPF. For additional information, see the 2021 OMPF Technical Guide.

B7 2020 OMPF Allocation Notice (Line A).

Note: Grant components and Transitional Assistance are rounded up to multiples of \$100.

Ontario Municipal Partnership Fund (OMPF)
2021 Transitional Assistance Calculation Insert



Township of North Dumfries
Region of Waterloo

3001

A 2021 OMPF Transitional Assistance (Line B2 - Line B1, if positive)

n/a

As the municipality's 2021 OMPF identified on line B1 exceeds the guaranteed support identified on line B2, Transitional Assistance is not required.

B Supporting Details

1. Sum of 2021 OMPF Grant Components (excluding Transitional Assistance)	\$326,700
2. 2021 Guaranteed Support (Line B2a x Line B2b)	\$274,900
a. 2020 OMPF	\$323,300
b. 2021 Guaranteed Level of Support	85.0%

Note: See line item descriptions on the following page.

Ontario Municipal Partnership Fund (OMPF)

2021 Transitional Assistance Calculation Insert

Township of North Dumfries
Region of Waterloo

3001

2021 Transitional Assistance Calculation Insert - Line Item Descriptions

- A** Transitional Assistance ensures that in 2021, southern municipalities will receive a minimum of 85 per cent of the support they received through the OMPF in 2020. The Township of North Dumfries' 2021 OMPF exceeds their guaranteed level. As a result, Transitional Assistance is not required.

-
- B1** Sum of the following 2021 OMPF grant components: Assessment Equalization, Northern Communities, Rural Communities, and Northern and Rural Fiscal Circumstances Grant Components.

-
- B2** Guaranteed amount of funding through the 2021 OMPF.

-
- B2a** 2020 OMPF Allocation Notice (Line A).

-
- B2b** Represents the guaranteed level of support the municipality will receive through the 2021 OMPF. For additional information, see the 2021 OMPF Technical Guide.
-

Note: Grant components and Transitional Assistance are rounded up to multiples of \$100.

Ontario Municipal Partnership Fund (OMPF)

2021 Northern and Rural Municipal Fiscal Circumstances Index



Township of North Dumfries
Region of Waterloo

3001

A Northern and Rural Municipal Fiscal Circumstances Index (MFCI)

0.2

The Northern and Rural Municipal Fiscal Circumstances Index (MFCI) measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province on a scale of 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances.

The Northern and Rural MFCI is determined based on six indicators that are classified as either primary or secondary, to reflect their relative importance in determining a municipality's fiscal circumstances.

The table below provides a comparison of the indicator values for the Township to the median for northern and rural municipalities.

B Northern and Rural MFCI - Indicators

	Township of North Dumfries	Median
Primary Indicators		
1. Weighted Assessment per Household	\$677,715	\$287,000
2. Median Household Income	\$111,078	\$69,000
Secondary Indicators		
3. Average Annual Change in Assessment (New Construction)	1.7%	1.1%
4. Employment Rate	69.1%	56.0%
5. Ratio of Working Age to Dependent Population	202.5%	170.0%
6. Per cent of Population Above Low-Income Threshold	95.6%	86.0%

Note: An indicator value that is higher than the median corresponds to relatively positive fiscal circumstances, while a value below the median corresponds to more challenging fiscal circumstances.

Additional details regarding the calculation of the Northern and Rural MFCI are provided in the 2021 OMPF Technical Guide, as well as in the customized 2021 Northern and Rural MFCI Workbook.

Note: See line item descriptions on the following page.

Ontario Municipal Partnership Fund (OMPF)

2021 Northern and Rural Municipal Fiscal Circumstances Index

Township of North Dumfries
Region of Waterloo

3001

2021 Northern and Rural Municipal Fiscal Circumstances Index - Line Item Descriptions

- A** The municipality's 2021 Northern and Rural MFCI. Additional details are provided in the municipality's customized 2021 Northern and Rural MFCI Workbook.
-
- B1** Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.
-
- B2** Statistics Canada's measure of median income for all private households in 2015.
-
- B3** Measures the five-year (2015 - 2020) average annual change in a municipality's assessment, for example, as a result of new construction or business property closures, excluding the impact of reassessment.
-
- B4** Statistics Canada's measure of number of employed persons, divided by persons aged 15 and over.
-
- B5** Statistics Canada's measure of working age population (aged 15 to 64), divided by youth (aged 14 and under) and senior population (aged 65 and over).
-
- B6** Statistics Canada's measure of the population in private households above the low-income threshold for Ontario compared to the total population in private households.

AMO GAS TAX

Municipal Funding Agreement

Schedule A2

Schedule of Fund Payments (2019-2023)

Recipient: Township of North Dumfries

The following represents an estimate of the Funds and schedule of payments for the remaining five (5) years of the Agreement.

Year	Payment #1		Payment #2		Total
2019	\$	154,942.32	\$	154,942.31	\$ 309,884.63
2020	\$	154,942.32	\$	154,942.31	\$ 309,884.63
2021	\$	161,985.15	\$	161,985.14	\$ 323,970.29
2022	\$	161,985.15	\$	161,985.14	\$ 323,970.29
2023	\$	169,027.98	\$	169,027.98	\$ 338,055.96

Township of North Dumfries

2021 Municipal Budget

Council and Elections

Council expenditures include wages and benefits for the five (5) members of Council. These wages reflect the new amounts approved by Council in March 2018 plus annual cost of living increases. For 2021 Council wages have been increased by 0.6% COLA as approved in November 2020 and consistent with Non-union staff and Fire personnel.

Other costs for Council include memberships, training and special events hosted by Council. Membership includes the Association of Municipalities of Ontario (AMO) which is approximately \$4,000 for the Corporation.

In 2020 and new budget allocation of towards a budget allocation of \$2,500 was approved for Council which address matters associated with “Community Awards” program and financial assistance for members to attend third party community events. Due to COVID restrictions the funds were not used in 2020.

Election Expenditures for the 2022 election are estimated to be \$80,000, based on costs incurred in 2018. The Township has been setting aside an amount equivalent to ¼ of the election costs each year in a reserve, to smooth costs across each year and reduce spikes in taxation. \$20,000 is estimated to be ¼ of the cost and this plus the Voter View contract of \$2,000 are 2019 expected election costs.

Administration, Finance, Information Technology

This section of the budget has been combined and includes General Administration Revenues and Expenditures for both the Township, the Office of the Chief Administrative Officer, Corporate Services, including the Clerk and Treasury.

The Administration Grants - Community Foundation are funds received by the Cambridge North Dumfries Community Foundation on behalf of other organizations in the Township and which are reported to Council and subsequently disbursed.

The Transfer from Reserves is an allocation from the Modernization Grant Reserve fund, which is intended to offset Township property records being digitized.

The office lease revenue is the amount allocated from the Building Services for their portion of office costs and supplies used in Administration. The costs are covered under the Building Services revenues such as Building Permit fees and are sanctioned under the Building Code legislation (Bill 124). The amount is \$86,500 which is the same allocation as in 2020.

Township of North Dumfries

2021 Municipal Budget

Wages & Benefits are increasing approximately \$52,400 due to adjustments based on the 2021 Salary and Pay Equity study, a Cost of Living increase and changes in the staff complement as outlined in the attached Business Plans.

The 2021 budget holds the line on the tax funded community grants at the 2020 level of \$30,000; however this line shows as a total of \$47,000, as there is estimated to be \$12,000 of unspent funds from 2021 from community organizations that could not achieve their planned activity due to the COVID-19 pandemic and which were moved to a reserve, to be used in 2021. This grant line also includes \$5,000 which, under an agreement, with the Kitchener Community Foundation and Cambridge North Dumfries Community Foundation, was received in 2020, and will be allocated, along with other Community Grants in 2021 under the Township grant program for Community Inclusive Events.

Community Grant applications from community groups are due to the Township by December 31 of the previous fiscal year. A full report will come to Council in February on the applications for funds requested or to have fees waived for events in municipal facilities and parks. A separate committee of Council has been approved that will review and make recommendations and then will seek Council approval on allocations for 2021.

Also included in the administration budget are allocations to the Ayr Cemetery, in the amount of \$10,000 per the Memorandum of Understanding with their board, and \$20,000 for the Hospital Contribution to the Cambridge North Dumfries Hospital Fundraising Committee as approved by Council in 2017. This is the 5th year contribution for a 5-year pledge.

Improved Information Technology strategies adopted five years ago. In 2018 an agreement was entered into with Xylotek Inc to provide services on an ongoing basis for the next two years. The agreement provides technical assistance on site on a monthly basis and throughout the rest of the month by use of a help desk which is accessed remotely. The contract also provides regular maintenance and ongoing security supervision. The Technology costs also include ongoing licence and maintenance costs for desktop, server and software that are required by the Corporate services division.

Insurance premiums are estimated, based on Insurance Co-operative, negotiations completed in 2020. The Insurance deductible expense has been increased to reflect additional claims in the past two years.

Audit fees reflect the amounts that BDO LLP were received in the Request for Proposal issued in 2016.

The Township has made progress in cleaning and preserving its historic records in 2020 through an outside contractor. The budget allocates \$15,000 to continue this process in 2021 and also to fund costs associated with digitizing current Township records.

Township of North Dumfries

2021 Municipal Budget

The budget reflects costs for the administration offices at the North Dumfries Community Complex, based on a percentage allocation of use of the building, by administration staff.

Funding for potential costs if an integrity commission was required were allocated in 2019 in the amount of \$10,000. This was not spent and allocated to a reserve. The funds are still in the reserve and will be utilized if there are significant costs for the Integrity Commissioner.

The Township oversees the funds for TAMPO (Top Aggregate Municipal Producers of Ontario), but no costs are reflected in the Township budget, as they are charged back to the members of TAPMO.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Council - Transfer From Reserves/Reserve Fund	(6,000)	-	-	-	-	
Council - Wages	93,953	121,000	123,057	123,057	124,294	
Council - Employer Benefits	3,455	7,651	7,941	7,941	8,244	
Council - Membership Exp	3,401	3,786	4,000	4,000	4,000	
Council - Mileage Expense	477	1,173	1,500	500	1,500	
Council - Conferences/Training Expenses	4,817	8,891	8,000	4,000	8,000	
Council - Clothing	-	-	500	500	500	
Council - Flowers/Donations	454	564	500	500	500	
Council - Community Event Fees	-	-	2,500	-	2,500	
Council - Office Supplies	254	491	600	907	600	
Council - Printing/Stationery	69	15	250	43	250	
Council - Postage Exp	228	246	300	-	300	
Council - Furniture/Sm Office Equip	-	274	500	500	500	
Council - Advertising/Promotion	1,314	1,686	1,500	850	1,500	
Council - Recognition Awards	-	-	1,000	-	1,000	
Council - Telephone Expense	251	112	500	250	500	
Council - Hardware	7,734	-	2,500	184	-	
Council - Annual Licencing of Software	1,722	1,550	2,000	50	2,000	
Council - Council/Staff Relations	3,718	5,910	5,500	4,500	5,500	
Council - Special Event Expense	2,351	4,211	2,000	2,000	2,000	
Council - Tech - Transfer to Reserve	-	3,000	3,000	3,000	3,000	
Total Council	118,197	160,559	167,648	152,782	166,688	(960)
Elections - Transfer From Reserves/Reserve Fund	(36,000)	-	-	-	-	
Elections - Wages	28,482	202	-	-	-	
Elections - Wages - Overtime	5,105	-	-	-	-	
Elections - Wages - P/T	406	-	-	-	-	
Elections - Benefits	7,782	110	-	-	-	
Elections - Materials and Supplies	10,805	269	-	232	-	
Election - Service Agreement	19,765	1,501	2,000	1,501	2,000	
Election - Transfer to Reserve	-	20,000	20,000	20,000	20,000	
Total Elections	36,346	22,082	22,000	21,733	22,000	-
Administration Grants - Community Foundation	(13,450)	(7,650)	(10,650)	(10,900)	(15,650)	
Administration - Transfer from Reserves	-	-	(15,000)	-	(30,966)	
Administration - Transfer From Res-WorkOrder Soft.	-	(10,000)	-	-	-	
Administration - Transfer from Reserve - Wages	-	(20,000)	(17,000)	-	-	
Adminstr. - Transfer from Integrity Comm. Reserve	-	-	(10,000)	-	(10,000)	
Adminstr. - Trans from Res - Unspent Comm. Grants	-	-	-	-	(12,000)	
Administration - Admin Charge (NSF & Bank Recovery	(1,481)	(1,090)	(250)	(700)	(500)	
Administration - Donation Rev	(750)	-	-	-	-	
Administration - Photocopying Revenue	(15)	(1)	-	-	-	
Administration - WSIB NEER Refund	-	(2,662)	-	(3,703)	-	
Adminsitration - FOI Fees	(171)	(1,317)	(50)	(325)	(200)	
Administration - Tax Account Maintenance Fees	-	-	-	(1,100)	(1,000)	
Administration - Miscellaneous Revenue	-	(20)	-	-	-	
Administration - Building Services Rent	(45,500)	(46,500)	(86,500)	(86,500)	(87,800)	
Administration - Tax Certificates	(9,220)	(8,975)	(10,000)	(10,000)	(10,000)	
Administration - Lottery Licence Rev	(730)	(631)	(750)	(125)	(250)	
Administration - Charges back from Tax Acct.	-	-	(10,000)	-	(10,000)	
Administration -Comm. of Oaths/Cert. True Copy--Fa	(400)	(490)	(300)	(480)	(400)	
Administration - Wages	454,335	597,985	608,787	608,787	657,765	
Administration - Sick Wages	4,313	-	-	-	-	
Administration - Vacation (P/T)	138	42	-	-	-	
Administration - Benefits Legislative	154,638	185,010	214,786	214,786	218,269	
Administration - Benefits Other	810	37	-	-	-	
Administration - Bank Charges	3,924	2,996	7,500	5,000	7,500	
Administration - Membership Exp	4,120	4,477	4,800	4,933	5,500	
Administration - Mileage Expense	1,542	2,910	3,500	1,200	3,500	
Administration - Conferences/Training/Education	7,302	15,777	19,500	10,000	14,500	
Administration - Boots/Clothing	409	-	1,000	1,000	1,000	
Administration - Office Supplies	10,352	8,862	12,000	10,500	12,000	
Administration - Printing Stationery	848	674	1,000	1,000	1,000	
Administration - Postage Exp	11,652	(524)	10,000	9,000	8,500	
Administration - Furniture/Sm Office Equip	2,046	3,923	2,000	2,800	2,000	
Administration - Advertising Exp	1,816	1,522	2,500	800	1,800	
Administration - Public Relations	4,009	1,236	5,000	500	3,500	

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Administration - Tax Billings	9,872	8,794	10,000	8,917	10,000	
Administration - Telephone Expense	8,220	2,786	5,000	8,000	5,000	
Administration - Internet Expense	4,579	4,452	5,000	4,600	4,500	
Administration - Copier and PostageLease Equipment	9,102	5,477	5,000	5,000	5,500	
Administration - Audit Expense	30,000	34,893	30,000	30,000	31,000	
Administration - Insurance Expense	105,416	125,666	135,000	139,757	147,000	
Administration - Legal Expense	22,948	29,157	30,000	25,000	30,000	
Administration - Tax Sale - Legal & Other Costs	-	-	10,000	-	10,000	
Administration - Insurance Deductible Expense	2,660	4,655	6,000	18,000	10,000	
Administration - HR Support - External	8,827	8,928	50,000	12,000	50,000	
Administration - After Hours - Call Centre	-	-	800	-	800	
Administration - Integrity Commissioner Fees	-	-	10,000	1,500	10,000	
Administration - Records Management Services	-	598	7,500	7,531	15,000	
Administration - Actuarial Expense	-	3,256	500	-	-	
Administration - Computer Hardware	2,811	9,612	12,500	12,500	7,000	
Administration - Computer Software	-	-	-	-	-	
Administration - Computer Svce Agreement	68,897	105,749	74,000	74,000	94,350	
Administration -Annual Licencing of Software	1,431	1,686	35,350	35,350	15,000	
Administration - Grants Exp	19,205	29,588	30,000	17,707	47,000	
Administration - GRAAC Exp	402	342	750	750	750	
Administration - Community Foundation Grants Exp.	13,450	7,650	10,650	10,900	10,650	
Administration -Comm.Grants -Hospital Contribution	20,000	20,000	20,000	20,000	20,000	
Administration - TAPMO Costs - Recoverable	-	20	-	-	-	
Administration - Ayr Cemetery Grant	-	-	10,000	10,000	10,000	
Administration - RS Tsfr to Resrves	45,713	10,000	-	12,000	-	
Total Corporate Serv Admin	964,070	1,138,901	1,229,923	1,209,986	1,291,618	61,695
Admin. Offices - NDCC - Hydro	11,000	13,500	13,770	-	13,770	
Admin. Offices - NDCC - Heating Gas	-	1,097	1,120	-	1,120	
Admin Office - NDCC-Property Maintenance	11,300	13,600	14,000	321	14,000	
Admin Office - NDCC-Water and Sewer	5,000	1,855	1,892	-	1,892	
Total Admin Office NDCC	27,300	30,052	30,782	321	30,782	-
Facilities -1171 Greenfield -Hydro	3,812	3,690	4,000	1,836	-	
Facilities -1171 Greenfield -Property Maintenance	4,856	2,639	3,500	2,856	-	
Total 1171 Greenfield Road	8,668	6,329	7,500	4,692	-	(7,500)
TOTAL CORPORATE SERVICES	1,154,582	1,357,923	1,457,853	1,389,514	1,511,088	53,235

Township of North Dumfries

2021 Municipal Budget

Fire & Emergency Planning

In 2020 the Fire Services adjustment to a new tiered medical response level. Wages in the 2021 reflect a reduction in volunteer firefighter hours, but this is based on the average for the past 5 years, not on the changed level of service. Other wage changes include job equity adjustments and a .06% increase in Cost of Living.

In 2020 the dispatch function for Fire callouts moved from the Cambridge Fire contract to a new service billed from a centralized dispatch, operated from the City of Kitchener location. The cost is split out to the Cambridge contract, and shows on a separate line in the budget with costs \$402,200 and \$42,000, respectively.

The Fire Services will also experience a new operational charge for voice radio, which is billed by the Region of Waterloo Police Service who maintains the new system. The total estimated cost to the Township is the same level as 2020 at \$24,000.

An slight increase in vehicle repair costs reflect both the age of the fire fleet and increasing costs from vehicle repair shops.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Fire - Transfer from Reserve (Computers)	-	(2,500)	-	-	-	
Fire - Donations (Grants) - Other	(600)	-	-	(628)	-	
Fire - Miscellaneous Revenue	(2,720)	(1,466)	(1,000)	(629)	(1,000)	
Fire - Hall Rental Revenue	(4,975)	(4,773)	(4,500)	(595)	-	
Fire - Capital Reserve Fee Revenue	(192)	(166)	-	(8)	-	
Fire - Chargeable Call Revenue	(23,017)	(28,396)	(25,000)	(25,000)	(25,000)	
Fire - Service Agreement Revenue	(11,678)	(16,316)	(7,500)	(7,500)	(7,500)	
Fire - Fire Report Revenue	(337)	(170)	(350)	(784)	(350)	
Fire - 911 Signs & Posts Revenue	(442)	(496)	(100)	(1,888)	(100)	
Fire - Wages	315,159	308,778	339,800	308,777	323,073	
Fire - Wages Honourarium	10,900	10,550	8,517	10,900	10,900	
Fire - Benefits	47,967	44,957	57,351	48,000	57,392	
Fire - Membership Fees	1,413	1,663	1,700	1,414	1,700	
Fire - Mileage Expense	1,943	1,619	2,200	1,800	2,000	
Fire -Conferences/Training/Education	16,031	18,816	17,000	13,500	18,000	
Fire - Boots/Clothing Expense	444	390	500	500	500	
Fire - Office Supplies	1,030	582	1,250	1,250	1,000	
Fire - Printing Stationery	-	-	200	-	100	
Fire - Postage	27	78	100	25	100	
Fire - Furniture/Sm Office Equip	-	285	500	100	500	
Fire - Advertising Exp	1,268	1,432	1,250	650	1,200	
Fire - Materials and Supplies	18,346	14,087	20,000	18,000	20,000	
Fire - Public Education Expense	1,383	2,548	2,500	1,000	2,500	
Fire - Red Cross Materials and Supplies	120	56	100	100	100	
Fire - Telephone Expense	5,667	3,872	3,200	5,000	3,200	
Fire - Internet Expense	-	617	3,600	600	3,000	
Fire - Hydro	5,665	5,378	7,000	7,000	7,000	
Fire - Heating Gas	2,306	2,062	2,500	3,100	2,500	
Fire - Equipment Copier Lease Costs	443	429	750	750	750	
Fire - Property Maintenance (Grounds Mtce)	7,472	10,463	8,500	8,500	8,500	
Fire - Property Maintenance (Small Bldg Repairs)	9,555	9,422	9,200	12,500	9,000	
Fire - Water and Sewer	732	1,140	1,200	850	1,200	
Fire - Outside Contracts	426,700	398,504	402,200	402,200	402,200	
Fire - Dispatch	-	11,571	42,000	42,000	42,000	
Fire-Administration-Radio System Maint (ROW)	-	-	24,000	24,000	24,000	
Fire -Computer Hardware - (Under 5,000)	-	2,321	2,500	2,500	10,500	
Fire -Computer Software Licences & Support	4,537	2,153	-	-	3,500	
Fire -Annual Licencing of Software	348	350	3,500	2,000	-	
Fire - Vehicle Fuel	8,837	9,350	9,500	5,000	9,000	
Fire - Equipment Repair & Mtce	8,085	8,283	10,000	10,000	10,000	
Fire - Radio Repair and Maintenace	1,151	687	1,200	1,200	1,000	
Fire - Radio Licences	765	689	800	800	-	
Fire - SCBA Equipment Repair and Mtce	6,939	7,874	8,000	7,000	7,500	
Fire - Radio Equipment Replacement (Small Items)	2,555	2,373	2,500	1,374	1,500	
Fire-Equip. Copier Rental Expense	457	-	-	-	-	
Fire - Air Quality Testing Equipment Repairs	1,767	817	2,000	2,421	2,000	
Fire - 911 Signs & Posts Costs	941	267	100	1,888	100	
Fire 2012 Dodge Pickup	3,298	3,058	2,800	2,000	1,000	
Fire 1930 Ford	120	129	120	120	120	
Fire 2000 Int. Rescue Truck	3,622	6,137	4,000	4,350	5,500	
Fire 2011 Pierce Pumper	4,394	1,753	4,000	15,000	6,000	
Fire 2013 Pierce Tanker	1,827	1,889	2,500	7,850	3,500	
Fire 2008 KME Pumper (Purchase 2016)	1,146	3,380	5,000	8,900	6,000	
Fire - 2017 Tanker	1,577	1,167	2,500	1,000	3,500	
Fire - 2021 Fire Chief Vehicle	-	-	-	-	1,500	
Fire - Breast Cancer Fundraiser - Donations	(2,550)	-	-	-	-	
Fire - Breast Cancer Fundraiser - Materials & Supp	2,550	-	-	-	-	
Total Fire	882,976	847,694	979,688	948,887	980,685	997
Emergency Planning - Transfer from Reserve	(3,300)	-	-	-	-	
Emergency Planning - Training	885	167	1,350	-	1,200	
Emergency Planning - Advertising	179	315	500	179	500	
Emergency Planning -Materials/Supplies	795	-	600	-	500	
Emergency Planning - Software Service Agreement	1,730	1,281	1,730	1,282	1,500	
Emergency Planning - Annual Licencing of Software	-	-	-	-	-	
Emergency Serv.-Flood Prev. & Clean Up -Overtime	2,639	-	-	-	-	
Total Emergency Planning	2,928	1,763	4,180	1,461	3,700	(480)
TOTAL FIRE	885,904	849,457	983,868	950,348	984,385	517

Township of North Dumfries

2021 Municipal Budget

Building Services – Development Services Department

Building Services Department is a self-funded division of the Development Services Department. It is broken out into a segregated Budget area to ensure that Building Services functions are financially self-supporting and that the appropriate expenditure cost centres are recovered through building fees.

Under Bill 124 any excess revenues from Building fees must be allocated to a reserve for future costs of the department. With expenses exceeding projected revenues, the net result is that there is no anticipated transfer to reserve, however there is no tax levy or burden associated with this program area and the excess costs are funded from the reserve that has been built in previous years. The Building Division is therefore a self-funded service.

The net Budget for the operational Building Services actually shows a net revenue of \$11,000. These funds offset the costs shown in the capital budget section. The capital costs are a transfer to reserve for future vehicles replacement.

Fee revenue is expected to increase over the actual of 2020 but are budgeted at close to the same level for 2021. The COVID-19 pandemic caused a reduction of fees collected in 2020, but staff predict this will be compensated in increased 2021 building activity.

Costs for wages are shown as increasing, but this is due to the pending hiring of a full time Chief Building Official, and offset by reduced costs associated with the contracted services that were utilize in 2020 and which will not be continued. Wages are also increasing in the budget due to cost of living increases, and a reallocation of the CSR2 wages to building from administration.

General administrative overhead (heat, hydro, supplies, IT, Payroll, etc.) have been \$86,500 to more accurately reflect overhead as may be funded under revenues collected from Bill 124 building fees. This expense allocated as a revenue in the Administration Department.

Township of North Dumfries						
2021 BUDGET REPORT - SUMMARY	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
Date Prepared: 12/10/2020						
Building Services - Transfer from Reserve	(38,073)	(226,195)	(77,660)	(151,436)	(114,107)	
Building Services - Building Permits and Insp. Fee	(354,708)	(243,931)	(425,000)	(350,000)	(458,500)	
Building Serv. - Septic Permits	(14,805)	(8,819)	(9,500)	(28,542)	(11,000)	
Building Serv. - Water Meter Admin Fee	-	(1,125)	-	-	-	
Building Services - Wages Regular	190,851	210,134	221,626	221,626	332,960	
Building Services - Wages Overtime	690	43	-	1,541	-	
Building Services - Vacation (P/T)	2,266	-	-	-	-	
Building Serv. - Employer Benefits	56,422	66,741	78,184	78,184	112,122	
Building Serv. - Employer Benefits Other	-	200	-	-	-	
Building Services - Membership Exp	1,298	1,254	1,250	1,250	1,500	
Building Services - Mileage Expense	1,286	-	-	354	250	
Building Conferences/Training/Education	4,196	1,688	4,500	3,522	4,500	
Building- Boots and Clothing Expense	423	-	500	500	750	
Building Services - Office Supplies	809	532	1,000	600	500	
Building Ser. - Printing Stationery	30	-	300	15	150	
Building Services - Postage	179	55	100	100	75	
Building Serv. -Furniture/Sm Office Equip	-	571	750	-	750	
Building Serv. - Advertising Exp	545	624	1,000	-	1,000	
Building Serv. - Telephone Expense	2,112	851	3,500	3,500	2,000	
Building Services - Rent Expense (Building)	45,500	46,503	86,500	86,500	87,800	
Building Services - Legal Expense	16,571	61,004	5,000	50,000	10,000	
Building Services - Consultant Expense	73,887	69,621	84,000	60,000	5,000	
Building Services - Engineering Expense	-	-	1,000	2,000	1,000	
Building Services - Computer Hardware - (Under 5,00	4,647	1,211	2,500	500	2,500	
Building Services - Computer Software Licences & Su	3,333	5,537	-	-	-	
Building -Annual Licencing of Software	812	742	6,500	6,500	7,000	
Building Services - Vehicle Fuel	1,437	1,392	1,750	1,500	1,750	
Building Services - Vehicle Repairs & Maintenance	291	-	-	186	-	
Building Services - Copier Usage Costs	-	129	200	200	200	
Building Services - 2018 Ford Escape #1	-	120	500	200	400	
Building Services - 2018 Ford Escape #2	-	120	500	200	400	
Total Building Permit & Inspection Services	-	(11,000)	(11,000)	(11,000)	(11,000)	-

Township of North Dumfries

2021 Municipal Budget

Animal Control

Animal Control fees from the sale of dog licences generally covers the costs for pound rental fees as provided by a third-party supplier. The collection of funds from the sale of dog tags has been level from 2017 through to 2019 and dropped off in 2020. Staff continue to look at alternate ways to increase these revenues but have not increased the fees. There will be more work being done by By-law Enforcement services in 2020 which should improve sales of tags. The animal control contract was renewed in 2019.

The balance of the Animal Control budget includes Pound costs as well as for traps as required by external contractors for beaver extraction.

Fence Viewers

This is a service level that the Township provides but is sporadic in nature. A minimum annual budget which nets to \$200 is set aside.

By-Law Enforcement Services

The By-law Enforcement Division budget includes fine revenue to be received at the same level of 2020. 2020 was the first year with the new staffing compliment including a full-time officer and one part time officer. This compliment was not in place until August, so a full year reflection of fees will not be known until 2021.

In 2019 the Township opted into the Cannabis program and received funds that were not used and not being allocated to a specific program in 2021.

New voice radio costs were budgeted for in 2020, however the rollout of this equipment is still pending an agreement with Police services. It is expected that the radio service and associated costs will be in place in 2021.

The by-law services are seeing an increased cost in wages due to the approved new service level which will include one full time senior by-law officer and one part time officer. These positions are on various shifts, which will improve the service level in the Township.

School Crossing Guards

School Crossing Guard costs are being maintained at the amounts budgeted in 2020. Although the actuals for 2020 are down, this is due to the school shutdowns during the COVID-19 pandemic and are not expected to happen in 2021.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Animal Control - Dog Park Donations	-	(5)	-	-	-	
Animal Control - Tag Sales	(11,531)	(11,028)	(12,500)	(9,158)	(12,500)	
Animal Control - Kennel Licence	(155)	(1,175)	(1,175)	(1,000)	(1,175)	
Animal Control - Small Animal Pickup Fee	(115)	(1,015)	(500)	-	(500)	
Animal Control - Printing Stationery	163	-	250	250	250	
Animal Control - Postage	111	463	500	500	500	
Animal Control - Advertising Exp	46	191	750	750	750	
Animal Control - Dog Tag Purchases	834	392	425	425	425	
Animal Control- Traps/External Contracts	4,159	3,104	2,500	4,000	2,500	
Animal Control - Pound Rental	7,680	5,790	11,000	5,500	11,000	
Animal Control Trans to Reserve - Dog Park	-	5	-	-	-	
Animal Control-Wildlife Damage- Ontario Reimburse	(954)	-	-	-	-	
Animal Control-Wildlife Damage-Reimb.for Inspector	(30)	-	-	-	-	
Animal Control-Wildlife Damage- Investigator Fee	100	-	-	-	-	
Animal Control-Wildlife Damage-Repay to Farmer	924	-	-	-	-	
Total Animal Control	1,233	(3,278)	1,250	1,267	1,250	-
Fence Viewing Miscellaneous Expense	-	-	200	-	200	
Total Fence Viewing	-	-	200	-	200	-
By-Law - Ontario Conditional Grants	-	(15,554)	-	-	-	
By-law-Trans from Reserve(Cannabis)	-	-	(3,000)	-	-	
By-law - Other Fines	(2,000)	(3,760)	(4,000)	(2,800)	(4,000)	
By-Law - Provincial Offences Act (POA)-Revenue	(1,560)	(10,997)	(3,000)	(3,000)	(3,000)	
By-law - Pool Permit	(2,080)	(5,055)	(1,000)	(5,290)	(1,000)	
By-law -Sign Permit	(1,050)	(125)	(1,000)	(1,125)	(1,000)	
By-law - Wages	62,152	73,474	116,887	85,000	124,526	
By-law Enforcement-Overtime	362	-	-	1,211	-	
By Law - Vacation Pay (P/T)	2,205	2,500	-	1,500	-	
By-law - Benefits	8,901	13,370	27,415	18,500	27,857	
By-law - Membership Exp	241	-	500	500	500	
By-Law - Mileage Expense	48	309	100	165	100	
By-Law - Conferences/Training /Education	608	2,500	3,500	-	2,000	
By-Law - Clothing / Boots	1,426	1,669	1,500	1,500	1,500	
By-Law - Office Supplies	186	53	300	300	300	
By-Law - Printing Stationery	-	38	300	795	300	
By-Law - Postage	722	374	100	100	100	
By-Law - Furniture/Sm Office Equip	263	331	500	889	500	
By-Law - Advertising Exp.	1,024	254	750	350	750	
By-Law - Material and Supplies	518	132	350	326	350	
By-Law - Telephone Expense	1,494	810	1,500	1,500	1,500	
By-Law - Legal Expense	37,273	17,361	35,000	30,000	35,000	
By-Law - Consultant Fee	-	455	-	-	-	
By-Law - Property Standards	58	-	500	60	500	
By-law Enforce. Radio System Mtce	-	-	2,000	2,000	2,000	
By-law - Computer Hardware under \$5,000	-	-	-	2,128	-	
By-Law - Computer Software Licences & Support	43	557	2,500	2,500	-	
By-law -Annual Licencing of Software	287	955	-	1,700	6,000	
By-law - Vehicle Fuel	1,595	1,594	2,000	2,000	2,000	
By-Law - Vehicle Repairs & Maintenace	1,519	-	-	-	-	
By-Law - 2013 Chev Cruise	-	628	600	3,534	1,200	
By-law Transfer to Reserve	-	15,554	-	-	-	
Total By-Law Enforcement	114,237	97,427	184,302	144,342	197,983	13,681
School Crossing Guards - Wages	49,682	60,835	78,086	60,000	78,456	
School Crossing Guards - Vacation (P/T)	2,262	3,627	-	3,200	-	
School Crossing Guards - Benefits	5,223	6,311	8,222	6,300	8,178	
School Crossing Guard - Clothing	-	-	1,800	500	1,800	
School Crossing Guards - Health & Safety Supplies	335	661	2,000	500	2,000	
School Crossing Guards - Miscellaneous Expense	255	1,473	-	40	-	
Total School Crossing Guards	57,756	72,907	90,108	70,540	90,434	326
TOTAL PROTECTIVE SERVICES	1,059,130	1,005,513	1,248,728	1,155,497	1,263,252	14,524

Township of North Dumfries

2021 Municipal Budget

Public Works

The revenue from aggregate tipping fees of gravel pits, through the Province, was estimated in 2019 to grow to \$700,000 annually due to changes in the legislation for the fee paid to the Municipality from the Aggregate producers, under their annual licence. In 2019 and 2020 the Township only received \$630,021 and \$633,041. Based on the actual amounts, the 2021 budget reflects an estimated \$650,000. The revenues received from this are based on self reporting by the Aggregate companies. This revenue annually is allocated towards reserves and identified as a major contributing resource to fund the Township's long-term infrastructure needs.

