



# 2024 Budget

A plan for today and tomorrow!

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The Corporation of the Township of Hamilton

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Township of Hamilton  
Ontario**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Township of Hamilton, Ontario, for its Annual Budget for the fiscal year beginning January 01, 2023.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only.

We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# 2024 Budget

A plan for today and tomorrow

- Mayor's Message
- Township Profile

# Message from our Mayor



On behalf of Council and staff, I'm pleased to present the Township's 2024 Budget.

During the first year of our elected term, Council has come together with staff to create a strong and dynamic team, connected by the desire to deliver services and

programs to our community in a way that is effective, efficient, and fair. We have learned a lot as elected officials about the inner workings of our organization, our community, the roles of staff, and the services we provide. Council has developed a deep understanding of the needs and pressures faced by not just our municipality and residents, but by our neighbours and others throughout the province as well.

The last few years have been hard – inflation, rising interest rates, the housing crisis, our changing climate, and more. Council and staff recognize that a lot of our residents are worried, wondering how they will make ends meet to make it through the upcoming years.

We hear you. We understand you. We are working with you in mind.

The 2024 Budget acknowledges these outside factors. The 2024 Budget strives to make the necessary, common-sense, practical decisions needed to continue to deliver services and programs to our residents in a realistic manner. It plans not only for projects to be completed over the next year that will better our community, but also for future projects that will protect our infrastructure and ensure the continuous delivery of services residents rely on in their daily lives.

Incorporating projects that will help us achieve the goals outlined in the Township's new 2023-2026 Strategic Plan, the 2024 Budget will set the Township up for continued success and keep us focused on our strategic priorities: People, Community, Effective Governance, Environment, and Development.

Overall, I look forward to the year ahead and seeing what Council, staff, and our community can accomplish together with the 2024 Budget being a key factor in our success.

***Scott Jibb, Mayor***



## Township of Hamilton 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.

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.

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.

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



# Our Community

## Our Hamlet & Villages

- Baltimore
- Bewdley
- Camborne
- Cold Springs
- Gores Landing
- Harwood
- Precious Corners

## Our Workforce

- Total Eligible Workforce: 9,500
- Average Household Income: \$106,000
- 54.5% have College Diplomas, Bachelor's Degrees or Higher
- 10% have Apprenticeship or Trades Certificates

## TOP THREE INDUSTRIES



# Local Assessment Base

## 2024 Assessment Data from MPAC



**5456**

Total Properties in Township

---



**4555** Residential Properties



**730** Farm Properties



**82** Commercial Properties



**54** Special / Exempt Properties



**34** Industrial Properties



**\$1,906,010,700** Total Assessed

Property Value in Township

# Our Council

Council is the ultimate authority, subject to provincial law, for all actions taken on behalf of the municipality and that it exercises both executive and legislative responsibilities. The Municipal Act 2001, section 224, describes the roles of Council:

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the municipality;
- c) to determine which services the municipality provides;
- d) to ensure that administrative practices and procedures and controllership policies, practices, and procedures are in place to implement the decisions of Council; and
- e) to ensure the accountability and transparency of the operations of the municipality.

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, policing, 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.



# Our 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.



Figure 2: List of Boards and Committees for 2024

# 2024 Budget

**A plan for today and tomorrow**

- **Message from our CAO**
- **Our Strategic Plan**
- **Our Vision, Mission & Values**
- **Our Commitment to Environment**
- **Our Organization Structure**
- **Our Services**

# Message from our CAO

I am pleased to share with you an exciting development as we move forward in our journey to fulfill the Township of Hamilton Strategic Plan. After months of diligent work by our dedicated Treasurer and Department Heads, in addition to valuable input from the public, I am delighted to present the 2024 Draft Budget.

This budget represents a pivotal step in our ongoing commitment to align our financial resources with the strategic priorities set forth by our elected officials and the needs of our community. Through careful planning and resource allocation, we aim to create a sustainable, prosperous, and vibrant future for the Township of Hamilton.

The Township Council's Strategic Plan serves as our compass, guiding us toward a better tomorrow. It outlines the key objectives and priorities that will shape our community's trajectory. The 2024 Draft Budget has been meticulously designed to translate these goals into actionable financial strategies – for today. Our focus is to ensure that our resources are optimally allocated to support these initiatives.

I want to express my heartfelt appreciation to our Treasurer and Department Heads for their unwavering commitment to fiscal responsibility and for their

dedication to the Township's well-being. Their expertise and tireless efforts have been instrumental in crafting a budget that will help us to achieve our strategic objectives.

Furthermore, the inclusion of public input in the budgeting process is a testament to our commitment to transparency and engagement. The Township of Hamilton thrives when we collaborate with our community members, and your insights have played a vital role in shaping this budget. We value your contributions and will continue to seek your input as we move forward.

As we embark on this journey - Making Life Better - I urge each one of you to familiarize yourselves with the 2024 Draft Budget, understand its implications, and align your efforts with the strategic priorities it outlines. By working together and dedicating ourselves to the common goals set forth, we will pave the way for a brighter tomorrow, for the Township of Hamilton.

I look forward to our collective efforts in the upcoming budget deliberations and the positive impact they will have on our community. Thank you for your unwavering dedication and commitment to our shared mission.



**Arthur Anderson, CAO**



# Our Strategic Plan 2023-2026

## A Roadmap for our Future

The purpose of a 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 Township of Hamilton is committed to its vision, mission, and values as identified in the Township Strategic Plan.

At the June 20, 2023 Council Meeting, Council adopted the [2023-2026 Strategic Plan](#). The current Strategic Plan will have a major influence on the Township's 2024 Budget.

Given the nature of a strategic plan, we have set the overall direction and will bring projects and initiatives forward that meet the plan. We have already identified many of the initiatives that we will be pursuing during the life of this plan, depending upon resources and timing of projects, including weather, lifecycle/replacement of existing assets, etc. We also recognize that the plan may have to be refined and updated should events or assumptions change. We are confident that the vision, mission, values, and priorities in this plan will help guide the Township's budget.



# Creating our Strategic Plan

Our current Strategic Plan was compiled through a multi-step approach:



## Step 1 – Documentation Review

Senior Management Team (SMT) reviewed current corporate plans – such as the Fire Master Plan, Parks and Recreation Master Plan, Organization Master Plan, Official Land Use Plan, and Records and Information Management Strategic Plan – to identify key building blocks of the new strategic plan and capitalize on these community and corporate investments.

## Step 2 – Public Engagement

A survey was available online and in hard-copy and invited residents to share their thoughts on what the values and priorities of the Township should be and to provide user insight on services we provide or should provide. Citizen advisory committees and the public were also provided an opportunity to review and provide input on the draft Strategic Plan.

## Step 3 – Staff Perspectives

A survey was circulated to all staff to receive input on the services we provide, where they would like to see the

Township in four years, and to gauge their connection to the previous strategic plan and the work they do. Staff were also offered the opportunity to provide comments on the draft plan.

## Step 4 – Management Discussions

SMT reviewed Council, staff, and public input, legislative requirements, and current issues facing Ontarians. The Team completed an analysis of the Township’s strengths, weaknesses, opportunities, and threats (SWOT analysis) to identify key trends, broad themes, operational priorities, organizational values, and high-level goals for the next four years.

## Step 5 – Council Participation

Council met with the SMT to review the SWOT analysis, key trends, survey comments, proposed priorities, goals, and values. Council provided valuable political perspectives on current operations and our community’s future needs. They reviewed and established the final set of priorities and goals in partnership with staff.

# Our Vision, Mission & Values

## VISION

**Making life better** everyday by creating a vibrant and sustainable township we are all proud to call home.

## MISSION

**To provide effective and efficient services** delivered through accountability and respect to promote the social, economic and environmental priorities of our community.



### Accountability & Transparency

We stand behind our commitments and recommendations and deliver on our priorities.



### Respect

We value other's opinions and insights and act professionally in our interactions with each other and the public.



### Service Focused

We maintain a positive attitude and are willing to assist and provide the best service possible to Council, our colleagues, and the public.



### Teamwork

We work together to achieve the highest standard of performance.



### Inclusive

We bring together people with different backgrounds, perspectives, and experiences to improve creativity and decision-making and to better represent and serve our growing community.



# Our Strategic Priorities



## People

Our people are at the heart of our efforts to deliver quality services to our residents and community. The Township is committed to enabling our staff to be engaged and supported in the work that they do and in their professional and personal lives by establishing an inclusive, positive, innovative, progressive, and united workplace culture.



## Community

The Township is committed to building a strong community to encourage social connections, a sense of belonging, safety, security, and participation in a community bonded by shared progressive and inclusive attitudes, values, and goals for a fulfilling life.



## Effective Governance

To deliver efficient and cost effective governance in a timely manner through leadership and respect - administer with an unbiased view.



## Environment

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



## Development

The Township is committed to growing our economy and residential capacity responsibly and sustainably to ensure agricultural and heritage resources are protected while affordable housing, services, and infrastructure needs are met.

# Our Implementation Plan

The Implementation Plan of the 2023-2026 Strategic Plan will be key to determining if we did what we said we were going to do. Every year during the annual budget process, the Senior Management Team will establish departmental business plans, in consultation with Council that will align with this Strategic Plan. These departmental plans will provide the implementation framework for ensuring that all activities budgeted for and scheduled for the year support the overall Strategic Plan. The Three Strategies are:



Figure 3: Description of the Reporting, Evaluation, and Funding Strategies

# Our Commitment to the Environment

The Township of Hamilton is committed to protecting, maintaining, and raising awareness of the natural environment within 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. Some of our initiatives include:

- Continued commitment of reducing, by 2030, organizational generated Greenhouse Gas Emissions by 30% less than the 2005 levels.
- Continue to implement and maintain Drinking Water Standards, Source Water Protection and Risk Management practices.
- Explore green building and farming initiatives, programs, guidelines, best practices, where applicable.
- Encourage tree preservation / planting, naturalization of applicable areas through investment, promotion, education, and policy development.
- Promote and consider Cycling Master Plans and active transportation during road reconstruction to encourage reduction of greenhouse gases / emissions in the Township.
- Continue to provide public educational activities and communications about environmental protection / conservation, energy conservation, invasive species awareness, etc.
- Encourage, promote, and reduce carbon producing activities by undertaking facility energy efficiency upgrades and investing in Electric Vehicle (EV) Charging Stations.
- Enhance policies and best practices for environmental considerations and impacts, where applicable, during the procurement process.
- Research and implement Climate Adaptation Strategies, where applicable.

## Our Commitment to the Environment – cont.

- Continue to share information 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.
- Include an Environmental and Climate Change Impact Assessment for all Council reports.
- Implement a review of Environmental Best Practices - energy efficiency, composting, recycling, and Boomerang Lunches - during new staff orientation.
- Install 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.
- Make upgrades to high-efficiency HVAC systems and LED lighting for increased heating, cooling and lighting efficiency; Installation of programmable thermostats and review of bio-fuel and bio-lubricants applications in Public Works.
- Optimize High-Lift Pump operation to use a jockey pump to reduce hydro usage.
- Upgraded all heating systems to natural gas and propane; No longer using fuel oil.
- Large vehicles have anti idling devices, where applicable.
- Promote 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.
- Creation of a new Environmental Initiative reserve to champion environmental initiatives. The reserve will first fund the implementation plan for updating floodplain mapping. This reserve will fund future projects such as reducing greenhouse gases and carbon footprint. This reserve sets the foundation for a sustainable and eco-friendly Township, fostering a resilient community for the future.

# Our Organization Structure

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.

We bring together people with different backgrounds, perspectives, and experiences to better serve our community.

The Township is committed to enabling our staff to be engaged and supported in the work that they do and in their professional and personal lives by establishing an inclusive, positive, innovative, progressive, and united workplace culture. Our staff are at the heart of our efforts to deliver quality services to our residents and community.



# Our Organizational Chart

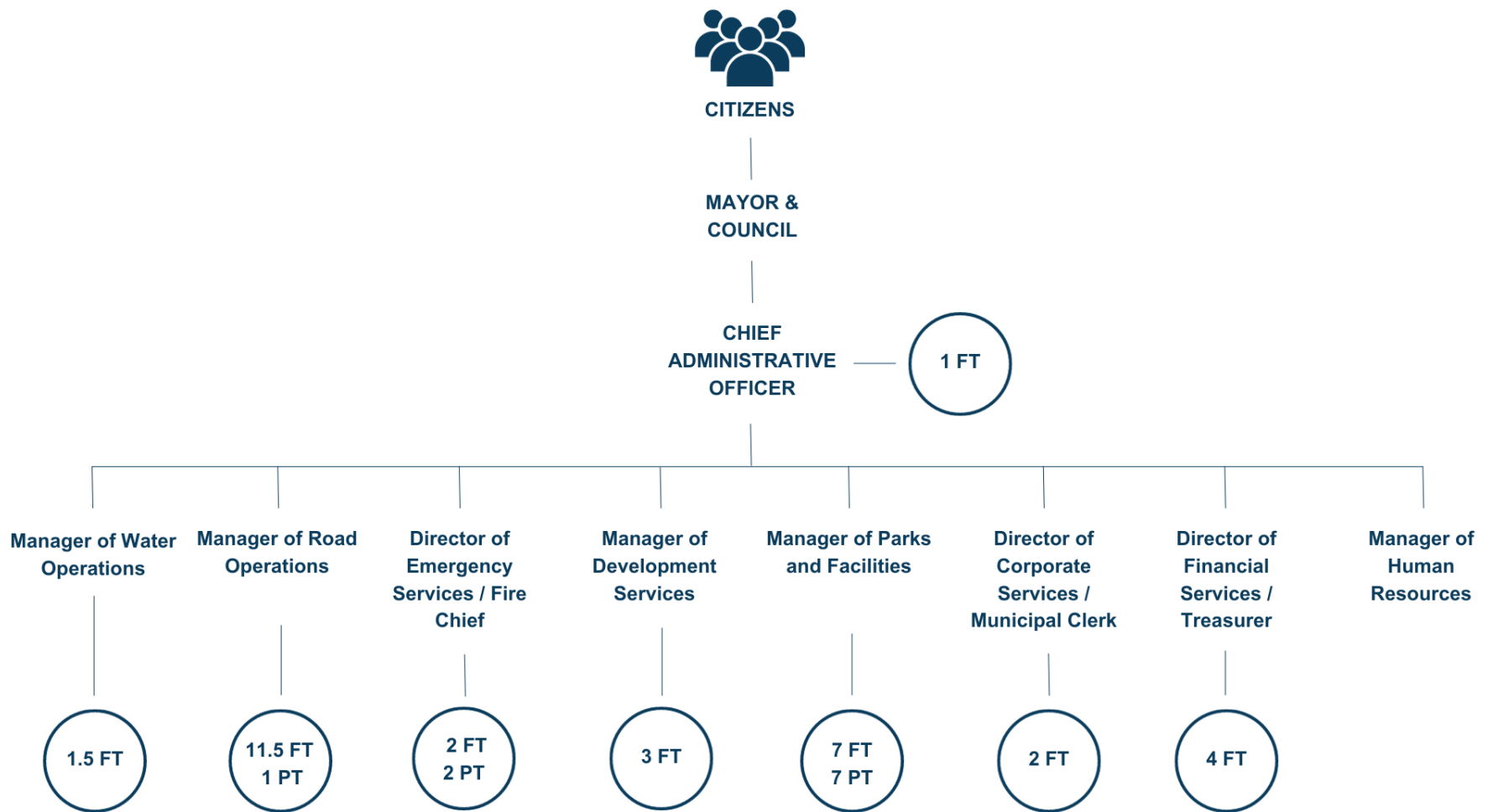


Figure 4: Township's Organizational Chart



# 2021-2024 Staffing Summary

Table 1: Full-Time (FT) and Part Time (PT) Staff Complement 2021-2024

|             | General Government | Road Operations | Parks and Facilities | Emergency Services | Development Services | Water | Total              |
|-------------|--------------------|-----------------|----------------------|--------------------|----------------------|-------|--------------------|
| <b>2021</b> | 10FT               | 12.5FT / 1PT    | 7FT / 7PT            | 2FT / 3PT          | 3FT                  | 2.5FT | <b>37FT / 11PT</b> |
| <b>2022</b> | 11FT               | 12.5FT / 1PT    | 7FT / 7PT            | 2FT / 3PT*         | 3FT                  | 2.5FT | <b>38FT / 11PT</b> |
| <b>2023</b> | 11FT               | 12.5FT / 1PT    | 8FT / 7PT            | 3FT / 2PT**        | 4FT                  | 2.5FT | <b>41FT / 10PT</b> |
| <b>2024</b> | 11FT               | 12.5FT / 3PT    | 8FT / 7PT            | 3FT / 2PT***       | 4FT                  | 2.5FT | <b>41FT / 12PT</b> |

\*2022: 58 Volunteer Firefighters

\*\*2023: 57 Volunteer Firefighters

\*\*\*2024: 60 Volunteer Firefighters

Our staff members are the driving force behind our commitment to delivering quality services to our residents and community.

# Our Services

The Township of Hamilton steadfastly commits to delivering optimal services to our residents, businesses, and visitors. Our obligation is to provide these services reliably and conveniently to meet the diverse needs of the community we serve.



Figure 5: List of Township Services

# 2024 Budget

**A plan for today and tomorrow**

- **Message from our Treasurer**
- **Basis of Budgeting**

# Message from our Treasurer

It is my absolute privilege to welcome you to Budget 2024 – A Plan for Today and Tomorrow!

The 2024 budget is a lean budget, reflecting the efficiency and cost-consciousness that our organization prides itself on. The Township is proud to maintain one of the lowest residential property tax rates in the Northumberland County. This achievement is a testament to our commitment to ensuring that our residents are not burdened with excessive tax obligations. The proposed budget maintains all current levels of service, as well as providing for a number of initiatives designed to improve the quality of life and the sustainability of the Township's infrastructure.

Although the overriding principle of building an annual budget is to execute the initiatives identified in our Strategic Plan, we must also recognize our everyday service obligations. These obligations come in the form of various pressures, including contractual commitments, insurance, facility, and fleet maintenance requirements.



Significant inflationary increases and reliance on grant funding are some of the challenges that the Township is facing in 2024. These challenges underscore the need for careful financial planning and the allocation of

resources to ensure the continued well-being of our community. Furthermore, the Township must consider its funding strategy to maintain and replace infrastructure asset inventory as per the Asset Management Plan's recommendations. Planning for the long term ensures the sustained growth and

prosperity of the Township. We would like to express our gratitude to the ratepayers for providing feedback and input to us through our budget survey. Your input is highly valued and has been considered throughout the budget development process. We look forward to your support and cooperation in ensuring that the Township continues to thrive in 2024.

***Nusrat Ahmed, Treasurer***

# Basis of Budgeting

Every year, the Township of Hamilton's budget is established to provide a foundation to meet the service and infrastructure needs of its ratepayers. The budget is developed and approved annually to finance the delivery of programs and services to the community according to Council approved service levels. Learn how the Township of Hamilton's budget works by watching the [Budget Process video](#)!

As per *section 290(1) of the Municipal Act, 2001*, municipalities are mandated to annually prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including:

- a) amounts sufficient to pay all debts of the municipality falling due within the year; and
- b) amounts required for any board, commission, or other body.

Township's Council must approve a balanced operating budget for each fiscal year (January 1st to December 31st) ensuring revenues equal to expenditures.

Municipalities are prohibited from budgeting for a deficit.

The Township of Hamilton's financial information adheres to Canadian Generally Accepted Accounting Principles (GAAP), as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants Canada (CPA Canada).

The Township's budget and financial data are presented in the accrual basis of accounting, recognizing revenues when available and measurable, while expenditures are acknowledged as they are incurred and measurable due to goods or services rendered, creating a legal obligation to pay. This approach ensures transparency and compliance with established accounting standards in managing the Township's fiscal affairs.



# Exclusions from the Budget

## Water Operation Budget

The Township's Water Operation department operates as a stand-alone department solely supported by the system users. Because of this, the Township's Water Operation department has a separate budget that is presented independently from the main budget package. The [2024 Water Draft Budget](#) and associated reports can be found on the budget webpage.



## Amortization Expenses on Tangible Capital Assets

The Township's [2022 Audited Financial Statements](#) include amortization expenses on tangible capital assets as required by PSAB standards. The 2022 Audited Financial Statements includes \$3.2 million expensed for amortization related to the recording of tangible capital assets. This amortization is based on the cost of these assets when they were built or purchased.

Although the Township's 2024 Draft Operating Budget does not include amortization expense on tangible capital assets, provisions are made for contributions to capital and transfers to/from reserves to fund capital expenses. The 2024 Draft Capital Budget is based on planned capital expenditures for the year.



# Financial Policies

Council has approved policies for prudent financial management to ensure that public funds are being used in an optimal manner. **The 2024 Draft Budget complies with the relevant financial policies.** Examples of financial policies includes:

|                                |   |
|--------------------------------|---|
| Annual Budget Process Policy   | <ul style="list-style-type: none"><li>The purpose of the Annual Budget Process policy is to ensure consistent guidelines and understanding of the municipality's budget process ensuring that Council's priority of service delivery to the residents of the Township is being met and <b>balanced budget</b> is presented.</li></ul> |
| Procurement Policy             | <ul style="list-style-type: none"><li>The Municipal Act, 2001 requires that all municipalities adopt policies with respect to its procurement of goods and services. This policy ensures that the process for all purchasing is open, honest, transparent, fair, impartial and accountable.</li></ul>                                 |
| Debt Management Policy         | <ul style="list-style-type: none"><li>A debt policy sets forth the parameters for issuing debt and managing the debt portfolio. It rationalizes the decision-making process, identifies objectives for staff to implement, and demonstrates a commitment to long-term financial planning objectives.</li></ul>                        |
| Reserve Policy                 | <ul style="list-style-type: none"><li>The Municipal Act, 2001, Section 293 provides that a municipality's budget shall set out amounts to be paid into and out of reserves.</li></ul>   |
| Tangible Capital Assets Policy | <ul style="list-style-type: none"><li>This policy establishes standards on how to account for and report TCAs in the financial statements of the Township of Hamilton.</li></ul>  |
| Asset Management Policy        | <ul style="list-style-type: none"><li>This policy is to provide leadership in and commitment to the development and implementation of the Township's asset management program.</li></ul>  |

# Classification of Budget

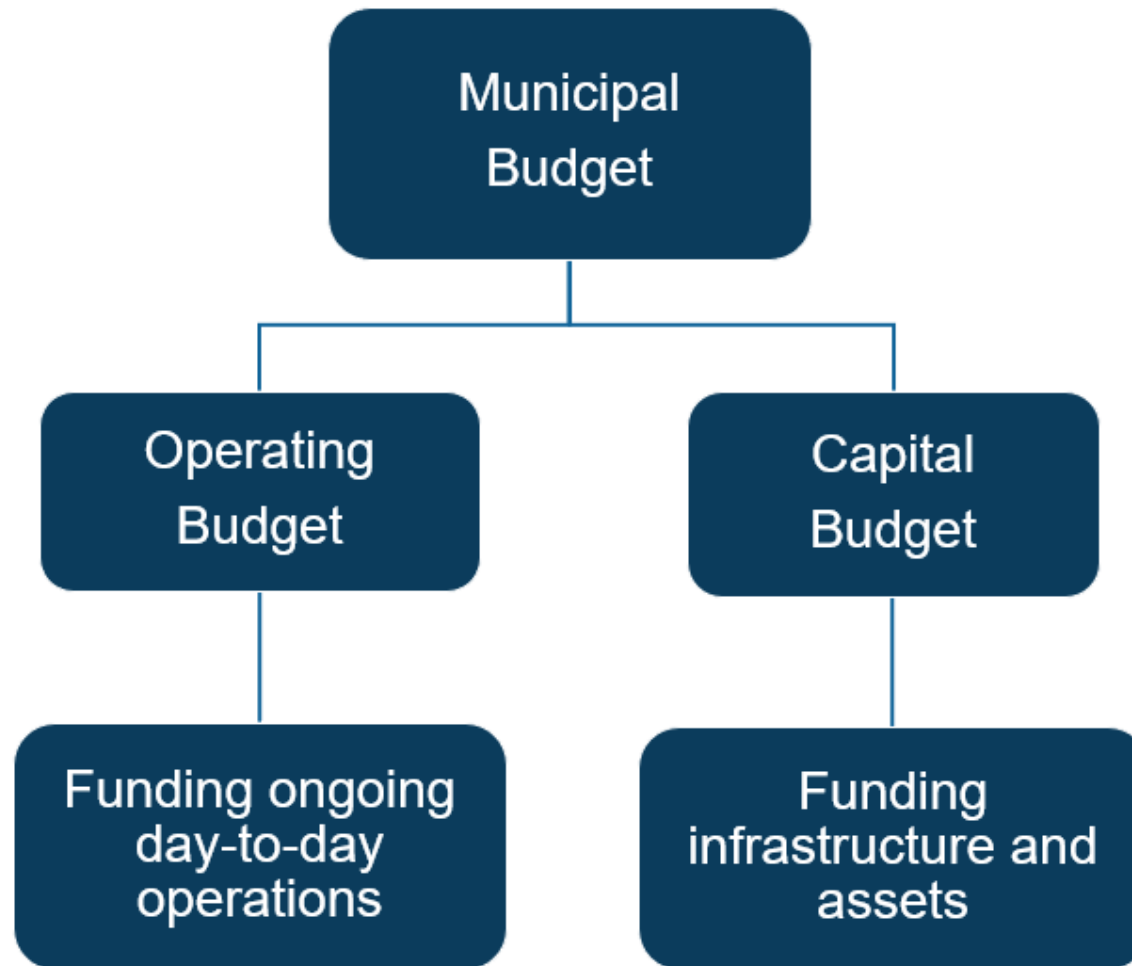


Figure 6: Township's Classification of Budget

# Operating vs Capital Budget

## What is an Operating Budget?

An operating budget is a detailed financial plan that outlines an organization's expected revenues and expenses for a specific period, typically one fiscal year. It includes day-to-day operating costs, such as salaries, utilities, fuel, insurance, and other recurring expenses necessary for the regular functioning of the entity. The operating budget helps in managing resources, making informed financial decisions, and ensuring that the organization can meet its short-term financial obligations.

## What is a Capital Budget?

A capital budget is a financial plan that centers on investing in the construction of new infrastructure or the replacement of existing assets.

It serves as a means of communicating decisions regarding:

- future strategies & priorities, and
- constraints faced by an organization, such as the Township.

An operating budget covers day-to-day expenses within a specific timeframe, often a year. In contrast, a capital budget focuses on significant long-term investments, such as infrastructure projects or asset purchases.

Operating budgets deal with regular operations, while capital budgets handle larger, one-time expenditures aimed at improving or expanding the Township.

# Our Budget Process



## Preparation

The Township's budget preparation is a crucial initiative led by the administration, serving as a plan to allocate resources for Council's strategic priorities. Departments initiate the process by analyzing the previous year's budget, quarterly financial reports, and year-to-date actuals to identify trends and service efficiencies.

This comprehensive approach ensures informed allocation of resources, fostering progress, and aligning financial strategies with the Township's strategic goals.

The Township utilizes the budget survey to give ratepayers an opportunity to share their ideas on the upcoming budget.

## Review

The budget review process involves a thorough staff-level examination, balancing service delivery and capital management within fiscal constraints and long-term sustainability. It safeguards core services for ratepayers while fostering the development of cost-saving strategies and efficiencies within the Township.





# Approval

The budget approval process consists of Council assessing both operating and capital budgets presented by staff. This comprehensive review is an integral part of the budget approval process, ensuring transparency and accountability in financial decisions that impact the community's well-being and development.



# Post Budget Approval

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:

## Amendment to Capital Budgets

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

## Amendment to Operating Budgets

The operating budget cannot be amended after budget adoption as changes to the tax rate are not permissible.

## Quarterly Financial Reporting

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

# How to read our Budget Package - Operating Budget

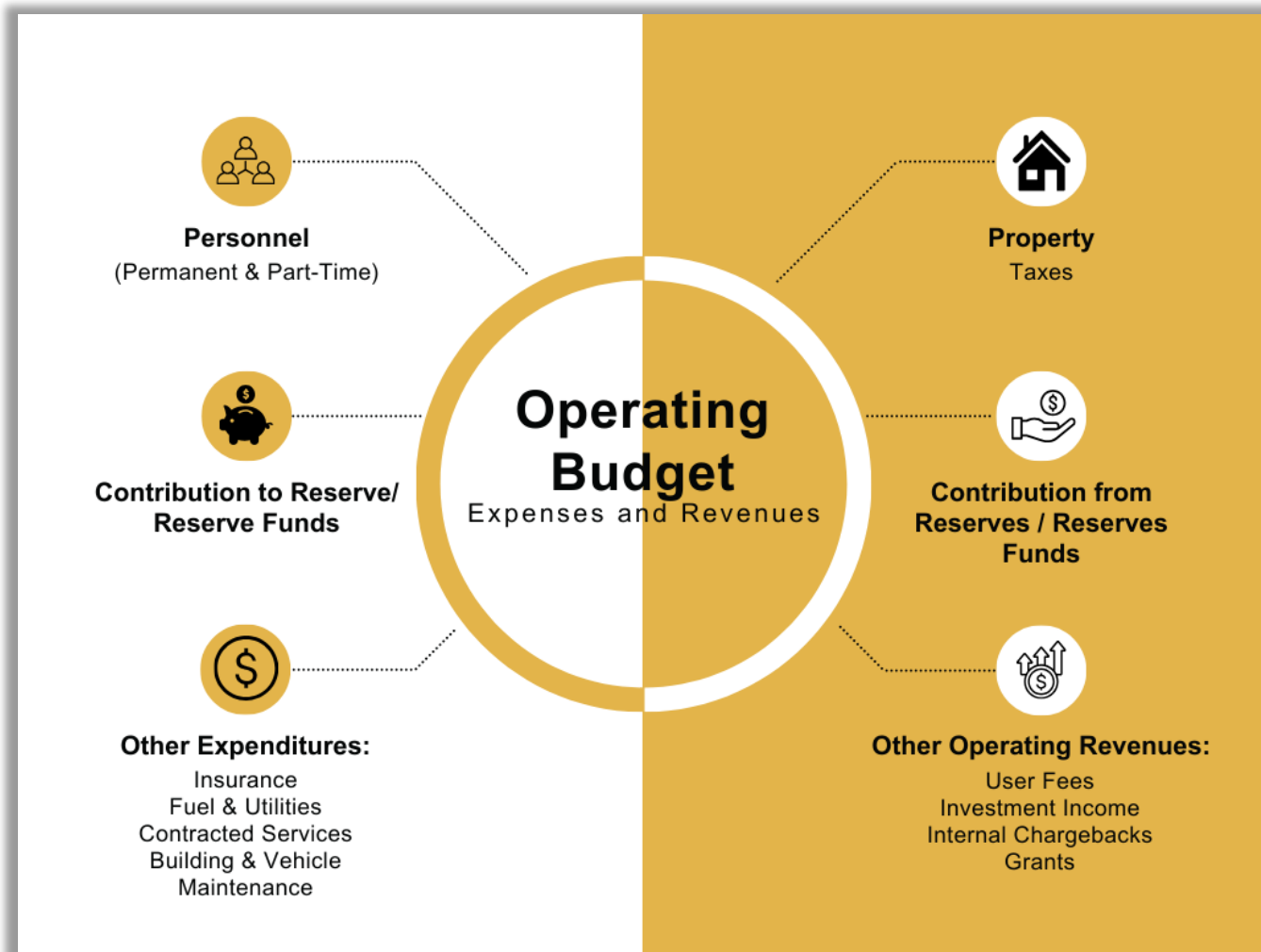


Figure 7: Operating Budget Expenses and Revenues

## Operating Expenditure

Expenditure includes, but are not limited to:

- Personnel expense such as salaries / wages and benefits;
- Contribution to reserves; and
- Other expenditures such as insurance, fuel, utilities, and building, equipment and vehicle maintenance.

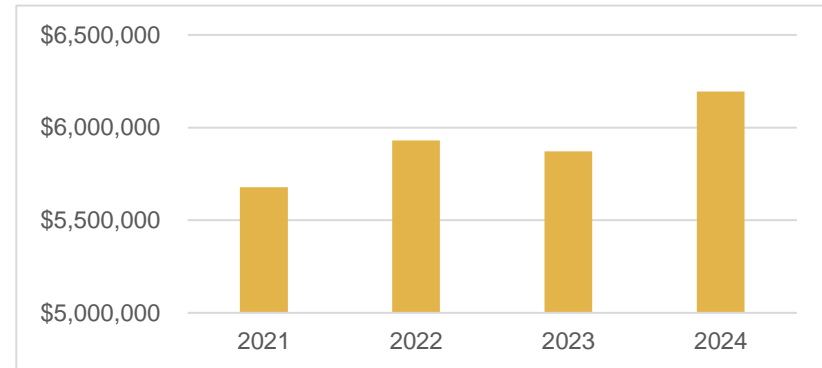


Figure 8: 2021 – 2024 Other Expenditures

## Operating Revenue

The Township finances the services provided to its citizens through the following means:

- Property Tax;
- User Fees;
- Grants;
- Investment Income; and
- Contribution from Reserves.

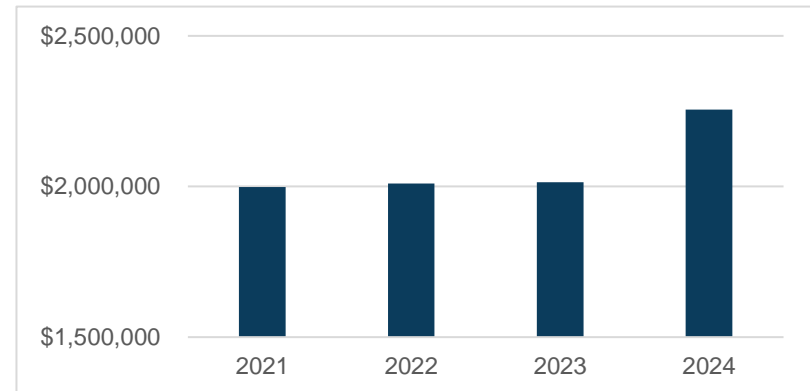


Figure 9: 2021 – 2024 Other Revenue excluding Property Tax

## Property Taxes

Property taxes are charged by municipalities and are used to pay for services such as road maintenance, snow removal, fire protection, library, recreation and administration. In Ontario, the assessed value of your property is determined by the Municipal Property Assessment Corporation (MPAC). The Township is responsible for collecting taxes on behalf of the Northumberland County (upper tier municipal government) and the Province of Ontario for Education. These amounts are not included in the Township tax revenues shown in this document but are included on the property tax bills sent to the property owners.

In 2023, the Township of Hamilton had the lowest residential tax rate in Northumberland County.

| Lower Tier Municipality       | Residential Tax Rate |
|-------------------------------|----------------------|
| Town of Cobourg               | 0.01586310           |
| Municipality of Trent Hills   | 0.01502977           |
| Township of Cramahe           | 0.01479814           |
| Municipality of Port Hope     | 0.01447977           |
| Municipality of Brighton      | 0.01368462           |
| Township of Alnwick/Haldimand | 0.01263893           |
| <b>Township of Hamilton</b>   | <b>0.01227269</b>    |

## User Fees

A user fee is the amount of money paid by a user in order to gain access to a particular activity or service. The Township is proud to provide a wide range of recreational programs throughout the year to our residents of all ages. Fees and Charges schedules, approved by Council, are updated annually in preparation of the annual budgeting process.

Fees and Charges are reviewed to ensure they are:

- justifiable and reasonable for cost recovery;
- comparable with neighbouring municipalities; and
- affordable to residents/users.

## Grants

A grant is a non-repayable sum of money provided to a municipality for a particular project or plan. A significant portion of this revenue comes from the federal and provincial governments. An example of this would be the Ontario Municipal Partnership Fund (OMPF), which is an annual unconditional grant from the province.

Trends for grants are difficult to predict as the programs being offered could be stopped by the originating body at any time.

## Investment Income

The trends in the investment income depend on the Bank of Canada's monetary policy, inflation rates, and supply of money in the economy.

## Contribution from Reserves

Reserves that are unrestricted can be transferred to stabilize operations due to one time expenditures, unexpected events, losses of income, and large unbudgeted expenses.

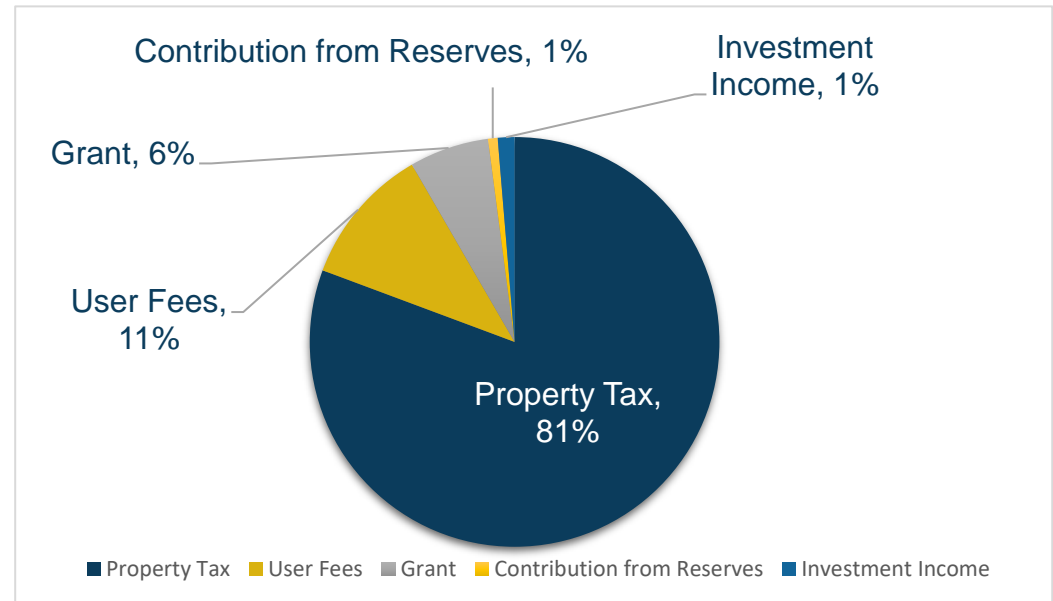


Figure 10: 2024 Revenue Allocation



# Six categories to explain operating budget variances

The Township's departmental operating budget variances are presented in the following six categories:

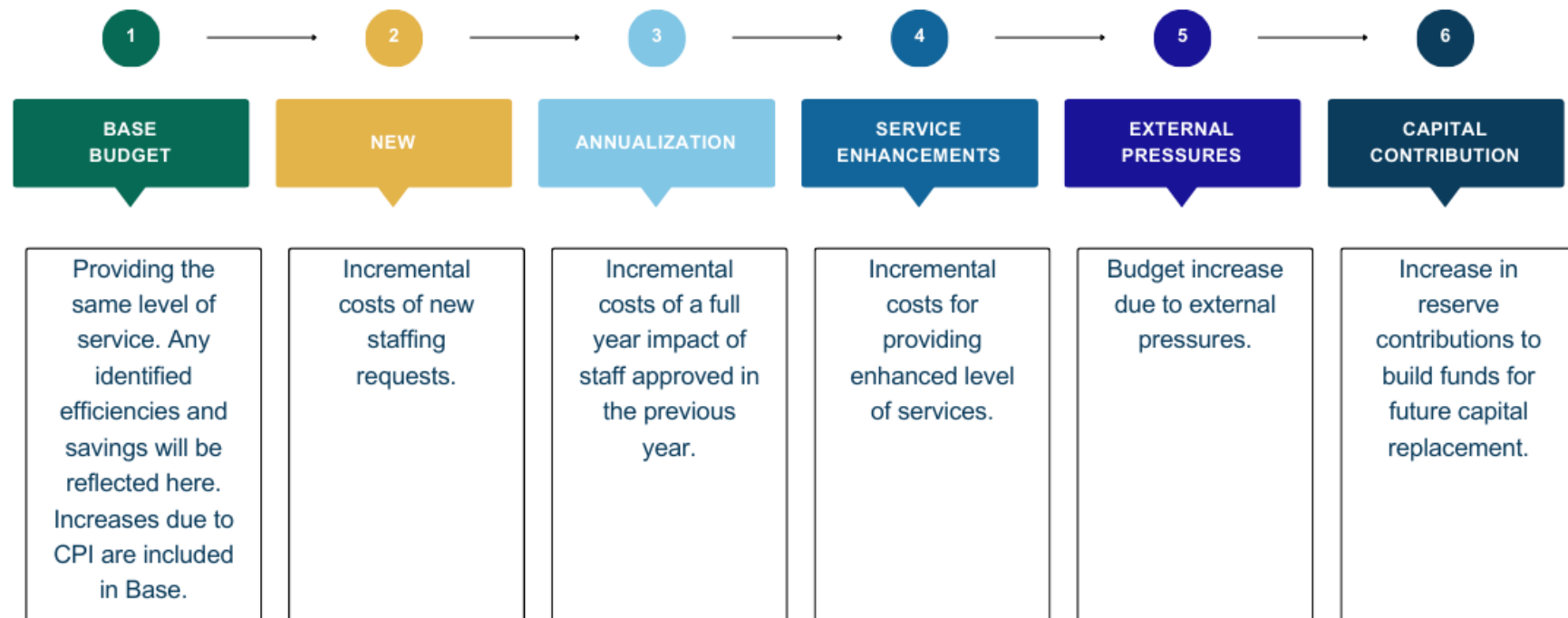


Figure 11: Six Categories of Variances in Operating Budget

# How to Read our Budget Package - Capital Budget

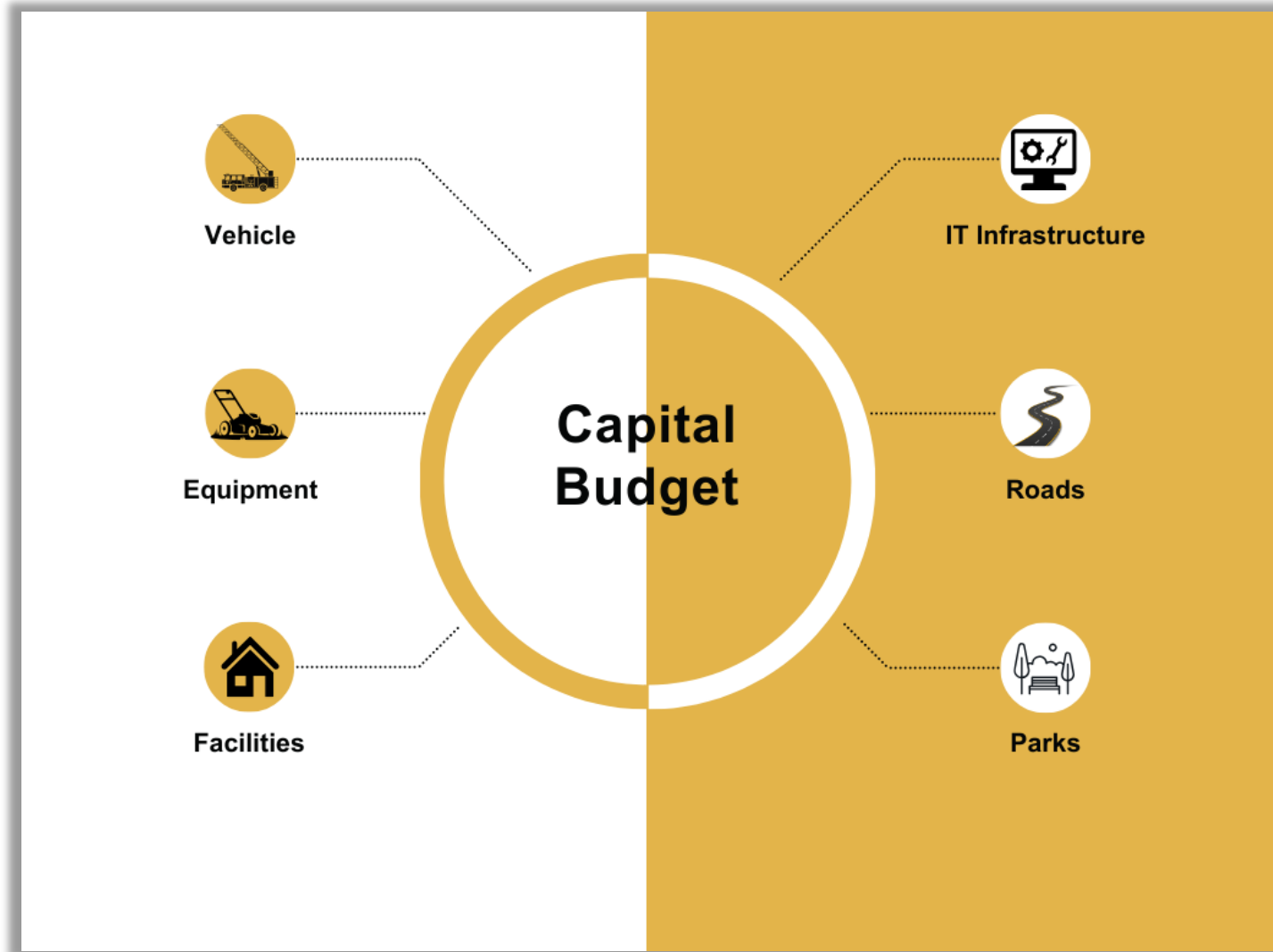


Figure 12: Capital Budget Items

# 2024 Budget

**A plan for today and tomorrow**

- **2024 Budget**
- **Budget Survey**
- **Priorities, Issues and Trends**
- **Overview:**
  - **Operating Budget**
  - **Capital Budget**

# 2024 Budget – A Plan for Today and Tomorrow

The proposed 2024 Draft Budget maintains all current levels of service, as well as providing for a responsible number of initiatives designed to improve the quality of lives of our ratepayers and the sustainability of the Township's infrastructure.

A budget is the blueprint that outlines how municipal funds are collected and allocated. To build a balanced budget in any year requires balancing of strategic priorities, fiscal prudence, and value for money for the taxpayers. To build a balanced budget during a global inflation requires ingenuity and resiliency.

The 2024 Draft Budget is aligned with the Township's Strategic Plan which identifies five priorities:

- People;
- Community;
- Effective Governance;
- Environment; and
- Development.

