

2023 Budget Package

The Corporation of the Township of Hamilton
Approved February 2, 2023



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Message from the Mayor



With every new term of Council comes new hope, new ideas, and new opportunities. As the 2022-2026 Municipal Council comes together as a team, these new ideas and priorities will start to come in to focus – and the annual budget is key to identifying and balancing

these new ideas and priorities.

The 2023 Draft Budget is more than just a Municipal Budget – it is the first major project that our newly elected Council has been tasked with completing on behalf of those who elected us.

With all the pressures and competing demands, it will be no easy task.

With major projects being brought forward to Council – the Parks and Recreation Master Plan, the Asset Management Plan, a Communications Plan, and the Fire Master Plan to name a few – we truly are at a challenging point in the Township's history.

With inflation soaring, legislative changes related to the collection of development charges impacting revenues, and increased service delivery demands, our new Council has the challenge of balancing effective and efficient services with these outside factors to ensure that we are fiscally responsible and accountable to you – our ratepayers.

I am confident that your new Council will rise to this challenge and make the necessary, common-sense, practical decisions that will strike that balance.

Supported by a talented and dedicated administrative team and front-line staff, Council has the capability to succeed in this task and deliver real results and improvements in our community.

I look forward to working together with our new Council and staff during the next four years to serve you and continue making the Township of Hamilton a place we are all proud to call home.

Mayor Scott Jibb





Message from the CAO



Hello! We are very excited to be releasing the 2023 Draft Budget!

As this new term of Council begins, we are faced with serious pressures and demands that have come from dealing with COVID-19 over the last three years,

as well as other broader pressures challenging municipalities across Ontario. We understand these pressures and challenges, but even more importantly, we also are looking for new opportunities and initiatives to continue to improve the lives of residents in the Township.

As you can appreciate, staff have spent a considerable amount of time preparing this document in a format that is accurate and understandable - so that the information is clearly communicated to all.

This document is a great opportunity for Council to provide a public statement and a direction to staff and the community on the financial priorities that are being set for 2023. Despite the various pressures that have been



identified, the document will help us as we effectively and efficiently deliver the related programs and initiatives to resident throughout the year.

I look forward to the upcoming discussions as well as the ongoing debate on the budget. Thank you for your interest and if you have any feedback on this document or related materials, please feel free to contact us.

Arthur Anderson, CAO



Message from the Treasurer



Welcome!

I am pleased to present the draft 2023 Budget for the Township of Hamilton. 2022 continued to be an extraordinary year with unprecedented disruption and changes.

The 2023 budget reflects the need to recoup the impact of

rising inflation which became entrenched within the Canadian economy commencing in 2021. The pandemic also continued to create significant financial hardship for Township of Hamilton's residents and local businesses as well as financial pressures on the Township itself.

Council and Township staff worked hard to help protect the safety of our community while minimizing the financial impact on taxpayers. During the budget process, staff have exercised diligence to minimize the tax rate impact. The proposed budget maintains all current levels of service, as well as providing for a number of initiatives designed to improve the quality of lives and the sustainability of the Township's infrastructure.

I would like to thank residents for providing feedback and input to us on our Budget survey – your input is appreciated and has been considered throughout the Budget development process. As a result of our efforts, we are able to propose a net budget increase below the Consumer Price Index (CPI), while continuing to maintain important services for our community and working to implement key projects supporting Council's Strategic Priorities.

Nusrat Ahmed, Treasurer





Community Profile

Historic villages, community halls, kilometers of winding roads, and tight-knit rural communities make up the Township of Hamilton. The Township is situated along the 401-corridor, approximately 1-hour east of the Greater Toronto Area. Nestled between Rice Lake and Lake Ontario, Hamilton Township's 256 square kilometers is a destination for fishing, boating, and other leisure activities like hiking, biking, golfing, snowmobiling, and off-road vehicle riding.

Weekend homes are popular here, along with cottages and waterside resorts. Tourism boosts the farming economy, so farms with livestock of all varieties and great roadside markets for seasonal produce, eggs, baking, honey, and preserves.

The Oak Ridges Moraine runs through the Township. This provincially protected landform, which was created by glaciers thousands of years ago, offers spectacular trails with views, forests, black oak savannahs, tall grass prairies, and wildlife to explore. To complement the natural heritage of the area, the Township makes a

concerted effort to preserve its historical and architecturally significant buildings.

The communities are welcoming, with shops, restaurants, parks, three primary schools, one senior public school,

two independent schools and plenty of community events and activities that bring long-time neighbours and newcomers together.

Development is encouraged near the more populated areas to protect the rural character of the Township and to encourage efficient service delivery to residents. Because of this, there are still a lot of wide-open vistas and winding country roads to explore.

In Hamilton Township, sustainable growth is important, along with an active, healthy environment. As a four-season playground for residents and visitors alike, Hamilton Township prides itself on its ability to offer "relief in nature" in the fast-paced world of today.

Top Three Industries





Community Profile Fast Facts^{i,ii,iii}

Northumberland County Comparisons

45.1

Average Age

\$99,000

Average Household Income

10.9%

Un-employment Rate



28%

High School

8%

Apprentice/
Trades

32%

College/
Diploma

20%

Bachelors
Degree +



Population



11,060

Total Population

1.1%

Increase from 2016

51%

Male

49%

Female

28%

Children

45.4

Average Age

2.6%

Identify as Indigenous



Language most spoken at home (10,915)

3.5%

Identify as Visible Minority



Workforce



9500

Total Eligible Labour Force

\$106,000

Average Household Income

10.7%

Unemployment Rate

26%

High School

10%

Apprenticeship/
Trades Certificate

33.5%

College or Diploma

21%

Bachelors Degree or Higher



Local Assessment Base 2023 Assessment Data from MPAC





Corporate Profile

2022-2026 Municipal Council

The Township of Hamilton is a lower-tier municipality within the County of Northumberland.

Serving over 11,000 residents, the Township is responsible for providing key services such as local government administration, roads infrastructure construction and maintenance, drinking water supply to the Creighton Heights and Camborne communities, animal services, emergency services and policing, and recreational facilities and parks.

The Township of Hamilton's Municipal Council consists of the Mayor, Deputy Mayor, and three councillors-at-large. Our current members of council have over 50 years of combined political experience.



Figure 1: Township of Hamilton Municipal Council 2022-2026
Front L-R: Mayor Scott Jibb, Deputy Mayor Larry Williamson.
Back L-R: Councillor John Davison, Councillor Mark Lovshin,
Councillor Bruce Buttar





Boards and Committees

The Township of Hamilton encourages resident involvement through a variety of boards and advisory committees. Boards and advisory committees provide valuable advice and recommendations to Council on specific subjects as defined by terms of reference. Council provides an annual budget for each board / advisory committee that, following Council approval of a recommendation to spend funds, are used towards committee related initiatives.

Board and advisory committee members are appointed by Council at the start of a new term of Council following an election every four years. Member terms of office are four years in length and expire at the end of Council's term.

Following an extensive review in 2022, the Township reduced the number of total boards and committees from thirteen to nine to better serve the community, enhance operational efficiency, and reduce expenditures and greenhouse gas emissions.

This review included the dissolution of the Joint Animal Control Municipal Service Board in favour of a service contract with the Northumberland Humane Society and the amalgamation of the Cold Springs Memorial Hall,

Cold Springs Park, Old Camborne Schoolhouse, and the Parks and Recreation Advisory Committees to create one single Parks and Recreation Advisory Committee.



Figure 2: List of Boards and Committees for 2023



Organization Chart and Personnel

The Township provides services to residents through its eight departments. Reporting directly to the Chief Administrative Officer (CAO), members of the Senior Management Team provide guidance, strategic direction, and industry expertise to their respective areas.

The CAO reports directly to Council and is the sole employee of Council. All other employees of the Township are under the authority of the CAO.

Figure 3: 2023 Organizational Chart: Senior Management Team



Table 1: Full-Time (FT) and Part Time (PT) Staff Complement 2021-2023

	General Government	Roads	Parks and Facilities	Emergency Services	Development Services	Water	Total
2021	10FT	12.5FT / 1PT	7FT / 7PT	2FT / 3PT	3FT	2.5FT	37FT / 11PT
2022	11FT	12.5FT / 1PT	7FT / 7PT	2FT / 3PT	3FT	2.5FT	38FT / 11PT
2023	11FT	12.5FT / 1PT	8FT / 7PT	3FT / 2PT	4FT	2.5FT	41FT / 10PT



Strategic Plan 2018-2023

The Township of Hamilton is committed to its vision, mission, and values as identified in the Township Strategic Plan. The purpose of the [Strategic Plan](#) is to guide the decisions and actions of Council and the municipal administration in a way that will shape the direction of our community and be attuned to the needs of the Township's residents and businesses. It looks at the overall goals of our community and the strategies necessary to achieve these goals, including the allocation of the human, physical or financial resource of the Township. The current Strategic Plan will have a major influence on the Township's 2023 Budget. Over the course of the next year, Council and staff will be developing a new strategic plan to see the Township through the 2022-2026 council term.

The current plan was compiled through a multi-staged approach. As a first step, Township senior staff met several times in early 2019 to

discuss strategic planning, review past efforts and discuss future directions. A second similar exercise was subsequently undertaken with Council at the end of March 2019 to formulate ideas. These discussions also included a review of the strengths, weaknesses, opportunities and threats, which will be facing our community as a whole. The material was refined and brought to Council in early June 2019. Additional input was then sought from staff, the public, and other stakeholders, after which a final version of the plan was reviewed and adopted by Council on July 16, 2019.

Council and staff identified four major areas of focus. Each of these focus areas, or pillars are divided into goals and priority activities forming the means for how to accomplish these pillars. Resources needed to support these focus areas are evaluated and considered by





Council and Staff annually during budget deliberations. Implementation of the Strategic Plan may require additional resources, partnerships and collaboration.

The Township of Hamilton will be known as a Community of Choice in Ontario because of its progressive priorities regarding:

- **Effective Governance** - To deliver efficient and cost-effective governance in a timely manner through leadership and respect – administer with an unbiased view.
- **Sustainable Environment** - To provide sustainable growth while protecting the natural features of the Township.

- **Physical Assets** - To acquire and maintain necessities used to provide services to the Township.
- **Recreation, Culture and Social Well-being** - To promote a social & healthy environment made available for a wide variety of activities in clean, efficient, functional facilities and parks.

The Township of Hamilton team of elected officials, staff, and volunteers work together to provide the public with responsible community leadership through the design and delivery of high-quality services and programs, sound financial management practices and the promotion of a healthy and sustainable quality of life.





Vision, Mission, and Values

The vision, mission, and values identified and adopted in the Strategic Plan guide the activities of the Township

and assist with the creation of Key Performance Indicators (KPIs) for the Township to strive towards.

Vision

Making life better by
supporting and enhancing a
safe, healthy, and active
community.



Mission

To provide professional, effective
and efficient services within a
collaborative governance model to
promote the social and economic
development of our community,
while creating an active and safe
environment.





The Township has 5 core values to guide Council and Staff through the decision-making process and implementation of programs and partnerships. The values are:

Leadership: We provide sound and insightful direction and decisions on issues.

Teamwork: We work together to achieve the highest standard of performance.

Integrity: We are going to do the right thing and be open and transparent in our dealings.

Respect: We value and understand one another's position.

Accountability and Transparency: We stand behind our position and recommendations, and deliver on our promises.





Our Commitment to the Environment

The Township of Hamilton is committed to protecting, maintaining, and raising awareness of the natural environment with the Township.

In 2021, the Township created the Environment and Climate Advisory Committee to provide advice about environmental and climate policy, planning, and actions to be undertaken by the Township concerning climate change, climate adaptation, and other environmental matters within municipal jurisdiction.

By 2030, the Township is striving towards reducing Greenhouse Gas Emissions (GHG) to 30% less than its 2005 levels as outlined by the Partners for Climate Protection Program of the Federation of Canadian Municipalities.

Environmental initiatives and policies in place at the Township include:

- Information sharing via website and Facebook from reputable organizations, such as the

Ganaraska Region Conservation Authority (GRCA) and Local Health Unit to educate residents about local Climate and Environmental concerns.

- Participation in the GRCA's "Trees for Rural Roads" program and Northumberland County's "Mayors Keep the County Clean Challenge."
- Including an Environmental and Climate Change Impact Assessment for all Council reports.
- Implementing a review of Environmental Best Practices - energy efficiency, composting, recycling, and Boomerang Lunches - during new staff orientation.





- Installing reminders in Township facilities and vehicles to conserve energy by turning off lights when not in the room and reduce greenhouse gases by not idling unnecessarily.
- Making upgrades to high-efficiency HVAC systems and LED lighting for increased heating, cooling and lighting efficiency; Installation of programmable thermostats.
- Review of bio-fuel and bio-lubricants applications in Public Works.
- Insulation of ceiling to reduce heating costs at Camborne Water Treatment Plant.
- Optimizing High-Lift Pump operation to use Jockey pump to reduce hydro usage.
- Upgraded all heating systems in the last 3 years to natural gas and propane; No longer using fuel oil.
- Large vehicles have anti idling devices, where applicable.
- Promoting more overlays during road resurfacing rather than full road reconstruction, resulting in less equipment and diesel consumption.
- Most diesel engines are equipped with DEF systems which result in less emission from the engine.





Budget Process

Every year, the Township of Hamilton's budget is established to provide a foundation for the Township to meet the service and infrastructure needs of its residents. The budget is developed and approved annually to finance the delivery of programs and services to the community according to Council approved service levels. The Township of Hamilton's annual budget process is a continuous, year-round undertaking. Preparation of the Township budget is one of the most critical initiatives undertaken by Administration. It acts as the fiscal plan that provides the resources required to make progress towards achieving Council's strategic goals and priorities. Budget survey is utilized to engage the public in the budget decision making process. Staff begin to work on the following year's budget submission soon after the current year's budget is approved.

What is an Operating Budget?

The Township creates an annual operating budget (January 1st to December 31st) to plan for the day-to-day operations that residents rely on, such as fire services, by-law, road and parks maintenance, and more. The budget includes costs for salaries and benefits, contracts, materials and supplies to provide those services.

It is largely funded by tax dollars and user fees, such as charges for recreation programs and planning fees.

What is a Capital Budget?

A capital budget is a plan focused on investing in constructing new or maintaining existing infrastructure and assets. The budget is used as financial communication of stakeholders' decision making on future strategy, priorities and constraints faced by the Township.

Basis of Budgeting

In accordance with the *Municipal Act, 2001*, municipalities are prohibited from budgeting for a deficit. The Township's operating budget is a balanced budget with revenues equal to budgeted expenditures.

The Township's 2023 Budget is presented in accrual basis of accounting. The Township prepares financial information in accordance with the Generally Accepted Accounting Principles as recommended by the Public Sector Accounting Board (PSAB). Revenues and expenses are recorded using the accrual basis of accounting. The accrual basis of accounting requires that Township recognizes revenue as it is earned and recognizes expenses as it is incurred.



Amending the Budget after Adoption

From time-to-time, the budget may need to be amended after adoption. The process for amending the Capital and Operating Budgets after adoption are as follows:

Increase to Capital Budgets

Once the capital budget is approved, any amendment to the budget or funding allocation must be approved by Council.

Increase to Operating Budgets

Increase to the operating budget after budget adoption will impact the tax rate and therefore is not permissible.

Council receives financial updates on a quarterly basis which reflects expenditures and revenue to date compared to the annual budget. Major variances between actual and budget are communicated to Council.

Water Department Budget

The Township's Water Department operates as a stand-alone department solely supported by the system users. Because of this, the Township's Water Department has a separate budget that is presented independently from the main budget package. The Water Budget and associated reports can be found on the [Budget webpage](#).

Financial Policies

Council has approved various policies for prudent financial management to ensure that public funds are being used in an optimal manner. Examples of financial policies include thee:

- Procurement Policy;
- Asset Management Policy;
- Debt Management Policy;
- Reserve Policy;
- Schedules for Tangible Capital Assets Policy;
- Corporate Credit Card Policy;
- Cheque Signing Authority Policy; and
- Cash Handling and Banking Policy.



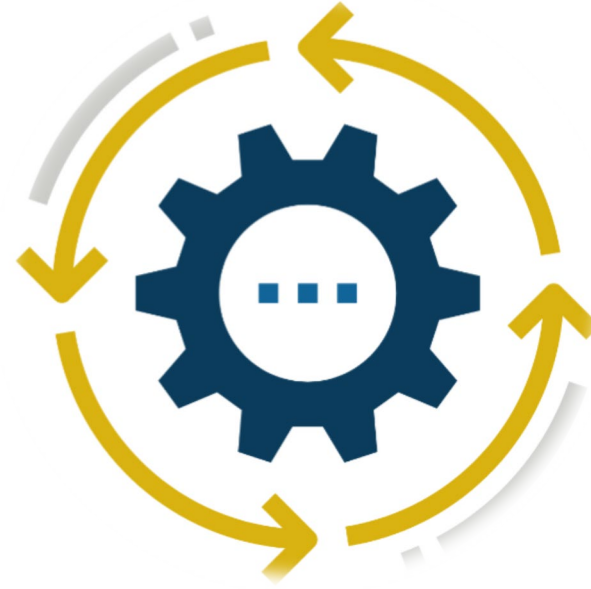


How to Read the Budget Documents

Each Township department has its own operating budget.

There are six categories to explain why a department may experience a change in their budget:

1. **Base Budget:** Providing the same level of service. Any identified efficiencies and savings will be reflected here.
2. **Annualization:** Incremental costs of a full year impact of staff approved in the previous year.
3. **Inflationary:** Increases due to rate increases for items such as insurance, contract, and fuel.
4. **Legislated:** Incremental costs from new legislation that impacts how we provide municipal services.
5. **Reversal of One Time Funded Projects:** Completion of expenditures approved during prior year's budget deliberation which were reserve funded.
6. **New Items:** Incremental costs for providing enhanced level of services.





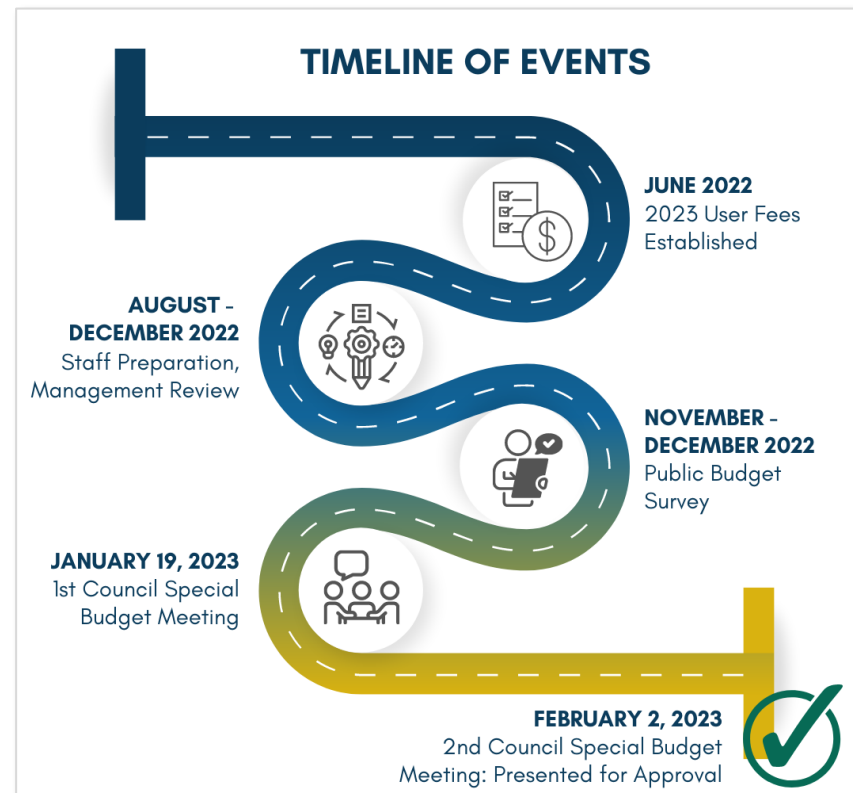
Welcome to Budget 2023!

The proposed 2023 budget maintains all current levels of service, as well as providing for a responsible number of initiatives designed to improve the quality of lives and the sustainability of the Township's infrastructure.

The 2023 Draft Budget is aligned with Township's Strategic Plan which identifies four strategic priorities: Effective Governance, Sustainable Environment, Physical Assets, and Recreation, Culture and Social Well-being.

2023 Budget Timeline

The Township's annual budget is a continuous, year-round process.





2023 Budget Survey

We strongly believe that it is important to give ratepayers an opportunity to share their ideas for the upcoming 2023 budget. Ratepayer input is key to helping Council and Staff make informed decisions to ensure the Township can continue to provide important programs and services to residents and move forward to a prosperous future.

To engage the public in the budget decision-making process, a Budget Survey was released on the [Township's Community Engagement](#) webpage to obtain ratepayer input and to inform Council's decisions on the development of our next budget.

The Survey was open for public participation from November 1st to December 9th, 2022. The Survey consisted of 12 questions gauging ratepayer understanding of the budget process and seeking their input on spending and service priorities. The survey was comprised of questions consisting of pre-set options as well as requesting respondent comments. In total, 84 survey responses were received.

Survey results, data, and response to comments will be presented at the [January 19, 2023 Special Council Meeting](#).





2023 Draft Operating Budget



2023 Draft Operating Budget Overview

In accordance with the *Municipal Act, 2001*, municipalities are prohibited from budgeting for a deficit. The Township's operating budget is a balanced budget with revenues equal to budgeted expenditures.

The 2023 Draft Operating Budget proposes a \$583,500 or 6.7% tax levy increase. Factoring in assessment growth from 2022 of 0.9% as provided by the Municipal Assessment Corporation (MPAC), the net levy increase for the 2023 consolidated budget is 5.8%.

Impact of the Pandemic

2023 Budget does not consider budget changes for COVID-19. One-time budget adjustments caused by the pandemic were not made in order to ensure 2023 property taxes were not increased due to the pandemic.

2023 User Fees Update

As part of the Township's annual budgeting process, staff completed a review of all existing user fees for potential increases and considered the introduction of new fees, where applicable and appropriate. The Township's objective through the annual review of fees is to ensure services continue to be of good value to the community while maintaining fiscal responsibility. User fees are set

to ensure that fees are set at affordable, reasonable and justifiable levels. In June 2022, Council approved the [User Fees for 2023](#).





Departmental Budget Highlight Tables

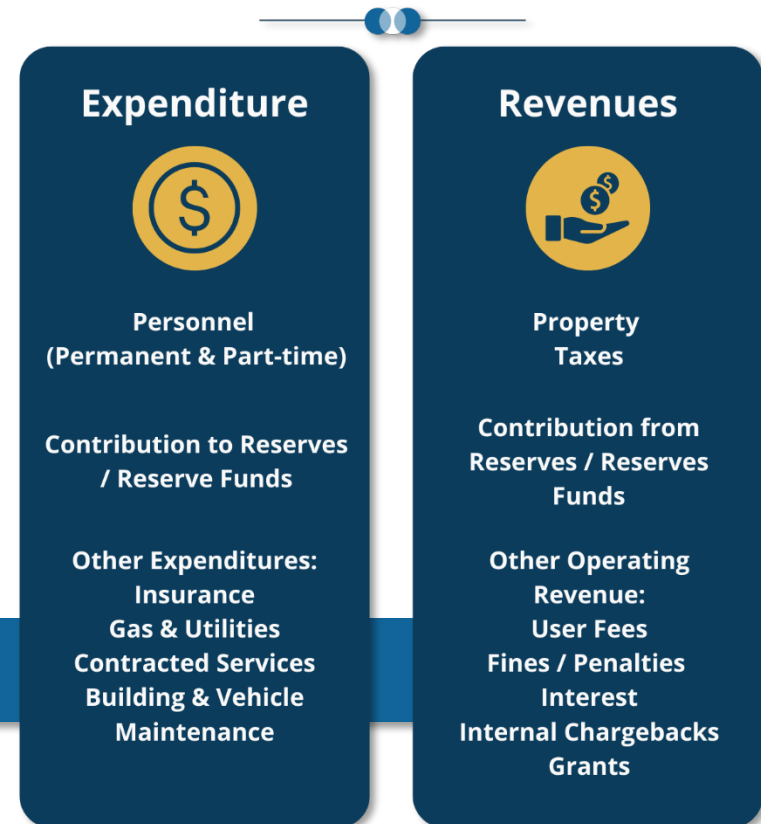
Each departmental budget highlight tables will identify the type of expense or revenue source that the department expects to experience over the year.

Expenditures include, but are not limited to, salaries / wages and benefits, contribution to reserves, and other expenditures such as insurance, fuel, utilities, and building and vehicle maintenance.

Revenues include contribution from reserves / reserve funds and other operating revenues like the [2023 User Fees](#), fines and penalties, interest, and internal chargebacks. Grants also contribute substantially to the Township's revenues. For example, the Ontario Municipal Partnership Fund (OMPF), which is an annual unconditional grant from the Province of Ontario will contribute \$743,500 to the Township in 2023. Other large operating grants received by the Township from various agencies are for Library Services (Public Library Operating Grant - \$19,180).

Trends for grants are difficult to predict and can not be relied on because the programs being offered could be cancelled or altered by the governing body at any time.

Expenses & Revenues





2023 Significant Budgetary Items, Issues and Trends

- The 2023 Draft Budget considers the impact of inflationary increases as seen in the Canadian economy since 2021. The Canadian inflation rate on a year-over-year basis is 6.9% as reported by Statistics Canada for the month of October 2022. Heightened inflation continues to be embedded in the Canadian economy despite the Bank of Canada's aggressive interest rate increases in 2022. The Consumer Price Index (CPI) is a measure that is often recommended for municipal budgeting and forecasting. Significant variation between levy increases and inflation erodes financing capacity over the longer term. CPI reached a high of 8.1% in June 2022 - rising at the fastest rate in the past four decades. The latest CPI measure is an improvement from 8.1%, however, this is not necessarily indicative of the composition of spending incurred by most municipalities. A significant

proportion of the Township expenditures are related to capital and external services which can be more accurately predicted based on construction price indexes. These indexes reflect the changes in costs for construction materials and skilled and unskilled labour. The annual Non-residential Building Construction Index at the 3rd quarter of 2022, was 15.6% and 12.6% for Toronto and Ottawa, respectively.

- A large proportion of the Township's budget are expenditures such as salaries / wages and benefits, contracts, insurance, and fuel. Many of these goods and services purchased by the Township are independent of the general rate of inflation and are impacted by other factors which may not be typical of household consumers and can exceed the CPI index.





- Some of the recommendations from the Master Plans and the Organizational Review completed in 2021/2022 are incorporated in the 2023 budget.
- In 2020, the Ontario Municipal Employee Retirement System (OMERS) passed a change to remove the current eligibility requirement for non-full-time (NFT) employees to join the Plan, effective from January 1, 2023. This will allow all NFT employees who work for an OMERS employer, who are currently not OMERS members, to join the Plan at any time on or after January 1, 2023.



Legislative amendments resulting from *Bill 23, More Homes Built Faster Act* have significant impacts on Development Charges (DC). The shortfall in DC will need to be realized from other financing sources. Staff will bring forward a report to Council on recommended sources of financing for this shortfall. Some of the financial implications of *Bill 23, More Homes Built Faster Act* are:

- Mandatory Phase-in of DCs for DC by-laws passed after January 1, 2022.
- Property Tax impact - Transfer of burden from growth primarily to existing tax base.
- Removal of Studies as eligible for DC's.
- New Statutory Exemptions: Affordable and attainable units.

Impact of Minimal Levy Increase

- Potential for year-end deficit;
- Reduction in reserve contributions;
- Depletion of existing reserves;
- Increase in debt financing; and
- Service reductions.

