

Centre Wellington

2023 DRAFT BUDGET



2023 Budget

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INTRODUCTION

2023 DRAFT BUDGET



Message from the CAO

January 2023

The 2023 Budget is my first as Township CAO. While I had the important role of coordinating Township Budgets as Township Treasurer in previous years, I find myself excited about the added responsibility of helping shape Centre Wellington's future in budgets going forward.

The 2023 Budget looks to continue to implement initiatives from the 2019 to 2022 Council approved Strategic Plan, Council approved Master Plans and the Township's approved Asset Management Plan. Funding identified in the Operating Budget, Capital Budget, and Staffing Strategy for 2023 provide the resources required to move many projects and initiatives forward, progress on Township asset management objectives, all while continuing to provide various services and appropriate levels.

However, this budget is not without its difficulties. We have unprecedented inflation that is putting pressure on all departmental costs. Utility, materials, insurance, and gas price increases are also playing a significant role in the allocation of funds for the year. The Township's taxation assessment growth is only 2.12% for the year, in comparison to over 3.20% one year ago. This funding is relied on for much needed new staffing positions, increased capital funding for asset management planning purposes, and for funding to accommodate other operating pressures due to Township growth. With the growth expected in Centre Wellington going forward, all budgets must be mindful of costs associated with maintaining service levels for the growing number of residents and businesses.

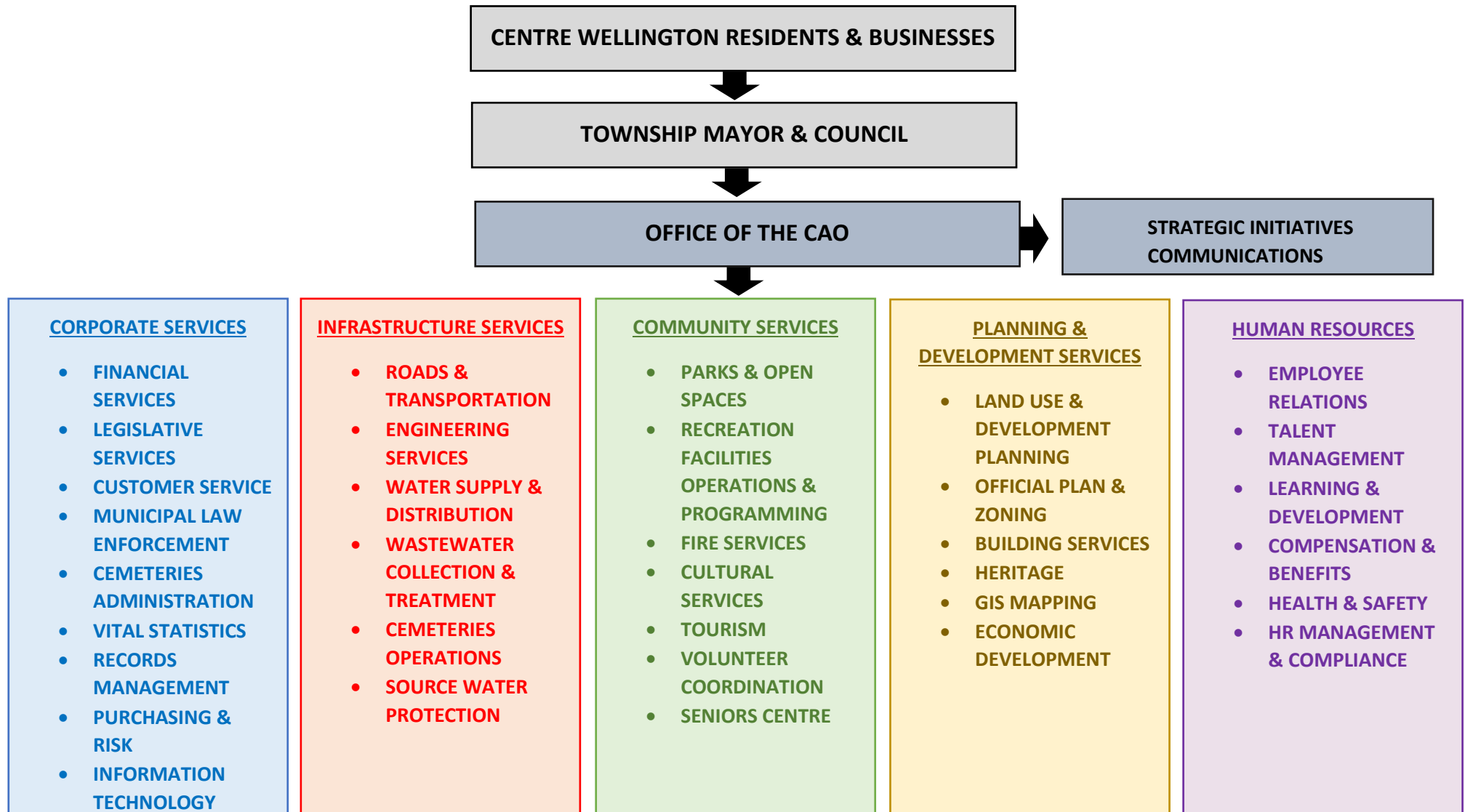
I want to thank all Township staff for their efforts in preparing the 2023 Budget. Our Senior Management Team has been busy developing this Budget since June 2022, and many Township staff play a contributing role to make this happen. I would also like to thank staff in Corporate Services for their dedication in coordinating budget inputs and bringing this budget document together.