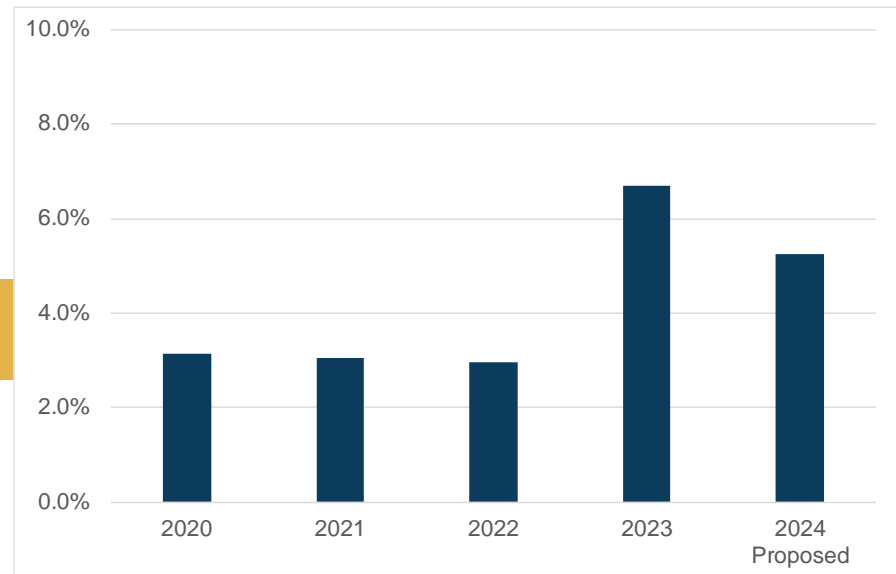


Figure 13: 2020-2024 Property Tax Rate Increase

# 2024 Budget Timeline

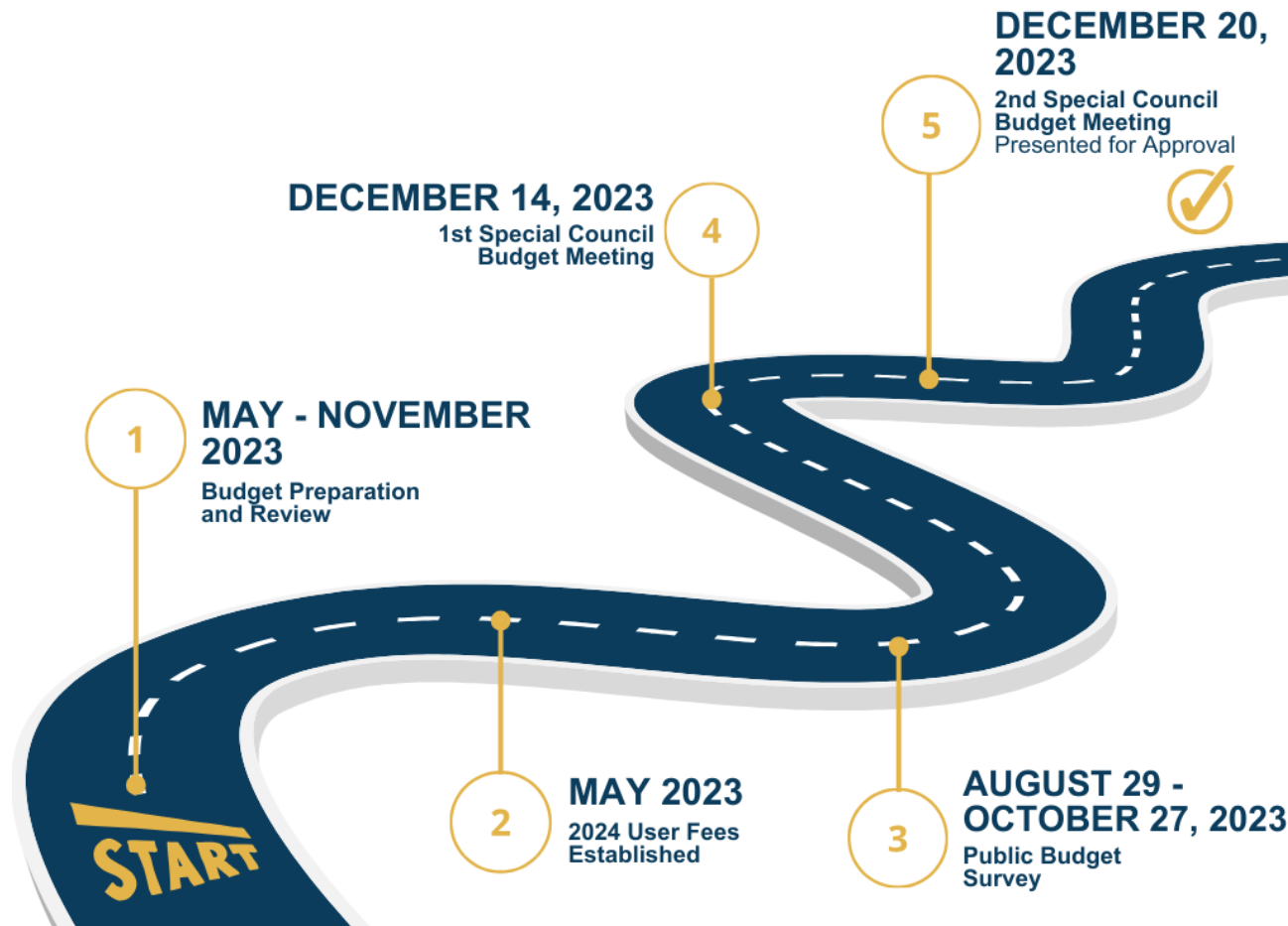


Figure 14: 2024 Budget Timeline



# 2024 Budget Survey

We strongly believe that it is important to give ratepayers an opportunity to share their ideas for the 2024 Budget. Ratepayers input is key to helping Council and staff make informed decisions to ensure the Township can continue to provide important programs and services to our community and move forward to a prosperous future.

## What did we hope to accomplish?

- Understand ratepayers' priorities and levels of satisfaction with the Township services;
- Seek feedback on the emerging budget;
- Gauge taxpayers understanding of the budget process; and
- Seek input on spending and service priorities.

## What method was utilized for public engagement?

- To engage the public in the budget decision-making process, a budget survey was released on the [Township's Community Engagement](#) webpage and social media.
- Budget survey was open for public participation from August 29th to October 27th, 2023.



**54%**

**FAMILIAR** WITH THE  
BUDGET  
PROCESS

**67%**

TOWNSHIP  
DELIVERS ITS  
SERVICES  
**EFFICIENTLY**

**64%**

TOWNSHIP IS  
**RESPONSIVE** TO ITS  
CITIZEN NEED

**62%**

TOWNSHIP  
DELIVERS ITS  
SERVICES **COST**  
**EFFECTIVELY**



**facebook**

BEST WAY TO  
INFORM  
RESIDENTS ABOUT  
BUDGET PROCESS



**ONLINE SURVEY**  
**(59%)**

PREFER TO  
INTERACT WITH  
TOWNSHIP ON THE  
BUDGET PROCESS

Budget survey results, data, and response to comments was presented at the December 14, 2023, Special Council Meeting ([T-2023-25](#)).

### Feedback on Township Services (across all activities)

- Overall, the Township received satisfaction ratings among ratepayers for the provision of services.
- The majority of respondents are satisfied with the overall level and quality of services provided by the Township.

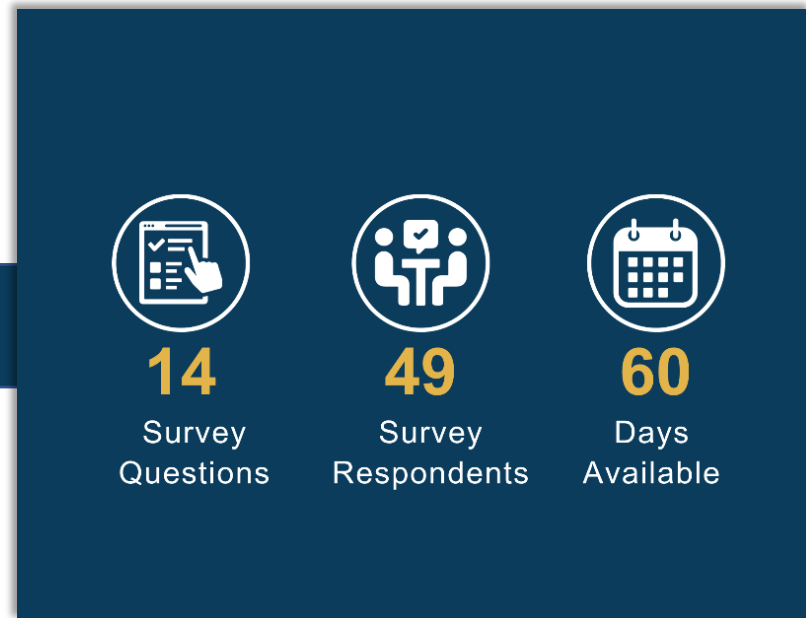


Figure 15: The Township's 2024 Budget Survey Information

# 2024 Priorities, Issues and Trends

## Priorities

The 2024 Draft Budget presents a series of fiscal measures for the delivery of the Township's Strategic Plan, its master plans, and to satisfy compliance with statutory provisions. The Township is a broadly diversified service entity, operating within a highly regulated statutory environment with reporting obligations.

## Issues and Trends

Staff worked diligently to find efficiencies within the existing budget to mitigate significant increases due to the issues and trend mentioned below. Furthermore, annual user fees review, introduction of new programming services, and contribution from reserve to fund one time expenditure mitigate some of the increases.

Some of the budgetary issues and trends impacting 2024 budget are:

1. Economic Factors;
2. Financial Constraints;
3. Strategic Planning; and
4. Legislative Impact.



## 1. Economic Factors

### **Inflation Consideration**

- The 2024 Draft Budget takes into account 3.8% year-over-year inflation rate in the Canadian economy, a figure reported by Statistics Canada in September 2023. Despite the Bank of Canada's interest rate increases in 2023, inflation persists, exerting a notable impact on municipal budgeting.
- A substantial portion of Township expenditures is dedicated to capital and external services, with predictions based on construction price indexes. These indexes, reflecting changes in costs for construction materials and skilled/unskilled labor, play a pivotal role in budget planning.



### **Operational Expenditures**

- The Township's purchases are influenced by factors extending beyond general inflation, surpassing the CPI index.
- Increase to cost/rate in expenses such as fuel price, insurance, and contractual obligations introduce additional financial obligations to 2024 budget.

### **Labor Challenges and Supply Chain**

- Challenges stemming from labor shortages and global supply chain disruptions create bottlenecks in projects.
- These challenges not only lead to delays but also contribute to cost overruns, impacting both project timelines and budgeting processes.



### **Global Economic Factors**

- The Township's budget is intricately linked to external economic factors, including global market forces. The unpredictable fluctuations in global economic conditions pose challenges in revenue generation and necessitate careful financial planning to maintain fiscal stability.

### **Interest Rate Impact**

- The Bank of Canada's decision to raise interest rates in 2023 was aimed at managing inflation and fostering economic growth. The trends in investment income are linked to Bank of Canada policies, inflation rates, market forces, and the overall money supply. This poses a challenge for municipalities as they strive to balance budgets within the constraints of limited revenue tools while ensuring the maintenance of essential service levels.





## 2. Financial Constraints

### Municipal Revenue Constraints

- Municipalities find themselves navigating financial pressures, endeavoring to balance budgets with a limited set of revenue-generating tools. This delicate balancing act becomes particularly challenging while striving to uphold current service levels owed to citizens.



### Grant Uncertainties and Adjustments

- The Township annually adjusts its budget, given the unpredictable nature of grant trends, with the possibility of program changes by the originating body. This adjustment process is contingent upon federal and provincial information regarding new grants, increases, or cancellations/reductions in grant programs, reflecting a dynamic and adaptive financial strategy.
- Following is the list of capital and operating grants the Township was approved for in 2023:

|  | 2023 Grants |
|--|-------------|
| Safe Community Project Assist                | \$ 5,000    |
| Canada Summer Jobs                           | \$ 8,680    |
| Library Grant                                | \$ 19,180   |
| Ontario Trillium Grant                       | \$ 30,000   |
| Enabling Accessibility Fund                  | \$ 57,642   |
| Canada Community Building Fund (CCBF)        | \$ 362,115  |
| Ontario Community Infrastructure Fund (OCIF) | \$ 548,279  |
| Ontario Municipal Partnership Fund (OMPF)    | \$ 743,500  |

### 3. Strategic Planning

#### **Strategic Plan Integration**

- The 2024 Draft Budget seamlessly integrates the Township's Strategic Plan and recommendations from the master plans and the organizational review. This integration ensures that strategic planning is a fundamental aspect of the budgeting process, aligning financial allocations with overarching organizational goals.



#### **Asset Management Plan Implementation**

- The 2024 Draft Budget incorporates recommendations from the [Asset Management Plan](#) which recommends increasing property tax rates by 1.4% each year for the next 20 years to achieve a sustainable level of funding. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

#### **Financial Planning for Future Projects**

- To proactively mitigate financial strain on the reserves arising from future capital projects, it is imperative to implement measures aimed at earmarking funds specifically for future use. This strategic approach will ensure that the Township is adequately prepared to address the financial demands associated with upcoming capital endeavors without undue strain on its reserves.

## 4. Legislative Impacts

### **Bill 23 - More Homes Built Faster Act**

- Legislative amendments resulting from Bill 23 significantly impact Development Charges (DC). Addressing shortfalls in DC involves exploring alternative financing sources. Key financial implications include the mandatory phase-in of DCs for by-laws passed after January 1, 2022, transfer of burden from growth primarily to existing tax base, and changes in eligible studies and statutory exemptions: affordable and attainable units. This legislative shift necessitates a strategic financial response. In March 2023, staff presented [Impact of Bill 23, The More Homes Built Faster Act, – Part 1: Development Charge](#) to Council which outlined the financial impact of Bill 23 on the Township.

### **CPP Maximum Pensionable Earnings Increase**

- The maximum pensionable earnings under the CPP for 2024 will rise to \$68,500 (from \$66,600).

### **Minimum Wage Increase**

- Ontario's minimum wage increased from \$15.50/hour to \$16.55/hour starting from October 1, 2023.

### **Impact of Minimal Levy Increase**



# 2024 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 2024 Operating Budget proposes a \$535,297 or 5.7% tax levy increase. Factoring in assessment growth from 2023 of 1.1% as provided by the Municipal Assessment Corporation (MPAC), the net levy increase for the 2024 consolidated budget is 4.6%.



## Impact of the Pandemic

2024 Budget does not consider budget changes for COVID-19. One-time budget adjustments caused by the pandemic were not made to ensure 2024 property taxes were not increased due to the pandemic.

## 2024 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. The Township ensures that fees are set at affordable, reasonable, and justifiable levels. In 2023, Council approved the [User Fees for 2024](#).

## Revisions Post the 1<sup>st</sup> Special Budget Meeting (December 14, 2023)

The 1<sup>st</sup> draft of the 2024 Operating Budget ([Staff Report T-2023-26](#)) was presented at the Special Budget Meeting on December 14, 2023. At that meeting, staff proposed a 5.6% tax levy increase.

The 2<sup>nd</sup> version of the 2024 Operating Budget presented on the 20<sup>th</sup> of December, 2023 proposed a \$535,297 or 5.7% tax levy increase. Factoring in assessment growth from 2023 of approximately 1.1% as provided by MPAC, the net levy increase for the 2024 consolidated budget is 4.6%.

Table 2: Changes in Operating Budget POST 1<sup>st</sup> Special Budget Meeting

| Department                |   | 2023 Budget | 2024 Draft Budget | Incremental Changes | Variance % | Note   |
|---------------------------|---|-------------|-------------------|---------------------|------------|--|
|                           | <b>2024 Draft Operating Budget Presented at the 1st Special Budget Meeting on Dec. 14, 2023</b> | 9,315,357   | 9,841,654         | 526,297             | 5.6%       |  |
| <b>GRCA</b>               | <b>Decrease</b> - Clean Water Healthy Landowner Projects Budget                                 |             | (15,000)          | (15,000)            | -0.16%     | <b>RES: 2023-273</b><br><br>That the surplus of \$15,000 identified from the 2024 GRCA budget be allocated to the Environmental Initiative Reserve to assist with payment of the GIS Floodplain mapping project. |
| <b>General Government</b> | <b>Increase</b> - Contribution to the Environmental Initiative Reserve                          |             | 15,000            | 15,000              | 0.16%      |  |
| <b>Community Grant</b>    | <b>Increase</b> - Community Grant   |             | 3,000             | 3,000               | 0.03%      | <b>RES:2023-279</b><br><br>That the community grants allocation be increased from \$22,000 to \$25,000 for 2024.   |
| <b>General Government</b> | <b>Increase</b> - Computer Hardware, Software and Internet Support                              |             | 6,000             | 6,000               | 0.06%      | 1st Council Meeting Budget Request: \$64,800<br>Actual as of Dec. 2023: \$71k<br>Revised 2024 Budget Request: \$70,800   |
|                           |   |             |                   |                     |            |  |
|                           | <b>2024 Draft Operating Budget</b>  | 9,315,357   | 9,850,654         | 535,297             | 5.7%       |  |
|                           | <b>Projected Assessment Growth</b>  |             |                   |                     | 1.1%       |  |
|                           | <b>Net Levy Increase</b>  |             |                   |                     | 4.6%       |  |



# 2024 Operating Budget – Township of Hamilton

A plan for **today** and **tomorrow**

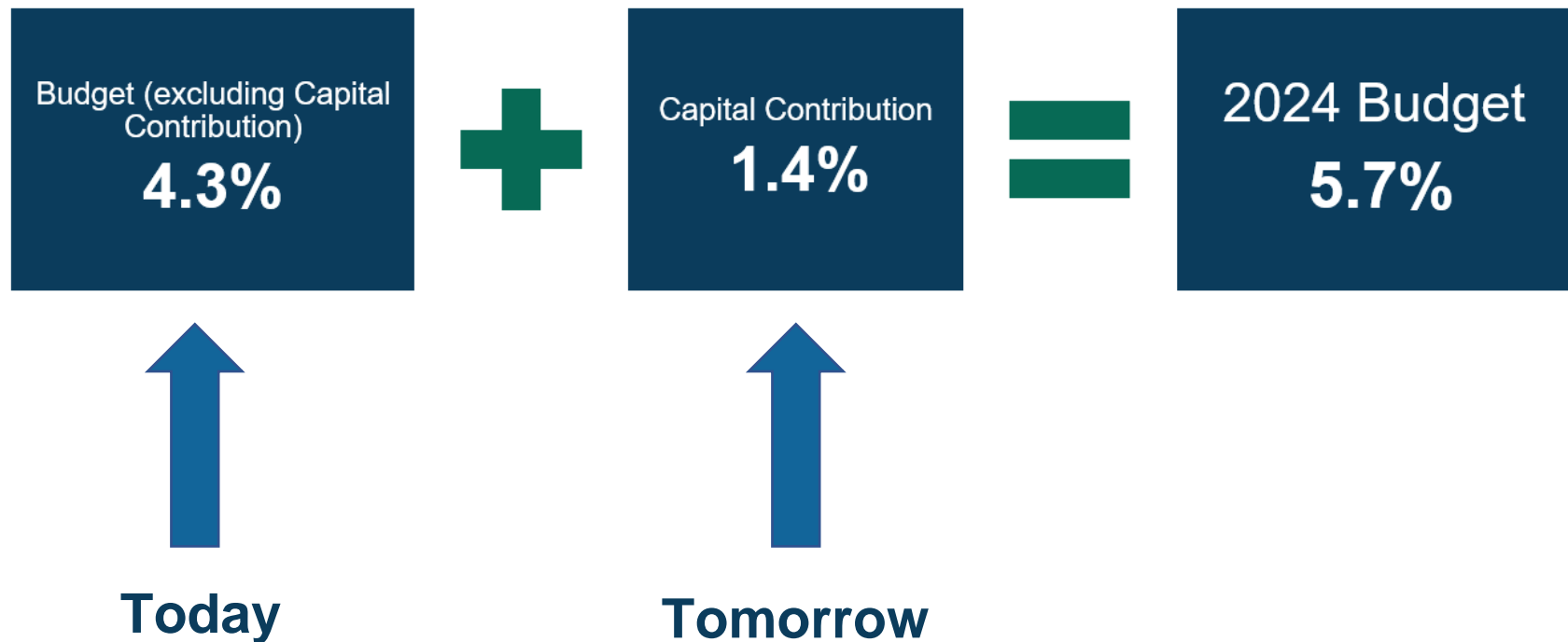


Figure 16: The Township's 2024 Draft Operating Budget Plan

# A plan for **today** and **tomorrow**

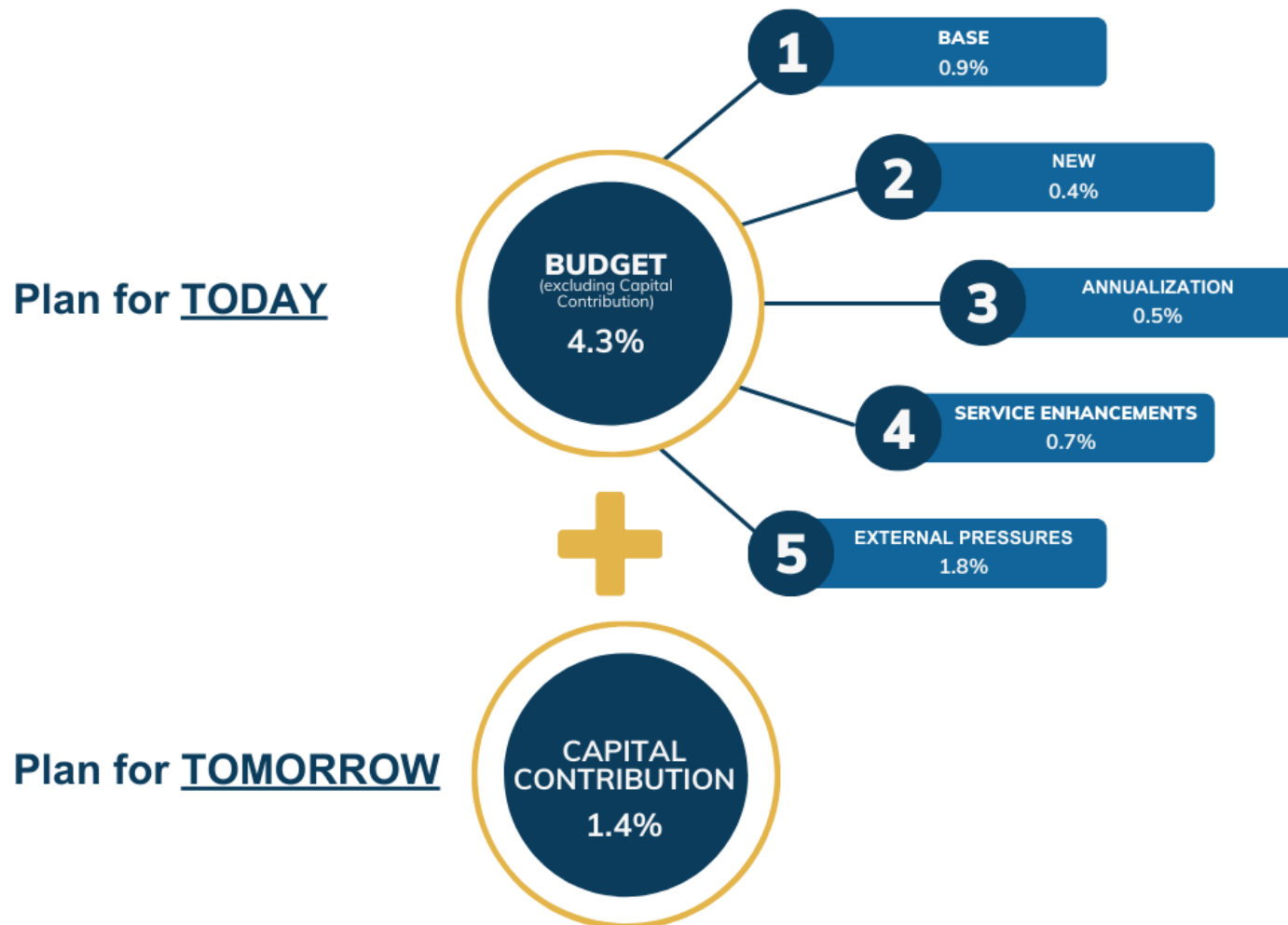


Figure 17: Detail of the Township's 2024 Draft Operating Budget Plan

Table 3: Consolidated 2024 Budget Highlights

|                           | 2023               | 2024               | Variance         | Variance     |
|---------------------------|--------------------|--------------------|------------------|--------------|
|                           | Budget             | Draft Budget       | (Fav)/Unfav      | %            |
| <b>Expenditures</b>       |                    |                    |                  |              |
| Personnel                 | \$ 4,804,128       | \$ 5,097,291       | \$ 293,163       | 6.1%         |
| Contribution to Reserve   | 718,610            | 905,110            | 186,500          | 26.0%        |
| Other Expenditure         | 5,871,702          | 6,198,327          | 326,625          | 5.6%         |
| <b>Total Expenditures</b> | <b>11,394,441</b>  | <b>12,200,728</b>  | <b>806,286</b>   | <b>7.1%</b>  |
| <b>Revenues</b>           |                    |                    |                  |              |
| Contribution from Reserve | (64,900)           | (92,400)           | (27,500)         | 42.4%        |
| Other Revenue             | (2,014,184)        | (2,257,673)        | (243,489)        | 12.1%        |
| <b>Total Revenue</b>      | <b>(2,079,084)</b> | <b>(2,350,073)</b> | <b>(270,989)</b> | <b>13.0%</b> |
| <b>Net Budget</b>         | <b>9,315,357</b>   | <b>9,850,654</b>   | <b>535,297</b>   | <b>5.7%</b>  |

Table 4: Consolidated 2024 Budget Highlights – By Category

|                           | 2023<br>Approved<br>Budget |             | Base | New       | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024<br>Draft<br>Budget |           |    |         |    |         |    |             |
|---------------------------|----------------------------|-------------|------|-----------|---------------|-------------------------|-----------------------|-------------------------|-------------------------|-----------|----|---------|----|---------|----|-------------|
| Expenditures              |                            |             |      |           |               |                         |                       |                         |                         |           |    |         |    |         |    |             |
| Personnel                 | \$                         | 4,804,128   | \$   | 178,493   | \$            | 34,000                  | \$                    | 42,000                  | \$                      | 38,670    | \$ | -       | \$ | -       | \$ | 5,097,291   |
| Contribution to Reserve   |                            | 718,610     |      | (3,500)   |               | -                       |                       | -                       |                         | 55,000    |    | -       |    | 135,000 |    | 905,110     |
| Other Expenditure         |                            | 5,871,702   |      | 62,790    |               | -                       |                       | -                       |                         | 99,000    |    | 164,835 |    | -       |    | 6,198,327   |
| Total Expenditures        |                            | 11,394,441  |      | 237,783   |               | 34,000                  |                       | 42,000                  |                         | 192,670   |    | 164,835 |    | 135,000 |    | 12,200,728  |
| Revenues                  |                            |             |      |           |               |                         |                       |                         |                         |           |    |         |    |         |    |             |
| Contribution from Reserve |                            | (64,900)    |      | 2,500     |               | -                       |                       | -                       |                         | (30,000)  |    | -       |    | -       |    | (92,400)    |
| Other Revenue             |                            | (2,014,184) |      | (144,539) |               | -                       |                       | -                       |                         | (98,950)  |    | -       |    | -       |    | (2,257,673) |
| Total Revenue             |                            | (2,079,084) |      | (142,039) |               | -                       |                       | -                       |                         | (128,950) |    | -       |    | -       |    | (2,350,073) |
| Net Budget                |                            | 9,315,357   |      | 95,743    |               | 34,000                  |                       | 42,000                  |                         | 63,720    |    | 164,835 |    | 135,000 |    | 9,850,654   |
|                           |                            |             |      | 0.9%      |               | 0.4%                    |                       | 0.5%                    |                         | 0.7%      |    | 1.8%    |    | 1.4%    |    |             |

## 2024 Significant Budget Variances by Category

### Base Budget (\$95,743 or 0.9% increase)

Base budget shows the inflation-related budget pressures where it costs more to maintain the same level of service. Efficiencies and savings are also reflected in this category.

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

Base pressures present a net \$95,743 or 0.9% increase compared to 2023, as staff made considerable efforts in identifying efficiencies and savings opportunities.

- **Personnel** base expenditure pressure has an increase of \$178,493 or 3.7% which mainly includes cost of living adjustment provisions, adjustments to benefit rates, step-rate increases, CPP pensionable limit increase and minimum wage increase.
- **Contribution to Reserve** is decreasing by \$3,500.



- **Other expenditure** is increasing by \$62,790 or 1.1%, mainly due to inflationary cost escalations, contractual rate increases, record management increase, IT and building/equipment/vehicle maintenance.
- **Contribution from Reserve** is decreasing by \$2,500.
- **Other revenue** is increasing by \$144,539 or 7.2%, mainly due to the increase in interest earnings and recreational revenues.

### **New Budget Items (\$34,000 or 0.4% increase)**

The 2024 Draft Operating Budget includes two new part time positions (Operation Support Assistant and Mechanic Assistant) to provide enhanced level of services.

### **Annualization (\$42,000 or 0.5% increase)**

During 2023 budget deliberations, Council approved the Programmer position to start in July 2023. The 2024 Draft Operating Budget includes the incremental cost of a full year impact of that position.





## Service Enhancement (\$63,720 or 0.7% increase)

Service Enhancement present a net increase of \$63,720 or 0.7% mainly due to the following:

| Department         | Amount   | Explanation  |
|--------------------|----------|--|
| General Government | \$61,400 | <p><b>\$55,000 - Contribution to the new Environmental Initiative reserve:</b></p> <p>This reserve will champion environmental initiatives and will first fund the implementation plan for updating floodplain mapping, which will be scoped and focused to meet the needs of the Township. After the mapping project costs are entirely recovered from the reserve, the contribution will decrease to \$10,000 per year to fund projects such as reducing greenhouse gases and carbon footprint—prioritizing tree planting, EV installation, and energy-saving initiatives. This fund sets the foundation for a sustainable and eco-friendly Township, fostering a resilient community for the future.</p> <p><b>RES: 2023-273</b> - That the surplus of \$15,000 identified from the 2024 GRCA budget be allocated to the Environmental Initiative Reserve to assist with payment of the GIS floodplain mapping project.</p> |

| Department           | Amount               | Explanation  |
|----------------------|----------------------|--|
| General Government   |                      | <b>\$6,400 - GIS:</b> Enhance service delivery with the utilization of a newly created public portal web app and enhance layers with digitization of Official Plan schedule.   |
| By-Law               | \$5,600              | <b>Contracted Out:</b> Improvements to the enforcement of various by-laws  |
| Fire                 | \$5,000              | <b>Training:</b> Certification for specialized rescue  |
| Public Works         | \$27,000             | <ul style="list-style-type: none"> <li>• Additional curb &amp; gutter repairs and installation;</li> <li>• Additional crack sealing;</li> <li>• Additional line painting; and</li> <li>• Tub Grinder to mulch wood at Nagle Road Pit (reserve funded)</li> </ul> |
| Parks and Facilities | (\$35,280)<br>saving | <b>New Programming Services:</b> Budgeted revenue is higher than expense   |

## External Pressure (\$164,835 or 1.8% increase)

| Expense   | 2024 Budget Impact | Note   |
|---|--------------------|--|
| Insurance                                       | \$130,323          | Aligned with actual and projected rate increase  |
| Library Services                                | \$16,220           | <ul style="list-style-type: none"> <li>• 2021 Budget: 2% increase (inflation: 3.4%)</li> <li>• 2022 Budget: 2% increase (inflation: 6.8%)</li> <li>• 2023 Budget: 2% increase (inflation: 3.8%)</li> </ul> |
| Fuel  | \$14,000           | Increase in fuel price   |
| OPP Realignment Service                         | \$7,681            | 2023 Budget: Decreased by \$16,280   |
| Physician Recruitment and Community Grants      | \$8,404            | As per <b>RES:2023-279</b> : Grant increased to \$25k  |
| Ganaraska Region Conservation Authority         | (\$13,593)         | As per <b>RES: 2023-273</b> passed on Dec 14, 2023   |
| Animal Services (Northumberland Humane Society) | \$1,800            | As per the contracted rate   |

## Capital Contribution (\$135,000 or 1.4% increase)

Municipal infrastructure delivers critical services that are foundational to the economic, social, and environmental health and growth of a community. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This is done by developing and implementing the Township's asset management strategies and long-term financial planning. The Township's Asset Management Plan (AMP) was approved by Council in October 2023. The AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services. With the development of the AMP, the Township achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2025.

The overall replacement cost of the asset categories included in Township's AMP totals \$207.8 million. Over 90% of all assets analyzed are in fair condition and assessed condition data was available for 68% of assets.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$5.3 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$2.6 million towards capital projects or reserves per year. As a result, there is **currently an annual funding gap of \$2.7 million.**

**The Township of Hamilton is not alone in having an annual funding gap as this is a persistent issue among many municipalities across Canada.**



A **financial strategy** was developed to address the annual capital **funding gap** of **\$2.7 million**.

The **annual tax rate change required** to eliminate the Township's infrastructure deficit based on a 20-year plan for Tax-Funded Assets is **1.4%** (equates to \$135,000 in 2024). By the end of 2043, the cumulative gap between annual contribution and contribution required will be approximately \$27 million.

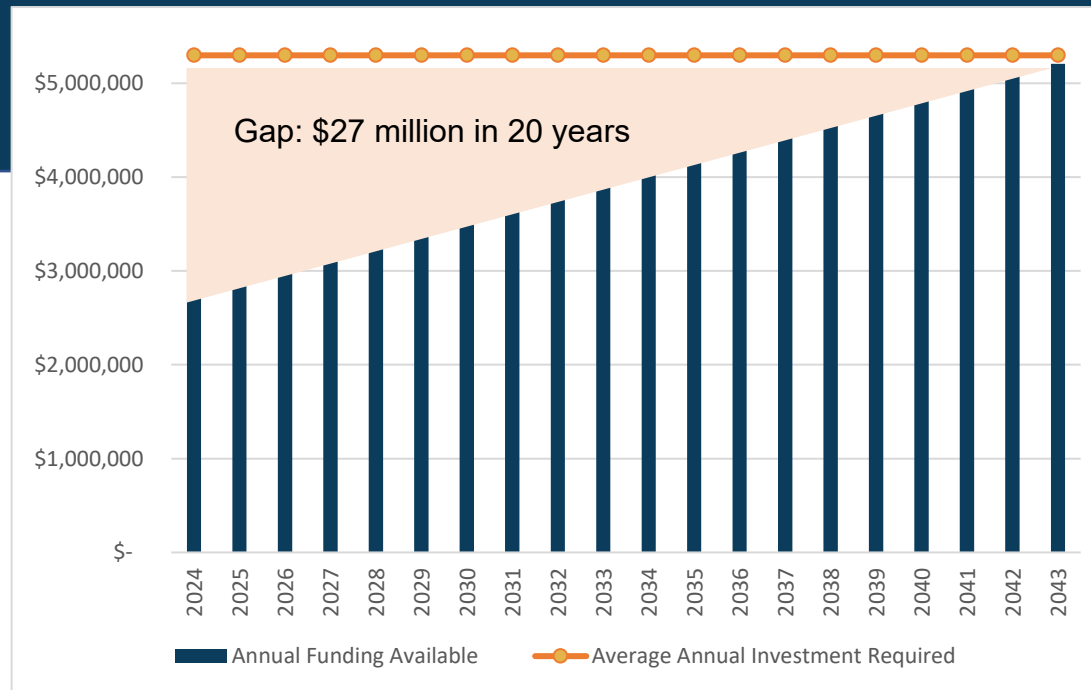


Figure 18: Annual Investment Required and Funding Available for Infrastructure



The contribution of additional funds into the reserves is critical for the preservation and enhancement of essential public assets, thereby contributing to community welfare and ensuring sustained economic stability over the long term. Staff is proposing to allocate \$135,000 or 1.4% increase to the following reserves in 2024:

| Reserve                         | 2023 Annual Contribution | Increase to Contribution | 2024 Annual Proposed Contribution | Optimal Annual Contribution |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|-----------------------------|
| Fire Vehicle/Equipment Reserve  | \$ 160,000               | \$ 100,000               | \$ 260,000                        | \$ 560,000                  |
| Roads Vehicle/Equipment Reserve | \$ 320,000               | \$ 15,000                | \$ 335,000                        | \$ 725,000                  |
| P&R Vehicle/Equipment Reserve   | \$ 20,000                | \$ 10,000                | \$ 30,000                         | \$ 83,000                   |
| IT Reserve                      | \$ 17,700                | \$ 5,000                 | \$ 22,700                         | \$ 61,000                   |
| Road Facility Reserve           | \$ -                     | \$ 5,000                 | \$ 5,000                          | \$ 128,000                  |
|                                 |                          | <b>\$ 135,000</b>        |                                   |                             |

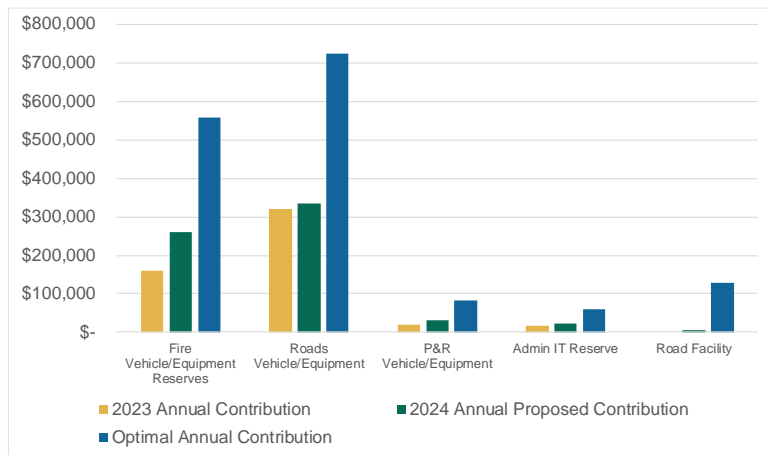


Figure 19: Annual vs Optimal Contribution

If the reserve contribution remains unchanged at 2023 level, the following are the projected balances for some of the reserves identified above by 2034:

| Reserve                         | Scenario: No Increase to Contribution |         |
|---------------------------------|---------------------------------------|---------|
| Fire Vehicle/Equipment Reserve  | \$ 2,546,016                          | Deficit |
| Roads Vehicle/Equipment Reserve | \$ 991,431                            | Deficit |
| P&R Vehicle/Equipment Reserve   | \$ 286,423                            | Deficit |

Figure 20: Reserve Balances by 2034 at 2023 Contribution Level

# 2025-2027 Operating 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.**

The projected 2025 - 2027 budget forecast will be re-evaluated during the upcoming budget process as staff continue to refine their respective budgets based on new and recent information.

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 the rise in cost-of-living adjustment provisions, collective bargaining agreement changes, and adjustments to benefit rates, step-rate increases and new positions as per the recommendations in the Organizational Review and organization need;
- Contribution to Reserve is projected to increase based on the funding need identified in the Asset Management Plan and placeholder for potential increase due to future one-time expenditures; and
- Estimated increases to other expenditures and revenues are incorporated in the forecast.



- The operating outlook incorporates the Township's strategic priorities. A prime example is the integration of the recommendations of the Asset Management Plan (AMP). By incorporating AMP's recommendations into the operating outlook, Township aims to enhance efficiency and resilience, demonstrating our dedication to operational excellence.



Table 5: 2025-2027 Financial Outlook

|   | 2025<br>Forecast   | Variance<br>% | 2026<br>Forecast   | Variance<br>% | 2027<br>Forecast   | Variance<br>% |
|---|--------------------|---------------|--------------------|---------------|--------------------|---------------|
| <b>Expenditures</b>                                   |                    |               |                    |               |                    |               |
| Personnel   | \$ 5,385,200       |               | \$ 5,700,608       |               | \$ 6,028,600       |               |
| Contribution to Reserve                               | 945,110            |               | 1,083,000          |               | 1,227,900          |               |
| Other Expenditure                                     | 6,388,300          |               | 6,551,100          |               | 6,749,878          |               |
| <b>Total Expenditures</b>                             | <b>12,718,610</b>  | <b>4.2%</b>   | <b>13,334,708</b>  | <b>4.8%</b>   | <b>14,006,378</b>  | <b>5.0%</b>   |
| <b>Revenues</b>                                       |                    |               |                    |               |                    |               |
| Contribution from Reserve                             | (92,400)           |               | (92,400)           |               | (92,400)           |               |
| Other Revenue   | (2,277,700)        |               | (2,287,700)        |               | (2,302,700)        |               |
| <b>Total Revenue</b>                                  | <b>(2,370,100)</b> | <b>0.9%</b>   | <b>(2,380,100)</b> | <b>0.4%</b>   | <b>(2,395,100)</b> | <b>0.6%</b>   |
| <b>BUDGET INCREASE excluding CAPITAL CONTRIBUTION</b> | <b>10,348,510</b>  | <b>5.1%</b>   | <b>10,954,608</b>  | <b>4.5%</b>   | <b>11,611,278</b>  | <b>4.6%</b>   |
| <b>CAPITAL CONTRIBUTION</b>                           | <b>137,900</b>     | <b>1.4%</b>   | <b>144,900</b>     | <b>1.4%</b>   | <b>153,400</b>     | <b>1.4%</b>   |
| <b>NET BUDGET</b>                                     | <b>10,486,410</b>  | <b>6.5%</b>   | <b>11,099,508</b>  | <b>5.8%</b>   | <b>11,764,678</b>  | <b>6.0%</b>   |

# 2024 Operating Budget – Building

The Building department is a self-sufficient department.

The 2024 Draft Operating Budget for Building proposes a 0% increase.

## Base Budget Variance

- Personnel base expenditure pressure has an increase of \$8,320 or 4.0% which includes cost of living adjustment provisions, adjustments to benefit rates and CPP pensionable limit increase.
- Other expenditure is increasing by \$900.
- Revenue is increasing as budget is aligned with prior year actuals.



Table 6: Building Department 2024 Budget

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | 207,580          | 215,900              | 8,320                   | 4.0%          |
| Contribution to Reserve   | -                | -                    | -                       |               |
| Other Expenditure         | 37,800           | 38,700               | 900                     | 2.4%          |
| <b>Total Expenditures</b> | <b>245,380</b>   | <b>254,600</b>       | <b>9,220</b>            | <b>3.8%</b>   |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | -                | -                    | -                       |               |
| Other Revenue             | (245,380)        | (254,600)            | (9,220)                 | 3.8%          |
| <b>Total Revenue</b>      | <b>(245,380)</b> | <b>(254,600)</b>     | <b>(9,220)</b>          | <b>3.8%</b>   |
| <b>Net Budget</b>         | <b>(0)</b>       | <b>-</b>             | <b>0</b>                |               |

Table 7: Building Department 2024 Budget – By Category

|                           | 2023<br>Approved<br>Budget | Base           | New      | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|----------------|----------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                            |                |          |               |                         |                       |                         |                   |
| Personnel                 | 207,580                    | 8,320          | -        | -             | -                       | -                     | -                       | 215,900           |
| Contribution to Reserve   | -                          | -              | -        | -             | -                       | -                     | -                       | -                 |
| Other Expenditure         | 37,800                     | 900            | -        | -             | -                       | -                     | -                       | 38,700            |
| <b>Total Expenditures</b> | <b>245,380</b>             | <b>9,220</b>   | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>254,600</b>    |
| <b>Revenues</b>           |                            |                |          |               |                         |                       |                         |                   |
| Contribution from Reserve | -                          | -              | -        | -             | -                       | -                     | -                       | -                 |
| Other Revenue             | (245,380)                  | (9,220)        | -        | -             | -                       | -                     | -                       | (254,600)         |
| <b>Total Revenue</b>      | <b>(245,380)</b>           | <b>(9,220)</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(254,600)</b>  |
| <b>Net Budget</b>         | <b>-</b>                   | <b>-</b>       | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>-</b>          |



# Departmental 2024 Operating Budget

Table 8: 2024 Operating Budget by Department (Part 1)

|                                       | 2023 Budget      | 2024 Draft Budget | \$ Change      | % Change    |
|---------------------------------------|------------------|-------------------|----------------|-------------|
| <b>General Government</b>             |                  |                   |                |             |
| Council                               | \$ 141,996       | \$ 147,229        | \$ 5,233       | 3.7%        |
| Administration                        | 745,425          | 805,751           | 60,326         | 8.1%        |
| <b>General Government Total</b>       | <b>887,421</b>   | <b>952,980</b>    | <b>65,559</b>  | <b>7.4%</b> |
| <b>Planning and Development</b>       |                  |                   |                |             |
| Planning                              | 218,739          | 229,140           | 10,401         | 4.8%        |
| Economic Development                  | 3,500            | 3,500             | -              | 0.0%        |
| <b>Planning and Development Total</b> | <b>222,239</b>   | <b>232,640</b>    | <b>10,401</b>  | <b>4.7%</b> |
| <b>Building</b>                       |                  |                   |                |             |
|                                       | -                | -                 | -              | 0.0%        |
| <b>Protection Services</b>            |                  |                   |                |             |
| By - Law Enforcement                  | 69,551           | 76,670            | 7,119          | 10.2%       |
| Fire                                  | 1,113,280        | 1,244,630         | 131,350        | 11.8%       |
| Police                                | 1,397,324        | 1,405,005         | 7,681          | 0.5%        |
| Police Services Board                 | 7,503            | 7,503             | -              | 0.0%        |
| GRCA                                  | 185,804          | 172,211           | (13,593)       | -7.3%       |
| Animal Control                        | 500              | 500               | -              | 0.0%        |
| Animal Services                       | 33,130           | 34,930            | 1,800          | 5.4%        |
| <b>Protection Services Total</b>      | <b>2,807,092</b> | <b>2,941,449</b>  | <b>134,357</b> | <b>4.8%</b> |

Table 9: 2024 Operating Budget by Department (Part 2)

|  | 2023 Budget         | 2024 Draft Budget                  | \$ Change           | % Change     |
|--|---------------------|------------------------------------|---------------------|--------------|
| <b>Transportation Services</b>                       |                     |                                    |                     |              |
| Roads Operations                                     | 3,889,174           | 4,091,695                          | 202,521             | 5.2%         |
| <b>Recreation and Cultural Services</b>              |                     |                                    |                     |              |
| Parks & Facilities                                   | 1,126,726           | 1,224,562                          | 97,836              | 8.7%         |
| Library  | 324,404             | 340,624                            | 16,220              | 5.0%         |
| <b>Recreation and Cultural Services Total</b>        | <b>1,451,130</b>    | <b>1,565,186</b>                   | <b>114,056</b>      | <b>7.9%</b>  |
| <b>Community Grants and Other Committees</b>         |                     |                                    |                     |              |
| Health and Safety                                    | 7,500               | 7,500                              | -                   | 0.0%         |
| Community Services Grant                             | 22,000              | 25,000                             | 3,000               | 13.6%        |
| 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                                | 9,800               | 15,204                             | 5,404               | 55.1%        |
| <b>Community Grants &amp; Other Committees Total</b> | <b>58,300</b>       | <b>66,704</b>                      | <b>8,404</b>        | <b>14.4%</b> |
| <b>Total Levy Requirement</b>                        | <b>\$ 9,315,357</b> | <b>\$ 9,850,654</b>                | <b>\$ 535,297</b>   | <b>5.7%</b>  |
|  |                     |                                    |                     |              |
|  |                     | <b>Increase to current taxbase</b> | <b>9,748,185</b>    | <b>4.6%</b>  |
|  |                     | <b>Projected Assessment Growth</b> | <b>102,469</b>      | <b>1.1%</b>  |
|  |                     |                                    | <b>\$ 9,850,654</b> | <b>5.7%</b>  |

A plan for today and tomorrow!

# 2024 Capital Budget Overview

The Township's 2024 Draft Capital Budget outlines the financial needs for growth and replacement of existing infrastructure. Capital requests are prioritized based on condition assessment. Accurate and reliable condition assessment helps to prevent premature and costly replacement of asset. The total proposed 2024 Draft Capital Budget is \$3 million. There are no significant nonrecurring capital expenditure in 2024 Capital Budget.

Table 9 and 10 provide a summary of the 2024 Draft Capital Budget request and funding sources. Details of the capital budget and business enhancement sheets can be found under the corresponding departmental sections.

Table 10: 2024 Draft Capital Budget Request Summary

| Departments                      | 2024 Draft Capital Budget Request |
|----------------------------------|-----------------------------------|
| Roads                            | \$ 2,624,064                      |
| Fire Services                    | \$ 176,500                        |
| Parks & Facilities               | \$ 120,000                        |
| General Government               | \$ 50,000                         |
| Library Services                 | \$ 2,600                          |
| <b>2024 Draft Capital Budget</b> | <b>\$ 2,973,164</b>               |

The capital budget is funded through reserve and reserve funds, development charges and tax rate, as well as grants as they become available.

