



TOWNSHIP OF NORTH DUMFRIES

2023 Municipal Draft Budget



Township of North Dumfries 2023 Municipal Budget

Background on Municipal Budget 2023 Draft Budget Financial Snapshot Issues Affecting 2023 Budget

This summary of the 2023 budget has been prepared by the Treasurer/ Director of Corporate Services only as an overview for the amounts and format of the budget. Further details are available from the Chief Administrative Officer, Fire Chief, Director of Engineering and Public Works, the Director of Leisure and Community Services, and the Director of Development Services. Other items may be raised at the Council Meeting to present the 2023 Municipal Budget in January 2023.

At the August 9, 2022, Council meeting, Council approved the following resolution regarding the 2022 Township of North Dumfries Budget:

- 1) THAT FIN Report No. 25-2022 be received;
- 2) AND THAT Council maintain the past practice to increase the transfer to Capital Reserves of a minimum of 1.0% of the 2023 Municipal Levy, over the total Capital Reserves allocated from taxation in 2022, to assist in funding the 10 Year Capital Forecast;
- 3) AND THAT staff be directed to prepare and submit the 2023 draft Operating and Capital budget within a maximum guideline of a 3 % increase in the Municipal tax rate (after assessment growth);
- 4) AND THAT staff publish the adopted 2023 Budget Meeting Schedule in conjunction with the 2023 Council Meeting Schedule on the Township's website, Facebook and Twitter accounts as part of the ongoing public consultation and community outreach program;
- 5) AND THAT the following Meetings be scheduled to deal with the 2023 Budget Components:

Tuesday, August 9, 2022	6:00 pm	Special Council Meeting	1) 2023 Budget Schedule / Key Drivers / Guiding Principles to Establish 2022 Budget 2) Ten-Year (2023-2032) Capital Forecast / Funding Strategy
Monday Nov. 7, 2022	6:00 pm	Committee of Whole – Finance	3 rd Quarter 2022 Variance Report and Year End Projections

Township of North Dumfries

2023 Municipal Budget

Monday Dec. 12, 2022	6:00 pm	Committee of Whole – Finance	1) 2023 Fees and Charges Review and By-law 2) Draft 2023 Budget Document and Business Plans circulated with a Report. 3) Report on Pre-Approval for Tenders/RFP's for key capital projects for 2023 delivery.
Tues. & Thurs. Jan. 17 & 19, 2023	6:00 pm	Committee of Whole – Finance	Full Review by Directors of the 2023 Budget – Operations and updated Capital & 10 Year Capital Forecast
Thursday Jan. 26, 2022	6:00 pm	Committee of Whole – Finance	Further Review of Items arising from Jan 17 & 19 Finance Meetings. Detailed Budget Review sessions (IF REQUIRED).
Monday Feb. 13, 2022	6:00 pm	Committee of Whole – Finance	Report to recommend approval of the 2023 Budget and in principal the 10-year Capital Forecast
Monday Feb. 27, 2022	7:00 pm	Council	Consideration of 2023 Budget and Township Tax Rates By-law
Tuesday April 11, 2023	6:00 pm	Committee of Whole - Finance	Report on Final Full Tax Rate By-law (including Region and School Board Rates.)
Monday April 24, 2022	7:00 pm	Council	Consideration of Final Full Tax Rate By-law (including Region and School Board Rates)

Staff have prepared a draft budget that provides the 1% increase in transfers to Capital Reserves funded by the 2023 Municipal Levy. The Township's assessment increased by 3.27% from 2022 to 2023.

The 2023 draft budget contains a 4.8% increase in the Municipal tax rate. This is comprised of a 2.86% year over year increase in costs to deliver existing programs and services and a 1.94% increase related to Bill 23 More Homes Built Faster Act, 2022. The increase is over the 3% guideline as a direct result of the impact of Bill 23 on the planning department and the implications affecting the work program, expanded responsibilities and overhead costs.

The Canadian inflation rate has been over 6.9% in the final quarter of 2022. In 2021, most economists were predicting that high inflation would be temporary and inflation rates would return to historic levels at the end of 2022. Economic results in 2022 have shown that inflation is remaining high and is now expected to continue into 2023.

In 2022 fuel prices have increased substantially. The Township has paid as low as \$1.18 per litre to a high of \$1.68 per litre for gasoline and \$1.19 per litre to \$1.94 per litre for

Township of North Dumfries

2023 Municipal Budget

diesel. This sharp increase has had a significant impact on operating budgets affecting the capital fleet. Costs of other goods have increased as a result of higher transportation costs and production costs.

In addition, the Township has also been impacted by the disruption on the global supply chain that the pandemic has caused. In some cases, prices have increased as a result of lower supply and high demand. In other cases, the availability of goods has been significantly impacted. All of these elements have resulted in upward financial pressures for goods, services and materials and have therefore tremendously influenced the draft 2023 Budget.

The Province passed Bill 23 More Homes Built Faster Act in November 2022. This Bill has a significant impact on how the Township's planning department will need to operate. As a result of this legislation, the Township will need to hire additional staff and related equipment to be able to fulfill the required enhanced service levels under this Bill.

On November 9, 2022 the Province released the 2023 Ontario Municipal Partnership Fund allocation for 2023. The Township's allocation was \$278,300, a \$49,000 decrease from 2022 funding level. The notification also indicated that our reduction was capped at the maximum 15% as per the agreement. The implications being that 2024 will also experience further decreases.

The layout of the 2023 Budget information materials is consistent with what was provided in 2022 in order to make comparisons easier for the readers. Provided in this binder are several items that will assist in making the 2023 Draft Budget more understandable including:

1. A Summary by services and departments, followed by a detail list of the Operational Departmental budgets.
2. A Detail listing of accounts. This is also listed by Departments and organized by Major functional categories as listed by the Financial Information Return (FIR). This report shows a breakdown by proposed Operational budgets. These DRAFT Budget working papers are attached in summary format and include:
 - ▶ 2020 Actuals (Final) to December 31, 2020
 - ▶ 2021 Actuals (Final) to December 31, 2021
 - ▶ 2022 Approved Budget
 - ▶ 2022 Actuals to November 30, 2022
 - ▶ 2023 Draft Budget
 - ▶ Dollar Change from 2022 to 2023 Budget

Township of North Dumfries

2023 Municipal Budget

3. A summary of 2023 Capital projects with an analysis of funding sources. This together with a written summary of the projects is provided.
4. Updated Business Plans (2023 to 2025) for the Township, by Department. These Plans are the basis on which the Township's services are provided, which require funding from the proposed 2022 budget.

The 2022 year-end is not yet complete. Staff are anticipating having final numbers in early April 2023.

The final assessment amounts have not yet been delivered to the Municipality by the Municipal Property Assessment Office (MPAC), however the tax rate calculations are based on assessment data provided by MPAC connect data. The rates will be verified when the annual tax roll is delivered, in December 2022.

Tax Levy and Tax Rates

The Total tax levy in the 2023 draft budget is \$6,981,374. The Township experienced a 3.27% growth in tax assessment roll. This proposed increase in tax rate would result in an estimated increase in property taxes of \$46.32 for the average residential property. The average Residential Assessment for the Township of North Dumfries being assessed at \$372,300.

The average residential assessment of \$372,300 is used as the basis for comparison, as it is the same level as used from 2017 to 2023 and creates a better comparison of rates year over year. While the market value on properties has substantially changed since the average was calculated in 2016, the actual assessments used for taxation purposes has not changed when calculating property taxation. Property taxes continue to be assessed at the 2016 assessment values.

The allocation of the tax levy for 2023 is as follows:

	2023 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 4,921,689	70%
COMM/INDUST.	\$ 1,768,404	26%
PIPELINE	\$ 291,281	4%
	\$ 6,981,374	100%

Township of North Dumfries

2023 Municipal Budget

Reserve Transfers

The Capital Reserves transfer in this draft budget represent \$913,000 to specifically identified reserves raised through the tax levy. In addition to the transfers to the specifically identified reserves, the budget includes transfers to reserves for Aggregate fees \$700,000 and Grandbridge Energy dividends and interest of \$370,744. It should be noted that the estimated transfers to reserves from these two external funds are based on preliminary estimates. Aggregate is based on self-reporting data from the industry and Grandbridge has indicated it anticipates lower dividend payment to be paid out in 2023 as a result of the increase costs related to the hydro company merger and how it influenced business results in 2022.

Long Term Capital Forecast

At the meeting of August 9th, Council reviewed in full the draft Ten-Year (2023-2032) Capital Forecast/ Funding Strategy. The forecasted capital items have been reviewed by staff and the 2023 capital budget is largely built on these items. The 2023 - 2032 – 10 Year Capital Forecast – summary and detailed worksheets are included in this Budget Book, showing projects and potential funding - all updated from the August 9, 2022 Council meeting and will be reviewed more fully in January 2023.

Programs, Services and Capital Projects

The 2023 Draft Budget Document contains much more detail on programs, services and projects to be completed in 2023. Council has been given a few weeks to review and prepare questions for staff. On January 17th and 19th, 2023 a full review of this information included in the 2023 Draft Budget Binder will take place. Staff would appreciate any questions from Council that Council would like addressed prior to that date so that the necessary background information can be provided at the meeting. There will also be a further detailed budget review session on Thursday, January 26th for the purposes of reviewing the document in detail and finalizing the document for Council approval. If that meeting is not required for review of the 2023 budget, staff will review the 10-year Capital Forecast with Council, seeking direction in principle for future projects.

The 2023 draft Budget includes estimates on many items that are detailed in the attached Budget book. Some highlights include:

- The Ontario Municipal Partnership Fund was confirmed at \$278,300 for 2023 and represents a decrease of \$49,000 from 2022.
- The Township received Ontario Community Infrastructure Fund (OCIF) allocation in 2022 of \$592,092. On December 9, 2022, the Township was notified that the allocation for 2023 would be \$449,134. This represents a \$71,958 decrease from 2022 funding level. These funds are to be used on core infrastructure projects.

Township of North Dumfries 2023 Municipal Budget

The 2023 list of Capital projects totals \$10,639,526. Several of these projects are items that were started in a previous budget year and will be completed in 2023. Total cost of new projects in 2023 totals \$4,922,024.

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

A full review of this book will be discussed at the 2023 Budget Meetings of Council, scheduled for January 17th and 19th, both to commence at 6 p.m. Each Director will be available to answer questions on the details with their respective areas of responsibility.

It is anticipated, on January 26th, there will be a review of the updated 10-year Capital plan.

If Council or the public have any issues, they would like addressed at either of these meetings, please forward to my attention, if possible, prior by January 10th in preparation of the January 17th meeting, so any background information that will need to be collected to answer questions, will be prepared.

***Christina Brox, CA, CPA
cbrox@northdumfries.ca
Treasurer/Director of Corporate Services
December 12, 2022***

TOWNSHIP OF NORTH DUMFRIES
2023 DRAFT Summary Tax Rate Sheet

Revised 12/12/2022

		2023 TAX LEVY	% OF TAX LEVY
2022 LEVY REQUIREMENT =	\$6,446,929	RESIDENTIAL/FARM \$ 4,921,689	70%
2023 LEVY REQUIREMENT =	\$6,981,381	COMM/INDUST. \$ 1,768,404	25%
Levy Increase	\$534,452	PIPELINE \$ 291,281	4%
		\$ 6,981,374	100%

Residential - TOWNSHIP PORTION ONLY

	2023	2022	2021	2020	2019	2018
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00269028	0.00256586	0.00247525	0.00247546	0.00240302	0.00234593
Township Taxes Annually	\$ 269.03	\$ 256.59	\$ 247.53	\$ 247.55	\$ 240.30	\$ 234.59

	2022	2022	2021	2020	2019	2018
Average Residential Assessment for the Township of North Dumfries	372,300	372,300	372,300	372,300	372,300	372,300
Residential Township Tax Rate	0.00269028	0.00256586	0.00247525	0.00247546	0.00240302	0.00234593
Township Taxes Annually	\$ 1,001.59	\$ 955.27	\$ 921.54	\$ 921.61	\$ 894.65	\$ 873.39
	\$ 46.32	\$ 33.73	\$ (0.08)	\$ 26.97	\$ 21.26	\$ 19.32
	4.8%	3.7%	0.0%	3.0%	2.4%	2.3%

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

Township of North Dumfries						
	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
OPERATIONS						
Total General Revenue Taxation	(6,239,976.23)	(6,286,125.96)	(6,604,479.00)	(6,614,388.50)	(7,115,199.00)	(510,720.00)
Total General Corporate Revenues	(670,942.57)	(873,530.34)	(837,951.00)	(827,790.67)	(803,300.00)	34,651.00
TOTAL TAXES AND CORPORATE REVENUES	(6,910,918.80)	(7,159,656.30)	(7,442,430.00)	(7,442,179.17)	(7,918,499.00)	(476,069.00)
Total Council	146,473.53	147,006.23	168,999.00	148,844.82	177,729.00	8,730.00
Total Elections	21,733.00	21,780.67	54,315.00	113,713.12	22,800.00	(31,515.00)
Total Corporate Serv Admin	1,249,907.35	1,224,179.49	1,191,810.00	1,061,489.22	1,407,059.00	215,249.00
Total Admin Office NDCC	31,941.91	30,806.54	32,892.00	261.19	34,000.00	1,108.00
Total 1171 Greenfield Road	6,023.67	-	-	-	-	-
TOTAL CORPORATE SERVICES	1,456,079.46	1,423,772.93	1,448,016.00	1,324,308.35	1,641,588.00	193,572.00
Total Fire	921,285.10	951,280.47	999,513.00	752,650.33	1,045,085.00	45,572.00
Total Emergency Planning	1,460.12	1,283.20	2,950.00	4,253.87	4,100.00	1,150.00
TOTAL FIRE	922,745.22	952,563.67	1,002,463.00	756,904.20	1,049,185.00	46,722.00
Total Animal Control	(1,859.39)	(4,657.67)	2,175.00	768.07	6,350.00	4,175.00
Total Building Permit & Inspection Services	(11,000.00)	(11,000.00)	(11,000.00)	(427,924.28)	(15,050.00)	(4,050.00)
Total Fence Viewing	-	-	200.00	-	50.00	(150.00)
Total By-Law Enforcement	121,069.32	201,890.32	215,155.00	166,338.55	235,506.00	20,351.00
Total School Crossing Guards	55,443.83	55,925.41	87,950.00	74,875.53	97,157.00	9,207.00
TOTAL PROTECTIVE SERVICES	1,086,398.98	1,194,721.73	1,296,943.00	570,962.07	1,373,198.00	76,255.00
Total Transportation Services - Overhead	342,022.45	515,683.86	1,129,735.00	433,995.80	1,217,929.00	88,194.00
Total Public Works Facilities	59,078.87	65,903.20	42,500.00	45,279.05	39,500.00	(3,000.00)
Total Public Works Vehicles & Equipment	227,128.40	167,940.77	185,250.00	235,355.27	201,000.00	15,750.00
Total Roads - Paved	118,779.97	93,947.33	56,800.00	75,070.88	55,700.00	(1,100.00)
Total Roads - Unpaved	111,159.41	104,855.59	71,000.00	68,425.29	80,500.00	9,500.00
Total Roads- Bridges & Culverts	45,983.71	13,609.08	27,700.00	17,321.05	27,700.00	-
Total Roads - Traffic & Roadside	230,871.62	317,503.13	212,900.00	301,465.24	212,050.00	(850.00)
Total Roads - Winter Control (Except Pkg Lot/Sdwl)	210,583.80	207,301.51	139,000.00	209,660.82	143,000.00	4,000.00
Total Parking & Parking Lots	5,941.45	2,014.84	8,000.00	7,712.55	10,500.00	2,500.00
Total Street Lighting	64,508.32	67,095.92	52,000.00	40,720.84	58,500.00	6,500.00
Total Sidewalk Costs Covered by General Levy	48,841.10	41,059.64	64,840.00	49,397.50	73,150.00	8,310.00
Total Special Area Costs - AYR	21,974.34	12,454.32	-	(1,193.63)	-	-
TOTAL PUBLIC WORKS	1,486,873.44	1,609,369.19	1,989,725.00	1,483,210.66	2,119,529.00	129,804.00
Total Environmental	309.17	1,801.80	-	(25.69)	-	-
Total Solid Waste Collection	(51.00)	(76.00)	-	(175.18)	(40.00)	(40.00)
TOTAL ENVIRONMENTAL SERVICES	258.17	1,725.80	-	(200.87)	(40.00)	(40.00)

	2020 Year End Actuals	2021 Year End Actuals	2022 APROVED BUDGET	2022 Year to Date Nov 30		2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Total Recreation and Cultural Services Overhead	308,690.17	428,234.17	1,184,530.00	491,183.98		1,271,341.00	86,811.00
Total Recreation Program & Events	878.35	9,830.28	27,250.00	22,518.60		46,800.00	19,550.00
Total Recreation Vehicles & Equipment	21,511.12	40,837.61	33,150.00	37,867.26		47,150.00	14,000.00
Total Parks	300,021.16	250,740.41	137,955.00	268,434.06		122,240.00	(15,715.00)
Total Rec. Facility - ACC	84,759.95	136,547.78	14,900.00	83,729.24		1,060.00	(13,840.00)
Total Rec Facility - NDCC	482,791.25	524,909.87	142,255.00	385,910.86		74,842.00	(67,413.00)
Total Rec. Facility - Roseville Hall	12,226.38	15,085.78	6,950.00	3,681.05		7,150.00	200.00
Total Libraries	-	5,661.72	1,000.00	629.08		1,000.00	-
TOTAL RECREATION SERVICES	1,210,878.38	1,411,847.62	1,547,990.00	1,293,954.13		1,571,583.00	23,593.00
Total Planning & Development	84,259.73	120,588.45	276,006.00	157,357.03		298,891.00	22,885.00
Total Heritage	269.26	-	750.00	262.52		750.00	-
TOTAL PLANNING	84,528.99	120,588.45	276,756.00	157,619.55		299,641.00	22,885.00
Total Operations	(1,585,901.38)	(1,397,630.58)	(883,000.00)	(2,612,325.28)		(913,000.00)	(30,000.00)
Capital funded by tax levy and building bill 124			883,000.00			913,000.00	
Net Budget			-			-	-

Township of North Dumfries 2023 Municipal Budget

General Taxation & Unconditional Grants

If the draft is adopted, the total Township levy will be \$6,981,374. This is a sum total of the Municipal Levy for Residential & Farm, Commercial/Industrial/ Multi-Res and Pipeline. The amounts calculated for based on this draft budget are:

	2023 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 4,921,689	70%
COMM/INDUST.	\$ 1,768,404	26%
PIPELINE	\$ 291,281	4%
	\$ 6,981,374	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 budget.

The Ontario Municipal Partnership Fund (OMPF) is the Township's Unconditional Grant received from the Province of Ontario. The 2023 OMPF was confirmed in the amount of \$278,300. This is a decrease from 2022 levels results in a loss of \$49,000. Our decrease was capped at the maximum allowable under transitional rules of the program. The Township can expect further decreases in the next few years. 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

Another Grant in this section of the budget is Canada Community Building Fund (CCBF), formerly known as the Federal Gas Tax. The 2023 allocation CCBF of funds totals \$338,055. It should be noted that this is the base amount of grant that the Township

Township of North Dumfries

2023 Municipal Budget

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 Bi-Annual 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 2023 from the dividends plus interest on the loan the Township has with Grandbridge Energy are projected to be \$370,774. The funds are shown as a transfer to reserve, as this money is utilized for the funding of the Township Facility 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 2023 is \$185,000, which is an increase over the 2022 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. The Township plans to begin reviewing properties that are eligible for tax sales in 2023 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 2022. Interest rates have been increasing at a significant rate in 2022. In January 2022, the Township's bank accounts were earning 0.6% interest and are now earning 3.6%. The estimated amount of interest to be received for 2023 is \$185,000.

Tax write offs are estimated at the same level as in 2022 budget. The supplemental taxes have been reduced as the Township has been working closely with MPAC to ensure that properties are being added to the assessment roll in a timely manner. There had been some delay in assessment being added to the Township annual tax roll. There are no major outstanding legacy Assessment Review Board (ARB) decisions at this point which would affect the write-offs.

Included in the 2023 budget is a transfer of \$130,000 from COVID-19 funding out of the Safe Restart Funds which the Township received in 2021. The funds were allocated to a reserve at the time of receipt of the funds. The purpose of the funds is to offset costs incurred for the pandemic (extra cleaning supplies, masks, etc.) and to compensate for the reduction in revenues from recreation programs due to the Provincial government's restrictions that arose from the pandemic.

