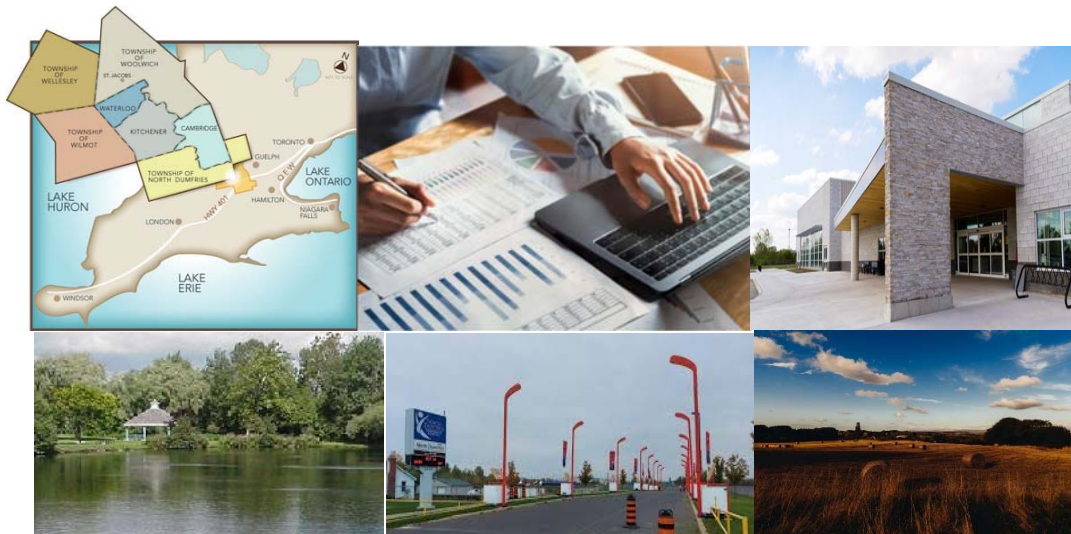




TOWNSHIP OF NORTH DUMFRIES

2022 Municipal Draft Budget



Township of North Dumfries

2022 Municipal Budget

Background on Municipal Budget 2022 Draft Budget Financial Snapshot Issues Affecting 2022 Budget

This summary of the 2022 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 and the Director of Leisure and Community Services. Other items may be raised at the Council Meeting to present the 2022 Municipal Budget in January 2022.

At the August 10, 2021, Council meeting, Council approved the following resolution regarding the 2021 Township of North Dumfries Budget:

- 1) THAT FIN Report No. 22-2021 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 2022 Municipal Levy, over the total Capital Reserves allocated from taxation in 2021, to assist in funding the 10 Year Capital Forecast;
- 3) AND THAT staff be directed to prepare and submit the 2022 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 2022 Budget Meeting Schedule in conjunction with the 2022 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 2022 Budget Components:

Tuesday, August 10, 2021	6:00 pm	Special Council Meeting	1) 2022 Budget Schedule / Key Drivers / Guiding Principles to Establish 2022 Budget 2) Ten-Year (2022-2031) Capital Forecast / Funding Strategy
Monday Nov. 8, 2021	6:00 pm	Committee of Whole – Finance	3 rd Quarter 2021 Variance Report and Year End Projections

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Monday Dec. 13 , 2021	6:00 pm	Committee of Whole – Finance	1) 2022 Fees and Charges Review and By-law 2) Draft 2022 Budget Document and Business Plans circulated with a Report. 3) Report on Pre-Approval for Tenders/RFP's for key capital projects for 2022 delivery.
Mon. & Tues. Jan. 10 & 11, 2022	6:00 pm	Committee of Whole – Finance	Full Review by Directors of the 2022 Budget – Operations and updated Capital & 10 Year Capital Forecast
Thursday Jan. 27, 2022	6:00 pm	Committee of Whole – Finance	Further Review of Items arising from Jan 10 & 11 Finance Meetings. Detailed Budget Review sessions (IF REQUIRED).
Monday Feb. 14, 2022	6:00 pm	Committee of Whole – Finance	Report to recommend approval of the 2022 Budget and in principal the 10-year Capital Forecast
Monday Feb. 28, 2022	7:00 pm	Council	Consideration of 2022 Budget and Township Tax Rates By-law
Tuesday April 11, 2022	6:00 pm	Committee of Whole - Finance	Report on Final Full Tax Rate By-law (including Region and School Board Rates.)
Monday April 25, 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 a 1% increase in transfers to Capital Reserves funded by the 2022 Municipal Levy. Staff have in fact exceeded the 1% increase target for transfer to Capital Reserves with a 1.3% contribution as set out in the draft 2022 Budget.

However, due to a combination of factors, the 2022 draft budget contains a 3.8% increase in the Municipal tax rate.

The Township's assessment increased by 1.09% from 2021 to 2022. MPAC has targets to include 85% of new properties on the assessment role within one year of occupancy being granted. A large portion of our new growth obtained occupancy in the last half of 2021 which results in timing delays of new assessment for the Township. As such there is limited new revenue attributed to the 2022 Budget arising from growth.

The Canadian inflation rate has been over 4% in the final quarter of 2021. While it is believed by most economists that the inflation rate will return to more traditional amounts in the later part of 2022, the higher rate will impact expenses for a significant portion of 2022. 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

Township of North Dumfries

2022 Municipal Budget

result of lower supply and high demand. In other cases, the availability of goods has been significantly impacted.

The Township, as with most Ontario municipalities, are facing higher insurance costs. The 2021-2022 insurance renewal came in higher than was anticipated in the 2021 budget. In addition, the cost of insurance is projected to increase 10% at the 2022-2023 renewal. It is a very tight insurance market with limited companies being willing to insure municipalities. The budget for insurance is 24% higher than in 2021. The cost of utilities is also increasing significantly in 2022.

These factors combined with our expectations to be generate revenues lower than pre-pandemic years has tremendously influenced the crafting of the 2022 draft Budget..

The layout of the 2022 Budget information materials is consistent with what was provided in 2021 in order to make comparisons easier for the readers. Provided in this binder are several items that will assist in making the 2022 Draft Budget more understandable including:

1. A Summary by services and departments. This is broken down into the Operational Departmental budgets and the Capital proposed budgets.
2. A Detail listing of accounts. This is also listed by Departments and organized by Major functional categories as listed by the Financial Information Return (FIR). This report shows a breakdown by proposed Operational budgets. These DRAFT Budget working papers are attached in summary format and include:
 - ▶ 2019 Actuals (Final) to December 31, 2019
 - ▶ 2020 Actuals (Final) to December 31, 2020
 - ▶ 2021 Approved Budget
 - ▶ 2021 Actuals to November 30, 2021
 - ▶ 2022 Draft Budget
 - ▶ Dollar Change from 2021 to 2022 Budget
3. A summary of 2022 Capital projects with an analysis of funding sources. This together with a written summary of the projects is provided.
4. Updated Business Plans (2022 to 2024) for the Township, by Department. These are the basis on which the Township's services are provided, which require funding from the proposed 2022 budget. The Business Plans are designed to align with the Corporate Strategic Plan from 2019 to 2022.

The 2021 year-end is not yet complete. Staff are anticipating having final numbers in early April 2022.

Township of North Dumfries

2022 Municipal Budget

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 mid-December 2021. Any adjustments attributed to the new assessment roll and their implications on the 2022 Budget will be presented and discussed at the first Budget Meeting in January 2022.

Tax Levy and Tax Rates

The Total tax levy in the 2022 draft budget, as indicated above is \$6,458,149. This is a 3.8% tax rate increase over 2021. The tax rate increase can be broken down as follows:

- i) 1.3% directed to Capital Reserve transfers; and.
- ii) 2.5% directed at overhead and operating expenses

The Township experienced a 1.09% growth in tax assessment roll. The proposed Taxation requirement in this draft is \$6,458,149. This is an increase of \$300,479 which, **based on the average Residential Assessment for the Township of North Dumfries being \$372,300, results in an estimated increase of \$36.57 for Urban Ayr and \$35.40 for Rural residents in property taxes.**

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 2021 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 2022 is as follows:

	2022 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 4,489,360	70%
COMM/INDUST.	\$ 1,691,704	26%
PIPELINE	\$ 277,085	4%
	\$ 6,458,149	100%

Reserve Transfers

The Capital Reserves transfer in this draft budget represent \$872,000 transfers to specifically identified reserves raised through the tax levy. In 2021 the transfers to specific

Township of North Dumfries

2022 Municipal Budget

reserves were \$790,000. This increase is \$82,000, which is in excess of direction for a 1.0% of the 2022 Municipal Levy, which would equate to \$62,600.

In addition to the transfers to the specifically identified reserves, the budget includes transfers to reserves for Aggregate fees \$700,000 and Energy Plus Dividends \$350,744. 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. Energy Plus has indicated it anticipates lower dividend payment as a result of the pandemic and how it influenced their business operation in fiscal year 2021.

Long Term Capital Forecast

At the meeting of August 10th, 2021, Council reviewed in full the draft Ten-Year (2022-2031) Capital Forecast/ Funding Strategy.

The forecasted capital items have been reviewed by staff and the 2022 capital budget is built on these items. The 2022 - 2031 – 10 Year Capital Forecast – summary and detailed worksheets will be released in early January 2022 in advance of the meeting scheduled for January 27th, 2022. The revised 2022-2031 capital forecast will show projects and potential funding - all updated from the August 10, 2021 Council meeting.

Programs, Services and Capital Projects

The 2022 Draft Budget Document contains much more detail on programs, services and projects to be completed in 2022 and Council and members of the Public have been given a few weeks to review and prepare questions for staff.

On January 10th, 2022 (and any subsequent meetings as convened) a full review of this information included in the 2022 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 27th 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 2022 budget, staff will review the 10-year Capital Forecast with Council, seeking direction in principle for future projects.

The 2022 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 \$327,300 for 2022 and represents an increase of \$1,000 from 2021.
- The Township is receiving an increase in the Ontario Community Infrastructure Fund (OCIF) allocation in 2022 of \$471,092 over the 2021 allocation which will

Township of North Dumfries 2022 Municipal Budget

result in a total to be received in the amount of \$592,092. These funds are to be used on core infrastructure projects.

The 2022 list of Capital projects totals \$9,695,591. Several of these projects are items that were started in a previous budget year and will be completed in 2022. Total cost of new projects in 2022 is \$6,735,030.

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

A full review of this book will be discussed at the 2022 Budget Meetings of Council, scheduled for January 10th, 2022 (and any subsequent meetings as required) 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 27th, there will be a review of the updated 10-year (2022 – 2031) 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 5th in preparation of the January 10th 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 13, 2021

2022 BUDGET SUMMARY	2019 Year End Actuals	2020 Year End Actuals	2021 APROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Total General Revenue Taxation	(5,740,053.70)	(6,239,976.23)	(6,305,220.00)	(6,281,658.79)	(6,615,699.00)	(310,479.00)
Total General Corporate Revenues	(669,790.15)	(670,942.57)	(920,160.00)	(846,643.91)	(822,951.00)	97,209.00
TOTAL TAXES AND CORPORATE REVENUES	(6,409,843.85)	(6,910,918.80)	(7,225,380.00)	(7,128,302.70)	(7,438,650.00)	(213,270.00)
Total Council	160,558.93	146,473.53	166,688.00	131,891.68	168,499.00	1,811.00
Total Elections	22,082.12	21,733.00	22,000.00	21,589.46	54,315.00	32,315.00
Total Corporate Serv Admin	1,138,900.83	1,249,907.35	1,291,618.00	1,017,598.16	1,213,810.00	(77,808.00)
Total Admin Office NDCC	30,052.00	31,941.91	30,782.00	-	32,892.00	2,110.00
Total 1171 Greenfield Road	6,329.01	6,023.67	-	-	-	-
TOTAL CORPORATE SERVICES	1,357,922.89	1,456,079.46	1,511,088.00	1,171,079.30	1,469,516.00	(41,572.00)
Total Fire	847,694.31	921,285.10	980,685.00	828,541.06	999,513.00	18,828.00
Total Emergency Planning	1,763.00	1,460.12	3,700.00	1,283.20	2,950.00	(750.00)
TOTAL FIRE	849,457.31	922,745.22	984,385.00	829,824.26	1,002,463.00	18,078.00
Total Animal Control	(3,278.43)	(1,859.39)	1,250.00	(4,702.42)	2,175.00	925.00
Total Building Permit & Inspection Services	(11,000.00)	(11,000.00)	(11,000.00)	(58,206.59)	(11,000.00)	-
Total Fence Viewing	-	-	200.00	-	200.00	-
Total By-Law Enforcement	97,426.84	121,069.32	197,983.00	144,585.99	214,255.00	16,272.00
Total School Crossing Guards	72,907.26	55,443.83	90,434.00	43,343.25	87,950.00	(2,484.00)
TOTAL PROTECTIVE SERVICES	1,005,512.98	1,086,398.98	1,263,252.00	954,844.49	1,296,043.00	32,791.00
Total Transportation Services - Overhead	312,077.61	342,022.45	1,004,486.00	444,605.19	1,122,735.00	118,249.00
Total Public Works Facilities	57,445.61	59,078.87	46,500.00	48,538.49	44,500.00	(2,000.00)
Total Public Works Vehicles & Equipment	188,412.06	227,128.40	183,800.00	145,388.64	190,700.00	6,900.00
Total Roads - Paved	89,718.31	118,779.97	45,500.00	86,643.48	56,800.00	11,300.00
Total Roads - Unpaved	86,613.99	111,159.41	65,000.00	93,833.67	71,000.00	6,000.00
Total Roads- Bridges & Culverts	44,643.39	45,983.71	27,250.00	9,543.05	27,700.00	450.00
Total Roads - Traffic & Roadside	215,365.19	230,871.62	157,750.00	272,214.46	209,200.00	51,450.00
Total Roads - Winter Control	256,406.59	210,583.80	133,500.00	134,330.28	139,000.00	5,500.00
Total Parking & Parking Lots	1,525.30	5,941.45	5,500.00	2,014.84	8,000.00	2,500.00
Total Street Lighting	80,155.15	64,508.32	76,500.00	52,281.93	50,000.00	(26,500.00)
Total Sidewalk Costs Covered by General Levy	6,529.18	48,841.10	65,650.00	30,746.53	54,110.00	(11,540.00)
Total Special Area Costs - AYR	27,831.81	21,974.34	-	(6,803.41)	-	-
TOTAL PUBLIC WORKS	1,366,724.19	1,486,873.44	1,811,436.00	1,313,337.15	1,973,745.00	162,309.00
Total Environmental	309.18	309.17	-	1,060.20	-	-
Total Solid Waste Collection	(51.00)	(51.00)	-	(189.00)	-	-
TOTAL ENVIRONMENTAL SERVICES	258.18	258.17	-	871.20	-	-

2022 BUDGET SUMMARY	2019 Year End Actuals	2020 Year End Actuals	2021 APROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Total Recreation and Cultural Services Overhead	331,094.01	308,690.17	1,123,765.00	318,539.88	1,180,280.00	56,515.00
Total Recreation Program & Events	7,271.98	878.35	30,500.00	(4,483.66)	28,050.00	(2,450.00)
Total Recreation Vehicles & Equipment	30,464.16	21,511.12	28,050.00	22,317.51	33,150.00	5,100.00
Total Parks	264,165.80	300,021.16	125,645.00	221,288.88	134,255.00	8,610.00
Total Rec. Facility - ACC	98,727.10	84,759.95	45,550.00	81,804.21	10,400.00	(35,150.00)
Total Rec Facility - NDCC	491,854.07	482,791.25	89,180.00	676,667.62	145,755.00	56,575.00
Total Rec. Facility - Roseville Hall	8,046.34	12,226.38	5,450.00	13,229.07	6,700.00	1,250.00
Total Libraries	660.00	-	1,000.00	-	1,000.00	-
TOTAL RECREATION SERVICES	1,232,283.46	1,210,878.38	1,449,140.00	1,329,363.51	1,539,590.00	90,450.00
Total Planning & Development	193,545.79	84,259.73	225,834.00	119,982.11	276,006.00	50,172.00
Total Heritage	8,190.36	269.26	750.00	-	750.00	-
TOTAL PLANNING	201,736.15	84,528.99	226,584.00	119,982.11	276,756.00	50,172.00
Total Operations	(1,245,406.00)	(1,585,901.38)	(963,880.00)	(2,238,824.94)	(883,000.00)	80,880.00
Total Administration/Corporate Capital	21,013.00	24,945.38	10,000.00	6,305.92	10,000.00	-
Total Fire Capital	167,595.74	195,086.12	215,000.00	144,119.51	200,000.00	(15,000.00)
Total Building Capital	11,000.00	10,999.99	11,000.00	11,000.00	11,000.00	-
Total By Law Capital	6,000.00	6,000.01	4,000.00	8,000.00	7,000.00	3,000.00
Total Public Works Capital	291,825.38	494,242.50	478,880.00	1,502,557.32	475,000.00	(3,880.00)
Total Recreation Capital	235,806.09	207,359.54	225,000.00	232,785.85	160,000.00	(65,000.00)
Total Planning Capital	-	10,351.07	20,000.00	21,235.16	20,000.00	-
Total Capital	733,240.21	948,984.61	963,880.00	1,926,003.76	883,000.00	(80,880.00)
GRAND TOTAL	(512,165.79)	(636,916.77)	-	(312,821.18)	-	-

TOWNSHIP OF NORTH DUMFRIES
2022 DRAFT Summary Tax Rate Sheet

Revised 12/13/2021

		2022 TAX LEVY	% OF TAX LEVY
2021 LEVY REQUIREMENT =	\$6,157,670	RESIDENTIAL/FARM \$ 4,489,360	70%
2022 LEVY REQUIREMENT =	\$6,458,149	COMM/INDUST. \$ 1,691,704	26%
Levy Increase	\$300,479	PIPELINE \$ 277,085	4%
		\$ 6,458,149	100%

Residential - Rural Impact - TOWNSHIP PORTION ONLY

	2022	2021	2020	2019	2018	2017
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00257033	0.00247525	0.00247546	0.00240302	0.00234593	0.00229403
Township Taxes Annually	\$ 257.03	\$ 247.53	\$ 247.55	\$ 240.30	\$ 234.59	\$ 229.40

	2022	2020	2019	2018	2017
Average Residential Assessment for the Township of North Dumfries	372,300	372,300	372,300	372,300	372,300
Residential Township Tax Rate	0.00257033	0.00247525	0.00247546	0.00240302	0.00234593
Township Taxes Annually	\$ 956.93	\$ 921.54	\$ 921.61	\$ 894.65	\$ 854.07
	\$ 35.40	\$ (0.08)	\$ 26.97	\$ 21.26	\$ 19.32
	3.8%	0.0%	3.0%	2.4%	2.3%

Residential - Urban Impact - TOWNSHIP PORTION ONLY

	2022	2021	2020	2019	2018	2017
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00269357	0.00260145	0.00259535	0.00252562	0.00244830	0.00239929
Township Taxes Annually	\$ 269.36	\$ 260.15	\$ 259.53	\$ 252.56	\$ 244.83	\$ 239.93

	2022	2020	2020	2019	2018	2017
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	0.00269357	0.00260145	0.00259535	0.00252562	0.00244830	0.00239929
Township Taxes Annually	\$ 1,002.81	\$ 968.52	\$ 966.25	\$ 940.29	\$ 911.50	\$ 893.26
	\$ 36.57	\$ 2.27	\$ 25.96	\$ 28.79	\$ 18.25	\$ 22.60
	3.8%	0.2%	2.8%	3.2%	2.0%	2.6%

* 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 2022 Municipal Budget

General Taxation & Unconditional Grants

If the draft is adopted, the total Township levy will be \$6,458,149. 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:

	2022 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 4,489,360	70%
COMM/INDUST.	\$ 1,691,704	26%
PIPELINE	\$ 277,085	4%
	\$ 6,458,149	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 the 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 from the Province of Ontario. The 2022 OMPF was confirmed and announced by the Government of Ontario in the Fall of 2021 in the amount of \$327,300. This is an increase of \$1,000 from 2021. 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

Another Grant in this section of the budget is Canada Community Building Fund (CCBF), the formerly known as the Federal Gas Tax. The 2022 allocation CCBF of funds totals \$323,970. It should be noted that this is the base amount of grant that the Township has an agreement with AMO, that indicates what it will receive. All funds are allocated to the Gas Tax Deferred Revenue account are for use in the Townships long term capital infrastructure costs. These funds will be applied specifically to roads infrastructure

Township of North Dumfries

2022 Municipal Budget

projects that are identified in the 10 Year Infrastructure Capital plan, as identified in the State of the Infrastructure – Roads.

Included in the Corporate Revenues is the dividend and interest that the Township receives as a shareholder in Energy+. The income the Township will earn in 2022 from the dividends plus interest on the loan the Township has with Energy Plus are projected to be \$350,774. The funds are shown as a transfer to reserve, as this money is for the Township Facility and Recreation facility projects.

Interest and penalty on taxation is a corporate number and is shown in this area of the budget. The estimated revenue in 2022 is \$160,000, which is the same level as estimated revenues in 2021. This rate on tax arrears has not changed as it is set by Provincial and Township legislation. The interest rate on property taxes is 1.25% per month on tax arrears. The actual amount interest on taxes collected in 2022 may be higher than estimated, as there has been a slight increase in tax arrears.

Interest from funds in the Township bank throughout the fiscal year are expected to be lower than what was budgeted in 2021. A new banking agreement in regards to interest was started as of July 1, 2021. Interest rates are low; however, the Township reserve balances are high at this time. The 2021 Budget identified revenue in the amount of \$160,000, however, a year end projected amount of \$123,000 is expected for 2021. The estimated amount for 2022 is \$100,000.

Tax write offs and supplemental taxation are estimated at the same level as in 2021 budget. There has been some delay in assessment being added to the Township annual tax roll. This is due to delays in ability to do onsite inspections by MPAC assessors. There are no major outstanding legacy Assessment Review Board (ARB) decisions at this point which would affect the write-offs.