A portion of property taxes collected is allocated to the Township's capital program as a sustainable, consistent source of funding. The Township owns infrastructure, such as recreational centres, fire stations, roads, vehicles, and has a goal of increasing tax levy funding for capital.

Given the budget pressures in this year's budget, staff are recommending maintaining tax funded capital at the same level as 2023.

Table 11: 2024 Capital Funding Sources

| Funding Sources                              | Amount              |
|--|---------------------|
| Tax Levy                                     | \$ 859,949          |
| Development Charges (DC)                     | \$ 736,600          |
| Ontario Community Infrastructure Fund (OCIF) | \$ 652,419          |
| Reserve & Reserve Funds                      | \$ 376,500          |
| Canada Community Building Fund               | \$ 347,696          |
| <b>Total Funding</b>                         | <b>\$ 2,973,164</b> |

# 2024 Budget

A plan for today and tomorrow

- Debt Overview
- Reserves & Reserve Funds Overview

# Debt Overview

The Township of Hamilton **does not have any external debt**. The 2023 Annual Repayment Limit (ARL) for the Township is \$2.6 million. This limit represents the maximum amount which the Township can commit to payments relating to debt and financial obligation. Municipalities in Ontario are responsible for ensuring that they do not exceed their ARL.

## Reserves and Reserve Funds Overview

Reserves and reserve funds are established by Council to assist with financial planning and long-term financial stability. By maintaining reserves, the Township can accumulate funds for future or contingent liabilities – a key component of sound long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenues and expenditures, fund one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Reserves are allocated at the discretion of Council.

The effective use and management of reserves and reserve funds is a critical aspect of an organizations strategic financial plan and continued long-term financial

sustainability. Table 118 to 128 represent Township's 10-year projections for various reserve funds balances.

The Township's Asset Management Plan (AMP) for infrastructure assets assumes that existing assets will be replaced when these assets reach the end of their maximum potential life. The total replacement value of the Township's assets is \$207.8 million (2021).

The **funding shortfall** according to the Asset Management Plan (AMP) is **\$2.7 million per year**.

This funding shortfall suggests that **current contribution to reserves is insufficient to sustain the portfolio in the long-term**.



# Definition of Reserve and Reserve Funds

**Reserve** is generally used to mitigate the impact of fluctuations in operating costs and revenue. General Reserve an example of reserve currently used to mitigate budgetary fluctuations.

**Reserve Fund** is established to meet a specific purpose. They represent monies set aside either by a by-law or by legislative requirement. Reserve funds are further segregated into Obligatory and Discretionary reserve funds.

**Obligatory Reserve Fund** is created whenever a provincial statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Obligatory reserve fund, such as Development Charges (DC), can only be used for their prescribed purpose.

**Discretionary Reserve Fund** is established based on Council direction, to finance future expenditures for which the Township has the authority to spend money or to provide for a specific contingent liability.



## Fund Usage Overview

### Non – Growth Related Projects

Funding for each capital project will be allocated according to the uses set out in the Township's Reserve and Reserve Fund Policy. A significant number of asset management needs are funded from IT, vehicle, bridge & culvert, equipment, and facility reserves.

Asset management refers to the systematic management of a corporation or individual's assets, with the goal of maximizing returns and minimizing risk. It involves the allocation of resources and the monitoring of performance to ensure the optimal utilization of assets.

List of some replacement capital projects in 2024 budget:

- Replacement of HVAC equipment station #2 (Baltimore);
- Water rescue equipment replacement;
- Pick up truck & dumpbox;
- Baltimore Park ball fencing; and
- Road constructions.



## **Growth Related Projects**

Growth related capital projects are normally entirely or substantially funded through Development Charges (DC) revenues. DCs are generally paid at the time when building permits are drawn. The authority for DC is the **Development Charge Act, 1997**. The Act requires that a Development Charge Background Study (DCBS) be prepared that formulates the rationale for each charge that has been brought into service through a DC By-law. The Act is highly prescriptive with respect to how the charge is to be calculated. The growth forecast in the DCBS considers the historical construction activity, the economic and market outlook, construction underway, designated lands, and servicing capacity.

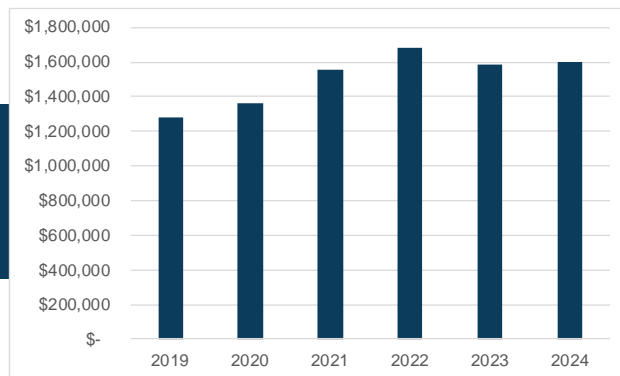


Figure 21: 2019-2022 Development Charge Balance

The Government of Ontario introduced **Bill 23, the More Homes Built Faster Act, 2022** on October 25, 2022, and it received Royal Assent on November 28, 2022. Bill 23 is a legislation that implements fundamental changes to development throughout the Province, including the Planning Act, the **Development Charges Act**, the Municipal Act, the Conservation Authorities Act, the Ontario Heritage Act and the Ontario Land Tribunal Act. Although the majority of the changes introduced by the Act came into effect on November 28, 2022, other changes are to come into effect by proclamation on a future date which is to be determined.

Growth capital projects in 2024 include road constructions.

As per Bill 23, municipalities must spend or allocate at least 60% of the monies in a Development Charges Reserve Fund at the beginning of the year.

## Description of major funds impacted in 2024:

- **Equipment & Vehicle Reserve:** To finance for repair and replacement of equipment and vehicles;
- **Facility Reserve:** To fund repair and replacement of all Township owned facilities;
- **General Reserve:** To be used to meet cash flow requirements and unforeseen contingencies throughout the year;
- **IT Reserve:** To finance repair and replacement of all corporate business systems, software, and hardware;
- **Road Need Study Reserve:** To fund road need studies;
- **Development Charge Reserve Fund:** To finance growth related infrastructure as permitted by the Development Charge Act; and as anticipated in the latest DC Background Study; and
- **Canada Community Building Fund:** To fund capital infrastructure projects or other expenses as restricted by the detailed funding agreement. Formerly the Federal Gas Tax funding program; was recently renamed to Canada Community Building Fund.



Table 12: 2020-2024 Reserves & Reserve Funds Balance

| RESERVES and RESERVE FUNDS<br>Deficit/(Surplus) | 2020<br>Actual | 2021<br>Actual | 2022<br>Actual | 2023<br>Projected | 2024<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| ADMIN IT RESERVE                                | (77,150)       | (114,153)      | (131,853)      | (129,553)         | (102,253)         |
| FIRE VEHICLE/EQUIPMENT RESERVE                  | 43,952         | (66,068)       | (178,884)      | 56,116            | 107,616           |
| P & R VEHICLE/EQUIPMENT RESERVE                 | (154,080)      | (75,865)       | (58,577)       | (78,577)          | (28,577)          |
| ROADS VEHICLE/EQUIPMENT RESERVE                 | (397,264)      | (404,189)      | (660,569)      | (215,569)         | (550,569)         |
| GENERATOR RESERVE                               | (50,000)       | (60,000)       | (70,000)       | (80,000)          | (90,000)          |
| ADMINISTRATION FACILITY RESERVE                 | (160,068)      | (256,017)      | (256,017)      | (256,017)         | (256,017)         |
| FIRE FACILITY RESERVE                           | (12,711)       | (12,711)       | (12,711)       | (12,711)          | (12,711)          |
| RECREATION FACILITY RESERVE                     | (57,200)       | (92,455)       | (140,867)      | (195,867)         | (260,867)         |
| ROADS FACILITY RESERVE                          | -              | -              | -              | (110,000)         | (115,000)         |
| ENVIRONMENTAL INITIATIVE RESERVE                | -              | -              | -              | -                 | (55,000)          |
| PLANNING RESERVE                                | (64,691)       | (64,691)       | (95,691)       | (83,691)          | (83,691)          |
| GRAVEL REHAB RESERVE                            | (291,461)      | (291,461)      | (291,461)      | (291,461)         | (261,461)         |
| STREETLIGHT RESERVE                             | (244,235)      | (256,672)      | (263,672)      | (270,672)         | (277,672)         |
| ROADS RESERVE                                   | (1,421,405)    | (1,297,938)    | (1,124,448)    | (1,071,448)       | (1,431,448)       |
| ROADS NEEDS STUDY RESERVE                       | (50,332)       | (60,332)       | (65,332)       | (70,332)          | (45,332)          |
| WINTER MAINTENANCE RESERVE                      | (182,999)      | (261,452)      | (265,452)      | (269,452)         | (273,452)         |
| ELECTION RESERVE                                | (82,367)       | (92,498)       | (64,574)       | (74,574)          | (84,574)          |
| GENERAL RESERVE                                 | (2,188,392)    | (2,442,209)    | (2,901,950)    | (2,433,750)       | (2,557,650)       |
| OTHER RESERVE AND RESERVE FUNDS                 | (882,653)      | (672,449)      | (503,916)      | (288,763)         | (543,873)         |
| DEVELOPMENT CHARGES                             | (1,360,716)    | (1,558,583)    | (1,682,106)    | (1,586,334)       | (1,603,784)       |
| BUILDING RESERVE                                | (211,852)      | (348,231)      | (431,654)      | (431,654)         | (431,654)         |

Table 13: Reserve & Reserve Funds Balance (accumulation of revenues over expenditures for the life of the fund)

| Description  | Reserves & Reserve Funds Balances as of Dec. 31, 2022 T-2023-17 | Projected 2023 Ending Balance including Commitment | 2024 OPERATING BUDGET   |                           | 2024 CAPITAL BUDGET     |                           | Projected 2024 Ending Balance |
|--|---|--|-------------------------|---------------------------|-------------------------|---------------------------|-------------------------------|
|  |   |  | Contribution to Reserve | Contribution from Reserve | Contribution to Reserve | Contribution from Reserve |                               |
| <b>RESERVE &amp; RESERVE FUNDS</b>                                 |   |  |                         |                           |                         |                           |                               |
| COUNCIL RETIREMENT RESERVE   | \$ (3,530)  | \$ (4,040)   | \$ (510)                |                           |                         |                           | \$ (4,550)                    |
| HERITAGE RESERVE   | (25,538)  | (30,538)   | (5,000)                 |                           |                         |                           | (35,538)                      |
| ADMINISTRATION FACILITY RESERVE                                    | (256,017)   | (256,017)  |                         |                           |                         |                           | (256,017)                     |
| ELECTION RESERVE   | (64,574)  | (74,574)   | (10,000)                |                           |                         |                           | (84,574)                      |
| ADMIN IT RESERVE   | (131,853)   | (129,553)  | (22,700)                |                           |                         | 50,000                    | (102,253)                     |
| GENERAL RESERVE - CONTINGENCY                                      | (2,901,950)   | (2,433,750)  | (158,900)               | 35,000                    |                         |                           | (2,557,650)                   |
| ACCESSIBILITY RESERVE  | (32,334)  | (25,334)   | (10,000)                | 10,000                    |                         |                           | (25,334)                      |
| ECONOMIC DEVELOPMENT RESERVE                                       | (7,638)   | (7,638)  |                         |                           |                         |                           | (7,638)                       |
| BETHEL GROVE CEMETERY RESERVE                                      | -   | (59,112)   |                         |                           |                         |                           | (59,112)                      |
| ENVIRONMENTAL INITIATIVE RESERVE                                   |   |  | (55,000)                |                           |                         |                           | (55,000)                      |
| <b>PLANNING RESERVE</b>  | <b>(95,691)</b>   | <b>(83,691)</b>                                    |                         |                           |                         |                           | <b>(83,691)</b>               |
| <b>BUILDING RESERVE</b>  | <b>(431,654)</b>  | <b>(431,654)</b>                                   |                         |                           |                         |                           | <b>(431,654)</b>              |
| FIRE FACILITY RESERVE  | (12,711)  | (12,711)   | -                       |                           |                         |                           | (12,711)                      |
| FIRE VEHICLE/EQUIPMENT RESERVE                                     | (178,884)   | 56,116   | (125,000)               |                           |                         | 176,500                   | 107,616                       |
| <b>FIRE RESERVES</b>   | <b>(191,594)</b>  | <b>43,406</b>                                      | <b>(125,000)</b>        | -                         | -                       | <b>176,500</b>            | <b>94,906</b>                 |
| <b>POLICE SERVICE BOARD RESERVE</b>                                | <b>(25,763)</b>   | <b>(13,363)</b>                                    | <b>(5,000)</b>          | <b>17,400</b>             |                         |                           | <b>(963)</b>                  |
| ROADS VEHICLE/EQUIPMENT RESERVE                                    | (660,569)   | (215,569)  | (335,000)               |                           |                         |                           | (550,569)                     |
| ROADS FACILITY RESERVE   | -   | (110,000)  | (5,000)                 |                           |                         |                           | (115,000)                     |
| GRAVEL REHAB RESERVE   | (291,461)   | (291,461)  |                         | 30,000                    |                         |                           | (261,461)                     |
| STRUCTURE RESERVE (bridge/culvert - 3 meter in diameter or bigger) | (50,292)  | (62,292)   | (12,000)                |                           | (250,000)               |                           | (324,292)                     |
| ROADS RESERVE  | (1,124,448)   | (1,071,448)  |                         |                           | (360,000)               |                           | (1,431,448)                   |
| BEAVERMEADOW FINLAY GR   | (7,655)   | (7,655)  |                         |                           |                         |                           | (7,655)                       |
| WINTER MAINTENANCE RESERVE   | (265,452)   | (269,452)  | (4,000)                 |                           |                         |                           | (273,452)                     |
| TREE REMOVAL RESERVE   | (15,000)  | (15,000)   |                         |                           |                         |                           | (15,000)                      |
| STREETLIGHT RESERVE  | (263,672)   | (270,672)  | (7,000)                 |                           |                         |                           | (277,672)                     |
| ROADS NEEDS STUDY RESERVE  | (65,332)  | (70,332)   | (5,000)                 |                           |                         | 30,000                    | (45,332)                      |
| GENERATOR RESERVE  | (70,000)  | (80,000)   | (10,000)                |                           |                         |                           | (90,000)                      |
| <b>ROAD RESERVES</b>   | <b>(2,813,880)</b>  | <b>(2,463,880)</b>                                 | <b>(378,000)</b>        | <b>30,000</b>             | <b>(610,000)</b>        | <b>30,000</b>             | <b>(3,391,880)</b>            |
| PARKS RESERVE  | (48,745)  | (18,745)   |                         |                           |                         |                           | (18,745)                      |
| RECREATION FACILITY RESERVE  | (140,867)   | (195,867)  | (105,000)               |                           |                         | 40,000                    | (260,867)                     |
| P & R VEHICLE/EQUIPMENT RESERVE                                    | (58,577)  | (78,577)   | (30,000)                |                           |                         | 80,000                    | (28,577)                      |
| COLD SPRINGS HALL RESERVE  | (34,665)  | (35,665)   |                         |                           |                         |                           | (35,665)                      |
| BEWDLEY COMMUNITY RESERVE  | (7,098)   | (7,098)  |                         |                           |                         |                           | (7,098)                       |
| <b>PARKS &amp; FACILITIES RESERVES</b>                             | <b>(316,029)</b>  | <b>(338,182)</b>                                   | <b>(135,000)</b>        | -                         | -                       | <b>120,000</b>            | <b>(353,182)</b>              |



# 2024 Budget

**A plan for today and tomorrow**

- **2024 Operating Budget**

# 2024 Operating Budget

The Township places a significant emphasis on the effective functioning of its various departments, recognizing their essential role in maintaining the Township's vitality. To ensure the seamless continuity of day-to-day operations and the successful execution of vital capital projects, it is crucial that these departments receive appropriate budget allocations.

This budget serves as a lifeline, facilitating the delivery of critical services such as public safety and infrastructure advancement.

The Township's commitment to prudent financial management reflects its deep respect for the tax contributions of its residents. Through the adoption of transparent and responsible financial practices, the Township maximizes the impact of every dollar spent, showcasing a clear dedication to efficiency and accountability.

Striking a balance between addressing immediate needs and making strategic investments, the Township demonstrates an unwavering commitment to long-term development and enhancement of residents' well-being.



Figure 22: The Township's Departments

# General Government

## 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 communications, 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;
- Administering of municipal elections, lottery licensing and Commissioner of Oaths;
- Providing legislative services through development and review of by-laws and agreements; facilitating legal services and municipal land administration;
- Statutory responsibilities to Council and the corporation including managing information presented to Council in the form of agendas, minutes and by-laws;
- Board and Committee management including recruitment and training of volunteers;
- Corporate records management and is responsible for implementing the approved projects within the Records Management Strategic Plan;
- Corporate communications including social media, media releases, public engagement;
- Promoting and managing accessibility and diversity services for our community members; and
- Cemetery management.



Figure 23: 2023 Corporate Services Statistics



## 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.

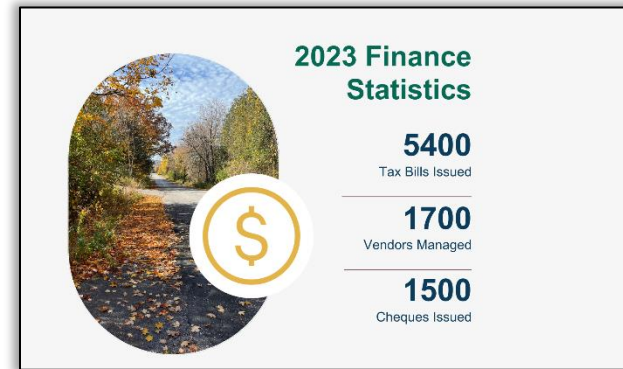


Figure 24: 2023 Finance Statistics

## 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; oversee training and development;
- Administer compensation and benefits;
- Ensure legal compliance with legislation including pay equity, Ontario Health and Safety Act (OHSA), Employment Standards Act, etc; and
- Collective agreement interpretation and negotiation of collective agreements.

## Our 2023 Accomplishments

### Office of the CAO

- Provided Council with ongoing guidance, advice and support on overall direction of the municipality – through over 125 meetings, including several Council education initiatives, presentations and various discussions and memos during the year. (*Strategic Priorities [SP]: Effective Governance*)
- Led the preparation of a new 2023-2026 Strategic Plan for the Township, to cover the term of Council. This “in house” work involved meetings with staff and Council, internal and external surveys, and draft and final reports leading to approval in June and subsequent communication and rollout in the fall. (*SP: Effective Governance*)
- Reviewed the results of the 2022 ORV Pilot and after a report to Council, with input from a community and user survey and staff field experience, implemented a Council approved extension of the pilot for 2023. (*SP: Effective Governance*)
- With the ongoing issues of physical and mental health and wellness – including Flu, COVID-19, RSV among others - lead and adapted our ongoing operations, plans, policies and procedures to keep Council, Staff and the Public resilient and safe. (*SP: Effective Governance, People, Community*)
- Prioritized an organization-wide commitment to customer service implementing the organization review to recruit a customer service coordinator, improving our outreach through social media, website and surveys, and clearing service requests submitted to the Township. (*SP: People, Community*)
- Provided leadership to Senior Management Team and the Management Team through regular meetings, one on ones and through the active alignment and monitoring of 2023 priorities, Budget and projects. (*SP: Effective Governance*)



- 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. *(SP: Effective Governance)*
- Led initiatives in relation to HR improvements and workplace culture – including continued implementation of the Organization Review, implementing the Fire Master Plan, the Parks Master Plan through staffing actions and support. *(SP: People)*
- Through the work of the HR Department ensure the basic training and additional skill development is being realized across the organization – through scheduled and recorded training and through other education opportunities. *(SP: People)*



- Implemented the use of a cloud-based project management system for the organization, identifying Key Results for 2023 and setting up the system for broader coverage in 2024. *(SP: People)*
- Promoted and pursued Economic Development for the Township – including promoting the Township in community-oriented publications, servicing discussion with owners, land development opportunities, among others. *(SP: Community)*
- Worked with staff to deliver key operational improvements to the organization to capitalize on investment and efficiency investments – including first phase of modernizing the Council Chamber to ensure that meetings are able to be run seamlessly and effectively for accessible on site and hybrid meetings in the future. *(SP: Community)*
- Worked with colleague CAOs to ensure ongoing discussions on issues of mutual interest – Economic Development, High Speed Internet, among others. *(SP: Community)*

## Corporate Services

- Council and Committee orientation completed including recruitment of 27 volunteers; (SP: *People and Effective Governance*)
- Successfully awarded Enabling Accessibility Grant with the objective of making the Council Chambers more accessible for persons with disabilities; (SP: *Effective Governance and People*)
- Developed Community Recognition Program and Committee to support Council's objectives to honour outstanding residents and volunteers within our community; (SP: *Community*)
- Expanded departmental functions to include IT to continue to provide corporate support; (SP: *People and Effective Governance*)
- Completed assumption of the Bethel Grove United Church Cemetery and established rules and regulations of the operation of Township-owned cemeteries; (SP: *Community and Effective Governance*)
- Commenced Communications plan in partnership with Northumberland County, community stakeholders, and Township departments; (SP: *Community and Effective Governance*)
- Created digital newsletter formats and a Water Users Newsletter; (SP: *Community*)
- Implemented Policy & Procedure Framework including establishing annual review of departmental policies, including those required under s 270 of the Municipal Act; (SP: *Effective Governance*)
- Continued successful implementation of Records Management Strategic Plan including centralized departmental drive electronic file-structure for enhanced electronic records management within the Planning Department; (SP: *Effective Governance*)
- Provided ongoing corporate communications support through enhanced local media presence; (SP: *Community and Effective Governance*)
- Social Media moderators staff group established to enhance departmental social media communications with the public; (SP: *Community*)
- Continued Council and Committee support; (SP: *People and Effective Governance*).

## **Financial Services**

- Received the Government Finance Officers Association's (GFOA's) Distinguished Budget Presentation Award for the 2023 Budget package. *(SP: Effective Governance)*
- Completed 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 all infrastructure. With the development of the AMP, the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. *(SP: Effective Governance)*
- Worked with staff and Council to obtain a timely, approved Budget that met the needs of the organization in 2023 and managed costs and expenditures throughout the year. *(SP: Effective Governance)*
- Completed 2022 year end audit. *(SP: Effective Governance)*
- Completed the wind up of the Municipal Animal Service operations – including the final Audited Report sent to Council and to partner municipalities - and worked with Northumberland Humane Society on animal services for the Township. *(SP: Effective Governance)*

**2023 Grant  
over \$1.77 million**



## ***Human Resources (HR)***

- Recruited various positions to limit staffing gaps including positions such as Senior Planner, Planning Coordinator, Deputy Fire Chief, Parks & Facilities Coordinator, Recreation Programmer, Manager of Human Resources and Volunteer Fire Fighters. (SP: *People and Effective Governance*)
- Completed initial improvements on the onboarding process and implemented new hire training. (SP: *People*)
- Continued to implement recommendations related to the Organizational Review. (SP: *Effective Governance*)
- Implemented first All Staff Training Day where important mandatory training was covered. (SP: *People*)



## Our 2024 Priorities

### Office of the CAO

- Lead, mentor and manage the organization through regular meetings with leadership staff and organization-wide meetings and gatherings with all staff to update on major initiatives, activities and culture in the organization. *(SP: People)*
- Through the work of the HR Department ensure the basic training and additional skill development is being realized across the organization through scheduled and recorded training and through other education opportunities. *(SP: People)*
- With the ongoing issues of physical and mental health and wellness – lead and adapted our ongoing operations, plans, policies and procedures to keep Council, Staff and the Public – resilient and safe. *(SP: People)*
- Pursue the next phase to implement the use of a cloud-based project management system for the organization, identifying and managing Key Results for 2024. *(SP: People)*
- Review the results of the 2023 ORV Pilot and report to Council, with input from a community and user survey and staff field experience on the future of the initiative. *(SP: Community)*
- Prioritize an organization-wide commitment to customer service and responsiveness across the organization and improve our outreach through preparation of a first ever Communication Plan and utilize identified tools, such as social media, website and surveys. *(SP: Community)*





- Provide Council with leadership and ongoing guidance, advice and support on overall direction of the municipality – through meetings, Council education initiatives, presentations and various strategic discussions and communications. (SP: *Effective Governance*)
- Drive the implementation of the 2023-2026 Strategic Plan for the Township, to cover the term of Council. (SP: *Effective Governance*)

- Deliver second phase of modernizing the Council Chamber to properly reflect the past, present and future of the Township. (SP: *Effective Governance*)
- Provide leadership and direction to staff to achieve goals identified in the Strategic Plan, including water standards, conservation, reducing carbon producing activities, energy conservation, and climate adaptation strategies, among others. (SP: *Environment*)
- Promote and pursue Economic Development for the Township – including the Water Master Plan, promoting the Township in community oriented publications, servicing discussion with owners, land use planning policy improvement and development opportunities, among others. (SP: *Development*)
- Work with colleague CAOs to ensure ongoing discussions on issues of mutual interest – Economic Development, High Speed Internet, shared services. (SP: *Development*)





## Corporate Services

- Develop and implement a Communications Plan including corporate branding standards to ensure consistency in quality and encourage branding recognition (SP: *Community and Effective Governance*)
- Develop and implement a Customer Service Strategy to deliver an exceptional standard of care including improved processes and methods to achieve that standard. (SP: *Community and Effective Governance*)
- Complete Council Chambers renovation to remove barriers to accessibility. (SP: *Community and Effective Governance*)
- Review and update Procedural and Committee By-laws (SP: *Effective Governance*).
- Continue to review and update Council and Administrative Policies to support corporate operations. (SP: *Effective Governance*)
- Reopen customer service kiosk for increased convenience at the municipal office improving customer satisfaction and a personalized experience. (SP: *Community and Effective Governance*)



## ***Financial Services***

- Work with staff and Council to obtain a timely, approved Budget that meets the needs of the organization in 2024 and into the future. (SP: *Effective Governance*)
- Lead the implementation of the Township's Asset Management Plan (AMP) per O.Reg 588/17 to achieve compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2025. (SP: *Effective Governance*)
- Implementation of budget software to 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. (SP: *Effective Governance*)

## ***Human Resources (HR)***

- Review, amend and implement language and practices to ensure fair and equitable hire practices. (SP: *People and Community*)
- Develop and implement annual staff training plan outlining mandatory training requirements for various positions. (SP: *People and Effective Governance*)
- Develop process maps for Human Resources practices and procedures, including electronic links to documents. (SP: *Effective Governance*)
- Review, amend and implement performance management processes. (SP: *People*)
- Ensure there are current job descriptions and determine a schedule for job evaluation. (SP: *People and Effective Governance*)

## Departmental Efficiencies

- Facilitation of hybrid meetings for Council and Committees improving options for participation by members of the public, consultants, and volunteers.
- Continued implementation of meeting management software for improved workflow processes to support internal departments.
- Records Inventory searchable entries increased by 5% since 2022; 34 linear feet of existing records storage made available through the records destruction process.
- Improved operations of Bethel Grove Cemetery to ensure community confidence and legislative compliance in the burial process.
- 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.



## General Government Budget Highlights

Table 14: General Government Budget Highlights

|                           | 2023<br>Budget     | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|--------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                    |                      |                         |               |
| Personnel                 | 1,470,268          | 1,530,867            | 60,599                  | 4.1%          |
| Contribution to Reserve   | 52,110             | 112,110              | 60,000                  | 115.1%        |
| Other Expenditure         | 637,943            | 700,003              | 62,060                  | 9.7%          |
| <b>Total Expenditures</b> | <b>2,160,321</b>   | <b>2,342,980</b>     | <b>182,659</b>          | <b>8.5%</b>   |
| <b>Revenues</b>           |                    |                      |                         |               |
| Contribution from Reserve | (35,000)           | (35,000)             | -                       | 0.0%          |
| Other Revenue             | (1,237,900)        | (1,355,000)          | (117,100)               | 9.5%          |
| <b>Total Revenue</b>      | <b>(1,272,900)</b> | <b>(1,390,000)</b>   | <b>(117,100)</b>        | <b>9.2%</b>   |
| <b>Net Budget</b>         | <b>887,421</b>     | <b>952,980</b>       | <b>65,559</b>           | <b>7.4%</b>   |

Table 15: General Government Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base             | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft<br>Budget |
|---------------------------|----------------------------|------------------|-------------|---------------|-------------------------|-----------------------|-------------------------|----------------------|
| <b>Expenditures</b>       |                            |                  |             |               |                         |                       |                         |                      |
| Personnel                 | 1,470,268                  | 60,599           | -           | -             | -                       | -                     | -                       | 1,530,867            |
| Contribution to Reserve   | 52,110                     | -                | -           | -             | 55,000                  | -                     | 5,000                   | 112,110              |
| Other Expenditure         | 637,943                    | 31,060           | -           | -             | 6,400                   | 24,600                | -                       | 700,003              |
| <b>Total Expenditures</b> | <b>2,160,321</b>           | <b>91,659</b>    | <b>-</b>    | <b>-</b>      | <b>61,400</b>           | <b>24,600</b>         | <b>5,000</b>            | <b>2,342,980</b>     |
| <b>Revenues</b>           |                            |                  |             |               |                         |                       |                         |                      |
| Contribution from Reserve | (35,000)                   | -                | -           | -             | -                       | -                     | -                       | (35,000)             |
| Other Revenue             | (1,237,900)                | (117,100)        | -           | -             | -                       | -                     | -                       | (1,355,000)          |
| <b>Total Revenue</b>      | <b>(1,272,900)</b>         | <b>(117,100)</b> | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(1,390,000)</b>   |
| <b>Net Budget</b>         | <b>887,421</b>             | <b>(25,441)</b>  | <b>-</b>    | <b>-</b>      | <b>61,400</b>           | <b>24,600</b>         | <b>5,000</b>            | <b>952,980</b>       |
|                           |                            | <b>-2.9%</b>     | <b>0.0%</b> | <b>0.0%</b>   | <b>6.9%</b>             | <b>2.8%</b>           | <b>0.5%</b>             |                      |

## General Government - Pressure Sheet

Table 16: General Government Pressure Sheet (Park 1)

| Budget Variance Explanations                     | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|--|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>2023 Net Budget</b>                           |             |             |                         |             |                   | <b>887,421</b>      |                          |   |
| <b>EXPENDITURES</b>                              |             |             |                         |             |                   |                     |                          |   |
| <b>Personnel</b>                                 | 1,246,601   | 1,324,950   | 1,088,332               | 1,470,268   | 1,530,867         | <b>60,599</b>       | <b>4.1%</b>              | Due to general cost of living, step and benefit rate increases as well as increase in maximum pensionable earnings (CPP)        |
| <b>Other Expenditure</b>                         |             |             |                         |             |                   |                     |                          |   |
| <b><u>Council</u></b>                            |             |             |                         |             |                   |                     |                          |   |
| CONVENTIONS & SEMINAR                            | -           | 4,372       | 2,277                   | 6,800       | 6,800             | -                   | <b>0.0%</b>              | 2021-2023 Budget: \$6,800<br>2020 Budget: \$12,300  |
| MILEAGE  | 26          | 420         | 431                     | 1,000       | 1,000             | -                   | <b>0.0%</b>              |   |
| OFFICE SUPPLIES                                  | 2,979       | 3,216       | -                       | 1,020       | 1,020             | -                   | <b>0.0%</b>              |   |
| PUBLIC RELATIONS                                 | 533         | 449         | 931                     | 816         | 816               | -                   | <b>0.0%</b>              |   |
| MISC. EXPENSE                                    | -           | 382         | 645                     | 1,020       | 1,020             | -                   | <b>0.0%</b>              |   |
| <b><u>Administration</u></b>                     |             |             |                         |             |                   |                     |                          |   |
| MEMBERSHIPS                                      | 8,635       | 10,193      | 12,183                  | 11,220      | 12,500            | <b>1,280</b>        | <b>11.4%</b>             | Aligned with actual + staffing increase   |
| STAFF APPRECIATION                               | 12,678      | 8,719       | 6,740                   | 18,870      | 16,870            | <b>(2,000)</b>      | <b>-10.6%</b>            | Savings due to transfer of budget to the volunteer appreciation line  |
| VOLUNTEER  | -           | -           | 509                     | -           | 4,500             | <b>4,500</b>        |                          | Funding for volunteer recognition awards and event  |
| POSTAGE & COURIER                                | 20,765      | 21,649      | 12,502                  | 22,400      | 23,300            | <b>900</b>          | <b>4.0%</b>              | Aligned with actual + CPI   |
| HYDRO  | 7,949       | 11,088      | 8,343                   | 10,200      | 11,500            | <b>1,300</b>        | <b>12.7%</b>             | Aligned with actual + CPI   |
| HEATING FUEL                                     | 3,072       | 4,728       | 3,513                   | 3,500       | 5,000             | <b>1,500</b>        | <b>42.9%</b>             | Aligned with actual + CPI   |
| TELEPHONE  | 10,558      | 12,459      | 10,338                  | 11,220      | 12,800            | <b>1,580</b>        | <b>14.1%</b>             | Aligned with actual + CPI   |
| ADVERTISING                                      | 3,731       | 5,360       | 4,142                   | 3,500       | 4,000             | <b>500</b>          | <b>14.3%</b>             | Aligned with actual   |
| RECORDS MANAGEMENT                               | 356         | -           | -                       | -           | 5,000             | <b>5,000</b>        |                          | To facilitate the preservation of records of archival value such as by-laws from the 1800-1900's that are still in effect today |
| COMPUTER SUPPORT                                 | 48,926      | 53,379      | 54,268                  | 51,200      | 56,400            | <b>5,200</b>        | <b>10.2%</b>             | Aligned with actual + CPI   |
| BLDMAINTENANCE                                   | 41,454      | 53,414      | 40,278                  | 33,000      | 35,000            | <b>2,000</b>        | <b>6.1%</b>              | Aligned with projected actual   |
| COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT | 58,319      | 51,894      | 51,382                  | 62,300      | 70,800            | <b>8,500</b>        | <b>13.6%</b>             | Additional software licences + CPI<br><b>Actual as of Dec 2023 is \$71k</b>   |
| OFFICE EQUIPMENT LEASE                           | 16,240      | 16,182      | 13,666                  | 16,000      | 16,800            | <b>800</b>          | <b>5.0%</b>              | Aligned with actual + CPI   |
| <b>Total Other Expenditures Variance</b>         |             |             |                         |             |                   | <b>31,060</b>       | <b>3.5%</b>              |   |
| <b>Total Expenditures Variance</b>               |             |             |                         |             |                   | <b>91,659</b>       | <b>10.3%</b>             |   |

Table 17: General Government Pressure Sheet (Park 2)

| Budget Variance Explanations                 | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|--|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>REVENUES</b>                              |             |             |                         |             |                   |                     |                          |  |
| <b>Other Revenue</b>                         |             |             |                         |             |                   |                     |                          |  |
| <b>General Government</b>                    |             |             |                         |             |                   |                     |                          |  |
| OMPF (Ontario Municipal Partnership Fund)    | (740,900)   | (745,300)   | (557,625)               | (743,500)   | (748,600)         | (5,100)             | 0.7%                     | Confirmation letter received in October, 2023  |
| INTEREST REVENUE                             | (50,184)    | (176,647)   | (158,000)               | (51,000)    | (163,000)         | (112,000)           | 219.6%                   | Increase in interest rate  |
| <b>Total Revenues Variance</b>               |             |             |                         |             |                   | (117,100)           |                          |  |
| <b>BASE BUDGET INCREASE</b>                  |             |             |                         |             |                   | (25,441)            | -2.9%                    |  |
| <b>SERVICE ENHANCEMENT</b>                   |             |             |                         |             |                   |                     |                          |  |
| TRANSFER TO ENVIRONMENTAL INITIATIVE RESERVE |             |             |                         |             | 55,000            | 55,000              |                          | Staff is proposing to create a new Environmental Initiative Reserve to champion environmental initiatives. The reserve will first fund the implementation plan for updating floodplain mapping, which will be scoped and focused to meet the needs of the Township. After the mapping project costs are entirely recovered from the reserve, the contribution will decrease to \$10,000 per year to fund projects such as reducing greenhouse gases and carbon footprint—prioritizing tree planting, EV installation, and energy-saving initiatives. Council oversight ensures transparency and accountability, with regular updates on project impact. This fund sets the foundation for a sustainable and eco-friendly Township, fostering a resilient community for the future.<br><br><b>RES: 2023-273</b><br>That the surplus of \$15,000 identified from the 2024 GRCA budget be allocated to the Environmental Initiative Reserve to assist with payment of the GIS Floodplain mapping project. |
| GIS MAPPING                                  | 38,265      | 37,181      | 30,657                  | 43,600      | 50,000            | 6,400               | 14.7%                    | Enhance service delivery with the utilization of a newly created public portal web app. Enhance layers with the digitization of the Official Plan Schedules.   |
| <b>SERVICE ENHANCEMENT</b>                   |             |             |                         |             |                   | 61,400              | 6.9%                     |  |



Table 18: General Government Pressure Sheet (Park 3)

| Budget Variance Explanations                          | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|---|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   |                     |                          |   |
| INSURANCE   | 42,273      | 57,511      | 77,277                  | 60,400      | 85,000            | 24,600              | 40.7%                    | Aligned with actual + Rate Increase   |
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   | 24,600              | 2.8%                     |   |
| <b>BUDGET INCREASE excluding CAPITAL CONTRIBUTION</b> |             |             |                         |             |                   | 60,559              | 6.8%                     |   |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   |                     |                          |   |
| TRANSFER TO IT RESERVE                                | 17,700      | 13,275      | 13,275                  | 17,700      | 22,700            | 5,000               | 28.2%                    | Phase-in impact to meet the target of the Asset Management Plan (AMP) - NOTE: Annual requirement as per AMP is \$61,000 |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   | 5,000               | 0.5%                     |   |
| <b>Incremental Change</b>                             |             |             |                         |             |                   | 65,559              |                          |   |
| <b>Net Budget</b>                                     |             |             |                         |             |                   | 952,980             | 7.4%                     |   |

# Planning and Development

## 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 Secretary Treasurer to the Committee of Adjustment reviews applications to provide relief from the Zoning By-law in accordance with the Planning Act.



Figure 25: 2023 Planning and Development Statistics

## Our 2023 Accomplishments

- Enhanced our service with the hiring of a new Senior Planner as identified under the organizational review. (*Strategic Priorities [SP]: Effective Governance*)
- Completed the 2023 Zoning By-law amendment and associated updates to parcel fabric and mapping schedules. The public meeting for the Zoning By-law amendment will take place after alternative notice provisions have been included in the Township Official Plan. (*SP: Effective Governance*)
- Completed the public GIS portal with the help of Northumberland County. (*SP: Effective Governance*)

## Our 2024 Priorities

- Prepare an official plan amendment which will incorporate alternative notice provisions for Planning Act applications into the Township Official Plan. (*SP: Development*)
- 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. (*SP: Effective Governance*)
- The recent Bills passed have 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. Comprehensive review and update of the Township Zoning By-law. (*SP: Effective Governance*)

- Review alternatives for planning application submission including web-based application submission and update of Planning Act applications. (*SP: Effective Governance*)

## Departmental 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 19: Planning and Development Budget Highlights

|                           | 2023<br>Budget  | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|-----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                 |                      |                         |               |
| Personnel                 | 214,999         | 223,850              | 8,851                   | 4.1%          |
| Contribution to Reserve   | -               | -                    | -                       |               |
| Other Expenditure         | 44,340          | 42,890               | (1,450)                 | -3.3%         |
| <b>Total Expenditures</b> | <b>259,339</b>  | <b>266,740</b>       | <b>7,401</b>            | <b>2.9%</b>   |
| <b>Revenues</b>           |                 |                      |                         |               |
| Contribution from Reserve | -               | -                    | -                       | 0.0%          |
| Other Revenue             | (37,100)        | (34,100)             | 3,000                   | -8.1%         |
| <b>Total Revenue</b>      | <b>(37,100)</b> | <b>(34,100)</b>      | <b>3,000</b>            | <b>-8.1%</b>  |
| <b>Net Budget</b>         | <b>222,239</b>  | <b>232,640</b>       | <b>10,401</b>           | <b>4.7%</b>   |

Table 20: Planning and Development Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base          | New         | Annualization | Service<br>Enhancements | External Pressures | Capital<br>Contribution | 2024 Draft<br>Budget |
|---------------------------|----------------------------|---------------|-------------|---------------|-------------------------|--------------------|-------------------------|----------------------|
| <b>Expenditures</b>       |                            |               |             |               |                         |                    |                         |                      |
| Personnel                 | 214,999                    | 8,851         | -           | -             | -                       | -                  | -                       | 223,850              |
| Contribution to Reserve   | -                          | -             | -           | -             | -                       | -                  | -                       | -                    |
| Other Expenditure         | 44,340                     | (1,450)       | -           | -             | -                       | -                  | -                       | 42,890               |
| <b>Total Expenditures</b> | <b>259,339</b>             | <b>7,401</b>  | -           | -             | -                       | -                  | -                       | <b>266,740</b>       |
| <b>Revenues</b>           |                            |               |             |               |                         |                    |                         |                      |
| Contribution from Reserve | -                          | -             | -           | -             | -                       | -                  | -                       | -                    |
| Other Revenue             | (37,100)                   | 3,000         | -           | -             | -                       | -                  | -                       | (34,100)             |
| <b>Total Revenue</b>      | <b>(37,100)</b>            | <b>3,000</b>  | -           | -             | -                       | -                  | -                       | <b>(34,100)</b>      |
| <b>Net Budget</b>         | <b>222,239</b>             | <b>10,401</b> | -           | -             | -                       | -                  | -                       | <b>232,640</b>       |
|                           |                            | <b>4.7%</b>   | <b>0.0%</b> | <b>0.0%</b>   | <b>0.0%</b>             | <b>0.0%</b>        | <b>0.0%</b>             |                      |

## Planning and Development - Pressure Sheet

Table 21: Planning and Development Pressure Sheet

| Budget Variance Explanations             | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|--|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>2023 Net Budget</b>                   |             |             |                         |             |                   | <b>222,239</b>      |                          |  |
| <b>EXPENDITURES</b>                      |             |             |                         |             |                   |                     |                          |  |
| <b>Personnel</b>                         | 81,602      | 94,188      | 87,926                  | 214,999     | 223,850           | <b>8,851</b>        | <b>4.1%</b>              | Due to general cost of living, step and benefit rate increases as well as increase in maximum pensionable earnings (CPP) |
| <b>Other Expenditure</b>                 |             |             |                         |             |                   |                     |                          |  |
| <b>Planning</b>                          |             |             |                         |             |                   |                     |                          |  |
| CONVENTIONS AND SEMINARS                 | -           | 550         | 2,291                   | 1,800       | 2,500             | <b>700</b>          | <b>38.9%</b>             | Increase in staff attendance   |
| MEMBERSHIPS                              | 150         | 150         | -                       | 150         | 2,000             | <b>1,850</b>        | <b>1233.3%</b>           | Increase in membership requirements due to staffing increase   |
| CONSULTANTS GENERAL                      | 20,433      | 3,506       | 22,739                  | 5,000       | 1,000             | <b>(4,000)</b>      | <b>-80.0%</b>            | Work is being completed by internal resource   |
| <b>Total Other Expenditures Variance</b> |             |             |                         |             |                   | <b>(1,450)</b>      |                          |  |
| <b>Total Expenditures Variance</b>       |             |             |                         |             |                   | <b>7,401</b>        | <b>3.3%</b>              |  |
| <b>REVENUES</b>                          |             |             |                         |             |                   |                     |                          |  |
| <b>Other Revenue</b>                     |             |             |                         |             |                   |                     |                          |  |
| REZONING                                 | (10,800)    | (4,000)     | (6,350)                 | (9,000)     | (8,000)           | <b>1,000</b>        | <b>-11.1%</b>            | Aligned with average actual  |
| MINOR VARIANCE                           | (23,700)    | (9,000)     | (7,350)                 | (12,000)    | (10,000)          | <b>2,000</b>        | <b>-16.7%</b>            | Aligned with actual  |
| <b>Total Revenues Variance</b>           |             |             |                         |             |                   | <b>3,000</b>        |                          |  |
| <b>BASE BUDGET INCREASE</b>              |             |             |                         |             |                   | <b>10,401</b>       | <b>4.7%</b>              |  |
| <b>Incremental Change</b>                |             |             |                         |             |                   | <b>10,401</b>       |                          |  |
| <b>Net Budget</b>                        |             |             |                         |             |                   | <b>232,640</b>      | <b>4.7%</b>              |  |



# Building

## What We Do

Building 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; and
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.