Township of North Dumfries						
	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
OPERATIONS						
Municipal Lvy -Res & Farm	(4,223,388.53)	(4,286,617.74)	(4,481,561.00)	(4,495,725.49)	(4,921,689.00)	(440,128.00)
Municipal Lvy - Com/Ind/Multi-Res	(1,587,297.76)	(1,603,320.95)	(1,688,765.00)	(1,674,592.99)	(1,768,404.00)	(79,639.00)
Municipal Lvy - Pipeline	(267,745.60)	(267,728.99)	(276,603.00)	(276,603.31)	(291,281.00)	(14,678.00)
Municipal Lvy -Pil Region Of Waterloo	(50,931.42)	(50,930.21)	(45,000.00)	(14,707.07)	(45,000.00)	-
Municipal Lvy - Pil Mun Tax Assist. Act	(18,673.52)	(18,696.07)	(18,000.00)	(18,467.02)	(18,400.00)	(400.00)
Municipal Lvy - Pil Hydro One	(21,854.51)	(21,847.60)	(15,250.00)	(21,834.05)	(21,800.00)	(6,550.00)
Municipal Lvy - Pil CP Rail	(8,844.14)	(8,832.05)	(8,000.00)	(8,808.32)	(8,800.00)	(800.00)
Municipal Lvy - Pil Canada Post	(7,312.06)	(5,751.09)	(7,300.00)	(5,825.05)	(5,825.00)	1,475.00
Mun Lvy Supp. Taxes - Residential/Farm	(50,846.52)	(66,874.07)	(70,000.00)	(121,658.72)	(80,000.00)	(10,000.00)
Mun Lvy Supp. Taxes - Comm/Ind./Multi Res	(41,193.10)	(13,922.78)	(50,000.00)	(9,616.11)	(10,000.00)	40,000.00
Mun Lvy Supp. Taxes - Pipeline	-	-	-	(63.05)	-	-
Transfer from Reserves	-	-	(10,000.00)	-	(10,000.00)	-
Municipal Levy Taxation - Write Off Taxes	38,060.16	58,328.73	65,000.00	33,485.74	65,000.00	-
Taxation - Write Small Balances Off Taxes	50.77	66.86	1,000.00	26.94	1,000.00	-
Total General Revenue Taxation	(6,239,976.23)	(6,286,125.96)	(6,604,479.00)	(6,614,388.50)	(7,115,199.00)	(510,720.00)
AMO Fed Gas Tax	(309,884.63)	(635,412.13)	(323,970.00)	(323,970.30)	(338,055.00)	(14,085.00)
Ontario Municipal Partnership Fund	(323,300.00)	(326,700.00)	(327,300.00)	(327,300.00)	(278,300.00)	49,000.00
Safe Restart Grant	(222,000.00)	(274,195.00)	-	-	-	-
Transfer From Reserves/Reserve Fund	(50,000.00)	(47,295.00)	(50,000.00)	-	-	50,000.00
Transfer From Reserve - Safe Restart Fund	-	(222,000.00)	(218,651.00)	-	-	218,651.00
Transfer From Reserve - COVID Contingency	-	-	-	-	(130,000.00)	(130,000.00)
Interest On Property Taxes	(137,894.01)	(182,341.37)	(160,000.00)	(175,888.41)	(185,000.00)	(25,000.00)
Interest On Bank Account	(159,748.56)	(104,206.59)	(100,000.00)	(329,905.64)	(210,000.00)	(110,000.00)
Energy Plus Investment - Interest	(150,774.04)	(150,774.04)	(150,774.00)	(75,387.02)	(150,774.00)	-
Energy Plus Investment - Dividend Income	(252,173.00)	(224,636.00)	(255,191.00)	(353,157.50)	(220,000.00)	35,191.00
Transfer To Reserve - CND Hydro Fund	402,947.04	375,410.00	405,965.00	428,544.52	370,774.00	(35,191.00)
Transfer to Unearned Revenue - AMO Gas Tax--Trans	309,884.63	635,412.13	323,970.00	323,970.30	338,055.00	14,085.00
Transfer to Reserve - One Time Prov.Grant	188,446.68	274,195.00	-	-	-	-
1171 Greenfield Rd Land Sale - Sale Revenue	(525,000.00)	-	-	-	-	-
1171 Greenfield Rd Land Sale - Legal Fees	21,978.80	-	-	-	-	-
1171 Greenfield Rd Land Sale - Real Estate Fees	26,250.00	-	-	-	-	-
1171 Greenfield Rd Land Sale - Other Land Sale Cos	472.88	-	-	-	-	-
1171 Greenfield Rd Land Sale - Transfer to Reserve	476,298.32	-	-	-	-	-
Admin - Pandemic 2020 - Material & Supplies	33,553.32	9,012.66	18,000.00	5,303.38	-	(18,000.00)
Total General Corporate Revenues	(670,942.57)	(873,530.34)	(837,951.00)	(827,790.67)	(803,300.00)	34,651.00
TOTAL TAXES AND CORPORATE REVENUES	(6,910,918.80)	(7,159,656.30)	(7,442,430.00)	(7,442,179.17)	(7,918,499.00)	(476,069.00)

Township of North Dumfries

2023 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 2023 Council wages have been increased by 2.1% Cost of Living adjustment (COLA) as approved in November 2022 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 2023 budget includes the additional fund for training/conferences as it is anticipated that all 2023 conference will be in-person events. 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.

The Top Producing Aggregate Association of Municipalities of Ontario (TAPMO) has requested membership fees increase in 2022. The 2022 Budget included \$5,000 which was an increase over the previous requests for \$250 membership and one-time \$2,000 for professional lobbyist costs. The 2023 budget includes a proposed reduction, recommended by staff, to \$1,500 for membership.

Election Expenditures for 2023 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.

	2020 Year End Actuals	2021 Year End Actuals	2022 APROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Council - Transfer From Reserves/Reserve Fund	-	-	(10,000.00)	-	-	10,000.00
Council - Wages	123,057.36	123,672.65	126,146.00	105,121.60	128,795.00	2,649.00
Council - Employer Benefits	7,958.98	8,218.83	8,653.00	7,210.60	9,134.00	481.00
Council - Membership Exp	3,686.62	3,745.13	4,000.00	4,231.48	4,500.00	500.00
Council - Mileage Expense	289.39	-	800.00	543.21	2,000.00	1,200.00
Council - Conferences/Training Expenses	2,796.42	3,859.50	4,500.00	6,213.23	10,000.00	5,500.00
Council - Clothing	223.87	56.97	500.00	-	500.00	-
Council - Flowers/Donations	371.26	1,200.92	500.00	954.42	1,000.00	500.00
Council - Community Event Fees	-	-	2,500.00	255.00	2,500.00	-
Council - TAPMO Membership	-	-	5,000.00	5,000.00	1,500.00	(3,500.00)
Council - Office Supplies	968.77	488.02	500.00	506.73	500.00	-
Council - Printing/Stationery	43.24	-	150.00	29.07	150.00	-
Council - Postage Exp	0.89	-	150.00	-	150.00	-
Council - Furniture/Sm Office Equip	305.80	-	500.00	69.19	500.00	-
Council - Advertising/Promotion	708.86	658.59	800.00	-	1,000.00	200.00
Council - Recognition Awards	-	-	-	-	1,200.00	1,200.00
Council - Telephone Expense	-	132.99	500.00	-	500.00	-
Council - Hardware	247.13	171.44	10,000.00	13,274.64	500.00	(9,500.00)
Council - Annual Licencing of Software	797.33	35.02	1,800.00	901.69	1,800.00	-
Council - Council/Staff Relations	1,258.31	1,327.25	5,500.00	1,411.13	6,000.00	500.00
Council - Special Event Expense	759.30	438.92	3,500.00	122.83	2,000.00	(1,500.00)
Council - Tech - Transfer to Reserve	3,000.00	3,000.00	3,000.00	3,000.00	3,500.00	500.00
Total Council	146,473.53	147,006.23	168,999.00	148,844.82	177,729.00	8,730.00
Elections - Transfer From Reserves/Reserve Fund	-	-	(105,000.00)	-	-	105,000.00
Elections - Wages	-	-	34,300.00	35,804.72	-	(34,300.00)
Elections - Wages - Overtime	-	-	10,125.00	4,283.95	-	(10,125.00)
Elections - Wages - P/T	-	-	9,300.00	267.28	-	(9,300.00)
Elections - Benefits	-	-	14,550.00	11,547.37	-	(14,550.00)
Elections - Materials and Supplies	232.04	279.71	17,625.00	15,452.54	300.00	(17,325.00)
Election - Service Agreement	1,500.96	1,500.96	53,415.00	26,357.26	1,500.00	(51,915.00)
Election - Transfer to Reserve	20,000.00	20,000.00	20,000.00	20,000.00	21,000.00	1,000.00
Total Elections	21,733.00	21,780.67	54,315.00	113,713.12	22,800.00	(31,515.00)

Township of North Dumfries 2023 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.

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

Included in this budget is transfers from the Pay Equity and Wage Reserve of \$51,000 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 \$90,435 which is an increase of 3% over 2022.

Wages & Benefits increased compared to 2022 as in the previous year there was an allocation of a portion of the Clerk and Deputy's Clerk wages to the Election Division. A Cost of Living increase and changes in the staff complement as outlined in the attached Business Plans accounts for the remaining increase.

The 2023 tax funded community grants are \$42,500; there is estimated of \$10,000 of unspent funds from 2022 resulting from community organizations that could not achieve their plans were transferred to a reserve to be used in the 2023 budget.

Community Grant applications from community groups are due to the Township by December 31 of the previous fiscal year. A full report will come to Council in February on the applications for funds requested or to have fees waived for events in municipal facilities and parks. A separate committee of Council has been approved that will review and made recommendations and then will seek Council approval on allocations for 2023.

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,

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

Township of North Dumfries

2023 Municipal Budget

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 2022-2023 renewal. This increase has been reflected in the 2023 Budget as well as a further anticipated increase for the 2023-2024 renewal period. The year-over-year increase for insurance premiums is \$9,000.

Audit fees reflect the amounts that BDO Canada LLP provided as part of a two-year extension for their audit services.

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 2023 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 administration staff.

Funding for potential costs if an integrity commission was required were allocated in 2019 in the amount of \$10,000. This was not spent and allocated to a reserve. The funds are still in the reserve and will be utilized if there are significant costs for the Integrity Commissioner in 2023.

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Administration - Canada Conditional Grants	(4,284.00)	-	-	-	-	-
Administration Grants - Community Foundation	(15,900.00)	(9,100.00)	(10,650.00)	(38,471.00)	(15,000.00)	(4,350.00)
Administration - Transfer from Reserves	-	-	(69,990.00)	-	(20,000.00)	49,990.00
Administration - Transfer from Reserves - IT	-	-	(10,000.00)	-	-	10,000.00
Administration - Transfer from Reserve - Wages	-	-	(75,000.00)	-	(51,000.00)	24,000.00
Adminstr. - Transfer from Integrity Comm. Reserve	-	-	(10,000.00)	-	(10,000.00)	-
Adminstr. - Trans from Res - Unspent Comm. Grants	-	-	(10,000.00)	-	(10,000.00)	-
Administration - Admin Charge (NSF & Bank Recovery)	(651.00)	(625.00)	(500.00)	(1,290.00)	(600.00)	(100.00)
Administration - Donation Rev	-	-	-	(7,032.74)	-	-
Administration - WSIB NEER Refund	(3,703.00)	-	-	-	-	-
Adminsitration - FOI Fees	(314.00)	(462.15)	(200.00)	(130.00)	(200.00)	-
Administration - Tax Account Maintenance Fees	(1,084.00)	(1,048.00)	(1,000.00)	(1,153.50)	(1,000.00)	-
Administration - Miscellaneous Revenue	-	(47.00)	-	(68,405.68)	-	-
Administration - Building Services Indirect Costs	(86,500.00)	(87,800.00)	(87,800.00)	(87,800.00)	(90,435.00)	(2,635.00)
Administration - Tax Certificates	(9,690.00)	(9,926.00)	(10,000.00)	(8,785.00)	(10,000.00)	-
Administration - Lottery Licence Rev	(124.50)	(477.92)	(350.00)	(401.10)	(350.00)	-
Administration - Charges back from Tax Acct.	-	(20.00)	(10,000.00)	(60.00)	(5,000.00)	5,000.00
Administration -Comm. of Oaths/Cert. True Copy--Fa	(540.00)	(720.00)	(450.00)	(520.00)	(500.00)	(50.00)
Administration - Wages	648,105.31	653,897.05	666,365.00	615,733.42	739,947.00	73,582.00
Administration - Vacation (P/T)	193.20	1,154.69	-	944.06	-	-
Administration - Benefits Legislative	180,539.04	220,946.79	217,235.00	185,097.92	246,997.00	29,762.00
Administration - Benefits Other	13.96	-	-	800.00	-	-
Administration - WSIB Neer Costs	14,735.62	-	-	-	-	-
Administration - Bank Charges	2,392.99	4,202.67	3,500.00	3,458.76	3,500.00	-
Administration - Membership Exp	5,390.47	5,376.54	5,800.00	3,952.52	6,000.00	200.00
Administration - Mileage Expense	827.89	1,497.31	1,500.00	934.18	2,500.00	1,000.00
Administration - Conferences/Training/Education	9,123.01	10,528.44	14,000.00	7,831.39	17,000.00	3,000.00
Administration - Boots/Clothing	370.40	332.98	600.00	-	1,000.00	400.00
Administration - Office Supplies	7,896.42	6,170.05	10,000.00	5,641.09	8,500.00	(1,500.00)
Administration - Printing Stationery	1,179.19	81.29	750.00	876.38	1,000.00	250.00
Administration - Postage Exp	8,282.84	3,949.45	7,000.00	6,531.95	8,000.00	1,000.00
Administration - Furniture/Sm Office Equip	2,197.08	2,228.70	2,200.00	1,118.99	2,500.00	300.00
Administration - Advertising Exp	675.47	1,539.70	1,800.00	1,765.64	1,800.00	-
Administration - Public Relations	392.12	4,541.26	3,000.00	1,499.94	5,300.00	2,300.00
Administration - Tax Billings	8,917.38	9,404.28	10,000.00	10,002.59	11,000.00	1,000.00
Administration - Telephone Expense	6,428.99	4,654.02	4,500.00	3,831.24	5,000.00	500.00
Administration - Internet Expense	4,630.08	4,273.92	4,700.00	3,148.00	4,700.00	-
Administration - Copier and PostageLease Equipment	4,088.89	3,805.41	4,900.00	3,229.55	4,900.00	-
Administration - Audit Expense	30,000.00	31,000.00	30,500.00	-	30,500.00	-
Administration - Insurance Expense	139,756.93	154,938.50	183,000.00	171,707.50	192,000.00	9,000.00
Administration - Legal Expense	19,810.61	20,685.67	22,500.00	17,187.86	30,000.00	7,500.00
Administration - Tax Sale - Legal & Other Costs	-	-	7,500.00	-	10,000.00	2,500.00
Administration - Insurance Deductible Expense	15,357.28	9,298.62	10,000.00	10,530.45	12,000.00	2,000.00
Administration - HR Support - External	4,152.49	1,578.66	55,000.00	923.47	50,000.00	(5,000.00)
Administration - Integrity Commissioner Fees	-	-	10,000.00	-	13,000.00	3,000.00
Administration - Records Management Services	7,669.11	8,458.84	12,000.00	-	12,000.00	-
Administration - Computer Hardware	11,035.09	6,523.39	15,500.00	1,409.69	10,000.00	(5,500.00)
Administration - Computer Svce Agreement	103,281.92	64,773.99	105,000.00	55,591.93	84,000.00	(21,000.00)
Administration -Annual Licencing of Software	13,859.93	12,851.03	15,000.00	26,380.30	40,000.00	25,000.00
Administration - Miscellaneous Expense	-	411.06	-	-	-	-
Administration - Grants Exp	19,207.47	38,659.55	42,500.00	12,500.00	42,500.00	-
Administration - GRAAC Exp	494.34	341.70	750.00	-	500.00	(250.00)
Administration - Community Foundation Grants Exp.	10,900.00	6,300.00	10,650.00	37,471.00	15,000.00	4,350.00
Adminsitration -Comm.Grants -Hospital Contribution	20,000.00	20,000.00	-	-	-	-
Administration - Ayr Cemetery Grant	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-
Administration - RS Tsfr to Resrves	55,792.33	10,000.00	-	75,438.42	-	-
Administration - RS Tsfr to Deferred Revenue	5,000.00	-	-	-	-	-
Total Corporate Serv Admin	1,249,907.35	1,224,179.49	1,191,810.00	1,061,489.22	1,407,059.00	215,249.00
Admin. Offices - NDCC - Hydro	13,770.00	13,770.00	14,500.00	-	15,000.00	500.00
Admin. Offices - NDCC - Heating Gas	1,120.00	1,120.00	1,500.00	-	2,000.00	500.00
Admin Office - NDCC-Property Maintenance	15,159.91	14,024.54	15,000.00	261.19	15,000.00	-
Admin Office - NDCC-Water and Sewer	1,892.00	1,892.00	1,892.00	-	2,000.00	108.00
Total Admin Office NDCC	31,941.91	30,806.54	32,892.00	261.19	34,000.00	1,108.00
Facilities -1171 Greenfield -Hydro	2,554.19	-	-	-	-	-
Facilities -1171 Greenfield -Property Maintenance	3,469.48	-	-	-	-	-
Total 1171 Greenfield Road	6,023.67	-	-	-	-	-
TOTAL CORPORATE SERVICES	1,456,079.46	1,423,772.93	1,448,016.00	1,324,308.35	1,641,588.00	193,572.00

Township of North Dumfries 2023 Municipal Budget

Fire & Emergency Planning

Wages in 2023 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 increase in internet costs reflect the deployment of tablets in fire vehicles to provide more efficient responses to incidents and allow for better communication. It also reflects the switch to fibre internet at the fire hall which was completed in October 2022.

The computer hardware budget of \$8,500 reflects the 4-year replacement cycle for IT equipment.

The \$9,200 increase in fuel costs reflects the continuing increase in diesel and gasoline prices experienced by the Township.

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 three years. Staff continue to look at alternate ways to increase these revenues. The 2023 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 renewed in 2021 and renegotiated in 2022 due to the high volume of calls the Township was incurring.

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

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Fire-Ontario Grants	-	(6,608.01)	-	-	-	-
Fire - Transfer from Reserve (Computers)	-	5,000.00	-	-	-	-
Fire - Donations (Grants) - Other	(627.81)	-	-	(4,000.00)	-	-
Fire - Miscellaneous Revenue	(705.95)	(7,759.35)	(700.00)	(2,650.00)	(1,000.00)	(300.00)
Fire - Hall Rental Revenue	(759.32)	-	-	-	-	-
Fire - Capital Reserve Fee Revenue	(13.42)	-	-	-	-	-
Fire - Chargeable Call Revenue	(12,960.00)	(30,790.70)	(25,000.00)	(16,195.22)	(25,000.00)	-
Fire - Service Agreement Revenue	-	(9,395.60)	(7,500.00)	-	(8,000.00)	(500.00)
Fire - Fire Report Revenue	(870.25)	(345.80)	(500.00)	(1,830.60)	(800.00)	(300.00)
Fire - 911 Signs & Posts Revenue	(417.96)	(1,036.94)	(500.00)	(865.22)	(750.00)	(250.00)
Fire - Wages	287,721.69	336,259.08	338,254.00	278,253.42	356,093.00	17,839.00
Fire - Wages Honourarium	10,900.00	10,900.00	10,900.00	-	-	(10,900.00)
Fire - Benefits	43,510.63	50,130.00	60,274.00	44,174.96	62,736.00	2,462.00
Fire - Membership Fees	1,414.08	1,728.66	1,850.00	1,269.73	2,000.00	150.00
Fire - Mileage Expense	708.55	437.58	1,500.00	869.59	800.00	(700.00)
Fire -Conferences/Training/Education	11,484.29	22,729.02	18,000.00	15,053.12	17,000.00	(1,000.00)
Fire - Boots/Clothing Expense	55.97	203.48	500.00	-	750.00	250.00
Fire - Office Supplies	885.84	322.56	750.00	861.98	750.00	-
Fire - Printing Stationery	-	-	50.00	-	50.00	-
Fire - Postage	39.60	7.20	50.00	13.74	50.00	-
Fire - Furniture/Sm Office Equip	-	-	500.00	-	500.00	-
Fire - Advertising Exp	623.59	754.04	900.00	612.19	850.00	(50.00)
Fire - Materials and Supplies	17,593.91	21,436.95	21,000.00	19,797.61	22,000.00	1,000.00
Fire - Public Education Expense	652.28	1,540.04	2,500.00	1,397.12	2,000.00	(500.00)
Fire - Red Cross Materials and Supplies	-	-	100.00	-	100.00	-
Fire - Telephone Expense	4,617.42	3,209.73	3,000.00	2,468.19	3,200.00	200.00
Fire - Internet Expense	-	-	7,000.00	691.94	9,300.00	2,300.00
Fire - Hydro	6,810.34	5,930.12	7,000.00	5,464.99	7,200.00	200.00
Fire - Heating Gas	2,091.31	2,316.41	2,730.00	2,389.73	3,000.00	270.00
Fire - Equipment Copier Lease Costs	357.59	231.68	650.00	216.46	650.00	-
Fire - Property Maintenance (Grounds Mtce)	9,326.51	8,889.89	9,500.00	9,412.80	12,000.00	2,500.00
Fire - Property Maintenance (Small Bldg Repairs)	11,767.33	11,910.70	10,000.00	11,511.67	11,500.00	1,500.00
Fire - Water and Sewer	660.08	997.94	1,200.00	316.80	1,200.00	-
Fire - Outside Contracts	402,200.00	402,200.00	408,235.00	306,174.75	414,356.00	6,121.00
Fire - Dispatch	36,009.60	30,569.56	35,000.00	8,806.50	35,000.00	-
Fire-Administration-Radio System Maint (ROW)	24,120.00	25,896.00	25,200.00	-	28,600.00	3,400.00
Fire -Computer Hardware - (Under 5,000)	-	99.52	-	5,016.81	8,500.00	8,500.00
Fire -Computer Software Licences & Support	1,320.87	1,290.98	3,500.00	1,795.60	3,500.00	-
Fire - Vehicle Fuel	5,189.35	7,961.12	9,800.00	14,626.08	19,000.00	9,200.00
Fire - Equipment Repair & Mtce	9,373.41	11,375.33	11,000.00	12,235.99	11,500.00	500.00
Fire - Radio Repair and Maintence	1,073.36	1,846.80	1,500.00	1,778.56	2,000.00	500.00
Fire - SCBA Equipment Repair and Mtce	4,141.98	7,105.74	6,000.00	6,961.67	6,500.00	500.00
Fire - Radio Equipment Replacement (Small Items)	1,373.76	702.14	1,500.00	20.29	1,500.00	-
Fire-Equip. Copier Rental Expense	-	27.97	-	-	-	-
Fire - Air Quality Testing Equipment Repairs	2,421.46	2,365.06	2,500.00	1,333.77	2,500.00	-
Fire - 911 Signs & Posts Costs	2,000.47	758.80	150.00	262.20	250.00	100.00
Fire 2012 Dodge Pickup	1,795.81	698.95	1,000.00	3,079.50	2,500.00	1,500.00
Fire 1930 Ford	120.00	-	120.00	-	100.00	(20.00)
Fire 2000 Int. Rescue Truck	5,205.35	5,145.18	500.00	1,421.40	-	(500.00)
Fire 2011 Pierce Pumper	14,890.96	7,580.80	7,500.00	6,385.26	7,500.00	-
Fire 2013 Pierce Tanker	7,701.04	1,377.72	4,000.00	1,053.35	4,000.00	-
Fire 2008 KME Pumper (Purchase 2016)	6,755.86	13,437.21	7,500.00	9,769.68	10,000.00	2,500.00
Fire - 2017 Tanker	725.52	1,842.91	4,000.00	305.77	4,000.00	-
Fire - 2021 Fire Chief Vehicle	-	-	1,500.00	495.41	1,300.00	(200.00)
Fire - Tactical Trailer	-	-	500.00	-	500.00	-
Fire-Quick Response Vehicle 2022	-	-	3,000.00	1,892.74	2,500.00	(500.00)
Fire - Deputy Chief Vehicle 2023	-	-	1,500.00	-	1,300.00	(200.00)
Total Fire	921,285.10	951,280.47	999,513.00	752,650.33	1,045,085.00	45,572.00
Emergency Planning - Training	-	-	1,000.00	2,625.41	2,000.00	1,000.00
Emergency Planning - Advertising	179.10	-	300.00	203.52	300.00	-
Emergency Planning -Materials/Supplies	-	-	350.00	-	350.00	-
Emergency Planning - Software Service Agreement	1,281.02	1,283.20	1,300.00	1,424.94	1,450.00	150.00
Total Emergency Planning	1,460.12	1,283.20	2,950.00	4,253.87	4,100.00	1,150.00
TOTAL FIRE	922,745.22	952,563.67	1,002,463.00	756,904.20	1,049,185.00	46,722.00
Animal Control - Tag Sales	(9,158.00)	(8,989.00)	(9,000.00)	(8,814.00)	(9,000.00)	-
Animal Control - Kennel Licence	(1,000.00)	(1,000.00)	(1,000.00)	(1,015.00)	(1,000.00)	-
Animal Control - Small Animal Pickup Fee	-	-	(500.00)	-	(500.00)	-
Animal Control - Printing Stationery	76.32	-	175.00	50.88	250.00	75.00
Animal Control - Postage	391.14	66.75	400.00	-	300.00	(100.00)
Animal Control - Advertising Exp	190.50	-	300.00	85.48	300.00	-
Animal Control - Dog Tag Material & Supplies	315.46	-	300.00	223.87	300.00	-
Animal Control- Traps/External Contracts	4,379.95	-	2,500.00	-	1,500.00	(1,000.00)
Animal Control - Pound Rental	2,945.24	5,264.58	9,000.00	10,236.84	14,200.00	5,200.00
Total Animal Control	(1,859.39)	(4,657.67)	2,175.00	768.07	6,350.00	4,175.00

