



TOWNSHIP OF NORTH DUMFRIES

2025 Municipal DRAFT Budget



Township of North Dumfries 2025 Municipal Draft Budget

Background on Municipal Budget 2025 Draft Budget Financial Snapshot Issues Affecting 2025 Budget

This summary of the 2025 budget has been prepared by the Treasurer/ Director of Corporate Services only as an overview for the amounts and format of the budget. Further details are available from the Chief Administrative Officer, Fire Chief, Director of Engineering and Public Works, the Director of Leisure and Community Services, and the Director of Development Services. Other items may be raised at the Council Meeting to present the 2025 Municipal Budget in January 2025.

At the August 14, 2024, Council meeting, Council approved the following resolution regarding the 2025 Township of North Dumfries Budget:

- 1) THAT FIN Report No. 18-2024 be received;
- 2) AND THAT Council establish a transfer to Capital Reserves of a minimum of 3.0% of the 2025 Municipal Levy, over the total Capital Reserves allocated from taxation in 2024, to assist in funding the 10 Year Capital Forecast, as follows:
 - i) Transfer to the Infrastructure Reserve Account at 1.25%
 - ii) Transfer to the Facilities Reserve Account at 0.75%
 - iii) Transfer to various Capital Reserve Accounts (above and beyond Infrastructure & Facilities) at 1%
- 3) AND THAT staff be directed to prepare and submit the 2025 *draft* Operating and Capital budget within a maximum guideline of a 6.5% increase in the Municipal tax rate (after accounting for assessment growth);
- 4) AND THAT staff publish the adopted 2025 Budget Meeting Schedule in conjunction with the 2024 / 2025 Council Meeting Schedule on the Township's website, social media accounts as part of the ongoing public consultation and community outreach program;
- 5) AND THAT the following Meetings be scheduled to deal with the 2025 Budget components:

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Wednesday August 14, 2024	6:00 pm	Special Council Meeting	1) 2025 Budget Schedule / Key Drivers / Guiding Principles to Establish 2025 Budget 2) Ten-Year (2025-2034) Capital Forecast / Funding Strategy
Tuesday November 12, 2024	6:00 pm	Regular Council	1) 3 rd Quarter 2024 Variance Report and Year End Projections 2) Report on Pre-Approval for Tenders/RFP's for key capital projects for 2025 delivery.
Monday December 9, 2024	6:00 pm	Regular Council	1) 2025 Fees and Charges Review and By-law 2) Draft 2025 Budget Document and Business Plans circulated with a Report.
Monday & Thursday Jan. 13 & 16, 2025	6:00 pm	Special Council Meeting	Full Review by Directors of the 2025 Budget – Operations and updated Capital & 10 Year Capital Forecast
Monday February 3, 2025	6:00 pm	Special Council Meeting	Further Review of Items arising from January 13 & 16 Budget discussions. Detailed Budget Review session continues (IF REQUIRED).
Monday February 24, 2025	6:00 pm	Regular Council	Report to recommend approval of the 2025 Budget., Department Business Plans and in principle the 10-year Capital Forecast, and, Township Tax Rates By-law
Monday April 28, 2025	6:00 pm	Regular Council	Consideration of Final Full Tax Rate By-law (including Region and School Board Rates)

The Township's assessment base increased by 3.6% from 2024 to 2025.

Staff have prepared a draft budget that provides the 3% increase in transfers to Capital Reserves funded by the 2025 Municipal Levy.

The 2025 draft budget contains a 5.9% increase in the Municipal tax rate. This is comprised of a 2.9% year over year increase in costs to deliver existing programs and services and a 3% increase related to the increase in transfers to Capital Reserves. The decrease from the 6.5% guideline as established by Council arising from the August 14, 2024 meeting is a direct result of an increase in OMPF funding.

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The Canadian inflation rate was 2.8% in January 2024 and has been decreasing over the year with the most recent year over year rate of 2% increase for October 2024.

The Township has seen inflationary costs return to more traditional level as the impacts on disruption of global supply chain have been diminished. There does continue to be uncertainty in the markets and a relatively weak Canadian dollar which is impacting the upward financial pressures for goods, services and materials and have therefore continue to impact operations of the Township and the draft 2025 Budget.

The layout of the 2025 Budget information materials is consistent with what was provided in 2024 in order to make comparisons easier for the readers. Provided in this binder are several items that will assist in making the 2025 Draft Budget more understandable including:

1. A Summary by services and departments, followed by a detail list of the Operational Departmental budgets.
2. A Detail listing of accounts. This is also listed by Departments and organized by Major functional categories as listed by the Financial Information Return (FIR). This report shows a breakdown by proposed Operational budgets. These DRAFT Budget working papers are attached in summary format and include:
 - ▶ 2022 Actuals (Final) to December 31, 2022
 - ▶ 2023 Actuals (Final) to December 31, 2023
 - ▶ 2024 Approved Budget
 - ▶ 2024 Actuals to October 31, 2024
 - ▶ 2025 Draft Budget
 - ▶ Dollar Change from 2024 to 2025 Budget
3. A summary of 2025 Capital projects with an analysis of funding sources. This together with a written summary of the projects is provided.
4. Updated Business Plans (2025 to 2027) for the Township, by Department. These Plans are the basis on which the Township's services are provided, which require funding from the proposed 2025 budget.

The 2024 year-end is not yet complete. Staff are anticipating having final numbers in early April 2025.

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

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when the annual tax roll is delivered, in mid-December 2024. Staff will provide further information on any updates as part of the January 2025 Budget meetings.

Tax Levy and Tax Rates

The Total tax levy in the 2025 draft budget is \$8,424,821. The Township experienced a 3.6% growth in tax assessment roll. The proposed increase in tax rate of 5.9% would result in an estimated increase in property taxes of \$75.53 for the average residential property. The average Residential Assessment for the Township of North Dumfries being assessed at \$455,000.

The average residential assessment of \$455,000 is used as the basis for comparison, as it represents the median assessment for a residential property within the Township of North Dumfries as assessed by MPAC. While the market value on properties has substantially changed since the assessment base 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.

Residents should remember that today's market price is not the basis of their property assessment, instead properties are assessed by MPAC as to the value they would have had in 2016.

With the proposed tax increase, residents will pay \$297.43 for every \$100,000 of assessment on residential properties. This represents an increase of \$16.60 over 2024 taxes.

The allocation of the tax levy for 2025 is as follows:

	2025 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 5,924,341	70%
COMM/INDUST.	\$ 2,177,028	26%
PIPELINE	\$ 323,451	4%
	\$ 8,424,821	100%

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Reserve Transfers

The Capital Reserves transfer in this draft budget represent \$1,296,000 to specifically identified reserves raised through the tax levy. In addition to the transfers to the specifically identified reserves, the budget includes transfers to reserves for Aggregate fees \$775,000 and Grandbridge Investment income of \$565,774. It should be noted that the estimated transfers to reserves from these two external funds are based on preliminary estimates. Aggregate is based on self-reporting data from the industry and Grandbridge Energy is based on preliminary forecast from the energy company.

Long Term Capital Forecast

At the meeting of August 14th, Council reviewed the Ten-Year (2025-2034) Capital Forecast/ Funding Strategy. The forecasted capital items have been reviewed by staff and the 2025 capital budget is largely built on these items. The Ten Year Capital Forecast will be reviewed by Council again at the end of January 2025 along with the Reserve Continuity Analysis.

Programs, Services and Capital Projects

The 2025 Draft Budget Document contains much more detail on programs, services and projects to be completed in 2025. Council and members of the Public have been given a few weeks to review and prepare questions for staff on the draft document in advance of the first scheduled Budget Meeting which is scheduled for January 13th, 2025 with the second meeting scheduled for January 16th, 2025. Both meeting commence at 6 pm.

On January 13^h (and any subsequent meetings as required) a full review of this information included in the 2025 Draft Budget Binder will take place. Staff would appreciate any questions from Council that they would like addressed prior to that date so that the necessary background information can be provided at the meeting. There will also be a further detailed budget review session on Thursday, February 3rd 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 2025 budget, staff will then take the opportunity to review the 10-year Capital Forecast with Council, seeking direction in principle for future projects.

The 2025 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 \$258,500 for 2025 and represents an increase of \$21,900 from 2024.

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- The Township will received Ontario Community Infrastructure Fund (OCIF) allocation in 2025 of \$593,980. This represents a \$77,476 increase from 2024 funding level. These funds are to be used on core infrastructure projects.

The 2025 list of Capital projects totals \$33,004,648. This includes the potential for \$6,800,000 in new debt financing required to deliver the Twin Pad project, should the Township be successful and Council approve the project.

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

A full review of this book will be discussed at the 2025 Budget Meetings of Council, scheduled for January 13th and 16th, both to commence at 6 p.m. Each Director will be available to answer questions on the details with their respective areas of responsibility.

It is anticipated, on February 3rd, there will be a review of the updated 10-year Capital plan.

If Council or the public have any issues, they would like addressed at either of these meetings, please forward to my attention, if possible, prior by January 7th in preparation of the January 13th meeting, so any background information that will need to be collected to answer questions, will be prepared.

Christina Brox, CA, CPA
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Treasurer/Director of Corporate Services
December 9, 2024

TOWNSHIP OF NORTH DUMFRIES
2025 DRAFT Summary Tax Rate Sheet

Revised 12/05/2024

		2025 TAX LEVY	% OF TAX LEVY
2024 LEVY REQUIREMENT =	\$7,674,823	RESIDENTIAL/FARM \$ 5,924,341	70%
2025 LEVY REQUIREMENT =	\$8,424,821	COMM/INDUST. \$ 2,177,028	26%
Levy Increase	\$749,998	PIPELINE \$ 323,451	4%
		\$ 8,424,821	100%

Residential - Rural - TOWNSHIP PORTION ONLY

	2025	2024	2023	2022	2021	2020
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00297433	0.00280833	0.00269518	0.00256586	0.00247525	0.00247546
Township Taxes Annually	\$ 297.43	\$ 280.83	\$ 269.52	\$ 256.59	\$ 247.53	\$ 247.55
	2025	2024	2023	2022	2021	2020
Average Residential Assessment for the Township of North Dumfries	455,000	455,000	455,000	455,000	455,000	455,000
Residential Township Tax Rate	0.00297433	0.00280833	0.00269518	0.00256586	0.00247525	0.00247546
Township Taxes Annually	\$ 1,353.32	\$ 1,277.79	\$ 1,226.31	\$ 1,167.47	\$ 1,126.24	\$ 1,126.33
	\$ 75.53	\$ 51.48	\$ 58.84	\$ 41.23	\$ (0.10)	\$ 32.96
	5.9%	4.2%	5.0%	3.7%	0.0%	3.0%

Residential - Urban Impact - TOWNSHIP PORTION ONLY

	2025	2024	2023	2022	2021	2020
Every \$100,000 in Residential Assessment	100,000	100,000	100,000	100,000	100,000	100,000
Residential Township Tax Rate	0.00311232	0.00293754	0.00282501	0.00267299	0.00260145	0.00259535
Township Taxes Annually	\$ 311.23	\$ 293.75	\$ 282.50	\$ 267.30	\$ 260.15	\$ 259.53
	2025	2024	2023	2022	2021	2020
Average Residential Assessment for the Township of North Dumfries	455,000	455,000	455,000	455,000	455,000	455,000
Residential Township Tax Rate	0.00311232	0.00293754	0.00282501	0.00267299	0.00260145	0.00259535
Township Taxes Annually	\$ 1,416.10	\$ 1,336.58	\$ 1,285.38	\$ 1,216.21	\$ 1,183.66	\$ 1,180.88
	\$ 79.53	\$ 51.20	\$ 69.17	\$ 32.55	\$ 2.78	\$ 31.72
	5.9%	4.0%	5.7%	2.8%	0.2%	2.8%

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

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Total General Revenue Taxation	(6,649,044)	(7,247,884)	(7,780,923)	(7,991,019)	(8,571,621)	(790,698)
Total General Corporate Revenues	(895,480)	(1,480,492)	(723,591)	(1,076,686)	(740,500)	(16,909)
TOTAL TAXES AND CORPORATE REVENUES	(7,544,524)	(8,728,376)	(8,504,514)	(9,067,705)	(9,312,121)	(807,607)
Total Council	172,158	167,365	184,297	135,282	187,577	3,280
Total Elections	26,918	23,347	23,500	23,010	23,100	(400)
Total Corporate Serv Admin	1,240,360	1,427,431	1,413,489	1,159,587	1,610,112	196,623
Total Admin Office NDCC	32,153	34,000	4,800	-	5,300	500
Total 106 Earl Thompson Road	-	15,306	185,475	170,269	189,401	3,926
TOTAL CORPORATE SERVICES	1,471,588	1,667,449	1,811,561	1,488,147	2,015,490	203,929
Total Fire	962,964	974,312	1,076,947	821,836	1,116,011	39,064
Total Emergency Planning	4,254	2,173	3,600	1,569	3,000	(600)
Total Animal Control	757	4,489	8,750	5,894	9,450	700
Total Building Permit & Inspection Services	(11,000)	(15,000)	(15,000)	316,819	(15,000)	-
Total Fence Viewing	-	-	50	-	-	(50)
Total By-Law Enforcement	191,105	194,332	236,800	152,076	270,941	34,141
Total School Crossing Guards	85,748	94,030	105,333	74,163	106,438	1,105
TOTAL PROTECTIVE SERVICES	1,233,829	1,254,337	1,416,480	1,372,358	1,490,840	74,360
Total Transportation Services - Overhead	495,426	640,133	1,247,725	570,314	1,347,086	99,361
Total Public Works Facilities	56,676	47,846	43,700	45,153	40,000	(3,700)
Total Public Works Vehicles & Equipment	282,364	220,223	182,950	191,713	193,710	10,760
Total Roads - Paved	102,564	160,524	62,200	109,612	58,000	(4,200)
Total Roads - Unpaved	98,916	142,697	94,500	134,193	99,000	4,500
Total Roads- Bridges & Culverts	25,832	58,840	25,000	19,895	20,300	(4,700)
Total Roads - Traffic & Roadside	384,687	311,930	248,250	341,181	268,650	20,400
Total Roads - Winter Control (Except Pkg Lot/Sdwk	253,597	213,560	159,000	138,782	140,700	(18,300)
Total Parking & Parking Lots	10,460	8,268	12,000	5,546	10,000	(2,000)
Total Street Lighting	51,615	57,258	59,300	22,534	52,000	(7,300)
Total Sidewalk Costs Covered by General Levy	81,027	88,966	68,150	19,695	71,150	3,000
Total Special Area Costs - AYR	27,411	(20,344)	-	(55,141)	-	-
TOTAL PUBLIC WORKS	1,870,575	1,929,900	2,202,775	1,543,477	2,300,596	97,821
Total Environmental	309	309	-	-	-	-
Total Solid Waste Collection	(64)	(92)	(70)	(92)	(70)	-
TOTAL ENVIRONMENTAL SERVICES	245	218	(70)	(92)	(70)	-
Total Recreation and Cultural Services Overhead	560,009	573,040	1,320,575	494,959	1,384,262	63,687
Total Recreation Program & Events	41,240	41,067	50,650	43,868	36,650	(14,000)
Total Recreation Vehicles & Equipment	44,684	37,827	45,600	40,156	45,800	200
Total Parks	275,900	374,771	164,255	362,342	188,875	24,620
Total Rec. Facility - ACC	77,861	63,758	8,210	66,098	23,860	15,650
Total Rec Facility - NDCC	462,405	392,368	116,765	377,297	93,250	(23,515)
Total Rec. Facility - Roseville Hall	5,033	3,472	8,900	1,659	9,900	1,000
Total Libraries	629	-	1,000	43	1,000	-
TOTAL RECREATION SERVICES	1,467,761	1,486,304	1,715,955	1,386,423	1,783,597	67,642
Total Planning & Development	174,327	160,261	330,283	203,273	407,968	77,685
Total Heritage	263	-	10,530	418	700	(9,830)
TOTAL PLANNING	174,590	160,261	340,813	203,691	408,668	67,855
Total Operations	(1,325,935)	(2,229,908)	(1,017,000)	(3,073,700)	(1,313,000)	(296,000)
Capital funded by tax levy and building bill 124			1,017,000		1,313,000	296,000
Net Budget			-		-	-

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General Taxation & Unconditional Grants

The total Township levy will be \$8,424,821. This is a sum total of the Municipal Levy for Residential & Farm, Commercial/Industrial/ Multi-Residential and Pipeline. The amounts calculated for based on this draft budget are:

	2025 TAX LEVY	% OF TAX LEVY
RESIDENTIAL/FARM	\$ 5,924,341	70%
COMM/INDUST.	\$ 2,177,028	26%
PIPELINE	\$ 323,451	4%
	\$ 8,424,821	100%

The levied amount being discussed only relates to the Township portion of the tax bill generated by the Township of North Dumfries and does not include the Region of Waterloo or the Regional School Boards.

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

The delivery of this base Budget proposes new debt as it relates to the Twin Pad Project. However, this project will only be contemplated by Council if the Township is successful in securing the Green and Inclusive Grant that has been applied for in 2024. The 2025 draft Capital Budget indicates that the Twin Pad project is contingent upon securing funding from Senior Levels of Government. It is included as a placeholder pending the outcome of the grant application process and Council's future approval of this project.

The Ontario Municipal Partnership Fund (OMPF) is the Township's Unconditional Grant received from the Province of Ontario. The 2025 OMPF was confirmed in the amount of \$258,500. This is an increase from 2024 levels in the amount of \$21,900. The OMPF allocation is deployed into the annual Operating Budget as a revenue source. In summary, over the past few years, the OMPF received has been:

- ▶ 2021 - \$326,300
- ▶ 2022 - \$327,300
- ▶ 2023 - \$278,300
- ▶ 2024 - \$236,600
- ▶ 2025 - \$258,500

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Another Grant in this section of the budget is Canada Community Building Fund (CCBF), formerly known as the Federal Gas Tax. The 2025 allocation CCBF of funds has been confirmed in the amount of \$347,774. This is an increase from 2024 funding level of \$9,719. The Township has historically transferred revenue from the CCBF to Reserves to fund future infrastructure projects as set out in the 10-year capital budget.

It should be noted that this is the base amount of grant that the Township receives through an agreement with the Association of Municipalities of Ontario (AMO), that indicates what it will receive. All funds are allocated to the Gas Tax Obligatory Reserve account and utilized in the Townships long term capital linear infrastructure projects. These funds will be applied specifically to roads infrastructure projects that are identified in the 10 Year Infrastructure Capital plan, as identified in the State of the Infrastructure – Roads and the Biennial Bridge Assessment Reports.

Included in the Corporate Revenues is the dividend and interest that the Township receives as a shareholder in Grandbridge Energy. The income the Township will earn in 2025 from the dividends plus interest on the loan the Township has with Grandbridge Energy are projected to be \$565,774. The funds are shown as a transfer to reserve, as this money is utilized for the funding of the Township Facility, including the lease of the new Townhall, and various Recreation / Facility orientated projects as set out in the 10-year Capital Budget.

Interest and penalty on taxation is a Corporate Services number and is shown in this area of the Budget. The estimated revenue in 2025 is \$227,000, which is an increase over the 2024 budget amount as arrears for taxation have been increasing. This rate on tax arrears has not changed as it is set by Provincial and Township legislation. The interest rate on property taxes is 1.25% per month on tax arrears. Township staff have begun to review properties that are eligible for tax sales in 2024 and plan to begin tax sale procedures in early 2025 in order to reduce the amount of taxation arrears.

Interest from funds in the Township bank account throughout the fiscal year are expected to be similar to what was included in the budget for 2024. However, interest rates are beginning to decline. In January 2024, the Township's bank accounts were earning 5.35% interest and are now earning 4.47%. The estimated amount of interest to be received for 2025 is \$255,000. It should be noted that interest rates are expected to be lower at the end of 2025. The additional interest earned will need to be reviewed at the time of the preparation of the 2026 budget.

Tax write offs are estimated to the same as 2024 budget. The supplemental taxes have been increased by \$5,000. These two items have been updated to reflect continued growth within the Village of Ayr and the outstanding impact of the Township's appeals at the Assessment Review Board (ARB) in regards to gravel pits. There is one additional outstanding regarding an industrial property which is under review with the Assessment

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Review Board (ARB). An unfavourable decision would affect the write-offs. New municipal tax assessment typically lags occupancy of new homes by 1 to 3 years and is under the control of the Municipal Property Assessment Corporation (MPAC).

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Municipal Levy -Res & Farm	(4,495,725.49)	(4,930,651.99)	(5,347,194)	(5,347,194.18)	(5,924,342)	(577,148)
Municipal Levy - Com/Ind/Multi-Res	(1,674,592.99)	(1,771,616.07)	(2,023,345)	(2,023,345.23)	(2,177,028)	(153,683)
Municipal Levy - Pipeline	(276,603.31)	(291,810.90)	(304,284)	(304,283.49)	(323,451)	(19,167)
Municipal Levy -PIL Region Of Waterloo	(51,870.32)	(52,918.76)	(51,000)	(16,321.39)	(52,000)	(1,000)
Municipal Levy - PIL Mun Tax Assist. Act	(18,467.02)	(19,397.73)	(19,500)	(20,212.10)	(19,500)	-
Municipal Levy - PIL Hydro One	(21,834.05)	(21,509.94)	(21,800)	(21,581.83)	(21,500)	300
Municipal Levy - PIL CP Rail	(8,808.32)	(8,808.32)	(8,800)	(8,366.53)	(8,800)	-
Municipal Levy - PIL Canada Post	(5,825.05)	(5,931.46)	(6,000)	(6,024.57)	(6,000)	-
Mun Levy Supp. Taxes - Residential/Farm	(121,658.72)	(170,787.19)	(95,000)	(241,926.03)	(95,000)	-
Mun Levy Supp. Taxes - Comm/Ind./Multi Res	(9,616.11)	(46,653.37)	(10,000)	(46,781.30)	(10,000)	-
Mun Levy Supp. Taxes - Pipeline	(63.05)	(280.56)	-	(1,473.16)	-	-
Taxation-Transfer to Reserve	-	-	40,000	40,000.00	-	(40,000)
Municipal Levy Taxation - Write Off Taxes	35,962.44	72,415.91	65,000	6,459.73	65,000	-
Taxation - Write Small Balances Off Taxes	58.40	66.23	1,000	30.59	1,000	-
Total General Revenue Taxation	(6,649,044)	(7,247,884)	(7,780,923)	(7,991,019)	(8,571,621)	(790,698)
AMO Fed Gas Tax	(323,970.30)	(338,055.96)	(338,055)	(166,931.32)	(347,774)	(9,719)
Ontario Municipal Partnership Fund	(327,300.00)	(278,300.00)	(236,600)	(236,600.00)	(258,500)	(21,900)
Safe Restart Grant	-	-	-	-	-	-
Transfer From Reserves/Reserve Fund	-	-	-	-	-	-
Transfer From Reserve - Safe Restart Fund	(218,651.00)	(130,000.00)	(21,991)	(21,991.00)	-	21,991
Interest On Property Taxes	(192,081.31)	(226,772.60)	(215,000)	(222,740.92)	(227,000)	(12,000)
Interest On Bank Account	(292,751.28)	(845,329.45)	(250,000)	(595,353.90)	(255,000)	(5,000)
Energy Plus Investment - Interest	(150,774.04)	(150,774.04)	(150,774)	(150,774.04)	(150,774)	-
Energy Plus Investment - Dividend Income	(369,194.50)	(343,206.00)	(387,000)	(407,820.00)	(415,000)	(28,000)
Transfer To Reserve - CND Hydro Fund	519,968.54	493,890.00	537,774	558,594.04	565,774	28,000
Transfer to Unearned Revenue - AMO Gas Tax--Trans	323,970.30	338,055.96	338,055	166,931.32	347,774	9,719
Transfer to Reserve - One Time Prov.Grant	130,000.00	-	-	-	-	-
Admin - Pandemic 2020 - Material & Supplies	5,303.38	-	-	-	-	-
Total General Corporate Revenues	(895,480)	(1,480,492)	(723,591)	(1,076,686)	(740,500)	(16,909)
TOTAL TAXES AND CORPORATE REVENUES	(7,544,524)	(8,728,376)	(8,504,514)	(9,067,705)	(9,312,121)	(807,607)

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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 2025 Council wages have been increased by 2.1% Cost of Living adjustment (COLA) as approved in November 2024 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 2025 budget has deployed additional funds for training/conferences as conferences continue to be in-person and based on early indications of attendance by Council. The Current policy for Council is that the Township pays for two Conferences for the Mayor to a maximum of \$4,000 and one Conference for each Councilor to a maximum of \$2,000. If Council wishes to adopt a different policy this line would be required to be adjusted. In recent years, some members of Council have expressed an interest in attending both ROMA and AMO conferences.