## Our 2023 Accomplishments

- Continued to enhance departmental services through Cloudpermit including external agency reporting. This e-permitting platform provides residents an opportunity to apply for building permits and request inspections electronically. The platform has also been configured to aid in the reporting process to MPAC Tarion and Statistic Canada. (*Strategic Priorities [SP]: Effective Governance*)
- Aided Alnwick/Haldimand during their time without a CBO/staff. (*SP: Effective Governance*)
- Completed all inspections and plan review well within the regulated timeframes for all proposed development. (*SP: Effective Governance*)

## Our 2024 Priorities

- Will continue with the 2023 priorities of improving its level of service. With new members in the development services team, staff want to support each other to better serve the residents in the application process. The focus will be working together to have a seamless transition between building and planning applications. (SP: People)

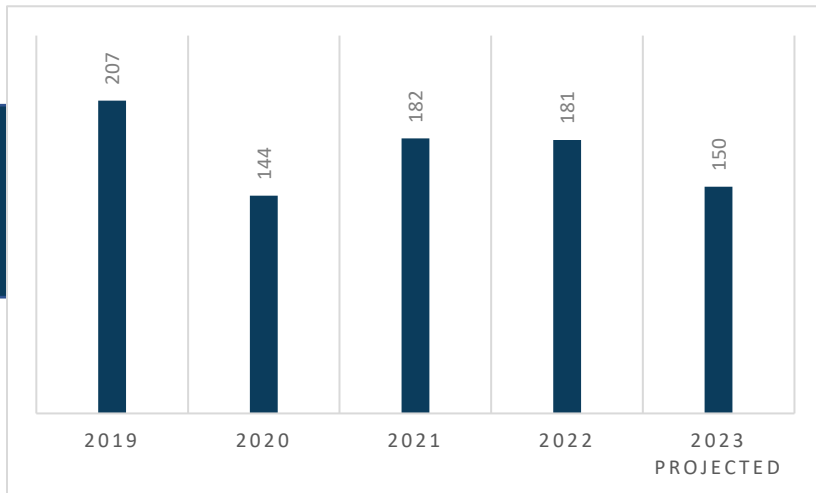


Figure 27: 2019 – 2023 Building Permits

## Departmental Efficiencies

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



Figure 26: 2023 Building Statistics

## Building Department Budget Highlights

Table 22: Building Department Budget Highlights

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | 207,580          | 215,900              | 8,320                   | 4.0%          |
| Contribution to Reserve   | -                | -                    | -                       |               |
| Other Expenditure         | 37,800           | 38,700               | 900                     | 2.4%          |
| <b>Total Expenditures</b> | <b>245,380</b>   | <b>254,600</b>       | <b>9,220</b>            | <b>3.8%</b>   |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | -                | -                    | -                       |               |
| Other Revenue             | (245,380)        | (254,600)            | (9,220)                 | 3.8%          |
| <b>Total Revenue</b>      | <b>(245,380)</b> | <b>(254,600)</b>     | <b>(9,220)</b>          | <b>3.8%</b>   |
| <b>Net Budget</b>         | <b>(0)</b>       | <b>-</b>             | <b>0</b>                |               |



Table 23: Building Department Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base           | New      | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|----------------|----------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                            |                |          |               |                         |                       |                         |                   |
| Personnel                 | 207,580                    | 8,320          | -        | -             | -                       | -                     | -                       | 215,900           |
| Contribution to Reserve   | -                          | -              | -        | -             | -                       | -                     | -                       | -                 |
| Other Expenditure         | 37,800                     | 900            | -        | -             | -                       | -                     | -                       | 38,700            |
| <b>Total Expenditures</b> | <b>245,380</b>             | <b>9,220</b>   | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>254,600</b>    |
| <b>Revenues</b>           |                            |                |          |               |                         |                       |                         |                   |
| Contribution from Reserve | -                          | -              | -        | -             | -                       | -                     | -                       | -                 |
| Other Revenue             | (245,380)                  | (9,220)        | -        | -             | -                       | -                     | -                       | (254,600)         |
| <b>Total Revenue</b>      | <b>(245,380)</b>           | <b>(9,220)</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(254,600)</b>  |
| <b>Net Budget</b>         | <b>-</b>                   | <b>-</b>       | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>-</b>          |

## Building Department - Pressure Sheet

Table 24: Building Department Pressure Sheet

| Budget Variance Explanations             | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|--|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>2023 Net Budget</b>                   |             |             |                         |             |                   | -                   |                          |  |
| <b>EXPENDITURES</b>                      |             |             |                         |             |                   |                     |                          |  |
| <b>Personnel</b>                         | 174,343     | 185,411     | 182,698                 | 207,580     | 215,900           | 8,320               | 4.0%                     | Due to general cost of living, step and benefit rate increases as well as increase in maximum pensional earnings (CPP) |
| <b>Other Expenditure</b>                 |             |             |                         |             |                   |                     |                          |  |
| OFFICE SUPPLIES                          | 3,870       | 2,199       | 2,965                   | 2,100       | 2,500             | 400                 | 19.0%                    | Increase in the costing of IT equipment + Aligned with actual  |
| GIS MAPPING                              | 4,874       | 5,059       | 5,464                   | 5,000       | 5,500             | 500                 | 10.0%                    | Aligned with actual  |
| <b>Total Other Expenditures Variance</b> |             |             |                         |             |                   | 900                 |                          |  |
| <b>Total Expenditures Variance</b>       |             |             |                         |             |                   | 9,220               |                          |  |
| <b>REVENUES</b>                          |             |             |                         |             |                   |                     |                          |  |
| <b>Other Revenue</b>                     |             |             |                         |             |                   |                     |                          |  |
| BUILDING PERMITS                         | (315,325)   | (283,742)   | (180,488)               | (236,480)   | (245,700)         | (9,220)             | 3.9%                     | Aligned with average actual  |
| <b>Total Revenues Variance</b>           |             |             |                         |             |                   | (9,220)             |                          |  |
| <b>BASE BUDGET INCREASE</b>              |             |             |                         |             |                   | 0                   | 0.0%                     |  |
| <b>Incremental Change</b>                |             |             |                         |             |                   | 0                   | 0.0%                     |  |
| <b>Net Budget</b>                        |             |             |                         |             |                   | 0                   | 0.0%                     |  |

# By-law Enforcement

## What We Do

By-law Enforcement 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. The department continuously tries to improve service quality and efficiency relating to by-laws including zoning, property standards, pool enclosures, signs, and site alteration. Enforcement of provincial and municipal by-laws and regulations, primarily through the Ontario Building Code Act, as stated:

- Receive and track complaints;
- Investigate complaint validity; and
- Enforce compliance and, if necessary, issue orders/take legal action.

- Configured and incorporated the By-Law permit applications in Cloudpermit software in an effort to streamline the application process. (*Strategic Priorities [SP]: Effective Governance*)
- The municipality had another positive year with respect to the parking agreement with the Cobourg Police Service. There were very few complaints and associated costs were within our budget. (*SP: Community*)



## Our 2024 Priorities

- With demands and expectations for more active bylaw enforcement, the By-law department continue to strive for operating efficiencies while identifying items that present enforcement of legal challenges. (SP: Community)
- Enhance the department with a new part time contract position as per the organizational review. (SP: People)
- Continue to review platforms that will assist in streamlining the complaint and investigation process while providing quality information to the public. (SP: Effective Governance)

## Departmental Efficiencies

- Continues to explore opportunities for shared serves with other agencies and departments for enforcement.

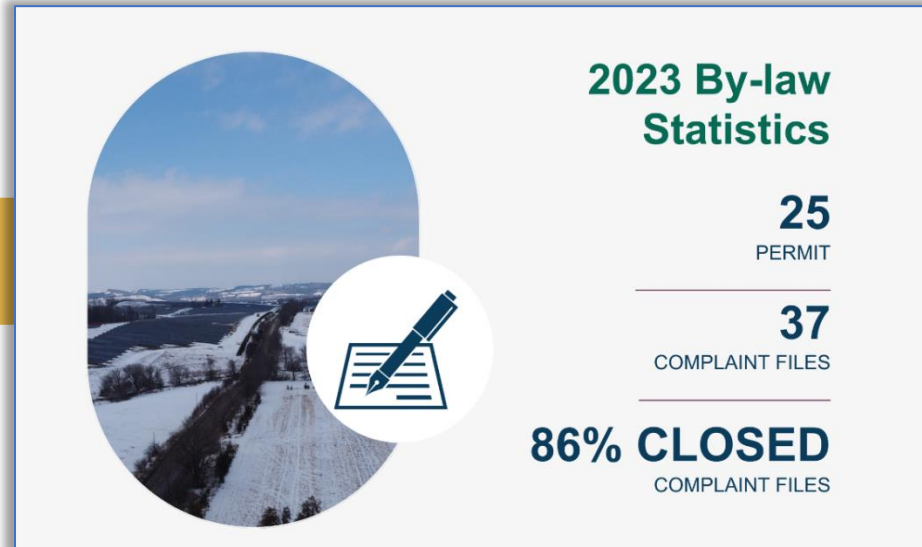


Figure 28: 2023 By-law Statistics



## By-Law Enforcement Budget Highlights

Table 25: By-law Enforcement Budget Highlights

|                           | 2023<br>Budget  | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|-----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                 |                      |                         |               |
| Personnel                 | 44,181          | 46,000               | 1,819                   | 4.1%          |
| Contribution to Reserve   | -               | -                    | -                       |               |
| Other Expenditure         | 37,970          | 43,570               | 5,600                   | 14.7%         |
| <b>Total Expenditures</b> | <b>82,151</b>   | <b>89,570</b>        | <b>7,419</b>            | <b>9.0%</b>   |
| <b>Revenues</b>           |                 |                      |                         |               |
| Contribution from Reserve | -               | -                    | -                       |               |
| Other Revenue             | (12,600)        | (12,900)             | (300)                   | 2.4%          |
| <b>Total Revenue</b>      | <b>(12,600)</b> | <b>(12,900)</b>      | <b>(300)</b>            | <b>2.4%</b>   |
| <b>Net Budget</b>         | <b>69,551</b>   | <b>76,670</b>        | <b>7,119</b>            | <b>10.2%</b>  |

Table 26: By-law Enforcement Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base         | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|--------------|-------------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                            |              |             |               |                         |                       |                         |                   |
| Personnel                 | 44,181                     | 1,819        | -           | -             | -                       | -                     | -                       | 46,000            |
| Contribution to Reserve   | -                          | -            | -           | -             | -                       | -                     | -                       | -                 |
| Other Expenditure         | 37,970                     | -            | -           | -             | 5,600                   | -                     | -                       | 43,570            |
| <b>Total Expenditures</b> | <b>82,151</b>              | <b>1,819</b> | -           | -             | <b>5,600</b>            | -                     | -                       | <b>89,570</b>     |
| <b>Revenues</b>           |                            |              |             |               |                         |                       |                         |                   |
| Contribution from Reserve | -                          | -            | -           | -             | -                       | -                     | -                       | -                 |
| Other Revenue             | (12,600)                   | (300)        | -           | -             | -                       | -                     | -                       | (12,900)          |
| <b>Total Revenue</b>      | <b>(12,600)</b>            | <b>(300)</b> | -           | -             | -                       | -                     | -                       | <b>(12,900)</b>   |
| <b>Net Budget</b>         | <b>69,551</b>              | <b>1,519</b> | -           | -             | <b>5,600</b>            | -                     | -                       | <b>76,670</b>     |
|                           |                            | <b>2.2%</b>  | <b>0.0%</b> | <b>0.0%</b>   | <b>8.1%</b>             | <b>0.0%</b>           | <b>0.0%</b>             |                   |

## By-Law Enforcement - Pressure Sheet

Table 27: By-law Enforcement Pressure Sheet

| Budget Variance Explanations       | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|------------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>2023 Net Budget</b>             |             |             |                         |             |                   | <b>69,551</b>       |                          |   |
| <b>EXPENDITURES</b>                |             |             |                         |             |                   |                     |                          |   |
| <b>Personnel</b>                   | 56,363      | 60,412      | 32,495                  | 44,181      | 46,000            | <b>1,819</b>        | <b>4.1%</b>              | Due to general cost of living, step and benefit rate increases as well as increase in maximum pensional earnings (CPP)  |
| <b>Total Expenditures Variance</b> |             |             |                         |             |                   | <b>1,819</b>        | <b>2.6%</b>              |   |
| <b>REVENUES</b>                    |             |             |                         |             |                   |                     |                          |   |
| <b>Other Revenue</b>               |             |             |                         |             |                   |                     |                          |   |
| OTHER LICENSES                     | (4,770)     | (4,240)     | (4,570)                 | (4,300)     | (4,600)           | (300)               | <b>7.0%</b>              | Aligned with actual   |
| <b>Total Revenues Variance</b>     |             |             |                         |             |                   | <b>(300)</b>        | <b>2.4%</b>              |   |
| <b>BASE BUDGET INCREASE</b>        |             |             |                         |             |                   | <b>1,519</b>        | <b>2.2%</b>              |   |
| <b>SERVICE ENHANCEMENT</b>         |             |             |                         |             |                   |                     |                          |   |
| BY-LAW CONTRACTED OUT              | 23,639      | 7,738       | -                       | 34,400      | 40,000            | <b>5,600</b>        | <b>16.3%</b>             | Enhance service with improvements to the enforcement of Township's zoning by-law, pool enclosure by-law and other by-laws. Review of the Parking By-law and AMP's for Short Term Rentals. |
| <b>SERVICE ENHANCEMENT</b>         |             |             |                         |             | <b>40,000</b>     | <b>5,600</b>        | <b>8.1%</b>              |   |
| <b>Incremental Change</b>          |             |             |                         |             |                   | <b>7,119</b>        | <b>10.2%</b>             |   |
| <b>Net Budget</b>                  |             |             |                         |             |                   | <b>76,670</b>       | <b>10.2%</b>             |   |

# Fire

## 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.



## 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;
- A smoke alarm program for residential occupancies;
- Fire and life safety communiqués distributed to the media on a regular basis; and
- Maintaining at least one Public Fire and Life Safety Educator certified to the Ontario Fire Service Standard.

## Fire Prevention

- The Fire Prevention Division follows the Fire Marshal's three pillars of defense – Public Education, Fire Prevention, and Fire Suppression.
- Inspections arising from complaint, request, retrofit, or self initiated and fire investigations are 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 respect of fire protection systems within buildings shall be conducted in accordance with the applicable By-law and operating procedures.



## Fire Suppression and Emergency Response

- Fire suppression services, both in an offensive and defensive mode including search and rescue operations, forcible entry, ventilation, protecting exposures, salvage and overhaul as appropriate.
- Special technical and/or rescue services including performing extrication using hand tools, air bags and heavy hydraulic tools as required.
- Water/ice rescue services at the shore-based level.
- Confined space rescue, trench rescue, high angle rescue, Heavy Urban Search and Rescue (HUSAR), hazardous materials, in accordance with available resources on an awareness level.
- 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.

## Emergency Management

- The Fire Chief acts as the Community Emergency Management Coordinator (CEMC) for the Township and ensures the maintenance of the emergency management program as mandated by the Province. This includes the Emergency Response Plan, annual training, and Critical Infrastructure and Hazards Identification Risk Analysis.





## Our 2023 Accomplishments

- Hired a full time Fire Prevention Officer. (*Strategic Priorities [SP]: People*)
- Development and continued use of online training software program (FLMS). (*SP: People*)
- Completed over 100 hours of practical training in house, as well as attending conferences, seminars, and outside training events. (*SP: People*)
- Conducted a recruitment drive to hire approximately 10 new firefighters for the Department. (*SP: People*)
- Responded to over 300 emergency response activations. (*SP: Community*)
- Response time (Chute) under the National standard of 9 minutes 90% of the time. (*SP: Community*)
- Worked with neighbouring fire departments to our Municipal borders to create Automatic Aid agreements to provide emergency response to our residence on the fastest and most efficient manner. (*SP: Community*)
- Implementation and management of the 2023 Fire department operating and capital budget, within +/- 2% of budget approval. (*SP: Effective Governance*)





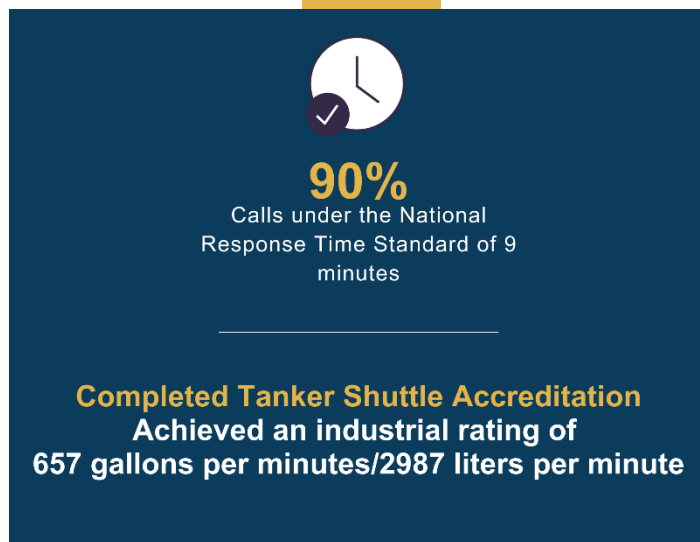


Figure 29: 2023 Fire Statistics

- Implementation of the Master Fire Plan for the Township completing 22 of 29 recommendations. *(SP: Effective Governance)*
- Received a new Pumper/Tanker for Station #1 and placed into service. *(SP: Effective Governance)*
- Participated in County of Northumberland Recruit Program including live fire training with the mobile live fire training trailer from the OFMEM. *(SP: Effective Governance)*
- Achieved certificate of annual Emergency Management Program Compliance. *(SP: Effective Governance)*
- The Northumberland County Fire Prevention Officers Association continued using shared videos, radio ads, and online advertising for the purpose of public education jointly. *(SP: Effective Governance)*
- Continued innovative methods to conducting legislated smoke alarm program. Included door to door format, utilization of emergency response and survey data for over 600 checks. *(SP: Effective Governance)*
- Annual legislated inspection and drill of Vulnerable Occupancy. *(SP: Effective Governance)*



- Burn Permit program and education enhancements, increase in burning permits and reduction of complaints and responses. 26 public education events and 42 inspections. (SP: *Effective Governance*)
- Continued the fire extinguisher, First Aid kits and Automated External Defibrillator Inspection and maintenance program for the Township and updated the Township's Emergency Response Plan and based it on the Province of Ontario's Incident Management System. (SP: *Effective Governance*)
- Implemented our last large format vehicle, a pumper/tanker to continue fleet reduction and participated in a County foam bank project focusing on phosphate free soap used for fire suppression. (SP: *Environment*)
- Enhanced our personal protective equipment decontamination processes for on scene as well as the cleaning and maintenance. (SP: *Environment*)
- Partnering with the other 6 fire services in Northumberland County we are working on the final stages of our radio communications transitioning to a digital system. Completed our Tanker Shuttle Accreditation achieving an industrial rating of 657 gallons per minute/2987 litres per minutes. This accreditation provides assurance that adequate water can be brought to a fire incident from an alternate water supply other than a fire hydrant on a Municipal Water System. Continued to review the Township's building stock and development to ensure fire safety is a priority in the Township. (SP: *Development*)

## Our 2024 Priorities

- Recruit training for our new hires using the Northumberland County Training platform. *(SP: People)*
- Continue officer development and succession planning for the Department. *(SP: People)*
- Aligning to achieve firefighter certification under the National Fire Protection Act for all levels of service. *(SP: People)*
- Continue retention efforts of our firefighters. *(SP: People)*
- Continue Fire Prevention and Education to ensure that the residents of the Township make fire safety a priority. *(SP: Community)*
- Implement the last recommendations of the 2022 Master Fire Plan. *(SP: Effective Governance)*
- Update the Establishing and Regulating By-law to reflect any changes as necessary. *(SP: Effective Governance)*
- Participate in County of Northumberland Recruit Program including live fire training with the mobile live fire training trailer from the OFMEM. *(SP: Effective Governance)*
- Achieve certificate of annual Emergency Management Program Compliance. *(SP: Effective Governance)*
- Continue to enhance the relationships of neighbouring Fire Departments to continue working together in all aspects of the Department. *(SP: Effective Governance)*
- Review of the Departments Standard Operating Guideline Policy Manual and update as required. *(SP: Effective Governance)*
- Work on upgrades to facilities to ensure efficiencies in heating, ventilation and air conditioning systems and create design for dedicated and properly ventilated bunker gear rooms at Station #1 Bewdley and #2 Baltimore. *(SP: Environment)*
- Continue researching industry best practices regarding personal protective equipment and steps that can be taken to prevent exposures. *(SP: Environment)*
- Work along side our Water department to conduct hydrant flow testing, while continuing to focus on the effective use of the Tanker Shuttle Accreditation for areas not on the Municipal system. *(SP: Development)*

## Departmental Efficiencies

- Fleet reduction of large format vehicles has been completed eliminating 4 large vehicles in the last 5 years.
- Continued partnerships and sharing of resources with the other 7 Northumberland County Fire Services in: Fire Prevention, Training, Automatic Aid, Mutual Aid, and Dispatching.

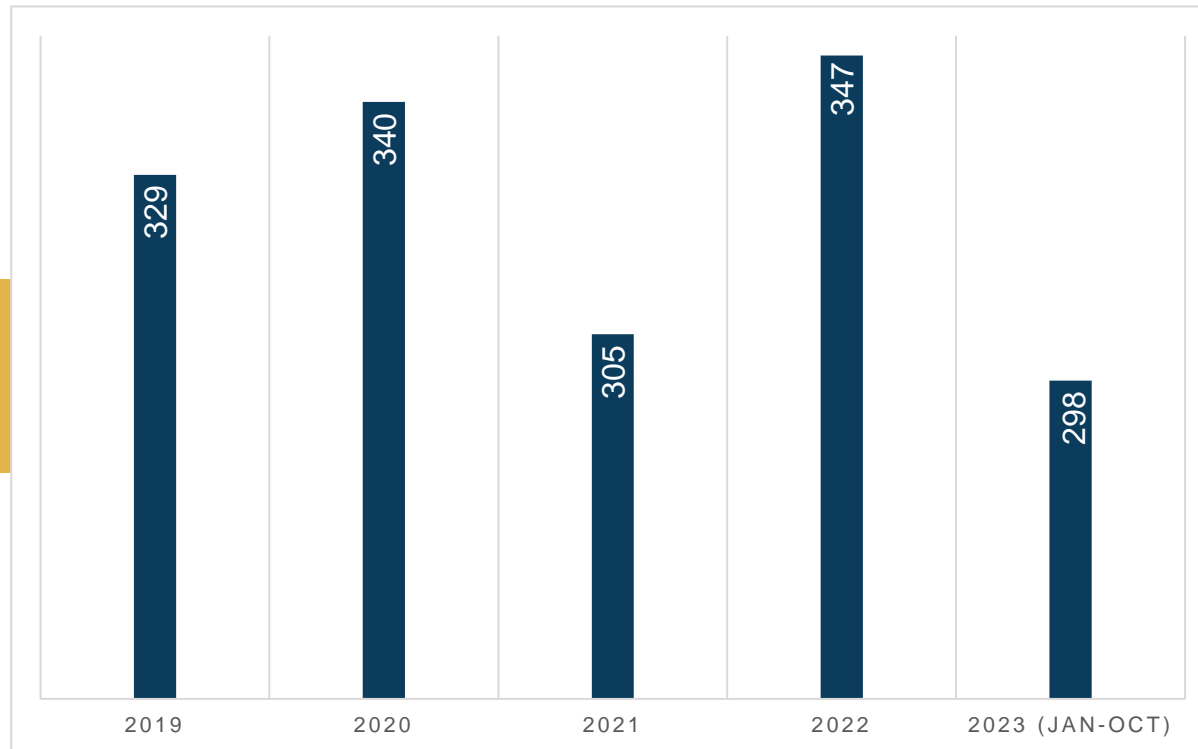


Figure 30: 2019-2023 Fire Calls

## Fire Department Budget Highlights

Table 28: Fire Department Budget Highlights

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | 786,270          | 786,270              | -                       | 0.0%          |
| Contribution to Reserve   | 160,000          | 260,000              | 100,000                 | 62.5%         |
| Other Expenditure         | 271,010          | 308,860              | 37,850                  | 14.0%         |
| <b>Total Expenditures</b> | <b>1,217,280</b> | <b>1,355,130</b>     | <b>137,850</b>          | <b>11.3%</b>  |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | -                | -                    | -                       |               |
| Other Revenue             | (104,000)        | (110,500)            | (6,500)                 | 6.3%          |
| <b>Total Revenue</b>      | <b>(104,000)</b> | <b>(110,500)</b>     | <b>(6,500)</b>          | <b>6.3%</b>   |
| <b>Net Budget</b>         | <b>1,113,280</b> | <b>1,244,630</b>     | <b>131,350</b>          | <b>11.8%</b>  |

Table 29: Fire Department Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base           | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|----------------|-------------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                            |                |             |               |                         |                       |                         |                   |
| Personnel                 | 786,270                    | -              | -           | -             | -                       | -                     | -                       | 786,270           |
| Contribution to Reserve   | 160,000                    | -              | -           | -             | -                       | -                     | 100,000                 | 260,000           |
| Other Expenditure         | 271,010                    | 7,250          | -           | -             | 5,000                   | 25,600                | -                       | 308,860           |
| <b>Total Expenditures</b> | <b>1,217,280</b>           | <b>7,250</b>   | <b>-</b>    | <b>-</b>      | <b>5,000</b>            | <b>25,600</b>         | <b>100,000</b>          | <b>1,355,130</b>  |
| <b>Revenues</b>           |                            |                |             |               |                         |                       |                         |                   |
| Contribution from Reserve | -                          | -              | -           | -             | -                       | -                     | -                       | -                 |
| Other Revenue             | (104,000)                  | (6,500)        | -           | -             | -                       | -                     | -                       | (110,500)         |
| <b>Total Revenue</b>      | <b>(104,000)</b>           | <b>(6,500)</b> | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(110,500)</b>  |
| <b>Net Budget</b>         | <b>1,113,280</b>           | <b>750</b>     | <b>-</b>    | <b>-</b>      | <b>5,000</b>            | <b>25,600</b>         | <b>100,000</b>          | <b>1,244,630</b>  |
|                           |                            | <b>0.1%</b>    | <b>0.0%</b> | <b>0.0%</b>   | <b>0.4%</b>             | <b>2.3%</b>           | <b>9.0%</b>             | <b>11.8%</b>      |

## Fire Department - Pressure Sheet

Table 30: Fire Department Pressure Sheet (Part 1)

| Budget Variance Explanations             | 2021 Actual | 2022 Actual | 2023 Preliminar | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|--|-------------|-------------|-----------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>2023 Net Budget</b>                   |             |             |                 |             |                   | <b>1,113,280</b>    |                          |   |
| <b>EXPENDITURES</b>                      |             |             |                 |             |                   |                     |                          |   |
| <b>Other Expenditure</b>                 |             |             |                 |             |                   |                     |                          |   |
| MEETING EXPENSES                         | 4,336       | 7,021       | 3,883           | 6,500       | 7,000             | 500                 | 7.7%                     | Aligned with actual   |
| GENERAL SUPPLIES                         | 4,017       | 4,925       | 4,559           | 5,500       | 6,000             | 500                 | 9.1%                     | Aligned with actuals + contingency                                  |
| UNIFORMS                                 | 8,549       | 8,934       | 8,011           | 9,000       | 10,000            | 1,000               | 11.1%                    | Aligned with actuals + contingency                                  |
| EQUIPMENT MAINTENANCE                    | 15,888      | 20,668      | 19,893          | 22,250      | 25,000            | 2,750               | 12.4%                    | Aligned with actuals + contingency                                  |
| VEHICLE REPAIRS/EXPENSE                  | 43,570      | 31,873      | 25,712          | 25,000      | 27,500            | 2,500               | 10.0%                    | Aligned with actual   |
| <b>Total Other Expenditures Variance</b> |             |             |                 |             |                   | <b>7,250</b>        | <b>0.7%</b>              |   |
| <b>Total Expenditures Variance</b>       |             |             |                 |             |                   | <b>7,250</b>        | <b>0.7%</b>              |   |
| <b>REVENUES</b>                          |             |             |                 |             |                   |                     |                          |   |
| <b>Other Revenue</b>                     |             |             |                 |             |                   |                     |                          |   |
| BURN PERMITS                             | (30,003)    | (29,720)    | (28,703)        | (28,000)    | (30,000)          | (2,000)             | 7.1%                     | Aligned with actual   |
| MISC. REVENUE                            | (1,838)     | (3,515)     | (4,205)         | (8,000)     | (10,000)          | (2,000)             | 25.0%                    | Continued internal revenue for first aid, defib, fire extinguishers |
| FIRE CALLS RECOVERABLE                   | (59,704)    | (93,150)    | (9,474)         | (55,000)    | (57,500)          | (2,500)             | 4.5%                     | Applying to use ARIS/MTO for 401 recoverable                        |
| <b>Total Revenues Variance</b>           |             |             |                 |             |                   | <b>(6,500)</b>      | <b>-0.6%</b>             |   |
| <b>BASE BUDGET INCREASE</b>              |             |             |                 |             |                   | <b>750</b>          | <b>0.1%</b>              |   |



Table 31: Fire Department Pressure Sheet (Part 2)

| Budget Variance Explanations                          | 2021<br>Actual | 2022<br>Actual | 2023<br>Preliminar | 2023<br>Budget | 2024<br>Draft Budget | Incremental<br>Changes | % Change<br>Over Prior Year | Explanation  |
|---|----------------|----------------|--------------------|----------------|----------------------|------------------------|-----------------------------|--|
| <b>SERVICE ENHANCEMENT</b>                            |                |                |                    |                |                      |                        |                             |  |
| TRAINING  | 7,113          | 22,440         | 24,162             | 20,500         | 25,500               | 5,000                  | 24.4%                       | Certification for specialized rescue, recruit class 2024   |
| <b>SERVICE ENHANCEMENT</b>                            |                |                |                    |                |                      | 5,000                  | 0.4%                        |  |
| <b>EXTERNAL PRESSURE</b>                              |                |                |                    |                |                      |                        |                             |  |
| INSURANCE   | 49,131         | 57,554         | 76,908             | 59,000         | 84,600               | 25,600                 | 43.4%                       | Aligned with actual + Rate Increase  |
| <b>EXTERNAL PRESSURE</b>                              |                |                |                    |                |                      | 25,600                 | 2.3%                        |  |
| <b>BUDGET INCREASE excluding CAPITAL CONTRIBUTION</b> |                |                |                    |                |                      | 31,350                 | 2.8%                        |  |
| <b>CAPITAL CONTRIBUTION</b>                           |                |                |                    |                |                      |                        |                             |  |
| TRANSFER TO FIRE VEHICLE/EQUIPMENT RESERVE            | 160,000        | 160,000        | 19,750             | 160,000        | 260,000              | 100,000                | 62.5%                       | Phase-in impact to meet the target of the Asset Management Plan (AMP) for the Fire Vehicle & Equipment Reserve<br><br>Year 2 of 4 of the transfer: GENERAL RESERVE - \$135k as per PS-2022-05) |
| <b>CAPITAL CONTRIBUTION</b>                           |                |                |                    |                |                      | 100,000                | 9.0%                        |  |
| <b>Incremental Change</b>                             |                |                |                    |                |                      | 131,350                | 11.8%                       |  |
| <b>Net Budget</b>                                     |                |                |                    |                |                      | 1,244,630              | 11.8%                       |  |

# Policing

The Township of Hamilton outsources policing requirements to the OPP.

## Policing Budget Highlights

Table 32: Policing Budget Highlights

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | -                | -                    | -                       |               |
| Contribution to Reserve   | -                | -                    | -                       |               |
| Other Expenditure         | 1,412,532        | 1,420,213            | 7,681                   | 0.5%          |
| <b>Total Expenditures</b> | <b>1,412,532</b> | <b>1,420,213</b>     | <b>7,681</b>            | <b>0.5%</b>   |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | -                | -                    | -                       |               |
| Other Revenue             | (15,208)         | (15,208)             | -                       | 0.0%          |
| <b>Total Revenue</b>      | <b>(15,208)</b>  | <b>(15,208)</b>      | <b>-</b>                | <b>0.0%</b>   |
| <b>Net Budget</b>         | <b>1,397,324</b> | <b>1,405,005</b>     | <b>7,681</b>            | <b>0.5%</b>   |

Table 33: Policing Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base        | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft<br>Budget |
|---------------------------|----------------------------|-------------|-------------|---------------|-------------------------|-----------------------|-------------------------|----------------------|
| <b>Expenditures</b>       |                            |             |             |               |                         |                       |                         |                      |
| Personnel                 | -                          | -           | -           | -             | -                       | -                     | -                       | -                    |
| Contribution to Reserve   | -                          | -           | -           | -             | -                       | -                     | -                       | -                    |
| Other Expenditure         | 1,412,532                  | -           | -           | -             | -                       | 7,681                 | -                       | 1,420,213            |
| <b>Total Expenditures</b> | <b>1,412,532</b>           | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>7,681</b>          | <b>-</b>                | <b>1,420,213</b>     |
| <b>Revenues</b>           |                            |             |             |               |                         |                       |                         |                      |
| Contribution from Reserve | -                          | -           | -           | -             | -                       | -                     | -                       | -                    |
| Other Revenue             | (15,208)                   | -           | -           | -             | -                       | -                     | -                       | (15,208)             |
| <b>Total Revenue</b>      | <b>(15,208)</b>            | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(15,208)</b>      |
| <b>Net Budget</b>         | <b>1,397,324</b>           | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>7,681</b>          | <b>-</b>                | <b>1,405,005</b>     |
|                           |                            | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>   | <b>0.0%</b>             | <b>0.5%</b>           | <b>0.0%</b>             |                      |

## Policing - Pressure Sheet

Table 34: Policing Pressure Sheet

| Budget Variance Explanations | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>2023 Net Budget</b>       |             |             |                         |             |                   | <b>1,397,324</b>    |                          |  |
| <b>EXTERNAL PRESSURE</b>     |             |             |                         |             |                   |                     |                          |  |
| REALIGNMENT SERVICE          | 1,415,940   | 1,420,308   | 1,170,030               | 1,404,032   | 1,411,713         | <b>7,681</b>        | <b>0.5%</b>              | 2024 OPP billing statement received on Sept 26, 2023 |
| <b>EXTERNAL PRESSURE</b>     |             |             |                         |             |                   | <b>7,681</b>        | <b>0.5%</b>              |  |
| <b>Incremental Change</b>    |             |             |                         |             |                   | <b>7,681</b>        | <b>0.5%</b>              |  |
| <b>Net Budget</b>            |             |             |                         |             |                   | <b>1,405,005</b>    | <b>0.5%</b>              |  |



# Police Services Board

The Township of Hamilton's 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 the 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. The Police Services Board consists of five residents of the municipality; two members of Council, two provincially appointed residents and one Council appointed resident.



## Police Services Board Budget Highlights

Table 35: Police Services Board Budget Highlights

|                           | 2023<br>Budget  | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|-----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                 |                      |                         |               |
| Personnel                 | 20,025          | 20,025               | -                       | 0.0%          |
| Contribution to Reserve   | 5,000           | 5,000                | -                       | 0.0%          |
| Other Expenditure         | 6,879           | 6,879                | -                       | 0.0%          |
| <b>Total Expenditures</b> | <b>31,903</b>   | <b>31,903</b>        | -                       | <b>0.0%</b>   |
| <b>Revenues</b>           |                 |                      |                         |               |
| Contribution from Reserve | (17,400)        | (17,400)             | -                       | 0.0%          |
| Other Revenue             | (7,000)         | (7,000)              | -                       | 0.0%          |
| <b>Total Revenue</b>      | <b>(24,400)</b> | <b>(24,400)</b>      | -                       | <b>0.0%</b>   |
| <b>Net Budget</b>         | <b>7,503</b>    | <b>7,503</b>         | -                       | <b>0.0%</b>   |

Table 36: Police Services Board Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base        | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|-------------|-------------|---------------|-------------------------|-----------------------|----------------------|-------------------|
| <b>Expenditures</b>       |                            |             |             |               |                         |                       |                      |                   |
| Personnel                 | 20,025                     | -           | -           | -             | -                       | -                     | -                    | 20,025            |
| Contribution to Reserve   | 5,000                      | -           | -           | -             | -                       | -                     | -                    | 5,000             |
| Other Expenditure         | 6,879                      | -           | -           | -             | -                       | -                     | -                    | 6,879             |
| <b>Total Expenditures</b> | <b>31,903</b>              | -           | -           | -             | -                       | -                     | -                    | <b>31,903</b>     |
| <b>Revenues</b>           |                            |             |             |               |                         |                       |                      |                   |
| Contribution from Reserve | (17,400)                   | -           | -           | -             | -                       | -                     | -                    | (17,400)          |
| Other Revenue             | (7,000)                    | -           | -           | -             | -                       | -                     | -                    | (7,000)           |
| <b>Total Revenue</b>      | <b>(24,400)</b>            | -           | -           | -             | -                       | -                     | -                    | <b>(24,400)</b>   |
| <b>Net Budget</b>         | <b>7,503</b>               | -           | -           | -             | -                       | -                     | -                    | <b>7,503</b>      |
|                           |                            | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>   | <b>0.0%</b>             | <b>0.0%</b>           | <b>0.0%</b>          |                   |

# Ganaraska Region Conservation Authority

The Township is a member of the Ganaraska Region Conservation Authority (GRCA). We participate formally on their Board, 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.

Council pre-approved 2024 Operating Budget for GRCA on November 21, 2023 ([Staff Report T-2023-23](#)).





## GRCA Budget Highlights

Table 37: Ganaraska Region Conservation Authority Budget Highlights

|                           | 2023<br>Budget | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                |                      |                         |               |
| Personnel                 | -              | -                    | -                       | ✓             |
| Contribution to Reserve   | -              | -                    | -                       | ✓             |
| Other Expenditure         | 185,804        | 172,211              | (13,593)                | -7.3%         |
| <b>Total Expenditures</b> | <b>185,804</b> | <b>172,211</b>       | <b>(13,593)</b>         | <b>-7.3%</b>  |
| <b>Revenues</b>           |                |                      |                         |               |
| Contribution from Reserve | -              | -                    | -                       | ✓             |
| Other Revenue             | -              | -                    | -                       |               |
| <b>Total Revenue</b>      | <b>-</b>       | <b>-</b>             | <b>-</b>                |               |
| <b>Net Budget</b>         | <b>185,804</b> | <b>172,211</b>       | <b>(13,593)</b>         | <b>-7.3%</b>  |

Table 38: Ganaraska Region Conservation Authority Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base        | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital Contribution | 2024 Draft<br>Budget |
|---------------------------|----------------------------|-------------|-------------|---------------|-------------------------|-----------------------|----------------------|----------------------|
| <b>Expenditures</b>       |                            |             |             |               |                         |                       |                      |                      |
| Personnel                 | -                          | -           | -           | -             | -                       | -                     | -                    | -                    |
| Contribution to Reserve   | -                          | -           | -           | -             | -                       | -                     | -                    | -                    |
| Other Expenditure         | 185,804                    | -           | -           | -             | -                       | 13,593                | -                    | 172,211              |
| <b>Total Expenditures</b> | <b>185,804</b>             | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>13,593</b>         | <b>-</b>             | <b>172,211</b>       |
| <b>Revenues</b>           |                            |             |             |               |                         |                       |                      |                      |
| Contribution from Reserve | -                          | -           | -           | -             | -                       | -                     | -                    | -                    |
| Other Revenue             | -                          | -           | -           | -             | -                       | -                     | -                    | -                    |
| <b>Total Revenue</b>      | <b>-</b>                   | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>             | <b>-</b>             |
| <b>Net Budget</b>         | <b>185,804</b>             | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>13,593</b>         | <b>-</b>             | <b>172,211</b>       |
|                           |                            | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>   | <b>0.0%</b>             | <b>-7.3%</b>          | <b>0.0%</b>          |                      |

## GRCA - Pressure Sheet

Table 39: Ganaraska Region Conservation Authority Pressure Sheet

| Budget Variance Explanation          | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|--------------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>2023 Net Budget</b>               |             |             |                         |             |                   | <b>185,804</b>      |                          |  |
| <b>EXTERNAL PRESSURE</b>             |             |             |                         |             |                   |                     |                          |  |
| CONSERVATION AUTHORITY               | 179,470     | 184,204     | 130,804                 | 185,804     | 172,211           | -13,593             | -7.3%                    | <b>Revised as per RES: 2023-273</b><br>That the surplus of \$15,000 identified from the 2024 GRCA budget be allocated to the Environmental Initiative Reserve to assist with payment of the GIS Floodplain mapping project.<br><br>Council pre-approved the budget on November 21, 2023 (Staff Report T-2023-23) |
| <b>EXTERNAL PRESSURE</b>             |             |             |                         |             |                   | <b>(13,593)</b>     | <b>-7.3%</b>             |  |
| <b>Incremental Change Net Budget</b> |             |             |                         |             |                   | <b>-13,593</b>      | <b>-7.3%</b>             |  |
|                                      |             |             |                         |             |                   | <b>172,211</b>      | <b>-7.3%</b>             |  |



# 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 40: Animal Services Budget Highlights

|                           | 2023<br>Budget | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                |                      |                         |               |
| Personnel                 | -              | -                    | -                       |               |
| Contribution to Reserve   | -              | -                    | -                       |               |
| Other Expenditure         | 36,700         | 38,500               | 1,800                   | 4.9%          |
| <b>Total Expenditures</b> | <b>36,700</b>  | <b>38,500</b>        | <b>1,800</b>            | <b>4.9%</b>   |
| <b>Revenues</b>           |                |                      |                         |               |
| Contribution from Reserv  | -              | -                    | -                       |               |
| Other Revenue             | (3,570)        | (3,570)              | -                       | 0.0%          |
| <b>Total Revenue</b>      | <b>(3,570)</b> | <b>(3,570)</b>       | <b>-</b>                | <b>0.0%</b>   |
| <b>Net Budget</b>         | <b>33,130</b>  | <b>34,930</b>        | <b>1,800</b>            | <b>5.4%</b>   |

Table 41: Animal Services Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base        | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|-------------|-------------|---------------|-------------------------|-----------------------|----------------------|-------------------|
| <b>Expenditures</b>       |                            |             |             |               |                         |                       |                      |                   |
| Personnel                 | -                          | -           | -           | -             | -                       | -                     | -                    | -                 |
| Contribution to Reserve   | -                          | -           | -           | -             | -                       | -                     | -                    | -                 |
| Other Expenditure         | 36,700                     | -           | -           | -             | -                       | 1,800                 | -                    | 38,500            |
| <b>Total Expenditures</b> | <b>36,700</b>              | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>1,800</b>          | <b>-</b>             | <b>38,500</b>     |
| <b>Revenues</b>           |                            |             |             |               |                         |                       |                      |                   |
| Contribution from Reserv  | -                          | -           | -           | -             | -                       | -                     | -                    | -                 |
| Other Revenue             | (3,570)                    | -           | -           | -             | -                       | -                     | -                    | (3,570)           |
| <b>Total Revenue</b>      | <b>(3,570)</b>             | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>             | <b>(3,570)</b>    |
| <b>Net Budget</b>         | <b>33,130</b>              | <b>-</b>    | <b>-</b>    | <b>-</b>      | <b>-</b>                | <b>1,800</b>          | <b>-</b>             | <b>34,930</b>     |
|                           |                            | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>   | <b>0.0%</b>             | <b>5.4%</b>           | <b>0.0%</b>          |                   |

## Animal Services - Pressure Sheet

Table 42: Animal Services Pressure Sheet

| Budget Variance Explanations | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation                |
|------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|----------------------------|
| 2023 Net Budget              |             |             |                         |             |                   | 33,130              |                          |                            |
| EXTERNAL PRESSURE            |             |             |                         |             |                   |                     |                          |                            |
| ANIMAL SERVICES              | 60,642      | 37,214      | 36,468                  | 36,700      | 38,500            | 1,800               | 4.9%                     | As per the contracted rate |
| EXTERNAL PRESSURE            |             |             |                         |             |                   | 1,800               | 5.4%                     |                            |
| Incremental Change           |             |             |                         |             |                   | 1,800               | 5.4%                     |                            |
| Net Budget                   |             |             |                         |             |                   | 34,930              | 5.4%                     |                            |

# Public Works

## What We Do

It is the responsibility of the Public Works department to maintain and improve the Township's 299 km 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 the Township and minimum maintenance standards.

Department functions can be categorized as follows:

### *Operations*

- Maintenance of local right-of-way's (trees, ditches, catch basins) and roads within Township's boundaries
- Winter control operations, including snow plowing and sanding/salting
- Installation and maintenance of signage on roadways and ditching & drainage systems
- Surface Treatment, shoulder repair and dust control
- Asphalt patching; street sweeping; street light maintenance; pavement marking; 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, etc.). Assist with GIS updates and mapping.





## Our 2023 Accomplishments

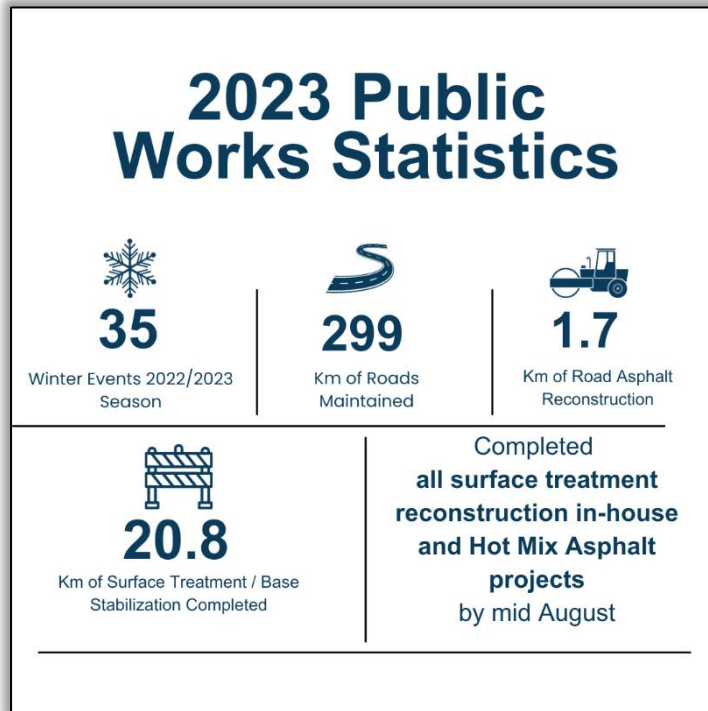


Figure 31: 2023 Public Works Statistics

- Continued to update and work on the ten-year Capital Plan to guide the replacement of vehicle assets in the municipality. *(Strategic Priorities [SP]: Development)*
- Created a long-term replacement plan for the generators. *(SP: Development)*
- New Dump Truck that was ordered spring of 2021 was delivered summer of 2023. *(SP: Development)*
- Tendered and purchased a new Multi Purpose Power Unit (Mower and Brusher) and a new ¾ ton Pickup Truck. *(SP: Effective Governance)*
- \$797,064 in surface treatment and base stabilization, approx. 20.8 km's and \$680,000 for asphalt reconstruction, approx. 1.7 km's.
- Started the design and engineering for full road reconstruction on Oak and Mill Street (Bewdley). Repaired and installed guiderail in various locations. *(SP: Development)*
- Continuing to work on the Stormwater Master Plan for the Baltimore area. *(SP: Effective Governance)*

**Completed approximately 15,000 metres of crack sealing (pavement preservation)!**

## Our 2024 Priorities

- Continue to implement and review the long-term vehicle/equipment replacement schedule. (SP: *Effective Governance*)
- Continue to work on the 10-year capital plan for road network reconstruction. (SP: *Effective Governance*)
- Maintain and improve existing road infrastructure. (SP: *Development*)
- Update Asset Management tracking. (SP: *Development*)
- Update GIS mapping and software. (SP: *Development*)
- Update and improve existing work order system. (SP: *Community*)

## Departmental Efficiencies

- 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;
- 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; and
- Lights in the Public Works garage are LED high efficiency.