Yours truly,

Dan Wilson, CPA, CA
Chief Administrative Officer



Centre Wellington Organizational Structure





Centre Wellington Strategic Plan

The Strategic Plan is the foundation of decision making across the Township. Budgets, Asset Management Plans, Master Plans, and staff reports are created and administered with the goal of achieving strategic planning goals and objectives.

The current Strategic Plan was created in 2019 for the 2019 to 2022 Council term. A new Strategic Plan process has been approved by Council for the 2023 to 2026 Council term. Once completed, the new Strategic Plan will be used to inform the 2024 Budget.

The 2019 to 2022 Strategic Plan was used to inform the 2023 Budget. It provides for six over-arching goals:



Each of the six goals have key objectives that are outlined on the following pages. With the annual budget being a significant planning document for the Township, all six goals are being advanced through various operating, capital, and forecast items within the Budget.

Good Financial Management

1. We will continue to support the principle that residential growth will pay for the increased cost of providing services and infrastructure to new residents
2. We will maximize sources of non-tax revenue
3. We will review our financial management practices

Strong Local Economy

1. We will facilitate new businesses coming to centre wellington
2. We will facilitate new retail uses to meet the needs of a growing community
3. We will promote tourism

Safe & Well-Maintained Roads & Infrastructure

1. We will manage the flow of traffic in and through centre wellington
2. We will increase the availability of downtown parking
3. We will enhance alternatives to private vehicle use
4. We will protect the township's long-term water supply
5. We will re-invest in the rural road system
6. We will continue to repair/replace bridges



Good Government

1. We will review government structure
2. We will enhance communications and teamwork on council and between council and staff
3. we will enhance communication and engagement with the public

Healthy Growth

1. We will ensure that the housing mix provides adequate attainable housing
2. We will manage the pace and scale of new development, and retain our "small town feel"

Active and Caring Community

1. We will expand indoor recreation facilities to meet the needs of a growing population
2. We will support the caring organizations in the community
3. We will care for our natural environment
4. We will support the heritage of our community