With the changes in Public Works staffing, wages will increase by \$57,243. This is made up of reallocating the wages of the Supervisor of Operations from Parks to the Public Works Department, increased costs for the new Director of Public Works, Cost of Living increases for Non-Union, increases for Union contract adjustments and new benefit costs for retirees.

Following the 2021 budget, the Public Works Division will be continuing to utilize funds allocated towards areas of concern including:

- Gravel Resurfacing – Additional work completed to continue to improve the Township gravel road network, with additional expenditures to grow by \$10,000 over the 2020 budget allowance.
- Tree Cutting – Township staff have identified a large problem across the Township which will require extensive removal of Ash trees. The budget increase over 2020 is anticipated to be \$22,500 for equipment and supplies, but allocated wage costs.
- Ditching – The Township roadside ditching program will be increased significantly in 2021. A number of ditches were improved in 2020 with the capital resurfacing contract, however other areas have been identified which will require funding. The budget is increased \$30,000 over 2020.

The Township implemented new a new program to add GPS units to the entire fleet. These costs are reflected in the 2021 budget under Fire, Building, By-law, Public Works and Recreation. The overall costs are \$7,700 annually with the majority of the costs attributed to the Public Works fleet.

The Public Works Department will continue its focus on roadway and road allowance safety while keeping with Provincial and Municipal Standards. It should be noted that the Public Works Department includes, Transportation Overhead, Roads Paved and Unpaved, Bridges, Culverts, Traffic and Roadside Maintenance, Winter Control and maintenance, Sidewalks and Streetlights. Regulatory signage is a focus for staff as part of the provincial legislation for reflectivity which increased standards over the past 5 years.

Township of North Dumfries

2021 Municipal Budget

The department is focusing on insurance risk and documentation as claims have increased for Municipalities. Public Works staff continue to update inventory and improvements of the current infrastructure when not responding to weather events or responding to increased service calls due to the increasing number of residents. Management Staff will also be assisting on preparation of materials and overseeing a number of capital projects as outlined in the capital budget for 2021 to improve cost containment.

Sidewalks, Special Area Rating, Levy and Reserves

The Ayr Special Area levy is budgeted for 2021 estimated at \$98,957. This is a slight increase from 2020 levy to finalize the repayment of the 2019 deficit, which was the result of increased sidewalk snow removal costs.

Based on preliminary assessment information, the result for the an Ayr Special area average residence with assessment valued at 372,300 will see an increase in costs of \$2.69 annually.

The Ayr Special Area Budget was imposed to cover costs that were felt to be specific to the Ayr Village area as designated in the Township of North Dumfries Official Plan. The levy has covered costs including sidewalks, streetlights, downtown water fountain, and the Township Swans. The 2021 Levy is only projected to cover costs of the new sidewalks, sidewalk repairs and sidewalk winter maintenance in Ayr and water charges for the water fountain and cenotaph. An external contractor is hired for winter sidewalk maintenance.

New sidewalks, sidewalk repairs and 20% of the sidewalk winter maintenance costs are being allocated to the general Township for areas that are considered to be used by the general public including the Library, Queen Elizabeth Arena, the downtown core area and Centennial Park.

The attached worksheet shows the breakdown of costs allocated to General levy and to the Special Area.

Environmental Services

The Township does not provide water or sewer services, however there is repayment of debt on tax bills from prior years for the Marshall Avenue watermain when this was under the Township's responsibility. Debt will be repaid in 2023.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Public Works - Revenue from Other Municipalities	(3,676)	(15,610)	-	-	-	
Public Works - Gravel Pit Revenue	(341,415)	(630,021)	(700,000)	(633,041)	(650,000)	
Public Works - Miscellaneous Revenue	(759)	(400)	-	-	-	
Public Works -Rec. of Costs - Private Roads	(9,804)	(20,425)	-	(15,000)	(15,000)	
Public Works - Culvert/Ent. Inspection Revenue	(400)	(2,400)	(1,200)	(2,697)	(1,200)	
Public Works - Debris Recovery--Debris Recovery	(516)	(183)	(2,500)	(750)	(300)	
Public Works - Sale of Assets	(20,854)	-	-	(38,736)	-	
Public Works Admin. - Wages	187,291	206,243	620,141	257,783	660,022	
Public Works Admin. -Sick Wages	7,674	10,493	-	2,777	-	
Public Works Admin. - Wages Overtime	1,109	1,709	48,000	279	48,000	
Public Works Admin. - Shift Premium	803	1,150	-	1,062	-	
Public Works Admin. - Lead Hand Wage	152	54	-	189	-	
Public Works Admin. - Vacation (PT)	223	309	-	295	-	
Public Works Admin. - Benefits	70,056	73,438	229,377	81,187	246,739	
Public Works Admin.- Benefits Ot	65	133	-	20	-	
Public Works Admin.. - Benefits A	3,465	2,385	-	2,700	-	
Public Works Admin.- Other Payro	1,744	2,641	-	2,034	-	
Public Works Admin. - Membership Exp	1,513	1,386	1,600	1,408	2,300	
Public Works Admin. - Mileage Expense	582	191	850	316	850	
Public Works Admin.-Conferences/Training/Educatio	6,501	13,390	12,200	10,000	10,000	
Public Works- Administration -Boots/Clothing	872	2,208	1,500	3,762	3,750	
Public Works - Health & Safety Supplies	4,781	4,797	5,000	4,000	5,000	
Public Works Admin. - Office Supplies	964	982	1,200	500	1,200	
Public Works Admin. - Printing Stationery	-	198	200	200	200	
Public Works Admin. - Postage	75	35	100	100	75	
Public Works Admin. - Furniture/ Sm Office	-	571	500	1,603	500	
Public Works Admin. - Advertising Exp.	181	348	500	845	500	
Public Works Admin.- Telephone Expense	3,115	1,978	2,000	1,844	2,000	
Public Works - Engineering Expense	4,316	17,379	22,500	20,000	22,500	
Public Works -Computer Hardware - (Under 5,000)	157	2,468	2,500	2,317	10,850	
Public Works -Computer Software Lic.& Support	895	653	-	-	-	
Public Works -Annual Licencing of Software	238	456	1,500	5,540	6,500	
Public Works - Transfer to Gravel Pits Reserve	341,415	630,021	700,000	633,041	650,000	
Public Works - Transfer To Reserve	20,854	5,500	-	-	-	
Total Transportation Services - Overhead	281,618	312,078	945,968	343,578	1,004,486	58,518
Public Works Admin.- Hydro	-	986	-	-	-	
Pubic Works Facili- Property Mtce (Sm.I Bldg Rep.)	-	-	-	237	-	
Public Works - Facilities Maintenance - Wages	13,035	12,101	-	12,775	-	
Public Works - Facilities Maint -Overtime	73	212	-	485	-	
Public Works - Facilities Maint - Vac. P/T	137	60	-	113	-	
Public Works - Facilities Maintenance -Benefits	4,969	4,589	-	4,426	-	
Public Works - Facilities -Hydro	4,641	4,328	8,500	5,000	6,500	
Public Works - Facilities Maintenance - Heating	23,330	29,111	15,000	23,500	27,000	
Public Works Facility - Small Bldg Mtce	7,402	6,059	13,000	13,000	13,000	
Total Public Works Facilities	53,585	57,446	36,500	59,537	46,500	10,000
Public Works - 2009 Ford Pickup	1,796	-	-	-	-	
Public Works - 2007 Sterling Plow	12,582	20,847	15,000	11,500	15,650	
Pubic Works - 2009 John Deere Grader	5,946	5,069	10,000	21,000	10,200	
Public Works - 2005 Volvo	19,996	2,306	100	4,100	-	
Public Works - 2012 Freightliner Plow	14,572	16,727	6,000	10,500	10,650	
Public Works - 2000 Freightliner Plow (SOLD)	2,485	-	-	-	-	
Public Works - 2002 Freightliner Plow	13,456	8,250	3,500	1,000	-	
Public Works - 2005 Cat Loader	19,667	1,706	10,000	30,000	10,000	
Public Works - 2009 Brush Chipper	-	-	1,600	2,700	1,800	
Public Works - 2014 Freightliner Plow	4,972	10,164	8,500	10,800	12,650	
Public Works - 2010 Ford Tractor and Loader	5,752	1,502	5,000	10,250	5,200	
Public Works - 2014 Ford F450 1 Ton Dump	5,699	2,422	6,000	600	5,200	
PW - 2018 - Freightliner Single Axle	4,322	2,308	6,000	7,700	9,150	
PW - 2017 Ford F150 Pickup	1,061	2,945	2,000	2,000	2,500	
PW - 2019 - 3/4 Ton Pickup	150	1,597	1,500	2,500	2,500	
PW - 2019 International Tandem Axle	-	10,624	6,500	7,200	7,150	
PW - 2015 Backhoe	-	-	2,100	1,700	2,000	
PW - 2018 Tandem Axle Trailer	-	342	500	500	500	
PW - 2019 -2 Ton Asphalt hotbox	-	180	500	500	500	
PW - 2020 International Single Axle	-	-	4,000	2,000	4,650	
PW - 2018 Mower Attachment for Tractor	-	124	1,000	1,000	1,000	
PW - 2018 Sweeper Att.for Tractor	-	-	100	-	100	
PW - Drum Packer - 5 Ton	-	-	100	-	-	
Public Works - Vehicle Maintenance - Wages	30,473	20,075	-	19,225	-	

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Public Works - Vehicle/Equip Mtc - Vacation P/T	154	58	-	139	-	
Public Works - Vehicle Maintenance - Benefits	10,848	6,768	-	7,194	-	
Public Works - Vehicle Fuel	68,154	66,670	80,000	75,000	75,000	
Public Works - Garage Supplies (was Vehicle Pts)	2,775	5,006	4,000	4,000	4,000	
Public Works - Equipment Repair & Mtce	1,296	2,137	1,750	1,750	2,250	
Public Works -Radio Repair and Maintenance	590	-	700	700	500	
Public Works -Radio Licences	1,002	584	650	650	650	
Total Public Works Vehicles & Equipment	227,750	188,412	177,100	236,208	183,800	6,700
Roads - Line Painting - Rental Exp	10,000	(4,361)	15,000	18,995	16,500	
Roads - Patching-Wages	26,858	32,068	-	24,846	-	
Roads -Patching-Overtime	-	129	-	-	-	
Roads -Patching - Vac. P/T	116	181	-	263	-	
Roads - Paved (PW)-Patching-Benefits	10,628	11,796	-	8,182	-	
Roads - Patching - Materials/Supplies	15,675	11,622	14,000	12,307	15,000	
Roads - Patching - Rental Exp	2,480	729	2,750	-	1,500	
Roads - Sweeping - Wages	2,037	2,659	-	2,148	-	
Roads -Sweeping - Vac. P/T	6	6	-	10	-	
Roads - Paved (PW)-Sweeping-Benefits	1,210	1,454	-	803	-	
Roads - Sweeping - Rental Expense	-	-	6,500	3,036	4,000	
Roads - Shoulder Maintenance- Wages	25,627	19,202	-	23,209	-	
Roads - Shoulder Maintenance - Overtime	587	-	-	-	-	
Roads -Shoulder Main, - Vac. P/T	119	43	-	89	-	
Roads - Paved (PW)-Shoulder Mai-Benefits	10,297	8,296	-	10,262	-	
Roads - Shoulder Maintenance- Materials/Supplies	11,311	3,356	5,000	6,219	6,000	
Roads - Shoulder Maintenance - Rental Exp	-	2,539	3,500	832	2,500	
Total Roads - Paved	116,951	89,718	46,750	111,199	45,500	(1,250)
Roads - Washouts -Wages	6,873	8,692	-	4,260	-	
Roads - Washouts -Overtime	-	1,073	-	175	-	
Roads -Washouts/Patching - Vac. P/T	-	39	-	12	-	
Roads Unpaved (PW)-Washouts-Benefits	2,482	3,060	-	1,524	-	
Roads - Washouts -Materials/Supplies	1,267	9,401	10,000	6,000	6,000	
Roads - Grading - Wages	15,903	10,258	-	11,959	-	
Roads - Grading - Overtime	-	320	-	-	-	
Roads -Grading- Vac. P/T	-	5	-	-	-	
Roads Unpaved (PW)-Grading-Benefits	5,666	4,404	-	5,871	-	
Roads - Dust Layer - Wages	1,344	774	-	1,376	-	
Roads - Dust Layer - Overtime	237	-	-	-	-	
Roads Unpaved (PW)-Dust Layer-Benefits	309	360	-	732	-	
Roads - Dust Layer - Materials/Supplie	16,539	16,112	18,000	18,953	19,000	
Roads - Gravel Resurfacing - Wages	932	2,462	-	20,070	-	
Roads -Gravel Resurfacing - Overtime	85	453	-	1,852	-	
Roads Unpaved (PW)-Gravel Resur-Benefits	275	1,349	-	9,914	-	
Roads - Gravel Resurfacing - Material Supplies	2,619	27,853	30,000	30,162	40,000	
Total Roads - Unpaved	54,530	86,614	58,000	112,862	65,000	7,000
PW - Sandbags	-	-	-	763	-	
Roads - Bridges & Culverts - Wages	7,582	13,144	-	10,519	-	
Roads - Bridges & Culverts - Overtime	-	237	-	207	-	
Roads -Bridges and Culverts - Vac. P/T	2	18	-	-	-	
Roads - Brdgs & Clv-Bridges & C-Benefits	3,824	6,152	-	4,244	-	
Roads -Bridges & Culverts - Materials/Supplies	4,581	20,802	22,000	18,270	25,000	
Roads - Bridges and Culverts - Engineering	1,635	153	1,500	-	1,500	
Roads - Bridges & Culverts - Rental Exp	606	4,138	1,750	1,974	750	
Total Roads- Bridges & Culverts	18,229	44,643	25,250	35,977	27,250	2,000
Roads -Grass Cutting - Wages	7,764	6,907	-	9,722	-	
Roads - Grass Cutting - Vac. P/T	-	-	-	58	-	
Roads - Grass Cutting - Benefits	3,727	3,071	-	3,460	-	
Roads - Grass Cutting - Materials/Supplies	125	-	500	16	300	
Roads - Tree Cutting - Wages	22,871	23,750	-	22,853	-	
Roads - Tree Cutting -Overtime	1,477	255	-	1,128	-	
Roads -Tree Cutting - Lead Hand	48	-	-	-	-	
Roads -Tree Cutting - Vac. P/T	24	48	-	60	-	
Roads - Tree Cuttin-Benefits	9,492	8,878	-	11,274	-	
Roads - Tree Cutting - Materials/Supplies	2,632	1,343	1,750	1,544	950	
Roads - Tree Cutting - Repairs & Mtc - Equip	5	-	-	93	-	
Roads - Tree Cutting - Rental Exp	20,413	36,844	27,500	27,500	50,000	
Roads - Roadside - Ditching - Wages	6,860	8,978	-	19,239	-	
Roads - Roadside - Ditching - Overtime	212	-	-	1,658	-	
Roads - Ditching - Vac. P/T	12	53	-	-	-	
Roads - Ditching - Benefits	2,397	4,500	-	8,722	-	
Roads - Ditching - Materials & Suupplies	-	-	-	-	20,000	

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Roads - Ditching - Rental Exp	9,389	11,181	-	5,958	10,000	
Roads - Catch Basins - Wages	2,134	3,906	-	5,637	-	
Roads - Catch Basins - Vac. P/T	2	48	-	2	-	
Roads - Catch Basin-Benefits	590	1,724	-	2,227	-	
Roads - Catch Basins - Materials/Supplies	28	3,250	5,500	1,856	6,500	
Roads - Catch Basins - Rental Exp.	6,185	-	7,000	6,327	7,000	
Roads - Safety Devices - Wages	8,717	7,824	-	8,268	-	
Roads - Safety Devices - Overtime	285	427	-	-	-	
Roads - Safety Devices - Lead Hand	16	-	-	-	-	
Roads -Safety Device Main. - Vac. P/T	27	27	-	17	-	
Roads - Safety Devices - Benefits	4,026	3,006	-	3,080	-	
Roads - Safety Devices - Materials & Supplies	11,506	13,619	13,500	13,500	13,500	
Roads - Safety Devices - Contracted Services	4,541	4,536	6,000	5,672	6,500	
Roads - Railway Crossings - Repairs & Mtc- Equip.	15,105	17,987	18,000	14,202	18,500	
Roads - Debris Pickup - Wages	4,601	3,172	-	3,901	-	
Roads - Debris Pickup - Overtime	1,236	1,561	-	1,326	-	
Roads - Debris Pickup - Vac P/T	31	32	-	7	-	
Roads - Debris Pick-Benefits	2,199	1,597	-	2,271	-	
Roads - Roads Patrol - Wages	17,776	18,266	-	9,996	-	
Roads - Roads Patrol - Overtime	6,060	7,180	-	2,041	-	
Roads - Roads Patrol - Lead Hand	16	-	-	-	-	
Roads - Road Survey/Patrol - Vac P/T	270	140	-	82	-	
Roads - Roads Patrol - Benefits	6,084	5,389	-	4,066	-	
Roads -Tree Planting - Transfer from Reserve	-	(15,000)	(7,500)	(7,500)	(7,500)	
Roads -Tree Planting - Wages	-	214	-	-	-	
Roads -Tree Planting - Overtime	-	-	-	37	-	
Roads -Tree Planting - Benefits	-	45	-	-	-	
Roads -Tree Planting - Outside Contracts	-	30,606	22,500	23,331	25,000	
Roads - Tree Planting -Trans to Reserve	15,000	-	-	-	-	
Total Roads - Traffic & Roadside	193,882	215,365	94,750	213,629	150,750	56,000
Winter Control - Snow Plowing - Wages	30,755	19,078	-	19,000	-	
Winter Control - Snow Plowing - Overtime	16,869	18,233	-	18,200	-	
Winter Control - Snow Plowing - Shift Premium	287	-	-	-	-	
Winter Control - Snow Plowing - Lead Hand	16	-	-	-	-	
Winter Control -Snow Plowing - Vac. P/T	360	295	-	198	-	
Winter Control -Snow Plowing -Benefits	7,818	7,692	-	7,648	-	
Winter Control -Snow Plowing - Rental Exp	5,299	7,334	8,000	2,946	6,000	
Winter Control - Salt/Sand - Wages	19,613	28,327	-	20,000	-	
Winter Control - Salt/Sand - Overtime	11,850	17,876	-	12,500	-	
Winter Control - Salt/Sand - Shift Premium	324	-	-	-	-	
Winter Control - Salt/Sand - Vacation PT	206	174	-	111	-	
Winter Control - Salt/Sand -Benefits	8,702	10,802	-	5,420	-	
Winter Control - Salt/Sand - Mat./Supplies	108,447	125,897	115,000	120,000	120,000	
Winter Control - Salt/Sand - Rental Exp	4,511	9,370	8,000	4,500	6,000	
Winter Control - Snow Fence - Wages	5,798	7,038	-	6,918	-	
Winter Control - Snow Fence - Vac. P/T	64	79	-	43	-	
Winter Control - Snow Fence -Benefits	2,284	1,942	-	2,825	-	
Winter Control - Snow Fence - Mat/Supplies	2,448	2,268	1,500	1,972	1,500	
Total Roads - Winter Control (Except Pkg Lot/Sdwk)	225,652	256,407	132,500	222,282	133,500	1,000
Parking Lot - Recovery of Cost -Region of Waterloo	-	(8,150)	-	-	-	
Parking & Parking Lots - Wages	-	641	-	-	-	
Parking & Parking Lots - Benefits	-	251	-	-	-	
Parking & Parking Lots - Materials and Supplies	-	1,895	-	-	-	
Parking & Parking Lots - Equipment Rental	-	2,310	-	-	-	
Parking Lot Snow Maintenance Contract	-	1,525	5,000	5,500	5,500	
Parking & Parking Lots -Parking Lot Lease	-	3,053	-	-	-	
Total Parking & Parking Lots	-	1,525	5,000	5,500	5,500	500
Street Lights -Rec. of Costs - Private Roads	(2,568)	(2,204)	-	-	(2,000)	
Street Light - Hydro	48,229	45,137	55,000	42,000	50,000	
Street Light - Repair and Mtce	12,054	11,222	6,000	12,000	8,500	
Street Light - Transfer to Reserve-Hydro Savings	20,000	20,000	20,000	20,000	20,000	
Street Light - Cleaning & Maint.Tsfr. to Reserve	6,000	6,000	-	6,000	-	
Total Street Lighting	83,714	80,155	81,000	80,000	76,500	(4,500)
Roads - Sidewalks - Transfer from Reserve	-	-	-	-	(15,000)	
Roads - Sidewalks - Operational Repairs	-	-	15,000	-	45,000	
Roads - Sidewalks - Transfer to Reserve	-	-	12,000	27,000	12,000	
Winter Control- Ayr Sidewalk - Snow Remov.Contract	-	6,529	21,614	20,000	23,000	
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	-	-	-	70	650	
Total Sidewalk Costs Covered by General Levy	-	6,529	48,614	47,070	65,650	17,036
Municipal Lvy - PIL Canada Post SAR	(82)	(100)	(80)	(99)	(98)	

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Special Area Rating - Ayr Levy	(70,547)	(90,500)	(93,337)	(93,334)	(98,957)	
Special Area Rating - Supplemental Taxation	(2,437)	(1,254)	(1,000)	(1,000)	(1,000)	
Special Area Rating - Tax Write Offs	630	265	200	200	200	
Special Area - Ayr Transfer from Reserves	(15,541)	(26,100)	-	-	-	
Special Area - Ayr Sidewalks- Wages	849	160	500	1,000	500	
Special Area - Ayr Sidewalks - Maint. - Vac. P/T	-	-	-	-	-	
Special Area Sidewalks -Administrat-Benefits	210	96	150	800	150	
Special Area - Water & Sewer	-	-	-	-	2,000	
Special Area - Ayr Sidewalk - Snow Maintance Contr	46,483	110,511	86,455	75,250	86,455	
Special Area - Ayr Sidewalk - Operational Repairs	5,000	9,149	-	-	-	
Special Area - Ayr Water Fountain	-	5,604	-	-	-	
Special Area - Ayr Sidewalk- Trans to Reserve	30,000	20,000	-	-	-	
SAR Sidewalk Deficit Repayment to Gen Reserve	-	-	7,032	17,082	10,750	
Total Special Area Costs - AYR	(5,436)	27,832	(80)	(100)	-	80
TOTAL PUBLIC WORKS	1,250,475	1,366,724	1,651,352	1,467,740	1,804,436	153,084
Local Improvement - Marshall Ave Watermain	(7,638)	(7,638)	(7,948)	(6,997)	(8,041)	
Environ. Services - WW-WM INTEREST EXP-MARSHALL AV	1,845	1,570	1,283	641	1,077	
Environ. Services -WW-WM DEBT PRNCIPL-MARSHALL AV	6,103	6,377	6,665	6,664	6,964	
Total Environmental	309	309	-	309	-	-
Waste Collection -Garbage Tag Sales	(540)	(340)	-	(330)	-	
Waste Collection -Garbage Tag Remit to Region	459	289	-	285	-	
Solid Waste Collection	(81)	(51)	-	(45)	-	-
TOTAL ENVIRONMENTAL SERVICES	228	258	-	264	-	-

Ayr Special Area & General Sidewalk Costs Reserves

	2019 Year End FINAL	2020 BUDGET	2019 Year End Projection	Draft 2021 BUDGET
Ayr Special Area				
Special Area Rating - Ayr Levy	(90,500.28)	(93,337)	(93,333.68)	\$ (98,957)
Special Area Rating - Supplemental Taxation	(1,254.32)	(1,000)	(1,000.00)	(1,000)
Special Area Rating - Tax Write Offs	265.12	200	200.00	200
Municipal Levy - PIL Canada Post SAR	(99.63)	-	(98.66)	(98)
Special Area - Ayr Transfer from Reserves	(26,099.96)		-	-
Special Area - Ayr Sidewalks- Wages	160.20	500	1,000.00	500
Special Area Sidewalks -Administrat-Benefits	96.42	150	800.00	150
Special Area - Ayr Sidewalk - Snow Removal	110,511.36	86,455	75,250.00	86,455
Special Area - Ayr Sidewalk - Operational Repairs	9,149.16		-	-
Special Area - Ayr Water Fountain	5,603.74		-	-
Special Area - Water & Sewer	-		-	2,000
Special Area - Ayr Sidewalk- Trans to Reserve	20,000.00		-	-
Special Area Rate - Previous Year Deficit		7,032	17,081.81	10,750
PW Capital Special Area - Ayr Trans. from Reserves			-	-
PW Capital -Special Area - Ayr Sidewalk			-	-
Total Special Area Costs - AYR	27,831.81	-	(100.53)	-

* Ayr Special Area Rate Reserve was put into a deficit position to cover balance - Repaid 2020

In 2020 Sidewalk costs were allocated to the Ayr Special Area Levy and the General Levy

	2019 Year End FINAL	2020 BUDGET	2019 Year End Projection	Draft 2021 BUDGET
Ayr Special Area				
Roads - Sidewalks - Transfer from Reserve	-	-	-	(15,000)
Roads - Sidewalks - Operational Repairs	-	15,000	-	45,000
Roads - Sidewalks - Transfer to Reserve	-	12,000	27,000.00	12,000
Winter Control- Ayr Sidewalk - Snow Remov.Contract	6,529.18	21,614	18,500.00	23,000
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	-	-	300.00	650
Total Sidewalk Costs Covered by General Levy	\$6,529.18	\$48,614	\$45,800.00	\$65,650

RESERVES

1. Ayr Special Area Rates Reserve

2018 Balance	(26,100)
This is a legacy balance since 2014. No change was budgeted to the Reserve in 2019.	
Apply Balance to 2019 Deficit	26,100
2019 Balance	-
Jan 1 2020 - Allocate 2019 Deficit form 2020 Working Fund	27,831.81
Repayment from 2020 Operating Budget	(17,081.81)
2020 Balance	10,750.00
Repayment from 2020 Operating Budget	(10,750.00)
2021 - End of Year Projected Balance	-

2. Reserves - Special Area - Ayr Sidewalks

2017 YE Balance	(60,000.00)
2018 Transfer In Per Budget	(30,000.00)
2018 Apply against Capital Work	41,863.57
2018 Apply against Operations	15,541.00
2018 Balance	(32,595.43)
Transfer from General Reserve - Re 2018 SAR Surplus	(21,890.85)
Transfer from General Reserve - Re 2018 SAR Surplus	(5,353.99)
2019 Budget to Increase Reserve	(20,000.00)
2019 Capital Allocation	60,485.39
2019 Balance	(19,354.88)
2020 Budget to Increase Reserve	(12,000.00)
2020 Uspent Operational Transfer to Reserve	(15,000.00)
2020 Capital Allocation	-
2020 Repayment of 2019 Deficit	-
2020 Balance	(46,354.88)
2021 Budget to Increase Reserve	-
2021 Capital Allocation	-
2021 Balance	(46,354.88)

2021 Sidewalk Capital Budgeted	
PW Capital - Sidewalks - Ontario Grant (ICIP)	(100,000)
PW Capital Sidewalks - Transfer from Dev Charges	(26,500)
PW Capital Sidewalks - Contractor	126,500
\$	126,500

Township of North Dumfries

2021 Municipal Budget

Leisure and Community Services

The Township Public Works and Recreation Services in the first part of 2020 was overseen by a single Director of Community Services. In 2021 with the direction of Council the Recreation Services will be a separate department under a separate Director of Leisure & Community Services. A Facilities Supervisor supervises the five (5) full time, and multiple part time and seasonal contract positions including arena maintenance, parks maintenance staff. All wages are shown under the Leisure & Community Services Administration budget for budgeting purposes but are reallocated throughout the year to the appropriate activity area.

The Leisure and Community Services Department is comprised of a multitude of Parks (including parks, playgrounds, Ball Diamonds and Soccer Fields), the Ayr Community Centre (ACC), the North Dumfries Community Complex (NDCC), the Roseville Community Centre and the Library Building.

The 2021 budget changes in Leisure and Community Services department are increasing over 2020 by \$14,325. This is made up of increased costs for the new Director, new retiree benefits, Cost of Living increases for Non-Union, increases for Union contract adjustments and This is offset by a reduction in wages by reallocating the wages of the Supervisor of Operations from Parks to the Public Works Department. There are no other changes in the fulltime or part compliment.

The Township has five full time summer student positions. The students are in the parks during the summer season. The Township received Federal funding in 2020 to help offset wages and will reapply in 2021. One of the student hires is anticipated to have a horticultural focus, and a small amount of funds has been set up in the budget (\$5,000) to assist with the purchase of supplies, similar to the 2020 budget.

All costs for these centres including maintenance contracts have been reviewed by the Supervisor of Facilities in 2020 with the intent being to find any efficiencies in the system and more accurately determine maintenance and capital items for future budgets. A full Facility Lifecycle Analysis was completed in 2019 and is being reviewed further for implementation in 2021. The details of the study included a full inventory of current facilities and their end life, as well as accessibility and energy efficiency recommendations on facility components to inform budgets.

Leisure Services – Events – contains funds allocated for a combined Canada Day and Fireworks event with cost of \$25,000. Additional events including Family Day, the Holiday Train, Christmas Trees and Christmas decorations result in a slight increase in these budgeted of \$6,400.

Township of North Dumfries

2021 Municipal Budget

Parks are estimated to have an increased cost of \$11,050 due to reduced new tree removal and planting costs. In the parks there are ongoing maintenance items for sports fields, trails and playgrounds including the splashpad. Increased services such as the Skateboard Park and improvements to the washrooms are not anticipated to affect the 2021 budget. Once the new three outdoor volleyball courts are in use at the NDCC, there may be some additional maintenance, but these should be offset by the annual contract with the Scorpions youth Volleyball Inc.

The Ayr Community Centre (ACC) is expected to have major loss in revenue in 2021 due to the COVID-19 Pandemic restrictions. Staff have estimated offsetting cost reductions if the facility is not opened until October 2020. The net loss for this facility will be \$58,750. This loss is being offset by a transfer from the funds that were allocated by the Federal Government under the Safe Restart Program.

The North Dumfries Community Complex (NDCC) is also expected to have a loss in revenue in 2021 due to the COVID-19 Pandemic restrictions. The net loss for this facility is expected to be \$9,110. This loss is being offset by a transfer from the funds that were allocated by the Federal Government under the Safe Restart Program.

The Roseville Community Centre will and the Fire Community Hall will also expect losses due to rentals not occurring during the COVID-19 pandemic. The result will be approximately \$8,150 in lost revenue. This loss is also being offset by a transfer from the funds that were allocated by the Federal Government under the Safe Restart Program.