## Public Works Budget Highlights

Table 43: Public Works Budget Highlights

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | 1,413,358        | 1,505,106            | 91,748                  | 6.5%          |
| Contribution to Reserve   | 358,000          | 378,000              | 20,000                  | 5.6%          |
| Other Expenditure         | 2,241,676        | 2,362,949            | 121,273                 | 5.4%          |
| <b>Total Expenditures</b> | <b>4,013,034</b> | <b>4,246,055</b>     | <b>233,021</b>          | <b>5.8%</b>   |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | -                | (30,000)             | (30,000)                |               |
| Other Revenue             | (123,860)        | (124,360)            | (500)                   | 0.4%          |
| <b>Total Revenue</b>      | <b>(123,860)</b> | <b>(154,360)</b>     | <b>(30,500)</b>         | <b>24.6%</b>  |
| <b>Net Budget</b>         | <b>3,889,174</b> | <b>4,091,695</b>     | <b>202,521</b>          | <b>5.2%</b>   |

Table 44: Public Works Budget Highlights by Category

|                           | 2023<br>Approved<br>Budget | Base          | New           | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|----------------------------|---------------|---------------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                            |               |               |               |                         |                       |                         |                   |
| Personnel                 | 1,413,358                  | 57,748        | 34,000        | -             | -                       | -                     | -                       | 1,505,106         |
| Contribution to Reserve   | 358,000                    | -             | -             | -             | -                       | -                     | 20,000                  | 378,000           |
| Other Expenditure         | 2,241,676                  | 8,850         | -             | -             | 57,000                  | 55,423                | -                       | 2,362,949         |
| <b>Total Expenditures</b> | <b>4,013,034</b>           | <b>66,598</b> | <b>34,000</b> | <b>-</b>      | <b>57,000</b>           | <b>55,423</b>         | <b>20,000</b>           | <b>4,246,055</b>  |
| <b>Revenues</b>           |                            |               |               |               |                         |                       |                         |                   |
| Contribution from Reserve | -                          | -             | -             | -             | (30,000)                | -                     | -                       | (30,000)          |
| Other Revenue             | (123,860)                  | (500)         | -             | -             | -                       | -                     | -                       | (124,360)         |
| <b>Total Revenue</b>      | <b>(123,860)</b>           | <b>(500)</b>  | <b>-</b>      | <b>-</b>      | <b>(30,000)</b>         | <b>-</b>              | <b>-</b>                | <b>(154,360)</b>  |
| <b>Net Budget</b>         | <b>3,889,174</b>           | <b>66,098</b> | <b>34,000</b> | <b>-</b>      | <b>27,000</b>           | <b>55,423</b>         | <b>20,000</b>           | <b>4,091,695</b>  |
|                           |                            | <b>1.7%</b>   | <b>0.9%</b>   | <b>0.0%</b>   | <b>0.7%</b>             | <b>1.4%</b>           | <b>0.5%</b>             |                   |

## Public Works - Pressure Sheet

Table 45: Public Works Budget Pressure Sheet (Part 1)

| Budget Variance Explanations             | 2021 Actual    | 2022 Actual    | 2023 Preliminary Actual | 2023 Budget    | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|--|----------------|----------------|-------------------------|----------------|-------------------|---------------------|--------------------------|---|
| <b>2023 Net Budget</b>                   |                |                |                         |                |                   | <b>3,889,174</b>    |                          |   |
| <b>EXPENDITURES</b>                      |                |                |                         |                |                   |                     |                          |   |
| <b>Personnel</b>                         | 1,241,088      | 1,326,144      | 1,055,724               | 1,413,358      | 1,471,106         | <b>57,748</b>       | <b>4.1%</b>              | Due to general cost of living, step and benefit rate increases, as well as increase in maximum pensionable earnings (CPP) |
| <b>Other Expenditure</b>                 |                |                |                         |                |                   |                     |                          |   |
| <b><u>Roads Fleet</u></b>                |                |                |                         |                |                   |                     |                          |   |
| VEHICLE REPAIRS EXPENSE                  | 155,415        | 143,887        | 118,129                 | 130,000        | 140,000           | <b>10,000</b>       | <b>7.7%</b>              | Aligned with actual & increase in parts cost  |
| <b><u>Public Works Building</u></b>      |                |                |                         |                |                   |                     |                          |   |
| HYDRO                                    | 11,518         | 11,201         | 10,216                  | 14,000         | 12,000            | <b>(2,000)</b>      | <b>-14.3%</b>            | Aligned with projected actual   |
| HEATING FUEL                             | 4,275          | 7,368          | 6,617                   | 7,650          | 8,500             | <b>850</b>          | <b>11.1%</b>             | Aligned with projected actual   |
| <b>Total Other Expenditures Variance</b> |                |                |                         |                |                   | <b>8,850</b>        | <b>0.2%</b>              |   |
| <b>Total Expenditures Variance</b>       |                |                |                         |                |                   | <b>66,598</b>       | <b>5.8%</b>              |   |
| <b>REVENUES</b>                          |                |                |                         |                |                   |                     |                          |   |
| <b>Other Revenue</b>                     |                |                |                         |                |                   |                     |                          |   |
| <b><u>Road ADMIN</u></b>                 |                |                |                         |                |                   |                     |                          |   |
| SITE VISIT                               | <b>(4,030)</b> | <b>(5,130)</b> | <b>(1,680)</b>          | <b>(2,500)</b> | <b>(3,000)</b>    | <b>(500)</b>        | <b>20.0%</b>             | Aligned with Actual   |
| <b>Total Revenues Variance</b>           |                |                |                         |                |                   | <b>(500)</b>        | <b>0.0%</b>              |   |
| <b>BASE BUDGET INCREASE</b>              |                |                |                         |                |                   | <b>66,098</b>       | <b>1.7%</b>              |   |

Table 46: Public Works Budget Pressure Sheet (Part 2)

| Budget Variance Explanations                          | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|---|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>NEW</b>  |             |             |                         |             |                   |                     |                          |   |
| OPERATION SUPPORT ASSISTANT - PART TIME               |             |             |                         |             | 14,000            | 14,000              |                          | July 2024 start   |
| MECHANIC ASSISTANT - PART TIME                        |             |             |                         |             | 20,000            | 20,000              |                          | July 2024 start<br><b>RES:2023-313</b><br>That consideration of hiring the part time mechanic position be deferred until such time as CAO Anderson brings forward an operation analysis for the Public Works Department as directed at the Special Council Budget Meeting of December 14, 2023, and reviewed by Coordinators and Council. |
| <b>NEW</b>  |             |             |                         |             |                   | 34,000              | 0.9%                     |   |
| <b>SERVICE ENHANCEMENT</b>                            |             |             |                         |             |                   |                     |                          |   |
| WOOD GRINDING   |             |             |                         |             | 30,000            |                     |                          | Tub Grinder to mulch wood at Nagle Road Pit   |
| CONTRIBUTION FROM RESERVE                             |             |             |                         |             | (30,000)          | -                   |                          | Funding Source: Gravel Rehab Reserve  |
| BRIDGE - MATERIAL                                     | 131,500     | 118,056     | 98,486                  | 130,000     | 140,000           | 10,000              | 7.7%                     | Additional curb and gutter repairs and installation   |
| HARD TOP MTCE- CONTRACTED OUT                         | 82,274      | 158,531     | 77,429                  | 120,000     | 130,000           | 10,000              | 8.3%                     | Additional crack sealing  |
| ZONE PAINTING- CONTRACTED OUT                         | -           | 9,789       | 13,006                  | 11,000      | 18,000            | 7,000               | 63.6%                    | Additional line painting throughout the Township  |
| <b>SERVICE ENHANCEMENT</b>                            |             |             |                         |             |                   | 27,000              | 0.7%                     |   |
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   |                     |                          |   |
| FUEL  | 117,971     | 246,695     | 172,020                 | 196,000     | 210,000           | 14,000              | 7.1%                     | Increase to fuel price  |
| INSURANCE   | 86,817      | 98,645      | 130,234                 | 101,877     | 143,300           | 41,423              | 40.7%                    | Aligned with actual + rate increase   |
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   | 55,423              | 1.4%                     |   |
| <b>BUDGET INCREASE excluding CAPITAL CONTRIBUTION</b> |             |             |                         |             |                   | 182,521             | 4.7%                     |   |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   |                     |                          |   |
| TRANSFER TO ROADS VEHICLES/EQUIPMENT RESERVE          | 368,191     | 320,000     | 276,762                 | 320,000     | 335,000           | 15,000              | 4.7%                     | Phase-in impact to meet the target of the Asset Management Plan (AMP)   |
| TRANSFER TO ROAD FACILITY RESERVES                    | -           | -           | -                       | -           | 5,000             | 5,000               |                          | Note: In 2023, \$110k was transferred to Facility Reserve from the Road Overlay Program   |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   | 20,000              | 0.5%                     |   |
| <b>Incremental Change</b>                             |             |             |                         |             |                   | 202,521             | 5.2%                     |   |
| <b>Net Budget</b>                                     |             |             |                         |             |                   | 4,091,695           | 5.2%                     |   |

## Budget Enhancement Request: Operations Support Assistant (Part Time)

**Project Name:** Operations Support Assistant (Part Time)      **Submitted By:** Lucas Kelly, Manager of Public Works

**Department:** Public Works

**Estimated Start Date:** July 2024

Table 47: Description and Justification

|                       |   |
|-----------------------|---|
| <b>Description:</b>   | Public Works Operation Support Assistant (Part Time)  |
| <b>Justification:</b> | <ul style="list-style-type: none"><li>• Customer Service improvements and enhancements. Ensure that all inquiries are responded to within two business days.</li><li>• Administer service requests and improve and adapt a more efficient system.</li><li>• Log all inquiries into Foreaction (or equivalent). Ensure that all requests are updated, work orders created and then closing and updating taxpayer / resident.</li><li>• Coordinate and maintain Ontario One Call activities and respond accordingly. Confirm that all locates have been received, reviewed, completed, and closed on the web portal. Initiate and maintain locate requests electronically in order to respond to future locate requests more efficiently.</li><li>• Maintain and assist with entrance applications and permits.</li></ul> |



Table 48: Description and Justification - continued

|                       |  |
|-----------------------|--|
| <b>Justification:</b> | <ul style="list-style-type: none"> <li>• Track and update inventory or materials, such as sand, salt, aggregates, signs, etc.</li> <li>• Maintain inventory of materials and assist with ordering of materials.</li> <li>• Assist with timesheet entry and processing.</li> <li>• Provide support and assistance for asset management.</li> <li>• Administer service contracts such as generators, uniforms, inspections, etc.</li> <li>• Assist with GIS improvements.</li> <li>• Maintain packing slips for attachment of invoices. Ensure that packing slips and invoices match accordingly.</li> <li>• Maintain Public Works files, plans, surveys, tenders, quotes, proposals, etc. all accordingly to Records Management.</li> <li>• Assist with cost estimates and research new product, services, and materials. Ensure that techniques and construction are to the correct standards.</li> <li>• Administer and maintain Municipal 511 for first responders, school boards, curbside collection, mail deliveries, etc.</li> <li>• Assist with federal and / or provincial reporting, such as aggregates, HWIN, license renewal, etc.</li> <li>• Monitor Public Works radio.</li> <li>• Maintain and updated Public Works component of website.</li> </ul> |
|-----------------------|--|

Table 49: Project Matrix

| Criteria                       | Assessment<br>(Low, Medium, High) | Comments  |
|--------------------------------|-----------------------------------|---|
| Safety Issues, Risk Management | Medium                            | Maintaining records and ensuring inquiries are responded to in a timely manner.   |
| Growth Related                 | High                              | With the additional residential dwellings being constructed and additional subdivisions being constructed, there is a higher demand on the operational needs of the department. In addition to the growth, policies and procedures are constantly changing.                                   |
| Service Enhancements           | High                              | A dedicated Public Works administration staff will have an understanding and knowledge of the day to day tasks. For example, if a call or request comes in for patching and a crew has been assigned to that task, they could pass on the information and have it completed more efficiently. |

Table 50: Costing

| Cost              | 2024<br>July Start | 2025<br>Full Year | Annualization |
|-------------------|--------------------|-------------------|---------------|
| Personnel Expense | \$14,000           | \$28,000          | \$14,000      |

Table 51: Funding

| Funding  | 2024<br>Budget |
|----------|----------------|
| Taxation | \$14,000       |

# Budget Enhancement Request: Casual Mechanic Assistant (Part Time)

**Project Name:** Mechanic Assistant (Part Time)

**Submitted By:** Lucas Kelly, Manager of Public Works

**Department:** Public Works

**Estimated Start Date:** July 2024

Table 52: Description and Justification

|                       |  |
|-----------------------|--|
| <b>Description:</b>   | Public Works Casual Part Time Mechanic Assistant   |
| <b>Justification:</b> | <p>Currently, the Township’s Road department has one full time mechanic that maintains Public Works, Fire, and Parks and Recreation vehicles.</p> <p>With today’s new complex engines (electronics, computers, emission controls, etc.) it takes more time to diagnose the issues and then the repair, which takes more time as well.</p> <p>We will develop a schedule depending on the successful candidate and repair needs of the Township.</p> <p>We are considering this position to be a 20 hour work week.</p> |

**Justification:** Township current fleet consists of:

- 9 dump trucks
- 1 bucket truck
- 8 medium/light duty vehicles
- 11 pieces of large equipment
- 3 trailers
- Various number of small engines
- generators
- 14 Fire vehicles
- 3 Parks & Facilities vehicles

The casual part time staff will help with the general repair and maintenance of equipment and vehicles.



Table 53: Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments  |
|---|---|---|
| Safety Issues, Risk Management  | Medium                                  | Maintaining the current fleet to make sure it is ready when needed. Ensuring all vehicles are available and not out of service for an extended period of time.    |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | Medium                                  | Additional maintenance and repair will extend the life of the vehicles which results in extended service life and maximum value when surplus.                     |
| Growth Related  | High                                    | With additional growth, there is a demand to make sure all equipment and vehicles are available when there is a service request, especially in the winter months. |
| Service Enhancements  | High                                    | Having an additional mechanic will make sure vehicles and equipment are serviced quicker and putting them back into service sooner.                               |

Table 54: Costing

| Cost              | 2024<br>July Start | 2025<br>Full Year | Annualization |
|-------------------|--------------------|-------------------|---------------|
| Personnel Expense | \$20,000           | \$40,000          | \$20,000      |

Table 55: Funding

| Funding  | 2024 Budget |
|----------|-------------|
| Taxation | \$20,000    |

# Parks and Facilities

## 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. In addition to user groups, Township staff provide a variety of programs for all ages of Township residents including youth camps, senior activities and community events.





## Our 2023 Accomplishments

### Recreation Programs

- Through the public consultation component of the Master Plan, it was evident that the residents were looking for recreation programs and events. The Master Plan indicated the need for a Recreation Programmer to deliver these programs and events within Township facilities. The Recreation Programmer position was approved during 2023 budget deliberations. This position will work with community groups/organizations and other departments to deliver community programs and events. (*Strategic Priorities [SP]: Community*)
- New municipal programs offered for 2023:
  - P.A. Day hockey camps; pancake breakfast/skate with Santa events; October community events with Fire Department;
  - Sign workshop;
  - Hockey camp; and
  - Christmas break multi-sport camp.

### Capital Purchases

#### Baltimore Ballpark Washrooms

- The renovations of the washrooms at the Baltimore Ballpark were completed during the summer and included new toilets and urinals, new stalls, 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. (*SP: Community*)



Figure 32: 2023 Baltimore and Bewdley Ice Hours

## Our 2024 Priorities

### Continue Master Plan Implementation

- Expand on program delivery – the Recreation Programmer is a new position to the Parks and Facilities Department in 2023. As some programs have been implemented in 2023, staff will be looking to expand on these programs in 2024 to provide residents of all ages and communities within the Township affordable accessible recreation programs. *(SP: Community)*
- Communication and promotion of facilities and programs – develop a Social Media / Communication Strategy for programs and events being planned for the Parks and Facilities Department. *(SP: Community)*

### Capital Projects

#### **Laurel Park Playground Replacement** *(SP: Community)*

- The 2023 Capital Budget included \$60,000 for the replacement of the playground at Laurel Park. Staff have been successful in receiving the Trillium capital grant of \$30,000 to install an AODA accessible playground for this community. Installation is scheduled for 2024. Promotion and enhancement of our natural features – including waterfronts, parks, and trails – to promote active, healthy lifestyles.



Figure 33: 2023 Parks and Facilities Statistic

### Replace Ball Diamond Fencing (SP: Community)

- There are 4 ball diamonds located at the Baltimore Recreation Centre, these diamonds were constructed through the 70's and 80's. Diamonds #2 and #3 were constructed of residential gauge fencing and posts, over the years these fences have deteriorated causing safety issues as the fences easily come separated from the top posts and the upright posts are being bent from players running into them. Staff are looking to replace these two fences over the next 2 years.

### Purchase New Pickup Truck (SP: People)

- The Parks and Facilities staff currently operates with 3 pickup trucks in the department. Bewdley and Baltimore each have one truck within the facility that includes a snow plow and trailer for pulling lawnmowers in the summer. The additional ½ ton pickup truck is located at Baltimore and primarily used by the Manager.

### Old Camborne School House Painting (SP: Community)

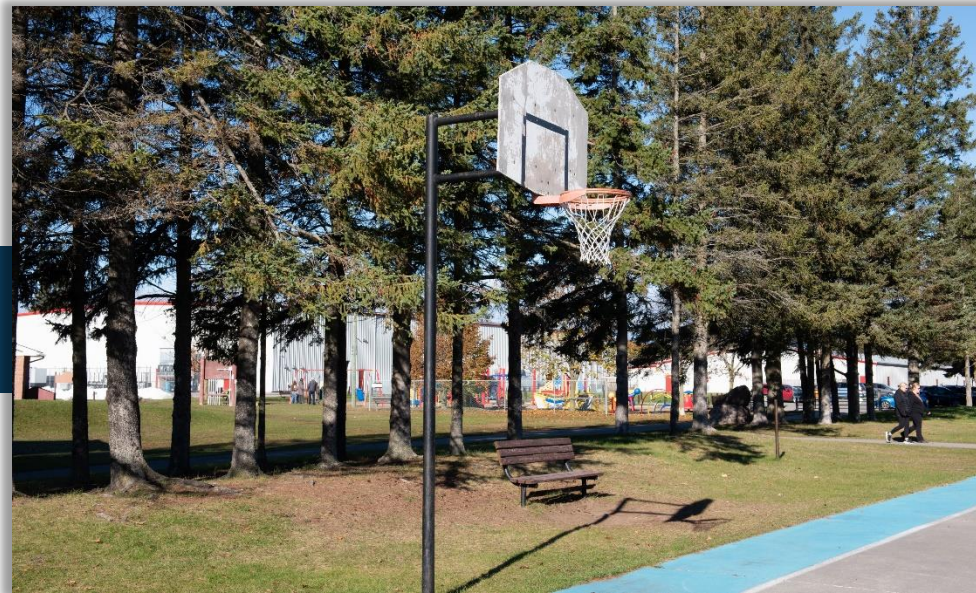
- Restoration of the Old Camborne School House was completed in 1995. This building is designated under the Ontario Heritage Trust. Promotion and enhancement of our natural features – including waterfronts, parks, and trails – to promote active, healthy lifestyles.



Figure 34: 2023 Parks and Facilities Statistics

## Departmental Efficiencies

- Parks and Facilities staff created an advertising brochure for arena boards. This brochure was distributed to local businesses to encourage them to advertise their business at the Baltimore Recreation Centre and Bewdley Community Centre.
- Staff continued to pursue grant and funding opportunities for capital projects, included in these funding applications were a Trillium Grant for the Laurel Park Playground and, in 2024, staff will look to opportunities for funding of Youth Programs.



## Parks and Facilities Budget Highlights

Table 56: Parks and Facilities Budget Highlights

|                           | 2023<br>Budget   | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|------------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                  |                      |                         |               |
| Personnel                 | 855,028          | 985,173              | 130,146                 | 15.2%         |
| Contribution to Reserve   | 128,500          | 135,000              | 6,500                   | 5.1%          |
| Other Expenditure         | 597,664          | 678,444              | 80,780                  | 13.5%         |
| <b>Total Expenditures</b> | <b>1,581,192</b> | <b>1,798,617</b>     | <b>217,426</b>          | <b>13.8%</b>  |
| <b>Revenues</b>           |                  |                      |                         |               |
| Contribution from Reserve | (2,500)          | -                    | 2,500                   | -100.0%       |
| Other Revenue             | (451,966)        | (574,055)            | (122,089)               | 27.0%         |
| <b>Total Revenue</b>      | <b>(454,466)</b> | <b>(574,055)</b>     | <b>(119,589)</b>        | <b>26.3%</b>  |
| <b>Net Budget</b>         | <b>1,126,726</b> | <b>1,224,562</b>     | <b>97,836</b>           | <b>8.7%</b>   |

Table 57: Parks and Facilities Budget Highlights by Category

|                           | 2023 Approved<br>Budget | Base            | New         | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft Budget |
|---------------------------|-------------------------|-----------------|-------------|---------------|-------------------------|-----------------------|-------------------------|-------------------|
| <b>Expenditures</b>       |                         |                 |             |               |                         |                       |                         |                   |
| Personnel                 | 855,028                 | 49,476          | -           | 42,000        | 38,670                  | -                     | -                       | 985,173           |
| Contribution to Reserve   | 128,500                 | (3,500)         | -           | -             | -                       | -                     | 10,000                  | 135,000           |
| Other Expenditure         | 597,664                 | 17,080          | -           | -             | 25,000                  | 38,700                | -                       | 678,444           |
| <b>Total Expenditures</b> | <b>1,581,192</b>        | <b>63,056</b>   | <b>-</b>    | <b>42,000</b> | <b>63,670</b>           | <b>38,700</b>         | <b>10,000</b>           | <b>1,798,617</b>  |
| <b>Revenues</b>           |                         |                 |             |               |                         |                       |                         |                   |
| Contribution from Reserve | (2,500)                 | 2,500           | -           | -             | -                       | -                     | -                       | -                 |
| Other Revenue             | (451,966)               | (23,139)        | -           | -             | (98,950)                | -                     | -                       | (574,055)         |
| <b>Total Revenue</b>      | <b>(454,466)</b>        | <b>(20,639)</b> | <b>-</b>    | <b>-</b>      | <b>(98,950)</b>         | <b>-</b>              | <b>-</b>                | <b>(574,055)</b>  |
| <b>Net Budget</b>         | <b>1,126,726</b>        | <b>42,416</b>   | <b>-</b>    | <b>42,000</b> | <b>(35,280)</b>         | <b>38,700</b>         | <b>10,000</b>           | <b>1,224,562</b>  |
|                           |                         | <b>3.8%</b>     | <b>0.0%</b> | <b>3.7%</b>   | <b>-3.1%</b>            | <b>3.4%</b>           | <b>0.9%</b>             |                   |

## Parks and Facilities - Pressure Sheet

Table 58: Parks and Facilities Pressure Sheet (Part 1)

| Budget Variance Explanations                     | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change over Prior Year | Explanation  |
|--|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>2023 Net Budget</b>                           |             |             |                         |             |                   | <b>1,126,726</b>    |                          |  |
| <b>EXPENDITURES</b>                              |             |             |                         |             |                   |                     |                          |  |
| <b>Personnel</b>                                 | 729,260     | 742,149     | 627,899                 | 813,028     | 862,503           | <b>49,476</b>       | <b>6.1%</b>              | Due to general cost of living, step and benefit rate increases, minimum wage increase, as well as increase in maximum pensionable earnings (CPP) |
| <b>Contribution to Reserve</b>                   |             |             |                         |             |                   |                     |                          |  |
| <b>Cold Spring Hall</b>                          |             |             |                         |             |                   |                     |                          |  |
| TRANSFER TO COLDSPRINGS HALL FUNDRAISING RESERVE | 3,500       | 3,500       | 2,625                   | 3,500       | -                 | <b>(3,500)</b>      | <b>-100.0%</b>           | Committee no longer exist - no fund raising event  |
| <b>Other Expenditure</b>                         |             |             |                         |             |                   |                     |                          |  |
| <b>Administration</b>                            |             |             |                         |             |                   |                     |                          |  |
| MEMBERSHIPS                                      | -           | 860         | 1,689                   | 1,300       | 1,700             | <b>400</b>          | <b>30.8%</b>             | New membership to OPA - Aligned with actual  |
| <b>Baltimore Rec Centre</b>                      |             |             |                         |             |                   |                     |                          |  |
| CLOTHING ALLOWANCE                               | 551         | 743         | -                       | 1,000       | 1,500             | <b>500</b>          | <b>50.0%</b>             | Based on collective agreement  |
| HEATING FUEL                                     | 22,464      | 35,772      | 35,823                  | 33,000      | 36,500            | <b>3,500</b>        | <b>10.6%</b>             | Aligned with actual  |
| TELEPHONE and INTERNET                           | 3,841       | 4,610       | 3,983                   | 4,200       | 8,700             | <b>4,500</b>        | <b>107.1%</b>            | Aligned with actual + internet service   |
| BUILDING MAINTENANCE                             | 33,403      | 39,138      | 34,655                  | 36,500      | 38,000            | <b>1,500</b>        | <b>4.1%</b>              | Aligned with actual  |
| EQUIPMENT MAINTENANCE                            | 36,981      | 40,345      | 37,729                  | 38,000      | 39,500            | <b>1,500</b>        | <b>3.9%</b>              | Aligned with actual  |
| WATER USAGE                                      | 7,725       | 8,531       | 6,088                   | 7,500       | 8,500             | <b>1,000</b>        | <b>13.3%</b>             | Aligned with actual  |
| <b>Bewdley Rec Centre</b>                        |             |             |                         |             |                   |                     |                          |  |
| CLOTHING ALLOWANCE                               | 423         | 428         | 456                     | 500         | 1,000             | <b>500</b>          | <b>100.0%</b>            | Based on collective agreement  |
| HEATING FUEL                                     | 7,363       | 13,848      | 13,380                  | 12,000      | 15,000            | <b>3,000</b>        | <b>25.0%</b>             | Aligned with actual + contingency  |
| EQUIPMENT MAINTENANCE                            | 17,677      | 22,582      | 21,184                  | 16,320      | 22,000            | <b>5,680</b>        | <b>34.8%</b>             | Aligned with actual  |
| <b>Cold Spring Hall</b>                          |             |             |                         |             |                   |                     |                          |  |
| MINOR CAPITAL                                    | -           | 8,553       | 7,194                   | 5,000       | -                 | <b>(5,000)</b>      | <b>-100.0%</b>           | No requirement for funding   |
| <b>Total Other Expenditures</b>                  |             |             |                         |             |                   | <b>17,080</b>       | <b>1.5%</b>              |  |
| <b>Total Expenditures Variance</b>               |             |             |                         |             |                   | <b>63,056</b>       | <b>5.6%</b>              |  |



Table 59: Parks and Facilities Pressure Sheet (Part 2)

| Budget Variance Explanations     | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation  |
|----------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|--|
| <b>REVENUES</b>                  |             |             |                         |             |                   |                     |                          |  |
| <b>Contribution from Reserve</b> |             |             |                         |             |                   |                     |                          |  |
| <b>Cold Spring Hall</b>          |             |             |                         |             |                   |                     |                          |  |
| CONTRIBUTION FROM RESERVES       | -           | -           | -                       | (2,500)     | -                 | 2,500               | -100.0%                  | Committee does not exist                                   |
| <b>Other Revenue</b>             |             |             |                         |             |                   |                     |                          |  |
| <b>Baltimore Rec Centre</b>      |             |             |                         |             |                   |                     |                          |  |
| PUBLIC ADMISSIONS                | (814)       | (2,260)     | (3,281)                 | (3,200)     | (4,000)           | (800)               | 25.0%                    | Additioanl programs  |
| BAR SALES                        | -           | -           | -                       | (1,561)     | -                 | 1,561               | -100.0%                  | Bar sales not provided                                     |
| VENDING MACHINE                  | (413)       | (469)       | (959)                   | (2,000)     | (1,000)           | 1,000               | -50.0%                   | Due to canteen contract                                    |
| ICE RENTAL                       | (122,689)   | (92,114)    | (103,874)               | (156,300)   | (160,000)         | (3,700)             | 2.4%                     | Increase in user fees                                      |
| SIGNS RENTAL                     | (10,370)    | (9,510)     | (9,000)                 | (10,000)    | (10,500)          | (500)               | 5.0%                     | Increase in advertising campaign                           |
| INDOOR CANTEEN/PROSHOP CONTRACT  | -           | -           | -                       | -           | (1,200)           | (1,200)             |                          | As per contracts   |
| SABIC TURF RENTAL                | (48,460)    | (63,665)    | (69,438)                | (50,000)    | (70,000)          | (20,000)            | 40.0%                    | Aligned with projected actual                              |
| <b>Bewdley Rec Centre</b>        |             |             |                         |             |                   |                     |                          |  |
| ARENA ICE RENTALS                | (80,145)    | (69,450)    | (91,096)                | (120,000)   | (125,000)         | (5,000)             | 4.2%                     | Aligned with projected actual                              |
| SOLAR PANEL REVENUES             | (6,151)     | (4,982)     | (3,496)                 | (7,000)     | (5,000)           | 2,000               | -28.6%                   | Aligned with actual  |
| <b>Cold Spring Hall</b>          |             |             |                         |             |                   |                     |                          |  |
| FUNDRAISING REVENUES             | -           | -           | -                       | (3,500)     | -                 | 3,500               | -100.0%                  | Fundraising of the roast beef dinner is no longer provided |
| <b>Total Revenues Variance</b>   |             |             |                         |             |                   | (20,639)            | -1.8%                    |  |
| <b>BASE BUDGET INCREASE</b>      |             |             |                         |             |                   | 42,416              | 3.8%                     |  |

Table 60: Parks and Facilities Pressure Sheet (Part 3)

| Budget Variance Explanations                          | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change over Prior Year | Explanation   |
|---|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>ANNUALIZATION</b>                                  |             |             |                         |             |                   |                     |                          |   |
| PROGRAMMER/EVENT DEVELOPER                            |             |             |                         | 42,000      | 84,000            | 42,000              | 100.0%                   | Position approved in 2023   |
| <b>ANNUALIZATION</b>                                  |             |             |                         |             |                   | 42,000              | 3.7%                     |   |
| <b>SERVICE ENHANCEMENT</b>                            |             |             |                         |             |                   |                     |                          |   |
| <b>PROGRAMMING</b>                                    |             |             |                         |             |                   |                     |                          |   |
| PERSONNEL   |             |             |                         |             | 38,670            |                     |                          | Additional students   |
| PROGRAMMING EXPENSE                                   | -           | -           | 2,250                   | -           | 25,000            | 63,670              |                          | Increase in recreational programs   |
| PROGRAMMING REVENUE                                   | -           | -           | -                       | (5,000)     | (103,950)         | (98,950)            |                          | Increase in recreational programs   |
| <b>SERVICE ENHANCEMENT</b>                            |             |             |                         |             |                   | (35,280)            | -3.1%                    |   |
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   |                     |                          |   |
| INSURANCE   | 80,136      | 94,381      | 121,801                 | 95,200      | 133,900           | 38,700              | 40.7%                    | Aligned with Actual + Rate Increase   |
| <b>EXTERNAL PRESSURE</b>                              |             |             |                         |             |                   | 38,700              | 3.4%                     |   |
| <b>BUDGET INCREASE excluding CAPITAL CONTRIBUTION</b> |             |             |                         |             |                   | 87,836              | 7.8%                     |   |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   |                     |                          |   |
| TRANSFER TO PARKS EQUIPMENT RESERVE                   | 20,000      | 20,000      | 15,000                  | 20,000      | 30,000            | 10,000              | 50.0%                    | Phase-in impact to meet the target of the AMP - Annual Requirement as per AMP is \$83,000 |
| <b>CAPITAL CONTRIBUTION</b>                           |             |             |                         |             |                   | 10,000              | 0.9%                     |   |
| <b>Incremental Change</b>                             |             |             |                         |             |                   | 97,836              | 8.7%                     |   |
| <b>Net Budget</b>                                     |             |             |                         |             |                   | 1,224,562           | 8.7%                     |   |

# Library

## What We Do

The Cobourg Public Library Board provides library services to the Township of Hamilton. Library service in Ontario is legislatively governed by the Public Libraries Act, and the provision of library services is overseen by a Board. The Township of Hamilton is represented on the Board by both a member of Council and citizens from the area.

There are two permanent library branches physically within the Township:

1. Alice D. Behan Public Library at the Bewdley Community Centre;
2. Gores Landing Public Library located in the Gores Landing Hall.



Once monthly, the Library provides pop-up services at the Harwood Hall during the community pancake breakfast. Additionally, residents can access all the services and programming available at the Cobourg Public Library's main branch in downtown Cobourg.

Library services in the Township of Hamilton directly enhance the lives of citizens by providing an open door to information, services, and programs.

## 2023 Accomplishments

- Visits to the Bewdley branch increased by 158%, where visits to the Gores Landing branch increased by 26%. *(Strategic Priorities [SP]: Community)*
- Increased circulation statistics by 26% overall. *(SP: Community)*
- As of August 31, 2023, 129 programs were held at the Township Branches, with 1074 participants.  
\*\*Please note these figures represent programs in the first eight months of 2023\*\* *(SP: Community)*

Reintroduced regular programming, including craft nights, at the branches. In particular, relaunched the Bewdley Book Club and Community Yarn Circle programs. *(SP: Community)*

- Partnered with the Gores Landing Hall to provide semi-regular programming outside of the Library's usual hours. *(SP: Community)*
- Computers and printers at Township branches of the Library were replaced with new equipment. *(SP: Effective Governance)*
- Introduced children craft kits at our monthly pop-up library at the Harwood Hall. *(SP: Community)*
- Met with Township Councillor and Township Staff for two new possible locations of library service in the Township, one in Baltimore, and another in Cold Springs. *(SP: Community and Effective Governance)*
- Introduced consistent PA Day programming at Bewdley. *(SP: Community)*

## 2023 Library Statistics

### Patron Visit Increase

**158%**

Bewdley Branch

**26%**

Gores Landing Branch

### Circulation of Items

**2861**

Bewdley Branch

**2935**

Gores Landing Branch

### Programs & Attendants

**129**

Programs

**1074**

Attendants



Figure 35: 2023 Library Statistics

## 2024 Priorities

- Work with Township departments to increase services to citizens by utilizing existing facilities within the Township. In 2024 this will be done by undertaking a pilot project to provide regular services at the Baltimore Community Centre and Cold Springs Community Centre. The success of this project would see a permanent provision of Library services in these locations. (SP: Community)
- Increase the number of Library memberships among citizens of the Township by 5% in 2024.  
*\*\*Please Note: dependent upon opening up the two new locations in Cold Springs and Baltimore\*\**(SP: Development)
- Continue to provide timely and efficient reporting on Library operations, particularly where usage statistics and financial reporting are concerned. (SP: Effective Governance)
- Continue to provide customer-focused, accessible, efficient services to the citizens of the Township. (SP: Community)
- Survey Township citizens to ensure that Library Services and programs suit the community and its goals. (SP: Community)
- Assist the Township with the goal of continuing to provide public educational activities and communications about environmental protection/conservation, energy conservation, invasive species awareness, etc, by providing programming that aligns with this goal. (SP: Environment)
- Provide access to high-speed internet services at Township Library branches for citizens wherever possible. (SP: Development)

## Department's Efficiencies

- By contracting the service from the Cobourg Public Library Board, the Township sees an efficient use of funds. Citizens can also access a broader selection of services through a larger library in Cobourg.
- The costs to operate any service have risen exponentially over the past three years. Due to the fact that the library was operating under a four-year contract when these cost increases began, our overall operating costs ended up being significantly higher than had been predicted and budgeted for.

| Year | Library Budget<br>Township | Budget<br>Increase | Inflation |
|------|----------------------------|--------------------|-----------|
| 2021 | \$330,236                  | 2%                 | 3.5%      |
| 2022 | \$336,843                  | 2%                 | 6.8%      |
| 2023 | \$343,584                  | 2%                 | 3.8%      |

- While we were able to find efficiencies to maintain service during this time, it was done with an impact to the organization that is unsustainable. This increase will bring those costs back in line so that we can continue to maintain service levels going forward.



## Library Budget Highlights

Table 61: Library Budget Highlights

|                           | 2023<br>Budget  | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|-----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                 |                      |                         |               |
| Personnel                 | -               | -                    | -                       |               |
| Contribution to Reserve   | -               | -                    | -                       |               |
| Other Expenditure         | 343,584         | 359,804              | 16,220                  | 4.7%          |
| <b>Total Expenditures</b> | <b>343,584</b>  | <b>359,804</b>       | <b>16,220</b>           | <b>4.7%</b>   |
| <b>Revenues</b>           |                 |                      |                         |               |
| Contribution from Reserve | -               | -                    | -                       |               |
| Other Revenue             | (19,180)        | (19,180)             | -                       | 0.0%          |
| <b>Total Revenue</b>      | <b>(19,180)</b> | <b>(19,180)</b>      | <b>-</b>                | <b>0.0%</b>   |
| <b>Net Budget</b>         | <b>324,404</b>  | <b>340,624</b>       | <b>16,220</b>           | <b>5.0%</b>   |

Table 62: Library Budget Highlights by Category

|                           | 2023 Approved<br>Budget | Base     | New      | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft<br>Budget |
|---------------------------|-------------------------|----------|----------|---------------|-------------------------|-----------------------|-------------------------|----------------------|
| <b>Expenditures</b>       |                         |          |          |               |                         |                       |                         |                      |
| Personnel                 | -                       | -        | -        | -             | -                       | -                     | -                       | -                    |
| Contribution to Reserve   | -                       | -        | -        | -             | -                       | -                     | -                       | -                    |
| Other Expenditure         | 343,584                 | -        | -        | -             | -                       | 16,220                | -                       | 359,804              |
| <b>Total Expenditures</b> | <b>343,584</b>          | <b>-</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>16,220</b>         | <b>-</b>                | <b>359,804</b>       |
| <b>Revenues</b>           |                         |          |          |               |                         |                       |                         |                      |
| Contribution from Reserve | -                       | -        | -        | -             | -                       | -                     | -                       | -                    |
| Other Revenue             | (19,180)                | -        | -        | -             | -                       | -                     | -                       | (19,180)             |
| <b>Total Revenue</b>      | <b>(19,180)</b>         | <b>-</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(19,180)</b>      |
| <b>Net Budget</b>         | <b>324,404</b>          | <b>0</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>16,220</b>         | <b>-</b>                | <b>340,624</b>       |
|                           |                         | 0.0%     | 0.0%     | 0.0%          | 0.0%                    | 5.0%                  | 0.0%                    |                      |

## Library - Pressure Sheet

Table 63: Library Pressure Sheet

| Budget Variance Explanations    | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|---------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| 2023 Net Budget                 |             |             |                         |             |                   | 324,404             |                          |   |
| EXTERNAL PRESSURE               |             |             |                         |             |                   |                     |                          |   |
| CONTRACTED LIBRARY SERVICES     | 330,236     | 336,843     | 327,952                 | 343,584     | 359,804           | 16,220              | 4.7%                     |   |
| PERSONNEL                       | 238,734     | 243,908     | 237,976                 | 248,608     | 260,419           | 11,811              | 4.8%                     | Increased to bring funding level to the appropriate amount for the provision of service to Hamilton Township residents at Bewdley, Gores Landing, Harwood, and Cobourg Branches |
| SERVICE, MATERIALS, PROGRAMMING | 50,819      | 51,593      | 50,146                  | 52,646      | 54,840            | 2,194               | 4.2%                     |   |
| FACILITIES                      | 36,043      | 36,592      | 35,530                  | 37,530      | 39,505            | 1,975               | 5.3%                     |   |
| OTHER EXPENSES                  | 4,640       | 4,750       | 4,300                   | 4,800       | 5,040             | 240                 | 5.0%                     |   |
| EXTERNAL PRESSURE               |             |             |                         |             |                   | 16,220              | 5.0%                     |   |
| Incremental Change              |             |             |                         |             |                   | 16,220              | 5.0%                     |   |
| Net Budget                      |             |             |                         |             |                   | 340,624             | 5.0%                     |   |

# Community Grants and Other Committees

The Township of Hamilton provides community grants and other donations to local organizations. During the 2023 Budget deliberation, Council approved \$58,300 for Community Grants and Other Committees.

Table 64: 2023 Community Grants and Other Committee Budget Amounts

|  | 2023<br>Budget   |
|--|------------------|
| <b>Community Grants and Other Committees</b>       |                  |
| Health and Safety                                  | \$ 7,500         |
| Community Services Grant                           | 22,000           |
| Heritage Committee                                 | 6,500            |
| Accessibility                                      | 10,000           |
| Climate Change Committee                           | 2,500            |
| Physician Recruitment                              | 9,800            |
| <b>Community Grants and Other Committees Total</b> | <b>\$ 58,300</b> |



## Community Grants and Other Committees Budget Highlights

Table 65: Community Grants and Other Committees Budget Highlights

|                           | 2023<br>Budget  | 2024<br>Draft Budget | Variance<br>(Fav)/Unfav | Variance<br>% |
|---------------------------|-----------------|----------------------|-------------------------|---------------|
| <b>Expenditures</b>       |                 |                      |                         |               |
| Personnel                 | -               | -                    | -                       | 0.0%          |
| Contribution to Reserve   | 15,000          | 15,000               | -                       | 0.0%          |
| Other Expenditure         | 55,100          | 63,504               | 8,404                   | 15.3%         |
| <b>Total Expenditures</b> | <b>70,100</b>   | <b>78,504</b>        | <b>8,404</b>            | <b>12.0%</b>  |
| <b>Revenues</b>           |                 |                      |                         |               |
| Contribution from Reserve | (10,000)        | (10,000)             | -                       | 0.0%          |
| Other Revenue             | (1,800)         | (1,800)              | -                       |               |
| <b>Total Revenue</b>      | <b>(11,800)</b> | <b>(11,800)</b>      | <b>-</b>                | <b>0.0%</b>   |
| <b>Net Budget</b>         | <b>58,300</b>   | <b>66,704</b>        | <b>8,404</b>            | <b>14.4%</b>  |

Table 66: Community Grants and Other Committees Budget Highlights by Category

|                           | 2023 Approved<br>Budget | Base     | New      | Annualization | Service<br>Enhancements | External<br>Pressures | Capital<br>Contribution | 2024 Draft<br>Budget |
|---------------------------|-------------------------|----------|----------|---------------|-------------------------|-----------------------|-------------------------|----------------------|
| <b>Expenditures</b>       |                         |          |          |               |                         |                       |                         |                      |
| Personnel                 | -                       | -        | -        | -             | -                       | -                     | -                       | -                    |
| Contribution to Reserve   | 15,000                  | -        | -        | -             | -                       | -                     | -                       | 15,000               |
| Other Expenditure         | 55,100                  | -        | -        | -             | -                       | 8,404                 | -                       | 63,504               |
| <b>Total Expenditures</b> | <b>70,100</b>           | <b>-</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>8,404</b>          | <b>-</b>                | <b>78,504</b>        |
| <b>Revenues</b>           |                         |          |          |               |                         |                       |                         |                      |
| Contribution from Reserve | (10,000)                | -        | -        | -             | -                       | -                     | -                       | (10,000)             |
| Other Revenue             | (1,800)                 | -        | -        | -             | -                       | -                     | -                       | (1,800)              |
| <b>Total Revenue</b>      | <b>(11,800)</b>         | <b>-</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>-</b>              | <b>-</b>                | <b>(11,800)</b>      |
| <b>Net Budget</b>         | <b>58,300</b>           | <b>-</b> | <b>-</b> | <b>-</b>      | <b>-</b>                | <b>8,404</b>          | <b>-</b>                | <b>66,704</b>        |

## Community Grants and Other Committee - Pressure Sheet

Table 67: Community Grants and Other Committees Pressure Sheet (Part 1)

| Budget Variance Explanations | 2021 Actual | 2022 Actual | 2023 Preliminary Actual | 2023 Budget | 2024 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation   |
|------------------------------|-------------|-------------|-------------------------|-------------|-------------------|---------------------|--------------------------|---|
| <b>2023 Net Budget</b>       |             |             |                         |             |                   | <b>58,300</b>       |                          |   |
| <b>EXTERNAL PRESSURE</b>     |             |             |                         |             |                   |                     |                          |   |
| <b>Other Expenditure</b>     |             |             |                         |             |                   |                     |                          |   |
| PHYSICIAN RECRUITMENT        | 9,800       | 9,843       | 9,800                   | 9,800       | 15,204            | <b>5,404</b>        | <b>55.1%</b>             | Budget request received in September 2023   |
| COMMUNITY GRANT              | 19,150      | 20,000      | 31,462                  | 22,000      | 25,000            | <b>3,000</b>        | <b>13.6%</b>             | RES:2023-279<br>That the community grants allocation be increased from \$22,000 to \$25,000 for 2024. |
| <b>EXTERNAL PRESSURE</b>     |             |             |                         |             |                   | <b>8,404</b>        |                          |   |
| <b>Incremental Change</b>    |             |             |                         |             |                   | <b>8,404</b>        | <b>14.4%</b>             |   |
| <b>Net Budget</b>            |             |             |                         |             |                   | <b>66,704</b>       | <b>14.4%</b>             |   |

The Community Grant Program supports a more vibrant Township by providing project funding to organizations who deliver programs, services, or activities for the community. These projects should benefit Township in terms of economic impact, community responsiveness, and enhancement of the Township's image and quality of life for the residents. The following are the list of grant approved by Council during 2024 budget deliberation:

Table 68: 2024 Community Grant Program

| COMMUNITY GRANT                             | 2021 Budget      | 2022 Budget      | 2023 Budget      | 2024 Budget      | NOTE  |
|---|------------------|------------------|------------------|------------------|---|
| Gores Landing Hall                          | \$ 3,500         | \$ -             | \$ 1,500         | \$ 2,200         |   |
| Community Care                              | \$ 8,500         | \$ 9,000         | \$ 9,000         | \$ 9,000         |   |
| Bethlehem Walk                              | \$ 1,000         | \$ 1,000         | \$ 1,000         | \$ 1,000         |   |
| Harwood Hall                                | \$ 7,000         | \$ 10,000        | \$ 7,000         | \$ 7,465         |   |
| Royal Canadian Legion Branch 577            | \$ -             | \$ -             | \$ 1,500         | \$ -             |   |
| <b>COMMUNITY GRANT excluding Misc Grant</b> | <b>\$ 20,000</b> | <b>\$ 20,000</b> | <b>\$ 20,000</b> | <b>\$ 19,665</b> |   |
| MISC GRANT TO COMMUNITY SERVICES            | \$ 2,000         | \$ 2,000         | \$ 2,000         | \$ 5,335         | Facility Rental Fee Reimbursement (\$2,000)<br><br><b>RES:2023-279</b><br>That the community grants allocation be increased from \$22,000 to \$25,000 for 2024. |
| <b>COMMUNITY GRANT TOTAL</b>                | <b>\$ 22,000</b> | <b>\$ 22,000</b> | <b>\$ 22,000</b> | <b>\$ 25,000</b> |   |



# 2024 Budget

A plan for today and tomorrow

- **Capital Budget**

# 2024 Capital Budget

In 2024, staff is proposing a \$3 million capital budget, which will be allocated to infrastructure improvements, road constructions, replacing equipment and technologies. The capital budget aligns with the Township's strategic priorities.