Included in the 2022 budget is the remaining \$203,651 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, security guards 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						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Municipal Lvy -Res & Farm	(3,889,199.74)	(4,223,388.53)	(4,286,620.00)	(4,296,372.78)	(4,489,360.00)	(202,740.00)
Municipal Lvy - Com/Ind/Multi-Res	(1,435,034.35)	(1,587,297.76)	(1,603,321.00)	(1,603,320.95)	(1,691,704.00)	(88,383.00)
Municipal Lvy - Pipeline	(252,854.76)	(267,745.60)	(267,729.00)	(267,728.99)	(277,085.00)	(9,356.00)
Municipal Lvy -Pil Region Of Waterloo	(46,836.75)	(50,931.42)	(45,000.00)	(14,187.71)	(45,000.00)	-
Municipal Lvy - Pil Mun Tax Assist. Act	(19,050.89)	(18,673.52)	(18,000.00)	(18,696.07)	(18,000.00)	-
Municipal Lvy - Pil Hydro One	(33,239.56)	(21,854.51)	(15,250.00)	(15,249.47)	(15,250.00)	-
Municipal Lvy - Pil CP Rail	(8,633.60)	(8,844.14)	(8,000.00)	(26,710.58)	(8,000.00)	-
Municipal Lvy - Pil Canada Post	(7,328.92)	(7,312.06)	(7,300.00)	(7,311.88)	(7,300.00)	-
Mun Lvy Supp. Taxes - Residential/Farm	(38,963.48)	(50,846.52)	(70,000.00)	(66,874.07)	(70,000.00)	-
Mun Lvy Supp. Taxes - Comm/Ind./Multi Res	(104,043.63)	(41,193.10)	(50,000.00)	(13,922.78)	(50,000.00)	-
Mun Lvy Supp. Taxes - Pipeline	(143.36)	-	-	-	-	-
Special Area Levy- Branchton Broadband -Gen Levy	(20,124.00)	-	-	-	-	-
Transfer to Branchton Internet Receivable	20,124.00	-	-	-	-	-
Taxation - Transfer from Reserve	-	-	-	-	(10,000.00)	(10,000.00)
Municipal Levy Taxation - Write Off Taxes	97,161.33	38,060.16	65,000.00	48,679.69	65,000.00	-
Taxation - Write Small Balances Off Taxes	47.64	50.77	1,000.00	36.80	1,000.00	-
Taxation (TSP) - Write Small Balances Off PIL	(1,933.63)	-	-	-	-	-
Total General Revenue Taxation	(5,740,053.70)	(6,239,976.23)	(6,305,220.00)	(6,281,658.79)	(6,615,699.00)	(310,479.00)
AMO Fed Gas Tax	(612,718.45)	(309,884.63)	(323,970.00)	(635,412.13)	(323,970.00)	-
Ontario Municipal Partnership Fund	(318,800.00)	(323,300.00)	(326,300.00)	(245,025.00)	(327,300.00)	(1,000.00)
Governance Modernization Grant	(681,800.00)	-	-	-	-	-
Safe Restart Grant	-	(222,000.00)	(94,000.00)	(184,097.50)	-	94,000.00
Transfer From Reserves/Reserve Fund	-	(50,000.00)	(47,295.00)	(47,295.00)	(50,000.00)	(2,705.00)
Transfer From Reserve - Safe Restart Fund	-	-	(222,000.00)	(222,000.00)	(203,651.00)	18,349.00
Transfer From Reserve - COVID Contingency	-	-	(37,000.00)	(37,000.00)	-	37,000.00
Interest On Property Taxes	(163,921.57)	(137,894.01)	(160,000.00)	(168,967.57)	(160,000.00)	-
Interest On Bank Account	(244,766.96)	(159,748.56)	(160,000.00)	(96,566.99)	(100,000.00)	60,000.00
Energy Plus Investment - Interest	(150,774.03)	(150,774.04)	(150,774.00)	(113,080.53)	(150,774.00)	-
Energy Plus Investment - Dividend Income	(270,538.01)	(252,173.00)	(220,000.00)	(224,636.00)	(200,000.00)	20,000.00
Transfer To Reserve - CND Hydro Fund	421,312.04	402,947.04	370,774.00	300,023.02	350,774.00	(20,000.00)
Transfer to Working Fund Reserve - Re OMPF	47,295.00	-	-	-	-	-
Transfer to Unearned Revenue - AMO Gas Tax--Trans	612,718.46	309,884.63	323,970.00	635,412.13	323,970.00	-
Transfer to Reserve - One Time Prov. Grant	681,800.00	188,446.68	94,000.00	184,097.50	-	(94,000.00)
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	10,403.37	472.88	-	-	-	-
1171 Greenfield Rd Land Sale - Transfer to Reserve	-	476,298.32	-	-	-	-
Admin - Pandemic 2020 - Material & Supplies	-	33,553.32	32,435.00	7,904.16	18,000.00	(14,435.00)
Total General Corporate Revenues	(669,790.15)	(670,942.57)	(920,160.00)	(846,643.91)	(822,951.00)	97,209.00
TOTAL TAXES AND CORPORATE REVENUES	(6,409,843.85)	(6,910,918.80)	(7,225,380.00)	(7,128,302.70)	(7,438,650.00)	(213,270.00)

Township of North Dumfries

2022 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 2022 Council wages have been increased by 2% COLA as approved in November 2021 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 2022 budget includes the cost to replace Council's tablets this will be completed in the fall after the election. The cost of these tablets will be drawn from the Council IT reserve.

The Top Producing Aggregate Association of Municipalities of Ontario (TAPMO) has requested membership fees increase in 2022. The 2022 Budget includes \$2,500 which is an increase over the previous requests for \$250 membership and one-time \$2,000 for professional lobbyist costs.

Special event costs have been increased in the 2022 budget to allow for the inaugural meeting of the next Council.

Election Expenditures for the 2022 election are estimated to be \$139,000, based on estimates obtained in order to run a hybrid election (blend of in-person voting and internet voting). The Township has been setting aside \$20,000 each year (1/4 of the cost of the 2018 election) to fund the 2022. This reserve has allowed a smooth transition in tax levy over the four year period. The remaining balance will be paid by additional contributions to the reserve in 2022 and the savings in the administration function in regards to Clerk department salaries that are allocated to the Election costs.

Township of North Dumfries 2022 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, Treasury and Information Technology Divisions.

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

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

Included in this budget is transfers from the Pay Equity and Wage Reserve of \$75,000 to help offset the increase in COLA for wages and the in-year adjustments for eligible Staff as per the Township's Wage Compensation Policy.

The Building Service Indirect Cost revenue is the amount allocated from the Building Services for their portion of office costs and supplies used in Administration. The costs are covered under the Building Services revenues such as Building Permit fees and are sanctioned under the Building Code legislation (Bill 124). The amount is \$87,800 which is the same allocation as in 2021.

Wages & Benefits decreased by approximately \$8,000 due to adjustments based on allocation of cost from Clerk's department to Elections, a Cost of Living increase and changes in the staff complement as outlined in the attached Business Plans.

The 2022 tax funded community grants is \$40,000; there is estimated \$17,500 of unspent funds from 2021 resulting from community organizations that could not achieve their planned activity due to the COVID-19 pandemic and which were moved to a reserve, to be used in 2022.

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 2022.

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,

The five (5) year commitment of \$20,000 per year to assist with the capital build of the newly renovated and expanded Cambridge Memorial Hospital (CMH) concluded in 2021.

Township of North Dumfries

2022 Municipal Budget

In November 2021 representatives of the CMH Foundation appeared as a Delegation before Council. The ask of the Foundation was that the Township re-engage and provide a financial commitment of \$30,000 per year for a 5 year period, starting in 2022, to assist with defraying costs associated with the purchase of new equipment to support Hospital procedures and assessments. The draft 2022 Budget **does not** identify the financial contribution. Any new funding model would require direction from Township Council as part of the 2022 Budget deliberations.

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

Insurance premiums are estimated, based on Insurance Pool negotiated amounts. The insurance 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 2021 renewal. This increase has been reflected in the 2022 budget as well as a further anticipated increase for the 2022 renewal period. Insurance premium costs represent a significant cost driver in the consideration of the 2022 Draft Budget. The 2021 Budget projected an insurance premium of \$147,000. The 2022 Draft Budget forecasts an expenditure of \$183,000

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 2020 and 2021 through an outside contractor. The budget allocates \$12,000 to continue this process in 2022 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 2021 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 2022.

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Council - Transfer From Reserves/Reserve Fund	-	-	-	-	(10,000.00)	
Council - Wages	121,000.08	123,057.36	124,294.00	113,833.18	126,146.00	1,852.00
Council - Employer Benefits	7,651.17	7,958.98	8,244.00	7,549.50	8,653.00	409.00
Council - Membership Exp	3,786.04	3,686.62	4,000.00	3,745.13	4,000.00	-
Council - Mileage Expense	1,173.08	289.39	1,500.00	-	800.00	(700.00)
Council - Conferences/Training Expenses	8,890.85	2,796.42	8,000.00	1,221.12	6,500.00	(1,500.00)
Council - Clothing	-	223.87	500.00	56.97	500.00	-
Council - TAPMO Membership					2,500.00	2,500.00
Council - Flowers/Donations	563.78	371.26	500.00	555.76	500.00	-
Council - Community Event Fees	-	-	2,500.00	-	2,500.00	-
Council - Office Supplies	490.65	968.77	600.00	404.75	500.00	(100.00)
Council - Printing/Stationery	15.20	43.24	250.00	-	150.00	(100.00)
Council - Postage Exp	246.03	0.89	300.00	-	150.00	(150.00)
Council - Furniture/Sm Office Equip	273.73	305.80	500.00	-	500.00	-
Council - Advertising/Promotion	1,685.90	708.86	1,500.00	493.74	800.00	(700.00)
Council - Recognition Awards	-	-	1,000.00	-	-	(1,000.00)
Council - Telephone Expense	112.07	-	500.00	132.99	500.00	-
Council - Hardware	-	247.13	-	-	10,000.00	10,000.00
Council - Annual Licencing of Software	1,549.74	797.33	2,000.00	35.02	1,800.00	(200.00)
Council - Council/Staff Relations	5,909.72	1,258.31	5,500.00	424.60	5,500.00	-
Council - Special Event Expense	4,210.89	759.30	2,000.00	438.92	3,500.00	1,500.00
Council - Tech - Transfer to Reserve	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	-
Total Council	160,558.93	146,473.53	166,688.00	131,891.68	168,499.00	1,811.00
Elections - Transfer From Reserves/Reserve Fund	-	-	-	-	(105,000.00)	(105,000.00)
Elections - Wages	201.60	-	-	-	34,300.00	34,300.00
Elections - Wages - Overtime	-	-	-	-	10,125.00	10,125.00
Elections - Wages - P/T	-	-	-	-	9,300.00	9,300.00
Elections - Benefits	110.24	-	-	-	14,550.00	14,550.00
Elections - Materials and Supplies	269.32	232.04	-	88.50	17,625.00	17,625.00
Election - Service Agreement	1,500.96	1,500.96	2,000.00	1,500.96	53,415.00	51,415.00
Election - Transfer to Reserve	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-
Total Elections	22,082.12	21,733.00	22,000.00	21,589.46	54,315.00	32,315.00
Administration - Canada Conditional Grants	-	(4,284.00)	-	-	-	-
Administration Grants - Community Foundation	(7,650.00)	(15,900.00)	(15,650.00)	(16,862.50)	(10,650.00)	5,000.00
Administration - Transfer from Reserves	-	-	(30,966.00)	-	(34,990.00)	(4,024.00)
Administration - Transfer From Reserves-IT	(10,000.00)	-	-	-	(10,000.00)	(10,000.00)
Administration - Transfer from Reserve - Wages	(20,000.00)	-	-	-	(75,000.00)	(75,000.00)
Adminstr. - Transfer from Integrity Comm. Reserve	-	-	(10,000.00)	-	(10,000.00)	-
Adminstr. - Trans from Res - Unspent Comm. Grants	-	-	(12,000.00)	-	(17,500.00)	(5,500.00)
Administration - Admin Charge (NSF & Bank Recovery)	(1,090.00)	(651.00)	(500.00)	(475.00)	(500.00)	-
Administration - Photocopying Revenue	(1.11)	-	-	-	-	-
Administration - WSIB NEER Refund	(2,661.69)	(3,703.00)	-	-	-	-
Adminsitration - FOI Fees	(1,317.30)	(314.00)	(200.00)	(437.15)	(200.00)	-
Administration - Tax Account Maintenance Fees	-	(1,084.00)	(1,000.00)	(948.00)	(1,000.00)	-
Administration - Miscellaneous Revenue	(20.00)	-	-	(47.00)	-	-
Administration - Building Services Indirect Costs	(46,500.00)	(86,500.00)	(87,800.00)	(87,800.00)	(87,800.00)	-
Administration - Tax Certificates	(8,975.00)	(9,690.00)	(10,000.00)	(8,951.00)	(10,000.00)	-
Administration - Lottery Licence Rev	(631.26)	(124.50)	(250.00)	(342.92)	(350.00)	(100.00)
Administration - Charges back from Tax Acct.	-	-	(10,000.00)	(20.00)	(10,000.00)	-
Administration -Comm. of Oaths/Cert. True Copy--Fa	(490.00)	(540.00)	(400.00)	(680.00)	(450.00)	(50.00)
Administration - Wages	597,985.39	648,105.31	657,765.00	576,328.91	666,365.00	8,600.00
Administration - Vacation (P/T)	41.56	193.20	-	965.80	-	-
Administration - Benefits Legislative	185,010.49	180,539.04	218,269.00	179,374.91	217,235.00	(1,034.00)
Administration - Benefits Other	36.68	13.96	-	-	-	-
Administration - WSIB Neer Costs	-	14,735.62	-	-	-	-
Administration - Bank Charges	2,996.32	2,392.99	7,500.00	2,517.43	3,500.00	(4,000.00)
Administration - Membership Exp	4,477.47	5,390.47	5,500.00	4,516.67	5,800.00	300.00
Administration - Mileage Expense	2,909.51	827.89	3,500.00	1,182.73	1,500.00	(2,000.00)
Administration - Conferences/Training/Education	15,777.10	9,123.01	14,500.00	5,563.82	16,000.00	1,500.00
Administration - Boots/Clothing	-	370.40	1,000.00	332.98	600.00	(400.00)
Administration - Office Supplies	8,862.11	7,896.42	12,000.00	4,138.31	10,000.00	(2,000.00)
Administration - Printing Stationery	674.29	1,179.19	1,000.00	81.29	750.00	(250.00)
Administration - Postage Exp	(523.97)	8,282.84	8,500.00	3,577.89	7,000.00	(1,500.00)
Administration - Furniture/Sm Office Equip	3,922.83	2,197.08	2,000.00	2,228.70	2,200.00	200.00
Administration - Advertising Exp	1,522.34	675.47	1,800.00	1,346.36	1,800.00	-
Administration - Public Relations	1,236.45	392.12	3,500.00	2,041.12	3,000.00	(500.00)

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Administration - Tax Billings	8,793.92	8,917.38	10,000.00	9,404.28	10,000.00	-
Administration - Telephone Expense	2,786.39	6,428.99	5,000.00	3,413.40	4,500.00	(500.00)
Administration - Internet Expense	4,452.00	4,630.08	4,500.00	2,849.28	4,700.00	200.00
Administration - Copier and PostageLease Equipment	5,476.92	4,088.89	5,500.00	3,170.91	4,900.00	(600.00)
Administration - Audit Expense	34,893.28	30,000.00	31,000.00	-	30,500.00	(500.00)
Administration - Insurance Expense	125,666.00	139,756.93	147,000.00	154,938.50	183,000.00	36,000.00
Administration - Legal Expense	29,156.70	19,810.61	30,000.00	19,499.25	22,500.00	(7,500.00)
Administration - Tax Sale - Legal & Other Costs	-	-	10,000.00	-	7,500.00	(2,500.00)
Administration - Insurance Deductible Expense	4,655.37	15,357.28	10,000.00	5,085.31	10,000.00	-
Administration - HR Support - External	8,927.73	4,152.49	50,000.00	525.45	50,000.00	-
Administration - After Hours - Call Centre	-	-	800.00	-	-	(800.00)
Administration - Integrity Commissioner Fees	-	-	10,000.00	-	10,000.00	-
Administration - Records Management Services	598.00	7,669.11	15,000.00	8,369.78	12,000.00	(3,000.00)
Administration - Actuarial Expense	3,256.32	-	-	-	-	-
Administration - Computer Hardware	9,611.72	11,035.09	7,000.00	6,062.77	15,500.00	8,500.00
Administration - Computer Software	-	172.27	-	-	-	-
Administration - Computer Svce Agreement	105,748.92	103,281.92	94,350.00	55,450.74	105,000.00	10,650.00
Administration -Annual Licencing of Software	1,685.63	13,687.66	15,000.00	10,807.64	15,000.00	-
Administration - Grants Exp	29,588.02	19,207.47	47,000.00	31,845.80	40,000.00	(7,000.00)
Administration - GRAAC Exp	341.70	494.34	750.00	341.70	750.00	-
Administration - Community Foundation Grants Exp.	7,650.00	10,900.00	10,650.00	8,200.00	10,650.00	-
Adminsitration -Comm.Grants -Hospital Contribution	20,000.00	20,000.00	20,000.00	20,000.00	-	(20,000.00)
Administration - TAPMO Costs - Recoverable	20.00	-	-	-	-	-
Administration - Ayr Cemetery Grant	-	10,000.00	10,000.00	10,000.00	10,000.00	-
Administration - RS Tsfr to Resrves	10,000.00	55,792.33	-	-	-	-
Administration - RS Tsfr to Deferred Revenue	-	5,000.00	-	-	-	-
Total Corporate Serv Admin	1,138,900.83	1,249,907.35	1,291,618.00	1,017,598.16	1,213,810.00	(77,808.00)
Admin. Offices - NDCC - Hydro	13,500.00	13,770.00	13,770.00	-	14,500.00	730.00
Admin. Offices - NDCC - Heating Gas	1,097.00	1,120.00	1,120.00	-	1,500.00	380.00
Admin Office - NDCC-Property Maintenance	13,600.00	15,159.91	14,000.00	-	15,000.00	1,000.00
Admin Office - NDCC-Water and Sewer	1,855.00	1,892.00	1,892.00	-	1,892.00	-
Total Admin Office NDCC	30,052.00	31,941.91	30,782.00	-	32,892.00	2,110.00
Facilities -1171 Greenfield -Hydro	3,689.60	2,554.19	-	-	-	-
Facilities -1171 Greenfield -Property Maintenance	2,639.41	3,469.48	-	-	-	-
Total 1171 Greenfield Road	6,329.01	6,023.67	-	-	-	-
TOTAL CORPORATE SERVICES	1,357,922.89	1,456,079.46	1,511,088.00	1,171,079.30	1,469,516.00	(41,572.00)

Township of North Dumfries

2022 Municipal Budget

Fire & Emergency Planning

Wages in the 2022 Draft Budget reflect average volunteer firefighter hours, based on the average for the past 5 years and the Fulltime Equivalent Fire Chief. Wage changes include 2% increase in Cost of Living Adjustment (COLA).

In 2022 the new renewal period for contract for dispatch functions and the Fire Services Contract with the City of Cambridge. The cost is split out to the Cambridge contract, and shows on a separate line in the budget with costs \$408,235 and \$35,000, respectively. The cost attributed for the Fire Services Contract with Cambridge increased \$6,035 year over year, while Dispatch Services administered through the City of Kitchener has decreased \$6,000 year over year.

The increase in internet costs reflect the deployment of tablets in fire vehicles to provide for more efficient responses at incidents and allow for better communication. It also reflects the anticipated switch to fibre internet at the fire hall.

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

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Fire - Transfer from Reserve (Computers)	(2,500.00)	-	-	-	-	-
Fire - Donations (Grants) - Other	-	(627.81)	-	(7,100.00)	-	-
Fire - Miscellaneous Revenue	(1,465.97)	(705.95)	(1,000.00)	(259.35)	(700.00)	300.00
Fire - Hall Rental Revenue	(4,773.30)	(759.32)	-	-	-	-
Fire - Capital Reserve Fee Revenue	(165.80)	(13.42)	-	-	-	-
Fire - Chargeable Call Revenue	(28,396.20)	(12,960.00)	(25,000.00)	(23,871.40)	(25,000.00)	-
Fire - Service Agreement Revenue	(16,316.00)	-	(7,500.00)	-	(7,500.00)	-
Fire - Fire Report Revenue	(170.40)	(870.25)	(350.00)	(345.80)	(500.00)	(150.00)
Fire - 911 Signs & Posts Revenue	(495.54)	(417.96)	(100.00)	(897.95)	(500.00)	(400.00)
Fire - Wages	308,777.50	287,721.69	323,073.00	292,351.25	338,254.00	15,181.00
Fire - Wages Honourarium	10,550.00	10,900.00	10,900.00	-	10,900.00	-
Fire - Benefits	44,957.34	43,510.63	57,392.00	42,558.10	60,274.00	2,882.00
Fire - Membership Fees	1,663.40	1,414.08	1,700.00	1,728.66	1,850.00	150.00
Fire - Mileage Expense	1,619.37	708.55	2,000.00	289.39	1,500.00	(500.00)
Fire -Conferences/Training/Education	18,815.95	11,484.29	18,000.00	16,432.28	18,000.00	-
Fire - Boots/Clothing Expense	390.46	55.97	500.00	203.48	500.00	-
Fire - Office Supplies	582.08	885.84	1,000.00	106.85	750.00	(250.00)
Fire - Printing Stationery	-	-	100.00	-	50.00	(50.00)
Fire - Postage	78.17	39.60	100.00	-	50.00	(50.00)
Fire - Furniture/Sm Office Equip	285.34	-	500.00	-	500.00	-
Fire - Advertising Exp	1,431.77	623.59	1,200.00	754.04	900.00	(300.00)
Fire - Materials and Supplies	14,087.15	17,593.91	20,000.00	19,729.93	21,000.00	1,000.00
Fire - Public Education Expense	2,548.17	652.28	2,500.00	1,326.34	2,500.00	-
Fire - Red Cross Materials and Supplies	55.60	-	100.00	-	100.00	-
Fire - Telephone Expense	3,871.63	4,617.42	3,200.00	2,305.42	3,000.00	(200.00)
Fire - Internet Expense	616.60	-	3,000.00	-	7,000.00	4,000.00
Fire - Hydro	5,378.45	6,810.34	7,000.00	4,351.88	7,000.00	-
Fire - Heating Gas	2,062.49	2,091.31	2,500.00	1,791.04	2,730.00	230.00
Fire - Equipment Copier Lease Costs	428.68	357.59	750.00	168.22	650.00	(100.00)
Fire - Property Maintenance (Grounds Mtce)	10,462.96	9,326.51	8,500.00	4,539.65	9,500.00	1,000.00
Fire - Property Maintenance (Small Bldg Repairs)	9,422.22	11,767.33	9,000.00	10,715.02	10,000.00	1,000.00
Fire - Water and Sewer	1,140.14	660.08	1,200.00	818.19	1,200.00	-
Fire - Outside Contracts	398,503.98	402,200.00	402,200.00	402,200.00	408,235.00	6,035.00
Fire - Dispatch	11,571.00	36,009.60	42,000.00	15,284.78	35,000.00	(7,000.00)
Fire-Administration-Radio System Maint (ROW)	-	24,120.00	24,000.00	-	25,200.00	1,200.00
Fire -Computer Hardware - (Under 5,000)	2,321.35	-	10,500.00	-	-	(10,500.00)
Fire -Computer Software Licences & Support	2,153.37	-	3,500.00	1,221.12	3,500.00	-
Fire -Annual Licencing of Software	350.16	1,320.87	-	69.86	-	-
Fire - Vehicle Fuel	9,349.93	5,189.35	9,000.00	3,553.00	9,800.00	800.00
Fire - Equipment Repair & Mtce	8,282.55	9,373.41	10,000.00	8,598.22	11,000.00	1,000.00
Fire - Radio Repair and Maintenance	686.88	1,073.36	1,000.00	1,846.80	1,500.00	500.00
Fire - Radio Licences	688.91	-	-	-	-	-
Fire - SCBA Equipment Repair and Mtce	7873.57	4141.98	7500	5974.68	6,000.00	-1500
Fire - Radio Equipment Replacement (Small Items)	2,372.53	1,373.76	1,500.00	702.14	1,500.00	-
Fire-Equip. Copier Rental Expense	-	-	-	27.97	-	-
Fire - Air Quality Testing Equipment Repairs	816.76	2,421.46	2,000.00	2,215.85	2,500.00	500.00
Fire - 911 Signs & Posts Costs	267.08	2,000.47	100.00	70.29	150.00	50.00
Fire 2012 Dodge Pickup	3,058.18	1,795.81	1,000.00	653.17	1,000.00	-
Fire 1930 Ford	129.15	120.00	120.00	-	120.00	-
Fire 2000 Int. Rescue Truck	6,137.22	5,205.35	5,500.00	5,025.83	500.00	(5,000.00)
Fire 2011 Pierce Pumper	1,753.40	14,890.96	6,000.00	7,580.80	7,500.00	1,500.00
Fire 2013 Pierce Tanker	1,888.74	7,701.04	3,500.00	1,377.72	4,000.00	500.00
Fire 2008 KME Pumper (Purchase 2016)	3,379.89	6,755.86	6,000.00	2,600.68	7,500.00	1,500.00
Fire - 2017 Tanker	1,167.40	725.52	3,500.00	1,842.91	4,000.00	500.00
Fire - 2021 Fire Chief Vehicle	-	-	1,500.00	-	1,500.00	-
Fire - Deputy Chief Vehicle 2022					1,500.00	1,500.00
Fire - Quick Response Vehicle 2022					3,000.00	3,000.00
Fire - Tactical Trailer					500.00	500.00
Total Fire	847,694.31	921,285.10	980,685.00	828,541.06	999,513.00	18,828.00
Emergency Planning - Training	167.06	-	1,200.00	-	1,000.00	(200.00)
Emergency Planning - Advertising	314.92	179.10	500.00	-	300.00	(200.00)
Emergency Planning -Materials/Supplies	-	-	500.00	-	350.00	(150.00)
Emergency Planning - Software Service Agreement	1,281.02	-	1,500.00	1,283.20	1,300.00	(200.00)
Emergency Planning - Annual Licencing of Software	-	1,281.02	-	-	-	-
Total Emergency Planning	1,763.00	1,460.12	3,700.00	1,283.20	2,950.00	(750.00)
TOTAL FIRE	849,457.31	922,745.22	984,385.00	829,824.26	1,002,463.00	18,078.00

Township of North Dumfries

2022 Municipal Budget

Building Services – Development Services Department

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

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

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

Fee revenue is expected to decrease from the actual of 2021 but are budgeted at close to the similar levels to the 2021 budget. This reflects the fact that a large number of building permits is anticipated to be issued in December 2021.