No major facility improvements are included for the NDCC or ACC, however property maintenance, refrigeration fees and utilities continue to be major components of the budget and are monitored closely.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Leisure & Community Serv. -Federal Conditional Grant	(10,321)	(15,960)	(9,576)	(14,459)	(9,576)	
Leisure & Community Serv. -Region of Waterloo Grant	(3,950)	-	-	-	-	
Leisure & Community Serv. - Transfer from Reserves	-	-	-	-	(3,500)	
Leisure & Community Serv. - Facility Revenue- DEFAULT	-	-	-	-	-	
Leisure & Community Serv. - Cash Rounding Revenue	-	-	-	(0)	-	
Leisure & Community Serv. - Sale of Assets	(7,195)	-	-	-	-	
Leisure & Community Serv. - Administration - Wages	211,110	204,103	785,846	228,656	796,753	
Leisure & Community Serv. - Administration - Sick Time	-	5,478	-	-	-	
Leisure & Community Serv. - Wages-Overtime	95	312	37,500	10,219	37,500	
Leisure & Community Serv. - Shift Premium	37	26	-	155	-	
Leisure & Community Serv. - Lead Hand Wages	47	-	-	-	-	
Leisure & Community Serv.-Vacation (PT)	1,534	360	-	487	-	
Leisure & Community Serv. - Administration - Benefits	90,876	99,122	260,170	97,830	263,588	
Leisure & Community Serv. - Admin. - Benefits Other	303	2,096	-	660	-	
Leisure & Community Serv. - Administration - Benefits	2,888	1,538	-	1,800	-	
Leisure & Community Serv. - Admin. - Benefits Allowance	29	-	-	-	-	
Leisure & Community Serv. - Membership Exp	865	1,002	1,000	923	1,400	
Leisure & Community Serv. - Mileage Expense	411	241	450	150	450	
Leisure & Community Serv. - Conferences/Training/Educati	1,866	5,306	4,500	1,500	9,500	
Leisure & Community Serv. - Boots/Clothing	2,102	3,286	4,000	4,028	4,200	
Leisure & Community Serv. - Health & Safety Supplies	2,323	3,129	3,300	2,200	2,500	
Leisure & Community Serv. - Office Supplies	1,034	948	1,000	550	800	
Leisure & Community Serv. - Printing Stationery	12	-	-	389	200	
Leisure & Community Serv. - Postage	50	16	100	-	50	
Leisure & Community Serv. - Furniture/Sm Office Equip	-	8,380	3,500	500	2,000	
Leisure & Community Serv. - Advertising	2,080	1,021	1,200	1,145	1,200	
Leisure & Community Serv. -Materials & Supplies	-	924	-	-	-	
Leisure & Community Serv. - Telephone Expense	2,740	1,879	2,000	2,500	2,000	
Leisure & Community Serv. - Equip. Lease Expense	3,813	1,715	1,700	1,700	1,700	
Leisure & Community Serv - Computer Hardware-(Under 5,000)	59	1,074	2,500	2,500	5,000	
Leisure & Community Serv - Computer Software Licences & Sup	150	4,801	-	-	-	
Recreation -Annual Licencing of Software	362	236	4,000	6,001	8,000	
DO NOT USE -Rec Serv - Miscellaneous Expense	-	64	-	-	-	
Leisure & Community Serv. Capital - Tsfr to Reserve	7,195	-	-	-	-	
Total Leisure & Community Serv Overhead	310,515	331,094	1,103,190	349,434	1,123,765	20,575
Leisure & Comm. Events - Special Events (Fam.Day-Hol.TR)	1,936	1,734	1,600	150	3,000	
Leisure & Comm. Events - ROW -Grant Expense	3,885	-	-	-	-	
Leisure & Comm. Events - Donation Revenue - Christmas Trees	(450)	(1,125)	-	(1,125)	(1,125)	
Leisure & Comm. Events - Event Revenue	(7,757)	(4,882)	(2,500)	-	(1,000)	
Leisure & Comm. Events - Christmas Trees	-	1,125	-	11,250	1,125	
Leisure & Comm. Events - Special Event Expense	-	750	-	-	-	
Leisure & Comm. Events - Donation Revenues for Trees Plaque	250	-	-	-	-	
Leisure & Comm. Events - Canada 150 -Donations - Trees	(235)	-	-	-	-	
Leisure & Comm. Events - Fireworks -Donations	-	(4,925)	-	-	-	
Leisure & Comm. Events - Fireworks -Materials & Supplies	14,885	14,256	-	-	-	
Leisure & Comm. Events - Canada Day - Donation Revenue	-	(3,888)	-	-	-	
Leisure & Comm. Events - Canada Day - Wages	-	207	-	-	-	
Leisure & Comm. Events - Canada Day -Overtime	-	1,626	-	-	-	
Leisure & Comm. Events - Canada Day - PT VAC	-	8	-	-	-	
Leisure & Comm. Events - Canada Day -Benefits	-	325	-	-	-	
Leisure & Comm. Events - Canada Day - Material & Supplie	-	2,060	-	-	-	
Leisure & Comm. Events - Fireworks & Canada Day -Donations	-	-	(5,000)	-	-	
Leisure & Comm. Events - Fireworks & Canada Day-Materials &	-	-	20,000	-	25,000	
Leisure & Comm. Events - Seasonal Decorations - Donation	-	-	-	(1,000)	-	
Leisure & Comm. Events - Seasonal Decorations	-	-	-	3,000	3,500	
Total Leisure & Comm. Serv. - Events	12,513	7,272	14,100	12,275	30,500	16,400
Recreation Services - Vehicle Repairs & Maint.	983	1,062	-	-	-	
Recreation Services - Equipment Repair & Mtce	-	67	100	-	-	
Recreation Services - Equip. Rental Expense	-	3,103	2,500	-	500	
Rec. Veh & Equip.- - Vehicle Fuel	12,206	11,117	9,500	8,000	9,500	
Rec. Veh & Equip. - Equipment Repair & Mtce	11,888	14,368	3,000	4,500	4,000	
Rec. Veh & Equip. 2017 Ford F150 Supercab XTL Pickup	-	361	2,000	650	2,000	
Rec. Veh & Equip. 2016 Kubota Utility Tractor	-	-	1,000	1,500	1,000	
Rec. Veh & Equip. 2018 Kubota Mower #1	-	-	1,500	1,500	1,000	
Rec. Veh & Equip. 2019 Dodge Pick-Up Truck	-	265	1,500	1,500	2,000	
Rec. Veh & Equip. 2019 Ball Diamond Groomer	-	-	100	-	150	
Rec. Veh & Equip. 2020 Rec 1/2 Ton Pickup	-	-	1,000	250	2,000	
Rec. Veh & Equip. 2015 Wide Deck Mower	-	-	-	-	-	
Rec. Veh & Equip. 2012 Chev Silverado Pickup Truck	-	120	2,000	550	-	

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Rec. Veh & Equip. - 2018 Kubota Mower #2	-	-	1,000	500	1,000	
Rec. Veh & Equip. - 2017 Landscape Trailer	-	-	50	-	150	
Rec. Veh & Equip. - 2011 John Deer 1600 Mower	-	-	3,100	500	2,500	
Rec. Veh & Equip. - Kabota RTV X900 Side by Side	-	-	200	-	200	
Rec. Veh & Equip. - Field Liner #1 - 2011	-	-	350	-	350	
Rec Veh & Equip - 2021 Kabota Tractor & Loader	-	-	-	-	1,000	
Rec Veh & Equip - Trailer #2	-	-	-	-	350	
Parks - Field Liner #2	-	-	-	-	350	
Total Recreation Vehicles & Equipment	25,077	30,464	28,900	19,450	28,050	(850)
Parks - Donation Revenue - Parks Items	-	(1,831)	-	(450)	-	
Parks - Recovery from Damages	(3,209)	-	-	-	-	
Parks - Miscellaneous Revenue	(2,234)	1,508	-	-	-	
Parks - Field Rental Revenue	(27,897)	(32,440)	(33,000)	(80)	(30,000)	
Parks - School Field Mtce Revenue	(6,418)	(6,611)	(6,800)	-	(6,800)	
Parks- Capital Reserve Fee	(1,669)	(2,543)	-	-	-	
Parks - Wages	116,908	134,333	-	98,317	-	
Parks-Overtime	822	1,777	-	1,978	-	
Parks-Shift Premi	17	26	-	-	-	
Parks-Vacation (P/T)	2,118	2,624	-	1,058	-	
Parks - Benefits	34,304	32,037	-	27,317	-	
Parks - Furniture Repairs - Replace	4,952	262	3,500	1,220	3,500	
Parks - Materials and Supplies	107	1,108	-	-	-	
Parks - Hydro	6,484	9,126	8,500	2,891	8,500	
Parks -Heating Gas	1,966	757	945	441	945	
Parks - Property Maintenance (Small Bldg Repairs)	32,699	45,219	33,000	33,000	33,000	
Parks - Water and Sewer	195	35,455	53,000	38,000	53,000	
Parks - Turf Management	42,939	33,085	42,000	36,795	38,000	
Parks - Playstructure Materials & Supplies	6,490	3,191	4,000	3,000	3,500	
Parks - Splashpad Maintenance	2,729	2,868	3,500	3,000	2,500	
Parks - Horticultural Supplies	2,041	4,204	4,000	4,000	7,500	
Parks -- Tree Planting	-	-	-	-	5,000	
Parks - Tree Removal Contractor	-	-	-	-	7,000	
Parks - Miscellaneous Expense	-	9	-	-	-	
Parks - Dog Waste Receptacles	-	-	1,750	-	-	
Parks - TSFR TO RESERVES	-	-	200	-	-	
Total Parks	213,343	264,166	114,595	250,486	125,645	11,050
ACC - Recovery of Expenses or from Damage	(596)	(272)	-	(388)	-	
ACC - Hall Rental Revenue	(5,726)	(4,485)	(5,000)	(1,120)	(3,500)	
ACC - Ice Rental Revenue	(179,783)	(163,190)	(174,000)	(39,763)	(80,000)	
ACC - Table Chair Rental Revenue	228	-	-	-	-	
ACC - Floor Rental Revenue	(998)	(1,310)	(1,000)	(9,700)	(5,000)	
ACC - Public Skating Revenue - Incl.Sponsorships	(1,687)	(378)	(200)	(175)	-	
ACC - Capital Reserve Fee Revenue	(7,414)	(6,733)	-	(1,635)	-	
ACC - Wages	64,912	72,303	-	41,758	-	
ACC - Overtime	6,411	8,410	-	2,219	-	
ACC - Shift Premi	2,020	2,020	-	737	-	
ACC - Lead Hand	146	-	-	-	-	
ACC-Vacation Pay	1,425	1,172	-	270	-	
ACC - Benefits	27,589	22,456	-	12,474	-	
ACC-Other Benefit Costs	1	4	-	-	-	
ACC - Furniture - Tables Chairs	-	1,908	2,000	-	-	
ACC - Telephone Expense	677	1,565	1,500	-	1,200	
ACC - Internet Expense	-	271	-	-	350	
ACC - Hydro	58,170	68,413	62,000	60,000	58,000	
ACC - Heating Gas	7,984	11,441	10,500	10,500	8,500	
ACC - Property Maintenance (Small Bldg Repairs)	85,439	56,650	55,000	28,000	45,000	
ACC - Water and Sewer	10,714	7,536	11,500	4,800	5,500	
ACC - Vehicle Fuel	2,370	1,497	2,000	365	1,000	
ACC - Equipment Repairs	7,354	7,935	2,250	-	1,500	
ACC - Refridgeration	19,374	11,514	15,000	5,972	7,500	
ACC - 2006 Ice Resurfacer	-	-	4,750	-	-	
ACC - 2017 Ice Edger	-	-	250	-	250	
ACC - 2008 Floor Scrubber	-	-	250	-	250	
ACC - 2011 Ice Resurfacer	-	-	-	-	5,000	
Total Rec. Facility - ACC	98,612	98,727	(13,200)	114,314	45,550	58,750
NDCC - Transfer from Reserves	(154,490)	(154,490)	(154,833)	(154,490)	-	
NDCC - Trans.from Dev. Charges	(100,000)	(100,000)	(100,000)	(100,000)	(279,990)	
NDCC - Donation Revenue	(350)	(1,050)	-	-	-	
NDCC - Recovery from Damages	(542)	(485)	-	-	-	
NDCC - Miscellaneous Revenue	(60)	-	-	-	-	

Township of North Dumfries						
2021 BUDGET REPORT - SUMMARY	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
Date Prepared: 12/10/2020						
NDCC - Hall Rental Revenue	(32,592)	(29,707)	(32,000)	(10,548)	(25,000)	
NDCC - Ice Rental Revenue	(343,931)	(317,752)	(325,000)	(147,819)	(325,000)	
NDCC - Floor Rental Revenue	-	-	(750)	-	(750)	
NDCC - Public Skating Revenue -Incl. Sponsorships	(3,910)	(4,745)	(5,000)	(845)	-	
NDCC - Concession Revenue	(4,945)	(4,427)	(2,260)	(827)	-	
NDCC - Ticket Ice Revenue	(5,233)	(4,240)	(5,000)	(740)	-	
NDCC - Vending Machine Revenue	(57)	120	(120)	-	(120)	
NDCC - Pickle Ball Revenue	(1,923)	(2,765)	(2,500)	(2,153)	(2,000)	
NDCC - LANGS Facility Rent	(7,100)	(7,274)	(11,300)	-	(11,300)	
NDCC - ATM Fee Revenue	(377)	(386)	(200)	(142)	(50)	
NDCC - Capital Reserve Fee Revenue	(16,945)	(14,535)	-	(6,174)	-	
NDCC - Advertising Revenues	(16,078)	(13,062)	(14,000)	(7,169)	(12,000)	
NDCC - Wages	274,518	274,001	-	239,220	-	
NDCC - Overtime	20,687	17,869	-	16,646	-	
NDCC - Shift Premium	4,863	5,191	-	3,444	-	
NDCC - Lead Hand	1,808	561	-	48	-	
NDCC-Vacation (P/T)	2,649	2,818	-	3,128	-	
NDCC- Benefits	99,066	83,527	-	71,670	-	
NDCC-Other Payroll Costs	40	10	-	-	-	
NDCC - Debt Interest	69,095	61,325	52,833	52,833	68,990	
NDCC - Debt Principal	185,000	193,000	202,000	202,000	211,000	
NDCC - Concession Expenses	-	20	-	-	-	
NDCC - Furniture/Sm Office Equip	4,413	2,933	4,000	4,000	500	
NDCC - Telephone Expense	1,634	2,950	2,200	2,200	2,200	
NDCC - Internet Costs	4,500	4,651	5,000	5,000	5,000	
NDCC - Hydro	189,171	213,327	205,000	190,000	210,000	
NDCC - Heating Gas	23,801	16,170	29,000	26,000	25,000	
NDCC - Property Maintenance (Small Bldg Repairs)	142,685	183,292	150,000	150,000	150,000	
NDCC - Water and Sewer	78,741	20,586	40,000	30,000	35,000	
NDCC - Consultant Fees	24	-	-	-	-	
NDCC - Computer Hardware - (Under 5,000)	756	-	-	770	-	
NDCC - Computer Software Licences & Support	774	575	1,000	1,000	1,500	
NDCC - Computer Software Annual Licencing	-	-	-	-	-	
NDCC - Vehicle Fuel	15,268	5,634	5,000	5,000	5,000	
NDCC - Equipment Repair & Mtce	22,299	15,886	4,750	2,500	5,000	
NDCC - Refridgeration Repair & Mtce	21,836	42,329	22,000	22,000	22,000	
NDCC - 2021 Ice Resurfacer	-	-	4,000	2,000	4,000	
NDCC - 2020 Floor Scrubber	-	-	250	-	200	
NDCC - 2011 Ice Resurfacer	-	-	4,500	9,856	-	
NDCC - 2011 Ice Edger	-	-	1,250	500	-	
NDCC - 2015 Floor Scrubber	-	-	250	189	-	
Total Rec Facility - NDCC	475,095	491,854	80,070	609,096	89,180	9,110
Roseville Hall - Hall Rental Revenue	(5,695)	(5,861)	(5,800)	(400)	(1,500)	
Roseville Hall - Capital Reserve Fee Revenue	(155)	(349)	-	(19)	-	
Roseville Hall - Wages	3,733	4,264	-	5,287	-	
Roseville Hall - Overtime	104	50	-	91	-	
Roseville Hall -Benefits	1,294	1,426	-	1,462	-	
Roseville Hall - Hydro	802	1,067	1,250	1,250	1,250	
Roseville Hall - Heating Gas	1,243	1,438	1,350	1,350	1,350	
Roseville Hall - Property Maintenance (Small Bldg R	1,828	5,815	4,500	4,500	4,000	
Roseville Hall -Water and Sewer	381	196	500	500	350	
Total Rec. Facility - Roseville Hall	3,536	8,046	1,800	14,021	5,450	3,650
Library - Property Maintenance (Small Bldg Repairs)	-	660	1,000	-	1,000	
Total Libraries	-	660	1,000	-	1,000	-
TOTAL RECREATION SERVICES	1,138,691	1,232,283	1,330,455	1,369,076	1,449,140	118,685

Township of North Dumfries

2021 Municipal Budget

Planning Services Department

The Planning Services section of the Budget includes Planning, Economic Development, Development Engineering, Heritage and Aggregate Administration activity costs. Overall the total net budget allocation for Development Services is anticipated to decrease by \$4,620 in 2021.

The revenues estimated for 2021 are will be slightly higher than 2020 budget (\$3,000). Wages will be increasing by \$8,624 relating to Cost of Living and Grid rate increases.

OMB Hearings did not occur as projected in 2019, however these funds are being budgeted for 2021 in case the situation arises.

The fees payable to the Waterloo Region Economic Development Corporation (\$20,000), Waterloo Region Tourism & Marketing Corporation (\$5,000), Smart Cities Initiative - phase 2 (\$5,882) and Sustainable Waterloo Levy (\$2,640) have been accounted for in the Budget as per approved agreements. Economic Development costs are included in the 2021 budget to reflect costs for costs for Foodlink, the TODS signage (Highway 401 and on Cedar Creek Interchange) and a Business Leaders forum.

Township of North Dumfries						
	2018 Year End Actuals	2019 Year End Actuals	2020 APPROVED BUDGET	2020 Year End Projected Actual	2021 DRAFT BUDGET	2020 TO 2021 BUDGET TO BUDGET Comparison
2021 BUDGET REPORT - SUMMARY						
Date Prepared: 12/10/2020						
Planning - Transfer from Reserves (Hearing)	-	-	(19,000)	-	(19,000)	
Planning - Administration Fees	(5,841)	(885)	(5,000)	(9,642)	(7,000)	
Planning - Official Plan Amendment Revenue	(7,415)	-	(7,500)	-	(5,000)	
Planning - Zoning Amendment Revenue	(16,820)	(8,050)	(30,000)	(61,865)	(30,000)	
Planning - Plan of Subdivison Condo Revenue	(14,280)	(12,295)	(18,000)	(22,475)	(17,000)	
Planning - Severance or Minor Variance Rev.	(23,185)	(13,920)	(12,500)	(19,345)	(17,000)	
Planning - Consultation Revenue	(2,832)	(3,159)	(2,000)	(4,026)	(2,200)	
Planning - Site Plan Review Revenue	(21,810)	(6,273)	(15,000)	(12,110)	(15,000)	
Planning - Recovery of Planning Expenses	(349)	-	-	-	-	
Planning - Compliance Letters - Zoning	(2,300)	(3,080)	(2,800)	(3,190)	(2,500)	
Planning - Wages	114,806	130,355	175,623	165,000	186,590	
Planning - Wages Vacation	68	-	-	-	-	
Planning - Benefits	38,329	42,067	64,996	50,000	69,572	
Planning - Membership Expense	1,817	1,035	2,000	1,200	2,000	
Planning - Mileage Expense	-	1,469	1,500	1,000	1,000	
Planning - Conferences/Training Education	626	636	2,000	2,000	2,000	
Planning - Boots /Clothing	58	-	-	-	-	
Planning - Office Supplies	219	112	350	350	350	
Planning - Printing Stationery	-	-	100	100	100	
Planning - Postage	860	482	350	350	350	
Planning - Furniture/Sm Office Equip	-	712	3,500	1,000	1,000	
Planning - Advertising Exp.	1,008	288	500	814	500	
Planning - Materials and Supplies	-	-	350	350	350	
Planning - Telephone Expense	1,141	453	1,000	1,200	1,000	
Planning - Equipment Lease Costs	5,228	1,113	2,500	1,500	2,500	
Planning - Legal Expense	331	-	1,500	1,500	1,500	
Planning - Consultant Fees	153	1,018	3,500	3,500	1,500	
Planning - Engineering Expense	2,699	4,980	5,000	7,500	5,000	
Planning - Hearing Expense	-	-	19,000	-	20,000	
Planning & Dev. - Zoning Amendment Exp.	-	23	-	-	-	
Planning -Computer Hardware - (Under 5,000)	-	122	3,500	6,467	500	
Planning - Computer Software Licences & Support	4,709	5,260	-	-	8,000	
Planning -Annual Licencing of Software	275	255	8,000	6,707	-	
Planning and Dev.- Equip. Rental Expense	-	805	-	-	-	
Planning - W. Region Ec. Dev. Comm. (WREDC)	20,000	20,000	20,000	20,000	20,000	
Planning - W. Region M Tourism Council (WRMTC)	5,000	5,000	5,000	5,000	5,000	
Planning - Economic Development Promotion	1,305	1,611	3,200	3,053	3,200	
Planning - Region of Waterloo Partnership	2,500	-	-	-	-	
Planning - Smart Cities Initiative	2,000	5,882	5,900	5,882	5,882	
Planning -Sustainable Waterloo Levy	-	2,531	2,550	2,638	2,640	
Planning - Transfer To Reserve	10,000	15,000	-	-	-	
Total Planning & Development	118,301	193,546	220,119	154,457	225,834	5,715
Heritage Grants - Provincial	(3,658)	-	-	-	-	
Heritage Grants - Federal	(2,580)	(2,814)	(3,192)	-	-	
Heritage - Donation Revenue	(1,070)	(1,040)	-	-	-	
Heritage - Wages	9,151	9,409	11,441	-	-	
Heritage - PT Vac Pay	366	379	-	-	-	
Heritage - Benefits	1,122	1,168	1,236	-	-	
Heritage - Mileage Expense	807	47	350	-	-	
Heritage - Advertising Exp.	71	-	500	500	500	
Heritage - Materials and Supplies	-	-	250	-	250	
Heritage -Annual Licencing of Software	50	-	-	-	-	
Heritage Grants - Expense	-	-	500	-	-	
Heritage - Transfer to Reserve	1,070	1,040	-	-	-	
Total Heritage	5,330	8,190	11,085	500	750	(10,335)
Total Aggregate Projects	-	-	-	-	-	-
TOTAL PLANNING	123,631	201,736	231,204	154,957	226,584	(4,620)
Total Operations	(1,093,303)	(1,245,406)	(993,590)	(1,267,776)	(854,642)	138,948

Township of North Dumfries

2021 Municipal Budget

Other Items to be reviewed throughout the year for potential efficiencies or to ensure better budgeting:

- COVID- 19 Pandemic
 - Ongoing changes that may further change revenues from facility rentals
 - Economic issues such as lower interest rates on investments
 - Potential increase in tax arrears
- Human Resources
 - Ongoing changes in Legislated Benefits
 - OMERS Costs
 - WSIB Costs
- Other Future Pressure Points
 - Cemeteries
 - Hospital Requests
 - Community programming
 - Events planning and facilitation
- Other Policies
 - Updated Purchasing By-law
- Capital Program and Asset Management
 - Asset Management Plan to be completed July 1, 2021
 - Long Term (10 Year) Capital Requirements and related Future Funding Scenarios.
 - Future Major Capital Facility builds
 - Linear Infrastructure (Roads and Bridges)
 - Facilities – Update for Asset Management Plan and Capital Budget Requirements
 - Vehicles – Replacement Schedule/ Fleet Management Strategy for all Township
 - Information Technology
 - Studies and Assessments for Future Plans
 - Official Plan Review
 - Zoning By-law Update
 - Development Charges By-law Update
 - Future Township Municipal Offices

Township of North Dumfries

2021 DRAFT Summary Tax Rate Sheet

TOWNSHIP OF NORTH DUMFRIES		
2021 DRAFT Summary Tax Rate Sheet		
2020 LEVY REQUIREMENT =	\$6,078,432	
2021 LEVY REQUIREMENT =	\$6,187,670	
Levy Increase	\$109,238	1.80%
Residential - Rural Impact - TOWNSHIP PORTION ONLY		
	2021	2020
Every \$100,000 in Residential Assessment	100,000	100,000
Residential Township Tax Rate	0.00250446	0.00247546
Township Taxes Annually	\$ 250.45	\$ 247.55
	2021	2020
* Average Residential Assessment for the Township of North Dumfries	372,300	372,300
Residential Township Tax Rate	0.00250446	0.00247546
Township Taxes Annually	\$ 932.41	\$ 921.61
	\$ 10.79	\$ 26.97
	1.2%	3.0%
Residential - Urban Impact - TOWNSHIP PORTION ONLY		
	2021	2020
* Every \$100,000 in Residential Assessment	100,000	100,000
Residential Township Tax Rate	0.00263156	0.00259535
Township Taxes Annually	\$ 263.16	\$ 259.53
	2021	2020
Average Residential Assessment for the Township of North Dumfries	372,300	372,300
Residential Township Tax Rate	0.00263156	0.00259535
Township Taxes Annually	\$ 979.73	\$ 966.25
	\$ 13.48	\$ 25.96
	1.4%	2.8%
* These average assessment are taken from the OPTA (Ontario Property Tax Assessment website) using the 2017 Tax Impact on Median/Typical Property for North Dumfries Single Family Home Property Code calculation		

Respectfully submitted by Shelley Stedall
December 14, 2020

TOWNSHIP OF NORTH DUMFRIES

2021 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	GL ID	CFWD/ NEW	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Gravel Reserve	GAS TAX	OCIF	DEV. CHARGES	DEBT FINANCING	PARK TRUST	FEDERAL GRANT	ONTARIO GRANT	Bill 124 Funds	OTHER Donations or Grants	TAX LEVY
D15	20-700-7328	NEW	REC - Ayr Ice House Renovation - Transfer to Reserve	\$25,000														\$25,000
D16	20-700-7001	NEW	REC - Transfer to Reserves for Facilities	\$60,000														\$60,000
D17	Operations		REPAYMENT OF NDCC Debt	\$254,490							\$254,490							\$0
			Subtotal	\$1,435,722	\$570,104		\$75,896	\$0	\$0	\$0	\$254,490	\$0	\$55,557	\$135,200	\$90,043	\$0	\$22,000	\$232,432
			E - Parks, Trails															
E1	20-700-7101	NEW	REC - Replacement Play Structure	\$49,641									\$49,641					\$0
E2	20-700-7324	NEW	REC - 3 Lit Tennis Court Facility	\$393,854		En. Plus	\$50,639				\$27,640			\$189,353	\$126,222			\$0
E3	20-700-7325	NEW	REC - Replacement Field Lights @ Schmidt Park and Victoria Park	\$690,277		En. Plus	\$137,192							\$331,864	\$221,221			\$0
E4	20-700-7102	NEW	REC - Park Furniture	\$11,000									\$11,000					\$0
E5	20-700-7321	NEW	REC -Parkette Design - Broos P1/Hilltop S4P3 Subdivision	\$32,100							\$32,100							\$0
E6	20-700-7329	NEW	REC - Watson Pond Fountain	\$20,000													\$20,000	\$0
E7	20-700-7332	NEW	REC - Trails Rehab with GVTA	\$20,000									\$20,000				\$0	\$0
			Subtotal	\$1,216,872	\$0		\$187,831	\$0	\$0	\$0	\$59,740	\$0	\$80,641	\$521,217	\$347,443	\$0	\$20,000	\$0
			TOTAL	\$6,767,655	\$1,485,420		\$338,727	\$1,198,151	\$402,875	\$50,000	\$638,671	\$0	\$167,588	\$656,417	\$693,926	\$141,000	\$42,000	\$952,880

OCIF - Ontario Community Investment Fund
Gas Tax - Federal Government transfer payment for infrastructure projects. Administered via the Association of Municipalities of Ontario

[1] 2007 Stirling Tandem Axle Dump Truck Replaced with Multi Module Vehicl - 3 Modules - Dump, Water spreader, Water Tank
Transfer to Reserves = \$790,000



December 14th, 2020

2021 Capital Budget & Funding Summary

Included in Section 7 of the 2021 Budget Binder is the a Summary of Capital Projects, which identifies the various Capital Projects proposed for delivery in 2021. The spreadsheet identifies each project, the estimated expense and the source of funding.

There is no debt financing proposed in the 2021 Capital Budget.

There are specific projects (as identified on Summary of Capital Projects for 2021) that are dependent upon receiving confirmation from the Federal and Provincial Governments on the receipt of funding support through submitted Grant application(s). These projects include: the retrofit / build of the washroom facilities located in Schmidt Park, Victoria Park and Cowan Park; the construction of the 3 lit tennis court facility; and, the retrofit of the sports field lighting in Schmidt Park and Victoria Park and the additional lighting of Diamond 2 in Victoria Park.

The overall recommended Capital Budget for 2021 has an estimated value of \$6,767,655 versus a projected spend of \$5,663,524 in 2020. There is also an increase of \$108,000 year over year as a contribution to Capital Reserves when comparing 2021 over 2020 funded through the tax levy.

2021 Reserve contributions to fund future projects in the Ten-Year Forecast associated with replacement Rolling Stock, Small Equipment / Software / Administrative Studies, Infrastructure, Parks, and, Facilities / Buildings in the various Departments across the Corporation have also been summarized in the 2021 Capital Budget Summary.

The projects outlined in the 2021 Capital Budget Summary for the most part represent Tangible Capital Assets.

Listed below is a brief summary of each Capital project proposed to be undertaken in fiscal Year 2021.

A. FLEET / ROLLING STOCK

1. Fire – Replacement Vehicle for Car 1 – Command

This project represents the acquisition of a replacement vehicle for the 2013 pick-up crew cab truck utilized by the Fire Chief. The proposed purchase is a 2021 pick up crew cab pick-up truck to be designated as Car 1 – Command. Upon arrival of the new pick-up truck, the existing 2013 unit will be declared surplus and sold.

2. Public Works – Tandem Axle Dump Truck – Multi-Modal Vehicle

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This project proposes the acquisition of a replacement vehicle for the 2007 Stirling tandem axle dump truck. The proposed 2021 purchase represents a change in the content of a tandem axle dump truck --- the variance is the acquisition of a tandem axle cab & chassis with three (3) modular units that can be deployed with the truck. The proposed modular units include: a dump box (which can also be utilized as a roll-off bin); a water tank that can be deployed with a spray bar and a pressurized hose line / fitting; and, a winter maintenance carrier and spreader unit. The intent of the acquisition of the multi-modal tandem axle truck is to provide flexibility in the range of services delivered by the Public Works Department with the expectation of a better / more consistent service standard. Upon arrival of the new tandem axle multi-modal, the existing 2007 unit will be declared surplus.

3. Recreation – Wide Deck Mower

The acquisition of this wide deck mower represents an expansion to the existing fleet and as such it is funded through the Development Charges program. The extra unit allows for the deployment of resources (personnel / equipment) to deal with the growing inventory of hectares of parkland and trails. The wide deck mower allows for more hectares to be cut per hour versus the standard 5 foot zero turn mower which is better suited to smaller land parcels.

4. Recreation - Ice Resurfacer

This project was originally identified in the 2020 Capital Budget and was deferred at that time by Council. This project is being re-introduced as part of the 2021 Capital Budget deliberations. It is proposed that the 2006 era Ice Resurfacer, presently operating at the Ayr Community Centre, be replaced. The apparatus is well beyond its replacement schedule. It is Staff's intent to deploy the new Ice Resurfacer at the NDCC and shift the existing unit to the ACC. The era 2006 Ice Resurfacer will be declared surplus upon arrival of the new unit.

5 – 9 inclusive Transfer to Rolling Stock Reserves – Various Departments

The transfer to Rolling Stock Reserves on an annual basis assists with the delivery of the 10 Year Capital requirements for each of the Departments within the Corporation. These annual contributions allow for the replacement of the Corporate Fleet aligned with the projected life cycle replacement of the various units. The year over year contribution to Reserves for the Corporate Fleet increases by an amount equivalent of \$43,000 when contrasting 2021 to 2020. The total contribution to Rolling Stock Reserves across the Corporation for 2021 is \$475,000.

