



TOWNSHIP OF NORTH DUMFRIES 2024 Municipal Budget



TOWNSHIP OF NORTH DUMFRIES
2024 DRAFT Summary Tax Rate Sheet

Revised 1/10/2024

2023 LEVY REQUIREMENT =	\$6,994,076
2024 LEVY REQUIREMENT =	\$7,674,823
Levy Increase	\$680,747

	2024 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 5,347,194	70%
COMM/INDUST.	\$ 2,023,345	26%
PIPELINE	\$ 304,283	4%
	\$ 7,674,823	100%

Residential - Rural - TOWNSHIP PORTION ONLY

	2024	2023	2022	2021	2020	2019
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00280833	0.00269518	0.00256586	0.00247525	0.00247546	0.00240302
Township Taxes Annually	\$ 280.83	\$ 269.52	\$ 256.59	\$ 247.53	\$ 247.55	\$ 240.30
	2024	2023	2022	2021	2020	2019
Average Residential Assessment for the Township of North Dumfries	449,000	449,000	449,000	449,000	449,000	449,000
Residential Township Tax Rate	0.00280833	0.00269518	0.00256586	0.00247525	0.00247546	0.00240302
Township Taxes Annually	\$ 1,260.94	\$ 1,210.14	\$ 1,152.07	\$ 1,111.39	\$ 1,111.48	\$ 1,078.96
	\$ 50.80	\$ 58.06	\$ 40.68	\$ (0.08)	\$ 32.52	\$ 25.63
	4.2%	5.0%	3.7%	0.0%	3.0%	2.4%

Residential - Urban Impact - TOWNSHIP PORTION ONLY

	2024	2023	2022	2021	2020	2019
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00293754	0.00282501	0.00267299	0.00260145	0.00259535	0.00252562
Township Taxes Annually	\$ 293.75	\$ 282.50	\$ 267.30	\$ 260.15	\$ 259.53	\$ 252.56
	2024	2023	2022	2021	2020	2019
Average Residential Assessment for the Township of North Dumfries	449,000	449,000	449,000	449,000	449,000	449,000
Residential Township Tax Rate	0.00293754	0.00282501	0.00267299	0.00260145	0.00259535	0.00252562
Township Taxes Annually	\$ 1,318.95	\$ 1,268.43	\$ 1,200.17	\$ 1,168.05	\$ 1,165.31	\$ 1,134.00
	\$ 50.52	\$ 68.25	\$ 32.12	\$ 2.74	\$ 31.31	\$ 34.72
	4.0%	5.7%	2.8%	0.2%	2.8%	3.2%

* 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

	2024 Draft Budget
Total General Revenue Taxation	(7,820,923)
Total General Corporate Revenues	(723,591)
TOTAL TAXES AND CORPORATE REVENUES	(8,544,514)
Total Council	184,297
Total Elections	23,500
Total Corporate Serv Admin	1,638,964
Total Admin Office NDCC	4,800
TOTAL CORPORATE SERVICES	1,851,561
Total Fire	1,076,947
Total Emergency Planning	3,600
TOTAL FIRE	1,080,547
Total Animal Control	8,750
Total Building Permit & Inspection Services	(15,000)
Total Fence Viewing	50
Total By-Law Enforcement	236,800
Total School Crossing Guards	105,333
TOTAL PROTECTIVE SERVICES	1,416,480
Total Transportation Services - Overhead	1,247,725
Total Public Works Facilities	43,700
Total Public Works Vehicles & Equipment	182,950
Total Roads - Paved	62,200
Total Roads - Unpaved	94,500
Total Roads- Bridges & Culverts	25,000
Total Roads - Traffic & Roadside	248,250
Total Roads - Winter Control (Except Pkg Lot/Sdwlk	159,000
Total Parking & Parking Lots	12,000
Total Street Lighting	59,300
Total Sidewalk Costs Covered by General Levy	68,150
Total Special Area Costs - AYR	-
TOTAL PUBLIC WORKS	2,202,775
Total Environmental	-
Total Solid Waste Collection	(70)
TOTAL ENVIRONMENTAL SERVICES	(70)
Total Recreation and Cultural Services Overhead	1,320,575
Total Recreation Program & Events	50,650
Total Recreation Vehicles & Equipment	45,600
Total Parks	164,255
Total Rec. Facility - ACC	8,210
Total Rec Facility - NDCC	116,765
Total Rec. Facility - Roseville Hall	8,900
Total Libraries	1,000
TOTAL RECREATION SERVICES	1,715,955
Total Planning & Development	330,283
Total Heritage	10,530
Total Aggregate Projects	-
TOTAL PLANNING	340,813
Total Operations	(1,017,000)
Capital funded by tax levy and building bill 124	1,017,000
Net Budget	-

Township of North Dumfries 2024 Municipal Budget

General Taxation & Unconditional Grants

The total Township levy will be \$7,674,823. This is a sum total of the Municipal Levy for Residential & Farm, Commercial/Industrial/ Multi-Residential and Pipeline. The amounts calculated for based on this draft budget are:

	2024 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 5,347,194	70%
COMM/INDUST.	\$ 2,023,345	26%
PIPELINE	\$ 304,283	4%
	\$ 7,674,823	100%

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 how this taxation requirement is translated to the individual taxpayers.

No new debt is proposed in this draft budget.

The Ontario Municipal Partnership Fund (OMPF) is the Township's Unconditional Grant received from the Province of Ontario. The 2024 OMPF was confirmed in the amount of \$236,600. This is a decrease from 2023 levels results in a loss of \$41,700. In summary, over the past few years, the OMPF received has been:

- ▶ 2017 - \$265,400
- ▶ 2018 - \$315,300
- ▶ 2019 - \$318,800
- ▶ 2020 - \$323,300
- ▶ 2021 - \$326,300
- ▶ 2022 - \$327,300
- ▶ 2023 - \$278,300
- ▶ 2024 - \$236,600

Another Grant in this section of the budget is Canada Community Building Fund (CCBF), formerly known as the Federal Gas Tax. The 2024 allocation CCBF of funds has not yet been released. It is anticipated that the 2024 funding level will be similar to the funding

Township of North Dumfries

2024 Municipal Budget

level of 2023 of \$338,055. The Township has historically transferred revenue from the CCBF to Reserves to fund future infrastructure projects as set out in the 10-year capital budget.

It should be noted that this is the base amount of grant that the Township receives through an agreement with the Association of Municipalities of Ontario (AMO), that indicates what it will receive. All funds are allocated to the Gas Tax Obligatory Reserve account and utilized in the Townships long term capital linear infrastructure projects. 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 and the Biennial Bridge Assessment Project.

Included in the Corporate Revenues is the dividend and interest that the Township receives as a shareholder in Grandbridge Energy. The income the Township will earn in 2024 from the dividends plus interest on the loan the Township has with Grandbridge Energy are projected to be \$537,774. The funds are shown as a transfer to reserve, as this money is utilized for the funding of the Township Facility, including the lease of the new Townhall, and Recreation projects as set out in the 10-year Capital Budget.

Interest and penalty on taxation is a Corporate Services number and is shown in this area of the Budget. The estimated revenue in 2024 is \$215,000, which is an increase over the 2023 budget amount as arrears for taxation have been increasing. 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. Township staff have begun to review properties that are eligible for tax sales in 2024 and plan to begin tax sale procedures in early 2024 in order to reduce the amount of taxation arrears.

Interest from funds in the Township bank account throughout the fiscal year are expected to be higher than what was budgeted in 2023. Interest rates increased at a significant rate in 2023. In January 2023, the Township's bank accounts were earning 3.6% interest and are now earning 5.35%. The estimated amount of interest to be received for 2024 is \$250,000. It should be noted that interest rates are expected to be lower at the end of 2024. The additional interest earned will need to be reviewed for the 2025 budget.

Tax write offs are estimated at the same level as in the 2023 budget. The supplemental taxes have been increased by \$15,000. These two items have been updated to reflect continued growth within the Village of Ayr and the outstanding impact of the Township's appeals at the Assessment Review Board (ARB) in regards to gravel pits. There is one additional outstanding regarding an industrial property which is under review with the Assessment Review Board (ARB). An unfavourable decision would affect the write-offs.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Municipal Lvy -Res & Farm	(4,286,618)	(4,495,725)	(4,930,653)	(4,930,652)	(5,347,194)	(416,541)
Municipal Lvy - Com/Ind/Multi-Res	(1,603,321)	(1,674,593)	(1,771,616)	(1,771,616)	(2,023,345)	(251,729)
Municipal Lvy - Pipeline	(267,729)	(276,603)	(291,811)	(291,811)	(304,284)	(12,473)
Municipal Lvy -Pil Region Of Waterloo	(50,930)	(51,870)	(45,000)	(15,664)	(51,000)	(6,000)
Municipal Lvy - Pil Mun Tax Assist. Act	(18,696)	(18,467)	(18,400)	(19,398)	(19,500)	(1,100)
Municipal Lvy - Pil Hydro One	(21,848)	(21,834)	(21,800)	(21,855)	(21,800)	-
Municipal Lvy - Pil CP Rail	(8,832)	(8,808)	(8,800)	(8,808)	(8,800)	-
Municipal Lvy - Pil Canada Post	(5,751)	(5,825)	(5,825)	(5,931)	(6,000)	(175)
Mun Lvy Supp. Taxes - Residential/Farm	(66,874)	(121,659)	(80,000)	(170,787)	(95,000)	(15,000)
Mun Lvy Supp. Taxes - Comm/Ind./Multi Res	(13,923)	(9,616)	(10,000)	(46,653)	(10,000)	-
Mun Lvy Supp. Taxes - Pipeline	-	(63)	-	(281)	-	-
Transfer from Reserves	-	-	(10,000)	-	-	10,000
Municipal Levy Taxation - Write Off Taxes	58,329	35,962	65,000	69,810	65,000	-
Taxation - Write Small Balances Off Taxes	67	58	1,000	37	1,000	-
Total General Revenue Taxation	(6,286,126)	(6,649,044)	(7,127,905)	(7,213,608)	(7,820,923)	(693,018)
AMO Fed Gas Tax	(635,412)	(323,970)	(338,055)	(338,056)	(338,055)	-
Ontario Municipal Partnership Fund	(326,700)	(327,300)	(278,300)	(278,300)	(236,600)	41,700
Safe Restart Grant	(274,195)	-	-	-	-	-
Transfer From Reserves/Reserve Fund	(47,295)	-	-	-	-	-
Transfer From Reserve - Safe Restart Fund	(222,000)	(218,651)	(130,000)	(130,000)	(21,991)	108,009
Interest On Property Taxes	(182,341)	(192,081)	(185,000)	(226,773)	(215,000)	(30,000)
Interest On Bank Account	(104,207)	(292,751)	(210,000)	(586,551)	(250,000)	(40,000)
Energy Plus Investment - Interest	(150,774)	(150,774)	(150,774)	(113,081)	(150,774)	-
Energy Plus Investment - Dividend Income	(224,636)	(369,195)	(220,000)	(343,206)	(387,000)	(167,000)
Transfer To Reserve - CND Hydro Fund	375,410	519,969	370,774	456,287	537,774	167,000
Transfer to Unearned Revenue - AMO Gas Tax--Trans	635,412	323,970	338,055	338,056	338,055	-
Transfer to Reserve - One Time Prov. Grant	274,195	130,000	-	-	-	-
Admin - Pandemic 2020 - Material & Supplies	9,013	5,303	-	-	-	-
Total General Corporate Revenues	(873,530)	(895,480)	(803,300)	(1,221,624)	(723,591)	79,709
TOTAL TAXES AND CORPORATE REVENUES	(7,159,656)	(7,544,524)	(7,931,205)	(8,435,232)	(8,544,514)	(613,309)

Township of North Dumfries

2024 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 2024 Council wages have been increased by 2.1% Cost of Living adjustment (COLA) as approved in November 2023 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.

The 2024 budget includes additional funds for training/conferences as conferences continue to be in-person and based on early indications of attendance by Council. The Current policy for Council is that the Township pays for two Conferences for the Mayor to a maximum of \$4,000 and one Conference for each Councilor to a maximum of \$2,000. If Council wishes to adopt a different policy this line would be required to be adjusted.

Election Expenditures for 2024 are based on costs to maintain voters list and contract agreement with the service provider. The transfer to election reserve is set to ensure the cost of the 2026 election is paid over the four year term of Council to minimize the impact on tax rate in 2026.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Council - Transfer From Reserves/Reserve Fund	-	(10,000)		-	-	-
Council - Wages	123,673	126,146	128,795	107,329	131,500	2,705
Council - Employer Benefits	8,219	8,642	9,134	7,811	9,347	213
Council - Membership Exp	3,745	4,231	4,500	4,785	4,800	300
Council - Mileage Expense	-	543	2,000	523	2,000	-
Council - Conferences/Training Expenses	3,860	6,477	10,000	8,054	12,000	2,000
Council - Clothing	57	-	500	-	600	100
Council - Flowers/Donations	1,201	1,549	1,000	1,123	1,000	-
Council - Community Event Fees	-	293	2,500	335	2,000	(500)
Council - TAPMO Membership	-	5,000	-	-	-	-
Council - Office Supplies	488	507	500	73	500	-
Council - Printing/Stationery	-	29	150	-	150	-
Council - Postage Exp	-	-	150	-	150	-
Council - Furniture/Sm Office Equip	-	69	500	81	500	-
Council - Advertising/Promotion	659	165	1,000	1,944	2,500	1,500
Council - Recognition Awards	-	-	1,200	-	1,200	-
Council - Telephone Expense	133	-	500	-	250	(250)
Council - Hardware	171	17,080	500	-	500	-
Council - Annual Licencing of Software	35	983	1,800	875	2,000	200
Council - Council/Staff Relations	1,327	5,846	6,000	1,018	7,800	1,800
Council - Special Event Expense	439	1,597	2,000	995	2,000	-
Council - Tech - Transfer to Reserve	3,000	3,000	3,500	3,500	3,500	-
Total Council	147,006	172,158	176,229	138,447	184,297	8,068
Elections - Transfer From Reserves/Reserve Fund	-	(105,000)		-		-
Elections - Wages	-	38,842		301		-
Elections - Wages - Overtime	-	4,284		-		-
Elections - Wages - P/T	-	267		12		-
Elections - Benefits	-	12,570		24		-
Elections - Materials and Supplies	280	16,343	300	-		(300)
Election - Service Agreement	1,501	39,611	1,500	2,010	2,500	1,000
Election - Transfer to Reserve	20,000	20,000	21,000	21,000	21,000	-
Total Elections	21,781	26,918	22,800	23,347	23,500	700

Township of North Dumfries

2024 Municipal Budget

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 Waterloo Region Community Foundation on behalf of other organizations in the Township and which are reported to Council and subsequently disbursed. These accounts represent a flow through of funds with no impact on the Budget.

Included in this budget is transfers from the Pay Equity and Wage Reserve of \$50,000 to help offset the new positions and increase in COLA for wages.

The Building Service Indirect Cost revenue is the amount allocated from the Building Services for their portion of office costs, supplies used in Administration and overhead fees (i.e. IT, payroll, etc.). 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 \$93,150 which is an increase of 3% over 2023.

Wages & Benefits increased compared to 2023 reflecting performance increases for staff, a Cost of Living increase and changes in the staff complement as outlined in the attached Business Plans accounts for the remaining increase.

The 2024 tax funded community grants are \$36,500 and recommendations for allocation will be prepared by the Working Group. In addition, grants to two organizations have been separated into individual budget lines at the request of Councillors when dealing with the 2023 grant allocations. Cedar Creek Cemetery was been allocated \$2,000 for the upkeep of the cemetery and Sheffield Lion's Club has been allocated \$3,500 for the upkeep of Scotts Women's Institute. If Council approves these grants, these two organization would no longer be required to apply annually for the Community Grant program.

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 working group from Council has been approved that will review and made recommendations and then will seek Council approval on allocations for 2024.

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,

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Improved Information Technology strategies were adopted six years ago. In 2018 an agreement was entered into with a contractor to provide services on an ongoing basis for the next two years. The agreement is reviewed annually. 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 by phone or email. The contract also provides regular maintenance and ongoing security supervision. The Technology costs also include ongoing license and maintenance costs for desktop, server and software that are required by the Corporate Services Department.

Insurance premiums are estimated based on Insurance Pool negotiated amounts. The insurance policy runs July 1st to June 30th each year. The insurance market is very tight for municipal insurance which has resulted in larger than normal increases in the premium at the 2023-2024 renewal. This increase has been reflected in the 2024 Budget as well as a further anticipated increase for the 2024-2025 renewal period. The year-over-year increase for insurance premiums is \$43,000. Participation in the Insurance Pool has resulted in favourable insurance terms and premiums for the Township.

The Township has made progress in cleaning and preserving its historic records in the past three years through an outside contractor. The budget allocates \$12,000 to continue this process in 2024 and also to fund costs associated with digitizing current Township records.

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 Council Chambers and Administrative training functions. This cost center has been reduced to reflect the move of the administrative staff to the new Township Offices.

A new budget line for 2024 reflects the cost of the lease agreement for the new Township Offices.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Administration - Canada Conditional Grants	-	(28,000)		-		-
Administration Grants - Community Foundation	(9,100)	(50,471)	(15,000)	(23,800)	(15,000)	-
Administration - Transfer from Reserves	-	-	(20,000)	-		20,000
Administration - Transfer from Energy Plus					(183,975)	(183,975)
Administration - Transfer from Reserve - Wages	-	-	(51,000)	-	(37,000)	14,000
Adminstr. - Transfer from Integrity Comm. Reserve	-	-	(10,000)	-		10,000
Adminstr. - Trans from Res - Unspent Comm. Grants	-	-	(10,000)	-		10,000
Administration - Admin Charge (NSF & Bank Recovery	(625)	(1,290)	(600)	(1,540)	(1,200)	(600)
Administration - Donation Rev	-	(7,033)		(51,880)		-
Administration - FOI Fees	(462)	(135)	(200)	(293)	(250)	(50)
Administration - Tax Account Maintenance Fees	(1,048)	(1,159)	(1,000)	(6,015)	(6,000)	(5,000)
Administration - Miscellaneous Revenue	(47)	(68,406)		(143)		-
Administration - Building Services Indirect Costs	(87,800)	(87,800)	(90,435)	(90,435)	(93,150)	(2,715)
Administration - Tax Certificates	(9,926)	(9,375)	(10,000)	(8,775)	(9,000)	1,000
Administration - Lottery Licence Rev	(478)	(424)	(350)	(411)	(400)	(50)
Administration - Charges back from Tax Acct.	(20)	(80)	(5,000)	(25)	(5,100)	(100)
Administration -Comm. of Oaths/Cert. True Copy--Fa	(720)	(540)	(500)	(810)	(625)	(125)
Administration - Wages	653,897	689,803	739,958	656,360	789,443	49,485
Administration - Vacation (P/T)	1,155	1,042		1,774		-
Administration - Benefits Legislative	220,947	221,699	246,997	198,724	261,991	14,994
Administration - Benefits Other	-	1,131		-		-
Administration - Bank Charges	4,203	3,717	3,500	3,711	5,000	1,500
Administration - Membership Exp	5,377	4,527	6,000	3,890	5,800	(200)
Administration - Mileage Expense	1,497	1,231	2,500	883	2,000	(500)
Administration - Conferences/Training/Education	10,528	8,369	17,000	7,907	15,000	(2,000)
Administration - Boots/Clothing	333	-	1,000	-	1,000	-
Administration - Office Supplies	6,170	7,822	8,500	5,771	8,000	(500)
Administration - Printing Stationery	81	876	1,000	512	1,000	-
Administration - Postage Exp	3,949	6,715	8,000	6,835	8,700	700
Administration - Furniture/Sm Office Equip	2,229	1,119	2,500	700	1,000	(1,500)
Administration - Advertising Exp	1,540	2,602	1,800	192	2,000	200
Administration - Material and Supplies					1,500	1,500
Administration - Public Relations	4,541	1,710	5,300	1,332	6,200	900
Administration - Tax Billings	9,404	10,003	11,000	10,503	12,000	1,000
Administration - Telephone Expense	4,654	4,739	5,000	4,191	900	(4,100)
Administration - Internet Expense	4,274	3,860	4,700	3,562	8,000	3,300
Administration - Copier and Postage Lease Equipment	3,805	4,014	4,900	3,572	6,000	1,100
Administration - Audit Expense	31,000	35,000	35,000	35,667	43,655	8,655
Administration - Insurance Expense	154,939	171,708	192,000	194,986	235,000	43,000
Administration - Legal Expense	20,686	30,543	30,000	22,637	30,000	-
Administration - Tax Sale - Legal & Other Costs	-	-	10,000	18,516	20,000	10,000
Administration - Insurance Deductible Expense	9,299	11,933	12,000	7,662	15,000	3,000
Administration - HR Support - External	1,579	1,638	50,000	2,566	50,000	-
Administration - Integrity Commissioner Fees	-	-	13,000	4,424	15,000	2,000
Administration - Records Management Services	8,459	5,113	12,000	6,106	12,000	-
Administration - Actuarial Expense	-	3,500	-	-	-	-
Administration - Computer Hardware	6,523	3,596	10,000	3,797	17,000	7,000
Administration - Computer Software	158	-		790		-
Administration - Computer Svce Agreement	64,774	60,973	84,000	54,340	70,000	(14,000)
Administration -Annual Licencing of Software	12,693	27,007	40,000	39,895	55,000	15,000
Administration - Miscellaneous Expense	411	-		-		-
Administration - Grants Exp	38,660	32,331	42,500	13,500	36,500	(6,000)
Administration - GRAAC Exp	342	342	500	342	500	-
Administration - Community Foundation Grants Exp.	6,300	50,471	15,000	23,800	15,000	-
Administration -Comm.Grants -Hospital Contribution	20,000	500		-		-
Administration - Ayr Cemetery Grant	10,000	10,000	10,000	10,000	10,000	-
Administration - RS Tsfr to Reserves	10,000	75,438		-		-
Administration - Transfer to Tax appeals reserve					40,000	40,000
Administration - Township Office Rent					183,975	183,975
Administration - Health & safety					1,000	1,000
Administration - Cedar Creek Cemetery Grant					2,000	2,000
Administration -Scotts Women's Institute Hall Grant					3,500	3,500
Total Corporate Serv Admin	1,224,179	1,240,360	1,411,570	1,165,320	1,638,964	227,394
Admin. Offices - NDCC - Hydro	13,770	14,500	15,000	-	600	(14,400)
Admin. Offices - NDCC - Heating Gas	1,120	1,500	2,000	-	600	(1,400)
Admin Office - NDCC-Property Maintenance	14,025	14,261	15,000	-	3,000	(12,000)
Admin Office - NDCC-Water and Sewer	1,892	1,892	2,000	-	600	(1,400)
Total Admin Office NDCC	30,807	32,153	34,000	-	4,800	(29,200)
TOTAL CORPORATE SERVICES	1,423,773	1,471,588	1,644,599	1,327,114	1,851,561	206,962

Township of North Dumfries

2024 Municipal Budget

Fire & Emergency Planning

Wages in 2024 reflect average volunteer firefighter hours, based on the average for the past 5 years. Other wage changes include a 2.1% increase in Cost of Living Adjustment.