Township of North Dumfries

2023 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 2022 but are budgeted at close to the similar levels to the 2022 budget. This reflects the fact that a large number of building permits were issued in 2022 including the last six weeks of the year. The 2022 revenue from building permits was the largest volume the Township has received. The reflects the growth of our community. Work will continue in 2023 for permits issued in 2022.

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 index 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.

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Building Services - Transfer from Reserve	(100,515.99)	-	(219,035.00)	-	(279,659.00)	(60,624.00)
Building - Admin Fees	-	-	-	(1,050.00)	-	-
Building Services - Building Permits and Insp. Fee	(373,212.75)	(721,351.47)	(471,080.00)	(1,031,434.21)	(480,000.00)	(8,920.00)
Building Serv. - Septic Permits	(29,322.00)	(22,510.00)	(15,000.00)	(13,558.26)	(10,000.00)	5,000.00
Building Serv. - Water Meter Admin Fee	-	(739.83)	-	-	-	-
Building Services - Wages Regular	228,507.89	320,836.73	407,100.00	379,101.57	451,313.00	44,213.00
Building Services - Wages Overtime	1,586.66	-	-	-	-	-
Building Serv. - Employer Benefits	74,987.49	116,624.91	140,425.00	125,847.81	154,261.00	13,836.00
Building Serv. - Employer Benefits Other	-	400.00	-	-	-	-
Building Services - Membership Exp	555.63	1,425.68	2,000.00	1,465.27	2,000.00	-
Building Services - Mileage Expense	354.02	673.74	650.00	-	300.00	(350.00)
Building Conferences/Training/Education	4,461.41	5,677.34	6,000.00	4,170.30	8,250.00	2,250.00
Building- Boots and Clothing Expense	290.02	1,000.73	750.00	-	1,100.00	350.00
Building Services - Office Supplies	404.27	311.74	400.00	109.84	400.00	-
Building Ser. - Printing Stationery	15.23	553.13	150.00	356.16	500.00	350.00
Building Services - Postage	75.08	-	-	-	-	-
Building Serv. - Furniture/Sm Office Equip	-	558.38	600.00	61.04	700.00	100.00
Building Serv. - Advertising Exp	384.44	695.65	700.00	-	700.00	-
Building Serv. - Telephone Expense	2,228.00	1,276.67	1,400.00	1,506.97	1,700.00	300.00
Building Services - Indirect Costs	86,500.00	87,800.00	87,800.00	87,800.00	90,435.00	2,635.00
Building Services - Legal Expense	35,992.54	37,861.88	20,000.00	8,867.93	20,000.00	-
Building Services - Consultant Expense	47,502.11	128,133.56	7,500.00	-	5,000.00	(2,500.00)
Building Services - Engineering Expense	1,346.48	2,391.36	1,000.00	-	2,000.00	1,000.00
Building Services - Computer Hardware - (Under 5,00	-	-	7,000.00	-	4,000.00	(3,000.00)
Building Services - Computer Software Licences & Su	-	1,442.64	-	-	-	-
Building -Annual Licencing of Software	5,169.32	3,670.51	7,500.00	5,450.66	7,500.00	-
Building Services - Vehicle Fuel	1,108.24	1,870.57	1,900.00	1,836.28	2,600.00	700.00
Building Services - Vehicle Repairs & Maintenance	186.12	-	-	-	-	-
Building Services - Copier Usage Costs	33.71	715.67	340.00	225.45	350.00	10.00
Building Services - 2018 Ford Escape #1	181.04	884.12	450.00	1,086.48	750.00	300.00
Building Services - 2018 Ford Escape #2	181.04	488.19	450.00	232.43	750.00	300.00
Building Services - Transfer to Reserve	-	18,308.10	-	-	-	-
Total Building Permit & Inspection Services	(11,000.00)	(11,000.00)	(11,000.00)	(427,924.28)	(15,050.00)	(4,050.00)
Fence Viewing Miscellaneous Expense	-	-	200.00	-	50.00	(150.00)
Total Fence Viewing	-	-	200.00	-	50.00	(150.00)

Township of North Dumfries 2023 Municipal Budget

By-Law Enforcement Services

The By-law Enforcement Division budget includes fine revenue to be received at the same level of 2022.

In 2023 the Township will begin using the funds received under the Cannabis program from the Provincial government. The first application for Cannabis stores has 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. The Township will be contemplating hiring a second part-time by-law officer to increase part-time coverage and availability in 2023 within the approved hours of service. Overall, the part-time hours will remain at the 2022 level, given the Township's overall budget constraints.

The switch to a hybrid vehicle has helped reduce the impact of higher fuel costs, however, it is anticipated that due to the high prices, an increase of \$975 is required for fuel.

School Crossing Guards

School Crossing Guard costs are higher than in the 2022 budget due to the addition of a new crossing guard location approved by Council in the summer of 2022. In addition, wages and benefits reflect the addition of the cost of living increase and the new eligibility for OMERS for our part-time staff. Costs also increased to ensure sufficient replacement equipment is available.

	2020 Year End Actuals	2021 Year End Actuals	2022 APROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
By-Law - Ontario Conditional Grants	-	(5,000.00)	-	-	-	-
By-law - Other Fines	(2,537.25)	(4,737.75)	(10,000.00)	(5,539.75)	(5,000.00)	5,000.00
By-Law - Provincial Offences Act (POA)-Revenue	(591.75)	(2,173.00)	(4,000.00)	(3,340.00)	(2,000.00)	2,000.00
By-law - Pool Permit	(5,290.00)	(7,400.00)	(2,000.00)	(5,510.00)	(2,500.00)	(500.00)
By-law -Sign Permit	(1,275.00)	(690.00)	(1,000.00)	(1,259.00)	(1,000.00)	-
By-law - Licence Fee - Mobile Food Vendor	-	-	(1,000.00)	(1,150.00)	(900.00)	100.00
By-law Transfer from Reserves	-	-	-	-	(5,000.00)	(5,000.00)
By-law - Wages	72,382.13	119,950.22	139,035.00	108,090.04	148,116.00	9,081.00
By-law Enforcement-Overtime	1,210.56	961.50	-	565.76	-	-
By Law - Vacation Pay (P/T)	940.48	578.80	-	987.62	-	-
By-law - Benefits	17,835.32	38,312.46	39,170.00	35,150.38	42,125.00	2,955.00
By-law - Membership Exp	319.00	470.00	575.00	481.18	650.00	75.00
By-Law - Mileage Expense	165.36	32.83	100.00	354.95	200.00	100.00
By-Law - Conferences/Training /Education	654.12	1,449.90	2,500.00	2,111.32	3,500.00	1,000.00
By-Law - Clothing / Boots	1,386.17	1,237.46	1,500.00	679.36	3,000.00	1,500.00
By-Law - Office Supplies	58.31	10.13	175.00	-	200.00	25.00
By-Law - Printing Stationery	795.20	-	1,075.00	-	500.00	(575.00)
By-Law - Postage	124.71	246.34	100.00	-	100.00	-
By-Law - Furniture/Sm Office Equip	888.50	-	500.00	-	250.00	(250.00)
By-Law - Advertising Exp.	102.57	486.82	550.00	-	600.00	50.00
By-Law - Material and Supplies	325.97	-	350.00	-	350.00	-
By-Law - Telephone Expense	1,713.35	515.75	1,000.00	442.24	1,620.00	620.00
By-Law - Legal Expense	21,061.56	43,367.55	35,000.00	26,477.75	35,000.00	-
By-Law - Property Standards	59.83	458.00	500.00	-	500.00	-
By-law Enforce. Radio System Mtce	2,008.80	2,158.00	2,250.00	-	2,500.00	250.00
By-law Enforcement- -ARIS Fees	156.75	825.00	750.00	759.00	770.00	20.00
By-law - Computer Hardware under \$5,000	2,127.76	-	325.00	299.10	4,000.00	3,675.00
By-law -Annual Licencing of Software	1,526.40	3,052.80	4,000.00	3,384.27	4,000.00	-
By-law - Vehicle Fuel	1,220.55	2,192.90	2,200.00	2,184.61	3,175.00	975.00
By-Law - 2013 Chev Cruise	3,699.92	584.61	500.00	996.79	-	(500.00)
By-law - 2022 Hybrid	-	-	1,000.00	172.93	750.00	(250.00)
By-law Transfer to Reserve	-	5,000.00	-	-	-	-
Total By-Law Enforcement	121,069.32	201,890.32	215,155.00	166,338.55	235,506.00	20,351.00
School Crossing Guards - Wages	48,418.18	48,906.17	77,740.00	65,764.97	82,497.00	4,757.00
School Crossing Guards - Vacation (P/T)	2,269.75	2,360.21	-	3,098.27	-	-
School Crossing Guards - Benefits	4,715.90	4,435.86	8,210.00	5,745.38	11,660.00	3,450.00
School Crossing Guard - Clothing	-	183.17	1,000.00	111.62	2,000.00	1,000.00
School Crossing Guards - Health & Safety Supplies	-	-	1,000.00	155.29	1,000.00	-
School Crossing Guards - Miscellaneous Expense	40.00	40.00	-	-	-	-
Total School Crossing Guards	55,443.83	55,925.41	87,950.00	74,875.53	97,157.00	9,207.00
TOTAL PROTECTIVE SERVICES	1,086,398.98	1,194,721.73	1,296,943.00	570,962.07	1,373,198.00	76,255.00

Township of North Dumfries

2023 Municipal Budget

Engineering and Public Works

The revenue from aggregate tipping fees of gravel pits, through the Province, was estimated in 2023 to be \$700,000. In 2021 and 2022 the Township received \$716,555 and \$750,376, 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.

With the changes in Public Works staffing, and the impact of the department organization, wages and benefits will increase by \$116,600. This is made up of the full year wages of the new Engineering Technologist position, Cost of Living increases for Non-Union, increases for Union contract adjustments and increase in legislated payroll benefit costs.

Following the 2023 budget, the Public Works Division will be continuing to utilize funds allocated towards areas of concern including:

- Gravel Road Maintenance – Additional work completed to continue to improve the Township gravel road network, with additional expenditures to grow by \$30,000 over the 2022 budget allowance. Funding for this increase will come from the unspent 2022 gravel road maintenance allocation to reserve.
- Tree Planting – Township staff have identified a large problem across the Township which has resulted from extensive removal of Ash trees. The budget increase over 2022 is anticipated to be \$35,300 for external contractor.

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 2023 to improve cost containment.

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Public Works - Revenue from Other Municipalities	(1,776.00)	(1,776.00)	-	-	(2,544.00)	(2,544.00)
Public Works -Transfer from Reserve	-	-	(5,000.00)	-	-	5,000.00
Public Works - Gravel Pit Revenue	(633,041.25)	(716,755.47)	(700,000.00)	(750,375.73)	(750,000.00)	(50,000.00)
Public Works - Miscellaneous Revenue	-	(488.40)	-	(1,047.30)	-	-
Public Works - Recovery of Salary	-	-	(45,100.00)	-	(60,000.00)	(14,900.00)
Public Works -Rec. of Costs - Private Roads	(30,180.50)	(29,191.60)	(21,000.00)	-	(25,000.00)	(4,000.00)
Public Works - Culvert/Ent. Inspection Revenue	(2,696.96)	(4,569.60)	(2,200.00)	(8,757.80)	(4,000.00)	(1,800.00)
Public Works - Debris Recovery--Debris Recovery	-	-	(300.00)	(395.11)	(300.00)	-
Public Works - Sale of Assets	(37,465.92)	(38,025.00)	-	-	-	-
Public Works Admin. - Wages	231,860.32	372,201.10	789,390.00	333,398.91	884,934.00	95,544.00
Public Works Admin. - Sick Wages	2,777.46	-	-	-	-	-
Public Works Admin. - Wages Overtime	279.11	203.54	42,000.00	42.95	40,000.00	(2,000.00)
Public Works Admin. - Shift Premium	1,113.60	1,772.80	-	774.40	-	-
Public Works Admin. - Lead Hand Wage	182.60	96.00	-	123.00	-	-
Public Works Admin - Standby	-	-	-	2,645.00	-	-
Public Works Admin. - Vacation (PT)	388.78	674.61	-	106.42	-	-
Public Works Admin. - Benefits	82,155.30	130,675.53	298,160.00	107,838.99	319,189.00	21,029.00
Public Works Admin. - Benefits Ot	20.00	1,015.00	-	250.00	-	-
Public Works Admin. - Benefits A	1,080.00	2,970.00	-	1,262.00	-	-
Public Works Admin. - Other Payro	2,305.65	1,296.75	-	1,573.24	-	-
Public Works Admin. - Membership Exp	1,407.80	1,703.34	2,900.00	2,128.69	3,200.00	300.00
Public Works Admin. - Mileage Expense	315.62	-	850.00	-	500.00	(350.00)
Public Works Admin.-Conferences/Training/Educatic	11,245.97	7,287.87	15,500.00	8,222.26	16,000.00	500.00
Public Works- Administration -Boots/Clothing	5,027.31	1,740.11	1,800.00	2,041.00	2,500.00	700.00
Public Works - Health & Safety Supplies	2,916.01	4,748.43	5,000.00	2,050.91	5,000.00	-
Public Works Admin. - Office Supplies	973.16	634.64	750.00	194.84	750.00	-
Public Works Admin. - Printing Stationery	44.90	45.70	75.00	-	100.00	25.00
Public Works Admin. - Postage	236.83	4.58	50.00	-	50.00	-
Public Works Admin. - Furniture/ Sm Office	1,602.72	-	2,250.00	-	500.00	(1,750.00)
Public Works Admin. - Advertising Exp.	1,452.32	1,121.80	500.00	407.04	500.00	-
Public Works Admin. - Telephone Expense	2,898.09	2,080.69	2,000.00	1,780.34	2,300.00	300.00
Public Works - Admin. - Internet	-	-	610.00	320.53	1,750.00	1,140.00
Public Works - Engineering Expense	18,529.87	6,051.73	22,500.00	181.54	17,000.00	(5,500.00)
Public Works -Computer Hardware - (Under 5,000)	2,317.23	616.66	4,000.00	10,264.91	500.00	(3,500.00)
Public Works -Computer Software Lic.& Support	-	1,362.10	-	-	-	-
Public Works -Annual Licencing of Software	5,545.26	8,406.48	15,000.00	6,614.04	15,000.00	-
Public Works - Transfer to Gravel Pits Reserve	633,041.25	716,755.47	700,000.00	750,375.73	750,000.00	50,000.00
Public Works - Transfer To Reserve	37,465.92	43,025.00	-	(38,025.00)	-	-
Total Transportation Services - Overhead	342,022.45	515,683.86	1,129,735.00	433,995.80	1,217,929.00	88,194.00
Public Works Admin. - Hydro	134.00	-	-	-	-	-
Public Works Facili-Property Mtce (Sm.I Bldg Rep.)	256.69	1,354.05	-	1,035.94	-	-
Public Works - Facilities Maintenace - Wages	13,281.94	15,385.93	-	13,894.62	-	-
Public Works - Facilities Maint -Overtime	484.73	-	-	-	-	-
Public Works - Facilities Maint - Vac. P/T	112.72	117.72	-	29.84	-	-
Public Works - Facilities Maintenace -Benefits	4,178.87	5,526.45	-	7,377.00	-	-
Public Works - Facilities -Hydro	4,776.42	4,829.19	6,500.00	3,843.23	6,000.00	(500.00)
Public Works - Facilities Maintenace - Heating	22,153.40	22,323.72	23,000.00	12,224.32	23,000.00	-
Public Works Facility - Small Bldg Mtce	13,700.10	16,366.14	13,000.00	6,874.10	10,500.00	(2,500.00)
Total Public Works Facilities	59,078.87	65,903.20	42,500.00	45,279.05	39,500.00	(3,000.00)
Public Works - Transfer from Fuel Reserves	-	-	(5,000.00)	-	(20,000.00)	(15,000.00)
Public Works - Vehicles Repair & Mtce	-	5.00	-	-	-	-
Public Works - 2007 Sterling Plow	15,301.68	20,063.79	19,000.00	25,937.48	20,000.00	1,000.00
Public Works - 2009 John Deere Grader	20,669.04	5,419.85	10,200.00	3,008.28	7,500.00	(2,700.00)
Public Works - 2005 Volvo	3,868.98	-	-	-	-	-
Public Works - 2012 Freightliner Plow	12,312.03	14,997.86	12,500.00	15,937.36	15,000.00	2,500.00
Public Works - 2000 Freightliner Plow (SOLD)	-	624.49	-	-	-	-
Public Works - 2002 Freightliner Plow	1,854.29	-	-	-	-	-
Public Works - 2005 Cat Loader	29,158.41	1,416.54	-	170.94	-	-
Public Works - 2009 Brush Chipper	2,536.46	1,752.64	1,800.00	2,978.96	2,000.00	200.00
Public Works - 2014 Freightliner Plow	15,078.41	5,010.50	13,500.00	17,065.15	14,000.00	500.00
Public Works - 2010 Ford Tractor and Loader	10,092.86	3,679.65	5,500.00	2,934.29	4,000.00	(1,500.00)
Public Works - 2014 Ford F450 1 Ton Dump	955.71	2,916.49	3,000.00	5,993.22	3,000.00	-
PW - 2018 - Freightliner Single Axle	8,969.21	2,710.29	7,500.00	6,397.52	6,500.00	(1,000.00)
PW - 2017 Ford F150 Pickup	1,862.51	2,195.23	2,500.00	2,920.76	2,900.00	400.00
PW - 2019 - 3/4 Ton Pickup	2,564.11	2,284.76	2,500.00	1,721.15	2,800.00	300.00
PW - 2019 International Tandem Axle	9,275.97	6,063.06	7,000.00	5,807.65	8,000.00	1,000.00
PW - 2015 Backhoe	1,539.58	1,470.89	5,000.00	2,602.84	4,500.00	(500.00)
PW - 2018 Tandem Axle Trailer	562.06	-	-	-	-	-
PW - 2019 -2 Ton Asphalt hotbox	13.40	184.33	500.00	1,424.56	1,500.00	1,000.00
PW - 2020 International Single Axle	526.41	1,929.82	5,000.00	7,674.46	5,500.00	500.00
PW - 2018 Mower Attachment for Tractor	524.05	652.43	1,000.00	12,542.75	1,500.00	500.00
PW - 2018 Sweeper Att.for Tractor	-	1,226.00	350.00	-	400.00	50.00
PW - 2021 JD Loader	-	-	5,500.00	678.34	5,500.00	-