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B. STUDIES, EQUIPMENT, SOFTWARE

1. Administration - Asset Management Plan

Consistent with Ontario Regulation 588/17, the Township is required to prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021 and for all other infrastructure by July 1, 2023. The Township has a list of all assets and however the completion of a Levels of Service and lifecycle management and financial strategy component require more work. The 2021 capital budget includes funds to hire a Consultant to assist Staff to advance the Asset Management Plan to the next level and ensure the Plan completeness meets the Provincial Regulations. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

2. Administration - IT / Telecommunication Network

The Townships Information Technology and Telecommunications Network is a backbone of the services provided by the Township. Demands on the core IT / Telecommunication Network continue to grow as both internal and external user reliance on the hardware and software systems are utilized. Funds allocated to be spent in 2021 are designed to increase the security, capacity, speed and reliability of the core network. Ongoing continuing maintenance and upgrades of various components of the IT backbone reduces the risk of overall failure, loss of data, or security breaches and avoids potential costly emergency repairs.

3. Administration - Payroll / HRIS Software

This project represents the acquisition, implementation and training of staff for a software system that will interface the Township's payroll functions and Human Resources Information System (HRIS) with the corporate financial accounts. The software and its components will replace current manual systems to improve Payroll processes and Human Resource tracing of employees within the organization. The improved database will provide relevant timely information to Directors and Managers, and assist the Township ensure compliance to Township Human Resource Policies as well as provincial and federal Policies and regulations. Items including tracking on-going training and professional development, and clothing allowances are examples of what will be housed in the database. The acquisition of this software system continues the Township's multi-year program of undertaking the digital transformation of all records and business practices. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

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4. Administration - Records Management Software & E-Agenda Software

The Township continues to consolidate and improve Records management in the Township. This includes proper coding / retrieval of files and all paper and electronic files owned by the Township. In order to improve efficiencies of the electronic Records, a software will be implemented which allow the Township to establish digital link / interface for Agendas, Minutes, Resolutions and Reports to the TOMRYMS, the Township's record coding system. The expenditure includes costs associated with implementation, training and ongoing maintenance and licencing for the software. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

5. Administration - Joint Services Delivery Review – Phase II

Funding has been earmarked and protected in the event that the four Waterloo area Townships wish to pursue a second joint Study to assess opportunities for streamlining of services / identifying opportunities for efficiencies, collaboration and/or partnerships. The scope of any work program has not as of yet been developed, and, would trigger a Report to Council in the event that a Phase II Study is to be activated. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

6. Building - Property Management / Building Software

The current Township software for property management / building services represents the oldest format of software utilized in the Corporation and the last system to be phased out. It is proposed that the operating system be upgraded to a cloud-based system that will assist with the earlier phased investments made by the Township with respect to digital building permit submissions, and the use of tablets to complete remote in-field inspections at construction sites. The property management / building software represents the current weak link within the network and its upgrade will facilitate a fully integrated digital platform for all phases of the building review / approval / inspection process, as well as a property database for all land use planning issues. The system will be utilized extensively by the Development Services Department, but also has information that can be utilized by all other Departments, to ensure timely accurate information in the flow of Township services. The cost includes the purchase of software, implementation and training, and ongoing maintenance and licencing costs.

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7. Fire – Protective Equipment / Clothing

The Township is in Year 4 of a phased five-year replacement of protective equipment (bunker gear) worn by front line firefighters. The lifecycle for protective equipment is approximately eight (8) years. Over the five year period (2018 to 2022) the Department will change out seven (7) sets of bunker gear annually. The Township has participated in a joint purchase acquisition of bunker gear through the City of Kitchener procurement initiative and proposes to undertake this transaction again in 2021.

8. Fire – Classroom Assistive Training Devices

The Township has significantly enhanced the training forum and protocols for Department personnel. Digital training curriculum (remote and in-class) is now delivered as a blended complement of training remote through software platform(s), in-person instruction (theory and practical); and, external off-site training opportunities delivered through 3rd party providers. In 2021 it is proposed that the classroom aids and devices be upgraded to support the continued training program offered by the Department and to ensure that the curriculum that is being utilized can be properly accommodated and easily deployed by Fire Department personnel.

9. Fire – Tablets Mounted in Front-line Apparatus

In 2020 the Township installed GPS tracking modules in front-line apparatus and the Fire Chief's vehicle. The 2nd phase of the program, proposed for 2021, is to install and operate in-vehicle tablets for the front-line fire apparatus and the Chief's vehicle. These tablet units will interface with Kitchener Fire Dispatch and will facilitate real-time uploading of digital two-way information related to incident scenes; routes of travel (maps); and, any pre-loaded property information details attributed to hazards, unique circumstances, etc. arising from pre-incident plans.

10. Fire – Gas Monitoring Equipment

This project contemplates the purchase of updated gas monitoring equipment and testing stations for Fire personnel to utilize when attending incidents where potential chemicals and/or gaseous products may be present.

11. Fire – Annual Capital Contribution to Fire Equipment / Studies / Software Reserve

It is proposed that the annual contribution to Fire Equipment, etc Reserve remain unchanged for 2021 with a transfer of \$75,000. The annual Capital Reserve transfer is designed to fund the 10 Year Capital forecast attributed to the Fire Department for equipment, studies and software.

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12 Public Works – Roads Needs Assessment

This project contemplates the update to the 2016 era State of the Infrastructure – Roads report. After 5 years it is appropriate to update the classification and life cycle standards for the road network to properly inform the 10 Year Capital Forecast and the prioritization of roads that need to be rehabilitated and/or reconstructed. The completion of this Study represents the continued commitment of the Township to informing and updating the Asset Management Plan.

13. Public Works – Road Patrol Software

This project proposes the acquisition of tablets and operating software that will be available in the front-line vehicles for use by Public Works personnel as they travel the road network and complete their daily tasks. The road patrol software allows for digital records to be created to inform both the outstanding work tasks to be completed / reconciled, but also establishes records related to risk management and tasks that require to followed up on / addressed. The in-time record keeping will assist the Supervisor with assigning daily / weekly tasks for the completion of priority and/or time sensitive projects. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

14. Public Works – Power Washer

This project involves two aspects, namely the purchase of a new power washer unit with direct vent through the building roof, and, the replumbing of the water supply from the adjacent Quonset hut into the principal Public Works equipment building. The power washer acquisition represents a life cycle replacement to an existing unit.

15. Public Works – Diesel Plate Packer

This project involves the acquisition of a gently used diesel plate packer. The packer is typically utilized by Public Works personnel on projects where culverts or similar structures are installed and/or replaced. The Township has in the past rented a diesel plate packer and the expectation is that through the purchase of a gently used unit the overall expense and ongoing expenses incurred by the Municipality will be reduced in 2022 and going forward.

16. Recreation – Leisure Services Master Plan

This project involves retaining a Consultant to complete a comprehensive review and analysis of the future leisure, recreational and cultural needs and requirements of the Township looking out for a 10 year period. This study will, amongst other matters, assess the existing inventory of parks, facilities and open space network, and, then identify longer term programming opportunities that respond to the existing and emerging needs of the Community for all ages

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and all abilities. This Study will also make recommendations on future park standards and requirements and facilities (new build, additions or renovations). The conclusions and recommendations of a Council adopted Report will inform the 10 Year Capital Forecast; any changes in the operating budget related to service standards; and, the 5 Year staffing forecast within the Leisure & Community Services Dept. The completion of this Study represents the first comprehensive master plan undertaken by the Township that assesses the provision of leisure services.

17. Planning – Transfer to Reserves

This initiative represents the annual contribution to the Planning Reserve Account to fund future studies undertaken by the Planning Division. Based upon the 10 Year Capital Forecast and the associated future studies / reports, an additional \$10,000 is proposed to be added to the annual contribution which was made in 2020, to increase the transfer to \$20,000.

18. Planning - Cemetery Software

This project was originally identified in 2020 and is a carry forward for consideration in the 2021 Budget. Consistent with the terms of the Memorandum of Understanding (MOU) negotiated with the Ayr Cemetery Company, the Township is to purchase software to assist in the functional layout and records management of grave plots (occupied, reserved, and, available) and columbarium plots. The purchase will also allow the Township to undertake the mapping / records element and to extend this in time to include the other cemetery facilities located in North Dumfries.

19. Planning – Ayr Ice House Precinct Master Plan

This project is presently underway and represents a carry forward from 2020. The Township through the award of a Request for Proposal has retained the services of the GSP Group to undertake the completion of the Master Plan that will assess and identify the potential for a range of community focussed programming activities on the lands adjacent the Ayr Ice House and occupying the adjacent public lands associated with the former Lawn Bowling facility, Tannery Street and other landholdings. The initial background work has been completed by the Consultant and the first round of public consultation forums will be rolled out in late January / early February 2021.

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C. INFRASTRUCTURE PROJECTS

1. Various – Road Resurfacing

A total of \$ 1,452,875 is proposed to be expended on road resurfacing projects in 2021. This is an increase of approximately \$379,913 over what was funded in 2020.

The various road segments involved primarily represent the resurfacing of asphalt roads. The objective is to enhance and extend the life cycle of the road system and/or reduce on-going maintenance – repair related issues.

Mapping and road locations for the 2021 road resurfacing program are included as Map Nos. 1 and 2. The total length of the road network to be resurfaced in 2021 is approximately 6.3 km in length

For each road segment summarized below, the Township would retain the services of an independent laboratory to undertake compaction testing and product samples to ensure compliance with the Tender specifications. The Township would also retain the services of an engineering inspector to monitor work occurring at the project site.

Pavement marking, roadside shouldering, roadside ditching, repairs to catchbasins / curb & gutter as appropriate, are also included in the proposed scope of work and funding for these road projects.

A brief summary of each proposed resurfacing project is as follows:

1,400 m Gore Road, CP Rail Corridor to Village Rd

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt.

1,180 m Roseville Road, Northumberland St to Trussler Rd

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt.

318 m Cooper Street, Willison St to Main St

220 m shave & pave with 50 mm HL3 surface layer asphalt and 98 m pulverize - Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt; Adjust manholes and catchbasins, repair curbs as required.

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1,400 m Greenfield Road, 20 m east of Reidsville Road to 2186 Greenfield Rd

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 100 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt.

700 m Alps Road, Dumfries Rd to 700 metres east of intersection

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 100 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt.

97 m Stanley Street, Northumberland St to Nith River Bridge
 Shave & pave with 50 mm HL3 surface layer asphalt. Adjust manholes and catchasins, repair curbs as required. Construct 2 m wide concrete sidewalk with new barrier curb on the north side of Stanley St, from Northumberland St to Tannery Street, and, spot repairs to the sidewalk / curb & gutters on south side of Stanley St

300 m Brant-Waterloo Road adjacent Reidsville Road

Building upon the work undertaken by Public Works personnel in 2020 to add granular material to establish a road profile and re-create a roadside ditch network, the project in 2021 entails hiring a contractor to apply 60 mm lift of base course asphalt (HL3 hotmix) from the base of the hill to approximately 20 metres east of 802 Brant-Waterloo Rd, and, the Reidsville Rd / Brant-Waterloo Rd intersection for a distance northerly for 15 metres. The work program is proposed to reduce the on-going maintenance issues of the gravel road surface on the hill located adjacent the intersection.

905 m Brant-Waterloo Road, commencing 800 metres west of West River Road to 559 Brant-Waterloo Road

In the Fall of 2020 the Public Works Department coordinated the pulverizing of a hard topped surface at this location and incorporated the material into the existing gravel road surface. The project in 2021 entails hiring a contractor to add approximately 150 mm of granular product to properly profile and establish a road centreline; establish roadside ditches, and, apply a double layer of tar & chip surface treatment. The work program is proposed to reduce the on-going maintenance issues and complaints associated with the two hills and the road surface present at this location.

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2. & 3. Missing Links – Sidewalk Construction, Inglis Street, Northumberland St to Colquhoun St --- and --- Consolidation of the Elliot St and Inglis St. intersection

Projects C2 and C3 are linked and would be completed as one consolidated project.

It is proposed that a new sidewalk would be established on Inglis Street, extending from Northumberland St. to Colquhoun St. This project represents a “missing link” in the existing sidewalk inventory for this neighbourhood.

The right-of-way width, location of the road within the road allowance, and, the placement of utilities provide for a design that requires the proper attention to details and as such necessitates an extensive project.

It is proposed that the sidewalk, from Northumberland to Elliot Street will be constructed on the north side of the road allowance. At Elliot Street it is proposed that the sidewalk would cross the road at a newly aligned / consolidated intersection of Elliot / Inglis Streets. A new 3 way stop control would be established to facilitate the safe crossing of pedestrians at the intersection. The existing “wishbone” configuration of the Elliot / Inglis St intersection would be reconstructed so that a new consolidated intersection that aligns in close proximity to a 90 degree interface with Inglis St would be established. The new consolidated intersection will assist with traffic movements and the safe passage of pedestrians crossing both Inglis Street and the realigned Elliot Street.

The sidewalk would then extend on the south side of Inglis St, from Elliot St through to Colquhoun St. Proper consideration of the interface with the roadside ditch has to be incorporated into the design / construction process for this section of the sidewalk network.

Property interface with the existing fence (opposite Ayr Welding) and a hedgerow in proximity to Colquhoun St also need to be factored into the design / project budget to account for replacements.

A preliminary engineering design for this project has been completed.

4. Engineering Design – Hall Street, Manley St and MacDonald St

It is proposed that a Request for Proposal be issued to retain the services of a Consultant who will be responsible to prepare design drawings and Tender ready documents in support of the reconstruction of Hall Street, from Northumberland to Main Street, Manley St, from Northumberland St to the east terminus of the road, and, MacDonald St, from Manley St to Gibson St. These roads will require special consideration in recognition of the built heritage form that frames the road network; long standing drainage related issues; unique traffic management requirements; and, the existing varying widths of the road surface.

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5. Earl Thompson Road – Roadside Drainage Improvements

This project, affecting both sides of Earl Thompson Road, contemplates re-establishing the roadside ditch network from Cedar Creek Road (Regional Rd 97) through to the south terminus of the road. It is proposed that driveway culverts be replaced (and in some cases the diameter of the culverts enlarged) and the roadside ditch / roadside shoulder being re-established and reshaped. This section of the Township's road network is under significant stress during major storm events and erosion, ponding of water and localized flooding has been observed. The proposed comprehensive work program is designed to properly deal with roadside drainage and the conveyance of surface run-off along this stretch of road.

6. Jenking's Court – Roadside Drainage Engineering Design

Jenking's Court has experienced periods of ponding in the roadside ditch and the interference of surface run-off. It is proposed that a Consultant be retained to complete a survey of the ditch network / centreline of the road and make recommendations on what improvements can be made to facilitate the conveyance of surface run-off. The conclusions of this review will inform future capital works and establish a budget estimate for this section of the Township's road network.

7. Willison / Newell Storm Drain

This project was originally proposed in 2020 and was the subject of the issuance of a Tender. The bid results were not consistent with expectations and the project was subsequently shifted for consideration in 2021.

The intersection of Willison / Newell streets represents the low point for the two road systems. During rain events water ponds at this location. During heavy rains or multi-hours of continuous rain the overland water flows through the adjacent residential properties to the south / southeast. The project will witness the creation of a storm sink within the south limits of the intersection within the municipal boulevard. A curb will be established to assist in directing the surface flow of rain water to the sink. Also at points along Newell and Willison east and/or north respectively of the intersection, a portion of the overland flows will be intercepted and re-directed into buried infiltration galleries. The overall intent of this project is to capture as much as practical of the overland surface flow of water and promote infiltration through a stone / rock medium and reduce the conveyance of overland flows through private property.

8. Infrastructure – Transfer to Reserve

This transfer represents the 2nd year of contributing and escalating the financial commitment to Infrastructure Reserves. The contribution in 2021 is approximately \$20,000 greater than the transfer of the prior year with a proposed commitment of \$135,000. This Reserve Account, in combination with other external sources (ie: OCIF, Gas Tax, Gravel Levy, etc) is designed to assist in funding the 10 Year Capital Forecast for the rehabilitation / reconstruction of the linear infrastructure system comprised of roads and bridges.

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D. Facilities

1. Township Municipal Office Project

This project represents a 2020 carry forward. Staff made an initial presentation on the functional layout / spatial allocation of components of the Municipal Office as part of an August 2020 workshop.

Funding for this project in 2021 represents the initial phase (phase 1) associated with the construction of a new Township Municipal Office. Funds allocated in 2020 and carried forward into 2021, would facilitate the hiring of a consulting architect (and associated disciplines) to initiate the design of a new Municipal Office. Work arising from Phase 1 would facilitate and inform the second phase of the project, that being the detailed design drawings, project construction budget and the construction of the new facility.

2. Fire – Facility Upgrades / Rehabilitation / Replacement

It is proposed that as part of the life cycle replacement for the 1990 era Fire Station building, that the existing four overhead bay doors in the apparatus floor area be replaced.

3. Public Works – Master Plan for Redevelopment of the Public Works Depot

In the 10 Year Capital Forecast it is identified that an extensive redevelopment and expansion to the Public Works Depot located at 1168 Greenfield Road will be undertaken. Phase 1 of the work program is proposed for 2021, that being retaining professional services to assist with informing the future design and location for the various components associated with the project, and, to inform the prioritization of projects for a phased delivery. The last aspect of the phase 1 workplan would be a verification of project costs to facilitate the phased construction of the Public Works Depot.

4. Public Works – Construction of Commodity Storage Bunkers

It is proposed that up to seven (7) commodity bunkers would be constructed to provide the temporary storage of raw materials utilized in various aspects of the Township's operations. Typical materials to be stored within commodity bunkers would include: Granular A aggregate; topsoil; baseball infield clay; limestone screening; recycled asphalt, etc. Completion of this project will allow for the efficient and complete use of purchased materials with the objective of reducing waste, and, having the resources available as required.

5. Public Works – Replace Roof Shingles on Sand Dome Structure

The existing shingled surface is in need of replacement with end of life now evident. The project proposes stripping and disposal of the existing shingles, and, the installation of new asphalt shingles. The replacement project extends the roof structure out another 20 years.

6. Public Works – Facility Renewals / Replacement

This project continues the work program started in 2020 to update and replace doors, windows and similar features designed to improve energy efficiency and proper safety / security. In 2021 the project contemplates the installation of the replacement exterior windows in the principal building.

7. NDCC - Furniture / Window Coverings / Council Furniture & Equipment

This program is the continuation of upgrading and/or replacing items to support the business activities occurring at the NDCC both for administration and the Public. Contemplated for 2021 is the sound / visual system for MacNeil Hall to support activities, including larger public meetings, within that space. An improved sound and video fees will allow expanded digital content for activities that are booked in that room, and could include movies for various Township events. The audio system throughout the NDCC will be improved, as the legacy system that was installed with the building is failing and zoning requirements for various activities in the building will be upgraded.

8. NDCC – Installation of Security Cameras

The program proposes to replace elements of the existing system first installed in 2011 and to expand the network to provide the appropriate range and view planes for the exterior / interior components of the NDCC. This project represents part of a risk management and health & safety initiative.

9. NDCC – Hot Water System & Real-Ice System

The program proposes the replacement of the storage tanks / heating units for the domestic hot water supply system in the building. This is a life cycle replacement. The 2nd component of the project is to install the Real-Ice System or comparable unit to the water supply that fills the ice resurfacing unit. The Real- ice System modifies the composition of water which results in energy savings in terms of the operation of the ice plant. The Real-ice system, based upon comparable facilities, is anticipated to have a 2 ½ year pay back time period through reduced energy consumption.

10. ACC – Replacement of Existing Exterior Doors

The seven (7) existing emergency metal exterior doors at the ACC represent the original door units. The doors are showing evidence of deterioration and the change out of the doors represents a life cycle replacement. The only exterior door units not to be replaced as part of this program are the main entry sliding doors, and, the glass door system located adjacent the vestibule by the staff office on the lower level (north elevation).

11. Cowan Park – Irrigation / Grey Water Pump & Design

This project is a design exercise that proposes retaining a Consultant to explore the practicality of capturing the discharge of water utilized in the splash pad and redirecting those flows to a holding system in combination with a well system that would be utilized as part of the irrigation system for the four (4) soccer pitches. This system is proposed to reduce the Township's consumption of Municipal water and therefore in time reduce the expenditure associated with irrigating the sports fields. The phase 1 element of the project is to assess how the system would work; changes that may be required to the existing irrigation system to accommodate the new supply source; and establish a project budget for the construction phase.

12. Schmidt Park / Victoria Park / Cowan Park – Renovation & Construction of Washroom Facilities

The Township in 2019 applied for a Federal / Provincial Grant that is designed to facilitate the renovation of the existing washroom facilities in Schmidt Park / Cowan Park to ensure barrier free accessibility; the installation of a magnetic programmable locking system for the exterior doors; and the provision of water bottle refill stations. In Victoria Park, the funding is to construct a new barrier free washroom building in combination with the installation of a water and sanitary sewer lateral from Rose Street to service the building; the installation of a magnetic programmable locking system for the exterior doors; and the provision of water bottle refill stations. It is anticipated that a decision on the availability of the Grant will be confirmed by late December / early January.

In 2020 there was a structural fire in the old washrooms at Victoria Park. The result was that the building had to be demolished. Reconstruction of the new washrooms will have an additional cost that estimated in 2019, which is anticipated to be an additional \$70,000. This additional cost will be offset by insurance proceeds which are paid to the Township under its insurance policy provisions and which are in a reserve for the new washrooms to be constructed at Victoria Park.

13. Victoria Park Ball Diamond Improvements

The Ayr Jr Vics Ball Association has proposed to complete two (2) projects in 2021 in coordination with the Township. The two projects are the installation of a new automated pitching machine with perimeter fencing and the installation of a new outfield fence for Diamond 2. The completion of the two (2) projects are to be funded by the Ayr Jr. Vics and the revenue / expense will be undertaken through the Township's financial accounts as these are tangible assets that will be assumed by the Township.

2021 Capital Budget & Funding Model
December 14th, 2020

14. Renovation – Victoria Park Gazebo

This project was originally proposed in 2020 and was the subject of the issuance of a Tender. The bid results were not consistent with expectations and the project was subsequently shifted for consideration in 2021.

The project represents a series of components that are designed to preserve the integrity of the building and complete long overdue life cycle replacements of several elements. The workplan includes: pointing of mortar in the stone work; replacement (where required) of wooden planks in the gazebo floor and wall system; replacement (where required) of the stair risers and hand rail system; roof shingle repairs; replacement of the fascia boards as required; replacement of ceiling boards as required; and, preparing and painting the exterior wood elements of the structure.

15. Transfer to Reserve – Ayr Ice House Rehabilitation

In 2020 the Township received a consultant's report on the structural integrity of the Part IV designated Ayr Ice House, and, a recommended work program to restore the exterior elevation of the structure.

It is proposed that \$25,000 be established as a Reserve transfer to a dedicated account to facilitate the future restoration of the Ayr Ice House. It is proposed that over the next few years funds be transferred to the dedicated account through the annual Capital Budget process, that in combination with fundraising and/or securing Grants, would be utilized to renovate the exterior of the building.

16. Transfer to Reserve – Facilities

The Reserve transfer represents the annual contribution to assist in funding the 10 Year Capital Reserve forecast for Township Facilities. The transfer for 2021 represents a \$25,000 increase over the 2020 allocation. It is the intent over the next five-year period to continue to increase the Reserve account transfer to align with future capital spending to keep the various Township facilities in a state of good repair.

17. Recreation – NDCC Debt Repayment

The allocation of \$254,490 represents the annual debt repayment (principal and interest) for the construction of the NDCC in 2011. The debenture has a commitment with the term expiring at the end of 2024.

2021 Capital Budget & Funding Model
December 14th, 2020

E. Parks & Trails

1. Recreation – Annual Replacement of Play / Climbing Structures

As part of the annual Budget process, it has been the Township's practice to change out a play structure based upon its life cycle replacement period. Under this model, a play structure would have a life cycle renewal of approximately fourteen (14) years. It is proposed for 2021 that new play / climbing apparatus be installed in the park within the Brown's Subdivision. Ground preparation and removal of the existing equipment will be undertaken by Township personnel.

2. Recreation – Design & Construction of 3 Lit Tennis Courts

The Township in 2019 applied for a Federal / Provincial Grant to assist with the cost expenditure for the design and construction of three (3) new lit tennis courts. The tennis court facility is proposed for Schmidt Park in proximity to the west side of the pavilion structure. As part of the design phase, consultation will occur with sports user groups and the adjacent neighbourhood. It is anticipated that a decision on the availability of the Grant will be confirmed by late December / early January.

3. Recreation – Replacement Sports Field Lighting & Installation of Lighting at Diamond 2 in Victoria Park

The Township in 2019 applied for a Federal / Provincial Grant to assist with the design and replacement of the luminaires for the existing sports field lighting at the baseball facilities in Schmidt Park and Diamond 1 in Victoria Park, and the design and construction of new sports field lighting for Diamond 2 in Victoria Park. The new lighting network will be designed to provide a more uniform illumination for the four sports fields, and, by utilizing new lighting technology a savings on energy costs. It is anticipated that a decision on the availability of the Grant will be confirmed by late December / early January.

4. Recreation – Annual Replacement of Park Furniture

As part of a phased program, the Township is expanding and replacing furniture across all of the Parks. 2021 represents Year 4 of a planned nine-year program to either replace park furniture or augment the existing inventory throughout the Township's park system. In 2021 the proposal is to purchase metal picnic tables.

5. Recreation – Engineering Design – Parkette Opposite Intersection of Challenger Avenue / Freer Avenue

This yet to be named Parkette was conveyed to the Township as part of the development of the subdivision associated with the Freer / Challenger neighbourhood. For 2021 it is proposed that the design phase of the Parkette be undertaken, inclusive of neighbourhood consultation. The Parkette is proposed to have a seating area; play structure / swings; and the initial elements of an off-road trail.

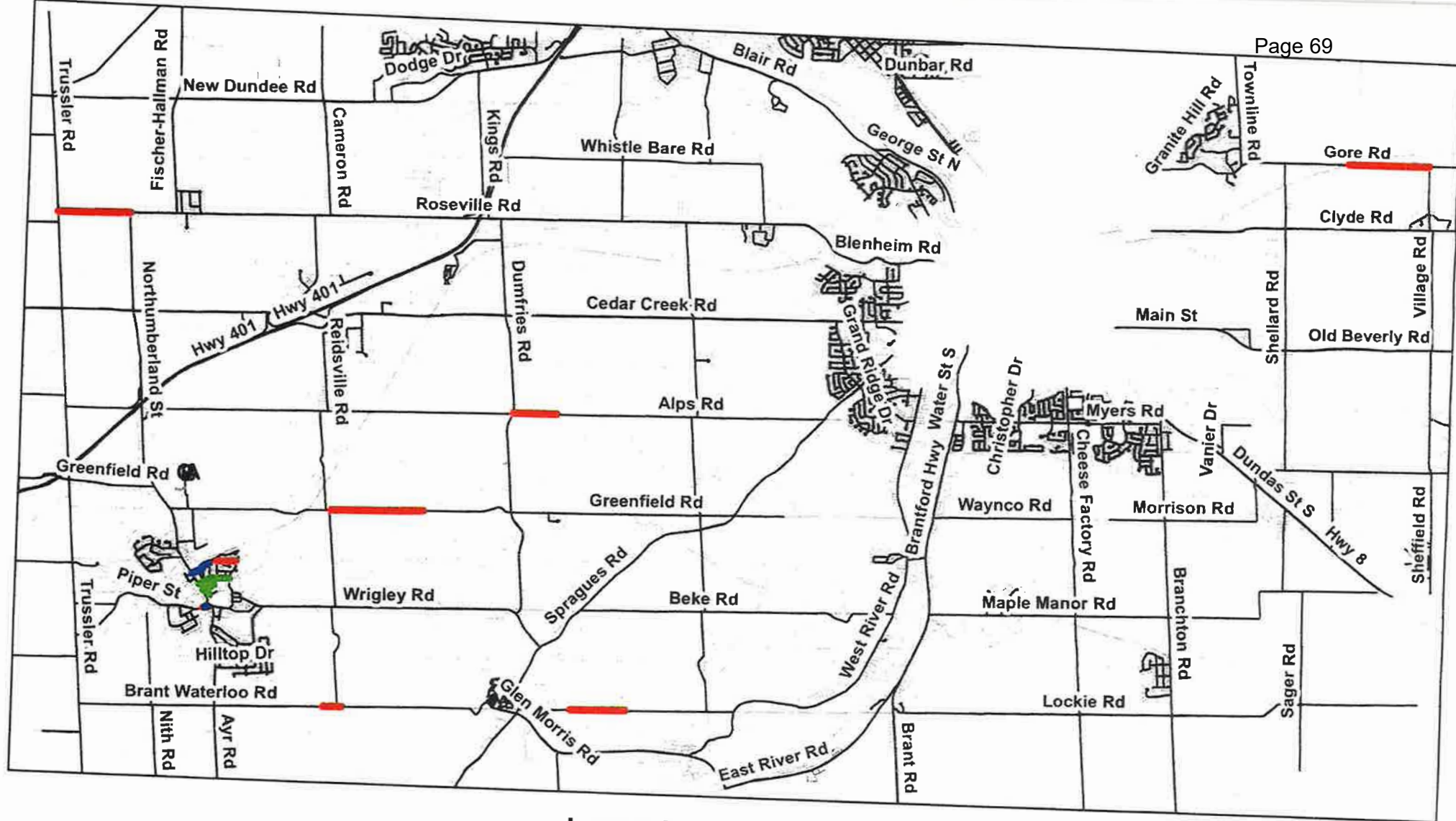
2021 Capital Budget & Funding Model
December 14th, 2020

6. Water Fountain – Watson Pond

A Delegation of two local families identified to Council the desire to purchase and donate to the Municipality water fountains to be seasonally installed and operated in Watson Pond. This account recognizes the financial reconciliation of the expenditure / revenue associated with this project as once assumed the fountains become a tangible asset of the Municipality. The Township in 2019/20 installed the electrical connections in Centennial Park to facilitate the advancement of the water fountain project.

7. Recreation – Trail Rehabilitation / Expansion Program – Wards 3 and 4

This project represents the first of a multi-year initiative in partnership with the Grand Valley Trails Association (GVTA). During the 2020 Budget deliberations, Council requested that Staff initiate discussions with the GVTA to form a partnership from which the Township would provide an annual Grant to facilitate the development of new trails and/or the rehabilitation of trails within the rural countryside of North Dumfries. Staff have been working with members of the Executive of the GVTA to establish the framework / responsibilities of the respective parties. The final draft of the Memorandum of Understanding is anticipated to be presented to Council as part of a January / February 2021 Council Meeting.