The increase in fire dispatch costs are consistent with the agreement signed in November in August 2019 and renewed in 2022.

The computer hardware budget of \$3,500 reflects the 4-year replacement cycle for IT equipment.

An increase in vehicle repair costs reflects both the age of the fire fleet and increasing costs from vehicle repair shops as well as the increased number of vehicles within the fire department.

Animal Control

Animal Control fees from the sale of dog licenses 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 continued a slight decline over the past four years. Staff continue to look at alternate ways to increase these revenues. The 2024 Fees & Charges contemplate a \$1 increase in the cost of the tags to reflect the increased cost of animal control contract. The animal control contract was renegotiated in 2022 due to the high volume of calls the Township was incurring. The contract contains an inflationary index to increase the price each year over the term of the contract.

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

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Fire-Ontario Grants	(6,608)	-	-	-	-	-
Fire - Transfer from Reserve (Computers)	5,000	-	-	-	-	-
Fire - Miscellaneous Revenue	(7,759)	(2,650)	(1,000)	(2,361)	(1,800)	(800)
Fire - Chargeable Call Revenue	(30,791)	(25,352)	(25,000)	(24,428)	(23,000)	2,000
Fire - Service Agreement Revenue	(9,396)	(18,767)	(8,000)	-	(8,000)	-
Fire - Fire Report Revenue	(346)	(1,831)	(800)	(623)	(800)	-
Fire - 911 Signs & Posts Revenue	(1,037)	(782)	(750)	(2,204)	(1,500)	(750)
Fire - Wages	336,259	330,802	353,248	300,708	352,590	(658)
Fire - Wages Honourarium	10,900	8,850	10,900	-	10,900	-
Fire - Benefits	50,130	50,501	62,736	46,727	66,457	3,721
Fire - Membership Fees	1,729	1,270	2,000	1,726	2,000	-
Fire - Mileage Expense	438	960	800	224	500	(300)
Fire -Conferences/Training/Education	22,729	17,844	17,000	18,119	18,000	1,000
Fire - Boots/Clothing Expense	203	-	750	156	700	(50)
Fire - Office Supplies	323	898	750	921	925	175
Fire - Printing Stationery	-	-	50	-	50	-
Fire - Postage	7	14	50	19	50	-
Fire - Furniture/Sm Office Equip	-	169	500	516	500	-
Fire - Advertising Exp	754	826	850	866	850	-
Fire - Materials and Supplies	21,437	24,996	22,000	20,197	22,500	500
Fire - Public Education Expense	1,540	1,518	2,000	1,869	2,000	-
Fire - Red Cross Materials and Supplies	-	-	100	35	100	-
Fire - Telephone Expense	3,210	3,071	3,200	2,642	1,650	(1,550)
Fire - Internet Expense	-	2,381	9,300	6,183	8,000	(1,300)
Fire - Hydro	5,930	6,291	7,200	4,591	7,000	(200)
Fire - Heating Gas	2,316	3,237	3,000	3,394	5,700	2,700
Fire - Equipment Copier Lease Costs	232	260	650	267	400	(250)
Fire - Property Maintenance (Grounds Mtce)	8,890	13,234	12,000	9,942	14,410	2,410
Fire - Property Maintenance (Small Bldg Repairs)	11,911	12,861	11,500	13,231	10,000	(1,500)
Fire - Water and Sewer	998	510	1,200	432	645	(555)
Fire - Cleaning Contract	-	-	-	-	5,320	5,320
Fire - Outside Contracts	402,200	408,233	414,356	414,356	420,575	6,219
Fire - Dispatch	30,570	17,613	35,000	15,910	35,000	-
Fire-Administration-Radio System Maint (ROW)	25,896	25,200	28,600	8,478	38,425	9,825
Fire -Computer Hardware - (Under 5,000)	100	6,199	8,500	223	3,500	(5,000)
Fire -Computer Software Licences & Support	1,221	-	-	-	-	-
Fire -Annual Licencing of Software	70	1,869	3,500	2,540	3,100	(400)
Fire - Vehicle Fuel	7,961	14,974	19,000	8,365	15,000	(4,000)
Fire - Equipment Repair & Mtce	11,375	12,908	11,500	15,651	16,000	4,500
Fire - Radio Repair and Maintenance	1,847	1,779	2,000	-	2,000	-
Fire - SCBA Equipment Repair and Mtce	7,106	6,962	6,500	8,292	8,500	2,000
Fire - Radio Equipment Replacement (Small Items)	702	20	1,500	422	1,500	-
Fire-Equip. Copier Rental Expense	28	-	-	-	-	-
Fire - Air Quality Testing Equipment Repairs	2,365	1,624	2,500	2,966	3,200	700
Fire - 911 Signs & Posts Costs	759	262	250	113	500	250
Fire 2012 Dodge Pickup	699	3,263	2,500	514	2,000	(500)
Fire 1930 Ford	-	196	100	163	200	100
Fire 2000 Int. Rescue Truck	5,145	1,421	-	-	-	-
Fire 2011 Pierce Pumper	7,581	8,883	7,500	9,095	8,000	500
Fire 2013 Pierce Tanker	1,378	2,334	4,000	1,583	4,500	500
Fire 2008 KME Pumper (Purchase 2016)	13,437	12,451	10,000	9,095	7,000	(3,000)
Fire - 2017 Tanker	1,843	1,969	4,000	2,256	4,000	-
Fire - 2021 Fire Chief Vehicle	-	1,521	1,300	380	800	(500)
Fire - Tactical Trailer	-	-	500	284	500	-
Fire-Quick Response Vehicle 2022	-	2,173	2,500	530	3,000	500
Fire - Deputy Chief Vehicle 2024	-	-	1,300	-	500	(800)
Fire - 75ft Quint	-	-	-	-	3,000	3,000
Total Fire	951,280	962,964	1,053,140	904,364	1,076,947	23,807

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Emergency Planning - Training	-	2,625	2,000	527	1,500	(500)
Emergency Planning - Advertising	-	204	300	204	300	-
Emergency Planning -Materials/Supplies	-	-	350	77	350	-
Emergency Planning - Software Service Agreement	1,283	1,425	-	-	-	-
Emergency Planning - Annual Licencing of Software	-	-	1,450	1,366	1,450	-
Total Emergency Planning	1,283	4,254	4,100	2,173	3,600	(500)
TOTAL FIRE	952,564	967,218	1,057,240	906,537	1,080,547	23,307
Animal Control - Tag Sales	(8,989)	(8,837)	(9,000)	(8,267)	(8,000)	1,000
Animal Control - Kennel Licence	(1,000)	(1,015)	(1,000)	(1,525)	(1,200)	(200)
Animal Control - Small Animal Pickup Fee	-	-	(500)	-	-	500
Animal Control - Printing Stationery	-	51	250	76	150	(100)
Animal Control - Postage	67	12	300	-	200	(100)
Animal Control - Advertising Exp	-	85	300	171	300	-
Animal Control - Dog Tag Purchases	-	224	300	234	300	-
Animal Control- Traps/External Contracts	-	-	1,500	-	1,500	-
Animal Control - Pound Rental	5,265	10,237	14,200	13,812	15,500	1,300
Total Animal Control	(4,658)	757	6,350	4,501	8,750	2,400

Township of North Dumfries

2024 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 Division. In a year where fee revenue does not cover Division expenditures, funds can be drawn from the reserve account to zero out the operating budget. The Building Division is therefore a self-funded service.

The net Budget for the operations of Building Services shows a net revenue of \$15,000. These funds offset the costs shown in the capital budget section. The capital costs are a transfer to reserve for future vehicle replacement.

Fee revenue is expected to decrease from the actual of 2023 but are budgeted at close to the similar levels to the 2023 budget. This reflects the fact that development of new residential starts has slowed down in the Township as the broader public and home builders are withering increased costs attributed to interest rate increases, labour and the cost of materials. However, new permits are expected to remain strong in 2024 as more subdivisions are completed.

Costs for wages are shown as increasing due to cost of living increases and legislated payroll tax costs and benefits.

General administrative overhead (heat, hydro, supplies, IT, Payroll, etc.) have been indexed at an increase of 3%, overhead as may be funded under revenues collected from Bill 124 building fees. This expense allocated as a revenue in the Administration Department.

Fence Viewers

This is a service level that the Township provides but is sporadic in nature. A minimum annual budget which nets to \$50 is set aside.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Building Services - Transfer from Reserve	-	-	(279,609)	-	(287,069)	(7,460)
Building - Admin Fees	-	(1,400)	-	(875)	-	-
Building Services - Building Permits and Insp. Fee	(721,351)	(1,138,736)	(480,000)	(694,505)	(500,000)	(20,000)
Building Serv. - Septic Permits	(22,510)	(14,883)	(10,000)	(16,825)	(8,275)	1,725
Building Serv. - Water Meter Admin Fee	(740)	-	-	-	-	-
Building Services - Wages Regular	320,837	416,947	451,313	389,546	461,831	10,518
Building Serv. - Employer Benefits	116,625	141,198	154,261	132,407	162,863	8,602
Building Serv. - Employer Benefits Other	400	-	-	-	-	-
Building Services - Membership Exp	1,426	1,967	2,000	1,312	2,500	500
Building Services - Mileage Expense	674	120	300	27	100	(200)
Building Conferences/Training/Education	5,677	4,470	8,250	2,660	8,000	(250)
Building- Boots and Clothing Expense	1,001	164	1,100	333	1,000	(100)
Building Services - Office Supplies	312	398	400	170	2,000	1,600
Building Ser. - Printing Stationery	553	356	500	270	350	(150)
Building Serv. -Furniture/Sm Office Equip	558	61	700	165	500	(200)
Building Serv. - Advertising Exp	696	-	700	-	500	(200)
Building Serv. - Telephone Expense	1,277	1,868	1,700	1,191	850	(850)
Building Services - Indirect Costs	87,800	87,800	90,435	90,435	93,150	2,715
Building Services - Legal Expense	37,862	8,868	20,000	-	20,000	-
Building Services - Consultant Expense	128,134	-	5,000	16,863	5,000	-
Building Services - Engineering Expense	2,391	-	2,000	-	2,000	-
Building Services - Computer Hardware - (Under 5,00	-	-	4,000	3,254	7,000	3,000
Building Services - Computer Software Licences & Su	1,443	-	-	-	-	-
Building -Annual Licencing of Software	3,671	5,543	7,500	5,995	8,500	1,000
Building Services - Vehicle Fuel	1,871	1,836	2,600	1,818	2,350	(250)
Building Services - Copier Usage Costs	716	225	350	179	350	-
Building Services - 2018 Ford Escape #1	884	1,249	750	163	750	-
Building Services - 2018 Ford Escape #2	488	448	750	799	750	-
Building Services - Transfer to Reserve	18,308	470,499	-	49,619	-	-
Total Building Permit & Inspection Services	(11,000)	(11,000)	(15,000)	(15,000)	(15,000)	-
Fence Viewing Miscellaneous Expense	-	-	50	-	50	-
Total Fence Viewing	-	-	50	-	50	-

Township of North Dumfries 2024 Municipal Budget

By-Law Enforcement Services

The By-law Enforcement Division budget includes fine revenue to be received at the same level of 2023.

In 2024 the Township will continue using the funds received under the Cannabis program from the Provincial government. The first application for Cannabis stores was been filed in the fall of 2022.

By-law Enforcement Services are witnessing an increased cost in wages and benefits due to the cost of living increase and increased legislated payroll tax costs and benefits.

School Crossing Guards

School Crossing Guard costs are higher than in the 2023 budget due to wages and benefits reflecting the addition of the cost of living increase and the continued eligibility for OMERS for our part-time staff. Costs also increased to ensure sufficient replacement equipment is available.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
By-Law - Ontario Conditional Grants	(5,000)	-		-		-
By-Law - Miscellaneous Revenue	-	-		(160)		-
By-law - Other Fines	(4,738)	(6,370)	(5,000)	(7,836)	(7,000)	(2,000)
By-Law - Provincial Offences Act (POA)-Revenue	(2,173)	(3,340)	(2,000)	(3,103)	(3,000)	(1,000)
By-law - Pool Permit	(7,400)	(5,510)	(2,500)	(3,564)	(1,500)	1,000
By-law - Sign Permit	(690)	(1,489)	(1,000)	(520)	(650)	350
By-law - Licence Fee - Mobile Food Vendor	-	(1,150)	(900)	(925)	(925)	(25)
By-law Transfer from Reserve			(5,000)		(5,000)	-
By-law - Wages	119,950	120,722	148,116	115,512	154,461	6,345
By-law Enforcement-Overtime	962	566		1,227		-
By Law - Vacation Pay (P/T)	579	1,076		1,047		-
By-law - Benefits	38,312	40,340	42,125	38,272	49,165	7,040
By-law - Benefits Other	-	-		200		-
By-law - Membership Exp	470	481	650	524	650	-
By-Law - Mileage Expense	33	355	200	-	100	(100)
By-Law - Conferences/Training /Education	1,450	1,259	3,500	1,864	3,000	(500)
By-Law - Clothing / Boots	1,237	1,351	3,000	243	1,500	(1,500)
By-Law - Office Supplies	10	12	200	74	200	-
By-Law - Printing Stationery	-	852	500	861	1,000	500
By-Law - Postage	246	-	100	-	100	-
By-Law - Furniture/Sm Office Equip	-	-	250	-	250	-
By-Law - Advertising Exp.	487	333	600	470	500	(100)
By-Law - Material and Supplies	-	-	350	-	100	(250)
By-Law - Telephone Expense	516	590	1,620	353	850	(770)
By-Law - Legal Expense	43,368	30,784	35,000	6,504	30,000	(5,000)
By-Law - Property Standards	458	-	500	-	500	-
By-law Enforce. Radio System Mtce	2,158	2,250	2,500	1,060	3,074	574
By-law Enforcement- -ARIS Fees	825	883	770	668	825	55
By-law - Computer Hardware under \$5,000	-	299	4,000	3,147		(4,000)
By-law -Annual Licencing of Software	3,053	3,421	4,000	3,572	5,000	1,000
By-law - Vehicle Fuel	2,193	2,185	3,175	2,157	3,000	(175)
By-Law - 2013 Chev Cruise	585	997		-		-
By-law - 2022 Hybrid	-	208	750	887	600	(150)
By-law Transfer to Reserve	5,000	-		-		-
Total By-Law Enforcement	201,890	191,105	235,506	162,534	236,800	1,294
School Crossing Guards - Wages	48,906	74,325	82,497	70,545	89,448	6,951
School Crossing Guards - Vacation (P/T)	2,360	3,498		3,273		-
School Crossing Guards - Benefits	4,436	6,637	11,660	8,015	12,885	1,225
School Crossing Guard - Clothing	183	972	2,000	1,447	2,000	-
School Crossing Guards - Health & Safety Supplies	-	315	1,000	40	1,000	-
School Crossing Guards - Miscellaneous Expense	40	-		-		-
Total School Crossing Guards	55,925	85,748	97,157	83,319	105,333	8,176
TOTAL PROTECTIVE SERVICES	1,194,722	1,233,829	1,381,303	1,141,891	1,416,480	35,177

Township of North Dumfries

2024 Municipal Budget

Engineering and Public Works

The revenue from aggregate tipping fees of gravel pits, through the Province, was estimated in 2024 to be \$750,000. In 2022 and 2023 the Township received \$750,376 and \$748,489, respectively. The revenues received from this account 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.

The 2024 budget for the Public Works Division will utilize funds towards new areas of concern by undertaking new programs related to guard rail maintenance and roadside brushing.

The Engineering & Public Works Department will continue its focus on roadway and road allowance safety while maintaining current with Provincial and Municipal Standards. It should be noted that the 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.

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 2024 to improve cost containment.

Beginning in 2024, the Township will be providing its own streetlight maintain. The budget has been updated to reflect the increase cost and new cost centers related to this maintenance program.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Public Works - Revenue from Other Municipalities	(1,776)	(1,931)	(2,544)	-	(2,544)	-
Public Works - Gravel Pit Revenue	(716,755)	(750,376)	(750,000)	(748,489)	(750,000)	-
Public Works - Miscellaneous Revenue	(488)	(1,047)	-	(795)	-	-
Public Works - Recovery of Salary	-	-	(60,000)	-	(25,000)	35,000
Public Works -Rec. of Costs - Unassumed Subdivision Rds	(29,192)	(60,751)	(25,000)	-	(30,000)	(5,000)
Public Works - Culvert/Ent. Inspection Revenue	(4,570)	(9,395)	(4,000)	(7,334)	(5,000)	(1,000)
Public Works - Debris Recovery--Debris Recovery	-	(1,432)	(300)	-	(300)	-
Public Works - Sale of Assets	(38,025)	-	-	-	-	-
Public Works Admin. - Wages	372,201	375,793	884,934	414,062	851,743	(33,191)
Public Works Admin. -Sick Wages	-	-	-	22,963	-	-
Public Works Admin. - Wages Overtime	204	63	40,000	352	40,000	-
Public Works Admin. - Shift Premium	1,773	994	-	1,517	-	-
Public Works Admin. - Lead Hand Wage	96	123	-	16	-	-
Public Works Admin - Standby	-	2,645	-	2,180	-	-
Public Works Admin. - Vacation (PT	675	164	-	152	-	-
Public Works Admin. - Benefits	130,676	134,196	319,189	150,320	340,226	21,037
Public Works Admin. - Benefits Ot	1,015	659	-	331	-	-
Public Works Admin. - Benefits A	2,970	3,711	-	1,967	-	-
Public Works Admin. - Other Payro	1,297	2,079	-	1,047	-	-
Public Works Admin. - Administration Fees	-	-	-	458	-	-
Public Works Admin. - Membership Exp	1,703	2,129	3,200	1,798	3,200	-
Public Works Admin. - Mileage Expense	-	66	500	882	1,000	500
Public Works Admin.-Conferences/Training/Education	7,288	10,188	16,000	5,962	14,000	(2,000)
Public Works- Administration -Boots/Clothing	1,740	6,386	2,500	1,222	2,000	(500)
Public Works - Health & Safety Supplies	4,748	2,466	5,000	8,032	6,000	1,000
Public Works - Contract Cleaning Services	-	-	-	-	2,750	2,750
Public Works Admin. - Office Supplies	635	433	750	936	850	100
Public Works Admin. - Printing Stationery	46	-	100	-	100	-
Public Works Admin. - Postage	5	-	50	15	50	-
Public Works Admin. - Furniture/ Sm Office	-	-	500	596	500	-
Public Works Admin. - Advertising Exp.	1,122	407	500	748	750	250
Public Works Admin. - Telephone Expense	2,081	2,249	2,300	1,966	2,300	-
Public Works - Admin. - Internet	-	458	1,750	321	5,100	3,350
Public Works - Engineering Expense	6,052	6,250	17,000	15,353	18,500	1,500
Public Works -Computer Hardware - (Under 5,000)	617	11,436	500	761	-	(500)
Public Works -Computer Software Lic. & Support	1,362	-	-	3,826	-	-
Public Works -Annual Licencing of Software	8,406	7,085	15,000	16,469	21,500	6,500
Public Works - Transfer to Gravel Pits Reserve	716,755	750,376	750,000	748,489	750,000	-
Public Works - Transfer To Reserve	43,025	-	-	-	-	-
Total Transportation Services - Overhead	515,684	495,426	1,217,929	646,122	1,247,725	29,796
Public Works Facili-Property Mtce (Sm.I Bldg Rep.)	1,354	1,263	-	819	-	-
Public Works - Facilities Maintenance - Wages	15,386	15,157	-	8,383	-	-
Public Works - Facilities Maint - Vac. P/T	118	41	-	44	-	-
Public Works - Facilities Maintenance -Benefits	5,526	7,893	-	3,774	-	-
Public Works - Facilities -Hydro	4,829	4,837	6,000	3,622	7,800	1,800
Public Works - Facilities Maintenance - Heating	22,324	19,087	23,000	18,145	25,900	2,900
Public Works Facility - Small Bldg Mtce	16,366	8,398	10,500	4,438	10,000	(500)
Total Public Works Facilities	65,903	56,676	39,500	39,225	43,700	4,200
Public Works - Transfer from Fuel Reserves	-	-	(20,000)	-	(10,000)	10,000
Public Works - Vehicles Repair & Mtce	5	-	-	-	-	-
Public Works - 2007 Sterling Plow	20,064	31,537	20,000	13,102	3,500	(16,500)
Public Works - 2009 John Deere Grader	5,420	5,410	7,500	3,192	8,000	500
Public Works - 2012 Freightliner Plow	14,998	18,198	15,000	15,689	18,000	3,000
Public Works - 2000 Freightliner Plow (SOLD)	624	-	-	-	-	-
Public Works - 2005 Cat Loader	1,417	171	-	-	-	-
Public Works - 2009 Brush Chipper	1,753	2,979	2,000	205	2,000	-
Public Works - 2014 Freightliner Plow	5,011	18,953	14,000	7,702	15,000	1,000
Public Works - 2010 Ford Tractor and Loader	3,680	2,934	4,000	5,613	6,000	2,000
Public Works - 2014 Ford F450 1 Ton Dump	2,916	7,632	3,000	907	-	(3,000)
PW - 2018 - Freightliner Single Axle	2,710	7,927	6,500	2,954	7,000	500
PW - 2017 Ford F150 Pickup	2,195	3,152	2,900	1,347	3,000	100
PW - 2019 - 3/4 Ton Pickup	2,285	3,314	2,800	1,161	3,000	200
PW - 2019 International Tandem Axle	6,063	7,508	8,000	7,175	9,500	1,500
PW - 2015 Backhoe	1,471	4,779	4,500	-	4,500	-
PW - 2019 -2 Ton Asphalt hotbox	184	1,425	1,500	974	2,000	500
PW - 2020 International Single Axle	1,930	9,290	5,500	4,881	6,500	1,000
PW - 2018 Mower Attachment for Tractor	652	12,543	1,500	454	2,200	700
PW - 2018 Sweeper Att.for Tractor	1,226	-	400	-	400	-
PW - 2021 JD Loader	-	3,386	5,500	2,192	5,000	(500)
PW - 2022 1/2 Ton Crew Cab Pick-up	-	172	2,000	365	2,000	-
PW - 2023 1 Ton Hoist Truck	-	-	2,000	-	2,000	-
PW - 2023 Multi-Model Tandem	-	-	3,000	-	4,500	1,500
Public Works - Vehicle Maintenance - Wages	23,102	26,382	-	20,051	-	-
Public Works - Vehicle/Equip Mtc - Vacation P/T	267	84	-	56	-	-
Public Works - Vehicle Maintenance - Benefits	7,648	10,839	-	7,383	-	-
Public Works - Vehicle Fuel	54,599	96,917	101,000	65,003	78,000	(23,000)
Public Works - Garage Supplies (was Vehicle Pts)	3,593	2,858	4,000	2,236	3,500	(500)
Public Works - Equipment Repair & Mtce	3,418	3,236	3,250	1,984	3,500	250
Public Works -Radio Repair and Maintenance	102	112	500	827	500	-
Public Works -Radio Licences	608	628	650	671	700	50
Public Works - Repairs & Maintenance - Pavement Marking	-	-	-	-	850	850
Public Works - Shop Tools	-	-	-	-	1,800	1,800
Total Public Works Vehicles & Equipment	167,941	282,364	201,000	166,125	182,950	(18,050)