Election Expenditures for 2025 are based on costs to maintain voters list and contract agreement with the service provider. The transfer to election reserve is set to ensure the cost of the 2026 election is paid over the four year term of Council to minimize the impact on the tax rate in 2026. In fiscal year 2026 the funds will be drawn from the reserve account to fund the delivery of the Municipal Election.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Council - Transfer From Reserves/Reserve Fund	(10,000.00)	-	-	-	-	-
Council - Wages	126,145.92	128,795.16	131,500.00	98,624.97	134,262	2,762
Council - Employer Benefits	8,642.11	9,333.56	9,347.00	6,633.57	9,565	218
Council - Membership Exp	4,231.48	4,785.12	4,800.00	4,754.71	5,000	200
Council - Mileage Expense	543.21	522.95	2,000.00	1,496.48	2,000	-
Council - Conferences/Training Expenses	6,476.74	8,054.27	12,000.00	10,890.82	12,000	-
Council - Clothing	-	-	600.00	390.68	600	-
Council - Flowers/Donations	1,549.09	1,786.59	1,000.00	915.52	1,000	-
Council - Community Event Fees	293.15	335.00	2,000.00	1,135.66	2,000	-
Council - TAPMO Membership	5,000.00	-	-	-	-	-
Council - Office Supplies	506.73	73.19	500.00	186.00	400	(100)
Council - Printing/Stationery	29.07	-	150.00	-	100	(50)
Council - Postage Exp	-	-	150.00	-	150	-
Council - Furniture/Sm Office Equip	69.19	81.41	500.00	-	500	-
Council - Advertising/Promotion	164.85	2,122.92	2,500.00	746.92	2,500	-
Council - Recognition Awards	-	-	1,200.00	-	1,200	-
Council - Telephone Expense	-	-	250.00	-	-	(250)
Council - Hardware	17,080.46	-	500.00	-	500	-
Council - Annual Licencing of Software	982.71	1,069.72	2,000.00	1,586.29	2,500	500
Council - Council/Staff Relations	5,845.76	4,965.95	7,800.00	2,542.85	7,800	-
Council - Special Event Expense	1,597.22	1,939.57	2,000.00	1,877.12	2,000	-
Council - Tech - Transfer to Reserve	3,000.00	3,500.00	3,500.00	3,500.00	3,500	-
Total Council	172,158	167,365	184,297	135,282	187,577	3,280
Elections - Transfer From Reserves/Reserve Fund	(105,000.00)	-	-	-	-	-
Elections - Wages	38,842.39	301.24	-	-	-	-
Elections - Wages - Overtime	4,283.95	-	-	-	-	-
Elections - Wages - P/T	267.28	12.05	-	-	-	-
Elections - Benefits	12,569.76	23.50	-	-	-	-
Elections - Materials and Supplies	16,343.44	-	-	-	-	-
Election - Service Agreement	39,610.73	2,009.76	2,500.00	2,009.76	2,100	(400)
Election - Transfer to Reserve	20,000.00	21,000.00	21,000.00	21,000.00	21,000	-
Total Elections	26,918	23,347	23,500	23,010	23,100	(400)

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Administration, Finance, Information Technology

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

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

The Building Service Indirect Cost revenue is the amount allocated from the Building Services for their portion of office costs, supplies used in Administration and overhead fees (i.e. IT, payroll, etc.). The costs are covered under the Building Services revenues such as Building Permit fees and are sanctioned under the Building Code legislation (Bill 124). The amount is \$95,000 which is an increase of 2% over 2024.

Wages & Benefits increased compared to 2024 reflecting performance increases for staff, a Cost of Living increase and changes in the staff complement as outlined in the attached Business Plans accounts for the remaining increase. For 2025 it is proposed that a new position be added to the Staff complement with the hiring of an Information Technology Coordinator. This new position is funded in the draft 2025 Operating Budget.

The 2025 tax funded community grants are \$37,500 and recommendations for allocation will be prepared by the Working Group. Cedar Creek Cemetery annual allocation has been increased to \$2,500 for the upkeep of the cemetery. Also included in the Administration Budget are allocations to the Ayr Cemetery, in the amount of \$10,000 per the Memorandum of Understanding with their Board, and \$3,500 to the Sheffield Lions Club for the maintenance of the Scott Women's Institute Building.

Community Grant applications from community groups are due to the Township by December 31 of the previous fiscal year. A full report will come to Council in February on the applications for funds requested or to have fees waived for events in municipal facilities and parks. A separate working group from Council has been approved that will review and made recommendations and then will seek Council approval on allocations for 2025.

Improved Information Technology strategies were adopted six years ago. In 2018 an agreement was entered into with a contractor to provide services on an ongoing basis for the next two years. The agreement is reviewed annually. The agreement provides technical assistance on site on a monthly basis and throughout the rest of the month by use of a help desk which is accessed remotely by phone or email. The contract also provides regular maintenance and ongoing security supervision. The Technology costs

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also include ongoing license and maintenance costs for desktop, server and software that are required by the Corporate Services Department.

Insurance premiums are estimated based on Insurance Pool negotiated amounts. The insurance policy runs July 1st to June 30th each year. The insurance market is slightly more favourable than prior years for municipal insurance which has resulted in a typical increase in the premium at the 2024-2025 renewal. This increase has been reflected in the 2025 Budget as well as a further anticipated increase for the 2024-2025 renewal period. Participation in the Insurance Pool has resulted in favourable insurance terms and premiums for the Township.

The Township has made progress in cleaning and preserving its historic records in the past three years through an outside contractor. The budget allocates \$10,000 to continue this process in 2025 and also to fund costs associated with digitizing current Township records. This is a slight decrease in the cost from previous years and reflect the capacity of the external service to clean records.

The budget reflects costs for the Council Chambers / Staff Training Centre at the North Dumfries Community Complex, based on a percentage allocation of use of the building.

The budget line for the cost of the lease agreement for the Township Offices at 106 Earl Thompson Road has been increased to reflect the annual increase in lease agreement as of December 1st each year. The payment of rent is paid by use of the Grandbridge Energy Reserve.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Administration - Canada Conditional Grants	(28,000)	-	-	-	-	-
Administration Grants - Community Foundation	(50,471)	(30,900)	(15,000)	(17,200)	(15,000)	-
Administration - Transfer from Reserves	-	-	(183,975)	-	(187,401)	(3,426)
Administration - Transfer from Reserve - Wages	-	-	(37,000)	-	-	37,000
Administration - Admin Charge (NSF & Bank Recover	(1,290)	(1,540)	(1,200)	(1,510)	(1,500)	(300)
Administration - Donation Rev	(7,033)	(56,338)	-	(5,000)	-	-
Administration - FOI Fees	(135)	(293)	(250)	(244)	(250)	-
Administration - Tax Account Maintenance Fees	(1,159)	(6,015)	(6,000)	(5,355)	(5,000)	1,000
Administration - Miscellaneous Revenue	(68,406)	(143)	-	-	-	-
Administration - Building Services Indirect Costs	(87,800)	(90,435)	(93,150)	(93,150)	(95,000)	(1,850)
Administration - Tax Certificates	(9,375)	(9,180)	(9,000)	(10,315)	(10,000)	(1,000)
Administration - Lottery Licence Rev	(424)	(411)	(400)	(547)	(500)	(100)
Administration - Charges back from Tax Acct.	(80)	(45)	(5,100)	(100)	(100)	5,000
Administration -Comm. of Oaths/Cert. True Copy--F	(540)	(850)	(625)	(735)	(600)	25
Administration - Sale of Assets	-	-	-	(554)	-	-
Administration - Wages	689,803	708,849	789,443	603,757	881,564	92,121
Administration - Sick Wages	-	10,181	-	5,479	-	-
Administration - Vacation (P/T)	1,042	2,037	-	3,384	-	-
Administration - Benefits Legislative	221,699	230,007	261,991	191,825	285,749	23,758
Administration - Benefits Other	1,131	-	-	959	-	-
Administration - Bank Charges	3,717	4,592	5,000	3,813	6,500	1,500
Administration - Membership Exp	4,527	4,607	5,800	5,033	7,500	1,700
Administration - Mileage Expense	1,231	1,281	2,000	2,177	3,000	1,000
Administration - Conferences/Training/Education	8,369	8,532	15,000	6,959	17,000	2,000
Administration - Boots/Clothing	-	-	1,000	708	1,000	-
Administration - Health & Safety Supplies	-	-	1,000	-	1,000	-
Administration - Office Supplies	7,822	7,961	8,000	8,935	10,000	2,000
Administration - Printing Stationery	876	512	1,000	25	750	(250)
Administration - Postage Exp	6,715	10,568	8,700	3,806	8,700	-
Administration - Furniture/Sm Office Equip	1,119	700	1,000	677	1,000	-
Administration - Advertising Exp	2,602	1,268	2,000	940	2,000	-
Administration - Public Relations	1,710	5,779	6,200	3,352	6,200	-
Administration - Tax Billings	10,003	10,503	12,000	9,650	12,000	-
Administration - Telephone Expense	4,739	5,105	900	1,628	1,700	800
Administration - Internet Expense	3,860	5,154	8,000	5,699	7,000	(1,000)
Administration - Copier and PostageLease Equipmen	4,014	4,284	6,000	2,549	4,500	(1,500)
Administration - Audit Expense	35,000	42,605	43,655	20,352	50,300	6,645
Administration - Insurance Expense	171,708	194,986	235,000	109,591	236,000	1,000
Administration - Legal Expense	30,543	39,512	30,000	121,996	30,000	-
Administration - Tax Sale - Legal & Other Costs	-	18,745	20,000	14,488	25,000	5,000
Administration - Insurance Deductible Expense	11,933	8,719	15,000	8,495	15,000	-
Administration - HR Support - External	1,638	8,715	50,000	3,087	50,000	-
Administration - Integrity Commissioner Fees	-	18,319	15,000	641	12,500	(2,500)
Administration - Records Management Services	5,113	7,886	12,000	4,636	8,500	(3,500)
Administration - Actuarial Expense	3,500	-	-	-	4,500	4,500
Administration - Computer Hardware	3,596	7,461	17,000	2,434	17,500	500
Administration - Computer Svce Agreement	60,973	78,034	70,000	53,200	65,000	(5,000)
Administration -Annual Licencing of Software	27,007	41,376	55,000	59,382	85,500	30,500
Administration - Grants Exp	32,331	38,225	36,500	11,500	37,000	500
Administration - GRAAC Exp	342	342	500	342	500	-
Administration - Community Foundation Grants Exp.	50,971	30,400	15,000	7,300	15,000	-
Administration - Ayr Cemetery Grant	10,000	10,000	10,000	10,000	10,000	-
Administration - Cedar Creek Cemetery Grant	-	-	2,000	2,000	2,500	500
Administration - Scotts Womens Institute Hall Gran	-	-	3,500	3,500	3,500	-
Administration - Tsfr To Reserves	-	3,158	-	-	-	-
Administration - RS Tsfr to Resrves	75,438	53,180	-	-	-	-
Total Corporate Serv Admin	1,240,360	1,427,431	1,413,489	1,159,587	1,610,112	196,623
Admin. Offices - NDCC - Hydro	14,500	15,000	600	-	600	-
Admin. Offices - NDCC - Heating Gas	1,500	2,000	600	-	600	-
Admin Office - NDCC-Property Maintenance	14,261	15,000	3,000	-	3,500	500
Admin Office - NDCC-Water and Sewer	1,892	2,000	600	-	600	-
Total Admin Office NDCC	32,153	34,000	4,800	-	5,300	500
Admin Offices - Material & Supplies	-	-	1,500	215	2,000	500
Admin Office - Town Hall - Rent	-	15,306	183,975	170,054	187,401	3,426
Total 106 Earl Thompson Road	-	15,306	185,475	170,269	189,401	3,926
TOTAL CORPORATE SERVICES	1,471,588	1,667,449	1,811,561	1,488,147	2,015,490	203,929

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Fire & Emergency Planning

Wages in 2025 reflect average volunteer firefighter hours, based on the average for the past 5 years, which has increased from 2024. Other wage changes include a 2.1% increase in Cost-of-Living Adjustment. The adjustments also include the marginal increase in the Part-time (volunteer) staffing complement as approved by Council in November 2024 which are to go into effect on January 1st, 2025

New revenue lines have been added to reflect the new fees and charges for the fire department related to Burn Permits and from Cost recovery of consumables at emergency calls.

The Cambridge Fire Contract is currently under negotiations and reflects the Township's best estimates for 2025. When the agreement is finalized, the agreement will be brought to Council for approval.

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

Animal Control

Animal Control fees from the sale of dog licenses generally covers a portion of the costs for pound rental fees as provided by a third-party supplier. The collection of funds from the sale of dog tags has continued a slight decline over the past four years. Staff continue to look at alternate ways to increase these revenues. The 2025 Fees & Charges contemplate an increase in the cost of the tags purchased after the early deadline to reflect the increased cost of animal control contract. The animal control contract was renegotiated in 2024. The contract contains an inflationary index to increase the price each year over the term of the contract.

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

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Fire - Miscellaneous Revenue	(2,650)	(2,361)	(1,800)	-	-	1,800
Fire - Chargeable Call Revenue	(25,352)	(52,516)	(23,000)	(10,717)	(23,000)	-
Fire - Service Agreement Revenue	(18,767)	(8,258)	(8,000)	-	(8,000)	-
Fire - Fire Report Revenue	(1,831)	(623)	(800)	(1,112)	(1,000)	(200)
Fire - 911 Signs & Posts Revenue	(782)	(2,090)	(1,500)	(1,381)	(1,500)	-
Fire - Permit Revenue	-	-	-	-	(2,500)	(2,500)
Fire - Recovery Material & Supplies Revenue	-	-	-	-	(50)	(50)
Fire - Wages	330,802	351,913	352,590	302,016	380,535	27,945
Fire - Wages Honourarium	8,850	10,900	10,900	-	10,900	-
Fire - Sick Wages	-	-	-	-	-	-
Fire - Benefits	50,501	52,019	66,457	43,303	56,926	(9,531)
Fire - Benefits - Other	-	-	-	200	-	-
Fire - Membership Fees	1,270	1,726	2,000	452	2,000	-
Fire - Mileage Expense	960	417	500	-	500	-
Fire - Conferences/Training/Education	17,844	20,027	18,000	24,914	20,000	2,000
Fire - Boots/Clothing Expense	-	156	700	156	700	-
Fire - Office Supplies	898	1,442	925	510	800	(125)
Fire - Printing Stationery	-	-	50	-	-	(50)
Fire - Postage	14	19	50	-	50	-
Fire - Furniture/Sm Office Equip	169	516	500	305	500	-
Fire - Advertising Exp	826	866	850	734	850	-
Fire - Materials and Supplies	24,996	20,398	22,500	17,537	22,500	-
Fire - Public Education Expense	1,518	2,082	2,000	2,517	2,300	300
Fire - Red Cross Materials and Supplies	-	35	100	-	100	-
Fire - Telephone Expense	3,071	3,173	1,650	1,482	1,200	(450)
Fire - Internet Expense	2,381	7,436	8,000	6,138	9,000	1,000
Fire - Hydro	6,291	5,343	7,000	4,117	5,400	(1,600)
Fire - Heating Gas	3,237	3,675	5,700	2,887	4,500	(1,200)
Fire - Equipment Copier Lease Costs	260	339	400	149	250	(150)
Fire - Property Maintenance (Grounds Mtce)	13,234	11,789	14,410	7,795	14,500	90
Fire - Property Maintenance (Small Bldg Repairs)	12,861	14,120	10,000	11,599	12,000	2,000
Fire - Water and Sewer	510	539	645	483	675	30
FIRE - Cleaning Contract	-	-	5,320	-	13,000	7,680
Fire - Outside Contracts	408,233	414,356	420,575	321,789	435,000	14,425
Fire - Dispatch	17,613	18,726	35,000	5,044	30,000	(5,000)
Fire-Administration-Radio System Maint (ROW)	25,200	23,819	38,425	29,630	38,425	-
Fire -Computer Hardware - (Under 5,000)	6,199	7,549	3,500	402	4,500	1,000
Fire -Annual Licencing of Software	1,869	2,614	3,100	2,970	4,600	1,500
Fire - Vehicle Fuel	14,974	12,174	15,000	11,090	15,000	-
Fire - Equipment Repair & Mtce	12,908	15,773	16,000	8,140	16,000	-
Fire - Radio Repair and Maintenance	1,779	-	2,000	1,008	2,000	-
Fire - SCBA Equipment Repair and Mtce	6,962	8,516	8,500	6,782	9,000	500
Fire - Radio Equipment Replacement (Small Items)	20	422	1,500	598	1,500	-
Fire - Air Quality Testing Equipment Repairs	1,624	2,966	3,200	468	2,500	(700)
Fire - 911 Signs & Posts Costs	262	113	500	76	300	(200)
Fire 2012 Dodge Pickup	3,263	570	2,000	462	-	(2,000)
Fire 1930 Ford	196	163	200	-	200	-
Fire 2000 Int. Rescue Truck	1,421	-	-	16	-	-
Fire 2011 Pierce Pumper	8,883	9,095	8,000	4,334	8,750	750
Fire 2013 Pierce Tanker	2,334	1,583	4,500	3,229	5,000	500
Fire 2008 KME Pumper (Purchase 2016)	12,451	9,277	7,000	8,402	9,500	2,500
Fire - 2017 Tanker	1,969	2,279	4,000	1,844	5,000	1,000
Fire - 2022 Staff Vehicle	1,521	421	800	184	800	-
Fire - Tactical Trailer	-	284	500	176	500	-
Fire-Quick Response Vehicle 2022	2,173	530	3,000	1,106	3,500	500
Fire - Chief Vehicle 2024	-	-	500	-	800	300
Fire - 75ft Quint Aerial Truck	-	-	3,000	-	-	(3,000)
Total Fire	962,964	974,312	1,076,947	821,836	1,116,011	39,064

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Emergency Planning - Training	2,625	527	1,500	-	1,000	(500)
Emergency Planning - Advertising	204	204	300	204	250	(50)
Emergency Planning -Materials/Supplies	-	77	350	-	350	-
Emergency Planning - Annual Licencing of Software	1,425	1,366	1,450	1,366	1,400	(50)
Total Emergency Planning	4,254	2,173	3,600	1,569	3,000	(600)
TOTAL FIRE	967,218	976,485	1,080,547	823,405	1,119,011	38,464
Animal Control - Tag Sales	(8,837)	(8,279)	(8,000)	(7,773)	(7,000)	1,000
Animal Control - Kennel Licence	(1,015)	(1,525)	(1,200)	(1,555)	(1,500)	(300)
Animal Control - Printing Stationery	51	76	150	76	150	-
Animal Control - Postage	12	-	200	-	200	-
Animal Control - Advertising Exp	85	171	300	171	300	-
Animal Control - Dog Tag Purchases	224	234	300	244	300	-
Animal Control- Traps/External Contracts	-	-	1,500	-	1,500	-
Animal Control - Pound Rental	10,237	13,812	15,500	14,731	15,500	-
Total Animal Control	757	4,489	8,750	5,894	9,450	700

Township of North Dumfries 2025 Municipal Draft Budget

Building Services – Development Services Department

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

Under Bill 124 any excess revenues from Building fees must be allocated to a reserve for future costs of the Division. In a year where fee revenue does not cover Division expenditures, funds can be drawn from the reserve account to zero out the operating budget. The Building Division is therefore a self-funded service.

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

Fee revenue is expected to similar to 2024. This reflects the fact that development of new residential starts has slowed down in the Township as the broader public and home builders are withering increased costs attributed to interest rate increases, labour and the cost of materials. However, new permits are expected to increase in the second half of 2025 as demand for new homes increases due to lower interest rates.

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

General administrative overhead (heat, hydro, supplies, IT, Payroll, etc.) have been indexed at an increase of 2% overhead as may be funded under revenues collected from Bill 124 building fees. This expense allocated as a revenue in the Administration Department.

Fence Viewers

This budget line has been removed as the Township opted out of the Fence Viewer regulations.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Building Services - Transfer from Reserve	-	-	(287,069)	-	(503,353)	(216,284)
Building - Admin Fees	(1,400)	(875)	-	(700)	(500)	(500)
Building Services - Building Permits and Insp. Fee	(1,138,736)	(707,318)	(500,000)	(308,255)	(300,000)	200,000
Building Serv. - Septic Permits	(14,883)	(18,425)	(8,275)	(19,409)	(7,500)	775
Building Serv. - Water Meter Admin Fee	-	(4,650)	-	-	-	-
Building Services - Wages Regular	416,947	426,449	461,831	383,247	467,691	5,860
Building Services - Sick Wages	-	3,243	-	8,813	-	-
Building Serv. - Employer Benefits	141,198	150,613	162,863	129,579	167,312	4,449
Building Serv. - Employer Benefits Other	-	-	-	-	-	-
Building Services - Membership Exp	1,967	1,798	2,500	2,359	2,650	150
Building Services - Mileage Expense	120	27	100	267	100	-
Building Conferences/Training/Education	4,470	3,937	8,000	4,069	8,000	-
Building- Boots and Clothing Expense	164	333	1,000	114	1,000	-
Building Services - Office Supplies	398	170	2,000	939	1,200	(800)
Building Serv. - Printing Stationery	356	270	350	25	300	(50)
Building Serv. -Furniture/Sm Office Equip	61	165	500	352	500	-
Building Serv. - Advertising Exp	-	-	500	-	500	-
Building Serv. - Telephone Expense	1,868	1,446	850	690	950	100
Building Services - Indirect Costs	87,800	90,435	93,150	93,150	95,000	1,850
Building Services - Legal Expense	8,868	-	20,000	-	12,000	(8,000)
Building Services - Consultant Expense	-	16,863	5,000	-	5,000	-
Building Services - Engineering Expense	-	-	2,000	1,918	2,000	-
Building Services - Computer Hardware - (Under 5,000)	-	3,254	7,000	7,940	4,000	(3,000)
Building Services - Computer Software Licences & Support	-	-	-	-	-	-
Building -Annual Licencing of Software	5,543	6,087	8,500	8,167	23,600	15,100
Building Services - Vehicle Fuel	1,836	2,408	2,350	2,258	2,500	150
Building Services - Copier Usage Costs	225	377	350	826	550	200
Building Services - 2018 Ford Escape #1	1,249	225	750	211	750	-
Building Services - 2018 Ford Escape #2	448	855	750	259	750	-
Building Services - Transfer to Reserve	470,499	7,314	-	-	-	-
Total Building Permit & Inspection Services	(11,000)	(15,000)	(15,000)	316,819	(15,000)	-
Fence Viewing Miscellaneous Expense	-	-	50	-	-	(50)
Total Fence Viewing	-	-	50	-	-	(50)

Township of North Dumfries 2025 Municipal Draft Budget

By-Law Enforcement Services

The By-law Enforcement Division budget includes fine revenue to be slightly higher than 2024. The Township has been issuing more parking tickets in response to increasing complaints.

In 2025 the Township will continue using the funds received under the Cannabis program from the Provincial government.

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

School Crossing Guards

School Crossing Guard costs are higher than in the 2024 budget due to wages and benefits reflecting the addition of the cost of living increase and the continued eligibility for OMERS for our part-time staff. Budget includes lines to ensure sufficient replacement equipment is available.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
By-law-Trans from Reserve(Cannabis)	-	-	(5,000)	-	(5,000)	-
By-Law - Miscellaneous Revenue	-	(160)	-	(80)	-	-
By-law - Other Fines	(6,370)	(8,701)	(7,000)	(12,302)	(10,000)	(3,000)
By-Law - Provincial Offences Act (POA)-Revenue	(3,340)	(3,103)	(3,000)	(2,726)	(3,000)	-
By-law - Pool Permit	(5,510)	(3,564)	(1,500)	(3,061)	(1,000)	500
By-law -Sign Permit	(1,489)	(520)	(650)	(200)	(400)	250
By-law - Licence Fee - Mobile Food Vendor	(1,150)	(925)	(925)	(1,300)	(1,000)	(75)
By-law - Wages	120,722	127,329	154,461	110,849	177,232	22,771
By-law Enforcement-Overtime	566	1,227	-	435	-	-
By Law - Vacation Pay (P/T)	1,076	1,152	-	940	-	-
By-law - Benefits	40,340	42,622	49,165	36,007	57,509	8,344
By-law - Benefits Other	-	200	-	-	-	-
By-law - Membership Exp	481	524	650	629	650	-
By-Law - Mileage Expense	355	-	100	-	100	-
By-Law - Conferences/Training /Education	1,259	1,864	3,000	711	3,000	-
By-Law - Clothing / Boots	1,351	824	1,500	91	2,000	500
By-Law - Office Supplies	12	74	200	-	100	(100)
By-Law - Printing Stationery	852	861	1,000	946	1,500	500
By-Law - Postage	-	-	100	-	100	-
By-Law - Furniture/Sm Office Equip	-	-	250	-	-	(250)
By-Law - Advertising Exp.	333	803	500	197	500	-
By-Law - Material and Supplies	-	-	100	-	-	(100)
By-Law - Telephone Expense	590	431	850	349	750	(100)
By-Law - Legal Expense	30,784	20,609	30,000	10,755	30,000	-
By-Law - Property Standards	-	-	500	-	500	-
By-law Enforce. Radio System Mtce	2,250	2,256	3,074	1,495	2,800	(274)
By-law Enforcement- -ARIS Fees	883	256	825	998	1,100	275
By-law - Computer Hardware under \$5,000	299	3,147	-	-	4,500	4,500
By-law -Annual Licencing of Software	3,421	3,625	5,000	4,794	5,700	700
By-law - Vehicle Fuel	2,185	2,518	3,000	1,563	2,200	(800)
By-Law - 2013 Chev Cruise	997	-	-	-	-	-
By-law - 2022 Hybrid	208	983	600	985	1,100	500
Total By-Law Enforcement	191,105	194,332	236,800	152,076	270,941	34,141
School Crossing Guards - Wages	74,325	79,481	89,448	63,763	91,327	1,879
School Crossing Guards - Vacation (P/T)	3,498	3,691	-	2,964	-	-
School Crossing Guards - Benefits	6,637	9,154	12,885	7,340	12,111	(774)
School Crossing Guard - Clothing	972	1,447	2,000	-	2,000	-
School Crossing Guards - Health & Safety Supplies	315	258	1,000	95	1,000	-
Total School Crossing Guards	85,748	94,030	105,333	74,163	106,438	1,105
TOTAL PROTECTIVE SERVICES	1,233,829	1,254,337	1,416,480	1,372,358	1,490,840	74,360

Township of North Dumfries 2025 Municipal Draft Budget

Engineering and Public Works

The 2025 Budget for the Engineering & Public Works Department include increases to legislated payroll benefits, Cost of Living increases for Non-Union personnel, increases for Union contract adjustments and the eligibility of contract/part-time staff for the OMERS program. There are no other changes in the fulltime or part-time Staff complement proposed for 2025

It should be noted that the Union agreement expires on December 31, 2024. Management is entering negotiations in December 2024. Any changes to wages from the union negotiations will be updated for the January 2025 budget discussions. A placeholder of what Staff has projected as the increase in the broader wage compensation allowance has been accounted for in the draft 2025 Operating Budget.