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
PW - 2022 1/2 Ton Crew Cab Pick-up	-	-	2,000.00	-	2,000.00	-
PW - 2023 1 Ton Hoist Truck Crew Cab	-	-	2,500.00	-	2,000.00	(500.00)
PW - 2023 Multi-Model Tandem					3,000.00	3,000.00
Public Works - Vehicle Maintenance - Wages	20,064.21	23,102.17	-	22,779.89	-	-
Public Works - Vehicle/Equip Mtc - Vacation P/T	153.66	266.90	-	79.50	-	-
Public Works - Vehicle Maintenance - Benefits	6,990.98	7,648.42	-	9,326.73	-	-
Public Works - Vehicle Fuel	55,882.70	54,598.99	75,000.00	82,066.15	101,000.00	26,000.00
Public Works - Garage Supplies (was Vehicle Pts)	3,960.78	3,593.22	4,500.00	1,897.15	4,000.00	(500.00)
Public Works - Equipment Repair & Mtce	1,814.06	3,418.15	2,750.00	2,670.02	3,250.00	500.00
Public Works -Radio Repair and Maintenance	-	101.76	500.00	111.94	500.00	-
Public Works -Radio Licences	596.84	607.54	650.00	628.18	650.00	-
Total Public Works Vehicles & Equipment	227,128.40	167,940.77	185,250.00	235,355.27	201,000.00	15,750.00
Roads - Transfer from Reserve - Line Painting	-	-	-	-	(22,000.00)	(22,000.00)
Roads - Line Painting - Rental Exp	24,170.43	20,294.94	22,000.00	-	45,500.00	23,500.00
Roads - Patching-Wages	24,950.26	17,229.16	-	22,269.64	-	-
Roads -Patching-Overtime	-	-	-	166.74	-	-
Roads -Patching - Vac. P/T	278.83	268.72	-	74.82	-	-
Roads - Paved (PW)-Patching-Benefits	7,660.59	5,424.18	-	9,507.28	-	-
Roads - Patching - Materials/Supplies	13,492.01	7,749.41	20,000.00	13,034.54	20,000.00	-
Roads - Patching - Rental Exp	167.48	-	1,800.00	-	2,200.00	400.00
Roads - Sweeping - Wages	2,643.53	3,445.96	-	1,966.32	-	-
Roads -Sweeping - Vac. P/T	9.76	-	-	-	-	-
Roads - Paved (PW)-Sweeping-Benefits	879.44	1,349.07	-	764.82	-	-
Roads - Sweeping - Rental Expense	3,840.31	1,017.60	4,000.00	1,224.48	2,000.00	(2,000.00)
Roads - Shoulder Maintenance- Wages	23,279.73	21,510.14	-	15,822.31	-	-
Roads -Shoulder Main, - Vac. P/T	91.20	271.44	-	-	-	-
Roads - Paved (PW)-Shoulder Mai-Benefits	10,265.86	11,133.88	-	8,344.50	-	-
Roads - Shoulder Maintenance- Materials/Supplies	6,218.65	3,438.75	7,000.00	1,895.43	6,000.00	(1,000.00)
Roads - Shoulder Maintenance - Rental Exp	831.89	814.08	2,000.00	-	2,000.00	-
Total Roads - Paved	118,779.97	93,947.33	56,800.00	75,070.88	55,700.00	(1,100.00)
Public WorksRoads Unpaved. Grading- Mat. & Supplies	-	82.43	-	-	-	-
Roads - Washouts -Wages	4,144.83	4,619.47	-	6,438.36	-	-
Roads - Washouts -Overtime	175.38	-	-	-	-	-
Roads -Washouts/Patching - Vac. P/T	11.56	31.75	-	34.52	-	-
Roads Unpaved (PW)-Washouts-Benefits	1,500.47	2,109.93	-	3,001.25	-	-
Roads - Washouts - Materials/Supplies	2,326.71	-	7,000.00	2,386.13	5,500.00	(1,500.00)
Roads - Grading - Wages	13,261.24	14,764.49	-	8,317.19	-	-
Roads -Grading- Vac. P/T	-	15.51	-	-	-	-
Roads Unpaved (PW)-Grading-Benefits	6,079.27	6,726.44	-	4,836.32	-	-
Roads - Dust Layer - Wages	1,375.50	1,268.55	-	1,919.24	-	-
Roads - Dust Layer - Overtime	-	41.69	-	-	-	-
Roads -Dust Layer - Vac. P/T	-	15.56	-	-	-	-
Roads Unpaved (PW)-Dust Layer-Benefits	732.21	341.70	-	844.58	-	-
Roads - Dust Layer - Materials/Supplie	18,953.34	38,586.01	24,000.00	40,377.51	35,000.00	11,000.00
Roads - Gravel Resurfacing - Wages	20,070.21	2,949.95	-	222.32	-	-
Roads -Gravel Resurfacing - Overtime	1,852.12	-	-	-	-	-
Roads -Gravel Resurface - Vac. P/T	-	17.78	-	-	-	-
Roads Unpaved (PW)-Gravel Resur-Benefits	9,914.41	1,285.24	-	47.87	-	-
Transfer from Reserves - Gravel Savings					(30,000.00)	(30,000.00)
Roads - Gravel Resurfacing - Material Supplies	30,762.16	31,999.09	40,000.00	-	70,000.00	30,000.00
Total Roads - Unpaved	111,159.41	104,855.59	71,000.00	68,425.29	80,500.00	9,500.00
PW - Sandbags	763.20	-	-	-	-	-
Roads - Bridges & Culverts - Wages	11,020.37	5,443.23	-	9,843.74	-	-
Roads - Bridges & Culverts - Overtime	207.23	-	-	137.84	-	-
Roads -Bridges and Culverts - Vac. P/T	4.14	39.87	-	14.16	-	-
Roads - Brdgs & Clv-Bridges & C-Benefits	4,310.54	1,812.94	-	3,618.07	-	-
Roads -Bridges & Culverts - Materials/Supplies	26,986.68	5,381.93	25,000.00	2,782.79	25,000.00	-
Roads - Bridges and Culverts - Engineering	-	-	1,500.00	324.07	1,500.00	-
Roads - Bridges & Culverts - Rental Exp	2,691.55	931.11	1,200.00	600.38	1,200.00	-
Total Roads- Bridges & Culverts	45,983.71	13,609.08	27,700.00	17,321.05	27,700.00	-

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Roads -Grass Cutting - Wages	10,016.33	18,816.48	-	10,832.88	-	-
Roads - Grass Cutting - Vac. P/T	62.41	95.50	-	-	-	-
Roads - Grass Cutting - Benefits	3,517.53	7,090.75	-	4,870.52	-	-
Roads - Grass Cutting - Materials/Supplies	16.35	1.59	300.00	-	250.00	(50.00)
Roads - Tree Cutting - Wages	24,058.22	33,485.05	-	39,447.36	-	-
Roads - Tree Cutting -Overtime	1,128.13	826.42	-	1,076.64	-	-
Roads -Tree Cutting - Vac. P/T	71.66	235.60	-	63.42	-	-
Roads - Tree Cuttin-Benefits	11,373.45	12,580.88	-	16,830.72	-	-
Roads - Tree Cutting - Materials/Supplies	1,544.14	82.41	1,650.00	473.82	1,700.00	50.00
Roads - Tree Cutting - Repairs & Mtc - Equip	92.60	2,029.67	-	570.72	500.00	500.00
Roads - Tree Cutting - Rental Exp	36,925.51	42,125.59	67,000.00	44,574.19	70,000.00	3,000.00
Roads - Roadside - Ditching - Wages	19,900.66	22,544.63	-	12,862.28	-	-
Roads - Roadside - Ditching - Overtime	1,657.81	-	-	-	-	-
Roads - Ditching - Vac. P/T	-	177.87	-	8.52	-	-
Roads - Ditching - Benefits	8,863.90	10,029.09	-	6,581.09	-	-
Roads - Ditching - Materials & Suupplies	-	7,699.11	20,000.00	20,839.57	25,000.00	5,000.00
Roads - Ditching - Rental Exp	5,958.05	24,784.35	15,750.00	12,986.59	20,000.00	4,250.00
Roads - Catch Basins - Wages	6,298.85	4,388.71	-	3,971.68	-	-
Roads - Catch Basins - Overtime	-	86.38	-	-	-	-
Roads - Catch Basins - Vac. P/T	3.67	12.86	-	-	-	-
Roads - Catch Basin-Benefits	2,389.11	1,669.84	-	1,324.89	-	-
Roads - Catch Basins - Materials/Supplies	2,423.35	12,208.59	8,000.00	4,948.46	8,000.00	-
Roads - Catch Basins - Rental Exp.	6,326.76	9,146.96	14,500.00	8,345.08	17,000.00	2,500.00
Roads - Safety Devices - Wages	9,081.42	8,199.26	-	20,290.23	-	-
Roads -Safety Device Main. - Vac. P/T	15.82	101.28	-	66.63	-	-
Roads - Safety Devices - Benefits	3,181.40	2,677.70	-	9,404.76	-	-
Roads - Safety Devices - Materials & Supplies	12,389.98	15,663.52	23,000.00	18,121.90	28,000.00	5,000.00
Roads - Safety Devices - Contracted Services	5,671.75	4,798.24	7,000.00	8,003.12	8,500.00	1,500.00
Roads-Safety Devices-Road Awareness & Speed Came	-	96.65	8,000.00	314.30	2,500.00	(5,500.00)
Roads - Safety Devices - Road Awareness & Speed Re	-	-	(5,500.00)	-	-	5,500.00
Roads - Safety Devi-Trans.To Reserve	-	-	3,000.00	3,000.00	-	(3,000.00)
Roads - Railway Crossings - Repairs & Mtc- Equip.	15,682.37	17,965.53	18,500.00	15,095.78	18,500.00	-
Roads - Debris Pickup - Wages	4,750.10	6,529.96	-	8,335.74	-	-
Roads - Debris Pickup - Overtime	1,325.81	1,928.78	-	2,443.04	-	-
Roads - Debris Pickup - Vac P/T	18.94	41.05	-	40.36	-	-
Roads - Debris Pick-Benefits	2,372.82	2,503.26	-	4,250.21	-	-
Roads - Roads Patrol - Wages	11,628.53	12,323.19	-	11,197.86	-	-
Roads - Roads Patrol - Overtime	1,835.46	1,241.57	-	1,525.07	-	-
Roads - Road Survey/Patrol - Vac P/T	117.37	161.60	-	32.64	-	-
Roads - Roads Patrol - Benefits	4,304.21	4,403.15	-	5,508.33	-	-
Roads -Tree Planting - Transfer from Reserve	(7,500.00)	(7,500.00)	-	-	-	-
Roads -Tree Planting - Wages	-	1,306.13	-	-	-	-
Roads -Tree Planting - Overtime	36.54	-	-	-	-	-
Roads -Tree Planting - Vacation	-	20.01	-	-	-	-
Roads -Tree Planting - Benefits	-	292.61	-	-	-	-
Roads -Tree Planting - Outside Contracts	23,330.61	29,414.84	26,500.00	-	35,300.00	8,800.00
Transfer from Tree Planting Reserve					(8,800.00)	(8,800.00)
Transfer from Green Reserve					(17,600.00)	(17,600.00)
Roads - Downtown Signage- Equipment Rental	-	5,216.47	5,200.00	3,226.84	3,200.00	(2,000.00)
Total Roads - Traffic & Roadside	230,871.62	317,503.13	212,900.00	301,465.24	212,050.00	(850.00)

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Winter Control - Snow Plowing - Wages	13,926.78	14,317.39	-	16,810.05	-	-
Winter Control - Snow Plowing - Overtime	22,938.50	11,842.34	-	14,470.60	-	-
Winter Control -Snow Plowing - Vac. P/T	250.54	232.70	-	192.60	-	-
Winter Control -Snow Plowing -Benefits	7,558.50	5,491.38	-	7,959.92	-	-
Winter Control -Snow Plowing - Rental Exp	4,711.48	7,611.65	9,000.00	7,287.12	10,000.00	1,000.00
Winter Control - Salt/Sand - Wages	14,495.81	13,946.27	-	16,121.64	-	-
Winter Control - Salt/Sand - Overtime	9,637.17	10,140.17	-	11,032.52	-	-
Winter Control - Salt/Sand - Vacation PT	131.54	165.98	-	116.27	-	-
Winter Control - Salt/Sand -Benefits	5,783.01	5,978.95	-	8,557.45	-	-
Winter Control - Salt/Sand - Mat./Supplies	113,804.61	117,505.28	120,000.00	107,779.46	123,000.00	3,000.00
Winter Control - Salt/Sand - Rental Exp	6,365.08	6,209.90	8,000.00	5,206.05	8,000.00	-
Winter Control - Snow Fence - Wages	6,394.83	9,065.83	-	10,284.45	-	-
Winter Control - Snow Fence - Vac. P/T	36.05	99.89	-	59.88	-	-
Winter Control - Snow Fence -Benefits	2,557.99	3,111.98	-	2,561.89	-	-
Winter Control - Snow Fence - Mat/Supplies	1,991.91	1,581.80	2,000.00	1,220.92	2,000.00	-
Total Roads - Winter Control (Except Pkg Lot/Sdwk	210,583.80	207,301.51	139,000.00	209,660.82	143,000.00	4,000.00
Parking Lot Snow Maintenance Contract	5,941.45	2,014.84	8,000.00	7,712.55	10,500.00	2,500.00
Total Parking & Parking Lots	5,941.45	2,014.84	8,000.00	7,712.55	10,500.00	2,500.00
Street Lights -Rec. of Costs - Private Roads	-	(1,834.57)	(2,000.00)	-	(2,000.00)	-
Street Light - Hydro	35,910.68	37,991.25	42,000.00	29,679.28	44,000.00	2,000.00
Street Light - Repair and Mtce	8,597.64	10,939.24	9,000.00	8,041.56	9,000.00	-
Street Light - Transfer to Reserve-Hydro Savings	20,000.00	20,000.00	-	-	-	-
Street Light - Cleaning & Maint. Tsfr. to Reserve	-	-	3,000.00	3,000.00	7,500.00	4,500.00
Total Street Lighting	64,508.32	67,095.92	52,000.00	40,720.84	58,500.00	6,500.00
Roads - Sidwalks - Recovery of Costs	-	-	-	-	(5,500.00)	(5,500.00)
Roads - Sidwalks - Transfer from Reserve	-	-	(45,000.00)	-	(35,000.00)	10,000.00
Roads - Sidwalks - Operational Repairs	-	-	65,000.00	-	55,000.00	(10,000.00)
Roads - Sidwalks - Transfer to Reserve	27,000.00	12,000.00	12,000.00	12,000.00	7,500.00	(4,500.00)
Winter Control- Ayr Sidewalk - Snow Remov. Contract	21,560.90	28,364.83	32,190.00	37,223.65	45,000.00	12,810.00
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	280.20	694.81	650.00	173.85	650.00	-
Total Sidewalk Costs Covered by General Levy	48,841.10	41,059.64	64,840.00	49,397.50	73,150.00	8,310.00

Township of North Dumfries 2023 Municipal Budget

Sidewalks, Special Area Rating, Levy and Reserves

The Ayr Special Area levy is budgeted for 2023 estimated at \$110,415, a \$24,388 increase over 2022.

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 has covered costs including winter maintenance for sidewalks. 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.

Environmental Services

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

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Municipal Lvy - PIL Canada Post SAR	(98.66)	(103.85)	(98.00)	(88.16)	(85.00)	13.00
Special Area Rating - Ayr Levy	(93,333.68)	(99,507.14)	(86,027.00)	(87,220.36)	(110,415.00)	(24,388.00)
Special Area Rating - Supplemental Taxation	(373.95)	(1,835.28)	-	(3,441.29)	(500.00)	(500.00)
Special Area Rating - Tax Write Offs	(291.20)	1,412.69	1,015.00	133.44	1,000.00	(15.00)
Special Area - Ayr Sidewalks- Wages	996.28	1,923.93	-	3,058.78	-	-
Special Area - Ayr Sidewalks - Maint. - Vac. P/T	6.43	5.45	-	-	-	-
Special Area Sidewalks -Administrat-Benefits	680.83	801.13	-	1,273.37	-	-
Special Area - Water & Sewer	312.85	103.86	-	-	-	-
Special Area - Ayr Sidewalk - Snow Maintance Contr	86,243.63	109,653.53	75,110.00	85,090.59	105,000.00	29,890.00
Special Area - Ayr Sidewalk- Trans to Reserven Winte	-	-	5,000.00	-	5,000.00	-
SAR Sidewalk Deficit Repayment to Gen Reserve	27,831.81	-	5,000.00	-	-	(5,000.00)
Total Special Area Costs - AYR	21,974.34	12,454.32	-	(1,193.63)	-	-
TOTAL PUBLIC WORKS	1,486,873.44	1,609,369.19	1,989,725.00	1,483,210.66	2,119,529.00	129,804.00
Local Improvement - Marshall Ave Watermain	(8,279.49)	(7,638.00)	(8,041.00)	(7,638.00)	(8,041.00)	-
Environ. Services - WW-WM INTEREST EXP-MARSHALL	1,924.47	983.10	1,077.00	334.85	1,077.00	-
Environ. Services -WW-WM DEBT PRNCIPL-MARSHALL	6,664.19	6,964.08	6,964.00	7,277.46	6,964.00	-
Rural Storm System-Storm Water-Equip. Rent	-	1,492.62	-	-	-	-
Total Environmental	309.17	1,801.80	-	(25.69)	-	-
Waste Collection -Garbage Tag Sales	(340.00)	(382.00)	-	(290.00)	(100.00)	(100.00)
Waste Collection -Garbage Tag Remit to Region	289.00	306.00	-	114.82	60.00	60.00
Total Solid Waste Collection	(51.00)	(76.00)	-	(175.18)	(40.00)	(40.00)
TOTAL ENVIRONMENTAL SERVICES	258.17	1,725.80	-	(200.87)	(40.00)	(40.00)

Township of North Dumfries

2023 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 2023 Budget for the Leisure and Community Services Department include \$68,161 increasing over 2022 for wages and benefits. This is made up of 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 has five full time summer student positions. The students are in the parks during the summer season. The Township received Federal funding in 2022 to help offset wages and will reapply in 2023.

The 2023 Budget reflects a return to more normal operating levels as the public returns to regular activities that were avoided during the global pandemic. It is anticipated that revenues from parks, and arenas will increase in 2023 over 2022 and reflect more normal pre-pandemic levels. However, it has been determined that some participation will not be returning and the short-fall is to be covered with the use of carried forward Safe Restart Funding.

Leisure Services – Events – contains funds allocated for neighbourhood level community events. \$500 has been set aside for each of Branchton, Clyde, Roseville and Browns to support the neighbourhood event.

Fuel costs continues to be a major cost center with the 2023 budget including a \$13,500 increase for fuel expenses over the 2022 budget. Actual costs in 2022 are projected to exceed the 2022 budget for fuel.

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.