Costs for wages are shown as increasing, due to cost of living increases. The budget reflects that for 2022 it is not anticipated to require the use of the third party contractor. In 2021, the use of the third party contract was extensive due to turnover in the building department.

General administrative overhead (heat, hydro, supplies, IT, Payroll, etc.) are the same as in 2021 and reflect overhead as may be funded under revenues collected from Bill 124 building fees. This expense allocated as a revenue in the Administration Department.

Animal Control

Animal Control fees from the sale of dog licences generally covers the costs for pound rental fees as provided by a third-party supplier. The collection of funds from the sale of dog tags has continued a slight decline over the past two years. Staff continue to look at alternate ways to increase these revenues. The 2022 Fees & Charges contemplate a \$1 increase in the cost of the tags to reflect increase cost of animal control contract. The animal control contract was renewed in 2021.

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

Township of North Dumfries 2022 Municipal Budget

Fence Viewers

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

By-Law Enforcement Services

The By-law Enforcement Division budget includes fine revenue to be received at the same level of 2021.

In 2022 the Township will begin using the funds received under the Cannabis program from the provincial government.

The by-law services are seeing an increased cost in wages and benefits due to the cost of living increase and increased legislated payroll tax costs. While a staff report was taken to Council considering an increase in part-time hours for 2022 by-law staff, given the overall Township budget, part-time hours were left at the 2021 level.

School Crossing Guards

School Crossing Guard costs are slightly lower than in 2021 budget due to consideration of number of weeks of the school year for 2022. Actual costs in 2021 are less than budget due to closure of schools in early 2021 as a result of government COVID-19 restrictions.

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Animal Control - Dog Park Donations	(5.00)	-	-	-	-	-
Animal Control - Tag Sales	(11,028.00)	(9,158.00)	(12,500.00)	(8,967.00)	(9,000.00)	3,500.00
Animal Control - Kennel Licence	(1,175.00)	(1,000.00)	(1,175.00)	(1,000.00)	(1,000.00)	175.00
Animal Control - Small Animal Pickup Fee	(1,015.00)	-	(500.00)	-	(500.00)	-
Animal Control - Printing Stationery	-	76.32	250.00	-	175.00	(75.00)
Animal Control - Postage	463.47	391.14	500.00	-	400.00	(100.00)
Animal Control - Advertising Exp	190.50	190.50	750.00	-	300.00	(450.00)
Animal Control - Dog Tag Purchases	391.78	315.46	425.00	-	300.00	(125.00)
Animal Control- Traps/External Contracts	3,103.68	4,379.95	2,500.00	-	2,500.00	-
Animal Control - Pound Rental	5,790.14	2,945.24	11,000.00	5,264.58	9,000.00	(2,000.00)
Animal Control Trans to Reserve - Dog Park	5.00	-	-	-	-	-
Total Animal Control	(3,278.43)	(1,859.39)	1,250.00	(4,702.42)	2,175.00	925.00
Building Services - Transfer from Reserve	(226,194.62)	(100,515.99)	(114,107.00)	-	(219,035.00)	(104,928.00)
Building Services - Building Permits and Insp. Fee	(243,930.87)	(373,212.75)	(458,500.00)	(651,937.50)	(471,080.00)	(12,580.00)
Building Serv. - Septic Permits	(8,819.29)	(29,322.00)	(11,000.00)	(22,510.00)	(15,000.00)	(4,000.00)
Building Serv. - Water Meter Admin Fee	(1,125.00)	-	-	-	-	-
Building Services - Wages Regular	210,133.67	228,507.89	332,960.00	260,472.05	407,100.00	74,140.00
Building Services - Wages Overtime	42.96	1,586.66	-	-	-	-
Building Serv. - Employer Benefits	66,740.86	74,987.49	112,122.00	90,517.12	140,425.00	28,303.00
Building Serv. - Employer Benefits Other	200.00	-	-	200.00	-	-
Building Services - Membership Exp	1,253.88	555.63	1,500.00	530.24	2,000.00	500.00
Building Services - Mileage Expense	-	354.02	250.00	673.74	650.00	400.00
Building Conferences/Training/Education	1,687.56	4,461.41	4,500.00	3,955.34	6,000.00	1,500.00
Building- Boots and Clothing Expense	-	290.02	750.00	390.17	750.00	-
Building Services - Office Supplies	531.61	404.27	500.00	148.26	400.00	(100.00)
Building Serv. - Printing Stationery	-	15.23	150.00	553.13	150.00	-
Building Services - Postage	54.53	75.08	75.00	-	-	(75.00)
Building Serv. - Furniture/Sm Office Equip	570.67	-	750.00	558.38	600.00	(150.00)
Building Serv. - Advertising Exp	623.70	384.44	1,000.00	695.65	700.00	(300.00)
Building Serv. - Telephone Expense	851.12	2,228.00	2,000.00	930.88	1,400.00	(600.00)
Building Services - Indirect Costs	46,502.70	86,500.00	87,800.00	87,800.00	87,800.00	-
Building Services - Legal Expense	61,004.28	35,992.54	10,000.00	33,861.40	20,000.00	10,000.00
Building Services - Consultant Expense	69,621.38	47,502.11	5,000.00	126,367.11	7,500.00	2,500.00
Building Services - Engineering Expense	-	1,346.48	1,000.00	2,391.36	1,000.00	-
Building Services - Computer Hardware - (Under 5,00	1,210.94	-	2,500.00	-	7,000.00	4,500.00
Building Services - Computer Software Licences & Su	5,537.37	-	-	1,442.64	-	-
Building -Annual Licencing of Software	742.44	5,169.32	7,000.00	3,670.51	7,500.00	500.00
Building Services - Vehicle Fuel	1,391.58	1,108.24	1,750.00	-	1,900.00	150.00
Building Services - Vehicle Repairs & Maintenance	-	186.12	-	-	-	-
Building Services - Copier Usage Costs	128.53	33.71	200.00	282.19	340.00	140.00
Building Services - 2018 Ford Escape #1	120.00	181.04	400.00	613.60	450.00	50.00
Building Services - 2018 Ford Escape #2	120.00	181.04	400.00	187.14	450.00	50.00
Total Building Permit & Inspection Services	(11,000.00)	(11,000.00)	(11,000.00)	(58,206.59)	(11,000.00)	-
Fence Viewing Miscellaneous Expense	-	-	200.00	-	200.00	-
Total Fence Viewing	-	-	200.00	-	200.00	-
By-Law - Ontario Conditional Grants	(15,554.00)	-	-	(5,000.00)	-	-
By-law-Trans from Reserve(Cannabis)	-	-	-	-	(10,000.00)	(10,000.00)
By-law - Other Fines	(3,760.00)	(2,537.25)	(4,000.00)	(3,719.50)	(4,000.00)	-
By-Law - Provincial Offences Act (POA)-Revenue	(10,997.00)	(591.75)	(3,000.00)	(2,173.00)	(2,000.00)	1,000.00
By-law - Pool Permit	(5,055.00)	(5,290.00)	(1,000.00)	(7,215.00)	(1,000.00)	-
By-law -Sign Permit	(125.00)	(1,275.00)	(1,000.00)	(690.00)	(1,000.00)	-
By-law - Wages	73,473.51	72,382.13	124,526.00	100,741.39	139,035.00	14,509.00
By-law Enforcement-Overtime	-	1,210.56	-	961.50	-	-
By Law - Vacation Pay (P/T)	2,500.39	940.48	-	1,134.26	-	-
By-law - Benefits	13,369.93	17,835.32	27,857.00	31,219.19	39,170.00	11,313.00
By-law - Membership Exp	-	319.00	500.00	470.00	575.00	75.00
By-Law - Mileage Expense	309.44	165.36	100.00	-	100.00	-
By-Law - Conferences/Training /Education	2,499.61	654.12	2,000.00	1,449.90	2,500.00	500.00
By-Law - Clothing / Boots	1,668.85	1,386.17	1,500.00	475.38	1,500.00	-
By-Law - Office Supplies	53.21	58.31	300.00	10.13	175.00	(125.00)
By-Law - Printing Stationery	37.90	795.20	300.00	-	175.00	(125.00)
By-Law - Postage	374.49	124.71	100.00	17.50	100.00	-
By-Law - Furniture/Sm Office Equip	330.72	888.50	500.00	-	500.00	-
By-Law - Advertising Exp.	253.99	102.57	750.00	-	550.00	(200.00)
By-Law - Material and Supplies	132.00	325.97	350.00	-	350.00	-
By-Law - Telephone Expense	809.59	1,713.35	1,500.00	294.59	1,000.00	(500.00)

Township of North Dumfries						Prepared on 12/08/2021	
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget	
By-Law - Legal Expense	17,361.33	21,061.56	35,000.00	17,279.16	35,000.00	-	
By-Law - Consultant Fee	455.38	-	-	-	-	-	
By-Law - Property Standards	-	59.83	500.00	327.11	500.00	-	
By-law Enforce. Radio System Mtce	-	2,008.80	2,000.00	-	2,250.00	250.00	
By-law Enforcement- -ARIS Fees	-	156.75	-	651.75	750.00	750.00	
By-law - Computer Hardware under \$5,000	-	2,127.76	-	-	325.00	325.00	
By-Law - Computer Software Licences & Support	556.83	-	-	-	-	-	
By-law -Annual Licencing of Software	954.75	1,526.40	6,000.00	3,052.80	4,000.00	(2,000.00)	
By-law - Vehicle Fuel	1,593.72	1,220.55	2,000.00	-	2,200.00	200.00	
By-Law - 2013 Chev Cruise	628.20	3,699.92	1,200.00	298.83	500.00	(700.00)	
By-Law - 2022 Hybrid	-	-	-	-	1,000.00	1,000.00	
By-law Transfer to Reserve	15,554.00	-	-	5,000.00	-	-	
Total By-Law Enforcement	97,426.84	121,069.32	197,983.00	144,585.99	214,255.00	16,272.00	
School Crossing Guards - Wages	60,835.25	48,418.18	78,456.00	38,045.03	77,740.00	(716.00)	
School Crossing Guards - Vacation (P/T)	3,627.18	2,269.75	-	1,793.56	-	-	
School Crossing Guards - Benefits	6,310.67	4,715.90	8,178.00	3,464.66	8,210.00	32.00	
School Crossing Guard - Clothing	-	-	1,800.00	-	1,000.00	(800.00)	
School Crossing Guards - Health & Safety Supplies	661.21	-	2,000.00	-	1,000.00	(1,000.00)	
School Crossing Guards - Miscellaneous Expense	1,472.95	40.00	-	40.00	-	-	
Total School Crossing Guards	72,907.26	55,443.83	90,434.00	43,343.25	87,950.00	(2,484.00)	
TOTAL PROTECTIVE SERVICES	1,005,512.98	1,086,398.98	1,263,252.00	954,844.49	1,296,043.00	32,791.00	

Township of North Dumfries

2022 Municipal Budget

Engineering & Public Works

The revenue from aggregate tipping fees of gravel pits, through the Province, was estimated in 2021 to be \$700,000. In 2020 and 2021 the Township received \$633,041 and \$716,755. The revenues received from this are based on self reporting by the Aggregate companies. This revenue annually is allocated towards reserves and identified as a major contributing resource to fund the Township's long-term infrastructure needs. For 2022 the Draft Budget shows a revenue of \$700,000 and a transfer to Capital Reserves in the same amount. The revenue received through the aggregate tipping fee is a key element in funding the Township's Capital forecast for the renewal and rehabilitation of roads and bridges.

With the changes in Public Works staffing, and the impact of the department re-organization, wages and benefits will increase by approximately \$126,000. This is made up of reallocating the wages of the new Engineering Technologist position, new full-time Operator, increased costs for the new Director of Engineering and Public Works, Cost of Living increases for Non-Union, increases for Union contract adjustments and increase in legislated payroll benefit costs.

Following the 2022 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 \$6,000 over the 2021 budget allowance.
- Tree Cutting – Township staff have identified a large problem across the Township which will require extensive removal of Emerald Ash trees. The budget increase over 2021 is anticipated to be \$17,700 for equipment and supplies.
- Traffic & Roadside – The Township roadside safety program is expanded in 2022 to allow for guardrail replacement, and safety campaign.

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

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

Township of North Dumfries

2022 Municipal Budget

number of capital projects as outlined in the capital budget for 2022 to improve cost containment.

Sidewalks, Special Area Rating, Levy and Reserves

The Ayr Special Area levy is budgeted for 2022 estimated at \$98,957. This is the same level as the 2021 levy.

Based on preliminary assessment information, the result for the Ayr Special area average residence with assessment valued at 372,300 will decrease by \$1.10.

The Ayr Special Area Budget was imposed to cover eighty 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 sidewalks, the downtown water fountain and irrigation system at the Cenotaph. The 2022 Levy is only projected to cover costs of the new sidewalks, sidewalk repairs and sidewalk winter maintenance in Ayr and water charges for the water fountain and cenotaph. An external contractor is hired for winter sidewalk maintenance. A new contract was signed for 2021/22 to 2026/27 winter season.

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

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

Environmental Services

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

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Public Works - Revenue from Other Municipalities	(15,610.00)	(1,776.00)	-	-	-	-
Public Works - Transfer from Reserves					(5,000.00)	(5,000.00)
Public Works - Gravel Pit Revenue	(630,021.03)	(633,041.25)	(650,000.00)	(716,755.47)	(700,000.00)	(50,000.00)
Public Works - Miscellaneous Revenue	(400.00)	-	-	(488.40)	-	-
Public Works -Rec. of Costs - Private Roads	(20,425.01)	(30,180.50)	(15,000.00)	-	(21,000.00)	(6,000.00)
Public Works - Culvert/Ent. Inspection Revenue	(2,400.00)	(2,696.96)	(1,200.00)	(4,153.52)	(2,200.00)	(1,000.00)
Public Works - Debris Recovery--Debris Recovery	(183.30)	-	(300.00)	-	(300.00)	-
Public Works - Recovery of Salary					(45,100.00)	(45,100.00)
Public Works - Sale of Assets	-	(37,465.92)	-	-	-	-
Public Works Admin. - Wages	206,242.61	231,860.32	660,022.00	318,746.77	786,140.00	126,118.00
Public Works Admin. -Sick Wages	10,493.10	2,777.46	-	-	-	-
Public Works Admin.- Wages Overtime	1,709.22	279.11	48,000.00	203.54	42,000.00	(6,000.00)
Public Works Admin. - Shift Premium	1,150.40	1,113.60	-	1,612.80	-	-
Public Works Admin. - Lead Hand Wage	54.40	182.60	-	96.00	-	-
Public Works Admin. - Vacation (PT)	308.97	388.78	-	629.06	-	-
Public Works Admin. - Benefits	73,437.52	82,155.30	246,739.00	98,360.16	298,160.00	51,421.00
Public Works Admin.- Benefits Ot	133.00	20.00	-	1,015.00	-	-
Public Works Admin.. - Benefits A	2,385.00	1,080.00	-	2,700.00	-	-
Public Works Admin.- Other Payro	2,641.45	2,305.65	-	954.75	-	-
Public Works Admin. - Membership Exp	1,385.67	1,407.80	2,300.00	1,545.61	2,900.00	600.00
Public Works Admin. - Mileage Expense	191.38	315.62	850.00	-	850.00	-
Public Works Admin.-Conferences/Training/Educatio	13,390.34	11,245.97	10,000.00	1,626.73	11,750.00	1,750.00
Public Works- Administration -Boots/Clothing	2,207.82	5,027.31	3,750.00	1,004.45	1,800.00	(1,950.00)
Public Works - Health & Safety Supplies	4,797.47	2,916.01	5,000.00	3,505.93	5,000.00	-
Public Works Admin. - Office Supplies	982.26	973.16	1,200.00	359.37	750.00	(450.00)
Public Works Admin. - Printing Stationery	198.43	44.90	200.00	45.70	75.00	(125.00)
Public Works Admin. - Postage	34.79	236.83	75.00	4.58	50.00	(25.00)
Public Works Admin. - Furniture/ Sm Office	570.67	1,602.72	500.00	-	2,250.00	1,750.00
Public Works Admin. - Advertising Exp.	347.65	1,452.32	500.00	663.88	500.00	-
Public Works Admin.- Telephone Expense	1,978.00	2,898.09	2,000.00	1,306.84	2,000.00	-
Public Works Admin.- Internet					610.00	610.00
Public Works - Engineering Expense	17,378.77	18,529.87	22,500.00	4,480.70	22,500.00	-
Public Works -Computer Hardware - (Under 5,000)	2,468.25	2,317.23	10,850.00	616.66	4,000.00	(6,850.00)
Public Works -Computer Software Lic.& Support	652.73	-	-	1,362.10	-	-
Public Works -Annual Licencing of Software	456.02	5,545.26	6,500.00	8,406.48	15,000.00	8,500.00
Public Works - Transfer to Gravel Pits Reserve	630,021.03	633,041.25	650,000.00	716,755.47	700,000.00	50,000.00
Public Works - Transfer To Reserve	5,500.00	37,465.92	-	-	-	-
Total Transportation Services - Overhead	312,077.61	342,022.45	1,004,486.00	444,605.19	1,122,735.00	118,249.00
Public Works Admin.- Hydro	985.55	134.00	-	-	-	-
Public Works Facili-Property Mtce (Sm.I Bldg Rep.)	-	256.69	-	1,354.05	-	-
Public Works - Facilities Maintenace - Wages	12,101.10	13,281.94	-	12,116.79	-	-
Public Works - Facilities Maint -Overtime	212.26	484.73	-	-	-	-
Public Works - Facilities Maint - Vac. P/T	60.29	112.72	-	91.58	-	-
Public Works - Facilities Maintenace -Benefits	4,588.97	4,178.87	-	4,186.37	-	-
Public Works - Facilities -Hydro	4,327.93	4,776.42	6,500.00	4,103.87	6,500.00	-
Public Works - Facilities Maintenace - Heating	29,110.88	22,153.40	27,000.00	11,793.89	25,000.00	(2,000.00)
Public Works Facility - Small Bldg Mtce	6,058.63	13,700.10	13,000.00	14,891.94	13,000.00	-
Total Public Works Facilities	57,445.61	59,078.87	46,500.00	48,538.49	44,500.00	(2,000.00)
Transfer from Fuel Reserve					(5,000.00)	
Public Works - 2007 Sterling Plow	20,846.95	15,301.68	15,650.00	11,887.56	19,000.00	3,350.00
Public Works - 2009 John Deere Grader	5,069.46	20,669.04	10,200.00	2,608.65	10,200.00	-
Public Works - 2005 Volvo	2,305.78	3,868.98	-	-	-	-
Public Works - 2012 Freightliner Plow	16,727.09	12,312.03	10,650.00	9,008.57	12,500.00	1,850.00
Public Works - 2000 Freightliner Plow (SOLD)	-	-	-	624.49	-	-
Public Works - 2002 Freightliner Plow	8,250.10	1,854.29	-	-	-	-
Public Works - 2005 Cat Loader	1,705.88	29,158.41	10,000.00	1,370.76	-	(10,000.00)
Public Works - 2009 Brush Chipper	-	2,536.46	1,800.00	1,752.64	1,800.00	-
Public Works - 2014 Freightliner Plow	10,164.43	15,078.41	12,650.00	4,753.98	13,500.00	850.00
Public Works - 2010 Ford Tractor and Loader	1,502.26	10,092.86	5,200.00	3,665.16	5,500.00	300.00
Public Works - 2014 Ford F450 1 Ton Dump	2,422.43	955.71	5,200.00	2,651.93	3,000.00	(2,200.00)
PW - 2018 - Freightliner Single Axle	2,307.93	8,969.21	9,150.00	2,545.89	9,500.00	350.00
PW - 2017 Ford F150 Pickup	2,945.21	1,862.51	2,500.00	541.99	2,500.00	-
PW - 2019 - 3/4 Ton Pickup	1,596.61	2,564.11	2,500.00	2,238.98	2,500.00	-
PW - 2019 International Tandem Axle	10,623.67	9,275.97	7,150.00	5,683.54	9,000.00	1,850.00
PW - 2015 Backhoe	-	1,539.58	2,000.00	1,470.89	5,000.00	3,000.00
PW - 2018 Tandem Axle Trailer	341.84	562.06	500.00	-	-	(500.00)