Township of North Dumfries 2021 Road Resurfacing Program



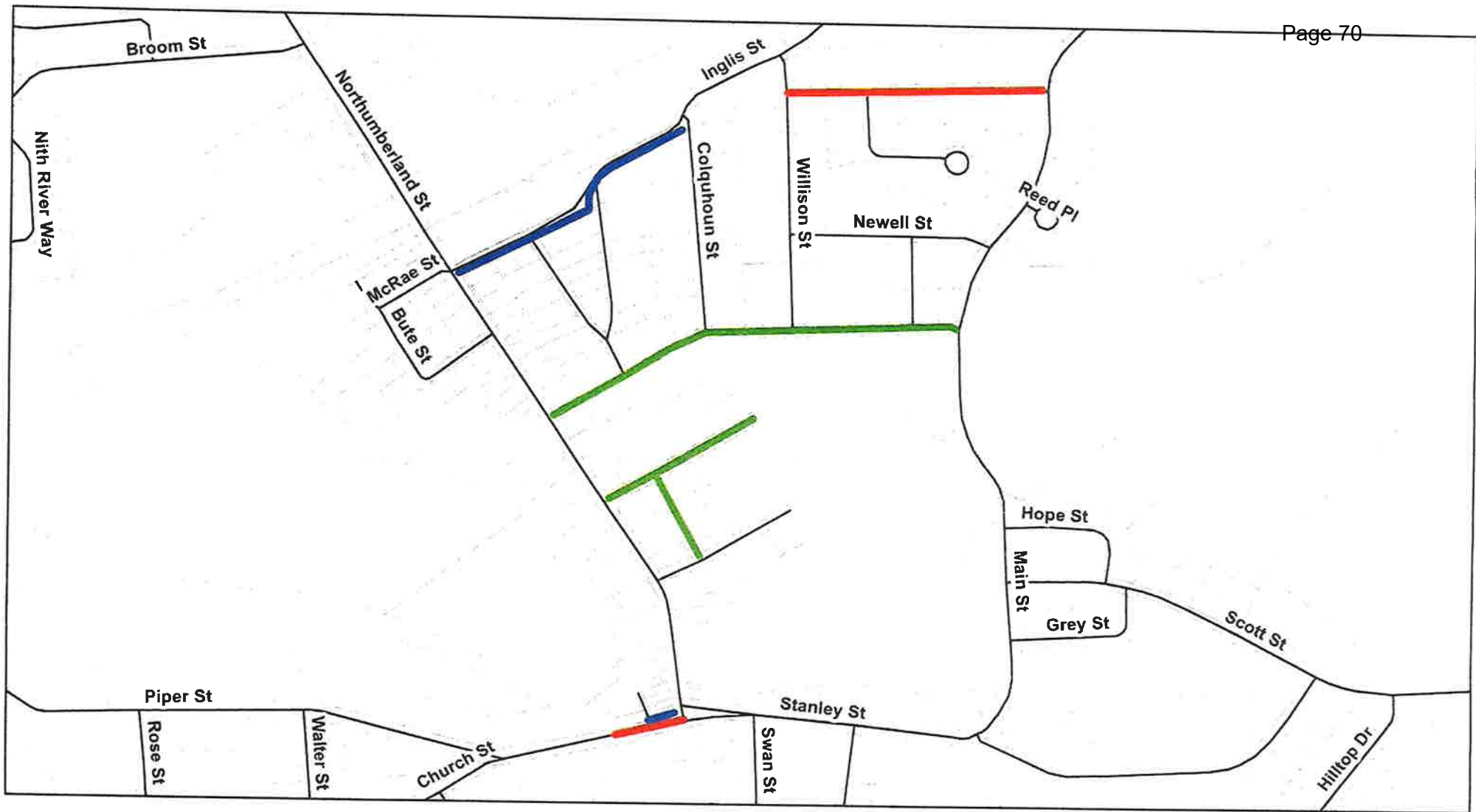
0 0.75 1.5 3
Kilometers

Legend

- Roads
- Teranet_OwnershipParcels
- Resurfacing
- Sidewalk
- Engineering Design

Map 1

ATTACHED 2



Township of North Dumfries 2021 Road Resurfacing Program



0 0.050.1 0.2
Kilometers

Legend

- Roads
- - - Teranet_OwnershipParcels
- Resurfacing
- Sidewalk
- Engineering Design

Map 2

ATTACHMENT 3



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Andrew McNeely, RPP
Chief Administrative Officer

Overview

The Office of the Chief Administrative Officer is responsible for the strategic leadership of the Corporation working in concert with Council, the Community and our Partners to strengthen the Township and the manner in which services and programs are delivered. The CAO's Office provides leadership and strategic advice to Council and works to create a framework through which the Township's Administration can thrive and achieve Council's strategic goals and vision. The CAO acts as the key advisor to the Mayor and Council, leads the Senior Management Team (SMT) and serves as a key contact with other levels of Government, the Public and the business community.

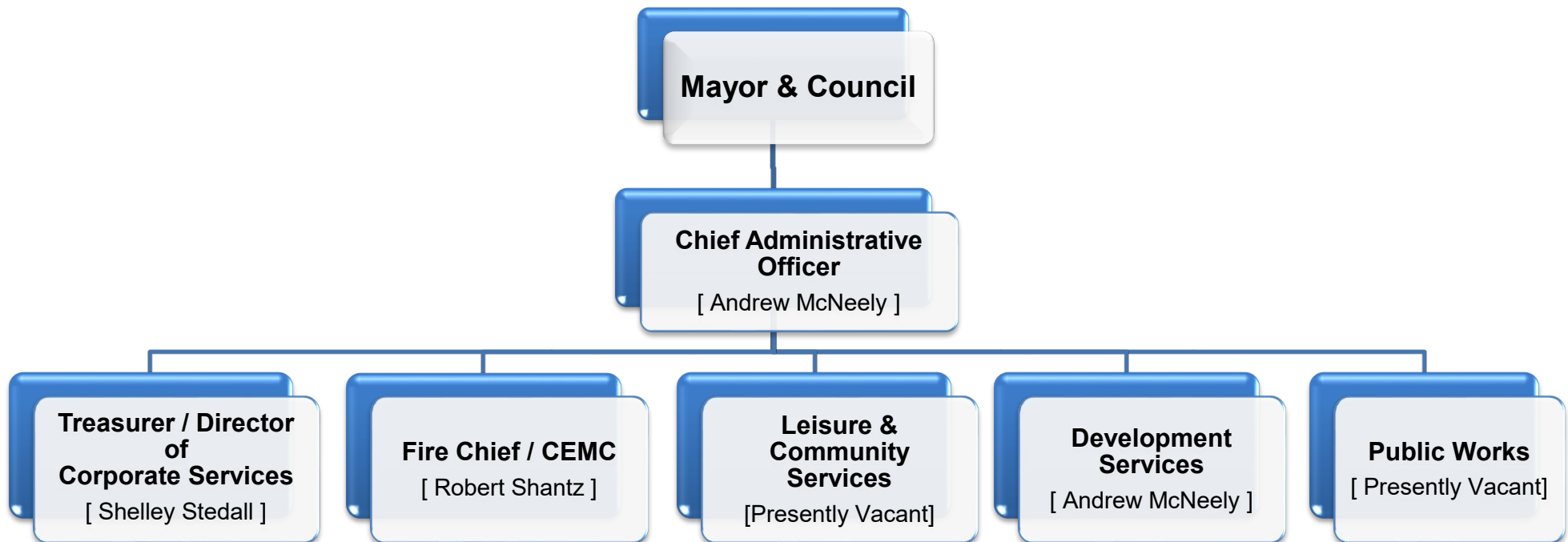
In addition to the foregoing, other functions are also managed out of the CAO's Office, including:

- Corporate Communications
- Economic Development & Tourism
- Legal Services
- Human Resources
- Corporate Real Estate

Mission Statement

The Corporation of the Township of North Dumfries is comprised of a dedicated team of Elected Officials, Staff and Volunteers who apply leadership, enthusiasm, skill and integrity in providing needed and valued services that help build the best quality of life possible for all of our citizens. The Office of the Chief Administrative Officer represents a committed partner in achieving this objective.

Organizational Chart – Senior Management Team Township of North Dumfries



Note: The Chief Administrative Officer is also responsible for the day to day supervision and co-ordination of services and programs offered through the Development Services Department.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER – 2021

Township of North Dumfries



Notes: Chief Administrative Officer is also responsible for the day to day coordination and supervision of the Development Services Department

Duncan Linton LLP provides legal services to the Corporation.

The Township is a municipal funding partner in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation

Human Resources support is provided under Contract



Corporate Organizational Chart - Functional Overview [2021]

Corporate Services	Fire / Emergency Management Services	Leisure & Community Services	Public Works	Development Services	Office of the Chief Administrative Officer
Finance & Treasury Financial Planning Budget Coordination & Reporting Asset Management Co-ordination Tax Billing & Collection Tax Certificates & Sales Accounting - Payables & Receivables Payroll & Benefits Administration Investments Financial Information Returns Year End Audit Performance Measures Banking Risk & Insurance Management Procurement Co-ordination Clerks Division Council Secretariat Municipal Elections Advisory Committee Co-ordination Commissioner of Oaths Licensing MFIPPA Administration Accessibility Co-ordination Vital Statistics Registry Corporate Records Management Legislative Research Website Co-ordination Animal Control By-law Enforcement Parking Enforcement By-law Administration / Enforcement Information Technology Hardware & Software Maintenance Network Analysis & Co-ordination Cyber Security & Monitoring Technical Support & Self Help Desk	Fire Prevention & Public Education Plans Review Inspections Public Safety Awareness & Outreach Fire Investigation Assistance Emergency Response Fire Suppression Tiered Medical Assistance Rescue Services & Vehicle Extrication Level 2 Hazardous Materials Response Apparatus & Equipment Maintenance Surface Water Rescue Training NFPA In-house Certification Program External Training Co-ordination Recruit Course In-house Delivery Emergency Planning Training of EOC Personnel Administration of Emergency Plan Inter-Municipal & Provincial Liaison Public Safety Awareness & Outreach Emergency Planning Program Committee Administration OFMEM Liaison Inter-Municipal Liaison Reports & Records Preparation	Recreation - Parks & Facilities Parks & Sports Field Maintenance Trails Maintenance Corporate Woodlot - Natural Areas Management Arenas / Community Centres Operations Corporate Facilities Maintenance Sports Organization Liaison & Administration Facilities Rentals & Reservations Parks / Trails Design & Capital Delivery Facilities Design & Capital Delivery Community Programming Festival & Events Co-ordination Leisure Programming Liaison Facility Booking Volunteer & Community Group Engagement Corporate Social Media Delivery	Public Works Division Four Seasons Roads Maintenance Bridge & Culvert Maintenance Sidewalk Maintenance Sidewalk Winter Maintenance Four Seasons Municipal Parking Lot Maintenance Streetlight Maintenance Stormwater Network Maintenance Road Pavement Markings Road Safety Devices & Signage Road Permits & Closures Traffic Operations Boulevard Tree Management Roadside Management Environmental Assessment - Linear Network Infrastructure Design & Capital Delivery Corporate Fleet & Equipment Management	Planning Division Planning Act Applications & Development Review Committee of Adjustment Growth Management Policies Statistics & Demographic Models LPAT Representation GIS Mapping & Administration Heritage Planning Source Water Protection Co-ordination Building Division Administration of Ontario Building Code Building Plans Review Building Inspections Plumbing Review & Inspections Septic System Review & Inspections Permanent Sign Permits Pool Permits & Inspections Property Standards Administration Civic Addressing Development Engineering Infrastructure Master Planning Subdivision / Site Plan Engineering Review & Inspections Administration of Subdivision / Site Plan Agreements Site Alteration / Clean Fill By-law	Governance & Leadership of Administration Corporate General Management Council Liaison Inter-Municipal & Government Liaison Community Liaison & Representation Risk Management Internal Audits Long Range & Strategic Planning Financial Strategy Strategic Initiatives Human Resources Services Legal Services Economic Development & Tourism Corporate Communications Internal Communications Corporate Real Estate Portfolio



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Goals

- Continual improvement to establish a more responsive and focussed Organization and supporting Council in building a better Community
- A progressive Organization built on the principles which anticipates and satisfies the requirements of our residents and businesses, which is achieved through a team of committed, highly skilled and valued employees
- Promote fiscal stewardship to meet the needs of the Community for today and to position the Corporation so that it can respond to the dynamics of evolving future needs and requirements
- Promote an environmentally aware and responsive Organization that recognizes heritage, cultural landscapes, natural features and the scenic attributes of the Township's urban and rural areas
- Promote an environmentally aware and responsive Organization that understands climate change, water conservation practices and similar initiatives and leads by example
- Promote and develop a Community, in partnership with Council, the residents and businesses, that represents the jewel of Waterloo Region as a destination to live, work, play and invest
- Provide for meaningful engagement of stakeholders and the Public in studies, projects and the decision-making processes of Council

Policy Guidelines for Service Delivery

- *Municipal Act, 2001* provides the legislative framework for the Township's operations and governance
- The CAO's authority is contained in Township By-law 2692-15 and Section 229 of the *Municipal Act*



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

- Various Township By-laws and Council Resolutions provide direction for operational and governance matters
- Various Administrative Policies & Procedures outline a series of Corporate standards and workplace matters
- Various Provincial Legislation & Regulations, including: *Human Rights Code; Occupational Health & Safety Act; Accessibility for Ontarians with Disabilities Act; Employment Standards Act; Labour Relations Act; and, Pay Equity Act*
- Collective Bargaining Agreement (2020 to 2021) with CUPE Local 1656.02
- Township Compensation Policies and Programs

Key Issues & Challenges

- Adapting Corporate culture, policies, processes and programs to create a streamlined and responsive Municipal Corporation that is prepared to deal with continual changes as a result of emerging technologies and evolving societal demands / expectations
- Continuing to develop and nurture relationships with the Township's various partners, which includes the Region of Waterloo and the six (6) other local Municipalities within the Region, the Waterloo Economic Development Corporation, the Waterloo Region Tourism Marketing Corporation, the Provincial & Federal Governments, non-Governmental / Not-for-Profit Organizations and Community Associations / Groups
- Responding to the Township's continued desire to provide a high level of services and programs, while simultaneously recognizing the desire to maintain the property tax base at reasonable thresholds



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Shifting the culture of the Township to prepare for the pending residential and non-residential growth so that the Municipality can respond accordingly
- Recognizing that the Township needs to embrace change so that programs and services can be delivered in a financially sustainable fashion; be environmentally responsible; and, effective and focussed in terms of desired outcomes
- Acknowledging the reality of the regional economic climate, while currently stable, is tremendously influenced by the larger Ontario / Canadian economy, and, world events and uncertainties
- Recognize the economic and social impact of the COVID-19 pandemic at the regional and Provincial level, and, respond and tailor adaptive programs and services in the Township that recognize the uncertainties created by the pandemic

2021 – 2023 Goals General Administration

Year 2021

- Introduce for the consideration of Council a Corporate Communications Strategy that is designed to co-ordinate and elevate the two-way exchange of information between the Township and residents / businesses, and, parties external to the Township
- In partnership with the Region and the six (6) other local Municipalities, work with community members and key stakeholders to develop a framework and measurable deliverables that embrace the principals of diversity, equity and inclusiveness. At the Township level, identify and promote local programs and services that implements the work completed region wide on building and embracing an inclusive community



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2021 General Administration (Continued)

- Assess opportunities for operational savings in all Departments, with the objective of redeploying these savings into other areas of the Corporation where gaps or deficiencies exist.
- Identify services and programs for cost containment so as to ensure a sustainable delivery of these initiatives into the future
- Continued re-evaluation of the Organizational structure and framework for the Township to deal with the pending pressures attributed to growth and to leverage opportunities for streamlining the decision making process and promoting enhanced interaction between similar skills sets / areas of responsibilities.
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- Continuous improvement and the development of responsive programs that focus on streamlined, responsive and forward thinking Administration, and, to embrace the culture within the Organization of leveraging technology, growing capacity and output, and, continuous improvement as guiding principles
- Continue to identify mechanisms and opportunities to rebuild the Township's Reserves to fund long term Capital deliverables and the Asset Management Plan
- Prepare for Council's consideration an Environmental & Energy Conservation Strategy for the Corporation with goals and objectives for the 2022 to 2026 time period
- Identify and assess with Council the initial conclusions / recommendations arising from the Joint Services Delivery Review - Phase I that was completed in partnership with the three (3) other Waterloo Region Townships



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2021 General Administration (Continued)

- Introduce for discussion / direction of Council matters associated with the construction of a new Civic Administration Centre
- Under the direction of Council, assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo for the delivery of transit services within Urban Ayr, the 97/401 Business Park, and, across the rural countryside of North Dumfries

Year 2022 General Administration

- Develop an action plan for Risk Management Strategy and a priority listing of initiatives to be addressed
- In consultation with the Corporate Services Department, co-ordinate the preparation of an Information Technology Strategy for the next five (5) year period (2023 to 2027)
- Develop and initiate a robust and encompassing Corporate & Council Orientation Program for the new term of Council

Year 2023 General Administration

- Continue through the 1st Quarter of the year with final chapters of the Corporate & Council Orientation Program for the new term of Council
- Develop in coordination with Council the Corporate Strategic Plan for the 2023 to 2026 time period
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2023 General Administration (Continued)

- Continued evaluation and roll out of initiatives that are designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner
- Revisit the previous implementation of cost containment measures to assess implications on services and programs and whether the Municipality is on-track to achieve the sustainable delivery of these initiatives in the future
- Implement phase 1 of the Risk Management Strategy that was developed in 2022
- In consultation with Council, launch a Corporate rebranding exercise

2021 – 2023 Goals Human Resources

Year 2021

- Develop a Corporate Orientation Program for new employees (fulltime, part-time and seasonal)
- Develop a Customer Service Excellence program and identify the associated training requirements
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Policies associated with personnel related activities
- Build on the relationship originally established in 2017 / 18 with the Region of Waterloo to promote shared training & development opportunities with a focus on leadership and management skills for Directors and Supervisors, and, co-ordinate targeted skill enhancements identified through individual performance evaluations for training and learning opportunities for Staff



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2023 Human Resources (Continued)

- Prepare a framework for Council's consideration and negotiate the renewal of the Collective Bargaining Agreement with CUPE Local 1656.02 which expires at Year End 2021

Year 2022 Human Resources

- Re-evaluate the Performance Evaluation program and determine what, if any, revisions are necessary to ensure alignment with Corporate expectations
- Undertake a Staff Engagement Strategy to better identify the needs, expectations and requirements of Township Staff from across the Organization
- Continue to grow the opportunity of shared training & personal development with the Region and the Township's Municipal partners for a broad range of topical areas from across the Corporation
- Launch the Customer Service Excellence program and the on-going training requirements
- Revisit the Succession Plan for key positions across the Organization

Year 2023 Human Resources

- Link Human Resource requirements from the updated Corporate Strategic Plan and develop strategies for attracting dynamic Staff, retaining / engaging Staff and the continual development of Staff
- Retain a consultant to complete a self-audit of the Township's Health & Safety program to assess alignment with the requirements of the Act and associated regulations



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2023 Human Resources (Continued)

- Undertake an assessment, in co-ordination with the Finance Division, of the Township's health and benefits carrier in terms of cost efficiency and carrier performance
- Issue a Request for Proposal for Human Resources consulting services for the 2023 – 2026 time period
- Retain a Consultant to complete an update to Pay Equity / Wage Compensation Program for non-unionized personnel

2021 – 2023 Goals Economic Development & Tourism

Year 2021

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation
- Continue forward with the rollout of the deliverables arising from the approval in 2018 of the Downtown Ayr: Strategic Action Plan for Revitalization
- Develop an Economic Profile of the Township for viewing in both a print and digital format
- In partnership with the Waterloo-Wellington Community Futures Corporation, provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities
- In partnership with the Region of Waterloo, continue to leverage and access enhanced High Speed Broadband Connectivity through the Southwest Integrated Fibre Technology (SWIFT) initiative



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2021 Economic Development & Tourism (Continued)

- Issue a Request for Proposal from Internet Service Providers to leverage Township capital funds to enhance broadband connectivity in the business parks and downtown area
- In consultation with the Planning Division, monitor, review and inform the Region's Comprehensive Municipal Review process / update to the Regional Official Plan as it pertains to employment land policies and land budgets
- Host a business forum with a cross-section of community leaders to bring the sector together to learn more about the services, programs and contacts available to assist in business retention, expansion and attraction. The objective is to make this an annual event.

Year 2022 Economic Development & Tourism

- Retain a consultant to undertake the creation of an Economic Development Strategy in consultation with the Economic Development Advisory Committee
- Assess the implications and opportunities of a Community Improvement Plan for Downtown Ayr, and, the Ayr Business Park and Highway 401 / Cedar Creek Industrial Area
- In partnership with the Heritage Advisory Committee and the Economic Development Advisory Committee, establish walking and motoring tours of key heritage sites across the Township
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2022 Economic Development & Tourism (Continued)

- Continue with the rollout of the deliverables arising from the approval of the 2018 Downtown Ayr: Strategic Action Plan for Revitalization
- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities
- Prepare in-house a Tourism Strategy for the 2023 to 2027 time period
- Retain a consultant to create a Business Retention, Expansion & Attraction Strategy for the Agricultural Sector

Year 2023 Economic Development & Tourism

- Initiate phase 1 from the Economic Development Strategy
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation
- Continue with the roll out of the deliverables arising from the approval of the 2018 Strategic Plan of Action for the revitalization of Downtown Ayr



The TOWNSHIP of
NORTH DUMFRIES

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2021 – 2023 BUSINESS PLAN

Year 2023 Economic Development & Tourism (Continued)

- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities
- Working in consultation with the downtown Ayr business community and the Economic Development Advisory Committee, embark upon an update to the 2018 era Strategic Plan of Action for the downtown district for the 2024 to 2028 time period
- Initiate Phase 1 from the Tourism Strategy

**Shelley Stedall,
Treasurer / Director of Corporate Services**

Overview

The Corporate Services Department is responsible for fulfilling the statutory duties of the Clerk and Treasurer as defined by the *Municipal Act*, other Provincial legislation and associated Township By-laws. The Department through its various functions is responsible for advising, assisting and supporting Council and the Chief Administrative Officer in developing policies and strategic goals for all of the Township Departments. The Department is also responsible for supporting and assisting all Township Departments and providing timely and effective information to both external and internal customers.

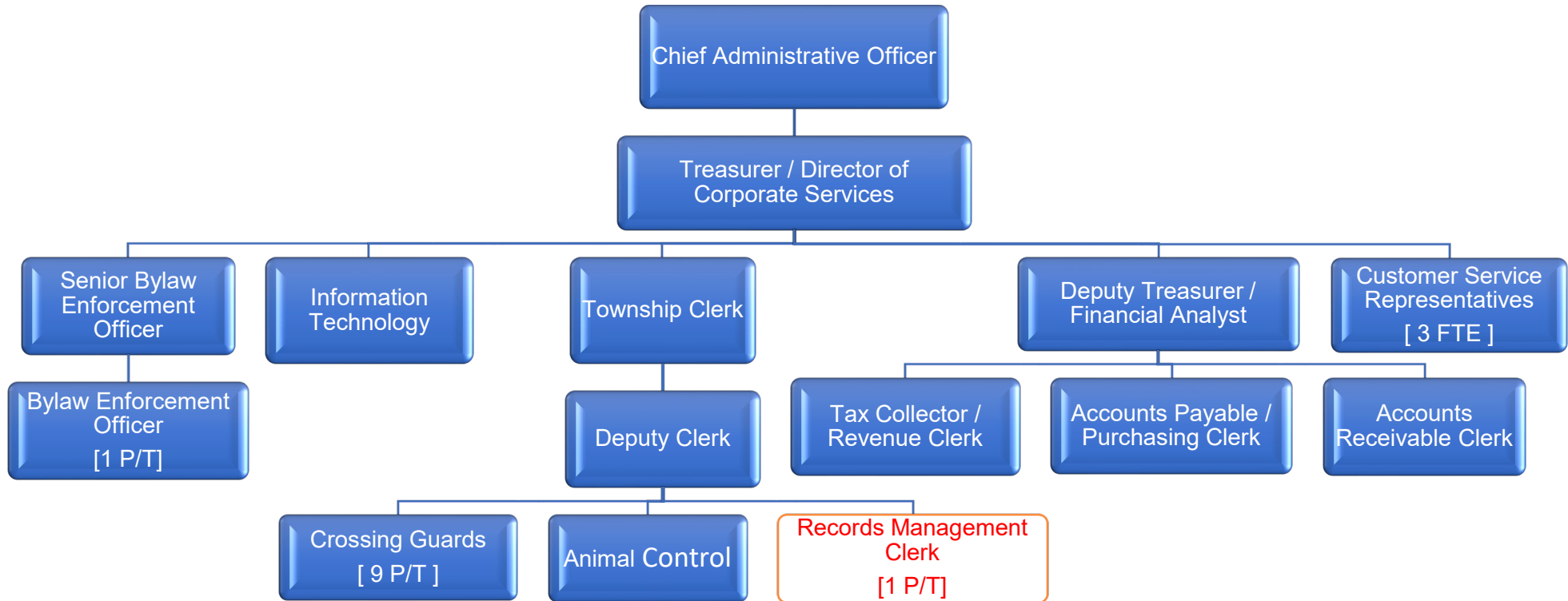
The Corporate Services Department is divided into four Divisions, namely: Treasury / Finance; Clerks; By-law Enforcement; and, Information Technology.

The *Treasury / Finance Division* is responsible for financial and fiscal management policies and programs including: taxation, assessment revenues and recoveries; accounts receivable / payable; accounting; budget development and monitoring; financial reporting; audit and year end reconciliation; co-ordination of procurement services; payroll and benefits administration; investment services; banking; long term financing and administration of debt management practices; administration of the Corporation's insurance program; co-ordination of the asset management program inclusive of a financial implementation strategy; and, internal financial control measures.

The *Clerks Division* is responsible for the delivery of services including: Council secretariat; co-ordination of Advisory Committees of Council; administration and delivery of the Municipal election and by-elections; Commissioner of Oaths; licensing; administration of the Township's Municipal Freedom of Information and Protection of Privacy (MFIPPA) program; vital statistics registry; Corporate records management; accessibility co-ordination in accordance with the Accessibility for Ontarians with Disabilities Act; and, animal control services.

CORPORATE SERVICES DEPARTMENT

Township of North Dumfries



Notes: School Crossing Guards work on a Part Time basis for the period extending between September to June

Customer Service Representatives provide administrative support to the Development Services, Fire Department / Emergency Management, Public Works, Leisure & Community Services, and, Corporate Services Departments

Animal Control is provided through a Contract with the Humane Society of Kitchener Waterloo Stratford Perth for programs related to Dogs at Large, Vicious Dogs & small wildlife services

Information Technology is provided through a Contract with Xylotech to provide IT support and coordination

Records Management Clerk [up to 24 hours per week] is a requested 2021 new hire

Overview (Continued)

The *By-law Enforcement Division* is responsible to administer, investigate complaints, and where appropriate, enforce a wide range of Municipal By-laws as adopted by Council.

The *Information Technology Division* is responsible for the design, implementation and maintenance of the Corporation's hardware and software network and systems; network analysis and co-ordination; network architecture design and the integration of business enterprise systems, and, technical support to Staff.

Mission Statement

A dedicated team of professional and technical staff that are committed to develop, co-ordinate and implement broad organization wide systems and procedures to enhance legislative compliance, fiscal responsibility and leverage technology opportunities to improve Corporate performance.

Goals

- Promote good governance, accountability and transparency
- Promote proactive and responsible fiscal management
- Provide effective stewardship of financial resources and appropriate safeguarding of assets
- Provide reliable and sound financial strategies to ensure long term sustainability and the timely replacement / rehabilitation of assets
- Preserve and facilitate access of Township records and material

- Ensure optimization of Information Technology use in the Corporation to increase capacity and productivity
- Promote positive relations with North Dumfries residents, employees and other stakeholders.

Policy Guidelines for Service Delivery

Municipal Act

Municipal Affairs Act

Assessment Act

Municipal Property Assessment Corporation Act

Municipal Tax Assistance Act

Assessment Review Board Act

Payment in Lieu of Taxes Act

Provincial Land Tax Act

Municipal Elections Act

Accessibility for Ontarians with Disabilities Act

Vital Statistics Act

Municipal Freedom of Information and Protection of Privacy Act

Highway Traffic Act

Statutory Powers Procedures Act

Applicable Regulations and Codes affiliated with the above Acts

Various Township By-laws, Policies and Procedures

Procedural By-law

Procurement By-law

Public Sector Accounting Board practices and procedures

Generally Accepted Accounting Principals (Canada)

Corporate Fiscal Policies & Strategies

Internal Corporate Financial Controls

Education Act

Occupational Health & Safety Act

Lottery and Gaming Act

Employment Standard Act / Pay Equity

Key Issues & Challenges

- Continued updating of Financial Software and integration with software for other Municipal Functions as it relates to maintenance of Financial data (Recreation and Planning / Building Invoicing), including on-going training & development
- Improving Financial Reporting both internally and externally for the Corporation.
- Building and retaining a skilled workforce that is multi-faceted in its approach and philosophy
- Developing a Corporate records management system (paper and digital) to ensure timely and consistent access to materials
- Identifying technology gaps and establishing new systems to improve efficiencies and productivity
- Asset Management Regulations with new requirements for reporting Assets and Long-Term financial requirements for asset renewal.

- Ensuring continual compliance with major changes in legislation arising from changes introduced from the Provincial Government

2021 – 2023 Goals

Year 2021

- Updating PSAB Policy with input from the Township auditors
- Initiate Phase 1 of Ontario Regulation 588/17 with respect to the development of an integrated Asset Management Plan and associated financial funding strategy
- Implement next phase of electronic procurement with digital RFP and RFT submissions by vendors.
- Updating the Procurement policy / By-law including assessing areas for improvement and modernization, and, identifying a strategy for implementation and consideration by Council.
- Continue to elevate and promote electronic payment options inclusive of cash receipts and mortgage payments
- Implement, in co-ordination with the Leisure & Community Services Department and the Public Works Department, the Life Cycle Analysis Review of all Township facilities and the Linear Infrastructure Network designed to inform the 10 Year Capital Forecast and the Township's Asset Management Plan
- Continue with the rollout of Phase 1 of the Corporate Records Management program
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)

Year 2021 (Continued)

- Review, and where necessary, update Clean Yards By-law 2349-09, Property Standards By-law 2392-09, Roads Use By-law 3093-19 and Mobile Food Vendors By-law 1758-98
- Continued monitoring and assessment of the Backyard Hens Pilot Project with a reporting to Council on conclusions / recommendations
- Continue to redevelop the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements
- Continue to update hardware and software as required for all Departments including securing / maintaining the integrity of data
- Undertake a review of Municipal electoral reform for review and discussion with Council, including the framework of the 2022 Municipal Election
- Prepare a program for the consideration of Council on the convening of the 2022 Municipal Election and undertake the procurement of appropriate support services and technology arising from the adopted program
- Prepare a Request for Proposal for Animal Control Services for the 2021 – 2024 time period
- In consultation with the Office of the Chief Administrative Officer, present for discussion with Council the framework of an Information Technology Strategy for the next five (5) year period (2023 to 2027) with the inclusion of information arising from the Joint Service Delivery Review completed with the Townships of Woolwich, Wellesley & Wilmot

Year 2022

- Initiate Phase 2 of the Corporate Records Management program
- Continue to promote electronic payment options, including an assessment of an electronic tax bill for property owners, with potential implementation of a customer self serve portal through the website.
- Finalize Phase 1 of Ontario Regulation 588/17 with respect to the development of an integrated Asset Management Plan and associated financial funding strategy
- Review, and where necessary, update Fire Arms By-law 700-83, Noise By-law 2609-14, Sign By-law 2491-12, Salesperson, Hawkers & Pedlars By-law 1374-92, and, Parks By-law 2985-18
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division
- Deliver the 2022 Municipal Election along with the associated internal and Council candidate training, communication strategy, etc
- Introduce E-commerce options into the website for broadened services such as Recreation, Public Works, Licensing, etc
- Develop an Information Technology Strategy for the 2023 to 2027 time period

Year 2023

- Under the direction of Council, assess and where necessary update, the role, function, responsibilities and composition of Township Advisory Committees
- Under the direction of Council, assess and where necessary update, the governance model and structure of Regular Council, Council Committee of the Whole and associated functions and mandates
- Review, and where necessary, update Procedural By-law 3130-20, Sale and Disposition of Surplus Property By-law 2726-15, and, Open Air Burning By-law 2316-08 96
- Implement Phase 1 from the Information Technology Strategy completed in 2022
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- Retain a consultant to update the Corporate website
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)

Position Vacant – Actively Under Recruitment

Overview

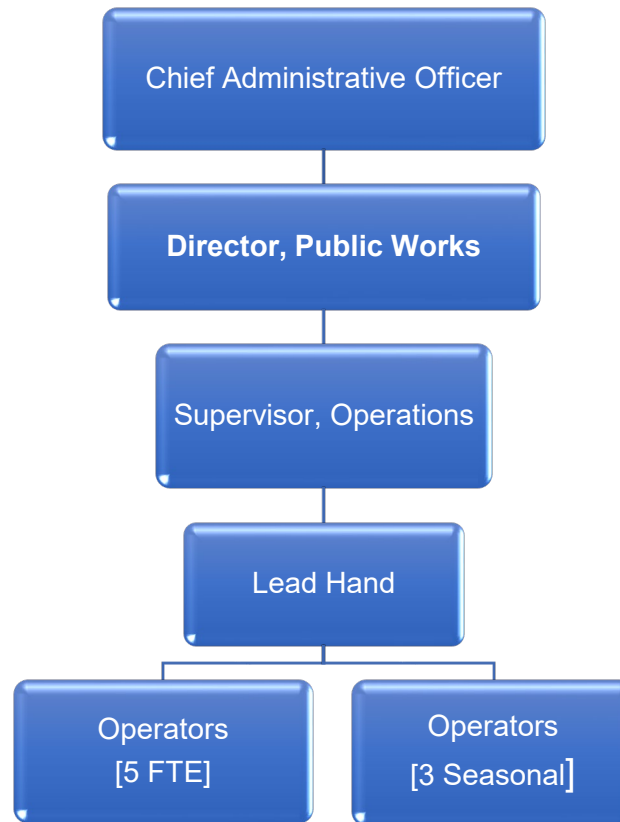
The Public Works Department administers and oversees a wide range of public services associated with the Township's linear infrastructure network.