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Roads - Line Painting - Rental Exp	20,295	-	45,500	-	19,000	(26,500)
Roads - Line Painting - Supplies					7,500	7,500
Roads - Transfer to Reserves	-	22,000	(22,000)	-		22,000
Roads - Patching-Wages	17,229	23,396		36,332		-
Roads -Patching-Overtime	-	167		141		-
Roads -Patching - Vac. P/T	269	77		180		-
Roads - Paved (PW)-Patching-Benefits	5,424	9,988		16,229		-
Roads - Patching - Materials/Supplies	7,749	15,757	20,000	13,774	20,000	-
Roads - Patching - Rental Exp	-	173	2,200	-	2,200	-
Roads - Sweeping - Wages	3,446	2,284		2,670		-
Roads - Paved (PW)-Sweeping-Benefits	1,349	880		1,047		-
Roads - Sweeping - Rental Expense	1,018	1,224	2,000	1,430	5,500	3,500
Roads - Shoulder Maintenance- Wages	21,510	16,202		27,202		-
Roads -Shoulder Main, - Vac. P/T	271	-		132		-
Roads - Paved (PW)-Shoulder Mai-Benefits	11,134	8,522	-	13,151		-
Roads - Shoulder Maintenance- Materials/Supplies	3,439	1,895	6,000	5,819	6,000	-
Roads - Shoulder Maintenance - Rental Exp	814	-	2,000	-	2,000	-
Total Roads - Paved	93,947	102,564	55,700	118,109	62,200	6,500
Public WorksRoads Unpaved. Grading- Mat. & Supplies	82	-		-		-
Roads - Washouts -Wages	4,619	6,438		4,391		-
Roads - Washouts -Overtime	-	-		751		-
Roads -Washouts/Patching - Vac. P/T	32	35		15		-
Roads Unpaved (PW)-Washouts-Benefits	2,110	3,001		1,987		-
Roads - Washouts -Materials/Supplies	-	2,386	5,500	1,168	5,500	-
Roads - Grading - Wages	14,764	8,661		13,617		-
Roads - Grading - Overtime	-	-		110		-
Roads -Grading- Vac. P/T	16	-		-		-
Roads Unpaved (PW)-Grading-Benefits	6,726	4,984		7,261		-
Roads - Dust Layer - Wages	1,269	1,919		1,252		-
Roads - Dust Layer - Overtime	42	-		-		-
Roads -Dust Layer - Vac. P/T	16	-		-		-
Roads Unpaved (PW)-Dust Layer-Benefits	342	845		637		-
Roads - Dust Layer - Materials/Supplie	38,586	40,378	35,000	47,104	44,000	9,000
Roads - Gravel Resurfacing - Wages	2,950	222		4,727		-
Roads -Gravel Resurfacing - Overtime	-	-		228		-
Roads -Gravel Resurface - Vac. P/T	18	-		3		-
Roads Unpaved (PW)-Gravel Resur-Benefits	1,285	48		2,479		-
Roads - Gravel Resurfacing - Material Supplies	31,999	-	70,000	54,008	45,000	(25,000)
Roads - Transfer to Reserves	-	30,000	(30,000)	-		30,000
Total Roads - Unpaved	104,856	98,916	80,500	139,738	94,500	14,000
Roads - Bridges & Culverts - Wages	5,443	12,119		8,561		-
Roads - Bridges & Culverts - Overtime	-	271		-		-
Roads -Bridges and Culverts - Vac. P/T	40	24		2		-
Roads - Brdgs & Clv-Bridges & C-Benefits	1,813	4,948		5,355		-
Roads -Bridges & Culverts - Materials/Supplies	5,382	6,861	25,000	14,711	20,000	(5,000)
Roads - Bridges and Culverts - Engineering	-	324	1,500	-	2,500	1,000
Roads - Bridges & Culverts - Rental Exp	931	1,284	1,200	2,322	2,500	1,300
Total Roads- Bridges & Culverts	13,609	25,832	27,700	30,951	25,000	(2,700)
Roads -Grass Cutting - Wages	18,816	10,833		13,179		-
Roads - Grass Cutting - Vac. P/T	96	-		11		-
Roads - Grass Cutting - Benefits	7,091	4,871		5,955		-
Roads - Grass Cutting - Materials/Supplies	2	-	250	2,008	350	100
Roads - Tree Cutting - Wages	33,485	43,283		26,903		-
Roads - Tree Cutting -Overtime	826	1,077		132		-
Roads -Tree Cutting - Vac. P/T	236	76		22		-
Roads - Tree Cuttin-Benefits	12,581	19,076		12,290		-
Roads - Tree Cutting - Materials/Supplies	82	474	1,700	432	2,000	300
Roads - Tree Cutting - Repairs & Mtc - Equip	2,030	571	500	-	500	-
Roads - Tree Cutting - Rental Exp	42,126	52,440	70,000	52,832	65,000	(5,000)
Roads - Roadside - Brushing Rental					14,500	14,500
Roads - Roadside - Ditching - Wages	22,545	17,427		8,315		-
Roads - Roadside - Ditching - Overtime	-	-		88		-
Roads - Ditching - Vac. P/T	178	52		-		-
Roads - Ditching - Benefits	10,029	8,763		5,558		-
Roads - Ditching - Materials & Supplies	7,699	20,840	25,000	696	25,000	-
Roads - Ditching - Rental Exp	24,784	28,768	20,000	13,815	21,500	1,500

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Roads - Catch Basins - Wages	4,389	4,319		3,637		-
Roads - Catch Basins - Overtime	86	-		-		-
Roads - Catch Basins - Vac. P/T	13	-		3		-
Roads - Catch Basin-Benefits	1,670	1,471		1,283		-
Roads - Catch Basins - Materials/Supplies	12,209	4,948	8,000	-	8,750	750
Roads - Catch Basins - Rental Exp.	9,147	8,345	17,000	3,290	18,500	1,500
Roads - Safety Devices - Wages	8,199	23,465		21,367		-
Roads -Safety Device Main. - Vac. P/T	101	83		44		-
Roads - Safety Devices - Benefits	2,678	10,455		8,340		-
Roads - Safety Devices - Materials & Supplies	15,664	24,302	28,000	16,100	25,000	(3,000)
Roads - Safety Devices - Contracted Services	4,798	8,003	8,500	8,700	9,200	700
Roads - Guardrail Repair & Maintenance					15,000	15,000
Roads-Safety Devices-Road Awareness & Speed Camera	97	379	2,500	353	2,000	(500)
Roads - Safety Devi-Trans.To Reserve	-	3,000		-		-
Roads - Railway Crossings - Repairs & Mtc- Equip.	17,966	20,126	18,500	15,000	21,100	2,600
Roads - Debris Pickup - Wages	6,530	9,294		8,321		-
Roads - Debris Pickup - Overtime	1,929	2,894		2,139		-
Roads - Debris Pickup - Vac P/T	41	45		11		-
Roads - Debris Pick-Benefits	2,503	4,552		4,126		-
Roads - Roads Patrol - Wages	12,323	12,966		11,425		-
Roads - Roads Patrol - Overtime	1,242	1,617		1,614		-
Roads - Road Survey/Patrol - Vac P/T	162	39		39		-
Roads - Roads Patrol - Benefits	4,403	6,107		5,016		-
Roads -Tree Planting - Transfer from Reserve	(7,500)	-	(8,800)	-	(8,800)	-
Roads - Tree Planting -Trans to Green Reserve			(17,600)			17,600
Roads -Tree Planting - Wages	1,306	-		252		-
Roads -Tree Planting - Vacation	20	-		-		-
Roads -Tree Planting - Benefits	293	-		60		-
Roads -Tree Planting - Outside Contracts	29,415	-	35,300	17,952	25,450	(9,850)
Roads - Tree Planting -Trans to Reserve	-	26,500		-		-
Roads - Downtown Signage- Equipment Rental	5,216	3,227	3,200	1,786	3,200	-
Total Roads - Traffic & Roadside	317,503	384,687	212,050	273,095	248,250	36,200
Winter Control - Snow Plowing - Wages	14,317	19,891		11,526		-
Winter Control - Snow Plowing - Overtime	11,842	19,035		8,813		-
Winter Control -Snow Plowing - Vac. P/T	233	207		64		-
Winter Control -Snow Plowing -Benefits	5,491	8,834		7,982		-
Winter Control -Snow Plowing - Rental Exp	7,612	9,907	10,000	12,262	17,000	7,000
Winter Control - Salt/Sand - Wages	13,946	18,352		14,042		-
Winter Control - Salt/Sand - Overtime	10,140	13,459		8,389		-
Winter Control - Salt/Sand - Vacation PT	166	122		58		-
Winter Control - Salt/Sand -Benefits	5,979	9,407		7,155		-
Winter Control - Salt/Sand - Mat./Supplies	117,505	132,668	123,000	107,713	135,000	12,000
Winter Control - Salt/Sand - Rental Exp	6,210	6,224	8,000	1,160	5,000	(3,000)
Winter Control - Snow Fence - Wages	9,066	11,077		7,490		-
Winter Control - Snow Fence - Vac. P/T	100	64		39		-
Winter Control - Snow Fence -Benefits	3,112	2,954		1,853		-
Winter Control - Snow Fence - Mat/Supplies	1,582	1,398	2,000	-	2,000	-
Total Roads - Winter Control (Except Pkg Lot/Sdwik	207,302	253,597	143,000	188,548	159,000	16,000
Parking Lot Snow Maintenance Contract	2,015	10,460	10,500	6,971	12,000	1,500
Total Parking & Parking Lots	2,015	10,460	10,500	6,971	12,000	1,500
Street Lights -Rec. of Costs - Unassumed Subdivision Roads	(1,835)	(1,973)	(2,000)	-	(2,200)	(200)
Street Light - Hydro	37,991	40,562	44,000	32,333	46,500	2,500
Street Light - Repair and Mtce	10,939	10,026	9,000	7,420	12,000	3,000
Street Light - Locate Services					3,000	3,000
Street Light - Transfer to Reserve-Hydro Savings	20,000	-		-		-
Street Light - Cleaning, Maint. Replacement Tsfr. to Reserve	-	3,000	7,500	7,500	-	(7,500)
Total Street Lighting	67,096	51,615	58,500	47,253	59,300	800

Township of North Dumfries 2024 Municipal Budget

Sidewalks, Special Area Rating, Levy and Reserves

The Ayr Special Area levy is budgeted for 2024 estimated at \$121,900, a \$11,485 increase over 2023.

The Ayr Special Area Budget was imposed to cover seventy percent of the costs that were felt to be specific to the Ayr Village area as designated in the Township of North Dumfries Official Plan. The levy covers the costs of sidewalks including winter maintenance. An external contractor is hired for winter sidewalk maintenance. A new contract was signed for 2021-2022 winter season and extends out for three additional seasons.

New sidewalks, sidewalk repairs and 30% 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, Victoria Park and Centennial Park.

Staff reviewed the kilometers of sidewalks to ensure the 70-30 split was still a representative allocation of costs, proportionate to the general public, local split described above. A map of the 2024 sidewalks has been attached for consideration.

Environmental Services

The Township does not provide water or sewer services or waste management. The 2024 budget reflects the revenue for selling garbage bag tags on behalf of the Region of Waterloo.

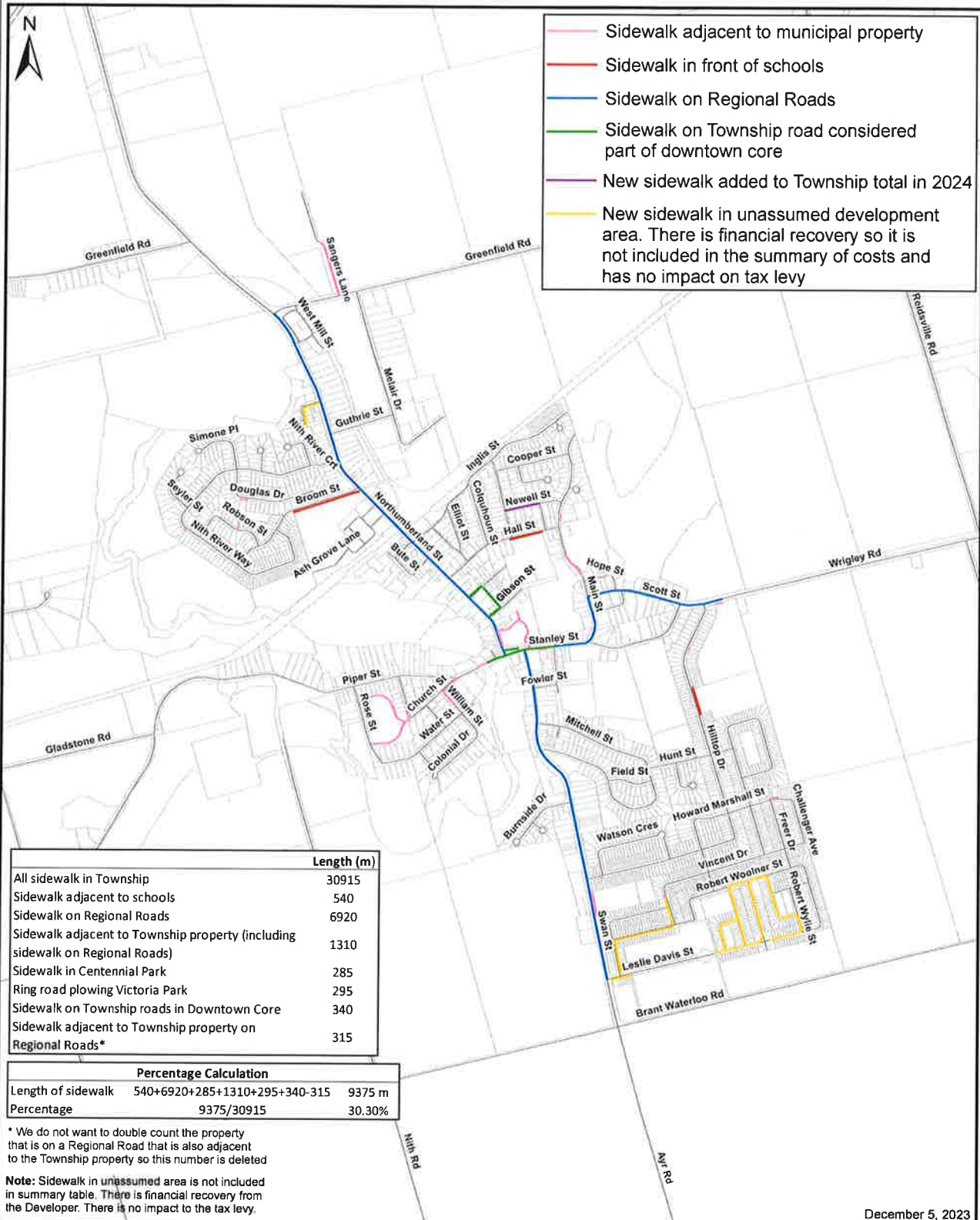
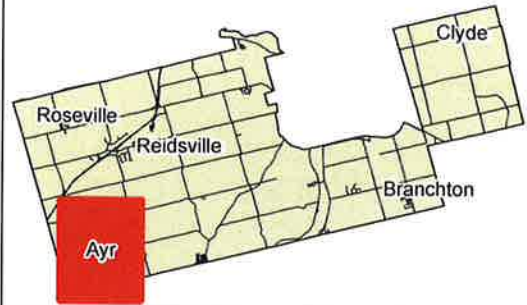


The TOWNSHIP of
NORTH DUMFRIES

Township Sidewalks

0 110 220 440 660 880
Meters

Key Map



December 5, 2023

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Roads - Sidewalks - Recovery of Costs - Unassumed Subdiv Rds			(5,500)		(6,500)	(1,000)
Roads - Sidewalks - Transfer from Reserve	-	(45,000)	(35,000)	-		35,000
Roads - Sidewalks - Operational Repairs	-	39,840	55,000	38,863	20,000	(35,000)
Roads - Sidewalks - Transfer to Reserve	12,000	37,000	7,500	7,500		(7,500)
Winter Control- Ayr Sidewalk - Snow Remov.Contract	28,365	48,954	45,000	33,119	47,500	2,500
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	695	233	650	566	650	-
Total Sidewalk Costs Covered by General Levy	41,060	81,027	73,150	80,048	68,150	(5,000)
Municipal Lvy - PIL Canada Post SAR	(104)	(88)	(85)	(107)	(100)	(15)
Special Area Rating - Ayr Levy	(99,507)	(87,220)	(110,415)	(112,502)	(121,900)	(11,485)
Special Area Rating - Supplemental Taxation	(1,835)	(3,441)	(500)	(7,127)		500
Special Area Rating - Tax Write Offs	1,413	133	1,000	5	1,500	500
Special Area - Ayr Sidewalks- Wages	1,924	3,754		3,710		-
Special Area - Ayr Sidewalks - Maint. - Vac. P/T	5	-		9		-
Special Area Sidewalks -Administrat-Benefits	801	1,813		1,645		-
Special Area - Water & Sewer	104	-		-		-
Special Area - Ayr Sidewalk - Snow Maintance Contr	109,654	112,461	105,000	77,277	110,500	5,500
Special Area - Ayr Sidewalk- Trans to Reserve	-	-	5,000	-	7,500	2,500
SAR Sidewalk Deficit Repayment to Gen Reserve	-	-	-	-	2,500	2,500
Total Special Area Costs - AYR	12,454	27,411	-	(37,090)	-	-
TOTAL PUBLIC WORKS	1,609,369	1,870,575	2,119,529	1,699,095	2,202,775	83,246
Local Improvement - Marshall Ave Watermain	(7,638)	(7,638)	(8,041)	(7,638)	-	8,041
Environ. Services - WW-WM INTEREST EXP-MARSHALL AV	983	670	1,077	342	-	(1,077)
Environ. Services -WW-WM DEBT PRNCIPL-MARSHALL AV	6,964	7,277	6,964	7,605		(6,964)
Rural Storm System-Storm Water-Equip. Rent	1,493	-		-		-
Total Environmental	1,802	309	-	309	-	-
Waste Collection -Garbage Tag Sales	(382)	(340)	(100)	(500)	(350)	(250)
Waste Collection -Garbage Tag Remit to Region	306	276	60	-	280	220
Total Solid Waste Collection	(76)	(64)	(40)	(500)	(70)	(30)
TOTAL ENVIRONMENTAL SERVICES	1,726	245	(40)	(191)	(70)	(30)

Township of North Dumfries

2024 Municipal Budget

Leisure and Community Services

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 2024 Budget for the Leisure and Community Services Department include the new position of lead hand, which represents a promotion for one of the full-time facility operators. In addition, the budget contemplates one additional summer student. On addition, increases to legislated payroll benefits, Cost of Living increases for Non-Union, increases for Union contract adjustments and the eligibility of part-time staff for the OMERS program. There are no other changes in the fulltime or part complement.

The Township will continue to apply for the Federal Summer Student grant to help offset 2024 wages.

The 2024 Budget reflects the continuation of the community event budget. \$525 has been set aside for each of Branchton, Clyde, Roseville and Browns to support the neighbourhood event. Council recently approved program guidelines for this program.