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
PW - 2019 -2 Ton Asphalt hotbox	180.11	13.40	500.00	184.33	750.00	250.00
PW - 2020 International Single Axle	-	526.41	4,650.00	1,765.42	6,000.00	1,350.00
PW - 2018 Mower Attachment for Tractor	124.48	524.05	1,000.00	652.43	1,200.00	200.00
PW - 2018 Sweeper Att.for Tractor	-	-	100.00	1,226.00	350.00	250.00
PW- 2021 Loader					5,500.00	5,500.00
PW - 2022 1/2 Ton Crew Cab Pick-up					2,000.00	2,000.00
PW - 2022 1 Ton Host Truck Crew Cab					2,500.00	2,500.00
Public Works - Vehicle Maintenance - Wages	20,074.75	20,064.21	-	15,584.37	-	-
Public Works - Vehicle/Equip Mtc - Vacation P/T	58.19	153.66	-	167.67	-	-
Public Works - Vehicle Maintenance - Benefits	6,768.20	6,990.98	-	5,390.38	-	-
Public Works - Vehicle Fuel	66,669.87	55,882.70	75,000.00	63,670.72	75,000.00	-
Public Works - Garage Supplies (was Vehicle Pts)	5,005.55	3,960.78	4,000.00	2,912.71	4,500.00	500.00
Public Works - Equipment Repair & Mtce	2,137.27	1,814.06	2,250.00	2,320.28	2,750.00	500.00
Public Works -Radio Repair and Maintenance	-	-	500.00	101.76	500.00	-
Public Works -Radio Licences	584.00	596.84	650.00	607.54	650.00	-
Total Public Works Vehicles & Equipment	188,412.06	227,128.40	183,800.00	145,388.64	190,700.00	6,900.00
Roads - Line Painting - Rental Exp	(4,360.63)	24,170.43	16,500.00	20,294.94	22,000.00	5,500.00
Roads - Patching-Wages	32,068.19	24,950.26	-	15,980.34	-	-
Roads -Patching-Overtime	129.15	-	-	-	-	-
Roads -Patching - Vac. P/T	181.44	278.83	-	260.17	-	-
Roads - Paved (PW)-Patching-Benefits	11,795.69	7,660.59	-	5,099.75	-	-
Roads - Patching - Materials/Supplies	11,622.06	13,492.01	15,000.00	6,241.31	20,000.00	5,000.00
Roads - Patching - Rental Exp	728.60	167.48	1,500.00	-	1,800.00	300.00
Roads - Sweeping - Wages	2,659.30	2,643.53	-	3,334.80	-	-
Roads -Sweeping - Vac. P/T	5.80	9.76	-	-	-	-
Roads - Paved (PW)-Sweeping-Benefits	1,453.53	879.44	-	1,322.78	-	-
Roads - Sweeping - Rental Expense	-	3,840.31	4,000.00	1,017.60	4,000.00	-
Roads - Shoulder Maintenance- Wages	19,202.00	23,279.73	-	19,195.24	-	-
Roads -Shoulder Main, - Vac. P/T	42.75	91.20	-	253.65	-	-
Roads - Paved (PW)-Shoulder Mai-Benefits	8,295.66	10,265.86	-	9,863.57	-	-
Roads - Shoulder Maintenance- Materials/Supplies	3,355.86	6,218.65	6,000.00	2,965.25	7,000.00	1,000.00
Roads - Shoulder Maintenance - Rental Exp	2,538.91	831.89	2,500.00	814.08	2,000.00	(500.00)
Total Roads - Paved	89,718.31	118,779.97	45,500.00	86,643.48	56,800.00	11,300.00
Public WorksRoads Unpaved. Grading- Mat.& Supplies	-	-	-	82.43	-	-
Roads - Washouts -Wages	8,691.94	4,144.83	-	3,937.23	-	-
Roads - Washouts -Overtime	1,073.33	175.38	-	-	-	-
Roads -Washouts/Patching - Vac. P/T	39.23	11.56	-	17.81	-	-
Roads Unpaved (PW)-Washouts-Benefits	3,060.03	1,500.47	-	1,995.37	-	-
Roads - Washouts -Materials/Supplies	9,400.69	2,326.71	6,000.00	-	7,000.00	1,000.00
Roads - Grading - Wages	10,257.68	13,261.24	-	11,921.91	-	-
Roads - Grading - Overtime	320.40	-	-	-	-	-
Roads -Grading- Vac. P/T	4.55	-	-	13.34	-	-
Roads Unpaved (PW)-Grading-Benefits	4,404.12	6,079.27	-	5,208.06	-	-
Roads - Dust Layer - Wages	774.30	1,375.50	-	1,268.55	-	-
Roads - Dust Layer - Overtime	-	-	-	41.69	-	-
Roads -Dust Layer - Vac. P/T	-	-	-	15.56	-	-
Roads Unpaved (PW)-Dust Layer-Benefits	360.00	732.21	-	341.70	-	-
Roads - Dust Layer - Materials/Supplie	16,112.09	18,953.34	19,000.00	38,586.01	24,000.00	5,000.00
Roads - Gravel Resurfacing - Wages	2,461.70	20,070.21	-	2,473.31	-	-
Roads -Gravel Resurfacing - Overtime	452.55	1,852.12	-	-	-	-
Roads -Gravel Resurface - Vac. P/T	-	-	-	17.78	-	-
Roads Unpaved (PW)-Gravel Resur-Benefits	1,348.79	9,914.41	-	933.36	-	-
Roads - Gravel Resurfacing - Material Supplies	27,852.59	30,762.16	40,000.00	26,979.56	40,000.00	-
Total Roads - Unpaved	86,613.99	111,159.41	65,000.00	93,833.67	71,000.00	6,000.00
PW - Sandbags	-	763.20	-	-	-	-
Roads - Bridges & Culverts - Wages	13,144.24	11,020.37	-	2,261.20	-	-
Roads - Bridges & Culverts - Overtime	236.78	207.23	-	-	-	-
Roads -Bridges and Culverts - Vac. P/T	18.31	4.14	-	11.11	-	-
Roads - Brdgs & Clv-Bridges & C-Benefits	6,151.93	4,310.54	-	957.70	-	-
Roads -Bridges & Culverts - Materials/Supplies	20,801.93	26,986.68	25,000.00	5,381.93	25,000.00	-
Roads - Bridges and Culverts - Engineering	152.64	-	1,500.00	-	1,500.00	-
Roads - Bridges & Culverts - Rental Exp	4,137.56	2,691.55	750.00	931.11	1,200.00	450.00
Total Roads- Bridges & Culverts	44,643.39	45,983.71	27,250.00	9,543.05	27,700.00	450.00
Roads -Grass Cutting - Wages	6,906.62	10,016.33	-	18,738.67	-	-
Roads - Grass Cutting - Vac. P/T	-	62.41	-	92.47	-	-
Roads - Grass Cutting - Benefits	3,071.02	3,517.53	-	7,081.21	-	-

Township of North Dumfries						Prepared on 12/08/2021	
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget	
Roads - Grass Cutting - Materials/Supplies	-	16.35	300.00	1.59	300.00	-	
Roads - Tree Cutting - Wages	23,749.74	24,058.22	-	28,186.15	-	-	
Roads - Tree Cutting -Overtime	255.31	1,128.13	-	541.92	-	-	
Roads -Tree Cutting - Vac. P/T	47.84	71.66	-	155.62	-	-	
Roads - Tree Cuttin-Benefits	8,877.58	11,373.45	-	11,193.04	-	-	
Roads - Tree Cutting - Materials/Supplies	1,342.70	1,544.14	950.00	82.41	1,650.00	700.00	
Roads - Tree Cutting - Repairs & Mtc - Equip	-	92.60	-	1,416.51	-	-	
Roads - Tree Cutting - Rental Exp	36,844.13	36,925.51	50,000.00	35,155.03	67,000.00	17,000.00	
Roads - Roadside - Ditching - Wages	8,978.02	19,900.66	-	22,461.26	-	-	
Roads - Roadside - Ditching - Overtime	-	1,657.81	-	-	-	-	
Roads - Ditching - Vac. P/T	52.55	-	-	177.87	-	-	
Roads - Ditching - Benefits	4,499.87	8,863.90	-	10,008.87	-	-	
Roads - Ditching - Materials & Suupplies	-	-	20,000.00	6,839.67	20,000.00	-	
Roads - Ditching - Rental Exp	11,181.39	5,958.05	10,000.00	22,691.91	15,750.00	5,750.00	
Roads - Catch Basins - Wages	3,906.35	6,298.85	-	3,961.42	-	-	
Roads - Catch Basins - Overtime	-	-	-	86.38	-	-	
Roads - Catch Basins - Vac. P/T	48.20	3.67	-	8.64	-	-	
Roads - Catch Basin-Benefits	1,724.24	2,389.11	-	1,586.72	-	-	
Roads - Catch Basins - Materials/Supplies	3,250.09	2,423.35	6,500.00	12,208.59	8,000.00	1,500.00	
Roads - Catch Basins - Rental Exp.	-	6,326.76	7,000.00	9,146.96	14,500.00	7,500.00	
Roads - Safety Devices - Wages	7,824.36	9,081.42	-	7,461.44	-	-	
Roads - Safety Devices - Overtime	426.53	-	-	-	-	-	
Roads -Safety Device Main. - Vac. P/T	27.49	15.82	-	81.83	-	-	
Roads - Safety Devices - Benefits	3,006.40	3,181.40	-	2,518.52	-	-	
Roads - Safety Devices - Materials & Supplies	13,618.83	12,389.98	20,500.00	6,264.40	23,000.00	2,500.00	
Roads - Safety Devices - Contracted Services	4,535.54	5,671.75	6,500.00	4,798.24	7,000.00	500.00	
Roads - Safety Devices - Transfer from Reserves					(5,500.00)		
Roads - Safety Devices - Guard Rails					5,500.00	5,500.00	
Road - Safety Devices - Road Awareness & Speed Reduction Campaign					3,000.00	3,000.00	
Roads - Railway Crossings - Repairs & Mtc- Equip.	17,987.09	15,682.37	18,500.00	15,005.53	18,500.00	-	
Roads - Debris Pickup - Wages	3,172.19	4,750.10	-	5,403.01	-	-	
Roads - Debris Pickup - Overtime	1,560.73	1,325.81	-	1,291.49	-	-	
Roads - Debris Pickup - Vac P/T	32.49	18.94	-	25.83	-	-	
Roads - Debris Pick-Benefits	1,597.12	2,372.82	-	2,153.68	-	-	
Roads - Roads Patrol - Wages	18,266.42	11,628.53	-	11,136.44	-	-	
Roads - Roads Patrol - Overtime	7,180.47	1,835.46	-	303.81	-	-	
Roads - Road Survey/Patrol - Vac P/T	140.08	117.37	-	150.37	-	-	
Roads - Roads Patrol - Benefits	5,389.01	4,304.21	-	4,064.93	-	-	
Roads -Tree Planting - Transfer from Reserve	(15,000.00)	(7,500.00)	(7,500.00)	(7,500.00)		7,500.00	
Roads -Tree Planting - Wages	213.60	-	-	1,028.23	-	-	
Roads -Tree Planting - Overtime	-	36.54	-	-	-	-	
Roads -Tree Planting - Vacation	-	-	-	8.89	-	-	
Roads -Tree Planting - Benefits	45.17	-	-	264.38	-	-	
Roads -Tree Planting - Outside Contracts	30,606.02	23,330.61	25,000.00	22,733.24	26,500.00	1,500.00	
Roads - Downtown Signage- Equipment Rental	-	-	-	3,197.24	4,000.00	4,000.00	
Total Roads - Traffic & Roadside	215,365.19	230,871.62	157,750.00	272,214.46	209,200.00	51,450.00	
Winter Control - Snow Plowing - Wages	19,078.45	13,926.78	-	10,591.43	-	-	
Winter Control - Snow Plowing - Overtime	18,232.52	22,938.50	-	7,869.99	-	-	
Winter Control -Snow Plowing - Vac. P/T	295.44	250.54	-	150.74	-	-	
Winter Control -Snow Plowing -Benefits	7,692.27	7,558.50	-	4,187.68	-	-	
Winter Control -Snow Plowing - Rental Exp	7,334.35	4,711.48	6,000.00	2,727.17	9,000.00	3,000.00	
Winter Control - Salt/Sand - Wages	28,326.88	14,495.81	-	9,254.52	-	-	
Winter Control - Salt/Sand - Overtime	17,876.29	9,637.17	-	5,432.16	-	-	
Winter Control - Salt/Sand - Vacation PT	173.61	131.54	-	45.40	-	-	
Winter Control - Salt/Sand -Benefits	10,802.38	5,783.01	-	4,002.20	-	-	
Winter Control - Salt/Sand - Mat./Supplies	125,897.47	113,804.61	120,000.00	82,987.58	120,000.00	-	
Winter Control - Salt/Sand - Rental Exp	9,369.55	6,365.08	6,000.00	3,742.22	8,000.00	2,000.00	
Winter Control - Snow Fence - Wages	7,038.41	6,394.83	-	2,342.36	-	-	
Winter Control - Snow Fence - Vac. P/T	78.78	36.05	-	42.14	-	-	
Winter Control - Snow Fence -Benefits	1,942.16	2,557.99	-	852.94	-	-	
Winter Control - Snow Fence - Mat/Supplies	2,268.03	1,991.91	1,500.00	101.75	2,000.00	500.00	
Total Roads - Winter Control	256,406.59	210,583.80	133,500.00	134,330.28	139,000.00	5,500.00	
Parking Lot - Recovery of Cost -Region of Waterloo	(8,149.68)	-	-	-	-	-	
Parking & Parking Lots - Wages	640.80	-	-	-	-	-	
Parking & Parking Lots - Benefits	251.27	-	-	-	-	-	
Parking & Parking Lots - Materials and Supplies	1,894.86	-	-	-	-	-	

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Parking & Parking Lots - Equipment Rental	2,309.95	-	-	-	-	-
Parking Lot Snow Maintenance Contract	1,525.30	5,941.45	5,500.00	2,014.84	8,000.00	2,500.00
Parking & Parking Lots -Parking Lot Lease	3,052.80	-	-	-	-	-
Total Parking & Parking Lots	1,525.30	5,941.45	5,500.00	2,014.84	8,000.00	2,500.00
Street Lights -Rec. of Costs - Private Roads	(2,204.18)	-	(2,000.00)	-	(2,000.00)	-
Street Light - Hydro	45,137.39	35,910.68	50,000.00	24,581.71	40,000.00	(10,000.00)
Street Light - Repair and Mtce	11,221.94	8,597.64	8,500.00	7,700.22	9,000.00	500.00
Street Light - Transfer to Reserve-Hydro Savings	20,000.00	20,000.00	20,000.00	20,000.00	-	(20,000.00)
Street Light - Cleaning & Maint. Tsfr. to Reserve	6,000.00	-	-	-	3,000.00	3,000.00
Total Street Lighting	80,155.15	64,508.32	76,500.00	52,281.93	50,000.00	(26,500.00)
Roads - Sidewalks - Transfer from Reserve	-	-	(15,000.00)	-	(45,000.00)	(30,000.00)
Roads - Sidewalks - Operational Repairs	-	-	45,000.00	-	65,000.00	20,000.00
Roads - Sidewalks - Transfer to Reserve	-	27,000.00	12,000.00	12,000.00	12,000.00	-
Winter Control- Ayr Sidewalk - Snow Remov.Contract	6,529.18	21,560.90	23,000.00	18,199.77	21,460.00	(1,540.00)
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	-	280.20	650.00	546.76	650.00	-
Total Sidewalk Costs Covered by General Levy	6,529.18	48,841.10	65,650.00	30,746.53	54,110.00	(11,540.00)
Municipal Lvy - PIL Canada Post SAR	(99.63)	(98.66)	(98.00)	(103.85)	(98.00)	-
Special Area Rating - Ayr Levy	(90,500.28)	(93,333.68)	(98,957.00)	(99,951.84)	(98,957.00)	-
Special Area Rating - Supplemental Taxation	(1,254.32)	(373.95)	(1,000.00)	(1,835.28)	-	1,000.00
Special Area Rating - Tax Write Offs	265.12	(291.20)	200.00	1,411.34	1,015.00	815.00
Special Area - Ayr Transfer from Reserves	(26,099.96)	-	-	-	-	-
Special Area - Ayr Sidewalks- Wages	160.20	996.28	500.00	1,812.77	-	(500.00)
Special Area - Ayr Sidewalks - Maint. - Vac. P/T	-	6.43	-	1.11	-	-
Special Area Sidewalks -Administrat-Benefits	96.42	680.83	150.00	790.85	-	(150.00)
Special Area - Water & Sewer	-	312.85	2,000.00	103.86	2,200.00	200.00
Special Area - Ayr Sidewalk - Snow Maintance Contr	110,511.36	86,243.63	86,455.00	68,993.29	85,840.00	(615.00)
Special Area - Ayr Sidewalk - Operational Repairs	9,149.16	-	-	-	-	-
Special Area - Ayr Water Fountain	5,603.74	-	-	-	-	-
Special Area - Ayr Sidewalk- Trans to Reserve	20,000.00	-	-	-	5,000.00	5,000.00
SAR Sidewalk Deficit Repayment to Gen Reserve	-	27,831.81	10,750.00	-	5,000.00	(5,750.00)
Total Special Area Costs - Ayr	27,831.81	21,974.34	-	(28,777.75)	-	-
TOTAL PUBLIC WORKS	1,366,724.19	1,486,873.44	1,811,436.00	1,291,362.81	1,973,745.00	162,309.00
Local Improvement - Marshall Ave Watermain	(7,638.00)	(8,279.49)	(8,041.00)	(7,638.00)	(8,041.00)	-
Environ. Services - WW-WM INTEREST EXP-MARSHA	1,569.96	1,924.47	1,077.00	934.21	1,077.00	-
Environ. Services -WW-WM DEBT PRNCIPL-MARSHA	6,377.22	6,664.19	6,964.00	6,271.37	6,964.00	-
Rural Storm System-Storm Water-Equip. Rent	-	-	-	1,492.62	-	-
Total Environmental	309.18	309.17	-	1,060.20	-	-
Waste Collection -Garbage Tag Sales	(340.00)	(340.00)	-	(342.00)	-	-
Waste Collection -Garbage Tag Remit to Region	289.00	289.00	-	153.00	-	-
Total Solid Waste Collection	(51.00)	(51.00)	-	(189.00)	-	-
TOTAL ENVIRONMENTAL SERVICES	258.18	258.17	-	871.20	-	-

Township of North Dumfries

2022 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 2022 budget changes in Leisure and Community Services department are increasing over 2021 by \$90,450. This is made up of increased costs for the department re-organization, increases to legislated payroll benefits, Cost of Living increases for Non-Union, increases for Union contract adjustments, and, utility costs (water/sewer, natural gas, and, hydro). 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 2021 to help offset wages and will reapply in 2020. The hope was to increase the number of summer students from 5 to 6 personnel, however, because of budgetary pressures there is no change in the Staff complement for the Draft 2022 Budget.

The 2022 budget reflects a slow return to more normal operating levels as the effects of the global pandemic related restrictions are lifted in 2022. It is anticipated that revenues from parks, and arenas will increase in 2022 over 2021 but still be less than pre-pandemic levels. The shortfall is to be covered with the use of the Safe Restart Funding.

Leisure Services – Events – contains funds allocated for a combined Canada Day and Fireworks event with cost of \$20,000. Additional events including Family Day, the Holiday Train, Christmas Trees and Christmas decorations, as well as new Summer movie nights and music in the park are included in the 2022 budget.

Parks are estimated to have an increased cost of \$8,600 which is partly attributed to the tree removal / tree planting program. In the parks there are ongoing maintenance items for sports fields, trails and playgrounds including the splashpad. Increased services such as the Skateboard Park and improvements to the washrooms are not anticipated to affect the 2022 budget. Minor maintenance costs for the new three outdoor volleyball courts are in use at the NDCC are included in the budget.

No major facility improvements are included for the NDCC or ACC, however property maintenance, refrigeration (ice plant) and utilities (water/sanitary, natural gas, hydro) continue to be major components of the budget and are monitored closely. The closure of the facilities in 2021 have placed increased strain on equipment that was not in use for a significant period from 2020 to 2021. Increase maintenance costs are being incurred as the equipment is now back in use.

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Recreation Services -Federal Conditional Grant	(15,960.00)	(17,136.00)	(9,576.00)	(33,824.00)	(20,000.00)	(10,424.00)
Recreation Services - Transfer from Reserves	-	-	(3,500.00)	-	-	3,500.00
Recreation Services - Facility Revenue- DEFAULT	-	(14.17)	-	-	-	-
Recreation Services - Cash Rounding Revenue	-	3.71	-	(0.02)	-	-
Recreation Services - Sale of Assets	-	(8,681.25)	-	(408.25)	-	-
Recreation Services - Administration - Wages	204,102.65	202,086.61	796,753.00	234,372.56	868,390.00	71,637.00
Recreation Services - Administration - Sick Time	5,477.85	-	-	631.70	-	-
Recreation Services - Wages-Overtime	312.10	291.00	37,500.00	108.68	24,000.00	(13,500.00)
Recreation Services - Shift Premium	25.60	160.32	-	71.20	-	-
Recreation Services-Vacation (PT)	359.59	468.24	-	44.97	-	-
Recreation Services - Administration - Benefits	99,122.11	99,047.33	263,588.00	78,616.38	282,790.00	19,202.00
Recreation Services - Admin. - Benefits Other	2,096.02	1,312.98	-	355.00	-	-
Recreation Services - Administration - Benefits	1,537.50	900.00	-	2,250.00	-	-
Recreation Services - Membership Exp	1,001.92	923.20	1,400.00	1,155.00	1,850.00	450.00
Recreation Services - Mileage Expense	241.35	49.70	450.00	-	450.00	-
Recreation Services - Conferences/Training/Educational	5,305.80	480.20	9,500.00	7,486.38	9,500.00	-
Recreation Services - Boots/Clothing	3,285.81	4,082.79	4,200.00	5,060.35	5,200.00	1,000.00
Recreation Services - Health & Safety Supplies	3,128.89	499.13	2,500.00	1,614.12	1,500.00	(1,000.00)
Recreation Services - Office Supplies	947.92	525.04	800.00	288.40	500.00	(300.00)
Recreation Services - Printing Stationery	-	388.57	200.00	44.91	50.00	(150.00)
Recreation Services - Postage	15.70	2.67	50.00	-	50.00	-
Recreation Services - Furniture/Sm Office Equip	8,379.82	-	2,000.00	955.71	1,000.00	(1,000.00)
Recreation Services - Advertising	1,020.80	2,290.75	1,200.00	651.36	800.00	(400.00)
Recreation Services -Materials & Supplies	924.00	-	-	40.50	-	-
Recreation Services - Telephone Expense	1,878.63	2,662.63	2,000.00	797.53	2,000.00	-
Recreation Services - Equip. Lease Expense	1,714.59	1,408.71	1,700.00	664.39	1,700.00	-
Recreation Serv - Computer Hardware-(Under 5,000)	1,073.71	2,090.96	5,000.00	8,104.29	-	(5,000.00)
Recreation Serv - Computer Software Licences & Sup	4,801.01	-	-	428.80	-	-
Transfer From Reserves/Reserve Fund					(9,000.00)	
Recreation -Annual Licencing of Software	236.30	6,165.80	8,000.00	9,029.92	9,500.00	1,500.00
DO NOT USE -Rec Serv - Miscellaneous Expense	64.34	-	-	-	-	-
Recreation Services Capital - Tsfr to Reserve	-	8,681.25	-	-	-	-
Total Recreation and Cultural Services Overhead	331,094.01	308,690.17	1,123,765.00	318,539.88	1,180,280.00	56,515.00
Recreation Serv. - Special Events (Fam.Day-Hol.TR)	1,734.21	150.00	3,000.00	-	-	(3,000.00)
Parks - Donation Revenue - Christmas Trees	(1,125.00)	(1,125.00)	(1,125.00)	(8,198.06)	(1,125.00)	-
Parks - Event Revenue	(4,881.70)	-	(1,000.00)	-	-	1,000.00
Parks - Christmas Trees	1,125.00	1,454.94	1,125.00	1,215.00	1,125.00	-
Parks - Special Event Expense	750.00	-	-	-	-	-
Recreation Event- Fireworks -Donations	(4,925.00)	-	-	-	-	-
Recreation Event- Fireworks -Materials & Supplies	14,255.84	-	-	-	-	-
Recreation Event - Canada Day - Donation Revenue	(3,888.00)	-	-	-	(5,000.00)	(5,000.00)
Recreation Event - Canada Day - Wages	207.20	-	-	-	-	-
Recreation Events - Canada Day -Overtime	1,625.95	-	-	-	-	-
Recreation Events - Canada Day - PT VAC	8.29	-	-	-	-	-
Recreation Events - Canada Day -Benefits	325.19	-	-	-	-	-
Recreation Event - Canada Day - Material & Supplie	2,060.00	-	-	-	-	-
Rec Fireworks & Canada Day-Materials & Supplies	-	-	25,000.00	-	20,000.00	(5,000.00)
Rec Event - Seasonal Decorations - Donation	-	(1,200.00)	-	-	-	-
Recreation Events - Seasonal Decorations	-	1,598.41	3,500.00	145.63	5,000.00	1,500.00
Recreation Event - HTH - Material & Supplies	-	-	-	3,946.69	-	-
Recreation events - Rogers HTH - Misc Revenue	-	-	-	(1,592.92)	-	-
Recreation Events - Family Day - Donations					(200.00)	(200.00)
Recreation Events - Family Day - Material & Supplies					1,500.00	1,500.00
Recreation Events - CP Holiday Train					3,500.00	3,500.00
Recreation Events - Christmas Carol Sing - Material & Supplies					250.00	250.00
Recreation Events - Santa Claus Parade - Material & Supplies					1,500.00	1,500.00
Recreation Events - Summer Movie Night - Donations					(7,000.00)	(7,000.00)
Recreation Events - Summer Movie Night - Materials & Supplies					7,000.00	7,000.00
Recreation Events - Summer Music in the Park - Donations					(1,500.00)	(1,500.00)
Recreation Events - Summer Music in the Park - Materials & Supplies					3,000.00	3,000.00
Total Recreation Program & Events	7,271.98	878.35	30,500.00	(4,483.66)	28,050.00	(2,450.00)
Recreation Services - Vehicle Repairs & Maint.	1,062.34	-	-	-	-	-
Recreation Services - Equipment Repair & Mtce	67.19	-	-	-	-	-
Recreation Services - Equip. Rental Expense	3,103.25	-	500.00	4,265.58	2,500.00	2,000.00
Rec. Veh & Equip.- - Vehicle Fuel	11,117.12	8,042.41	9,500.00	-	10,500.00	1,000.00
Rec. Veh & Equip. - Equipment Repair & Mtce	14,368.01	3,643.73	4,000.00	2,046.04	4,000.00	-