Table 69: Capital Budget by Department (Part 1)

| Description of Capital Project   | 2024 Capital Budget | Reserve             | Development Charges (DC) | Ontario Community Infrastructure Fund (OCIF) | Canada Community Building Fund | Tax Levy            | Township - Strategic Priorities |
|--|---------------------|---------------------|--------------------------|--|--------------------------------|---------------------|---------------------------------|
| <b>FIRE SERVICE</b>  |                     |                     |                          |  |                                |                     |                                 |
| Personal Protective Equipment Replacement                                      | \$ 26,500           | \$ (26,500)         |                          |  |                                |                     | People                          |
| Water Rescue Equipment Replacement   | 100,000             | (100,000)           |                          |  |                                |                     | Community & People              |
| Replacement of HVAC Equipment Station #2 Baltimore                             | 50,000              | (50,000)            |                          |  |                                |                     | Environment                     |
| <b>Total Fire Services</b>   | <b>\$ 176,500</b>   | <b>\$ (176,500)</b> | <b>\$ -</b>              | <b>\$ -</b>                                  | <b>\$ -</b>                    | <b>\$ -</b>         |                                 |
| <b>ROADS</b>   |                     |                     |                          |  |                                |                     |                                 |
| Mill and Oak Street Reconstruction Year 1 Transfer to Road Reserve             | 360,000             |                     |                          |  |                                | (360,000)           | Development                     |
| Transfer to STRUCTURE RESERVE (bridge/culvert - 3 meter in diameter or bigger) | 250,000             |                     |                          |  |                                | (250,000)           | Development                     |
| Crossen Road   | 200,000             |                     |                          | (200,000)                                    |                                | -                   | Development                     |
| Garland Road   | 105,000             |                     | (84,000)                 |  |                                | (21,000)            | Development                     |
| Lime Kiln Trail  | 15,000              |                     |                          | (15,000)                                     |                                | -                   | Development                     |
| Dejong Road  | 38,000              |                     |                          | (14,419)                                     |                                | (23,581)            | Development                     |
| Meyers Road South (overlay)  | 50,000              |                     |                          | (50,000)                                     |                                | -                   | Development                     |
| McMann Road (overlay)  | 10,000              |                     |                          |  |                                | (10,000)            | Development                     |
| Ball Road (overlay)  | 21,000              |                     |                          | (21,000)                                     |                                | -                   | Development                     |
| McKinley / Tinney / Linton (overlay)   | 60,000              |                     |                          | (60,000)                                     |                                | -                   | Development                     |
| Williamson Road  | 82,000              |                     |                          | (82,000)                                     |                                | -                   | Development                     |
| Lander Road (overlay)  | 70,000              |                     |                          | (70,000)                                     |                                | -                   | Development                     |
| Wallace Jibb Road (overlay)  | 42,000              |                     |                          |  |                                | (42,000)            | Development                     |
| Racetrack Road, County Road 15 to Crossen                                      | 384,000             |                     |                          |  | (347,696)                      | (36,304)            | Development                     |
| Ridge Road   | 74,000              |                     |                          | (50,000)                                     |                                | (24,000)            | Development                     |
| Chapel St  | 90,000              |                     |                          | (90,000)                                     |                                | -                   | Development                     |
| Hircock Road   | 650,000             |                     | (650,000)                |  |                                | -                   | Development                     |
| Stormwater Network Assessment phase 1  | 38,064              |                     |                          |  |                                | (38,064)            | Development                     |
| Guardrail  | 55,000              |                     |                          |  |                                | (55,000)            | Development                     |
| Road Needs Study   | 30,000              | (30,000)            |                          |  |                                | -                   | Development                     |
| <b>Total Roads</b>   | <b>\$ 2,624,064</b> | <b>\$ (30,000)</b>  | <b>\$ (734,000)</b>      | <b>\$ (652,419)</b>                          | <b>\$ (347,696)</b>            | <b>\$ (859,949)</b> |                                 |

Table 70: Capital Budget by Department (Part 2)

| Description of Capital Project   | 2024 Capital Budget | Reserve             | Development Charges (DC) | Ontario Community Infrastructure Fund (OCIF) | Canada Community Building Fund | Tax Levy            | Township - Strategic Priorities |
|--|---------------------|---------------------|--------------------------|--|--------------------------------|---------------------|---------------------------------|
| <b>PARKS &amp; FACILITIES</b>  |                     |                     |                          |  |                                |                     |                                 |
| Baltimore Ball Diamond Fencing   | 25,000              | (25,000)            |                          |  |                                |                     | Development                     |
| Pick up Truck & Dumpbox  | 80,000              | (80,000)            |                          |  |                                |                     | Development                     |
| Old Camborne School House Exterior Paint   | 15,000              | (15,000)            |                          |  |                                |                     | Development                     |
| <b>Total Park &amp; Facilities</b>   | <b>\$ 120,000</b>   | <b>\$ (120,000)</b> | <b>\$ -</b>              | <b>\$ -</b>                                  | <b>\$ -</b>                    | <b>\$ -</b>         |                                 |
| <b>GENERAL GOVERNMENT</b>  |                     |                     |                          |  |                                |                     |                                 |
| IT Hardware  | 20,000              | (20,000)            |                          |  |                                |                     | Effective Governance            |
| Server Replacement   | 30,000              | (30,000)            |                          |  |                                |                     | Effective Governance            |
| <b>Total General Government</b>  | <b>\$ 50,000</b>    | <b>\$ (50,000)</b>  | <b>\$ -</b>              | <b>\$ -</b>                                  | <b>\$ -</b>                    | <b>\$ -</b>         |                                 |
| <b>2024 Total Draft Capital Budget excluding Library Services</b>  | <b>\$ 2,970,564</b> | <b>\$ (376,500)</b> | <b>\$ (734,000)</b>      | <b>\$ (652,419)</b>                          | <b>\$ (347,696)</b>            | <b>\$ (859,949)</b> |                                 |
| <b>Library Services</b>  |                     |                     |                          |  |                                |                     |                                 |
| New Collection   | 2,600               |                     | (2,600)                  |  |                                |                     | Community                       |
| <p><i>In 2019, Township retained Watson &amp; Associates Economists Ltd. to undertake the Development Charge (D.C.) study process. Watson worked with the Township staff in preparing the D.C. analysis and policy recommendations. The D.C. by-law for the Township was approved in late 2019. In the D.C. Background Study, a provision to expand the collection materials have been identified for library services for the period of 2019 to 2028.</i></p> <p><i>The net growth-related capital cost for new collection materials was calculated to be \$2,600 per year.</i></p> |                     |                     |                          |  |                                |                     |                                 |
| <b>Total Library Services</b>  | <b>\$ 2,600</b>     | <b>\$ -</b>         | <b>\$ (2,600)</b>        | <b>\$ -</b>                                  | <b>\$ -</b>                    | <b>\$ -</b>         |                                 |
| <b>2024 Total Draft Capital Budget</b>   | <b>\$ 2,973,164</b> | <b>\$ (376,500)</b> | <b>\$ (736,600)</b>      | <b>\$ (652,419)</b>                          | <b>\$ (347,696)</b>            | <b>\$ (859,949)</b> |                                 |

# 2024 Capital Funding Sources

The capital projects are not just investments in physical infrastructure; they are investment in the Township's future, and its sustainability. Following are the funding sources for 2024 Capital Budget:

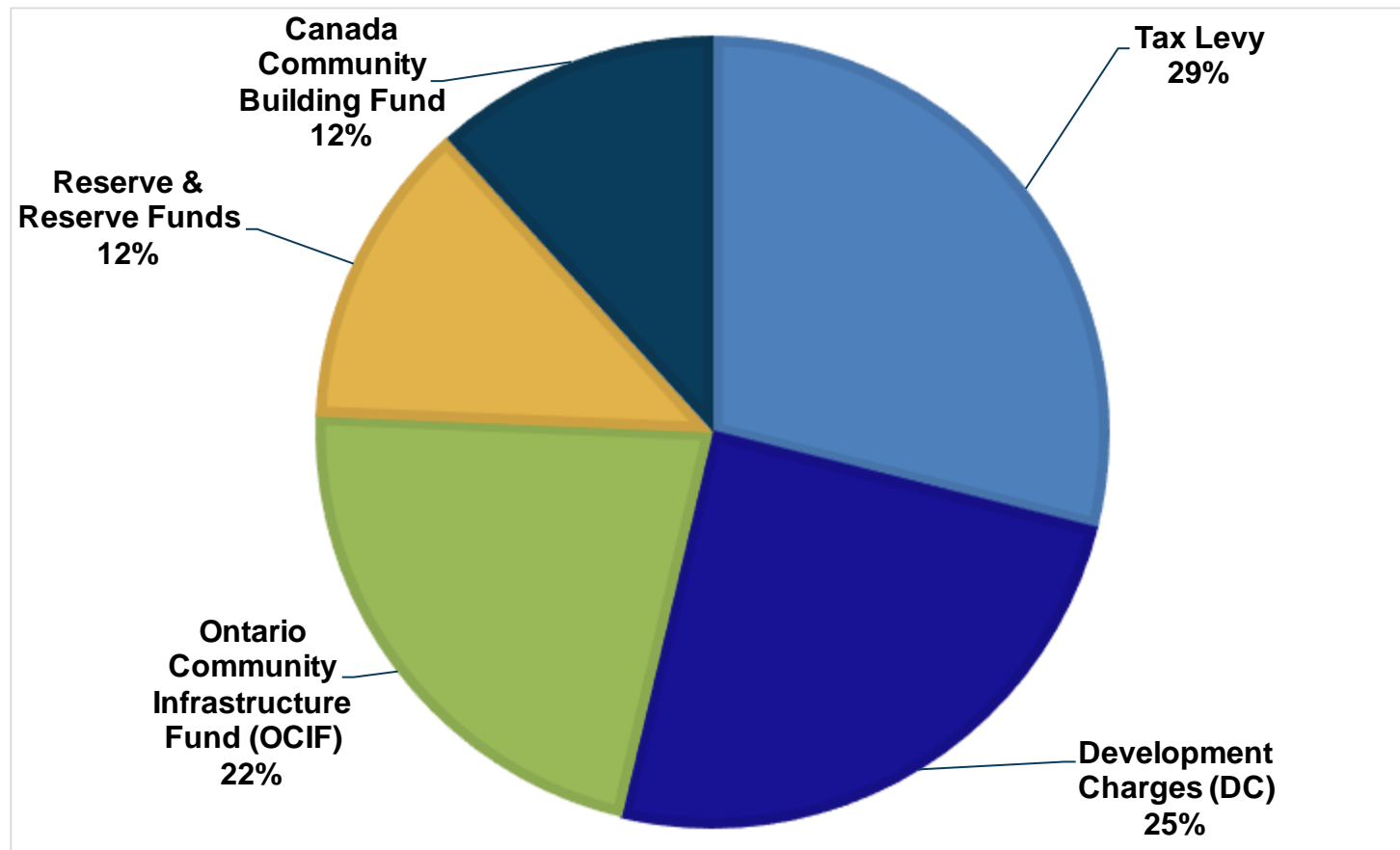


Figure 36: 2024 Capital Funding Sources

# Business Enhancement Requests

## Personal Protective Equipment Replacement

|   |   |
|---|---|
| <b>Project Name:</b> PPE Replacement      | <b>Submitted By:</b> Mike Robinson, Chief of Emergency Services |
| <b>Department:</b> Fire Department        | <b>Estimated Date of Completion:</b> 2024                       |
| <b>Asset Name:</b> Annual PPE Replacement | <b>Strategic Priority:</b> People                               |

Table 71: Replacement of Personal Protective Equipment (PPE)

|                               |  |
|-------------------------------|--|
| <b>Project Description:</b>   | Replacement of Personal Protective Equipment (PPE)   |
| <b>Project Justification:</b> | Under National Fire Protection Act 1851 the selection, use, care and maintenance of structural and proximity firefighting 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 72: Project Matrix

| Criteria                       | Assessment<br>(Low, Medium, High) | Comments   |
|--------------------------------|-----------------------------------|--|
| Safety Issues, Risk Management | High                              | Replacement of front line equipment is safety related. |
| Legislative Requirement        | High                              | PPE has a 10-year legislated replacement requirement   |

| Criteria  | Assessment<br>(Low, Medium, High) | Comments   |
|---|-----------------------------------|--|
| 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 the supply of PPE. |
| Growth Related  | Low                               |  |
| Service Enhancements  | Medium                            | New technology, less weight, increased protection for Firefighters.  |

Table 73: Project Capital Budget

| Budget                                    | 2024     |
|---|----------|
| Personal Protective Equipment Replacement | \$26,500 |

Table 74: Project Capital Funding

| Funding                        | 2024     |
|--------------------------------|----------|
| Fire Vehicle/Equipment Reserve | \$26,500 |





# Business Enhancement Requests

## Water Rescue Equipment Replacement

|   |   |
|---|---|
| <b>Project Name:</b> Water Rescue Equipment Replacement | <b>Submitted By:</b> Mike Robinson, Director of Emergency Services/Fire Chief |
| <b>Department:</b> Fire Department                      | <b>Estimated Date of Completion:</b> 2024                                     |
| <b>Asset Name:</b> Water Rescue Equipment Replacement   | <b>Strategic Priority:</b> Community and People                               |

Table 75: Water Rescue Equipment Replacement

|                             |                                       |
|-----------------------------|---------------------------------------|
| <b>Project Description:</b> | Replacement of Water Rescue Equipment |
|-----------------------------|---------------------------------------|

**Project  
Justification:**

In 2022, a Master Fire Plan (MFP) was completed for the Township. Within the MFP, ice/water response was addressed, and a number of considerations were brought forward including funding to support the capital equipment purchases required to provide water/ice response on Rice Lake.

The purpose of this Business Enhancement Request is to provide a detailed breakdown for the capital funding request for the purchase of Ice/Water Rescue Equipment. In September 2023, Staff brought forward report PS-2023-01 Emergency Responses on Rice Lake detailing the recommendations within the MFP and advising Council that the request would be coming forward as part of budget deliberations. At this time, if Council intends to continue to support ice/water rescue on Rice Lake by Township Emergency Services, and in collaboration with Alnwick/Haldimand which is also making a similar budgetary request, capital funding will be required in the areas of Protective Clothing and equipment as detailed below. The intent is to form a joint water rescue team to help share the cost and training requirements needed to fulfill this service. Collaborative discussions have been completed with the Fire Department and they are budgeting to purchase similar equipment. The lifeboat identified (UMA 17 Lifeboat) in the details below is an additional rescue vessel for ice/water rescue and is not intended to replace the current 24 foot Legend Pontoon boat, scheduled to be replaced in 2025.





Table 76: Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|---|---|--|
| Safety Issues, Risk Management  | High                                    | Replacement of specialized equipment is safety related.  |
| Legislative Requirement   | High                                    | Water/ice equipment 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 the supply of equipment. |
| Service Enhancements  | Medium                                  | New technology, less weight, increased protection for firefighters.  |

Table 77: Project Capital Budget and Funding

| Budget  | 2024      |
|---|-----------|
| <b>Cost</b> - Replacement of Water Rescue Equipment | \$100,000 |
| <b>Funding</b> - Fire Vehicle/Equipment Reserve     | \$100,000 |

Table 78: Water Rescue Equipment Products and Costs

| Description  |  | Quantity | Unit Price | Extended Price |
|--|--|----------|------------|----------------|
| NRS Dry Suits complete polar fleece, gloves and boots                                  |   | 6        | \$1,700    | \$10,200       |
| Petzl Helmets  |   | 6        | \$150      | \$900          |
| Salus Technical Vest   |   | 12       | \$350      | \$4,200        |
| Ice Commander Suit   |  | 6        | \$1,250    | \$7,500        |
| Rope Bag (400') ½" complete with bag   |  | 6        | \$750      | \$4,500        |
| Ice Awls   |  | 6        | \$50       | \$300          |
| Ice Commander Suit   |  | 6        | \$1,250    | \$7,500        |
| UMA 17 Lifeboat – approved by Transport Canada – see product sheet on page 173 and 174 |  | 1        | \$55,000   | \$55,000       |

# UMA17 PRODUCT SHEET

The UMA 17 is the lifeboat to adopt for quick and safe rescues in winter conditions.

Made in Canada, the UMA 17 is the only lifeboat approved by Transport Canada.

## Key Features

1. Under icy and free water conditions, go straight to the victim to provide the quickest intervention time
2. Very light boat that is very easy to maneuver in free water and all ice conditions
3. Very quick to put in water, no ramp required
4. Safe in choppy water and unsinkable with the crew onboard
5. Perfectly mix the quick intervention, with versatility, lightness, robustness, and safety
6. Installation and maintenance cost lower than any other rescue boat
7. Patented hull design
8. Epoxy construction reinforced with flexible and unbreakable Kevlar/carbon fibers for stiffness and lighter weight
9. Vacuum manufacturing using cutting-edge aeronautics technology
10. Many options available for accessories
11. Can be used all year long





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# APPROVED BY TRANSPORT CANADA

## Technical Specifications

### A - BOAT

Length: 5.18 m (17 ft)  
Width: 1.83 m (6 ft)  
Depth: .71 m (2 ft – 4 in)  
Capacity: 5 persons (4 crew staff)  
Propulsion: outboard motor, scooter\* and oars  
Empty weight: 295 lbs  
Warranty: 1 year on parts and workmanship

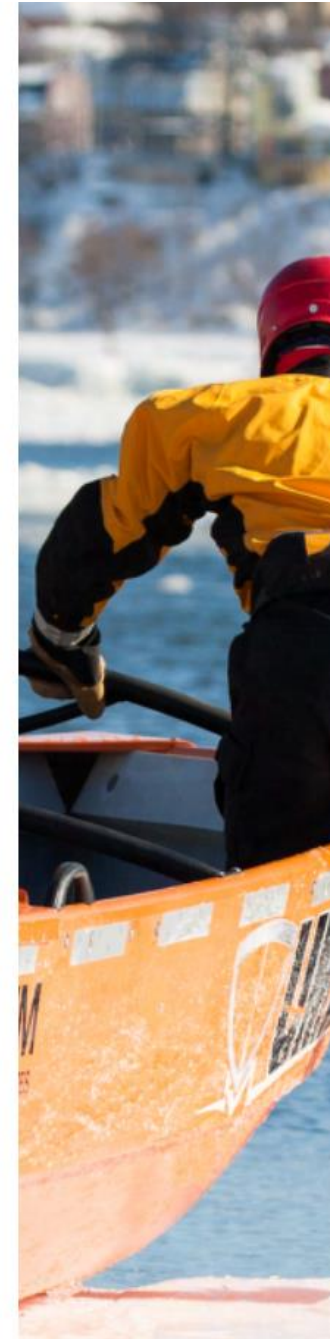
\*Scooter: safe and efficient ice pushing method  
using crampons

### B - ENGINE

Yamaha 4-stroke F25, 25HP

## Actual Customers

Montreal city (Fire Service and Police):  
more than 8 boats in service  
Longueuil  
Sherbrooke  
Drummondville  
Shawinigan  
And more



# Business Enhancement Requests

## Building HVAC Replacement

|  |   |
|--|---|
| <b>Project Name:</b> Building HVAC Replacement | <b>Submitted By:</b> Mike Robinson, Chief of Emergency Services |
| <b>Department:</b> Fire Department             | <b>Estimated Date of Completion:</b> 2024                       |
| <b>Asset Name:</b> Station #2 Baltimore HVAC   | <b>Strategic Priority:</b> Environment                          |

Table 79: Replacement of HVAC Equipment Station #2 Baltimore

|                               |   |
|-------------------------------|---|
| <b>Project Description:</b>   | Replacement of HVAC Equipment Station #2 Baltimore  |
| <b>Project Justification:</b> | When Station #2 Baltimore was constructed in 1987, infrared tube heating was installed for 3 truck bays at the time of construction. In 2001, an additional bay was added to the station and the heating system was extended. This heating system has surpassed its service life and needs replacement. |

Table 80: Project Matrix

| Criteria  | Assessment<br>(Low, Medium, High) | Comments   |
|---|-----------------------------------|--|
| Safety Issues, Risk Management  | Medium                            | Heating system in the bays is over 35 years old. Serviceability and function are past end of life. |
| Legislative Requirement   | Low                               |  |
| Operational Saving, Short Payback   | Medium                            | A new heating system will be more efficient and will provide operational savings of heating fuel.  |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | High                              | The heating system is well beyond its life cycle and delaying replacement could lead to failure.   |
| Service Enhancements  | Medium                            | A new system will reduce greenhouse gases and increase efficiency.                                 |

Table 81: Project Capital Budget and Funding

| Budget  | 2024     |
|---|----------|
| <b>Cost</b> - HVAC System                       | \$50,000 |
| <b>Funding</b> - Fire Vehicle/Equipment Reserve | \$50,000 |

# Business Enhancement Requests

## 2024 Construction Program

|  |   |
|--|---|
| <b>Project Name:</b> 2024 Construction Program | <b>Submitted By:</b> Lucas Kelly, Manager of Public Works |
| <b>Department:</b> Public Works                | <b>Estimated Date of Completion:</b> Fall 2024            |
| <b>Asset Name:</b> Capital Works Program       | <b>Strategic Priority:</b> Development                    |

Table 82: Construction Program Description and Justification

|                               |   |
|-------------------------------|---|
| <b>Project Description:</b>   | 2024 Construction Program   |
| <b>Project Justification:</b> | Various roads in the Township require construction part of ongoing regular maintenance.<br><br>See Table 83: Proposed Surface Treatment Program;<br><br>Table 84: Proposed Hot Mix Paving Program; and<br><br>Table 85: Contribution to Reserves. |

Table 83: Proposed Surface Treatment Program

| Road and Location  | Road Condition Rating as per 2019 RNS (out of 100) | Budget     |
|--|--|------------|
| Crossen Road – Racetrack Road to CTY RD 15 (pulverize and double surface treatment) (minus the work completed in 2023) | 68   | \$200,000  |
| Garland Road – CTY RD 74 to the end (pulverize and double surface treatment)   | 58   | \$105,000* |
| Lime Kiln Trail – CTY RD 45 to the end (pulverize and double surface treatment)  | 54   | \$15,000   |
| Dejong Road – Wallace Jibb Road to Minifie Road (base repairs with overlay)  | 80   | \$38,000   |
| Williamson Road – CTY RD 74 to Jibb Road (base repairs with overlay)   | 87   | \$82,000   |
| Meyers Road South – Community Centre Road to CTY RD 45 (overlay)   | 71   | \$50,000   |



| Road and Location  | Road Condition Rating as per 2019 RNS (out of 100) | Budget   |
|--|--|----------|
| McMann Road – Meyers Road to the end (overlay)                             | 53   | \$10,000 |
| Ball Road – Cornish Hollow Road to Ferguson Road (overlay)                 | 89   | \$21,000 |
| McKinlay / Tinney / Linton Road – Beaver Meadow Road to CTY RD 9 (overlay) | 78   | \$60,000 |
| Lander Road – CTY RD 9 to CTY RD 18 (overlay)                              | 75   | \$70,000 |
| Wallace Jibb Road – CTY RD 18 to Dejong Road                               | 87   | \$42,000 |

*\*Development Charge funded partially*

Table 84: Proposed Hot Mix Paving Program

| Road and Location                             | Road Condition Rating as per RNS (out of 100) | Budget     |
|---|---|------------|
| Racetrack Road – CTY RD 15 to Crossen Road    | 67  | \$384,000  |
| Ridge Road – Mill Street to the end           | 49  | \$74,000   |
| Chapel Street – Lake Street to Boulton Street | 51  | \$90,000   |
| Hircock Road – Pine Tree Court to Nagle Road  | 37  | \$650,000* |

\* - Development Charge Funded fully

Table 85: Contribution to Reserves

| Road and Location                         | Budget    | Reserve           |
|---|-----------|-------------------|
| Mill and Oak Street Reconstruction Year 1 | \$360,000 | Road Reserve      |
| Bridge/Culvert                            | \$250,000 | Structure Reserve |

Staff recently review and created a long-term plan for Bridge and Structure Replacement. Staff have created a forecast for the next 10 years. To maintain the budget, staff have reduced the road reconstruction program by \$250,000 and moved these funds to a Bridge and Culvert Reserve, this results in less roads being repaired and maintained which will impact our future needs.

Table 86: Construction Program Project Matrix

| Criteria                             | Assessment<br>(Low,<br>Medium,<br>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,<br>Short Payback | Medium                                  | Completing these roads will reduce staff hours and the purchase of cold patch.              |

| Criteria   | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|--|---|--|
| Routine Replacement,<br>Asset beyond lifecycle,<br>Impact of delaying<br>replacement | Medium                                  | To continue with replacing and reconstructing assets based on road patrol, resident inquiries, and the road needs study. |
| Growth Related   | Low                                     | To maintain the road network and to ensure that as growth continues, the roads are reconstructed.                        |
| Service Enhancements   | Low                                     | To maintain a level of service to the residents and the traveling public.  |

Table 87: Capital Project Funding

| Cost            | 2024        |
|-----------------|-------------|
| Contracted Cost | \$2,501,000 |

Table 88: Capital Project Funding

| Funding                               | 2024      |
|---------------------------------------|-----------|
| Taxation                              | \$766,885 |
| Canada Community Building Fund        | \$347,696 |
| Ontario Community Infrastructure Fund | \$652,419 |
| Development Charges                   | \$734,000 |

# Business Enhancement Requests

## Stormwater Network Assessment phase 1

|  |   |
|--|---|
| <b>Project Name:</b> Stormwater Network Assessment phase 1 | <b>Submitted By:</b> Lucas Kelly, Manager of Public Works |
| <b>Department:</b> Public Works                            | <b>Estimated Date of Completion:</b> Fall 2024            |
| <b>Asset Name:</b> Not Applicable                          | <b>Strategic Priority:</b> Development                    |

Table 89: Project Description and Justification

|                               |   |
|-------------------------------|---|
| <b>Project Description:</b>   | Stormwater Network Assessment phase 1   |
| <b>Project Justification:</b> | <p>A stormwater network assessment will determine, location, size and condition. As we continue to work on the Asset Management plan, we are using only age to determine the condition rating of the stormwater network. We will be conducting this assessment using, but not limited to, Vacuum trucks, water pressure flushing and Closed-circuit television (CCTV) to determine actual condition.</p> <p>We will review the Asset Management plan to determine if there is any gaps in the data and we will start with the assessment in that location. This is a new study and we believe that this will be a multi year assessment, which will need to be budget annually.</p> |



Table 90: Program Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|---|---|--|
| Safety Issues, Risk Management  | Medium                                  | To provide an overall update to the condition of the stormwater network.   |
| Operational Saving, Short Payback   | Low                                     | Completing this study will determine what repairs / replacement will need to be completed in the future. It will also allow for an accurate condition assessment, which may increase its service life. |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | Medium                                  | This study will allow staff to have any accurate information on the condition of the stormwater network and creating an accurate replacement plan.   |
| Growth Related  | Low                                     | As we continue to see growth, we see additional stormwater being collected in the system.  |

| Criteria             | Assessment<br>(Low,<br>Medium,<br>High) | Comments  |
|----------------------|---|---|
| Service Enhancements | Medium                                  | This study will be a guideline to determine what stormwater network to be replaced and/or repaired in the future. |

Table 91: 2024 Project Capital Project Costing

| Cost                          | 2024     |
|-------------------------------|----------|
| Stormwater Network Assessment | \$38,064 |

Table 92: Project Capital Project Funding

| Funding  | 2024     |
|----------|----------|
| Taxation | \$38,064 |

# Business Enhancement Requests

## 2024 Guardrail Program

|   |   |
|---|---|
| <b>Project Name:</b> 2024 Guardrail Program | <b>Submitted By:</b> Lucas Kelly, Manager of Public Works |
| <b>Department:</b> Public Works             | <b>Estimated Date of Completion:</b> Fall 2024            |
| <b>Asset Name:</b> Not Applicable           | <b>Strategic Priority:</b> Development                    |

Table 93: Project Description and Justification

|                               |  |
|-------------------------------|--|
| <b>Project Description:</b>   | 2024 Guardrail Program   |
| <b>Project Justification:</b> | <p>A guardrail is a system designed to guide vehicles back to the roadway and away from potentially hazardous situations. There is no legal distinction between a guiderail and a guardrail. Several types of roadway guiderails 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 2024 Guardrail 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</p> |

|  |  |
|--|--|
|  | along the guardrail and away from the obstacle. Locations will be determined at a later date once winter season has come to an end and inspections for any significant damages is completed. If no significant repairs are needed, then staff will determine areas for installation. |
|--|--|

Table 94: Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>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.  |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | Medium                                  | Routine maintenance of guardrail. Replacing damage or deteriorating guardrails in various locations.                                |

Table 95: Project Capital Project Costing

| Cost              | 2024     |
|-------------------|----------|
| Guardrail Program | \$55,000 |

Table 96: Project Capital Project Funding

| Funding  | 2024     |
|----------|----------|
| Taxation | \$55,000 |

# Business Enhancement Requests

## Road Needs Study

|                                       |   |
|---------------------------------------|---|
| <b>Project Name:</b> Road Needs Study | <b>Submitted By:</b> Lucas Kelly, Manager of Public Works |
| <b>Department:</b> Public Works       | <b>Estimated Date of Completion:</b> Summer 2024          |
|                                       | <b>Strategic Priority:</b> Development                    |

Table 97: Project Description and Justification

|                               |   |
|-------------------------------|---|
| <b>Project Description:</b>   | Update to the Road Needs Study  |
| <b>Project Justification:</b> | <p>Our current Road Needs Study was completed in 2019 and it is typically updated every 5 years.</p> <p>The purpose of a Road Needs Study is to provide an overview of the overall condition of the road system and to provide Council with a working tool when budgeting and determining what transportation work to do, and guidance on timing. The study provides a rating of the general condition of the road system by road section, including such factors as: structural adequacy, drainage and surface condition. At the time of considering whether to bring a project forward for construction, further detailed review, investigation, and design will be required to address the specific requirements of the project.</p> |



Table 98: Project Matrix

| Criteria  | Assessment<br>(Low, Medium, High) | Comments   |
|---|-----------------------------------|--|
| Safety Issues, Risk Management  | Medium                            | To provide an overall update to the Road Needs Study and management the overall Road Network.  |
| Operational Saving, Short Payback   | Low                               | Updating this study will allow Staff, Council and the public to see financial responsibilities for the future.   |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | Low                               | This study will allow staff to update the forecast and asset management to plan for the future.  |
| Growth Related  | High                              | As the Township continues to grow, we see higher volumes of traffic, increased speeds, etc. With more traffic, roads will deteriorate quicker with a shorter service life. |

| Criteria             | Assessment<br>(Low, Medium,<br>High) | Comments  |
|----------------------|--------------------------------------|---|
| Service Enhancements | Medium                               | This study will be a guideline to determine which roads should be considered in the future. |

Table 99: Project Capital Budget

| Budget     | 2024     |
|------------|----------|
| Contracted | \$30,000 |

Table 100: Project Capital Funding

| Funding                  | 2024     |
|--------------------------|----------|
| Road Needs Study Reserve | \$30,000 |

# Business Enhancement Requests

## Baltimore Ball Diamond Fencing

|   |  |
|---|--|
| <b>Project Name:</b> Ball Diamond Fencing | <b>Submitted By:</b> Trevor Clapperton, Manager Parks & Facilities |
| <b>Department:</b> Parks and Facilities   | <b>Estimated Date of Completion:</b> June 2024                     |
| <b>Asset Name:</b> Ball Diamond           | <b>Strategic Priority:</b> Development                             |

Table 101: Project Description and Justification

|                             |  |
|-----------------------------|--|
| <b>Project Description:</b> | Replace ball diamond outfield fencing for ball diamond #2 at the Baltimore Recreation Centre |
|-----------------------------|--|

**Project Justification:**

There are currently 4 ball diamonds located at the Baltimore Recreation Centre. These diamonds were constructed in phases going back to the 70's and 80's. Currently diamonds #1 and #4 have good commercial grade fencing around the diamonds. Diamond #2 has commercial grade fence along the outfield however, the 1st and 3rd base lines of diamond #2 and the entire fence of diamond #3 was constructed with a smaller residential grade fence. Over the years this section of fence has deteriorated from the general play of players running into the fence, causing the posts and top bar to bend and, at some areas break.

Staff continue to make repairs regularly to this fence, however, the fence appears to be coming apart on a more regular base, causing concern for the safety of the ball players with post not being fastened and protruding towards players.

This project would be done in phases. 440 feet of diamond #2 would be completed in 2024 and 900 feet of the entire fence of diamond #3 would be completed in 2025.

Table 102: Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|---|---|--|
| Safety Issues, Risk Management  | High                                    | With 5 regular leagues and several tournaments using these diamonds, the condition of this fence is a very high safety concern for players and the public using the ball diamonds. |
| Operational Saving, Short Payback   | High                                    | Staff spend several hours per year repairing the current fence and are running into issues with the purchase of the proper fittings to fit the current fence.                      |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | High                                    | This fence is approximately 35 -40 years old and is far beyond its life expectancy.  |
| Service Enhancements  | Medium                                  | With the regular ball leagues and tournament that start in May and operate through until late October, the new fencing is important to   |

| Criteria | Assessment<br>(Low,<br>Medium,<br>High) | Comments  |
|----------|---|---|
|          |   | continue to grow ball leagues and tournaments at the Baltimore Recreation Centre. |

Table 103: Project Capital Budget

| Budget             | 2024     |
|--------------------|----------|
| Installation Fence | \$25,000 |

Table 104: Project Capital Funding

| Funding               | 2024     |
|-----------------------|----------|
| Park Facility Reserve | \$25,000 |

# Business Enhancement Requests

## Pick up Truck with Dump Box

|  |  |
|--|--|
| <b>Project Name:</b> Pick up Truck with Dump Box | <b>Submitted By:</b> Trevor Clapperton, Manager Parks & Facilities |
| <b>Department:</b> Parks and Facilities          | <b>Estimated Date of Completion:</b> April 2024                    |
| <b>Asset Name:</b> Pick up Truck with Dump Box   | <b>Strategic Priority:</b> Development                             |

Table 105: Project Description and Justification

|                             |  |
|-----------------------------|--|
| <b>Project Description:</b> | Purchase a new ¾ ton 4x4 pick up truck with a snow plow and dump box |
|-----------------------------|--|



**Project****Justification:**

The Parks and Facilities Department currently has use of three pick up trucks. One truck is located at the Baltimore Recreation Centre, one at the Bewdley Community Centre and the other truck is used by the Parks and Facilities Manager. The truck that is located at the Bewdley CC is a ¾ ton pick up with a snow plow on it. This truck is provided by the Public Works Department during the winter months.

During the summer months, the pick up truck in Bewdley is returned to Public Works and they provide the Parks in Bewdley with a 1 ton dump truck. This 1 ton dump truck is used for pulling the trailer with the lawnmowers and picking up garbage and cleaning weeds from the Harwood beach.

There is concern with the small dump truck pulling the trailer with the lawnmowers as the trailer is not visible by the driver and causes a safety concern for students while driving.

The purchase of a new ¾ ton pick up truck with a small insert dump box in the back will provide the necessary tools for both pulling lawnmowers on the trailer and having the ability to dump weeds from the Harwood beach.

With this new truck, the Parks and Facilities Department would no longer have to borrow or trade trucks with the Public Works Department and one truck would remain at the Bewdley Community Centre for the entire year.

Table 106: Project Matrix

| Criteria  | Assessment<br>(Low, Medium, High) | Comments  |
|---|-----------------------------------|---|
| Safety Issues, Risk Management  | High                              | There is a concern with summer students driving a larger 1 ton pick up truck while pulling a lawnmower for cutting grass during the summer.   |
| Legislative Requirement   | Medium                            | The current weight of the 1 ton truck and trailer combination with the lawnmower on is very close to the limited gross weight required to pull the trailer without a “D” class license.   |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | Medium                            | Truck #20-08 that is currently used in Baltimore is coming into the end of its lifecycle and due to be replaced. This new truck would replace #20-08 and truck #20-02 that is currently in Bewdley would be moved to Baltimore. |

Table 107: Project Capital Budget

| Budget         | 2024     |
|----------------|----------|
| Truck purchase | \$80,000 |

Table 108: Project Capital Funding

| Funding                        | 2024     |
|--------------------------------|----------|
| arks Vehicle/Equipment Reserve | \$80,000 |

# Business Enhancement Requests

## Old Camborne School House Exterior Paint

|   |  |
|---|--|
| <b>Project Name:</b> Old Camborne School House Painting | <b>Submitted By:</b> Trevor Clapperton, Manager Parks & Facilities |
| <b>Department:</b> Parks and Facilities                 | <b>Estimated Date of Completion:</b> July 2024                     |
| <b>Asset Name:</b> Old Camborne School House            | <b>Strategic Priority:</b> Development                             |

Table 109: Project Description and Justification

|                               |  |
|-------------------------------|--|
| <b>Project Description:</b>   | Painting the exterior of the Old Camborne School House   |
| <b>Project Justification:</b> | <p>The Old Camborne School House is designated as a heritage building in the Township. This building was constructed in 1895 as a one room schoolhouse. In 1995, the building was renovated and designated as a heritage building.</p> <p>The exterior of the building is a wood siding and currently the paint is starting to peel from the siding. In order to maintain the integrity and historic value of the building, the siding needs to be scraped and painted to the existing colour of the building.</p> |

Table 110: Project Matrix

| Criteria   | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|--|---|--|
| Operational Saving,<br>Short Payback   | High                                    | With the existing paint already starting to peel, it is important to ensure the building is repainted prior to the wood starting to rot. |
| Routine Replacement,<br>Asset beyond lifecycle,<br>Impact of delaying<br>replacement | High                                    | The building was previously painted in 1995, making the current paint 28 years old and requires to be repainted.                         |

Table 111: Project Capital Budget

| Budget            | 2024     |
|-------------------|----------|
| Exterior Painting | \$15,000 |

Table 112: Project Capital Funding

| Funding                | 2024     |
|------------------------|----------|
| Parks Facility Reserve | \$15,000 |

# Business Enhancement Requests

## IT Hardware Replacement

|  |   |
|--|---|
| <b>Project Name:</b> IT Hardware Replacement | <b>Submitted By:</b> Nusrat Ahmed, Director of Financial Services/Treasurer |
| <b>Department:</b> General Government        | <b>Estimated Date of Completion:</b> 2024                                   |
| <b>Asset Name:</b> Various                   | <b>Strategic Priority:</b> Effective Governance                             |

Table 113: Description and Justification

|                               |  |
|-------------------------------|--|
| <b>Project Description:</b>   | IT Hardware Replacement  |
| <b>Project Justification:</b> | This project is part of Township equipment lifecycle management. |

Table 114: Project Matrix

| Criteria                       | Assessment<br>(Low,<br>Medium,<br>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. |



| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments  |
|---|---|---|
| Operational Saving, Short Payback   | High                                    | Replacing equipment as per its lifecycle helps the Township avoid significant maintenance cost. |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | High                                    | This project is part of Township equipment lifecycle management.                                |
| Service Enhancements  | High                                    | As equipment ages, it tends to become more inefficient.   |

Table 115: Capital Costing

| Cost              | 2024            |
|-------------------|-----------------|
| IT Projects       | \$20,000        |
| <b>Total Cost</b> | <b>\$20,000</b> |

Table 116: Capital Project Funding

| Funding      | 2024            |
|--------------|-----------------|
| IT Reserve   | \$20,000        |
| <b>Total</b> | <b>\$20,000</b> |

# Business Enhancement Requests

## IT Server Replacement

|  |   |
|--|---|
| <b>Project Name:</b> IT Server Replacement | <b>Submitted By:</b> Nusrat Ahmed, Director of Financial Services/Treasurer |
| <b>Department:</b> General Government      | <b>Estimated Date of Completion:</b> 2024                                   |
| <b>Asset Name:</b> Server                  | <b>Strategic Priority:</b> <a href="#">Effective Governance</a>             |

Table 117: Description and Justification

|                               |  |
|-------------------------------|--|
| <b>Project Description:</b>   | IT Server Replacement  |
| <b>Project Justification:</b> | This project is part of Township equipment lifecycle management. |

Table 118: Project Matrix

| Criteria  | Assessment<br>(Low,<br>Medium,<br>High) | Comments  |
|---|---|---|
| Safety Issues, Risk Management  | High                                    | Replacing IT server is not only about staying technologically current but also a strategic move to ensure the safety and risk management of critical data, infrastructure, and services. It reduces the vulnerability of the Township to data loss, security breaches, and system failures, enhancing overall operational safety and risk management.           |
| Operational Saving, Short Payback   | High                                    | Replacing IT servers offers a range of benefits that result in operational savings and a relatively short payback period. These benefits include: lower maintenance costs, enhanced security, and improved disaster recovery capabilities. Making the right server investment can lead to both short-term and long-term financial advantages for organizations. |
| Routine Replacement, Asset beyond lifecycle, Impact of delaying replacement | High                                    | This project is part of Township equipment lifecycle management.  |

| Criteria             | Assessment<br>(Low,<br>Medium,<br>High) | Comments   |
|----------------------|---|--|
| Service Enhancements | High                                    | As equipment ages it tends to become more inefficient. |

Table 119: Capital Costing

| Cost              | 2024            |
|-------------------|-----------------|
| IT Projects       | \$30,000        |
| <b>Total Cost</b> | <b>\$30,000</b> |

Table 120: Capital Project Funding

| Funding      | 2024            |
|--------------|-----------------|
| IT Reserve   | \$30,000        |
| <b>Total</b> | <b>\$30,000</b> |

# 2024 Budget

**A plan for today and  
tomorrow**

## Capital Forecast

# Ten-Year Capital Forecast

Having a list of capital projects over the next ten years is important for several reasons:

- provides a clear roadmap for an organization's long-term infrastructure need. This helps in efficient resource allocation and budget planning;
- aids in prioritizing projects based on their strategic importance and potential impact, ensuring that limited resources are directed towards the most critical initiatives; and
- enhances transparency and accountability, allowing stakeholders to track progress and make informed decisions.

A list of capital projects over the next ten years is a vital tool for strategic planning, resource management and sustainable growth.



# Fire Vehicle and Equipment Forecast

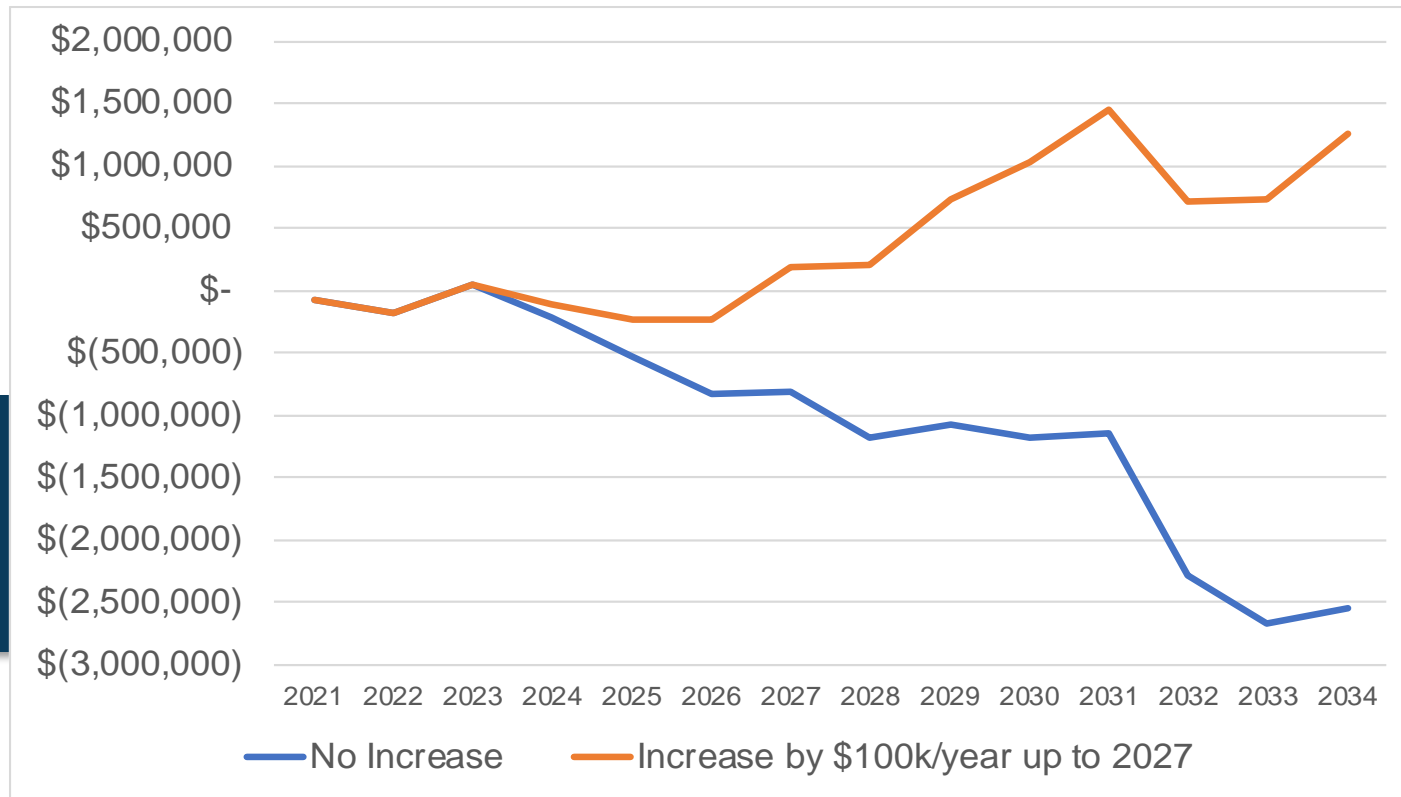


Figure 37: 2021 – 2034 Fire Equipment & Vehicle Reserve

Table 121: Fire Equipment &amp; Vehicle Forecast (2025 to 2028)

| Item   | Year | Unit Number | Service Span     | 2024<br>Draft Budget | 2025<br>Forecast  | 2026<br>Forecast  | 2027<br>Forecast  | 2028<br>Forecast  |
|--|------|-------------|------------------|----------------------|-------------------|-------------------|-------------------|-------------------|
| Rescue   | 2005 | 594         | 20-25yrs         |                      |                   | \$ 350,000        |                   |                   |
| ESU 3/4 T  | 2010 | 591         | 12-15yrs         |                      |                   |                   |                   |                   |
| ESU 3/4T   | 2008 | 598         | 12-15yrs         |                      |                   |                   |                   |                   |
| ESU 3/4 T  | 2005 | 593         | 12-15yrs         |                      |                   |                   |                   |                   |
| ESU  | 2018 | 599         | 4-5yrs           |                      | \$ 90,000         |                   |                   |                   |
| ESU  | 2020 | 590         | 4-5yrs           |                      |                   |                   | \$ 90,000         |                   |
| Mini Rescue  | 2021 | 592         | 20-25yrs         |                      |                   |                   |                   |                   |
| Mini Pumper  | 2013 | 571         | 15-20yrs         |                      |                   |                   |                   |                   |
| Pumper   | 1998 | 570         | 20-25yrs         |                      |                   |                   |                   |                   |
| Pumper/Rescue  | 2019 | 572         | 15-20yrs         |                      |                   |                   |                   |                   |
| Pumper/Tanker  | 2023 | 581         | 20-25yrs         |                      |                   |                   |                   |                   |
| Pumper/Tanker  | 2018 | 583         | 20-25yrs         |                      |                   |                   |                   |                   |
| Tanker   | 2012 | 580         | 25               |                      |                   |                   |                   |                   |
| Tanker   | 2007 | 582         | 25               |                      |                   |                   |                   |                   |
| Watercraft   | 2008 | 595         | 15-20yrs         |                      | \$ 125,000        |                   |                   |                   |
| ATV  | 2010 | 596         | 15-20yrs         |                      |                   | \$ 25,000         |                   |                   |
| Trailer  | 2010 |             | 15-20yrs         |                      |                   |                   |                   |                   |
| Water Rescue   | 2024 |             | 10 years         | \$ 100,000           | \$ 10,000         | \$ 10,000         | \$ 10,000         | \$ 10,000         |
| Extrication Equipment                                |      |             | 15 yrs (3 sets)  |                      | \$ 100,000        |                   |                   |                   |
| Self Contained Breathing Apparatus                   | 2014 |             | 15yrs            |                      |                   |                   |                   | \$ 500,000        |
| Personal Protective Equipment Replacement            |      |             | 10 yrs (60 sets) | \$ 26,500            | \$ 28,000         | \$ 29,500         | \$ 31,000         | \$ 31,000         |
| Replacement of HVAC Equipment Station #2 Baltimore   | 2001 |             |                  | \$ 50,000            |                   |                   |                   |                   |
| <b>Total</b>   |      |             |                  | <b>\$ 176,500</b>    | <b>\$ 353,000</b> | <b>\$ 414,500</b> | <b>\$ 131,000</b> | <b>\$ 541,000</b> |
| <i>Prior Year's Projection</i>                       |      |             |                  | \$ 26,500            | \$ 28,000         | \$ 169,500        | \$ 121,000        | \$ 156,000        |
| <b><i>Difference from 2023 Projection</i></b>        |      |             |                  | <b>\$ 150,000</b>    | <b>\$ 325,000</b> | <b>\$ 245,000</b> | <b>\$ 10,000</b>  | <b>\$ 385,000</b> |
| <b>Fire Equipment and Vehicle Reserve</b>            |      |             |                  |                      |                   |                   |                   |                   |
| Requirements from Fire Equipment and Vehicle Reserve |      |             |                  | 126,500              | 353,000           | 414,500           | 131,000           | 541,000           |
| Transfer to Fire Equipment and Vehicle Reserve       |      |             |                  | (125,000)            | (225,000)         | (417,100)         | (560,000)         | (560,000)         |
| Transfer to General Reserve as per (PS 2022-05)      |      |             |                  | (135,000)            | (135,000)         | (42,900)          |                   |                   |
| <b>Reserve Balance</b>                               |      |             |                  | <b>107,616</b>       | <b>235,616</b>    | <b>233,016</b>    | <b>(195,984)</b>  | <b>(214,984)</b>  |