The Public Works Department is responsible for the operation and four seasons maintenance of the Township's linear infrastructure which includes: roads and road side ditches; bridges and culverts; boulevard trees; traffic control devices, signage and pavement markings; catchbasins, storm sewers and stormwater management facilities; sidewalks; streetlights; and, Municipal parking lots. The Department is responsible for the maintenance and oversight of the Corporation's fleet (except fire apparatus) of vehicles and equipment. The Department also manages the design and delivery of the Municipality's capital works program related to the repair, rehabilitation or expansion of the linear infrastructure network. These functions include: preparation of Class Environmental Assessments; design; construction; contract administration; commissioning; and, cost control.

The Township in the Summer of 2020 made the decision to divide the former Community Services Department into two distinct portfolios, namely: Public Works, and, Leisure & Community Services. Each of the two new Departments would be led by a Director. The recruitment campaign for the two new positions is well underway. The principles of pooling of resources and integration of expertise and capacity will continue going forward.

The Department restructuring is motivated largely to prepare the Corporation for the future and the increasing demands being placed on both portfolios attributed to residential growth, increased service levels, risk management, and, providing elevated customer service enhancements. Change is occurring within the community and the Department depth and capacity is being altered to properly respond to that change.

PUBLIC WORKS DEPARTMENT
Township of North Dumfries



Notes: FTE shall mean Full Time Equivalent
Seasonal shall mean up to a maximum of (8) months of contract employment

Mission Statement

The Department's Mission Statement is to protect public safety and provide services related to the Municipality's roads, sidewalks and bridges. The Department acts in a fiscally responsible manner as stewards of the Township's linear infrastructure while applying sound operating practices and engineering principles.

Goals

- To exceed the expectations of our residents by providing the highest level of service possible, in a cost effective manner. Strive to be recognized in Waterloo Region as a leader in the delivery of Public Works services
- To proactively develop and maintain an asset management plan in order to plan, build, operate and upgrade the linear infrastructure network of the Township
- To meet, and where practical, exceed the expectations of the Ontario Minimum Maintenance Standards for Municipal Highways
- To provide timely follow up and address deficiencies or calls for service related to the linear infrastructure system

Policy Guidelines for Service Delivery

- Accessibility for Ontarians with Disabilities Act
- Occupational Health & Safety Act
- Various Council approved Policies and Procedures
- Collective Bargaining Agreement (2020 - 2021) CUPE Local 1656.02

Policy Guidelines for Service Delivery (Continued)

- Maintenance of the Township's road system to meet or surpass the Ontario Minimum Maintenance Standards for Municipal Highways regulation and aligned with the Municipality's level of service standards
- Bridges and major culverts are inspected and maintained in accordance with the Ontario Standards for Bridges regulation
- Winter maintenance of roads are inspected and maintained in accordance with Ontario Minimum Maintenance Standards for Municipal Highways regulation and in keeping with the Township's Salt Management Plan and is aligned with the Municipality's level of service standards
- Design and installation of traffic control devices, traffic signage and pavement markings is undertaken as per the regulations under the Highway Traffic Act and the Ontario Traffic Manual, including analysis and application of the recommended warrants
- Maintenance and operation of storm water management facilities is undertaken in conformance with the Ministry of the Environment, Conservation & Parks Certificate of Approval and good engineering practices

Key Issues & Challenges

- Ability to maintain, rehabilitate and replace the linear infrastructure system is a financial challenge. As this infrastructure continues to age, the pressure to undertake preventative maintenance and rehabilitation of the system will grow exponentially
- Quantifying, understanding and prioritizing the long term (ie: 10 year forecast) rehabilitation and major repairs to the Township's linear infrastructure network, and, then funding the required capital program

Key Issues & Challenges (Continued)

- The Township in Q1 of 2020 introduced a formal Maintenance Management / Work Management on-line reporting system. The need to leverage, manage and document the requirements associated with the Township's linear infrastructure system has to become part of the culture of the Organization
- Ability for the Township to respond to customer service requests continues to be a challenge and will grow overtime as the infrastructure ages and more requests are received for service based upon a growing population base
- Transitioning from a strictly road maintenance program to a more fulsome and proactive approach to managing all aspects of the linear infrastructure network in an integrated fashion
- Co-ordination of the replacement of underground services, such as water mains, sanitary sewers and the associated appurtenances with the Region of Waterloo needs to be enhanced to ensure the integrated rehabilitation of roads
- Activating and leveraging upper level Government grants and programs to maximize finite available dollars for major infrastructure projects such as the rehabilitation of bridge structures
- Prepare and maintain the rolling stock of the Township to be adaptable and diverse in their specifications so that a multitude of tasks can be undertaken to deliver services in an efficient and cost effective manner
- Update the Township's fleet of service vehicles and equipment to reflect the changing dynamics of the Municipality's portfolio of the linear infrastructure system
- The renovation and expansion to the Public Works depot to properly accommodate the expanding fleet of vehicles; repair facilities; storage of materials and supplies; and, the proper accommodation for front line personnel

Year 2021

- Prepare for Council's approval a Road Side Brushing Policy and standard level of service
- Establish a framework and model for the four season inspection and investigation of the Township's road network to achieve on a consistent basis the Ontario Minimum Standards for Municipal Highways regulation
- Develop and submit to Council for approval a Boulevard Tree Management Plan
- Undertake a review of local streets within Ayr and make recommendations to Council on areas for No Parking and/or Parking on one side of the road
- Undertake the preparation of a Traffic Calming Policy for presentation to Council
- Undertake the preparation of a Concept Plan for the layout of buildings and structures (existing and future) of the Public Works Depot with the emphasis on function, form and flow to accommodate future needs of the Corporation
- Develop the framework of a Climate Adaption / Mitigation response as it pertains to the Township's linear infrastructure network
- Finalize for presentation to Council the in-process stormwater management master plan for the Community of Ayr, and, link key recommendations / conclusions to the Township's Asset Management Plan and financial strategy
- Retain a consultant to complete the next iterative update to the 2016 State of the Infrastructure – Roads report with an emphasis on alternative surface treatment opportunities aligned with the road network capacity

Year 2021 (continued)

- Complete a RFP to establish a new Contract (2021/22 to 2023/24) for the winter maintenance of the Township's sidewalk network

Year 2022

- Submit for Council's approval a Corporate Fleet Management Strategy
- Continue work on the development of a framework of a Climate Adaption / Mitigation response as it pertains to the Township's linear infrastructure network, and with the approval of Council. commence with the implementation of Phase 1
- Working with Municipal partners, develop the framework for Phase 2 of the LED Streetlight Conversion program focussed on the decorative / top post mounted streetlight luminaires
- Implement Phase 1 of the redevelopment of the Public Works Depot site, pending Council approval
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and culverts
- Develop a preventative maintenance strategy for Municipal bridges and culverts
- Develop a preventative maintenance strategy to extend the operating life of hard topped roads within the Township's network

Year 2023

- Implement Phase 2 of the LED Streetlight Conversion program
- Establish a storm water management pond monitoring and reporting program
- Implement Phase 2 of the redevelopment of the Public Works Depot site, pending Council approval

Position Vacant – Actively Under Recruitment

Overview

The Community Services Department administers and oversees a wide range of public services and programs delivered by the Township. The Department consists of two Divisions, namely: Recreation, and, Community Programming.

The *Recreation Division* is responsible for the planning, administration, operation and maintenance of parks (which includes sports fields), open space system (woodlots, environmentally sensitive areas and trails) and Corporate facilities, which includes recreation complexes. The Division also manages the design and delivery of the Municipality's capital works program related to the repair, rehabilitation or expansion of parks, trails and facilities.

The *Community Programming Division* is responsible for the facilitation and co-ordination of community events and leisure programming for the Municipality.

The Township in the Summer of 2020 made the decision to divide the former Community Services Department into two distinct portfolios, namely: Public Works, and, Leisure & Community Services. Each of the two new Departments would be led by a Director. The recruitment campaign for the two new positions is well underway. The principles of pooling of resources and integration of expertise and capacity will continue going forward.

The Department restructuring is motivated largely to prepare the Corporation for the future and the increasing demands being placed on both portfolios attributed to residential growth, increased service levels, risk management, and, providing elevated customer service enhancements. Change is occurring within the community and the Department depth and capacity is being altered to properly respond to that change.

Mission Statement

The *Recreation & Community Programming Divisions* are committed to enhancing the quality of life in North Dumfries by planning, providing and facilitating leisure opportunities for residents of all abilities and ages.

Goals

- Act in the role of a facilitator to co-ordinate and seek out partners in the private sector, volunteers and non-governmental / not-for-profit organizations to provide and deliver leisure services on behalf of Township's residents
- Plan for leisure services delivery in a comprehensive and continual manner through meaningful input and consultation from community stakeholders
- Assist volunteers, community groups and organizations in their provision and delivery of leisure services
- Develop, train and support the role of Staff and volunteers in the leisure services delivery system
- Ensure that Township facilities and parks are properly equipped, safe and accessible and are in a state of good repair to support a wide range of indoor / outdoor programming opportunities to serve our residents
- Provide for a diverse opportunity of both passive and active outdoor leisure pursuits through the provision and management of parks, trails and a network of open space systems
- Acting as a facilitator and co-ordinator, assist the community and volunteers with the provision and delivery of a wide range of community events and festivals

LEISURE AND COMMUNITY SERVICES

Township of North Dumfries



Notes: FTE shall mean Full Time Equivalent Seasonal shall mean up to a maximum of (8) months of contract employment

Part-Time shall mean personnel that can work up to a maximum of 24 hours per week [typically September to May]

Summer Students [April to September] can work up to 18 weeks for the equivalent of 40 hours per week

Facility Operators migrate between Parks and Facilities portfolios

Policy Guidelines for Service Delivery

- Technical Standards & Safety Authority (TSSA)
- Canadian Standards Association (CSA)
- Accessibility for Ontarians with Disabilities Act
- Occupational Health & Safety Act
- Health Protection and Promotion Act
- Various Council approved Policies and Procedures
- Collective Bargaining Agreement (2020 - 2021) CUPE Local 1656.02

Key Issues & Challenges

- Aging infrastructure and assets in existing parks and Municipal facilities and the need to establish adequate reserve funding to ensure that the assets are maintained in a state of good repair
- Meeting public expectations with increasing demand and limited resources to facilitate and co-ordinate leisure programming activities
- More dedicated time to ramp up support for volunteers and community groups in terms of facilitation and co-ordination of community events and festivals and potentially leisure programming

Key Issues and Challenges (continued)

- Training, development and adding depth to Staff resources to align with the evolving demands being focussed on facilities, parks, trails and leisure programming
- Establishing Department training & development, policies and procedures to ensure seamless integration of Staff across a broadly focussed portfolio
- Leveraging the reservation software application that was installed in Q2 of 2019 to facilitate the permitting of parks, arenas, sports fields and indoor multi-purpose space and migrating the viewing of open blocks of time for rentals onto the website
- Establishing Memorandums of Understanding and/or Service Level Agreements with key user groups and community organizations to ensure a consistent understanding of roles, responsibilities and service level commitments
- Establishing Memorandums of Understanding with municipal partners, private sector, non-governmental organization(s), not-for-profit organizations and/or community group(s) for the delivery of a wide range of leisure services programming designed to serve residents of all ages and all abilities

2021 – 2023 Goals

Year 2021

- Lead the exercise involving a Consultant in the preparation of the Township's first Leisure Services Master Plan. The development of the Master Plan will be completed in consultation with the Leisure & Lifestyle Advisory Committee, the community and key stakeholders. This Study will be comprehensive in nature and will integrate and align leisure services & programming opportunities and existing gaps, and, inform a strategy to provide direction on facility, park, trail and active / passive programming opportunities for the next ten year period (2022 to 2031)
- Seek out a partner(s) to deliver training on volunteer recruitment and engagement that will assist in growing the capacity of the various Township Advisory Committees, community organizations and volunteer groups that serve the residents of North Dumfries
- Participate, in co-ordination with the Finance Division, the implementation of the Life Cycle Analysis Review of all Township facilities that is designed to inform the 10 Year Capital Forecast, Funding Strategy and the Township's Asset Management Plan
- Inventory all Township buildings and co-ordinate / deliver the efficient preventative maintenance and life safety requirements of all buildings
- Update, and where appropriate, establish Department policies and procedures related to Staff functions / level of services for Parks and Facilities related to Health & Safety procedures, risk management, etc
- In consultation with the Leisure & Lifestyle Advisory Committee, revisit the Trails Master Plan and develop a prioritization listing of initiatives (operating and capital) for the next 10 year period for the consideration of Council

- Develop a listing and inventory of all non-government, private sector and community focused leisure service providers and their programs associated with recreation, leisure and cultural disciplines for all ages and abilities
- Prepare a bid document to secure a Contractor to complete the turf management program for the sports fields for the 2021 to 2023 time period
- Under the direction of Council, finalize a decision on the Arena Strategy Report

Year 2022

- Develop and launch a Spring / Summer and Fall / Winter Leisure Programming Guide in both a print and digital format that will serve as the one consolidated source of information on all leisure opportunities available in the Township
- Continue to deliver in-house training to volunteer groups and organizations to grow the capacity of this sector
- Examine and assess, in consultation with Council and key community stakeholders, the formal establishment of a Community Events & Festivals Committee that would be charged with the responsibility to facilitate and co-ordinate seasonal community events throughout the Township
- In consultation with the community, identify park and outdoor facility requirements that can be accommodated within the proposed neighbourhood park to be established within the Legacy Stage 4 Phase 1 / Broos Phase 2 subdivision lands, and/or, the balance of the undeveloped lands within Schmidt Park
- In consultation with the Planning Division, the Economic Development Advisory Committee and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors

Year 2022 (continued)

- Arising from the completion of the Leisure Services Master Plan, develop an implementation program for the consideration of Council. Advance forward with the implementation of Phase 1 Monitor and assess implementation of the initiative and the alignment with the agreed upon metrics and benchmarks

Year 2023

- Develop and formalize a Volunteer Engagement Strategy. Implement Phase 1
- Roll-out of the Community Events & Festivals Committee if the strategy is embraced arising from the 2021 Business Plan deliverable
- Commence planning and securing necessary contracts related to the Ayr 2024 200th anniversary celebrations
- Continue with the rollout of priorities as set out in the Leisure Services Master Plan

Andrew McNeely, RPP
Chief Administrative Officer

Overview

The Development Services Department administers and oversees key aspects of the land use and development approval process in the Township. The Department consists of three Divisions, namely: Planning, Building and Development Engineering.

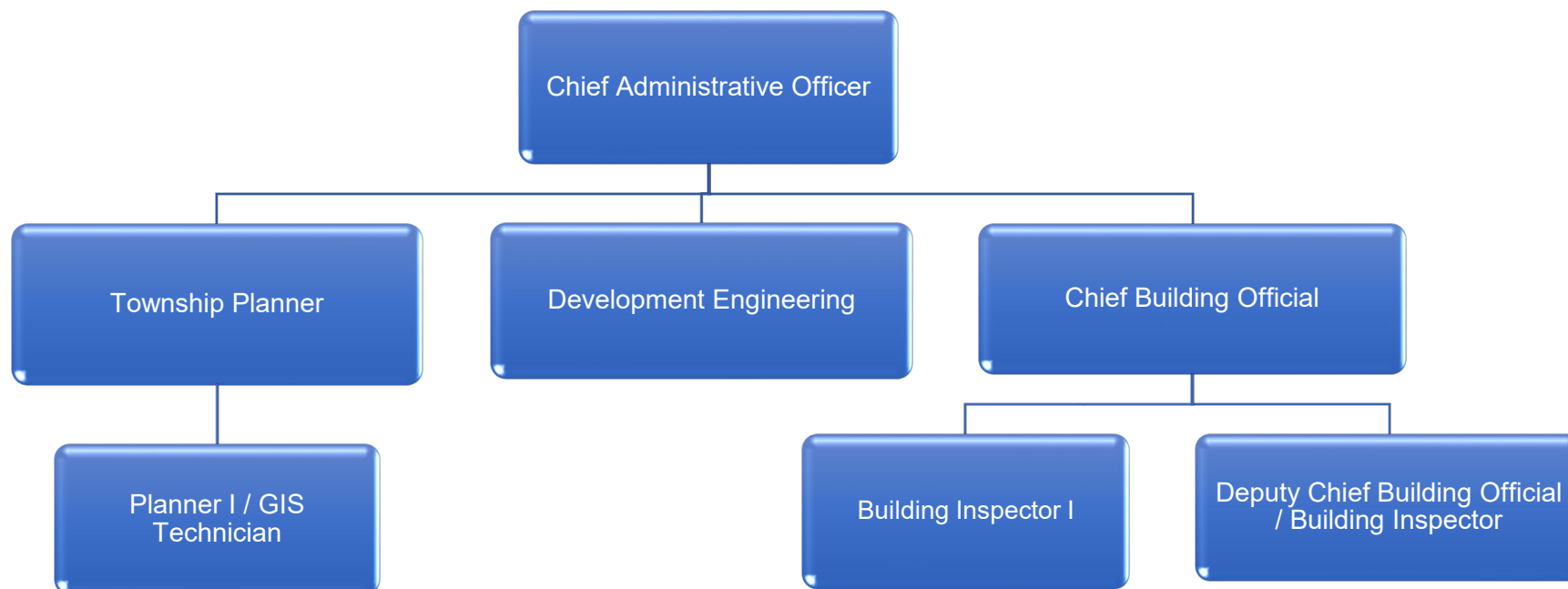
The *Planning Division* is responsible for assisting Council with growth management, the Township's Official Plan and Zoning By-law and the administration of the Committee of Adjustment. Growth management is achieved through the review of development applications, policy development, research and the statutory requirements of the *Planning Act* and other Provincial legislation. The Division provides professional services in the following areas: Long Range Planning; Current Planning; Urban Design; population forecasts and demographic analysis; Heritage Resource protection; and, Corporate GIS services and mapping.

The *Building Division* is responsible for the administration of the *Ontario Building Code Act* and related Council approved Building By-laws. The Division oversees the Permit application review, approval and inspection processes associated with all building categories (small, large and complex); plumbing inspections; Part IV septic design approvals and inspections; and, building additions and renovations. Ancillary to these functions, the Division also administers the issuance and approvals of both Ontario Building Code and non-Ontario Building Code requirements associated with permanent signs issued under the Township's Sign By-law, Property Standards By-law and Fence (Pool) Enclosures By-law.

The *Development Engineering Division* is responsible for the review and approval of engineering designs and inspection of new infrastructure occurring in the Township through the development process up to and including the assumption of subdivisions. The Division is also responsible for administration of the Township's Site Alteration By-law.

DEVELOPMENT SERVICES DEPARTMENT

Township of North Dumfries



Notes: Chief Administrative Officer is responsible for the day to day coordination and supervision of the Development Services Department

Administrative support to the Planning & Building Divisions are provided by Customer Service Representative(s) from the Corporate Services Department

K Smart Associates provides development engineering review and inspection services associated with subdivisions / site plan files and other types of planning applications

Mission Statement

To manage growth in a financially sustainable manner that ensures public safety while protecting the natural environment, established neighbourhoods and cultural heritage in order to improve the quality of life for current and future residents of the Township.

Goals

- Ensure public safety through the building permit application process and inspection services in accordance with the *Ontario Building Code Act*
- Provide thorough and effective review of development applications, and, thoughtful and balanced recommendations to Council / Committee of Adjustment on development applications consistent with Provincial legislation and the Township's Official Plan
- Review and inspect development related infrastructure to ensure public safety and long term financial sustainability of development related infrastructure upon assumption of the services

Policy Guidelines for Service Delivery

- The nature and form of growth and growth forecasts in accordance with the Provincial Policy Statement, the Growth Plan for the Greater Golden Horseshoe Area, the Regional Official Plan and the Township's Official Plan
- *Planning Act* and associated regulations
- Township's Comprehensive Zoning By-law 689-83
- *Ontario Building Code Act* and associated regulations

Policy Guidelines for Service Delivery (Continued)

- Source Protection Plan
- Township's Building By-law, Sign By-law and other associated By-laws
- Township's Engineering Standards and Specifications
- Township's Site Alteration By-law

Key Issues & Challenges

- Implementation of the Growth Management model (Places to Grow) in consultation with the Region of Waterloo
- Transportation, and specifically, traffic movements into and throughout urban Ayr
- Region of Waterloo Master Servicing Plans – Municipal Water and Waste Water services; Transportation Master Plan; East Boundary Route Corridor Selection Process; Biosolids Strategy; South Boundary Road Acquisition and Construction
- Implementation of Source Water Protection requirements
- Process mapping and the means / methods to streamline the review and approval process to align with requirements under the Planning Act for development applications
- Residential growth, both in the form of intensification / redevelopment of sites, and, greenfield properties
- Climate change and the potential impacts upon Township infrastructure, and specifically, stormwater management systems

2021 – 2023 Goals

Year 2021

- Establish an integrated GIS database for in-process development applications in a form suitable for print and digital mediums
- Revise and update the Site Alteration By-law
- Continue to review and update the Township's Built Heritage Inventory in consultation with the Heritage Advisory Committee
- In consultation with the Heritage Advisory Committee, assess the appropriateness of establishing a Heritage District for Downtown Ayr
- Finalize, in consultation with the Region of Waterloo, the Settlement Rationalization exercise
- Be an active participant in the Region's work associated with the Municipal Comprehensive Review project and the establishment of residential and non-residential growth forecasts through to 2041
- Initiate the process of updating the Township's Engineering Standards & Specifications
- In consultation with the Recreation Division, the Economic Development Advisory Committee and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
- Undertake a Request for Proposal for peer review Development Engineering Consulting services

Year 2021 (Continued)

- Finalize the Delegation process with the Region of Waterloo for Subdivision / Condominium approvals and Part Lot Control
- Update the Township's Building By-law
- Finalize and present for Council's consideration the proposed strategy for the protection of established older neighbourhoods in Ayr
- Develop and implement a new homeowner's education / awareness campaign for posting on the website and for distribution by the Builders'

Year 2022

- Retain a consultant to prepare Urban Design Guidelines for both greenfield and intensification / redevelopment sites within Urban Ayr
- Develop and implement a community education / awareness campaign on Site Alteration and clean fill practices
- Initiate the update to the Township's Comprehensive Zoning By-law, and in applicable areas of the Township the consideration of a Community Development Permit process
- Develop and launch interactive mapping of land use activities and key points of interest on the Township's website
- Finalize the update to the Township's Engineering and Design Standards

Year 2022 (Continued)

- In consultation with the Heritage Advisory Committee, update the various self-guided heritage tours and associated materials
- Develop an app for use on smart phones to provide self-guided tours of heritage resources, and, recreational off-road trails
- Review, and where necessary, update the templates for the Township's Site Plan Control Agreements and Subdivision Agreements

Year 2023

- Finalize the update to the Township's Comprehensive Zoning By-law and where applicable the Community Development Permit process
- Initiate the process to update the Township's Official Plan to ensure conformity through the introduction of the conclusions / recommendations arising from the Region's Municipal Comprehensive Review / Official Plan program, and, to establish more comprehensive and inclusive policies dealing with matters such as: transportation, active transportation and transit strategies, urban design guidelines, storm water management strategies, and, climate action plan
- Review, and where necessary, update the Building By-law
- Review, and where necessary, update the Site Alteration By-law

**Robert Shantz,
Fire Chief / CEMC**

Overview

The North Dumfries Fire Department provides emergency response to a wide range of incidents including: medical assistance; extrication of trapped individuals in motor vehicles; fire suppression; first responder hazardous materials events; carbon monoxide alarms; surface water rescue; and, industrial & farm related accidents. Companion to these services, the Township also undertakes and delivers public education and community outreach programming; fire inspections; fire investigations; and, plans review of new institutional, commercial, industrial and multi-unit residential development applications.

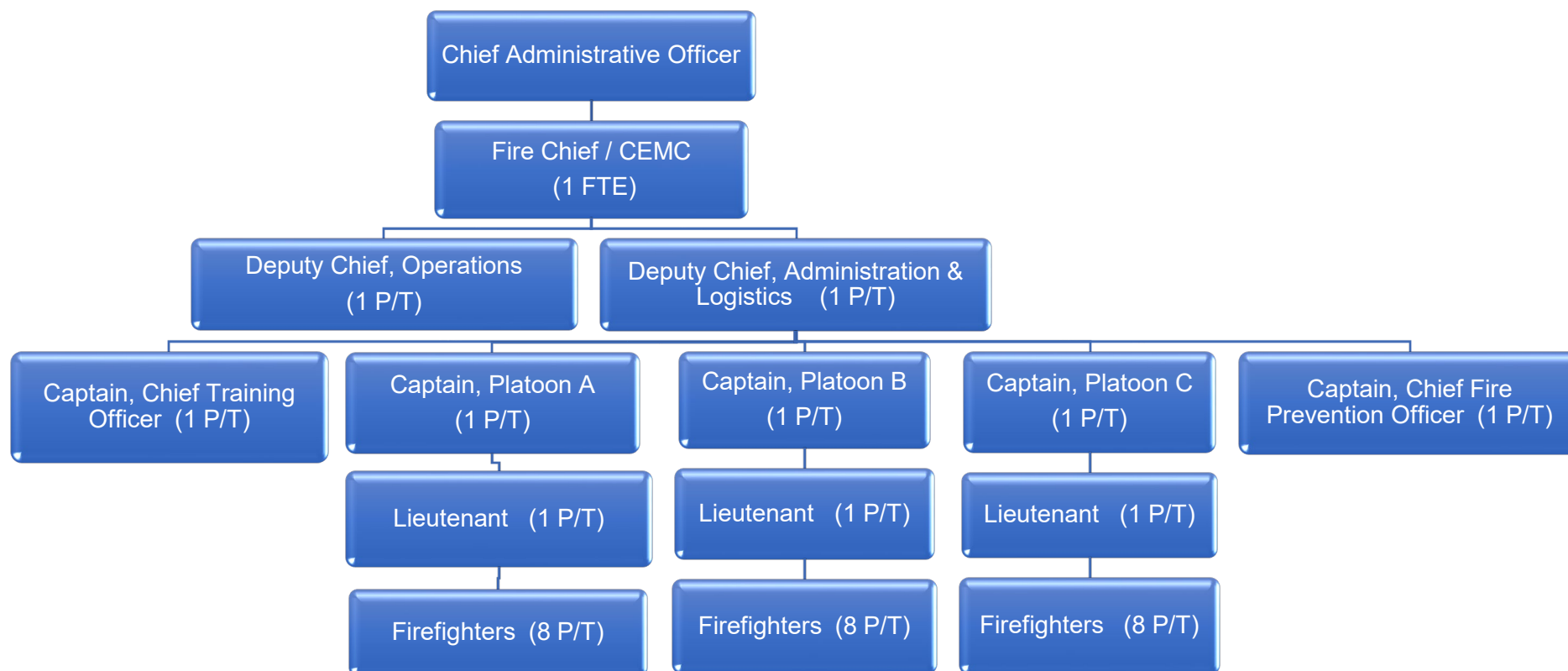
The Township provides contract emergency service response to a portion of Brant County and the Township of Blandford-Blenheim. The eastern half of North Dumfries is serviced by the Cambridge Fire Department under contract with the Township for first emergency response.

The Fire Chief is also the Township's Community Emergency Management Co-ordinator (CEMC) and in this capacity undertakes the role of planning, training, co-ordination and administration of the Municipality's Emergency Management Plan.

The Fire Chief is also the Township's Flood Co-ordinator working in partnership with the Grand River Conservation Authority.

FIRE DEPARTMENT / EMERGENCY MANAGEMENT

Township of North Dumfries



Notes: Fire Chief represents the only Full-Time Equivalent. The Fire Chief also holds the portfolio of Community Emergency Management Coordinator (CEMC) and Flood Coordinator

All other Staff of the Fire Department are comprised of Part-Time / On-Call Personnel

Mission Statement

The North Dumfries Fire Department is committed to protecting the people that reside, work and/or travel within our Community by providing prompt and professional service at the time of an emergency incident, and, to minimize the loss of life and property through the delivery of a robust and proactive public education and fire prevention program.