Township of North Dumfries							Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget	
Rec. Veh & Equip. 2017 Ford F150 Supercab XTL Pickup	361.00	850.79	2,000.00	279.98	2,000.00	-	
Rec. Veh & Equip. 2016 Kubota Utility Tractor	-	-	1,000.00	101.69	1,000.00	-	
Rec. Veh & Equip. 2018 Kubota Mower #1	-	1,042.41	1,000.00	369.53	1,000.00	-	
Rec. Veh & Equip. 2019 Dodge Pick-Up Truck	265.25	1,155.70	2,000.00	1,414.68	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	2,000.00	136.04	2,000.00	-	
Rec. Veh & Equip. 2015 Wide Deck Mower	-	1,753.60	-	-	-	-	
Rec. Veh & Equip. 2012 Chev Silverado Pickup Truck	120.00	163.46	-	-	-	-	
Rec. Veh & Equip. - 2018 Kubota Mower #2	-	361.37	1,000.00	1,950.59	1,000.00	-	
Rec. Veh & Equip.- 2011 ATV Side By Side	-	-	-	305.16	-	-	
Rec. Veh & Equip. - 2017 Landscape Trailer	-	-	150.00	118.75	350.00	200.00	
Rec. Veh & Equip. - 2011 John Deer 1600 Mower	-	4,252.71	2,500.00	9,565.46	3,500.00	1,000.00	
Rec. Veh & Equip. - Kabota RTV X900 Side by Side	-	-	200.00	1,173.08	200.00	-	
Rec. Veh & Equip. - Field Liner #1 - 2011	-	-	350.00	-	300.00	(50.00)	
Rec Veh & Equip - 2021 Kabota Tractor & Loader	-	-	1,000.00	590.93	-	(1,000.00)	
Rec Veh & Equip - Trailer #2	-	-	350.00	-	300.00	(50.00)	
Parks - Field Liner #2	-	-	350.00	-	350.00	-	
Rec Veh & Equip - 2021 8Ft Wide Deck Mower					2,000.00	2000	
Total Recreation Vehicles & Equipment	30,464.16	21,511.12	28,050.00	22,317.51	33,150.00	5,100.00	
Parks - Donation Revenue - Parks Items	(1,831.00)	(450.00)	-	(7,450.00)	-	-	
Parks - Miscellaneous Revenue	1,507.74	-	-	(50.85)	-	-	
Parks - Field Rental Revenue	(32,439.59)	(80.47)	(30,000.00)	(5,000.18)	(30,000.00)	-	
Parks - Beach Volleyball Revenue					(250.00)	(250.00)	
Parks - School Field Mtce Revenue	(6,611.00)	-	(6,800.00)	(13,822.94)	(6,940.00)	(140.00)	
Parks- Capital Reserve Fee	(2,542.50)	-	-	(195.00)	-	-	
Parks - Wages	134,333.37	100,063.73	-	111,614.39	-	-	
Parks-Overtime	1,776.94	1,822.28	-	3,135.55	-	-	
Parks-Shift Premi	25.60	-	-	25.60	-	-	
Parks-Vacation (P/T)	2,624.34	1,038.00	-	1,442.30	-	-	
Parks - Benefits	32,037.49	27,691.18	-	29,846.34	-	-	
Parks - Furniture Repairs - Replace	261.93	3,366.23	3,500.00	3,294.72	3,500.00	-	
Parks - Materials and Supplies	1,107.91	-	-	300.00	-	-	
Parks - Beach Volleyball Material and Supplies					700.00	700.00	
Parks - Hydro	9,126.34	3,499.58	8,500.00	2,751.34	9,800.00	1,300.00	
Parks -Heating Gas	757.46	508.43	945.00	197.37	945.00	-	
Parks - Property Maintenance (Small Bldg Repairs)	45,219.39	16,775.46	33,000.00	30,017.87	33,000.00	-	
Parks - Water and Sewer	35,454.99	105,083.22	53,000.00	7,377.19	56,000.00	3,000.00	
Parks - Turf Management	33,084.65	36,794.55	38,000.00	34,085.38	38,000.00	-	
Parks - Playstructure Materials & Supplies	3,191.00	13.98	3,500.00	2,663.00	3,500.00	-	
Parks - Splashpad Maintenance	2,867.71	639.96	2,500.00	4,323.00	3,000.00	500.00	
Parks - Horticultural Supplies	4,203.54	1,543.00	7,500.00	1,967.43	5,000.00	(2,500.00)	
Parks -- Tree Planting	-	-	5,000.00	3,036.37	8,000.00	3,000.00	
Parks - Tree Removal Contractor	-	-	7,000.00	11,280.00	10,000.00	3,000.00	
Parks - Miscellaneous Expense	9.49	-	-	450.00	-	-	
Parks - Dog Waste Receptacles	-	1,712.03	-	-	-	-	
Total Parks	264,165.80	300,021.16	125,645.00	221,288.88	134,255.00	8,610.00	
ACC - Energy Savings Grant	-	(5,096.98)	-	(4,510.60)	-	-	
ACC - Recovery of Expenses or from Damage	(272.33)	(387.77)	-	-	-	-	
ACC - Hall Rental Revenue	(4,485.35)	(1,182.19)	(3,500.00)	(1,464.44)	(2,000.00)	1,500.00	
ACC - Ice Rental Revenue	(163,189.89)	(39,762.62)	(80,000.00)	(22,821.87)	(150,000.00)	(70,000.00)	
ACC - Floor Rental Revenue	(1,310.16)	(10,700.00)	(5,000.00)	(8,827.02)	(1,500.00)	3,500.00	
ACC - Public Skating Revenue - Incl.Sponsorships	(377.58)	(175.22)	-	-	-	-	
ACC - Capital Reserve Fee Revenue	(6,733.07)	(1,637.88)	-	(1,185.53)	-	-	
ACC - Wages	72,303.04	42,014.94	-	42,238.31	-	-	
ACC - Overtime	8,410.21	1,507.66	-	1,461.56	-	-	
ACC - Shift Premi	2,020.32	595.68	-	139.20	-	-	
ACC-Vacation Pay	1,171.89	262.87	-	327.63	-	-	
ACC - Benefits	22,455.91	11,969.71	-	12,381.29	-	-	
ACC-Other Benefit Costs	3.96	-	-	-	-	-	
ACC - Furniture - Tables Chairs	1,908.40	-	-	-	-	-	
ACC - Telephone Expense	1,564.60	290.27	1,200.00	710.05	1,200.00	-	
ACC - Internet Expense	271.00	-	350.00	-	1,200.00	850.00	
ACC - Hydro	68,412.96	43,608.87	58,000.00	12,350.81	72,000.00	14,000.00	
ACC - Heating Gas	11,441.06	5,123.00	8,500.00	4,416.92	9,000.00	500.00	
ACC - Property Maintenance (Small Bldg Repairs)	56,650.07	24,062.90	45,000.00	19,326.64	45,000.00	-	
ACC - Water and Sewer	7,535.90	4,477.10	5,500.00	6,637.04	5,500.00	-	

Township of North Dumfries						Prepared on 12/08/2021	
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget	
ACC - Security	-	-	-	3,093.50	9,500.00	9,500.00	
ACC - Vehicle Fuel	1,497.45	574.43	1,000.00	41.97	1,250.00	250.00	
ACC - Equipment Repairs	7,934.94	415.16	1,500.00	1,800.10	1,750.00	250.00	
ACC - Refridgeration	11,513.77	8,800.02	7,500.00	10,890.07	12,000.00	4,500.00	
ACC - 2017 Ice Edger	-	-	250.00	1,491.26	250.00	-	
ACC - 2008 Floor Scrubber	-	-	250.00	-	250.00	-	
ACC - 2011 Ice Resurfacer	-	-	5,000.00	3,307.32	5,000.00	-	
Total Rec. Facility - ACC	98,727.10	84,759.95	45,550.00	81,804.21	10,400.00	(35,150.00)	
NDCC - Field Rental Revenue	-	-	-	(4,124.33)	-	-	
NDCC - Transfer from Reserves	(154,490.00)	(154,490.00)	-	-	-	-	
NDCC - Trans.from Dev. Charges	(100,000.00)	(100,000.00)	(279,990.00)	-	(279,990.00)	-	
NDCC - Donation Revenue	(1,050.00)	-	-	-	-	-	
NDCC - Recovery from Damages	(485.00)	-	-	-	-	-	
NDCC - Hall Rental Revenue	(29,707.35)	(10,905.67)	(25,000.00)	(13,527.41)	(20,000.00)	5,000.00	
NDCC - Ice Rental Revenue	(317,751.78)	(201,572.61)	(325,000.00)	(91,905.51)	(318,000.00)	7,000.00	
NDCC - Floor Rental Revenue	-	-	(750.00)	-	(750.00)	-	
NDCC - Public Skating Revenue -Incl. Sponsorships	(4,745.35)	(1,499.07)	-	-	-	-	
NDCC - Concession Revenue	(4,427.39)	(827.44)	-	-	(500.00)	(500.00)	
NDCC - Ticket Ice Revenue	(4,240.00)	(1,020.00)	-	(540.00)	(1,000.00)	(1,000.00)	
NDCC - Vending Machine Revenue	120.00	-	(120.00)	-	(120.00)	-	
NDCC - Pickle Ball Revenue	(2,764.91)	(2,153.15)	(2,000.00)	(2,046.26)	(2,200.00)	(200.00)	
NDCC - LANGS Facility Rent	(7,274.40)	(19,573.38)	(11,300.00)	-	(11,525.00)	(225.00)	
NDCC - ATM Fee Revenue	(386.00)	(143.00)	(50.00)	(22.50)	(50.00)	-	
NDCC - Capital Reserve Fee Revenue	(14,535.30)	(8,339.16)	-	(3,917.59)	-	-	
NDCC - Advertising Revenues	(13,062.08)	(9,234.10)	(12,000.00)	(6,771.40)	(12,000.00)	-	
NDCC - Wages	274,000.93	252,843.89	-	186,034.09	-	-	
NDCC - Overtime	17,869.14	17,290.37	-	7,844.87	-	-	
NDCC - Shift Premium	5,190.86	3,642.72	-	3,797.60	-	-	
NDCC - Lead Hand	561.20	44.80	-	128.00	-	-	
NDCC-Vacation (P/T)	2,817.78	2,985.76	-	1,796.26	-	-	
NDCC- Benefits	83,527.29	73,515.36	-	58,989.01	-	-	
NDCC-Other Payroll Costs	10.04	-	-	-	-	-	
NDCC - Debt Interest	61,324.98	52,832.98	68,990.00	43,540.98	68,990.00	-	
NDCC - Debt Principal	193,000.00	202,000.00	211,000.00	211,000.00	211,000.00	-	
NDCC - Concession Expenses	20.00	-	-	-	-	-	
NDCC - Office Supp	-	-	-	62.49	-	-	
NDCC - Furniture/Sm Office Equip	2,932.59	3,846.80	500.00	-	500.00	-	
NDCC - Telephone Expense	2,950.10	1,687.63	2,200.00	1,271.74	2,000.00	(200.00)	
NDCC - Internet Costs	4,650.73	5,020.67	5,000.00	3,228.62	5,000.00	-	
NDCC - Hydro	213,326.67	154,848.84	210,000.00	100,460.59	235,000.00	25,000.00	
NDCC - Heating Gas	16,169.54	21,213.55	25,000.00	16,843.74	26,500.00	1,500.00	
NDCC - Property Maintenance (Small Bldg Repairs)	183,291.90	120,092.19	150,000.00	93,220.58	150,000.00	-	
NDCC - Water and Sewer	20,585.61	31,120.40	35,000.00	31,820.60	36,000.00	1,000.00	
NDCC - Security	-	-	-	18,753.50	17,500.00	17,500.00	
NDCC - Computer Hardware - (Under 5,000)	-	546.96	-	-	-	-	
NDCC - Computer Software Licences & Support	574.93	610.00	1,500.00	893.93	1,500.00	-	
NDCC - Computer Software Annual Licencing	-	915.00	-	-	-	-	
NDCC - Vehicle Fuel	5,633.59	2,903.55	5,000.00	798.67	5,500.00	500.00	
NDCC - Equipment Repair & Mtce	15,886.28	12,398.36	5,000.00	4,683.50	6,000.00	1,000.00	
NDCC - Refridgeration Repair & Mtce	42,329.47	21,328.60	22,000.00	14,265.85	22,000.00	-	
NDCC - 2021 Ice Resurfacer	-	-	4,000.00	88.00	4,000.00	-	
NDCC - 2020 Floor Scrubber	-	155.43	200.00	-	200.00	-	
NDCC - 2011 Ice Resurfacer	-	10,515.89	-	-	-	-	
NDCC - 2011 Ice Edger	-	-	-	-	200.00	200.00	
NDCC - 2015 Floor Scrubber	-	189.08	-	-	-	-	
Total Rec Facility - NDCC	491,854.07	482,791.25	89,180.00	676,667.62	145,755.00	56,575.00	

Township of North Dumfries						Prepared on 12/08/2021	
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Roseville Hall - Hall Rental Revenue	(5,860.91)	(399.90)	(1,500.00)	-	(750.00)	750.00	
Roseville Hall - Capital Reserve Fee Revenue	(348.66)	(18.70)	-	-	-	-	
Roseville Hall - Wages	4,264.47	5,978.16	-	6,799.66	-	-	
Roseville Hall - Overtime	49.91	79.56	-	1,195.48	-	-	
Roseville Hall -Benefits	1,425.68	1,466.43	-	1,214.41	-	-	
Roseville Hall - Hydro	1,067.21	894.30	1,250.00	491.30	1,250.00	-	
Roseville Hall - Heating Gas	1,437.50	1,064.18	1,350.00	1,048.67	1,350.00	-	
Roseville Hall - Property Maintenance (Small Bldg R	5,814.71	3,044.65	4,000.00	2,244.01	4,500.00	500.00	
Roseville Hall -Water and Sewer	196.43	117.70	350.00	235.54	350.00	-	
Total Rec. Facility - Roseville Hall	8,046.34	12,226.38	5,450.00	13,229.07	6,700.00	1,250.00	
Library - Property Maintenance (Small Bldg Repairs)	660.00	-	1,000.00	-	1,000.00	-	
Total Libraries	660.00	-	1,000.00	-	1,000.00	-	
TOTAL RECREATION SERVICES	1,232,283.46	1,210,878.38	1,449,140.00	1,329,363.51	1,539,590.00	90,450.00	

Township of North Dumfries 2022 Municipal Budget

Planning Services Department

The Planning Services section of the Budget includes Planning, Economic Development, Heritage and Aggregate Administration activity costs. Overall the total net budget allocation for Development Services is anticipated to increase by \$50,172 in 2022.

The revenues estimated for 2022 are will be slightly lower than 2021 budget. This is partly attributed to the high volume of applications received in 2021, and, the effects of the Municipal election in the 2nd half of 2022. Wages will be increasing by \$26,000 relating to Cost of Living and Grid rate increases.

Ontario Land Tribunal (OLT) Hearings did not occur as projected in 2021, however these funds are being budgeted for 2022 in case the situation arises. This represents a transfer in and out from Reserves

The fees payable to the Waterloo Region Economic Development Corporation (\$20,000), Waterloo Region Tourism & Marketing Corporation (\$5,000), Smart Cities Initiative - phase 2 (\$5,882) and Sustainable Waterloo Levy (\$2,640) have been accounted for in the Budget as per approved agreements. Economic Development costs are included in the 2022 budget to reflect costs for costs for Foodlink, the TODS signage (Highway 401 and on Cedar Creek Interchange, Taste of the Countryside financial support, and, partnerships on business leader development and training.

Township of North Dumfries						Prepared on 12/08/2021
	2019 Year End Actuals	2020 Year End Actuals	2021 APPROVED BUDGET	Actuals to November 30 2021	2022 Draft Budget	Comparison of 2021 and 2022 Budget
Planning - Transfer from Reserves (Hearing	-	-	(19,000.00)	-	(19,000.00)	-
Planning - Administration Fees	(885.00)	(9,641.80)	(7,000.00)	(1,260.00)	(4,000.00)	3,000.00
Planning - Miscellaneous Revenue	-	(11,130.00)	-	-	-	-
Planning - Official Plan Amendment Revenue	-	-	(5,000.00)	(13,860.00)	-	5,000.00
Planning - Zoning Amendment Revenue	(8,050.00)	(69,315.00)	(30,000.00)	(21,025.00)	(17,025.00)	12,975.00
Planning - Plan of Subdivison Condo Revenu	(12,295.00)	(33,076.50)	(17,000.00)	(35,351.50)	(6,000.00)	11,000.00
Planning - Severence or Minor Variance Rev.	(13,920.00)	(32,155.00)	(17,000.00)	(25,140.00)	(20,000.00)	(3,000.00)
Planning - Consultation Revenue	(3,159.32)	(4,402.59)	(2,200.00)	(8,699.21)	(4,500.00)	(2,300.00)
Planning - Site Plan Review Revenue	(6,273.10)	(12,110.00)	(15,000.00)	(22,110.00)	(15,000.00)	-
Planning - Compliance Letters - Zoning	(3,080.00)	(3,300.00)	(2,500.00)	(3,080.00)	(2,750.00)	(250.00)
Planning - Wages	130,355.12	141,096.53	186,590.00	156,413.96	212,654.00	26,064.00
Planning - Benefits	42,067.06	43,696.17	69,572.00	51,690.36	68,980.00	(592.00)
Planning - Membership Expense	1,035.42	857.58	2,000.00	1,905.49	2,000.00	-
Planning - Mileage Expense	1,468.59	-	1,000.00	-	500.00	(500.00)
Planning - Conferences/Training Education	636.00	1,343.52	2,000.00	-	2,000.00	-
Planning - Boots /Clothing	-	-	-	172.92	350.00	350.00
Planning - Office Supplies	111.69	876.67	350.00	39.11	350.00	-
Planning - Printing Stationery	-	91.41	100.00	-	-	(100.00)
Planning - Postage	482.07	626.31	350.00	-	-	(350.00)
Planning - Furniture/Sm Office Equip	712.32	564.07	1,000.00	279.17	2,200.00	1,200.00
Planning - Advertising Exp.	287.79	925.20	500.00	814.08	500.00	-
Planning - Materials and Supplies	-	117.92	350.00	33.07	300.00	(50.00)
Planning - Telephone Expense	452.53	1,285.84	1,000.00	774.66	1,000.00	-
Planning - Equipment Lease Costs	1,113.18	1,700.93	2,500.00	440.16	1,500.00	(1,000.00)
Planning - Legal Expense	-	5,557.96	1,500.00	(1,251.66)	1,500.00	-
Planning - Consultant Fees	1,017.60	2,500.75	1,500.00	-	1,000.00	(500.00)
Planning - Engineering Expense	4,980.09	3,274.13	5,000.00	923.48	1,500.00	(3,500.00)
Planning - Hearing Expense	-	5,124.33	20,000.00	-	19,000.00	(1,000.00)
Planning & Dev. - Zoning Amendment Exp.	22.61	-	-	-	-	-
Planning -Computer Hardware - (Under 5,000)	122.42	6,466.66	500.00	-	500.00	-
Planning - Computer Software Licences & Support	5,260.31	-	8,000.00	5,273.94	10,000.00	2,000.00
Planning -Annual Licencing of Software	255.40	6,712.22	-	3,104.75	-	-
Planning and Dev.- Equip. Rental Expense	804.68	-	-	406.18	-	-
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	1,610.56	3,052.80	3,200.00	2,114.29	3,450.00	250.00
Planning - Smart Cities Initiative	5,882.00	5,882.00	5,882.00	-	5,882.00	-
Planning - RAPWG					1,740.00	1,740.00
Planning -Sustainable Waterloo Levy	2,530.77	2,637.62	2,640.00	2,373.86	2,375.00	(265.00)
Planning - Transfer To Reserve	15,000.00	-	-	-	-	-
Total Planning & Development	193,545.79	84,259.73	225,834.00	119,982.11	276,006.00	50,172.00
Heritage Grants - Federal	(2,814.00)	-	-	-	-	-
Heritage - Donation Revenue	(1,040.26)	-	-	-	-	-
Heritage - Wages	9,409.17	-	-	-	-	-
Heritage - PT Vac Pay	379.48	-	-	-	-	-
Heritage - Benefits	1,168.31	-	-	-	-	-
Heritage - Mileage Expense	47.40	-	-	-	-	-
Heritage - Advertising Exp.	-	269.26	500.00	-	500.00	-
Heritage - Materials and Supplies	-	-	250.00	-	250.00	-
Heritage - Transfer to Reserve	1,040.26	-	-	-	-	-
Total Heritage	8,190.36	269.26	750.00	-	750.00	-
TOTAL PLANNING	201,736.15	84,528.99	226,584.00	119,982.11	276,756.00	50,172.00
Total Operations	(1,245,406.00)	(1,585,901.38)	(963,880.00)	(2,260,799.28)	(883,000.00)	80,880.00
Capital funded by tax levy and building bill 124			963,880.00		883,000.00	
Net Budget			-		-	-

Township of North Dumfries

2022 Municipal Budget

Other Items to be reviewed throughout the year for potential efficiencies or to ensure more effective budget forecasts:

- COVID- 19 Pandemic
 - Ongoing changes that may further change revenues from facility rentals
 - Economic issues such as lower interest rates on investments
 - Potential increase in tax arrears
 - Potential implications on business continuity and deployment of resources to align with Provincial or Public Health requirements
- Human Resources
 - Ongoing changes in Legislated Benefits
 - OMERS Costs
 - WSIB Costs
- Other Future Pressure Points
 - Cemeteries
 - Hospital Requests
 - Community programming
 - Events planning and facilitation
- Other Policies
 - Continued shift to electronic payments and purchasing programs
 - Implementation of the TransformWR program to reduce Corporate Green House Gas (GHG) emissions and the effects related to building retrofits, fleet management and changes in vehicle specifications, etc
- Capital Program and Asset Management
 - Asset Management Plan to be completed July 1, 2022
 - 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