The revenue from aggregate tipping fees of gravel pits, through the Province, was estimated in 2025 to be \$775,000. In 2024 and 2023 the Township received \$996,449 and \$750,376, respectively. The revenues received from this account are based on self reporting by the Aggregate companies. This revenue annually is allocated towards reserves and identified as a major contributing resource to fund the Township's long-term infrastructure needs. The receipt of this revenue and the transfer to reserves zero out and therefore it does not affect the base Operating Budget.

The 2025 budget for the Public Works Division will continue to utilize funds towards areas of concern by undertaking programs related to guard rail maintenance, roadside drainage matters, 4 seasons road / sidewalk maintenance and roadside brushing.

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

The Department is focusing on insurance risk and documentation as claims have increased for Municipalities. Public Works staff continue to update inventory and improvements of the current infrastructure when not responding to weather events or responding to increased service calls due to the increasing number of residents. Management Staff will also be assisting on preparation of materials and overseeing a number of capital projects as outlined in the capital budget for 2025 to improve cost containment.

Township of North Dumfries

2025 Municipal Draft Budget

Beginning in 2024, the Township began providing its own streetlight maintenance. The budget has been updated to reflect experience in 2024 to better estimate the cost for the provision of this service. The overall expense attributed to hydro services assigned to the streetlight network continues to decline as an expense in recognition of the Township's investments in LED technology which utilizes a lower overall hydro consumption.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Public Works - Revenue from Other Municipalities	(1,931)	(2,699)	(2,544)	-	(2,500)	44
Public Works - Gravel Pit Revenue	(750,376)	(748,489)	(750,000)	(996,449)	(775,000)	(25,000)
Public Works - Miscellaneous Revenue	(1,047)	(892)	-	(375)	-	-
Public Works - Recovery of Salary	-	-	(25,000)	(500)	(20,000)	5,000
Public Works -Rec. of Costs - Private Roads	(60,751)	(70,347)	(30,000)	-	(30,000)	-
Public Works - Culvert/Ent. Inspection Revenue	(9,395)	(7,334)	(5,000)	(3,797)	(3,000)	2,000
Public Works - Debris Recovery--Debris Recovery	(1,432)	-	(300)	(1,097)	(500)	(200)
Public Works - Sale of Assets	-	-	-	(37,200)	-	-
Public Works Admin. - Wages	375,793	453,540	851,743	415,873	898,913	47,170
Public Works Admin. -Sick Wages	-	22,963	-	-	-	-
Public Works Admin. - Wages Overtime	63	1,927	40,000	(1,042)	40,000	-
Public Works Admin. - Shift Premium	994	1,570	-	1,346	-	-
Public Works Admin. - Lead Hand Wage	123	16	-	-	-	-
Public Works Admin - Standby	2,645	2,180	-	1,940	-	-
Public Works Admin. - Vacation (PT	164	195	-	191	-	-
Public Works Admin. - Benefits	134,196	170,521	340,226	137,997	361,323	21,097
Public Works Admin.- Benefits Ot	659	495	-	822	-	-
Public Works Admin. - Benefits A	3,711	1,967	-	3,150	-	-
Public Works Admin.- Other Payro	2,079	1,190	-	1,097	-	-
Public Works Admin. - Administration Fees	-	458	-	-	-	-
Public Works Admin. - Membership Exp	2,129	2,137	3,200	1,852	2,500	(700)
Public Works Admin. - Mileage Expense	66	946	1,000	1,454	2,000	1,000
Public Works Admin.-Conferences/Training/Educati	10,188	6,357	14,000	12,735	15,000	1,000
Public Works- Administration -Boots/Clothing	6,386	2,397	2,000	458	1,350	(650)
Public Works - Health & Safety Supplies	2,466	8,032	6,000	6,777	7,200	1,200
Public Works Admin. - Office Supplies	433	1,017	850	74	500	(350)
Public Works Admin. - Printing Stationery	-	13	100	371	100	-
Public Works Admin. - Postage	-	15	50	-	50	-
Public Works Admin. - Furniture/ Sm Office	-	596	500	-	500	-
Public Works Admin. - Advertising Exp.	407	748	750	-	2,500	1,750
Public Works Admin.- Telephone Expense	2,249	2,266	2,300	1,761	7,500	5,200
Public Works - Admin. - Internet	458	412	5,100	438	19,500	14,400
Public Works - Engineering Expense	6,250	15,353	18,500	12,282	13,000	(5,500)
Public Works - Admin - Cleaning Contract	-	-	2,750	-	4,500	1,750
Public Works -Computer Hardware - (Under 5,000)	11,436	761	-	-	-	-
Public Works -Annual Licencing of Software	7,085	23,335	21,500	13,707	26,650	5,150
Public Works - Transfer to Gravel Pits Reserve	750,376	748,489	750,000	996,449	775,000	25,000
Total Transportation Services - Overhead	495,426	640,133	1,247,725	570,314	1,347,086	99,361
Public Works Facili-Property Mtce (Sm.I Bldg Rep.)	1,263	819	-	480	-	-
Public Works - Facilities Maintenace - Wages	15,157	10,551	-	14,206	-	-
Public Works - Facilities Maint - Vac. P/T	41	59	-	105	-	-
Public Works - Facilities Maintenace -Benefits	7,893	4,624	-	5,407	-	-
Public Works - Facilities -Hydro	4,837	3,951	7,800	4,573	12,000	4,200
Public Works - Facilities Maintenace - Heating	19,087	22,268	25,900	15,305	18,000	(7,900)
Public Works Facility - Small Bldg Mtce	8,398	5,573	10,000	5,077	10,000	-
Total Public Works Facilities	56,676	47,846	43,700	45,153	40,000	(3,700)
Public Works - Transfer from Fuel Reserves	-	-	(10,000)	-	-	10,000
Public Works - 2007 Sterling Plow	31,537	15,118	3,500	(1,025)	-	(3,500)
Public Works - 2009 John Deere Grader	5,410	3,248	8,000	12,665	8,500	500
Public Works - 2012 Freightliner Plow	18,198	27,525	18,000	15,776	3,500	(14,500)
Public Works - 2005 Cat Loader	171	-	-	-	-	-
Public Works - 2009 Brush Chipper	2,979	606	2,000	(201)	2,000	-
Public Works - 2014 Freightliner Plow	18,953	13,888	15,000	9,346	16,000	1,000
Public Works - 2010 Ford Tractor and Loader	2,934	5,613	6,000	1,632	5,000	(1,000)
Public Works - 2014 Ford F450 1 Ton Dump	7,632	1,710	-	168	-	-
PW - 2018 - Freightliner Single Axle	7,927	4,446	7,000	6,553	8,000	1,000
PW - 2017 Ford F150 Pickup	3,152	1,405	3,000	3,748	3,500	500
PW - 2019 - 3/4 Ton Pickup	3,314	1,483	3,000	2,549	3,500	500
PW - 2019 International Tandem Axle	7,508	15,179	9,500	7,728	9,500	-
PW - 2024 Multi-Model Tandem	-	-	4,500	9,048	8,500	4,000
PW - 2015 Backhoe	4,779	-	4,500	720	3,500	(1,000)
PW - 2018 Tandem Axle Trailer	-	2,421	-	989	1,250	1,250
PW - 2019 -2 Ton Asphalt hotbox	1,425	1,476	2,000	994	2,000	-
PW - 2020 International Single Axle	9,290	8,794	6,500	6,519	8,000	1,500
PW - 2018 Mower Attachment for Tractor	12,543	5,376	2,200	(1,104)	2,200	-
PW - 2018 Sweeper Att.for Tractor	-	-	400	2,536	700	300

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
PW - 2021 JD Loader	3,386	2,539	5,000	4,204	5,500	500
PW - 2022 1/2 Ton Crew Cab Pick-up	172	528	2,000	3,146	3,500	1,500
PW - 2024 1 Ton Hoist Truck Crew Cab	-	-	2,000	8,855	3,500	1,500
PW - 2025 Tandem Axle Dump Truck	-	-	-	-	5,000	5,000
Public Works - Vehicle Maintenance - Wages	26,382	24,348	-	22,091	-	-
Public Works - Vehicle/Equip Mtc - Vacation P/T	84	124	-	226	-	-
Public Works - Vehicle Maintenance - Benefits	10,839	9,033	-	8,436	-	-
Public Works - Vehicle Fuel	96,917	69,037	78,000	56,846	79,000	1,000
Public Works - Garage Supplies (was Vehicle Pts)	2,858	2,497	3,500	2,306	3,500	-
Public Works - Shop Tools	-	-	1,800	1,425	1,500	(300)
Public Works - Pavement Marker Repairs and Mainte	-	-	850	-	850	-
Public Works - Equipment Repair & Mtce	3,236	2,332	3,500	4,839	4,500	1,000
Public Works -Radio Repair and Maintenance	112	827	500	-	500	-
Public Works -Radio Licences	628	671	700	700	710	10
Total Public Works Vehicles & Equipment	282,364	220,223	182,950	191,713	193,710	10,760
Roads - Line Painting - Supplies	-	-	7,500	2,049	4,500	(3,000)
Roads - Line Painting - Rental Exp	-	28,653	19,000	26,745	22,500	3,500
Roads - Transfer to Reserves	22,000	-	-	-	-	-
Roads - Patching-Wages	23,396	40,165	-	21,225	-	-
Roads -Patching-Overtime	167	141	-	-	-	-
Roads -Patching - Vac. P/T	77	229	-	138	-	-
Roads - Paved (PW)-Patching-Benefits	9,988	17,636	-	9,876	-	-
Roads - Patching - Materials/Supplies	15,757	19,215	20,000	7,603	18,000	(2,000)
Roads - Patching - Rental Exp	173	-	2,200	-	2,000	(200)
Roads - Sweeping - Wages	2,284	3,102	-	3,367	-	-
Roads -Sweeping - Vac. P/T	-	8	-	2	-	-
Roads - Paved (PW)-Sweeping-Benefits	880	1,306	-	1,383	-	-
Roads - Sweeping - Rental Expense	1,224	1,430	5,500	-	3,500	(2,000)
Roads - Shoulder Maintenance- Wages	16,202	28,502	-	22,938	-	-
Roads - Shoulder Maintenance - Overtime	-	132	-	-	-	-
Roads -Shoulder Main, - Vac. P/T	-	9	-	72	-	-
Roads - Paved (PW)-Shoulder Mai-Benefits	8,522	13,651	-	10,344	6,000	6,000
Roads - Shoulder Maintenance- Materials/Supplies	1,895	6,344	6,000	3,870	1,500	(4,500)
Roads - Shoulder Maintenance - Rental Exp	-	-	2,000	-	-	(2,000)
Total Roads - Paved	102,564	160,524	62,200	109,612	58,000	(4,200)
Roads - Washouts -Wages	6,438	4,735	-	5,616	-	-
Roads - Washouts -Overtime	-	751	-	619	-	-
Roads -Washouts/Patching - Vac. P/T	35	24	-	2	-	-
Roads Unpaved (PW)-Washouts-Benefits	3,001	2,146	-	2,948	-	-
Roads - Washouts -Materials/Supplies	2,386	1,168	5,500	103	3,500	(2,000)
Roads - Grading - Wages	8,661	15,036	-	9,982	-	-
Roads - Grading - Overtime	-	110	-	-	-	-
Roads -Grading- Vac. P/T	-	-	-	5	-	-
Roads Unpaved (PW)-Grading-Benefits	4,984	8,289	-	4,496	-	-
Roads - Dust Layer - Wages	1,919	1,252	-	2,210	-	-
Roads - Dust Layer - Overtime	-	-	-	-	-	-
Roads -Dust Layer - Vac. P/T	-	-	-	-	-	-
Roads Unpaved (PW)-Dust Layer-Benefits	845	637	-	1,019	-	-
Roads - Dust Layer - Materials/Supplie	40,378	47,104	44,000	46,303	47,500	3,500
Roads - Gravel Resurfacing - Wages	222	4,727	-	3,908	-	-
Roads -Gravel Resurfacing - Overtime	-	228	-	-	-	-
Roads -Gravel Resurface - Vac. P/T	-	3	-	5	-	-
Roads Unpaved (PW)-Gravel Resur-Benefits	48	2,479	-	1,950	-	-
Roads - Gravel Resurfacing - Material Supplies	-	54,008	45,000	55,027	48,000	3,000
Roads - Transfer to Reserves	30,000	-	-	-	-	-
Total Roads - Unpaved	98,916	142,697	94,500	134,193	99,000	4,500
Roads - Bridges & Culverts - Wages	12,119	13,592	-	8,027	-	-
Roads - Bridges & Culverts - Overtime	271	494	-	-	-	-
Roads -Bridges and Culverts - Vac. P/T	24	45	-	-	-	-
Roads - Brdgs & Clv-Bridges & C-Benefits	4,948	7,611	-	4,272	-	-
Roads -Bridges & Culverts - Materials/Supplies	6,861	34,104	20,000	5,789	15,000	(5,000)
Roads - Bridges and Culverts - Engineering	324	-	2,500	-	2,800	300
Roads - Bridges & Culverts - Rental Exp	1,284	2,994	2,500	1,807	2,500	-
Total Roads- Bridges & Culverts	25,832	58,840	25,000	19,895	20,300	(4,700)
Roads -Grass Cutting - Wages	10,833	13,490	-	11,946	-	-
Roads - Grass Cutting - Vac. P/T	-	11	-	4	-	-

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Roads - Grass Cutting - Benefits	4,871	6,230	-	5,704	-	-
Roads - Grass Cutting - Materials/Supplies	-	2,008	350	120	350	-
Roads - Tree Cutting - Wages	43,283	28,300	-	49,216	-	-
Roads - Tree Cutting -Overtime	1,077	132	-	373	-	-
Roads -Tree Cutting - Vac. P/T	76	47	-	113	-	-
Roads - Tree Cuttin-Benefits	19,076	12,708	-	24,475	-	-
Roads - Tree Cutting - Materials/Supplies	474	432	2,000	852	1,800	(200)
Roads - Tree Cutting - Repairs & Mtc - Equip	571	-	500	77	500	-
Roads - Tree Cutting - Rental Exp	52,440	53,835	65,000	49,244	65,000	-
Roads - Roadside - Brushing Rental	-	-	14,500	18,318	22,500	8,000
Roads - Roadside - Ditching - Wages	17,427	8,315	-	3,862	-	-
Roads - Roadside - Ditching - Overtime	-	88	-	-	-	-
Roads - Ditching - Vac. P/T	52	-	-	10	-	-
Roads - Ditching - Benefits	8,763	5,558	-	1,177	-	-
Roads - Ditching - Materials & Suuplies	20,840	749	25,000	3,706	25,000	-
Roads - Ditching - Rental Exp	28,768	15,824	21,500	6,323	21,500	-
Roads - Catch Basins - Wages	4,319	3,889	-	1,354	-	-
Roads - Catch Basins - Vac. P/T	-	13	-	24	-	-
Roads - Catch Basin-Benefits	1,471	1,339	-	352	-	-
Roads - Catch Basins - Materials/Supplies	4,948	-	8,750	170	7,000	(1,750)
Roads - Catch Basins - Rental Exp.	8,345	3,290	18,500	3,039	18,500	-
Roads - Safety Devices - Wages	23,465	25,241	-	20,261	-	-
Roads -Safety Device Main. - Vac. P/T	83	74	-	40	-	-
Roads - Safety Devices - Benefits	10,455	10,325	-	7,616	-	-
Roads - Safety Devices - Materials & Supplies	24,302	16,446	25,000	24,989	25,000	-
Roads - Safety Devices - Contracted Services	8,003	8,700	9,200	9,619	10,000	800
Roads-Safety Devices-Road Awareness & Speed Cam	379	430	2,000	338	2,000	-
Roads - Guardrail Repairs & Maintenance	-	-	15,000	-	15,000	-
Roads - Safety Devi-Trans. To Reserve	3,000	-	-	-	-	-
Roads - Railway Crossings - Repairs & Mtc- Equip.	20,126	18,655	21,100	24,099	25,000	3,900
Roads - Debris Pickup - Wages	9,294	10,047	-	11,990	-	-
Roads - Debris Pickup - Overtime	2,894	2,748	-	4,323	-	-
Roads - Debris Pickup - Vac P/T	45	22	-	129	-	-
Roads - Debris Pick-Benefits	4,552	4,961	-	5,102	-	-
Roads - Roads Patrol - Wages	12,966	14,261	-	23,489	-	-
Roads - Roads Patrol - Overtime	1,617	1,855	-	2,494	-	-
Roads - Road Survey/Patrol - Vac P/T	39	81	-	148	-	-
Roads - Roads Patrol - Benefits	6,107	6,185	-	10,609	-	-
Roads -Tree Planting - Transfer from Reserve	-	-	(8,800)	-	-	8,800
Roads -Tree Planting - Wages	-	252	-	606	-	-
Roads -Tree Planting - Vacation	-	-	-	5	-	-
Roads -Tree Planting - Benefits	-	60	-	195	-	-
Roads -Tree Planting - Outside Contracts	-	31,381	25,450	13,297	26,000	550
Roads - Tree Planting -Trans to Reserve	26,500	-	-	-	-	-
Roads - Downtown Signage- Equipment Rental	3,227	3,948	3,200	1,374	3,500	300
Total Roads - Traffic & Roadside	384,687	311,930	248,250	341,181	268,650	20,400
Winter Control - Snow Plowing - Wages	19,891	13,821	-	8,803	-	-
Winter Control - Snow Plowing - Overtime	19,035	10,195	-	7,482	-	-
Winter Control -Snow Plowing - Vac. P/T	207	96	-	41	-	-
Winter Control -Snow Plowing -Benefits	8,834	9,391	-	4,242	-	-
Winter Control -Snow Plowing - Rental Exp	9,907	14,246	17,000	7,963	-	(17,000)
Winter Control - Salt/Sand - Wages	18,352	17,056	-	8,656	-	-
Winter Control - Salt/Sand - Overtime	13,459	8,570	-	7,178	-	-
Winter Control - Salt/Sand - Vacation PT	122	72	-	90	-	-
Winter Control - Salt/Sand -Benefits	9,407	9,073	-	4,075	-	-
Winter Control - Salt/Sand - Mat./Supplies	132,668	115,998	135,000	84,594	135,000	-
Winter Control - Salt/Sand - Rental Exp	6,224	1,160	5,000	-	3,500	(1,500)
Winter Control - Snow Fence - Wages	11,077	9,415	-	4,271	-	-
Winter Control - Snow Fence - Vac. P/T	64	65	-	38	-	-
Winter Control - Snow Fence -Benefits	2,954	2,816	-	1,349	-	-
Winter Control - Snow Fence - Mat/Supplies	1,398	1,586	2,000	-	2,200	200
Total Roads - Winter Control (Except Pkg Lot/Sdwl	253,597	213,560	159,000	138,782	140,700	(18,300)
Parking Lot Snow Maintenance Contract	10,460	8,268	12,000	5,546	10,000	(2,000)
Total Parking & Parking Lots	10,460	8,268	12,000	5,546	10,000	(2,000)

Township of North Dumfries 2025 Municipal Draft Budget

Sidewalks, Special Area Rating, Levy and Reserves

The Ayr Special Area levy is budgeted for 2025 estimated at \$131,600, a \$8,700 increase over 2024.

The Ayr Special Area Budget was imposed to cover seventy percent of the costs that were felt to be specific to the Ayr Village area as designated in the Township of North Dumfries Official Plan. The levy covers the costs of sidewalks including winter maintenance. A new external contractor was hired for winter sidewalk maintenance starting in the fall of 2024. A new contract was signed for 2024-2025 winter season and extends out for an additional seasons.

New sidewalks, sidewalk repairs and 30% of the sidewalk winter maintenance costs are being allocated to the general Township for areas that are considered to be used by the general public including the Library, Queen Elizabeth Arena, the downtown core area, Victoria Park and Centennial Park.

Staff reviewed the kilometers of sidewalks to ensure the 70-30 split was still a representative allocation of costs, proportionate to the general public, local split described above.

Environmental Services

The Township does not provide water or sewer services or waste management. The 2025 budget reflects the revenue for selling garbage bag tags on behalf of the Region of Waterloo.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Street Lights -Rec. of Costs - Private Roads	(1,973)	(2,136)	(2,200)	(10,632)	(2,000)	200
Street Light - Hydro	40,562	39,865	46,500	27,740	41,000	(5,500)
Streetlight - Locate Services	-	-	3,000	-	2,000	(1,000)
Street Light - Repair and Mtce	10,026	12,029	12,000	5,426	11,000	(1,000)
Street Light - Cleaning & Maint. Tsfr. to Reserve	3,000	7,500	-	-	-	-
Total Street Lighting	51,615	57,258	59,300	22,534	52,000	(7,300)
Roads - Sidewalks - Transfer from Reserve	(45,000)	-	-	-	-	-
Roads - Sidewalks - Recovery of Costs	-	-	(5,500)	-	(3,500)	2,000
Roads - Sidewalks - Operational Repairs	39,840	40,919	21,000	1,870	21,000	-
Roads - Sidewalks - Transfer to Reserve	37,000	7,500	-	-	-	-
Winter Control- Ayr Sidewalk - Snow Remov. Contrac	48,954	39,804	51,800	17,630	52,900	1,100
Winter Ctrl- Sidewalk-Parking Contractor GPS Costs	233	743	850	195	750	(100)
Total Sidewalk Costs Covered by General Levy	81,027	88,966	68,150	19,695	71,150	3,000
Municipal Lvy - PIL Canada Post SAR	(88)	(107)	(100)	(106)	(110)	(10)
Special Area Rating - Ayr Levy	(87,220)	(112,502)	(121,900)	(122,130)	(130,600)	(8,700)
Special Area Rating - Supplemental Taxation	(3,441)	(7,127)	-	(8,011)	(500)	(500)
Special Area Rating - Tax Write Offs	133	5	1,500	-	100	(1,400)
Special Area - Ayr Sidewalks- Wages	3,754	4,358	-	298	-	-
Special Area - Ayr Sidewalks - Maint. - Vac. P/T	-	9	-	2	-	-
Special Area Sidewalks -Administrat-Benefits	1,813	2,144	-	163	-	-
Special Area - Ayr Sidewalk - Snow Maintance Contr	112,461	92,877	110,500	64,643	121,110	10,610
Special Area - Ayr Sidewalk- Trans to Reserve	-	-	7,500	7,500	10,000	2,500
SAR Sidewalk Deficit Repayment to Gen Reserve	-	-	2,500	2,500	-	(2,500)
Total Special Area Costs - AYR	27,411	(20,344)	-	(55,141)	-	-
TOTAL PUBLIC WORKS	1,870,575	1,929,900	2,202,775	1,543,477	2,300,596	97,821
Local Improvement - Marshall Ave Watermain	(7,638)	(7,638)	-	-	-	-
Environ. Services - WW-WM INTEREST EXP-MARSHALL	670	342	-	-	-	-
Environ. Services -WW-WM DEBT PRNCIPL-MARSHALL	7,277	7,605	-	-	-	-
Total Environmental	309	309	-	-	-	-
Waste Collection -Garbage Tag Sales	(340)	(610)	(350)	(670)	(350)	-
Waste Collection -Garbage Tag Remit to Region	276	519	280	578	280	-
Total Solid Waste Collection	(64)	(92)	(70)	(92)	(70)	-
TOTAL ENVIRONMENTAL SERVICES	245	218	(70)	(92)	(70)	-

Township of North Dumfries 2025 Municipal Draft 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 2025 Budget for the Leisure & Community Services Department include increases to legislated payroll benefits, Cost of Living increases for Non-Union personnel, increases for Union contract adjustments and the eligibility of part-time staff for the OMERS program. There are no other changes in the fulltime or part-time Staff complement proposed for 2025

It should be noted that the Union agreement expires on December 31, 2024. Management is entering negotiations in December 2024. Any changes to wages from the union negotiations will be updated for the January 2025 budget discussions. A placeholder of what Staff has projected as the increase in the broader wage compensation allowance has been accounted for in the draft 2025 Operating Budget.

The Township will continue to apply for the Federal Summer Student grant to help offset 2025 wages.

The 2025 Budget reflects the continuation of the community event budget. \$550 has been set aside for each of Branchton, Clyde, Roseville and Browns to support the neighbourhood event. Council has approved program guidelines for this program and use of these funds should be co-ordinated through the Director of Leisure and Community Services.