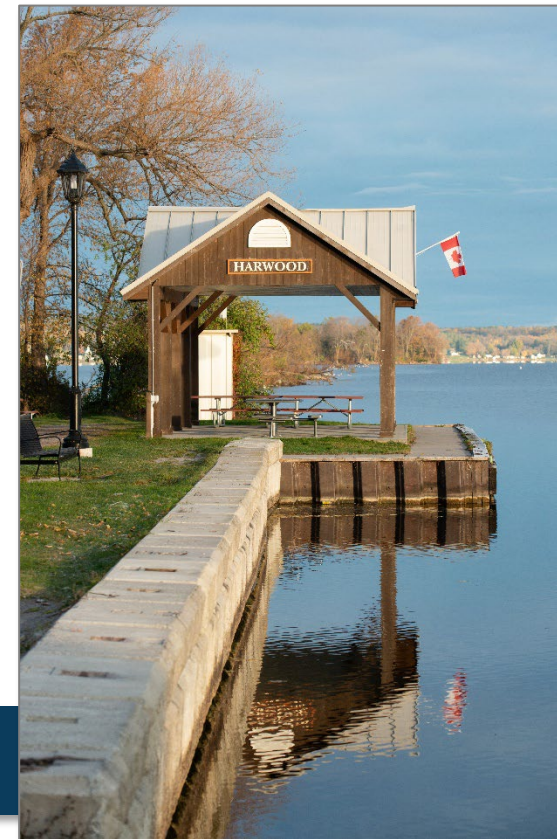


2023 Draft Operating Budget – Township of Hamilton

Revisions Post the 1st Special Budget Meeting (January 19, 2023)

The 1st Draft of the 2023 Operating Budget ([Staff Report T-2023-02](#)) was presented at the Special Budget Meeting on January 19, 2023. At that meeting, staff proposed a 6.6% tax levy increase. Factoring in assessment growth from 2022 of 0.9% as provided by the Municipal Assessment Corporation (MPAC), the proposed net levy increase for the 2023 consolidated budget was 5.7%. On January 19th, a request was presented on behalf of Friends of Harwood Waterfront for consideration of funding within the 2023 budget for improvement of Waterfront. Council referred this to the Manager of Parks and Facilities. Staff is proposing an increase of \$3,000 to the budget for additional groundskeeping work at the Waterfront.

The 2nd version of the 2023 Draft Operating Budget presented on February 2, 2023 proposes a \$583,500 (6.7%) tax levy increase. Factoring in assessment growth from 2022 of approximately 0.9% as provided by MPAC, the net levy increase for the 2023 consolidated budget is 5.8%.





2023 Budget Package

Table 2: Changes in Operating Budget POST 1st Special Budget Meeting

	2022 Budget	2023 Draft Budget	Incremental Changes	Variance %
Operating Budget (Special Budget Meeting on January 19, 2023)	8,731,857	9,312,357	580,500	6.6%
Post 1st Special Budget Meeting				
Parks & Facilities NEW incr. Groundskeeping - Harwood Waterfront		3,000	3,000	
Total Levy Requirement	8,731,857	9,315,357	583,500	6.7%
Projected Assessment Growth				0.9%
Net Levy Increase				5.8%

Table 3: Operating Budget Highlights POST 1st Special Budget Meeting

	2022 Budget	2023 Draft Budget Presented on January 19, 2023	Variance (Fav)/Unfav	Variance %	Changes	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures								
Personnel	\$ 4,408,349	\$ 4,804,128	\$ 395,780	9.0%	-	\$ 4,804,128	\$ 395,780	9.0%
Contribution to Reserve	663,610	718,610	55,000	8.3%	-	718,610	55,000	8.3%
Other Expenditure	5,929,994	5,868,702	(61,292)	-1.0%	3,000	5,871,702	(58,292)	-1.0%
Total Expenditures	11,001,954	11,391,441	389,487	3.5%	3,000	11,394,441	392,487	3.6%
Revenues								
Contribution from Reserve	(260,150)	(64,900)	195,250	-75.1%	-	(64,900)	195,250	-75.1%
Other Revenue	(2,009,946)	(2,014,184)	(4,238)	0.2%	-	(2,014,184)	(4,238)	0.2%
Total Revenue	(2,270,096)	(2,079,084)	191,012	-8.4%	-	(2,079,084)	191,012	-8.4%
Net Budget	8,731,857	9,312,357	580,500	6.6%	3,000	9,315,357	583,500	6.7%



2023 Budget Package

Table 4: Consolidated 2023 Draft Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	\$ 4,408,349	\$ 4,804,128	\$ 395,780	9.0%
Contribution to Reserve	663,610	718,610	55,000	8.3%
Other Expenditure	5,929,994	5,871,702	(58,292)	-1.0%
Total Expenditures	11,001,954	11,394,441	392,487	3.6%
Revenues				
Contribution from Reserve	(260,150)	(64,900)	195,250	-75.1%
Other Revenue	(2,009,946)	(2,014,184)	(4,238)	0.2%
Total Revenue	(2,270,096)	(2,079,084)	191,012	-8.4%
Net Budget	8,731,857	9,315,357	583,500	6.7%

Table 5: Consolidated 2023 Draft Budget Highlights – By Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	\$ 4,408,349	\$ 178,280	\$ 59,900	\$ -	\$ -	\$ -	\$ 157,600	\$ 4,804,128
Contribution to Reserve	663,610	10,000	-	-	45,000	-	-	718,610
Other Expenditure	5,929,994	6,198	-	127,510	-	(160,000)	(32,000)	5,871,702
Total Expenditures	11,001,954	194,478	59,900	127,510	45,000	(160,000)	125,600	11,394,441
Revenues								
Contribution from Reserve	(260,150)	26,000	-	-	-	169,250	-	(64,900)
Other Revenue	(2,009,946)	762	-	-	-	-	(5,000)	(2,014,184)
Total Revenue	(2,270,096)	26,762	-	-	-	169,250	(5,000)	(2,079,084)
Net Budget	8,731,857	221,240	59,900	127,510	45,000	9,250	120,600	9,315,357
		2.5%	0.7%	1.5%	0.5%	0.1%	1.4%	



2023 Significant Budget Variances by Category

The six budget categories are explained and described in further detail below.

Base Budget (2.5% increase)

Base pressures present a net \$221,240 or 2.5% increase compared to 2022, as staff made considerable efforts in identifying efficiencies and savings opportunities.

- Personnel base expenditure pressure has an increase of \$178,280 or 4% which mainly includes cost of living adjustment provisions, adjustments to benefit rates, step-rate increases and increases in OMERS costs due to new eligibility guidelines.
- Contribution to Reserve saw an increase of \$10,000 or 1.5% to ensure funding is available in the Election Reserve to fund the 2026 Municipal Election.
- Other expenditure is increasing by \$6,198.

- Contribution from Reserve is decreasing by \$26,000. On December 19, 2017, Council approved the Northumberland Community Care funding request and committed to \$130,000 of donation towards Northumberland Hospice Care Centre at \$26,000 over five years (2018-2022). The last installment of the fund was issued in 2022 and therefore the contribution from reserve is being removed from 2023 budget.
- Other revenue is decreasing by \$762.

All base budgets were reviewed and scrutinized to ensure they match contracted rates, reflect any efficiencies, and are in-line with actual costs.





Annulization (0.7% increase)

During 2022 budget deliberations, Council approved one new position (Deputy Treasurer – to start in July 2022). The 2023 draft budget includes the incremental costs of a full year impact of that position.

Inflationary (1.5% increase)

Budget impact mainly due to CPI and significant increase in expenditures (due to price and rate increases) such as insurance, postage, IT and fuel.

Legislated (0.5% increase)

The current ammonia chiller at the Bewdley arena was constructed in 2001. The life expectancy of the chillers is 25 years. During Technical Standards and Safety Authority's (TSSA) annual inspection in August of 2021, TSSA has requested the Township to have a plan in place to replace the chiller by 2026. The estimated cost of replacement is \$180,000 in four years (\$45,000/year).

Reversal of One Time Reserve Funded Projects (0.1% increase)

The following reserve funded projects were completed in 2022 and therefore are removed from 2023 budget:

- 2022 Municipal Election - \$50,000
- Road Allowance Study - \$30,000
- Tree Removal (2022 Council Targeted Initiatives) - \$80,000
- Emergency Management and Fire training increased in 2022 due to the closure of Ontario Fire College and additional training requirements - \$9,250.

New Budget Items (1.4% increase)

The 2023 Draft Operating Budget includes two new positions (Planner and Recreation Programmer / Event Developer) to provide enhanced level of services. A budget allocation of \$3,000 for providing additional maintenance at the Harwood Waterfront is also included.





2024-2026 Financial Outlook – Township of Hamilton

As part of the budget process, staff have forecasted the expected pressures for 2024-2026. Table 6 is an updated Financial Outlook:

In developing the operating outlook, staff considered economic pressures facing the average Township's household, balanced with the economic pressures facing the municipality. **Predicting the future is always difficult especially given the uncertainty surrounding the economy.** Where feasible, staff have considered historical financial indicators and economic forecasts. For the purpose of the outlook calculations, it is assumed that:

- Personnel expenditure outlook includes pressures from rise in cost-of-living adjustment provisions,

collective bargaining agreement changes, adjustments to benefit rates, step-rate increases and two new positions in 2025 and 2026 as per the recommendations in the Organizational Review.

- Contribution to Reserve is projected to increase based on the funding need identified in the Capital Forecast.
- Other expenditures will increase by 2.5% each year. Estimated increases to revenues are incorporated in the forecast.
- Assessment Growth is estimated to be 0.9% till 2026.

Table 6: 2024-2026 Financial Outlook

	2023 Draft Budget	Variance %	2024 Forecast	Variance %	2025 Forecast	Variance %	2026 Forecast	Variance %
Expenditures								
Personnel	\$ 4,804,128		\$ 5,081,300		\$ 5,385,365		\$ 5,754,600	
Contribution to Reserve	718,610		773,600		828,600		883,600	
Other Expenditure	5,871,702		6,018,500		6,168,963		6,323,187	
Total Expenditures	11,394,441	3.6%	11,873,400	4.2%	12,382,928	4.3%	12,961,387	4.7%
Revenues								
Contribution from Reserve	(64,900)		(64,900)		(64,900)		(64,900)	
Other Revenue	(2,014,184)		(2,024,200)		(2,034,200)		(2,049,200)	
Total Revenue	(2,079,084)	-8.4%	(2,089,100)	0.5%	(2,099,100)	0.5%	(2,114,100)	0.7%
Net Budget - excluding growth	9,315,357	6.7%	9,784,300	5.0%	10,283,828	5.1%	10,847,287	5.5%
Estimated Assessment Growth		0.9%		0.9%		0.9%		0.9%
New Levy Increase		5.8%		4.1%		4.2%		4.6%



2023 Draft Operating Budget – Building Department

The Building Department is a self-sufficient department.

The 2023 Draft Operating Budget for Building proposes a 0% increase.

Base Budget Variance

- Personnel base expenditure pressure has an increase of \$28,192 or 15.7% which includes cost of living adjustment provisions, adjustments to benefit rates, and change in personnel allocation from By-law department to Building.
- Other expenditure is increasing by \$16,550 mainly to reflect the yearly operating impact of the Cloudpermit

project. In the spring of 2022, the Building department successfully launched Cloudpermit (2020 Capital project) to give residents the ability to submit online permit applicants, follow the approval steps, schedule inspections, and receive status updates and inspection reports throughout the project.

- Revenue is increasing as budget is aligned with prior year actuals.





Table 7: Building Department 2023 Draft Budget

2022 Draft Budget - Building	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	179,388	207,580	28,192	15.7%
Contribution to Reserve	-	-	-	
Other Expenditure	21,250	37,800	16,550	77.9%
Total Expenditures	200,638	245,380	44,742	22.3%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	(200,638)	(245,380)	(44,742)	22.3%
Total Revenue	(200,638)	(245,380)	(44,742)	22.3%
Net Budget	-	(0)	(0)	

Table 8: Building Department 2023 Draft Budget – By Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	179,388	28,192	-	-	-	-	-	207,580
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	21,250	16,550	-	-	-	-	-	37,800
Total Expenditures	200,638	44,742	-	-	-	-	-	245,380
Revenues								
Contribution from Reserve	-	-	-	-	-	-	-	-
Other Revenue	(200,638)	(44,742)	-	-	-	-	-	(245,380)
Total Revenue	(200,638)	(44,742)	-	-	-	-	-	(245,380)
Net Budget	-	-	-	-	-	-	-	-



2023 Draft Consolidated Operating Budget by Department

Table 9: 2023 Draft Operating Budget by Department (Part 1)

	2022 Budget	2023 Draft Budget	\$ Change	% Change
General Government				
Council	135,766	141,996	6,230	4.6%
Administration	590,077	745,425	155,348	26.3%
General Government Total	725,843	887,421	161,578	22.3%
Planning and Development				
Planning	123,519	218,739	95,220	77.1%
Economic Development	3,500	3,500	-	0.0%
Planning and Development Total	127,019	222,239	95,220	75.0%
Building	-	0	-	0.0%
Protection Services				
By - Law Enforcement	64,061	69,551	5,489	8.6%
Fire	1,068,898	1,113,280	44,382	4.2%
Police	1,413,604	1,397,324	(16,280)	-1.2%
Police Services Board	7,503	7,503	-	0.0%
GRCA	184,204	185,804	1,600	0.9%
Animal Control	500	500	-	0.0%
Animal Services	57,072	33,130	(23,942)	-42.0%
Protection Services Total	2,795,842	2,807,092	11,250	0.4%
Transportation Services				
Roads Operations	3,728,035	3,889,174	161,140	4.3%



Table 10: Draft Operating Budget by Department (Part 2)

	2022 Budget	2023 Draft Budget	\$ Change	% Change
Recreation and Cultural Services				
Parks & Facilities	979,112	1,126,726	147,614	15.1%
Library	317,663	324,404	6,741	2.1%
Recreation and Cultural Services Total	1,296,775	1,451,130	154,355	11.9%
Community Grants and Other Committees				
Health and Safety	7,500	7,500	-	0.0%
Community Services Grant	22,000	22,000	-	0.0%
Heritage Committee	6,500	6,500	-	0.0%
Accessibility	10,000	10,000	-	0.0%
Climate Change Committee	2,500	2,500	-	0.0%
Physician Recruitment	9,843	9,800	(43)	-0.4%
Community Grants and Other Committees Total	58,343	58,300	(43)	-0.1%
Total Levy Requirement	8,731,857	9,315,357	583,500	6.7%
Increase to current taxbase			9,236,770	5.8%
Projected Assessment Growth			78,587	0.9%
			9,315,357	6.7%



Debt, Reserve and Reserve Fund Overview

The Township of Hamilton does not have any external debt.

Reserves and Reserve Funds are established by Council to assist with financial planning. By maintaining reserves, the Township can accumulate funds for future expenditures. They also provide cushion to absorb unexpected shifts in revenues and expenditures, and fund one-time expenditures.



Some of the reserve funds to be impacted in 2023 include:

- Election Reserve: To finance future Township's costs to administer municipal election
- Equipment & Vehicle Reserve: To finance for procurement of equipment/vehicle
- Facility Reserve: To be used to fund facility projects
- General Reserve: To be used to meet cash flow requirements and unforeseen contingencies throughout the year
- IT Reserve: For software and technology purchases
- Road Reserve: Funds repair and rehabilitation of roads
- Road Need Study Reserve: To finance road need studies
- Winter Maintenance Reserve: To finance winter maintenance funding as needed to offset unusual/severe winter maintenance costs



Table 11: Reserve and Reserve Funds Table (Part 1)

Description	Reserves & Reserve Funds Balances as of Dec. 31, 2021 T-2022-14	Projected 2022 Ending Balance including Commitment	2023 OPERATING BUDGET		2023 CAPITAL BUDGET		Projected 2023 Ending Balance
			Contribution to Reserve	Contribution from Reserve	Contribution to Reserve	Contribution from Reserve	
RESERVE & RESERVE FUNDS							
COUNCIL RETIREMENT RESERVE	(4,620)	(4,330)	(510)				(4,840)
HERITAGE RESERVE	(30,538)	(15,538)	(5,000)				(20,538)
ADMINISTRATION FACILITY RESERVE	(256,017)	(256,017)					(256,017)
ELECTION RESERVE	(92,498)	(42,498)	(10,000)				(52,498)
ADMIN IT RESERVE	(114,153)	(131,853)	(17,700)			20,000	(129,553)
GENERAL RESERVE - CONTINGENCY	(2,442,209)	(1,902,959)	(158,900)	35,000			(2,026,859)
CEMETERY-BEWDLEY TRUST RES	(53)	(53)					(53)
ACCESSIBILITY RESERVE	(29,334)	(29,334)	(10,000)	10,000			(29,334)
ECONOMIC DEVELOPMENT RESERVE	(7,638)	(7,638)					(7,638)
PLANNING RESERVE	(64,691)	(64,691)				12,000	(52,691)
BUILDING RESERVE	(348,231)	(283,231)		-			(283,231)
FIRE FACILITY RESERVE	(12,711)	(12,711)					(12,711)
FIRE VEHICLE/EQUIPMENT RESERVE	(66,068)	(26,068)	(25,000)			25,000	(26,068)
TOTAL FIRE	(78,779)	(38,779)	(25,000)	-	-	25,000	(38,779)
POLICE SERVICE BOARD RESERVE	(38,163)	(20,763)	(5,000)	17,400			(8,363)
ROADS VEHICLE/EQUIPMENT RESERVE	(404,189)	9,811	(320,000)			105,000	(205,189)
ROADS FACILITY RESERVE		0			(110,000)		(110,000)
GRAVEL REHAB RESERVE	(291,461)	(291,461)					(291,461)
BRIDGE/CULVERT RESERVE	(66,522)	(78,522)	(12,000)				(90,522)
ROADS RESERVE	(1,297,938)	(1,061,054)					(1,061,054)
BEAVERMEADOW FINLAY GR	(7,655)	(7,655)					(7,655)
WINTER MAINTENANCE RESERVE	(261,452)	(265,452)	(4,000)				(269,452)
TREE REMOVAL RESERVE	(15,000)	(15,000)					(15,000)
STREETLIGHT RESERVE	(256,672)	(263,672)	(7,000)				(270,672)
ROADS NEEDS STUDY RESERVE	(60,332)	(65,332)	(5,000)				(70,332)
GENERATOR RESERVE	(60,000)	(70,000)	(10,000)				(80,000)
TOTAL ROAD	(2,721,221)	(2,108,337)	(358,000)	-	(110,000)	105,000	(2,471,337)



Table 12: Reserve and Reserve Fund Table (Part 2)

Description	Reserves & Reserve Funds Balances as of Dec. 31, 2021 T-2022-14	Projected 2022 Ending Balance including Commitment	2023 OPERATING BUDGET		2023 CAPITAL BUDGET		Projected 2023 Ending Balance
			Contribution to Reserve	Contribution from Reserve	Contribution to Reserve	Contribution from Reserve	
PARKS RESERVE	(48,745)	(48,745)				30,000	(18,745)
RECREATION FACILITY RESERVE	(92,455)	(152,455)	(105,000)			50,000	(207,455)
P & R VEHICLE/EQUIPMENT RESERVE	(75,865)	(60,865)	(20,000)				(80,865)
COLDSPRINGS PARK BOARD RESERVE	(25,074)	(25,074)					(25,074)
COLD SPRINGS HALL RESERVE	(31,165)	(32,165)	(3,500)	2,500			(33,165)
BEWDLEY COMMUNITY RESERVE	(7,098)	(7,098)					(7,098)
TOTAL PARKS	(282,632)	(326,402)	(128,500)	2,500	-	80,000	(372,402)
Total Reserve Excluding Water & Building Reserves	(6,521,158)	(4,949,190)	(718,610)	64,900	(110,000)	242,000	(5,470,900)
Building Reserve	(348,231)	(283,231)	-	-	-	-	(283,231)
TOTAL RESERVE/RESERVE FUNDS BALANCES	(6,869,389)	(5,232,421)	(718,610)	64,900	(110,000)	242,000	(5,754,131)



Departmental Budgets

Each department at the Township of Hamilton is responsible for developing and managing its own budget.

Departmental budgeting offers control over spending at the department level and is ultimately consolidated into the Township wide budget.





General Government Department

What We Do

General Government is made up of the Council, Office of the Chief Administrative Officer, Corporate Services, Financial Services, and Human Resources departments.

Council

Represents the citizens of the Township of Hamilton, considering the well-being and interests of the municipality. Council also develops and evaluates policies and programs.

Office of the CAO

The Office of the CAO oversees the planning, coordination and evaluation of all municipal activities. The CAO reports to Council and Managers report to the CAO.

Corporate Services

The Corporate Services Department provides a full range of effective and efficient administrative support and customer service to the Corporation, Council, Committees and the Community. This department is also responsible for special projects and strategic initiatives that drive organizational excellence and innovation.



Core responsibilities of the Corporate Services Department include:

- Legislative duties of the municipal clerk include the Marriage Act, Vital Statistics Act, Freedom of Information and Protection and Privacy, Municipal Election,
- Providing legislative services through development and review of by-laws and agreements; facilitating legal services,
- Statutory responsibilities to council and the corporation including managing information presented to Council in the form of agendas and minutes,
- Board and Committee management,
- Corporate records management; Implementation of the Records Management Strategic Plan,



- Corporate communications including social media, media releases, public consultation initiatives, and
- Promoting and managing accessibility and diversity services for our community members.

Financial Services

The Financial Services department provides financial stewardship and leadership to the Township of Hamilton. The Department provides strategic advice, financial planning as it relates to the budgeting process, reporting of the annual financial statements, and management of property taxation. The Financial Services department's responsibilities include:

- Development and management of annual budget and audit process,
- Financial analysis and reporting,
- Capital asset management and reporting,
- Reserve and reserve fund administration,
- Establishment of financial policies and procedures,
- Establishment of internal controls to ensure the integrity of the financial systems,
- Calculation, billing, collection and tax adjustment programs for property taxes,
- Accounting and financial services support to Council and staff, and
- Audit Administration.

Human Resources (HR)

The Human Resources department is responsible for effectively managing the Township's human resources, which are its employees. Operating within a legislated framework, HR staff provide services which include:

- Manage recruitment, selection, and orientation processes,
- Administer compensation and benefits,
- Ensure legal compliance with legislation including pay equity, Ontario Health and Safety Act (OHSA), Employment Standards Act, etc.,
- Oversee training and development, and
- Collective agreement interpretation and negotiation of collective agreements.



Figure 4: Swearing in of Mayor Jibb by Municipal Clerk, Daphne Livingstone



2022 General Government Accomplishments

Office of the CAO

- Address the ongoing challenges of the Pandemic with updates to policies and adjustments to operating procedures for staff and the public – including use of facilities, staffing coverages, update to operating practices.
- Provided Council with ongoing guidance, advice and support on overall direction of the municipality – through meetings, presentations and various discussions and memos during the year. Delivered the policy and operational background requirements to deliver an ORV Pilot during 2022. Worked closely with Council, staff and consultants to prepare a terms, evaluate proposals and provide a final report to Council to make a decision on the delivery of Water Services in the Township.
- Ensured work on the Cannabis policy was undertaken to provide improved and accurate information.
- Undertook extensive co-ordination and work on the wind up of the Municipal Animal Service operations – and also the negotiations with the Northumberland Humane Society for animal services for the Township.
- Improve customer service in person at the front Counter and over the phone, through training, and staffing to support this role. In addition, provide updated online tools “Service Requests” for people to ensure that their concerns are recorded, resolved and reported back by staff, as appropriate. Increased use of social media and website to drive out messaging to the public on various initiatives.
- Provide leadership to Senior Management Team and the Management Team through regular meetings and through the active alignment and monitoring of 2022 priorities, Budget and projects.





- Held regular meetings with leadership staff and organization-wide meetings and gatherings with all staff to update on major initiatives and activities in the organization. Delivered a major update and implementation plan related to compensation, and the first phase of the Organization Review.
- Led initiatives in relation to workplace culture – including an Organization Review, Compensation Review, Public Works Workplace improvement, and Labour Management Committee
- Participated and provided strategic guidance and participation in the planning, discussion and resolution and agreement on a new Collective Agreement for the organization, during an exceptionally challenging period.
- Acquired a new personnel management system for the organization and started the background required to implement the system in 2023
- Implement regular one on one meetings with staff to improve communication and guidance advice as a result of the Organization Review.
- Promoted and pursued Economic Development for the Township – including property servicing discussion with owners, land development opportunities among others.
- Worked with staff to deliver key operational improvements to the organization to capitalize on investment and efficiency investments – including



completely modernizing the Council Chamber to ensure that meetings are able to be run seamlessly and effectively for on site and hybrid meetings in the future.

- Ensured the work of the Parks Master Plan, Fire Master Plan, Water studies and related initiatives are delivered in time for Council to consider the impact of this work
- Work with colleague CAOs to ensure ongoing discussions on issues of mutual interest – COVID, Economic Development, High Speed Internet, among others - and support the work of the Clerks in co-ordinating information and initiatives during the election year.
- Guide and help transform the organization through a New Collective Agreement, implementation of Culture and Reorganization Projects and through training and



development and performance management initiatives.

- Through the work of HR Department ensure the basic training and additional skill development is being realized across the organization – though scheduled and recorded training and through other education opportunities

Financial Services

- Completed the Service Delivery Review of the Water Department and led the management of the Water Service Delivery Review Request for Proposals (RFP) Process.
- Led the implementation of the Township's Asset Management Plan (AMP) per O.Reg 588/17 which includes meeting the legislative requirement of rolling out the current service level for core infrastructures.
- Updated Township and Water Operations Development Charge Bylaws.
- Worked with staff and Council to obtain a timely, approved Budget that met the needs of the organization in 2022 and managed costs and expenditures throughout the year.
- Successful completion of 2021 year end audit.

Human Resources (HR)

- Completed Collective Bargaining: Strategic Wage/Benefit Enhancement to support in the recruitment of qualified candidates to vacancies.
- Undertook recruitment for a new managers (Manager of Human Resources, and Deputy Treasurer) and other positions important to the organization.
- Enhanced recruitment practices by incorporating human resources best practices into corporate processes.
- Facilitated various training and information sessions for staff to support their professional development and to provide an opportunity to learn more about benefits available to them.

2022 Finance Statistics



5321
Tax Bills
Issued

1577
Vendors
Managed

1679
Cheques
Issued



Corporate Services

- Facilitated the 2022 Municipal and School Board Elections
- Completed the Records Management Inventory Project funded through Municipal Modernization Grant, to enhance research efficiency, records destruction compliance, and optimize storage space utilization.
- Successfully completed and currently implementing the Policy & Procedure Framework with objectives to continually review and update corporate and council policies on a consistent basis
- Improvement in meeting management to support Council and Committees through technology.
- Facilitated and supported multiple citizen engagement initiatives, including Cold Springs Park Playground Vote, Speed Reduction surveys, 2023 Budget Survey, Off-Road Vehicle Pilot Project surveys, and Environment and Climate Change Advisory Committee social media contests to promote environmental conservation.
- Coordinated the Council Chambers Renovation Project to upgrade equipment to facilitate seamless hybrid meetings.
- Coordinated four Freedom of Information Requests, including two appeal processes.

2022 Corporate Services Statistics





2023 General Government Priorities

Office of the CAO

- Council - Provide the new Council with updated information on key issues and a comprehensive orientation and training program on roles and responsibilities.
- Council – Provide support, guidance and advice on overall strategic direction as well as various high-profile policy and operational issues – New Strategic Plan, ORV Pilot Project Review, development issues including water servicing, cannabis policy and environmental stewardship initiatives.
- Covid-19 – with the ongoing impact on the organization – learn to manage with the virus by leading and adapting our ongoing operations, plans, policies and procedures to keep Council, Staff and the Public safe.
- Leadership - Prioritize an organization-wide



commitment to customer service, communication and related social media priorities for the Township.

- Leadership - Continue to strengthen the entire team of employees and volunteers across the municipality through good management, leadership and related initiatives including training, that support a positive Culture of the organization. Prepare and deliver on the next phases of the implementation plans for the Organization Review, the new Collective Agreement and Staff Performance initiatives
- Management - Deliver key operational improvements to the organization to capitalize on investments and projects – through Efficiency initiatives, Modernization and related targeted programs.
- Management - Ensure the important next phases of several key projects are delivered effectively and efficiently and meets the approval of the Council, Parks Master Plan, Fire Master Plan and related initiatives.





- Partnerships - Strengthen partnerships with colleagues in other municipalities to enhance the public's confidence in good local government.

Financial Services

- Work with staff and Council to obtain a timely, approved Budget that meets the needs of the organization in 2023 and into the future.
- Lead the implementation of the Township's Asset Management Plan (AMP) per O.Reg 588/17 which includes meeting the legislative requirement of rolling out the current service level for non-core infrastructures.

Human Resources

- Review, amend and implement revised on boarding process and new hire experience, including new hire training.
- Review and revision of job evaluation for Union and Non-Union groups.
- Review and update Human Resources policies to ensure relevance, compliance with legislation and to incorporate current human resources best practices.
- Develop and implement a Human Resources training matrix of required training for staff.

Corporate Services

- Continued Council Orientation Training.
- Renovation of Council Chambers to remove barriers to accessibility, if grant application is successful.
- Policy review and revision.
- Transition of IT to Corporate Services.
- Corporate Communications/Branding/Advertising initiatives, including a Communications Strategy.
- Review of Procedural, Notice, and Committee By-laws and policies to identify efficiencies and legislative changes.
- Digital transformation initiatives to facilitate enhanced electronic records management practices and support a hybrid office environment.