2022 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD/ NEW	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Infrastructure Reserve	Gravel Reserve	GAS TAX	OCIF	DEV. CHARGES	DEBT FINANCING	PARK TRUST	FEDERAL GRANT	ONTARIO GRANT	Bill 124 Funds	OTHER Donations or Grants	TAX LEVY	TOTAL FUNDING
		A - Fleet - Rolling Stock																	
A1	NEW	FIRE - Deputy Chief / Fire Prevention crew cab pick-up	\$55,800								\$55,800							\$0	\$55,800
A2	NEW	FIRE - Skid Mounted Grass Fire Pump / Tank	\$7,000														\$7,000	\$0	\$7,000
A3	NEW	PW - 1/2 Ton Crew Cab Pick-up	\$51,800								\$51,800							\$0	\$51,800
A4	NEW	PW - 1 Ton Hoist Truck c/w crew cab, snow plow & sander unit	\$111,300	\$77,910	PW Rolling Stock						\$33,390							\$0	\$111,300
A5	NEW	REC - Utility Tractor c/w loader	\$63,800								\$63,800							\$0	\$63,800
A6	NEW	REC - Trail / Turf Management Equipment	\$7,500	\$7,500	REC Rolling Stock													\$0	\$7,500
A7	NEW	REC - Purchase Trailer from Public Works	\$13,250	\$13,250	REC Rolling Stock													\$0	\$13,250
A8	NEW	BY-LAW - Purchase of Vehicle	\$51,800	\$51,800	By-law Rolling Stock													\$0	\$51,800
A9	NEW	Transfer to Rolling Stock Reserve [FIRE]	\$115,000		Fire Rolling Stock													\$115,000	\$115,000
A10	NEW	Transfer to Rolling Stock Reserve [PW]	\$285,000		PW Rolling Stock													\$285,000	\$285,000
A11	NEW	Transfer to Reserve - Vehicle [BY-LAW]	\$7,000		By-law Rolling St.													\$7,000	\$7,000
A12	NEW	Transfer to Rolling Stock Reserve [REC]	\$40,000		REC Rolling Stock													\$40,000	\$40,000
A13	NEW	Transfer to Reserve - Vehicles [BUILDING]	\$11,000		Bldg- Rolling Stock											\$11,000		\$0	\$11,000
		Subtotal	\$820,250	\$150,460		\$0	\$0	\$0	\$0	\$0	\$204,790	\$0	\$0	\$0	\$0	\$11,000	\$7,000	\$447,000	\$820,250
		B - Studies, Equipment, Software																	\$0
B1	CFWD	ADMIN - Asset Mangement Plan	\$55,000		Modernization Grant										\$55,000			\$0	\$55,000
B2	CFWD	ADMIN - Payroll / HRIS Software	\$15,000		Modernization Grant										\$15,000			\$0	\$15,000
B3	CFWD	ADMIN - Records Management Software & E-Agenda Software	\$26,000		Modernization Grant										\$26,000			\$0	\$26,000
B4	NEW	ADMIN - Voice Over Internet Protocol (VOIP)Telephone Network	\$25,000		Modernization Grant										\$25,000			\$0	\$25,000
B5	NEW	ADMIN - Enhanced Audio / Visual IT	\$45,000		Modernization Grant										\$45,000			\$0	\$45,000
B6	NEW	ADMIN - Procurement Implementation Phase 2	\$26,000		Modernization Grant										\$26,000			\$0	\$26,000
B7	NEW	ADMIN - Pay Equity / Wage Compensation Study	\$35,750	\$35,750	Wage Compensation / Pay Equity													\$0	\$35,750
B8	CFWD	BLDG - Property Mangement / Building Software	\$155,000		Mod. Grant / Bill 124										\$116,250	\$38,750		\$0	\$155,000
B9	NEW	PLG - Comprehensive Zoning By-law Update	\$185,000	\$100,000	Mod. Grant / Planning										\$85,000			\$0	\$185,000
B10	NEW	PLG - Official Plan Update / Ayr Cultural Landscape Study	\$201,400	\$160,000	Mod. Grant / Planning										\$41,400			\$0	\$201,400
B11	NEW	FIRE - Protective Equipment / Clothing	\$19,050	\$19,050	Fire- Equipment Reserve													\$0	\$19,050
B12	NEW	FIRE - Automated Defibrilation Units	\$8,995														\$8,995	\$0	\$8,995
B13	NEW	FIRE - Extrication Equipment	\$67,500	\$67,500	FIRE - Equipment Reserve													\$0	\$67,500
B14	NEW	REC - NDCC Ice Edger	\$9,385	\$9,385	REC Facilities Reserve													\$0	\$9,385
B15	NEW	PW - OSIM (Major Culvert / Bridge Assessment)	\$15,000					\$15,000										\$0	\$15,000
B16	NEW	PW - Air Compressor	\$12,720	\$12,720	PW Equipment Reserve													\$0	\$12,720
B17	NEW	FIRE - Contribution to Equipment Reserve	\$75,000															\$75,000	\$75,000
B18	NEW	PLANNING - Transfer to Reserve - Studies	\$20,000															\$20,000	\$20,000
B19	NEW	ADMIN - Transfer to Reserve	\$10,000															\$10,000	\$10,000
B20	CFWD	PLANNING- Cemetery Management Software	\$15,600		Modernization Grant										\$15,600			\$0	\$15,600
B21	CFWD	PLANNING - Ayr Ice House Precinct Master Plan (2020 Carry Forward)	\$80,390			\$75,000							\$5,390					\$0	\$80,390
B22	NEW	PLANNING - Broadband Enhancement Strategy - Phase 1	\$150,000	\$150,000	Broadband Reserve													\$0	\$150,000
		Subtotal	\$1,252,790	\$554,405		\$75,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$5,390	\$0	\$450,250	\$38,750	\$8,995	\$105,000	\$1,252,790

PROJECT ID No.	CFWD/ NEW	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	\$1,550,520		Gravel Res./Infrastructure Res		\$129,428	\$350,000	\$550,000	\$521,092								\$0	\$1,550,520
C2	NEW	PW - Gibson Street, Sidewalk New Construction	\$55,000								\$55,000							\$0	\$55,000
C3	CFWD	PW - Intersection Improvement Elliott & Inglis & Inglis St Improvements incl. sidewalk	\$376,000		Infrastructure Reserve		\$88,000				\$188,000			\$100,000				\$0	\$376,000
C4	CFWD	PW - Engineering Design - Hall - Northumberland to Main St., McDonald St, Manley S	\$165,000		Gravel Reserve			\$165,000										\$0	\$165,000
C5	NEW	PW - Earl Thompson Road - Drainage Ditch Improvements Phase 2	\$50,000		Infrastructure Reserve		\$50,000											\$0	\$50,000
C6	NEW	PW - Engineering Design - Piper St Slope Stability Phase 3	\$65,110		Infrastructure Reserve		\$65,110											\$0	\$65,110
C7	CFWD	PW - Engineering Design - Bute Street (2019 Carry Forward)	\$30,000		Infrastructure Reserve		\$30,000											\$0	\$30,000
C8	NEW	PW - Engineering Design - Greenfield Rd, Dumfries Road to 2040 Greenfield Rd	\$28,000		Infrastructure Reserve		\$28,000											\$0	\$28,000
C9	NEW	PW - Jenkins Court Storm Pond Clean-out	\$106,000		Infrastructure Reserve		\$106,000											\$0	\$106,000
C10	NEW	PW - Piper Street, Guard Rail Replacement / Extension	\$100,000		Infrastructure Reserve			\$100,000										\$0	\$100,000
C11	NEW	PW - Contribution to Infrastructure Reserve	\$180,000															\$180,000	\$180,000
		Subtotal	\$2,705,630	\$0		\$0	\$496,538	\$615,000	\$550,000	\$521,092	\$243,000	\$0	\$0	\$100,000	\$0	\$0	\$0	\$180,000	\$2,705,630
		D - Facilities																	\$0
D1	CFWD	ADMIN -Township Office Project - Design	\$297,445	\$297,445	Land Sales Reserve													\$0	\$297,445
D2	NEW	FIRE - Conversion of Community Hall to Fire Admin / Fire Prevention / Operations	\$280,000								\$280,000							\$0	\$280,000
D3	NEW	PW - Public Works Depot - Phase I Redevelopment	\$795,000	\$75,000	PW Facility Reserve						\$720,000							\$0	\$795,000
D4	NEW	PW - Facility Various Upgrades (per Facility Review)	\$10,000	\$10,000	Facilities Reserve													\$0	\$10,000
D5	NEW	REC - NDCC - Furniture / Window Coverings / Council Furniture & Equip.	\$25,000	\$25,000	Facilities Reserve													\$0	\$25,000
D6	NEW	REC - NDCC - Jet Ice System	\$38,500	\$38,500	Facilities Reserve													\$0	\$38,500
D7	NEW	REC - NDCC Twin Pad Project - Design	\$390,750			\$300,000							\$40,750				\$50,000	\$0	\$390,750
D8	CFWD	REC - Reno / Const Washroom Facilities @ Victoria, Schmidt & Cowan Parks	\$350,800	\$70,000	Insurance Proceeds								\$55,557	\$135,200	\$90,043			\$0	\$350,800
D9	NEW	REC - Commercial Fire Suppression Range Hood @ ACC, NDCC and Roseville CC	\$14,500	\$14,500	Facilities Reserve													\$0	\$14,500
D10	NEW	REC - Ayr Ice House Rehabilitation - Phase 1	\$50,000	\$50,000	Ayr Ice House Reserve													\$0	\$50,000
D11	NEW	REC - Ayr Ice House Renovation - Transfer to Reserve	\$25,000															\$25,000	\$25,000
D12	NEW	REC - Transfer to Reserves for Facilities	\$80,000															\$80,000	\$80,000
D13	NEW	FIRE - Transfer to Reserve For Fire Hall	\$10,000															\$10,000	\$10,000
D14	NEW	PW - Transfer to Reserve for PW Facilities	\$10,000															\$10,000	\$10,000
D15	NEW	REC - Transfer to Reserve for Roseville Community Centre	\$5,000															\$5,000	\$5,000
D16	NEW	REC - Transfer to Reserve for Library Building	\$10,000															\$10,000	\$10,000
D17		REPAYMENT OF NDCC Debt	\$254,490								\$254,490							\$0	\$254,490
		Subtotal	\$2,646,485	\$580,445		\$300,000	\$0	\$0	\$0	\$0	\$1,254,490	\$0	\$96,307	\$135,200	\$90,043	\$0	\$50,000	\$140,000	\$2,646,485
		E - Parks, Trails																	\$0
E1	NEW	REC - Outdoor Fitness Equipment @ Cowan Park	\$36,000										\$36,000					\$0	\$36,000
E2	NEW	REC - Outdoor Fitness Equipment @ Clyde Park	\$38,500										\$38,500					\$0	\$38,500
E3	CFWD	REC - 3 Lit Tennis Court Facility	\$393,854			\$50,639					\$27,640			\$189,353	\$126,222			\$0	\$393,854
E4	CFWD	REC - Replacement Field Lights @ Schmidt Park and Victoria Park	\$690,277			\$137,192								\$331,864	\$221,221			\$0	\$690,277
E5	NEW	REC - Park Furniture	\$20,000										\$20,000					\$0	\$20,000
E6	CFWD	REC - Parkette Design - Broos P1/Hilltop S4P3 Subdivision	\$33,705								\$33,705							\$0	\$33,705
E7	NEW	REC - Park Design - Legacy P1 / Broos P1A Subdivision	\$91,860								\$91,860							\$0	\$91,860
E8	NEW	REC - Replacement LED Lights at Victoria Park Tennis Courts	\$22,000										\$22,000					\$0	\$22,000
E9	NEW	REC - Schmidt Park Enhancements	\$769,440			\$96,180							\$96,180	\$577,080				\$0	\$769,440
E10	NEW	REC - Nith River Trail, Pipers Glen Park to Greenfield - Design & Approvals	\$132,800			\$60,000					\$60,000		\$12,800					\$0	\$132,800
E11	CFWD	REC - Victoria Park Ball Improvements - By Ayr Jr Vics (Fencing etc)	\$22,000														\$22,000	\$0	\$22,000
E12	NEW	REC - Trails Rehab with Grand Valley Trails Association (GVTA)	\$20,000										\$20,000				\$0	\$0	\$20,000
		Subtotal	\$2,270,436	\$0		\$344,011	\$0	\$0	\$0	\$0	\$213,205	\$0	\$245,480	\$1,098,297	\$347,443	\$0	\$22,000	\$0	\$2,270,436
		TOTAL	\$9,695,591	\$1,285,310		\$719,011	\$496,538	\$630,000	\$550,000	\$521,092	\$1,915,485	\$0	\$347,177	\$1,333,497	\$887,736	\$49,750	\$87,995	\$872,000	\$9,695,591

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 Time Period



December 6th, 2021

2022 Capital Budget & Funding Summary

Included in Section 5 of the 2022 Budget Binder is the a Summary of Capital Projects, which identifies the various Capital Projects proposed for delivery in 2022. The spreadsheet identifies each project, the estimated expense and the source of funding.

There is no debt financing proposed to fund the 2022 Capital Budget.

The 2022 Capital Budget includes one (1) project that is dependent upon securing funding from the Federal Government through the Canada Community Revitalization Fund in support of park improvements / expanded programming elements in Schmidt Park.

The overall recommended Capital Budget for 2022 has an estimated value of \$9,665,591 versus a projected spend of \$6,767,655 in 2021. There is also an increase of \$93,000 year over year as a contribution to Capital Reserves when comparing 2022 (\$872,000) over 2021 (\$779,000) funded through the tax levy. It should be noted that 100% of the Capital to be expended in 2022 through the tax levy is directed to Capital Reserve Accounts to fund the Township's long term financial strategy.

2022 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 2022 Capital Budget Summary.

The projects outlined in the 2022 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 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 2022 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.

2022 Capital Budget & Funding Model
December 6th, 2021

2. Fire – Skid Mounted Grass Fire Pump & Tank

The Fire Department has secured a Grant through Enbridge Gas to purchase a Skid Mounted Grass Fire Pump & Tank. The unit is designed to slide into the bed of a pick-up truck and would be utilized primarily during grass fire season (early Spring) and periods during the summer / fall when extended drought conditions are present. The unit is designed with an integrated 125 gallon tank with a pump that has a 50 gallon per minute flow rate. The unit is designed for off-road conditions.

3. Public Works – ½ Ton Crew Cab Pick-up

This project represents the acquisition of a new vehicle to be utilized by front-line personnel in the discharge of their day to day duties. The proposed purchase is a 2022 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.

4. 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 2022 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.

5. Recreation – Utility Loader Tractor with Loader

This project proposes the purchase of a low horsepower (40 to 50 hp range) tractor with a quick connect hydraulic loader. The utility tractor with loader represents a new piece of equipment to the Fleet and as such is funded through Development Charges. The utility tractor will be utilized by Recreation personnel in various scenarios including: turf management; play structure maintenance; trail grooming; horticultural operations; and, general park and open space maintenance. This purchase is funded through Development Charges.

6. Recreation – Trail / Turf Management Equipment

This project proposes the purchase of attachments to be utilized by the Recreation Staff to assist in the maintenance of parks, open space and trail systems.

7. Recreation – Purchase of Trailer from Public Works

The project represents an internal “purchase” of the existing tandem axle (era 2018) trailer from Public Works and to re-purpose the unit for use by the Recreation Division as a 2nd

2022 Capital Budget & Funding Model
December 6th, 2021

landscape trailer. An allowance has been provided to retrofit the trailer to hold power tools, etc typically utilized by Recreation Staff as part of their operations. The existing trailer does not have the sufficient Gross Vehicle Registration (GVR) rating to suit the purposes of Public Works and as such is more aligned with Recreation operations. The Capital Forecast (2022 to 2031) contemplates the purchase of a new properly sized trailer for Public Works in 2023.

8. By-law – Replacement of Vehicle

This purchase represents the replacement of the 2013 Chevrolet Cruze vehicle. The new purchase is proposed to be a hybrid powered sports utility vehicle. Upon delivery of the new vehicle the existing 2013 era car will be declared surplus and sold. Funding for this project is from the By-law Rolling Stock Reserve Account.

9 – 13 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 2022 is \$458,000.

B. STUDIES, EQUIPMENT, SOFTWARE

1. Administration - Asset Management Plan

Consistent with Ontario Regulation 588/17, the Township is required to prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2022 and for all other infrastructure by July 1, 2023. The Township has a list of all assets, however the completion of a Levels of Service and lifecycle management and financial strategy component will require more work. The 2022 capital budget includes funds to hire a Consultant to assist Staff to advance the Asset Management Plan to the next level and ensure the Plan aligns with the Provincial Regulations. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

2. Administration - 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

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Township Human Resource Policies as well as Provincial and Federal legislation and regulations. Items including tracking on-going training and professional development, performance evaluations, and clothing allowances are examples of what will be housed in the database. The acquisition of this software system continues the Township's multi-year program of undertaking the digital transformation of all records and business practices. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies.

3. 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.

4. 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.

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 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.

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

9. Planning – Comprehensive Zoning By-law Update

The current Comprehensive Zoning By-law was written and adopted by Council in era 1983 and overtime several hundred site specific amendments have been incorporated. The document is dated in its approach and cumbersome to utilize. This project envisages a complete re-write and modernization of the Comprehensive Zoning By-law. A Consultant

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will be retained to undertake the majority of the work program associated with the preparation of the new document.

10. Planning – Official Plan Update / Ayr Cultural Heritage Landscape Study

To be initiated at the end of the 2022 fiscal year, this Study proposes to assess the neighbourhoods in and adjacent to Downtown Ayr through the lens of identifying any cultural landscapes. The Study would identify significant cultural heritage landscapes and then incorporate that material into the Official Plan in the form of land use policies and/or designations.

A cultural heritage landscape is commonly referred to as a geographical area that may have been modified by human activity and is identified as having cultural heritage value. The area may include buildings, structures, spaces, views, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association.

11. Fire – Protective Equipment / Clothing

The Fire Department is in the last year of a phased five-year replacement of protective equipment (bunker gear) worn by front line firefighters. The lifecycle for protective equipment is approximately eight (8) years. Over the five year period (2018 to 2022) the Department has changed out seven (7) sets of bunker gear annually. The Township has participated in a joint purchase acquisition of bunker gear through the City of Kitchener procurement initiative and proposes to undertake this transaction again in 2022. This is the final year for the initial replacement program which would be scheduled to recommence again in 2025.

12. Fire – Replacement of Automated Defibrillation Units

The Township has made application for a Grant through CP Rail to fund the purchase and commissioning of three (3) new Automated Defibrillation Units that would be put into service on front-line fire apparatus. The new units represent the next generation of technology.

13. Fire – Extrication Equipment

The Fire Department proposes to replace its end of life hydraulic extrication tools with the next generation of battery operated power tools. The purchase would include one complete set of three battery operated integrated tools comprised of: hydraulic cutter; hydraulic ram; and, hydraulic spreader; and, one combination tool representing a hydraulic cutter / spreader unit.

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14. Recreation – NDCC Ice Edger

The purchase and replacement for the 2011 Ice Edger at the North Dumfries Community Complex (NDCC). This unit shaves and grinds the ice immediately adjacent the boards to establish a smooth transition of the surface where the Zamboni cannot operate. The Ice Edger is at its replacement cycle age.

15. Public Works – Ontario Structure Inspection Manual [OSIM -Bridge & Major Culvert Assessment Study]

As required by Provincial regulation, the Township is required every two years to complete an assessment of bridges and major culverts that have a span of 3 metres or greater. The completion of this Study serves several purposes, including: to maintain structures in a safe condition; to protect and prolong the useful life of structures; to identify maintenance, repair and rehabilitation needs of structures; and, to provide a basis for a structure management system for the planning and funding of the maintenance and rehabilitation of structures.

16. Public Works – Air Compressor

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

18 & 19. Reserve Transfers

The Transfer of funds to the Planning Division and Corporate Services. The transfer of funds to the respective Department Accounts facilitates the future completion of projects to be undertaken in the 10 Year Capital Forecast (2022 to 2031)

20. Cemetery Management Software

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

21. Planning – Ayr Ice House Precinct Master Plan

This project is presently underway and represents a carry forward from 2020. The Township through the award of a Request for Proposal has retained the services of the GSP Group to undertake the completion of the Master Plan that will assess and identify the potential for a

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range of community focussed programming activities on the lands adjacent the Ayr Ice House and occupying the adjacent public lands associated with the former Lawn Bowling facility, Tannery Street and other landholdings. The initial background work has been completed by the Consultant and the first round of public consultation forums will be rolled out in late January / early February 2022.

22. Planning – Broadband Enhancement Strategy Phase 1

Staff will be presenting a Report to Council in January 2022 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.

C. LINEAR INFRASTRUCTURE PROJECTS

1 & 3 Various – Road Resurfacing

A total of \$ 1,555,520 is proposed to be expended on road resurfacing projects in 2022.

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

Mapping and road locations for the 2022 road resurfacing program are included as Map Nos. 1 and 2.

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.

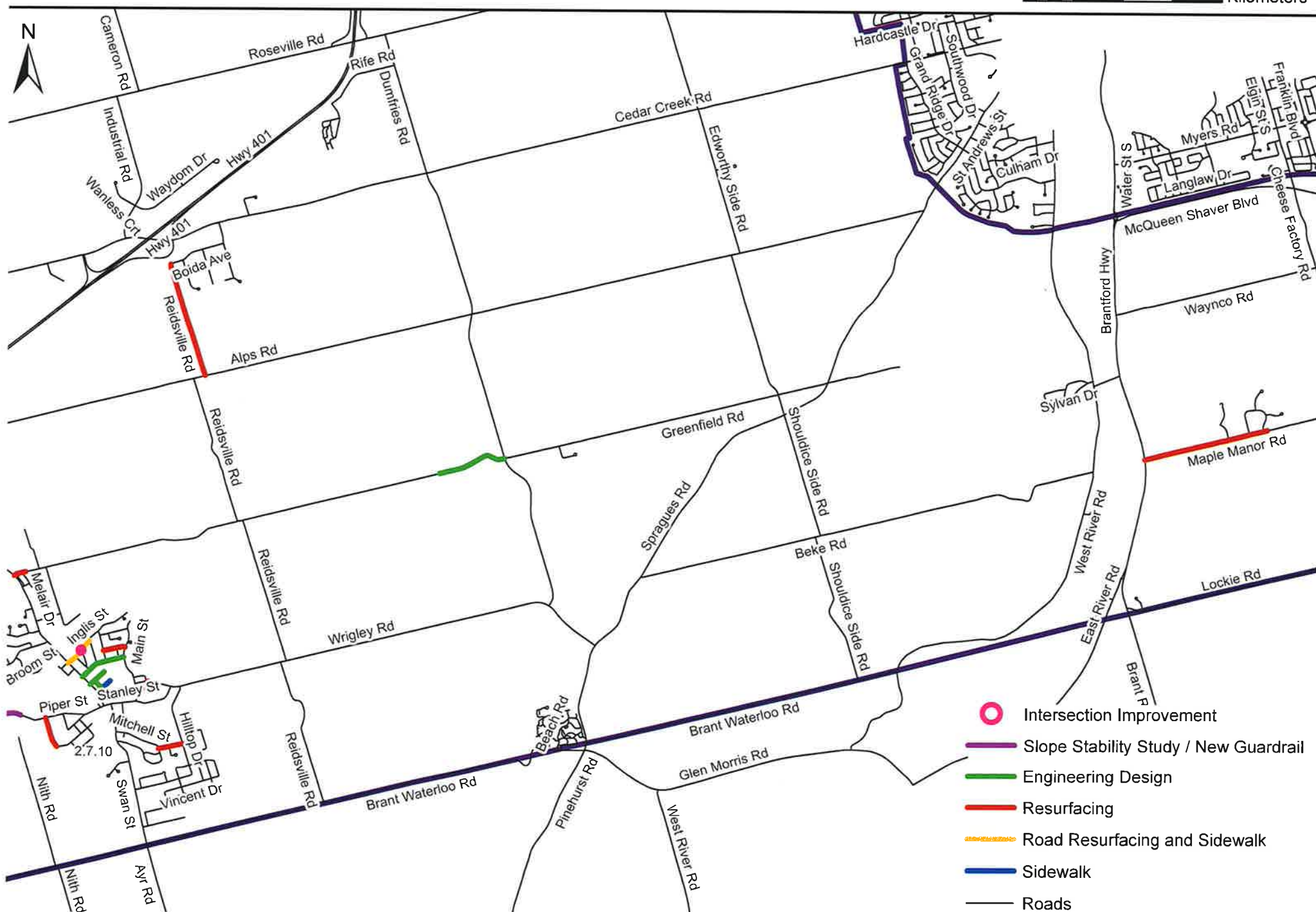
Pavement marking, roadside shouldering, roadside ditching, repairs to catch basins / curb & gutter as appropriate, are also included in the proposed scope of work and funding for these road projects.