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

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Recreation Services - Ontario Conditional Grants	(3,017)	(2,295)	-	(220)	-	-
Recreation Services -Federal Conditional Grant	(10,500)	(8,680)	(7,500)	(9,274)	(7,500)	-
Recreation Services - Pop Up Program Fees	-	(1,665)	-	(5,845)	(1,000)	(1,000)
Recreation Services - Sale of Assets	-	(17,699)	-	(289)	-	-
Recreation Services - Administration - Wages	365,733	364,642	934,504	330,083	967,933	33,429
Recreation Services - Administration - Sick Time	5,869	11,137	-	-	-	-
Recreation Services - Wages-Overtime	49	733	22,200	214	35,000	12,800
Recreation Services - Shift Premium	172	18	-	-	-	-
Recreation Services - Lead Hand Wages	64	16	-	-	-	-
Recreation Services - Standby	-	105	-	-	-	-
Recreation Services-Vacation (PT)	273	2,658	-	340	-	-
Recreation Services - Administration - Benefits	163,506	167,607	324,946	119,273	329,854	4,908
Recreation Services - Admin. - Benefits Other	303	1,002	-	200	-	-
Recreation Services - Administration - Benefits	2,662	3,065	-	1,968	-	-
Recreation Services - Admin. - Benefits Allowance	1	75	-	14	-	-
Recreation Services - Membership Exp	170	1,283	1,400	1,535	1,750	350
Recreation Services - Mileage Expense	137	542	350	224	450	100
Recreation Services - Conferences/Training/Educational	7,310	3,610	8,000	4,559	8,000	-
Recreation Services - Boots/Clothing	6,742	6,017	6,500	4,676	6,500	-
Recreation Services - Health & Safety Supplies	2,037	1,071	2,000	2,079	2,200	200
Recreation Services - Office Supplies	575	640	575	441	575	-
Recreation Services - Printing Stationery	-	-	50	17	50	-
Recreation Services - Postage	-	-	50	6	50	-
Recreation Services - Furniture/Sm Office Equip	723	19	1,000	2,094	500	(500)
Recreation Services - Advertising	1,944	1,400	1,500	1,119	1,500	-
Recreation Services -Materials & Supplies	126	1,663	-	4,880	1,000	1,000
Recreation Services - Telephone Expense	1,493	1,085	1,500	842	1,700	200
Recreation Services - Equip. Lease Expense	1,042	1,676	5,000	2,318	3,500	(1,500)
Recreation Servi - Computer Hardware-(Under 5,000)	558	3,907	3,500	-	12,000	8,500
Recreation -Annual Licencing of Software	12,037	11,956	15,000	14,402	20,200	5,200
Recreation Services Capital - Tsfr to Reserve	-	17,453	-	19,302	-	-
Total Recreation and Cultural Services Overhead	560,009	573,040	1,320,575	494,959	1,384,262	63,687
Parks - Donation Revenue - Christmas Trees	(1,850)	(5,392)	(1,125)	-	(1,125)	-
Parks - Christmas Trees	-	1,140	1,125	-	1,125	-
Recreation Event- Fireworks -Donations	(1,000)	-	-	(300)	-	-
Recreation Event- Fireworks -Materials & Supplies	18,901	17,906	20,000	17,773	21,500	1,500
Recreation Event - Canada Day - Material & Supplies	-	-	-	383	-	-
Rec Event - Seasonal Decorations - Donation	-	948	-	-	-	-
Recreation Events - Seasonal Decorations	3,482	1,749	2,500	86	2,750	250
Recreation Events - Family Day - Material & Supplies	-	635	800	801	1,000	200
Recreation Events - CP Holiday Train	1,312	1,699	2,000	-	2,200	200
Recreation Events - Christmas Carol - Mat & Sup	145	392	300	-	-	(300)
Recreation Events - Santa Claus Parade - Mat & Sup	354	245	750	-	750	-
Recreation Events - Summer Movie Night - Donations	(4,900)	-	(1,500)	-	-	1,500
Recreation Events - Summer Movie Night - Mat & Sup	6,307	4,427	5,200	2,437	2,500	(2,700)
Recreation Events - Summer Music - Mat & Sup	3,489	1,390	3,500	2,614	3,750	250
Recreation Events - Donations - Ayr 200	-	-	-	(43,875)	-	-
Recreation Events - Neighbourhood - Branchton	-	361	525	493	550	25
Recreation Events - Ayr 200 Celebration - M & S	15,000	15,340	15,000	63,458	-	(15,000)
Recreation Events - Neighbourhood - Clyde	-	228	525	-	550	25
Recreation Events - Neighbourhood - Roseville	-	-	525	-	550	25
Recreation Events - Neighbourhood - Browns	-	-	525	-	550	25
Total Recreation Program & Events	41,240	41,067	50,650	43,868	36,650	(14,000)
Recreation Services - Equip. Rental Expense	4,067	4,989	3,000	6,492	4,000	1,000
Rec. Veh & Equip.- - Vehicle Fuel	19,156	17,568	20,500	17,711	20,500	-
Rec. Veh & Equip. - Equipment Repair & Mtce	6,176	3,779	5,000	8,623	5,000	-
Rec. Veh & Equip. 2017 Ford F150 Supercab XTL Pickup	3,540	1,662	2,000	963	2,500	500
Rec. Veh & Equip. 2016 Kubota Utility Tractor	-	1,691	1,500	-	1,500	-
Rec. Veh & Equip. 2018 Kubota Mower #1	1,515	412	1,500	356	-	(1,500)
Rec. Veh & Equip. 2019 Dodge Pick-Up Truck	2,439	1,309	2,000	996	1,500	(500)
Rec. Veh & Equip. 2019 Ball Diamond Groomer	-	-	200	-	200	-
Rec. Veh & Equip. 2020 Rec 1/2 Ton Pickup	716	1,213	1,500	454	1,500	-
Rec. Veh & Equip. 2012 Chev Silverado Pickup Truck	-	-	-	47	-	-
Rec. Veh & Equip. - 2018 Kubota Mower #2	2,060	1,840	1,500	935	-	(1,500)
Rec. Veh & Equip.- 2011 ATV Side By Side	-	-	-	-	-	-
Rec. Veh & Equip. - 2017 Landscape Trailer	314	264	350	295	350	-

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Rec. Veh & Equip. - 2011 John Deer 1600 Mower	2,681	-	-	-	-	-
Rec. Veh & Equip. - Kabota RTV X900 Side by Side	220	-	300	-	300	-
Rec. Veh & Equip. - Field Liner #1 - 2011	-	-	200	-	200	-
Rec Veh & Equip - 2021 Kabota Tractor & Loader	-	-	1,500	1,799	2,000	500
Rec Veh & Equip - 2021 Wide Dec Mower	793	1,120	1,800	1,486	2,000	200
Rec Veh & Equip - Trailer #2	1,006	539	350	-	350	-
Parks - Field Liner #2	-	-	200	-	200	-
Rec Veh & Equip - 2023 Wide Deck Mower	-	1,442	2,200	-	2,000	(200)
2025 5ft Zero Turn Mower #1	-	-	-	-	850	850
2025 5ft Zero Turn Mower #2	-	-	-	-	850	850
Total Recreation Vehicles & Equipment	44,684	37,827	45,600	40,156	45,800	200
Parks - Field Rental Revenue	(33,663)	(33,296)	(33,000)	(38,965)	(33,000)	-
Parks - School Field Mtce Revenue	(7,224)	(7,441)	(7,500)	-	(7,725)	(225)
Parks - Community Garden Fees	-	(445)	(445)	(600)	(500)	(55)
Parks - Summer Camp Fee	-	-	(4,900)	-	(4,900)	-
Parks - Langs Children's Programming Rental Fee	-	-	(900)	-	(1,000)	(100)
Parks- Capital Reserve Fee	(1,685)	(1,845)	-	(1,615)	-	-
Parks - Wages	135,772	176,322	-	178,111	-	-
Parks-Overtime	4,369	9,413	-	3,728	-	-
Parks-Shift Premi	24	66	-	51	-	-
Parks-Lead Hand	-	16	-	-	-	-
Parks-Vacation (P/T)	2,477	4,071	-	4,321	-	-
Parks - Benefits	34,120	53,789	-	51,784	-	-
Parks - Other Benefit Costs	55	90	-	21	-	-
Parks - Furniture Repairs - Replace	2,399	3,565	3,750	-	4,000	250
Parks - Materials and Supplies	-	-	-	-	2,500	2,500
Parks - Beach Volleyball Mat & Sup	-	-	500	-	500	-
Parks - Sport Field Light Repair & Maintenance	-	-	1,500	-	1,500	-
Parks - Hydro	5,504	5,851	7,000	19,430	9,000	2,000
Parks -Heating Gas	259	268	750	257	300	(450)
Parks - Property Maintenance (Small Bldg Repairs)	38,130	41,251	40,000	23,794	42,500	2,500
Parks - Water and Sewer	31,019	52,784	73,000	39,622	56,000	(17,000)
Parks - Turf Management	37,555	41,687	46,000	59,467	45,000	(1,000)
Parks - Playstructure Materials & Supplies	1,468	3,790	5,500	1,085	5,500	-
Parks - Splashpad Maintenance	8,174	6,657	7,500	1,123	7,500	-
Parks - Horticultural Supplies	5,479	4,347	5,000	16,008	5,000	-
Parks -- Tree Planting	8,283	8,969	10,000	360	10,000	-
Parks - Cenotaph/Fountain Water	1,105	752	3,000	4,360	4,200	1,200
Parks - Langs Parntership for Programming	-	-	-	-	35,000	35,000
Parks - Tree Removal Contractor	2,198	4,111	7,500	-	7,500	-
Parks - Miscellaneous Expense	81	-	-	-	-	-
Total Parks	275,900	374,771	164,255	362,342	188,875	24,620
ACC - Recovery of Expenses or from Damage	-	-	-	(33)	-	-
ACC - Miscellaneous Revenue	(41)	-	-	-	-	-
ACC - Hall Rental Revenue	(18,024)	(21,515)	(8,500)	(12,582)	(6,500)	2,000
ACC - Ice Rental Revenue	(158,740)	(157,275)	(155,000)	(120,636)	(165,000)	(10,000)
ACC - Floor Rental Revenue	(641)	(847)	(800)	(1,707)	(1,000)	(200)
ACC - Capital Reserve Fee Revenue	(6,585)	(7,146)	-	(5,047)	-	-
ACC - Wages	75,198	68,084	-	43,366	-	-
ACC - Overtime	3,315	9,684	-	6,831	-	-
ACC - Shift Premi	1,574	2,332	-	1,266	-	-
ACC-Vacation Pay	1,920	1,994	-	1,269	-	-
ACC - Benefits	15,117	17,544	-	11,274	-	-
ACC-Other Benefit Costs	3	62	-	34	-	-
ACC - Telephone Expense	1,158	1,288	750	1,300	800	50
ACC - Internet Expense	1,195	1,254	1,300	1,002	1,500	200
ACC - Hydro	50,488	56,894	58,000	55,875	70,000	12,000
ACC - Heating Gas	15,701	13,501	19,000	11,223	16,000	(3,000)
ACC - Property Maintenance (Small Bldg Repairs)	59,745	45,662	50,000	43,129	50,000	-
ACC - Materials and Supplies	-	-	-	-	9,000	9,000
ACC - Water and Sewer	15,589	14,997	18,000	9,260	18,000	-
ACC - Security	3,927	-	-	-	-	-
ACC - Vehicle Fuel	2,306	2,704	2,100	1,487	2,200	100
ACC - Equipment Repairs	527	405	1,860	-	1,860	-
ACC - Refrigeration Repair & Mtce	13,490	10,283	17,500	11,701	19,000	1,500
ACC - 2017 Ice Edger	-	-	250	-	250	-

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
ACC - 2008 Floor Scrubber	-	-	250	-	250	-
ACC - 2011 Ice Resurfacer	638	3,854	3,500	7,087	4,000	500
ACC - Ice Resurfacer	-	-	-	-	3,500	3,500
Total Rec. Facility - ACC	77,861	63,758	8,210	66,098	23,860	15,650
NDCC - Field Rental Revenue	80	-	-	(605)	-	-
NDCC - Trans.from Dev. Charges	(254,729)	(254,232)	(254,729)	-	-	254,729
NDCC - Energy Grant	-	(2,869)	-	-	-	-
NDCC - Recovery from Damages	(1,087)	(189)	-	(395)	-	-
NDCC - Miscellaneous Revenue	(70)	-	-	-	-	-
NDCC - Hall Rental Revenue	(35,658)	(28,114)	(18,500)	(33,986)	(35,000)	(16,500)
NDCC - Ice Rental Revenue	(288,982)	(359,872)	(335,000)	(289,168)	(360,000)	(25,000)
NDCC - Floor Rental Revenue	-	(155)	(500)	-	-	500
NDCC - Pro Shop Rental Revenue	-	-	-	(283)	(2,400)	(2,400)
NDCC - Public Skating Revenue -Incl. Sponsorships	(3,980)	(4,171)	(3,000)	(2,788)	(3,000)	-
NDCC - Concession Revenue	(3,824)	(5,547)	(5,300)	(4,245)	(5,300)	-
NDCC - Ticket Ice Revenue	(1,130)	(1,436)	(1,000)	(1,031)	(1,000)	-
NDCC - Pickle Ball Revenue	(4,749)	(10,986)	(8,500)	(16,299)	(18,000)	(9,500)
NDCC - LANGS Facility Rent	(17,194)	(20,626)	(17,000)	(5,627)	(22,000)	(5,000)
NDCC - ATM Fee Revenue	(206)	(218)	(185)	(88)	-	185
NDCC - Capital Reserve Fee Revenue	(12,779)	(14,362)	-	(12,453)	-	-
NDCC - Advertising Revenues	(14,352)	(15,154)	(12,500)	(2,685)	(12,500)	-
NDCC - Wages	233,894	236,111	-	206,505	-	-
NDCC - Overtime	17,108	32,272	-	20,249	-	-
NDCC - Shift Premium	4,894	5,320	-	4,200	-	-
NDCC - Lead Hand	80	-	-	-	-	-
NDCC-Vacation (P/T)	4,971	5,078	-	4,400	-	-
NDCC- Benefits	58,897	67,098	-	61,545	-	-
NDCC-Other Payroll Costs	41	130	-	245	-	-
NDCC - Debt Interest	33,729	23,232	11,729	6,014	-	(11,729)
NDCC - Debt Principal	221,000	231,000	243,000	-	-	(243,000)
NDCC - Furniture/Sm Office Equip	-	-	500	-	500	-
NDCC - Materials and Supplies	-	360	-	-	12,000	12,000
NDCC - Telephone Expense	1,924	2,154	1,200	440	550	(650)
NDCC - Internet Costs	4,534	5,561	7,200	7,611	7,700	500
NDCC - Hydro	167,414	156,067	175,000	158,601	195,000	20,000
NDCC - Heating Gas	54,371	52,341	57,000	33,168	55,000	(2,000)
NDCC - Property Maintenance (Small Bldg Repairs)	166,702	199,166	175,000	152,346	165,000	(10,000)
NDCC - Water and Sewer	53,356	55,035	62,000	50,513	65,000	3,000
NDCC - Security	8,687	-	-	-	-	-
NDCC - Vehicle Fuel	3,729	5,932	5,500	4,406	5,750	250
NDCC - Equipment Repair & Mtce	4,294	1,453	6,000	-	6,000	-
NDCC - Refrigeration Repair & Mtce	59,333	29,849	25,000	22,080	27,000	2,000
NDCC - 2021 Ice Resurfacer	2,106	1,683	3,500	11,220	5,500	2,000
NDCC - 2020 Floor Scrubber	-	456	350	3,407	450	100
NDCC - 2025 Ice Resurfacer	-	-	-	-	7,000	7,000
Total Rec Facility - NDCC	462,405	392,368	116,765	377,297	93,250	(23,515)
Roseville Hall - Hall Rental Revenue	(5,117)	(9,547)	(4,500)	(5,544)	(3,500)	1,000
Roseville Hall - Capital Reserve Fee Revenue	(213)	(355)	-	(187)	-	-
Roseville Hall - Wages	913	173	-	88	-	-
Roseville Hall - Hydro	946	1,272	1,400	1,754	2,100	700
Roseville Hall - Heating Gas	1,830	2,491	3,000	1,270	2,500	(500)
Roseville Hall - Property Maintenance (Small Bldg R	6,275	9,284	8,500	4,189	8,500	-
Roseville Hall -Water and Sewer	398	154	500	89	300	(200)
Total Rec. Facility - Roseville Hall	5,033	3,472	8,900	1,659	9,900	1,000
Library - Property Maintenance (Small Bldg Repairs)	629	-	1,000	43	1,000	-
Total Libraries	629	-	1,000	43	1,000	-
TOTAL RECREATION SERVICES	1,467,761	1,486,304	1,715,955	1,386,423	1,783,597	67,642

Township of North Dumfries 2025 Municipal Draft Budget

Planning Services Department – Development Services Department

The Planning Services section of the Budget includes Planning, Economic Development, Heritage and Aggregate Administration activity costs. Bill 23, the More Homes Built Faster Act has had a significant impact on Development Services and the Planning Division. The full implications of Bill 23 have not yet been realized by the department as the legislation changes take effect January 2025. Staff continue to monitor the implications of the legislation to ensure that the department is ready to being the full implementation.

The fees payable to the Waterloo Region Economic Development Corporation (\$20,000), Waterloo Region Tourism & Marketing Corporation (\$5,000), and Sustainable Waterloo Levy (\$1,725) have been accounted for in the Budget as per approved agreements. The four year financial commitment to the Smart Cities Initiative ended at the end of 2024.

	Actual To 12/31/2022	Actuals To 12/31/2023	2024 Approved BUDGET	Actual to 10/31/2024	2025 Draft Budget	Comparison of 2024 budget to 2025 budget
Planning - Administration Fees	(3,070)	(2,490)	(3,000)	(2,962)	(6,500)	(3,500)
Planning - Miscellaneous Revenue	-	(13,380)	(20,000)	(2,535)	(5,000)	15,000
Planning - Hearings OMB Revenue	-	-	-	(312)	-	-
Planning - Official Plan Amendment Revenue	-	-	-	(12,900)	-	-
Planning - Zoning Amendment Revenue	(49,595)	(43,010)	(35,000)	(10,375)	(25,000)	10,000
Planning - Plan of Subdivision Condo Revenue	(20,700)	(34,325)	(20,000)	(27,806)	(40,000)	(20,000)
Planning - Severance or Minor Variance Rev.	(28,680)	(23,313)	(19,000)	(38,320)	(25,000)	(6,000)
Planning - Consultation Revenue	(11,680)	(7,646)	(8,000)	(11,761)	(8,500)	(500)
Planning - Site Plan Review Revenue	(21,180)	(18,555)	(20,000)	(19,000)	(20,000)	-
Planning - Sale of Maps/OP/ Zoning By-law	-	-	(2,300)	-	-	2,300
Planning - CHIA Admin Fees	-	-	-	(900)	(500)	(500)
Planning - Compliance Letters - Zoning	(4,712)	(2,645)	-	(3,470)	(2,500)	(2,500)
Planning - Ontario Grant	(3,000)	-	-	-	-	-
Planning - Wages	181,198	163,573	265,954	201,184	329,415	63,461
Planning - Benefits	57,423	53,782	95,272	62,283	106,778	11,506
Planning - Benefits Other	325	-	-	-	-	-
Planning - Membership Expense	1,568	1,680	2,800	365	2,850	50
Planning - Mileage Expense	-	-	500	-	500	-
Planning - Conferences/Training Education	804	1,431	4,000	1,858	7,500	3,500
Planning - Boots /Clothing	-	-	350	47	500	150
Planning - Office Supplies	279	128	300	443	300	-
Planning - Postage	-	-	500	5	500	-
Planning - Furniture/Sm Office Equip	-	-	500	-	-	(500)
Planning - Advertising Exp.	590	458	850	-	850	-
Planning - Materials and Supplies	303	53	300	-	300	-
Planning - Telephone Expense	1,131	1,176	400	469	450	50
Planning - Equipment Lease Costs	1,202	1,480	1,500	665	950	(550)
Planning - Legal Expense	26,496	12,640	8,000	5,571	8,000	-
Planning - Consultant Fees	-	-	1,000	-	1,000	-
Planning - Engineering Expense	223	438	1,500	-	1,500	-
Planning - Hearing Expense	-	25,610	23,000	17,594	30,000	7,000
Planning -Computer Hardware - (Under 5,000)	-	-	3,500	3,769	4,500	1,000
Planning -Annual Licencing of Software	6,080	6,477	8,500	5,239	12,100	3,600
Planning - W. Region Ec. Dev. Comm. (WREDC)	20,000	20,000	20,000	20,000	20,000	-
Planning - W. Region M Tourism Council (WRMTC)	5,000	5,000	5,000	5,000	5,000	-
Planning - Economic Development Promotion	4,876	3,026	4,500	1,712	4,500	-
Planning - Reconciliation Action Partnership	2,184	1,316	1,750	-	1,750	-
Planning - Smart Cities Initiative	5,882	5,882	5,882	5,882	-	(5,882)
Planning -Sustainable Waterloo Levy	1,381	1,473	1,725	1,527	1,725	-
Total Planning & Development	174,327	160,261	330,283	203,273	407,968	77,685
Heritage - Transfer from Reserve	-	-	-	-	(10,000)	(10,000)
Heritage - Advertising Exp.	231	-	330	418	500	170
Heritage - Materials and Supplies	32	-	200	-	200	-
Heritage -Annual Licencing of Software	-	-	10,000	-	10,000	-
Total Heritage	263	-	10,530	418	700	(9,830)
TOTAL PLANNING	174,590	160,261	340,813	203,691	408,668	67,855
Total Operations	(1,325,935)	(2,229,908)	(1,017,000)	(3,073,700)	(1,313,000)	(296,000)
Capital funded by tax levy and building bill 124			1,017,000		1,313,000	296,000
Net Budget			-		-	-

Township of North Dumfries

2025 Municipal Draft Budget

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

- Human Resources
 - Ongoing changes in Legislated Benefits
 - OMERS Costs
 - WSIB Costs
 - Wage compensation
- Other Future Pressure Points
 - Cemeteries
 - Hospital Requests
 - Increase request for funding support for organizations
 - Community programming
 - Events planning and facilitation
 - Economic issues such as higher interest rates and high inflation and potential economic slow-downs
 - Potential increase in tax arrears
- Other Policies
 - Continued shift to electronic payments and purchasing programs
- Capital Program and Asset Management
 - Asset Management Plan completed for all assets. Future services level will be included as of July 1, 2025.
 - 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