Goals

- Progressive and continual training of Department personnel to support the delivery of services on behalf of residents and businesses, and, to minimize the risk of personal injury
- To maintain a brigade of dedicated fire suppression and rescue personnel that are engaged, dedicated and focused on serving their neighbours and visitors to our Community
- Proactive and targeted public education and outreach to the Community and vulnerable sectors that are designed to minimize the risk of loss of life and / or property
- Ensure that as new growth and development occurs it is designed to provide the appropriate life safety measures consistent with legislation and the Township's level of service standards
- To undertake on an annual basis the inspection of all building categories and classifications as established in legislation
- To work with the Township's partners in an integrated fashion to ensure timely and seamless service in the event of an emergency
- Provide adequate resources, equipment and facilities to support the Community's needs during the time of an emergency

Policy Guidelines for Service Delivery

By-law Number 2608 – 14 which establishes the level of service for the Department

Fire Protection and Prevention Act

Office of the Fire Marshall and Emergency Management Directives, Public Safety and Technical Guidelines

Ontario Fire Code

Ontario Building Code

Emergency Management and Civil Protection Act

North Dumfries Emergency Management Plan

Municipal Act

National Fire Protection Agency (NFPA)

Cambridge / North Dumfries Fire Services Agreement (2019 – 2021)

Waterloo Region & Provincial Mutual Aid Agreement

Brant County / North Dumfries Fire Services Agreement

Blandford – Blenheim / North Dumfries Fire Services Agreement

Occupational Health & Safety Act and Section 21 guidance notes

Key Issues & Challenges

- Appropriate number of Staff resources to undertake all of the necessary inspections of the various building classifications and categories as required by legislation on an annual basis
- As the Community continues to grow, the ability to keep pace with the increasing emergency response volumes and the pressures that it places on Part-Time On-Call Volunteer personnel
- Maintaining a fleet of apparatus that are replaced in a timeline reflective of their life cycle renewal requirements
- Recognizing that public education and outreach is a growing requirement and the ability to respond accordingly
- Continual changes in legislation and the demands that it places on the Department in terms of training, certification, equipment and the dedication of time
- Attracting and maintaining the appropriate mix of Part-time On-Call Volunteer personnel based upon years of experience, time of day availability, training levels & certification, etc, and, Officer development in recognition of succession planning requirements
- Maintaining the Superior Tanker Shuttle Certification as part of the rural firefighting component
- Establishing a Master Plan for the Department
- Elevating the role of the Emergency Management Plan to be part of the culture of the Administration of the Municipality recognizing that events and circumstances around emergency planning preparedness continue to evolve and are becoming more pronounced

2021 – 2023 Goals

Year 2021

- Assess the conclusions from the Joint Services Delivery Review exercise that was completed 2020 in partnership with the Townships of Woolwich, Wilmot and Wellesley, and, identify opportunities for the consideration of Council for collaboration, joint projects or programs, etc with the rural Township municipalities
- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions and updates to reflect the Council approved level of service as adopted in late 2019, and, the efficient and effective use of Fire personnel and resources in this regard
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) other Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Assess delivery models to expand the Municipality's pool of personnel to assist in the delivery of public education and outreach campaign, and, property inspection services
- Grow the self-registration of local residents and businesses in Alert Waterloo and the awareness of this program so that it can be fully leveraged during the time of crisis or an emergency incident
- Undertake the delivery of a recruit program and training of probationary firefighters to NFPA 1001 Level I and II certification

Year 2021 (Continued)

- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002
- In preparation for succession planning of Fire Officers' continue forward with the multi-year training program in accordance with NFPA 1021
- Assist the Chief Administrative Officer in the negotiation of a new Fire Services Agreement with the City of Cambridge which expires at the end of 2021, inclusive of an analysis of alternate or complementary service options, for the review and consideration of Council
- Develop a new Fire Services Contract Agreement with Brant County and the Township of Blandford-Blenheim for implementation in 2022

Year 2022

- Develop and implement NFPA 1035 related to a public education campaign and supporting materials related to fire safety
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Undertake a major training event with partners to improve the delivery of Emergency Management Plan
- Initiate a home smoke / carbon monoxide inspection program for annual deployment

Year 2022 (Continued)

- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Undertake the renovation of the community hall at the Ayr Fire Station to accommodate Fire Administration and Fire Prevention personnel
- Update the HIRA (Hazard Identification Risk Assessment) inventory for the Municipality
- Continue to provide targeted training for key personnel in Emergency Management practices
- Initiate in-house the preparation of a Master Plan (2023 to 2027) for the Department

Year 2023

- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Initiate a recruitment campaign and probationary firefighter training program for new Part-time Paid On-Call Volunteer firefighters in accordance with NFPA 1001 Level I and II

Year 2023 (Continued)

- Deliver and implement an expanded fire prevention inspection, education and plans examination program aligned with NFPA standards and identified as Phase I in the delivery priorities as set out in the Fire Department Master Plan completed in 2022
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Initiate the preparation of a Community Risk Assessment
- Review, and where necessary, update the Township's Emergency Management Plan

Township of North Dumfries
2021 to 2030 Master Summary of DRAFT - 10 Year Capital Forecast

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
A - Fleet - Rolling Stock - Capital Costs												
Administration Vehicle Fleet		15,000	51,598	17,000	17,000	17,000	91,419	17,000	17,000	17,000	56,821	316,838
Fire Rolling Stock		160,448	312,994	164,960	130,000	135,000	1,041,403	130,000	130,000	271,840	185,000	2,661,645
Public Works - Rolling Stock		720,000	714,577	441,219	1,136,907	569,219	717,331	429,311	375,000	665,880	580,326	6,349,770
Recreation - Rolling Stock		263,138	147,974	270,567	70,000	158,810	161,388	116,145	163,568	122,736	101,425	1,575,751
Fleet - Rolling Stock - Capital Costs - Total		1,158,587	1,227,143	893,746	1,353,907	880,030	2,011,540	692,456	685,568	1,077,456	923,572	10,904,004
Fleet - Rolling Stock - Funding												
Reserves		592,696	662,839	73,256	786,907	238,773	1,123,914	100,456	46,628	387,720	245,147	4,258,335
Development Charges		90,891	85,304	39,960	45,000	-	223,999	-	-	-	-	485,153
Government Grant		-	-	-	-	-	-	-	-	-	-	-
Community Donation / Sponsorship		-	-	-	-	-	-	-	-	-	-	-
Bill 124 Reserve (Building Division)		11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	110,000
Park Trust Transfers		-	-	-	-	-	-	-	-	-	-	-
Taxation	421,000	464,000	496,000	726,567	556,000	630,257	652,628	581,000	627,940	678,736	667,425	6,080,554
Fleet - Rolling Stock - Capital Costs - Funding Total		1,158,587	1,255,143	850,783	1,398,907	880,030	2,011,540	692,456	685,568	1,077,456	923,572	10,934,042
B - Studies, Equipment, Software - Capital Costs												
Corporate, Building, Bylaw, Planning Studies, Equipment & Software		545,290	549,270	87,000	244,203	236,800	213,254	280,950	179,785	115,000	115,356	2,566,906
Fire Tools, Software & Equipment		108,960	411,102	80,000	40,000	40,000	63,550	65,967	57,564	57,862	67,310	992,315
Public Works, Tools, Software Equipment		45,048	17,720	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	102,768
Recreation - Tools, Equipment & Software		-	9,381	27,000	5,836	23,804	-	8,120	6,260	-	14,925	95,326
Studies, Equipment, Software- Capital Costs - Total		699,298	987,472	199,000	295,038	305,604	281,804	360,037	248,609	177,862	202,591	3,757,315
Studies, Equipment, Software - Funding												
Reserves		148,870	480,074	-	-	30,800	83,400	54,242	17,564	17,862	18,160	850,972
Development Charges		111,150	33,748	-	15,600	33,600	-	58,000	-	-	36,600	288,698
Government Grant		156,440	74,900	-	46,800	-	-	-	-	-	-	278,140
Community Donation / Sponsorship		-	-	-	-	-	-	-	-	-	-	-
Bill 124 Reserve (Building Division)		130,000	-	-	50,000	-	-	55,000	-	-	-	235,000
Park Trust Transfers		31,390	-	-	-	-	-	-	-	-	-	31,390
Taxation	223,779	121,448	398,751	199,000	182,638	241,204	198,404	192,795	231,044	160,000	147,831	2,073,115
Studies, Equipment, Software - Funding - Total		699,298	987,472	199,000	295,038	305,604	281,804	360,037	248,609	177,862	202,591	3,757,315
C - Infrastructure - Capital Costs												
Public Works - Infrastructure		2,257,176	1,767,859	2,219,526	3,232,992	4,225,002	4,543,555	2,193,718	4,135,544	2,808,464	4,403,740	31,787,576
Infrastructure- Capital Costs - Total		2,257,176	1,767,859	2,219,526	3,232,992	4,225,002	4,543,555	2,193,718	4,135,544	2,808,464	4,403,740	31,787,576
Infrastructure - Funding												
Aggregates Reserve (Transfer from)		1,165,001	800,000	863,406	1,216,501	709,631	824,435	622,493	807,785	825,000	825,000	8,659,252
Energy Plus Reserve (Transfer from)		-	-	-	-	-	-	-	-	-	-	-
Reserve - Infrastructure (Transfer from)		263,900	266,200	450,000	500,000	250,000	200,000	389,400	525,000	372,520	372,520	3,589,540
Reserves - Other than Aggregates (Transfer from)		-	-	-	-	-	-	-	-	-	-	-
Special Area Levy - Sidewalks		-	12,000	43,355	12,000	12,000	12,000	-	-	-	-	91,355
Development Charges		122,400	-	47,265	295,172	2,059,848	2,303,803	-	1,786,048	318,380	1,834,430	8,767,346
Government Grants (GAS TAX & OCIF)		452,875	400,000	400,000	450,000	400,000	475,000	500,000	350,000	350,000	400,000	4,177,875
Government Grants - Capital		100,000	-	-	-	-	-	-	-	-	-	100,000
Community Donation / Sponsorship		-	-	-	-	-	-	-	-	-	-	-
Bill 124 Reserve (Building Division)		-	-	-	-	-	-	-	-	-	-	-
Park Trust Transfers		-	-	-	-	-	-	-	-	-	-	-
Taxation	130,000	135,000	278,659	415,500	759,319	793,523	728,316	681,825	666,711	942,564	971,790	6,373,208
Infrastructure - Funding - Total		2,239,176	1,756,859	2,219,526	3,232,992	4,225,002	4,543,555	2,193,718	4,135,544	2,808,464	4,403,740	31,758,576

		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
D - Facilities - Capital Costs												
Fire Facilities		25,000	219,300	50,000	50,000	60,000	150,000	80,000	90,000	180,000	190,000	1,094,300
Public Works - Facilities		162,432	670,000	3,700,000	248,773	514,173	248,773	248,773	248,773	248,773	248,773	6,539,243
Recreation - Facilities		1,246,290	6,536,142	1,604,836	1,878,490	1,474,657	11,703,350	845,502	18,792,982	804,000	804,000	45,690,250
Facilities- Capital Costs - Total		1,433,722	7,425,442	5,354,836	2,177,263	2,048,830	12,102,123	1,174,275	19,131,755	1,232,773	1,242,773	53,323,793
Facilities - Funding												
Energy Plus Reserve		107,720	500,000	595,490	595,490	341,000	341,000	489,000	489,000	489,000	489,000	4,436,700
Other Reserves		538,280	1,105,000	(170,000)	-	-	640,000	-	-	85,000	-	2,198,280
Development Charges		254,490	418,790	595,490	595,490	428,582	-	-	6,000,000	-	-	8,292,842
Government Grant		225,243	-	-	-	-	6,838,536	-	-	-	-	7,063,779
Community Donation / Sponsorship		20,000	-	-	-	-	2,022,882	-	-	-	-	2,042,882
Bill 124 Reserve (Building Division)		-	226,875	-	-	-	-	-	-	-	-	226,875
Park Trust Transfers		55,557	-	-	-	-	-	-	-	-	-	55,557
Debt		-	4,794,490	3,425,000	-	-	2,000,000	-	-	-	-	10,219,490
Taxation	68,642	232,432	380,287	458,856	986,283	1,279,248	259,705	685,275	12,642,755	658,773	753,773	18,337,388
Facilities - Funding - Total		1,433,722	7,425,442	4,904,836	2,177,263	2,048,830	12,102,123	1,174,275	19,131,755	1,232,773	1,242,773	52,873,793
E - Parks, Trails - Capital Costs												
Recreation - Parks, Park Facilities & Trail Enhancements		1,216,872	977,387	941,340	118,882	489,540	201,393	1,068,695	142,165	870,710	1,032,730	7,059,713
Recreation Parks, Park Facilities & Trails - Capital Costs - Total		1,216,872	977,387	941,340	118,882	489,540	201,393	1,068,695	142,165	870,710	1,032,730	7,059,713
Parks, & Trails - Funding												
Reserves		187,831	132,500	-	-	-	-	-	-	-	-	320,331
Development Charges		59,740	440,971	686,340	33,952	351,960	133,979	1,000,326	72,841	548,977	881,035	4,210,120
Government Grant		868,660	-	-	-	-	-	-	-	82,665	18,810	970,135
Community Donation / Sponsorship		20,000	-	-	-	-	-	-	-	-	-	20,000
Bill 124 Reserve (Building Division)		-	-	-	-	-	-	-	-	-	-	-
Park Trust Transfers		80,641	174,616	-	-	53,460	54,414	55,369	56,324	58,233	58,233	591,290
Taxation	20,000	0	229,300	255,000	84,930	84,120	13,000	13,000	13,000	180,835	74,652	947,837
Recreation Parks, Park Facilities & Trails - Funding - Total		1,216,872	977,387	941,340	118,882	489,540	201,393	1,068,695	142,165	870,710	1,032,730	7,059,713

Total Expenditures		6,765,656	12,385,303	9,608,448	7,178,082	7,949,006	19,140,415	5,489,181	24,343,641	6,167,265	7,805,405	\$106,832,402
Total Funding		6,747,656	12,402,303	9,115,486	7,223,082	7,949,006	19,140,415	5,489,181	24,343,641	6,167,265	7,805,405	\$106,383,439
Total Funding From Taxation	863,421	952,881	1,782,998	2,054,923	2,569,170	3,028,352	1,852,053	2,153,895	14,181,451	2,620,908	2,615,471	

Township of North Dumfries

A - Fleet - Rolling Stock

Part A - Fleet / Rolling Stock													Page 3
2021 to 2030 Administration Vehicle Fleet - Rolling Stock													11-25-2020
		1.04	1.06	1.08	1.1	1.12	1.14	1.16	1.18	1.2	1.22		
Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL	
By-law Enforcement Vehicle (2014)	\$32,640		\$34,598								\$39,821	\$74,419	
Building Division Vehicle #1 (2018)	\$32,640						\$37,210					\$37,210	
Building Division Vehicle #2 (2018)	\$32,640						\$37,210					\$37,210	
Contribution to Reserves - Bylaw Vehicle		\$4,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$58,000	
Contribution to Bill 124 Reserves - Building Vehicles		\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$110,000	
SUBTOTAL		\$15,000	\$51,598	\$17,000	\$17,000	\$17,000	\$91,419	\$17,000	\$17,000	\$17,000	\$56,821	\$316,838	
FUNDING													
Reserves		\$0	\$34,598		\$0	\$0	\$74,419	\$0	\$0	\$0	\$39,821	\$148,838	
Development Charges												\$0	
Government Grant												\$0	
Community Donation / Sponsorship												\$0	
Bill 124 Reserve (Building Division)	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$110,000	
Park Trust Transfers												\$0	
Taxation	\$6,000	\$4,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$58,000	
SUBTOTAL		\$15,000	\$51,598	\$17,000	\$17,000	\$17,000	\$91,419	\$17,000	\$17,000	\$17,000	\$56,821	\$316,838	
Building Vehicle Reserve Balance	33,600	44,600	55,600	66,600	77,600	88,600	99,600	110,600	121,600	121,600	132,600		
By-law Vehicle Reserve Balance	29,500	33,500	4,902	10,902	16,902	22,902	28,902	34,902	40,902	40,902	46,902		

Notes: Assumes 8 Year Replacement Schedule on Vehicles
Capital Forecast 2% per annum increase over base cost for each year in forecast

2021 to 2030 Fire Rolling Stock												
Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Car 1 - Command (2013)	\$43,700	\$45,448								\$52,440		\$97,888
Car 2 - Fire Prevention [1]	\$37,000			\$39,960						\$44,400		\$84,360
Pumper #4 (2011)	\$582,625											\$0
Pumper #1 (2008) [2]	\$790,704						\$901,403					\$901,403
Tanker #2 (2013)	\$375,360											\$0
Tanker #3 (2018)	\$375,360											\$0
Rescue Squad (1999)	\$182,070		\$192,994									\$192,994
Contribution to Reserves	\$105,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$130,000	\$130,000	\$175,000	\$185,000	\$1,385,000
SUBTOTAL		\$160,448	\$312,994	\$164,960	\$130,000	\$135,000	\$1,041,403	\$130,000	\$130,000	\$271,840	\$185,000	\$2,661,645
FUNDING												
Reserves		\$45,448	\$192,994	\$0	\$0	\$0	\$677,404		\$0	\$96,840	\$0	\$1,012,686
Development Charges		\$0	\$0	\$39,960			\$223,999		\$0			\$263,959
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$105,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$140,000	\$130,000	\$130,000	\$175,000	\$185,000	\$1,385,000
SUBTOTAL		\$160,448	\$312,994	\$164,960	\$130,000	\$135,000	\$1,041,403	\$130,000	\$130,000	\$271,840	\$185,000	\$2,661,645
Fire Rolling Stock Reserve Balance	147,018	216,570	143,576	268,576	398,576	533,576	(3,828)	126,172	256,172	204,332	441,172	

Notes: Capital Forecast 2% per annum increase over base cost for each year in forecast
20 Year Replacement Schedule of Pumpers, Tankers, Rescue Unit & Quint apparatus
8 Year Replacement Schedule on Staff Vehicles
[1] Acquisition of this Vehicle in 2023 is funded 100% through Development Charges
[2] The Pumper in 2026 is replaced with a Pumper complete with 50 to 65 ft ladder/water tower.

Township of North Dumfries

A - Fleet - Rolling Stock

2021 to 2030 Public Works - Rolling Stock

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Freightliner Single Axle Dump Truck (2017)	\$242,400									\$290,880		\$290,880
International Single Axle Dump Truck (2019)	\$242,400											\$0
International Tandem Axle Dump Truck (2018)	\$300,290											\$0
Dump Truck with Multi Module - 3 Modules [1]	\$427,885	\$445,000										\$445,000
Freightliner Tandem Axle Dump Truck (2012)	\$300,290				\$330,319							\$330,319
Freightliner Tandem Axle Dump Truck (2014)	\$300,290						\$342,331					\$342,331
Light Duty Pick-Up Truck - Supervisor (2017)	\$39,780					\$44,554						\$44,554
Ford 3/4 Ton Crew Cab Pick-Up Truck (2019)	\$46,820							\$54,311				\$54,311
Ford 1 Ton Crew Cab c/w hoist box (2014) + plow / sander unit	\$105,000		\$111,300									\$111,300
Deere Grader (2009) + plow and snow wing	\$415,080				\$456,588							\$456,588
Caterpillar Articulated Loader (2005)	\$286,110		\$303,277									\$303,277
Backhoe (2015)	\$168,300										\$205,326	\$205,326
Chipper	\$67,830			\$73,256								\$73,256
100 hp 4 Wheel Drive Tractor (2010) + quick connect loader	\$107,100					\$119,952						\$119,952
Roadside Mower attachment for Tractor (2019)	\$26,530					\$29,714						\$29,714
Sweeper attachment for Tractor (2018)	\$15,810											\$0
2 ton Mobile Asphalt Hot Box (2019)	\$36,500											\$0
1/2 Ton Crew Cab Pick-up [2]	\$39,780			\$42,962								\$42,962
Tandem Axle Float (2018)	\$20,000											\$0
Contribution to Reserves	\$225,000	\$275,000	\$300,000	\$325,000	\$350,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$3,500,000
SUBTOTAL		\$720,000	\$714,577	\$441,219	\$1,136,907	\$569,219	\$717,331	\$429,311	\$375,000	\$665,880	\$580,326	\$6,349,770
FUNDING												
Reserves		\$445,000	\$414,577	\$73,256	\$786,907	\$194,219	\$342,331	\$54,311		\$290,880	\$205,326	\$2,806,807
Development Charges			\$28,000		\$45,000	\$0						\$73,000
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$225,000	\$275,000	\$300,000	\$325,000	\$350,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$3,500,000
SUBTOTAL		\$720,000	\$742,577	\$398,256	\$1,181,907	\$569,219	\$717,331	\$429,311	\$375,000	\$665,880	\$580,326	\$6,379,807
Public Works Rolling Stock Reserve Balance	212,659	42,659	(71,918)	179,826	(257,081)	(76,301)	(43,631)	277,058	652,058	361,178	821,732	

Notes: Capital Forecast 2% per annum increase over base cost for each year in forecast
12 Year Replacement for Dump Trucks; 15 year Replacement on Rubber Tire Equipment
8 Year Replacement Schedule on Staff Vehicles
[1] 2007 Stirling Tandem Axle Dump Truck Replaced with Multi Module Vehicl - 3 Modules - Dump, Flatbed, Water Tank
[2] Funded 100% by Development Charges

Township of North Dumfries

A - Fleet - Rolling Stock

2021 to 2030 Recreation - Rolling Stock

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
1/2 Ton Crew Cab Pick-up Truck (2019)	\$39,780							\$46,145				\$46,145
1/2 Ton Crew Cab Pick-up Truck (2020)	\$39,780									\$47,736		\$47,736
1/2 Ton Crew Cab Pick-up Truck (2017)	\$39,780					\$44,554						\$44,554
1/2 Ton Pick-up Truck (2012) [1]	\$39,780								\$46,940			\$46,940
Wide Deck Mower	\$87,395			\$94,387								\$94,387
Wide Deck Mower #2	\$87,395	\$90,891										\$90,891
Ice Resurfacer - ACC (2006)	\$98,315			\$106,180								\$106,180
Ice Resurfacer - NDCC (2011)	\$98,315	\$102,248										\$102,248
Landscape Trailer (2017)	\$9,180										\$11,200	\$11,200
Utility Tractor	\$54,060						\$61,628					\$61,628
Utility Tractor with Bucket	\$54,060		\$57,304									\$57,304
Turf / Trail Management Equipment	\$7,000		\$7,420				\$7,980					\$15,400
two 5 foot Zero Turn Mowers (2018)	\$39,515					\$44,257			\$46,628			\$90,885
Ball Diamond Groomer #1 (2019)	\$12,480										\$15,226	\$15,226
ATV Side by Side (2011)	\$19,105						\$21,780					\$21,780
Landscape Trailer	\$12,500		\$13,250									\$13,250
Contribution to Reserves	\$85,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$75,000	\$75,000	\$710,000
SUBTOTAL		\$263,138	\$147,974	\$270,567	\$70,000	\$158,810	\$161,388	\$116,145	\$163,568	\$122,736	\$101,425	\$1,575,751
FUNDING												
Reserves		\$102,248	\$20,670	\$0	\$0	\$44,554	\$29,760	\$46,145	\$46,628	\$0	\$0	\$290,003
Development Charges		\$90,891	\$57,304									\$148,194
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$85,000	\$70,000	\$70,000	\$270,567	\$70,000	\$114,257	\$131,628	\$70,000	\$116,940	\$122,736	\$101,425	\$1,137,554
SUBTOTAL		\$263,138	\$147,974	\$270,567	\$70,000	\$158,810	\$161,388	\$116,145	\$163,568	\$122,736	\$101,425	\$1,575,751
Recreation Rolling Stock Reserve Balance	214,258	182,010	231,340	301,340	371,340	396,787	437,027	460,882	484,255	535,882	559,255	

Notes: Capital Forecast 2% per annum increase over base cost for each year in forecast
11 Year Replacement for Ice Resurfacers; 15 year Replacement on Rubber Tire Equipment
7 Year Replacement Schedule for 5 Ft Zero Turn Mowers and 10 Year Replacement for Wide Deck Mower
8 Year Replacement Schedule on Staff Vehicles

Total Fleet Expenditures	\$1,158,587	\$1,227,143	\$893,746	\$1,353,907	\$880,030	\$2,011,540	\$692,456	\$685,568	\$1,077,456	\$923,572	\$10,904,004
Total Fleet Funding	\$1,158,587	\$1,255,143	\$850,783	\$1,398,907	\$880,030	\$2,011,540	\$692,456	\$685,568	\$1,077,456	\$923,572	\$10,934,042
Total Fleet Funding From Taxation	\$464,000	\$496,000	\$726,567	\$556,000	\$630,257	\$652,628	\$581,000	\$627,940	\$678,736	\$667,425	

Township of North Dumfries

B - Studies, Equipment, Software

2021 to 2030 Fire Tools, Software & Equipment

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Communications (2018 & 2019 Carry Forward)												\$0
SCBA	\$233,800		\$247,828									\$247,828
Protective Equipment / Clothing	\$14,885	\$15,480	\$15,778					\$17,267	\$17,564	\$17,862	\$18,160	\$102,111
Extrication Tools	\$63,675		\$67,496									\$67,496
Class Room Assistive Devices	\$6,000	\$6,240										\$6,240
Shore Based Water Rescue	Multi-Year						\$8,550	\$8,700			\$9,150	\$26,400
Gas Monitoring Equipment (2020 Carry Forward)		\$5,769	\$6,000									\$6,000
Apparatus Tablets Mounts - 6 Units - Replace Tablets in 5 Yrs		\$6,000	\$6,240				\$15,000					\$21,240
Contribution to Reserves		\$60,000	\$75,000	\$80,000	\$80,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$515,000
SUBTOTAL		\$108,960	\$411,102	\$80,000	\$40,000	\$40,000	\$63,550	\$65,967	\$57,564	\$57,862	\$67,310	\$992,315
FUNDING												
Reserves		\$27,720	\$297,354				\$15,000	\$17,267	\$17,564	\$17,862	\$18,160	\$410,927
Development Charges		\$0	\$33,748									\$33,748
Government Grant		\$6,240										\$6,240
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$70,000	\$75,000	\$80,000	\$80,000	\$40,000	\$40,000	\$48,550	\$48,700	\$40,000	\$40,000	\$49,150	\$541,400
SUBTOTAL		\$108,960	\$411,102	\$80,000	\$40,000	\$40,000	\$63,550	\$65,967	\$57,564	\$57,862	\$67,310	\$992,315
Fire Equipment Reserve Balance	116,625	163,905	(\$3,449)	26,551	66,551	106,551	131,551	154,284	176,720	176,422	198,560	

2021 to 2030 Public Works, Tools, Software Equipment

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Power Washer	\$16,125	\$16,448										\$16,448
Air Compressor	\$12,000		\$12,720									\$12,720
Road Patrol Software & 3 Tablets	\$15,000	\$15,600										\$15,600
Diesel Plate Packer (Used)	\$12,500	\$13,000										\$13,000
Contribution to Reserves		\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$45,000
SUBTOTAL		\$45,048	\$17,720	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$102,768
FUNDING												
Reserves		\$13,000	\$12,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,720
Development Charges												\$0
Government Grant		\$15,600										\$15,600
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$47,500	\$16,448	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$61,448
SUBTOTAL		\$45,048	\$17,720	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$102,768
Reserve Balance - Public Works Equipment	-	(13,000)	(20,720)	(15,720)	(10,720)	(5,720)	(720)	4,280	9,280	14,280	19,280	

(Unspent Fuel Pump Key Lock & Water System Projects from 2020 to Reserve)

Township of North Dumfries

B - Studies, Equipment, Software

2021 to 2030 Recreation - Tools, Equipment & Software

11-25-2020

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
NDCC Ice Edger	\$9,020		\$9,381									\$9,381
NDCC Floor Scrubber	\$12,234										\$14,925	\$14,925
ACC Ice Edger	\$9,020					\$10,102						\$10,102
ACC Floor Scrubber	\$12,234					\$13,702						\$13,702
Field Liner	\$5,305								\$6,260			\$6,260
Field Liner #2	\$5,305				\$5,836							\$5,836
Building Automation Software - NDCC	\$25,000			\$27,000								\$27,000
NDCC Ice Plant Controller Software	\$7,000							\$8,120				\$8,120
Contribution to Reserves												\$0
SUBTOTAL	\$85,118	\$0	\$9,381	\$27,000	\$5,836	\$23,804	\$0	\$8,120	\$6,260	\$0	\$14,925	\$95,326
FUNDING												
Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Charges												\$0
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers		\$0										\$0
Taxation	\$ 12,479.00	\$0	\$9,381	\$27,000	\$5,836	\$23,804	\$0	\$8,120	\$6,260	\$0	\$14,925	\$95,326
SUBTOTAL		\$0	\$9,381	\$27,000	\$5,836	\$23,804	\$0	\$8,120	\$6,260	\$0	\$14,925	\$95,326
Recreation Equipment - Reserve Balance	-	-	-	-	-	-	-	-	-	-	-	-

[4] Existing NDCC Floor Scrubber reallocated to ACC

Total Studies, Equipment, Software Expenditures	\$	699,298	\$	987,472	\$	199,000	\$	295,038	\$	305,604	\$	281,804	\$	360,037	\$	248,609	\$	177,862	\$	202,591	\$3,757,315
Total Studies, Equipment, Software Funding	\$	699,298	\$	987,472	\$	199,000	\$	295,038	\$	305,604	\$	281,804	\$	360,037	\$	248,609	\$	177,862	\$	202,591	\$3,757,315
Total Studies, Equipment, Software Funding From Taxation	\$	121,448	\$	398,751	\$	199,000	\$	182,638	\$	241,204	\$	198,404	\$	192,795	\$	231,044	\$	160,000	\$	147,831	

2021 to 2030 Public Works - Infrastructure		1.04	1.06	1.08	1.1	1.12	1.14	1.16	1.18	1.2	1.22	11-25-2020
Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Annual Road Resurfacing / Rehabilitation - various locations		\$1,452,875	\$807,919	\$95,188	\$1,470,673	\$888,215	\$1,684,751	\$1,743,718	\$1,678,026	\$1,901,684	\$2,044,310	\$13,767,359
Cold Constructed Asphalt Pavement (CCAP) - various locations	\$185 / linear metre			\$179,820					\$196,470			\$376,290
Hall Street Reconstruction	\$1,100,000			\$1,188,000								\$1,188,000
MacDonald & Manley Reconstruction	\$660,325					\$739,564						\$739,564
Sealant Surface - CCAP - various locations	\$105 / linear metre				\$102,060					\$113,400		\$215,460
Sidewalk New Construction / Missing Links - various locations		\$126,500	\$61,585	\$47,265	\$85,755	\$87,375	\$130,000					\$538,480
Engineering Design - Hall- North. To Main, McDonald, Manley	\$158,655	\$165,001										\$165,001
Road Reconstruction - Bute Street	\$405,388		\$429,711									\$429,711
Engineering Design - Brant Waterloo Rd, Swan St to 120 m East of Reidsville	\$268,338				\$295,172							\$295,172
Road Reconstruction - Brant Waterloo Rd, Swan St to 120 m East of Reidsville Rd	\$1,520,587					\$1,703,057						\$1,703,057
Engineering Design - Brant Waterloo Rd, 120 m East of Reidsville Rd to 1700 M West of Sprag	\$312,974					\$356,790						\$356,790
Road Reconstruction - Brant Waterloo Rd, 120 East of Reidsville Rd to1300 M West of Spragu	\$1,723,523						\$1,999,287					\$1,999,287
Intersection Reconstruction - Inglis Street at Elliot Street	\$184,423	\$191,800										\$191,800
Engineering Design / EA Reidsville Rd, Brant Waterloo Rd to Wrigley Rd	\$267,120						\$304,517					\$304,517
Road Reconstruction - Reidsville Road, Brant Waterloo Rd to Wrigley Rd	\$1,513,600								\$1,786,048			\$1,786,048
Engineering Design - Brant Waterloo Rd, Swan St to Trussler Road	\$265,317									\$318,380		\$318,380
Road Reconstruction - Brant Waterloo Rd, Swan St to Trussler Rd	\$1,503,465										\$1,834,430	\$1,834,430
Footbridge Rd Bridge - Engineering Structure Assessment	\$30,600		\$32,436									\$32,436
Footbridge Rd Bridge Rehabilitation - Phase I	\$87,720			\$94,738								\$94,738
Footbridge Road Bridge Rehabilitation - Phase 2	\$361,080				\$397,188							\$397,188
Jedburg Dam Bridge - Engineering Structure Assessment	\$30,600		\$32,436									\$32,436
Jedburgh Dam Bridge Rehabilitation - Phase I	\$179,010			\$193,331								\$193,331
Piper St Bridge - Engineering Structure Assessment	\$30,600		\$32,436									\$32,436
Piper Street Bridge Rehabilitation - Phase I	\$31,620			\$34,150								\$34,150
Piper Street Bridge Rehabilitation - Phase 2	\$461,040				\$507,144							\$507,144
Gore Road Bridge #1 - Engineering Structure Assessment	\$30,600		\$32,436									\$32,436
Gore Road Bridge #1 Rehabilitation - Phase I	\$35,000			\$37,800								\$37,800
Greenfield Rd West Major Culvert Rehabilitation - Phase I	\$22,440			\$24,235								\$24,235
LED Streetlight Conversion - Phase 2 - Top Post Luminares	\$65,000		\$68,900									\$68,900
Willison/ Newal Storm Drain	\$132,692	\$138,000										\$138,000
Earl Thompson Rod - Drainage - Ditch Improvements	\$28,846	\$30,000										\$30,000
Engineering Design - Jenkins Court	\$17,308	\$18,000										\$18,000
Engineering Design - Bike Lanes Study		\$0	\$20,000									\$20,000
Bike Lanes - Through Township			\$50,000	\$50,000	\$50,000	\$50,000						\$200,000
Contribution to Infrastructure Reserve		\$135,000	\$200,000	\$275,000	\$325,000	\$400,000	\$425,000	\$450,000	\$475,000	\$475,000	\$525,000	\$3,685,000
SUBTOTAL		\$2,257,176	\$1,767,859	\$2,219,526	\$3,232,992	\$4,225,002	\$4,543,555	\$2,193,718	\$4,135,544	\$2,808,464	\$4,403,740	\$31,787,576
FUNDING												
Aggregates Reserve (Transfer from)		\$1,165,001	\$800,000	\$863,406	\$1,216,501	\$709,631	\$824,435	\$622,493	\$807,785	\$825,000	\$825,000	\$8,659,252
Energy Plus Reserve (Transfer from)												\$0
Reserve - Infrastructure (Transfer from)		\$263,900	\$266,200	\$450,000	\$500,000	\$250,000	\$200,000	\$389,400	\$525,000	\$372,520	\$372,520	\$3,589,540
Reserves - Other than Aggregates (Transfer from)		\$0										\$0
Sidewalks Reserve		\$0	\$12,000	\$43,355	\$12,000	\$12,000	\$12,000					\$91,355
Transportation - Cycling Reserve		\$0	\$11,000									\$11,000
Engineering Reserve		\$18,000										\$18,000
Development Charges		\$122,400		\$47,265	\$295,172	\$2,059,848	\$2,303,803		\$1,786,048	\$318,380	\$1,834,430	\$8,767,346
Government Grants (GAS TAX & OCIF)		\$452,875	\$400,000	\$400,000	\$450,000	\$400,000	\$475,000	\$500,000	\$350,000	\$350,000	\$400,000	\$4,177,875
Government Grants - Capital		\$100,000										\$100,000
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	\$ 130,000	\$135,000	\$278,659	\$415,500	\$759,319	\$793,523	\$728,316	\$681,825	\$666,711	\$942,564	\$971,790	\$6,373,208
SUBTOTAL		\$2,257,176	\$1,767,859	\$2,219,526	\$3,232,992	\$4,225,002	\$4,543,555	\$2,193,718	\$4,135,544	\$2,808,464	\$4,403,740	\$31,787,576
Contribution to Reserves - Gravel Licencing Fees		\$700,000	\$700,000	\$725,000	\$725,000	\$725,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$7,325,000
Aggregates Reserve Balance	1,154,057	655,906	555,906	417,500	(74,001)	(89,432)	(163,867)	(73,335)	(131,120)	(206,120)	(281,120)	
Reserve Balance - Infrastructure	584,942	456,042	389,842	214,842	39,842	189,842	414,842	475,442	425,442	577,922	577,922	
Gas Tax and OCIF Balance	885,839	706,934	580,904	530,904	430,904	380,904	255,904	105,904	105,904	105,904	55,904	
Development Charges - Public Works ONLY	234,236	461,836	811,836	1,114,571	1,169,399	(540,449)	(2,419,252)	(1,994,252)	(3,355,300)	(1,887,632)	(4,764,730)	
Sidewalks Reserve	31,355	43,355	43,355	12,000	12,000	12,000	12,000	24,000	36,000	48,000	60,000	
Notes:												
Total Infrastructure Expenditures		\$ 2,257,176	\$ 1,767,859	\$ 2,219,526	\$ 3,232,992	\$ 4,225,002	\$ 4,543,555	\$ 2,193,718	\$ 4,135,544	\$ 2,808,464	\$ 4,403,740	\$31,787,576
Total Infrastructure Funding		\$ 2,257,176	\$ 1,767,859	\$ 2,219,526	\$ 3,232,992	\$ 4,225,002	\$ 4,543,555	\$ 2,193,718	\$ 4,135,544	\$ 2,808,464	\$ 4,403,740	\$31,787,576
Total Infrastructure Funding From Taxation		\$ 135,000	\$ 278,659	\$ 415,500	\$ 759,319	\$ 793,523	\$ 728,316	\$ 681,825	\$ 666,711	\$ 942,564	\$ 971,790	