Property maintenance, refrigeration fees and utilities for NDCC and ACC continue to be major components of the budget and are monitored closely. The ACC equipment is nearing the end of use life and therefore experiencing more maintenance requirements.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Recreation Services - Ontario Conditional Grants	-	(3,017)		(2,295)		-
Recreation Services -Federal Conditional Grant	(33,824)	(10,500)	(7,000)	(8,680)	(7,500)	(500)
Recreation Services - Transfer from Reserves	-	-	(9,000)	-		9,000
Recreation Services - Cash Rounding Revenue	(0)	(0)		0		-
Recreation Services - Pop Up Program Fees				(1,665)		-
Recreation Services - Sale of Assets	(12,408)	-		(17,699)		-
Recreation Services - Administration - Wages	288,719	365,733	920,373	335,665	934,504	14,131
Recreation Services - Administration - Sick Time	7,968	5,869		9,281		-
Recreation Services - Wages-Overtime	354	49	22,000	518	22,200	200
Recreation Services - Shift Premium	72	172	-	4		-
Recreation Services - Lead Hand Wages	-	64		16		-
Recreation Services-Vacation (PT)	140	273		2,608		-
Recreation Services - Administration - Benefits	118,581	163,506	302,218	129,503	324,946	22,728
Recreation Services - Admin. - Benefits Other	355	303		1,002		-
Recreation Services - Administration - Benefits	2,250	2,662		2,165		-
Recreation Services - Admin. - Benefits Allowance	-	1		3		-
Recreation Services - Membership Exp	1,155	170	1,500	1,103	1,400	(100)
Recreation Services - Mileage Expense	-	137	350	23	350	-
Recreation Services - Conferences/Training/Educational	10,522	7,310	10,000	3,575	8,000	(2,000)
Recreation Services - Boots/Clothing	7,265	6,742	6,000	5,239	6,500	500
Recreation Services - Education - Do Not Use	208	-		-		-
Recreation Services - Health & Safety Supplies	1,614	2,037	2,000	1,053	2,000	-
Recreation Services - Office Supplies	377	575	500	536	575	75
Recreation Services - Printing Stationery	45	-	50	-	50	-
Recreation Services - Postage	-	-	50	-	50	-
Recreation Services - Furniture/Sm Office Equip	2,081	723	1,000	-	1,000	-
Recreation Services - Advertising	988	1,944	2,000	939	1,500	(500)
Recreation Services -Materials & Supplies	41	126		1,629		-
Recreation Services - Telephone Expense	1,251	1,493	1,500	899	1,500	-
Recreation Services - Equip. Lease Expense	918	1,042	1,300	1,024	5,000	3,700
Recreation Servi - Computer Hardware-(Under 5,000)	8,104	558	4,000	243	3,500	(500)
Recreation Serv - Computer Software Licences & Sup	429	-		150		-
Recreation -Annual Licencing of Software	9,030	12,037	12,500	11,681	15,000	2,500
Recreation Services Capital - Tsfr to Reserve	12,000	-		-		-
Total Recreation and Cultural Services Overhead	428,234	560,009	1,271,341	478,521	1,320,575	49,234
Parks - Donation Revenue - Christmas Trees	(8,434)	(1,850)	(1,125)	(5,392)	(1,125)	-
Parks - Christmas Trees	1,215	-	1,125	1,140	1,125	-
Recreation Event- Fireworks -Donations	-	(1,000)	(2,000)	-	-	2,000
Recreation Event- Fireworks -Materials & Supplies	-	18,901	20,000	17,692	20,000	-
Recreation Events - Seasonal Decorations	2,463	3,482	3,000	244	2,500	(500)
Recreation events - Rogers HTH - Misc Revenue	(1,593)	-		-		-
Recreation Event - HTH - Material & Supplies	4,639	-		-		-
Recreation Event - Home Town Hockey - Security	11,541	-		-		-
Recreation Events - Family Day - Donations	-	-	(200)	-	-	200
Recreation Events - Family Day - Material & Suppli	-	-	700	635	800	100
Recreation Events - CP Holiday Train	-	1,312	3,500	645	2,000	(1,500)
Recreation Events - Christmas Carol - Mat & Sup	-	145	300	-	300	-
Recreation Events - Santa Claus Parade - Mat & Sup	-	354	1,000	-	750	(250)
Recreation Events - Summer Movie Night - Donations	-	(4,900)	(5,000)	-	(1,500)	3,500
Recreation Events - Summer Movie Night - Mat & Sup	-	6,307	5,000	4,427	5,200	200
Recreation Events - Summer Music - Mat & Sup	-	3,489	3,500	1,352	3,500	-
Recreation Events - Neighbourhood - Branchton	-	-	500	361	525	25
Recreation Events - Ayr 200 Celebration - Grant	-	15,000	15,000	15,000	15,000	-
Recreation Events - Neighbourhood - Clyde			500	228	525	25
Recreation Events - Neighbourhood - Roseville			500		525	25
Recreation Events - Neighbourhood - Browns			500		525	25
Total Recreation Program & Events	9,830	41,240	46,800	36,332	50,650	3,850
Recreation Services - Equipment Repair & Mtce	-	-		1,992		-
Recreation Services - Equip. Rental Expense	4,266	4,067	3,000	4,989	3,000	-
Rec. Veh & Equip.- - Vehicle Fuel	14,219	19,156	24,000	15,764	20,500	(3,500)
Rec. Veh & Equip. - Equipment Repair & Mtce	3,065	6,176	4,000	3,779	5,000	1,000
Rec. Veh & Equip. 2017 Ford F150 Supercab XTL Pickup	311	3,540	2,000	1,244	2,000	-
Rec. Veh & Equip. 2016 Kubota Utility Tractor	1,766	-	1,000	1,691	1,500	500
Rec. Veh & Equip. 2018 Kubota Mower #1	370	1,515	1,500	-	1,500	-
Rec. Veh & Equip. 2019 Dodge Pick-Up Truck	2,686	2,439	2,000	988	2,000	-
Rec. Veh & Equip. 2019 Ball Diamond Groomer	-	-	150	-	200	50

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Rec. Veh & Equip. 2020 Rec 1/2 Ton Pickup	452	716	1,500	1,156	1,500	-
Rec. Veh & Equip. - 2018 Kubota Mower #2	1,951	2,060	1,500	1,840	1,500	-
Rec. Veh & Equip. - 2011 ATV Side By Side	305	-	-	-	-	-
Rec. Veh & Equip. - 2017 Landscape Trailer	119	314	350	264	350	-
Rec. Veh & Equip. - 2011 John Deer 1600 Mower	9,565	2,681	1,500	-	-	(1,500)
Rec. Veh & Equip. - Kabota RTV X900 Side by Side	1,173	220	250	-	300	50
Rec. Veh & Equip. - Field Liner #1 - 2011	-	-	200	-	200	-
Rec Veh & Equip - 2021 Kabota Tractor & Loader	591	-	1,000	-	1,500	500
Rec Veh & Equip - 2021 Wide Deck Mower	-	793	1,500	1,120	1,800	300
Rec Veh & Equip - Trailer #2	-	1,006	500	353	350	(150)
Parks - Field Liner #2	-	-	200	-	200	-
Rec Veh & Equip - 2023 Wide Deck Mower	-	-	1,000	1,442	2,200	1,200
Total Recreation Vehicles & Equipment	40,838	44,684	47,150	36,622	45,600	(1,550)
Parks - Donation Revenue - Parks Items	(7,450)	-	-	-	-	-
Parks - Miscellaneous Revenue	(51)	-	-	-	-	-
Parks - Field Rental Revenue	(10,273)	(33,663)	(30,000)	(33,373)	(33,000)	(3,000)
Parks - School Field Mtce Revenue	(13,823)	(7,224)	(7,110)	(7,441)	(7,500)	(390)
Parks - Community Garden Fees	-	-	-	(445)	(445)	(445)
Parks - Summer Camp Fees - Alliwannado	-	-	-	-	(4,900)	(4,900)
Parks - Langs Children Programming	-	-	-	-	(900)	(900)
Parks- Capital Reserve Fee	(325)	(1,685)	-	(1,845)	-	-
Parks - Wages	115,669	135,772	-	174,297	-	-
Parks-Overtime	3,136	4,369	-	8,031	-	-
Parks-Shift Premi	26	24	-	82	-	-
Parks-Vacation (P/T)	1,519	2,477	-	4,062	-	-
Parks - Benefits	30,668	34,120	-	52,458	-	-
Parks - Other Benefit Costs	-	55	-	90	-	-
Parks - Furniture Repairs - Replace	6,342	2,399	3,000	3,565	3,750	750
Parks - Materials and Supplies	300	-	-	-	-	-
Parks - Beach Volleyball Mat & Sup	-	-	500	-	500	-
Parks - Sports Field Lights Repair & Maintenance	-	-	-	-	1,500	1,500
Parks - Hydro	3,543	5,504	5,500	4,995	7,000	1,500
Parks -Heating Gas	284	259	750	219	750	-
Parks - Property Maintenance (Small Bldg Repairs)	35,600	38,130	39,090	38,580	40,000	910
Parks - Water and Sewer	20,225	31,019	48,000	34,791	73,000	25,000
Parks - Turf Management	34,085	37,555	40,000	41,687	46,000	6,000
Parks - Playstructure Materials & Supplies	2,663	1,468	3,500	3,790	5,500	2,000
Parks - Splashpad Maintenance	4,323	8,174	600	6,657	7,500	6,900
Parks - Horticultural Supplies	2,062	5,479	5,000	2,620	5,000	-
Parks -- Tree Planting	3,036	8,283	10,000	8,969	10,000	-
Parks - Transfer from Green Reserve	-	-	(10,000)	-	-	10,000
Parks - Cenotaph/Fountain Water	-	1,105	5,000	416	3,000	(2,000)
Parks - Tree Removal Contractor	11,280	2,198	10,000	4,111	7,500	(2,500)
Parks - Miscellaneous Expense	450	81	-	-	-	-
Parks - TSFR TO RESERVES	7,450	-	-	-	-	-
Total Parks	250,740	275,900	123,830	346,314	164,255	40,425
ACC - Energy Savings Grant	(4,511)	-	-	-	-	-
ACC - Miscellaneous Revenue	-	(41)	-	-	-	-
ACC - Hall Rental Revenue	(7,291)	(18,024)	(5,000)	(16,178)	(8,500)	(3,500)
ACC - Ice Rental Revenue	(57,609)	(158,740)	(150,000)	(133,321)	(155,000)	(5,000)
ACC - Floor Rental Revenue	(8,827)	(641)	(1,500)	(847)	(800)	700
ACC - Capital Reserve Fee Revenue	(2,751)	(6,585)	-	(6,218)	-	-
ACC - Wages	61,051	75,198	-	55,712	-	-
ACC - Overtime	2,305	3,315	-	6,253	-	-
ACC - Shift Premi	773	1,574	-	1,823	-	-
ACC-Vacation Pay	739	1,920	-	1,675	-	-
ACC - Benefits	15,584	15,117	-	13,488	-	-
ACC-Other Benefit Costs	-	3	-	38	-	-
ACC - Telephone Expense	984	1,158	1,100	1,064	750	(350)
ACC - Internet Expense	134	1,195	1,300	1,041	1,300	-
ACC - Hydro	34,431	50,488	60,000	43,094	58,000	(2,000)
ACC - Heating Gas	6,740	15,701	15,000	11,548	19,000	4,000
ACC - Property Maintenance (Small Bldg Repairs)	44,750	59,745	45,000	37,305	50,000	5,000
ACC - Water and Sewer	15,398	15,589	12,000	13,354	18,000	6,000
ACC - Security	8,128	3,927	-	-	-	-
ACC - Vehicle Fuel	1,041	2,306	1,300	2,249	2,100	800
ACC - Equipment Repairs	1,800	527	1,860	405	1,860	-
ACC - Refrigeration	14,955	13,490	16,000	9,350	17,500	1,500
ACC - 2017 Ice Edger	1,491	-	250	-	250	-
ACC - 2008 Floor Scrubber	-	-	250	-	250	-
ACC - 2011 Ice Resurfacer	7,232	638	3,500	2,119	3,500	-
Total Rec. Facility - ACC	136,548	77,861	1,060	43,952	8,210	7,150

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
NDCC - Field Rental Revenue	-	80				-
NDCC - Transfer from Reserves	(14,475)	-		-		-
NDCC - Trans. from Dev. Charges	(254,541)	(254,729)	(254,729)	-	(254,729)	-
NDCC - Energy Grant	-	-		(2,869)		-
NDCC - Recovery from Damages	-	(1,087)		(189)		-
NDCC - Miscellaneous Revenue	-	(70)		-		-
NDCC - Hall Rental Revenue	(12,393)	(35,658)	(27,500)	(22,434)	(18,500)	9,000
NDCC - Ice Rental Revenue	(154,660)	(288,982)	(325,000)	(314,168)	(335,000)	(10,000)
NDCC - Floor Rental Revenue	-	-	(500)	(155)	(500)	-
NDCC - Public Skating Revenue -Incl. Sponsorships	(1,069)	(3,980)	(2,000)	(3,575)	(3,000)	(1,000)
NDCC - Concession Revenue	-	(3,824)	(5,208)	(4,811)	(5,300)	(92)
NDCC - Ticket Ice Revenue	(700)	(1,130)	(750)	(1,311)	(1,000)	(250)
NDCC - Pickle Ball Revenue	(2,046)	(4,749)	(3,800)	(10,986)	(8,500)	(4,700)
NDCC - LANGS Facility Rent	(20,810)	(17,194)	(15,000)	(9,530)	(17,000)	(2,000)
NDCC - ATM Fee Revenue	(55)	(206)	(100)	(197)	(185)	(85)
NDCC - Capital Reserve Fee Revenue	(6,756)	(12,779)		(12,567)		-
NDCC - Advertising Revenues	(6,986)	(14,352)	(12,000)	(15,154)	(12,500)	(500)
NDCC - Wages	230,031	233,894	-	203,284		-
NDCC - Overtime	13,240	17,108		27,947		-
NDCC - Shift Premium	4,797	4,894		4,545		-
NDCC - Lead Hand	128	80		-		-
NDCC-Vacation (P/T)	2,748	4,971		4,256		-
NDCC- Benefits	68,494	58,897	-	58,703		-
NDCC-Other Payroll Costs	-	41		111		-
NDCC - Debt Interest	43,541	33,729	24,729	23,232	11,729	(13,000)
NDCC - Debt Principal	211,000	221,000	230,000	231,000	243,000	13,000
NDCC - Office Supp	62	-		-		-
NDCC - Furniture/Sm Office Equip	-	-	500	-	500	-
NDCC - Materials and Supplies	-	-		360		-
NDCC - Telephone Expense	1,725	1,924	2,000	1,781	1,200	(800)
NDCC - Internet Costs	4,833	4,534	5,000	4,375	7,200	2,200
NDCC - Hydro	160,536	167,414	190,000	134,528	175,000	(15,000)
NDCC - Heating Gas	24,509	54,371	48,000	38,637	57,000	9,000
NDCC - Property Maintenance (Small Bldg Repairs)	138,501	166,702	145,000	184,013	175,000	30,000
NDCC - Water and Sewer	45,580	53,356	38,000	45,806	62,000	24,000
NDCC - Security	19,041	8,687		-		-
NDCC - Computer Software Licences & Support	894	-		-		-
NDCC - Vehicle Fuel	2,850	3,729	4,000	5,024	5,500	1,500
NDCC - Equipment Repair & Mtce	7,159	4,294	6,000	1,453	6,000	-
NDCC - Refridgeration Repair & Mtce	19,376	59,333	25,000	26,654	25,000	-
NDCC - 2021 Ice Resurfacer	357	2,106	3,000	1,093	3,500	500
NDCC - 2020 Floor Scrubber	-	-	200	456	350	150
Total Rec Facility - NDCC	524,910	462,405	74,842	599,314	116,765	41,923
Roseville Hall - Hall Rental Revenue	-	(5,117)	(2,000)	(9,305)	(4,500)	(2,500)
Roseville Hall - Capital Reserve Fee Revenue	-	(213)		(347)		-
Roseville Hall - Wages	6,555	913		173		-
Roseville Hall - Overtime	1,195	-		-		-
Roseville Hall -Benefits	1,178	-		-		-
Roseville Hall - Hydro	654	946	1,100	1,056	1,400	300
Roseville Hall - Heating Gas	1,627	1,830	1,800	2,090	3,000	1,200
Roseville Hall - Property Maintenance (Small Bldg R	3,620	6,275	5,500	8,065	8,500	3,000
Roseville Hall -Water and Sewer	256	398	750	126	500	(250)
Total Rec. Facility - Roseville Hall	15,086	5,033	7,150	1,857	8,900	1,750
Library - Property Maintenance (Small Bldg Repairs)	5,662	629	1,000	-	1,000	-
Total Libraries	5,662	629	1,000	-	1,000	-
TOTAL RECREATION SERVICES	1,411,848	1,467,761	1,573,173	1,542,912	1,715,955	142,782

Township of North Dumfries 2024 Municipal Budget

Planning Services Department – Development Services Department

The Planning Services section of the Budget includes Planning, Economic Development, Heritage and Aggregate Administration activity costs. Bill 23, the More Homes Built Faster Act has had a significant impact on Development Services and the Planning Division. The full implications of Bill 23 have not yet been realized by the department as the legislation has not been fully enacted. Staff continue to monitor the implications of the legislation to ensure that the department is ready to being the full implementation.

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 (\$1,725) have been accounted for in the Budget as per approved agreements.

	2021 Year End Actuals	2022 Year End Actuals	2023 Approved Budget	2023 Year to Date Nov 30 2023	2024 Draft Budget	Comparison of 2023 and 2024 Budget
Planning - Transfer from Reserves (Hearing)	-	-	(19,000)	-		19,000
Planning - Administration Fees	(2,419)	(3,070)	(3,000)	(2,058)	(3,000)	-
Planning - Miscellaneous Revenue	-	-	(40,000)	(7,815)	(20,000)	20,000
Planning - Official Plan Amendment Revenue	(21,435)	-	-	-		-
Planning - Zoning Amendment Revenue	(57,400)	(49,595)	(30,000)	(43,010)	(35,000)	(5,000)
Planning - Plan of Subdivision Condo Revenue	(35,352)	(20,700)	(20,000)	(27,295)	(20,000)	-
Planning - Severance or Minor Variance Rev.	(31,640)	(28,680)	(15,000)	(22,538)	(19,000)	(4,000)
Planning - Consultation Revenue	(12,789)	(11,680)	(7,500)	(7,168)	(8,000)	(500)
Planning - Site Plan Review Revenue	(22,110)	(21,180)	(15,000)	(13,705)	(20,000)	(5,000)
Planning - Compliance Letters - Zoning	(4,070)	(4,712)	(3,500)	(2,530)	(2,300)	1,200
Planning - Ontario Grant	-	(3,000)	-	-		-
Planning - Wages	179,312	181,198	268,147	143,876	265,954	(2,193)
Planning - Benefits	63,112	57,423	92,462	42,862	95,272	2,810
Planning - Benefits Other	-	325	-	-		-
Planning - Membership Expense	2,468	1,568	2,000	1,680	2,800	800
Planning - Mileage Expense	-	-	500	-	500	-
Planning - Conferences/Training Education	41	804	4,000	1,156	4,000	-
Planning - Boots /Clothing	173	-	350	-	350	-
Planning - Office Supplies	39	279	300	128	300	-
Planning - Postage	561	-	500	-	500	-
Planning - Furniture/Sm Office Equip	279	-	500	-	500	-
Planning - Advertising Exp.	814	590	900	458	850	(50)
Planning - Materials and Supplies	33	303	250	-	300	50
Planning - Telephone Expense	1,169	1,131	1,100	970	400	(700)
Planning - Equipment Lease Costs	440	1,202	1,500	1,196	1,500	-
Planning - Legal Expense	11,129	26,496	10,000	1,685	8,000	(2,000)
Planning - Consultant Fees	-	-	1,000	-	1,000	-
Planning - Engineering Expense	3,824	223	1,500	-	1,500	-
Planning - Hearing Expense	-	-	19,000	-	23,000	4,000
Planning -Computer Hardware - (Under 5,000)	-	-	500	-	3,500	3,000
Planning - Computer Software Licences & Support	5,274	-	-	-		-
Planning -Annual Licencing of Software	3,105	6,080	8,500	6,433	8,500	-
Planning and Dev.- Equip. Rental Expense	660	-	-	-		-
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	2,114	4,876	3,500	3,026	4,500	1,000
Planning - Truth & Reconciliation Partnership	-	2,184	2,000	1,316	1,750	(250)
Planning - Smart Cities Initiative	5,882	5,882	5,882	5,882	5,882	-
Planning -Sustainable Waterloo Levy	2,374	1,381	2,500	1,473	1,725	(775)
Total Planning & Development	120,588	174,327	298,891	111,023	330,283	31,392
Heritage - Advertising Exp.	-	231	500	-	330	(170)
Heritage - Software Costs	-	-	-	-	10,000	
Heritage - Materials and Supplies	-	32	250	-	200	(50)
Total Heritage	-	263	750	-	10,530	9,780
Total Aggregate Projects	-	-	-	-	-	-
TOTAL PLANNING	120,588	174,590	299,641	111,023	340,813	41,172
Total Operations	(1,397,631)	(1,325,935)	(913,000)	(2,613,388)	(1,017,000)	(104,000)
Capital funded by tax levy and building bill 124			913,000		1,017,000	(104,000)
Net Budget			-		-	-

Township of North Dumfries

2024 Municipal Budget

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

- Human Resources
 - Ongoing changes in Legislated Benefits
 - OMERS Costs
 - WSIB Costs
- Other Future Pressure Points
 - Cemeteries
 - Hospital Requests
 - Increase request for funding support for organizations
 - Community programming
 - Events planning and facilitation
 - Economic issues such as higher interest rates and high inflation and potential economic slow-downs
 - Potential increase in tax arrears
- Other Policies
 - Continued shift to electronic payments and purchasing programs
- Capital Program and Asset Management
 - Asset Management Plan completed July 1, 2022 for Core Assets and required to complete for all other assets as of July 1, 2024.
 - 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
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2024 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD / NEW / INP	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Infrastructure 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	TOTAL FUNDING
		A - Fleet - Rolling Stock																	
A1	NEW	FIRE - (Gently Used) Aerial Apparatus - 75 ft Quint	\$505,750	\$379,313	FIRE Rolling Stock						\$126,437							\$0	\$505,750
A2	CFWD	FIRE - Deputy Fire Chief / Fire Prevention Officer	\$81,120								\$81,120							\$0	\$81,120
A3	NEW	PW - Snow Plow & Sander Unit for 1 Ton Hoist Truck	\$39,900								\$39,900							\$0	\$39,900
A4	NEW	REC - 1 Ton Hoist Truck	\$137,500								\$137,500							\$0	\$137,500
A5	NEW	Transfer to Rolling Stock Reserve [FIRE]	\$120,000		FIRE Rolling Stock													\$120,000	\$120,000
A6	NEW	Transfer to Rolling Stock Reserve [PW]	\$295,000		PW Rolling Stock													\$295,000	\$295,000
A7	NEW	Transfer to Reserve - Vehicle [BY-LAW]	\$7,000		BY-LAW Rolling Stock													\$7,000	\$7,000
A8	NEW	Transfer to Rolling Stock Reserve [REC]	\$55,000		REC Rolling Stock													\$55,000	\$55,000
A9	NEW	Transfer to Reserve - Vehicles [BUILDING]	\$15,000		BLDG Rolling Stock											\$15,000			\$15,000
		Multi-Module Tandem Truck	\$478,800	\$478,800	PW Rolling Stock														\$478,800
		Subtotal	\$1,735,070	\$858,113		\$0	\$0	\$0	\$0	\$0	\$384,957	\$0	\$0	\$0	\$0	\$15,000	\$0	\$477,000	\$1,735,070
		B - Studies, Equipment, Software																	\$0
B1	CFWD	Admin - Payroll / HRIS Software	\$15,300		Modernization Grant										\$15,300				\$15,300
B2	CFWD	Admin - Records Management Software	\$26,000		Modernization Grant										\$26,000				\$26,000
B3	INP	Admin - Enhanced Audio / Visual IT	\$35,000		Modernization Grant										\$35,000				\$35,000
B4	CFWD	Admin - Pay Equity / Wage Compensation Study	\$42,000	\$42,000	Wage Compensation / Pay Equity														\$42,000
B5	NEW	OSIM - Bridges and Major Culverts Assessment [PW]	\$28,350					\$28,350											\$28,350
B6	NEW	Asset Management Plan - Phase II Facilities, Parks, Rolling Stock [CORPORATE]	\$31,200												\$31,200				\$31,200
B7	NEW	Website Redesign - with E-Commerce & AODA Compliance [CORPORATE]	\$89,440												\$89,440				\$89,440
B8	Deleted																		\$0
B9	CFWD	Official Plan - Comprehensive Update / Conformity Review [PLANNING]	\$374,780	\$205,755	PLANNING - Studies						\$169,025								\$374,780
B10	NEW	Engineering Standards Manual Update - Phase I [ENGINEERING]	\$41,600					\$41,600											\$41,600
B11	NEW	Property Management / Building Software with E-Permitting [BUILDING]	\$185,000													\$185,000			\$185,000
B12	NEW	Work Order Software [PW]	\$85,000												\$85,000				\$85,000
B13	NEW	Push Cart Pavement Painter [PW]	\$19,380	\$19,380	PW - Equipment														\$19,380
B14	NEW	Protective Gear / Clothing - 5 Bunker Gear [FIRE]	\$16,830	\$16,830	FIRE - Equipment														\$16,830
B15	NEW	Ground Mounted Digital Reader Sign Board [FIRE]	\$26,000	\$5,000	FIRE - Equipment												\$21,000		\$26,000
B16	NEW	Field Liner #2 [REC]	\$5,928	\$5,928	REC - Equipment														\$5,928
B17	CFWD	NDCC Building Automation Software [REC]	\$29,580	\$29,580	REC - Facilities														\$29,580
B18	CFWD	Broadband Enhancement Strategy - Phase 1	\$150,000	\$150,000	Broadband Reserve														\$150,000
B19	CFWD	Planning - Cemetery Management Software	\$15,600		Modernization Grant										\$15,600				\$15,600
B20	INP	Ayr Ice House Precinct Master Plan	\$80,390			\$75,000							\$5,390						\$80,390
B21	NEW	Installation of Public Access Level II EV Charging Stations	\$55,000	\$15,000	Green Energy Reserve									\$20,000	\$20,000				\$55,000
B22	NEW	CORPORATE - Transfer to Reserve	\$25,000															\$25,000	\$25,000
B23	NEW	FIRE - Transfer to Equipment Reserve	\$25,000															\$25,000	\$25,000
B24	NEW	PW - Transfer to Equipment Reserve	\$5,000															\$5,000	\$5,000
B25	NEW	REC - transfer to Equipment Reserve	\$10,000															\$10,000	\$10,000
B26	NEW	PLANNING - Transfer to Reserve - Studies	\$20,000															\$20,000	\$20,000
		Subtotal	\$1,437,378	\$489,473		\$75,000	\$0	\$69,950	\$0	\$0	\$169,025	\$0	\$5,390	\$20,000	\$317,540	\$185,000	\$21,000	\$85,000	\$1,437,378