PROJECT ID No.	CFWD / NEW / INP	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Infrastructure Reserve	Gravel Reserve	GAS TAX	OCIF	DEV. CHARGES	DEBT FINANCING	PARK TRUST	FEDERAL GRANT	ONTARIO GRANT	Bill 124 Funds	OTHER Donations or Grants	TAX LEVY	TOTAL FUNDING
		A - Fleet - Rolling Stock																	
A1	INP	PW - Tandem Axle Dump Truck	\$434,700	\$434,700	PW Rolling Stock													\$0	\$434,700
A2	NEW	PW - Roadside Mower Attachment	\$32,250	\$32,250	PW Rolling Stock													\$0	\$32,250
A3	NEW	REC - Ice Resurfacers #1	\$140,400	\$140,400	REC Rolling Stock													\$0	\$140,400
A4	NEW	REC - (x2) Five Foot Zero Turn Mowers	\$121,680	\$121,680	REC Rolling Stock													\$0	\$121,680
A5	INP	REC - 1 Ton Hoist Truck	\$137,500								\$137,500								
A6	NEW	Transfer to Rolling Stock Reserve [FIRE]	\$135,000		FIRE Rolling Stock													\$135,000	\$135,000
A7	NEW	Transfer to Rolling Stock Reserve [PW]	\$325,000		PW Rolling Stock													\$325,000	\$325,000
A8	NEW	Transfer to Reserve - Vehicle [BY-LAW]	\$6,000		BY-LAW Rolling Stock													\$6,000	\$6,000
A9	NEW	Transfer to Rolling Stock Reserve [REC]	\$67,000		REC Rolling Stock													\$67,000	\$67,000
A10	NEW	Transfer to Reserve - Vehicles [BUILDING]	\$15,000		BLDG Rolling Stock											\$15,000			\$15,000
		Subtotal	\$1,414,530	\$729,030		\$0	\$0	\$0	\$0	\$0	\$137,500	\$0	\$0	\$0	\$0	\$15,000	\$0	\$533,000	\$1,414,530
		B - Studies, Equipment, Software																	\$0
B1	NEW	State of the Infrastructure - Roads [ENGINEERING]	\$88,400					\$88,400										\$0	\$88,400
B2	NEW	Total Station Digital Survey Equipment c/w GPS Capabilities [ENGINEERING]	\$25,000	\$25,000	Modernization Funds										\$0			\$0	\$25,000
B3	INP	Website Redesign - with E-Commerce & AODA Compliance [CORPORATE]	\$80,000	\$80,000	Modernization Funds										\$0			\$0	\$80,000
B4	NEW	Upgrades to IT / Telecommunications Network [CORPORATE]	\$18,000	\$18,000	IT Reserve													\$0	\$18,000
B5	CWFD	Official Plan - Comprehensive Update / Conformity Review [PLANNING]	\$385,000	\$205,755	PLANNING - Studies						\$169,025				\$10,220			\$0	\$385,000
B6	INP	Engineering Standards Manual Update - Phase I [ENGINEERING]	\$41,600					\$41,600										\$0	\$41,600
B7	NEW	Records Management Software [CORPORATE]	\$67,600	\$67,600	Modernization Funds													\$0	\$67,600
B8	NEW	Development Charges Update [CORPORATE]	\$49,820								\$49,820							\$0	\$49,820
B9	CFWD	Public Access Level II EV Charging Station @ NDCC [CORPORATE]	\$60,000	\$30,000	Green Energy Reserve										\$30,000			\$0	\$60,000
B10	CFWD	Broadband Enhancement Strategy - Phase 1 [CORPORATE]	\$150,000	\$150,000	Broadband Reserve													\$0	\$150,000
B11	INP	Ayr Ice House Precinct Master Plan [RECREATION]	\$80,400			\$75,000							\$5,400					\$0	\$80,400
B12	NEW	Gas Monitoring Equipment [FIRE]	\$10,400	\$10,400	FIRE - Small Equipment													\$0	\$10,400
B13	NEW	EV Fire Blanket & Under-Chassis Nozzle [FIRE]	\$8,200	\$8,200	FIRE - Small Equipment													\$0	\$8,200
B14	NEW	ACC Ice Edger [RECREATION]	\$5,200	\$5,200	REC - Small Equipment													\$0	\$5,200
B15	NEW	ACC Floor Scrubber [RECREATION]	\$15,600	\$15,600	REC - Small Equipment													\$0	\$15,600
B16	NEW	Bunker Gear Extractor (Washing Machine) & Fit-up [FIRE] [1]	\$10,000														\$10,000	\$0	\$10,000
B17	CFWD	Security System Enhancement - Townhall	\$10,000	\$10,000	Land Reserves													\$0	\$10,000
B18	INP	Council Chambers - AV Enhancements	\$35,000	\$35,000	Modernization Funds													\$0	\$35,000
B19	CFWD	Pay Equity/Wage Compensation Study	\$45,000	\$45,000	Pay Equity/Wage Reserve														
B20	CFWD	Field Liner # 2	\$6,000	\$6,000	REC - Small Equipment														
B21	NEW	CORPORATE - Transfer to Reserve	\$30,000															\$30,000	\$30,000
B22	NEW	IT - Transfer to Reserve	\$5,000															\$5,000	\$5,000
B23	NEW	FIRE - Transfer to Equipment Reserve	\$25,000															\$25,000	\$25,000
B24	NEW	PW - Transfer to Equipment Reserve	\$5,000															\$5,000	\$5,000
B25	NEW	REC - Transfer to Equipment Reserve	\$15,000															\$15,000	\$15,000
B26	NEW	PLANNING - Transfer to Reserve - Studies	\$35,000															\$35,000	\$35,000
		Subtotal	\$1,306,220	\$711,755		\$75,000	\$0	\$130,000	\$0	\$0	\$218,845	\$0	\$5,400	\$0	\$40,220	\$0	\$10,000	\$115,000	\$1,306,220

2025 CAPITAL BUDGET

Expenditure and Source of Funding

PROJECT ID No.	CFWD / NEW / INP	CATEGORY / PROJECT	ESTIMATED EXPENSE	Specified Reserve	Name of Reserve	Energy Plus Reserve	Infrastructure Reserve	Gravel Reserve	GAS TAX	OCIF	DEV. CHARGES	DEBT FINANCING	PARK TRUST	FEDERAL GRANT	ONTARIO GRANT	Bill 124 Funds	OTHER Donations or Grants	TAX LEVY	TOTAL FUNDING
		C - Linear Infrastructure																	\$0
C1	NEW	PW - Various - Road Resurfacing	\$300,000							\$300,000								\$0	\$300,000
C2	NEW	PW - Brant-Waterloo Road Reconstruction, Swan Street to Charlie Creek	\$2,216,550								\$1,736,854						\$479,696	\$0	\$2,216,550
C3	NEW	PW - Hall Street Reconstruction [1]	\$2,727,330					\$899,524							\$1,670,544		\$157,262	\$0	\$2,727,330
C4	NEW	PW - Design & EA Reidsville Road, Wrigley Rd to Brant Waterloo Rd	\$310,000								\$310,000							\$0	\$310,000
C5	NEW	PW - Design & Secure Permits Footbridge Road Bridge Structural Rehabilitation	\$40,000				\$21,020			\$18,980								\$0	\$40,000
C6	CWFD	PW- Design Bute Street Reconstruction	\$40,000					\$40,000										\$0	\$40,000
C7	CWFD	PW - Gore Road - Major Culvert #1 & #2 Rehabilitation	\$31,000					\$31,000										\$0	\$31,000
C8	CWFD	PW - Greenfield Rd West - Major Culvert Rehabilitation	\$26,000					\$26,000										\$0	\$26,000
C9	NEW	PW - Alps Road - Major Culvert Rehabilitation	\$32,000				\$32,000											\$0	\$32,000
C10	CFWD	PW - LED Streetlight Conversion - Phase 2 - Top Post Luminaries	\$175,800	\$175,800	Streetlight Reserve													\$0	\$175,800
C11	NEW	PW - West River Road Drainage - Residential Lots	\$38,275				\$38,275											\$0	\$38,275
C12	NEW	PW - Thompson Street Drainage Improvements	\$275,000							\$275,000								\$0	\$275,000
C13	NEW	PW - Brant Waterloo Rd, Spragues to 1 km east - Drainage / Road Bed Improvements	\$38,500				\$38,500											\$0	\$38,500
C14	NEW	PW - Traffic Calming - Installation of Permanent Speed Humps	\$60,000				\$60,000											\$0	\$60,000
C15	NEW	PW - Transfer to Streetlight Reserve	\$15,000															\$15,000	\$15,000
C16	NEW	PW - Transfer to Sidewalk Reserve	\$10,000															\$10,000	\$10,000
C17	NEW	PW - Transfer to Stormwater Management Reserve	\$25,000															\$25,000	\$25,000
C18	NEW	PW - Transfer to Infrastructure Reserve	\$245,000															\$245,000	\$245,000
		Subtotal	\$6,605,455	\$175,800		\$0	\$189,795	\$996,524	\$0	\$593,980	\$2,046,854	\$0	\$0	\$0	\$1,670,544	\$0	\$636,958	\$295,000	\$6,605,455
		D - Facilities																	\$0
D1	NEW	PW - Construction of Commodity Bunkers	\$78,000	\$78,000	Facilities Reserves													\$0	\$78,000
D2	NEW	PW - Main Shop Roof & Painting Exterior Siding	\$60,000	\$60,000	Facilities Reserves													\$0	\$60,000
D3	NEW	PW - Installation of Power Assist Entry Gate @ PW Depot	\$38,500	\$38,500	PW Facilities Reserves													\$0	\$38,500
D4	NEW	PW - Signage, Security, Furniture & Appliances in new PW Depot Building	\$15,000		Facilities Reserves			\$15,000										\$0	\$15,000
D5	NEW	REC - NDCC Floor Replacement in Dressing Rooms	\$208,000	\$208,000	Facilities Reserves													\$0	\$208,000
D6	NEW	REC - Construction of Twin Pad Arena at NDCC [1]	\$20,971,263			\$632					\$185,000	\$6,800,000		\$11,485,631			\$2,500,000	\$0	\$20,971,263
D7	NEW	REC - Design - Major Rehabilitation of Exterior at ACC	\$75,000			\$75,000												\$0	\$75,000
D8	NEW	REC - Replacement of Overhead Doors at ACC	\$33,820			\$33,820												\$0	\$33,820
D9	NEW	REC - ACC Chiller Replacement & Hydro Upgrade on Ice Refrigeration Plant	\$162,750			\$162,750												\$0	\$162,750
D10	NEW	REC - AODA Upgrades at Roseville Community Centre [1]	\$322,000			\$197,000									\$125,000			\$0	\$322,000
D11	NEW	REC - Install and Commission Replacmeent Fire Anunciator Panel @ NDCC	\$15,000			\$15,000												\$0	\$15,000
D12	NEW	REC - Install Replacement Dasher Boards @ NDCC	\$7,800	\$7,800	Capital Facilities Reserve													\$0	\$7,800
D13	NEW	REC - Fit-up of Youth Room @ NDCC	\$8,500	\$8,500	Capital Facilities Reserve													\$0	\$8,500
D14	INP	REC - ACC Barrier Free Lift	\$211,000	\$211,000	Facilities Reserves														
D15	NEW	REC - Transfer to Reserve for Ayr Ice House	\$25,000															\$25,000	\$25,000
D16	NEW	REC - Transfer to Reserves for Facilities	\$250,000															\$250,000	\$250,000
D17	NEW	FIRE - Transfer to Reserve For Fire Hall Facility	\$20,000															\$20,000	\$20,000
D18	NEW	PW - Transfer to Reserve for PW Facilities	\$30,000															\$30,000	\$30,000
D19	NEW	REC - Transfer to Reserve for Roseville Community Centre	\$5,000															\$5,000	\$5,000
D20	NEW	REC - Transfer to Reserve for Library Building	\$25,000															\$25,000	\$25,000
		Subtotal	\$22,561,633	\$626,800		\$484,202	\$0	\$0	\$0	\$0	\$185,000	\$6,800,000	\$0	\$11,485,631	\$125,000	\$0	\$2,500,000	\$355,000	\$22,561,633
		E - Parks, Trails																	\$0
E1	NEW	REC - Playground Apparatus @ Victoria Park	\$63,680										\$63,680					\$0	\$63,680
E2	NEW	REC - Park Furniture	\$30,000										\$30,000					\$0	\$30,000
E3	NEW	REC - Refurbishment of Off-Street Trail Stanley Street to Watson Pond Bridge	\$35,000			\$35,000												\$0	\$35,000
E4	NEW	REC - Installation of Wind Screens at Schmidt & Victoria Park Tennis / Pickleball Courts	\$14,225			\$14,225												\$0	\$14,225
E5	NEW	REC - Design / Construction of Pump Track Facility [1]	\$559,105			\$67,095												\$0	\$559,105
E6	NEW	REC - Construction at Brown's Park Phase II and completion of Phase I	\$222,000			\$111,000							\$111,000					\$0	\$222,000
E7	NEW	REC - Improvements to Campbell Trail [2]	\$25,000										\$25,000					\$0	\$25,000
E8	CFWD	REC - Nith River Trail, Pipers Glen Park to Greenfield & various - Design & Approvals [2]	\$132,800			\$60,000					\$60,000		\$12,800					\$0	\$132,800
E9	NEW	REC - Watson Pond Second Fountain	\$15,000														\$15,000	\$0	\$15,000
E10	CFWD	REC - Trails Rehab with Grand Valley Trails Association (GVTA)	\$20,000										\$20,000					\$0	\$20,000
		Subtotal	\$1,116,810	\$0		\$287,320	\$0	\$0	\$0	\$0	\$60,000	\$0	\$262,480	\$0	\$0	\$0	\$507,010	\$0	\$1,116,810
		TOTAL	\$33,004,648	\$2,243,385		\$846,522	\$189,795	\$1,126,524	\$0	\$593,980	\$2,648,199	\$6,800,000	\$267,880	\$11,485,631	\$1,835,764	\$15,000	\$3,653,968	\$1,298,000	\$33,004,648

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

Notes: [1] Project(s) Contingent Upon Securing Senior Government Funding or Public Donation & Fundraising
[2] Project Contingent Upon Securing Land Transfer or Lease Agreement with GRCA

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



December 9th, 2024

2025 Capital Budget & Funding Summary

Included in the 2025 Budget Binder is the Summary of Capital Projects, which identifies the various Capital Projects proposed for delivery in 2025. The spreadsheet identifies each project, the estimated expense and the source of funding.

The spreadsheet also identifies on a project by project basis whether the work proposed is In-Process (INP), a Carry Forward [CFWD] or New [NEW]. In-Process represents projects that were budgeted in 2024 and work continues on the file into 2025. For In-Process the funds from 2024 are protected and the completion of work is funded as per the previously approved Capital Budget. These projects are underway, cancelling them may lead to additional costs. Carry Forward by contrast means projects that were initially budgeted to be undertaken in the prior year, however, either because of time delivery conflicts or cost above budget estimate the projects were not yet started and are now re-budgeted to be undertaken in 2025.

There is new debt financing proposed to finance the Twin Pad Project in the draft 2025 Capital Budget. No other debt is proposed in the 2025 Capital Budget. The Twin Pad Project will only be presented to Council for approval if the Township is successful in securing a Grant that has been applied for in 2024 to assist with the construction of the new Twin Pad Arena project at the North Dumfries Community Complex (NDCC). At that time, final funding will be determined which may include the need to finance the project in part through a debenture if the capital undertaking is ultimately decided by Council to proceed forward. The 2025 draft Capital Budget indicates that the Twin Pad project is contingent upon securing funding from Senior Levels of Government.

If the Twin Pad project does ultimately advance forward, the Debt to be incurred based upon the draft 2025 Capital Budget would be in the order of approximately \$6.8 Million

The overall recommended Capital Budget for 2025 has an estimated value of \$33,004,648

It should be noted that 100% of the Capital to be expended in 2025 through the tax levy is directed to Capital Reserve Accounts to fund the Township's long term financial strategy. The tax levy to fund the long term financial strategy of the Municipality through reserve transfers in 2025 totals \$1,298,000. This represents a \$296,000 increase in tax levy transfers to reserves which reflects Council's directions from August 2024 to increase Capital Reserve allocations by the equivalent of a 3% tax rate.

2025 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

2025 Capital Budget & Funding Model
December 9th, 2024

Corporation. The various Capital Reserve Transfers have been identified in the 2025 Capital Budget Summary.

The projects outlined in the 2025 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 2025.

A. FLEET / ROLLING STOCK

1. Public Works – Tandem Axle Dump Truck

This vehicle was ordered in mid-year 2023 with an expected delivery date of Quarter 1 of 2025. The Tandem Axle Dump Truck is fitted up with snow removal equipment to support four season road maintenance requirements. The Truck represents a replacement unit for an existing front line tandem axle plow truck. On delivery of the new unit, the existing tandem axle plow truck will be surplus and placed into the open market for purchase with the net proceeds realized through the sale directed back to the Public Works Rolling Stock Reserve Account. The purchase of the new Tandem Axle Dump Truck is \$434,700 and is funded through the Public Works Rolling Stock Reserve.

2. Public Works – Roadside Mower Attachment

The Roadside Mower represents an attachment piece of equipment that is deployed through the Public Works Tractor unit. The Mower is utilized in the rural countryside areas to cut the grass at the edge of the boulevard of the road network. The unit replaces an existing Roadside Mower Attachment that is at the end of its lifecycle. Upon delivery of the new unit, the existing Roadside Mower Attachment will be surplus and placed into the open market for purchase with the net proceeds realized through the sale directed back to the Public Works Rolling Stock Reserve Account. The purchase of the new Roadside Mower Attachment is estimated at \$32,250 and is funded through the Public Works Rolling Stock Reserve.

3. Recreation – Ice Resurfacer #1

At the November 12th, 2024 Council Meeting, Council authorized the pre-approval of the acquisition of this unit. A Report to Council as part of the December 12th, 2024 Council Meeting Agenda seeks the award for the purchase of the Ice Resurfacer and the award of the bid to Zamboni in the amount of 120,585.55 plus HST

This project involves the purchase of a new front-line Ice Resurfacer. This is a replacement to the 2011 Ice Resurfacer which is now at the end of its life-cycle. The delivery timeline upon bid award is approximately 300 days. Upon delivery and commissioning of the new Ice Resurfacer, the existing unit will be deemed surplus and sold. The net proceeds from

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December 9th, 2024

the sale or trade-in of the existing Ice Resurfacer will be directed back to the Leisure & Community Services - Rolling Stock Reserve Account. The projected cost to purchase, fit-up and commission the new unit is \$ 140,400 Funding for this new piece of apparatus will be from the L & CS – Rolling Stock Reserve Account.

4. Recreation – (x2) Five Foot Zero Turn Mowers

At the November 12th, 2024 Council Meeting, Council authorized the pre-approval of the acquisition of the two (2) 5 Foot Zero Turn Mowers.

This project represents the acquisition of two (2) 5 Foot Zero Turn Mowers. The acquisition of the new mowers represents a replacement of the existing two (2) 5 Foot Zero Turn Mowers that are deemed to be at the end of life-cycle. Upon delivery and commissioning of the new mowers, the existing units will be deemed surplus and sold. The net proceeds from the sale or trade-in of the existing 5 Foot Zero Turn Mowers will be directed back to the Leisure & Community Services - Rolling Stock Reserve Account. The projected cost to purchase, fit-up and commission the two (2) new units is \$ 121,680 Funding for these two (2) pieces of apparatus will be from the Leisure & Community Services – Rolling Stock Reserve Account.

5. Recreation – 1 Ton Hoist Truck

This purchase represents an expansion of the fleet to support operations within the Recreation Division associated with facilities, and, the parks / open space network. This vehicle will be fitted up with a dump hoist that will allow for the ability to move materials to support parks, trails and sports field maintenance, and/or, to haul a trailer with heavier payload. This heavier capacity truck will provide flexibility to the Recreation Division in their role of on-going maintenance and small-scale construction related projects in the parks portfolio. The acquisition of this new vehicle is funded through Development Charges. The truck has been ordered but delivery is now expected in 2025.

6 – 10 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 2025 is \$548,000 which represents year over year an increase in the Transfer to Reserves by approximately \$56,000 This increase in Reserve Transfers recognizes in part the increased costs in the marketplace to purchase vehicles and equipment in the 10 year capital forecast period.

B. STUDIES, EQUIPMENT, SOFTWARE

1. Engineering – State of the Infrastructure Roads

This Study involves retaining a Consultant to assess each road in the Township's overall road network. The review includes traffic count modeling, road condition assessment, and, establishing scope of work / road priority indexing for the roads to inform both the Municipality's Asset Management Plan and the 10 Year Capital Forecast. The completion of this Study in 2025 will represent the 3rd iterative assessment undertaken since 2015. The Study undertakes a 10 year forecast, but the detailed analysis is revisited and updated in 5 year cycles to ensure accuracy and relevance to changing conditions in the Township. The project is estimated to cost \$88,400 and will be funded through the Gravel Reserve Account.

2. Engineering – Total Station Digital Survey Equipment with GPS Capabilities

This project represents the purchase of a Total Station Digital Survey Equipment that will allow Staff to undertake field assessments to determine topographic measurements and record existing conditions. This information can then be imported into the Municipality's CAD software and modeled to assist with preparing preliminary engineering concepts to inform projects / scope of work, or, be returned to the field and utilized to layout work to be undertaken through crews in Public Works. The purchase of this equipment allows the Township to undertake more work independent of retaining Consultants and to scope tasks that can be delivered in-house. The cost for the purchase of the unit is estimated at \$25,000 and will be drawn from the Modernization Funds Reserve Account.

3. Website Redesign with E-Commerce & AODA Compliance

This project represents a In-Process project initiated in 2024 and will extend into fiscal year 2025. A Consultant has been retained to undertake a complete overhaul and redesign of the existing Corporate website. The project contemplates the introduction of an e-commerce platform and the incorporation of characteristics that will provide enhanced components to support compliance with the *Accessibility for Ontarians with Disabilities Act*. Enhanced components include voice audio and remote viewer read elements amongst other matters. This project is budgeted at \$80,000 and is funded through the Modernization Funds Reserve Account.

4. Corporate – Upgrades to IT / Telecommunications Network

This project presents the lifecycle replacement & re-tooling of core elements of the broader Corporate IT / Telecommunication Networks associated with firewalls, switches, routers, WiFi amplifiers, etc across various buildings / work locations. Funding for these various elements is \$18,000 and is funded from the IT Reserve Account.

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5. Planning - Official Plan Comprehensive Update / Conformity Exercise

This project contemplates a complete rewrite of the existing Plan to properly reflect the implications of growth (residential & non-residential) through to 2051; the full implementation of Bill 23 wherein the existing Regional Official Plan would be retired and relevant aspects incorporated into the new document; and, the incorporation of new policy directions as issued by the Province through the release of the Provincial Planning Statement 2024 this past October. The new Official Plan would represent an over-arching policy document or blue print that would identify where growth is to occur and how that emerging built form will be accommodated; a Climate Change lens would be incorporated; revised and expanded strategy to deal with the aggregate sector; and, a policy framework that would identify and protect sensitive features or key natural resources for the longer term. Funding will offset the cost of retaining a Consultant to complete the background analysis, policy writing and public engagement process associated with the creation of a new Official Plan for the Township. This is a carry forward project from 2024 and with the Province now establishing the Township as an Approval Authority effective January 1st, 2025 this project can commence in earnest. The project has an estimated cost of \$385,000 and is funded through the Planning Studies Reserve Account, Development Charges Reserve Account and Modernization Funds Reserve Account.

6. Engineering - Development Engineering Standards – Phase I

This project represents an In-Process Study. Work commenced in 2024 with the assistance of the Township's Engineering Consultant R. J. Burnside & Associates and will be completed in 2025. This multi-year assignment is designed to commence with the introduction of engineering standards to inform redevelopment and/or greenfield development as to the specifications and standards of the Municipality in relation to public works. Standards will be identified related to areas associated with designs / cross-section profiles for the hierarchical road classification; stormwater management system (Low intensity development; major / minor systems; etc); walkway blocks; on and off road trails and bike lanes; site grading; erosion and sedimentation control; park servicing and amenities, etc This project is budgeted at \$41,000 and is funded through the Gravel Reserve Account.

7. Corporate - 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

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Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies. The estimated cost for this project is \$67,600

8. Corporate – Development Charges Update

The completion of this project was pre-approved by Council as part of the November 12th, 2024 Agenda. This project proposes retaining a Consultant to assist in evaluating eligible capital projects or deliverables that are attributed to growth, and, the offsetting analysis necessary to collect funds at the building permit stage for new residential or non-residential development. The Study represents an update to the work undertaken in 2019/20, and, will also reflect new requirements as set out in the Development Charges Act. The estimated cost to complete this project is \$49,820 and will be funded from the Development Charges Reserve Account.

9. Corporate - Installation of Infrastructure to Support Level II EV Charger Units

This project represents a Carry Forward from the 2024 Budget. In 2024 the Township applied for a Grant from Senior Level Governments to assist in delivering this project. In November 2024 the Township was informed that a award of \$30,000 through the EV ChargeOn program. A Report to Council included in the December 9th, 2024 Agenda addresses this Grant program and seeks authorization to move forward with the project. This project involves designing and installing the necessary electrical upgrades necessary to support Level II EV charging units at the North Dumfries Community Centre (NDCC). Two EV charging units are proposed with four electrical ports. Both EV charging stations would be available 24/7/365 for access by the Public. The cost estimate for this project is \$60,000 and is funded through the \$30,000 Grant Award, and, \$30,000 from the Township's Green Energy Reserve Account.

10. Corporate - Broadband Enhancement Strategy Phase 1

This project contemplates identifying opportunities for the Township to incentivize the private sector Internet Service Providers (ISP) to undertake the design, construction and commissioning of broadband infrastructure to service under performing areas of the Municipality. This project is a Carry Forward from the 2024 Budget. The initial focus will be on the Melair / Guthrie business park district. The project is estimated at \$150,000 with funding through the Broadband Reserve Account.

11. Recreation - Ayr Ice House Precinct Master Plan

This project represents an In-Process project from 2024. The Township through the award of a Request for Proposal has retained the services of the GSP Group to undertake the completion of the Master Plan that will assess and identify the potential for a range of community focussed programming activities on the lands adjacent the Ayr Ice House and occupying the adjacent public lands associated with the former Lawn Bowling facility, Tannery

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Street and other landholdings. The project cost is \$80,400 and is funded through the Energy Plus Reserve Account and the Park Trust Reserve Account.

12. Fire – Gas Monitoring Equipment

This project represents the replacement and renewal of the Fire Department's current inventory of Gas Monitoring devices. The project cost is \$10,400 and is funded through the Fire Small Tools & Equipment Reserve Account.

13. Fire – EV Fire Blanket and Under-Chassis Nozzle

This project was pre-approved for inclusion in the 2025 Capital Budget by Council at the November 12th, 2024 Report. With the growing number of EV battery powered vehicles now in the marketplace, the Fire Department has to alter its fire suppression tactics when it comes to dealing with these types of incidents. The EV Fire Blanket & Under Chassis Nozzle represent new pieces of equipment that are available to assist with putting out EV battery fires, and, cooling the battery unit to curb the likelihood of a restart through thermal runaway. The purchase of the new equipment is \$8,200. Funding for this purchase will be from the Fire – Small Tools & Equipment Reserve Account.

14. Recreation – ACC Ice Edger

This project represents the replacement of the existing Ice Edger that is deployed at the Ayr Community Centre arena. The current unit has reached its end of life. The purchase of the new unit is estimated at \$5,200 and will be funded through the Recreation – Small Tools & Equipment Reserve Account.

15. Recreation – ACC Floor Scrubber

This project represents the replacement of the existing Floor Scrubber that is deployed at the Ayr Community Centre. The current unit has reached its end of life. The purchase of the new unit is estimated at \$15,600 and will be funded through the Recreation – Small Tools & Equipment Reserve Account.