Asset Management Planning

Overview

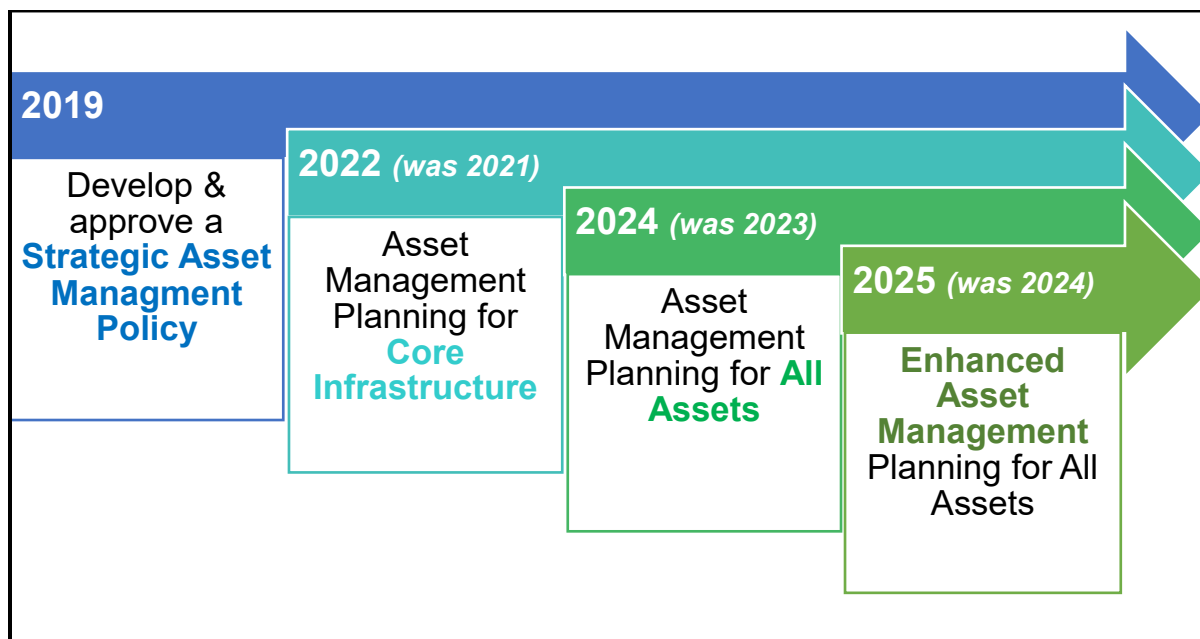
Asset management planning has been identified by the Province of Ontario as a priority for a number of years. The following timeline illustrates the progression in Ontario municipalities since the year 2000.

Year	Action
2000	Province communicates the need to start asset planning.
2002	The Walkerton Inquiry outlines the need to have full cost pricing (water).
2009	Public Sector Accounting Board (PSAB) section 3150 is approved, requiring municipalities to maintain an inventory of capital assets owned.
2012	Asset Management "Building Together" guide is published, providing asset management best practices to Ontario municipalities.
2014	The Province starts linking grant funding to the requirement to have an asset management plan.
2016	The Infrastructure for Jobs and Prosperity Act is passed, making asset management a legislated requirement for public sector entities in Ontario.
2017	Ontario Regulation 588/17 is passed, providing more detailed asset management requirements for municipalities in Ontario.
2019	Strategic Asset Management Policy required to be implemented in all municipalities in Ontario (as per Ontario Regulation 588/17).
2022	Asset Management Plan required for core infrastructure in compliance with Ontario Regulation 588/17.

Municipalities have been conducting asset management practices for many years. The more recent requirements require municipalities to document, refine, expand, integrate, and report on these practices going forward using specific approaches.

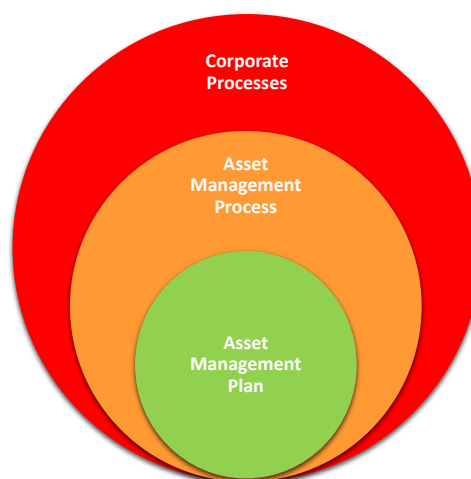
Ontario Regulation 588/17 relating to asset management planning for municipal infrastructure was passed in December 2017, providing specifics regarding asset management planning requirements for Ontario municipalities. A phased in approach to compliance was established by the province from 2019 to 2024. A Strategic Asset Management Policy was required to be in place in 2019, representing the first

requirement of the regulation. In March 2021, due to the impacts of COVID-19 on municipalities, the province provided a 1-year extension for all remaining compliance due dates. The updated compliance dates are as follows (all effective July 1st):



To date, the Township has been compliant with or exceeded all Provincial requirements. However, with the introduction of Ontario Regulation 588/17, significant time and resourcing will be required to meet the identified compliance deadlines. In 2019, Township Council approved a Strategic Asset Management Policy, the first requirement of Ontario Regulation 588/17. In 2022 the Township approved an Asset Management Plan that exceeds the 2022 requirements of the regulation. Please visit www.centrewellington.ca/assetmanagement for more details.