2024 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD / NEW / INP	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Infrastructure 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	TOTAL FUNDING
		C - Linear Infrastructure																	\$0
C1	NEW	PW - Various - Road Resurfacing	\$2,987,494				\$400,000	\$871,856	\$750,000	\$965,638								\$0	\$2,987,494
C2	CFWD	PW - Intersection Improvement Elliot & Inglis and Inglis St Improvements	\$630,730					\$315,365			\$315,365							\$0	\$630,730
C3	NEW	PW - Design & EA Reidsville Road, Wrigley Rd to Brant Waterloo Rd	\$272,545								\$272,545							\$0	\$272,545
C4	NEW	PW - Footbridge Rd - Bridge Structural Assessment	\$79,500					\$79,500										\$0	\$79,500
C5	NEW	PW - Piper Street - Bridge Structural Assessment	\$41,600					\$41,600										\$0	\$41,600
C6	NEW	PW - Gore Road - Major Culvert #1 & #2 Rehabilitation	\$31,000					\$31,000										\$0	\$31,000
C7	NEW	PW - Greenfield Rd West - Major Culvert Rehabilitation	\$26,000					\$26,000										\$0	\$26,000
C8	NEW	PW - New Sidewalk Construction / Rehabilitation - various locations	\$72,000				\$72,000											\$0	\$72,000
C9	CFWD	PW - LED Streetlight Conversion - Phase 2 - Top Post Luminaries	\$112,840	\$112,840	Streetlight Reserve													\$0	\$112,840
C10	NEW	PW - Rife Road Drainage Improvements	\$22,000					\$22,000										\$0	\$22,000
C11	NEW	PW - Brant Waterloo Rd, Spragues to 1 km east - Drainage / Road Bed Improvements	\$28,500		Gravel Reserve			\$28,500										\$0	\$28,500
C12	NEW	PW - Traffic Calming - Purchase of Portable Speed Cushions	\$32,000				\$32,000											\$0	\$32,000
C13	NEW	PW - Transfer to Streetlight Reserve	\$15,000															\$15,000	\$15,000
C14	NEW	PW - Transfer to Sidewalk Reserve	\$12,500															\$12,500	\$12,500
C15	NEW	PW - Transfer to Stormwater Management Reserve	\$10,000															\$10,000	\$10,000
C16	NEW	PW - Transfer to Infrastructure Reserve	\$150,000															\$150,000	\$150,000
		Subtotal	\$4,523,709	\$112,840		\$0	\$504,000	\$1,415,821	\$750,000	\$965,638	\$587,910	\$0	\$0	\$0	\$0	\$0	\$0	\$187,500	\$4,523,709
		D - Facilities																	\$0
D1	INP	Admin - Township Office Renovation, Set-up, Furniture Acquisition	\$803,365	\$803,365	Land Sale Reserve														\$803,365
D2	NEW	PW - New Well Installation at PW Depot	\$30,600	\$30,600	Facilities Reserve													\$0	\$30,600
D3	NEW	PW - Hydro Service Upgrade at PW Depot	\$65,000	\$65,000	Facilities Reserve													\$0	\$65,000
D4	INP	PW - Phase 1 Administration Building PW Depot	\$1,739,853	\$378,534	Public Works Facility Reserve/Facility Reserve			\$73,828			\$1,287,491								\$1,739,853
D5	CFWD	REC - ACC Barrier Free Lift	\$311,000	\$211,000	Facilities Reserve										\$100,000			\$0	\$311,000
D6	CFWD	REC - Commercial Fire Suppression Range Hood @ NDCC	\$45,000	\$45,000	Facilities Reserve													\$0	\$45,000
D7	CFWD	REC - Ayr Ice House Rehabilitation - Phase 1	\$185,000	\$185,000	Ayr Ice House Reserve													\$0	\$185,000
D9	CFWD	REC - Schmidt Park Building Security Cameras	\$18,000			\$18,000												\$0	\$18,000
D10	NEW	REC - Cowan Park Building Security Cameras	\$18,000			\$18,000												\$0	\$18,000
D11	NEW	REC - Victoria Park Building Security Cameras	\$22,000			\$22,000												\$0	\$22,000
D12	NEW	REC - Ayr Ice House Renovation - Transfer to Reserve	\$25,000															\$25,000	\$25,000
D13	CFWD	FIRE - Renovation of Community Hall for Fire Administration / Fire Prevention	\$370,000								\$370,000							\$0	\$370,000
D14	NEW	REC - LED Lighting Installation @ NDCC & ACC Arenas	\$85,985	\$64,025	Facilities Capital Reserves										\$21,960			\$0	\$85,985
D15	Deleted																		\$0
D16	NEW	REC - Transfer to Reserves for Facilities	\$190,000															\$190,000	\$190,000
D17	NEW	FIRE - Transfer to Reserve For Fire Hall Facility	\$15,000															\$15,000	\$15,000
D18	NEW	PW - Transfer to Reserve for PW Facilities	\$15,000															\$15,000	\$15,000
D19	NEW	REC - Transfer to Reserve for Roseville Community Centre Facility	\$2,500															\$2,500	\$2,500
D20	NEW	REC - Transfer to Reserve for Library Building	\$5,000															\$5,000	\$5,000
D21		Repayment of NDCC Debt (retired end of 2024)	\$254,490								\$254,490							\$0	\$254,490
		Subtotal	\$4,200,793	\$1,782,524	\$0	\$58,000	\$0	\$73,828	\$0	\$0	\$1,911,981	\$0	\$0	\$0	\$121,960	\$0	\$0	\$252,500	\$4,200,793
		E - Parks, Trails																	\$0
E1	NEW	REC - Park Furniture	\$35,000										\$35,000					\$0	\$35,000
E2	NEW	REC - Park Redesign - Brown's Subdivision Park	\$18,000			\$18,000												\$0	\$18,000
E3	NEW	REC - Rehabilitation Victoria Park Tennis / Pickle Ball Courts	\$158,100			\$158,100												\$0	\$158,100
E4	NEW	REC - Brown's Subdivision Park Renewal - Phase I	\$60,000			\$30,000							\$30,000					\$0	\$60,000
E5	NEW	REC - Park Design - Clyde Park	\$18,000			\$18,000												\$0	\$18,000
E6	INP	REC - Park Construction - Legacy P1 / Broos P1A Subdivision	\$952,937								\$952,937								\$952,937
E7	CFWD	REC - Nith River Trail, Pipers Glen Park to Greenfield and various - Design & Approvals	\$132,800			\$60,000					\$60,000		\$12,800					\$0	\$132,800
E8	CFWD	REC - Watson Pond Fountain	\$20,000														\$20,000	\$0	\$20,000
E9	CFWD	REC - Trails Rehab with Grand Valley Trails Association (GVTA)	\$20,000										\$20,000					\$0	\$20,000
		Subtotal	\$1,414,837	\$0		\$284,100	\$0	\$0	\$0	\$0	\$1,012,937	\$0	\$97,800	\$0	\$0	\$0	\$20,000	\$0	\$1,414,837
		TOTAL	\$13,311,787	\$3,242,950		\$417,100	\$504,000	\$1,559,599	\$750,000	\$965,638	\$4,066,810	\$0	\$103,190	\$20,000	\$439,500	\$200,000	\$41,000	\$1,002,000	\$13,311,787

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

CFWD - Carry Forward from Previous Year
INP - Carryforward project in progress



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2024 Capital Budget & Funding Summary

Included in the 2024 Budget Binder is the a Summary of Capital Projects, which identifies the various Capital Projects proposed for delivery in 2024. The spreadsheet identifies each project, the estimated expense and the source of funding.

The spreadsheet also identifies on a project by project basis whether the work proposed is In-Process (INP), a Carry Forward [CFWD] or New [NEW]. In-Process represents projects that were budgeted in 2023 and work continues on the file into 2024. For In-Process the funds from 2023 are protected and the completion of work is funded from the earlier approved Capital Budget. Carry Forward by contrast means projects that were initially budgeted to be undertaken in the prior year, however, either because of time delivery conflicts or cost above budget estimate were delayed and are now re-budgeted in 2024.

There is no debt financing proposed to fund the 2024 Capital Budget.

The overall recommended Capital Budget for 2024 has an estimated value of \$13,532,987

It should be noted that 100% of the Capital to be expended in 2024 through the tax levy is directed to Capital Reserve Accounts to fund the Township's long term financial strategy. The tax levy to fund the long term financial strategy of the Municipality through reserve transfers totals \$1,002,000

2024 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. The various Capital Reserve Transfers have been identified in the 2024 Capital Budget Summary.

The projects outlined in the 2024 Capital Budget Summary represent largely Tangible Capital Assets.

Listed below is a brief summary of each Capital project proposed to be undertaken in fiscal Year 2024.

2024 Capital Budget & Funding Model
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A. FLEET / ROLLING STOCK

1. Fire – Aerial Apparatus 75 ft Quint (gently used)

This project represents the acquisition of used aerial device that by its design has five functional components, namely: aerial device with elevated ladder / water pipe with fixed master stream nozzle (75 ft extension), and, as pumper apparatus with hose bed and ground ladders. The projected cost to purchase, fit-up and commission the new apparatus is \$ 505,750. Funding for this new piece of apparatus will be from the Development Charges Reserve Account and the Fire – Rolling Stock Reserve Account.

2. Fire – Deputy Chief / Fire Prevention Vehicle

This project represents the acquisition of a new vehicle to be utilized by the Deputy Chief / Fire Prevention Division, and when necessary, to support the Fire Suppression Division. The proposed purchase is a 2024 hybrid powered SUV. The acquisition of this vehicle represents an expansion to the Fleet and is funded through Development Charges.

3. Public Works – Snow Plow & Sander Attachments for 1 ton hoist truck

In 2023 the Township purchased a medium duty (1 ton) hoist truck for the Public Works Division. The 2024 budget component is to purchase an adjustable front mount “v” plow and sander box insert. This unit can then be deployed to complement the existing winter maintenance fleet to deal with winter patrol, or, clean up of smaller areas after the major storm event subsides. The acquisition of the plow / sander unit are funded through Development Charges.

4. Recreation – 1 Ton Hoist Truck

This purchase represents an expansion of the fleet to support operations within the Recreation Division associated with facilities, and, the parks / open space network. This vehicle will be fitted up with a dump hoist that will allow for the ability to move materials to support parks, trails and sports field maintenance, and/or, to haul a trailer with heavier payload. This heavier capacity truck will provide flexibility to the Recreation Division in their role of on-going maintenance and small scale construction related projects in the parks portfolio. The acquisition of this new vehicle is funded through Development Charges.

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

2024 Capital Budget & Funding Model
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cycle replacement of the various units. The total contribution to Rolling Stock Reserves across the Corporation for 2024 is \$492,000.

B. STUDIES, EQUIPMENT, SOFTWARE

1. 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 legislation and regulations. Items including tracking on-going training and professional development, performance evaluations, 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.

2. 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 as established by the Township. In order to improve efficiencies of the electronic Records, a software will be implemented which allow Staff to establish a digital link / interface for Agendas, Minutes, Resolutions and Reports to 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.

3. Administration – Enhanced Audio / Visual IT

This project is presently in-process as funding and work commenced in 2023. This project entails the purchase and installation of digital camera(s) integrated with sound to accommodate live streaming of in-person Council meetings (which would include hybrid Council Meetings where there is a blend of in-person attendance and remote participation), and, items such as an AODA compliant speakers table with audio connectivity. 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 – Pay Equity and Non-Union Personnel Wage Compensation Study

This project represents an update to the Study completed in 2018. Originally budgeted in 2023, this project was delayed in recognition that a number of the Township's comparator group was completing studies at the time. The Budget facilitates the hiring of a Consultant to complete an independent review of wage classifications and structure for Non-Union Personnel. The Study will ensure that the Township is in full compliance with the applicable provisions of the *Pay Equity Act*, and, review the current wage structure for Non-Union Personnel in the context of the marketplace of the Township's Municipal comparator group. Funding for the completion of this project is funded from the Pay Equity / Wage Compensation Reserve Account.

5. OSIM – Bridges and Major Culverts Assessment

Consistent with Provincial regulations, the Township is required on a biennial time period to complete an audit of the structural integrity / condition assessment of all bridges and culverts that have a span of 3 metres or wider. This review is to ensure accountability on the safety of the structures, and, to inform the Capital Forecast / Asset Management Plan on rehabilitation or replacement of key elements associated with either a bridge or major culvert.

6. Asset Management Plan Phase II

In accordance with Ontario Regulation 588/17, the Township is obligated to complete the next round of the update to the Asset Management Plan. This next phase builds upon the work completed related to the linear infrastructure network undertaken in the 2021 / 22 time period. Phase II focuses on the condition, rehabilitation / replacement schedule and associated financial funding strategy for Facilities, Parks and Rolling Stock. In accordance with the application Regulation, the Phase II work program is to be presented to Council for adoption by July 1/24. The Township in 2023 undertook an update to the Building Condition Assessment for various buildings to assist with the completion of the Phase II update to the Asset Management Plan.

7. Website Redesign

This project will require hiring a Consultant to undertake a complete overhaul and redesign of the existing Corporate website. The project contemplates the introduction of an e-commerce platform and the incorporation of characteristics that will provide enhanced components to support compliance with the *Accessibility for Ontarians with Disabilities Act*. Enhanced components include voice audio and remote viewer read elements.

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8. Built Heritage / Cultural Landscape Study

This project contemplates retaining a Consultant to assist in the evaluation of prospective properties / buildings that may be appropriate to support a Part IV designation for protection under the authority of the Ontario Heritage Act, and/or, to identify areas that may be suitable for identification of a cultural landscape as defined under the Act. With respect to the cultural landscape aspect, the Study would identify potential candidate areas or districts and the appropriate policy framework that could be included in the new Official Plan.

9. Official Plan – Comprehensive Update / Conformity Exercise

This project contemplates a complete rewrite of the existing Plan to properly reflect the implications of growth (residential & non-residential) through to 2051; the full implementation of Bill 23 wherein the existing Regional Official Plan would be retired and relevant aspects incorporated into the new document; and, the incorporation of new policy directions as issued by the Province through the anticipated release of a Provincial Planning Statement. The new Official Plan would represent an over-arching policy document or blue print that would identify where growth is to occur and how that emerging built form will be accommodated; a Climate Change lens would be incorporated; revised and expanded strategy to deal with the aggregate sector; and, a policy framework that would identify and protect sensitive features or key natural resources for the longer term. Funding will offset the cost of retaining a Consultant to complete the background analysis, policy writing and public engagement process associated with the creation of a new Official Plan for the Township.

10. Engineering Standards – Phase I

This multi-year assignment is designed to commence with the introduction of engineering standards to inform redevelopment and/or greenfield development as to the specifications and standards of the Municipality in relation to public works. Standards will be identified related to areas associated with designs / cross-section profiles for the hierarchical road classification; stormwater management system (Low intensity development; major / minor systems; etc); walkway blocks; on and off road trails and bike lanes; site grading; erosion and sedimentation control; park servicing and amenities, etc

11. 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

2024 Capital Budget & Funding Model
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all phases of the building review / approval / inspection process, as well as a property database for all properties. 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.

12. Work Order Software

This initiative is to be funded through the Municipal Modernization program as previously awarded to the Township. This system represents a digital intake of areas of work to be undertaken involving the Township's road, parks and / or facilities as identified through inspections, and/or comments received from members of the Public where deficiencies or problems exist. The Work Order will assign a "ticket" for each item along with an assignment to the appropriate individual for review & follow up. The Work Order will catalogue and track progress on the activity until the file is closed out when the assigned task is completed.

13. Push Cart Pavement Painter

The pavement marking for stop bars, cross-walks, speed bumps, etc is proposed to be brought in-house with this aspect of work to be undertaken by Staff. Funding in the 2024 Budget will allow for the purchase of the equipment and templates for patterns to be "painted".

14. Bunker Gear PPE (5 sets)

With the hiring of nine (9) new recruits in 2023 we were able to utilize five sets of existing bunker gear to accommodate the new personnel. The existing personal protective gear equipment (bunker gear) are now at the end of their life cycle replacement and are set to expire in January 2024. The purchase of the replacement bunker gear (5 sets) will bring all personal protective gear equipment into compliance for 2024. The cost to acquire five (5) new sets of bunker gear is budgeted at \$16,830. Funding for the replacement of the bunker gear will be drawn from the Fire – Small Equipment Reserve Account.

15. Ground Mounted Digital Reader Sign Board

It is proposed to modernize the existing ground mounted digital reader sign board at the Ayr Fire Station. Utilizing the existing frame and electrical supply, the intent is to install a digital display sign. With the digital reader / display sign, timely messages can be programmed and available to convey relevant information to the vehicular traffic as it passes along the Scott Street / Wrigley Road corridor.

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16. Field Liner #2

This project is the purchase of a replacement unit for the painting of lines associated with baseball and soccer sports fields.

17. Recreation – Building Automation System

This project entails the purchase of a new Building Automation software, controllers and sensors for the NDCC to regulate the HVAC system. The existing unit, established in 2011, is approaching end of life and needs to be upgraded. The new unit will allow the Township to better serve the various zones situated within the building, and, to more efficiently program the zones to align with time of use or nature of activity. These enhancements should assist various user groups and potentially realize lower energy consumption costs attributed to natural gas and electricity.

18. Broadband Enhancement Strategy Phase 1

This project contemplates identifying opportunities for the Township to incentivize the private sector Internet Service Providers (ISP) to undertake the design, construction and commissioning of broadband infrastructure to service under performing areas of the Municipality. The initial focus will be on the Melair / Guthrie business park district.

19. Cemetery Management Software

This project represents a carry forward from the 2023 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.

20. Ayr Ice House Precinct Master Plan

This project is presently underway and represents a carry forward from 2023. 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.

21. Installation of Infrastructure to Support Level II EV Charger Units

This project contemplates leveraging senior levels of government funding and with contributions from the Township, designing and installing the necessary electrical upgrades

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necessary to support Levell II EV charging units. Funding is reflective of installing a dual port charging unit at both the Gibson Street municipal parking lot, and, adjacent the front entry door at the NDCC. Both EV charging stations would be available 24/7/365 for access by the Public.

22 to 26. Reserve Transfers

The Transfer of funds to the Planning Division, Public Works, Recreation, Fire Department Equipment and Corporate Services Reserve Accounts. The transfer of funds to the respective Department Accounts facilitates the future completion of projects to be undertaken in the 10 Year Capital Forecast (2024 to 2033). The total amount of the reserve transfers for these elements is \$85,000

C. LINEAR INFRASTRUCTURE PROJECTS

1. 2024 Road Resurfacing Projects

The proposed 2024 Road Resurfacing program envisages approximately 8.575 km of roads to be rehabilitated. The Attachment to this Report conceptually identifies the location of the 2024 Road Resurfacing program.

The various segments of the road network to be rehabilitated in 2024 were derived from the 2022 State of the Infrastructure – Roads report that were deemed to be “poor condition”.

The projected cost to undertake the 2024 Road Resurfacing program is \$2,987,494. Funding to complete the annual road resurfacing program is drawn from the Infrastructure Reserve, Gas Tax Reserve, OCIF account and the Gravel Reserve.

The various road segments involved 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. The project contemplates spot ditching repairs; pulverize existing asphalt surface and its incorporation into the road bed; adding 100 mm of new gravel to the road bed; compacting and reshaping the road bed; applying 100 mm of asphalt paving; establishing a gravel shoulder; and, road pavement markings as required. For the section of Greenfield Road, the application of asphalt paving will be 150 mm in thickness in recognition of the truck route and its associated weight implications.

For each road segment, the Township would retain the services of an independent laboratory to undertake compaction testing and product samples to ensure compliance with the Tender specifications.