16. Fire – Bunker Gear Extractor (Washing Machine) & Fit-up

This project represents the purchase of a new Bunker Gear Extractor to complement and expand the ability to clean fire gear to remove contaminants and associated particulate. The objective is to keep to remove potential harmful particulate and contaminants that could cause health & safety concerns for fire personnel, and, to extend the life cycle of the bunker gear itself. The ability to clean gear in-house removes reliance on outside service providers. The purchase of the new unit is estimated at \$10,000 with funding provided through a Grant application that was submitted to the Province in 2024.

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17. Corporate – Security System Enhance at Municipal Offices

This project represents a Carry Forward from the 2024 Budget. Work is underway to close out this project but it has not been fully completed. The last elements of various remote monitoring systems as part of the overall security network is being delivered through this project. The outstanding work is in the amount of \$10,000 and is funded through the Land Reserve Account.

18. Corporate – Council Chambers AV System

This project is In Process and was budgeted in 2024. This project entails the purchase and installation of digital camera(s) integrated with sound to accommodate live streaming of in-person Council meetings (which would include hybrid Council Meetings where there is a blend of in-person attendance and remote participation), and, items such as an AODA compliant speakers table with audio connectivity. Funding for this initiative is to be drawn from the Governance Modernization Reserve which was established from the Province's one-time transfer of grant monies to the Township to improve operating efficiencies. The project cost is \$35,000

19. Corporate - Pay Equity and Non-Union Personnel Wage Compensation Study

This project represents an update to the Study completed in 2018. Originally budgeted in 2024, this project represents a Carry Forward as the original workplan was delayed in recognition that a number of the Township's comparator group were completing studies at the time. The Budget facilitates the hiring of a Consultant to complete an independent review of wage classifications and structure for Non-Union Personnel. The Study will ensure that the Township is in full compliance with the applicable provisions of the *Pay Equity Act*, and, review the current wage structure for Non-Union Personnel in the context of the marketplace of the Township's Municipal comparator group. The project is estimated at \$45,000 and is funded from the Pay Equity / Wage Compensation Reserve Account.

20. Fielder Liner #2

This project is the purchase of a replacement unit for the painting of lines associated with baseball and soccer sports fields, it is a carry forward from 2024.

21 to 26. Reserve Transfers

The Transfer of funds to the Planning Division, Public Works, Recreation, Fire Department Equipment and Corporate Services Reserve Accounts. The transfer of funds to the respective Department Accounts facilitates the future completion of projects to be undertaken in the 10 Year Capital Forecast (2024 to 2033). The total amount of the reserve transfers for these elements is \$ \$115,000 which represents an increase of \$30,000 year over year. This increase in Reserve Transfers recognizes in part the increased costs in the marketplace to

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undertake studies or purchase small tools, equipment and software as outline in the 10 year capital forecast period.

C. LINEAR INFRASTRUCTURE PROJECTS

1. Public Works - 2025 Road Resurfacing Projects

The completion of this project was pre-approved by Council as part of the November 12th, 2024 Agenda. The proposed 2025 Road Resurfacing program envisages pulverizing and applying 150 mm of asphalt on Greenfield Road, extending from the CPKC Rail at-grade crossing easterly to the approximate location of the KW Summit Aggregate driveway. This section of road is deemed to be in “poor condition” and is evident through the alligator skin road surface, and, the rutting that is occurring within the travelled lanes. The projected cost to undertake this Road Resurfacing project is \$300,000. Funding to complete this project is drawn from the OCIF Reserve.

2. Public Works – Reconstruction of Brant-Waterloo Road, Swan St to Charlie Creek

Staff have included a Report for Council's consideration as part of the December 12th, 2024 seeking authorization to advance this project forward as part of a pre-approved 2025 Capital Budget deliverable. This project proposes the reconstruction of Brant Waterloo Road, from Swan Street through to Charlie Creek. This is a distance of approximately 1.196 km in length. The reconstruction of Brant Waterloo Road at this location represents a Condition to Draft Plan Approval for both the Broos subdivision [File No. 30T-18301] and the Legacy subdivision [File No. 30T-14301]. These two subdivisions frame the north edge of Brant-Waterloo Road at this location, and, will have internal streets that will connect to the Brant-Waterloo Road. The reconstruction envisages the conversion of the existing gravel rural cross-section road to an urban (asphalt surface) rural cross-section road. The Township as part of this project will also be constructing the outlet pipe from the Broos Subdivision stormwater management pond located in the southeast corner of the property through to Charlie Creek to the east. The Developer will reimburse the Township for the expense associated with the design and construction of the new outlet pipe. The total project cost attributed to the road reconstruction is estimated at \$2,216,544. The Broos Subdivision will contribute approximately \$479,695. Development Charges will fund the balance of the estimated project cost at \$1,736,849.

3. Public Works – Hall Street Reconstruction

The detailed engineering design for this project was undertaken in 2023/24. The project length extends from Main Street to Northumberland Street which represents the full length of Hall Street (570 metres). The project represents a complete removal of the existing curbs, sidewalks, asphalt surface and in places the roadbed itself. Minor utility relocations will also be undertaken to accommodate the new road alignment. The reconstruction will witness new

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sidewalks, curbs, spot roadbed improvements and 100 mm asphalt surface. A new combination stormwater pipe that discharges into the retrofitted Main Street stormwater management pond is proposed that allows for initial stormwater to be infiltrated through a “leaking pipe” that forms part of the design. The Region has requested that as part of the project, new water service laterals to the properties that frame Hall Street be undertaken. The project delivery is sensitive to the heritage resources that frame Hall Street, and, a traffic management plan to account for the continuation of traffic flow during the construction period. The cost to deliver the project is \$2,727,330. The Township in 2024 applied for a Grant through the Province’s Housing Enabling Water Services program. The funding to complete this project is \$1,670,544 through the Provincial Grant, \$157,262 as a recoverable from the Region for the water service laterals, and, \$899,524 from the Gravel Reserve Account. This project is contingent on securing funding through the Province.

4. Public Works - Environmental Assessment (EA) and Design
Reidsville Road, Wrigley Road to Brant-Waterloo Road, and, intersection

This project was originally proposed in the 2024 Budget but has been revised and expanded in scope for consideration in the 2025 Budget. This project envisages the undertaking of a Environmental Assessment to support the redesign and improvements for Reidsville Road, from Wrigley Road to the Brant-Waterloo Road, along with the expanded scope being the potential new location for the intersection of Reidsville Road with the Brant-Waterloo Road. As such, the expanded work program includes the Brant-Waterloo Road for that portion in proximity to the existing intersection to the east and west. Reidsville Road and the Brant-Waterloo Road for this section of the network is an existing gravel surface road. The road platform is at various widths and there are severe curves on the road, and, grade profiles, site lines and drainage remains a concern. To properly accommodate the growing presence of north / south traffic movements, it is necessary and appropriate to re-evaluate the design of the roads and upgrade the standards to an asphalt surface. The EA process will be the basis of what types of improvements are necessary and how to mitigate impacts on adjacent features / facilities / properties, and, to then advance forward with the preparation of detailed engineering drawings suitable for issuance as a tender document. The project cost for this phase of the workplan is \$310,000. This is a growth related projected and funded through Development Charges.

5. Public Works – Design & Secure Permits
Footbridge Road Structural Rehabilitation

At the December 9th, 2024 Council Meeting, a Report from Staff on the detailed structural assessment of the Footbridge Road bridge structure will be submitted. The Report represents work undertaken in 2024 on the structural capacity and detailed investigation undertaken on this bridge. The conclusions of this 2024 study reveal that an immediate intervention into the bridge is required with a significant project to be delivered in 2026. To prepare for that work, certain permits will be required from external agencies before the bid

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document can be finalized. The 2025 project deliverables are to undertake the submission of requisite materials and to secure the permits to support a 2026 completion of the bridge work. The cost for this phase of the overall project is \$40,000 and is funded from the Infrastructure Reserve and the OCIF Reserve.

6. Public Works – Bute Street Engineering Design

This work represents a continuation of efforts undertaken in 2023 & 2024. Staff are seeking \$40,000 in funding for consulting services to finalize the detailed design drawings to accommodate the total reconstruction of Bute Street. The project will be funded from the Gravel Reserve Account.

7 to 9 Public Works - Gore Road Culvert #1 & #2; Greenfield Road West Culvert and Alps Road Culvert

Originally recommended in the 2022 OSIM Report on the state of bridges and major culverts, the earlier study recommended the installation of guard rails approaching and across the respective major culverts for safety purposes. The project will also make remedial improvements adjacent the edge of the culverts to mitigate against erosion.

10. Public Works - Phase 2 LED Streetlight Replacement Program

This project represents the 2nd phase of replacing high pressure sodium streetlights with LED streetlights. Phase 1 focussed on cobra head streetlights. Phase 2 will focus on the top post luminaires. Funding for this project contemplates the change out of approximately 170 streetlight luminaires, the requisite wiring harness and post attachments, and, any engineering drawings to support the bid document. The cost for the work is estimated at \$175,800 and is funded from the Streetlight Reserve Account.

11. Public Works – West River Road Drainage: Residential Lots

This project represents undertaking the installation of a new storm pipe in the municipal easement that crosses through a series of residential lots on West River Road. The existing pipe network has been compromised by vegetation and age. The storm pipe largely conveys water from spring activity in the ridge line to the west of West River Road and conveys this water around the residential dwellings and outlets into the roadside ditch. The cost for the work is estimated at \$38,275 and is funded through the Infrastructure Reserve Account.

12. Public Works – Thompson Street Drainage Improvements

This project was considered by Council as part of the November 12th, 2024 Report seeking pre-approval for projects in 2025. This project proposes roadside drainage improvements to capture surface water run-off and promote infiltration for that section of Thompson Rd, from approximately Elliot Street through to Inglis Street. The overall objective is reduce the

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ponding on the road adjacent the intersection of Thompson and Inglis Street during heavy rain events. The estimated cost to complete this project is \$275,000. Funding to complete the project is drawn from the OCIF Account.

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

Work initially commenced on this section of road in 2024. This section of Brant-Waterloo Road is predominantly a gravel road with a rural cross-section. It is proposed that driveway culverts be replaced where necessary (and in some cases the diameter of the culverts enlarged) and the roadside ditch / roadside shoulder being re-established and reshaped. This section of the Township's road network is under significant stress during major storm events and erosion, ponding of water and localized flooding has been observed. The proposed comprehensive work program is designed to properly deal with roadside drainage and the conveyance of surface run-off along this stretch of road, and, to build up the existing gravel road by importing and compacting 100 to 150 mm of new gravel to add capacity and depth to the gravel surface of the roadway. The cost estimate to complete this work is \$38,500 and will be funded from the Infrastructure Reserve Account.

14. Public Works – Traffic Calming: Installation of Permanent Speed Humps
Greenfield Road West

In 2024 the Township undertook a speed trial through the installation of temporary speed humps on Greenfield Road West, for a portion of that section of road between Trussler Road and Northumberland Street. The results of that speed trial formed part of a Report to Council that was reviewed at the November 25th, 2024 Council Meeting. This project proposes to install permanent speed humps on Greenfield Road West, generally in the same location as undertaken through the 2024 speed trial exercise. This project is estimated at a cost of \$60,000 with funding through the Infrastructure Reserve Account.

15 to 18 Transfer to Reserves – Various Accounts

The Transfer of funds to the various Reserve Accounts. The transfer of funds to the respective Department Accounts facilitates the future completion of projects to be undertaken in the 10 Year Capital Forecast (2025 to 2034). The total amount of the reserve transfers for these elements is \$295,000 which represents an increase of \$107,500 over year 2024 contributions.

D. FACILITIES

1. Public Works – Construction of Commodity Bunkers

This project contemplates the purchase of materials and the installation of “dividers” on a hard surface that will accommodate the temporary storage of product utilized by Public Works. The temporary storage would accommodate products such as asphalt grindings,

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granular aggregate of different sizes, sand, etc that are utilized as part of on-going road maintenance or similar projects. By establishing the appropriate storage of the products that Township can maintain a reasonable inventory to deal with matters as they occur, and, to efficiently utilize the product without cross-contamination. The estimated cost is \$78,000 and is funded through the Facilities Reserve Account

2. Public Works – Main Shop Roof Repair & Painting Exterior Siding

This project contemplates two aspects --- applying a new sealant or acrylic type surface to the existing steel roof, and, painting the exterior siding. The work to be undertaken is proposed to extend the life of the existing elements. The estimated cost to complete this project is \$60,000 and is funded through the Facilities Reserve Account.

3. Public Works – Installation of Power Assist Entry Gate

This project contemplates the installation of a remote entry power assist entry gate system at the Public Works depot. The estimated cost to complete this project is \$38,500 and is funded through the Public Works Facilities Reserve Account.

4. Public Works – Various Elements: New Public Works Administration Building

The Township undertook in 2024 the construction of a new Administration building at the Public Works depot. The building is projected to be occupied in mid-December 2024. This phase of the program is the final fit-up of items for the building including matters such as the washing machine and dryer, street signage, small appliances and equipment, and, enhancements to the property security system.

5. Recreation – NDCC Floor Replacement in Dressing Rooms

The NDCC opened in 2011. The existing floor in the various dressing rooms are demonstrating a deterioration due to the focussed traffic of skaters in these spaces. The existing flooring is to be removed and replaced with a comparable surface. The cost for the project is \$208,000 and is funded through the Facilities Reserve Account.

6. Recreation – Construction of the NDCC Twin Pad Project

In the 2023/24 time period the Township retained a Consultant to undertake the preparation of detailed design drawings. This phase of the work is completed with tender ready design drawings. The project contemplates the construction of an NHL size rink surface [85 ft x 200 ft] with a compliment of six dressing rooms, referee rooms, community group offices, spectator seating for approximately 250 persons, and, washroom / crush space enhancements. The next phase of the workplan is the construction of the project which is estimated at a cost of \$20,971,263. The Township in 2024 submitted a Grant to the Federal Government through a program administered by the Federation of Canadian

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Municipalities in the amount of \$11,485,631. The project is contingent upon securing funding through Senior Levels of Government. The balance of the project is funded through Community Fundraising / Donations [\$2,500,000], Debenture [\$6,800,000] and internal funding through the Development Charges and Energy Plus Reserve [\$185,632].

7. Recreation – Design: Major Exterior Renovation / Rehabilitation at ACC

In August 2023 and August 2024 Staff have previously reported the need to undertake a major rehabilitation to the exterior of the building shell at the Ayr Community Centre and the associated parking lot. The project contemplates new roof replacement, roof eaves and downspouts, repair to the exterior block walls, site drainage improvements and parking lot improvements. This phase of the project is the design work that will inform the materials necessary for competitive bids for the pending construction phase. The cost to retain the Consultants is \$75,000 and will be funded through the Energy Plus Reserve Account.

8. Recreation – Replacement of Overhead Doors at the ACC

The existing overhead doors (2 sets) that facilitate the movement of the Ice Resurfer from the ice surface through to the exterior, and, deliveries into the building, are in need of replacement. These large overhead doors are at the end of their life. The cost for this project is \$33,820 and is funded from the Energy Plus Reserve Account.

9. Recreation – ACC Chiller Replacement & Hydro Upgrades

Reported to Council in August 2023 and August 2024, Staff have previously reported that the existing Chiller which forms part of the Ice Refrigeration System at the ACC is at the end of life. The TSSA has identified that the existing unit will not be recertified at the end of the 2024/25 ice season. This project was pre-approved for the 2025 Budget as part of the November 12, 2024 Report to Council. The estimated cost to complete this project is \$162,750. Funding to complete this project is drawn from the Energy Plus Reserve Account.

10. Recreation – AODA Upgrades at the Roseville Community Centre

The Township in 2024 applied to Federal Government for a Grant to assist with off-setting the renovation of the Roseville Community Centre that is designed to remove barriers for individuals with disabilities. The scope of work contemplates elements such as the installation of a ramp to the main building entrance; the installation of an exterior automated door; installation of automated doors in the interior of the building; and, the construction of a universal barrier free washroom; and the necessary design work associated with designated substance studies, design drawings, etc. The project is estimated at \$322,000 and is funded through a Grant of \$125,000 and \$162,500 from the Energy Plus Reserve Account. The undertaking of this project is contingent upon securing the Grant.

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11. Recreation – Install / Commission Replacement Fire Annunciator Panel at NDCC

The NDCC opened in 2011. The Township has been advised that the software and existing Fire Annunciator Panel cannot be supported for much longer given its age. This project contemplates the replacement of the existing unit and commissioning the new panel. The project cost is estimated at \$15,000 and is funded through the Energy Plus Reserve Account.

12. Recreation – Install New Dasher Boards at NDCC

The NDCC opened in 2011. The dasher boards (the edge of the boards along the perimeter of the ice surface) are starting to loose their form and structure. This project contemplates the removal of the existing dasher boards and replacing the materials. The cost for this project is estimated at \$7,800 and is funded through the Facilities Reserve Account.

13. Recreation – Fit-up of the Youth Room at the NDCC

For the time period of 2015 to 2023 the Township occupied the former Hallman Foundation Youth Room at the NDCC for administrative staff. This project envisages returning this space back for the Youth in the form of a drop-in centre / programming space. The project includes purchase of furniture and equipment targeted at the intended end user, the youth. The cost is estimated at \$8,500 and is funded through the Facilities Reserve Account.

14. Construction of an Elevator - ACC

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

This project represents a work in progress as construction is well on the way. It is anticipated that the project will be completed in early 2025.

15 to 20 Transfer to Reserve – Various Facilities

The transfer of funds to Reserve Accounts for the named facilities (Facilities, Roseville Community Centre, Library, Firehall, Ayr Ice House, Public Works Depot) are designed to support the 10 Year Capital Forecast (2025 to 2034) with the objective of undertaking future projects to keep the buildings in a state of good repair. The aggregate value of the Facilities Reserve transfers totals \$355,000 an increase year over year of \$127,500

E. Parks & Trails

1. Recreation – Replacement of Playground Equipment at Victoria Park

The Township has a schedule for the replacement of play equipment across all of the Municipal parks. Based upon the age and condition of the existing playground equipment (climbing apparatus) at Victoria Park, the project envisages replacing the existing unit with new combination of features. This project was identified in the November 12th, 2024 Report to Council and received pre-approval for inclusion in the 2025 Capital Budget. The project is estimated to be completed for a cost of \$63,680 and is funded from the Park Trust Reserve Account.

2. Recreation – Annual Replacement of Park Furniture

As part of a phased program, the Township is expanding and replacing furniture across all of the Parks and contemplates the continuation of updating and expanding furniture within various parks. Funding in 2025 is proposed for park benches, bike racks, picnic tables and waste receptacles. The project cost is \$30,000 and is funded from the Park Trust Reserve Account.

3. Recreation – Refurbishment of the Walking Path: Stanley Street to Watson Pond

The existing asphalt surface along a portion of this existing trail connection point is in need of repair. Interim patching has not properly addressed the issue. The existing hand rail also needs to be replaced and extended. This project contemplates removing the existing asphalt surface, repairing the surface, replacing and extending the handrail, and, applying 50 mm of new asphalt surface on the trail. The estimated cost is \$35,000 and is funded from the Energy Plus Reserve Account.

4. Recreation – Installation of Windscreens at Victoria Park & Schmidt Park Courts

This project contemplates installing windscreens within the existing fencing present at the pickleball / tennis courts at both Victoria Park and Jim Schmidt Memorial Park. The Township did receive comments from pickleball users that at times the wind “moved” balls and interfered with recreational play. The installation of the windscreens should assist with mitigating that problem. The estimated cost for purchase and installation at both locations is \$14,255 and is funded from Energy Plus Reserve Account.

5. Recreation – Design & Construction of a Pump Track at Schmidt Park

In 2024 Council selected the location of the proposed Pump Track facility in the northeast corner of Jim Schmidt Memorial Park. The 2025 phase of the workplan contemplates the design of the facility, and, the construction of the pump track. The undertaking of the project

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in 2025 is contingent upon securing the donation / fundraising commitments of \$492,010. The overall project cost is estimated at \$559,105 with the Township contributing \$67,095 from the Energy Plus Reserve Account.

6. Recreation – Construction of Brown’s Park Phase II and Completion of Phase I

In 2024 the Township undertook the installation of the 2 m wide limestone screen trail around the perimeter of the open area of the Park. The construction and installation of the naturalized portion of the trail through the forested area, and, the purchase of park furniture, etc was not completed. The Township in 2024 also retained a Consultant to prepare tender ready drawings to support the construction of a pickleball / multi-purpose court facility. The 2025 project contemplates finishing up the work initially started with respect to the trail, and, constructing the pickleball / multi-purpose court facility. The combined tasks total \$222,000 with approximately \$40,000 being the carry forward from the 2024 budget. The funding to complete the 2025 project is funded from the Energy Plus Reserve (\$111,000) and Park Trust Reserve Account (\$111,000)

7. Recreation – Refurbishment of the Campbell Trail

The Township has been in discussions with the Grand River Conservation Authority (GRCA) to secure the ownership or lease of the lands associated with the Campbell Trail. This parcel of land extends from Main Street through to Centennial Park in Downtown Ayr. Contingent upon securing the transfer of the lands, the project contemplates improving the off-road trail through this parcel. The cost estimate is \$25,000 and is funded through Park Trust Reserve Account.

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

This project is a carry forward from 2024. The Township has been in discussions with the Grand River Conservation Authority (GRCA) with respect to either the acquisition of a series of properties or a lease. With the lands being within the control of the Township, it is the intent to introduce in the following years the construction of a network of off-road trails. The project in 2025 involves retaining a Consultant to assess the environmental elements adjacent the Nith River, from Pipers Glen Park northerly to the hamlet of Greenfield and potentially two other off-road trail locations in Ayr. The objective is to design a sustainable trail network that is sensitive to area environmental systems and can support barrier free movement for 3 seasons of the year. The deliverables would be a detailed design suitable for Tender ready documents, and, securing the requisite approvals / permits for the design from government agencies. The advancement of this project is contingent upon securing the transfer of the lands from the GRCA. The estimated project cost is \$132,800 and is funded from the Energy Plus Reserve Account (\$60,000), Development Charges Account (\$60,000) and the Park Trust Reserve Account (\$12,800)

2025 Capital Budget & Funding Model
December 9th, 2024

9. Recreation - Watson Pond Second Fountain

In 2024 the Township received a gracious donation from MacNeil & Dodd Pharmacy [Patrick & Linda MacNeil) to purchase and commission a LED lit fountain in Watson Pond. The fountain was commissioned at the end of September. Mr. and Mrs. MacNeil have approached the Township with the objective of donating a second LED lit fountain for installation in Watson Pond for 2025. The project cost is estimated at 15,000 and is funded through the generous donation of MacNeil and Dodd Pharmacy.

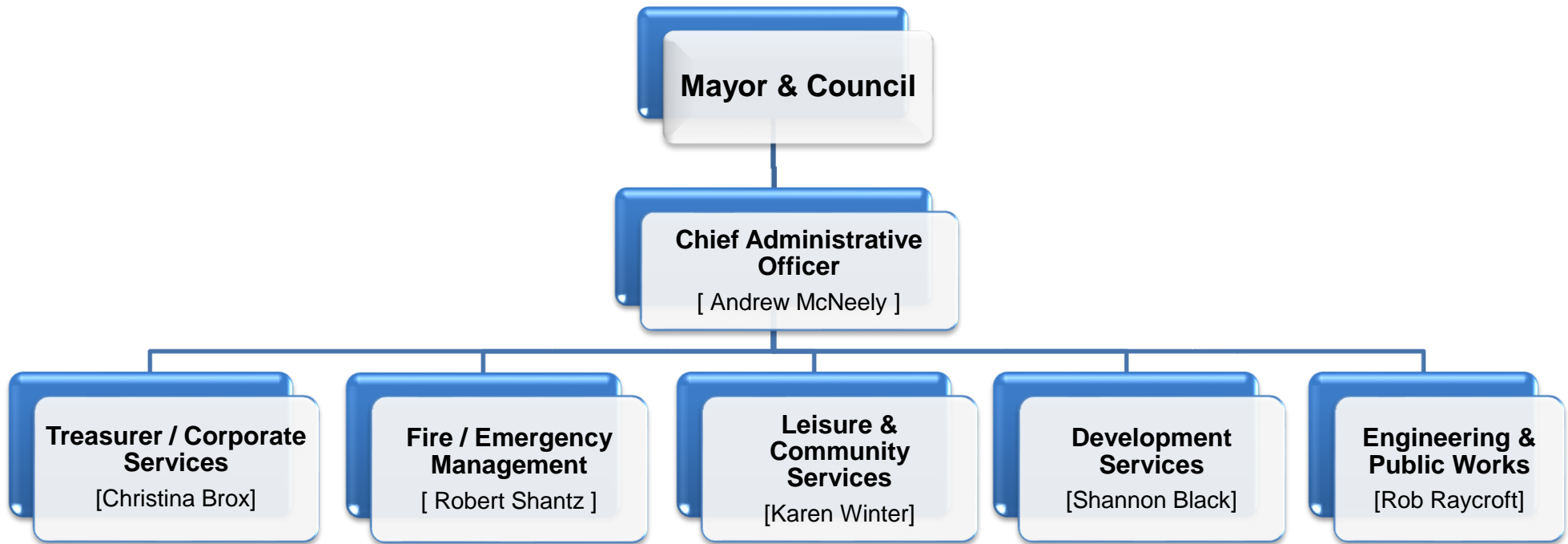
10. Trail Rehabilitation / Expansion Program – Wards 3 and 4

This project represents the first of a multi-year initiative in partnership with the Grand Valley Trails Association (GVTA). Staff have been in discussions over the recent past 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. Work on the draft Memorandum of Understanding which will outline the framework / responsibilities of the respective parties is still underway. The annual contribution on behalf of the Township for this program would be \$20,000 and would be funded through the Park Trust Reserve Account.