General Government Efficiencies

- Partnering with neighbouring municipalities for training opportunities and cost saving opportunities
- Enhance orientation for new hires - Streamline process to reduce administrative needs / time across departments.
- Finance initiated the steps needed to set up Electronic Fund Transfers (EFT) payments to reduce administration time and facilitate faster payments to vendors.
- Procurement of the budget software will allow Financial Services staff to improve the ongoing analysis and reporting related to the management of budget, and municipal funds. With such tools

Township is better equipped to track expenditures, revenues and more easily identify risks to the municipality as they emerge.

- Corporate Services: Implementation of Policy and Agreement Trackers to enhance internal communications, policy and agreement management.
- Creation of Digital Records Inventory for retrieval, destruction, and research enhancements and efficiencies.
- Streamlined communications process for cross-posting and scheduled communications.





General Government Budget Highlights

Table 13: General Government Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	1,348,800	1,470,268	121,468	9.0%
Contribution to Reserve	42,110	52,110	10,000	23.7%
Other Expenditure	659,633	637,943	(21,690)	-3.3%
Total Expenditures	2,050,543	2,160,321	109,778	5.4%
Revenues				
Contribution from Reserve	(85,000)	(35,000)	50,000	-58.8%
Other Revenue	(1,239,700)	(1,237,900)	1,800	-0.1%
Total Revenue	(1,324,700)	(1,272,900)	51,800	-3.9%
Net Budget	725,843	887,421	161,578	22.3%

Table 14: General Government Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	1,348,800	61,568	59,900	-	-	-	-	1,470,268
Contribution to Reserve	42,110	10,000	-	-	-	-	-	52,110
Other Expenditure	659,633	(1,000)	-	29,310	-	(50,000)	-	637,943
Total Expenditures	2,050,543	70,568	59,900	29,310	-	(50,000)	-	2,160,321
Revenues								
Contribution from Reserve	(85,000)	-	-	-	-	50,000	-	(35,000)
Other Revenue	(1,239,700)	1,800	-	-	-	-	-	(1,237,900)
Total Revenue	(1,324,700)	1,800	-	-	-	50,000	-	(1,272,900)
Net Budget	725,843	72,368	59,900	29,310	-	-	-	887,421
		10.0%	8.3%	4.0%	0.0%	0.0%	0.0%	



General Government - Pressure Sheet

Table 15: General Government Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						725,843		
EXPENDITURES								
Personnel	1,106,105	1,246,601	1,161,116	1,293,700	1,355,268	61,568	4.8%	Due to step and benefit rate increases, as well as general cost of living
Contribution to Reserve								
<u>Administration</u>								
TRANSFER TO ELECTION RESERVE	10,000	10,000	-	-	10,000	10,000		To ensure funding is available in the Election Reserve for the 2026 Municipal Election
Other Expenditure								
<u>Council</u>								
CONVENTIONS & SEMINARS	2,168	-	3,797	6,800	6,800	-	0.0%	2020 Budget: \$12,300 2021 Budget: \$6,800
MILEAGE	322	26	355	1,000	1,000	-	0.0%	
OFFICE SUPPLIES	-	2,979	3,079	1,020	1,020	-	0.0%	
PUBLIC RELATIONS	40	533	196	816	816	-	0.0%	
MISC. EXPENSE	-	-	-	1,020	1,020	-	0.0%	
<u>Administration</u>								
UNION NEGOTIATIONS	-	-	448	1,000	-	(1,000)		Collective bargaining completed in 2022
Total Other Expenditures Variance						(1,000)		
Total Expenditures Variance						70,568	9.7%	



2023 Budget Package

Table 16: General Government Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
REVENUES								
Other Revenue								
General Government								
OMPF (Ontario Municipal Partnership Fund)	(744,100)	(740,900)	(745,300)	(745,300)	(743,500)	1,800	-0.2%	Confirmation letter received on November 9th, 2022
Total Revenues Variance						1,800		
BASE BUDGET INCREASE						72,368	10.0%	
ANNUALIZATION								
Deputy Treasurer				55,100	115,000	59,900		Approved in 2022 Budget (July 2022 Start)
INFLATIONARY IMPACT						59,900	8.3%	
INFLATIONARY IMPACT								
INSURANCE	38,443	42,273	57,511	52,518	60,400	7,882	15.0%	Aligned with Actual + Rate Increase
GIS MAPPING	29,176	38,265	35,121	40,800	43,600	2,800	6.9%	CPI
POSTAGE & COURIER	13,049	20,765	22,139	20,000	22,400	2,400	12.0%	Aligned with Actual + CPI
COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT	42,794	58,319	58,049	50,272	62,300	12,028	23.9%	Aligned with actual + CPI
COMPUTER SUPPORT	38,477	48,926	50,597	47,000	51,200	4,200	8.9%	Aligned with Actual + CPI
INFLATIONARY IMPACT						29,310	4.0%	
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS								
ELECTION EXPENSES			34,023	50,000	-	(50,000)	-100.0%	Municipal Election completed in 2022
ADMIN-CONTR FROM RESERVES			(34,023)	(50,000)	-	50,000	-100.0%	
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS						0	0.0%	
Incremental Change						161,578		
Net Budget						887,421	22.3%	



Planning and Development Department

What We Do

The Planning Department administers the Township's Land Use Planning Program, including Official Plan, Secondary Plans, Zoning By-laws, Site Plan, Subdivision and related programs.

The Planning Coordinator is the appointed Secretary-Treasurer to the Committee of Adjustment and reviews applications to provide relief from the Zoning By-law in accordance with the Planning Act.

2022 Planning Accomplishments

- Staff completed the 2022 Zoning By-law amendment and associated updates to parcel fabric and mapping schedules.
- Section 5.44 was implemented in the Zoning By-law to reflect associated changes to the Planning Act relating to Additional Residential Units.

2023 Planning Priorities

- Improve the municipal process relating to committee of adjustment meetings. Staff want to improve the check list and guides for applicants along with

incorporating a mandatory pre-consultation and site visit. This will ensure the application is complete and the committee can make an informed decision.

- Residents don't always have access to municipal information. The department is striving to complete and implement a public GIS portal.
- The public, staff, and the organizational structure review has identified the hiring of a Planner as a municipal need. We are excited to enhance our service with a new member in our development services team.
- Bill 23 has identified several required changes to the municipal process. The planning department continues to gain clarity on how this will impact staff as well as the residents of the municipality.

Planning Efficiencies

- With a goal of providing more information to the public electronically, we are giving residents an option of staying remote and having a positive impact on the environment.
- With a Development Services team approach, staff are coordinating site inspections to minimize unnecessary travel while still ensuring the required data collection.



Planning and Development Budget Highlights

Table 17: Planning and Development Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	94,679	214,999	120,320	127.1%
Contribution to Reserve	-	-	-	
Other Expenditure	103,340	44,340	(59,000)	-57.1%
Total Expenditures	198,019	259,339	61,320	31.0%
Revenues				
Contribution from Reserve	(30,000)	-	30,000	-100.0%
Other Revenue	(41,000)	(37,100)	3,900	-9.5%
Total Revenue	(71,000)	(37,100)	33,900	-47.7%
Net Budget	127,019	222,239	95,220	75.0%

Table 18: Planning and Development Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	94,679	4,720	-	-	-	-	115,600	214,999
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	103,340	6,000	-	-	-	(30,000)	(35,000)	44,340
Total Expenditures	198,019	10,720	-	-	-	(30,000)	80,600	259,339
Revenues								
Contribution from Reserve	(30,000)	-	-	-	-	30,000	-	-
Other Revenue	(41,000)	3,900	-	-	-	-	-	(37,100)
Total Revenue	(71,000)	3,900	-	-	-	30,000	-	(37,100)
Net Budget	127,019	14,620	-	-	-	-	80,600	222,239
		11.5%	0.0%	0.0%	0.0%	0.0%	63.5%	



Planning and Development - Pressure Sheet

Table 19: Planning and Development Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						127,019		
EXPENDITURES								
Personnel	76,375	81,602	86,535	94,679	99,399	4,720	5.0%	Due to benefit rate and cost of living increases
Other Expenditure								
ADVERTISING	-	2,032	1,805	1,000	2,000	1,000	100.0%	Aligned with actual
CONSULTANTS GENERAL	20,100	20,433	1,316	-	5,000	5,000		Consulting associated to Bill 23 or similar types of abrupt changes
Total Other Expenditures Variance						6,000		
Total Expenditures Variance						10,720	8.4%	
REVENUES								
Other Revenue								
CONSENT FEES	(14,400)	(24,000)	(12,000)	(18,000)	(15,000)	3,000	-16.7%	Aligned with average actual
COMPLIANCE FEES	(1,575)	(1,088)	(1,088)	(1,500)	(1,100)	400	-26.7%	Aligned with average actual
REZONING	(6,500)	(10,800)	(4,000)	(9,500)	(9,000)	500	-5.3%	Aligned with average actual
Total Revenues Variance						3,900		
BASE BUDGET INCREASE						14,620	11.5%	



2023 Budget Package

Table 20: Planning and Development Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS								
CONSULTANTS GENERAL				30,000	-	(30,000)	-100.0%	2022 Road Allowance Study Completed
CONTRIBUTIONS FROM RESERVES				(30,000)	-	30,000	-100.0%	Funding from General Reserve
TOTAL RESERVE FUNDED EXPENDITURES						0		
NEW ITEM								
PLANNER					115,600	115,600		Early 2023 Start
CONSULTANTS GENERAL				35,000	-	(35,000)		Removal of \$35k budget from Consultant General
TOTAL NEW ITEM						80,600	63.5%	
Incremental Change						95,220		
Net Budget						222,239	75.0%	





Budget Enhancement Request: Planner

Project Name: Planner

Submitted By: Tim Jeronimus, CBO

Department: Development Services - Planning

Estimated Start Date: 2023

Table 21: Planner Project Description and Justification

Project Description:	Planner
Project Justification:	<p>In accordance with the Municipal policies and the <i>Ontario Planning Act, 1990</i>, the Senior Municipal Planner will be responsible for providing professional planning advice to property developers, other members of the Public, and Council. Reporting to the Manager of Building and Development, this position is also responsible for reviewing and processing all types of land use and development applications as well as supporting the Township's Economic Development Strategic Plan initiative.</p> <p>The planning department is responsible for a variety of functions including comprehensive plans, development and redevelopment plans, smart growth strategies, planning and zoning maps, heritage preservation, emergency plans and others along with the daily planning and zoning enquiries.</p> <p>As identified in the organizational review, the volume and complexity of work requires an additional planner to ensure we are providing an adequate level of service.</p>



**Project
Justification
(continued):**

Some of the priority tasks that will be assigned to the Planner are outlined below.

- 2023 zoning bylaw amendment
- 2023 official plan amendment (supporting the county)
- Policy and procedure for zoning contravention
- Zoning compliance
- Subdivision – plans of development
- Development of short-term accommodations and licensing
- Planning review prior to development
- Site Plan Control Agreements
- Updated application forms
- Enhanced service to support Bill 109 legislative timelines

The addition of a position in the planning department will provide much needed assistance to the planning coordinator and eliminate the immediate need for consultants while transitioning from the county as the planning approval authority. The Planner will be able to effectively and efficiently deliver services to Council, staff and residents of the Township.

Table 22: Planner Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	For continuity of effective governance, it is critical for planning to ensure dedicated resource is allocated to: <ul style="list-style-type: none">• Develop, update and implement planning policies;• Ensure compliance to all legislative requirements;



Criteria	Assessment (Low, Medium, High)	Comments
		<ul style="list-style-type: none">• Ensure effective oversight of development and site plan agreements;• Implantation of regulations that relate to public concerns;• Ensure timely application and reporting for planning applications.
Legislative Requirement	High	Meeting priorities of legislation that relate to the operations of the planning department.
Operational Saving, Short Payback	High	Consultant review/report savings with a transitional plan for savings related to subdivision approval authority from the County of Northumberland.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	Allocating resource to planning will ensure that Township provides an adequate level of service which promotes growth in our township. Delaying results in further complaints and with a risk of legal implications.
Growth Related	High	<ul style="list-style-type: none">• Municipal governments are experiencing increasing demands to be more accountable and transparent in their decision making;• Increase in legislative requirements (not limited to just the Planning Act); and• Increase in complexity of land development applications.
Service Enhancements	High	To provide a professional level of service and meet the legislative requirements of the department.



Table 23: Planner Project Costing

Cost	2023 (Full Year Cost)
Salary and Benefits	\$115,600
Saving from Consultant Reduction	(35,000)
Total Expenditure	\$80,600

Table 24: Planner Project Funding

Funding	2023 (Full Year Cost)
Taxation	\$80,600
Total	\$80,600



Building Department

What We Do

This department's mission is to provide the highest quality public service, ensuring compliance with building regulations and by-laws, while working cooperatively with the public and building industry to create a healthy, safe, sustainable and accessible built environment.

Enforcement of provincial and municipal building by-laws and regulations, primarily through the Ontario Building Code Act, as stated:

1. Review plans and issue permits.
2. Conduct mandatory inspections ensuring compliance with the Ontario Building Code.
3. Set appropriate fees to recover costs associated to the direct and indirect expenditures.
4. Investigate and enforce compliance and, if necessary, issue orders.

The department continuously tries to improve service quality, efficiency, and innovation for the high levels of permit activity with increasing complexity and regulatory changes.

2022 Building Accomplishments

- Permit fee revenues for the building department are designed to off-set departmental expenses – any surpluses from year to year are held in a special Reserve Account (and any shortfalls in a given year are taken from the Reserve Account). After a great year, the department will see a surplus transferred to reserves. The department is excited to explore ways to utilize some of these funds to continually improve departmental services.
- In the spring of 2022, the Building department successfully launched Cloudpermit. This e-permitting platform provides residents an opportunity to apply for building permits and request inspections electronically. The platform also stores application data and identifies status to all parties of the application.



\$42M

Approx. Total Project Value
for 2022 Building Permits



137

Building
Permits Issued



4.8%

Total Project Value
Increase over 2021



- Hamilton Township Building Department staff on behalf of the Pine Ridge Chapter finalized and published the Inspector Quick Check Guide for the Ontario Building Officials Association.
- At the 2022 Ontario Building Officials Association (OBOA) Conference, our Deputy Chief Building Official (CBO), Michael Fraser was presented with a Certificate of Appreciation for his contributions to the industry and within our local Chapter. The Pine Ridge Chapter also received Ontario's Chapter of the Year Award.

2023 Building Priorities

- The Building department always wants to improve its level of service. In 2023, with a newly structured development services team, staff want to invest more time in the way we support residents in the application process. We want to create a more effective way of transferring information between other agencies or municipal departments (Northumberland County, GRCA, Planning, and Roads). The focus will be improvements to guides under the scope of development services and updates to the Township website and GIS system in effort to support any type of applicant.

Building Efficiencies

- The department continues to strive for operating and environmental efficiencies. We will continue with our goal towards a paperless process using Cloudpermit as well as the continued digitization of departmental records.



Figure 5: Michael Fraser, Deputy CBO (far left) and Tim Jeronimus, CBO (far right) receiving awards at the 2022 Ontario Building Official Association Conference.



Building Department Budget Highlights

Table 25: Building Department Budget Highlights

2022 Draft Budget - Building	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	179,388	207,580	28,192	15.7%
Contribution to Reserve	-	-	-	
Other Expenditure	21,250	37,800	16,550	77.9%
Total Expenditures	200,638	245,380	44,742	22.3%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	(200,638)	(245,380)	(44,742)	22.3%
Total Revenue	(200,638)	(245,380)	(44,742)	22.3%
Net Budget	-	(0)	(0)	

Table 26: Building Department Budget Highlights by Category

	2022 Approved Budget	Base	Annualization		Legislated	Reversal of One Time Reserve Funded Projects		New	2023 Draft Budget
			Inflationary						
Expenditures									
Personnel	179,388	28,192	-	-	-	-	-	-	207,580
Contribution to Reserve	-	-	-	-	-	-	-	-	-
Other Expenditure	21,250	16,550	-	-	-	-	-	-	37,800
Total Expenditures	200,638	44,742	-	-	-	-	-	-	245,380
Revenues									
Contribution from Reserve	-	-	-	-	-	-	-	-	-
Other Revenue	(200,638)	(44,742)	-	-	-	-	-	-	(245,380)
Total Revenue	(200,638)	(44,742)	-	-	-	-	-	-	(245,380)
Net Budget	-	-	-	-	-	-	-	-	-



Building Department - Pressure Sheet

Table 27: Building Department Pressure Sheet

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						0		
EXPENDITURES								
Personnel	164,042	174,343	167,170	179,388	207,580	28,192	15.7%	General Cost of living increase, step rate and Benefit Rate Increases; Change in Personnel Allocation from Bylaw to Building
Other Expenditure								
CONVENTIONS AND SEMINARS	545	682	3,333	2,500	3,300	800	32.0%	Aligned with actual
MEMBERSHIPS	1,583	1,045	1,211	1,200	1,400	200	16.7%	Aligned with actual
OFFICE SUPPLIES	1,232	3,870	2,166	750	2,100	1,350	180.0%	Aligned with actual
CLOUDPERMIT PLATFORM	-	-	-	-	14,200	14,200		Yearly operating impact of the Cloudpermit project. In the spring of 2022, the Building Department successfully launched Cloudpermit (2020 Capital Project). Cloudpermit gives residents the ability to submit online permit applicants and follow the approval steps and status from first submission through to project completion. Features of Cloudpermit include the ability to schedule inspections and receive inspection reports within the platform.
Total Other Expenditures Variance						16,550		
Total Expenditures Variance						44,742		
REVENUES								
Other Revenue								
BUILDING PERMITS	(188,730)	(315,325)	(283,505)	(191,738)	(236,480)	(44,742)	23.3%	Aligned with average actual
Total Revenues Variance						(44,742)		
BASE BUDGET INCREASE						(0)	0.0%	
Incremental Change						(0)	0.0%	
Net Budget						(0)	0.0%	



By-law Enforcement Department

What We Do

This department's mission is to provide the highest quality public service, while promoting, facilitating and ensuring compliance with the provisions of municipal by-laws that pertain to the safety and security of the community.

Enforcement of provincial and municipal by-laws and regulations, primarily through the Ontario Building Code Act, as stated:

1. Receive and track complaints.
2. Investigate complaint validity.
3. Enforce compliance and, if necessary, issue orders/take legal action.

The department continuously tries to improve service quality and efficiency relating to By-laws including zoning, property standards, pool enclosures, signs and site alteration.

2022 By-law Accomplishments

- With residents demands and expectations for more active bylaw enforcement, the by-law department continued to strive for operating efficiencies while identifying items that present legal challenges or inconsistencies with interpretation. Outside of the day to day enforcement, the focus was on the zoning bylaw amendments. The 2022 zoning by-law amendment was completed and at no additional cost to the residents of the municipality.
- The Municipality has had challenges with respect to parking enforcement in the recent past. In 2022, after exploring several options, were able to reach an agreement with the Cobourg Police Service. The results were very positive and associated costs were well within our budget.



2023 By-law Priorities

- With the changes associated to Bill 23, the department is reviewing by-laws that need to be amended to reflect changes and still protect the public interest.
- The department continues review platforms that will assist in streamlining the complaint and investigation process while providing quality information to the public.



By-law Efficiencies

- The department continues to explore opportunities for shared services with other agencies for enforcement.
- The pursuit of an electronic submission platform will also decrease environmental impact associated to applicant/complainant travel time.



By-Law Enforcement Budget Highlights

Table 28: By-law Enforcement Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	60,461	44,181	(16,280)	-26.9%
Contribution to Reserve	-	-	-	
Other Expenditure	18,570	37,970	19,400	104.5%
Total Expenditures	79,031	82,151	3,120	3.9%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	(14,970)	(12,600)	2,370	-15.8%
Total Revenue	(14,970)	(12,600)	2,370	-15.8%
Net Budget	64,061	69,551	5,489	8.6%

Table 29: By-law Enforcement Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded	New	2023 Draft Budget
Expenditures								
Personnel	60,461	(16,280)	-	-	-	-	-	44,181
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	18,570	19,400	-	-	-	-	-	37,970
Total Expenditures	79,031	3,120	-	-	-	-	-	82,151
Revenues								
Contribution from Reserve	-	-	-	-	-	-	-	-
Other Revenue	(14,970)	2,370	-	-	-	-	-	(12,600)
Total Revenue	(14,970)	2,370	-	-	-	-	-	(12,600)
Net Budget	64,061	5,489	-	-	-	-	-	69,551
		8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	



By-Law Enforcement Pressure Sheet

Table 30: By-law Enforcement Pressure Sheet

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						64,061		
EXPENDITURES								
Personnel	55,878	56,363	55,594	60,461	44,181	(16,280)	-26.9%	General Cost of living increase, step rate and Benefit Rate Increases; Change in Personnel Allocation from Bylaw to Building
Other Expenditure								
BYLAW CONTRACTED OUT	25,369	23,639	7,738	15,000	34,400	19,400	129.3%	Change in Personnel Allocation provides an opportunity to build the bylaw services without impacting the 2023 budget. Parking and pool enclosure bylaw review and enforcement are the priority projects for contracted services in 2023.
Total Expenditures Variance						3,120	4.9%	
REVENUES								
Other Revenue								
PARKING REVENUE	(7,048)	(12,917)	(713)	(4,370)	(2,000)	2,370	-54.2%	The 2022 pilot parking enforcement program with Cobourg Police was based on the "Three E's Approach". First we "Engage" with people, explain the "why". This is a chance to act as ambassadors for the Township. Second, we "Educate" people about where they can say park legally, etc. Then and only then do we "Enforce". There was a decrease in 2022 revenue but the results were very positive.
Total Revenues Variance						2,370	-15.8%	
BASE BUDGET INCREASE						5,489	8.6%	
Incremental Change						5,489	8.6%	
Net Budget						69,551	8.6%	



Fire Department

What We Do

The overall objective of the Fire Department is to provide the community with an optimum level of protection from fire and other related public safety hazards.

The Fire Protection and Prevention Act (FPPA) requirements include the delivery of the following service as a minimum:

Minimum Required Services:

Section 2. (1) of the Fire Protection and Prevention Act states:

(1) Every municipality shall,

1. establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
2. provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

The Township's Core Service include the following services:

Fire Suppression and Emergency Response

Fire suppression services, both an offensive and defensive mode including search and rescue operations, forcible entry, ventilation, protecting exposures, salvage and overhaul as appropriate.

Emergency pre-hospital care responses and medical acts such as defibrillation, standard first aid, CPR, and the Emergency Medical Responders Program to Base Hospital protocols as agreed.

Special technical and/or rescue services including performing extrication using hand tools, air bags and heavy hydraulic tools as required. Water/ice rescue services up to and including the land-based level, in accordance with available resources. Confined space rescue, trench rescue, high angle rescue, Heavy Urban Search and Rescue (HUSAR), hazardous materials



responses or other highly specialized technical and/or rescue services are not to be provided by the Hamilton Township Fire Department beyond the basic awareness level.

Fire Safety Education

Distribution of fire and life safety information and public education programs are administered in accordance with the FPPA and policies of the Fire Departments Fire Prevention and Public Safety Division, these include:

- A residential home fire safety awareness program shall be ongoing.
- Smoke alarm program for residential occupancies.
- Fire and life safety communiqués shall be distributed to the media on a regular basis.
- The Fire Department shall maintain at least one Public Fire and Life Safety Educator certified to the Ontario Fire Service Standard.

Fire Prevention

Inspections arising from complaint, request, retrofit, or self initiated and fire investigations shall be provided in accordance with the FPPA and policies of the Fire Departments Fire Prevention and Public Safety Division.

New construction inspections and plan reviews of buildings under construction in matters respective of fire protection systems within buildings shall be conducted in accordance with the applicable By-law and operating procedures.

- Multi-discipline response
- Fire Marshal's three pillars of defense – Public Education, Fire Prevention, and Fire Suppression
- Maintain emergency management program as mandated by the Province.





2022 Fire Accomplishments

Administration

- Implementation and management of the 2022 Fire Department operating and capital budget, within +/- 2% of budget approval.
- Completion of the Master Fire Plan for the Township facilitated by The Loomex Group.
- Specification and procurement of a new Pumper/Tanker for Station #1.
- Participated in County of Northumberland Recruit Program including live fire training with the mobile live fire training trailer from the OFMEM.
- Completed NFPA FFI and FFII certification training and examination for 14 new recruits.
- Achieved certificate of annual Emergency Management Program Compliance.



Fire Prevention and Public Education

- Completed the Community Risk Assessment for the Township.
- Northumberland County Fire Prevention Officers Association continued partnerships using shared videos, radio ads, online advertising for the purpose of public education.
- Continue innovative methods to conducting legislated smoke alarm program. Included door to door format, utilization of emergency response and survey data for 251 checks.
- Annual legislated inspection and drill of Vulnerable Occupancy.
- Burn Permit program and education enhancements, increase in burning permits and reduction of complaints and responses.
- Live response drill with Sabic Plastics in partnership with Cobourg Fire Department.
- 19 public education events and 20 inspections.

Operations

- Responded to over 300 emergency response activations.



- Response time (Chute) under the National standard of 9 minutes 90% of the time.
- Continued use and development of online training software program (FLMS).
- Fire extinguisher, First Aid kits and AED Inspection and maintenance program for the Township.

2022 Fire Services Statistics



14

New
Recruits



19

Public
Events



20

Inspections



300

Calls for Service



90%

Calls under the National Response
Time Standard of 9 minutes.

2023 Fire Priorities

Administration

- Implementation of the recommendations from the Master Fire Plan and Community Risk Assessment (MFP/CRA).
- Budget, specification build and procure bids for a Capital project (personal protective gear).
- Continued development of partnership with the County of Northumberland Fire Departments to find efficiencies.
- Update to the Establishing and Regulating By-Law.

Fire Prevention and Public Education

- Implement new smoke alarm and public education program partnership with community groups (real estate, trade companies).
- Implement new welcome safety package with community groups.
- Review of Fire Prevention program documents (Fire Prevention Policy, Open Air Burning By-law).
- Seasonal campground inspections.
- Pre-planning for high risk properties.



Operations

- Driver training for 14 new recruits hired in 2022.
- Continued Officer Development for Fire Department Captains and District Chiefs as part of NFPA certification.
- Transform from analogue radio system to digital radio system.



Fire Efficiencies

- Fleet reduction over the past 10 years.
- Partnerships with Northumberland County Fire Prevention Association sharing resources and costs for fire prevention initiatives.
- Partnerships with the Northumberland County Fire Training Association providing in-house local cost effective training for recruits, firefighters and officers.
- Use of day crew to enhance day time response while completing necessary tasks at our facilities including vehicle maintenance, station maintenance, fire extinguisher and Automated External Defibrillator (AED) inspections for the whole Township.



Fire Department Budget Highlights

Table 31: Fire Department Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	770,000	786,270	16,270	2.1%
Contribution to Reserve	160,000	160,000	-	0.0%
Other Expenditure	241,448	271,010	29,562	12.2%
Total Expenditures	1,171,448	1,217,280	45,832	3.9%
Revenues				
Contribution from Reserve	(9,250)	-	9,250	
Other Revenue	(93,300)	(104,000)	(10,700)	11.5%
Total Revenue	(102,550)	(104,000)	(1,450)	1.4%
Net Budget	1,068,898	1,113,280	44,382	4.2%

Table 32: Fire Department Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	770,000	16,270	-	-	-	-	-	786,270
Contribution to Reserve	160,000	-	-	-	-	-	-	160,000
Other Expenditure	241,448	3,000	-	26,562	-	-	-	271,010
Total Expenditures	1,171,448	19,270	-	26,562	-	-	-	1,217,280
Revenues								
Contribution from Reserve	(9,250)	-	-	-	-	9,250	-	-
Other Revenue	(93,300)	(10,700)	-	-	-	-	-	(104,000)
Total Revenue	(102,550)	(10,700)	-	-	-	9,250	-	(104,000)
Net Budget	1,068,898	8,570	-	26,562	-	9,250	-	1,113,280
		0.8%	0.0%	2.5%	0.0%	0.9%	0.0%	4.2%



Fire Department - Pressure Sheet

Table 33: Fire Department Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						1,068,898		
EXPENDITURES								
Personnel	722,120	673,870	598,996	770,000	786,270	16,270	2.1%	Due to step and benefit rate increases, as well as general cost of living increases Identified savings from efficiencies created by using the day crew staff to complete maintenance, cleaning and testing while still providing daytime response coverage.
Other Expenditure								
MEMBERSHIPS	1,008	459	1,656	1,000	3,000	2,000	200.0%	County downloaded Fire membership expenses to the municipalities
MEETING EXPENSES	1,514	4,336	6,241	5,500	6,500	1,000	18.2%	Increase in price
Total Other Expenditures Variance						3,000	0.3%	
Total Expenditures Variance						19,270	1.8%	
REVENUES								
Other Revenue								
BURN PERMITS	(22,832)	(30,003)	(29,145)	(25,300)	(28,000)	(2,700)	10.7%	Aligned with actual
MISC. REVENUE	(1,981)	(1,838)	(2,890)	(5,000)	(8,000)	(3,000)	60.0%	Fire Coordinator Funding from County
FIRE CALLS RECOVERABLE	(75,126)	(59,704)	(73,770)	(50,000)	(55,000)	(5,000)	10.0%	Aligned with actual; Hard to predict
Total Revenues Variance						(10,700)	-1.0%	
BASE BUDGET INCREASE						8,570	0.8%	



Table 34: Fire Department Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
INFLATIONARY IMPACT								
FUEL	16,808	23,899	32,306	18,000	35,000	17,000	94.4%	Price increase
INSURANCE	43,794	49,131	57,394	49,438	59,000	9,562	19.3%	Aligned with Actual + Rate Increase
INFLATIONARY IMPACT						26,562	2.5%	
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS								
CONTRIBUTION FROM GENERAL RESERVE				(9,250)	-	9,250		One time funding in 2022 to phase out the impact of budget increase in training as a result of the Ontario Fire College closing and the requirement to certify Fire department members
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS						9,250	0.9%	
NEW ITEM - Fire Masterplan Implication								
District Chief position and Fire Prevention Officer								Positions to undergo job evaluation in 2023
2 Suppression Day Crew positions								Included in the Fire Operating Budget
Operating Cost of IT improvement								Included in the Capital Budget
NEW ITEM - Fire Masterplan Implication						0	0.0%	
Incremental Change						44,382	4.2%	
Net Budget						1,113,280	4.2%	



Policing and Police Services Board

The Township of Hamilton outsources policing requirements to the OPP.