Table 122: Fire Equipment &amp; Vehicle Forecast (2029 to 2034)

| Item   | Year | Unit Number | Service Span     | 2029 Forecast    | 2030 Forecast      | 2031 Forecast      | 2032 Forecast       | 2033 Forecast     | 2034 Forecast      |
|--|------|-------------|------------------|------------------|--------------------|--------------------|---------------------|-------------------|--------------------|
| Rescue   | 2005 | 594         | 20-25yrs         |                  |                    |                    |                     |                   |                    |
| ESU 3/4 T  | 2010 | 591         | 12-15yrs         |                  |                    |                    |                     |                   |                    |
| ESU 3/4T   | 2008 | 598         | 12-15yrs         |                  |                    |                    |                     |                   |                    |
| ESU 3/4 T  | 2005 | 593         | 12-15yrs         |                  |                    |                    |                     |                   |                    |
| ESU  | 2018 | 599         | 4-5yrs           |                  | \$ 100,000         |                    |                     |                   |                    |
| ESU  | 2020 | 590         | 4-5yrs           |                  |                    | \$ 100,000         |                     |                   |                    |
| Mini Rescue  | 2021 | 592         | 20-25yrs         |                  |                    |                    |                     |                   |                    |
| Mini Pumper  | 2013 | 571         | 15-20yrs         |                  |                    |                    |                     | \$ 500,000        |                    |
| Pumper   | 1998 | 570         | 20-25yrs         |                  |                    |                    |                     |                   |                    |
| Pumper/Rescue  | 2019 | 572         | 15-20yrs         |                  |                    |                    |                     |                   |                    |
| Pumper/Tanker  | 2023 | 581         | 20-25yrs         |                  |                    |                    |                     |                   |                    |
| Pumper/Tanker  | 2018 | 583         | 20-25yrs         |                  |                    |                    |                     |                   |                    |
| Tanker   | 2012 | 580         | 25               |                  |                    |                    | \$ 1,250,000        |                   |                    |
| Tanker   | 2007 | 582         | 25               |                  |                    |                    |                     |                   |                    |
| Watercraft   | 2008 | 595         | 15-20yrs         |                  |                    |                    |                     |                   |                    |
| ATV  | 2010 | 596         | 15-20yrs         |                  |                    |                    |                     |                   |                    |
| Trailer  | 2010 |             | 15-20yrs         |                  | \$ 25,000          |                    |                     |                   |                    |
| Water Rescue   | 2024 |             | 10 years         | \$ 10,000        | \$ 10,000          | \$ 10,000          | \$ 10,000           | \$ 10,000         | \$ 10,000          |
| Extrication Equipment                                |      |             | 15 yrs (3 sets)  |                  | \$ 100,000         |                    |                     |                   |                    |
| Self Contained Breathing Apparatus                   | 2014 |             | 15yrs            |                  |                    |                    |                     |                   |                    |
| Personal Protective Equipment Replacement            |      |             | 10 yrs (60 sets) | \$ 31,000        | \$ 31,000          | \$ 31,000          | \$ 31,000           | \$ 31,000         | \$ 31,000          |
| Replacement of HVAC Equipment Station #2 Baltimore   | 2001 |             |                  |                  |                    |                    |                     |                   |                    |
| <b>Total</b>   |      |             |                  | <b>\$ 41,000</b> | <b>\$ 266,000</b>  | <b>\$ 141,000</b>  | <b>\$ 1,291,000</b> | <b>\$ 541,000</b> | <b>\$ 41,000</b>   |
| <i>Prior Year's Projection</i>                       |      |             |                  | \$ 481,000       | \$ 31,000          | \$ 31,000          | \$ 1,281,000        | \$ 131,000        | \$ 131,000         |
| <b><i>Difference from 2023 Projection</i></b>        |      |             |                  | <b>(440,000)</b> | <b>\$ 235,000</b>  | <b>\$ 110,000</b>  | <b>\$ 10,000</b>    | <b>\$ 410,000</b> | <b>(90,000)</b>    |
| <b>Fire Equipment and Vehicle Reserve</b>            |      |             |                  |                  |                    |                    |                     |                   |                    |
| Requirements from Fire Equipment and Vehicle Reserve |      |             |                  | 41,000           | 266,000            | 141,000            | 1,291,000           | 541,000           | 41,000             |
| Transfer to Fire Equipment and Vehicle Reserve       |      |             |                  | (560,000)        | (560,000)          | (560,000)          | (560,000)           | (560,000)         | (560,000)          |
| Transfer to General Reserve as per (PS 2022-05)      |      |             |                  |                  |                    |                    |                     |                   |                    |
| <b>Reserve Balance</b>                               |      |             |                  | <b>(733,984)</b> | <b>(1,027,984)</b> | <b>(1,446,984)</b> | <b>(715,984)</b>    | <b>(734,984)</b>  | <b>(1,253,984)</b> |

## Road Vehicle and Equipment Forecast

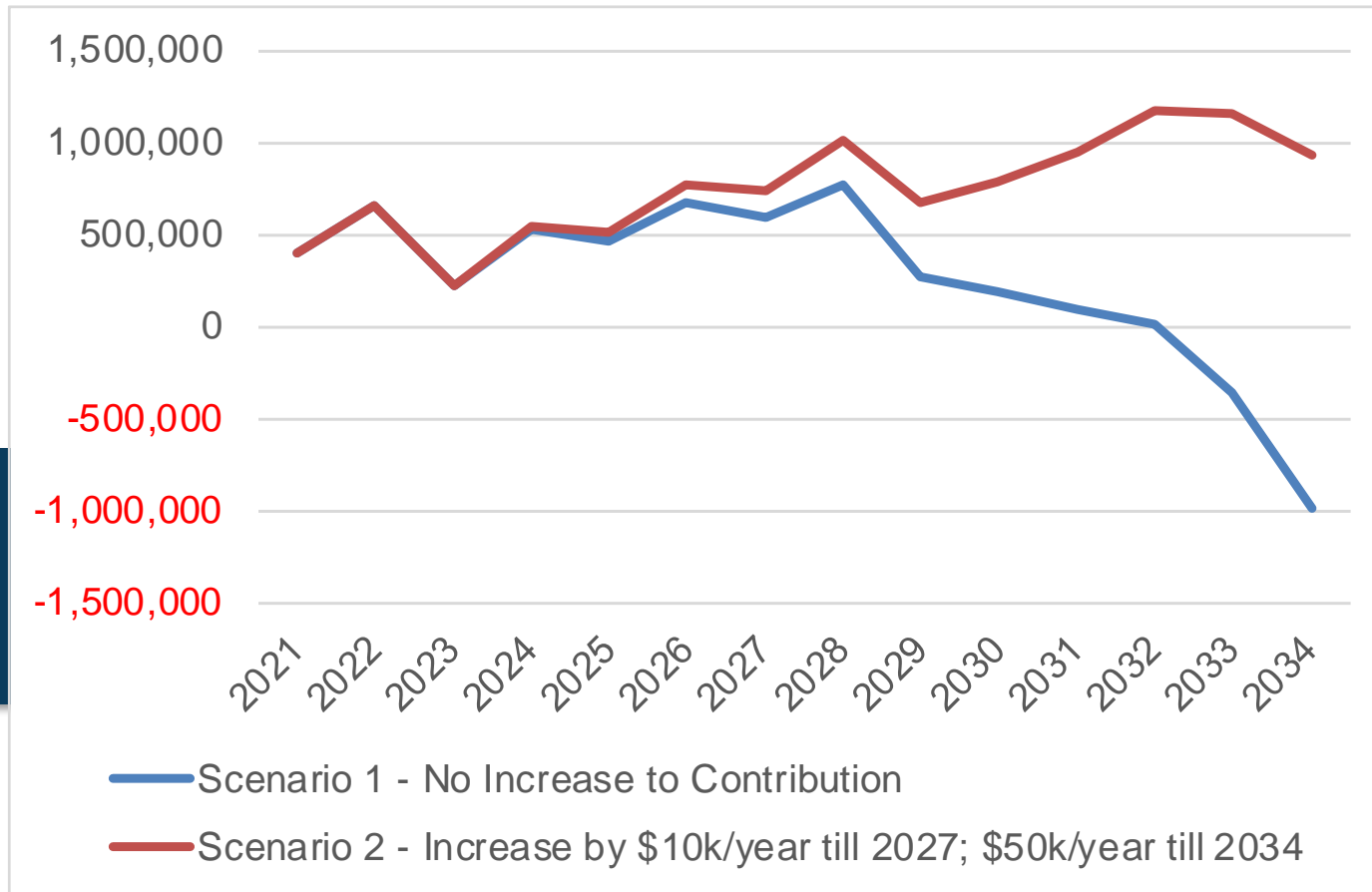


Figure 38: 2021 -2034 Road Vehicle and Equipment Reserve

Table 123: Roads Vehicle &amp; Equipment Forecast (2025 to 2026)

| Item   | MACHINE NUMBER | PURCHASED | Location           | 2024 Draft Budget   | 2025 Forecast       | 2026 Forecast       |
|--|----------------|-----------|--------------------|---------------------|---------------------|---------------------|
| <b>Equipment</b>   |                |           |                    |                     |                     |                     |
| Champion Grader 740  | 20-11          | 1994      | P&W                | -                   | -                   | -                   |
| Roller for grader  |                | 2008      | P&W                | -                   | -                   | -                   |
| New Holland Backhoe  | 20-15          | 2004      | P&W                | -                   | -                   | -                   |
| NKG packer   | 20-15b         | 2009      | P&W                | -                   | -                   | -                   |
| Liebherr Excavator Brusher   | 20-16          | 2007      | P&W                | -                   | -                   | -                   |
| Liebherr Excavator Ditching  | 20-12          | 2014      | P&W                | -                   | -                   | -                   |
| Pro mac Brusher  |                | 2021      | P&W                | -                   | -                   | -                   |
| Liebherr Wheel Loader  | 20-19          | 2010      | P&W                | -                   | -                   | -                   |
| Sweeper  | 20-19b         | 2009      | P&W                | -                   | -                   | -                   |
| Bandit Chipper   | 20-37          | 2012      | P&W                | -                   | -                   | -                   |
| Water Tank   | 20-45a         | 2013      | P&W                | -                   | -                   | -                   |
| Thompson Steamer   | S-1            | 1994      | P&W                | -                   | -                   | 20,000              |
| Thompson Steamer   | S-2            | 2010      | P&W                | -                   | -                   | -                   |
| Power Washer   | PW-1           | 2019      | P&W                | -                   | -                   | -                   |
| Fuel Handling System   |                | 2013      | P&W                | -                   | -                   | -                   |
| John Deere Loader 544L   | 20-36          | 2018      | P&W                | -                   | -                   | -                   |
| MTO & Safety License Device  |                |           | P&W                |                     |                     |                     |
| Kommunal Mower   | 20-01          | 2023      | P&W                |                     |                     |                     |
| <b>1/2 Ton and SUV</b>   |                |           |                    |                     |                     |                     |
| Chev 4X4 Pick Up 1/2 ton   | 20-3           | 2017      | P&W                | -                   | -                   | -                   |
| <b>3/4 Ton</b>   |                |           |                    |                     |                     |                     |
| GMC 4X4 Pick Up 3/4 ton  | 20-06          | 2023      | P&W                | -                   | -                   | -                   |
| Chev 4X4 pickup (Plow and Sander)  | 20-04          | 2019      | P&W                | -                   | -                   | -                   |
| Chev 4x4 pickup (Plow and Sander)  | 20-05          | 2020      | P&W                |                     |                     |                     |
| Chev 4X4 Pick Up 3/4 ton (Plow)  | 20-2           | 2016      | Move to Parks 2024 | -                   | -                   | -                   |
| <b>1 Ton</b>   |                |           |                    |                     |                     |                     |
| GMC 1 ton Crew Cab   | 20-10          | 2020      | P&W                | -                   | -                   | -                   |
| GMC 4x4 Pick Up 1 ton  | 20-56          | 2015      | P&W                | -                   | -                   | 85,000              |
| International Crew Cab   | 20-51          | 2011      | P&W                | -                   | -                   | -                   |
| <b>Dump Truck</b>  |                |           |                    |                     |                     |                     |
| International Dump Truck   | 20-44          | 2019      | P&W                | -                   | -                   | -                   |
| International Dump Truck   | 20-55          | 2014      | P&W                | -                   | -                   | -                   |
| International Dump Truck   | 20-41          | 2017      | P&W                | -                   | -                   | -                   |
| International Dump Truck   | 20-54          | 2014      | P&W                | -                   | -                   | -                   |
| International Dump SPARE   | 20-45          | 2006      | P&W                | -                   | -                   | -                   |
| International Dump   | 20-47          | 2022      | P&W                | -                   | -                   | -                   |
| International Dump   | 20-49          | 2009      | P&W                |                     | 385,000             | -                   |
| International Tandem Axle  | 20-50          | 2020      | P&W                | -                   | -                   | -                   |
| International Dump Truck   | 20-52          | 2023      | P&W                |                     |                     |                     |
| <b>Bucket Truck</b>  |                |           |                    |                     |                     |                     |
| International- Bucket Truck  | 20-48          | 2004      | P&W                | -                   | -                   | -                   |
| <b>Trailer</b>   |                |           |                    |                     |                     |                     |
| LBW Pole Trailer   | T-3            | 2009      | P&W                | -                   | -                   | -                   |
| Loadstar Float Tandem  | T-1            | 2004      | P&W                | -                   | -                   | -                   |
| Culvert Maintenance Trailer  | T-2            | 2007      | P&W                | -                   | -                   | -                   |
| <b>Total</b>   |                |           |                    | <b>\$ -</b>         | <b>\$ 385,000</b>   | <b>\$ 105,000</b>   |
| <i>Prior Year's Projection</i>   |                |           |                    | -                   | 452,500             | 85,000              |
| <b>Difference from 2023 Projection</b>   |                |           |                    | <b>\$ -</b>         | <b>\$ (67,500)</b>  | <b>\$ 20,000</b>    |
| <b>Road Vehicle and Equipment Reserve - Contribution to Reserve increases by \$20k each year</b> |                |           |                    |                     |                     |                     |
| Total Requirements from Road Vehicle and Equipment Reserve                                       |                |           |                    | \$ -                | \$ 385,000          | \$ 105,000          |
| Total Transfer to Reserve from Operating   |                |           |                    | \$ (330,000)        | \$ (345,000)        | \$ (360,000)        |
| <b>Projected Reserve Balance</b>   |                |           |                    | <b>\$ (550,569)</b> | <b>\$ (510,569)</b> | <b>\$ (765,569)</b> |

Table 124: Roads Vehicle &amp; Equipment Forecast (2027 to 2030)

| Item   | MACHINE NUMBER | PURCHASED | Location           | 2027 Forecast       | 2028 Forecast         | 2029 Forecast       | 2030 Forecast       |
|--|----------------|-----------|--------------------|---------------------|-----------------------|---------------------|---------------------|
| <b>Equipment</b>   |                |           |                    |                     |                       |                     |                     |
| Champion Grader 740  | 20-11          | 1994      | P&W                | -                   | -                     | -                   | -                   |
| Roller for grader  |                | 2008      | P&W                | -                   | -                     | -                   | -                   |
| New Holland Backhoe  | 20-15          | 2004      | P&W                | -                   | -                     | -                   | -                   |
| NKG packer   | 20-15b         | 2009      | P&W                | -                   | -                     | -                   | -                   |
| Liebherr Excavator Brusher   | 20-16          | 2007      | P&W                | 400,000             | -                     | -                   | -                   |
| Liebherr Excavator Ditching  | 20-12          | 2014      | P&W                | -                   | -                     | -                   | -                   |
| Pro mac Brusher  |                | 2021      | P&W                | -                   | -                     | -                   | -                   |
| Liebherr Wheel Loader  | 20-19          | 2010      | P&W                | -                   | -                     | -                   | -                   |
| Sweeper  | 20-19b         | 2009      | P&W                | -                   | -                     | -                   | -                   |
| Bandit Chipper   | 20-37          | 2012      | P&W                | -                   | -                     | -                   | -                   |
| Water Tank   | 20-45a         | 2013      | P&W                | -                   | -                     | -                   | -                   |
| Thompson Steamer   | S-1            | 1994      | P&W                | -                   | -                     | -                   | -                   |
| Thompson Steamer   | S-2            | 2010      | P&W                | -                   | -                     | -                   | -                   |
| Power Washer   | PW-1           | 2019      | P&W                | -                   | -                     | 17,000              | -                   |
| Fuel Handling System   |                | 2013      | P&W                | -                   | -                     | -                   | -                   |
| John Deere Loader 544L   | 20-36          | 2018      | P&W                | -                   | -                     | -                   | -                   |
| MTO & Safety License Device  |                |           | P&W                |                     |                       |                     |                     |
| Kommunal Mower   | 20-01          | 2023      | P&W                |                     |                       |                     |                     |
| <b>1/2 Ton and SUV</b>   |                |           |                    |                     |                       |                     |                     |
| Chev 4X4 Pick Up 1/2 ton   | 20-3           | 2017      | P&W                | -                   | 60,000                | -                   | -                   |
| <b>3/4 Ton</b>   |                |           |                    |                     |                       |                     |                     |
| GMC 4X4 Pick Up 3/4 ton  | 20-06          | 2023      | P&W                | -                   | -                     | -                   | -                   |
| Chev 4X4 pickup (Plow and Sander)  | 20-04          | 2019      | P&W                | -                   | -                     | 95,000              | -                   |
| Chev 4x4 pickup (Plow and Sander)  | 20-05          | 2020      | P&W                |                     |                       |                     |                     |
| Chev 4X4 Pick Up 3/4 ton (Plow)  | 20-2           | 2016      | Move to Parks 2024 | -                   | -                     | -                   | -                   |
| <b>1 Ton</b>   |                |           |                    |                     |                       |                     |                     |
| GMC 1 ton Crew Cab   | 20-10          | 2020      | P&W                | -                   | -                     | -                   | -                   |
| GMC 4x4 Pick Up 1 ton  | 20-56          | 2015      | P&W                | -                   | -                     | -                   | -                   |
| International Crew Cab   | 20-51          | 2011      | P&W                | -                   | 95,000                | -                   | -                   |
| <b>Dump Truck</b>  |                |           |                    |                     |                       |                     |                     |
| International Dump Truck   | 20-44          | 2019      | P&W                | -                   | -                     | -                   | -                   |
| International Dump Truck   | 20-55          | 2014      | P&W                | -                   | -                     | 400,000             | -                   |
| International Dump Truck   | 20-41          | 2017      | P&W                | -                   | -                     | -                   | -                   |
| International Dump Truck   | 20-54          | 2014      | P&W                | -                   | -                     | -                   | 405,000             |
| International Dump SPARE   | 20-45          | 2006      | P&W                | -                   | -                     | -                   | -                   |
| International Dump   | 20-47          | 2022      | P&W                | -                   | -                     | -                   | -                   |
| International Dump   | 20-49          | 2009      | P&W                | -                   | -                     | -                   | -                   |
| International Tandem Axle  | 20-50          | 2020      | P&W                | -                   | -                     | -                   | -                   |
| International Dump Truck   | 20-52          | 2023      | P&W                |                     |                       |                     |                     |
| <b>Bucket Truck</b>  |                |           |                    |                     |                       |                     |                     |
| International- Bucket Truck  | 20-48          | 2004      | P&W                | -                   | -                     | 300,000             | -                   |
| <b>Trailer</b>   |                |           |                    |                     |                       |                     |                     |
| LBW Pole Trailer   | T-3            | 2009      | P&W                | -                   | -                     | -                   | -                   |
| Loadstar Float Tandem  | T-1            | 2004      | P&W                | -                   | -                     | -                   | -                   |
| Culvert Maintenance Trailer  | T-2            | 2007      | P&W                | -                   | -                     | -                   | -                   |
| <b>Total</b>   |                |           |                    | <b>\$ 400,000</b>   | <b>\$ 155,000</b>     | <b>\$ 812,000</b>   | <b>\$ 405,000</b>   |
| <i>Prior Year's Projection</i>   |                |           |                    | 350,000             | 155,000               | 737,000             | 380,000             |
| <b>Difference from 2023 Projection</b>   |                |           |                    | <b>\$ 50,000</b>    | <b>\$ -</b>           | <b>\$ 75,000</b>    | <b>\$ 25,000</b>    |
| <b>Road Vehicle and Equipment Reserve - Contribution to Reserve increases by \$20k each year</b> |                |           |                    |                     |                       |                     |                     |
| Total Requirements from Road Vehicle and Equipment Reserve                                       |                |           |                    | \$ 400,000          | \$ 155,000            | \$ 812,000          | \$ 405,000          |
| Total Transfer to Reserve from Operating   |                |           |                    | <b>\$ (375,000)</b> | <b>\$ (425,000)</b>   | <b>\$ (475,000)</b> | <b>\$ (525,000)</b> |
| <b>Projected Reserve Balance</b>   |                |           |                    | <b>\$ (740,569)</b> | <b>\$ (1,010,569)</b> | <b>\$ (673,569)</b> | <b>\$ (793,569)</b> |

Table 125: Roads Vehicle &amp; Equipment Forecast (2031 to 2034)

| Item   | MACHINE<br>NUMBER | PURCHASED | Location              | 2031<br>Forecast | 2032<br>Forecast | 2033<br>Forecast | 2034<br>Forecast |
|--|-------------------|-----------|-----------------------|------------------|------------------|------------------|------------------|
| <b>Equipment</b>   |                   |           |                       |                  |                  |                  |                  |
| Champion Grader 740  | 20-11             | 1994      | P&W                   | -                | 235,000          | -                | -                |
| Roller for grader  |                   | 2008      | P&W                   | -                | -                | -                | -                |
| New Holland Backhoe  | 20-15             | 2004      | P&W                   | -                | -                | -                | -                |
| NKG packer   | 20-15b            | 2009      | P&W                   | -                | -                | -                | -                |
| Liebherr Excavator Brusher   | 20-16             | 2007      | P&W                   | -                | -                | -                | -                |
| Liebherr Excavator Ditching  | 20-12             | 2014      | P&W                   | -                | -                | -                | 450,000          |
| Pro mac Brusher  |                   | 2021      | P&W                   | 70,000           | -                | -                | -                |
| Liebherr Wheel Loader  | 20-19             | 2010      | P&W                   | 250,000          | -                | -                | -                |
| Sweeper  | 20-19b            | 2009      | P&W                   | -                | -                | -                | -                |
| Bandit Chipper   | 20-37             | 2012      | P&W                   | -                | 65,000           | -                | -                |
| Water Tank   | 20-45a            | 2013      | P&W                   | -                | -                | 50,000           | -                |
| Thompson Steamer   | S-1               | 1994      | P&W                   | -                | -                | -                | -                |
| Thompson Steamer   | S-2               | 2010      | P&W                   | -                | -                | -                | -                |
| Power Washer   | PW-1              | 2019      | P&W                   | -                | -                | -                | -                |
| Fuel Handling System   |                   | 2013      | P&W                   | -                | -                | 150,000          | -                |
| John Deere Loader 544L   | 20-36             | 2018      | P&W                   | -                | -                | -                | -                |
| MTO & Safety License Device  |                   |           | P&W                   |                  |                  |                  |                  |
| Kommunal Mower   | 20-01             | 2023      | P&W                   |                  |                  |                  | -                |
| <b>1/2 Ton and SUV</b>   |                   |           |                       |                  |                  |                  |                  |
| Chev 4X4 Pick Up 1/2 ton   | 20-3              | 2017      | P&W                   | -                | -                | -                | -                |
| <b>3/4 Ton</b>   |                   |           |                       |                  |                  |                  |                  |
| GMC 4X4 Pick Up 3/4 ton  | 20-06             | 2023      | P&W                   | -                | -                | 85,000           | -                |
| Chev 4X4 pickup (Plow and Sander)  | 20-04             | 2019      | P&W                   | -                | -                | -                | -                |
| Chev 4x4 pickup (Plow and Sander)  | 20-05             | 2020      | P&W                   | 95,000           |                  |                  |                  |
| Chev 4X4 Pick Up 3/4 ton (Plow)  | 20-2              | 2016      | Move to<br>Parks 2024 | -                | -                | -                | -                |
| <b>1 Ton</b>   |                   |           |                       |                  |                  |                  |                  |
| GMC 1 ton Crew Cab   | 20-10             | 2020      | P&W                   | -                | 95,000           | -                | -                |
| GMC 4x4 Pick Up 1 ton  | 20-56             | 2015      | P&W                   | -                | -                | -                | -                |
| International Crew Cab   | 20-51             | 2011      | P&W                   | -                | -                | -                | -                |
| <b>Dump Truck</b>  |                   |           |                       |                  |                  |                  |                  |
| International Dump Truck   | 20-44             | 2019      | P&W                   | -                | -                | -                | 420,000          |
| International Dump Truck   | 20-55             | 2014      | P&W                   | -                | -                | -                | -                |
| International Dump Truck   | 20-41             | 2017      | P&W                   | -                | -                | 415,000          | -                |
| International Dump Truck   | 20-54             | 2014      | P&W                   | -                | -                | -                | -                |
| International Dump SPARE   | 20-45             | 2006      | P&W                   | -                | -                | -                | -                |
| International Dump   | 20-47             | 2022      | P&W                   | -                | -                | -                | -                |
| International Dump   | 20-49             | 2009      | P&W                   | -                | -                | -                | -                |
| International Tandem Axle  | 20-50             | 2020      | P&W                   | -                | -                | -                | -                |
| International Dump Truck   | 20-52             | 2023      | P&W                   |                  |                  |                  |                  |
| <b>Bucket Truck</b>  |                   |           |                       |                  |                  |                  |                  |
| International- Bucket Truck  | 20-48             | 2004      | P&W                   | -                | -                | -                | -                |
| <b>Trailer</b>   |                   |           |                       |                  |                  |                  |                  |
| LBV Pole Trailer   | T-3               | 2009      | P&W                   | -                | -                | -                | -                |
| Loadstar Float Tandem  | T-1               | 2004      | P&W                   | -                | -                | -                | 70,000           |
| Culvert Maintenance Trailer  | T-2               | 2007      | P&W                   | -                | -                | -                | 10,000           |
| <b>Total</b>   |                   |           |                       |                  |                  |                  |                  |
|  |                   |           |                       | \$ 415,000       | \$ 395,000       | \$ 700,000       | \$ 950,000       |
| <i>Prior Year's Projection</i>   |                   |           |                       | 415,000          | 395,000          | 692,500          | 855,000          |
| <b><i>Difference from 2023 Projection</i></b>  |                   |           |                       | \$ -             | \$ -             | \$ 7,500         | \$ 95,000        |
| <b>Road Vehicle and Equipment Reserve - Contribution to Reserve increases by \$20k each year</b> |                   |           |                       |                  |                  |                  |                  |
| Total Requirements from Road Vehicle and Equipment Reserve                                       |                   |           |                       | \$ 415,000       | \$ 395,000       | \$ 700,000       | \$ 950,000       |
| Total Transfer to Reserve from Operating   |                   |           |                       | \$ (575,000)     | \$ (625,000)     | \$ (675,000)     | \$ (725,000)     |
| <b>Projected Reserve Balance</b>   |                   |           |                       | \$ (953,569)     | \$ (1,183,569)   | \$ (1,158,569)   | \$ (933,569)     |



# Bridge and Culvert Forecast

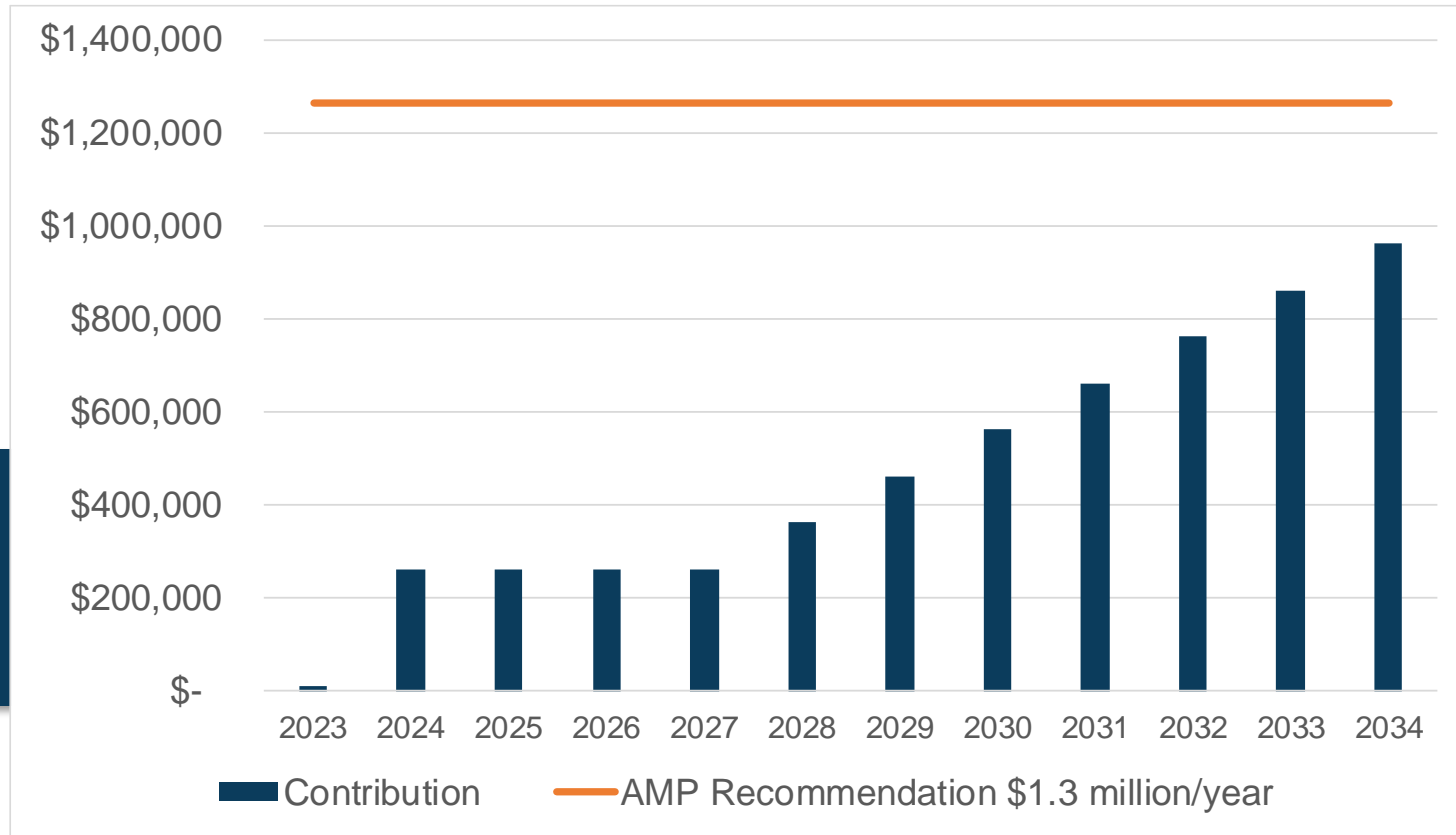


Figure 39: 2023 – 2034 Bridge & Culvert Reserve Contribution vs AMP Recommendation

Table 126: Bridge and Culvert Forecast (2025 to 2028)

| Location   | Site Number | Structure Name             | Recommended Timing (Years) | 2024 Draft Budget | 2025 Forecast    | 2026 Forecast  | 2027 Forecast  | 2028 Forecast    |
|--|-------------|----------------------------|----------------------------|-------------------|------------------|----------------|----------------|------------------|
| Cavan Road, 30 m East of Sackville Bridge Road                                       | 16          | Sackville Bridge, Lot 31 C | 1-5                        |                   |                  | \$ 1,287,500   |                |                  |
| Division Street North, 0.8 km's South of Danforth                                    | 3           | Cobourg Brook, Lots 16/    | 1-5                        |                   |                  |                |                | \$ 1,275,000     |
| Crossen Road, 0.2 km's South of CTY RD 15  | 22          | Cobourg Brook, Lots 9      | 1-5                        |                   |                  |                |                |                  |
| Racetrack Road, 0.9 km's West of CTY RD 15   | 17          | Lot 9, Concession IV       | 1-5                        |                   |                  |                |                |                  |
| Rice Lake Drive South, 2.45 km's South of CTY RD 9                                   | 57          | Lot 35, Conc VI            | 1-5                        |                   |                  |                |                |                  |
| Vimy Ridge Road, 0.37 km's West of Kennedy Road                                      | 87          | Lot 24/25, Conc V/VI       | 6-10                       |                   |                  |                |                |                  |
| <b>Total</b>   |             |                            |                            | \$ -              | \$ -             | \$ 1,287,500   | \$ -           | \$ 1,275,000     |
| <b>Bridge/Culvert Reserve</b>  |             |                            |                            |                   |                  |                |                |                  |
| Requirements from STRUCTURE RESERVE (bridge/culvert - 3 meter in diameter or bigger) |             |                            |                            | -                 | -                | 1,287,500      | -              | 1,275,000        |
| Transfer to Bridge/Culvert Reserve   |             |                            |                            | (262,000)         | (262,000)        | (262,000)      | (262,000)      | (362,000)        |
| <b>Reserve Balance</b>   |             |                            |                            | <b>(324,292)</b>  | <b>(586,292)</b> | <b>439,208</b> | <b>177,208</b> | <b>1,090,208</b> |
| Increase in contribution by \$100k/year  |             |                            |                            |                   |                  |                |                |                  |

Table 127: Bridge and Culvert Forecast (2029 to 2034)

| Location   | Site Number | Structure Name             | Recommended Timing (Years) | 2029 Forecast | 2030 Forecast | 2031 Forecast | 2032 Forecast | 2033 Forecast | 2034 Forecast |
|--|-------------|----------------------------|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Cavan Road, 30 m East of Sackville Bridge Road                                       | 16          | Sackville Bridge, Lot 31 C | 1-5                        |               |               |               |               |               |               |
| Division Street North, 0.8 km's South of Danforth                                    | 3           | Cobourg Brook, Lots 16/    | 1-5                        |               |               |               |               |               |               |
| Crossen Road, 0.2 km's South of CTY RD 15  | 22          | Cobourg Brook, Lots 9      | 1-5                        |               | \$ 1,031,250  |               |               |               |               |
| Racetrack Road, 0.9 km's West of CTY RD 15   | 17          | Lot 9, Concession IV       | 1-5                        |               |               |               | \$ 1,000,000  |               |               |
| Rice Lake Drive South, 2.45 km's South of CTY RD 9                                   | 57          | Lot 35, Conc VI            | 1-5                        |               |               |               |               |               | \$ 437,500    |
| Vimy Ridge Road, 0.37 km's West of Kennedy Road                                      | 87          | Lot 24/25, Conc V/VI       | 6-10                       |               |               |               |               |               | \$ 700,000    |
|  |             |                            |                            |               |               |               |               |               |               |
| Total  |             |                            |                            | \$ -          | \$ 1,031,250  | \$ -          | \$ 1,000,000  | \$ -          | \$ 1,137,500  |
| Bridge/Culvert Reserve   |             |                            |                            |               |               |               |               |               |               |
| Requirements from STRUCTURE RESERVE (bridge/culvert - 3 meter in diameter or bigger) |             |                            |                            | -             | 1,031,250     | -             | 1,000,000     | -             | 1,137,500     |
| Transfer to Bridge/Culvert Reserve   |             |                            |                            | (462,000)     | (562,000)     | (662,000)     | (762,000)     | (862,000)     | (962,000)     |
| Reserve Balance  |             |                            |                            | 628,208       | 1,097,458     | 435,458       | 673,458       | (188,542)     | (13,042)      |

**If the annual contribution to the Bridge and Culvert reserve is kept at 2023 level of \$12,000/year, this reserve will have a deficit of \$5.5 million by 2034.**

# Generator Forecast

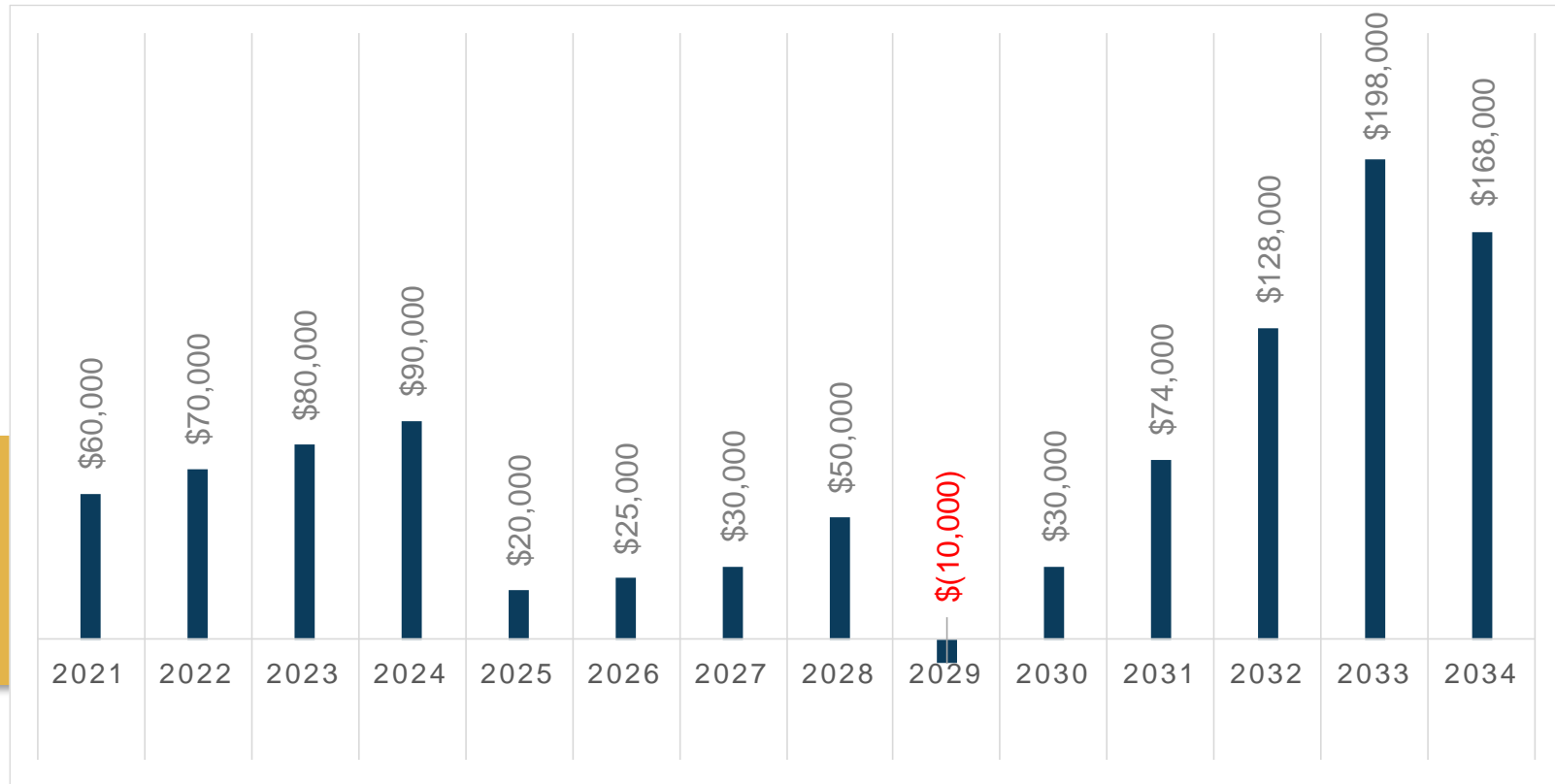


Figure 40: 2021 – 2034 Generator Reserve Balance

Table 128: Generator Forecast (2025 to 2028)

| Item   | Location           | Year | Size<br>(Kilowatts) | Asset<br>ID | Service<br>Life | 2024<br>Draft<br>Budget | 2025<br>Forecast | 2026<br>Forecast | 2027<br>Forecast | 2028<br>Forecast |
|--|--------------------|------|---------------------|-------------|-----------------|-------------------------|------------------|------------------|------------------|------------------|
| <b>Generators</b>                            |                    |      |                     |             |                 |                         |                  |                  |                  |                  |
| 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              |                         |                  |                  |                  |                  |
| 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              |                         | 80,000           |                  |                  |                  |
| Remote Generator Monitoring (8 Units)        | Various Location   | 2020 |                     | 2220        | 5               |                         |                  | 5,000            | 5,000            |                  |
| <b>Total Forecasted Expenditures</b>         |                    |      |                     |             |                 | <b>\$ -</b>             | <b>\$80,000</b>  | <b>\$ 5,000</b>  | <b>\$ 5,000</b>  | <b>\$ -</b>      |
| Prior Year's Projection                      |                    |      |                     |             |                 | -                       | 80,000           | 5,000            | 5,000            | -                |
| <b>Difference from 2023 Projection</b>       |                    |      |                     |             |                 | -                       | -                | -                | -                | -                |
| <b>Generator Reserve</b>                     |                    |      |                     |             |                 |                         |                  |                  |                  |                  |
| Total Requirements                           |                    |      |                     |             |                 | -                       | 80,000           | 5,000            | 5,000            | -                |
| Total Transfer to Reserve from Operating     |                    |      |                     |             |                 | (10,000)                | (10,000)         | (10,000)         | (10,000)         | (20,000)         |
| <b>Projected Reserve Balance</b>             |                    |      |                     |             |                 | <b>(90,000)</b>         | <b>(20,000)</b>  | <b>(25,000)</b>  | <b>(30,000)</b>  | <b>(50,000)</b>  |

Table 129: Generator Forecast (2029 to 2034)

| Item   | Location           | Year | Size<br>(Kilowatts) | Asset<br>ID | Service<br>Life | 2029<br>Forecast | 2030<br>Forecast | 2031<br>Forecast | 2032<br>Forecast | 2033<br>Forecast | 2034<br>Forecast  |
|--|--------------------|------|---------------------|-------------|-----------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| <b>Generators</b>                            |                    |      |                     |             |                 |                  |                  |                  |                  |                  |                   |
| 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              |                  |                  |                  |                  |                  | 110,000           |
| Peel Assembly D60-PK Perkins F3931 Diesel    | Cold Springs       | 1999 | 60                  | 406         | 35              |                  |                  |                  |                  |                  |                   |
| Himoinsa Gen 1 VECO Diesel                   | Harwood Firehall   | 2005 | 24                  | 339         | 20              | 90,000           |                  |                  |                  |                  |                   |
| 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               |                  |                  | 6,000            | 6,000            |                  |                   |
| <b>Total Forecasted Expenditures</b>         |                    |      |                     |             |                 | <b>\$ 90,000</b> | <b>\$ -</b>      | <b>\$ 6,000</b>  | <b>\$ 6,000</b>  | <b>\$ -</b>      | <b>\$ 110,000</b> |
| Prior Year's Projection                      |                    |      |                     |             |                 | -                | -                | 6,000            | 6,000            | -                | 110,000           |
| <b>Difference from 2023 Projection</b>       |                    |      |                     |             |                 | <b>90,000</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>          |
| <b>Generator Reserve</b>                     |                    |      |                     |             |                 |                  |                  |                  |                  |                  |                   |
| Total Requirements                           |                    |      |                     |             |                 | 90,000           | -                | 6,000            | 6,000            | -                | 110,000           |
| Total Transfer to Reserve from Operating     |                    |      |                     |             |                 | (30,000)         | (40,000)         | (50,000)         | (60,000)         | (70,000)         | (80,000)          |
| <b>Projected Reserve Balance</b>             |                    |      |                     |             |                 | <b>10,000</b>    | <b>(30,000)</b>  | <b>(74,000)</b>  | <b>(128,000)</b> | <b>(198,000)</b> | <b>(168,000)</b>  |

# Parks Facilities Forecast

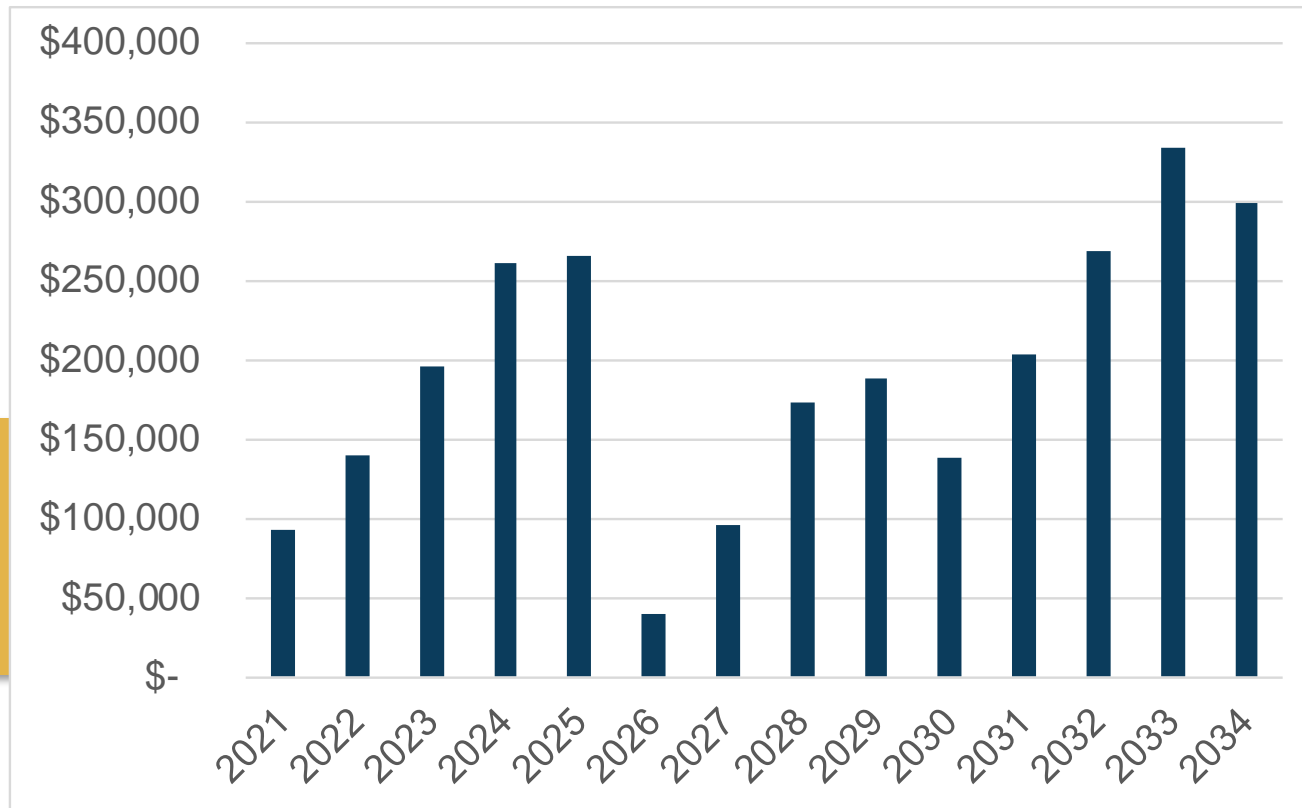


Figure 41: 2021 – 2034 Parks Facilities Reserve

Table 130: Parks Facilities Forecast (2025 to 2034)

| Item                                     | Year | 2024<br>Draft<br>Budget | 2025<br>Forecast   | 2026<br>Forecast   | 2027<br>Forecast   | 2028<br>Forecast   | 2029<br>Forecast   | 2030<br>Forecast   | 2031<br>Forecast   | 2032<br>Forecast   | 2033<br>Forecast   | 2034<br>Forecast   |
|--|------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Facilities</b>                        |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Baltimore Arena</b>                   |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| HVAC                                     |      |                         |                    | 50,000             | 50,000             | 7,000              |                    |                    |                    |                    |                    |                    |
| Lighting                                 |      |                         |                    | 100,000            |                    |                    |                    | 75,000             |                    |                    |                    |                    |
| <b>Bewdley Arena</b>                     |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| HVAC                                     |      |                         |                    |                    |                    |                    | 50,000             | 40,000             |                    |                    |                    |                    |
| Ice Plant                                |      |                         |                    | 180,000            |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Cold Springs Hall</b>                 |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| HVAC                                     |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Old Camborne School House</b>         |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Exterior Paint                           |      | 15,000                  |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Playgrounds</b>                       |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Bewdley Waterfront                       | 2014 | -                       |                    |                    |                    |                    |                    |                    |                    |                    |                    | 100,000            |
| Butterfield Park                         | 2015 |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Behan Park                               | 2014 |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Old Camborne School House                | 2000 |                         | 75,000             |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Parks</b>                             |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Ball Diamonds - Upgrades                 |      | 25,000                  | 25,000             |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Total</b>                             |      | <b>\$ 40,000</b>        | <b>\$ 100,000</b>  | <b>\$ 330,000</b>  | <b>\$ 50,000</b>   | <b>\$ 7,000</b>    | <b>\$ 50,000</b>   | <b>\$ 115,000</b>  | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ 100,000</b>  |
|  |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Prior Year's Projection                  |      | 25,000                  | 75,000             | 230,000            | 50,000             | 7,000              | 50,000             | 115,000            | -                  | -                  | -                  | 100,000            |
| Difference from 2023 Projections         |      | 15,000                  | 25,000             | 100,000            | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
|  |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>PARKS FACILITY RESERVE Analysis</b>   |      |                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Total Requirements                       |      | \$ 40,000               | \$ 100,000         | \$ 330,000         | \$ 50,000          | \$ 7,000           | \$ 50,000          | \$ 115,000         | \$ -               | \$ -               | \$ -               | \$ 100,000         |
| Total Transfer to Reserve from Operating |      | \$(105,000)             | \$(105,000)        | \$(105,000)        | \$(105,000)        | \$ (85,000)        | \$ (65,000)        | \$ (65,000)        | \$ (65,000)        | \$ (65,000)        | \$ (65,000)        | \$ (65,000)        |
| <b>Projected Reserve Balance</b>         |      | <b>\$(260,867)</b>      | <b>\$(265,867)</b> | <b>\$ (40,867)</b> | <b>\$ (95,867)</b> | <b>\$(173,867)</b> | <b>\$(188,867)</b> | <b>\$(138,867)</b> | <b>\$(203,867)</b> | <b>\$(268,867)</b> | <b>\$(333,867)</b> | <b>\$(298,867)</b> |