The TOWNSHIP of
NORTH DUMFRIES

ORGANIZATIONAL CHART – SENIOR MANAGEMENT TEAM 2025



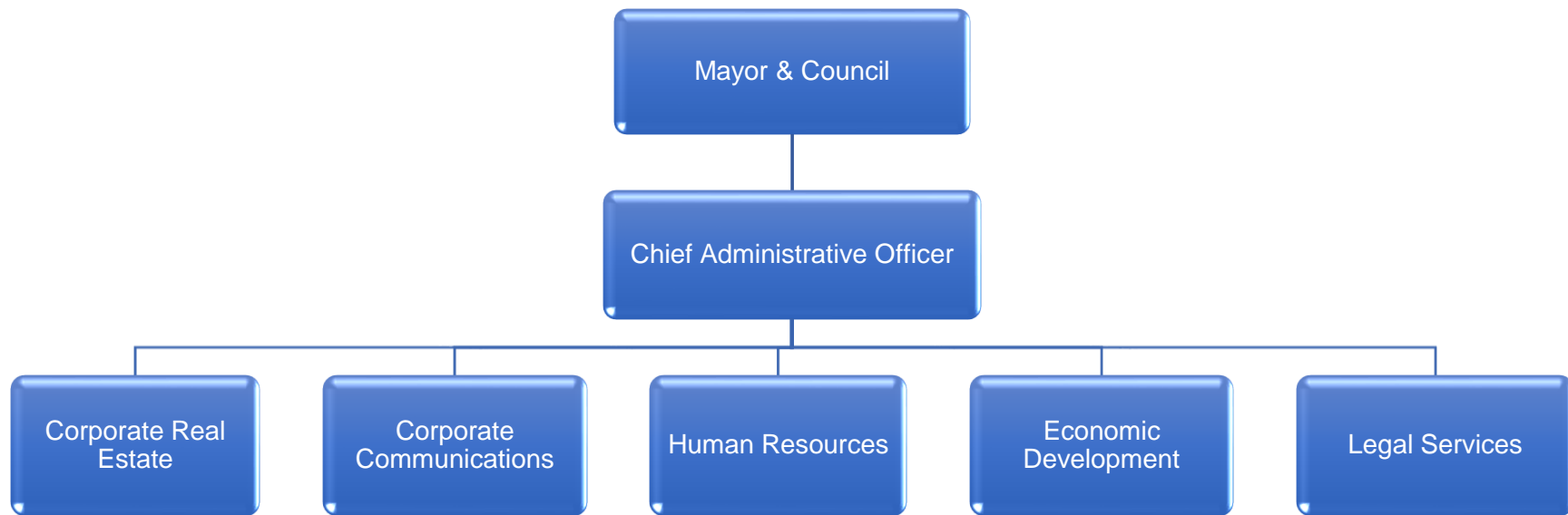
Corporate Organizational Chart - Functional Overview 2025

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 Ice & Surface Water Rescue Apparatus & Equipment Maintenance Training NFPA In-house Certification Program External Training Co-ordination Emergency Planning Training of EOC Personnel Administration of Emergency Plan Inter-Municipal & Provincial Liaison Public Safety Awareness & Outreach Emergency Planning Program Committee Administration OFMEM Liaison Inter-Municipal Liaison Reports & Records Preparation	Recreation - Parks & Facilities Parks & Sports Field Maintenance Trails Maintenance Corporate Woodlot - Natural Areas Management Arenas / Community Centres Operations Corporate Facilities Maintenance Sports Organization Liaison & Administration Facilities Rentals & Reservations Parks / Trails Design & Capital Delivery Facilities Operations Design & Capital Delivery Community Programming Festival & Events Co-ordination Leisure Programming Liaison & Facilitation Leisure Programming Development & Delivery Facility Booking Volunteer & Community Group Engagement Corporate Social Media Delivery Culture Volunteer & Community Group Engagement Programming Liaison & Facilitation Program Development & Delivery	Public Works Division Four Seasons Roads Maintenance Bridge & Culvert Maintenance Sidewalk Maintenance Sidewalk Winter Maintenance Four Seasons Municipal Parking Lot Maintenance Streetlight Maintenance Stormwater Network Maintenance Road Pavement Markings Road Safety Devices & Signage Road Permits & Closures Traffic Operations Boulevard Tree Management Roadside Management Corporate Fleet & Equipment Management Engineering Division Infrastructure Master Planning Environmental Assessment - Linear Network Infrastructure Design & Capital Delivery Subdivision / Site Plan Engineering Review & Inspections Administration of Subdivision / Site Plan Agreements Site Alteration / Clean Fill By-law New Build Facility or Major Addition / Renovation	Planning Division Planning Act Applications & Development Review Approval Authority - Plans of Subdivision & Plans of Condominium Committee of Adjustment - Consents & Minor Variances Growth Management Policies Land Use Planning Policies & Strategies Statistics & Demographic Models OLT Expert Testimony GIS Mapping & Administration Heritage Planning Source Water Protection Co-ordination Building Division Administration of Ontario Building Code Zoning Administration Building Plans Review Building Inspections Plumbing Review & Inspections Septic System Review & Inspections Permanent Sign Permits Transient / Mobile Signage Pool Permits & Inspections Property Standards Administration Civic Addressing	Governance & Leadership of Administration Corporate General Management Council Liaison Inter-Municipal & Government Liaison Community Liaison & Representation Risk Management Internal Audits Long Range & Strategic Planning Financial Strategy Strategic Initiatives Human Resources Services Legal Services Economic Development & Tourism Corporate Communications Internal Communications Corporate Real Estate Portfolio



The TOWNSHIP of
NORTH DUMFRIES

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER – 2025



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

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

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

**Andrew McNeely,
Chief Administrative Officer**

Overview

The Office of the Chief Administrative Officer is responsible for the strategic leadership of the Corporation working in concert with Council, the Community and our Partners to strengthen the Township and the manner in which services and programs are delivered.

The CAO's Office provides leadership and strategic advice to Council and works to create a framework through which the Township's Administration can thrive and achieve Council's strategic goals and vision. The CAO acts as the key advisor to the Mayor and Council, leads the Senior Management Team (SMT) and serves as a key contact with other levels of Government, the Public and the business community.

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

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

Mission Statement

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Goals

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

Policy Guidelines for Service Delivery

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 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: *Municipal Act; 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 with CUPE Local 1656.02
- Township Wage Compensation Policies and Programs

Key Issues & Challenges

- Adapting Corporate culture, policies, processes and programs to create a streamlined and responsive Municipal Corporation that is prepared to deal with continual changes as a result of emerging technologies and evolving societal demands / expectations
- Growing influence in Artificial Intelligence (AI) and how this can be harnessed to assist in the delivery of programs and services
- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Key Issues & Challenges (Continued)

- 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
- Shifting the culture of the Township to prepare for 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, be effective and focussed in terms of desired outcomes
- Acknowledging the reality of the regional economic climate tremendously influenced by the larger Ontario / Canadian economy, and, world events and uncertainties
- Recognize the economic and social impact that has resulted from the COVID-19 pandemic at the regional and Provincial level, and, respond and tailor adaptive programs and services in the Township to properly respond to these pressures
- The implementation and financial costs associated with the TransformWR program as the Township adjusts to the program of reducing Greenhouse Gas (GHG) emissions
- Adjusting to the implications arising from Bill 23 *More Homes Built Faster Act, 2022* and Bill 39 *Better Municipal Governance Act, 2022* and how these two key pieces of Provincial legislation will potentially alter the range of services and programs offered through the Township; how these services / programs will be delivered; and, the associated expenditures or reshaped revenues arising from the proclaimed legislation



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals General Administration

Year 2025

- 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. This will include the new Engage WR digital platform
- In partnership with the Region and the six (6) other local Municipalities, continue work with community members and key stakeholders to develop a framework and measurable deliverables that embrace the principles of diversity, equity and inclusiveness. At the Township level, identify and promote local programs and services that implements the work completed region wide on building and embracing an inclusive community
- Assess opportunities for operational savings in all Departments, with the objective of redeploying these savings into other areas of the Corporation where gaps or deficiencies exist.
- Identify services and programs for cost containment so as to ensure a sustainable delivery of these initiatives into the future
- Continued re-evaluation of the Organizational structure and framework for the Township to deal with the pressures attributed to growth and to leverage opportunities for streamlining the decision making process and promoting enhanced interaction between similar skills sets / areas of responsibilities.
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- The development of responsive programs that focus on streamlined, responsive and forward thinking Administration, and, to embrace the culture within the Organization of leveraging technology, growing capacity and output, and, continuous improvement as guiding principles



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2025 General Administration (Continued)

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

Year 2026 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 (2027 to 2031)
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- Continued evaluation and roll out of initiatives that are designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2027 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 2026
- Undertake through Township Council, the development of a new Corporate Strategic Plan which will be designed to inform key goals, objectives, vision and deliverables for the new term of office [2027 to 2030] of Council
- In consultation with Council, launch a Corporate rebranding exercise

2025 – 2027 Goals Human Resources

Year 2025

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2025 Human Resources (Continued)

- Finalize the Wage Compensation / Pay Equity Study for non-Union personnel with recommendations to be presented to Council

Year 2026 Human Resources

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

Year 2027 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
- 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 2025 – 2027 BUSINESS PLAN

Year 2027 Human Resources (Continued)

- Undertake an assessment, in co-ordination with the Finance Division, of the Township's health and benefits carrier in terms of cost efficiency and carrier performance
- Issue a Request for Proposal for Human Resources consulting services for the 2028 – 2030 time period

2025 – 2027 Goals Economic Development & Tourism

Year 2025

- Identify the key outcomes and recommendations arising from the finalization of the Joint Waterloo Region Township Economic Development Strategy administered through the Waterloo EDC and how this affects the planning and program development opportunities for the Township
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Update the 2018 Downtown Ayr: Strategic Action Plan for Revitalization in consultation with business leaders and the Community
- Develop an Economic Profile of the Township for viewing in both a print and digital format
- In partnership with the Waterloo-Wellington Community Futures Corporation, provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2026 Economic Development & Tourism

- Host a business forum with a cross-section of community leaders to bring the sector together to learn more about the services, programs and contacts available to assist in business retention, expansion and attraction. The objective is to make this an annual event.
- Assess the implications and opportunities of a Community Improvement Plan for Downtown Ayr, the Ayr Business Park and the Highway 401 / Cedar Creek Industrial Area
- In partnership with the Community, establish walking and motoring tours of key heritage sites across the Township
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Continue with the rollout of the deliverables arising from the approval of the updated Downtown Ayr: Strategic Action Plan for Revitalization
- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities

Year 2027 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2028 to 2032 time period leveraging from the Township's partnership with the Waterloo Region Marketing and Tourism Corporation (Explore Waterloo Region)



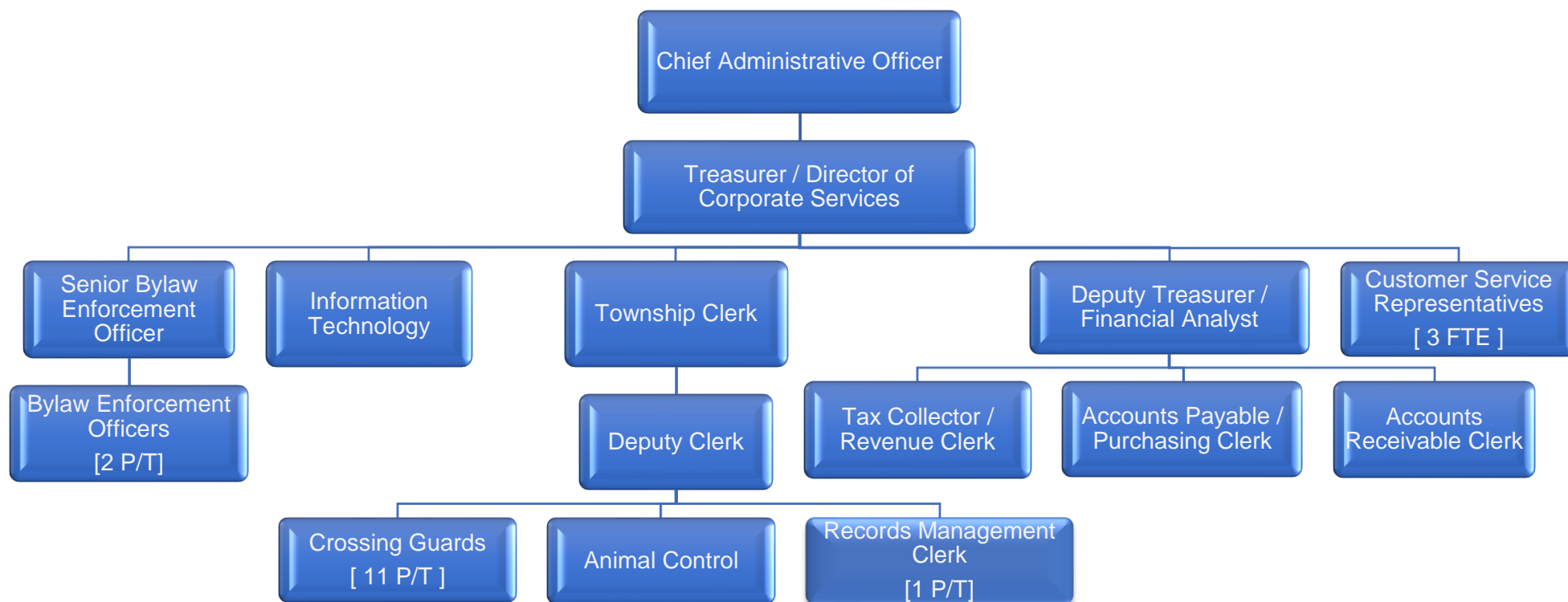
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2027 Economic Development & Tourism (continued)

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Continue with the roll out of the deliverables arising from the approval of the updated Strategic Plan of Action for the revitalization of Downtown Ayr
- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities



CORPORATE SERVICES DEPARTMENT 2025



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

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

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

Information Technology is provided through a Contract with an external service provider to deliver IT support and coordination

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

CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Christina Brox, CA, CPA
Treasurer / Director of Corporate Services

Overview

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

The Corporate Services Department is divided into three Divisions, namely: Treasury / Finance; Clerks; and, Information Technology.

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

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



CORPORATE SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Overview (Continued)

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

Mission Statement

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

Goals

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



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Policy Guidelines for Service Delivery

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



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

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

Key Issues & Challenges

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



CORPORATE SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals

Year 2025

- Continue to grow and promote electronic payment options inclusive of cash receipts and mortgage payments
- Implement, in co-ordination with the Leisure & Community Services Department and the Engineering & Public Works Department, the Life Cycle Analysis Review of all Township facilities and the Linear Infrastructure Network designed to inform the 10 Year Capital Forecast and the Township's Asset Management Plan
- Continue with the rollout of Phase 1 of the Corporate Records Management program
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)
- Review, and where necessary, update Elections Sign By-law 2592-18, Salespersons, Hawkers & Peddlers By-law 1374-92, Fire Routes By-law 3092-19 and Open Air Burning By-law 2316-08.
- Continue to work in partnership with the other 6 Area Municipalities in Waterloo Region on a revised framework of a Fireworks Bylaw for the consideration of Council
- Finalize the modernization of the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements, e-commerce and AODA compliance
- 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



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Year 2025 (Continued)

- Initiate establishing the delivery method and the associated policies for presentation to Council attributed to the 2026 Municipal Election

Year 2026

- Deliver the 2026 Municipal Election
- In coordination with the Office of the Chief Administrative Officer, develop and commence with the roll-out of the Council Orientation Program for the 2026 – 2029 Term of Council
- Initiate Phase 2 of the Corporate Records Management program
- Continue to promote electronic payment options, including an assessment of an electronic tax bill for property owners, with potential implementation of a customer self serve portal through the website.
- Review, and where necessary, update Sign By-law 2491-12, Sale & Disposition of Surplus Property By-law 2726-15, Parks By-law 2985-18, and Procurement By-law 3265-21
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division for review by Council
- Develop an Information Technology Strategy for the 2027 to 2031 time period



CORPORATE SERVICES DEPARTMENT

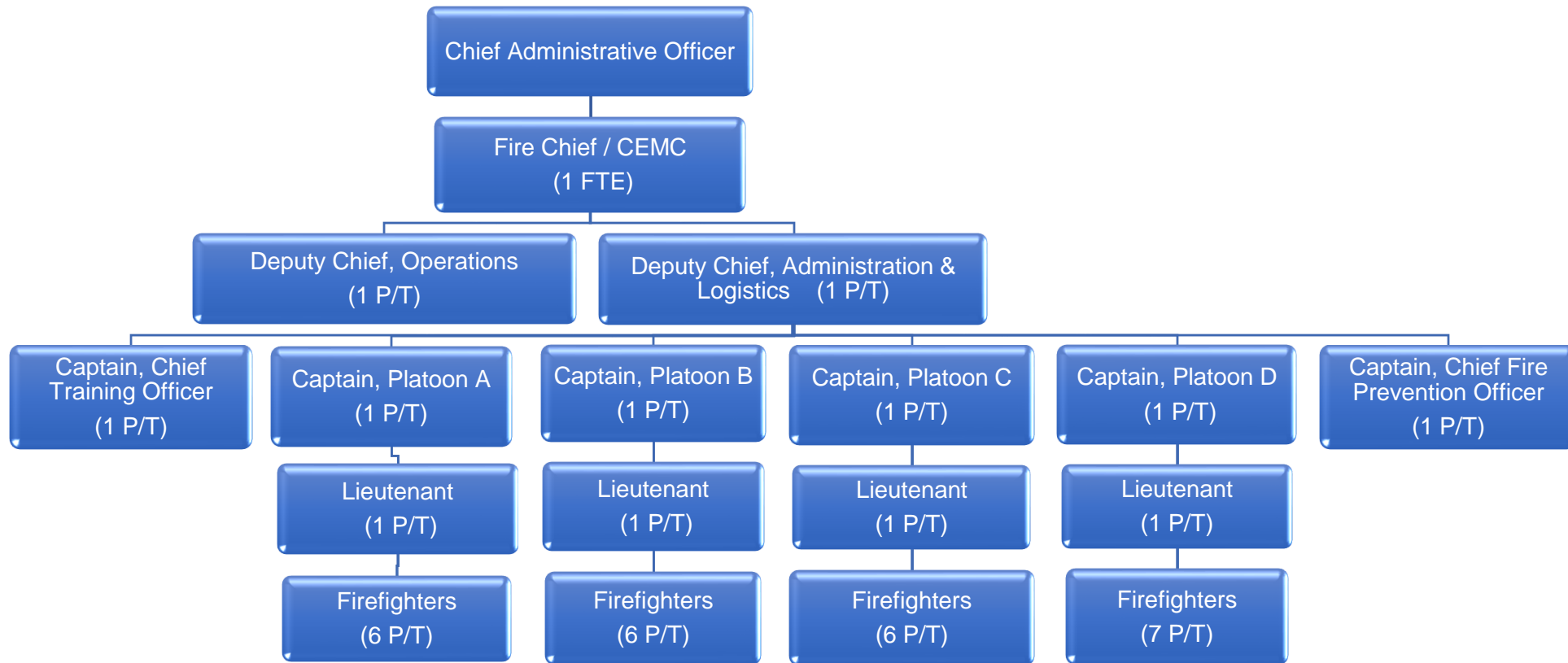
2025 – 2027 BUSINESS PLAN

Year 2027

- Review, and where necessary, update Dog (Regulate Dogs, Dog Licensing & Dog Kennels) By-law 3160-20, Exotic Pets Bylaw 2612-21 and Procedural By-law 3470-24
- Implement Phase 1 from the Information Technology Strategy completed in 2026
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2025



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 2025 – 2027 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 2025 – 2027 BUSINESS PLAN

Goals

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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2025 – 2027 BUSINESS PLAN

Policy Guidelines for Service Delivery

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

Fire Protection and Prevention Act

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

Ontario Fire Code

Ontario Building Code

Emergency Management and Civil Protection Act

North Dumfries Emergency Management Plan and Implementing Bylaw No. 2909-17

Municipal Act

National Fire Protection Agency (NFPA)

Cambridge / North Dumfries Fire Services Agreement

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 2025 – 2027 BUSINESS PLAN

Key Issues & Challenges

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



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals

Year 2025

- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure the efficient and effective use of Fire personnel and resources in this regard
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) other Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Initiate a probationary firefighter training program for new Part-time Paid On-Call Volunteer firefighters in accordance with NFPA 1001 Level I and II, and where possible, deliver the program as a joint venture and in partnership with the other Waterloo Region Township Fire Departments
- Assess delivery models to expand the Fire Department's pool of personnel to assist in the delivery of a public education and outreach campaign, and, property inspection services
- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002
- In preparation for succession planning of Fire Officers' the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- 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 2025 – 2027 BUSINESS PLAN

Year 2025 (Continued)

- Undertake a major training event with partners to improve the delivery of the Emergency Management Plan
- Grow the self-registration of local residents and businesses in Alert Waterloo and the awareness of this program so that it can be fully leveraged during the time of crisis or an emergency incident
- In consultation with the Chief Administrative Officer, develop a new Fire Services Contract Agreement with Brant County and the Township of Blandford-Blenheim for implementation in 2026 for presentation to Council
- Assist the Chief Administrative Officer with the finalization of an Agreement with the Township of Wilmot to utilize the New Dundee Fire Station as an alternate Emergency Operations Centre location

Year 2026

- Develop and implement NFPA 1035 related to a public education campaign and supporting materials related to fire safety
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Undertake a major training event with partners to improve the delivery of the Emergency Management Plan
- Update the HIRA (Hazard Identification Risk Assessment) inventory for the Municipality



FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2025 – 2027 BUSINESS PLAN

Year 2026 (Continued)

- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002
- In preparation for succession planning of Fire Officers', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Develop and implement a work program associated with the conclusions and recommendations from the Council approved Community Risk Assessment as set out in Ontario Regulation 378/18
- Initiate a recruitment program for new probationary firefighters for a training program scheduled to commence in 2027

Year 2027

- Initiate in-house the preparation of a Master Plan (2028 to 2032) for the Department for presentation to Council
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road



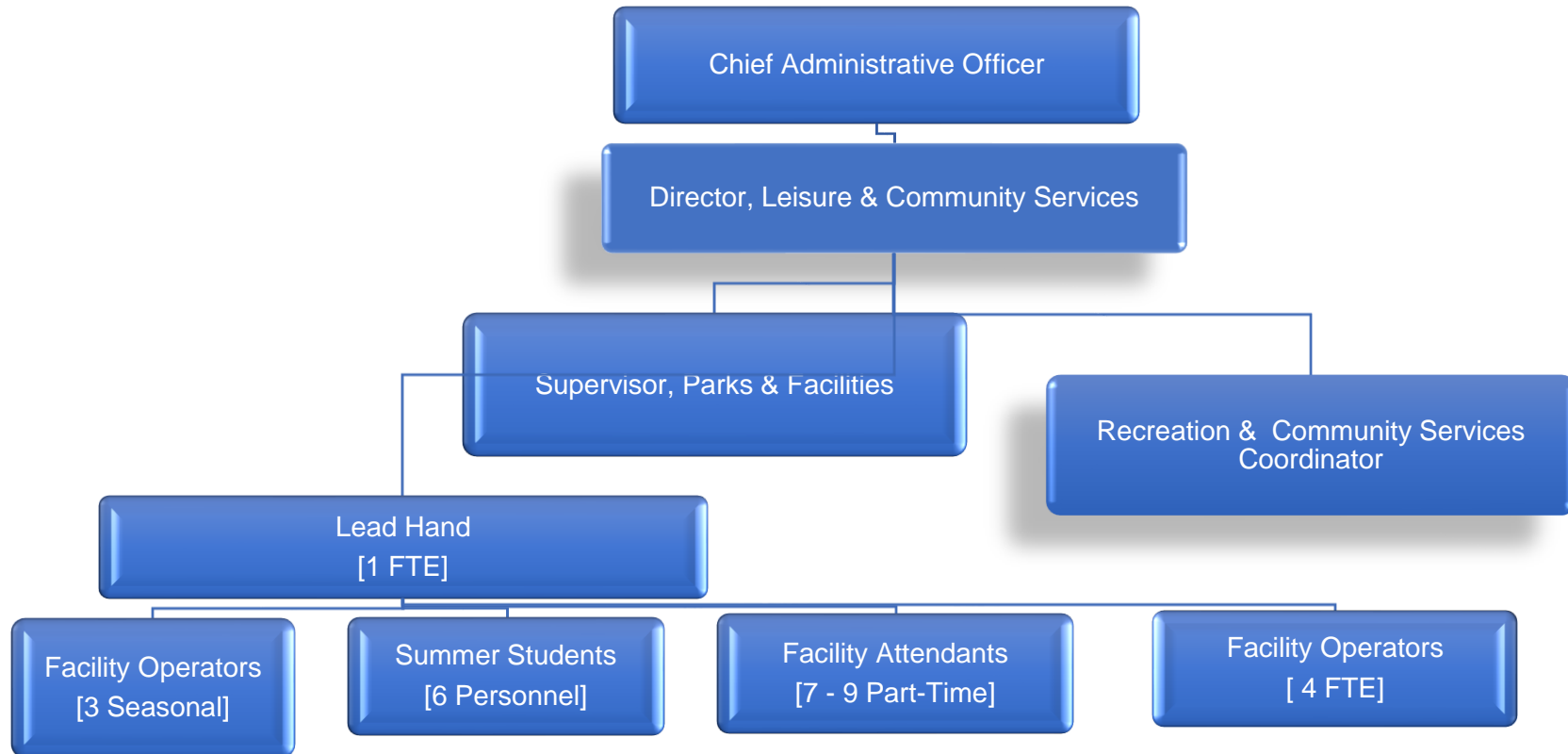
FIRE DEPARTMENT / EMERGENCY MANAGEMENT 2025 – 2027 BUSINESS PLAN

Year 2027 (Continued)