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Recreation Services - Ontario Conditional Grants				(3,017.10)	-	-
Recreation Services -Federal Conditional Grant	(17,136.00)	(33,824.00)	(20,000.00)	(10,500.00)	(7,000.00)	13,000.00
Recreation Services - Transfer from Reserves	-	-	(9,000.00)	-	(9,000.00)	-
Recreation Services - Facility Revenue- DEFAULT	(14.17)	-	-	-	-	-
Recreation Services - Cash Rounding Revenue	3.71	(0.02)	-	(0.02)	-	-
Recreation Services - Sale of Assets	(8,681.25)	(12,408.25)	-	-	-	-
Recreation Services - Administration - Wages	202,086.61	288,718.65	871,640.00	336,787.64	920,373.00	48,733.00
Recreation Services - Administration - Sick Time	-	7,967.60	-	5,868.72	-	-
Recreation Services - Wages-Overtime	291.00	353.88	24,000.00	49.00	22,000.00	(2,000.00)
Recreation Services - Shift Premium	160.32	72.48	-	172.30	-	-
Recreation Services - Lead Hand Wages	-	-	-	64.00	-	-
Recreation Services-Vacation (PT)	468.24	140.05	-	221.87	-	-
Recreation Services - Administration - Benefits	99,047.33	118,581.46	282,790.00	127,411.25	302,218.00	19,428.00
Recreation Services - Admin. - Benefits Other	1,312.98	355.00	-	303.00	-	-
Recreation Services - Administration - Benefits	900.00	2,250.00	-	1,762.00	-	-
Recreation Services - Admin. - Benefits Allowance	-	-	-	1.07	-	-
Recreation Services - Membership Exp	923.20	1,155.00	1,850.00	170.00	1,500.00	(350.00)
Recreation Services - Mileage Expense	49.70	-	450.00	-	350.00	(100.00)
Recreation Services - Conferences/Training/Educational	480.20	10,522.10	10,500.00	6,146.16	10,000.00	(500.00)
Recreation Services - Boots/Clothing	4,082.79	7,264.62	5,200.00	6,742.39	6,000.00	800.00
Recreation Services - Education - Do Not Use	-	208.13	-	-	-	-
Recreation Services - Health & Safety Supplies	499.13	1,614.12	1,500.00	1,772.43	2,000.00	500.00
Recreation Services - Office Supplies	525.04	376.83	500.00	276.66	500.00	-
Recreation Services - Printing Stationery	388.57	44.91	50.00	-	50.00	-
Recreation Services - Postage	2.67	-	50.00	-	50.00	-
Recreation Services - Furniture/Sm Office Equip	-	2,081.06	1,000.00	722.97	1,000.00	-
Recreation Services - Advertising	2,290.75	988.18	800.00	1,664.96	2,000.00	1,200.00
Recreation Services -Materials & Supplies	-	40.50	-	17.89	-	-
Recreation Services - Telephone Expense	2,662.63	1,250.68	2,000.00	1,216.11	1,500.00	(500.00)
Recreation Services - Equip. Lease Expense	1,408.71	918.18	1,700.00	865.92	1,300.00	(400.00)
Recreation Servi - Computer Hardware-(Under 5,000)	2,090.96	8,104.29	-	558.26	4,000.00	4,000.00
Recreation -Annual Licencing of Software	6,165.80	9,458.72	9,500.00	11,906.50	12,500.00	3,000.00
Recreation Services Capital - Tsfr to Reserve	8,681.25	12,000.00	-	-	-	-
Total Recreation and Cultural Services Overhead	308,690.17	428,234.17	1,184,530.00	491,183.98	1,271,341.00	86,811.00
Recreation Serv. - Special Events (Fam.Day-Hol.TR)	150.00	-	-	-	-	-
Parks - Donation Revenue - Christmas Trees	(1,125.00)	(8,433.91)	(1,125.00)	(1,850.00)	(1,125.00)	-
Parks - Christmas Trees	1,454.94	1,215.00	1,125.00	-	1,125.00	-
Recreation Event- Fireworks -Donations	-	-	(5,000.00)	(1,000.00)	(2,000.00)	3,000.00
Recreation Event- Fireworks -Materials & Supplies	-	-	20,000.00	14,862.96	20,000.00	-
Recreation Event - Canada Day - Material & Supplie	-	-	-	4,038.18	-	-
Rec Event - Seasonal Decorations - Donation	(1,200.00)	-	-	-	-	-
Recreation Events - Seasonal Decorations	1,598.41	2,462.56	5,000.00	1,301.01	3,000.00	(2,000.00)
Recreation Event - HTH - Material & Supplies	-	4,638.68	-	-	-	-
Recreation Event - Home Town Hockey - Security	-	11,540.87	-	-	-	-
Recreation Events - Family Day - Donations	-	-	(200.00)	-	(200.00)	-
Recreation Events - Family Day - Material & Suppli	-	-	700.00	-	700.00	-
Recreation Events - CP Holiday Train	-	-	3,500.00	-	3,500.00	-
Recreation Events - Christmas Carol - Mat & Sup	-	-	250.00	-	300.00	50.00
Recreation Events - Santa Claus Parade - Mat & Sup	-	-	1,500.00	270.82	1,000.00	(500.00)
Recreation Events - Summer Movie Night - Donations	-	-	(7,000.00)	(4,900.00)	(5,000.00)	2,000.00
Recreation Events - Summer Movie Night - Mat & Sup	-	-	7,000.00	6,306.63	5,000.00	(2,000.00)
Recreation Events - Summer Music - Donations	-	-	(1,500.00)	-	-	1,500.00
Recreation Events - Summer Music - Mat & Sup	-	-	3,000.00	3,489.00	3,500.00	500.00
Recreation events - Rogers HTH - Misc Revenue	-	(1,592.92)	-	-	-	-
Recreation Events - Neighbourhood - Branchton				-	500.00	500.00
Recreation Events - Neighbourhood - Clyde					500.00	500.00
Recreation Events - Neighbourhood - Roseville					500.00	500.00
Recreation Events - Neighbourhood - Browns					500.00	500.00
Recreation Events - 200 Committee					15,000.00	15,000.00
Total Recreation Program & Events	878.35	9,830.28	27,250.00	22,518.60	46,800.00	19,550.00
Recreation Services - Equip. Rental Expense	-	4,265.58	2,500.00	1,815.85	3,000.00	500.00
Rec. Veh & Equip. - - Vehicle Fuel	8,042.41	14,219.10	10,500.00	19,156.26	24,000.00	13,500.00
Rec. Veh & Equip. - Equipment Repair & Mtce	3,643.73	3,065.14	4,000.00	3,548.91	4,000.00	-
Rec. Veh & Equip. 2017 Ford F150 Supercab XTL Pickup	850.79	310.50	2,000.00	1,947.48	2,000.00	-
Rec. Veh & Equip. 2016 Kubota Utility Tractor	-	1,765.56	1,000.00	-	1,000.00	-
Rec. Veh & Equip. 2018 Kubota Mower #1	1,042.41	369.53	1,000.00	1,515.45	1,500.00	500.00
Rec. Veh & Equip. 2019 Dodge Pick-Up Truck	1,155.70	2,685.88	2,000.00	2,266.37	2,000.00	-
Rec. Veh & Equip. 2019 Ball Diamond Groomer	-	-	150.00	-	150.00	-
Rec. Veh & Equip. 2020 Rec 1/2 Ton Pickup	244.94	452.35	2,000.00	542.93	1,500.00	(500.00)
Rec. Veh & Equip. 2015 Wide Deck Mower	1,753.60	-	-	-	-	-
Rec. Veh & Equip. 2012 Chev Silverado Pickup Truck	163.46	-	-	-	-	-
Rec. Veh & Equip. - 2018 Kubota Mower #2	361.37	1,950.59	1,000.00	2,060.10	1,500.00	500.00
Rec. Veh & Equip.- 2011 ATV Side By Side	-	305.16	-	-	-	-
Rec. Veh & Equip. - 2017 Landscape Trailer	-	118.75	350.00	314.18	350.00	-

	2020 Year End Actuals	2021 Year End Actuals	2022 APROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Rec. Veh & Equip. - 2011 John Deer 1600 Mower	4,252.71	9,565.46	3,500.00	2,681.15	1,500.00	(2,000.00)
Rec. Veh & Equip. - 2011 Kabota RTV X900 Side by S	-	1,173.08	200.00	219.54	250.00	50.00
Rec. Veh & Equip. - Field Liner #1 - 2011	-	-	300.00	-	200.00	(100.00)
Rec Veh & Equip - 2021 Kabota Tractor & Loader	-	590.93	-	-	1,000.00	1,000.00
Rec Veh & Equip - 2021 Wide Dec Mower	-	-	2,000.00	793.20	1,500.00	(500.00)
Rec Veh & Equip - Trailer #2	-	-	300.00	1,005.84	500.00	200.00
Parks - Field Liner #2	-	-	350.00	-	200.00	(150.00)
Rc Veh & Equip 2023 Wide Dec Mower	-	-	-	-	1,000.00	1,000.00
Total Recreation Vehicles & Equipment	21,511.12	40,837.61	33,150.00	37,867.26	47,150.00	14,000.00
Parks - Donation Revenue - Parks Items	(450.00)	(7,450.00)	-	-	-	-
Parks - Miscellaneous Revenue	-	(50.85)	-	-	-	-
Parks - Field Rental Revenue	(80.47)	(10,273.32)	(30,000.00)	(31,562.78)	(30,000.00)	-
Parks - School Field Mtce Revenue	-	(13,822.94)	(6,940.00)	(7,224.02)	(7,110.00)	(170.00)
Parks- Capital Reserve Fee	-	(325.00)	(250.00)	(1,685.00)	-	250.00
Parks - Wages	100,063.73	115,668.91	-	135,269.11	-	-
Parks-Overtime	1,822.28	3,135.55	-	4,369.48	-	-
Parks-Shift Premi	-	25.60	-	23.80	-	-
Parks-Vacation (P/T)	1,038.00	1,519.48	-	2,471.64	-	-
Parks - Benefits	27,691.18	30,668.21	-	34,025.25	-	-
Parks - Other Benefit Costs	-	-	-	54.80	-	-
Parks - Furniture Repairs - Replace	3,366.23	6,342.43	3,500.00	628.20	3,000.00	(500.00)
Parks - Materials and Supplies	-	300.00	-	-	-	-
Parks - Beach Volleyball Mat & Sup	-	-	700.00	-	500.00	(200.00)
Parks - Hydro	3,499.58	3,543.45	9,800.00	5,656.38	5,500.00	(4,300.00)
Parks -Heating Gas	508.43	283.62	945.00	188.52	750.00	(195.00)
Parks - Property Maintenance (Small Bldg Repairs)	16,775.46	35,600.11	33,000.00	44,153.19	37,500.00	4,500.00
Parks - Water and Sewer	105,083.22	20,225.48	56,000.00	30,455.17	48,000.00	(8,000.00)
Parks - Turf Management	36,794.55	34,085.38	38,000.00	32,232.90	40,000.00	2,000.00
Parks - Playstructure Materials & Supplies	13.98	2,663.00	3,500.00	898.16	3,500.00	-
Parks - Splashpad Maintenance	639.96	4,323.00	4,500.00	1,422.74	600.00	(3,900.00)
Parks - Horticultural Supplies	1,543.00	2,061.93	5,000.00	5,478.79	5,000.00	-
Parks -- Tree Planting	-	3,036.37	8,000.00	8,282.87	10,000.00	2,000.00
Parks - Transfer from Green Reserve	-	-	-	-	(10,000.00)	(10,000.00)
Parks - Cenotaph/Fountain Water	-	-	2,200.00	1,015.49	5,000.00	2,800.00
Parks - Tree Removal Contractor	-	11,280.00	10,000.00	2,198.02	10,000.00	-
Parks - Miscellaneous Expense	-	450.00	-	81.35	-	-
Parks - Dog Waste Receptacles	1,712.03	-	-	-	-	-
Parks - TSFR TO RESERVES	-	7,450.00	-	-	-	-
Total Parks	300,021.16	250,740.41	137,955.00	268,434.06	122,240.00	(15,715.00)

	2020 Year End Actuals	2021 Year End Actuals	2022 APROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
ACC - Energy Savings Grant	(5,096.98)	(4,510.60)	-	-	-	-
ACC - Recovery of Expenses or from Damage	(387.77)	-	-	-	-	-
ACC - Miscellaneous Revenue	-	-	-	(41.20)	-	-
ACC - Hall Rental Revenue	(1,182.19)	(7,290.54)	(2,000.00)	(9,807.16)	(5,000.00)	(3,000.00)
ACC - Ice Rental Revenue	(39,762.62)	(57,608.78)	(145,000.00)	(112,224.22)	(150,000.00)	(5,000.00)
ACC - Floor Rental Revenue	(10,700.00)	(8,827.02)	(1,500.00)	(640.65)	(1,500.00)	-
ACC - Public Skating Revenue - Incl.Sponsorships	(175.22)	-	-	-	-	-
ACC - Capital Reserve Fee Revenue	(1,637.88)	(2,750.91)	-	(4,939.90)	-	-
ACC - Wages	42,014.94	61,050.65	-	63,966.13	-	-
ACC - Overtime	1,507.66	2,304.70	-	2,562.20	-	-
ACC - Shift Premi	595.68	772.80	-	1,221.40	-	-
ACC-Vacation Pay	262.87	739.46	-	1,650.63	-	-
ACC - Benefits	11,969.71	15,583.83	-	12,117.65	-	-
ACC-Other Benefit Costs	-	-	-	2.96	-	-
ACC - Telephone Expense	290.27	984.07	1,200.00	957.10	1,100.00	(100.00)
ACC - Internet Expense	-	133.59	1,200.00	991.71	1,300.00	100.00
ACC - Hydro	43,608.87	34,430.91	65,000.00	46,335.73	60,000.00	(5,000.00)
ACC - Heating Gas	5,123.00	6,740.00	9,000.00	11,599.67	15,000.00	6,000.00
ACC - Property Maintenance (Small Bldg Repairs)	24,062.90	44,749.81	45,000.00	44,104.00	45,000.00	-
ACC - Water and Sewer	4,477.10	15,398.04	12,000.00	10,264.31	12,000.00	-
ACC - Security	-	8,128.39	9,500.00	3,926.87	-	(9,500.00)
ACC - Vehicle Fuel	574.43	1,041.12	1,250.00	1,542.53	1,300.00	50.00
ACC - Equipment Repairs	415.16	1,800.10	1,750.00	526.90	1,860.00	110.00
ACC - Refridgeration	8,800.02	14,955.12	12,000.00	8,974.56	16,000.00	4,000.00
ACC - 2017 Ice Edger	-	1,491.26	250.00	-	250.00	-
ACC - 2008 Floor Scrubber	-	-	250.00	-	250.00	-
ACC - 2011 Ice Resurfacer	-	7,231.78	5,000.00	638.02	3,500.00	(1,500.00)
Total Rec. Facility - ACC	84,759.95	136,547.78	14,900.00	83,729.24	1,060.00	(13,840.00)

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
NDCC - Transfer from Reserves	(154,490.00)	(14,475.00)	-	-	-	-
NDCC - Trans.from Dev. Charges	(100,000.00)	(254,540.98)	(254,729.00)	-	(254,729.00)	-
NDCC - Recovery from Damages	-	-	-	(1,086.50)	-	-
NDCC - Miscellaneous Revenue	-	-	-	(70.00)	-	-
NDCC - Hall Rental Revenue	(10,905.67)	(12,393.34)	(20,000.00)	(30,022.62)	(27,500.00)	(7,500.00)
NDCC - Ice Rental Revenue	(201,572.61)	(154,659.98)	(308,000.00)	(243,430.61)	(325,000.00)	(17,000.00)
NDCC - Floor Rental Revenue	-	-	(750.00)	-	(500.00)	250.00
NDCC - Public Skating Revenue -Incl. Sponsorships	(1,499.07)	(1,069.43)	-	(2,118.22)	(2,000.00)	(2,000.00)
NDCC - Concession Revenue	(827.44)	-	(500.00)	(2,222.91)	(5,208.00)	(4,708.00)
NDCC - Ticket Ice Revenue	(1,020.00)	(700.00)	(1,000.00)	(945.50)	(750.00)	250.00
NDCC - Vending Machine Revenue	-	-	(120.00)	-	-	120.00
NDCC - Pickle Ball Revenue	(2,153.15)	(2,046.26)	(2,200.00)	(4,749.37)	(3,800.00)	(1,600.00)
NDCC - LANGS Facility Rent	(19,573.38)	(20,810.48)	(11,525.00)	(5,509.07)	(15,000.00)	(3,475.00)
NDCC - ATM Fee Revenue	(143.00)	(54.50)	(50.00)	(182.00)	(100.00)	(50.00)
NDCC - Capital Reserve Fee Revenue	(8,339.16)	(6,756.29)	-	(10,887.18)	-	-
NDCC - Advertising Revenues	(9,234.10)	(6,985.98)	(12,000.00)	(13,266.86)	(12,000.00)	-
NDCC - Wages	252,843.89	230,030.83	-	201,915.04	-	-
NDCC - Overtime	17,290.37	13,240.27	-	15,937.20	-	-
NDCC - Shift Premium	3,642.72	4,796.80	-	4,241.86	-	-
NDCC - Lead Hand	44.80	128.00	-	80.00	-	-
NDCC-Vacation (P/T)	2,985.76	2,747.63	-	4,289.81	-	-
NDCC- Benefits	73,515.36	68,493.51	-	50,209.62	-	-
NDCC-Other Payroll Costs	-	-	-	40.92	-	-
NDCC - Debt Interest	52,832.98	43,540.98	33,729.00	17,199.59	24,729.00	(9,000.00)
NDCC - Debt Principal	202,000.00	211,000.00	221,000.00	-	230,000.00	9,000.00
NDCC - Office Supp	-	62.49	-	-	-	-
NDCC - Furniture/Sm Office Equip	3,846.80	-	500.00	-	500.00	-
NDCC - Telephone Expense	1,687.63	1,725.43	2,000.00	1,583.85	2,000.00	-
NDCC - Internet Costs	5,020.67	4,832.54	5,000.00	3,663.50	5,000.00	-
NDCC - Hydro	154,848.84	160,536.37	220,500.00	125,444.81	190,000.00	(30,500.00)
NDCC - Heating Gas	21,213.55	24,508.96	27,500.00	35,610.27	48,000.00	20,500.00
NDCC - Property Maintenance (Small Bldg Repairs)	120,092.19	138,501.28	150,000.00	141,046.76	145,000.00	(5,000.00)
NDCC - Water and Sewer	31,120.40	45,580.39	36,000.00	23,965.40	38,000.00	2,000.00
NDCC - Security	-	19,041.39	17,500.00	8,686.80	-	(17,500.00)
NDCC - Computer Hardware - (Under 5,000)	546.96	-	-	-	-	-
NDCC - Computer Software Licences & Support	1,525.00	893.93	1,500.00	-	-	(1,500.00)
NDCC - Vehicle Fuel	2,903.55	2,849.91	5,500.00	2,682.73	4,000.00	(1,500.00)
NDCC - Equipment Repair & Mtce	12,398.36	7,158.55	6,000.00	4,267.08	6,000.00	-
NDCC - Refridgeration Repair & Mtce	21,328.60	19,375.85	22,000.00	59,009.29	25,000.00	3,000.00
NDCC - 2021 Ice Resurfacer	-	357.00	4,000.00	527.17	3,000.00	(1,000.00)
NDCC - 2020 Floor Scrubber	155.43	-	200.00	-	200.00	-
NDCC - 2011 Ice Resurfacer	10,515.89	-	-	-	-	-
NDCC - 2015 Floor Scrubber	189.08	-	200.00	-	-	(200.00)
Total Rec Facility - NDCC	482,791.25	524,909.87	142,255.00	385,910.86	74,842.00	(67,413.00)
Roseville Hall - Hall Rental Revenue	(399.90)	-	(750.00)	(4,171.50)	(2,000.00)	(1,250.00)
Roseville Hall - Capital Reserve Fee Revenue	(18.70)	-	-	(175.01)	-	-
Roseville Hall - Wages	5,978.16	6,555.41	-	912.58	-	-
Roseville Hall - Overtime	79.56	1,195.48	-	-	-	-
Roseville Hall -Benefits	1,466.43	1,178.17	-	-	-	-
Roseville Hall - Hydro	894.30	654.15	1,250.00	812.60	1,100.00	(150.00)
Roseville Hall - Heating Gas	1,064.18	1,626.79	1,600.00	1,369.35	1,800.00	200.00
Roseville Hall - Property Maintenance (Small Bldg R	3,044.65	3,619.76	4,500.00	4,584.23	5,500.00	1,000.00
Roseville Hall -Water and Sewer	117.70	256.02	350.00	348.80	750.00	400.00
Total Rec. Facility - Roseville Hall	12,226.38	15,085.78	6,950.00	3,681.05	7,150.00	200.00
Library - Property Maintenance (Small Bldg Repairs)	-	5,661.72	1,000.00	629.08	1,000.00	-
Total Libraries	-	5,661.72	1,000.00	629.08	1,000.00	-
TOTAL RECREATION SERVICES	1,210,878.38	1,411,847.62	1,547,990.00	1,293,954.13	1,571,583.00	23,593.00

Township of North Dumfries

2023 Municipal Budget

Planning 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. It has been estimated that additional revenues of \$40,000 will be generated by the shift in planning authority to the lower-tier from the Region. However, costs associated with the Division are also expected to increase.

Wages and benefits will be increasing by \$78,975 relating to Cost of Living and Grid rate increases, new positions in response to Bill 23 and other changes in staff.

Ontario Land Tribunal (OLT) Hearings did not occur as projected in 2022, however these funds are being budgeted for 2023 in case the situation arises.

The fees payable to the Waterloo Region Economic Development Corporation (\$20,000), Waterloo Region Tourism & Marketing Corporation (\$5,000), Smart Cities Initiative - phase 2 (\$5,882) and Sustainable Waterloo Levy (\$2,640) have been accounted for in the Budget as per approved agreements.