Table 35: Policing Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	-	-	-	
Contribution to Reserve	-	-	-	
Other Expenditure	1,428,812	1,412,532	(16,280)	-1.1%
Total Expenditures	1,428,812	1,412,532	(16,280)	-1.1%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	(15,208)	(15,208)	-	0.0%
Total Revenue	(15,208)	(15,208)	-	0.0%
Net Budget	1,413,604	1,397,324	(16,280)	-1.2%

Table 36: Policing Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	1,428,812	(16,280)	-	-	-	-	-	1,412,532
Total Expenditures	1,428,812	(16,280)	-	-	-	-	-	1,412,532
Revenues								
Contribution from Reserve	-	-	-	-	-	-	-	-
Other Revenue	(15,208)	-	-	-	-	-	-	(15,208)
Total Revenue	(15,208)	-	-	-	-	-	-	(15,208)
Net Budget	1,413,604	(16,280)	-	-	-	-	-	1,397,324
		-1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	



Policing Pressure Sheet

Table 37: Policing Pressure Sheet

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						1,413,604		
EXPENDITURES								
Other Expenditure								
REALIGNMENT SERVICE	1,449,862	1,415,940	1,420,312	1,420,312	1,404,032	(16,280)	-1.1%	2023 OPP billing statement received on Sept 29, 2022
Total Expenditures Variance						(16,280)	-1.1%	
BASE BUDGET INCREASE						(16,280)	-1.2%	
Incremental Change						(16,280)	-1.2%	
Net Budget						1,397,324	-1.2%	

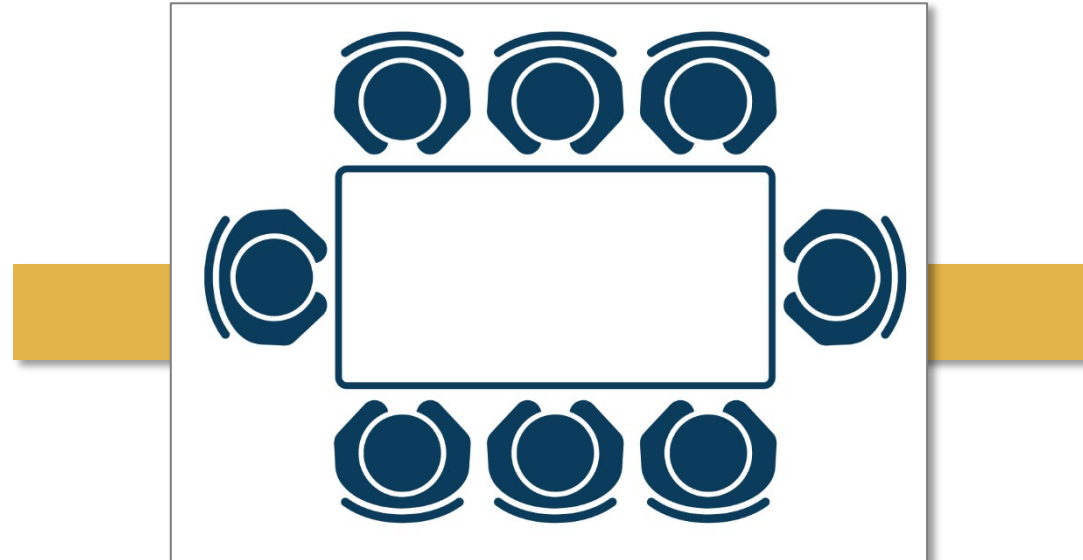


Police Services Board

The Township of Hamilton Police Services Board has been in place since 2007 and is authorized by the Ontario Police Services Act to ensure adequate and effective police services for the residents of Hamilton Township. Additional Board priorities include policy development regarding effective law enforcement, crime prevention and overseeing the provision of police services in accordance with the principles established in the Police Services Act.

Police Services Board consists of five residents of the municipality; two members of Council, two provincially appointed residents and one Council appointed resident. The Board is led by a Chair who is elected annually by the members of the Board.

All members of the Board are dedicated to providing civilian oversight and policy development to determine objectives, goals and priorities for the delivery of police services in Hamilton Township.





Police Services Board Budget Highlights

Table 38: Police Services Board Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	20,025	20,025	-	0.0%
Contribution to Reserve	5,000	5,000	-	0.0%
Other Expenditure	6,879	6,879	-	0.0%
Total Expenditures	31,903	31,903	-	0.0%
Revenues				
Contribution from Reserve	(17,400)	(17,400)	-	0.0%
Other Revenue	(7,000)	(7,000)	-	0.0%
Total Revenue	(24,400)	(24,400)	-	0.0%
Net Budget	7,503	7,503	-	0.0%

Table 39: Police Services Board Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	20,025	-	-	-	-	-	-	20,025
Contribution to Reserve	5,000	-	-	-	-	-	-	5,000
Other Expenditure	6,879	-	-	-	-	-	-	6,879
Total Expenditures	31,903	-	-	-	-	-	-	31,903
Revenues								
Contribution from Reserve	(17,400)	-	-	-	-	-	-	(17,400)
Other Revenue	(7,000)	-	-	-	-	-	-	(7,000)
Total Revenue	(24,400)	-	-	-	-	-	-	(24,400)
Net Budget	7,503	-	-	-	-	-	-	7,503
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	



Ganaraska Region Conservation Authority

The Township is a member of the Ganaraska Region Conservation Authority (GRCA).

We participate formally on their Board, staff deal regularly with GRCA staff, and Township's residents are directly impacted by the range of the GRCA's programs, services, and operations delivered within their mandate.





GRCA Budget Highlights

Table 40: Ganaraska Region Conservation Authority Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	-	-	-	
Contribution to Reserve	-	-	-	
Other Expenditure	184,204	185,804	1,600	0.9%
Total Expenditures	184,204	185,804	1,600	0.9%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	-	-	-	
Total Revenue	-	-	-	
Net Budget	184,204	185,804	1,600	0.9%

Table 41: Ganaraska Region Conservation Authority Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve	New	2023 Draft Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	184,204	1,600	-	-	-	-	-	185,804
Total Expenditures	184,204	1,600	-	-	-	-	-	185,804
Revenues								
Contribution from Reserve	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Budget	184,204	1,600	-	-	-	-	-	185,804
		0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	



GRCA Pressure Sheet

Table 42: Ganaraska Region Conservation Authority Pressure Sheet

Budget Variance Explanation	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						184,204		
EXPENDITURES								
Other Expenditure								
CONSERVATION AUTHORITY	171,874	179,470	184,204	184,204	185,804	1,600	0.9%	Council approved 2023 Budget for GRCA at the Special Council meeting on Dec. 13, 2022 (T2022-19) - RES:2022-297
Total Expenditures Variance						1,600	0.9%	
BASE BUDGET INCREASE						1,600	0.9%	
Incremental Change Net Budget						1,600 185,804	0.9% 0.9%	



Animal Services

In May 2022, Council transferred care and enforcement of animal services to the Northumberland Humane Society (NHS). The Northumberland Humane Society is a community minded organization governed by a volunteer board and has a strong reputation as an animal

welfare group. The agreement is a five-year term and is based on a model of animal control, enforcement, and care currently being delivered by Humane Society agencies across various municipalities in Ontario.





Animal Services Budget Highlights

Table 43: Animal Services Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	-	-	-	
Contribution to Reserve	-	-	-	
Other Expenditure	60,642	36,700	(23,942)	-39.5%
Total Expenditures	60,642	36,700	(23,942)	-39.5%
Revenues				
Contribution from Reserv	-	-	-	
Other Revenue	(3,570)	(3,570)	-	0.0%
Total Revenue	(3,570)	(3,570)	-	0.0%
Net Budget	57,072	33,130	(23,942)	-42.0%

Table 44: Animal Services Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve	New	2023 Draft Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	60,642	(23,942)	-	-	-	-	-	36,700
Total Expenditures	60,642	(23,942)	-	-	-	-	-	36,700
Revenues								
Contribution from Reserv	-	-	-	-	-	-	-	-
Other Revenue	(3,570)	-	-	-	-	-	-	(3,570)
Total Revenue	(3,570)	-	-	-	-	-	-	(3,570)
Net Budget	57,072	(23,942)	-	-	-	-	-	33,130



Table 45: Animal Services Pressure Sheet

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						57,072		
EXPENDITURES								
Other Expenditure								
ANIMAL SERVICES	60,642	60,642	27,105	60,642	36,700	(23,942)	-39.5%	As per the contracted rate
Total Expenditures Variance						(23,942)	-39.5%	
BASE BUDGET INCREASE						(23,942)	-42.0%	
Incremental Change						(23,942)	-42.0%	
Net Budget						33,130	-42.0%	



Public Works Department

What We Do

It is the responsibility of the Public Works Department to maintain and improve the Township's 299 kms of roads for the benefit of the traveling public. The department also maintains a fleet of vehicles and equipment with a long-term capital replacement schedule.

The department is responsible for the delivery of services to our residents and tax payers in our community with a focus on customer service. Roads are maintained in accordance to Township and Provincial Minimum Maintenance Standards.



Department functions can be categorized as follows:

Operations

- Maintenance of local right-of-way's (trees, ditches, catch basins),
- Maintenance of roads within our boundaries,
- Winter control operations, including snow plowing and sanding/salting,
- Installation and maintenance of signage on roadways,
- Installation and maintenance of ditching and drainage systems,
- Surface Treatment, shoulder repair and dust control.
- Asphalt patching,
- Street sweeping and street light maintenance,
- Pavement marking and pavement preservation.



Roads and Infrastructure Management

- Long range planning of the Township's Road and storm sewers, including storm water management ponds
- Inspection of Road Reconstruction Programs (storm sewers, curbs, granular materials, hot mix asphalt)
- Assist with GIS updates and mapping.

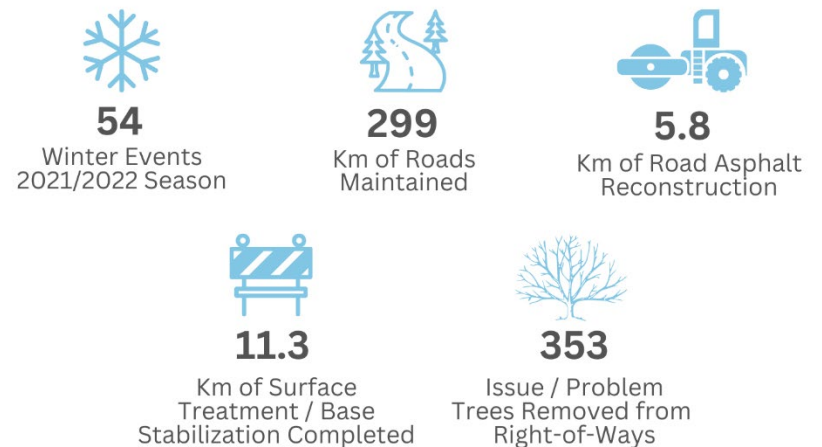
2022 Public Works Accomplishments

- Continue to update and work on the ten-year Capital Plan to guide the replacement of vehicle assets in the municipality.
- New Dump Truck was ordered spring of 2021 and its anticipated delivery date is March 2023.
- New Dump Truck – has been tendered and ordered, anticipating delivery Spring of 2024.
- \$530,000 in surface treatment and base stabilization, approx. 11.3 km's and \$1,376,000 for asphalt reconstruction, approx. 5.8 km's.
- Completed the rehabilitation of the 1994 Champion motor grader.
- Completed and removed 353 trees within the roadway plus additional priority and emergency trees.
- Continued work on the Baltimore area Stormwater Master Plan.

2023 Public Works Priorities

- Continue to Implement and review the long-term vehicle/equipment replacement schedule.
- Continue to work on the 10-year capital plan for road network reconstruction.
- Maintain and improving existing road infrastructure.
- Replacement of our John Deere tractor with a more efficient and effective roadside grass and vegetation mower.
- Replacing a 2010 ¾ ton pickup truck.
- Updating Asset Management.
- Updating GIS mapping and software.
- Updating and improving existing work order system.

2022 Public Works Statistics



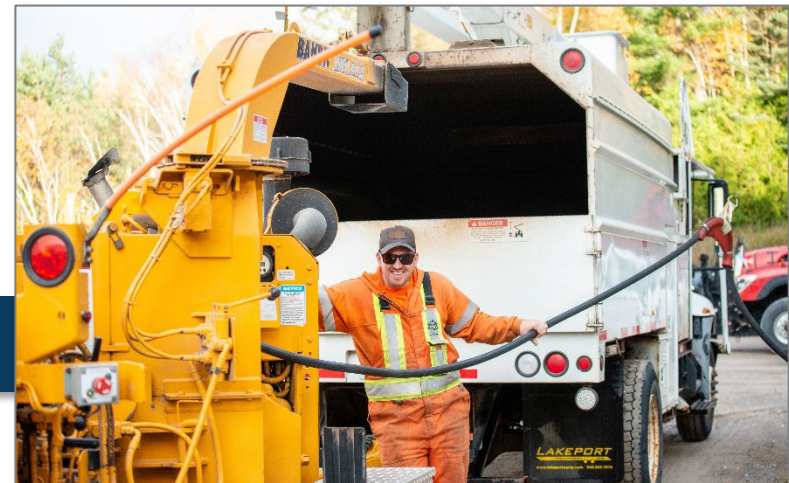


Public Works Efficiencies

- Maintained Public works operations even though the Public Works building had a significant fire.
- New larger vehicles are equipped with emission control system, which includes diesel particular filter (DPF), diesel exhaust fluid, etc.
- Larger trucks have an anti-idling device.
- Staff are proposing to purchase a ½ ton pickup truck rather than a ¾ ton pickup truck.

Wash soaps are environmentally friendly.

- Roads are sanded with a sand salt mix, rather than straight salt to reduce sodium chloride along roadside. The salt is also treated enhancing its performance, therefore, melts at a lower temperature and longer lasting.
- Lights in the Public works garage are LED high-efficiency bulbs.





Public Works Budget Highlights

Table 46: Public Works Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	1,340,442	1,413,358	72,916	5.4%
Contribution to Reserve	358,000	358,000	-	0.0%
Other Expenditure	2,233,453	2,241,676	8,223	0.4%
Total Expenditures	3,931,895	4,013,034	81,140	2.1%
Revenues				
Contribution from Reserve	(80,000)	-	80,000	
Other Revenue	(123,860)	(123,860)	-	0.0%
Total Revenue	(203,860)	(123,860)	80,000	-39.2%
Net Budget	3,728,035	3,889,174	161,140	4.3%

Table 47: Public Works Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	1,340,442	72,916	-	-	-	-	-	1,413,358
Contribution to Reserve	358,000	-	-	-	-	-	-	358,000
Other Expenditure	2,233,453	28,900	-	59,323	-	(80,000)	-	2,241,676
Total Expenditures	3,931,895	101,816	-	59,323	-	(80,000)	-	4,013,034
Revenues								
Contribution from Reserve	(80,000)	-	-	-	-	80,000	-	-
Other Revenue	(123,860)	-	-	-	-	-	-	(123,860)
Total Revenue	(203,860)	-	-	-	-	80,000	-	(123,860)
Net Budget	3,728,035	101,816	-	59,323	-	-	-	3,889,174
		2.7%	0.0%	1.6%	0.0%	0.0%	0.0%	



Public Works Budget Pressure Sheet

Table 48: Public Works Budget Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						3,728,035		
EXPENDITURES								
Personnel	1,149,598	1,241,088	1,202,415	1,340,442	1,413,358	72,916	5.4%	General Cost of living, step rate and Benefit Rate Increases; Impact of offering the OMERS Plan to non-full-time employees
Other Expenditure								
Road ADMIN								
ADVERTISING	137	-	-	400	-	(400)	-100.0%	Advertising on website/social media platform now
CLEANING SERVICES	1,154	389	6,304	6,000	7,000	1,000	16.7%	Additional cleaning due to COVID
Roads Fleet								
VEHICLE REPAIRS EXPENSE	159,627	155,415	132,037	125,000	130,000	5,000	4.0%	Aligned with Actual
Roads Miscellaneous Maintenance								
TREE REMOVAL	10,761	34,771	24,076	35,000	60,000	25,000	71.4%	Additional tree removal
RD SIGNS-MATERIALS	10,040	8,160	8,284	11,700	10,000	(1,700)	-14.5%	Making signs in house
Total Other Expenditures Variance						28,900	0.8%	
Total Expenditures Variance						101,816	2.1%	
BASE BUDGET INCREASE						101,816	2.7%	



2023 Budget Package

Table 49: Public Works Budget Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
INFLATIONARY IMPACT								
FUEL	99,435	117,971	218,076	150,000	196,000	46,000	30.7%	Significant increase to fuel price
INSURANCE	78,951	86,817	98,645	88,554	101,877	13,323	15.0%	Aligned with Actual + Rate Increase
INFLATIONARY IMPACT						59,323	1.6%	
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS								
TREE REMOVAL				80,000	-	(80,000)		Removal of one time budget increase
TRANSFER FROM ROAD RESERVE				(80,000)	-	80,000		in 2022
REVERSAL OF ONE TIME RESERVE FUNDED PROJECTS						0		
Incremental Change						161,140	4.3%	
Net Budget						3,889,174	4.3%	





Parks and Facilities Department

What We Do

To provide a wide range of recreation and active living opportunities and experiences through the management and maintenance of the parks system, the two, multi-use recreational facilities, two additional community banquet halls and three waterfront parks.

Work includes management and maintenance of arenas, indoor turf, ball diamonds, basketball courts, tennis courts, multi-purpose courts, trails, waterfront parks and active and passive parks throughout the Township of Hamilton.

Parks and Facilities staff work with approximately fifty different user groups and organization to provide facilities for recreation services for multiple organizations within Hamilton Township and neighbouring communities.



2022 Parks & Facilities Accomplishments

Facility Reopening with Public Health Guidelines

In 2022 Parks and Facilities staff were challenged with providing recreation facility services to the public while maintaining all Public Health measures set out by the province. Safety Plans and operating procedures that were created for all public facilities and staff operated within these procedures to ensure public safety was always maintained. When facilities reopened in February, staff was tasked with proof of vaccination checks for all people entering public recreation facilities. By the spring of 2022 Public Health Measures were reduced and staff could once again with user groups provide recreation programs and events.

Some of these events included two cycling events, one Dog Show, and various Lacrosse Camps, Holiday Skates, and Go Vaxx Bus clinics.



Parks and Recreation Master Plan

The Parks and Recreation Master Plan was completed in July of 2022 with the help of the Parks and Recreation Committee and the Master Plan consulting team. In total the Master Plan provided 129 recommendations for managing and developing parks and recreation facilities, programs, infrastructure, resources and investment through to 2031. These recommendations are rolled out in immediate, short, medium and long term needs.

Capital Purchases

The Parks and Facilities department capital budget included two purchases in 2022. The replacement of a 60" out front rotary mower for cutting grass in the parks and the purchase of a new floor scrubber for the Bewdley Community Centre.

Cold Springs Playground and Sun Shelter

Staff worked with the Cold Springs Park Committee and were successful in receiving a \$50,000 Trillium Grant for the purchase of a playground for the Cold Springs Park. Included with the playground is a 12' x 24' covered sun shelter. The playground was installed in October and the sun shelter is scheduled to be completed during the winter of 2023.

Baltimore Ballpark Washrooms

The current washrooms at the Baltimore ballpark were constructed in 1990. The park washrooms are a seasonal facility that are used from May until October. In recent years the park has seen increased ball league and tournament play, an active walking trail and a new playground. Staff have been receiving complaints from the public regarding the state of the facility, including deteriorated and rotted counter and sinks, rusted metal bathroom stalls and deteriorated flooring. Further the washrooms have experienced years of vandalism.

The renovations of the washrooms at the Baltimore Ballpark will include new commercial toilets and urinals, new polymer stalls, stainless steel sinks and counter tops and epoxy flooring. In addition to these upgrades a new locking mechanism on a timer will be added to assist with locking the washrooms at night and opening early in the morning to assist with control of vandalism.





2023 Parks & Facilities Priorities

Master Plan Implementation

Through the public consultation component of the Master Plan, it was very evident the residents of the Township were looking for recreation programs and events in Hamilton Township. The Master Plan has identified the need for a Recreation Programmer / Event Developer to deliver these programs and events within Hamilton Township Facilities. This position will facilitate programming in community facilities and spaces while matching the needs/interests in potential program providers. Further this position will work with Community Groups/Organizations and County Economic Development Departments to identify program and events interests.

Laurel Park Playground Replacement

The 2023 Capital Budget will include \$60,000 for the replacement of the Playground at Laurel Park. Staff have submitted grants for this playground replacement to include an accessible playground for this community. The current playground was constructed prior to 1980.

Parks and Facilities Efficiencies

Recently staff has pursued Hydro One grants to upgrade all interior and exterior lighting to more energy efficient fixtures to reduce costs.

When upgrading HVAC units, staff investigate the most economical costs units to operate and units with help reduce the carbon footprint. Most recently ice resurfacers have been replaced with natural gas units and freon dehumidifiers have been replaced with electric desiccant units.

2022 Parks and Recreation Statistics



1100

Baltimore
Ice Hours



1200

Turf
Hours



850

Bewdley
Ice Hours



13

Full-day
Banquets



23

Half Day
Rentals



16

Baseball
Tournaments



Parks and Facilities Department Highlights

Table 50: Parks and Facilities Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	773,942	855,028	81,086	10.5%
Contribution to Reserve	83,500	128,500	45,000	53.9%
Other Expenditure	574,528	597,664	23,136	4.0%
Total Expenditures	1,431,970	1,581,192	149,222	10.4%
Revenues				
Contribution from Reserve	(2,500)	(2,500)	-	0.0%
Other Revenue	(450,358)	(451,966)	(1,608)	0.4%
Total Revenue	(452,858)	(454,466)	(1,608)	0.4%
Net Budget	979,112	1,126,726	147,614	15.1%

Table 51: Parks and Facilities Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	773,942	39,086	-	-	-	-	42,000	855,028
Contribution to Reserve	83,500	-	-	-	45,000	-	-	128,500
Other Expenditure	574,528	7,822	-	12,314	-	-	3,000	597,664
Total Expenditures	1,431,970	46,908	-	12,314	45,000	-	45,000	1,581,192
Revenues								
Contribution from Reserve	(2,500)	-	-	-	-	-	-	(2,500)
Other Revenue	(450,358)	3,392	-	-	-	-	(5,000)	(451,966)
Total Revenue	(452,858)	3,392	-	-	-	-	(5,000)	(454,466)
Net Budget	979,112	50,300	-	12,314	45,000	-	40,000	1,126,726
		5.1%	0.0%	1.3%	4.6%	0.0%	4.1%	



Parks and Facilities Department Pressure Sheet

Table 52: Parks and Facilities Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						979,112		
EXPENDITURES								
Personnel	675,712	729,260	676,985	773,942	813,028	39,086	5.1%	General Cost of living, step rate and Benefit Rate Increases; Impact of offering the OMERS Plan to non-full-time employees
Other Expenditure								
Administration								
INSURANCE	6,823	7,503	7,518	7,653	8,800	1,147	15.0%	Aligned with Actual + Rate Increase
Parks General								
HYDRO	1,264	1,780	5,351	4,500	5,600	1,100	24.4%	Aligned with Actual + Contingency
Baltimore Rec Centre								
CLOTHING ALLOWANCE	703	551	743	825	1,000	175	21.2%	Based on collective agreement
CREDIT CARD SERVICE CHARGES	542	1,377	1,880	550	2,000	1,450	263.6%	Aligned with Actual
EQUIPMENT MAINTENANCE	38,339	36,981	37,464	37,500	38,000	500	1.3%	Aligned with Actual
WATER USAGE	-	7,725	4,921	4,000	7,500	3,500	87.5%	Aligned with actual
Bewdley Rec Centre								
CLOTHING ALLOWANCE	480	423	428	550	500	(50)	-9.1%	Based on collective agreement
Total Other Expenditures Variance						7,822	0.8%	
Total Expenditures Variance						46,908	4.8%	
REVENUES								
Other Revenue								
Baltimore Rec Centre								
RECOVERIES	(4,580)	(4,200)	(1,428)	(4,692)	-	4,692	-100.0%	With the closing of MAS - Township will no longer provide groundskeeping service
Bewdley Rec Centre								
TOWER REVENUE	-	-	-	(2,600)	-	2,600	-100.0%	Contract Expired
ARENA FLOOR RENTALS	-	-	(150)	(1,600)	(500)	1,100	-68.8%	Limited summer rentals
ARENA ICE RENTALS	(80,145)	(69,450)	(76,004)	(120,000)	(125,000)	(5,000)	4.2%	Increased due to increase in expected revenue
Total Revenues Variance						3,392	0.3%	
BASE BUDGET INCREASE						50,300	5.1%	



Table 53: Parks and Facilities Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
INFLATIONARY IMPACT								
INSURANCE	64,260	72,633	86,863	74,086	86,400	12,314	16.6%	Aligned with Actual + Rate Increase
INFLATIONARY IMPACT						12,314	1.3%	
LEGISLATED								
TRANSFER TO FACILITY RESERVE	64,500	60,000	60,000	60,000	105,000	45,000	75.0%	The current ammonia chiller at the Bewdley arena was constructed in 2001. The life expectancy of the chiller is 25 years. During Technical Standards and Safety Authority's (TSSA) annual inspection in August of 2021, TSSA has requested that the Township has a plan in place to replace the chiller by 2026.
LEGISLATED						45,000	4.6%	
NEW ITEM								
PROGRAMMER/EVENT DEVELOPER					42,000			July 2023 start
PROGRAMING REVENUE					(5,000)	37,000		
GROUNDKEEPING MTCE	45,665	49,071	48,670	49,000	52,000	3,000	6.1%	Increased due to additional services for Harwood Waterfront - Budget increased Post January 19th Special Budget Meeting
TOTAL NEW ITEM						40,000	4.1%	
Incremental Change						147,614	15.1%	
Net Budget						1,126,726	15.1%	



Budget Enhancement Request

Project Name: Recreation Programmer/Event Developer

Submitted By: Trevor Clapperton, Manager of Parks and Facilities

Department: Parks and Facilities Department

Estimated Start Date: July 2023

Table 54: Recreation Programmer / Event Developer Project Description and Justification

Project Description:	Recreation Programmer / Event Developer
Project Justification:	<p>The 2022 Parks and Recreation Master Plan identified the need to hire a Recreation Program/Event Developer to immediately begin developing programs and activities at all Township facilities and parks, and to facilitate programming at other community spaces that are public serving. The Programmer will work in matching the needs/interests in potential program providers, seamlessly facilitating providers in delivering services will help recruit and retain instructors.</p> <p>Proactively facilitating programming through a dedicated staff position is a prerequisite to optimizing the use of recreation facilities and parks. This additional staff member will provide the resources to ensure program development becomes a core municipal function.</p> <p>The cost for this position can be viewed as a return on investment. Growth in programming and facility use will generate revenues that would otherwise not materialize.</p>



Project Justification (continued):	In addition to generating programming within Parks and Facilities, the Recreation Programmer/Event Developer would work directly with the Manager of Parks and Facilities and the primary responsibility of this position would include proactive relationship building with various sectors of the community including the County Economic Development Department to identify program and event interests in both sport and non-sport areas including arts, culture and heritage.
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Table 55: Recreation Programmer / Event Developer Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	Low	
Legislative Requirement	Low	
Operational Saving, Short Payback	Medium	Providing recreational programming and developing events for the Municipality will generate additional revenues for the Parks and Facilities Department.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Low	



Criteria	Assessment (Low, Medium, High)	Comments
Growth Related	Medium	With new developments within Hamilton Township and results of the community consultation through the Parks and Recreation master Plan, residents have indicated that there is a need for recreation programming within the Township of Hamilton.
Service Enhancements	High	Currently staff rent facilities to those who approach the Township looking for space to rent and recover some costs. The Township providing programming and events within Township facilities would enhance and provide services for residents within these facilities.