The more significant challenges around regulation compliance will include the integration of asset management planning into existing Township processes, the ability to continually update and improve the Township's asset management plan, and the requirement of all Township departments to include asset management planning within existing workloads and staff compliments.



Asset management is more than just the development of a plan. Asset management is a process that results in clear and effective decision making regarding the provision of services within the Township. An asset management plan is an output from that

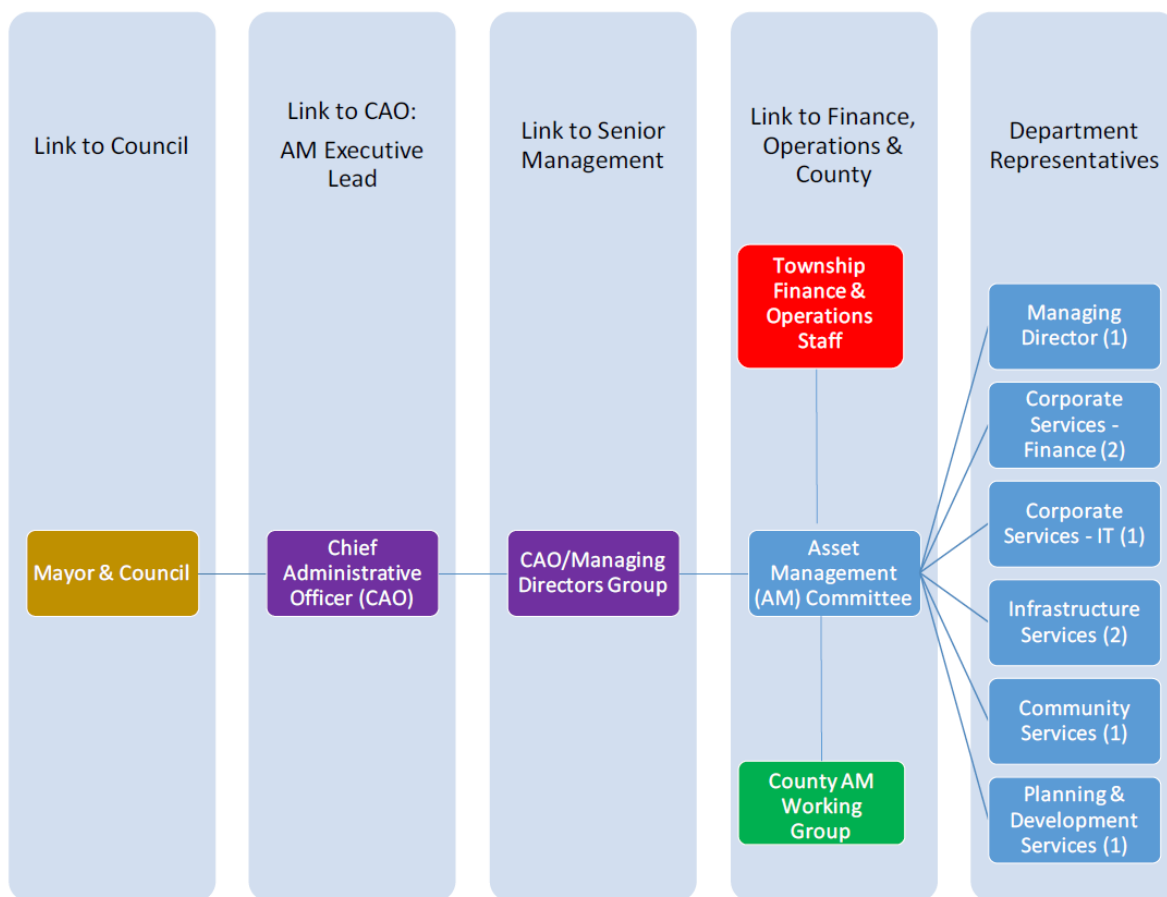
process. The asset management process is integrated with other corporate processes, so that decisions are made based on the strategic direction of the Township.

The asset management process includes the following key areas:

- ✓ Policies and strategies.
- ✓ Integration with day-to-day operations.
- ✓ Plans for updates and continuous improvements to the planning process.
- ✓ Use of tools, such as best practices and software.
- ✓ An internal governance structure.
- ✓ Council approval and support.
- ✓ Public engagement and communication.
- ✓ Asset management plan development.