# Parks Vehicle and Equipment Forecast

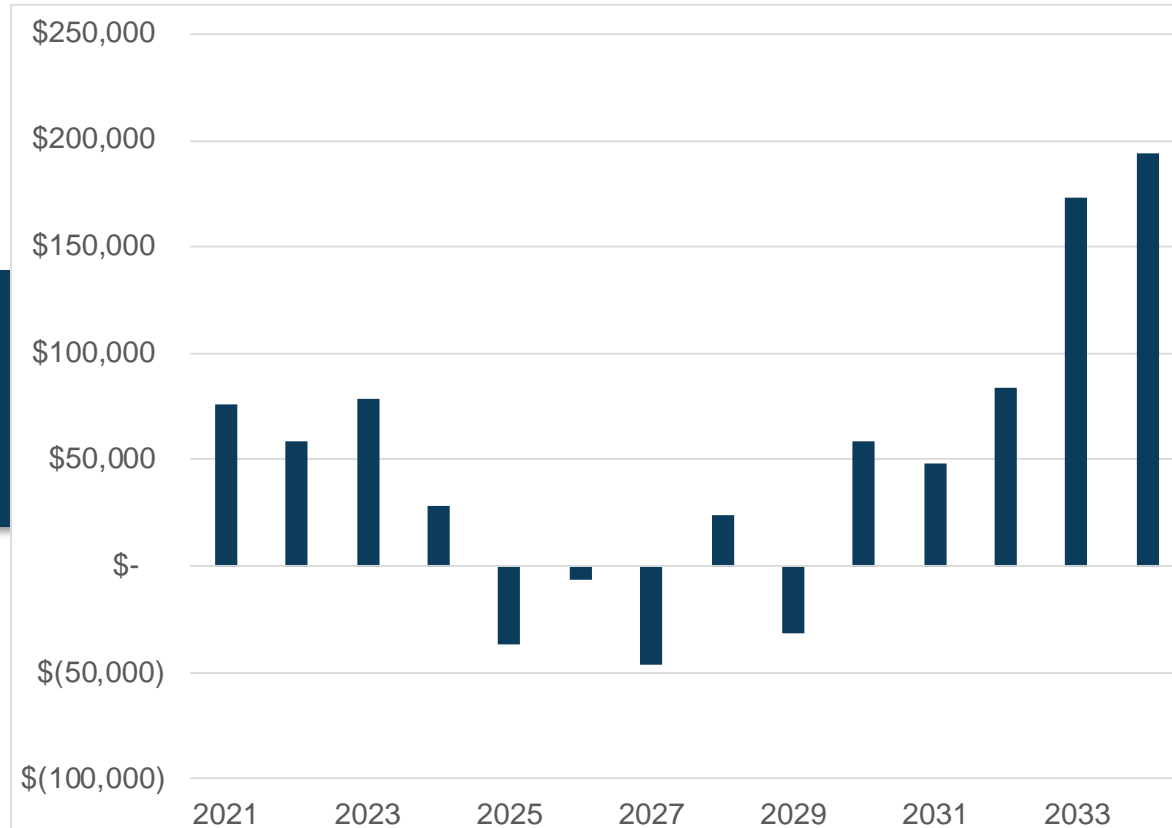


Figure 42: 2021 – 2034 Parks Vehicle & Equipment Reserve

Table 131: Parks Vehicle and Equipment Forecast (2025 to 2034)

| Item   | Year | Location  | 2024<br>Draft Budget | 2025<br>Forecast  | 2026<br>Forecast | 2027<br>Forecast  | 2028<br>Forecast   | 2029<br>Forecast  | 2030<br>Forecast   | 2031<br>Forecast   | 2032<br>Forecast   | 2033<br>Forecast    | 2034<br>Forecast    |
|--|------|-----------|----------------------|-------------------|------------------|-------------------|--------------------|-------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| <b>Equipment</b>                             |      |           |                      |                   |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| 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 |                      |                   |                  |                   |                    |                   |                    |                    | 35,000             |                     |                     |
| Kubota Mower                                 | 2002 | Baltimore |                      |                   |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| Kubota Mower                                 | 2019 | Bewdley   |                      |                   |                  |                   |                    | 35,000            |                    |                    |                    |                     |                     |
| John Deere Mower                             | 2013 | Bewdley   |                      | 35,000            |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| Floor Scrubber                               | 2022 | Bewdley   |                      |                   |                  |                   |                    |                   |                    |                    | 20,000             |                     |                     |
| Floor Scrubber                               | 2016 | Baltimore |                      |                   | 20,000           |                   |                    |                   |                    |                    |                    |                     |                     |
| Ford Tractor                                 | 1980 | Baltimore |                      |                   |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| Pick up Truck & Dumpbox                      | 2024 | Bewdley   | 80,000               |                   |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| <b>Total</b>                                 |      |           | <b>\$ 80,000</b>     | <b>\$ 105,000</b> | <b>\$ 20,000</b> | <b>\$ 100,000</b> | <b>\$ -</b>        | <b>\$ 135,000</b> | <b>\$ -</b>        | <b>\$ 100,000</b>  | <b>\$ 55,000</b>   | <b>\$ -</b>         | <b>\$ -</b>         |
| Prior Year's Projection                      |      |           | 35,000               | 70,000            | 20,000           | 100,000           | -                  | 135,000           | -                  | 100,000            | 55,000             | -                   | -                   |
| <b>Difference from 2023 Projections</b>      |      |           | <b>45,000</b>        | <b>35,000</b>     | <b>-</b>         | <b>-</b>          | <b>-</b>           | <b>-</b>          | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            | <b>-</b>            |
| <b>PARKS VEHICLE &amp; EQUIPMENT RESERVE</b> |      |           |                      |                   |                  |                   |                    |                   |                    |                    |                    |                     |                     |
| Total Requirements                           |      |           | \$ 80,000            | \$ 105,000        | \$ 20,000        | \$ 100,000        | \$ -               | \$ 135,000        | \$ -               | \$ 100,000         | \$ 55,000          | \$ -                | \$ -                |
| Total Transfer to Reserve from Operating     |      |           | \$ (30,000)          | \$ (40,000)       | \$ (50,000)      | \$ (60,000)       | \$ (70,000)        | \$ (80,000)       | \$ (90,000)        | \$ (90,000)        | \$ (90,000)        | \$ (90,000)         | \$ (20,000)         |
| <b>Projected Reserve Balance</b>             |      |           | <b>\$ (28,577)</b>   | <b>36,423</b>     | <b>6,423</b>     | <b>46,423</b>     | <b>\$ (23,577)</b> | <b>31,423</b>     | <b>\$ (58,577)</b> | <b>\$ (48,577)</b> | <b>\$ (83,577)</b> | <b>\$ (173,577)</b> | <b>\$ (193,577)</b> |

# Final Thoughts

Thank you for taking the time to review the Township of Hamilton's 2024 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 2024 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
  - December 14, 2023 (10:00am to 4:00pm)
- Special Council Budget Meeting #2
  - December 20, 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](#).

| 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.

**AMP** – Asset Management Plan

**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.

**Annual Repayment Limit (ARL)** - The Province of Ontario, through regulation, prescribes the ARL for

municipalities. The ARL is calculated based on 25% of the municipality's own source revenues and represents the maximum amount which the municipality has available to commit to payments relating to debt and financial obligation.

**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.

**Department** – A major administrative division of the Township that has overall management responsibility for an operation within a functional area.

**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 Township operations and the capital programs.

**Fiscal Year** – A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Township's financial condition and performance of operations.

**Fund Balance** – The accumulation of revenues over expenditures for the life of the fund.

**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.

**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 Township’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

**Property Tax** – Tax paid by those owning property in the Township.

**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 Township and another party.

**Revenue** – All funds that the Township 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.





# 2024 Budget

A plan for today and tomorrow

- **Appendix**



# Appendix

|  | 2021<br>Actuals | 2022 Actual | 2023<br>Preliminary<br>Actual | 2023 Budget | 2024 Draft<br>Budget |
|--|-----------------|-------------|-------------------------------|-------------|----------------------|
| <b>General Government</b>                        |                 |             |                               |             |                      |
| ADMIN-CONTR FROM RESERVES                        | -               | (40,562)    | -                             | (35,000)    | (35,000)             |
| LOTTERY LICENCE                                  | (418)           | (402)       | (132)                         | (700)       | (700)                |
| MARRIAGE LICENSES                                | (125)           | (600)       | (3,125)                       | (1,000)     | (1,000)              |
| ADMIN-NSF CHEQUE CHARGES                         | (827)           | (1,155)     | (385)                         | (1,900)     | (1,900)              |
| MISC. REVENUE                                    | (15,614)        | (47,889)    | (116,433)                     | (15,400)    | (15,400)             |
| BILLBOARD REVENUE                                | (570)           | (555)       | -                             | (900)       | (900)                |
| TAX CERTIFICATES                                 | (10,775)        | (8,590)     | (6,750)                       | (9,500)     | (9,500)              |
| OMPF (Ontario Municipal Partnership Fund)        | (740,900)       | (745,300)   | (557,625)                     | (743,500)   | (748,600)            |
| OTHER RECOVERIES                                 | (13,845)        | (4,488)     | (1,446)                       | (14,000)    | (14,000)             |
| INTEREST   | (50,184)        | (176,647)   | (158,000)                     | (51,000)    | (163,000)            |
| SUPPLEMENTARY TAXES                              | (66,175)        | (76,021)    | (143,697)                     | (100,000)   | (100,000)            |
| WRITE OFFS                                       | 32,668          | 21,043      | 49,303                        | 30,000      | 30,000               |
| PENALTY & INTEREST TAX ARREARS                   | (198,946)       | (193,017)   | (189,756)                     | (200,000)   | (200,000)            |
| <b>Council</b>                                   |                 |             |                               |             |                      |
| SALARIES AND BENEFIT                             | 123,154         | 125,776     | 99,131                        | 130,830     | 136,063              |
| TRANSFER TO COUNCIL RETIREMENT RESERVE           | 510             | 510         | 383                           | 510         | 510                  |
| CONVENTIONS & SEMINARS                           | -               | 4,372       | 2,277                         | 6,800       | 6,800                |
| MILEAGE  | 26              | 420         | 431                           | 1,000       | 1,000                |
| OFFICE SUPPLIES                                  | 2,979           | 3,216       | -                             | 1,020       | 1,020                |
| PUBLIC RELATIONS                                 | 533             | 449         | 931                           | 816         | 816                  |
| MISC. EXPENSE                                    | -               | 382         | 645                           | 1,020       | 1,020                |
| <b>General Government - Administration</b>       |                 |             |                               |             |                      |
| SALARIES AND BENEFIT                             | 1,123,447       | 1,199,175   | 989,201                       | 1,339,438   | 1,394,804            |
| TRANSFER TO ELECTION RESERVE                     | 10,000          | -           | 7,500                         | 10,000      | 10,000               |
| TRANSFER TO IT RESERVE                           | 17,700          | 13,275      | 13,275                        | 17,700      | 22,700               |
| TRANSFER TO ENVIRONMENTAL INITIATIVE RESERVE     | -               | -           | -                             | -           | 55,000               |
| TRANSFER TO GENERAL RESERVES (TAX STABILIZATION) | 23,900          | 17,925      | 17,925                        | 23,900      | 23,900               |
| TRAINING   | 15,210          | 10,068      | 5,485                         | 10,400      | 10,400               |
| CONVENTIONS & SEMINARS                           | 3,469           | 7,745       | 8,053                         | 12,000      | 12,000               |
| MEMBERSHIPS                                      | 8,635           | 10,193      | 12,183                        | 11,220      | 12,500               |
| MILEAGE AND MEALS                                | 1,556           | 1,980       | 1,664                         | 5,000       | 5,000                |
| STAFF APPRECIATION                               | 12,678          | 8,719       | 6,740                         | 18,870      | 16,870               |
| VOLUNTEER APPRECIATION                           | -               | -           | 509                           | -           | 4,500                |
| POSTAGE & COURIER                                | 20,765          | 21,649      | 12,502                        | 22,400      | 23,300               |
| OFFICE SUPPLIES                                  | 18,048          | 16,609      | 17,287                        | 18,000      | 18,000               |
| CLEANING SUPPLIES                                | 1,085           | 1,602       | 1,270                         | 3,200       | 3,200                |
| MARRIAGE LICENSES                                | -               | 240         | 1,660                         | 750         | 750                  |
| INSURANCE  | 42,273          | 57,511      | 77,277                        | 60,400      | 85,000               |
| BANK SERVICE CHARGES                             | 6,104           | 5,559       | 5,256                         | 5,500       | 5,500                |
| AUDIT  | 32,606          | 35,880      | 3,052                         | 40,000      | 40,000               |
| HYDRO  | 7,949           | 11,088      | 8,343                         | 10,200      | 11,500               |
| HEATING FUEL                                     | 3,072           | 4,728       | 3,513                         | 3,500       | 5,000                |
| TELEPHONE  | 10,558          | 12,459      | 10,338                        | 11,220      | 12,800               |
| ADVERTISING                                      | 3,731           | 5,360       | 4,142                         | 3,500       | 4,000                |
| PRINTING   | 4,099           | 4,034       | 3,016                         | 6,600       | 6,600                |
| WEBSITE DESIGN/MTCE                              | 2,013           | 8,618       | 2,130                         | 21,320      | 21,320               |
| RECORDS MANAGEMENT                               | 356             | -           | -                             | -           | 5,000                |
| EFFICIENCY FUNDING                               | -               | -           | -                             | (25,000)    | (25,000)             |
| CONSULTANTS-GENERAL                              | 70,571          | 77,563      | 33,074                        | 101,500     | 101,500              |
| GIS MAPPING                                      | 38,265          | 37,181      | 30,657                        | 43,600      | 50,000               |
| LEGAL  | 26,961          | 14,548      | 61,380                        | 30,000      | 30,000               |
| COMPUTER SUPPORT                                 | 48,926          | 53,379      | 54,268                        | 51,200      | 56,400               |
| BLDMAINTENANCE                                   | 41,454          | 53,414      | 40,278                        | 33,000      | 35,000               |
| COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT | 58,319          | 51,894      | 51,382                        | 62,300      | 70,800               |
| SIGNAGE & BILLBOARDS                             | -               | -           | 49                            | 150         | 150                  |
| ELECTION EXPENSES                                | 1,755           | 38,962      | 311                           | 1,800       | 1,800                |
| OFFICE EQUIPMENT LEASES                          | 16,240          | 16,182      | 13,666                        | 16,000      | 16,800               |
| LOAN REPAYMENT - MUNICIPAL OFFICE                | 18,657          | 18,657      | 13,993                        | 18,657      | 18,657               |
| <b>General Government - Health and Safety</b>    |                 |             |                               |             |                      |
| HEALTH AND SEFTY                                 | 4,488           | 6,585       | 1,962                         | 7,500       | 7,500                |

|  | 2021<br>Actuals | 2022<br>Actual | 2023<br>Preliminary<br>Actual | 2023<br>Budget | 2024 Draft<br>Budget |
|--|-----------------|----------------|-------------------------------|----------------|----------------------|
| <b>Planning</b>                                    |                 |                |                               |                |                      |
| CONSENT FEES                                       | (24,000)        | (12,000)       | (15,750)                      | (15,000)       | (15,000)             |
| COMPLIANCE FEES                                    | (1,088)         | (1,088)        | (1,080)                       | (1,100)        | (1,100)              |
| REZONING   | (10,800)        | (4,000)        | (6,350)                       | (9,000)        | (8,000)              |
| MINOR VARIANCE                                     | (23,700)        | (9,000)        | (7,350)                       | (12,000)       | (10,000)             |
| SALARIES AND BENEFIT                               | 81,602          | 94,188         | 87,926                        | 214,999        | 223,850              |
| TRAINING   | -               | -              | -                             | 265            | 265                  |
| CONVENTIONS AND SEMINARS                           | -               | 550            | 2,291                         | 1,800          | 2,500                |
| MEMBERSHIPS  | 150             | 150            | -                             | 150            | 2,000                |
| MILEAGE  | 117             | 165            | 624                           | 600            | 600                  |
| OFFICE SUPPLIES                                    | 11              | 54             | 232                           | 175            | 175                  |
| ADVERTISING  | 2,032           | 1,805          | -                             | 2,000          | 2,000                |
| CONSULTANTS GENERAL                                | 20,433          | 3,506          | 22,739                        | 5,000          | 1,000                |
| CONSULTANTS PLANNING COUNTY                        | 22,207          | 21,796         | 16,347                        | 25,500         | 25,500               |
| LEGAL  | 5,089           | 1,801          | 10,025                        | 4,500          | 4,500                |
| MISCELLANEOUS EXPENSE                              | -               | -              | 111                           | 100            | 100                  |
| COMMITTEE OF ADJUSTMENT MILEAGE                    | 162             | 420            | 289                           | 750            | 750                  |
| <b>Economic Development Operating Expenditures</b> |                 |                |                               |                |                      |
| ADVERTISING  | 803             | 958            | 203                           | 3,500          | 3,500                |
| <b>Building and Inspection</b>                     |                 |                |                               |                |                      |
| BUILDING - OTHER RECOVERIES                        | (1,983)         | -              | (6,455)                       | -              | -                    |
| BUILDING PERMITS                                   | (315,325)       | (283,742)      | (180,488)                     | (236,480)      | (245,700)            |
| COMPLIANCE FEES                                    | (1,273)         | (1,088)        | (840)                         | (1,200)        | (1,200)              |
| REINSPECTIONS                                      | (236)           | (234)          | (477)                         | (100)          | (100)                |
| OCCUPANCY PERMITS                                  | (6,100)         | (5,000)        | (4,000)                       | (3,800)        | (3,800)              |
| SITE PLAN REVIEW                                   | (5,600)         | (4,700)        | (900)                         | (3,800)        | (3,800)              |
| SALARIES AND BENEFIT                               | 174,343         | 185,411        | 182,698                       | 207,580        | 215,900              |
| TRANSFER TO BUILDING DEPARTMENT RESERVES           | 138,015         | 86,440         | -                             | -              | -                    |
| TRAINING   | 975             | 2,393          | 3,121                         | 4,500          | 4,500                |
| CONVENTIONS AND SEMINARS                           | 682             | 3,426          | 2,953                         | 3,300          | 3,300                |
| MEMBERSHIPS  | 1,045           | 1,211          | 1,414                         | 1,400          | 1,400                |
| MILEAGE  | 5,917           | 6,831          | 5,618                         | 6,000          | 6,000                |
| CLOTHING/BOOT ALLOWANCE                            | 352             | 651            | -                             | 800            | 800                  |
| OFFICE SUPPLIES                                    | 3,870           | 2,199          | 2,965                         | 2,100          | 2,500                |
| TELEPHONE  | 444             | 1,142          | 1,229                         | 500            | 500                  |
| GIS MAPPING  | 4,874           | 5,059          | 5,464                         | 5,000          | 5,500                |
| CLOUDPERMIT PLATFORM                               | -               | -              | -                             | 14,200         | 14,200               |
| <b>By Law</b>                                      |                 |                |                               |                |                      |
| INSPECTIONS  | -               | -              | -                             | (100)          | (100)                |
| OTHER LICENSES                                     | (4,770)         | (4,240)        | (4,570)                       | (4,300)        | (4,600)              |
| PERMITS  | (5,122)         | (5,465)        | (4,910)                       | (6,000)        | (6,000)              |
| PARKING REVENUE                                    | (12,917)        | (713)          | (480)                         | (2,000)        | (2,000)              |
| REVENUES-BY LAW FINES                              | -               | -              | (480)                         | (200)          | (200)                |
| SALARIES AND BENEFIT                               | 56,363          | 60,412         | 32,495                        | 44,181         | 46,000               |
| TRAINING   | 354             | -              | 1,306                         | 2,500          | 2,500                |
| MEMBERSHIPS  | 837             | 120            | 114                           | 160            | 160                  |
| MILEAGE  | 761             | 358            | 857                           | 510            | 510                  |
| OFFICE SUPPLIES                                    | 134             | -              | -                             | 250            | 250                  |
| TELEPHONE  | 148             | 206            | 230                           | 150            | 150                  |
| BYLAW CONTRACTED OUT                               | 23,639          | 7,738          | -                             | 34,400         | 40,000               |

|   | 2021<br>Actuals | 2022 Actual | 2023<br>Preliminary<br>Actual | 2023 Budget | 2024 Draft<br>Budget |
|---|-----------------|-------------|-------------------------------|-------------|----------------------|
| <b>Fire</b>   |                 |             |                               |             |                      |
| BURN PERMITS  | (30,003)        | (29,720)    | (28,703)                      | (28,000)    | (30,000)             |
| MISC. REVENUE   | (1,838)         | (3,515)     | (4,205)                       | (8,000)     | (10,000)             |
| FIRE CALLS RECOVERABLE                                | (59,704)        | (93,150)    | (9,474)                       | (55,000)    | (57,500)             |
| OTHER RECOVERIES                                      | (12,984)        | (8,242)     | (8,423)                       | (13,000)    | (13,000)             |
| SALARIES AND BENEFIT                                  | 673,870         | 715,356     | 401,811                       | 786,270     | 786,270              |
| TRANSFER TO VEHICLE/EQUIPMENT RESERVE                 | 160,000         | 160,000     | 19,750                        | 160,000     | 260,000              |
| TRAINING  | 7,113           | 22,440      | 24,162                        | 20,500      | 25,500               |
| CONVENTIONS AND SEMINARS                              |                 | 1,555       | 4,291                         | 7,500       | 7,500                |
| MEMBERSHIPS   | 459             | 1,656       | 3,201                         | 3,000       | 3,000                |
| MEETING EXPENSES                                      | 4,336           | 7,021       | 3,883                         | 6,500       | 7,000                |
| FUEL  | 23,899          | 39,909      | 24,404                        | 35,000      | 35,000               |
| FIRE PREVENTION SUPPLIES                              | 8,281           | 6,429       | 7,284                         | 7,000       | 7,000                |
| GENERAL SUPPLIES                                      | 4,017           | 4,925       | 4,559                         | 5,500       | 6,000                |
| UNIFORMS  | 8,549           | 8,934       | 8,011                         | 9,000       | 10,000               |
| INSURANCE   | 49,131          | 57,554      | 76,908                        | 59,000      | 84,600               |
| HYDRO   | 8,601           | 9,608       | 8,179                         | 8,000       | 8,000                |
| HEATING FUEL  | 9,083           | 11,511      | 8,704                         | 9,000       | 9,000                |
| TELEPHONE   | 5,003           | 5,626       | 3,491                         | 6,000       | 6,000                |
| EMERGENCY MANAGEMENT                                  | -               | 2,328       | 2,660                         | 5,250       | 5,250                |
| LICENSE RADIO   | 3,689           | -           | 2,276                         | 3,600       | 3,600                |
| 911 TELEPHONE SERVICES                                | 5,406           | 5,237       | -                             | 5,610       | 5,610                |
| EQUIPMENT MAINTENANCE                                 | 15,888          | 20,668      | 19,893                        | 22,250      | 25,000               |
| VEHICLE REPAIRS/EXPENSE                               | 43,570          | 31,873      | 25,712                        | 25,000      | 27,500               |
| BUILDING MAINTENANCE                                  | 10,731          | 12,216      | 11,492                        | 15,000      | 15,000               |
| MINOR CAPITAL   | 11,714          | 13,925      | 8,338                         | 15,000      | 15,000               |
| WATER   | 822             | 789         | 372                           | 1,000       | 1,000                |
| COMPUTER SUPPORT                                      | 1,061           | 1,090       | 1,119                         | 2,300       | 2,300                |
| <b>Police</b>   |                 |             |                               |             |                      |
| RIDE PROGRAM GRANT                                    | (6,446)         | (5,918)     | (6,435)                       | (6,640)     | (6,640)              |
| OPP COURT SECURTIY AND PRISONER TRANSPORTATION        | (6,246)         | (4,410)     | (4,216)                       | (8,568)     | (8,568)              |
| <b>Police Expenditures</b>                            |                 |             |                               |             |                      |
| RIDE PROGRAM  | 6,065           | 1,743       |                               | 8,500       | 8,500                |
| REALIGNMENT SERVICE                                   | 1,415,940       | 1,420,308   | 1,170,030                     | 1,404,032   | 1,411,713            |
| <b>Police Services Board</b>                          |                 |             |                               |             |                      |
| CONTRIBUTIONS FROM RESERVES                           | (11,592)        | (17,400)    |                               | (17,400)    | (17,400)             |
| REVENUES - OTHER                                      | (15,314)        | (15,785)    | (7,396)                       | (7,000)     | (7,000)              |
| SALARIES AND BENEFIT                                  | 20,086          | 6,440       | 5,145                         | 20,025      | 20,025               |
| TRANSFER TO POICE SERVICES BOARD RESERVES             | 7,000           | 5,000       | 3,750                         | 5,000       | 5,000                |
| CONVENTIONS AND SEMINARS                              | 396             | 1,418       | 1,373                         | 1,400       | 1,400                |
| MEMBERSHIPS   | 712             | 712         | 858                           | 807         | 807                  |
| MILEAGE   | 88              | 474         | 663                           | 1,000       | 1,000                |
| OFFICE SUPPLIES                                       | 240             | -           | 70                            | 306         | 306                  |
| OTHER EXPENSES (GRANTS)                               | 4,500           | 14,416      | -                             | 3,060       | 3,060                |
| BOARD FUNCTIONS                                       | 63              | 464         | 390                           | 306         | 306                  |
| <b>Ganaraska Region Conservation Authority (GRCA)</b> |                 |             |                               |             |                      |
| CONSERVATION AUTHORITY                                | 179,470         | 184,204     | 130,804                       | 185,804     | 172,211              |
| <b>Animal Control</b>                                 |                 |             |                               |             |                      |
| LIVESTOCK CLAIM GRANT                                 | (3,376)         | (1,447)     | (12,689)                      | (2,000)     | (2,000)              |
| CLAIMS PAID   | 3,547           | 2,133       | 9,603                         | 2,500       | 2,500                |
| <b>Animal Services</b>                                |                 |             |                               |             |                      |
| DOG LICENSE   | (170)           | (950)       | (100)                         | (3,570)     | (3,570)              |
| ANIMAL SERVICES                                       | 60,642          | 37,214      | 36,468                        | 36,700      | 38,500               |

|  | 2021<br>Actuals | 2022<br>Actual | 2023<br>Preliminary<br>Actual | 2023<br>Budget | 2024 Draft<br>Budget |
|--|-----------------|----------------|-------------------------------|----------------|----------------------|
| <b>Roads</b>                                 |                 |                |                               |                |                      |
| ROAD CONTRIBUTION FROM RESERVE               | -               | -              |                               | -              | (30,000)             |
| ENTRANCE PERMITS                             | (1,565)         | (1,995)        | (670)                         | (1,000)        | (1,000)              |
| SITE VISIT                                   | (4,030)         | (5,130)        | (1,680)                       | (2,500)        | (3,000)              |
| OTHER RECOVERIES                             | (5,374)         | (3,396)        | (39,325)                      | (8,160)        | (8,160)              |
| 911 HOUSE NUMBER AREA CHARGE                 | (1,640)         | (1,290)        | (1,085)                       | (950)          | (950)                |
| GRAVEL PITS -MISC. REVENUE                   | -               |                | (2,905)                       | (1,250)        | (1,250)              |
| GRAVEL PIT-AGG RESOURCES                     | (15,904)        | (16,603)       |                               | (22,000)       | (22,000)             |
| SALARIES AND BENEFIT                         | 1,241,088       | 1,326,144      | 1,055,724                     | 1,413,358      | 1,505,106            |
| TRANSFER TO FACILITY RESERVE                 |                 |                |                               |                | 5,000                |
| TRAINING                                     | 3,402           | 10,444         | 4,618                         | 9,000          | 9,000                |
| CONVENTIONS AND SEMINARS                     | 16              | 2,149          | 2,575                         | 3,500          | 3,500                |
| MEMBERSHIPS                                  | 915             | 2,039          | 2,261                         | 1,900          | 1,900                |
| MILEAGE                                      |                 | 249            | 458                           | 200            | 200                  |
| CLOTHING ALLOWANCE                           | 4,139           | 2,826          | 3,216                         | 3,500          | 3,500                |
| OFFICE SUPPLIES                              | 6,442           | 5,138          | 4,426                         | 5,000          | 5,000                |
| SHOP SUPPLIES                                | 15,440          | 12,298         | 9,789                         | 14,000         | 14,000               |
| UNIFORMS                                     | 21,886          | 18,124         | 12,679                        | 19,500         | 19,500               |
| INSURANCE                                    | 71,677          | 82,305         | 107,461                       | 84,077         | 118,200              |
| TELEPHONE                                    | 5,232           | 4,173          | 2,895                         | 5,000          | 5,000                |
| CLEANING SERVICES                            | 389             | 7,673          | 2,023                         | 7,000          | 7,000                |
| CONSULTANTS - GENERAL                        | 1,394           | 2,442          | 5,126                         | 4,500          | 4,500                |
| LICENCE GRAVEL PIT                           | 2,255           | 8,291          | -                             | 1,530          | 1,530                |
| LICENSE RADIO                                | 3,624           | 2,521          | 2,457                         | 1,000          | 1,000                |
| ENGINEERING                                  | 20,941          | 18,317         | 22,901                        | 21,000         | 21,000               |
| GRAVEL CRUSHING                              | 42,720          | 22,428         | 17,865                        | 42,500         | 42,500               |
| EQUIPMENT MAINTENANCE                        | 28,609          | 25,048         | 10,678                        | 21,000         | 21,000               |
| BLDG MAINTENANCE                             | 15,373          | 18,546         | 9,215                         | 11,500         | 11,500               |
| WOOD GRINDING                                |                 |                |                               | -              | 30,000               |
| TRANSFER TO ROADS VEHICLES/EQUIPMENT RESERVE | 368,191         | 320,000        | 276,762                       | 320,000        | 335,000              |
| FUEL   | 117,971         | 246,695        | 172,020                       | 196,000        | 210,000              |
| INSURANCE                                    | 15,140          | 16,340         | 22,774                        | 17,800         | 25,100               |
| LICENCE-VEHICLE                              | 24,515          | 22,512         | 24,950                        | 25,500         | 25,500               |
| CONTRACTED OUT                               | 3,270           | 980            | -                             | 2,100          | 2,100                |
| VEHICLE REPAIRS EXPENSE                      | 155,415         | 143,887        | 118,129                       | 130,000        | 140,000              |
| TIRES  | 18,935          | 19,029         | 15,063                        | 14,500         | 14,500               |
| HYDRO  | 11,518          | 11,201         | 10,216                        | 14,000         | 12,000               |
| HEATING FUEL                                 | 4,275           | 7,368          | 6,617                         | 7,650          | 8,500                |
| STAFF APPRECIATION--VOLUNTEER & STAFF APPRE  | 704             | 563            | 469                           | 600            | 600                  |
| EQUIPMENT RENTAL                             | 877             | 7,768          | 10,608                        | 10,000         | 10,000               |
| ROADS - TAX LEVY REQUIRMENT                  | 859,949         | 859,949        |                               | 859,949        | 859,949              |
| TRANSFER TO BRIDGE/CULVERT RESERVE           | 12,000          | 12,000         | 9,000                         | 12,000         | 12,000               |
| MATERIALS                                    | 131,500         | 118,056        | 98,486                        | 130,000        | 140,000              |
| CONSULTANTS                                  | 12,751          | 6,106          |                               | 13,500         | 13,500               |
| TRANSFER TO WINTER MAINTENANCE RESERVE       | 78,453          | 4,000          | 3,000                         | 4,000          | 4,000                |
| SALT PURCHASES                               | 104,602         | 126,288        | 103,996                       | 135,000        | 135,000              |
| SAND SCREENING                               | 19,745          | 117,882        | 117,132                       | 63,800         | 63,800               |
| EQUIPMENT RENTALS                            | 8,548           | 10,333         | 1,323                         | 15,000         | 15,000               |
| STREETLIGHT AREA CHARGE                      | (90,948)        | (79,531)       | (89,794)                      | (88,000)       | (88,000)             |
| TRANSFER TO STREETLIGHT RESERVE              | 12,438          | 5,057          | 5,250                         | 7,000          | 7,000                |
| RURAL STREETLIGHT-HYDRO                      | 68,942          | 68,387         | 59,789                        | 71,000         | 71,000               |
| RURAL STREETLIGHT MAINTENANCE                | 9,569           | 6,087          | 16,797                        | 10,000         | 10,000               |
| TRANSFER TO ROADS NEED STUDY RESERVE         | 10,000          | 5,000          | 3,750                         | 5,000          | 5,000                |
| TRANSFER TO GENERATOR RESERVE                | 10,000          | 10,000         | 7,500                         | 10,000         | 10,000               |
| HARD TOP MTCE-MATERIALS                      | 33,390          | 33,779         | 14,958                        | 32,000         | 32,000               |
| HARD TOP MTCE-CONTRACTED OUT                 | 82,274          | 158,531        | 77,429                        | 120,000        | 130,000              |
| ZONE PAINTING-CONTRACTED OUT                 | -               | 9,789          | 13,006                        | 11,000         | 18,000               |
| GUARDRAIL MTCE-MATERIALS                     | -               | -              | -                             | 3,570          | 3,570                |
| CATCH BASINS                                 | 11,372          | 28,518         |                               | 25,000         | 25,000               |
| TREE REMOVAL                                 | 34,771          | 99,296         | 35,647                        | 60,000         | 60,000               |
| RAILRD CROSSINGS-CN RAIL                     | 7,836           | 7,836          | 6,857                         | 8,000          | 8,000                |
| RD SIGNS-MATERIALS                           | 8,160           | 8,284          | 9,646                         | 10,000         | 10,000               |

|  | 2021<br>Actuals | 2022<br>Actual | 2023<br>Preliminary<br>Actual | 2023<br>Budget | 2024 Draft<br>Budget |
|--|-----------------|----------------|-------------------------------|----------------|----------------------|
| <b>Parks and Facilities</b>                      |                 |                |                               |                |                      |
| PROGRAMMING REVENUE - PROGRAM                    |                 |                |                               | (5,000)        | (42,750)             |
| PROGRAMMING REVENUE - SUMMER DAY CAMP            |                 |                |                               |                | (61,200)             |
| OTHER RECOVERIES                                 | (1,375)         | (1,375)        | (1,375)                       | (1,375)        | (1,375)              |
| SALARIES AND BENEFIT                             | 231,596         | 235,928        | 196,676                       | 286,084        | 332,542              |
| TRANSFER TO PARKS & RECREATION EQUIPMENT RESERVE | 20,000          | 20,000         | 15,000                        | 20,000         | 30,000               |
| TRANSFER TO FACILITY RESERVE                     | 60,000          | 60,000         | 78,750                        | 105,000        | 105,000              |
| PROGRAMMING EXPENSE - PROGRAM                    | -               | -              | 2,250                         | -              | 20,000               |
| PROGRAMMING EXPENSE - SUMMER DAY CAMP            | -               | -              | -                             | -              | 5,000                |
| TRAINING   | 1,414           | 148            | 509                           | 4,500          | 4,500                |
| CONVENTIONS & SEMINARS                           | 887             | 62             | 2,053                         | 2,600          | 2,600                |
| MEMBERSHIPS                                      |                 | 860            | 1,689                         | 1,300          | 1,700                |
| MILEAGE  |                 |                | -                             | 500            | 500                  |
| OFFICE SUPPLIES                                  | 3,530           | 2,153          | 3,379                         | 3,000          | 3,000                |
| INSURANCE  | 7,503           | 7,518          | 11,259                        | 8,800          | 12,400               |
| LEASE  | 1,429           | 2,860          | 1,707                         | 3,000          | 3,000                |
| COMMEMORATIVE BENCH AND TREE PROGRAM             | (3,874)         |                |                               | (2,500)        | (2,500)              |
| SALARIES AND BENEFIT                             | 195,528         | 139,797        | 137,211                       | 184,165        | 228,026              |
| INSURANCE  | 12,478          | 14,786         | 20,215                        | 15,800         | 22,200               |
| GROUNDKEEPING MTCE                               | 49,071          | 52,786         | 49,051                        | 52,000         | 52,000               |
| HYDRO  | 1,780           | 5,434          | 1,641                         | 5,600          | 5,600                |
| COMMEMORATIVE BENCH AND TREE PROGRAM COSTS       | 2,213           |                | 5,014                         | 2,500          | 2,500                |
| PUBLIC ADMISSIONS-BALTIMORE R.C.-                | (814)           | (2,260)        | (3,281)                       | (3,200)        | (4,000)              |
| VENDING MACHINE                                  | (413)           | (469)          | (959)                         | (2,000)        | (1,000)              |
| HALL RENTAL                                      | (7,267)         | (45,255)       | (10,739)                      | (20,000)       | (20,000)             |
| ICE RENTAL                                       | (122,689)       | (92,114)       | (103,874)                     | (156,300)      | (160,000)            |
| SIGNS RENTAL                                     | (10,370)        | (9,510)        | (9,000)                       | (10,000)       | (10,500)             |
| INDOOR CANTEEN/PROSHOP CONTRACT                  |                 |                |                               | -              | (1,200)              |
| SABIC TURF RENTAL                                | (48,460)        | (63,665)       | (69,438)                      | (50,000)       | (70,000)             |
| BALL DIAMOND RENTALS                             | (9,661)         | (14,949)       | (4,759)                       | (15,300)       | (15,300)             |
| LIONS ARENA FLOOR                                | (1,700)         | (9,864)        | (10,369)                      | (8,000)        | (8,000)              |
| SOLAR PANEL REVENUE                              | (9,796)         | (9,796)        | (9,796)                       | (10,000)       | (10,000)             |
| SALARIES AND BENEFIT                             | 175,636         | 200,565        | 172,034                       | 215,418        | 233,906              |
| CLOTHING ALLOWANCE                               | 551             | 743            |                               | 1,000          | 1,500                |
| INSURANCE  | 36,193          | 44,852         | 54,376                        | 42,500         | 59,800               |
| BANK SERVICE CHARGES                             | 516             | 574            |                               | 1,300          | 1,300                |
| CREDIT CARD SERVICE CHARGES                      | 1,377           | 2,198          |                               | 2,000          | 2,000                |
| HYDRO  | 87,167          | 91,439         | 67,665                        | 115,000        | 115,000              |
| HEATING FUEL                                     | 22,464          | 35,772         | 35,823                        | 33,000         | 36,500               |
| TELEPHONE and INTERNET                           | 3,841           | 4,610          | 3,983                         | 4,200          | 8,700                |
| BUILDING MAINTENANCE                             | 33,403          | 39,138         | 34,655                        | 36,500         | 38,000               |
| ACTIVENET FEES                                   | 6,058           | 8,401          | 5,887                         | 9,000          | 9,000                |
| EQUIPMENT MAINTENANCE                            | 36,981          | 40,345         | 37,729                        | 38,000         | 39,500               |
| WATER FEE  | 7,725           | 8,531          | 6,088                         | 7,500          | 8,500                |
| PUBLIC ADMISSIONS                                |                 | (389)          | (612)                         | (1,200)        | (1,200)              |
| VENDING MACHINE REVENUES                         |                 |                | (239)                         | (3,641)        | (3,641)              |
| HALL RENTALS                                     | (4,454)         | (10,446)       | (6,897)                       | (9,000)        | (9,000)              |
| ARENA ICE RENTALS                                | (69,450)        | (91,096)       | (83,209)                      | (125,000)      | (130,000)            |
| SIGN RENTALS                                     | (1,620)         | (2,030)        |                               | (3,264)        | (3,264)              |
| ARENA FLOOR RENTALS                              |                 | (150)          | (2,025)                       | (500)          | (500)                |
| SOLAR PANEL REVENUES                             | (6,151)         | (4,982)        | (3,496)                       | (7,000)        | (5,000)              |
| SALARIES AND BENEFIT                             | 126,501         | 165,859        | 121,977                       | 169,361        | 190,700              |
| CLOTHING ALLOWANCE                               | 423             | 428            | 456                           | 500            | 1,000                |
| OFFICE SUPPLIES                                  | 466             | 159            | 257                           | 750            | 750                  |
| POP MACHINE STOCK                                |                 |                | -                             | 2,244          | 2,244                |
| INSURANCE  | 22,461          | 25,346         | 33,649                        | 26,300         | 37,000               |
| BANK SERVICE CHARGES                             | 517             | 573            | -                             | 1,350          | 1,350                |
| CREDIT CARD SERVICE CHARGES                      | 182             | 323            | -                             | 200            | 200                  |
| HYDRO  | 60,435          | 68,986         | 39,985                        | 72,000         | 72,000               |
| HEATING FUEL                                     | 7,363           | 13,848         | 13,380                        | 12,000         | 15,000               |
| TELEPHONE  | 2,782           | 2,887          | 2,521                         | 3,500          | 3,500                |
| EQUIPMENT MAINTENANCE                            | 17,677          | 22,582         | 21,184                        | 16,320         | 22,000               |
| BUILDING MAINTENANCE                             | 14,155          | 16,132         | 14,899                        | 25,500         | 25,500               |
| ACTIVENET FEES                                   | 1,824           | 3,219          | 4,241                         | 4,000          | 4,000                |
| CONTRIBUTION FROM RESERVES                       | -               | -              | -                             | (2,500)        | -                    |
| HALL RENTALS                                     | 239             | (4,990)        | (3,010)                       | (10,000)       | (10,000)             |
| FUNDRAISING REVENUES                             |                 |                | -                             | (3,500)        | -                    |

|  | 2021<br>Actuals | 2022 Actual | 2023<br>Preliminary<br>Actual | 2023 Budget | 2024 Draft<br>Budget |
|--|-----------------|-------------|-------------------------------|-------------|----------------------|
| TRANSFER TO COLDSPRINGS HALL FUNDRAISING RESERVE | 3,500           | 3,500       | 2,625                         | 3,500       | -                    |
| CLEANING SUPPLIES                                |                 | 305         | -                             | 1,200       | 1,200                |
| HYDRO  | 3,832           | 4,602       | 3,201                         | 4,500       | 4,500                |
| HEATING FUEL                                     | 7,304           | 10,658      | 10,615                        | 11,200      | 11,200               |
| INSURANCE  | 1,500           | 1,879       | 2,303                         | 1,800       | 2,500                |
| TELEPHONE  | 698             | 707         | 595                           | 1,000       | 1,000                |
| CONTRACT CLEANER                                 | -               | -           | -                             | 5,500       | 5,500                |
| BUILDING MAINTENANCE AND SUPPLIES                | 3,377           | 7,505       | 6,628                         | 7,000       | 7,000                |
| MINOR CAPITAL                                    | -               | 8,553       | 7,194                         | 5,000       | -                    |
| HALL RENTAL                                      | -               | (686)       | -                             | (5,000)     | (5,000)              |
| WATER USAGE                                      | 463             | -           | -                             | 500         | 500                  |
| HYDRO  | 2,329           | 3,161       | 2,091                         | 4,500       | 4,500                |
| MAINTENANCE                                      | 2,998           | 1,347       | 2,343                         | 1,200       | 1,200                |
| <b>Heritage Committee</b>                        |                 |             |                               |             |                      |
| FUNDRAISING                                      | -               | -           | -                             | (1,800)     | (1,800)              |
| TRANSFER TO HERITAGE RESERVE                     | 9,625           | 5,000       | 3,750                         | 5,000       | 5,000                |
| MATERIALS  | -               | -           | -                             | 1,500       | 1,500                |
| HERITAGE - PROJECTS                              | -               | 2,500       | -                             | 1,800       | 1,800                |
| <b>Accessibility Committee Revenues</b>          |                 |             |                               |             |                      |
| CONTRIBUTION FROM RESERVES                       | (8,666)         | (7,000)     | -                             | (10,000)    | (10,000)             |
| TRANSFER TO ACCESSIBILITY RESERVES               | 9,000           | 10,000      | -                             | 10,000      | 10,000               |
| PROJECTS   | 8,666           | 7,000       | -                             | 10,000      | 10,000               |
| <b>Climate Change Committee</b>                  |                 |             |                               |             |                      |
| PROJECTS   | 270             | -           | -                             | 2,500       | 2,500                |
| <b>Council Grants</b>                            |                 |             |                               |             |                      |
| HOSPICE GRANT FUNDING                            | (26,000)        | (26,000)    | -                             | -           | -                    |
| HOSPICE GRANT                                    | 26,000          | 26,000      | -                             | -           | -                    |
| PHYSICIAN RECRUITMENT                            | 9,800           | 9,843       | 9,800                         | 9,800       | 15,204               |
| COUNCIL GRANTS                                   | 19,150          | 20,000      | 31,462                        | 22,000      | 25,000               |
| <b>LIBRARY</b>                                   |                 |             |                               |             |                      |
| LIBRARY GRANT                                    | (19,180)        | (19,180)    | -                             | (19,180)    | (19,180)             |
| CONTRACTED LIBRARY SERVICES                      | 330,236         | 336,843     | 327,952                       | 343,584     | 359,804              |





# Thank You!

Creating a budget demands substantial effort and coordination across the organization. We express gratitude to all involved for their hard work and diligence in this process. Thank you for your dedicated contributions in the deliverance of a **Plan for Today and Tomorrow.**

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