Table 56: Recreation Programmer / Event Developer Project Costing

Cost	2023 (July 1 to Dec 31)	2024 (Full Year Cost)	2024 Annualization
Salary and Benefits	\$42,000	\$84,000	\$42,000
Programming Revenue	(5,000)	(10,000)	(5,000)
Total Expenditure	\$37,000	\$74,000	\$37,000

Table 57: Recreation Programmer / Event Developer Project Funding

Funding	2023 (July 1 to Dec 31)	2024 (Full Year Cost)
Taxation	\$37,000	\$37,000
Total	\$37,000	\$37,000



Budget Enhancement Request

Project Name: Harwood Waterfront

Submitted By: Trevor Clapperton, Manager of Parks and Facilities

Department: Parks and Facilities Department

Estimated Start Date: 2023

Table 58: Harwood Waterfront Project Description and Justification

Project Description:	<p>As requested by the Friends of the Harwood Waterfront (FHW) this project would include;</p> <ul style="list-style-type: none">• Stabilizing the shoreline of the waterfront along the west side of the beach area.• Placing Sand on the shore of the beach area.• Removing weeds from the beach area as permitted under the Trent Severn Waterway regulations.
Project Justification:	<p>The Friends of the Harwood Waterfront (FHW) submitted a letter to Council and spoke and Budget Meeting #1 concerning there was no money allocated in the 2023 budget for the Harwood Waterfront. Staff have consulted with the FHW regarding issues with the Waterfront. There concerns were the eroding banks of the lake along the west side of the beach, the lack of sand on the beach and amounts of weeds that come into the beach area.</p> <p>The Public Works Department re-paved Railway Road and the parking area for the waterfront in 2022, this has been completed in a manner that will correct the water flow from the road and control the washing away of the beach sand. Therefor once sand is put in place on the beach, it should remain stable at this time.</p>



Project Justification (continued):	<p>Understanding any work within the shoreline or the water would require a permit from the Trent Severn Waterway Authority. Staff are currently working with the Trent Severn to determine the possibility of stabilizing the shoreline beside the beach, staff feel this could be completed with a geotextile material and rock, however this will require Trent Severn authorization.</p> <p>Weeds on the beach have been an issue for this area for years. Under the Trent Severn Waterway Authority regulations, weeds that are floating and not rooted can be removed from the shoreline without permit but cannot occur prior to July 1st. Staff have worked to try and clear the weeds however they can be overwhelming and a challenge to keep clear based on weather, wind direction and staff availability. It is recommended that the current parks staff dedicated a minimum of 6 hours per week (2 days per week) from July 1st until Sept 1st to remove weeds from the beach area. Ensuring all Trent Severn regulation and Health and Safety regulations are maintained.</p>
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Table 59: Harwood Waterfront Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	Low	Enhancing the beach area is not a safety concern, however remove the weeds and placing new sand on the beach will make for a much cleaner waterfront area.
Legislative Requirement	Low	Any work completed within the body of water regarding removal of weeds or bank stabilization must be done within the regulations set out by the Trent Severn Waterway.
Operational Saving, Short Payback	Low	



Criteria	Assessment (Low, Medium, High)	Comments
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Low	With the upgrades to the Railway Road completed in 2022, this will improve the erosion issue of the beach therefore, the sand that is put in place should not wash away. The Erosion issue along the side of the beach will continue to erode. By stabilizing the bank of the beach it will secure the waterfront area.
Growth Related	Low	
Service Enhancements	High	By having dedicated times to remove the weeds from the beach, placing new sand on the beach and stabilizing the waterfront from erosion will enhance the entire waterfront area and make it more desirable for swimming and recreation.



Table 60: Harwood Waterfront Project Costing

Cost	2023
Additional Harwood Waterfront Services	\$3,000
Total Expenditure	\$3,000

Table 61: Harwood Waterfront Project Funding

Funding	2023
Taxation	\$3,000
Total	\$3,000



Library

The Cobourg and District Library provides library services to the Township of Hamilton. The Library is governed by a Board with Township of Hamilton Council representation. Budgets are passed by the Board and then forwarded to Council as a funding request.

There are two library branches physically within the Township – the Alice D. Behan Public Library at the

Bewdley Community Centre and the Gores Landing Public Library located in the Gores Landing Hall. Residents can also access all the services and programming available at the Cobourg Public Library's Main Branch in Downtown Cobourg.





Library Budget Highlights

Table 62: Library Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	-	-	-	
Contribution to Reserve	-	-	-	
Other Expenditure	336,843	343,584	6,741	2.0%
Total Expenditures	336,843	343,584	6,741	2.0%
Revenues				
Contribution from Reserve	-	-	-	
Other Revenue	(19,180)	(19,180)	-	0.0%
Total Revenue	(19,180)	(19,180)	-	0.0%
Net Budget	317,663	324,404	6,741	2.1%

Table 63: Library Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Contribution to Reserve	-	-	-	-	-	-	-	-
Other Expenditure	336,843	6,741	-	-	-	-	-	343,584
Total Expenditures	336,843	6,741	-	-	-	-	-	343,584
Revenues								
Contribution from Reserve	-	-	-	-	-	-	-	-
Other Revenue	(19,180)	-	-	-	-	-	-	(19,180)
Total Revenue	(19,180)	-	-	-	-	-	-	(19,180)
Net Budget	317,663	6,741	-	-	-	-	-	324,404
		2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	



Library Pressure Sheet

Table 64: Library Pressure Sheet

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						317,663		
EXPENDITURES								
Other Expenditure								
CONTRACTED LIBRARY SERVICES	325,359	330,236	336,843	336,843	343,584	6,741	2.0%	In February 2020, Council authorized the Mayor and Clerk to renew the contract (2020-2023) between the Township and Cobourg Public Library board as per the terms setup in T2020-05.
Total Expenditures Variance						6,741	2.0%	
BASE BUDGET INCREASE						6,741	2.1%	
Incremental Change						6,741	2.1%	
Net Budget						324,404	2.1%	



Community Grants and Other Committees

The Township of Hamilton provides community grants and other donations to local organizations. During 2022 Budget deliberation Council approved \$58,343 for Community Grants and other Committees. 2022 approved allocation as indicated in Table 65.

Table 65: 2022 Community Grants and Other Committee Budget Amounts

	2022 Budget
Community Grants and Other Committees	
Health and Safety	7,500
Community Services Grant	22,000
Heritage Committee	6,500
Accessibility	10,000
Climate Change Committee	2,500
Physician Recruitment	9,843
Community Grants and Other Committees Total	58,343





Community Grants and Other Committees Budget Highlights

Table 66: Community Grants and Other Committees Budget Highlights

	2022 Budget	2023 Draft Budget	Variance (Fav)/Unfav	Variance %
Expenditures				
Personnel	-	-	-	0.0%
Contribution to Reserve	15,000	15,000	-	0.0%
Other Expenditure	81,143	55,100	(26,043)	-32.1%
Total Expenditures	96,143	70,100	(26,043)	-27.1%
Revenues				
Contribution from Reserve	(36,000)	(10,000)	26,000	-72.2%
Other Revenue	(1,800)	(1,800)	-	
Total Revenue	(37,800)	(11,800)	26,000	-68.8%
Net Budget	58,343	58,300	(43)	-0.1%

Table 67: Community Grants and Other Committees Budget Highlights by Category

	2022 Approved Budget	Base	Annualization	Inflationary	Legislated	Reversal of One Time Reserve Funded Projects	New	2023 Draft Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Contribution to Reserve	15,000	-	-	-	-	-	-	15,000
Other Expenditure	81,143	(26,043)	-	-	-	-	-	55,100
Total Expenditures	96,143	(26,043)	-	-	-	-	-	70,100
Revenues								
Contribution from Reserve	(36,000)	26,000	-	-	-	-	-	(10,000)
Other Revenue	(1,800)	-	-	-	-	-	-	(1,800)
Total Revenue	(37,800)	26,000	-	-	-	-	-	(11,800)
Net Budget	58,343	(43)	-	-	-	-	-	58,300



Community Grants and Other Committee Pressure Sheet

Table 68: Community Grants and Other Committees Pressure Sheet (Part 1)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
2022 Net Budget						58,343		
EXPENDITURES								
Other Expenditure								
Council Grants	16,500	19,150	20,000	22,000	22,000	-	0.0%	See Page 113 for detail
Hospice Grant								
HOSPICE GRANT	26,000	26,000	26,000	26,000	-	(26,000)	-100.0%	On December 19, 2017, Council approved the Northumberland Community Care funding request and committed to \$130,000 of donation towards Northumberland Hospice Care Center at \$26,000 over five years (2018-2022). The last installment of the fund was
Physician Recruitment								
PHYSICIAN RECRUITMENT	9,800	9,800	9,843	9,843	9,800	(43)	-0.4%	Budget request received in Oct. 2022
Total Expenditures Variance						(27,543)	-27.1%	



Table 69: Community Grants and Other Committees Pressure Sheet (Part 2)

Budget Variance Explanations	2020 Actual	2021 Actual	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	Incremental Changes	% Change Over Prior Year	Explanation
REVENUES								
Contribution from Reserve								
Hospice Grant								
HOSPICE GRANT FUNDING	(26,000)	(26,000)	(26,000)	(26,000)	0	26,000	-100.0%	On December 19, 2017, Council approved the Northumberland Community Care funding request and committed to \$130,000 of donation towards Northumberland Hospice Care Center at \$26,000 over five years (2018-2022). The last installment of the fund was issued in 2022 and therefore the contribution from reserve is being removed from 2023 budget.
Total Revenues Variance						26,000	-68.8%	
BASE BUDGET INCREASE						(43)	-0.1%	
Incremental Change						(43)	-0.1%	
Net Budget						58,300	-0.1%	



2023 Budget Package

Table 70: Community Grants and Other Committees – Council Grant.

COUNCIL GRANT	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Variance \$	Variance %	Comment
Harwood Hall	\$ 7,000	\$ 7,000	\$ 10,000	\$ 7,000	\$ (3,000)	-30%	\$10k - for longer term fundraising plans to construct new "accessibility" washrooms as well as ring entrance way up to current building code standards \$5k - for immediate fundraising goal to upgrade and enhance current playgroud equipment including "special" seat for children with autism
Gores Landing Hall	\$ 1,000	\$ 3,500	\$ -	\$ 1,500	\$ 1,500		To purchase of ceiling mount projector for movie nights. This would eliminate tripping hazards from cards of table top projector.
Community Care	\$ 8,500	\$ 8,500	\$ 9,000	\$ 9,000	\$ -	0%	Rural/Accessible Transit
Bethlehem Walk	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0%	For the use of Cold Springs Hall and park, policing, fire department, administration, road closure, hall & cenotaph parking lots for Bethlehem Walk Note: The Bethlehem Walk was cancelled in 2020 and 2021 due to COVID.
Royal Canadian Legion Branch 577	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500		To replace the 3 aged flag poles at the legion cenotaph. This would include 3 new bases, 3 new poles, and installation.
MISC GRANTS TO COMMUNITY SERVICES	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0%	
COMMUNITY SERVICES COUNCIL GRANT	\$ 19,500	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0%	



2023 Draft Capital Budget



2023 Draft Capital Budget Overview

The Township of Hamilton's Capital Budget outlines the financial needs for growth and maintenance of existing infrastructure. The Capital Budget is funded through reserve and reserve funds, development charges and tax rate as well as grants as they become available.

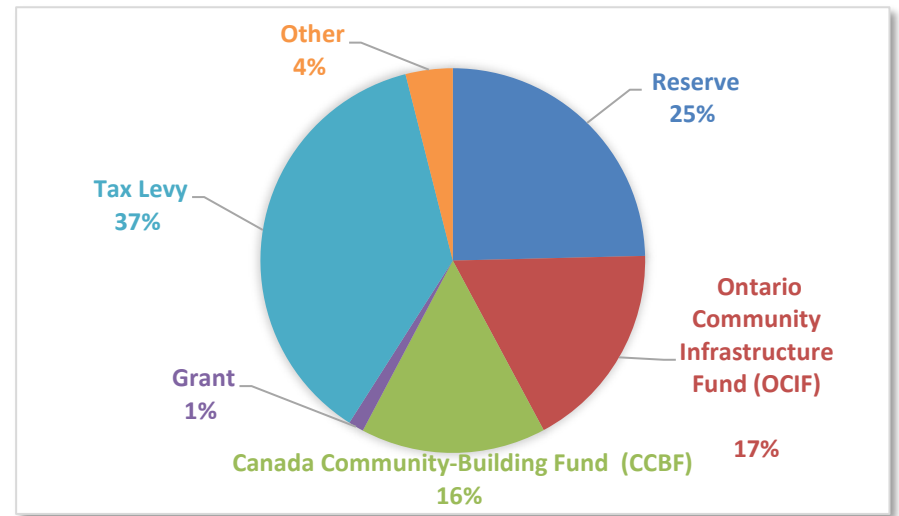
Table 63 provides a summary of the 2023 Draft Capital Budget Request. Details of the capital budget and business enhancement sheets can be found under the corresponding departmental sections.

Table 71: 2023 Draft Capital Budget Request Summary

Department	2023 Capital Budget Request
Fire Services (<i>Pre-approved on January 19, 2023</i>)	\$25,000
Roads – Fleet	\$105,000
Roads	\$1,722,064
Parks & Facilities	\$110,000
Planning	\$12,000
General Government	\$20,000
2023 Draft Capital Budget	\$1,994,064

The 2023 Draft Capital Budget includes pre-approval of \$25,000 for Personal Protective Equipment replacement (RES:2023-28).

Figure 6: 2023 Draft Capital Budget Funding Source





2023 Draft Capital Budget by Department

Table 72: Capital Budget by Department

Description of Capital Project	2023 Capital Budget Request	Reserve	Debt	Development Charges	Ontario Community Infrastructure Fund (OCIF) NOTE 1	Canada Community-Building Fund (CCBF)	Grant	Other	Tax Levy	NOTE
FIRE SERVICE										
Personal Protective Equipment Replacement (PRE-APPROVAL on JANUARY 19, 2023 @ 1st Special Budget Meeting)	25,000	(25,000)							-	FIRE VEHICLE/EQUIPMENT RESERVE
Total Fire Services	25,000	(25,000)	-	-	-	-	-	-	-	
ROADS-FLEET										
Truck 7 - ¾ Ton Pickup Replacement	80,000	(80,000)							-	ROAD VEHICLE/EQUIPMENT RESERVE
MTO & Safety License Device	25,000	(25,000)							-	ROAD VEHICLE/EQUIPMENT RESERVE
Total Roads-Fleet	105,000	(105,000)	-	-	-	-	-	-	-	
ROADS										
Sully Road	195,000							(92,000)	(103,000)	Barron Subdivision agreement
Sutter Creek Drive	50,000								(50,000)	
Payne Road	290,000					(290,000)			-	
Clapperton Road	35,000								(35,000)	
Byers Road	52,000								(52,000)	
Hannah Road shared cost 50/50 with OSM	46,064								(46,064)	
Bethel Grove Road	129,000								(129,000)	
Stoneridge Drive	210,000				(48,000)	(72,115)			(89,885)	Deferred by Council from 2022 (PWI-2022-03)
Road Project (\$110,000) + Transfer to Road Facility Reserve (\$110,000)	220,000								(220,000)	Approved by Council at the 2nd Special Budget Meeting
Crossen Road	105,000				(105,000)				-	
Valleyview Cres	255,000				(255,000)				-	
Engineering of Oak St and Mill St	80,000								(80,000)	
Guardrail	55,000								(55,000)	
Total Roads	1,722,064	-	-	-	(408,000)	(362,115)	-	(92,000)	(859,949)	No Increase to Tax Levy



2023 Budget Package

Table 73: Capital Budget by Department (Part 2)

Description of Capital Project	2023 Capital Budget Request	Reserve	Debt	Development Charges	Ontario Community Infrastructure Fund (OCIF) NOTE 1	Canada Community-Building Fund (CCBF)	Grant	Other	Tax Levy	NOTE
PARKS & FACILITIES										
Laurel Playground Replacement	60,000	(30,000)					(30,000)			- PARKS RESERVE
Baltimore Park Washroom Renovations	50,000	(50,000)								- RECREATION FACILITY RESERVE
Total Park & Recreation	110,000	(80,000)	-	-	-	-	(30,000)	-	-	-
PLANNING										
Cloudpermit Planning Module	12,000	(12,000)								- PLANNING RESERVE
Total Planning	12,000	(12,000)	-	-	-	-	(30,000)	-	-	-
GENERAL GOVERNMENT										
IT Projects	20,000	(20,000)								- ADMIN IT RESERVE
Total General Government	20,000	(20,000)	-	-	-	-	-	-	-	-
2023 Total Township's Draft Capital Budget	1,994,064	(242,000)	-	-	(408,000)	(362,115)	(30,000)	(92,000)	(859,949)	
NOTE 1 - 2023 OCIF allocated to Township is \$548,279. Carryover from 2022 was \$106k. There is \$654k OCIF to be allocated. Staff is proposing to fund \$429k (\$408k Township Road + \$21k Water) and keep the remaining \$225k as contingency in 2023 for potential budget overages in the road's approved projects.										



Business Enhancement Requests

Request #1: Personal Protective Equipment Replacement – Pre-approved January 19, 2023

Project Name: Personal Protective Equipment (PPE) Replacement

Submitted By: Mike Robinson, District Chief of Emergency Services

Department: Fire Department

Estimated Date of Completion: 2023

Asset Name: Annual Protective Clothing Replacement

Import ID: Not Applicable

Table 74: Personal Protective Equipment (PPE) Replacement Project Description and Justification

Project Description:	Replacement of Personal Protective Equipment (PPE)
Project Justification:	PPE has a legislated 10-year life span, an annual routine replacement program has been established. Approximately 6 sets of PPE are replaced annually to ensure all PPE does not exceed the 10-year life span.

Table 75: Personal Protective Equipment (PPE) Replacement Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	Replacement of front line equipment is safety related.



Criteria	Assessment (Low, Medium, High)	Comments
Legislative Requirement	High	PPE has a 10-year legislated replacement requirement
Operational Saving, Short Payback	Medium	New equipment decreases maintenance and the opportunity for failure resulting in an injury or service delivery issue
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	Delays in replacement of equipment could lead to liability issues for the municipality and labour charges regarding supply of PPE.
Growth Related	Low	-
Service Enhancements	Medium	Newer technology, less weight, increased protection for FF's

Table 76: Personal Protective Equipment (PPE) Replacement Project Capital Costings

Cost	2023
Personal Protective Equipment Replacement	\$25,000
Total Expenditure	\$25,000



Table 77: Personal Protective Equipment (PPE) Replacement Project Capital Funding

Funding	2023
Fire Vehicle / Equipment Reserve	\$25,000
Total	\$25,000



Request #2: ¾ Ton Pickup Replacement

Project Name: ¾ ton Pickup Replacement

Submitted By: Lucas Kelly, Manager of Public Works

Department: Public Works

Estimated Date of Completion: Sumer of 2023

Asset Name: Chevrolet ¾ ton extended cab pickup truck

Import ID: Not Applicable

Projected New Operating Codes:

Minimal due to warranty and some minor operating cost such as oil changes etc. Warranty for major components is typically five years.

Table 78: ¾ ton Pickup Replacement Project Description and Justification

Project Description:	To replace aging vehicles, 2010 ¾ ton extended cab pickup truck, with a more efficient ½ ton pick up truck.
Project Justification:	<p>To maintain safe and reliable vehicles for transportation of staff to and from the job sites. These vehicles are used on a daily basis for road construction, road maintenance and during winter activities. Staff have reviewed our current vehicle fleet and have determined that we can reallocate a ¾ ton pickup and replace it with a ½ ton that will be more efficient and operating costs will be less.</p> <p>This specific vehicle is used by the Public Works department and the Parks and Recreation. In the summer months this truck it used to transport staff to construction sites. This vehicle also has the bulk fuel tank to fuel construction vehicles and the brusher. It is also used to pull the culvert trailer and utility trailer for drainage improvements. It is also used during after hour call outs for flooding, trees, and other assignments</p>



	<p>Recent repairs included body work, rear leaf spring replacement, transmission lines, air conditioner lines and front-end repairs.</p> <p>Future repairs if not replaced will include, but not limited to, complete transmission service with unknown risks, coolant service and possible repair, hub assemblies and rear end differential. With today's increased costs these repairs would exceed \$7,000 and that is an estimate.</p>
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Table 79: ¾ ton Pickup Replacement Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	Medium	Proactively replacing vehicles to promote efficiency and operator safety and to have staff respond to emergency situations.
Legislative Requirement	Low	Meet CVOR and vehicle safety regarding safe vehicles in operation.
Operational Saving, Short Payback	Medium	Maintenance costs will be reduced in the short term due to warranties. Staff have reviewed our current fleet and have determined that we can reallocate a ¾ ton pickup truck and replace it with a ½ ton pickup truck.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Medium	Existing vehicle is 12 years old and has 206,000 km's and has reached its lifecycle. This unit is required during winter events at the Bewdley recreation centre for snow plowing operations. If this vehicle was to breakdown, it would result in additional risk because the parking lot is not plowed and possible additional vehicle expense to rent or contract out.



Criteria	Assessment (Low, Medium, High)	Comments
Growth Related	Medium	Additional rental of the facility result in additional demand for snow plowing.
Service Enhancements	Low	

Table 80: ¾ ton Pickup Replacement Project Capital Costing

Cost	2023
Truck 7	\$80,000
Total Expenditure	\$80,000

Table 81: ¾ ton Pickup Replacement Project Capital Funding

Funding	2023
Roads Vehicle / Equipment Reserve	\$80,000
Total	\$80,000



Request #3: MTO & Safety Licence Device

Project Name: MTO & Safety License Device

Submitted By: Lucas Kelly, Manager of Public Works

Department: Public Works

Estimated Date of Completion: Summer of 2023

Asset Name: MTO & Safety License Device

Import ID: Not Applicable

Projected New Operating Costs / Year:
Operating Costs will remain the same.

Table 82: MTO & Safety Licence Device Project Description and Justification

Project Description:	To purchase new equipment to support the changes to Motor Vehicle Inspection Stations.
Project Justification:	<p>In March 2022, the Ontario government announced a plan to integrate the emissions and safety inspection programs. The new program, called DriveON, will combine the heavy-duty diesel vehicle emissions testing program and the Ministry of Transportation's (MTO) MVIS program into a single, digital inspections program.</p> <p>When will this change happen?</p> <p>Existing MVIS' will be able to transition to the new program in phases based on inspection type.</p> <ul style="list-style-type: none"> • Inspection Type: Heavy-Duty / Diesel (Annual and Semi-Annual Inspections) - December 2022 to July 2023 • Inspection Type: Passenger / Light Duty (Safety Standard Inspections) - February 2023 to December 2023) • Inspection Type: Structural Inspections – July 2023 to October 2023



Table 83: MTO & Safety License Device Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	Maintaining our commercial vehicle safety certification. If this is not purchased, we will need to outsource all commercial vehicle safety inspections.
Legislative Requirement	High	As per Ministry of Transportation (MTO) and the CVOR regulations.
Operational Saving, Short Payback	Medium	To complete our annual safety in house and emission testing.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Medium	This is a new asset based on the new requirements from the MTO.
Growth Related	Low	This is not growth related, it is changes made by the MTO.
Service Enhancements	Medium	Not enhancement will be created but it will allow us to complete annual safety and emissions testing in-house.



Table 84: MTO & Safety License Device Project Capital Costing

Cost	2023
MTO & Safety Licence Device	\$25,000
Total Expenditure	\$25,000

Table 85: MTO & Safety License Device Project Funding

Funding	2023
Roads Vehicle / Equipment Reserve	\$25,000
Total	\$25,000



Request #4: Construction Program

Project Name: Construction Program

Submitted By: Lucas Kelly, Manager of Public Works

Department: Public Works

Estimated Date of Completion: Fall 2023

Asset Name: Capital Works Program

Import ID: Not Applicable

Table 86: 2023 Construction Program Description and Justification

Project Description:	2023 Construction Program
Project Justification:	Various roads in the Township require Surface Treatment as part of ongoing regular maintenance. See Table 1: Proposed Surface Treatment Program and Table 2: Proposed Hot Mix Paving Program for additional details.

Table 87: 2023 Construction Program - Proposed Surface Treatment Program

Road and Location	Road Condition Rating as per RNS (out of 100)	Budget
Sully Road – County Road 9 to County Road 18	69	\$195,000
Sutter Creek Drive – Sully Road to the end	70	\$50,000
Baron Subdivision agreement (cost towards Sully and Sutter Creek)		(\$92,000)



Road and Location	Road Condition Rating as per RNS (out of 100)	Budget
Payne Road – Van Luven road to Community Centre Road	71	\$290,000
Clapperton Road – County Road 15 to Hickerson Road (overlay)	74	\$35,000
Byers Road – County Road 28 to the end (overlay)	71	\$52,000
Hannah Road – County Road 28 to the end (cost sharing with Otonabee-South Monaghan) (overlay)	77	\$46,064
Bethel Grove Road – County Road 28 to Rowe Road (overlay and intersection improvements at Irwing Goheen Road)	83	\$129,000

Table 88: 2023 Construction Program - Proposed 2023 Hot Mix Paving Program

Road and Location	Road Condition Rating as per RNS (out of 100)	Budget
Stoneridge Drive – Forest Hill Drive to Danforth Road	55	\$210,000
Crossen Road – 300 metres south of County Road 15 to 800 metres south of County Road 15	71	\$105,000
Valleyview Crescent	57	\$255,000
Road Project (\$110,000) + Transfer to Road Facility Reserve (\$110,000)		\$220,000



Road and Location	Road Condition Rating as per RNS (out of 100)	Budget
Engineering of Oak Street and Mill Street – to complete design and engineering to have this project ready for 2024 construction season	Oak Street – 47 Mill Street - 49	\$80,000

Table 89: 2023 Construction Program Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	Medium	To maintain the existing road network and to ensure roads are reconstructed when necessary.
Legislative Requirement	Medium	As per minimum maintenance standards.
Operational Saving, Short Payback	Medium	Completing this road will reduce staff hours and the purchase of cold patch.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Medium	To continue with replacing and reconstructing assets based on road patrol, resident inquiries and the road needs study.



Criteria	Assessment (Low, Medium, High)	Comments
Growth Related	Low	To maintain the road network and to ensure as growth continues the roads are reconstructed.
Service Enhancements	Low	To maintain a level of service to the residents and the traveling public.