An internal Township Asset Management Committee has been established and approved through the Strategic Asset Management Policy, with minimum staff representatives from all Township departments. In addition, a County-wide asset management working group has been established with representatives from each lower-tier municipality within the County, and the County itself.

Township Asset Management Governance Structure



The Township has had a formal Asset Management Plan in place since 2014 and has been completing full cost pricing water and wastewater rate studies since the early 2000's. Both of these documents have been key resources within the annual budget process. It is important to keep the asset management planning process up-to-date so that accurate information is used to inform the budget process.

Capital Project Prioritization

The Township's asset management plan uses a process of prioritizing capital projects based on the following formula:

Asset Risk/Criticality = Asset Probability of Failure X Asset Consequence of Failure
--

Probability of Failure estimates the likelihood of an asset failing while providing services. This is determined primarily based on the overall condition rating of each asset. The lower the condition rating, the higher likelihood that the asset will fail. Other variables assist in determining probability of failure, including bridge load restrictions, watermain break history, asset life, and traffic counts. Please refer to the following table:

Asset Class	Probability of Failure
Road Base	Age and Average Daily Traffic (ADT)
Road Surface	Overall Condition Index (OCI)
Bridges and Culverts	Average Daily Traffic (ADT), Bridge Condition Index (BCI) and Load Limits
Pedestrian Bridges	Bridge Condition Index (BCI) and Load Limits
Facility Assets	Building Condition Audit Results
Vehicles	Age Based
Equipment	
Land Improvements	
Water Network Assets	Main Breaks per 100m and Age Based
Wastewater Network Assets	Forcemain Status and Age Based

Consequence of Failure estimates the overall impact on the Township if the asset does fail while providing service. Consequences can include delayed service delivery, environmental factors, cost factors (i.e. asset rehabilitation/replacement or litigation), and potential injury. Variables used to determine consequence of failure for each asset include the following:

Asset Class	Consequence of Failure
Road Base	Average Daily Traffic (ADT) and Speed Limit
Road Surface	
Bridges and Culverts	Emergency Response Time, Detour Length, Average Daily Traffic (ADT), Local Access, and Heritage Status
Pedestrian Bridges	Bridge Condition Index (BCI) and Load Limits
Facility Assets	Determined by Township Staff
Vehicles	
Equipment	
Land Improvements	
Water Network Assets	Static Pressure (kPa), Redundancy, Pipe Diameter (mm), Average Daily Traffic (ADT), and Accessibility of Pipes
Wastewater Network Assets	Forcemain Status, Pipe Diameter (mm), Proximity to Water, Average Daily Traffic (ADT), and Accessibility of Pipes

With both probability of failure and consequence of failure determined, overall risk/criticality is calculated and used to prioritize capital projects within the asset management plan and annual budget process.

		CoF				
		Very Low	Low	Moderate	High	Critical
PoF	Very Low	Very Low	Low	Low	Moderate	Moderate
	Low	Low	Low	Moderate	Moderate	Moderate
	Moderate	Low	Moderate	Moderate	High	High
	High	Moderate	Moderate	High	High	Critical
	Critical	Moderate	Moderate	High	Critical	Critical

Priorities deemed “critical” or “high” are specifically outlined within the asset management plan.

Asset Management Plan Recommendations

The Township’s 2022 Asset Management Plan outlined the following recommendations:

- Staff to closely monitor external sources of funding trends, given the associated risks of relying on this funding from an asset management perspective.
- Increases in OCIF funding received in 2022 as well as ongoing increases in OCIF funding received going forward will be dedicated to roads related rehabilitation and replacement needs.
- The OLG Allocation Policy is to be reviewed considering the goal to maximize funding available for asset management purposes.

- Planned debt payments over the ten-year capital forecast is not to exceed 15% of Township revenues.
- A proportion of annual taxation assessment growth is to be allocated to asset investment.
- To provide meaningful increases in tax supported asset investment over time, an annual increase equivalent to a 2.0% increase in taxation is needed. Other available funding increases, such as a proportion of assessment growth would reduce the net impact on taxation.
- To continue to follow Water and Wastewater Rate Study recommended rate increases.

All recommended water and wastewater rate increases have been made to date.