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D - Facilities - After Facility Study

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2021 to 2030 Fire Facilities

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Renovation - Office / Admin	\$155,000		\$164,300									\$164,300
Fire - Facility Various Upgrades		\$25,000		\$30,000			\$140,000			\$180,000		\$375,000
Fire Bay Air Filtration System			\$25,000									\$25,000
Fire Hall - Roof											\$190,000	\$190,000
Contribution to Reserves		\$0	\$30,000	\$20,000	\$50,000	\$60,000	\$10,000	\$80,000	\$90,000	\$0	\$0	\$340,000
SUBTOTAL		\$25,000	\$219,300	\$50,000	\$50,000	\$60,000	\$150,000	\$80,000	\$90,000	\$180,000	\$190,000	\$1,094,300
FUNDING												
Reserves		\$0	\$0	\$30,000	\$0	\$0	\$140,000	\$0	\$0	\$85,000		\$255,000
Development Charges			\$164,300									\$164,300
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Taxation	0	\$25,000	\$55,000	\$20,000	\$50,000	\$60,000	\$10,000	\$80,000	\$90,000	\$95,000	\$190,000	\$675,000
SUBTOTAL		\$25,000	\$219,300	\$50,000	\$50,000	\$60,000	\$150,000	\$80,000	\$90,000	\$180,000	\$190,000	\$1,094,300
Fire Facilities Reserve Balance	-	-	30,000	20,000	70,000	130,000	-	80,000	170,000	(5,000)	170,000	

2021 to 2030 Public Works - Facilities

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Public Works Facility Master Plan - Consultant		\$80,000										\$80,000
Public Works Facility - Phase 1	\$622,642		\$660,000									\$660,000
Public Works Facility Phase 2	\$3,416,667			\$3,690,000								\$3,690,000
7 Commodity Bunkers	\$40,800	\$42,432										\$42,432
Reshingle Sand Dome Room	\$28,846	\$30,000										\$30,000
Sand / Salt Storage Structure	\$236,964					\$265,400						
PW - Facility Various Upgrades		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Repayment of Debt - PW Facility					\$238,773	\$238,773	\$238,773	\$238,773	\$238,773	\$238,773	\$238,773	\$1,671,411
Contribution to Reserves		\$0		\$0								\$0
SUBTOTAL		\$162,432	\$670,000	\$3,700,000	\$248,773	\$514,173	\$248,773	\$248,773	\$248,773	\$248,773	\$248,773	\$6,273,843
FUNDING												
Reserves		110,000	\$455,000	-\$300,000	\$0	\$0		\$0		\$0	\$0	\$265,000
Development Charges						\$87,582			\$0			\$87,582
Government Grant												\$0
Community Donation / Sponsorship												\$0
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers												\$0
Debt				\$3,425,000								\$3,425,000
Taxation	\$37,500	\$52,432	\$215,000	\$125,000	\$248,773	\$426,591	\$248,773	\$248,773	\$248,773	\$248,773	\$248,773	\$2,311,661
SUBTOTAL		\$162,432	\$670,000	\$3,250,000	\$248,773	\$514,173	\$248,773	\$248,773	\$248,773	\$248,773	\$248,773	\$6,089,243
Facilities Reserve Balance	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	

Debt funded over 20 years at 4%

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D - Facilities - After Facility Study

2021 to 2030 Recreation - Facilities

Item	2019 Base Price	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
ADMIN - Township Office Project - Design (1)	\$272,385	\$283,280										\$283,280
ADMIN - Township Office Project - Construction	\$4,650,000		\$4,836,000									\$4,836,000
NDCC- Ice Plant Rehabilitation	\$56,100				\$61,710							\$61,710
NDCC - Replace Floors in Arena/Locker Rooms	\$122,400		\$129,744						\$144,432			\$274,176
NDCC - Floor Replacement - Foyer & Hallways	\$96,900				\$106,590							\$106,590
NDCC - Programming Room Floor Replacements	\$32,640			\$35,251		\$36,557		\$37,862				\$109,670
NDCC - Furniture / Window Coverings / Council Furniture & Equip.	Multi-Year	\$25,000			\$10,000		\$10,000		\$10,000			\$55,000
NDCC - Pylon Sign Replacement Hardware/ Software	\$25,000	\$0	\$26,500									\$26,500
NDCC - Twin Pad Project Design	\$450,000				\$495,000							\$495,000
NDCC - Twin Pad Project Construction	\$9,527,560						\$10,861,418					\$10,861,418
NDCC - Cameras	\$14,500	\$35,000										\$35,000
NDCC - Hot Water System	\$48,077	\$50,000										\$50,000
NDCC - Various Facility Upgrades	Multi-Year		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
ACC - Ice Plant Rehabilitation & Floor Slab Replacement	\$900,000		\$954,000									\$954,000
ACC - Retrofit of Barrier Free Lift	\$91,800		\$97,308									\$97,308
ACC - Pitched Standing Seam Roofing - Main Building	\$715,000					\$815,100						\$815,100
ACC - Parking Lot - Front Parking	\$312,000			\$336,960								\$336,960
ACC - Various Facility Upgrades	Multi-Year	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
ACC - Emergency Door Replacement	\$0	\$35,000		\$0								\$35,000
Roseville Community Centre - Roof	\$22,440			\$24,235								\$24,235
Roseville Comm Centre - Transfer to Facility Reserve	Multi-Year	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$90,000
Centennial Park Gazebo Rehabilitation	\$22,500								\$25,650			\$25,650
Centennial Park - Wood Roof Shingles - Roof	\$7,500			\$8,100								\$8,100
Centennial Park - Gazebo Ceiling & Lights	\$10,000		\$10,600									\$10,600
Cowan Park - Irrigation/ Grey Water Pump - Design	\$30,000	\$31,800										\$31,800
Cowan Park - Irrigation/ Grey Water Pump - Construction	\$335,000			\$361,800								\$361,800
Cowan Park - Building Various Upgrades	Multi-Year		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$90,000
Schmidt Park Pavilion - Various Building Upgrades	Multi-Year		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$45,000
Schmidt Park Asphalt Parking Lot and Driveway	\$312,000				\$343,200							\$343,200
Reno / Const.Washroom Fac. @ Victoria, Schmidt & Cowan Pks	\$270,000	\$350,800										\$350,800
Victoria Park Gazebo Rehabilitation	\$73,000	\$75,920										\$75,920
Victoria Park -Various Building Upgrades					\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$70,000
Ayr Ice House - Renovation - Transfer to Reserve		\$25,000	\$27,500	\$28,000	\$26,500	\$27,000						\$134,000
Library - HVAC	\$29,000							\$33,640				\$33,640
Library - Roof	\$193,800						\$220,932					\$220,932
Library - Windows & Doors	\$105,000								\$123,900			\$123,900
Indoor Pool	\$15,000,000								\$17,700,000			\$17,700,000
Victoria Park - Fence and other items replaced by Ayr Minor Vics		\$20,000										
Repayment of Debt (NDCC and Admin BLDG) (5) & Twin Pad		\$254,490	\$254,490	\$595,490	\$595,490	\$341,000	\$341,000	\$489,000	\$489,000	\$489,000	\$489,000	\$4,337,960
Contribution to Reserves - Recreation Facilities		\$60,000	\$75,000	\$90,000	\$105,000	\$120,000	\$135,000	\$150,000	\$165,000	\$180,000	\$180,000	\$1,260,000
SUBTOTAL		\$1,246,290	\$6,536,142	\$1,604,836	\$1,878,490	\$1,474,657	\$11,703,350	\$845,502	\$18,792,982	\$804,000	\$804,000	\$40,550,970
FUNDING												
Energy Plus Reserve		\$107,720	\$500,000	\$595,490	\$595,490	\$341,000	\$341,000	\$489,000	\$489,000	\$489,000	\$489,000	\$4,436,700
Other Reserves		\$428,280	\$650,000	\$100,000			\$500,000					\$1,678,280
Development Charges		254,490	254,490	595,490	595,490	341,000			\$6,000,000			\$8,040,960
Government Grant		225,243					\$6,838,536	\$0				\$7,063,779
Community Donation / Sponsorship		20,000				\$0	\$2,022,882	\$0				\$2,042,882
Bill 124 Reserve (Building Division)		\$0	\$226,875									\$226,875
Park Trust Transfers		\$55,557										\$55,557
Debt			\$4,794,490				\$2,000,000					\$6,794,490
Taxation	\$31,142	155,000	110,287	313,856	687,510	792,657	932	356,502	12,303,982	315,000	315,000	\$15,350,727
SUBTOTAL		\$1,246,290	\$6,536,142	\$1,604,836	\$1,878,490	\$1,474,657	\$11,703,350	\$845,502	\$18,792,982	\$804,000	\$804,000	\$45,690,250
Land Sales Reserve Balance	606,575	508,535	(66,465)	(76,465)	28,535	148,535	(216,465)	(66,465)	98,535	113,535	278,535	
Facilities Reserve Balance	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	235,240	

Debt for Township Office Construction & ACC Ice Plant/Floor Rehab (20YR) Use Energy Plus to repay Debt
Borrow \$2 M to fund twin pad repay over 20 years @ 4%

(1) Township Offices Design funded from Land sales

Total Facilities Expenditures	\$	1,433,722	\$	7,425,442	\$	5,354,836	\$	2,177,263	\$	2,048,830	\$	12,102,123	\$	1,174,275	\$	19,131,755	\$	1,232,773	\$	1,242,773	\$53,323,793
Total Facilities Funding	\$	1,433,722	\$	7,425,442	\$	4,904,836	\$	2,177,263	\$	2,048,830	\$	12,102,123	\$	1,174,275	\$	19,131,755	\$	1,232,773	\$	1,242,773	\$52,873,793
Total Facilities Funding From Taxation	\$	232,432	\$	380,287	\$	458,856	\$	986,283	\$	1,279,248	\$	259,705	\$	685,275	\$	12,642,755	\$	658,773	\$	753,773	

Township of North Dumfries

E - Parks, Trails												
2021 to 2030 Recreation - Parks & Trail Enhancements												
Item	2019 Base Price	1.04	1.06	1.08	1.1	1.12	1.14	1.16	1.18	1.2	1.22	TOTAL
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Play Structure Replacement @ Parks (Various)	\$47,732	\$49,641	\$50,596			\$53,460	\$54,414	\$55,369	\$56,324	\$58,233	\$58,233	\$436,270
3 Lit Tennis Court Facility [1]	\$378,706	\$393,854										\$393,854
Unorganized Sports Field - Schmidt Park	\$66,300				\$72,930							\$72,930
Basketball Court @ NDCC	\$117,000		\$124,020									\$124,020
Off-Leash Dog Park	\$87,400					\$97,888						\$97,888
Trail Design & Approvals - Nith River, Piper Glen Park to Greenfield Rd West	\$125,000		\$132,500									\$132,500
Trail Construction - Nith River, Piper Glen Park to Greenfield Road West	\$225,000			\$243,000								\$243,000
Trail - Nith Road -Devaue to Nith River 380 m	\$57,000		\$60,420									
Trail East BDG - Broos to Schmidt Park - 1275 m	\$191,250		\$202,725									
Trail - Cemetery to Hunt St - 395 M	\$59,250		\$62,805									
Replacement Field Lights @ Schmidt Park and Victoria Park [2]	\$663,728	\$690,277										\$690,277
Park Furniture (bleachers, waste bins, tables, benches)	Multi Year	\$11,000	\$12,000	\$12,000	\$12,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$125,000
Parkette Design - Broos P1/HilltopS4P3 Subdivision	\$30,865	\$32,100										\$32,100
Parkette Construction - Broos P1/HilltopS4P3 Subdivision	\$226,850		\$240,461									\$240,461
Neighbourhood Park Design - Legacy P1 / Broos P2	\$86,660		\$91,860									\$91,860
Neighbourhood Park Construction - Legacy P1 / Broos P2	\$635,500			\$686,340								\$686,340
Parkette Design - Isley Subdivision	\$30,865				\$33,952							\$33,952
Parkette Construction - Isley Subdivision	\$226,850					\$254,072						\$254,072
Parkette Design - Rox'Shire Subdivision	\$30,865						\$35,186					\$35,186
Parkette Construction - Rox'Shire Subdivision	\$226,850							\$263,146				\$263,146
Neighbourhood Park Design - Cambridge West Neighbourhood Park	\$86,660						\$98,792					\$98,792
Neighbourhood Park Construction - Cambridge West Neighbourhood Park	\$635,500							\$737,180				\$737,180
Parkette Design - Cambridge West Parkette	\$30,865								\$36,421			\$36,421
Parkette Construction - Cambridge West Parkette	\$226,850									\$272,220		\$272,220
Parkette Design - Southwest Ayr	\$30,865								\$36,421			\$36,421
Parkette Construction - Southwest Ayr	\$226,850									\$276,757		\$276,757
Neighbourhood Park Design - Southwest Ayr	\$86,660										\$105,725	\$105,725
Neighbourhood Park Construction - Southwest Ayr	\$635,500										\$775,310	\$775,310
Trail Development / Upgrade of Existing Trails - various	\$63,500					\$71,120						\$71,120
Watson Pond / Centennial Park Pedestrian Bridge Deck Replacement	\$26,000										-	\$0
Watson Pond Fountain	\$19,231	\$20,000									23,462	\$43,462
Off Road Trails												
Trails - Rehabilitation project with Grand Valley Trail Assoc	\$20,000	\$20,000										
Contribution to Reserves										\$250,500	\$57,000	\$307,500
SUBTOTAL		\$1,216,872	\$977,387	\$941,340	\$118,882	\$489,540	\$201,393	\$1,068,695	\$142,165	\$870,710	\$1,032,730	\$6,713,763
FUNDING												
Reserves		\$187,831	\$132,500									\$320,331
Development Charges		\$59,740	\$440,971	\$686,340	\$33,952	\$351,960	\$133,979	\$1,000,326	\$72,841	\$548,977	\$881,035	\$4,210,120
Government Grant		\$868,660								\$82,665	\$18,810	\$970,135
Community Donation / Sponsorship		\$ 20,000										\$20,000
Bill 124 Reserve (Building Division)												\$0
Park Trust Transfers		\$80,641	\$174,616	\$0	\$0	\$53,460	\$54,414	\$55,369	\$56,324	\$58,233	\$58,233	\$591,290
Taxation	\$ 20,000	\$0	\$229,300	\$255,000	\$84,930	\$84,120	\$13,000	\$13,000	\$13,000	\$180,835	\$74,652	\$947,837
SUBTOTAL		\$1,216,872	\$977,387	\$941,340	\$118,882	\$489,540	\$201,393	\$1,068,695	\$142,165	\$870,710	\$1,032,730	\$7,059,713

Note: [1] Scheduled for 2024 but advanced to 2010 with proposed funding from Federal / Provincial Recreation Grant Funding - If Funding not secured then the project would shift back to 2024

[2] Scheduled for 2023 but advanced to 2021 with proposed funding from Federal / Provincial Recreation Grant Funding - Funding not secured then the project would shift back to 2023

Total Parks, Park Facilities, Trails Expenditures	\$	1,216,872	\$	977,387	\$	941,340	\$	118,882	\$	489,540	\$	201,393	\$	1,068,695	\$	142,165	\$	870,710	\$	1,032,730	\$7,059,713
Total Parks, Park Facilities, Trails Funding	\$	1,216,872	\$	977,387	\$	941,340	\$	118,882	\$	489,540	\$	201,393	\$	1,068,695	\$	142,165	\$	870,710	\$	1,032,730	\$7,059,713
Total Parks, Park Facilities, Trails Funding From Taxation	\$	0	\$	229,300	\$	255,000	\$	84,930	\$	84,120	\$	13,000	\$	13,000	\$	13,000	\$	180,835	\$	74,652	

Township of North Dumfries
Reserve Analysis

2015 Balance	2016 Balance	2017 Balance	2018 Balance	2019 Balance	2020 Estimated Balance <i>(Note Year End Changes may occur.)</i>
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Update December 1, 2020

Non Obligatory Reserves

CORPORATE SERVICES

Reserve - Working Funds	(54,955)	(31,955)	(1,495,474)	(1,555,301)	(1,612,146)	(1,774,366)
Reserve - Tax Appeals	-	(38,000)	(38,000)	(28,000)	(28,000)	(28,000)
Reserve - Governance Transf./Modernization	-	-	-	-	(681,800)	(678,800)
Reserve - 2019 Capital Projects	-	-	-	-	(83,389)	(76,181)
Reserve - Camb/N.Dumfries Hydro Int	(454,205)	(515,982)	(577,202)	(858,989)	(1,000,115)	(1,211,759)
Reserve - Gravel Subsidy	(531,922)	(465,247)	(771,764)	(981,492)	(1,162,019)	(1,105,089)
Reserve - Elections	(10,000)	(23,000)	(36,000)	-	(20,000)	(40,000)
Reserve - Council	(1,500)	(3,000)	(6,000)	-	(3,000)	(6,000)
Reserve - Admin. Corporate Services (Incl IT)	-	(14,656)	(21,920)	(16,832)	(21,744)	(13,744)
Reserve - Municipal Building	(13,260)	(13,260)	(13,260)	(9,460)	(9,460)	(9,460)
Reserve - Admin Office Reno	-	(25,000)	(3,800)	(2,600)	(2,600)	(2,600)
Reserve - Integrity Commissioner	-	-	-	-	(10,000)	(10,000)
Reserve - Pay Equity	-	-	(28,000)	(45,652)	(25,652)	(8,652)
Reserve - Pandemic Contingency Fund	-	-	-	-	-	(100,000)
	(1,065,842)	(1,130,100)	(2,991,419)	(3,498,326)	(4,659,925)	(5,064,651)

PROTECTIVE SERVICES

Reserve - Fire Reservoir	(124,000)	(45,150)	(45,150)	(45,150)	(45,150)	(45,150)
Reserve - Fire Administration	-	-	(30,225)	(2,095)	(2,095)	(2,095)
Reserve - Fire - Voice Radio	-	-	(72,672)	(4,379)	(57,454)	(57,454)
Reserve - Fire Rolling Stock	(45,000)	(51,635)	(127,535)	87,982	(42,018)	(147,018)
Reserve - Fire Comm. Equipment Reserve	-	(10,000)	(24,000)	(71,000)	(64,625)	(98,597)
Reserve - Fire PPE Reserve	-	(6,000)	(12,000)	1,732	-	-
Reserve - Fire SCBA Reserve	-	(11,500)	(23,000)	(23,000)	-	-
Reserve - Fire Air Refill Equipment	-	-	(25,000)	-	-	-
Reserve - Fire Parking Lot	-	-	(5,000)	(5,000)	-	-
Reserve - Building Depart Equip	(3,600)	(3,600)	(11,600)	(11,600)	(22,600)	(33,600)
Reserve - By-law Enforcement - Vehicle	-	(7,000)	(7,000)	(19,000)	(25,000)	(31,000)
Reserve - By-law Enforcement - Software	-	(3,438)	(13,438)	(13,438)	(3,262)	(3,262)
Reserve - Bylaw Enforcement	-	(6,000)	(6,000)	-	-	-
Reserve - Cannibus Grant	-	-	-	-	(15,554)	(15,554)
	(172,600)	(144,323)	(402,620)	(104,948)	(277,758)	(433,730)

PUBLIC WORKS

Reserve - Public Works Equipment	(21,898)	(111,898)	(246,898)	(45,452)	(221,749)	(684,510)
Reserve - Line Painting	-	-	(18,000)	(18,000)	(18,000)	(18,000)
Reserve - Engineering Fees for Capital Projects	-	-	(39,500)	(39,500)	(45,000)	(26,553)

Township of North Dumfries**Reserve Analysis**

	2015	2016	2017	2018	2019	2020
	Balance	Balance	Balance	Balance	Balance	Estimated Balance
Reserve - Public Works Infrastructure	(300,000)	(300,000)	(300,000)	(400,000)	(475,000)	(584,940)
Reserves - Street Light	(24,000)	(48,000)	(54,000)	(60,000)	(66,000)	(66,000)
Reserve - Ayr Special Area Rates	(26,100)	(26,100)	(26,100)	(26,100)	-	-
Reserves - Special Area - Ayr Sidewalks	-	(40,000)	(60,000)	(32,595)	(19,354)	(46,354)
Reserve - Public Works Facilities	-	-	(117,014)	(117,014)	(117,014)	(117,014)
Reserve Winter Mtce - Major Storm	-	-	(82,000)	(82,000)	(112,000)	(112,000)
Reserve - Storm Water	-	-	(20,693)	(22,539)	(18,506)	(6,006)
Reserve - Roads Safety Devices	-	-	(12,000)	(12,000)	(12,000)	(12,000)
Reserve - Tree Planting	-	-	(15,000)	(30,000)	(15,000)	(7,500)
Reserve - Rural Water Services	(4,144)	(4,144)	(4,144)	(4,144)	(4,144)	(4,144)
Reserve - Fuel	-	-	(25,000)	(25,000)	(50,000)	(50,000)
Reserve - PW Generator	-	-	-	(24,480)	(11,709)	(11,709)
	(376,143)	(530,143)	(1,020,350)	(938,825)	(1,185,476)	(1,746,730)

RECREATION SERVICES & FACILITIES

Reserve - Recreation Software	-	(15,000)	(30,000)	(48,000)	(48,000.00)	(48,000)
Reserve - Bldg Lifecycle Study	-	(30,000)	(50,000)	(19,567)	(7,991.03)	(7,991)
Reserve - Arena	(4,123)	(4,123)	(4,123)	(4,123)	(4,123.07)	(4,123)
Reserve - Multi Use Facility	(271)	(271)	(271)	(271)	(271.39)	(271)
Reserve - NDCC McNeil Hall Equipment	-	(25,000)	(2,218)	(2,218)	(2,217.54)	(2,218)
Reserve - Facilities Capital Fee	-	(8,117)	(35,092)	(61,468)	(100,789.12)	(105,789)
Reserve - Facilities	-	-	(5,240)	(125,240)	(235,240.00)	(250,240)
Reserve - Lang Lease Funds	-	-	(26,000)	(26,000)	(26,000.00)	(26,000)
Reserve - NDCC Water Fountains (Region Grant)	-	-	(3,375)	(3,375)	(3,375.00)	(3,375)
Reserve - New Public Library Ayr Don	(63,395)	(63,395)	(63,395)	(63,395)	(63,395.31)	(63,395)
Reserve - Parks - Trails	(16,964)	(3,940)	(3,940)	(3,940)	(3,939.75)	(3,940)
Reserve - Parks Equipment (Rolling Stock)	-	(29,563)	(24,563)	(69,259)	(129,259)	(73,453)
Reserve - Victoria Park Washrooms	-	(750)	(1,500)	(2,250)	(2,250)	(2,250)
Reserve - Centennial Pk Lights (Cowan)	-	-	(5,000)	(5,000)	(5,000)	-
Reserve - Recreation Furniture	-	-	-	(6,000)	(6,000)	(6,000)
Reserve - Transportation Cycling Route Study	-	-	-	(11,500)	(11,500)	(11,500)
Reserve - BMX Skateboard Park	-	-	-	(6,125)	(185,425)	-
Reserve - Dog Park	-	-	-	-	(5)	(5)
	(84,754)	(180,160)	(254,717)	(457,731)	(834,781)	(608,550)

PLANNING

Reserve - L.A.C.A.C.	(5,972)	(8,012)	(8,308)	(9,378)	(10,418)	(10,418)
Reserve - Planning - Hearing	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Reserve - Heritage Unspent Funds	(4,186)	(4,186)	(186)	(186)	(186)	(186)
Reserve - Internet Broadband	-	(53,000)	(53,000)	(29,261)	(29,261)	(199,261)
Reserve - Broadband - Enbridge Grant	-	-	(20,000)	-	-	(200,000)
Reserve - Planning Consultant	-	(60,000)	(75,000)	(85,000)	(125,000)	(235,000)
Reserve - Land Sales	-	-	-	(542,890)	(542,890)	(597,005)

**Township of North Dumfries
Reserve Analysis**

	2015 Balance	2016 Balance	2017 Balance	2018 Balance	2019 Balance	2020 Estimated Balance
	(29,158)	(144,199)	(175,495)	(685,714)	(726,755)	(1,260,870)
Total Non Obligatory Reserves	(1,728,496)	(2,128,923)	(4,844,601)	(5,685,545)	(7,684,695)	(9,114,531)

TRUSTS, RESERVE FUNDS, DEFERRED REVENUES

Deferred Revenue

AMO Federal Gas Tax- Deferred Revenue	(544,605)	(832,804)	(1,133,844)	(605,587)	(885,840)	(595,725)
Deferred Revenue AMO Main St Grant 2018	-	-	-	(47,102)	(48,197)	-
Grants Deferred	-	(17,466)	(19,415)	(17,466)	(17,466)	(17,466)
OCIF Grant - Deferred Revenue	-	-	(50,494)	-	-	-
Deferred Revenue - Fee Deposits	-	-	-	(2,572)	(51,208)	(51,208)
	(544,605)	(850,270)	(1,203,753)	(672,727)	(1,002,710)	(664,399)

Development Charges - Legislated Reserve Funds

Dev. Charges - General Admin	(14,596)	(23,397)	(33,258)	(35,503)	(9,277)	(4,277)
Dev. Charges - Fire Services	(17,833)	(63,624)	(114,299)	(124,599)	(148,570)	(168,570)
Dev. Charges - Public Works	(335,466)	(503,771)	(655,220)	(698,589)	(527,508)	(334,236)
Dev. Charges - Parks And Recreation	(106,568)	(416,870)	(569,418)	(446,617)	(413,369)	(473,369)
Dev. Charges - Library Development	(6,105)	(6,105)	(6,171)	(6,317)	(6,514)	(6,514)
Dev. Charges - Parking	-	(2,969)	(6,294)	(6,937)	(8,448)	(8,448)
Dev. Charges - Roads Development	(327)	-	-	-	-	-
	(480,896)	(1,016,736)	(1,384,660)	(1,318,561)	(1,113,685)	(995,413)

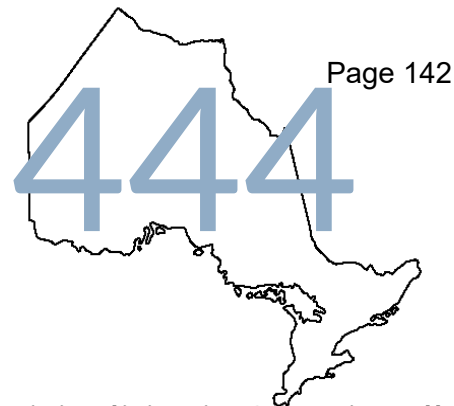
Legislated (Obligatory) Reserve Funds

Parkland Dedication	(157,177)	(267,451)	(203,840)	(260,813)	(355,743)	(130,364)
Reserve - Building Department Surplus	(12,697)	(304,829)	(547,088)	(444,191)	(207,365)	(554,705)
	(169,874)	(572,280)	(750,928)	(705,004)	(563,108)	(685,069)

Trusts

Griffin H. - Estate Trust	(170,710)	(170,710)	(170,710)	(170,710)	(170,710)	(170,710)
Ayr Bia Accounts Payable	(4,367)	(4,367)	(4,367)	(4,367)	(4,367)	(4,367)
Friends of Ayr Library Trust	-	-	-	(28,152)	(21,152)	(21,152)
	(175,077)	(175,077)	(175,077)	(175,077)	(175,077)	(175,077)
Total Trusts, Reserve Funds, Deferred Revenues	\$ (1,370,453)	\$ (2,614,363)	\$ (3,514,418)	\$ (2,871,369)	\$ (2,854,581)	\$ (2,519,958)
-	\$ (3,098,948)	\$ (4,743,286)	\$ (8,359,019)	\$ (8,556,914)	\$ (10,539,275)	\$ (11,634,489)

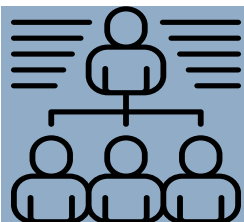
A PRIMER ON RESERVES AND RESERVE FUNDS



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Municipalities in Ontario. All use reserves and reserve funds for various purposes.

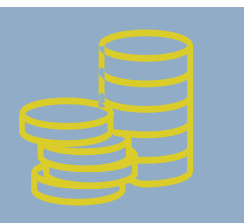
HOW RESERVES AND RESERVE FUNDS WORK



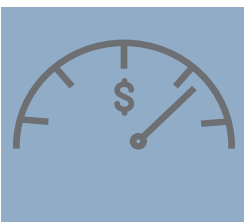
Reserves and reserve funds are established by **Municipal Councils** through by-laws. Provincial legislation can also require municipalities to establish reserves for specific types of revenue.



Reserves are typically part of an overall strategy for funding operating programs and projects. These funds help offset unexpected expenses or revenue shortfalls. Money in reserves can come from budget surpluses, property tax levies or other sources of revenue.



Reserve funds are either obligatory or discretionary. **Discretionary reserve funds** are set by Municipal Councils for specific purposes. Councils can have flexibility to decide how the money is used. **Obligatory reserve funds** are required by provincial statutes or contractual agreements and can only be used for their intended purpose. In Ontario, 45% of money in reserve funds is in obligatory reserve funds.*

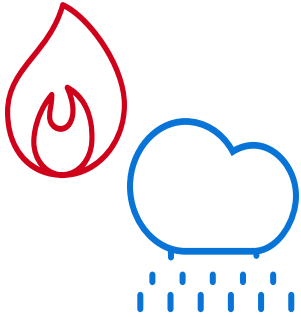


Reserves and reserve funds are an important tool for a municipality's long-term financial sustainability. Setting money aside for unavoidable events (like floods) and for capital projects (like road repairs) reduces the need for long-term borrowing or imposing sudden tax increases on current or future taxpayers.

* Statistics based on Ontario Financial Information Return data (2009-2018 trend).

HOW RESERVES AND RESERVE FUNDS ARE A STRATEGIC MANAGEMENT TOOL

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Funds can be set aside for uncontrollable, but often predictable events like floods, forest fires, and **pandemics**

Provide one-time or short-term funding for special purposes



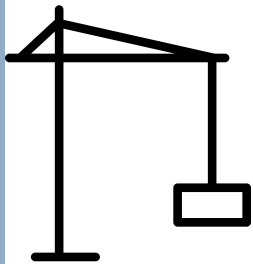
Can be used to maintain/control property tax rates if the economy suddenly takes a downturn

Integrates with and facilitates long-term debt financing strategies



Gives municipalities the flexibility to deal with fluctuating cash flows

Aligns with long-term asset management plans to ensure municipalities can invest in important infrastructure projects for the community



Municipalities are responsible for two-thirds of Canada's infrastructure but only receive 10% of the tax bill.* Municipalities must save and plan ahead for repairs and upgrades

A properly balanced approach to the planning and use of Reserves and Reserve Funds is considered good financial management and is a key consideration for credit rating agencies

* Tassonyi, A. (2015). *An Exploration Into the Municipal Capacity to Finance Capital Infrastructure*, University of Calgary.

In Ontario municipalities,

THE MAJORITY

of reserves and reserve funds are committed either as a result of being an obligatory reserve fund or being set up for specific purposes. Municipalities have limited flexibility on how the majority of reserves and reserve funds are spent.

WHY IT'S IMPORTANT TO USE RESERVES FOR INTENDED PURPOSES

Why using reserves for intended purposes is best practice

- In case of emergency, tax rates and user rates can remain relatively stable. Taxpayers are not burdened by significant increases.
- Money can be saved for major capital projects that benefit communities as a whole.
- Municipalities can continue to practice long-term financial sustainability, and better plan and budget for the future.

Cons of using reserves for unintended purposes

- Adequate funds may not be available to cover future emergencies. Property taxes may need to increase to cover any unexpected losses.
- A lack of funds to maintain a state of good repair for capital infrastructure requirements will lead to decreased service levels.
- Creates a funding gap for projects that the funds were set aside for. Projects will be at risk in the event of economic shocks.

THE EFFECTIVE USE OF RESERVES AND RESERVE FUNDS SUPPORTS MUNICIPAL LONG-TERM FINANCIAL SUSTAINABILITY