Table 90: 2023 Construction Program Capital Project Funding

Cost	2023
Construction Cost	\$1,667,064
Total Expenditure	\$1,667,064



Table 91: 2023 Construction Program Capital Project Funding

Funding	2023
Reserve	\$0
Ontario Community Infrastructure Fund (OCIF)	\$408,000
Taxation - \$110,000 of \$804,949 to be transferred to Road Facility Reserve	\$804,949
Canada Community-Building Fund (CCBF)	\$362,115
Other - Cash in Lieu from Barron Subdivision Agreement	\$92,000
Total	\$1,677,064



Request #5: 2023 Guardrail Program

Project Name: 2023 Guardrail Program

Submitted By: Lucas Kelly, Manager of Public Works

Department: Public Works

Estimated Date of Completion: Fall 2023

Asset Name: Not Applicable

Import ID: Not Applicable

Table 92: 2023 Guardrail Program Description and Justification

Project Description:	2023 Guardrail Program
Project Justification:	<p>A guide rail is a system designed to guide vehicles back to the roadway and away from potentially hazardous situations. There is no legal distinction between a guide rail and a guard rail. Several types of roadway guide rail exist; all are engineered to guide vehicular traffic on roads or bridges. Such systems include W-beam, box beam, cable, and concrete barrier. Each system is intended to guide vehicles back onto the road as opposed to guard them from going off the road into potential danger.</p> <p>The 2023 Guard Rail Program will remove and replace existing guard rails and/or install new guardrails. The guardrails may prevent a vehicle from hitting roadside obstacles which may be either man-made (sign structure, culvert inlets, utility poles) or natural (trees, rock croppings), running off the road and going down a steep embankment. A secondary objective is keeping the vehicle upright while deflected along the guardrail and away from the obstacle. Locations will be determined at a later date once winter season has come to an end to inspect any significant damages. If no significant repairs are needed, then staff will determine areas for installation.</p>



Table 93: 2023 Guardrail Program Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	Protecting the travelling public from roadside obstacles. Protect infrastructure that may be damaged if vehicles leave the roadway.
Legislative Requirement	Medium	To protect the traveling public.
Operational Saving, Short Payback	Low	Not Applicable
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	Medium	Routine maintenance of guardrail. Replacing damage or deteriorating guardrail in various locations.
Growth Related	Low	Not Applicable
Service Enhancements	Low	Not Applicable



Table 94: 2023 Guardrail Program Capital Project Costing

Cost	2023
2023 Guardrail Program	\$55,000
Total Expenditure	\$55,000

Table 95: 2023 Guardrail Program Capital Project Costing

Funding	2023
Taxation	\$55,000
Total	\$55,000



Request #6: Laurel Playground Replacement

Project Name: Laurel Playground Replacement

Submitted By: Trevor Clapperton, Manager of Parks and Facilities

Department: Parks and Facilities

Estimated Date of Completion: 2023

Asset Name: Not Applicable

Import ID: Not Applicable

Table 96: Laurel Playground Replacement Project Description and Justification

Project Description:	Laurel Playground Replacement
Project Justification:	The current playground at Laurel Park was constructed in about 1980. Many parts of the playground have been removed due to CSA requirements. The only remaining components of the playground that remain are one set of swings and one climber. The new playground will include Accessibility components and accessible wood fibre ground surfacing.

Table 97: Laurel Playground Replacement Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	The current playground is far beyond its life cycle and many components have been removed due to CSA requirements. A new playground will meet all CSA requirements and provide a safe environment.



Criteria	Assessment (Low, Medium, High)	Comments
Legislative Requirement	Medium	Due to CSA requirements the current playground requires replacement.
Operational Saving, Short Payback	Medium	A new playground with an accessible wood fibre matting will reduce the maintenance requirements of the current playground.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	The life expectancy of a playground is 25 years. The current playground is beyond 40 years old.
Growth Related	Medium	With new developments within the area along Castle Hill and Ontario St, this playground and park will benefit these developments.
Service Enhancements	High	A new playground will be a great enhancement of this park.

Table 98: Laurel Playground Replacement Project Capital Costings

Cost	2023
Laurel Playground Replacement	\$60,000
Total Expenditure	\$60,000



Table 99: Laurel Playground Replacement Project Capital Funding

Funding	2023
Parks Reserve	\$30,000
Possible Grant	\$30,000
Total	\$60,000



Request #7: Baltimore Park Washroom Renovations

Project Name: Baltimore Park Washroom Renovations **Submitted By:** Trevor Clapperton, Manager of Parks and Facilities

Department: Parks and Facilities **Estimated Date of Completion:** 2023

Asset Name: Not Applicable **Import ID:** Not Applicable

Table 100: Baltimore Park Washroom Renovations Project Description and Justification

Project Description:	Renovate and Update the Baltimore Ballpark Washrooms
Project Justification:	<p>The current washrooms at the Baltimore ballpark were constructed in 1990. The park washrooms are a seasonal facility that are used from May until October. In recent years the park has seen increased ball league and tournament play, an active walking trail and a new playground. Staff have been receiving complaints from the public regarding the state of the facility, including deteriorated and rotted counter and sinks, rusted metal bathroom stalls and deteriorated flooring. Further the washrooms have experienced years of vandalism.</p> <p>The renovations of the facility will include new commercial toilets and urinals, new polymer stalls, stainless steel sinks and counter tops and epoxy flooring. In addition to these upgrades a new locking mechanism on a timer will be added to assist with locking the washrooms at night and opening early in the morning to assist with control of vandalism.</p>



Table 101: Baltimore Park Washroom Renovations Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	Medium	Due to the deteriorated washrooms the ability to clean them has been a challenge therefore causing health risks for the users.
Legislative Requirement	Low	
Operational Saving, Short Payback	Medium	A newly refurbished building will provide staff the ability to keep clean and up to date and the ability to lock the facility with a timer will reduce vandalism.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	The current facility has not been updated for over 30 years.
Growth Related	High	With the updated playground and walking path at the Baltimore Park, the park has seen increased usage over the past years and therefore requires updating.
Service Enhancements	High	Staff has received many complaints regarding the condition of the current washrooms and therefore requires updating.



Table 102: Baltimore Park Washroom Renovations Project Capital Costing

Cost	2023
Baltimore Park Washroom Renovations	\$50,000
Total Expenditure	\$50,000

Table 103: Baltimore Park Washroom Renovations Project Capital Funding

Funding	2023
Recreation Facility Reserve	\$50,000
Total	\$50,000



Request #8: Planning & Development Software - Cloudpermit Planning Module

Project Name: Cloudpermit Planning Module

Submitted By: Tim Jeronimus

Department: Development Services

Estimated Date of Completion: 2024

Asset Name: Planning Software

Import ID: Not Applicable

Projected New Operating Costs/Year: \$8,000

Table 104: Cloudpermit Planning Module Project Description and Justification

Project Description:	Planning & Development Software - Cloudpermit Planning Module
Project Justification:	Online solutions for the planning applications and the planning approval process.

Table 105: Cloudpermit Planning Module Project Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	This platform helps track, monitor and receive planning applications as well as status updates. Retrieving detailed and accurate property information minimizes our risk and in turn time savings for staff.



Criteria	Assessment (Low, Medium, High)	Comments
		Seeing an overview of urgency and all deadlines ensures we stay on track with our approvals.
Legislative Requirement	High	The platform can set regulatory processing timelines and deadlines for different application types. Keep track of due dates. Check how many days are left to deem an application complete.
Operational Saving, Short Payback	Medium	Savings to staff time when circulating applications to internal and external departments.
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	This platform can be used anytime, anywhere whether on your phone, tablet or laptop. Planning applications can be submitted accepted and approved within the platform.
Growth Related	Medium	Municipal departments always strive for efficiencies because of growth. Meetings, public notices, circulations, timelines and mapping all take time and this platform provides support.
Service Enhancements	High	The benefits from online planning processes are significant. Not only can one apply anytime and anywhere, but the platform also uses maps that are integrated with our GIS. Communication with applicants can all be kept in one place.



Table 106: Cloudpermit Planning Module Project Capital Costing

Cost	2023
Cloudpermit Planning Module	\$12,000
Total Expenditure	\$12,000

Table 107: Cloudpermit Planning Module Project Capital Funding

Funding	2023
Planning Reserve	\$12,000
Total	\$12,000



Request #9: IT Projects

Project Name: IT Projects

Submitted By: Nusrat Ahmed, Treasurer

Department: General Government

Estimated Date of Completion: 2023

Asset Name: Various

Import ID: Various

Table 108: IT Projects Description and Justification

Project Description:	IT Projects
Project Justification:	This project is part of Township equipment lifecycle management as well as purchase of IT equipment as per Fire Master Plan recommendations.

Table 109: IT Projects Matrix

Criteria	Assessment (Low, Medium, High)	Comments
Safety Issues, Risk Management	High	IT equipment need to be reliable, in good working order, and kept current to support the latest software to reduce cybersecurity risks.
Legislative Requirement	Low	



Criteria	Assessment (Low, Medium, High)	Comments
Operational Saving, Short Payback	High	<p>Replacing equipment as per its lifecycle helps company avoid significant maintenance cost.</p> <p>As per the Fire Master Plan recommendation, Fire Department was recommended to use technology to improve its response times and ensure the appropriate number of firefighters are available or are responding to emergency calls. Examples of technology the department can use include staff availability and response programs, and tablets in the fire apparatus.</p>
Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement	High	This project is part of Township equipment lifecycle management.
Growth Related		
Service Enhancements	High	As equipment ages it tends to become more inefficient.



Table 110: IT Projects Capital Costing

Cost	2023
IT Projects	\$20,000
Total Expenditure	\$20,000

Table 111: IT Project Capital Project Funding

Funding	2023
Admin - IT Reserve	\$20,000
Total	\$20,000



Capital Budget Forecast – Fire Department

Figure 7: Fire Vehicle and Equipment Reserve Forecast

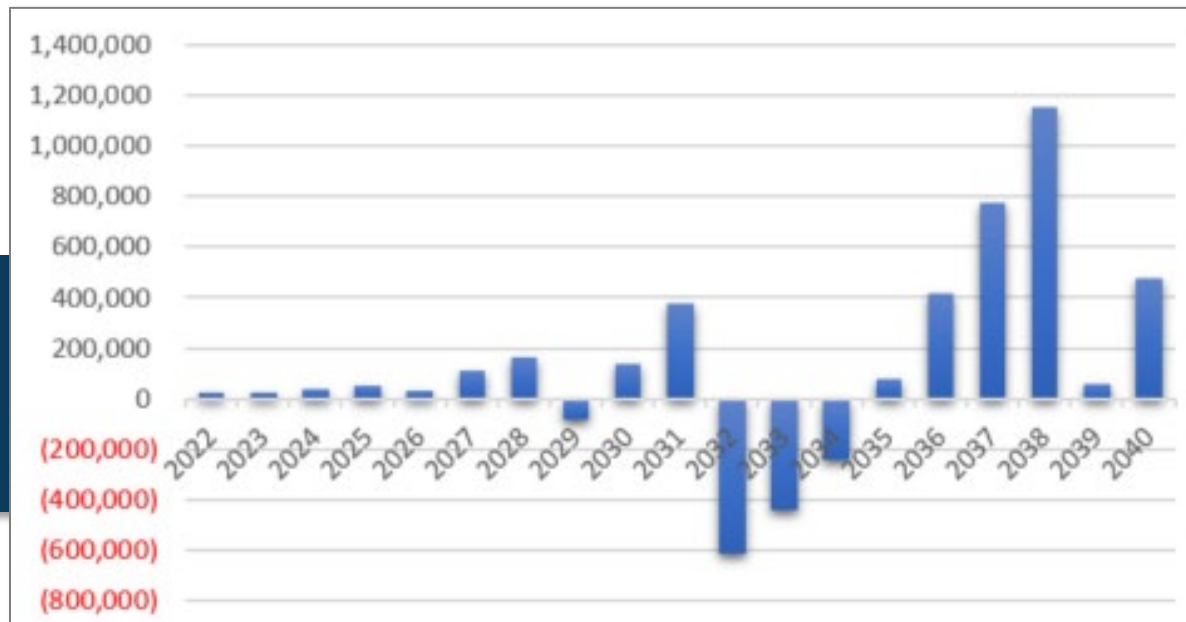




Table 112: Capital Budget Forecast – Fire Equipment & Vehicle (2024 to 2029)

Item	Year	Unit Number	Service Span	2023 Draft Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Rescue	2005	594	25							
ESU	2010	591	12yrs-16 yrs							
ESU	2009	598	12yrs-16 yrs							
ESU	2008	597	12yrs-16 yrs							
ESU	2018	599	12yrs-16yrs				\$ 90,000			
ESU	2008	593	12yrs-16 yrs							
ESU	2020	590	12yrs-16 yrs					\$ 90,000		
ESU 3/4 T	2005	592	15yrs-20 yrs							
Pumper	1998	570	25							
Mini Pumper	2013	571	15 yrs -20yrs							\$ 450,000
Pumper	2000	573	25							
Pumper/Rescue	2019	572	15 yrs -20yrs							
Tanker	2007	581	25							
Tanker	2018	583	25yrs-30yrs							
Tanker	2012	582	25							
Watercraft	2008	595	15yrs-20yrs						\$ 125,000	
ATV	2010	596	15yrs-20yrs				\$ 50,000			
Trailer	2020		20yrs-25yrs							
IT Equipment										
Personal Protective Equipment Replacement				\$ 25,000	\$ 26,500	\$ 28,000	\$ 29,500	\$ 31,000	\$ 31,000	\$ 31,000
Total				\$ 25,000	\$ 26,500	\$ 28,000	\$ 169,500	\$ 121,000	\$ 156,000	\$ 481,000
<i>Prior Year's Projection</i>				\$ 25,000	\$ 25,000	\$ 25,000	\$ 140,000	\$ 90,000	\$ 100,000	\$ 225,000
<i>Difference from 2022 Projection</i>				\$ -	\$ 1,500	\$ 3,000	\$ 29,500	\$ 31,000	\$ 56,000	\$ 256,000
Fire Equipment and Vehicle Reserve										
Total Requirements from Fire Equipment and Vehicle Reserve				25,000	26,500	28,000	169,500	121,000	156,000	481,000
Total Transfer to Fire Equipment and Vehicle Reserve				(25,000)	(35,000)	(45,000)	(147,100)	(200,000)	(215,000)	(230,000)
Total Transfer to General Reserve as per (PS 2022-05)				(135,000)	(135,000)	(135,000)	(42,900)			
Reserve Balance				(26,068)	(34,568)	(51,568)	(29,168)	(108,168)	(167,168)	83,832



2023 Budget Package

Table 113: Capital Budget Forecast - Fire Equipment & Vehicle (2030 to 2036)

Item	Year	Unit Number	Service Span	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast
Rescue	2005	594	25							
ESU	2010	591	12yrs-16 yrs							
ESU	2009	598	12yrs-16 yrs							
ESU	2008	597	12yrs-16 yrs							
ESU	2018	599	12yrs-16yrs				\$ 100,000			
ESU	2008	593	12yrs-16 yrs							
ESU	2020	590	12yrs-16 yrs					\$ 100,000		
ESU 3/4 T	2005	592	15yrs-20 yrs							
Pumper	1998	570	25							
Mini Pumper	2013	571	15 yrs -20yrs							
Pumper	2000	573	25							
Pumper/Rescue	2019	572	15 yrs -20yrs							
Tanker	2007	581	25							
Tanker	2018	583	25yrs-30yrs							
Tanker	2012	582	25			\$ 1,250,000				
Watercraft	2008	595	15yrs-20yrs							
ATV	2010	596	15yrs-20yrs							
Trailer	2020		20yrs-25yrs							
IT Equipment										
Personal Protective Equipment Replacement				\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
Total				\$ 31,000	\$ 31,000	\$ 1,281,000	\$ 131,000	\$ 131,000	\$ 31,000	\$ 31,000
<i>Prior Year's Projection</i>				\$ 25,000	\$ 25,000	\$ 900,000	\$ 95,000	\$ 95,000	\$ 25,000	\$ 25,000
<i>Difference from 2022 Projection</i>				\$ 6,000	\$ 6,000	\$ 381,000	\$ 36,000	\$ 36,000	\$ 6,000	\$ 6,000
Fire Equipment and Vehicle Reserve										
Total Requirements from Fire Equipment and Vehicle Reserve				31,000	31,000	1,281,000	131,000	131,000	31,000	31,000
Total Transfer to Fire Equipment and Vehicle Reserve				(250,000)	(270,000)	(290,000)	(310,000)	(330,000)	(350,000)	(370,000)
Total Transfer to General Reserve as per (PS 2022-05)										
Reserve Balance				(135,168)	(374,168)	616,832	437,832	238,832	(80,168)	(419,168)



Table 114: Capital Budget Forecast - Fire Equipment & Vehicle (2037 to 2040)

Item	Year	Unit Number	Service Span	2037 Forecast	2038 Forecast	2039 Forecast	2040 Forecast
Rescue	2005	594	25				
ESU	2010	591	12yrs-16 yrs				
ESU	2009	598	12yrs-16 yrs				
ESU	2008	597	12yrs-16 yrs				
ESU	2018	599	12yrs-16yrs				
ESU	2008	593	12yrs-16 yrs				
ESU	2020	590	12yrs-16 yrs				
ESU 3/4 T	2005	592	15yrs-20 yrs				
Pumper	1998	570	25				
Mini Pumper	2013	571	15 yrs -20yrs				
Pumper	2000	573	25				
Pumper/Rescue	2019	572	15 yrs -20yrs			\$ 1,500,000	
Tanker	2007	581	25				
Tanker	2018	583	25yrs-30yrs				
Tanker	2012	582	25				
Watercraft	2008	595	15yrs-20yrs				
ATV	2010	596	15yrs-20yrs				
Trailer	2020		20yrs-25yrs				
IT Equipment							
Personal Protective Equipment Replacement				\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
Total				\$ 31,000	\$ 31,000	\$ 1,531,000	\$ 31,000
<i>Prior Year's Projection</i>				\$ 25,000	\$ 25,000	\$ 825,000	\$ 25,000
<i><u>Difference from 2022 Projection</u></i>				\$ 6,000	\$ 6,000	\$ 706,000	\$ 6,000
Fire Equipment and Vehicle Reserve							
Total Requirements from Fire Equipment and Vehicle Reserve				31,000	31,000	1,531,000	31,000
Total Transfer to Fire Equipment and Vehicle Reserve				(390,000)	(410,000)	(430,000)	(450,000)
Total Transfer to General Reserve as per (PS 2022-05)							
Reserve Balance				(778,168)	(1,157,168)	(56,168)	(475,168)



Capital Budget Forecast – Public Works Department

Figure 8: Road Vehicle and Equipment Reserve Forecast

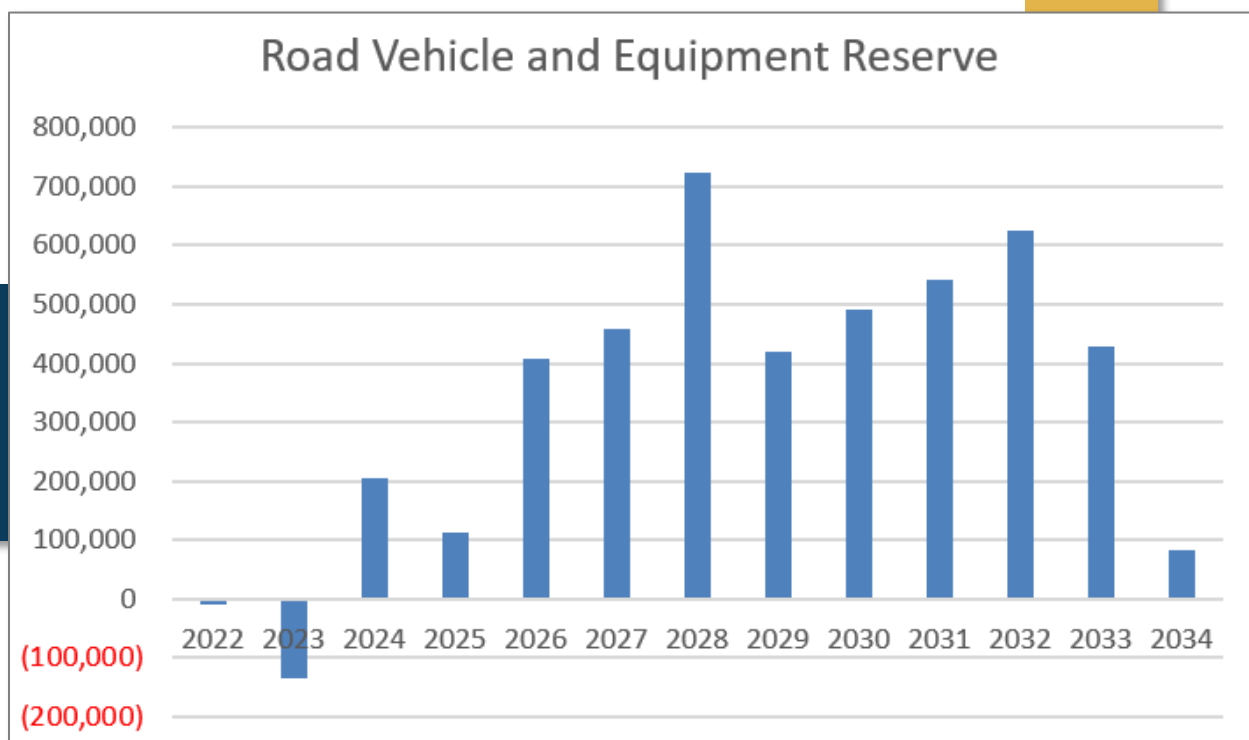




Table 115: Capital Budget Forecast – Roads Equipment & Vehicle (2024 to 2027)

Item	MACHINE NUMBER	Location	2023 Draft Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Equipment							
Champion Grader 740	20-11	P&W	-	-	-	-	-
Roller for grader		P&W	-	-	-	-	-
New Holland Backhoe	20-15	P&W	-	-	-	-	-
NKG packer	20-15b	P&W	-	-	-	-	-
Liebherr Excavator Brusher	20-16	P&W	-	-	-	-	350,000
Liebherr Excavator Ditching	20-12	P&W	-	-	-	-	-
Pro mac Brusher		P&W	-	-	-	-	-
JD Tractor	20-18	P&W	-	200,000	-	-	-
Snow blower	20-18 b	P&W	-	-	-	-	-
Mower	20-18 c	P&W	-	140,000	-	-	-
Liebherr Wheel Loader	20-19	P&W	-	-	-	-	-
Sweeper	20-19b	P&W	-	-	-	-	-
Bandit Chipper	20-37	P&W	-	-	-	-	-
Water Tank	20-45a	P&W	-	-	-	-	-
Thompson Steamer	S-1	P&W	-	-	20,000	-	-
Thompson Steamer	S-2	P&W	-	-	-	-	-
Power Washer	PW-1	P&W	-	-	-	-	-
Fuel Handling System		P&W	-	-	-	-	-
John Deere Loader 544L	20-36	P&W	-	-	-	-	-
MTO & Safety License Device		P&W	25,000	-	-	-	-
1/2 Ton							
Chev 4X4 Pick Up 1/2 ton	20-3	P&W	-	-	-	-	-
3/4 Ton							
Chev 4X4 Pick Up 3/4 ton (Plow)	20-7	1/2 P&W 1/2 P&R	80,000	-	-	-	-
Chev 4X4 pickup (Plow and Sander)	20-04	P&W	-	-	-	-	-
Chev 4x4 pickup (Plow and Sander)	20-05	P&W	-	-	-	-	-
Chev 4X4 Pick Up 3/4 ton (Plow)	20-2	P&W	-	-	82,500	-	-
1 Ton							
GMC 1 ton Crew Cab	20-10	P&W	-	-	-	-	-
GMC 4x4 Pick Up 1 ton	20-56	1/2 P&W 1/2 P&R	-	-	-	85,000	-
International Crew Cab	20-51	P&W	-	-	-	-	-
Dump Truck							
Volvo Dump Spare	20-40	P&W	-	-	-	-	-
International Dump Truck	20-44	P&W	-	-	-	-	-
International Dump Truck	20-55	P&W	-	-	-	-	-
International Dump Truck	20-41	P&W	-	-	-	-	-
International Dump Truck	20-54	P&W	-	-	-	-	-
International Dump	20-45	P&W	-	-	350,000	-	-
International Dump	20-46	P&W	-	-	-	-	-
International Dump	20-49	P&W	-	-	-	-	-
International Tandem Axle	20-50	P&W	-	-	-	-	-
Bucket Truck							
International- Bucket Truck	20-48	P&W	-	-	-	-	-
Trailer							
LBW Pole Trailer	T-3	P&W	-	-	-	-	-
Loadstar Float Tandem	T-1	P&W	-	-	-	-	-
Culvert Maintenance Trailer	T-2	P&W	-	-	-	-	-
Total			\$ 105,000	\$ 340,000	\$ 452,500	\$ 85,000	\$ 350,000
<i>Prior Year's Projection</i>			410,000	510,000	290,000	75,000	350,000
<i>Difference from 2022 Projection</i>			\$ (305,000)	\$ (170,000)	\$ 162,500	\$ 10,000	\$ -
Road Vehicle and Equipment Reserve							
Total Requirements			105,000	340,000	452,500	85,000	350,000
Total Transfer to Reserve from Operating			(320,000)	(340,000)	(360,000)	(380,000)	(400,000)
Projected Reserve Balance			(205,189)	(205,189)	(112,689)	(407,689)	(457,689)



2023 Budget Package

Table 116: Capital Budget Forecast – Roads Equipment & Vehicle (2028 to 2034)

Item	MACHINE NUMBER	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
Equipment								
Champion Grader 740	20-11	-	-	-	-	235,000	-	-
Roller for grader		-	-	-	-	-	-	-
New Holland Backhoe	20-15	-	-	-	-	-	-	-
NKG packer	20-15b	-	-	-	-	-	-	-
Liebherr Excavator Brusher	20-16	-	-	-	-	-	-	-
Liebherr Excavator Ditching	20-12	-	-	-	-	-	-	375,000
Pro mac Brusher		-	-	-	70,000	-	-	-
JD Tractor	20-18	-	-	-	-	-	-	-
Snow blower	20-18 b	-	-	-	-	-	-	-
Mower	20-18 c	-	-	-	-	-	-	-
Liebherr Wheel Loader	20-19	-	-	-	250,000	-	-	-
Sweeper	20-19b	-	-	-	-	-	-	-
Bandit Chipper	20-37	-	-	-	-	65,000	-	-
Water Tank	20-45a	-	-	-	-	-	50,000	-
Thompson Steamer	S-1	-	-	-	-	-	-	-
Thompson Steamer	S-2	-	-	-	-	-	-	-
Power Washer	PW-1	-	17,000	-	-	-	-	-
Fuel Handling System		-	-	-	-	-	150,000	-
John Deere Loader 544L	20-36	-	-	-	-	-	-	-
MTO & Safety License Device								
1/2 Ton								
Chev 4X4 Pick Up 1/2 ton	20-3	60,000	-	-	-	-	-	-
3/4 Ton								
Chev 4X4 Pick Up 3/4 ton (Plow)	20-7	-	-	-	-	-	97,500	-
Chev 4X4 pickup (Plow and Sander)	20-04	-	95,000	-	-	-	-	-
Chev 4x4 pickup (Plow and Sander)	20-05	-	-	-	95,000	-	-	-
Chev 4X4 Pick Up 3/4 ton (Plow)	20-2	-	-	-	-	-	-	-
1 Ton								
GMC 1 ton Crew Cab	20-10	-	-	-	-	95,000	-	-
GMC 4x4 Pick Up 1 ton	20-56	-	-	-	-	-	-	-
International Crew Cab	20-51	95,000	-	-	-	-	-	-
Dump Truck								
Volvo Dump Spare	20-40	-	-	-	-	-	-	-
International Dump Truck	20-44	-	-	-	-	-	-	400,000
International Dump Truck	20-55	-	375,000	-	-	-	-	-
International Dump Truck	20-41	-	-	-	-	-	395,000	-
International Dump Truck	20-54	-	-	380,000	-	-	-	-
International Dump	20-45	-	-	-	-	-	-	-
International Dump	20-46	-	-	-	-	-	-	-
International Dump	20-49	-	-	-	-	-	-	-
International Tandem Axle	20-50	-	-	-	-	-	-	-
Bucket Truck								
International- Bucket Truck	20-48	-	250,000	-	-	-	-	-
Trailer								
LBW Pole Trailer	T-3	-	-	-	-	-	-	-
Loadstar Float Tandem	T-1	-	-	-	-	-	-	70,000
Culvert Maintenance Trailer	T-2	-	-	-	-	-	-	10,000
Total		\$ 155,000	\$ 737,000	\$ 380,000	\$ 415,000	\$ 395,000	\$ 692,500	\$ 855,000
<i>Prior Year's Projection</i>		140,000	702,000	350,000	405,000	375,000	635,000	820,000
<i>Difference from 2022 Projection</i>		\$ 15,000	\$ 35,000	\$ 30,000	\$ 10,000	\$ 20,000	\$ 57,500	\$ 35,000
Road Vehicle and Equipment Reserve								
Total Requirements		155,000	737,000	380,000	415,000	395,000	692,500	855,000
Total Transfer to Reserve from Operating		(420,000)	(435,000)	(450,000)	(465,000)	(480,000)	(495,000)	(510,000)
Projected Reserve Balance		(722,689)	(420,689)	(490,689)	(540,689)	(625,689)	(428,189)	(83,189)



2023 Budget Package

Table 117: Capital Budget Forecast – Generator (2024 to 2026)