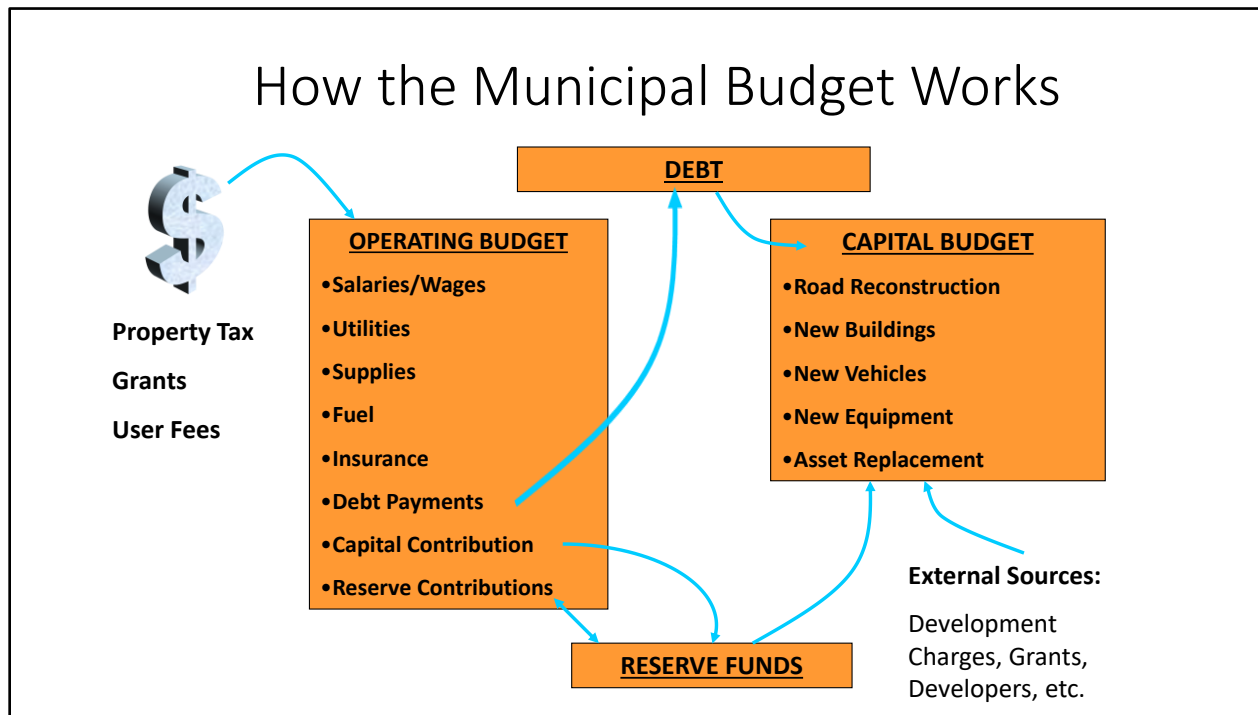
A comparison of Asset Management Plan recommendations to the 2023 Budget will be provided in a later section.



The Budget Process and Timing

Overview

The Township's budget is segregated into an operating budget and a capital budget. While they are seen as two separate budgets, they are very much connected. As shown in the figure below, as money is collected from taxpayers and other organizations, it flows into the operating budget. The operating budget is used to fund day-to-day costs such as salaries, utilities, supplies, fuel, and insurance.



The operating budget also funds annual debt payment obligations, however debt payments considered growth related are offset by development charges funding.

The capital budget is used to fund one-time or infrequent projects. While most of these projects are asset related (i.e. roads, bridges, etc.), some can relate to intangible needs such as studies. A project must have a minimum cost of \$5,000 to be included in the capital budget.

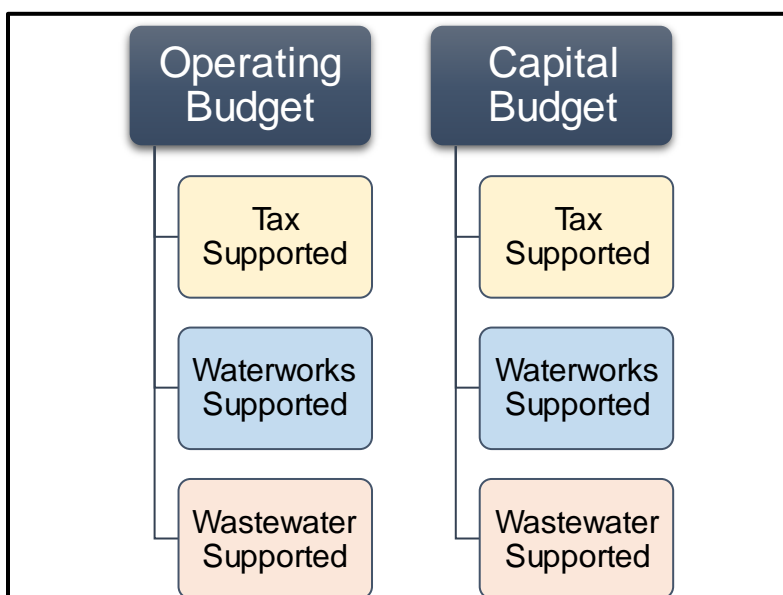
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