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

271 m Hunt Road, Hilltop Drive to Mitchell Street

Shave & pave with 50 mm HL3 surface layer asphalt. Adjust manholes and catch basins, repair curbs as required.








A scale bar showing distances in Kilometers. The bar is marked with 0, 0.55, 1.1, 1.65, and 2.2. The bar is divided into segments corresponding to these values.

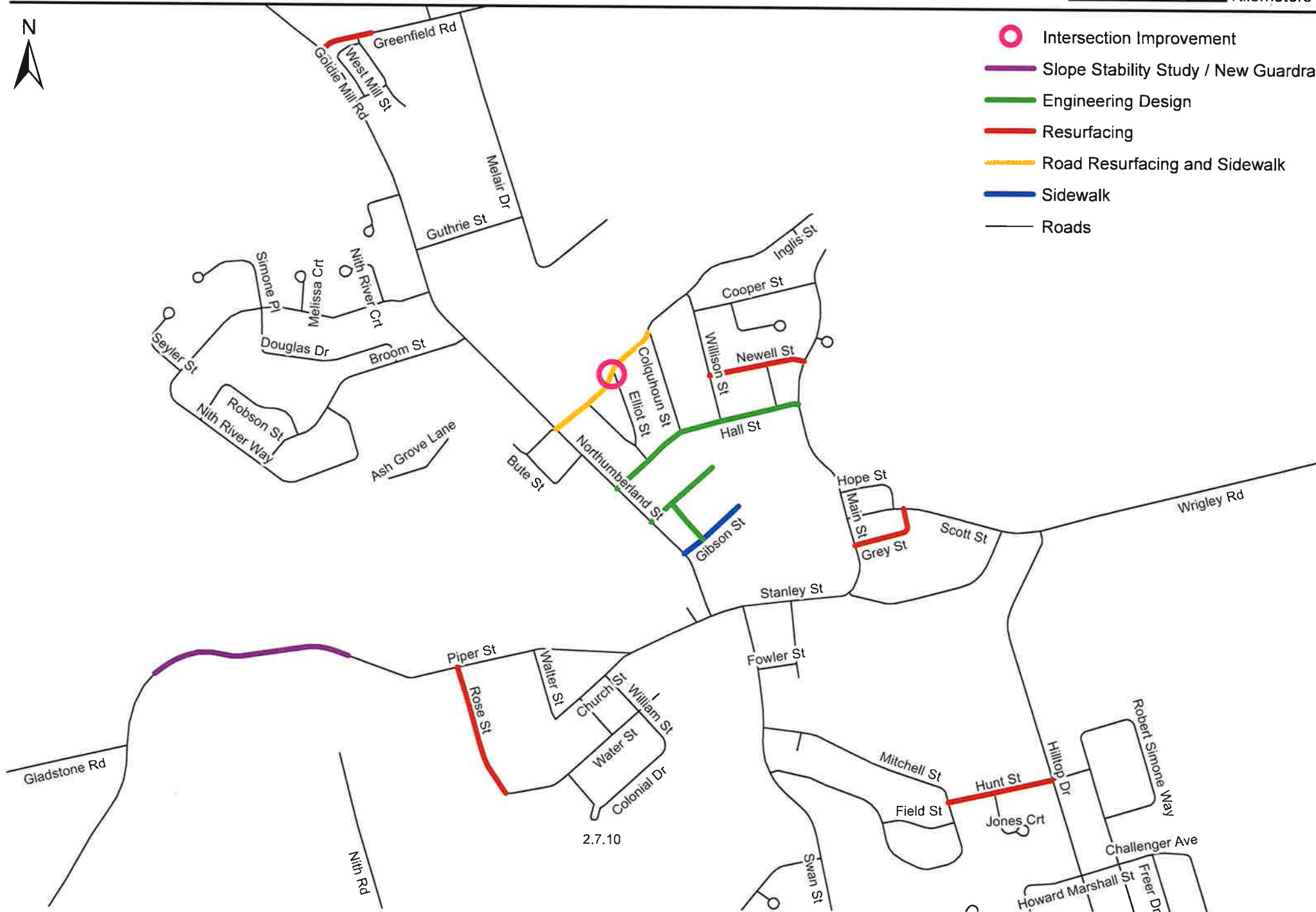


Township of North Dumfries 2022 Road Resurfacing Program

0 0.1 0.2 0.3 0.4
Kilometers



-  Intersection Improvement
-  Slope Stability Study / New Guardrai
-  Engineering Design
-  Resurfacing
-  Road Resurfacing and Sidewalk
-  Sidewalk
-  Roads



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194 m Grey Street

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt. Spot improvements to the road side ditch network and replace driveway culverts as required.

347 m Rose Street

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. On the east side of the road, between the north and south side of the Victoria Park ring road construct a barrier curb. Incorporate speed cushions within the road surface to modulate the speed of traffic adjacent Victoria Park.

244 m Newell Street

96 m shave & pave with 50 mm HL3 surface layer asphalt and 148 m pulverize - Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt; Adjust manholes and catchbasins, repair curbs as required. Spot repairs to roadside ditches as required.

347 m Inglis Street, Northumberland St to Colquhoun Street

Intersection improvements at Elliott Street & Inglis Street to create a consolidated alignment and path of travel. 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. Shave & pave with 50 mm HL3 surface layer asphalt for the length of Inglis Street, between Northumberland and Colquhoun St. Construct a temporary asphalt sidewalk to facilitate pedestrian movements from Northumberland St to Colquhoun St. Address surface drainage issues along the Inglis Street road corridor with re-establishment of roadside ditches and buried infiltration galleries.

135 m Greenfield Road, Northumberland St to CP Rail Ayr Spur Line

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 100 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt. Install barrier curbs with outlets to buried infiltration galleries in the road boulevard for surface drainage improvements.

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1,300 m Reidsville Road, Alps Road to Boida Avenue

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

1,400 m Maple Manor Road, Brantford Highway to 30 metres east of Silver Maple Cres.

Pulverize the existing asphalt surface and incorporate into the existing granular road bed. Grade, reshape and compact the road bed to restore a centreline and 2% crossfall. Lay 50 mm HL4 base course of asphalt with a 50 mm HL3 surface layer of asphalt. Extensive roadside ditch work with the replacement of driveway culverts as required.

2. Missing Links – Sidewalk Construction, Gibson St., Northumberland St to east terminus

Construct a 1.5 m wide sidewalk to provide for a continuous network from Northumberland Street to the east terminus of Gibson Street. The estimated length of the proposed sidewalk network is 195 metres.

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 and this phase of the workplan will complete the overall drainage project.

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6. Engineering Design – Piper Street Slope Stability Phase 3

In 2021 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.

7. Engineering Design – Bute Street Reconstruction

This project is a 2019 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 will be initiated in early 2022 in preparation for a construction phase to commence as early as 2023.

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 this length of Greenfield Road.

9. 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.

10. 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.

11. Contribution to Infrastructure Reserve

As part of funding the 10 Year Capital Forecast (2022-2031) 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

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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 2021 carry forward. Staff have made a series of presentations on the functional layout / spatial allocation of components of the Municipal Office during the 2020 / 21 time period.

Funding for this project in 2022 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.

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. 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 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.

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4. Public Works – Facility Renewals / Replacement

This project continues the work program started in 2020 to update and replace doors, windows and similar features designed to improve energy efficiency and proper safety / security. In 2022 the project contemplates the installation of the replacement exterior windows in the principal building.

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

This program is the continuation of upgrading and/or replacing items to support the business activities occurring at the NDCC both for administration and the Public.

6. NDCC –Real-Ice System

This project contemplates the installation of the Real-Ice System or comparable unit to the water supply that fills the ice resurfer. The Real- ice System modifies the composition of water which results in energy savings in terms of the operation of the ice plant. The Real-ice system, based upon comparable facilities, is anticipated to have a 2 ½ year pay back time period through reduced energy consumption. This project represents an overall initiative to reduce Green House Gas emissions, and, to reduce overhead costs.

7. Design – NDCC Twin Pad Project

The 2020 Arena Study identified as a preferred strategy the construction of a twin pad ice facility at the North Dumfries Community Centre. This phase of the workplan would retain the professional services of an architect and sub-consultants to embark upon the preparation of technical drawings in support of tender ready documents. A public engagement component would form part of the overall work program. Funding to support this phase is being provided by the Centre for the Community Group (CCG) to assist in defraying the overall expense of this introductory component of the project.

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

The Township in 2019 applied for a Federal / Provincial Grant that is designed to facilitate the renovation of the existing washroom facilities in Schmidt Park / Cowan Park to ensure barrier free accessibility; the installation of a magnetic programmable locking system for the exterior doors; and the provision of water bottle refill stations. In Victoria Park, the funding is to construct a new barrier free washroom building in combination with the installation of a water and sanitary sewer lateral from Rose Street to service the building; the installation of a magnetic programmable locking system for the exterior doors; and the provision of water bottle refill stations. In the Spring of 2021 the Township secured the Grant with Senior Levels of Government. In the Summer of 2021 the Township went to the marketplace to secure a Contractor with limited success. In Quarter 4 of 2021 the servicing component of

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the project, that being the installation of the water and sanitary lateral from the “build site” through to Rose Street was awarded with construction to occur in early 2022. It is anticipated that construction of the new washroom facility in Victoria Park will be scheduled for the May 2022 time period.

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

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.

10. 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. 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.

11. 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.

12 to 16 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 (2022 to 2031) with the objective of undertaking future projects to keep the buildings in a state of good repair.

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17. 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 & 2 Recreation – Outdoor Fitness Equipment

In the summer of 2021 the Township applied for a Grant to purchase and install outdoor fitness equipment at Clyde Park. The Township was not successful in securing the Grant. In the fall of 2021 the Baha'is Community of North Dumfries graciously donated three pieces of fitness equipment that will be installed adjacent the outdoor walking path at Cowan Park.

It is the intent of these two projects to purchase and install outdoor fitness equipment that are designed for cardio and core elements in Cowan Park and Clyde Park.

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

The Township in 2019 applied for a Federal / Provincial Grant to assist with the cost expenditure for the design and construction of three (3) new lit tennis courts. The tennis court facility is proposed for Schmidt Park in proximity to the west side of the pavilion structure. The Township was successful in securing the Grant in the Spring of 2021. In the Summer of 2021 the Township went to the marketplace to retain a Contractor to build the facility with limited success. The intent is to re-tender the project in early January 2022 with the objective of construction of the new facility commencing in May 2022.

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

The Township in 2019 applied for a Federal / Provincial Grant to assist with the design and replacement of the luminaires for the existing sports field lighting at the baseball facilities in Schmidt Park and Diamond 1 in Victoria Park, and the design and construction of new sports field lighting for Diamond 2 in Victoria Park. The new lighting network will be designed to provide a more uniform illumination for the four sports fields, and, by utilizing new lighting technology a savings on energy costs. In the Spring of 2021 the Township was informed that that we were successful in securing the Grant. The project entails retaining a lighting consultant to complete the design and bid document, and, to retain the services of a Contractor to install and commission the new light system. The construction phase of the project is anticipated to occur in the Fall of 2022 after the ball season has wrapped up for the year.

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5. Recreation – Annual Replacement of Park Furniture

As part of a phased program, the Township is expanding and replacing furniture across all of the Parks. 2022 represents Year 5 of a planned nine-year program to either replace park furniture or augment the existing inventory throughout the Township's park system. In 2022 the proposal is to purchase metal picnic tables and more waste receptacles.

6 & 7 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.

For 2022 it is proposed to bundle the two projects together and retain a Consultant to advance forward with the design of the respective park facilities through to tender ready documents. The design phase will include neighbourhood consultation.

8. Recreation – Installation of LED Lights at Victoria Park Tennis Courts

This project proposes the removal of the existing metal halide luminaires, and, the purchase and installation of new LED lights mounted on the existing light standards. The installation of the new LED lights will significantly reduce the current "wash" and glare experienced in Victoria Park, and, provide for a more uniform dispersion of light on the court surface. The new technology will also realize energy consumption savings and will contribute to the reduction of Green House Gas emissions.

9. 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. The completion of this project as contingent upon securing the Grant award.

10. Recreation – Design & Approvals - Nith River Trail, Pipers Glen Park to Greenfield

This project involves retaining a Contractor to assess the environmental elements adjacent the Nith River, from Pipers Glen Park northerly to the hamlet of Greenfield. 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

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detailed design suitable for Tender ready documents, and, securing the requisite approvals for the design from government agencies.

11. Victoria Park Ball Diamond Improvements

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

12. 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 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 2022 Council Meeting.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Andrew McNeely, RPP
Chief Administrative Officer

Overview

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

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

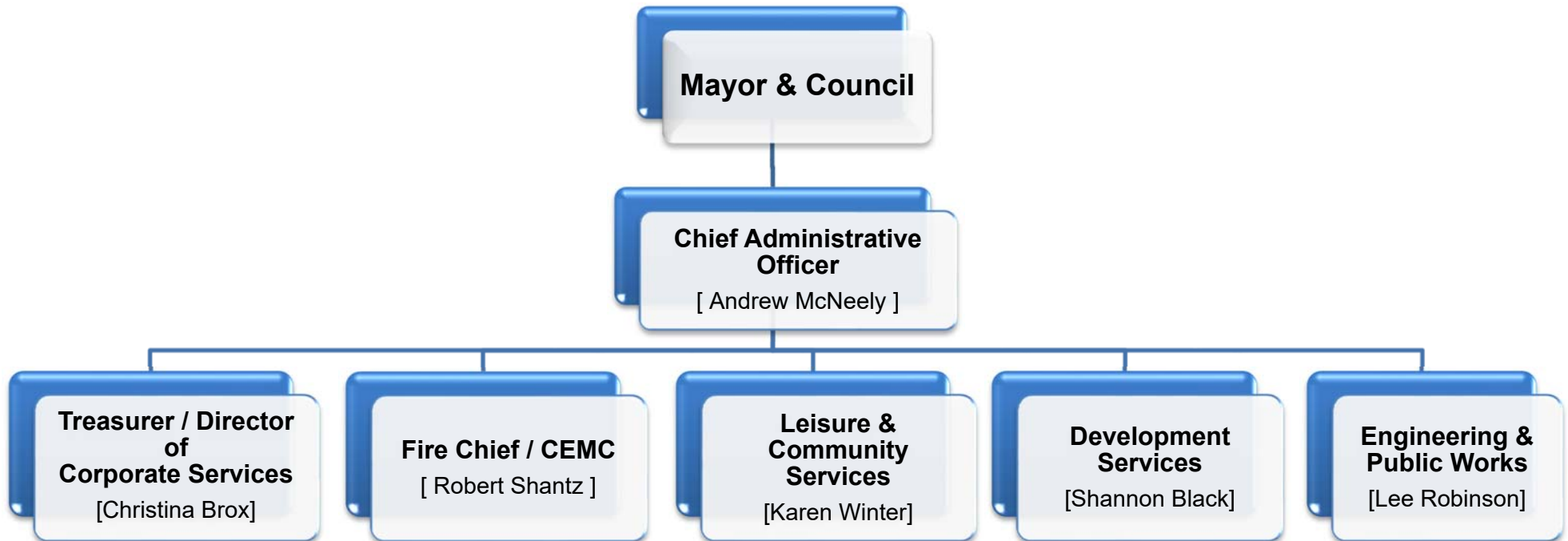
- Corporate Communications
- Economic Development & Tourism
- Legal Services
- Human Resources
- Corporate Real Estate

Mission Statement

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

Organizational Chart – Senior Management Team 2022

Township of North Dumfries



Note: The Chief Administrative Officer is responsible for the day to day supervision and co-ordination of services and programs offered through the Development Services Department until July 1, 2022. Shannon Black assumes the position of Director of Development Services / Chief Building Official on July 1st.

Corporate Organizational Chart - Functional Overview 2022

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Goals

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

Policy Guidelines for Service Delivery

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

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

Key Issues & Challenges

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Key Issues & Challenges (Continued)

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

2022 – 2024 Goals General Administration

Year 2022

- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2022 General Administration (Continued)

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2022 General Administration (Continued)

- Under the direction of Council, assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo (GRT) for the delivery of transit services within Urban Ayr, the 97/401 Business Park, and, across the rural countryside of North Dumfries
- Develop and initiate a robust and encompassing Corporate & Council Orientation Program for the new term of Council
- 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 2023 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)
- Continue through the 1st Quarter of the year with final chapters of the Corporate & Council Orientation Program for the new term of Council
- Develop in coordination with Council the Corporate Strategic Plan for the 2023 to 2026 time period
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2023 General Administration (continued)

- Continued evaluation and roll out of initiatives that are designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner

Year 2024 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 2023
- In consultation with Council, launch a Corporate rebranding exercise

2022 – 2024 Goals Human Resources

Year 2022

- 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 2022 – 2024 BUSINESS PLAN

Year 2022 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 2023 Human Resources

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2024 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
- 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 2025 – 2028 time period

2022 – 2024 Goals Economic Development & Tourism

Year 2022

- 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 the Economic Development Advisory Committee, 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
- In partnership with the Region of Waterloo, continue to leverage and access enhanced High Speed Broadband Connectivity through the Southwest Integrated Fibre Technology (SWIFT) initiative and similar Senior Government level programs



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2022 Economic Development & Tourism (continued)

- Issue a Request for Proposal from Internet Service Providers to leverage Township capital funds to enhance broadband connectivity in the business parks
- In consultation with the Planning Division, monitor, review and inform the Region's Comprehensive Municipal Review process / update to the Regional Official Plan as it pertains to employment land policies and land budgets

Year 2023 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 in consultation with the Economic Development Advisory Committee
- Assess the implications and opportunities of a Community Improvement Plan for Downtown Ayr, and, the Ayr Business Park and Highway 401 / Cedar Creek Industrial Area
- In partnership with the Heritage Advisory Committee and the Economic Development Advisory Committee, establish walking and motoring tours of key heritage sites across the Township
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative or through programs offered by Senior Levels of Government



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

2023 Economic Development & Tourism (continued)

- 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 2024 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2025 to 2029 time period
- Retain a consultant to develop an Economic Development Strategy in consultation with the Economic Development Advisory Committee
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative or programs offered through Senior Levels of Government
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Year 2024 Economic Development & Tourism (continued)

- 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 2022 – 2024 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 2022 – 2024 BUSINESS PLAN

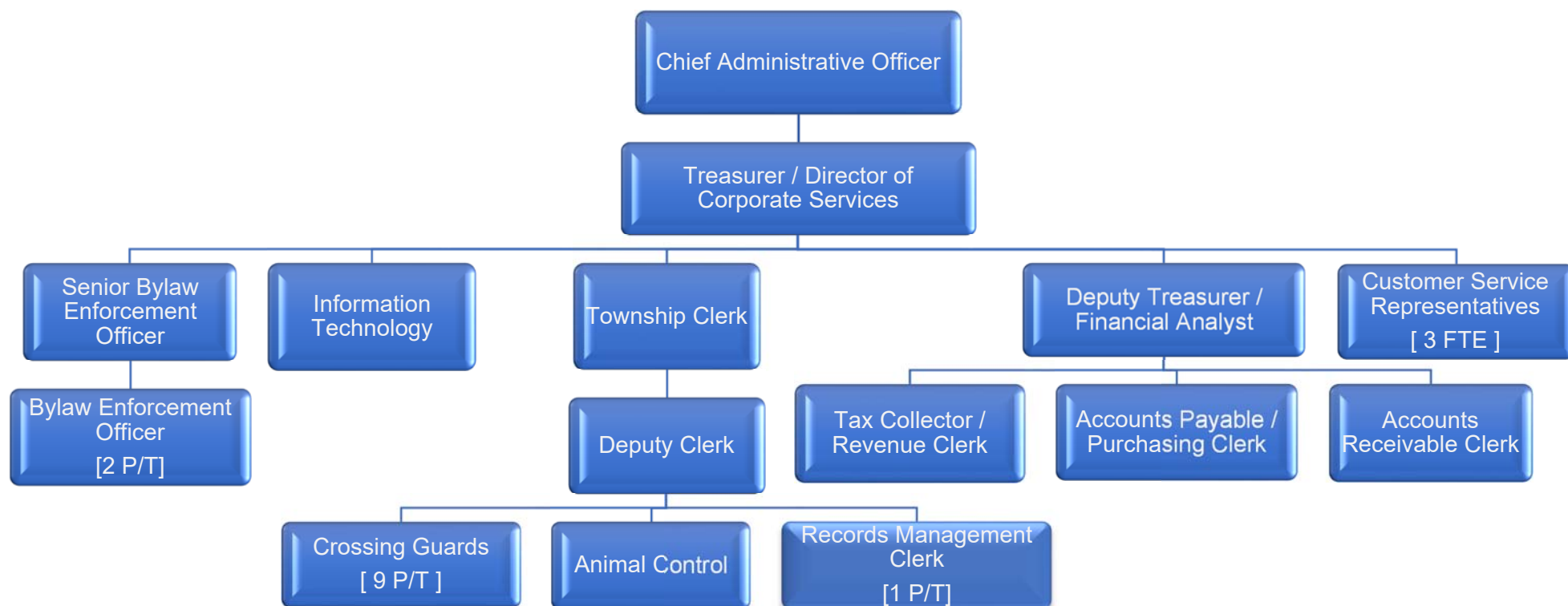
Overview (Continued)

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.

CORPORATE SERVICES DEPARTMENT 2022

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 [up to 24 hours per week]



CORPORATE SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

Mission Statement

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

Goals

- Promote good governance, accountability and transparency
- Promote proactive and responsible fiscal management
- Provide effective stewardship of financial resources and appropriate safeguarding of assets
- Provide reliable and sound financial strategies to ensure long term sustainability and the timely replacement / rehabilitation of assets
- Preserve and facilitate access of Township records and material
- Ensure optimization of Information Technology use in the Corporation to increase capacity and productivity
- Promote positive relations with North Dumfries residents, employees and other stakeholders.

Policy Guidelines for Service Delivery

Municipal Act

Municipal Affairs Act



CORPORATE SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

Assessment Act
Municipal Property Assessment Corporation Act
Municipal Tax Assistance Act
Assessment Review Board Act
Payment in Lieu of Taxes Act
Provincial Land Tax Act
Municipal Elections Act
Accessibility for Ontarians with Disabilities Act
Vital Statistics Act
Municipal Freedom of Information and Protection of Privacy Act
Highway Traffic Act
Statutory Powers Procedures Act
Applicable Regulations and Codes affiliated with the above Acts
Various Township By-laws, Policies and Procedures
Procedural By-law
Procurement By-law
Public Sector Accounting Board practices and procedures
Generally Accepted Accounting Principals (Canada)
Corporate Fiscal Policies & Strategies
Internal Corporate Financial Controls
Education Act
Occupational Health & Safety Act
Lottery and Gaming Act
Employment Standard Act / Pay Equity



CORPORATE SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

Key Issues & Challenges

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

2022 – 2024 Goals

Year 2022

- Updating Tangible Capital Asset Policy with input from the Township's auditors



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- Continue work on Phase 1 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 that was undertaken in the 2nd half of 2021.
- Continue to elevate and promote electronic payment options inclusive of cash receipts and mortgage payments
- Implement, in co-ordination with the Leisure & Community Services Department and the 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)

Year 2022 (Continued)

- Review, and where necessary, update Clean Yards By-law 2349-09, Property Standards By-law 2392-09, Roads Use By-law 3093-19, Mobile Food Vendors By-law 1758-98, and, Noise By-law 2609-14
- Continued monitoring and assessment of the Backyard Hens Pilot Project with a reporting to Council on conclusions / recommendations
- Continue to redevelop the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements



CORPORATE SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

- 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
- Deliver the 2022 Municipal Election along with the associated internal and Council candidate training, communication strategy, etc for a hybrid election (internet and in-person voting)
- Under the direction of Council, assess and where necessary update, the role, function, responsibilities and composition of Township Advisory Committees
- In consultation with the Office of the Chief Administrative Officer, present for discussion with Council the framework of an Information Technology Strategy for the next five (5) year period (2024 to 2028) with the inclusion of information arising from the Joint Service Delivery Review completed with the Townships of Woolwich, Wellesley & Wilmot

Year 2023

- Initiate Phase 2 of the Corporate Records Management program
- Continue to promote electronic payment options, including an assessment of an electronic tax bill for property owners, with potential implementation of a customer self serve portal through the website.
- Review, and where necessary, update Fire Arms By-law 700-83, Sign By-law 2491-12, Salesperson, Hawkers & Pedlars By-law 1374-92, and, Parks By-law 2985-18
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division



CORPORATE SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

- 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 RFP for Auditor Services for the 2024 – 2029 time period

Year 2024

- Review, and where necessary, update Procedural By-law 3130-20, Sale and Disposition of Surplus Property By-law 2726-15, and, Open Air Burning By-law 2316-08
- Implement Phase 1 from the Information Technology Strategy completed in 2023
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- Retain a consultant to update the Corporate website
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)
- Prepare a Request for Proposal for Animal Control Services for the 2025 – 2028 time period



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 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.