Item	Location	Year	Size (Kilowatts)	Asset ID	Service Life	2023 Draft Budget	2024 Forecast	2025 Forecast	2026 Forecast
Generators									
Stamford Gen 600V International Diesel	Baltimore Arena	2006	200	369	35				
Stamford Gen 600V Perkins Diesel	Baltimore Firehall	2007	45	333	35				
Peel Assembly D60-PK 200 V Perkins Diesel	Main Office	1999	60	329	35				
Peel Assembly D26-PK 240V Perkins 3931	Public Works	1999	26		35				
Peel Assembly D60-PK Perkins F3931 Diesel	Cold Springs	1999	60	406	35				
Himoinsa Gen 1 VECO Diesel	Harwood Firehall	2005	24	339	20			80,000	
Peel Assembly M273025-65 240V Perkins Diesel	Bewdley Firehall	1999	50	343	35				
Peel Assembly D60-PK Perkins F3731 Diesel	Bewdley Arena	1999	60	416	35				
Remote Generator Monitoring (8 Units)	Various Location	2020		2220	5				5,000
Total Forecasted Expenditures						\$ -	\$ -	\$ 80,000	\$ 5,000
Generator Reserve									
Total Requirements						-	-	80,000	5,000
Total Transfer to Reserve from Operating						(10,000)	(20,000)	(30,000)	(40,000)
Projected Reserve Balance						<u>(80,000)</u>	<u>(100,000)</u>	<u>(50,000)</u>	<u>(85,000)</u>

Table 118: Capital Budget Forecast – Generator (2027 to 2036)

Item	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast	2036 Forecast
Generators										
Stamford Gen 600V International Diesel										
Stamford Gen 600V Perkins Diesel										
Peel Assembly D60-PK 200 V Perkins Diesel										
Peel Assembly D26-PK 240V Perkins 3931								110,000		
Peel Assembly D60-PK Perkins F3931 Diesel										
Himoinsa Gen 1 VECO Diesel										
Peel Assembly M273025-65 240V Perkins Diesel									125,000	
Peel Assembly D60-PK Perkins F3731 Diesel										
Remote Generator Monitoring (8 Units)	5,000				6,000	6,000				7,000
Total Forecasted Expenditures										
	\$ 5,000	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ -	\$ 110,000	\$ 125,000	\$ 7,000
Generator Reserve										
Total Requirements										
	5,000	-	-	-	6,000	6,000	-	110,000	125,000	7,000
Total Transfer to Reserve from Operating										
	(50,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Projected Reserve Balance										
	<u>(130,000)</u>	<u>(190,000)</u>	<u>(270,000)</u>	<u>(350,000)</u>	<u>(424,000)</u>	<u>(498,000)</u>	<u>(578,000)</u>	<u>(548,000)</u>	<u>(583,000)</u>	<u>(656,000)</u>

Table 119: Capital Budget Forecast – Generator (2037 to 2042)

Item	2037 Forecast	2038 Forecast	2039 Forecast	2040 Forecast	2041 Forecast	2042 Forecast
Generators						
Stamford Gen 600V International Diesel					175,000	
Stamford Gen 600V Perkins Diesel						150,000
Peel Assembly D60-PK 200 V Perkins Diesel			120,000			
Peel Assembly D26-PK 240V Perkins 3931						
Peel Assembly D60-PK Perkins F3931 Diesel	120,000					
Himoinsa Gen 1 VECO Diesel						
Peel Assembly M273025-65 240V Perkins Diesel						
Peel Assembly D60-PK Perkins F3731 Diesel		125,000				
Remote Generator Monitoring (8 Units)	7,000				8,000	8,000
Total Forecasted Expenditures						
	\$ 127,000	\$ 125,000	\$ 120,000	\$ -	\$ 183,000	\$ 158,000
Generator Reserve						
Total Requirements						
	127,000	125,000	120,000	-	183,000	158,000
Total Transfer to Reserve from Operating						
	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Projected Reserve Balance						
	<u>(609,000)</u>	<u>(564,000)</u>	<u>(524,000)</u>	<u>(604,000)</u>	<u>(501,000)</u>	<u>(423,000)</u>



Capital Budget Forecast – Parks & Facilities Department

Figure 9: Parks Department - Reserves Forecast

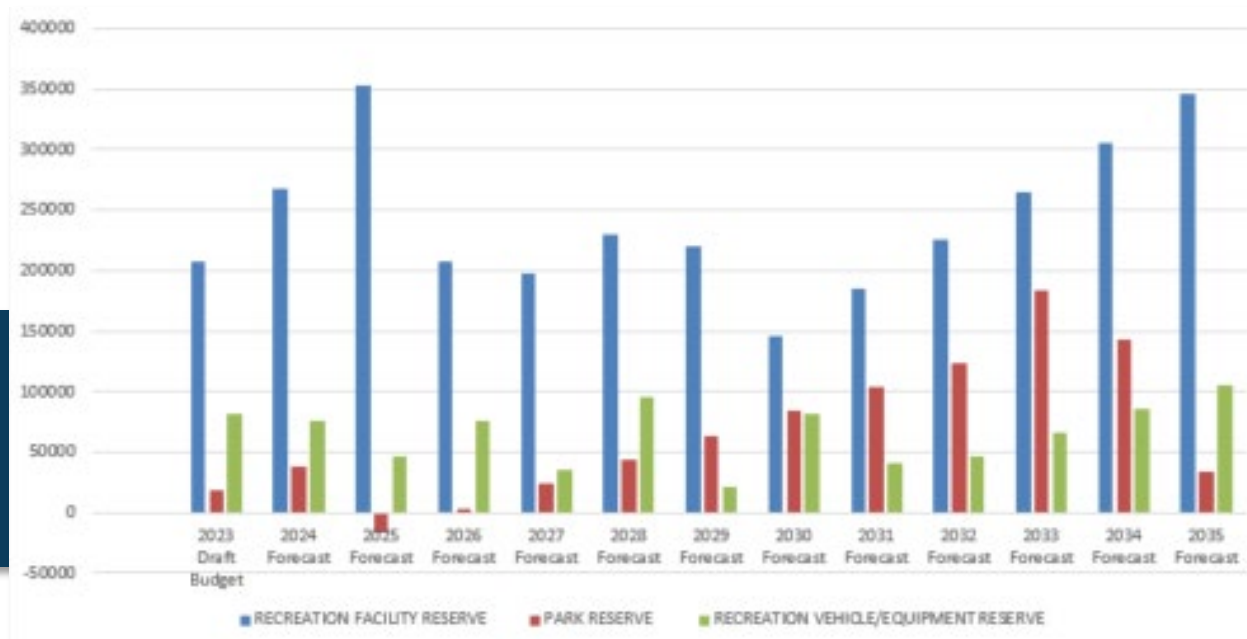




Table 120: Capital Budget Forecast – Parks & Facilities – Equipment (2024-2031)

Item	Year	Location	2023 Draft Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
Equipment											
446 Ice Resurfacer	1996	Baltimore									
526 Ice Resurfacer	2019	Bewdley							\$100,000		
526 Ice Resurfacer	2021	Baltimore									\$100,000
Parks Trailer	2005	Baltimore			\$10,000						
Parks Trailer	2005	Bewdley			\$10,000						
Chevrolet Silverado 1500	2017	Baltimore					\$50,000				
John Deere Tractor/Loader	2008	Baltimore			\$50,000						
Toro Groundsmaster	2017	Baltimore					\$50,000				
Kubota Mower	2022	Baltimore									
Kubota Mower	2002	Baltimore									
Kubota Mower	2019	Bewdley							\$35,000		
John Deere Mower	2013	Bewdley		\$35,000							
Floor Scrubber	2022	Bewdley									
Floor Scrubber	2016	Baltimore				\$20,000					
Ford Tractor	1980	Baltimore									
Total			\$ -	\$ 35,000	\$ 70,000	\$ 20,000	\$ 100,000	\$ -	\$ 135,000	\$ -	\$ 100,000

P & R VEHICLE/EQUIPMENT RESERVE

IF CONTRIBUTION INCREASES BY \$10K (2024-2027)

Total Requirements	\$ -	\$ 35,000	\$ 70,000	\$ 20,000	\$ 100,000	\$ -	\$ 135,000	\$ -	\$ 100,000
Total Transfer to Reserve from Operating	(20,000)	(30,000)	(40,000)	(50,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Projected Reserve Balance	(80,865)	(75,865)	(45,865)	(75,865)	(35,865)	(95,865)	(20,865)	(80,865)	(40,865)

P & R VEHICLE/EQUIPMENT RESERVE

IF CONTRIBUTION IS FLATLINED

Total Requirements	\$ -	\$ 35,000	\$ 70,000	\$ 20,000	\$ 100,000	\$ -	\$ 135,000	\$ -	\$ 100,000
Total Transfer to Reserve from Operating	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Projected Reserve Balance	(80,865)	(65,865)	(15,865)	(15,865)	64,135	44,135	159,135	139,135	219,135



Table 121: Capital Budget Forecast – Parks & Facilities – Equipment (2032-2035)

Item	Year	Location	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Equipment						
446 Ice Resurfacer	1996	Baltimore				
526 Ice Resurfacer	2019	Bewdley				
526 Ice Resurfacer	2021	Baltimore				
Parks Trailer	2005	Baltimore				
Parks Trailer	2005	Bewdley				
Chevrolet Silverado 1500	2017	Baltimore				
John Deere Tractor/Loader	2008	Baltimore				
Toro Groundsmaster	2017	Baltimore				
Kubota Mower	2022	Baltimore	\$35,000			
Kubota Mower	2002	Baltimore				
Kubota Mower	2019	Bewdley				
John Deere Mower	2013	Bewdley				
Floor Scrubber	2022	Bewdley	\$20,000			
Floor Scrubber	2016	Baltimore				
Ford Tractor	1980	Baltimore				
Total			\$ 55,000	\$ -	\$ -	\$ -

P & R VEHICLE/EQUIPMENT RESERVE

IF CONTRIBUTION INCREASES BY \$10K (2024-2027)

Total Requirements	\$ 55,000	\$ -	\$ -	\$ -
Total Transfer to Reserve from Operating	(60,000)	(20,000)	(20,000)	(20,000)
Projected Reserve Balance	(45,865)	(65,865)	(85,865)	(105,865)

P & R VEHICLE/EQUIPMENT RESERVE

IF CONTRIBUTION IS FLATLINED

Total Requirements	\$ 55,000	\$ -	\$ -	\$ -
Total Transfer to Reserve from Operating	(20,000)	(20,000)	(20,000)	(20,000)
Projected Reserve Balance	254,135	234,135	214,135	194,135



Table 122: Capital Budget Forecast – Parks & Facilities – Building (2024 – 2034)

Item	Year	2023 Draft Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
Buildings													
Baltimore Arena													
HVAC					50,000	50,000	7,000						
Lighting									75,000				
Washroom		50,000											
Bewdley Arena													
HVAC								50,000	40,000				
Ice Plant					180,000								
Cold Springs Hall													
HVAC													
Old Camborne School House													
Exterior Paint			25,000										
Playgrounds													
Baltimore Park	2018												
Bewdley Waterfront	2014												100,000
Butterfield Park	2015												
Behan Park	2014												
Castlehill Park	2017												
Cold Springs Park	2022												
Old Camborne School House	2000			75,000									
Laurel Park	1980	60,000											
Total		\$ 110,000	\$ 25,000	\$ 75,000	\$ 230,000	\$ 50,000	\$ 7,000	\$ 50,000	\$ 115,000	\$ -	\$ -	\$ -	\$ 100,000

RECREATION FACILITY RESERVE Analysis													
Total Requirements	\$	50,000	\$ 25,000	\$ -	\$ 230,000	\$ 50,000	\$ 7,000	\$ 50,000	\$ 115,000	\$ -	\$ -	\$ -	\$ -
Grant		30,000											
Parks Reserve		30,000		75,000									\$100,000
Total Transfer to Reserve from Operating		(105,000)	(85,000)	(85,000)	(85,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Projected Reserve Balance		(207,455)	(267,455)	(352,455)	(207,455)	(197,455)	(230,455)	(220,455)	(145,455)	(185,455)	(225,455)	(265,455)	(305,455)
PARK RESERVE Analysis													
Total Requirements	\$	30,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Grant		30,000											
Total Transfer to Reserve from Operating			(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(60,000)	(60,000)
Projected Reserve Balance		(18,745)	(38,745)	16,255	(3,745)	(23,745)	(43,745)	(63,745)	(83,745)	(103,745)	(123,745)	(183,745)	(143,745)



Final Thoughts

Thank you for taking the time to review the Township of Hamilton's 2023 Draft Budget Package.

Should you have any questions regarding the information presented in this package, please do not hesitate to contact the Treasurer.

Members of the public are also invited to attend any of the upcoming Public Budget Meetings to ask questions during Question Period and to stay engaged and up-to-date with the 2023 Budget conversation. The meetings will also be broadcast live on the [Township's YouTube Channel](#) and will be available online for viewing after the meetings as well.

The scheduled budget meetings are:

- Special Council Budget Meeting #1
 - January 19, 2023 (10:00am to 4:00pm)
- Special Council Budget Meeting #2
 - February 2, 2023 (10:00am to 4:00pm)

To access budget meeting agendas and minutes, as well as any of the budget reports and presentations, please visit the [Township's Council Portal](#) or scan the QR Code below.

Table 123: Township of Hamilton Budget Contact Details

Member of Council / Staff	Contact Details
Mayor Scott Jibb	scottjibb@hamiltontownship.ca
Deputy Mayor Larry Williamson	lwilliamson@hamiltontownship.ca
Councillor Mark Lovshin	mlovshin@hamiltontownship.ca
Councillor Bruce Buttar	bbuttar@hamiltontownship.ca
Councillor John Davison	jdavison@hamiltontownship.ca
Treasurer Nusrat Ahmed	nahmed@hamiltontownship.ca





Glossary

Accrual Accounting – An accounting method where revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

Annual Budget – A budget for a single year which identifies the revenues and expenditures for meeting the objectives of the annual financial plan

Annualization – Incremental costs of a full year impact of staff approved in the previous year.

Approved Budget – The budget as formally adopted by the Town Council for the upcoming fiscal year.

Assets – All tangible property owned by the Township.

Balanced Budget – A budget in which the estimated revenues are equal to the estimated expenses.

Base Budget – Providing the same level of service. Any identified efficiencies and savings will be reflected here.

Budget – A financial plan for a specified period that outlines planned expenditures and the proposed means of financing these expenditures.

Capital Budget – the expenditures and financing sources to acquire or construct Township's assets.

Capital Forecast – the expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.

Consumer Price Index (CPI) – is an indicator of changes in consumer prices.

Debt – A financial obligation resulting from the borrowing of money.

Development Charges – A fee imposed on new development to assist in the funding of future off site services (infrastructure) which is needed, in part, by that new development.

Expenditures – The cost of goods and services received for both the regular Town operations and the capital programs.

GAAP – An abbreviation for generally accepted accounting practices which are the primary benchmarks used in accounting



GIS – Geographic Information System

Grant – A financial contribution to or from governments

Inflationary – This section is used to identify budget increases due to rate increases for items such as insurance, contract, and gas.

Inflation – A rise in price levels caused by economic activity over a period of time.

Legislated – Incremental costs from new legislation imposed on how we provide municipal services.

Municipal Act – Legislation of the province for administering and regulating the activities of municipalities within Ontario

New Budget Items – Incremental costs from providing the same / enhanced levels of services to a growing community.

OCIF – Ontario Community Infrastructure Fund

Operating Budget – The Town's financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them

OPP – Ontario Provincial Police

PSAB – The Public Sector Accounting & Auditing Board

Reserves and Reserve Funds – funds set aside in a separate account for a specific purpose by by-law, or required to be set aside for specific

purposes as set out in a statute, regulation, or by a written agreement between the Town and another party.

Revenue – All funds that the Town government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Reversal of One Time Funded Projects – Completion of expenditures approved during prior year's budget deliberation which were reserve.



Schedule A: 2023 Budget Line by Line

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
General Government						
General Government - Revenues						
ADMIN-CONTR FROM RESERVES	0	0	(85,000)	(35,000)	50,000	-58.8%
Total Contribution from Reserve	0	0	(85,000)	(35,000)	50,000	-58.8%
LOTTERY LICENCE	(418)	(402)	(700)	(700)	0	0.0%
MARRIAGE LICENSES	(125)	(600)	(1,000)	(1,000)	0	0.0%
ADMIN-NSF CHEQUE CHARGES	(827)	(1,155)	(1,900)	(1,900)	0	0.0%
MISC. REVENUE	(15,614)	(15,811)	(15,400)	(15,400)	0	0.0%
BILLBOARD REVENUE	(570)	(555)	(900)	(900)	0	0.0%
TAX CERTIFICATES	(10,775)	(8,590)	(9,500)	(9,500)	0	0.0%
OMPF (Ontario Municipal Partnership Fund)	(740,900)	(745,300)	(745,300)	(743,500)	1,800	-0.2%
OTHER RECOVERIES	(13,845)	(4,488)	(14,000)	(14,000)	0	0.0%
INVESTMENT - INTEREST	(3,787)	(25,500)	(25,500)	(25,500)	0	0.0%
BANK - INTEREST	(1,799)	(25,500)	(25,500)	(25,500)	0	0.0%
Total Other Revenue	(788,659)	(827,902)	(839,700)	(837,900)	1,800	-0.2%
Total General Government Revenues	(788,659)	(827,902)	(924,700)	(872,900)	51,800	-5.6%
General Government - PIL and Other Revenues						
SUPPLEMENTARY TAXES	(66,175)	(76,021)	(100,000)	(100,000)	0	0.0%
WRITE OFFS	32,668	21,043	30,000	30,000	0	0.0%
PENALTY & INTEREST TAX ARREARS	(198,946)	(193,017)	(200,000)	(200,000)	0	0.0%
PAYMENT IN LIEU OF TAXES	(41,530)	(52,170)	(100,000)	(100,000)	0	0.0%
Total PIL and Other Revenues	(273,983)	(300,165)	(370,000)	(370,000)	0	0.0%
Council Operating Expenditures						
Total Council Salaries and Benefit Exp	123,154	114,145	124,600	130,830	6,230	5.0%
TRANSFER TO COUNCIL RETIREMENT RESERVE	510	510	510	510	0	0.0%
Total Contribution to Reserve	510	510	510	510	0	0.0%
CONVENTIONS & SEMINARS	0	3,797	6,800	6,800	0	0.0%
MILEAGE	26	355	1,000	1,000	0	0.0%
OFFICE SUPPLIES	2,979	3,079	1,020	1,020	0	0.0%
PUBLIC RELATIONS	533	196	816	816	0	0.0%
MISC. EXPENSE	0	0	1,020	1,020	0	0.0%
Total Other Expenditure	3,538	7,426	10,656	10,656	0	0.0%
Net Council	127,202	122,081	135,766	141,996	6,230	4.6%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
General Government - Administration						
Administration Operating Expenditures						
Total ADMIN Salaries and Benefit Exp	1,123,447	1,046,972	1,224,200	1,339,438	115,238	9.4%
TRANSFER TO ELECTION RESERVE	10,000	0	0	10,000	10,000	
TRANSFER TO IT RESERVE	17,700	17,700	17,700	17,700	0	0.0%
TRANSFER TO GENERAL RESERVES (TAX STABILIZATION)	23,900	23,900	23,900	23,900	0	0.0%
Total Contribution to Reserve	51,600	41,600	41,600	51,600	10,000	24.0%
			0			
Administration Operating Expenditures - continue						
TRAINING	15,210	5,692	10,400	10,400	0	0.0%
CONVENTIONS & SEMINARS	3,469	8,141	12,000	12,000	0	0.0%
MEMBERSHIPS	8,635	10,142	11,220	11,220	0	0.0%
MILEAGE AND MEALS	1,556	1,136	5,000	5,000	0	0.0%
UNION NEGOTIATIONS	0	448	1,000	0	(1,000)	-100.0%
STAFF APPRECIATION-VOLUNTEER & STAFF APPREC	12,678	8,158	18,870	18,870	0	0.0%
POSTAGE & COURIER	20,765	22,139	20,000	22,400	2,400	12.0%
OFFICE SUPPLIES	18,048	14,887	18,000	18,000	0	0.0%
CLEANING SUPPLIES	1,085	1,402	3,200	3,200	0	0.0%
MARRIAGE LICENSES	0	240	750	750	0	0.0%
INSURANCE	42,273	57,511	52,518	60,400	7,882	15.0%
BANK SERVICE CHARGES	6,104	5,186	5,500	5,500	0	0.0%
AUDIT	32,606	10,439	40,000	40,000	0	0.0%
HYDRO	7,949	9,526	10,200	10,200	0	0.0%
HEATING FUEL	3,072	4,198	3,500	3,500	0	0.0%
TELEPHONE	10,558	12,465	11,220	11,220	0	0.0%
ADVERTISING	3,731	4,222	3,500	3,500	0	0.0%
PRINTING	4,099	3,273	6,600	6,600	0	0.0%
WEBSITE DESIGN/MTCE	2,013	8,618	21,320	21,320	0	0.0%
RECORDS MANAGEMENT	356	0	0	0	0	
EFFICIENCY FUNDING	0	0	(25,000)	(25,000)	0	0.0%
CONSULTANTS-GENERAL	70,571	47,318	101,500	101,500	0	0.0%
GIS MAPPING	38,265	35,121	40,800	43,600	2,800	6.9%
LEGAL	26,961	5,015	30,000	30,000	0	0.0%
COMPUTER SUPPORT	48,926	50,597	47,000	51,200	4,200	8.9%
BLDMAINTENANCE	41,454	35,096	33,000	33,000	0	0.0%
COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT	58,319	58,049	50,272	62,300	12,028	23.9%
SIGNAGE & BILLBOARDS	0		150	150	0	0.0%
ELECTION EXPENSES	1,755	34,023	51,800	1,800	(50,000)	-96.5%
OFFICE EQUIPMENT LEASES	16,240	16,182	16,000	16,000	0	0.0%
MINOR CAPITAL	8,642	10,125	0	0	0	
LOAN REPAYMENT - MUNICIPAL OFFICE	18,657	18,657	18,657	18,657	0	0.0%
Total Other Expenditure	523,997	498,004	618,977	597,287	(21,690)	-3.5%
Total Admin Operating Costs	1,699,044	1,586,576	1,884,777	1,988,325	103,548	5.5%
Total General Government	763,604	580,590	725,843	887,421	161,578	22.3%
			0			
Health and Safety						
Health and Safety Operating Expenditures						
Net Health and Safety	4,488	6,585	7,500	7,500	0	0.0%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
			0			
Planning						
Planning Revenues						
CONTRIBUTIONS FROM RESERVES	0		(30,000)	0	30,000	-100.0%
Total Contribution from Reserve	0	0	(30,000)	0	30,000	-100.0%
CONSENT FEES	(24,000)	(12,000)	(18,000)	(15,000)	3,000	-16.7%
COMPLIANCE FEES	(1,088)	(1,088)	(1,500)	(1,100)	400	-26.7%
REZONING	(10,800)	(4,000)	(9,500)	(9,000)	500	-5.3%
MINOR VARIANCE	(23,700)	(9,000)	(12,000)	(12,000)	0	0.0%
Total Other Revenue	(59,588)	(26,088)	(41,000)	(37,100)	3,900	-9.5%
Total Operating Revenue	(59,588)	(26,088)	(71,000)	(37,100)	33,900	-47.7%
Planning Expenditures						
Total Salaries and Benefit Expense	81,602	86,535	94,679	214,999	120,320	127.1%
TRAINING	0		265	265	0	0.0%
CONVENTIONS AND SEMINARS	0	550	1,800	1,800	0	0.0%
MEMBERSHIPS	150	150	150	150	0	0.0%
MILEAGE	117	165	600	600	0	0.0%
OFFICE SUPPLIES	11	54	175	175	0	0.0%
ADVERTISING	2,032	1,805	1,000	2,000	1,000	100.0%
CONSULTANTS GENERAL	20,433	1,316	65,000	5,000	(60,000)	-92.3%
CONSULTANTS PLANNING COUNTY	22,207	16,347	25,500	25,500	0	0.0%
LEGAL	5,089	1,350	4,500	4,500	0	0.0%
MISCELLANEOUS EXPENSE		0	100	100	0	0.0%
COMMITTEE OF ADJUSTMENT MILEAGE	162	364	750	750	0	0.0%
Total Other Expenditure	50,201	22,101	99,840	40,840	(59,000)	-59.1%
Total Operating Costs	131,803	108,636	194,519	255,839	61,320	31.5%
Net Planning	72,215	82,549	123,519	218,739	95,220	77.1%
			0		0	
Economic Development Operating Expenditures						
Advertising	803	958	3,500	3,500	0	0.0%
Net Economic Development	803	958	3,500	3,500	0	0.0%
Total Planning & Development	73,018	83,506	127,019	222,239	95,220	75.0%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Building and Inspection						
Building and Inspection - Revenue						
BUILDING - OTHER RECOVERIES	(1,983)					
BUILDING PERMITS	(315,325)	(283,505)	(191,738)	(236,480)	(44,742)	23.3%
COMPLIANCE FEES	(1,273)	(1,088)	(1,200)	(1,200)	0	0.0%
REINSPECTIONS	(236)	(234)	(100)	(100)	0	0.0%
OCCUPANCY PERMITS	(8,100)	(5,000)	(3,800)	(3,800)	0	0.0%
SITE PLAN REVIEW	(5,600)	(4,700)	(3,800)	(3,800)	0	0.0%
Total Other Revenue	(330,517)	(294,527)	(200,638)	(245,380)	(44,742)	22.3%
Total Operating Revenue	(330,517)	(294,527)	(200,638)	(245,380)	(44,742)	22.3%
			0			
Building and Inspection Expenditures						
Total Salaries and Benefit Exp	174,343	167,170	179,388	207,580	28,192	15.7%
TRANSFER TO BUILDING DEPARTMENT RESERVES	138,015				0	0.0%
Total Contribution to Reserve	138,015	0	0	0	0	
TRAINING	975	1,450	4,500	4,500	0	0.0%
CONVENTIONS AND SEMINARS	682	3,333	2,500	3,300	800	32.0%
MEMBERSHIPS	1,045	1,211	1,200	1,400	200	16.7%
MILEAGE	5,917	6,044	6,000	6,000	0	0.0%
CLOTHING/BOOT ALLOWANCE	352	399	800	800	0	0.0%
OFFICE SUPPLIES	3,870	2,166	750	2,100	1,350	180.0%
TELEPHONE	444	1,142	500	500	0	0.0%
GIS MAPPING	4,874	5,059	5,000	5,000	0	0.0%
CLOUDPERMIT PLATFORM				14,200	14,200	
Total Other Expenditure	18,158	20,805	21,250	37,800	16,550	77.9%
Total Operating Costs	330,517	187,975	200,638	245,380	44,742	22.3%
Net Building and Inspection	0	(106,552)	0	(0)	(0)	0.0%