	2020 Year End Actuals	2021 Year End Actuals	2022 APPROVED BUDGET	2022 Year to Date Nov 30	2023 Draft Budget	Comparison of 2022 and 2023 Budgets
Planning - Transfer from Reserves (Hearing	-	-	(19,000.00)	-	(19,000.00)	-
Planning - Administration Fees	(9,641.80)	(2,419.43)	(4,000.00)	(3,070.00)	(3,000.00)	1,000.00
Planning - Miscellaneous Revenue	(11,130.00)	-	-	-	(40,000.00)	(40,000.00)
Planning - Official Plan Amendment Revenue	-	(21,435.00)	(17,025.00)	-	-	17,025.00
Planning - Zoning Amendment Revenue	(69,315.00)	(57,400.00)	(6,000.00)	(49,595.00)	(30,000.00)	(24,000.00)
Planning - Plan of Subdivision Condo Revenue	(33,076.50)	(35,351.50)	(20,000.00)	(20,700.00)	(20,000.00)	-
Planning - Severance or Minor Variance Rev.	(32,155.00)	(31,640.00)	(4,500.00)	(19,100.00)	(15,000.00)	(10,500.00)
Planning - Consultation Revenue	(4,402.59)	(12,788.54)	(15,000.00)	(10,044.65)	(7,500.00)	7,500.00
Planning - Site Plan Review Revenue	(12,110.00)	(22,110.00)	(2,750.00)	(15,090.00)	(15,000.00)	(12,250.00)
Planning - Compliance Letters - Zoning	(3,300.00)	(4,070.00)	-	(4,481.95)	(3,500.00)	(3,500.00)
Planning - Ontario Grant	-	-	(3,000.00)	(3,000.00)	-	3,000.00
Planning - Wages	141,096.53	179,311.78	212,654.00	165,714.14	268,147.00	55,493.00
Planning - Benefits	43,696.17	63,112.02	68,980.00	53,154.43	92,462.00	23,482.00
Planning - Membership Expense	857.58	2,467.59	2,000.00	1,567.64	2,000.00	-
Planning - Mileage Expense	-	-	500.00	-	500.00	-
Planning - Conferences/Training Education	1,343.52	40.70	2,000.00	583.36	4,000.00	2,000.00
Planning - Boots /Clothing	-	172.92	350.00	-	350.00	-
Planning - Office Supplies	876.67	39.11	350.00	70.28	300.00	(50.00)
Planning - Printing Stationery	91.41	-	-	-	-	-
Planning - Postage	626.31	561.33	-	-	500.00	500.00
Planning - Furniture/Sm Office Equip	564.07	279.17	2,200.00	-	500.00	(1,700.00)
Planning - Advertising Exp.	925.20	814.08	500.00	589.80	900.00	400.00
Planning - Materials and Supplies	117.92	33.07	300.00	57.32	250.00	(50.00)
Planning - Telephone Expense	1,285.84	1,169.15	1,000.00	897.17	1,100.00	100.00
Planning - Equipment Lease Costs	1,700.93	440.16	1,500.00	982.35	1,500.00	-
Planning - Legal Expense	5,557.96	11,129.39	1,500.00	21,576.90	10,000.00	8,500.00
Planning - Consultant Fees	2,500.75	-	1,000.00	-	1,000.00	-
Planning - Engineering Expense	3,274.13	3,823.64	1,500.00	223.12	1,500.00	-
Planning - Hearing Expense	5,124.33	-	19,000.00	-	19,000.00	-
Planning -Computer Hardware - (Under 5,000)	6,466.66	-	500.00	-	500.00	-
Planning - Computer Software Licences & Support	-	5,273.94	10,000.00	-	8,500.00	(1,500.00)
Planning -Annual Licencing of Software	6,712.22	3,104.75	-	4,739.24	-	-
Planning and Dev.- Equip. Rental Expense	-	659.97	-	-	-	-
Planning - W. Region Ec. Dev. Comm. (WREDC)	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-
Planning - W. Region M Tourism Council (WRMTC)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-
Planning - Economic Development Promotion	3,052.80	2,114.29	6,450.00	-	3,500.00	(2,950.00)
Planning - Region of Waterloo Partnership	-	-	1,740.00	20.00	2,000.00	260.00
Planning - Smart Cities Initiative	5,882.00	5,882.00	5,882.00	5,882.00	5,882.00	-
Planning -Sustainable Waterloo Levy	2,637.62	2,373.86	2,375.00	1,380.88	2,500.00	125.00
Total Planning & Development	84,259.73	120,588.45	276,006.00	157,357.03	298,891.00	22,885.00
Heritage - Advertising Exp.	269.26	-	500.00	230.79	500.00	-
Heritage - Materials and Supplies	-	-	250.00	31.73	250.00	-
Total Heritage	269.26	-	750.00	262.52	750.00	-
TOTAL PLANNING	84,528.99	120,588.45	276,756.00	157,619.55	299,641.00	22,885.00
Total Operations	(1,585,901.38)	(1,397,630.58)	(883,000.00)	(2,612,325.28)	(913,000.00)	(30,000.00)
Capital funded by tax levy and building bill 124			883,000.00		913,000.00	
Net Budget			-		-	-

Township of North Dumfries

2023 Municipal Budget

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

- COVID- 19 Pandemic
 - While it appears that rentals and sport participation numbers are increasing, they have yet to reach the pre-pandemic levels. This continues to provide changes that may further change revenues from facility rentals
- Human Resources
 - Ongoing changes in Legislated Benefits
 - OMERS Costs
 - WSIB Costs
- Other Future Pressure Points
 - Cemeteries
 - Hospital Requests
 - Community programming
 - Events planning and facilitation
 - Economic issues such as higher interest rates and high inflation
 - 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
 - Long Term (10 Year) Capital Requirements and related Future Funding Scenarios.
 - Future Major Capital Facility builds
 - Linear Infrastructure (Roads and Bridges)
 - Facilities – Update for Asset Management Plan and Capital Budget Requirements
 - Vehicles – Replacement Schedule/ Fleet Management Strategy for all Township
 - Information Technology
 - Studies and Assessments for Future Plans
 - Official Plan Review
 - Zoning By-law Update
 - Development Charges By-law Update
 - Future Township Municipal Offices

2023 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD/NE W/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	CFWD	FIRE - Deputy Chief / Fire Prevention crew cab pick-up	\$63,240								\$63,240							\$0	\$63,240
A2	CFWD	PW - 1 Ton Hoist Truck c/w crew cab, snow plow & sander unit	\$113,530	\$79,470	PW Rolling Stock						\$34,060							\$0	\$113,530
A3	NEW	REC - Wide Deck Mower	\$97,400	\$97,400	REC Rolling Stock													\$0	\$97,400
A4	NEW	Transfer to Rolling Stock Reserve [FIRE]	\$115,000		Fire Rolling Stock													\$115,000	\$115,000
A5	NEW	Transfer to Rolling Stock Reserve [PW]	\$285,000		PW Rolling Stock													\$285,000	\$285,000
A6	NEW	Transfer to Reserve - Vehicle [BY-LAW]	\$7,000		By-law Rolling St.													\$7,000	\$7,000
A7	NEW	Transfer to Rolling Stock Reserve [REC]	\$40,000		REC Rolling Stock													\$40,000	\$40,000
A8	NEW	Transfer to Reserve - Vehicles [BUILDING]	\$15,000		Bldg- Rolling Stock											\$15,000			\$15,000
		Subtotal	\$736,170	\$176,870		\$0	\$0	\$0	\$0	\$0	\$97,300	\$0	\$0	\$0	\$0	\$15,000	\$0	\$447,000	\$736,170
		B - Studies, Equipment, Software																	\$0
B1	CFWD	ADMIN - Payroll / HRIS Software	\$15,300		Modernization Grant										\$15,300			\$0	\$15,300
B2	CFWD	ADMIN - Records Management Software & E-Agenda Software	\$26,000		Modernization Grant										\$26,000			\$0	\$26,000
B3	CFWD	ADMIN - Voice Over Internet Protocol (VOIP)Telephone Network	\$25,500		Modernization Grant										\$25,500			\$0	\$25,500
B4	NEW	ADMIN - Website Update Phase 3 Enhanced AODA Compliance	\$6,000		Modernization Grant										\$6,000			\$0	\$6,000
B5	INP	ADMIN - Enhanced Audio / Visual IT	\$40,000		Modernization Grant										\$40,000			\$0	\$40,000
B6	CFWD	ADMIN - Procurement Implementation Phase 2	\$26,000		Modernization Grant										\$26,000			\$0	\$26,000
B7	CFWD	ADMIN - Pay Equity / Wage Compensation Study	\$42,000	\$42,000	Wage Compensation / Pay Equity													\$0	\$42,000
B8	NEW	ADMIN - Upgrades to IT/Network Systems	\$7,500	\$7,500	IT Reserve													\$0	\$7,500
B9	CFWD	BLDG - Property Management / Building Software	\$158,100		Mod. Grant / Bill 124										\$110,670	\$47,430		\$0	\$158,100
B10	NEW	Comprehensive Review / Official Plan	\$299,780	\$230,930	Planning Reserves						\$68,850								\$299,780
B11	NEW	FIRE - Automated Defibrillation Units	\$7,100	\$7,100	Fire- Equipment Reserve													\$0	\$7,100
B12	INP	PW - State of the Infrastructure - Roads	\$7,500					\$7,500											\$7,500
B13	CFWD	PW - Air Compressor	\$12,720	\$12,720	PW Equipment Reserve													\$0	\$12,720
B14	CFWD	PW - Power Washer	\$18,500	\$18,500	PW Equipment Reserve													\$0	\$18,500
B15	NEW	REC - Building Automation Software - NDCC	\$29,600	\$29,600	Facilities Reserve													\$0	\$29,600
B16	NEW	REC - Facility Lifecycle Analysis	\$59,500		Modernization Grant										\$59,500			\$0	\$59,500
B17	CFWD	PLANNING- Cemetery Management Software	\$15,600		Modernization Grant										\$15,600			\$0	\$15,600
B18	INP	PLANNING - Ayr Ice House Precinct Master Plan	\$80,390			\$75,000							\$5,390					\$0	\$80,390
B19	CFWD	PLANNING - Broadband Enhancement Strategy - Phase 1	\$150,000	\$150,000	Broadband Reserve													\$0	\$150,000
B20	NEW	ADMIN - Transfer to Reserve	\$10,000															\$10,000	\$10,000
B21	NEW	FIRE - Contribution to Equipment Reserve	\$55,000															\$55,000	\$55,000
B22	NEW	PLANNING - Transfer to Reserve - Studies	\$20,000															\$20,000	\$20,000
		Subtotal	\$1,112,090	\$498,350		\$75,000	\$0	\$7,500	\$0	\$0	\$68,850	\$0	\$5,390	\$0	\$324,570	\$47,430	\$0	\$85,000	\$1,112,090

TOWNSHIP OF NORTH DUMFRIES

12-Dec-22 V1

2023 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD/NE W/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	\$1,278,046		Gravel Res./Infrastructure Res			\$75,000	\$753,912	\$449,134								\$0	\$1,278,046
C2	NEW	PW - Traffic Calming - Vincent Street Raised Crosswalk	\$20,000								\$20,000							\$0	\$20,000
C3	CFWD	PW - Intersection Improvement Elliott & Inglis & Inglis St Improvements	\$305,000		Infrastructure Reserve		\$152,500				\$152,500							\$0	\$305,000
C4	CFWD	PW - Engineering Design - Hall - Northumberland to Main St., McDonald St, Manley St	\$165,000		Gravel Reserve			\$165,000										\$0	\$165,000
C5	INP	PW - Earl Thompson Road - Drainage Ditch Improvements Phase 2	\$20,000		Infrastructure Reserve		\$20,000											\$0	\$20,000
C6	INP	PW - Engineering Design - Piper St Slope Stability Phase 3 - Monitoring	\$5,000		Infrastructure Reserve		\$5,000											\$0	\$5,000
C7	CFWD	PW - Engineering Design - Bute Street	\$30,000		Infrastructure Reserve													\$0	\$30,000
C8	INP	PW - Engineering Design - Greenfield Rd, Dumfries Road to 2040 Greenfield Rd	\$28,000		Infrastructure Reserve		\$28,000											\$0	\$28,000
C10	NEW	PW - Engineering Design - Brant Waterloo Rd, Swan St to 120 m East of Reidsville	\$289,805								\$289,805							\$0	\$289,805
C11	NEW	PW - New Sidewalk Construction / Missing Link - various links	\$89,215		Gravel Reserve			\$89,215										\$0	\$89,215
C12	NEW	PW - Jedburg Dam Bridge - Engineering Assessment & Design Drawings	\$52,000		Gravel Reserve			\$52,000										\$0	\$52,000
C13	NEW	PW - LED Streetlight Conversion - Phase 2 - Top Post Luminaries	\$110,670	\$110,670	Streetlight Reserve													\$0	\$110,670
C14	CFWD	PW - Jenkins Court Storm Pond Clean-out	\$165,000		Infrastructure Reserve		\$165,000											\$0	\$165,000
C15	NEW	PW - Storm Water Management - Hunt Pond	\$20,400		Gravel Reserve			\$20,400										\$0	\$20,400
C16	CFWD	PW - Piper Street, Guard Rail Replacement / Extension	\$100,000		Infrastructure Reserve		\$100,000											\$0	\$100,000
C17	CFWD	PW - Contribution to Infrastructure Reserve	\$180,000															\$180,000	\$180,000
		Subtotal	\$2,858,136	\$110,670		\$0	\$500,500	\$401,615	\$753,912	\$449,134	\$462,305	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000	\$2,858,136
		D - Facilities																	\$0
D1	CFWD	ADMIN -Township Office Project - Design	\$312,300	\$312,300	Land Sales Reserve													\$0	\$312,300
D2	CFWD	FIRE - Conversion of Community Hall to Fire Admin / Fire Prevention / Operations	\$294,000								\$294,000							\$0	\$294,000
D3	NEW	FIRE - Fire Bay Air Filtration System	\$57,120	\$45,000	FIRE Facilities Reserve/ Modernization										\$12,120			\$0	\$57,120
D4	CFWD	PW - Public Works Depot - Phase I Redevelopment	\$910,000	\$236,600	Facilities Reserve						\$673,400							\$0	\$910,000
D5	NEW	PW - Facility Various Upgrades (per Facility Review)	\$10,000	\$10,000	Facilities Reserve													\$0	\$10,000
D6	NEW	REC - NDCC - Various Facility Upgrades	\$40,000	\$40,000	Facilities Reserve													\$0	\$40,000
D7	NEW	REC - NDCC - Ice Compressor #2 Replacement	\$31,620	\$31,620	Facilities Reserve													\$0	\$31,620
D8	INP	REC - NDCC Twin Pad Project - Design	\$390,750			\$300,000							\$40,750				\$50,000	\$0	\$390,750
D9	NEW	REC - ACC Barrier Free Lift	\$311,000	\$155,500	Facilities Reserve										\$155,500			\$0	\$311,000
D10	NEW	REC - ACC Various Facility Upgrades	\$35,000	\$35,000	Facilities Reserve													\$0	\$35,000
D11	INP	REC - Commercial Fire Suppression Range Hood @ ACC, NDCC, and Roseville CC	\$14,500	\$14,500	Facilities Reserve													\$0	\$14,500
D12	NEW	REC - Ayr Ice House Rehabilitation - Phase 1	\$150,000	\$75,000	Ayr Ice House Reserve	\$60,000											\$15,000	\$0	\$150,000
D13	NEW	REC - Centennial Park Cupola Repair and Roof	\$8,100			\$8,100												\$0	\$8,100
D14	NEW	REC - Ayr Ice House Renovation - Transfer to Reserve	\$25,000															\$25,000	\$25,000
D15	NEW	REC - Transfer to Reserves for Facilities	\$106,000															\$106,000	\$106,000
D16	NEW	FIRE - Transfer to Reserve For Fire Hall	\$20,000															\$20,000	\$20,000
D17	NEW	PW - Transfer to Reserve for PW Facilities	\$20,000															\$20,000	\$20,000
D18	NEW	REC - Transfer to Reserve for Roseville Community Centre	\$5,000															\$5,000	\$5,000
D19	NEW	REC - Transfer to Reserve for Library Building	\$10,000															\$10,000	\$10,000
D20		REPAYMENT OF NDCC Debt	\$254,490								\$254,490							\$0	\$254,490
		Subtotal	\$3,004,880	\$955,520		\$368,100	\$0	\$0	\$0	\$0	\$1,221,890	\$0	\$40,750	\$0	\$167,620	\$0	\$65,000	\$186,000	\$3,004,880
		E - Parks, Trails																	\$0
E1	NEW	REC - Play Structure Replacement (Branchton)	\$61,230										\$61,230					\$0	\$61,230
E2	CFWD	REC - Replacement Field Lights @ Schmidt Park and Victoria Park	\$690,277			\$137,192								\$331,864	\$221,221			\$0	\$690,277
E3	INP	REC - Park Furniture (ordered in 2022)	\$11,000										\$11,000					\$0	\$11,000
E4	NEW	REC - Park Furniture	\$26,000										\$26,000					\$0	\$26,000
E5	INP	REC - Parkette Design - Broos P1/Hilltop S4P3 Subdivision	\$33,705								\$33,705							\$0	\$33,705
E6	INP	REC - Park Design - Legacy P1 / Broos P1A Subdivision	\$91,860								\$91,860							\$0	\$91,860
E7	NEW	REC - Parkette Construction - Broos P1/Hilltop S4P3 Subdivision	\$244,998								\$244,998							\$0	\$244,998
E8	NEW	REC - Park Construction - Legacy P1 / Broos P1A Subdivision	\$821,340								\$821,340							\$0	\$821,340
E9	NEW	REC - LED Lights fit-up, Equipment Shed at Victoria Park	\$6,000										\$6,000					\$0	\$6,000
E10	CFWD	REC - Schmidt Park Enhancements	\$769,440			\$96,180							\$96,180	\$577,080				\$0	\$769,440
E11	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
E12	NEW	REC - Watson Pond Fountain	\$19,600														\$19,600	\$0	\$19,600
E13	CFWD	REC - Trails Rehab with Grand Valley Trails Association (GVTA)	\$20,000										\$20,000				\$0	\$0	\$20,000
		Subtotal	\$2,928,250	\$0		\$293,372	\$0	\$0	\$0	\$0	\$1,251,903	\$0	\$233,210	\$908,944	\$221,221	\$0	\$19,600	\$0	\$2,928,250
		TOTAL	\$10,639,526	\$1,741,410		\$736,472	\$500,500	\$409,115	\$753,912	\$449,134	\$3,102,248	\$0	\$279,350	\$908,944	\$713,411	\$62,430	\$84,600	\$898,000	\$10,639,526

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



December 8th, 2022

2023 Capital Budget & Funding Summary

Included in the 2023 Budget Binder is the a Summary of Capital Projects, which identifies the various Capital Projects proposed for delivery in 2023. 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 2022 and work continues on the file into 2023. For In-Process the funds from 2022 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 2023.

There is no debt financing proposed to fund the 2023 Capital Budget.

The overall recommended Capital Budget for 2023 has an estimated value of \$10,639,526 versus a projected spend of \$9,810,991 in 2022. The actual 2023 Capital Budget for new projects (therefore does not include Carry Forward or In-Process) represents a projected expenditure of \$ 4,922,024. It should be noted that 100% of the Capital to be expended in 2023 through the tax levy is directed to Capital Reserve Accounts to fund the Township's long term financial strategy.

2023 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 2023 Capital Budget Summary.

The projects outlined in the 2023 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 2023.

2023 Capital Budget & Funding Model
December 8th, 2022

A. FLEET / ROLLING STOCK

1. 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 2023 hybrid powered ½ ton crew cab pick-up truck. The acquisition of this vehicle represents an expansion to the Fleet and is funded through Development Charges.

2. Public Works – 1 Ton Crew Cab Hoist Truck

This purchase represents the replacement of the existing 2014 1 Ton Crew Cab Hoist Truck. The enhancements to the 2023 purchase include the acquisition of a front end snow plow and a powered spreader unit which will be mounted in the truck bed. The enhancements to the truck are funded through Development Charges with the truck itself funded through Public Works Rolling Stock Reserve. Upon delivery the 2014 1 Ton Crew Cab Hoist Truck will be deemed surplus and sold off.

3. Recreation – Wide Deck Mower

This purchase represents the replacement of the existing 2011 wide deck mower (12 ft width). Upon delivery the existing wide deck mower will be deemed surplus and sold off.

4 – 8 inclusive Transfer to Rolling Stock Reserves – Various Departments

The transfer to Rolling Stock Reserves on an annual basis assists with the delivery of the 10 Year Capital requirements for each of the Departments within the Corporation. These annual contributions allow for the replacement of the Corporate Fleet aligned with the projected life cycle replacement of the various units. The total contribution to Rolling Stock Reserves across the Corporation for 2023 is \$462,000.

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

2023 Capital Budget & Funding Model
December 8th, 2022

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 – Voice Over Internet Protocol (VoIP) Telephone Network

Funding has been earmarked for the installation of the VoIP telephone network and retiring the traditional landline telephone system. The installation and operation of the VoIP network will facilitate and enhance portability; work from home scenarios; and, it is scalable. Further, the segregated telephone phone numbers for the Ayr Community Centre, Fire Station and the Public Works Depot can be retired with the use of one central phone number (ie: 632-8800) which can universally be utilized. 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.

4. Website Update Phase 3 – Enhanced AODA Compliance

This project contemplates an update to the existing Township website to incorporate 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.

5. Administration – Enhanced Audio / Visual IT

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, the adaption of MacNeil Hall to accommodate the audio / visual component for special

2023 Capital Budget & Funding Model
December 8th, 2022

events, Council Meetings, etc. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

6. Administration – Procurement Enhancement Phase 2

This project builds upon the initial work completed in 2020/21 related to the posting of bid documents on-line. Phase 2 of the program expands the platform and would allow bidders on projects to submit their documents and pricing on-line through the Township's system of Bids & Tenders. Other aspects included as part of the Phase 2 roll-out is a pre-screening element which directs prospective bidders to complete a "checklist" of required documents before the bid is submitted, and, the development of templates and potential for contracts to be done through Bids & Tenders site. 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.

7. Administration – Pay Equity and Non-Union Personnel Wage Compensation Study

This project represents an update to the Study completed in 2018. 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.