Reserves and reserve funds are where the Township allocates funds for future needs. Reserves are more generic in use (i.e. capital vs. operating) while reserve funds are more specific in use (i.e. parkland) and earn interest annually. The Township is obligated to maintain reserve funds for areas such as development charges, Canada

Community-Building Fund (formerly Federal Gas Tax) proceeds and cash in lieu of parkland. Typically, reserves and reserve funds are funded through contributions from the operating budget and are used to fund capital projects or in some cases, operating costs.

Debt is a source of funding that only appears within the capital budget. The Township has a projected use of debt within the budget (and long-term capital forecast) that must remain within provincial debt capacity allocations. When debt funding is used, there is a corresponding impact on the operating budget, in the form of annual principal and interest debt payments.

Both the operating and capital budgets are further segregated into tax supported budgets, water rate supported budgets, and wastewater rate supported budgets.



The net tax supported budget expenditures, after accounting for other revenues such as user fees, are funded from property taxation. Taxation rates are calculated each year based on this budget funding requirement. The net water and wastewater supported budgets are funded by water and wastewater rates respectively. Water and wastewater rates are established each year within the Township's annual Fees and Charges By-law and are based on the Township approved Water & Wastewater Rate Study.

The Township maintains a 10-year capital forecast. Year 1 of the forecast period (i.e. 2023) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast period (i.e. 2024 and 2025) represent the detailed forecast to be approved by Council, with the remaining years (2026 to 2032) provided for information purposes.

The Township has provided a 3-year operating forecast as part of this budget process. This forecast provides a high-level look at the Township's anticipated tax-supported operating needs to 2025. Year 1 of the forecast (i.e. 2023) represents the operating



budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2024 and 2025) are provided for information purposes only.

2023 Budget Process

Since the 2018 Budget, capital and operating budget discussions have been combined. For the 2023 Budget, in light of the election timing and changes to Council composition, senior Township staff members in consultation with internal and external stakeholders have prepared the draft budget for Council consideration. In addition, input was provided by residents through the Township website (Connect CW).

Township staff are presenting the 2023 Draft Budget to Council for their review as early as feasible, with budget approval planned in February 2023. To allow the Township to take advantage of favorable tender pricing that is typically offered earlier in the year before competition from other municipalities begins, township staff have pre-tendered a number of significant projects to 1) Secure pricing to inform the 2023 Budget, 2) attempt to obtain favourable pricing, and 3) be early to market to secure construction works for the 2023 construction year.

In addition, the fees and charges by-law is being presented to Council during the budget process. Fees and charges affect both operating budgets (i.e. user fee revenue) and capital budgets (equipment and replacement funding). Therefore combining these processes gives Council and the public more input and information affecting the budget.

Budget Timeline

The following timeline illustrates the process followed during the creation of the 2023 Budget:

2022	June	- Capital budget discussions initiated at a staff level - Preparation of vehicle and equipment replacement schedules initiated
	August	- Updating 10-year bridge and culvert plan - Operating budget discussions initiated at a staff level
	September	- Salary, wages & benefit calculations for 2023 commenced - 2023 staffing strategy initiated with Senior Management Team
	November	- Completion of 2023 Draft Capital Budget and 10-year forecast
	December	- Completion of 2023 Draft Operating Budget - Development of 3-year Operating Forecast - 2023 Drafting of the Budget Book Commences
2023	January	- January 5th Pre-budget meeting with council - Publish 2023 Draft Budget Book
	February	- Budget deliberation meetings continue – February 6th and 8 th - Proposed budget approval (February 27 th Council meeting)