- Initiate a probationary firefighter training program for new Part-time Paid On-Call Volunteer firefighters in accordance with NFPA 1001 Level I and II, and where possible, deliver the program as a joint venture and in partnership with the other Waterloo Region Township Fire Departments
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002
- In preparation for succession planning of Fire Officers', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- Review By-law Number 3250-21 (establishes the level of service for the Department), and where necessary, make recommendations to Council on revisions or updates.
- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure the efficient and effective use of Fire personnel and resources in this regard



LEISURE AND COMMUNITY SERVICES 2025



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 2025 – 2027 BUSINESS PLAN

Karen Winter,
Director of Leisure & Community Services

Overview

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

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

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

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

Mission Statement

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



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Goals

- Act in the role of a facilitator to co-ordinate and seek out partners in the private sector, volunteers and non-governmental / not-for-profit organizations to provide and deliver leisure services on behalf of Township's residents
- Where appropriate, develop and deliver leisure programs on behalf of the Township's residents
- Plan for leisure services delivery in a comprehensive and continual manner through meaningful input and consultation from community stakeholders
- Assist volunteers, community groups and organizations in their provision and delivery of leisure services
- Develop, train and support the role of Staff and volunteers in the leisure services delivery system
- Ensure that Township facilities and parks are properly equipped, safe and accessible and are in a state of good repair to support a wide range of indoor / outdoor programming opportunities to serve our residents
- Provide for a diverse opportunity of both passive and active outdoor leisure pursuits through the provision and management of parks, trails and a network of open space systems
- Provide for a diverse opportunity for both passive and active indoor leisure pursuits through the fit up and space allocation in various Township facilities
- Acting as a facilitator and co-ordinator, assist the community and volunteers with the provision and delivery of a wide range of community events and festivals
- To initiate the various action items and deliverables as presented in the Leisure Services Master Plan as adopted as a guideline by Council in June 2022



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Policy Guidelines for Service Delivery

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

Key Issues & Challenges

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



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Key Issues and Challenges (continued)

- Training, development and adding depth to Staff resources to align with the evolving demands being focussed on facilities, parks, trails and leisure programming
- Establishing Department training & development, policies and procedures to ensure seamless integration of Staff across a broadly focussed portfolio
- Leveraging the reservation software application to facilitate the permitting of parks, arenas, sports fields and indoor multi-purpose space and migrating the viewing of open blocks of time for rentals onto the website
- Establishing Memorandums of Understanding and/or Service Level Agreements with key user groups and community organizations to ensure a consistent understanding of roles, responsibilities and service level commitments
- Establishing Memorandums of Understanding with municipal partners, private sector, non-governmental organization(s), not-for-profit organizations and/or community group(s) for the delivery of a wide range of leisure services programming designed to serve residents of all ages and all abilities
- Expanding the Staff complement or external resources in response to new services and programs that are established by Council through the implementation of the Leisure Services Master Plan
- The delivery of leisure programming opportunities (indoor or outdoor) in the rural countryside and rural settlement areas
- Access to appropriately scaled and available indoor facilities within the rural countryside and rural settlement areas to deliver or facilitate access to leisure programming opportunities



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals

Year 2025

- Continue with the implementation of the 2025 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.
- Seek out a partner(s) to deliver training on volunteer recruitment and engagement that will assist in growing the capacity of the various Township Advisory Committees, community organizations and volunteer groups that serve the residents of North Dumfries
- Participate, in co-ordination with the Finance Division, the implementation of the Life Cycle Analysis Review of all Township facilities that is designed to inform the 10 Year Capital Forecast, Funding Strategy and the Township's Asset Management Plan
- Inventory all Township buildings and co-ordinate / deliver the efficient preventative maintenance and life safety requirements of all buildings
- Update, and where appropriate, establish Department policies and procedures related to Staff functions / level of services for Parks and Facilities related to Health & Safety procedures, risk management, etc
- Revisit the Trails Master Plan and develop a prioritization listing of initiatives (operating and capital) for the next 10 year period for the consideration of Council
- Maintain the listing and inventory developed in 2024 of all non-government, private sector and community focused leisure service providers and their programs associated with recreation, leisure and cultural disciplines for all ages and abilities. Focus on promoting the listing and inventory to improve awareness amongst the Township's residents of the broad range of services and programs that are available across the Community



LEISURE AND COMMUNITY SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

2025 Goals (continued)

- Develop priorities gleaned from the Facilities Life Cycle Report on opportunities to establish energy conservation practices across all Township buildings that will establish operations cost containment measures, and, further the objectives of Council's adoption of the TransformWR Report to reduce Green House Gas (GHG) emissions
- Under the direction of Council, implement the adopted strategy with respect to the advancement of the Twin Pad project / gymnasium and renovation / rehabilitation of the Ayr Community Centre for delivery in the 2025 to 2028 time period
- Continue discussions with the residents of Clyde, Brown's Subdivision, Branchton and Roseville for Council approval as it pertains to the planned enhancements to their respective neighbourhood parks
- Review opportunities to deliver Township sponsored recreation and leisure programming activities (indoor and outdoor) in the rural countryside / rural settlement areas for discussion with Leisure & Lifestyle Advisory Committee and Council

Year 2026

- Commence the implementation of the 2026 work program as adopted by Council in August 2022 as it pertains to the Leisure Services Master Plan.
- 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



LEISURE AND COMMUNITY SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

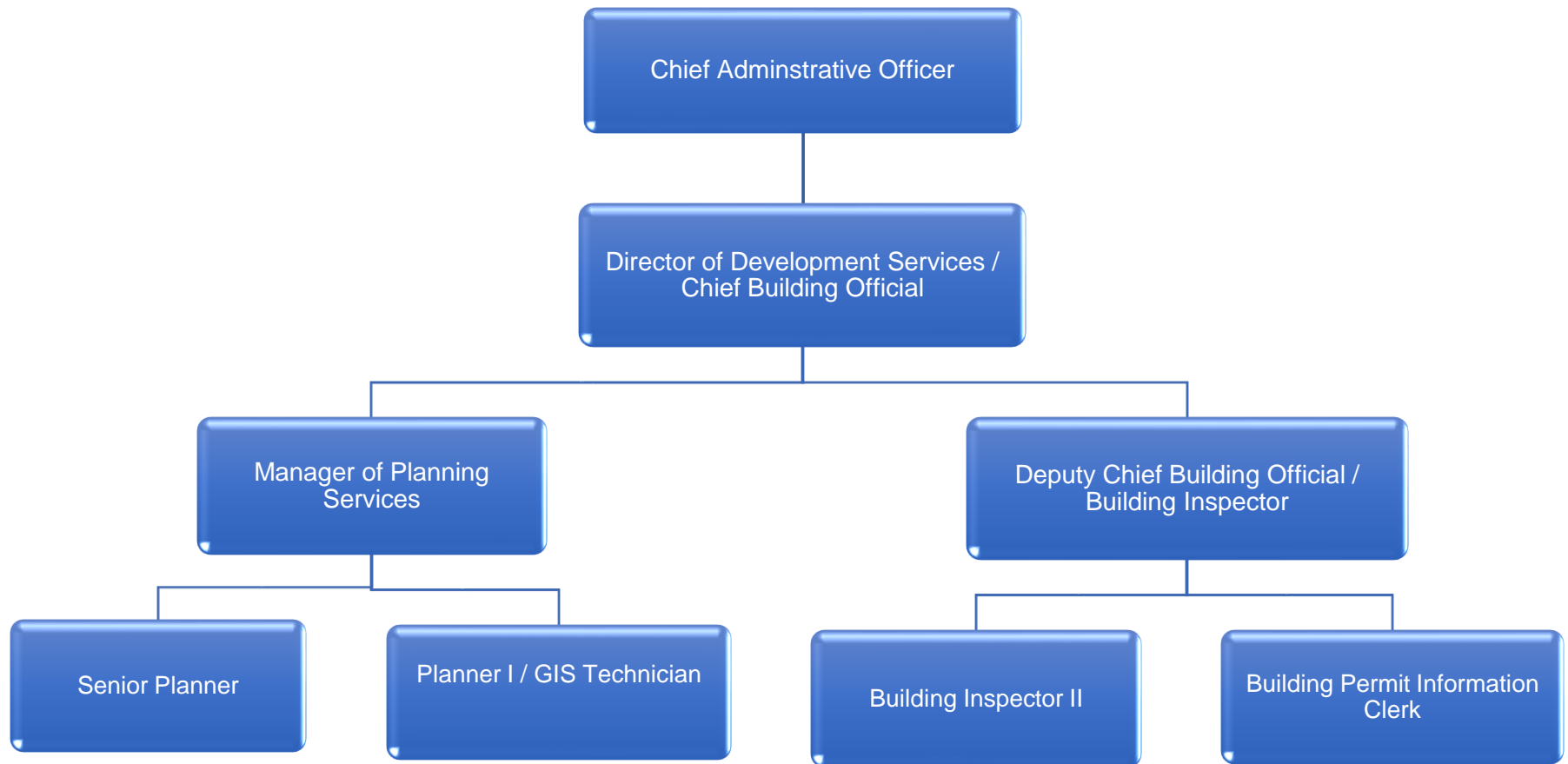
- In consultation with the Planning Division, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities for submission to the Leisure & Lifestyle Advisory Committee and to Council for approval
- In consultation with the Planning Division and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
- Develop a Volunteer Engagement Strategy
- Assess and present to Council the 2026 & 2027 work program for the implementation of the Leisure Services Master Plan

Year 2027

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



DEVELOPMENT SERVICES DEPARTMENT 2025



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

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

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

Overview

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

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

The Planning Division in 2023/24 was tasked with the implications arising from the implementation of Bill 109 *More Homes for Everyone Act, 2022* and Bill 23 *More Homes Built Faster Act, 2022*. These two pieces of Provincial legislation, in combination with the Province's rollout of the Provincial Planning Statement 2024 in October 2024, have substantially altered the land use development review and approval process. The Planning Division will need to develop and implement new internal processes to deal with accelerated timelines to review Planning Act applications, and, to undertake new responsibilities and mandates for a wider range of services including Approval Authority for plans of subdivision / condominiums; part-lot control by-laws, and, undertaking responsibilities for land use policy areas that were previously vested with the Region of Waterloo.

The *Building Division* is responsible for the administration of the *Ontario Building Code Act* and related Council approved Building By-laws. The Division oversees the Permit application review, approval and inspection processes associated with all building categories (small, large and complex); plumbing inspections; Part IV septic design approvals and inspections; and, building additions and renovations. Ancillary to these functions, the Division also administers the issuance and

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

approvals of both Ontario Building Code and non-Ontario Building Code requirements associated with permanent signs issued under the Township's Sign By-law, Property Standards By-law and Fence (Pool) Enclosures By-law.

Mission Statement

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

Goals

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

Policy Guidelines for Service Delivery

- The nature and form of growth and growth forecasts in accordance with the Provincial Planning Statement 2024 and the Township's Official Plan
- *Planning Act* and associated regulations
- Township's Comprehensive Zoning By-law 689-83

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

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

Key Issues & Challenges

- Implementation of the Growth Management model and the outcomes through the Province's approval of Regional Official Plan Amendment Six (ROPA 6) and the proclamation of Bill 162 *Get It Done Act, 2024* for those elements applicable to North Dumfries
- Adapting the delegated Regional Official Plan, as per the implications of Bill 23 and the removal of the Region of Waterloo from land use planning responsibilities, and integrating area wide systems and networks into the Township's Official Plan. Effective January 1, 2025 the Region of Waterloo is deemed to be an Upper Tier with No Planning Responsibility
- Implementation of Bill 109 *More Homes for Everyone Act, 2022*, as amended, and Bill 23 *More Homes Built Faster Act, 2022*. These two pieces of Provincial legislation, in combination with the rollout of the new Provincial Planning Statement 2024 represent a transformational change to the land use and policy landscape in Ontario
- Transportation, and specifically traffic movements into and throughout urban Ayr and the means to elevate and grow active transportation opportunities throughout the Municipality

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Key Issues & Challenges (Continued)

- The integration of the Region of Waterloo Master Servicing Plans – Municipal Water and Waste Water services; Transportation Master Plan; East Boundary Route Corridor Selection Process; South Boundary Road Acquisition and Construction into the Township's Official Plan and land use planning structure
- Implementation of the Grand River Source Water Protection Plan requirements into the day to day lens of the Planning and Building Divisions
- Process mapping and the means / methods to streamline the review and approval process to align with requirements under the *Planning Act* for development applications
- Balancing and projecting residential growth, in the form of intensification / redevelopment of sites, greenfield properties and the rounding out of rural settlement areas as part of the development of a new Official Plan in the context of the implications of Bill 23 and the new PPS 2024
- Climate change and the potential impacts upon Township infrastructure and the form of emerging neighbourhoods and building stock. How does the Township adapt to and mitigate impacts associated with climate change ? The challenge of incorporating recommendations / action items arising through the Council adoption of TransformWR Implementing key elements of the TransformWR document / program deliverables into the land use process with the overall objective to lower Greenhouse Gas Emissions through sustainable development & building practices

2025 – 2027 Goals

Year 2025

- Finalize the transitional work that was initiated in 2023 and carried into 2024 with the Region and the 6 other area municipalities in Waterloo region in preparation for the downloading of the Region of Waterloo Official Plan into the

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Year 2025 (Continued)

Township's planning program and the expanded roster of Planning Authority responsibilities that are resultant from the full proclamation of Bill 23 *More Homes Built Faster Act, 2022*

- Retain a Consultant to assist in the review of the Township's Built Heritage Inventory List and determine what, if any, properties should be potentially elevated to a Part IV heritage designation. This review is to comply with the applicable provisions of Bill 23 *More Homes Built Faster Act, 2022*, as amended, which now has a finalization date of January 1st, 2027. This review will be completed in consultation with the Heritage Advisory Committee
- Review and assess an update to the Township's ancillary dwelling units in the Comprehensive Zoning By-law so as to align with Bill 23 *More Homes Built Faster Act, 2022* and expanded opportunities for rural settlements & the rural countryside
- Retain a Consultant to assist in the public consultation and functional update to the Township's Official Plan to reflect the downloading of the Region of Waterloo Official Plan as per the full proclamation of Bill 23 *More Homes Built Faster Act, 2022*, and, the release of the new Provincial Planning Statement 2024. As part of the preparation of the new Official Plan, the key tenets of the TransformWR program related to the land use realm will be revisited, and where applicable to North Dumfries, incorporated into the draft Official Plan for review / discussion
- Develop and implement a new homeowner's education / awareness campaign for posting on the website and for distribution by the Builders'
- Update and modernize the Township's Building By-law
- Present for Council's consideration and direction the High Building Performance Standards that have been developed in partnership with the 6 other area municipalities to provide a framework for more progressive and responsive outcomes for new development

DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Year 2026

- Finalize the update and modernization of the new Official Plan for the Township
 - With the assistance of a Consultant, embark upon a comprehensive program to overhaul and modernize General Zoning By-law 689-83
- Year 2026 (Continued)**
- Finalize the review of various heritage buildings to determine whether they should be elevated to a Part IV designation status under the Ontario Heritage Act
 - In consultation with the Leisure & Community Services Department, develop a Parks Plan in support of the open space and outdoor recreational / leisure amenities
 - In consultation with the Recreation Division and the Leisure & Lifestyle Advisory Committee, prepare in both a print and digital format, the inventory and conceptual alignment of the various trail corridors available for use by residents and visitors
 - Develop and launch interactive mapping of land use activities and key points of interest on the Township's website
 - Update the various self-guided heritage tours and associated materials
 - Develop an app for use on smart phones to provide self-guided tours of heritage resources, and, recreational off-road trails

Year 2027



DEVELOPMENT SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

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

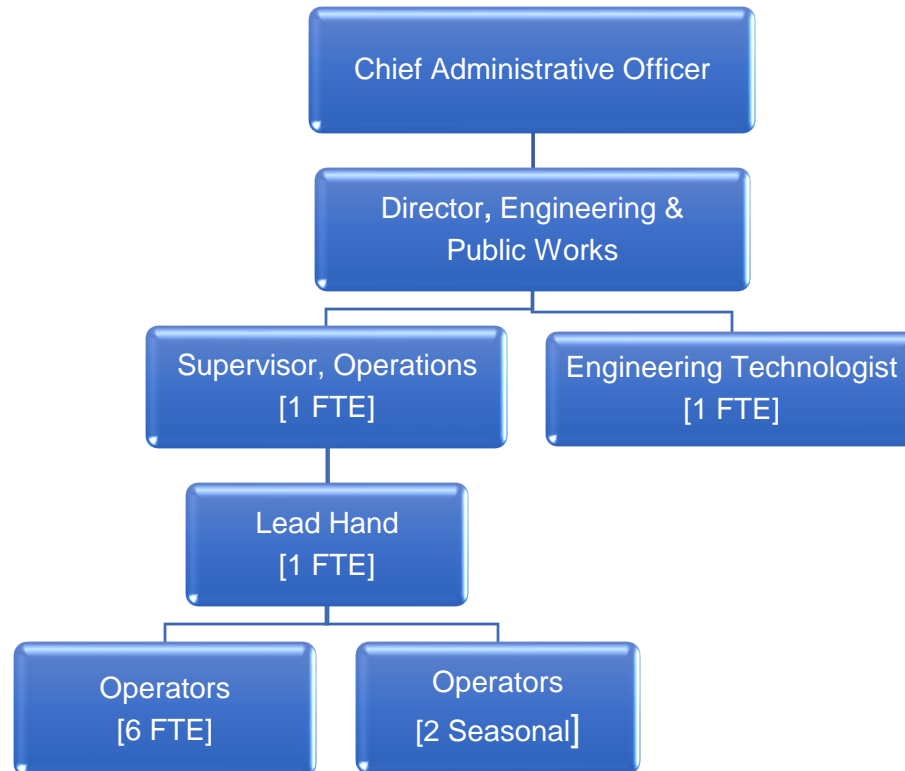
Year 2027 (Continued)

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



The TOWNSHIP of
NORTH DUMFRIES

ENGINEERING & PUBLIC WORKS DEPARTMENT 2025



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

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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2025 – 2027 BUSINESS PLAN

Rob Raycroft,
Director of Engineering & Public Works

Overview

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

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

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

Mission Statement

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



ENGINEERING & PUBLIC WORKS DEPARTMENT

2025 – 2027 BUSINESS PLAN

Goals

- To exceed the expectations of our residents by providing the highest level of service possible, in a cost effective manner. Strive to be recognized in Waterloo Region as a leader in the delivery of infrastructure related services
- To proactively develop and maintain an Asset Management Plan that will assist in the prioritization of capital undertakings that will inform the program to plan, build, operate and upgrade the linear infrastructure network of the Township
- To meet, and where practical, exceed the expectations of the Ontario Minimum Maintenance Standards for Municipal Highways
- To provide timely follow up and address deficiencies or calls for service related to the linear infrastructure system
- To develop proactive and forward thinking engineering solutions for the Township's current and future linear infrastructure network, including programs to adapt to climate change and its associated influences.
- Review and inspect development related infrastructure to ensure public safety and long term financial sustainability of development related infrastructure upon assumption of the services

Policy Guidelines for Service Delivery

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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2025 – 2027 BUSINESS PLAN

Policy Guidelines for Service Delivery (Continued)

- Collective Bargaining Agreement CUPE Local 1656.02
- Ontario Minimum Municipal Maintenance Standards
- Highway Traffic Act
- Municipal Engineers Association Class Environmental Assessment processes
- Ontario Water Resources Act and other Provincial Legislation
- Township Engineering Standards
- Bridges and major culverts are inspected and maintained in accordance with the Ontario Standards for Bridges regulation
- Winter maintenance of roads and sidewalks are inspected and maintained in accordance with Ontario Minimum Maintenance Standards for Municipal Highways regulation and in keeping with the Township's Salt Management Plan and is aligned with the Municipality's level of service standards
- Design and installation of traffic control devices, traffic signage and pavement markings is undertaken as per the regulations under the Highway Traffic Act and the Ontario Traffic Manual, including analysis and application of the recommended warrants
- Maintenance and operation of storm water management facilities is undertaken in conformance with the Ministry of the Environment, Conservation & Parks Certificate of Approval and good engineering practices
- Engineering design standards, including where applicable Ontario Provincial Standard Drawings



ENGINEERING & PUBLIC WORKS DEPARTMENT

2025 – 2027 BUSINESS PLAN

Key Issues & Challenges

- Ability to maintain, rehabilitate and replace the linear infrastructure system is a financial challenge. As this infrastructure continues to age, the pressure to undertake preventative maintenance and rehabilitation of the system will grow exponentially
- Responding to the pressures of growth on the infrastructure network, and, integrating new infrastructure into the existing network
- Quantifying, understanding and prioritizing the long term (ie: 10 year forecast) rehabilitation and major repairs to the Township's linear infrastructure network, and, then funding the required capital program
- The Township has introduced a formal Maintenance Management / Work Management on-line reporting system. The need to leverage, manage and document the requirements associated with the Township's linear infrastructure system has to become part of the culture of the Organization
- Ability for the Township to respond to customer service requests continues to be a challenge and will grow overtime as the infrastructure ages and more requests are received for service based upon a growing population base
- Transitioning from a strictly road maintenance program to a more fulsome and proactive approach to managing all aspects of the linear infrastructure network in an integrated fashion
- Co-ordination of the replacement of underground services, such as water mains, sanitary sewers and the associated appurtenances with the Region of Waterloo needs to be enhanced to ensure the integrated rehabilitation of roads
- Activating and leveraging upper level Government grants and programs to maximize finite available dollars for major infrastructure projects such as the rehabilitation of bridge structures



ENGINEERING & PUBLIC WORKS DEPARTMENT 2025 – 2027 BUSINESS PLAN

Key Issues & Challenges (Continued)

- Hardening of the Township's linear infrastructure, and in particular the roadside drainage network, storm sewers and stormwater management facilities, to respond to Climate Change and the influences of weather related events
- Prepare and maintain the rolling stock of the Township to be adaptable and diverse in their specifications so that a multitude of tasks can be undertaken to deliver services in an efficient and cost effective manner
- Update the Township's fleet of service vehicles and equipment to reflect the changing dynamics of the Municipality's portfolio of the linear infrastructure system
- The renovation and expansion to the Public Works depot to properly accommodate the expanding fleet of vehicles; repair facilities; storage of materials and supplies; and, the proper accommodation for front line personnel
- Development of new Development and Engineering Standards needs to be undertaken

Year 2025

- Establish a framework and model for the four season inspection and investigation of the Township's road network to achieve on a consistent basis the Ontario Minimum Standards for Municipal Highways regulation through the recently deployed digital Road Patrol program
- Develop and submit to Council for approval a Boulevard Tree Management Plan and standard level of service
- 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



ENGINEERING & PUBLIC WORKS DEPARTMENT 2025 – 2027 BUSINESS PLAN

Year 2025 (continued)

- Develop the framework of a Climate Adaption / Mitigation response as it pertains to the Township's linear infrastructure network
- Implement Phase 2 of the LED Streetlight Conversion program focussed on the decorative / top post mounted streetlight luminaires
- Review and update the Township's Site Alteration By-law 2612-14 taking into consideration the Province's Excess Soils regulations
- Continue work initially commenced in 2024 with the Township's Engineering Consultant on creating an updated Engineering Standards Manual

Year 2026

- 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
- Develop a preventative maintenance strategy to extend the operating life of hard topped roads within the Township's network
- Develop a storm sewer and catch basin cleaning program



ENGINEERING & PUBLIC WORKS DEPARTMENT

2025 – 2027 BUSINESS PLAN

Year 2026 (continued)

- Review, and where necessary, update the templates for the Township's Site Plan Control Agreements and Subdivision Agreements for the consideration of Council
- Review, and where necessary, update the Township's Traffic Calming Policy and associated implementation plan for the consideration of Council
- Retain a Consultant to complete the bi-annual OSIM Report on the condition of Municipal bridges and major culverts

Year 2027

- Establish a storm water management pond monitoring and reporting program
- Prepare a RFP to retain the services of a Consultant to undertake a Traffic Operations Study for the Community of Ayr with Recommendations from the Study to be provided to Council for consideration
- Assess the status and success of the Corporate Fleet Management Strategy adopted in 2024 and its alignment with the TransformWR targets designed to reduce Green House Gas (GHG) emissions for presentation to Council
- Continue work on the development of a framework of a Climate Adaption / Mitigation response as it pertains to the Township's linear infrastructure network, and with the approval of Council, commence with the implementation of Phase 2