2. Elliot Street / Inglis Street Intersection and Inglis Street Road Improvements

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The attached map conceptually identifies the location of the planned improvements to the road surface and drainage along Inglis Street, from Colquhoun Street to Northumberland Street, and, the intersection improvements at Elliot Street and Inglis Street.

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 Street 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.

On Inglis Street it is proposed that the existing surface layer of asphalt would be shaved off with a new 50 mm HL3 surface layer asphalt be laid for the length of Inglis Street, between Northumberland and Colquhoun St. The project will also address surface drainage issues along the Inglis Street road corridor with re-establishment of roadside ditches in combination with curbs and buried infiltration galleries. The pavement width at the intersection of Inglis / Colquhoun Streets will also be narrowed to facilitate a three-way stop control intersection and the ability to better modulate the speed of traffic along this section of the Inglis Street corridor.

3. Environmental Assessment (EA) and Design
Reidsville Road, Wrigley Road to Brant-Waterloo Road

This is a growth related projected and funded through Development Charges. Reidsville Road for this section of the network is an existing gravel surface road. The road platform is at various widths and there are severe curves on the road, and, grade profiles and drainage remains a concern. To properly accommodate the growing presence of north / south traffic movements, it is necessary and appropriate to re-evaluate the design of the road and upgrade its standard to an asphalt surface. The EA process will be the basis of what types of improvements are necessary and how to mitigate impacts on adjacent features / facilities / properties, and, to then advance forward with the preparation of detailed engineering drawings suitable for issuance as a tender document.

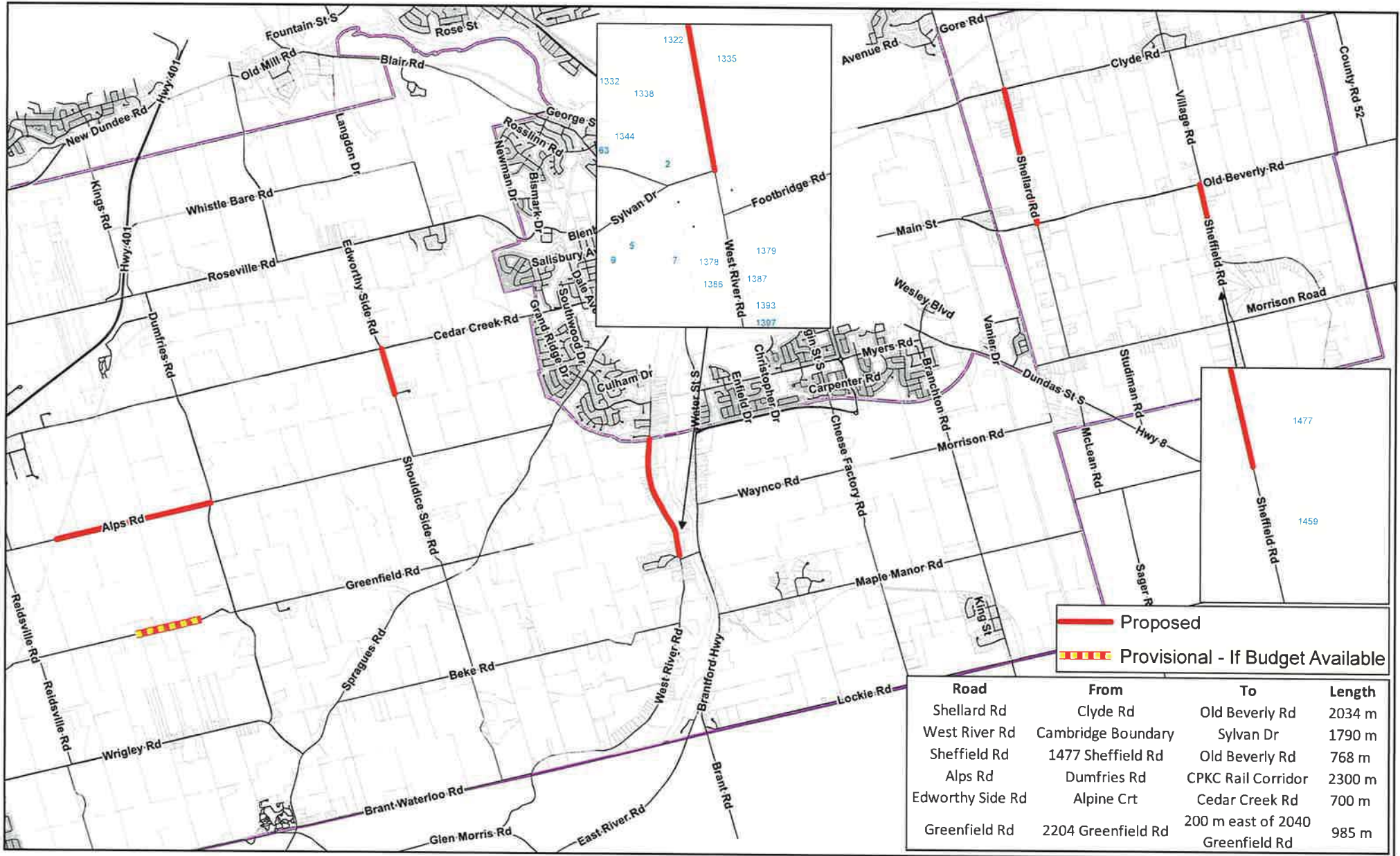
4 & 5 Footbridge Road Bridge & Piper Street Bridge Structural Assessment

Recommended in the 2022 OSIM Report on the state of bridges and major culverts, the earlier study recommended a more detailed analysis and assessment of the concrete deck and its associated underpinnings, and, the rail system. Funding for these two bridges will facilitate detailed testing and assessment that will inform the scope of work to be undertaken in future years in terms of rehabilitation of elements of the two respective bridge structures.

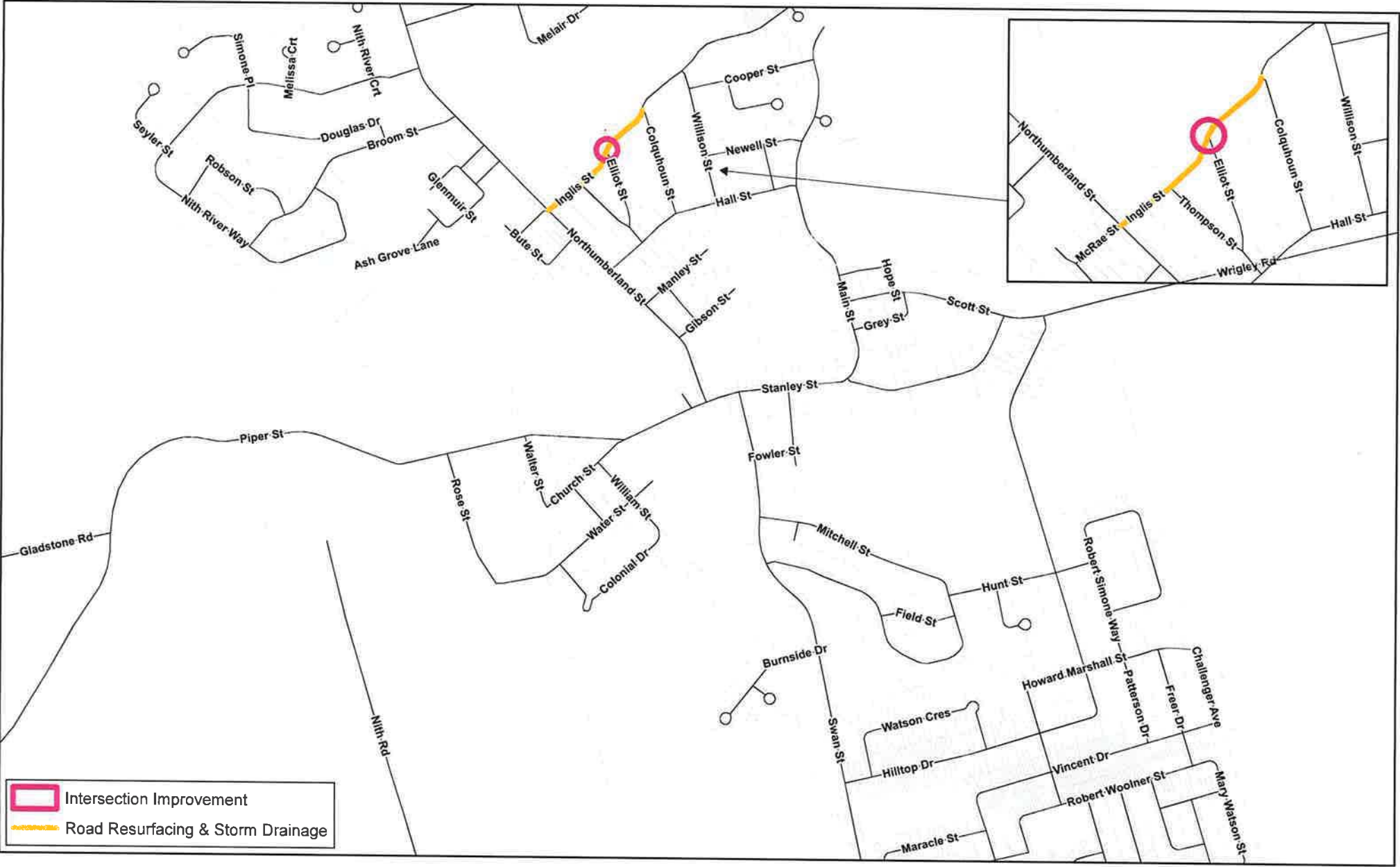
6 & 7 Gore Road Culvert #1 & #2 and Greenfield Road West Culvert Rehabilitation

Recommended in the 2022 OSIM Report on the state of bridges and major culverts, the

2024 Proposed Road Resurfacing Program - Rural Countryside



2024 Proposed Road Capital Projects - Ayr



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earlier study recommended the installation of guard rails approaching and across the respective major culverts for safety purposes. The project will also make remedial improvements adjacent the edge of the culverts to mitigate against erosion.

8. Sidewalk Construction / Rehabilitation

This project contemplates undertaking spot repairs to remove existing sidewalk plates that have shifted, cracked or have extensive spalling. The intent is to eliminate the potential slip or trip hazard. The focus in 2024 is to across the entire network deal with the remediation of sidewalks.

9. Phase 2 LED Streetlight Replacement Program

This project represents the 2nd phase of replacing high pressure sodium streetlights with LED streetlights. Phase 1 focussed on cobra head streetlights. Phase 2 will focus on the top post luminaires. Funding for this project contemplates the change out of approximately 130 streetlight luminaires, the requisite wiring harness and post attachments, and, any engineering drawings to support the bid document.

10. Rife Road – Roadside Drainage Improvements

This project, affecting both sides of Rife Road, contemplates re-establishing the roadside ditch network from Dumfries Road through to the west terminus of the road. It is proposed that driveway culverts be replaced where necessary (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.

11. Brant-Waterloo Road, Spragues Road to Approximately 1 Km East
Roadside Drainage and Road Bed Improvements

This section of Brant-Waterloo Road is predominantly a gravel road with a rural cross-section. It is proposed that driveway culverts be replaced where necessary (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, and, to build up the existing gravel road by importing and compacting 100 to 150 mm of new gravel to add capacity and depth to the gravel surface of the roadway

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12. Purchase of Portable Speed Cushions

The objective of this project is to purchase 4 to 6 sets of portable speed cushions as part of a speed modulation / traffic calming initiative. The speed cushions are portable in nature and as such they are spiked into the existing road. The units would be in place from the spring through fall time period. Traffic monitoring and speed trials were be undertaken in conjunction with the installation of the speed cushions to assist in the assessment as to whether a permanent installation would be of benefit. Candidate roads for 2024 include a portion of Morrison Road, and, Greenfield Road West.

Given the portable nature of the speed cushions, these items can be relocated and temporarily installed at alternate locations in future years.

13 to 16 Transfer to Reserves – Various Accounts

The Transfer of funds to the various Reserve Accounts. The transfer of funds to the respective Department Accounts facilitates the future completion of projects to be undertaken in the 10 Year Capital Forecast (2024 to 2033). The total amount of the reserve transfers for these elements is \$187,500

D. FACILITIES

1. Township Municipal Office Project

This project represents a 2023 in-process item. Funding for this project offsets costs associated with the leasehold improvements, purchase of furniture, IT and security system installations, professional services, and, miscellaneous items such as signage, line marking, etc.

2 & 3 Public Works Depot – New Well and Hydro Service Upgrade

These two projects are entwined.

The Public Works Depot is presently being upgraded with the construction of a new (approximate) 297 sq.metre building designed to accommodate the operations personnel in Public Works Division. Companion to the recently awarded construction of the new building, it is necessary to upgrade the hydro service connection / transformer, and, the potable supply of well water to support the initial phase of construction and the future phases of improvements at this location.

4. Construction of new Administration Building at Public Works Depot

This project is a 2023 Capital project as approved by Council. Work has commenced on this project and as such it represents an in-process project. The new building is expected to be commissioned and in use by November 2024.

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5. Construction of an Elevator - ACC

This project involves the removal of the existing lift in the lobby of the Ayr Community Centre and replacing it with a fully functioning Elevator. Consistent with AODA requirements, barrier free design should promote independence for the individual to be able to access the building or to other floors within the building. The current lift requires an Operator in attendance to assist a patron to access the 2nd floor of the building.

This project represents a carry forward initiative. Design of the new elevator has commenced, and, the Township was successful in securing a \$100,000 Grant award to assist in defraying the cost of the new installation.

6. Commercial Fire Suppression Range Hoods for NDCC

This project represents work approved in the 2023 Capital Budget that originally captured the ACC, Roseville Community Centre and the NDCC. The installation of fire suppression range hoods at the ACC and Roseville Community Centre are presently underway. In the existing kitchen facilities associated with the community halls at all three locations the existing stove tops are absent a proper commercial fire suppression range hood. To accommodate cooking of food in these locations for rental to the public, the installation of the range hoods are required to align with the Fire Code. The project involves the purchase, installation and commissioning of the commercial fire suppression range.

There was insufficient budget to complete the NDCC range hood installation in 2023 and as such this element has been re-introduced in 2024. Funding in the 2024 Capital Budget will close out this program and all three kitchens in the various community buildings will have then been brought into compliance.

7. Ayr Ice House Renovation – Phase 1

Leading into the 2024 200th Anniversary of the Community of Ayr, the intent is to retain the services of a Consultant to prepare the appropriate bid document and to retain the services of a Contractor to complete the initial work to restore the outside façade of the Ayr Ice House. Façade improvements contemplate new windows, entry door, parging of the exterior wall, soffit and eavestrough and replacement roof. This program represents a phased approach to the restoration and rehabilitation of this Part IV Heritage Designated Structure. The initial work flows from the 2020 Study completed on the structural integrity and restoration program for the Ayr Ice House.

9 to 11 Security Camera Installations – Schmidt, Cowan and Victoria Parks

The Township has encountered property damage and vandalism adjacent the buildings associated with the three named parks. Funding has been set aside to design and install security cameras that can provide a video feed and recording of events at these locations.

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December 11th, 2023

12. 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. The initial Transfer to Reserve was undertaken in 2021. 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

13. Fire – Conversion of the Community Hall at Fire Station for Fire Administration / Prevention / Operations Personnel

This project represents a carry forward from 2023. The design work was undertaken in 2023 and the project is currently in the market place to secure a Contractor to complete the construction phase. The bid document closes in mid-January.

This project entails the physical conversion of the Community Hall in the southwest corner of the Fire Station into office space to accommodate Fire Administration / Fire Prevention and Fire Operations personnel to work. The project involves demising space (including lighting, flooring, power supply, etc). retrofitting the existing washrooms to a barrier free universal washroom, and, incorporating a barrier free entry into the building. An allowance has also been provided to accommodate IT enhancements, building security and fit up with furniture.

14. LED Lighting Installation at the NDCC and ACC Arenas

The Township in late 2023 applied for and has received a Grant award to assist with the defraying of the capital costs to remove the existing lighting system over both ice surfaces located at the NDCC and ACC with LED technology. Funding in the capital budget will facilitate the purchase of new LED lights, the requisite installation and commissioning.

15. Design – Major Rehabilitation of ACC

At the August 16th, 2023 Special Council Meeting on the 10 Year Capital Forecast [2024 – 2033] Council adopted a Resolution providing direction that \$600,000 was to be set aside to retain a Consultant to undertake the preparation of design drawings in support of a major rehabilitation of the Ayr Community Centre. Areas of focus to be undertaken as part of the design project included: new roof and eavestrough; drainage improvements; parking lot improvements; exterior block restoration; new refrigeration plant and system; demolition and removal of existing refrigeration plant and system; replacement concrete ice pad; and, new hockey boards and glass. The design work is in preparation of the construction phase to complete the major rehabilitation undertaking in 2025.

2024 Capital Budget & Funding Model
December 11th, 2023

16 to 20 Transfer to Reserve – Various Facilities

The transfer of funds to Reserve Accounts for the named facilities (Roseville Community Centre, Library, Firehall, Public Works Depot) and the ACC / NDCC are designed to support the 10 Year Capital Forecast (2024 to 2033) with the objective of undertaking future projects to keep the buildings in a state of good repair. The aggregate value of the Facilities Reserve transfers totals \$227,500

21. Repayment of the NDCC Debt

The Township's current debenture for the construction of the NDCC lapses at the end of fiscal year 2024. The annual installment of principal / interest on the debenture totals \$254,490. The debenture payment is illustrated in the Capital Budget to properly track costs associated with tangible assets.

E. Parks & Trails

1. Recreation – Annual Replacement of Park Furniture

As part of a phased program, the Township is expanding and replacing furniture across all of the Parks and contemplates the continuation of updating and expanding furniture within various parks. Funding in 2024 is proposed for park benches, bike racks, picnic tables and waste receptacles.

2 & 5 Park Design – Brown's Subdivision and Clyde Parks

Funding for Projects 2 and 5 contemplate retaining a consultant to complete detailed design and tender ready documents for the selected aspects of the rehabilitation and improved amenity features in both Brown's Subdivision and Clyde Parks. Initial concepts and consultation with community members in both locations commenced in 2023 and will continue in early 2024 to refine proposed improvements.

3. Rehabilitation of Victoria Park Tennis / Pickleball Courts

The existing painted asphalt surface of the Victoria Park tennis / pickleball facility has approached the end of its useful life. Cracks in the surface are now becoming more extensive and interim patching is proving to be a challenge. The scope of work proposes the removal of the existing asphalt surface; removal of suspect locations of the existing substrate and the importation of new material; applying a new asphalt surface; and, painting the new court features. The existing lighting and perimeter fencing is to remain in place.

2024 Capital Budget & Funding Model
December 11th, 2023

5. Brown's Subdivision Park Renewal – Phase 1

It is proposed to construct a new 2 metre wide limestone surface trail around the perimeter of the existing open space portion of the park, and, install a woodchip (or equivalent) trail through the woodlot feature. Funding is to purchase materials and rental equipment. The completion of project is to be undertaken utilizing personnel from the Public Works Division and Leisure & Community Services. If additional funds are left, it is proposed to advance with additional tree planting, furniture purchases and similar soft scaping elements.

6. Construction – Parkette Opposite Intersection of Challenger Avenue / Freer Avenue, and, Neighbourhood Park in Legacy Phase 1A / Broos Phase 1A

Work in these two park locations is substantially complete as of end of November 2023.

The project represents in-process work within minor elements to be completed and commissioned in the Spring of 2024. This project contemplates the construction of the new infrastructure and facilities proposed for these two outdoor park locations. Pathways, play structures and swings along with sitting areas are proposed for both Park locations. For the Neighbourhood Park added features such as a splash pad, multi purpose court and a junior ball diamond (unlit) are proposed to be installed to support the adjacent neighbourhood.

7. Recreation – Design & Approvals - Nith River Trail, Pipers Glen Park to Greenfield and Other Locations

This project is a carry forward from 2023. The project involves retaining a Consultant to assess the environmental elements adjacent the Nith River, from Pipers Glen Park northerly to the hamlet of Greenfield and potentially two other off-road trail locations in Ayr. The objective is to design a sustainable trail network that is sensitive to area environmental systems and can support barrier free movement for 3 seasons of the year. The deliverables would be a detailed design suitable for Tender ready documents, and, securing the requisite approvals for the design from government agencies.

8. Watson Pond Fountain

In 2019 two business owners identified that desire to purchase a lit fountain(s) for Watson Pond to add to the aesthetic beauty of the area. The Township in 2019 installed the remote hydro ports to accommodate the power supply to Watson Pond. This project envisages the purchase and commissioning of the lit fountain(s) through the generous donation and gift.

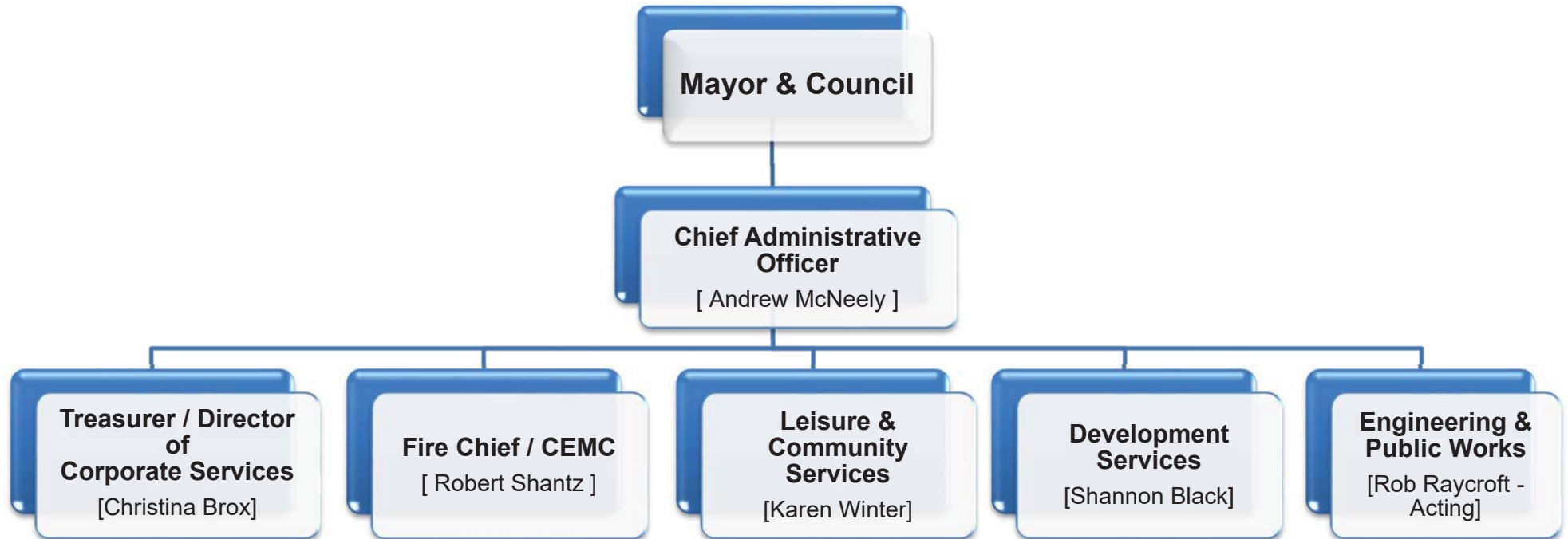
9. Trail Rehabilitation / Expansion Program – Wards 3 and 4

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. In 2021/22 Staff worked with members

2024 Capital Budget & Funding Model
December 11th, 2023

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 March 2024 Council Meeting.