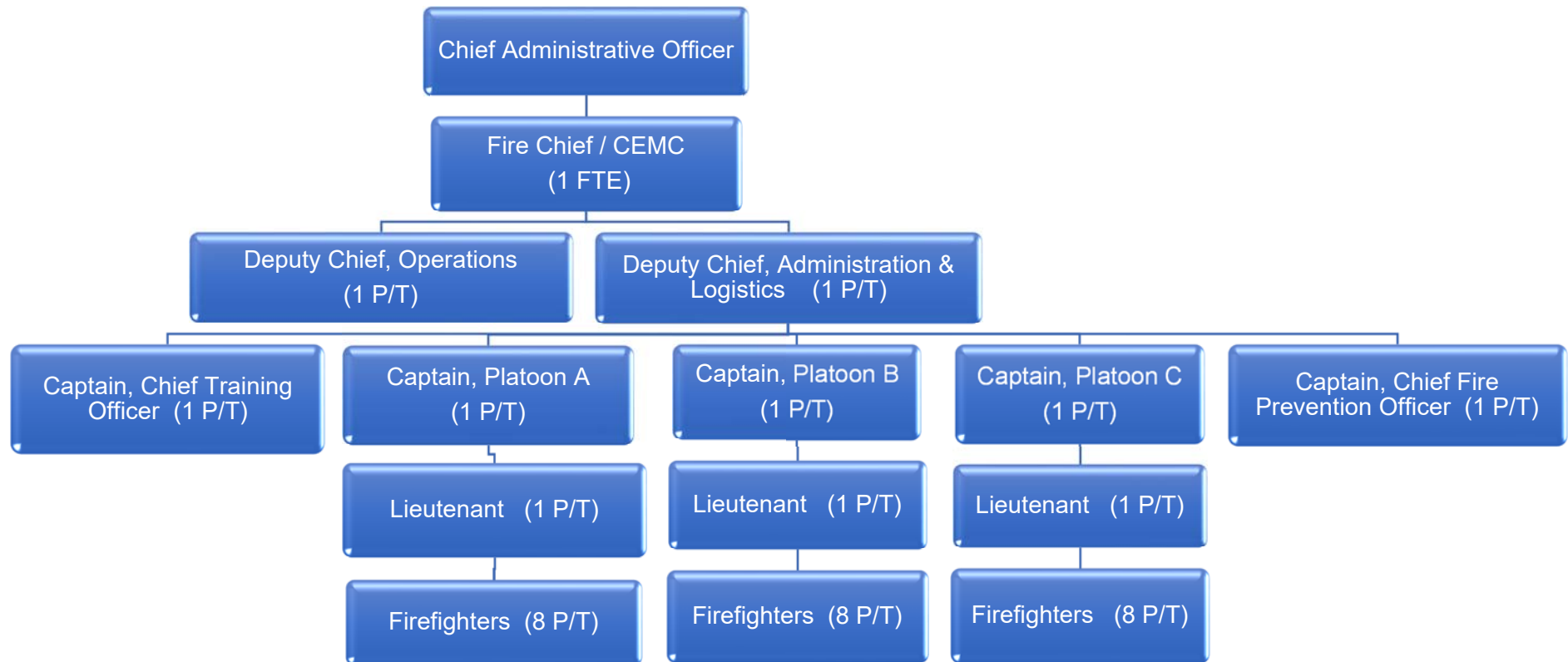
The Fire Chief is also the Township's Flood Co-ordinator working in partnership with the Grand River Conservation Authority.

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 2022

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 2022 – 2024 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

Policy Guidelines for Service Delivery

By-law Number 3250-21 which establishes the level of service for the Department



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 BUSINESS PLAN

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 2022 – 2024 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, etc, and, Officer development in recognition of succession planning requirements
- Maintaining the Superior Tanker Shuttle Certification as part of the rural firefighting component
- Establishing a Master Plan for the Department
- Elevating the role of the Emergency Management Plan to be part of the culture of the Administration of the Municipality recognizing that events and circumstances around emergency planning preparedness continue to evolve and are becoming more pronounced



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 BUSINESS PLAN

2022 – 2024 Goals

Year 2022

- Assess the conclusions from the Joint Services Delivery Review exercise that was completed 2021 in partnership with the Townships of Woolwich, Wilmot and Wellesley, and, identify opportunities for the consideration of Council for collaboration, joint projects or programs, etc with the rural Township municipalities
- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions and updates to reflect the Council approved level of service as adopted in late 2019, and, the efficient and effective use of Fire personnel and resources in this regard
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) other Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Assess delivery models to expand the Municipality's pool of personnel to assist in the delivery of public education and outreach campaign, and, property inspection services
- Grow the self-registration of local residents and businesses in Alert Waterloo and the awareness of this program so that it can be fully leveraged during the time of crisis or an emergency incident
- 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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 BUSINESS PLAN

Year 2022 (Continued)

- In preparation for succession planning of Fire Officers' continue forward with the multi-year training program in accordance with NFPA 1021
- In coordination with the Chief Administrative Officer, prepare an "after action report" on the Emergency Declaration for the COVID-19 Pandemic with any recommended changes to the existing Pandemic Plan and the Emergency Management Plan
- Develop a new Fire Services Contract Agreement with Brant County and the Township of Blandford-Blenheim for implementation in 2023
- Undertake the renovation of the community hall at the Ayr Fire Station to accommodate Fire Administration and Fire Prevention personnel
- Prepare a Fireworks By-law for the consideration of 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

Year 2023

- Develop and implement NFPA 1035 related to a public education campaign and supporting materials related to fire safety
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 BUSINESS PLAN

Year 2023 (Continued)

- Undertake a major training event with partners to improve the delivery of Emergency Management Plan
- Review, and where necessary, update the Township's Emergency Management Plan
- 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
- 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 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
- Update the HIRA (Hazard Identification Risk Assessment) inventory for the Municipality
- Continue to provide targeted training for key personnel in Emergency Management practices
- Initiate in-house the preparation of a Master Plan (2024 to 2028) for the Department for presentation to Council
- 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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2022 – 2024 BUSINESS PLAN

Year 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, inclusive of an analysis of alternate or complementary service options, for the review and consideration of Council
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- 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 2023
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Finalize 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
- 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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2022 – 2024 BUSINESS PLAN

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

Overview

As a result of an internal restructuring approved by Council and which is in effect as of January 1st, 2022, the mandate of the Department has been broadened. The newly established Department, entitled 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 Public Works Division and Engineering.

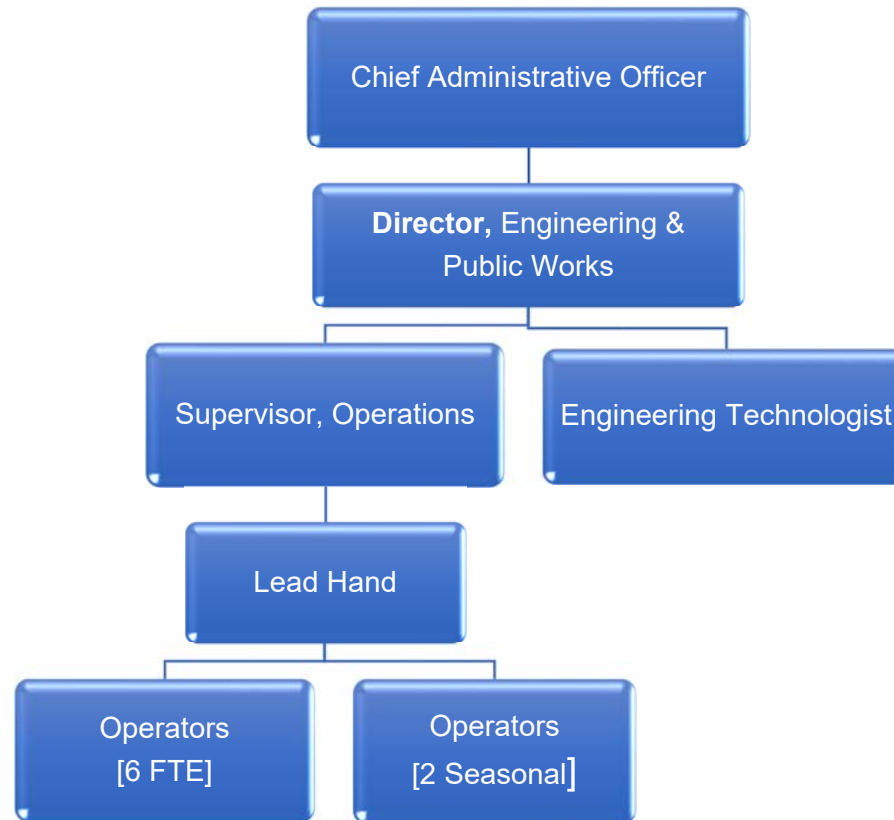
The Public Works Division is responsible for the operation and four seasons maintenance of the Township's linear infrastructure which includes: roads and road side ditches; bridges and culverts; boulevard trees; traffic control devices, signage and pavement markings; catchbasins, storm sewers and stormwater management facilities; sidewalks; streetlights; and, Municipal parking lots. The Department is 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.

Mission Statement

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

ENGINEERING & PUBLIC WORKS DEPARTMENT 2022
Township of North Dumfries



Notes: FTE shall mean Full Time Equivalent

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

As part of the 2022 Budget process, seek to increase the FTE Operators from 5 personnel to 6 personnel, and, reduce the Seasonal Operators from 3 personnel to 2 personnel



ENGINEERING & PUBLIC WORKS DEPARTMENT 2022 – 2024 BUSINESS PLAN

Goals

- To exceed the expectations of our residents by providing the highest level of service possible, in a cost effective manner. Strive to be recognized in Waterloo Region as a leader in the delivery of infrastructure related services
- To proactively develop and maintain an asset management plan 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
- Occupational Health & Safety Act
- Various Council approved Policies and Procedures
- Collective Bargaining Agreement CUPE Local 1656.02



ENGINEERING & PUBLIC WORKS DEPARTMENT

2022 – 2024 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2022 – 2024 BUSINESS PLAN

Key Issues & Challenges (Continued)

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



ENGINEERING & PUBLIC WORKS DEPARTMENT

2022 – 2024 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Development of new Development and Engineering Standards needs to be undertaken

Year 2022

- 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
- Develop and submit to Council for approval a Boulevard Tree Management Plan
- Undertake a review of local streets within Ayr and make recommendations to Council on areas for No Parking and/or Parking on one side of the road
- Undertake the preparation of a Concept Plan for the layout of buildings and structures (existing and future) of the Public Works Depot with the emphasis on function, form and flow to accommodate future needs of the Corporation. 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
- Develop and submit to Council Development and Engineering Standards



ENGINEERING & PUBLIC WORKS DEPARTMENT

2022 – 2024 BUSINESS PLAN

Year 2022 (continued)

- Finalize for presentation to Council the in-process stormwater management master plan for the Community of Ayr, and, link key recommendations / conclusions to the Township's Asset Management Plan and financial strategy
- 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
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and major culverts
- Working with Municipal partners, develop the framework for Phase 2 of the LED Streetlight Conversion program focussed on the decorative / top post mounted streetlight luminaires
- Participate, in co-ordination with the Finance Division, the implementation of the State of the Infrastructure Report that is designed to inform the 10 Year Capital Forecast, Funding Strategy and the Township's Asset Management Plan
- 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
- Implementation of the Traffic Calming Policy and guidelines

Year 2023

- 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 a preventative maintenance strategy for Municipal bridges and major culverts



ENGINEERING & PUBLIC WORKS DEPARTMENT

2022 – 2024 BUSINESS PLAN

Year 2023 (continued)

- Develop a preventative maintenance strategy to extend the operating life of hard topped roads within the Township's network
- Implement Phase 2 of the LED Streetlight Conversion program
- Develop a storm sewer and catch basin cleaning program
- Review and update the Township's Site Alteration By-law
- Review, and where necessary, update the templates for the Township's Site Plan Control Agreements and Subdivision Agreements

Year 2024

- Establish a storm water management pond monitoring and reporting program
- Implement Phase 2 of the redevelopment of the Public Works Depot site, pending Council approval
- Review, and where necessary, update the Township's Traffic Calming Policy and associated implementation plan



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2022 – 2024 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 *Culture 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, represent 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 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 2022

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

2022 – 2024 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
- Plan for leisure services delivery in a comprehensive and continual manner through meaningful input and consultation from community stakeholders
- Assist volunteers, community groups and organizations in their provision and delivery of leisure services
- Develop, train and support the role of Staff and volunteers in the leisure services delivery system
- Ensure that Township facilities and parks are properly equipped, safe and accessible and are in a state of good repair to support a wide range of indoor / outdoor programming opportunities to serve our residents
- Provide for a diverse opportunity of both passive and active outdoor leisure pursuits through the provision and management of parks, trails and a network of open space systems
- Acting as a facilitator and co-ordinator, assist the community and volunteers with the provision and delivery of a wide range of community events and festivals

Policy Guidelines for Service Delivery

- Technical Standards & Safety Authority (TSSA)
- Canadian Standards Association (CSA)
- Accessibility for Ontarians with Disabilities Act



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- 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
- 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



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Key Issues and Challenges (continued)

- Leveraging the reservation software application that was installed in Q2 of 2019 to facilitate the permitting of parks, arenas, sports fields and indoor multi-purpose space and migrating the viewing of open blocks of time for rentals onto the website
- Establishing Memorandums of Understanding and/or Service Level Agreements with key user groups and community organizations to ensure a consistent understanding of roles, responsibilities and service level commitments
- Establishing Memorandums of Understanding with municipal partners, private sector, non-governmental organization(s), not-for-profit organizations and/or community group(s) for the delivery of a wide range of leisure services programming designed to serve residents of all ages and all abilities

2022 – 2024 Goals

Year 2022

- Finalize and deliver with Recommendations the Township's first Leisure Services Master Plan for the consideration of Council in Q1 This Study will be comprehensive in nature and will integrate and align leisure services & programming opportunities and existing gaps, and, inform a strategy to provide direction on facility, park, trail and active / passive programming opportunities for the next ten year period (2022 to 2031)
- Arising from the completion of the Leisure Services Master Plan, develop an implementation program for the consideration of Council. Advance forward with the implementation of Phase 1 Monitor and assess implementation of the initiative and the alignment with the agreed upon metrics and benchmarks



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Year 2022 (continued)

- Seek out a partner(s) to deliver training on volunteer recruitment and engagement that will assist in growing the capacity of the various Township Advisory Committees, community organizations and volunteer groups that serve the residents of North Dumfries
- Participate, in co-ordination with the Finance Division, the implementation of the Life Cycle Analysis Review of all Township facilities that is designed to inform the 10 Year Capital Forecast, Funding Strategy and the Township's Asset Management Plan
- Inventory all Township buildings and co-ordinate / deliver the efficient preventative maintenance and life safety requirements of all buildings
- Update, and where appropriate, establish Department policies and procedures related to Staff functions / level of services for Parks and Facilities related to Health & Safety procedures, risk management, etc
- In consultation with the Leisure & Lifestyle Advisory Committee, revisit the Trails Master Plan and develop a prioritization listing of initiatives (operating and capital) for the next 10 year period for the consideration of Council
- Develop a listing and inventory of all non-government, private sector and community focused leisure service providers and their programs associated with recreation, leisure and cultural disciplines for all ages and abilities
- 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
- Commence planning and securing necessary contracts related to the Ayr 2024 200th anniversary celebrations



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- 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

Year 2023

- Develop and launch a Spring / Summer and Fall / Winter Leisure Programming Guide in both a print and digital format that will serve as the one consolidated source of information on all leisure opportunities available in the Township
- Continue to deliver in-house training to volunteer groups and organizations to grow the capacity of this sector
- Examine and assess, in consultation with Council and key community stakeholders, the formal establishment of a Community Events & Festivals Committee that would be charged with the responsibility to facilitate and co-ordinate seasonal community events throughout the Township
- In consultation with the Planning Division, the Economic Development Advisory Committee and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
- 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
- Continue to develop and refine the deliverables for the Ayr 200th Anniversary celebrations to be delivered in 2024



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2022 – 2024 BUSINESS PLAN

Year 2024

- Develop and formalize a Volunteer Engagement Strategy. Implement Phase 1
- Roll-out of the Community Events & Festivals Committee if the strategy is embraced arising from the 2023 Business Plan deliverable
- Continue with the rollout of priorities as set out in the Leisure Services Master Plan
- Provide a lead role as a coordinator / facilitator for the Ayr 200th Anniversary celebrations and program
- Prepare and issue a RFP to retain a Consultant to undertake an update to the Facilities Life Cycle Study

DEVELOPMENT SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Shannon Black, Director of Development Services / CBO

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 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.

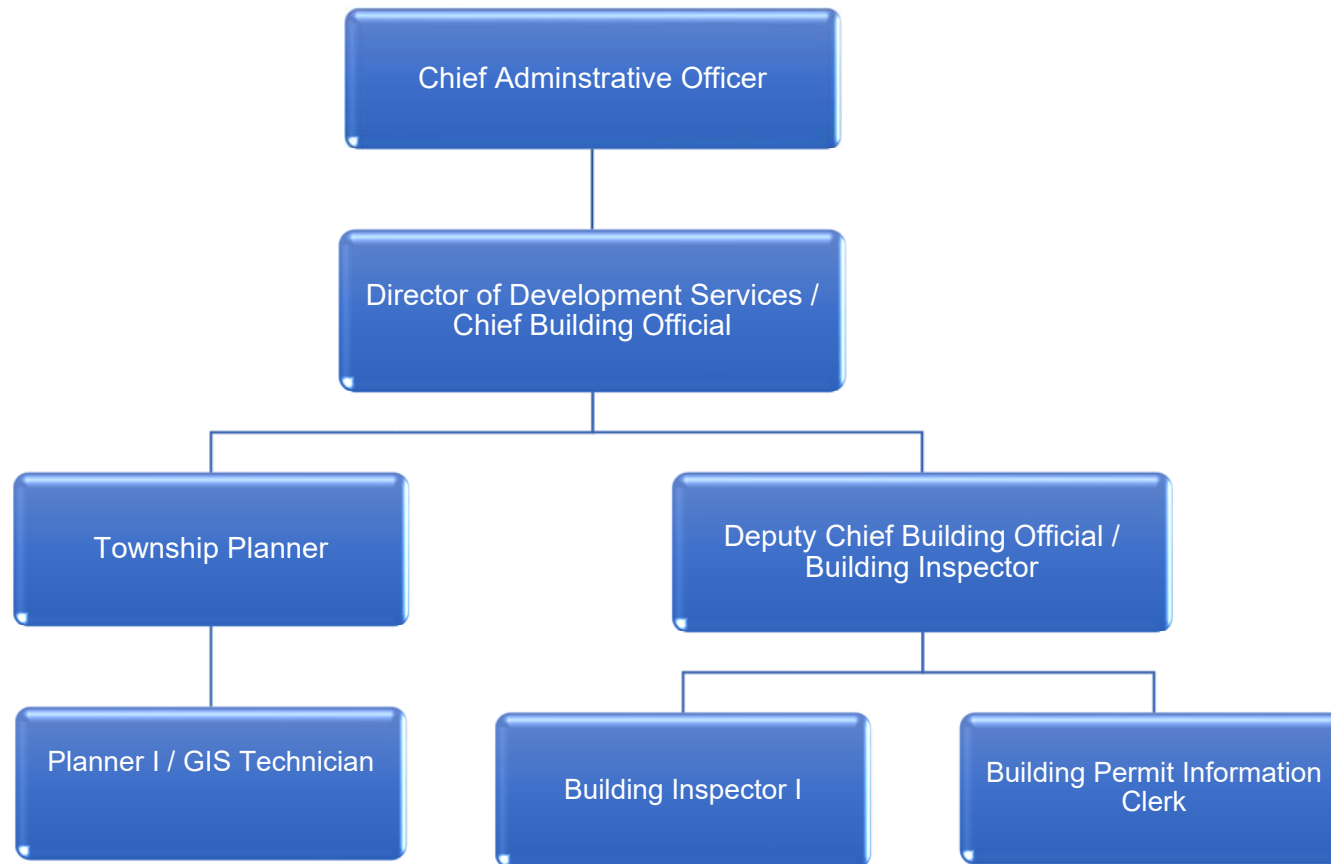
The *Building Division* is responsible for the administration of the *Ontario Building Code Act* and related Council approved Building By-laws. The Division oversees the Permit application review, approval and inspection processes associated with all building categories (small, large and complex); plumbing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

Mission Statement

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

DEVELOPMENT SERVICES DEPARTMENT 2022

Township of North Dumfries



Notes: Chief Administrative Officer is responsible for the day to day coordination and supervision of the Development Services Department until July 1, 2022. Through an internal promotion Shannon Black will shift to the Director of Development Services / Chief Building Official effective July 1st.



DEVELOPMENT SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

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, the Regional Official Plan and the Township's Official Plan
- *Planning Act* and associated regulations
- Township's Comprehensive Zoning By-law 689-83
- *Ontario Building Code Act* and associated regulations
- Source Protection Plan
- Township's Building By-law, Sign By-law and other associated By-laws
- Township's Engineering Standards and Specifications

DEVELOPMENT SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Key Issues & Challenges

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

2022 – 2024 Goals

Year 2022

- Continue to review and update the Township's Built Heritage Inventory in consultation with the Heritage Advisory Committee
- In consultation with the Heritage Advisory Committee and the Planning & Sustainable Development Advisory Committee, advance forward with a Cultural Landscape Study for Ayr with the technical assistance of a Consultant

DEVELOPMENT SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Year 2022 (Continued)

- Finalize, in consultation with the Region of Waterloo, the Growth Management Model and associated residential / non-residential modeling through to 2051 for the Municipality
- Finalize the Delegation process with the Region of Waterloo for Subdivision / Condominium approvals and Part Lot Control
- Update the Township's Building By-law
- Review and assess a Deck By-law as an amendment to the Comprehensive Zoning By-law
- Review and assess an update to the Township's ancillary dwelling units in the Comprehensive Zoning By-law so as to align with Planning Act Regulation 299/19
- Finalize and present for Council's consideration the proposed strategy for the protection of established older neighbourhoods in Ayr
- Develop and implement a new homeowner's education / awareness campaign for posting on the website and for distribution by the Builders'
- Undertake a RFP and commence work on the update to the Township's Comprehensive General Zoning-Bylaw
- Undertake a RFP and advance forward with a new Property Management Program and an on-line building permit intake platform
- Prepare and publish a Homeowners' / Contractors' guide for the construction of in-ground / at-grade pools, complete with a public engagement strategy

DEVELOPMENT SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Year 2023

- Retain a consultant to prepare Urban Design Guidelines for both greenfield and intensification / redevelopment sites within Urban Ayr
- 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 2024

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