8. Administration – Upgrades to IT Network Systems

This project contemplates improvements to the architecture of the Township's Information Technology (IT) system to improve capacity and speed. Items such as switches, Wifi extenders in the NDCC and potentially a server.

9. Building - Property Management / Building Software

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

2023 Capital Budget & Funding Model
December 8th, 2022

to ensure timely accurate information in the flow of Township services. The cost includes the purchase of software, implementation and training.

10. Planning – Official Plan Update

With the November 2022 passage of Bill 23 *More Homes Built Faster Act* the Region of Waterloo will no longer have any land use planning role or responsibilities. Funding for this project contemplates the incorporation of applicable portions of the Waterloo Regional Official Plan and potentially Regional Amendment No. 6 which was adopted in August 2022 that will now be downloaded to North Dumfries, and, the update to the Township's Official Plan into one new comprehensive document. 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.

11. Fire – Replacement of Automated Defibrillation Units

In 2022 the Township took delivery of one (10) new automated defibrillation units. The 2023 expenditure contemplates the delivery of two (2) additional automated defibrillation units so that each of the front-line apparatus have comparable medical assist equipment. The existing units are approaching their life-cycle replacement schedule and will be retired upon the delivery of the new units. The new units represent the next generation of technology.

12. Public Works – State of the Infrastructure – Roads

This project represents in-process work associated with the inventory and rating of the Township's road network. The last component outstanding to be completed in 2023 is the mapping of the road network and its rating system into the Township's GIS fabric, and, to ensure the proper linkages of data between the GIS software and the Asset Management database.

13. Public Works – Air Compressor

The purchase of a replacement air compressor unit to maintain the Fleet of vehicles owned and operated by the Township.

14. Public Works – Power Washer

The purchase of a replacement power washer unit along with the requisite plumbing and exhaust vent. The power washer is utilized to maintain the Fleet of vehicles owned and operated by the Township.

2023 Capital Budget & Funding Model
December 8th, 2022

15. 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.

16. Recreation – Facility Life Cycle Analysis

This project represents an update to the Facility Life Cycle Analysis completed in 2019. The Study will look at the major building components and the recommended replacement dates of components associated with the North Dumfries Community Complex, the Ayr Community Centre, the Ayr Library Branch, the Ayr Fire Station, Roseville Community Centre and the Public Works Depot. Information gleaned through this Study will be utilized to update to the Asset Management Plan, and, the 10 Year Capital Forecast.

17. Cemetery Management Software

This project represents a carry forward from the 2022 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.

18. Planning – Ayr Ice House Precinct Master Plan

This project is presently underway and represents a carry forward from 2022. 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.

19. Planning – 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 focus will be in the Township's business parks.

**2023 Capital Budget & Funding Model
December 8th, 2022**

20 to 22. Reserve Transfers

The Transfer of funds to the Planning Division, 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 (2023 to 2032). The total amount of the reserve transfers for these elements is \$85,000

C. LINEAR INFRASTRUCTURE PROJECTS

1 to 3 Various – Road Resurfacing; Road Improvement & Traffic Calming Projects

A total of \$ 1,278,046 is proposed to be expended on road resurfacing projects in 2023 as noted on Map 1 attached. These road systems include a portion of Morrison Road, east of Sheffield Road; Shellard Road, between Old Beverly Road and Clyde Road; Sheffield Road, from 1477 Sheffield Road northerly to Old Beverly Road; and, West River Road, from the City of Cambridge boundary to approximately the Footbridge Road

The various road segments involved primarily represent the resurfacing of asphalt roads. The objective is to enhance and extend the life cycle of the road system and/or reduce on-going maintenance – repair related issues. The project contemplates spot ditching repairs; pulverize existing asphalt and incorporation in the road bed; adding 100 mm of new gravel to the road bed; 100 mm of asphalt paving; and, road pavement markings as required.

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

Map 2 highlights 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 St would be established. The new consolidated intersection will assist with traffic movements and the safe passage of pedestrians crossing both Inglis Street and the realigned Elliot Street. 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.

A Raised Cross-walk is proposed to be constructed on Vincent Street approximately mid-block between Patterson Street and Howard Marshal Street as a traffic calming measure. This crossing facilitates a connection between Hilltop Drive through the parkette to Robert

2023 Capital Budget & Funding Model
December 8th, 2022

Woolner Street within the emerging new neighbourhood. The Raised Cross-walk will improve pedestrian safety and promote active transportation opportunities.

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

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

5. Earl Thompson Road – Roadside Drainage Improvements Phase 2

This project, affecting both sides of Earl Thompson Road, contemplates re-establishing the roadside ditch network from Cedar Creek Road (Regional Rd 97) through to the south terminus of the road. It is proposed that driveway culverts be replaced (and in some cases the diameter of the culverts enlarged) and the roadside ditch / roadside shoulder being re-established and reshaped. This section of the Township's road network is under significant stress during major storm events and erosion, ponding of water and localized flooding has been observed. The proposed comprehensive work program is designed to properly deal with roadside drainage and the conveyance of surface run-off along this stretch of road. Work was completed on a portion of this road network in 2021/22 and this phase of the workplan will complete the overall drainage project.

6. Engineering Design – Piper Street Slope Stability Phase 3 Monitoring

In 2021/22 Phases 1 and 2 of the workplan were completed which gathered background geotechnical data along key intervals of Piper Street adjacent the Nith River valley system. Phase 3 completes the background assessment and analysis with a recommended course of action to ensure the proper consideration of the influence of the Nith River valley system and the integrity of the adjacent infrastructure and road network through annual monitoring.

7. Engineering Design – Bute Street Reconstruction

This project is a 2022 carry forward. The project entails the preparation of detailed engineering design to support the complete reconstruction of the road, boulevard and sidewalk network on Bute Street. The drawings are to be prepared to a tender ready level. Public engagement on the proposed design alternatives.

2023 Capital Budget & Funding Model
December 8th, 2022

8. Engineering Design – Greenfield Road, Dumfries Rd easterly to 2040 Greenfield Rd

This section of road represents a complex and entwined series of issues involving: slope stability adjacent a ravine system; change in grade and a significant curve in the road; overland drainage and legal outlet; and, a suspect road bed and its ability to accommodate the weight of vehicular traffic and volume of traffic. The work plan involves retaining a Consultant to complete a geotechnical investigation of the existing road bed, and, to prepare engineering drawings with costing to inform next steps in the reconstruction of this length of Greenfield Road.

10. Engineering Design – Brant-Waterloo Road, Swan Street to 120 m east of Reidsville Rd

This project represents the initial work in support of changing this gravel road to an asphalt rural cross section road in recognition of pending increase in traffic attributed to growth in South Ayr. Funding for this project would facilitate retaining the services of a Consultant who will be responsible to prepare design drawings and Tender ready documents in support of the reconstruction of this portion of the Brant-Waterloo Road, from Swan Street to approximately 120 metres east of the Reidsville Road intersection.

11. Missing Links – Sidewalk Construction, Newell Street and Piper Street

Construct a 1.5 m wide sidewalk to provide for a continuous network from 47 Newell Street to Willison Street, and, on Piper Street (north side) from 176 Piper Street to 2010 Piper Street, and, from 328 Piper Street to the western terminus of the urban area. The proposed locations for the new sidewalks are identified conceptually on Map 2 attached.

12. Jedburgh Dam Bridge – Engineering Assessment & Design Drawings

This project was recommended arising from the 2022 OSIM review of this Bridge structure. This project contemplates an assessment of the existing structure, wing walls and deck of the bridge to determine the extent of work to be completed to extend the life of this facility. A phased approach for rehabilitation may be recommended. Initial design drawings will be prepared to support a reconstruction / rehabilitation scope as a next phase of the work program.

13. 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.

2023 Capital Budget & Funding Model
December 8th, 2022

14. Jenking's Court – Clean Out of the Existing Storm Pond

This project involves removing the sediment that has deposited into the storm pond over the last several decades, and, the disposal of the excavated material at the appropriate licensed site. The overall objective is to restore the treatment capacity and volume of storm water run-off in the facility.

15. Hunt Street Stormwater Management Pond

This project involves the retrofit and rehabilitation of the existing outlet structure in this stormwater management facility. The existing outlet structure is in need of repair to ensure that it will continue to control the release of stormwater at the applicable design rate.

16. Piper Street – Guard Rail Replacement & Extension

This project involves retaining a Contractor to remove the existing guard rail network on Piper Street adjacent the Nith River valley system that is at the end of its life cycle, and, extending the guard rail network as part of an overall roadside safety objective. The estimated length of the guard rail replacement & extension is approximately 500 metres.

17. Contribution to Infrastructure Reserve

As part of funding the 10 Year Capital Forecast (2023-2032) the Township has been transferring funds to the Infrastructure Reserve. This Reserve Account, in combination with other external sources (ie: OCIF, Gas Tax, Gravel Levy, etc) is designed to assist in funding the 10 Year Capital Forecast for the rehabilitation / reconstruction of the linear infrastructure system comprised of roads and bridges. The overall intent is the ability to continue to fund key linear infrastructure projects and maintain the overall integrity and performance of the road / bridge network.

D. FACILITIES

1. Township Municipal Office Project

This project represents a 2022 carry forward. Staff have made a series of presentations on the functional layout / spatial allocation of components of the Municipal Office during the 2020 to 2022 time period.

Funding for this project in 2023 represents the initial phase (phase 1) associated with the construction of a new Township Municipal Office. Phase 1 would facilitate the hiring of a consulting architect (and associated disciplines) to initiate the design of a new Municipal Office. Work arising from Phase 1 inform the second phase of the project, that being the detailed design drawings, project construction budget and the construction of the new facility.

2023 Capital Budget & Funding Model
December 8th, 2022

2. Fire – Conversion of the Community Hall to Fire Administration / Prevention / Operations

This project entails the physical conversion of the Community Hall in the southwest corner of the building 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.

3. Fire – Installation of Air Filtration in Fire Apparatus Bay

This project contemplates the installation of ceiling mounted air filtration units that are designed to remove the off-gases from exposed firefighter bunker gear and exhaust from fire apparatus within the apparatus bay area of the Ayr Fire Station. Air impurities can be a potential health hazard. These ceiling mounted air filtration units are designed to capture the environmental impurities and improve air quality for this area.

4. Public Works – Rehabilitation & Expansion at the Public Works Depot

In the 10 Year Capital Forecast it is identified that an extensive redevelopment and expansion to the Public Works Depot located at 1168 Greenfield Road will be undertaken. In 2021/22 the Township commenced work on geotechnical investigation of the soil structure on-site to inform suitable candidate building sites, and, retaining a Consultant to recommend a phased program for the new buildings necessary to accommodate an expanded presence for Public Works personnel and equipment.

The Phase 1 Redevelopment program envisages construction a stand-alone building to accommodate Public Works personnel. This area would include: washrooms & shower facilities; offices and workstations; lunch room, etc. Captured in the budget is the extension of hydro and potable water services, the construction of a new septic system, and, ancillary requirements to support a workspace for employees.

5. Public Works – Facility Renewals / Replacement

This project continues the work program started in 2020 to update and replace doors, windows and similar features designed to improve energy efficiency and employee safety / security.

6. Recreation – Facility Renewals / Replacement NDCC

This project continues the work program started in 2020 to update and replace small building components such as doors, spot floor repairs, etc. at the North Dumfries Community Complex.

2023 Capital Budget & Funding Model
December 8th, 2022

The overall objective is to improve the appearance and function of the building recognizing heavy traffic usage.

7. Recreation – Replace Ice Compressor #2 – NDCC

Ice Compressor #1 was replaced in 2022. The 2023 Budget proposes the life cycle replacement of Ice Compressor #1 at the NDCC. The unit has been in operation since 2011 and is approaching its end of life.

8. Design – NDCC Twin Pad Project

This project represents an in-process work item. In 2022 work commenced on retaining a Consultant to embark upon the preparation of technical drawings in support of tender ready documents. A public engagement component forms part of the overall work program.

9. Recreation – 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.

10. Recreation - Facility Renewals / Replacement - ACC

This project continues the work program started in 2020 to update and replace small building items such as doors, etc. at the Ayr Community Centre. The overall objective is to improve the appearance and function of the building recognizing heavy traffic usage.

9. Commercial Fire Suppression Range Hoods for ACC, NDCC and Roseville Community Centre

This project represents work approved in the 2022 Capital Budget that is 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 hoods in the existing kitchen areas of the ACC, NDCC and Roseville Community Centre.

2023 Capital Budget & Funding Model
December 8th, 2022

12. 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.

13. Pavilion at Centennial Park

The existing cupola on the roof of the Pavilion located in Centennial Park is damaged. This project proposes the repair to the cupola and the adjacent cedar shake shingle roof to restore this ornamental feature on the building.

14. 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.

15 to 19 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 (2023 to 2032) with the objective of undertaking future projects to keep the buildings in a state of good repair.

20. 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. Play Structure Replacement – Branchton

This project contemplates the life cycle replacement of the existing play structure in Branchton Park. The structure is at the end of its operating life and is in need of replacement. This project represents an on-going program of the Township to replace on an annual basis the 14 play structures located within the Municipality.

3 & 4 Recreation – Annual Replacement of Park Furniture

As part of a phased program, the Township is expanding and replacing furniture across all of the Parks. Project 3 represents an in-process item where metal picnic tables were ordered and are being manufactured --- projected delivery is scheduled for Spring 2023. Project 4 contemplates the continuation of updating and expanding furniture within various parks. Funding in 2023 is proposed for park benches, picnic tables and waste receptacles.

5 & 6 Recreation – Design – Parkette Opposite Intersection of Challenger Avenue / Freer Avenue, and, Neighbourhood Park in Legacy Phase 1A / Broos Phase 1A

This yet to be named Parkette was conveyed to the Township as part of the development of the subdivision associated with the Freer / Challenger neighbourhood. This yet to be named Neighbourhood Park is being conveyed to the Township as part of the development of the subdivision associated with Broos Phase 1A / Legacy Phase 1A. Work has commenced in 2022 on the design options for the respective park facilities and as such it represents an in-process project.

7 & 8 Construction – Parkette Opposite Intersection of Challenger Avenue / Freer Avenue, and, Neighbourhood Park in Legacy Phase 1A / Broos Phase 1A

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.

9. LED Light Fit-up – Equipment Shed in Victoria Park

This project contemplates the relocation of the Equipment Shed for Ayr Minor Ball Association from its present location in Victoria Park to a new location adjacent the southeast corner of the tennis court. Also proposed is the hydro connection to the building, and, the installation of LED lights for the entry door and the interior of the shed.

2023 Capital Budget & Funding Model
December 8th, 2022

10. Recreation - Schmidt Park Enhancements

In July 2021 Council applied for a Grant through the Canada Community Revitalization Fund. The Township project envisaged enhancements to Schmidt Park, including the construction of walking trails, the construction of a barrier free play structure and climbing apparatus, shade seating areas, outdoor programming space, and, unprogrammed open space areas. The overall design was to complement the existing facilities in Schmidt Park, and, to promote a Park designed for residents of all ages and all abilities. In 2022 the Grant was received and construction commenced. Work continues on the installation of the new facilities within the Park and is expected to be completed by May 2023.

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

This 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.

12. 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.

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

This project represents the first of a multi-year initiative in partnership with the Grand Valley Trails Association (GVTA). During the 2020 Budget deliberations, Council requested that Staff initiate discussions with the GVTA to form a partnership from which the Township would provide an annual Grant to facilitate the development of new trails and/or the rehabilitation of trails within the rural countryside of North Dumfries. In 2021/22 Staff have been working with members of the Executive of the GVTA to establish the framework / responsibilities of the respective parties. The final draft of the Memorandum of Understanding is anticipated to be presented to Council as part of a March 2023 Council Meeting.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Andrew McNeely, RPP
Chief Administrative Officer

Overview

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

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

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

Mission Statement

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

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER – 2023
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 and the Waterloo Regional Tourism Marketing Corporation

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 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 2023 – 2025 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 2023 – 2025 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Shifting the culture of the Township to prepare for the pending residential and non-residential growth so that the Municipality can respond accordingly
- Recognizing that the Township needs to embrace change so that programs and services can be delivered in a financially sustainable fashion; be environmentally responsible; and, effective and focussed in terms of desired outcomes
- Acknowledging the reality of the regional economic climate 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 pending 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 2023 – 2025 BUSINESS PLAN

2023 – 2025 Goals General Administration

Year 2023

- Introduce for the consideration of Council a Corporate Communications Strategy that is designed to co-ordinate and elevate the two-way exchange of information between the Township and residents / businesses, and, parties external to the Township
- In partnership with the Region and the six (6) other local Municipalities, work with community members and key stakeholders to develop a framework and measurable deliverables that embrace the 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 pending pressures attributed to growth and to leverage opportunities for streamlining the decision making process and promoting enhanced interaction between similar skills sets / areas of responsibilities.
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- Continuous improvement and the development of responsive programs that focus on streamlined, responsive and forward thinking Administration, and, to embrace the culture within the Organization of leveraging technology, growing capacity and output, and, continuous improvement as guiding principles



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Year 2023 General Administration (Continued)

- Continue to identify mechanisms and opportunities to grow the Township's Reserves to fund long term Capital deliverables and the Asset Management Plan
- Introduce for discussion / direction of Council matters associated with a go-forward strategy for a new Township Municipal Office
- 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
- Continue the roll-out of a robust and encompassing Corporate & Council Orientation Program for the new term of Council during Q1
- Develop in coordination with Council the Corporate Strategic Plan for the 2023 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 2024 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 (2024 to 2028)



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Year 2024 General Administration (Continued)

- 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

Year 2025 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 2024
- In consultation with Council, launch a Corporate rebranding exercise

2023 – 2025 Goals Human Resources

Year 2023

- Revisit and refine the Corporate Orientation Program for new employees (fulltime, part-time and seasonal)
- Develop a Customer Service Excellence program and identify the associated training requirements
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Policies associated with personnel related activities



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Year 2023 Human Resources (Continued)

- Finalize the selection of a Human Resources consultant to assist the Office of the CAO and the Senior Management Team
- Retain a consultant to complete the Wage Compensation / Pay Equity Study for non-Union personnel

Year 2024 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
- 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

Year 2025 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 2023 – 2025 BUSINESS PLAN

Year 2025 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 2026 – 2028 time period

2023 – 2025 Goals Economic Development & Tourism

Year 2023

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation
- 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 business parks



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Year 2024 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.
- Retain a consultant to undertake the creation of a Business Retention, Attraction & Expansion study focussing on the Agricultural Sector
- 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 and the Waterloo Regional Tourism Marketing Corporation
- 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 2025 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2026 to 2030 time period leveraging from the Township's partnership with the Waterloo Region Marketing and Tourism Corporation



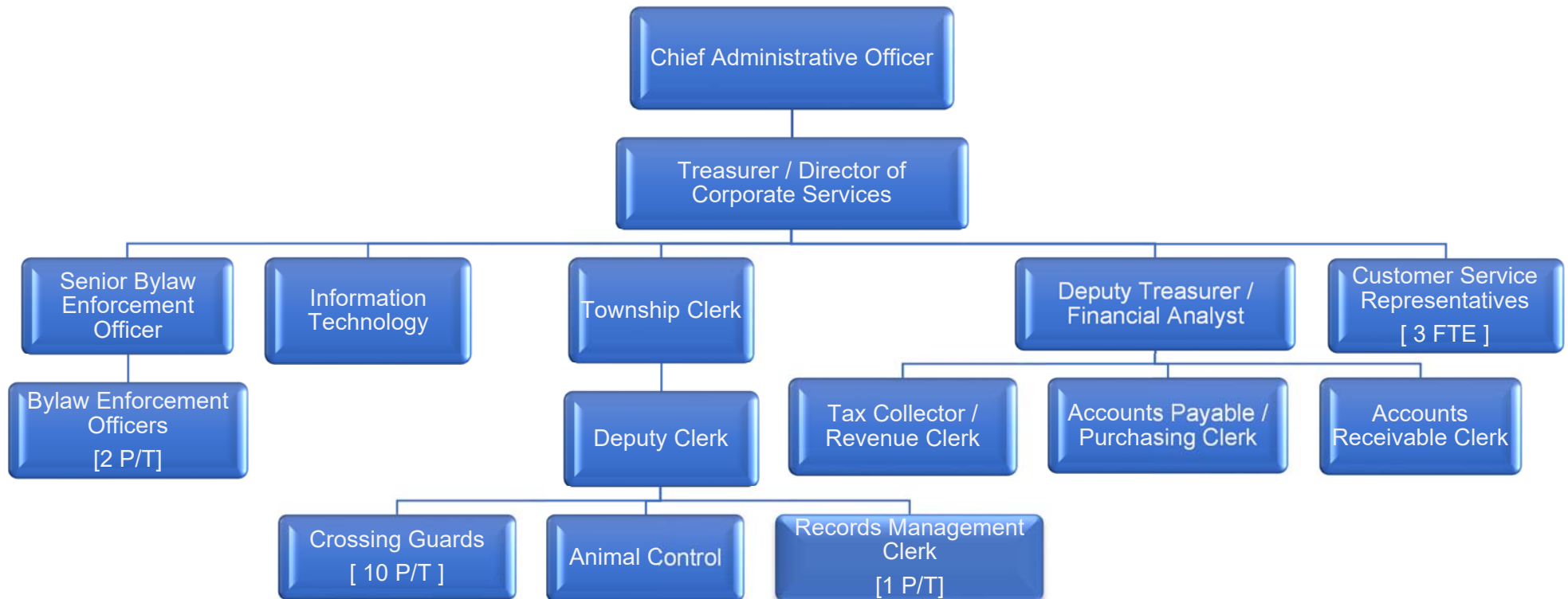
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2023 – 2025 BUSINESS PLAN

Year 2025 Economic Development & Tourism (continued)

- In partnership with the Waterloo Economic Development Corporation 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 and the Waterloo Regional Tourism Marketing Corporation
- 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 2023

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 up to 24 hours per week



CORPORATE SERVICES DEPARTMENT 2023 – 2025 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 four Divisions, namely: Treasury / Finance; Clerks; By-law Enforcement; and, Information Technology.