Organizational Chart – Senior Management Team 2024
Township of North Dumfries



Corporate Organizational Chart - Functional Overview 2024

Corporate Services	Fire / Emergency Management Services	Leisure & Community Services	Engineering & 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 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 Ice & Surface Water Rescue Training NFPA In-house Certification Program External Training Co-ordination 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 Operations Design & Capital Delivery Community Programming Festival & Events Co-ordination Leisure Programming Liaison & Facilitation Leisure Programming Development & Delivery Facility Booking Volunteer & Community Group Engagement Corporate Social Media Delivery Culture Volunteer & Community Group Engagement Programming Liaison & Facilitation Program Development & 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 Corporate Fleet & Equipment Management Engineering Division Infrastructure Master Planning Environmental Assessment - Linear Network Infrastructure Design & Capital Delivery Subdivision / Site Plan Engineering Review & Inspections Administration of Subdivision / Site Plan Agreements Site Alteration / Clean Fill By-law New Build Facility or Major Addition / Renovation	Planning Division Planning Act Applications & Development Review Committee of Adjustment Growth Management Policies Land Use Planning Policies & Strategies Statistics & Demographic Models OLT Expert Testimony GIS Mapping & Administration Heritage Planning Source Water Protection Co-ordination Building Division Administration of Ontario Building Code Zoning Administration Building Plans Review Building Inspections Plumbing Review & Inspections Septic System Review & Inspections Permanent Sign Permits Transient / Mobile Signage Pool Permits & Inspections Property Standards Administration Civic Addressing	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 – 2024

Township of North Dumfries



Notes: Duncan Linton LLP provides legal services to the Corporation.

The Township is a municipal funding partner to the Waterloo Economic Development Corporation [Waterloo EDC] and the Waterloo Regional Tourism Marketing Corporation [Explore Waterloo Region]

Human Resources support is provided under Contract with an external service provider



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

**Andrew McNeely,
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.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 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, that 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 2024 – 2026 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 (2022 to 2024) with CUPE Local 1656.02
- Township Wage 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 2024 – 2026 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Shifting the culture of the Township to prepare and respond to the 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 tremendously influenced by the larger Ontario / Canadian economy, and, world events and uncertainties
- Recognize the economic and social impact of emerging from 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
- The implementation and financial costs associated with the TransformWR program as the Township adjusts to the program of reducing Greenhouse Gas (GHG) emissions
- Adjusting to the implications arising from Bill 23 *More Homes Built Faster Act, 2022* and Bill 39 *Better Municipal Governance Act, 2022* and how these two key pieces of Provincial legislation will potentially alter the range of services and programs offered through the Township; how these services / programs will be delivered; and, the associated expenditures or reshaped revenues arising from the proclaimed legislation



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

2024 – 2026 Goals General Administration

Year 2024

- 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, continue work with community members and key stakeholders to develop a framework and measurable deliverables that embrace the principles 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
- 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 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

Year 2024 General Administration (Continued)

- Continue to identify mechanisms and opportunities to grow the Township's Reserves to fund long term Capital deliverables and the financial strategy as outlined in the Asset Management Plan
- Under the direction of Council, assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo (Grand River Transit - GRT) for the delivery of transit services within Urban Ayr, the 97/401 Business Park, and, across the rural countryside of North Dumfries
- Design programs, services and deliverables that align with and implement the Council adopted Corporate Strategic Plan for the 2024 to 2026 time period
- Coordinate all of the Departments to implement key priorities associated with the implementation of TransformWR and the associated objective of lowering Green House Gas (GHG) emissions through programs and services offered by the Township

Year 2025 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 (2026 to 2030)
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

Year 2026 General Administration

- 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 2025
- In consultation with Council, launch a Corporate rebranding exercise

2024 – 2026 Goals Human Resources

Year 2024

- Revisit and refine the Corporate Orientation Program for new employees (fulltime, part-time and seasonal)
- Implement through in-house training the Customer Service Excellence program in a fashion that reinforces the culture of the Organization
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Policies associated with personnel related activities
- Finalize the selection of a Human Resources consultant to assist the Office of the CAO and the Senior Management Team
- Finalize the Wage Compensation / Pay Equity Study for non-Union personnel with recommendations to be presented to Council



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

Year 2024 Human Resources (Continued)

- 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
- Initiate negotiations with CUPE Local 1656.02 and the renewal of the Collective Bargaining Agreement with Union personnel. The current Contract expires at the end of fiscal year 2024

Year 2025 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
- Revisit the Succession Plan for key positions across the Organization

Year 2026 Human Resources

- 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 2024 – 2026 BUSINESS PLAN

Year 2026 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 2027 – 2029 time period

2024 – 2026 Goals Economic Development & Tourism

Year 2024

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Update the 2018 Downtown Ayr: Strategic Action Plan for Revitalization in consultation with business leaders and the Community
- 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
- Issue a Request for Proposal from Internet Service Providers to leverage Township capital funds to enhance broadband connectivity in the Ayr Business Park



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

Year 2025 Economic Development & Tourism

- 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.
- 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 Community, establish walking and motoring tours of key heritage sites across the Township
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Continue with the rollout of the deliverables arising from the approval of the updated 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

Year 2026 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2027 to 2031 time period leveraging from the Township's partnership with the Waterloo Region Marketing and Tourism Corporation (Explore Waterloo Region)



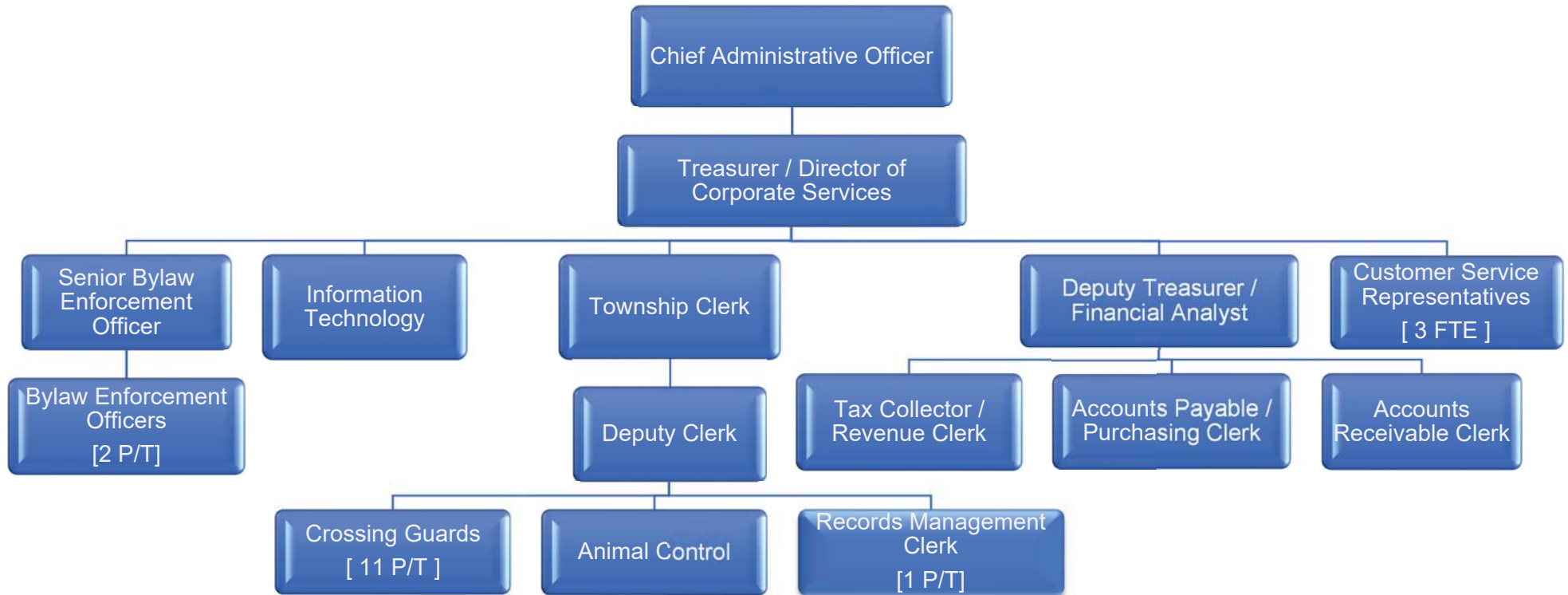
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2024 – 2026 BUSINESS PLAN

Year 2026 Economic Development & Tourism (continued)

- In partnership with the Waterloo Economic Development Corporation (Waterloo EDC) develop an economic development strategy that is tailored to the Township. This strategy would support a focussed effort to attract and retain business opportunities and development
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Continue with the roll out of the deliverables arising from the approval of the updated Strategic Plan of Action for the revitalization of Downtown Ayr
- 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

CORPORATE SERVICES DEPARTMENT 2024

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, Engineering & 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 an external service provider to deliver IT support and coordination

Records Management Clerk and the two (2) Part-time By-law Enforcement Officers work up to the equivalent of 24 hours per week



CORPORATE SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Christina Brox, CA, CPA
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 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 three Divisions, namely: Treasury / Finance; Clerks; 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; school crossing guard program; animal control services, and, By-law Enforcement services.



CORPORATE SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Overview (Continued)

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; the integration of business enterprise systems; and, self-help / 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.



CORPORATE SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

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



CORPORATE SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

Occupational Health & Safety Act
Lottery and Gaming Act
Employment Standard Act

Key Issues & Challenges

- Continuing the update to the 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 and the development of a financial strategy to implement the Asset Management Plan.
- Ensuring continual compliance with major changes in legislation arising from changes introduced from the Provincial Government



CORPORATE SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

2024 – 2026 Goals

Year 2024

- Continue work on Phase 2 of Ontario Regulation 588/17 with respect to the development of an integrated Asset Management Plan and associated financial funding strategy for Facilities, Parks and Rolling Stock. In accordance with the application Regulation, the Phase 2 work program is to be presented to Council for adoption by July 1/24
- Continue to grow and promote electronic payment options inclusive of cash receipts and mortgage payments
- Implement, in co-ordination with the Leisure & Community Services Department and the Engineering & 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)
- Review, and where necessary, update Elections Sign By-law 2592-18, Open Air Burning By-law 2316-08 and Salespersons, Hawkers & Peddlers By-law 1374-92
- Undertake a review of the Backyard Hens Pilot Project with a reporting to Council on conclusions / recommendations on whether to continue forward with this item
- Undertake a modernization of the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements, e-commerce and AODA compliance



CORPORATE SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Year 2024 (Continued)

- Continue to update hardware and software as required for all Departments including securing / maintaining the integrity of data, and, the appropriate Information Technology architectural network to ensure fully supported integration amongst software platforms
- Prepare a Request for Proposal for Animal Control Services for the 2025 – 2028 time period

Year 2025

- 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.
- Review, and where necessary, update Sign By-law 2491-12, Sale & Disposition of Surplus Property By-law 2726-15, Parks By-law 2985-18, Procedural By-law 3130-20 and Procurement By-law 3265-21
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division for review by Council
- Develop an Information Technology Strategy for the 2026 to 2030 time period
- Initiate establishing the delivery method and the associated policies for presentation to Council attributed to the 2026 Municipal Election



CORPORATE SERVICES DEPARTMENT

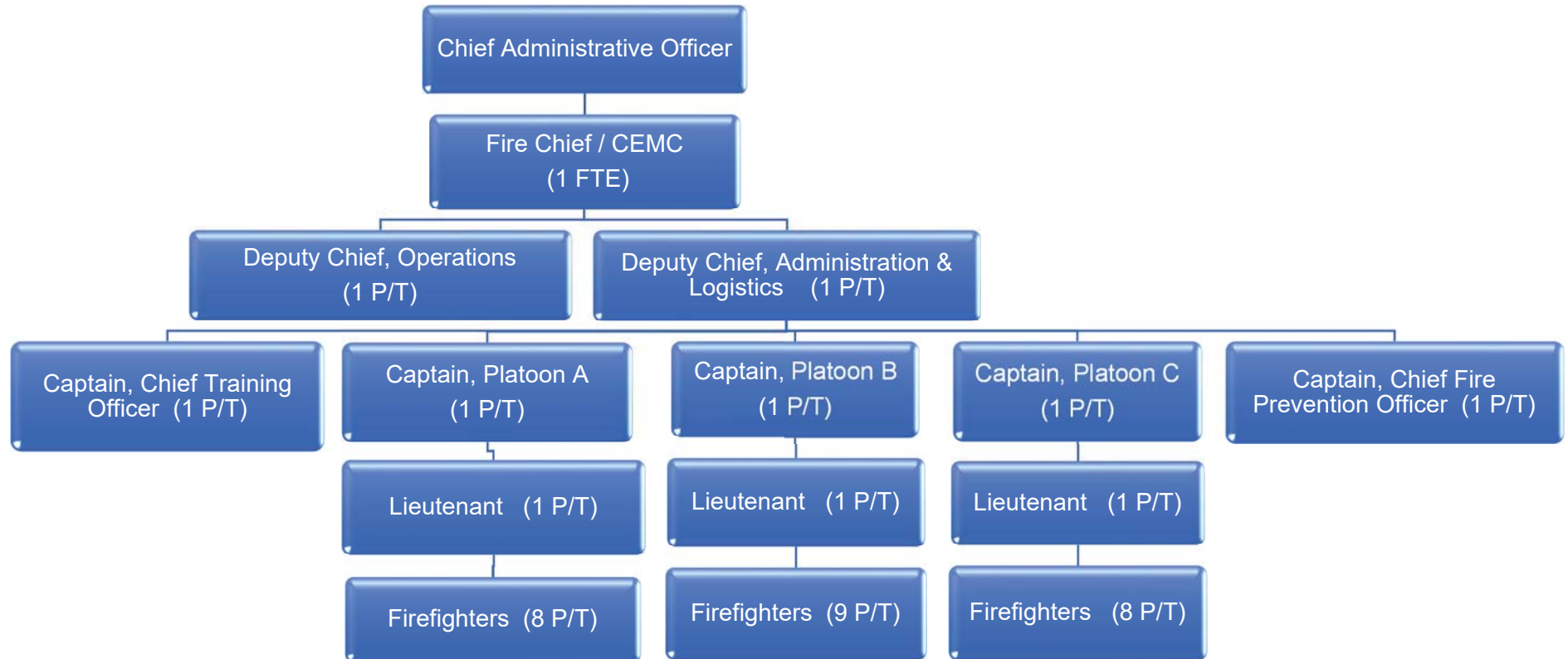
2024 – 2026 BUSINESS PLAN

Year 2026

- Review, and where necessary, update Dog (Regulate Dogs, Dog Licensing & Dog Kennels) By-law 3160, Exotic Pets Bylaw 2612-21 and Fire Route By-law 3092-19
- Implement Phase 1 from the Information Technology Strategy completed in 2025
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)
- Deliver the 2026 Municipal Election
- In coordination with the Office of the Chief Administrative Officer, develop and commence with the roll-out of the Council Orientation Program for the 2026 – 2029 Term of Council

FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024

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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

**Robert Shantz,
Fire Chief / CEMC**

Overview

The North Dumfries Fire Department provides emergency response to a wide range of incidents including: tiered medical assistance; extrication of trapped individuals in motor vehicles; fire suppression; first responder hazardous materials events; 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.

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.



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

Policy Guidelines for Service Delivery

By-law Number 3250-21 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 and Implementing Bylaw No. 2909-17

Municipal Act

National Fire Protection Agency (NFPA)

Cambridge / North Dumfries Fire Services Agreement (2022 - 2024)

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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

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 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 personnel based upon years of experience, time of day availability, training levels & certification, and, Officer development in recognition of succession planning requirements
- Maintaining the Superior Tanker Shuttle Certification as part of the rural firefighting component
- 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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

2024 – 2026 Goals

Year 2024

- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure 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
- Assess delivery models to expand the Fire Department's pool of personnel to assist in the delivery of a public education and outreach campaign, and, property inspection services
- 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' the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- Continue work on the preparation of the Community Risk Assessment as set out in Ontario Regulation 378/18 and to finalize the Plan which requires that it be in place by July 1st, 2024
- Undertake the preparation of an updated Emergency Management Plan, with the assistance of the Program Committee, for presentation and review by Council. This work program includes the necessary revisions and update to implementing By-law 2909-17



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

- 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 the Emergency Management Plan
- 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
- In consultation with the Chief Administrative Officer, develop a new Fire Services Contract Agreement with Brant County and the Township of Blandford-Blenheim for implementation in 2025 for presentation to Council
- Assist the Chief Administrative Officer with the finalization of an Agreement with the Township of Wilmot to utilize the New Dundee Fire Station as an alternate Emergency Operations Centre location
- In coordination with the Chief Administrative Officer, assess options for the provision of Township led suppression and rescue services through partnerships with the adjacent Municipalities and/or the establishment of new a Fire Station(s) in the Cambridge Contract Response Area for presentation to Council.
- 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 2024, for the review and consideration of Council

Year 2025

- 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 as a joint venture and in partnership with the other Waterloo Region Township Fire Departments



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

Year 2025 (Continued)

- 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 the Emergency Management Plan
- Update the HIRA (Hazard Identification Risk Assessment) inventory for the Municipality
- 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', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- 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
- Develop and implement a work program associated with the conclusions and recommendations from the Council approved Community Risk Assessment as set out in Ontario Regulation 378/18

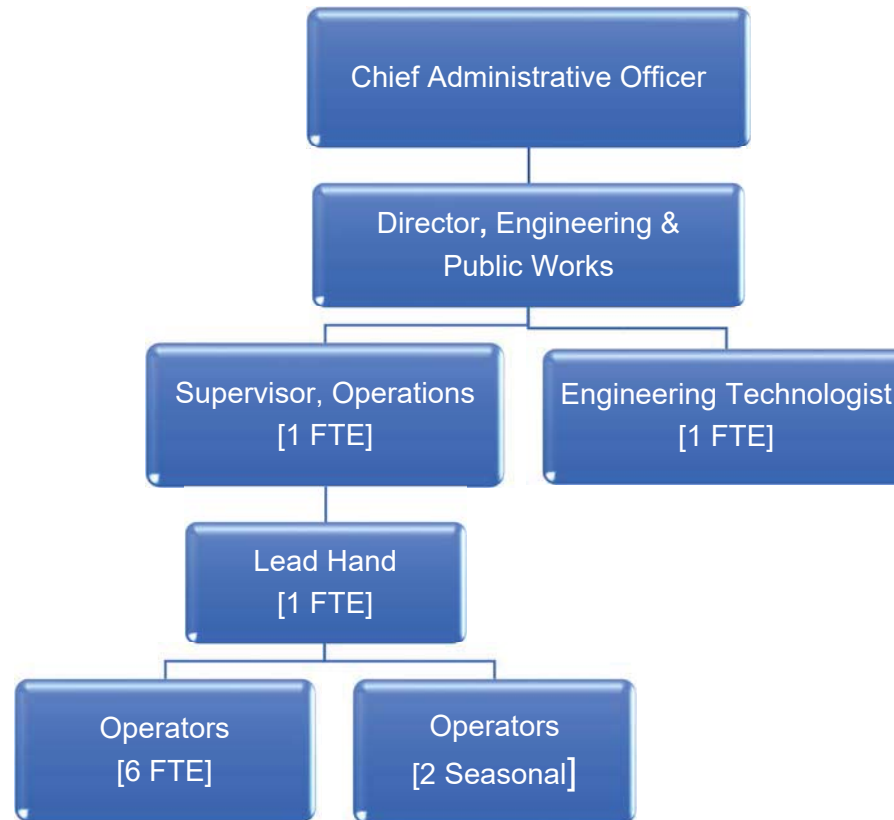


FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2024 – 2026 BUSINESS PLAN

Year 2026

- Initiate in-house the preparation of a Master Plan (2027 to 2031) for the Department for presentation to Council
- 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
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- 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', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- Review By-law Number 3250-21 (establishes the level of service for the Department), and where necessary, make recommendations to Council on revisions or updates.
- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure the efficient and effective use of Fire personnel and resources in this regard

ENGINEERING & PUBLIC WORKS DEPARTMENT 2024
Township of North Dumfries



Notes: FTE shall mean Full Time Equivalent. Seasonal shall mean up to a maximum of (8) months of contract employment. The present Seasonal Operator complement provides a 2nd shift during the winter season [November to April]

Development Engineering utilizes the professional services of R J Burnside Associates. Capital Engineering projects are supported by a range of Consultants



ENGINEERING & PUBLIC WORKS DEPARTMENT 2024 – 2026 BUSINESS PLAN

Rob Raycroft,
Director of Engineering & Public Works (Acting)

Overview

The Department is divided into two portfolios, namely the Public Works Division and the Engineering Division.

The *Public Works Division* 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 also responsible for the maintenance and oversight of the Corporation's fleet (except fire apparatus) of vehicles and equipment.

The *Engineering Division* is responsible for 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: infrastructure master plans; preparation of Class Environmental Assessments; design, construction, contract administration, commissioning, and, cost control of linear capital projects. Additionally the Engineering Division is responsible for the development review process which would include subdivision / site plan engineering review & inspections, and, the administration of subdivision / site plan agreements. The Engineering Division, in consultation with the affected Department, also coordinates and undertakes the capital works program associated with new buildings, building additions and major facility rehabilitation construction. The Engineering Division is also responsible for the administration of the Township's Site Alteration By-law and review / permitting programs under the terms of the By-law.

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 current and future linear infrastructure while applying sound operating practices and engineering principles.