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
By Law						
By Law - Revenue						
INSPECTIONS			(100)	(100)	0	0.0%
OTHER LICENSES	(4,770)	(4,240)	(4,300)	(4,300)	0	0.0%
PERMITS	(5,122)	(5,465)	(6,000)	(6,000)	0	0.0%
PARKING REVENUE	(12,917)	(713)	(4,370)	(2,000)	2,370	
REVENUES-BY LAW FINES			(200)	(200)	0	0.0%
Total Operating Revenue	(42,827)	(9,705)	(14,970)	(12,600)	2,370	-15.8%
			0			
By Law Expenditures						
Total Salaries and Benefit Exp	56,363	55,594	60,461	44,181	(16,280)	-26.9%
TRAINING	354	0	2,500	2,500	0	0.0%
MEMBERSHIPS	837	120	160	160	0	0.0%
MILEAGE	761	358	510	510	0	0.0%
OFFICE SUPPLIES	134		250	250	0	0.0%
TELEPHONE	148	206	150	150	0	0.0%
BYLAW CONTRACTED OUT	23,639	7,738	15,000	34,400	19,400	129.3%
Total Other Expenditure	2,233	684	18,570	37,970	19,400	104.5%
Total Operating Costs	58,596	56,279	79,031	82,151	3,120	3.9%
Net By Law	15,770	46,574	64,061	69,551	5,489	8.6%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Fire						
FIRE REVENUE						
FIRE - CONTR. FROM RESERVE	0		(9,250)	0	9,250	-100.0%
Total Contribution from Reserve	0	0	(9,250)	0	9,250	
STUDENT FUNDING	(2,994)	(2,100)				
BURN PERMITS	(30,003)	(29,145)	(25,300)	(28,000)	(2,700)	10.7%
MISC. REVENUE	(1,838)	(2,890)	(5,000)	(8,000)	(3,000)	60.0%
FIRE CALLS RECOVERABLE	(59,704)	(73,770)	(50,000)	(55,000)	(5,000)	10.0%
OTHER RECOVERIES	(12,984)	(4,280)	(13,000)	(13,000)	0	0.0%
Total Other Revenue	(104,528)	(112,184)	(93,300)	(104,000)	(10,700)	11.5%
Total Operating Revenue	(104,528)	(112,184)	(102,550)	(104,000)	(1,450)	1.4%
Fire Expenditures						
Total Salaries and Benefit Expenses	673,870	598,996	770,000	786,270	16,270	2.1%
TRANSFER TO RESERVES	160,000	160,000	160,000	160,000	0	0.0%
Total Contribution to Reserve	160,000	160,000	160,000	160,000	0	0.0%
TRAINING	7,113	22,440	20,500	20,500	0	0.0%
CONVENTIONS AND SEMINARS		1,555	7,500	7,500	0	0.0%
MEMBERSHIPS	459	1,656	1,000	3,000	2,000	200.0%
MEETING EXPENSES	4,336	6,241	5,500	6,500	1,000	18.2%
FUEL	23,899	32,306	18,000	35,000	17,000	94.4%
FIRE PREVENTION SUPPLIES	8,281	6,395	7,000	7,000	0	0.0%
GENERAL SUPPLIES	4,017	4,299	5,500	5,500	0	0.0%
UNIFORMS	8,549	8,480	9,000	9,000	0	0.0%
INSURANCE	49,131	57,394	49,438	59,000	9,562	19.3%
HYDRO	8,601	8,892	8,000	8,000	0	0.0%
HEATING FUEL	9,083	9,352	9,000	9,000	0	0.0%
TELEPHONE	5,003	5,433	6,000	6,000	0	0.0%
EMERGENCY MANAGEMENT	0	0	5,250	5,250	0	0.0%
LICENSE RADIO	3,689	0	3,600	3,600	0	0.0%
911 TELEPHONE SERVICES	5,406	6,327	5,610	5,610	0	0.0%
EQUIPMENT MAINTENANCE	15,888	17,406	22,250	22,250	0	0.0%
VEHICLE REPAIRS/EXPENSE	43,570	30,683	25,000	25,000	0	0.0%
BUILDING MAINTENANCE	10,731	11,147	15,000	15,000	0	0.0%
MINOR CAPITAL	11,714	13,925	15,000	15,000	0	0.0%
WATER	822	627	1,000	1,000	0	0.0%
COMPUTER SUPPORT	1,061		2,300	2,300	0	0.0%
Total Other Expenditure	221,355	244,561	241,448	271,010	29,562	12.2%
Total Operating Costs	1,055,225	1,003,557	1,171,448	1,217,280	45,832	3.9%
Net Fire	950,697	891,372	1,068,898	1,113,280	44,382	4.2%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Police						
Police Revenue						
RIDE PROGRAM GRANT	(6,446)		(6,640)	(6,640)	0	0.0%
OPP COURT SECURITY AND PRISONER TRANSPORTATION	(6,246)	(4,410)	(8,568)	(8,568)	0	0.0%
Total Operating Revenue	(12,692)	(4,410)	(15,208)	(15,208)	0	0.0%
Police Expenditures						
RIDE PROGRAM	6,065	4,902	8,500	8,500	0	0.0%
REALIGNMENT SERVICE	1,415,940	1,420,312	1,420,312	1,404,032	(16,280)	-1.1%
Total Police Operating Costs	1,422,005	1,425,214	1,428,812	1,412,532	(16,280)	-1.1%
Net Police	1,409,313	1,420,804	1,413,604	1,397,324	(16,280)	-1.2%
			0			
Police Services Board						
PSB Revenues						
CONTRIBUTIONS FROM RESERVES	(11,592)		(17,400)	(17,400)	0	0.0%
Total Contribution from Reserve	(11,592)	0	(17,400)	(17,400)	0	0.0%
POLICE SERVICE BOARD - -OTHER RECOVERIES	(3)					
REVENUES - OTHER	(15,314)	(11,917)	(7,000)	(7,000)	0	0.0%
Total Other Revenue	(15,317)	(11,917)	(7,000)	(7,000)	0	0.0%
Total Operating Revenue	(26,909)	(11,917)	(24,400)	(24,400)	0	0.0%
PSB Expenses						
Total Salaries and Benefit Exp	20,086	5,775	20,025	20,025	0	0.0%
TRANSFER TO POICE SERVICES BOARD RESERVES	7,000	5,000	5,000	5,000	0	0.0%
SOLAR SPEED SIGN RESERVE	1,000	0	0	0	0	
Total Contribution to Reserve	8,000	5,000	5,000	5,000	0	0.0%
CONVENTIONS AND SEMINARS	396	1,418	1,400	1,400	0	0.0%
MEMBERSHIPS	712	712	807	807	0	0.0%
MILEAGE	88	343	1,000	1,000	0	0.0%
OFFICE SUPPLIES	240	0	306	306	0	0.0%
OTHER EXPENSES (GRANTS)	4,500	2,992	3,060	3,060	0	0.0%
BOARD FUNCTIONS	63	300	306	306	0	0.0%
PATROLS						
Total Other Expenditure	5,999	5,764	6,879	6,879	0	0.0%
Total Operating Costs	34,085	16,539	31,903	31,903	0	0.0%
Net PSB	7,176	4,622	7,503	7,503	0	0.0%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Ganaraska Region Conservation Authority (GRCA)						
GRCA Expenditures						
CONSERVATION AUTHORITY	179,470	184,204	184,204	185,804	1,600	0.9%
Net GRCA	179,470	184,204	184,204	185,804	1,600	0.9%
			0			
Parking						
REVENUES	(2,917)		0	0	0	
GRANT FUND	(10,000)		0	0	0	
Total Operating Revenue	(12,917)	0	0	0	0	
EXPENSES - By-law Contracted Out	23,639		0	0	0	
Total Other Expenditure	23,639	0	0	0	0	
Net Parking	10,722	0	0	0	0	
Animal Control						
LIVESTOCK CLAIM GRANT	(3,376)	(1,447)	(2,000)	(2,000)	0	0.0%
CLAIMS PAID	3,547	1,553	2,500	2,500	0	0.0%
Net Animal Control	171	106	500	500	0	0.0%
			0			
Animal Services						
DOG LICENSE	(170)	(950)	(3,570)	(3,570)	0	0.0%
OTHER RECOVERIES		(555)	0	0	0	
Total Other Revenue	(170)	(1,505)	(3,570)	(3,570)	0	0.0%
ANIMAL SERVICES	60,642	27,105	60,642	36,700	(23,942)	-39.5%
Total Other Expenditure	60,642	27,105	60,642	36,700	(23,942)	-39.5%
Net Municipal Animal Services	60,472	25,600	57,072	33,130	(23,942)	-42.0%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Roads						
Roads Admin Revenues						
STUDENT FUNDING		(4,200)	0	0	0	
ENTRANCE PERMITS	(1,565)	(1,995)	(1,000)	(1,000)	0	0.0%
SITE VISIT	(4,030)	(5,130)	(2,500)	(2,500)	0	0.0%
OTHER RECOVERIES	(5,374)	(3,396)	(8,160)	(8,160)	0	0.0%
911 HOUSE NUMBER AREA CHARGE	(1,640)	(1,290)	(950)	(950)	0	0.0%
GRAVEL PITS -MISC. REVENUE	0		(1,250)	(1,250)	0	0.0%
GRAVEL PIT-AGG RESOURCES	(15,904)	(16,603)	(22,000)	(22,000)	0	0.0%
Total Other Revenue	(28,513)	(32,615)	(35,860)	(35,860)	0	0.0%
Total Roads Admin Operating Revenues	(28,513)	(32,615)	(35,860)	(35,860)	0	0.0%
Roads Admin Expenditures						
Total Roads Salaries and Benefit Exp	1,241,088	1,202,415	1,340,442	1,413,358	72,916	5.4%
TRAINING	3,402	10,456	9,000	9,000	0	0.0%
CONVENTIONS AND SEMINARS	16	2,149	3,500	3,500	0	0.0%
MEMBERSHIPS	915	2,039	1,900	1,900	0	0.0%
MILEAGE		249	200	200	0	0.0%
CLOTHING ALLOWANCE	4,139	2,748	3,500	3,500	0	0.0%
OFFICE SUPPLIES	6,442	4,523	5,000	5,000	0	0.0%
SHOP SUPPLIES	15,440	10,868	14,000	14,000	0	0.0%
UNIFORMS	21,886	15,476	19,500	19,500	0	0.0%
INSURANCE	71,677	82,305	73,111	84,077	10,967	15.0%
TELEPHONE	5,232	4,012	5,000	5,000	0	0.0%
ADVERTISING	0		400	0	(400)	-100.0%
CLEANING SERVICES	389	6,304	6,000	7,000	1,000	
CONSULTANTS - GENERAL	1,394	1,679	4,500	4,500	0	0.0%
CONSULTANTS ROADS NEED	611		0	0	0	
LICENCE GRAVEL PIT	2,255	6,809	1,530	1,530	0	0.0%
LICENSE RADIO	3,624	995	1,000	1,000	0	0.0%
ENGINEERING	20,941	0	21,000	21,000	0	0.0%
GRAVEL CRUSHING	42,720	22,428	42,500	42,500	0	0.0%
EQUIPMENT MAINTENANCE	28,609	7,959	21,000	21,000	0	0.0%
BLDG MAINTENANCE	15,373	8,015	11,500	11,500	0	0.0%
Total Other Expenditure	245,064	189,013	244,141	255,707	11,567	4.7%
Total Roads Admin Operating Costs	1,486,152	1,391,428	1,584,583	1,669,065	84,483	5.3%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Roads Fleet						
TRANSFER TO ROADS VEHICLES/EQUIPMENT RESERVE	368,191	320,000	320,000	320,000	0	0.0%
Total Contribution to Reserve	368,191	320,000	320,000	320,000	0	0.0%
FUEL	117,971	218,076	150,000	196,000	46,000	30.7%
INSURANCE	15,140	16,340	15,443	17,800	2,357	15.3%
LICENCE-VEHICLE	24,515	22,383	25,500	25,500	0	0.0%
CONTRACTED OUT	3,270	980	2,100	2,100	0	0.0%
VEHICLE REPAIRS EXPENSE	155,415	132,037	125,000	130,000	5,000	4.0%
TIRES	18,935	12,798	14,500	14,500	0	0.0%
Total Other Expenditure	335,247	402,613	332,543	385,900	53,357	16.0%
Net Roads Fleet	703,438	722,613	652,543	705,900	53,357	8.2%
Public Works Building						
HYDRO	11,518	9,581	14,000	14,000	0	0.0%
HEATING FUEL	4,275	6,485	7,650	7,650	0	0.0%
BUILDING AND YARD MAINTENANCE	931		0	0	0	
Total Other Expenditure	16,724	16,066	21,650	21,650	0	0.0%
Net Public Works Building	16,724	16,066	21,650	21,650	0	0.0%
Roads - General						
STAFF APPRECIATION-VOLUNTEER & STAFF APPRE	704	43	600	600	0	0.0%
EQUIPMENT RENTAL	877	5,085	10,000	10,000	0	0.0%
ROADS - TAX LEVY REQUIREMENT	859,949	859,949	859,949	859,949	0	0.0%
FUND ROAD REHAB PROJECT						
Total Roads Other Expenditure	861,530	865,077	870,549	870,549	0	0.0%
Bridges						
TRANSFER TO BRIDGE/CULVERT RESERVE	12,000	12,000	12,000	12,000	0	0.0%
Total Contribution to Reserve	12,000	12,000	12,000	12,000	0	0.0%
MATERIALS	131,500	108,443	130,000	130,000	0	0.0%
CONSULTANTS	12,751	6,106	13,500	13,500	0	0.0%
Total Other Expenditure	144,250	114,549	143,500	143,500	0	0.0%
Total Bridge and Culverts Operating Costs	156,250	126,549	155,500	155,500	0	0.0%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
			0			
Winter Control						
TRANSFER TO WINTER MAINTENANCE RESERVE	78,453	4,000	4,000	4,000	0	0.0%
Total Contribution to Reserve	78,453	4,000	4,000	4,000	0	0.0%
SALT PURCHASES	104,602	154,556	135,000	135,000	0	0.0%
SAND SCREENING	19,745	106,732	63,800	63,800	0	0.0%
EQUIPMENT RENTALS	8,548		15,000	15,000	0	0.0%
Total Other Expenditure	132,895	261,287	213,800	213,800	0	0.0%
Total Roads Winter Control Operating Costs	211,348	265,287	217,800	217,800	0	0.0%
			0			
Streetlights						
STREETLIGHT AREA CHARGE	(90,948)	(79,531)	(88,000)	(88,000)	0	0.0%
Total Other Revenue	(90,948)	(79,531)	(88,000)	(88,000)	0	0.0%
TRANSFER TO STREETLIGHT RESERVE	12,438	7,000	7,000	7,000	0	0.0%
Total Contribution to Reserve	12,438	7,000	7,000	7,000	0	0.0%
RURAL STREETLIGHT-HYDRO	68,942	66,190	71,000	71,000	0	0.0%
RURAL STREETLIGHT MAINTENANCE	9,569	5,556	10,000	10,000	0	0.0%
Total Other Expenditure	78,511	71,747	81,000	81,000	0	0.0%
Total Streetlights	0	(784)	0	0	0	0.0%
Roads Miscellaneous Maintenance						
CONTRIBUTION FROM RESERVE	0		(80,000)	0	80,000	-100.0%
Total Contribution from Reserve	0	0	(80,000)	0	80,000	-100.0%
TRANSFER TO ROADS NEED STUDY RESERVE	10,000	5,000	5,000	5,000	0	0.0%
TRANSFER TO GENERATOR RESERVE	10,000	10,000	10,000	10,000	0	0.0%
Total Contribution to Reserve	20,000	15,000	15,000	15,000	0	0.0%
HARD TOP MTCE-MATERIALS	33,390	23,577	32,000	32,000	0	0.0%
HARD TOP MTCE-CONTRACTED OUT	82,274	103,092	120,000	120,000	0	0.0%
ZONE PAINTING-CONTRACTED OUT		9,789	11,000	11,000	0	0.0%
GUARDRAIL MTCE-MATERIALS			3,570	3,570	0	0.0%
CATCH BASINS	11,372	27,323	25,000	25,000	0	0.0%
TREE REMOVAL	34,771	24,076	115,000	60,000	(55,000)	-47.8%
RAILROAD CROSSINGS-CN RAIL	7,836	7,183	8,000	8,000	0	0.0%
RD SIGNS-MATERIALS	8,160	8,284	11,700	10,000	(1,700)	-14.5%
Total Other Expenditure	177,802	203,324	326,270	269,570	(56,700)	-17.4%
Net Roads Miscellaneous Maintenance	197,802	218,324	261,270	284,570	23,300	8.9%
Net Roads Operating	3,604,732	3,571,944	3,728,035	3,889,174	161,140	4.3%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Parks and Facilities						
Administration - Revenues						
OTHER RECOVERIES						
PROGRAMMING REVENUE				(5,000)	(5,000)	
STUDENT FUNDING	(4,200)	(4,200)	0	0	0	
Total Other Revenue	(4,200)	(4,200)	0	(5,000)	(5,000)	
Total Admin - Parks Operating Revenue	(4,200)	(4,200)	0	(5,000)	(5,000)	
Administration - Expenditures						
Total Admin - Parks Salaries and Benefit Exp	231,598	216,181	233,182	288,084	62,882	22.7%
TRANSFER TO PARKS & RECREATION EQUIPMENT RESERVE	20,000	20,000	20,000	20,000	0	0.0%
TRANSFER TO FACILITY RESERVE	60,000	60,000	60,000	105,000	45,000	75.0%
Total Contribution to Reserve	80,000	80,000	80,000	125,000	45,000	68.3%
TRAINING	1,414	41	4,500	4,500	0	0.0%
CONVENTIONS & SEMINARS	887		2,800	2,800	0	0.0%
MEMBERSHIPS		860	1,300	1,300	0	0.0%
MILEAGE			500	500	0	0.0%
OFFICE SUPPLIES	3,530	2,127	3,000	3,000	0	0.0%
INSURANCE	7,503	7,518	7,863	8,800	1,147	15.0%
LEASE	1,429	2,362	3,000	3,000	0	0.0%
Total Other Expenditure	14,784	12,808	22,663	23,700	1,147	5.1%
Total Admin Operating Costs	326,380	308,989	355,745	434,784	89,039	29.6%
Net Administration	322,180	303,889	355,745	429,784	84,039	28.0%
Parks General - Revenue						
COMMEMORATIVE BENCH AND TREE PROGRAM	(3,874)		(2,500)	(2,500)	0	0.0%
Total Other Revenue	(3,874)	0	(2,500)	(2,500)	0	0.0%
Parks General - Expenditures						
Total Parks General Salaries and Benefit Exp	195,528	138,821	174,884	184,186	9,271	5.3%
INSURANCE	12,478	14,786	12,728	15,800	3,072	24.1%
SECURITY	10,905		0	0	0	
GROUNDKEEPING MTCE	49,071	48,570	49,000	49,000	0	0.0%
HYDRO	1,780	5,351	4,500	5,500	1,100	24.4%
COMMEMORATIVE BENCH AND TREE PROGRAM COSTS	2,213		2,500	2,500	0	0.0%
BEWDLEY BEACH WASHROOMS-HYDRO	567	575				
Total Other Expenditure	77,015	70,301	68,728	72,900	4,172	6.1%
Total Parks General Operating Costs	272,543	209,122	243,612	257,086	13,443	5.6%
Net Parks General	268,889	209,922	241,122	264,686	13,443	5.8%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Baltimore Rec Centre Revenues						
STUDENT FUNDING						
PUBLIC ADMISSIONS-BALTIMORE R.C.-	(814)	(2,260)	(3,200)	(3,200)	0	0.0%
BAR SALES-BALTIMORE R.C.			(1,561)	(1,561)	0	0.0%
VENDING MACHINE	(413)	(469)	(2,000)	(2,000)	0	0.0%
HALL RENTAL	(7,267)	(12,136)	(20,000)	(20,000)	0	0.0%
ICE RENTAL	(122,689)	(94,082)	(156,300)	(156,300)	0	0.0%
SIGNS RENTAL	(10,370)	(9,510)	(10,000)	(10,000)	0	0.0%
SABIC TURF RENTAL	(48,460)	(49,918)	(50,000)	(50,000)	0	0.0%
BALL DIAMOND RENTALS	(9,661)	(14,949)	(15,300)	(15,300)	0	0.0%
ARENA ICE YOUTH			0	0	0	
LIONS ARENA FLOOR	(1,700)	(9,864)	(8,000)	(8,000)	0	0.0%
DONATIONS	(200)	(90)	0	0	0	0.0%
RECOVERIES	(4,200)	(1,428)	(4,692)	0	4,692	-100.0%
SOLAR PANEL REVENUE	(9,796)	(9,796)	(10,000)	(10,000)	0	0.0%
Total Other Revenue	(215,570)	(204,503)	(281,053)	(276,361)	4,692	-1.7%
Baltimore Rec Centre Operating Revenue	(215,570)	(204,503)	(281,053)	(276,361)	4,692	-1.7%
			0			
Baltimore Rec Centre - Expenditures						
Baltimore Rec Centre Salaries and Benefit Exp	175,636	175,633	204,764	215,418	10,654	5%
			0			
CLOTHING ALLOWANCE	551	743	825	1,000	175	21.2%
INSURANCE	36,193	44,852	36,917	42,500	5,583	15.1%
BANK SERVICE CHARGES	516	531	1,300	1,300	0	0.0%
CREDIT CARD SERVICE CHARGES	1,377	1,880	550	2,000	1,450	263.6%
HYDRO	87,167	83,397	115,000	115,000	0	0.0%
HEATING FUEL	22,464	24,101	33,000	33,000	0	0.0%
TELEPHONE	3,841	4,348	4,200	4,200	0	0.0%
BUILDING MAINTENANCE	33,403	34,018	36,500	36,500	0	0.0%
ACTIVENET FEES	6,058	7,820	9,000	9,000	0	0.0%
EQUIPMENT MAINTENANCE	36,981	37,464	37,500	38,000	500	1.3%
Water Fee	7,725	4,921	4,000	7,500	3,500	87.5%
Total Other Expenditure	228,551	239,154	278,792	290,000	11,208	4.0%
Baltimore Rec Centre Operating Costs	404,187	414,786	483,556	505,418	21,862	4.5%
Net Baltimore Rec Centre	188,617	210,283	202,504	229,057	26,554	13.1%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Bewdley Rec Centre Revenues			0			
STUDENT FUNDING						
TOWER REVENUE			(2,600)	0	2,600	-100.0%
PUBLIC ADMISSIONS		(389)	(1,200)	(1,200)	0	0.0%
VENDING MACHINE REVENUES			(3,641)	(3,641)	0	0.0%
HALL RENTALS	(4,454)	(5,311)	(9,000)	(9,000)	0	0.0%
ARENA ICE RENTALS	(69,450)	(76,004)	(120,000)	(125,000)	(5,000)	4.2%
SIGN RENTALS	(1,620)	(2,030)	(3,264)	(3,264)	0	0.0%
ARENA FLOOR RENTALS		(150)	(1,600)	(500)	1,100	-68.8%
SOLAR PANEL REVENUES	(6,151)	(4,674)	(7,000)	(7,000)	0	0.0%
Total Other Revenue	(81,674)	(88,558)	(148,305)	(149,605)	(1,300)	0.9%
Bewdley Rec Centre Operating Revenue	(81,674)	(88,558)	(148,305)	(149,605)	(1,300)	0.9%
Bewdley Rec Centre - Expenditures						
Bewdley Rec Centre Salaries and Benefit Exp	126,501	146,570	161,092	169,361	8,269	5%
			161,092	-		
CLOTHING ALLOWANCE	423	428	550	500	(50)	-9.1%
OFFICE SUPPLIES	466	159	750	750	0	0.0%
POP MACHINE STOCK			2,244	2,244	0	0.0%
INSURANCE	22,461	25,346	22,911	26,300	3,389	14.8%
BANK SERVICE CHARGES	517	530	1,350	1,350	0	0.0%
CREDIT CARD SERVICE CHARGES	182	190	200	200	0	0.0%
HYDRO	60,435	60,207	72,000	72,000	0	0.0%
HEATING FUEL	7,363	12,740	12,000	12,000	0	0.0%
TELEPHONE	2,782	2,670	3,500	3,500	0	0.0%
EQUIPMENT MAINTENANCE	17,677	19,552	16,320	16,320	0	0.0%
BUILDING MAINTENANCE	14,155	13,096	25,500	25,500	0	0.0%
ACTIVENET FEES	1,824	2,444	4,000	4,000	0	0.0%
Total Other Expenditure	128,284	137,363	161,325	164,664	3,339	2.1%
Bewdley Rec Centre Operating Costs	254,785	283,933	322,417	334,025	11,609	3.6%
Net Bewdley Rec Centre	173,111	195,374	174,111	184,420	10,309	5.9%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Cold Spring Hall Revenues			0			
CONTRIBUTION FROM RESERVES	0		(2,500)	(2,500)	0	0.0%
Total Contribution from Reserve	0	0	(2,500)	(2,500)	0	0.0%
HALL RENTALS	239	(4,915)	(10,000)	(10,000)	0	0.0%
FUNDRAISING REVENUES			(3,500)	(3,500)	0	0.0%
Total Other Revenue	239	(4,915)	(13,500)	(13,500)	0	0.0%
Cold Spring Hall Operating Revenues	239	(4,915)	(16,000)	(16,000)	0	0.0%
Cold Spring Hall Expenditures						
TRANSFER TO COLDSPRINGS HALL FUNDRAISING RESERVE	3,500	3,500	3,500	3,500	0	0.0%
Total Contribution to Reserve	3,500	3,500	3,500	3,500	0	0.0%
CLEANING SUPPLIES		0	1,200	1,200	0	0.0%
HYDRO	3,832	4,468	4,500	4,500	0	0.0%
HEATING FUEL	7,304	8,698	11,200	11,200	0	0.0%
INSURANCE	1,500	1,879	1,530	1,800	270	17.6%
TELEPHONE	698	707	1,000	1,000	0	0.0%
CONTRACT CLEANER			5,500	5,500	0	0.0%
BUILDING MAINTENANCE AND SUPPLIES	3,377	5,194	7,000	7,000	0	0.0%
MINOR CAPITAL	0	8,553	5,000	5,000	0	0.0%
Total Other Expense	16,712	29,499	36,930	37,200	270	0.7%
Cold Spring Hall Operating Costs	20,212	32,999	40,430	40,700	270	0.7%
Net Cold Spring Hall	20,450	28,084	24,430	24,700	270	1.1%
			0			
Camborne School House						
HALL RENTAL		(686)	(5,000)	(5,000)	0	0.0%
Total Other Revenue	0	(686)	(5,000)	(5,000)	0	0.0%
WATER USAGE	463		500	500	0	0.0%
HYDRO	2,329	2,714	4,500	4,500	0	0.0%
MAINTENANCE	2,998	937	1,200	1,200	0	0.0%
Total Other Expense	5,327	3,651	6,200	6,200	0	0.0%
Net Camborne School House	5,327	2,965	1,200	1,200	0	0.0%
Net Recreation and Culture Operating	978,333	950,497	979,112	1,123,726	144,614	14.8%



2023 Budget Package

	2021 Actuals	2022 Preliminary Actual	2022 Budget	2023 Draft Budget	\$ Increase	% Increase
Other						
Heritage Committee						
FUNDRAISING	0		(1,800)	(1,800)	0	0.0%
Total Other Revenue	0	0	(1,800)	(1,800)	0	0.0%
TRANSFER TO HERITAGE RESERVE	9,625	5,000	5,000	5,000	0	0.0%
Total Contribution to Reserve	9,625	5,000	5,000	5,000	0	0.0%
MATERIALS	0		1,500	1,500	0	0.0%
HERITAGE - PROJECTS	0		1,800	1,800	0	0.0%
Total Other Expense	0	0	3,300	3,300	0	0.0%
Net Heritage Committee	9,625	5,000	6,500	6,500	0	0.0%
Accessibility Committee Revenues						
CONTRIBUTION FROM RESERVES	(8,666)	0	(10,000)	(10,000)	0	0.0%
Total Contribution from Reserve	(8,666)	0	(10,000)	(10,000)	0	0.0%
TRANSFER TO ACCESSIBILITY RESERVES	9,000	10,000	10,000	10,000	0	0.0%
Total Contribution to Reserve	9,000	10,000	10,000	10,000	0	0.0%
PROJECTS	8,666	0	10,000	10,000	0	0.0%
Total Other Expense	8,666	0	10,000	10,000	0	0.0%
Net Accessibility Committee	9,000	10,000	10,000	10,000	0	0.0%
Climate Change Committee						
PROJECTS	270		2,500	2,500	0	0.0%
Total Other Expense	270	0	2,500	2,500	0	0.0%
Net Climate Change Committee	270	0	2,500	2,500	0	0.0%
Council Grants						
HOSPICE GRANT FUNDING	(26,000)	(26,000)	(26,000)	0	26,000	-100.0%
HOSPICE GRANT	26,000	26,000	26,000	0	(26,000)	-100.0%
COUNCIL GRANTS - HARWOOD HALL	7,000	10,000	10,000	10,000	0	0.0%
COUNCIL GRANTS-GORES LANDING HALL	3,500	0	0	0	0	0.0%
COUNCIL GRANTS-COMMUNITY CARE	8,500	9,000	9,000	9,000	0	0.0%
COUNCIL GRANTS-BETHLEHEM WALK	0	1,000	1,000	1,000	0	0.0%
MISC GRANTS TO COMMUNITY SERVICES	150	0	2,000	2,000	0	0.0%
COMMUNITY SERVICES COUNCIL GRANTS	19,150	20,000	22,000	22,000	0	0.0%
PHYSICIAN RECRUITMENT	9,800	9,843	9,843	9,800	(43)	-0.4%
Net Council Grants	28,950	29,843	31,843	31,800	(43)	-0.4%
LIBRARY						
LIBRARY GRANT	(19,180)		(19,180)	(19,180)	0	0.0%
CONTRACTED LIBRARY SERVICES	330,236	336,843	336,843	343,584	6,741	2.0%
Net Library	311,056	336,843	317,663	324,404	6,741	2.1%



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ⁱ Northumberland County Comparisons available from Northumberland County (2022) at www.investnorthumberland.ca

ⁱⁱ 2021 Township of Hamilton Population and Workforce data available from Statistics Canada (2021), Census Profile 2021 Census of Population available at: [Profile table, Census Profile, 2021 Census of Population - Hamilton, Township \(TP\) \[Census subdivision\], Ontario \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/92-62-0001/2021001/article/00001-eng.htm)

ⁱⁱⁱ Local Assessment Base 2023 Assessment Data available from Municipal Property Assessment Corporation (MPAC) (2023).