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

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



CORPORATE SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

Overview (Continued)

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

The *Information Technology Division* is responsible for the design, implementation and maintenance of the Corporation's hardware and software network and systems; network analysis and co-ordination; network architecture design; 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



CORPORATE SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

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

Policy Guidelines for Service Delivery

Municipal Act

Municipal Affairs Act

Assessment Act

Municipal Property Assessment Corporation Act

Municipal Tax Assistance Act

Assessment Review Board Act

Payment in Lieu of Taxes Act

Provincial Land Tax Act

Municipal Elections Act

Accessibility for Ontarians with Disabilities Act

Vital Statistics Act

Municipal Freedom of Information and Protection of Privacy Act

Highway Traffic Act

Statutory Powers Procedures Act

Applicable Regulations and Codes affiliated with the above Acts

Various Township By-laws, Policies and Procedures

Procedural By-law

Procurement By-law

Public Sector Accounting Board practices and procedures



CORPORATE SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

Generally Accepted Accounting Principals (Canada)

Corporate Fiscal Policies & Strategies

Internal Corporate Financial Controls

Education Act

Occupational Health & Safety Act

Lottery and Gaming Act

Employment Standard Act / Pay Equity

Key Issues & Challenges

- 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.



CORPORATE SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

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

2023 – 2025 Goals

Year 2023

- 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
- Test, evaluate, and where necessary make adjustments, to the rollout of the next phase of electronic procurement with digital RFP and RFT submissions by vendors so that they entire process through the Bids and Tenders program is completed on-line.
- 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 Clean Yards By-law 2349-09, Property Standards By-law 2392-09, Fence By-law 2644-14, and, Noise By-law 2609-14



CORPORATE SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

Year 2023 (Continued)

- 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
- Continue to redevelop the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements
- Continue to update hardware and software as required for all Departments including securing / maintaining the integrity of data, and, the appropriate Information Technology architectural network to ensure fully supported integration amongst software platforms
- Under the direction of Council, assess and where necessary update, the role, function, responsibilities and composition of Township Advisory Committees and Council Governance model
- Prepare a RFP for Auditor Services for the 2024 – 2029 time period
- Prepare a Report to Council on the consideration of Municipal Governance including Council composition and how Members of Council are elected

Year 2024

- 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.



CORPORATE SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

Year 2024 (Continued)

- Review, and where necessary, update Fire Arms By-law 700-83, Sign By-law 2491-12, Salesperson, Hawkers & Pedlars By-law 1374-92, Sale & Disposition of Surplus Property By-law 2726-15, and, Parks By-law 2985-18
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division
- Introduce E-commerce options into the website for broadened services such as Recreation, Public Works, Licensing, etc
- Develop an Information Technology Strategy for the 2024 to 2028 time period
- Prepare a Request for Proposal for Animal Control Services for the 2025 – 2028 time period
- Finalize Phase 2 of Ontario Regulation 588/17 with respect to the development of an integrated Asset Management Plan and associated financial funding strategy

Year 2025

- Review, and where necessary, update Procedural By-law 3130-20, and, Open Air Burning By-law 2316-08
- Implement Phase 1 from the Information Technology Strategy completed in 2024
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- Retain a consultant to update the Corporate website



CORPORATE SERVICES DEPARTMENT

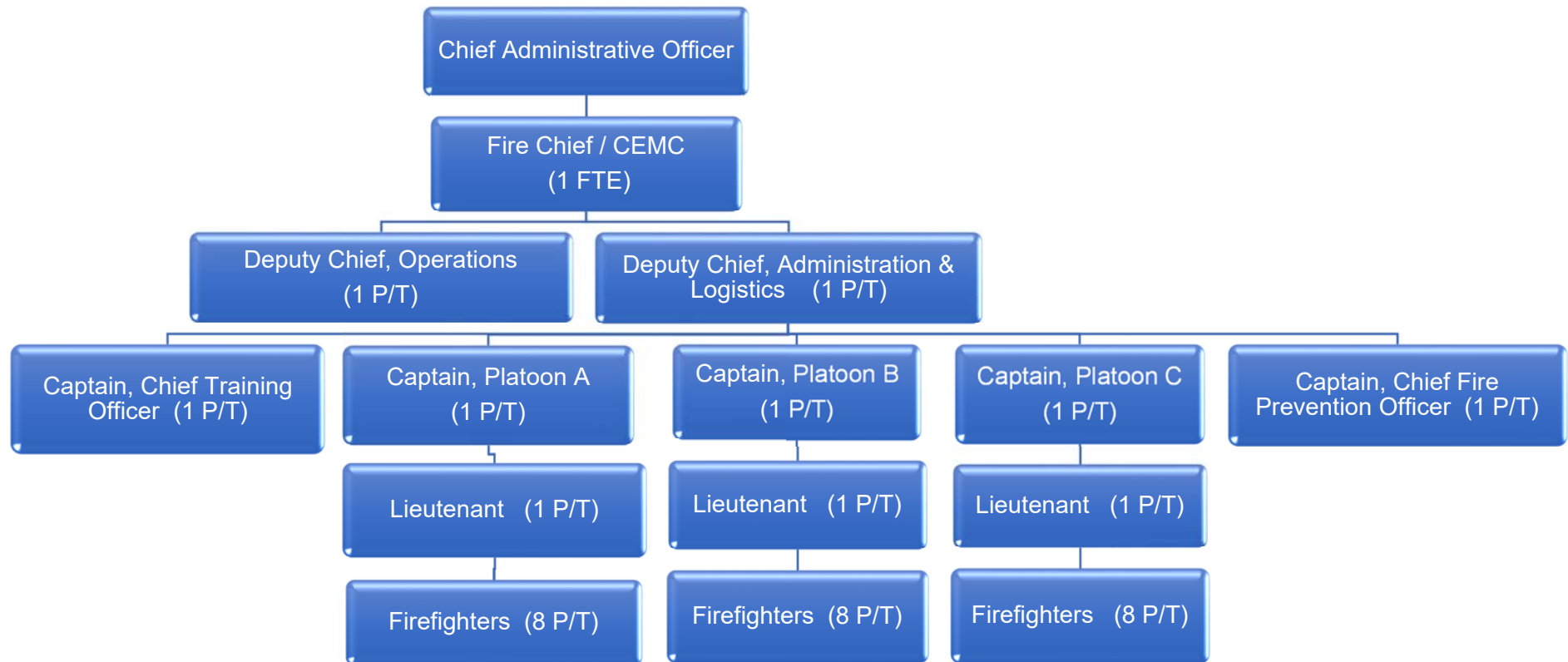
2023 – 2025 BUSINESS PLAN

Year 2025 (Continued)

- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)
- Initiate establishing the delivery method and the associated policies for presentation to Council attributed to the 2026 Municipal Election

FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2023

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 2023 – 2025 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 2023 – 2025 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 2023 – 2025 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

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 2023 – 2025 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 Volunteer personnel
- Maintaining a fleet of apparatus that are replaced in a timeline reflective of their life cycle renewal requirements
- Recognizing that public education and outreach is a growing requirement and the ability to respond accordingly
- Continual changes in legislation and the demands that it places on the Department in terms of training, certification, equipment and the dedication of time
- Attracting and maintaining the appropriate mix of Part-time On-Call Volunteer personnel based upon years of experience, time of day availability, training levels & certification, 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 2023 – 2025 BUSINESS PLAN

2023 – 2025 Goals

Year 2023

- 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
- 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
- Develop and implement NFPA 1035 related to a public education campaign and supporting materials related to fire safety



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2023 – 2025 BUSINESS PLAN

Year 2023 (Continued)

- Initiate work on the preparation of the Community Risk Assessment as set out in Ontario Regulation 378/18 which requires that the Plan 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
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- 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 2024 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.
- Undertake the renovation of the community hall at the Ayr Fire Station to accommodate Fire Administration and Fire Prevention personnel



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2023 – 2025 BUSINESS PLAN

Year 2024

- 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
- Initiate in-house the preparation of a Master Plan (2025 to 2029) for the Department for presentation to Council
- Finalize work on the Community Risk Assessment for presentation to Council as set out in Ontario Regulation 378/18 which requires that the Plan be in place by July 1st, 2024
- 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

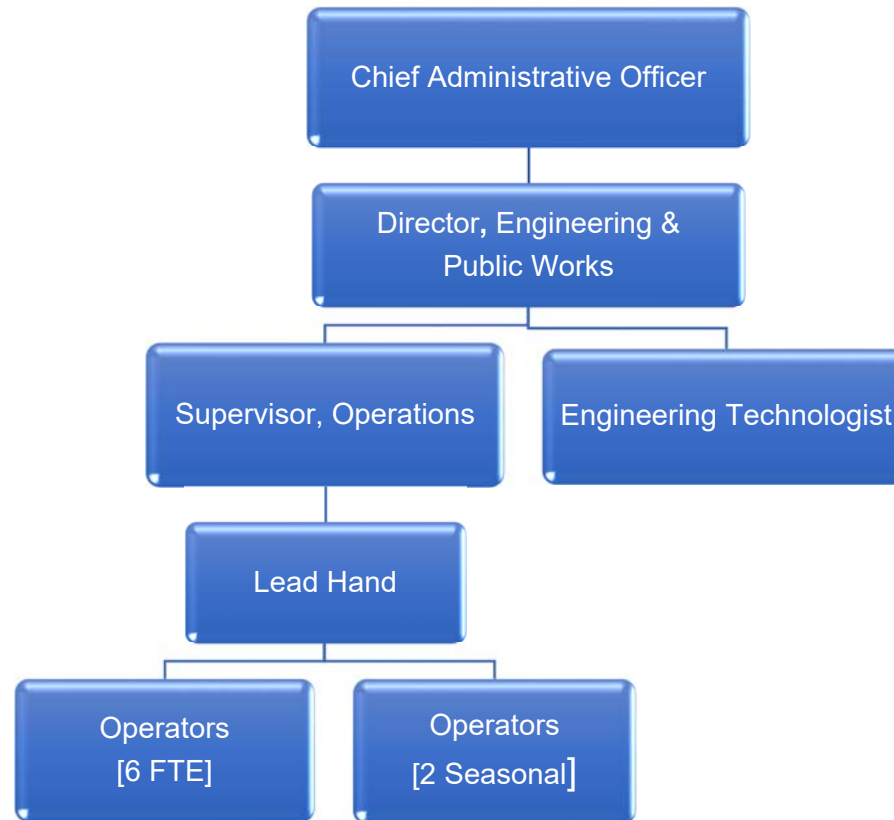


FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2023 – 2025 BUSINESS PLAN

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
- 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
- Deliver and implement an expanded fire prevention inspection, education and plans examination program aligned with NFPA standards and identified as Phase I in the delivery priorities as set out in the Fire Department Master Plan completed in 2024
- 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.

ENGINEERING & PUBLIC WORKS DEPARTMENT 2023
Township of North Dumfries



Notes: FTE shall mean Full Time Equivalent

Seasonal shall mean up to a maximum of (8) months of contract employment



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

Lee Robinson, P.Eng.,
Director of Engineering & Public Works

Overview

As a result of an internal restructuring approved by Council and which went into effect on January 1st, 2022, the mandate of the Department has been broadened. Engineering & Public Works, is the lead Department which administers and oversees a wide range of public services associated with the Township's linear infrastructure network. 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 is also responsible for the Township's site alteration by-law and review / permitting programs under the terms of the By-law.



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

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.

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 in order to plan, build, operate and upgrade the linear infrastructure network of the Township
- To meet, and where practical, exceed the expectations of the Ontario Minimum Maintenance Standards for Municipal Highways
- To provide timely follow up and address deficiencies or calls for service related to the linear infrastructure system
- 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



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

- Occupational Health & Safety Act
- Various Council approved Policies and Procedures
- Collective Bargaining Agreement CUPE Local 1656.02

Policy Guidelines for Service Delivery (Continued)

- 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 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



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

- 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

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 in Q4 of 2021 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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2023 – 2025 BUSINESS PLAN

Key Issues & Challenges (Continued)

- 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
- 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 2023

- 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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2023 – 2025 BUSINESS PLAN

Year 2023 (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
- Finalize for submission to Council for approval the preparation of a Master Plan for the layout of buildings and structures (existing and future) of the Public Works Depot with the emphasis on function, form and flow to accommodate future needs of the Corporation. Seek Council approve to implement Phase 1 of the redevelopment of the Public Works Depot to advance forward a new building to support Operations personnel.
- 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
- Issue an RFP to retain peer review engineering technical support in key areas such as: traffic impact studies; stormwater management; geotechnical services; exterior lighting; noise, vibration and dust mitigation, etc
- Review and update the Township's Site Alteration By-law 2612-14 taking into consideration the Province's Excess Soils regulations



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

Year 2024

- 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 Development and Engineering Standards manual
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and major culverts
- 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

Year 2025

- Establish a storm water management pond monitoring and reporting program
- Review, and where necessary, update the Township's Traffic Calming Policy and associated implementation plan
- Prepare a RFP to retain the services of a Consultant to undertake a Traffic Operations Study with Recommendations to be provided to Council for consideration



ENGINEERING & PUBLIC WORKS DEPARTMENT

2023 – 2025 BUSINESS PLAN

Year 2025 (continued)

- 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

LEISURE AND COMMUNITY SERVICES 2023

Township of North Dumfries



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

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

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

Facility Operators migrate between Parks and Facilities portfolios



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2023 – 2025 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.

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

2023 – 2025 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

2023 – 2025 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 2023 – 2025 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 2023 – 2025 BUSINESS PLAN

2023 – 2025 Goals

Year 2023

- Commence the implementation of the 2023 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
- Prepare and issue a RFP to retain a Consultant to undertake an update to the Facilities Life Cycle Study
- 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
- Develop a listing and inventory of all non-government, private sector and community focused leisure service providers and their programs associated with recreation, leisure and cultural disciplines for all ages and abilities



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

2023 Goals (continued)

- In consultation with the community, identify park and outdoor facility requirements that can be accommodated within the proposed neighbourhood park to be established within the Legacy Phase 1A / Broos Phase 1A neighbourhood park, the Hilltop S4/P3 / Broos P1 parkette and advance forward with the construction of the new park facilities
- 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
- Prepare a bid document to secure a Contractor to complete the turf management program for the sports fields for the 2024 to 2027 time period
- 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
- Undertake the finalization of the Twin Pad Concept and Design Drawings for the submission of Council, and, recommendation of next steps.

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.
- Develop and launch a Spring / Summer and Fall / Winter Leisure Programming Guide in both a print and digital format that will serve as the one consolidated source of information on all leisure opportunities available in the Township
- Continue to deliver in-house training to volunteer groups and organizations to grow the capacity of this sector



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2023 – 2025 BUSINESS PLAN

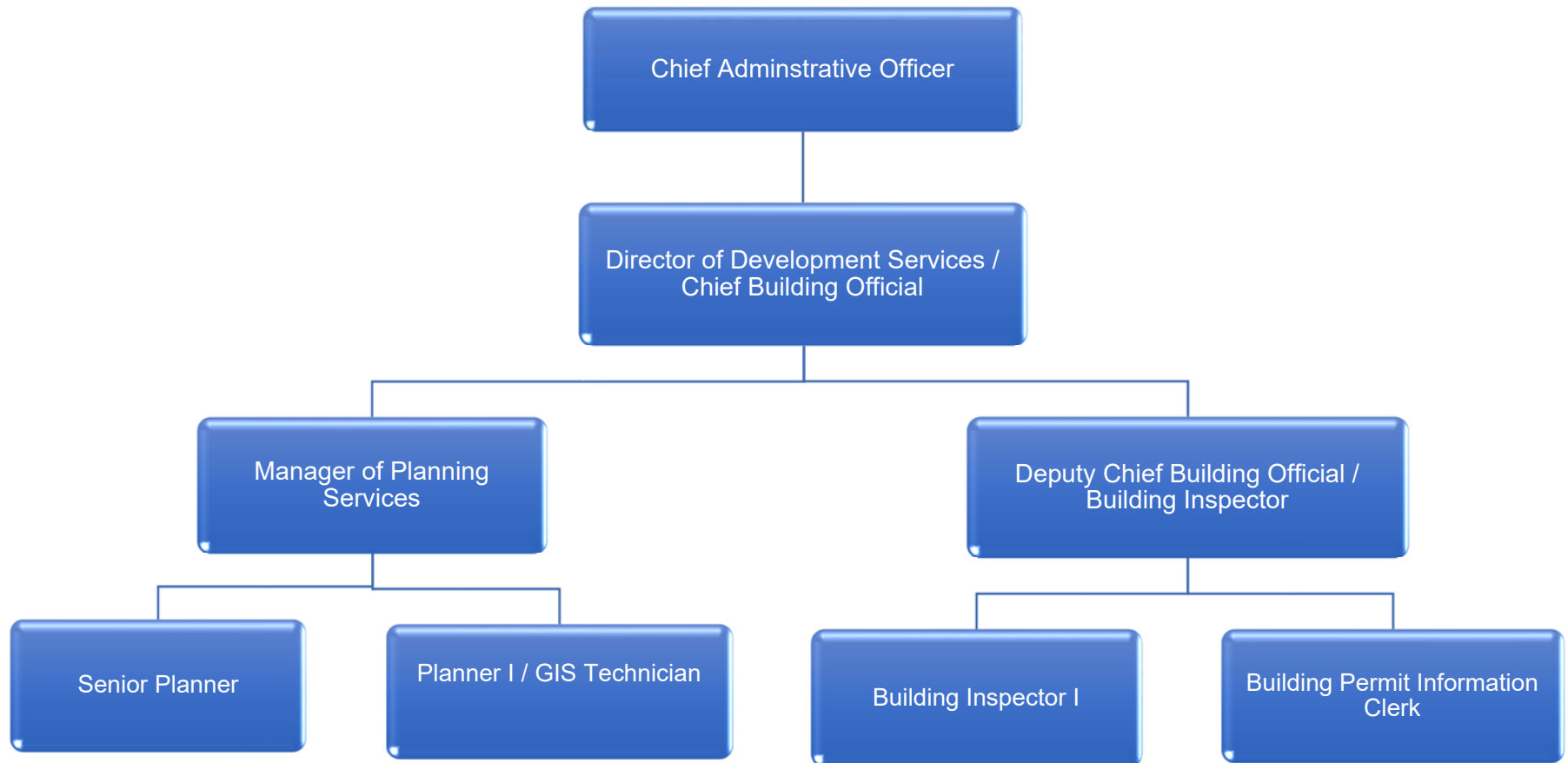
2024 Goals (continued)

- 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 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
- Assist with the applicable deliverables for the Ayr 200th Anniversary celebrations
- Develop a Volunteer Engagement Strategy
- Assess and present to Council the 2025 to 2027 work program for the implementation of the Leisure Services Master Plan

Year 2025

- Implement Phase 1 of the Volunteer Engagement Strategy.
- Roll-out of the Community Events & Festivals Committee if the strategy is embraced arising from the 2023 Business Plan deliverable
- Continue with the rollout of priorities as set out in the Leisure Services Master Plan and the workplan previously adopted in 2024 related to the 2025 – 2027 time period

DEVELOPMENT SERVICES DEPARTMENT 2023
Township of North Dumfries



DEVELOPMENT SERVICES DEPARTMENT 2023 – 2025 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 will be 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 have now been 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 2023 – 2025 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

DEVELOPMENT SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

- *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* 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



DEVELOPMENT SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

- 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

2023 – 2025 Goals

Year 2023

- Finalize the Growth Management Model and associated residential / non-residential modeling through to 2051 for the Municipality and the incorporation of the downloaded Region of Waterloo Official Plan into the Township's planning program as a result of the proclamation of Bill 23 *More Homes Built Faster Act, 2022*



DEVELOPMENT SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

- Finalize the Delegation process with the Region of Waterloo and the Province for Subdivision / Condominium approvals and Part Lot Control arising from the 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*
- 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
- In consultation with the Leisure & Community Services Department, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities
- Develop and implement a new homeowner's education / awareness campaign for posting on the website and for distribution by the Builders'
- Undertake a RFP and advance forward with a new Property Management Program and an on-line building permit intake platform
- Update the Township's Building By-law

Year 2024

- Initiate a 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*



DEVELOPMENT SERVICES DEPARTMENT 2023 – 2025 BUSINESS PLAN

- Embark upon a comprehensive program to overhaul and modernize General Zoning By-law 689-83
- In consultation with the Recreation Division, the Economic Development Advisory Committee and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
- Develop and launch interactive mapping of land use activities and key points of interest on the Township's website
- In consultation with the Heritage Advisory Committee, update the various self-guided heritage tours and associated materials
- Develop an app for use on smart phones to provide self-guided tours of heritage resources, and, recreational off-road trails

Year 2025

- Finalize the review and modernization of the General Zoning By-law 689-83