ENGINEERING & PUBLIC WORKS DEPARTMENT 2024 – 2026 BUSINESS PLAN

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 infrastructure related services
- To proactively develop and maintain an Asset Management Plan that will assist in the prioritization of capital undertakings that will inform the program 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
- To develop proactive and forward thinking engineering solutions for the Township's current and future linear infrastructure network, including programs to adapt to climate change and its associated influences.
- 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

- Accessibility for Ontarians with Disabilities Act
- Occupational Health & Safety Act
- Various Council approved Policies and Procedures

ENGINEERING & PUBLIC WORKS DEPARTMENT

2024 – 2026 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

- Collective Bargaining Agreement CUPE Local 1656.02
- Ontario Minimum Municipal Maintenance Standards
- Highway Traffic Act
- Municipal Engineers Association Class Environmental Assessment processes
- Ontario Water Resources Act and other Provincial Legislation
- Township Engineering Standards
- Bridges and major culverts are inspected and maintained in accordance with the Ontario Standards for Bridges regulation
- Winter maintenance of roads and sidewalks 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
- Engineering design standards, including where applicable Ontario Provincial Standard Drawings



ENGINEERING & PUBLIC WORKS DEPARTMENT

2024 – 2026 BUSINESS PLAN

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
- Responding to the pressures of growth on the infrastructure network, and, integrating new infrastructure into the existing network
- 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
- The Township 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



ENGINEERING & PUBLIC WORKS DEPARTMENT

2024 – 2026 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Hardening of the Township's linear infrastructure, and in particular the roadside drainage network, storm sewers and stormwater management facilities, to respond to Climate Change and the influences of weather related events
- 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
- Development of new Development and Engineering Standards needs to be undertaken

Year 2024

- Prepare for Council's approval a Roadside 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 through the recently deployed digital Road Patrol program
- Develop and submit to Council for approval a Boulevard Tree Management Plan and standard level of service



ENGINEERING & PUBLIC WORKS DEPARTMENT

2024 – 2026 BUSINESS PLAN

Year 2024 (continued)

- 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
- Develop the framework of a Climate Adaption / Mitigation response as it pertains to the Township's linear infrastructure network
- Submit for Council's approval a Corporate Fleet Management Strategy that is aligned with the TransformWR targets as adopted by Council to reduce Green House Gas (GHG) emissions
- Implement Phase 2 of the LED Streetlight Conversion program focussed on the decorative / top post mounted streetlight luminaires
- Review and update the Township's Site Alteration By-law 2612-14 taking into consideration the Province's Excess Soils regulations
- Retain a Consultant to assist in creating an updated Engineering Standards Manual
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and major culverts

Year 2025

- 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
- Develop and submit to Council for review and adoption an updated Engineering Standards Manual



ENGINEERING & PUBLIC WORKS DEPARTMENT

2024 – 2026 BUSINESS PLAN

Year 2025 (continued)

- Develop a preventative maintenance strategy for Municipal bridges and major culverts
- Develop a preventative maintenance strategy to extend the operating life of hard topped roads within the Township's network
- Develop a storm sewer and catch basin cleaning program
- Review, and where necessary, update the templates for the Township's Site Plan Control Agreements and Subdivision Agreements for the consideration of Council
- Review, and where necessary, update the Township's Traffic Calming Policy and associated implementation plan for the consideration of Council
- Prepare a RFP to retain the services of a Consultant(s) to update the State of the Infrastructure – Roads and State of the Infrastructure – Stormwater Management for delivery in 2026

Year 2026

- Establish a storm water management pond monitoring and reporting program
- Prepare a RFP to retain the services of a Consultant to undertake a Traffic Operations Study for the Community of Ayr with Recommendations from the Study to be provided to Council for consideration
- Undertake the State of the Infrastructure – Roads and State of the Infrastructure – Stormwater Management studies with recommendations / conclusions presented to Council



ENGINEERING & PUBLIC WORKS DEPARTMENT

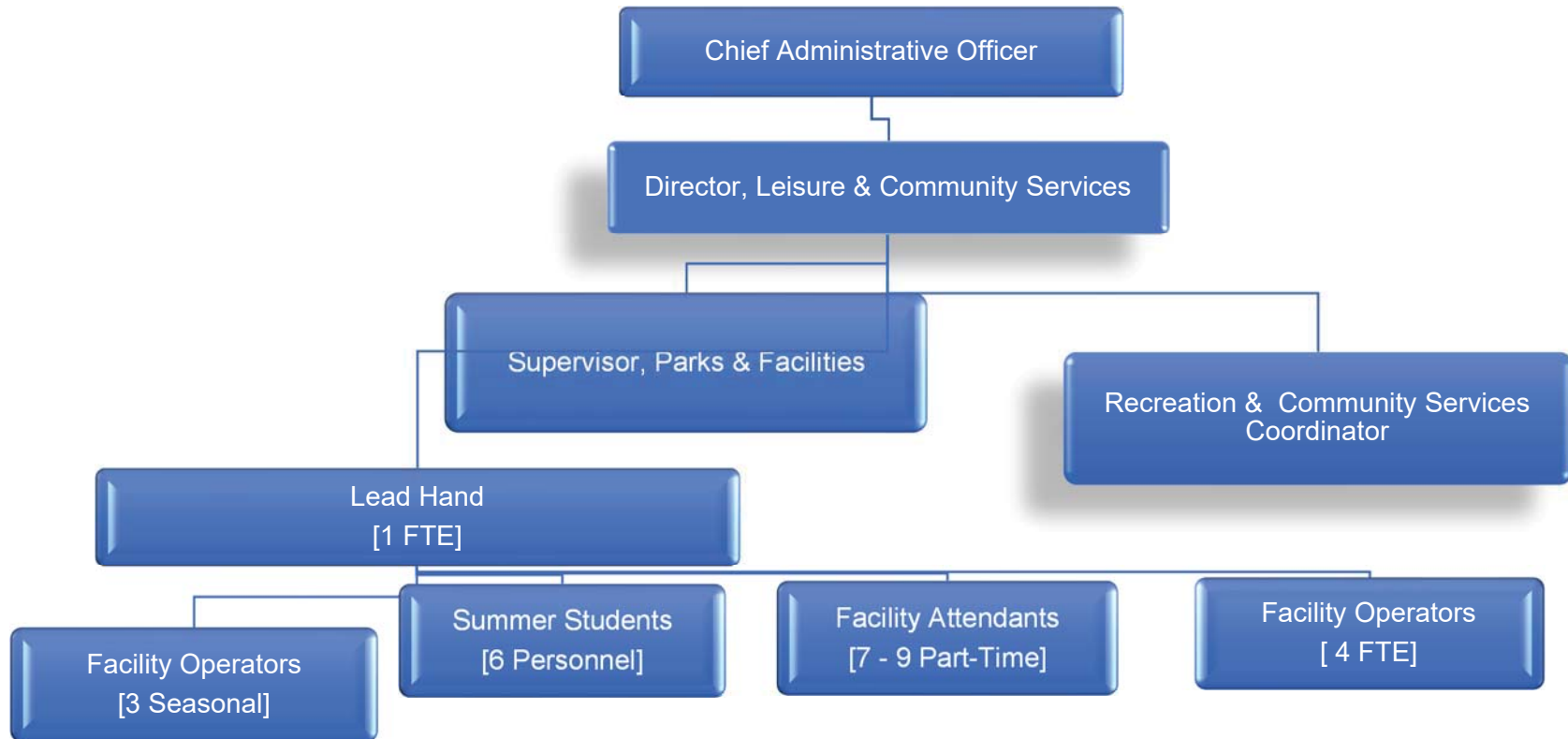
2024 – 2026 BUSINESS PLAN

Year 2026 (continued)

- Assess the status and success of the Corporate Fleet Management Strategy adopted in 2024 and its alignment with the TransformWR targets designed to reduce Green House Gas (GHG) emissions for presentation to Council
- 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 2
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and major culverts

LEISURE AND COMMUNITY SERVICES 2024

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. 2024 Budget proposes to increase the Summer Student complement from 5 personnel to 6 personnel

Facility Operators migrate between Parks and Facilities portfolios. 2024 Budget proposes to move one Facility Operator to the Lead Hand position.



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Karen Winter,
Director of Leisure & Community Services

Overview

The Community Services Department administers and oversees a wide range of public services and programs delivered by the Township. The Department consists of three Divisions, namely: Recreation (comprised of Parks & Facilities), Community Programming, and, Culture.

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 (minor renovations).

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

The *Cultural Division* represents a new portfolio added the Department's responsibilities effective January 1st, 2022. The Township recognizes that culture, principally focussed on performance (dance, music and theatrical) and visual arts, represents an important part of the Community's fabric and identity. In this regard the Township going forward will have an elevated role in terms of facilitation and co-ordination to support the broader arts & cultural sector.

Mission Statement

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



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

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
- Where appropriate, develop and deliver leisure programs on behalf of the 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
- Provide for a diverse opportunity for both passive and active indoor leisure pursuits through the fit up and space allocation in various Township facilities
- 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
- To initiate the various action items and deliverables as presented in the Leisure Services Master Plan as adopted as a guideline by Council in June 2022

LEISURE AND COMMUNITY SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

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 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



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

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 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
- Expanding the Staff complement or external resources in response to new services and programs that are established by Council through the implementation of the Leisure Services Master Plan
- The delivery of leisure programming opportunities (indoor or outdoor) in the rural countryside and rural settlement areas
- Access to appropriately scaled and available indoor facilities within the rural countryside and rural settlement areas to deliver or facilitate access to leisure programming opportunities



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

2024 – 2026 Goals

Year 2024

- Commence the implementation of the 2024 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.
- 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 that is to be finalized prior to July 1st, 2024
- 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
- 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
- Maintain the listing and inventory developed in 2023 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. Focus on promoting the listing and inventory to improve awareness amongst the Township's residents of the broad range of services and programs that are available across the Community

LEISURE AND COMMUNITY SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

2024 Goals (continued)

- Develop priorities gleaned from the Facilities Life Cycle Report on opportunities to establish energy conservation practices across all Township buildings that will establish operations cost containment measures, and, further the objectives of Council's adoption of the TransformWR Report to reduce Green House Gas (GHG) emissions
- Undertake a bid process to retain a roster of key service providers for HVAC, plumbing, electrical and ice plant infrastructure for the various Township facilities
- Under the direction of Council, implement the adopted strategy with respect to the advancement of the Twin Pad project / gymnasium and renovation / rehabilitation of the Ayr Community Centre for delivery in the 2025 to 2028 time period
- Continue discussions with the residents of Clyde and Brown's Subdivision for Council approval as it pertains to the planned enhancements to their respective neighbourhood parks, and, embark upon a consultation / engagement process with the residents of Roseville and Branchton
- Support the Ayr 200 Celebrations where events are hosted in Township facilities and/or parks
- Review opportunities to deliver Township sponsored recreation and leisure programming activities (indoor and outdoor) in the rural countryside / rural settlement areas for discussion with Leisure & Lifestyle Advisory Committee and Council

Year 2025

- Commence the implementation of the 2025 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

2025 Goals (continued)

- 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 Planning Division, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities for submission to the Leisure & Lifestyle Advisory Committee and to Council for approval
- In consultation with the Planning Division 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
- Develop a Volunteer Engagement Strategy
- Assess and present to Council the 2026 & 2027 work program for the implementation of the Leisure Services Master Plan
- Roll-out recreation and leisure programming (indoor and outdoor) in the rural countryside / rural settlement areas based upon the adopted principles as established by Council in 2024
- Continue the implementation to the planned enhancements of Clyde & Brown's Subdivision neighbourhood parks and submit to Council for approval the planned improvements to neighbourhood parks in Roseville and Branchton



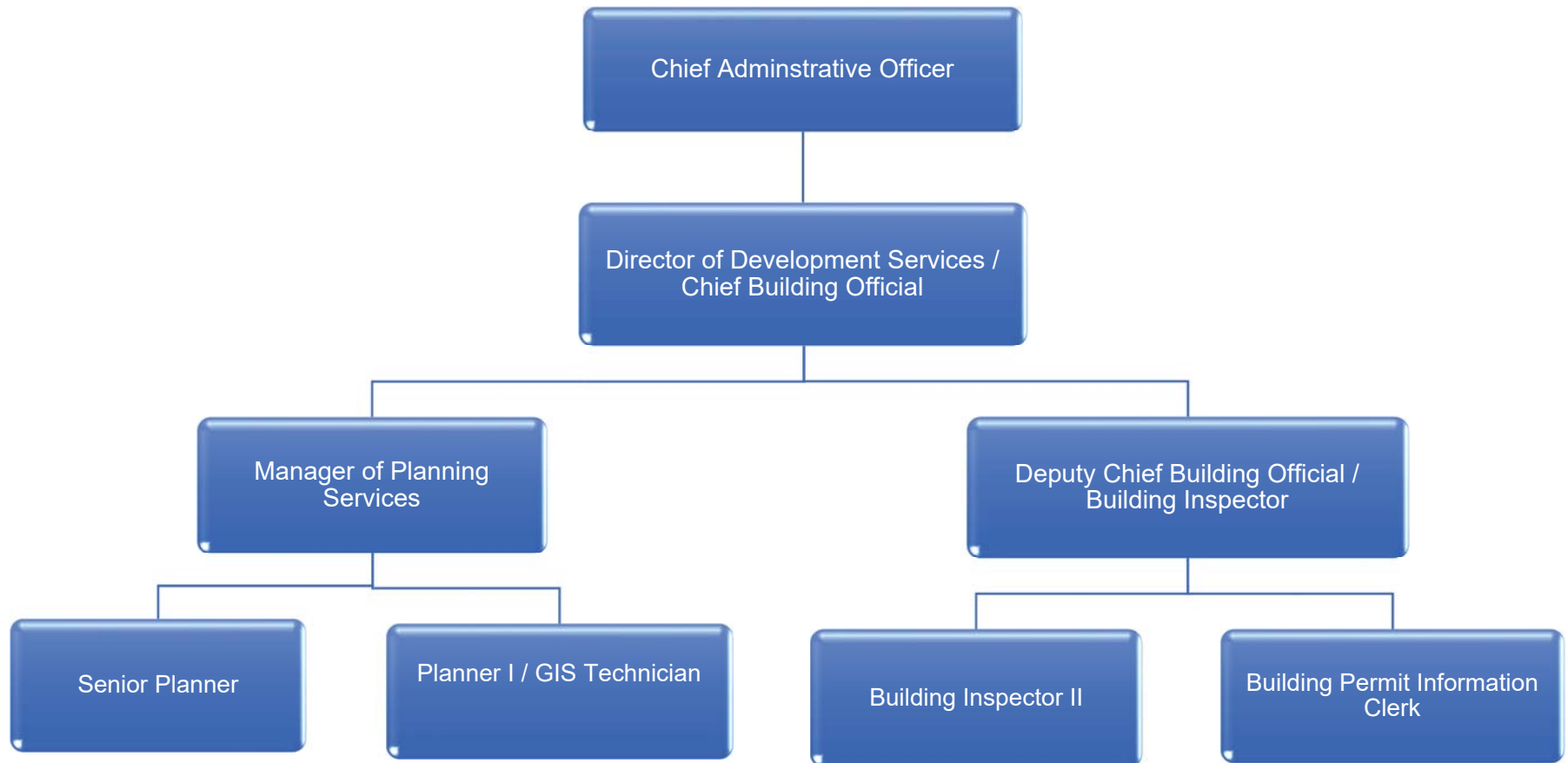
LEISURE AND COMMUNITY SERVICES DEPARTMENT

2024 – 2026 BUSINESS PLAN

Year 2026

- Implement Phase 1 of the Volunteer Engagement Strategy.
- Roll-out of the Community Events & Festivals Committee if the strategy is embraced arising from the 2025 Business Plan deliverable
- Continue with the rollout of priorities as set out in the Leisure Services Master Plan and the workplan previously adopted for the 2026 – 2027 time period
- Report on the progress on the reduction of Green House Gase (GHG) as originally presented to Council in 2024 on various Township Facilities as part of the implementation of the TransformWR initiative
- Continue the implementation to the planned enhancements of Roseville and Branchton neighbourhood parks

DEVELOPMENT SERVICES DEPARTMENT 2024
Township of North Dumfries



Note: Development Engineering technical support is provided through R J Burnside & Associates



DEVELOPMENT SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

**Shannon Black, CBCO,
Director of Development Services / Chief Building Official**

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 two Divisions, namely: Planning Services and Building Services.

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 Planning Division in 2023/24 was tasked with the implications arising from the implementation of Bill 109 *More Homes for Everyone Act, 2022* and Bill 23 *More Homes Built Faster Act, 2022*. These two pieces of Provincial legislation, in combination with the anticipated recrafting and release of a new version of the *Provincial Policy Statement* and *A Place to Grow: Growth Plan for the Greater Golden Horseshoe Area*, represent a transformational change to the land use and policy landscape in Ontario. The Planning Division will need to develop and implement new internal processes to deal with accelerated timelines to review Planning Act applications, and, to undertake new responsibilities and mandates for a wider range of services including Approval Authority for plans of subdivision / condominiums; part-lot control by-laws, and, undertaking responsibilities for land use policy areas that were previously vested with the Region of Waterloo and based upon the direction contained in Provincial legislation will now be downloaded to area municipalities.

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



DEVELOPMENT SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

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.

Mission Statement

To manage growth in a financially responsible and sustainable manner that protects and respects the natural environment, the rural countryside, neighbourhoods and cultural heritage in order to improve the quality of life for current and future residents of the Township, and, to ensure a responsive, robust and proactive administration of the Ontario Building Code to ensure public safety.

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

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 and the Township's Official Plan
- *Planning Act* and associated regulations
- Township's Comprehensive Zoning By-law 689-83



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- *Ontario Building Code Act* and associated regulations
- Grand River Source Protection Plan
- Township's Building By-law, Sign By-law and other associated By-laws
- Township's Engineering Standards and Specifications
- TransformWR

Key Issues & Challenges

- Implementation of the Growth Management model and the outcomes through the Province's approval of Regional Official Plan Amendment Six (ROPA 6) for those elements applicable to North Dumfries
- Adapting the delegated Regional Official Plan, as per the implications of Bill 23 and the removal of the Region of Waterloo from land use planning responsibilities, and integrating area wide systems and networks into the Township's Official Plan
- implementation of Bill 109 *More Homes for Everyone Act, 2022*, as amended, and Bill 23 *More Homes Built Faster Act, 2022*. These two pieces of Provincial legislation, in combination with the anticipated recrafting and release of a new version of the *Provincial Policy Statement* and *A Place to Grow: Growth Plan for the Greater Golden Horseshoe Area*, represent a transformational change to the land use and policy landscape in Ontario
- Transportation, and specifically traffic movements into and throughout urban Ayr and the means to elevate and grow active transportation opportunities throughout the Municipality



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- The integration of the Region of Waterloo Master Servicing Plans – Municipal Water and Waste Water services; Transportation Master Plan; East Boundary Route Corridor Selection Process; South Boundary Road Acquisition and Construction into the Township's Official Plan and land use planning structure
- Implementation of the Grand River Source Water Protection Plan requirements into the day to day lens of the Planning and Building Divisions
- Process mapping and the means / methods to streamline the review and approval process to align with requirements under the *Planning Act* for development applications
- Balancing and projecting residential growth, in the form of intensification / redevelopment of sites, greenfield properties and the rounding out of rural settlement areas
- Climate change and the potential impacts upon Township infrastructure and the form of emerging neighbourhoods and building stock. How does the Township adapt to and mitigate impacts associated with climate change ? The challenge of incorporating recommendations / action items arising through the Council adoption of TransformWR Implementing key elements of the TransformWR document / program deliverables into the land use process with the overall objective to lower Greenhouse Gas Emissions through sustainable development & building practices

2024 – 2026 Goals

Year 2024

- Finalize the transitional work that was initiated in 2023 with the Region and the 6 other area municipalities in Waterloo region in preparation for the downloading of the Region of Waterloo Official Plan into the Township's planning program and the expanded roster of Planning Authority responsibilities that are resultant from the full proclamation of Bill 23 *More Homes Built Faster Act, 2022*



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Year 2024 (Continued)

- Finalize the Delegation process with the Region of Waterloo and the Province for Subdivision / Condominium approvals and Part Lot Control arising from the full proclamation of Bill 23 *More Homes Built Faster Act, 2022*
- Update and modernize internal processes for the review / decision making models for *Planning Act* applications to conform with Bill 109 *More Homes for Everyone Act, 2022*, as amended
- Retain a Consultant to assist in the review of the Township's Built Heritage Inventory List and determine what, if any, properties should be potentially elevated to a Part IV heritage designation. This review is to comply with the applicable provisions of Bill 23 *More Homes Built Faster Act, 2022*
- Review and assess an update to the Township's ancillary dwelling units in the Comprehensive Zoning By-law so as to align with Bill 23 *More Homes Built Faster Act, 2022* and expanded opportunities for rural settlements & the rural countryside
- Retain a Consultant to assist in the public consultation and functional update to the Township's Official Plan to reflect the downloading of the Region of Waterloo Official Plan as per the full proclamation of Bill 23 *More Homes Built Faster Act, 2022*, and, the anticipated release by the Province on a new Provincial Planning Statement (PPS). As part of the preparation of the new Official Plan, the key tenets of the TransformWR program related to the land use realm will be revisited, and where applicable to North Dumfries, incorporated into the draft Official Plan for review / discussion
- Develop and implement a new homeowner's education / awareness campaign for posting on the website and for distribution by the Builders'
- Undertake a RFP to retain a Consultant and advance forward with a new Property Management Program and an on-line building permit in-take platform
- Update and modernize the Township's Building By-law



DEVELOPMENT SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Year 2025

- Finalize the update and modernization of the new Official Plan for the Township
- With the assistance of a Consultant, embark upon a comprehensive program to overhaul and modernize General Zoning By-law 689-83
- In consultation with the Leisure & Community Services Department, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities
- In consultation with the Recreation Division 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
- Develop and launch interactive mapping of land use activities and key points of interest on the Township's website
- 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

Year 2026

- Finalize the review and modernization of the General Zoning By-law 689-83
- Reassess and where necessary, update and revise, the internal processes that were deployed for the review / decision making models for *Planning Act* applications to conform with Bill 109 *More Homes for Everyone Act, 2022, as amended*



DEVELOPMENT SERVICES DEPARTMENT 2024 – 2026 BUSINESS PLAN

Year 2026 (Continued)

- Assess and expand opportunities to grow the Active Transportation model within Ayr, and, identify opportunities in the rural countryside / rural settlement areas with recommendations for inclusion in the Capital Budget Forecast
- Assess off-road trail connections linking rural settlements / rural countryside to adjacent Municipalities, and, Roseville to Ayr