TAX SUPPORTED OPERATING BUDGET

2023 DRAFT BUDGET

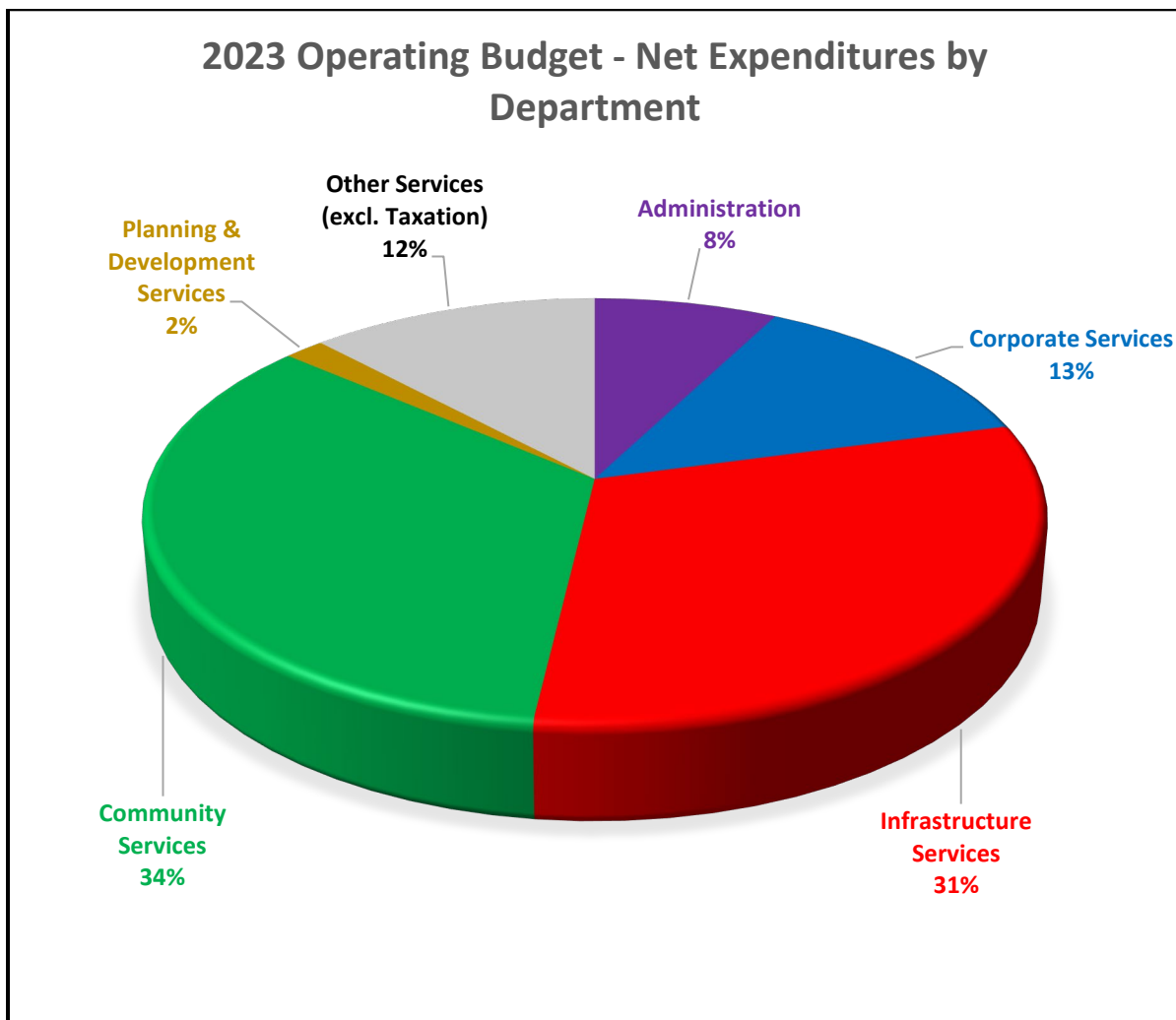


Tax Supported Operating Budget Overview

The operating budget typically involves expenditures and revenue associated with the day-to-day provision of Township services. Expenditures that are one-time costs in excess of \$5,000 that may be operating in nature, such as maintenance items or studies are included within the capital budget. This is normal practice as it eliminates significant fluctuations in taxation levies due to large one-time expenditures.

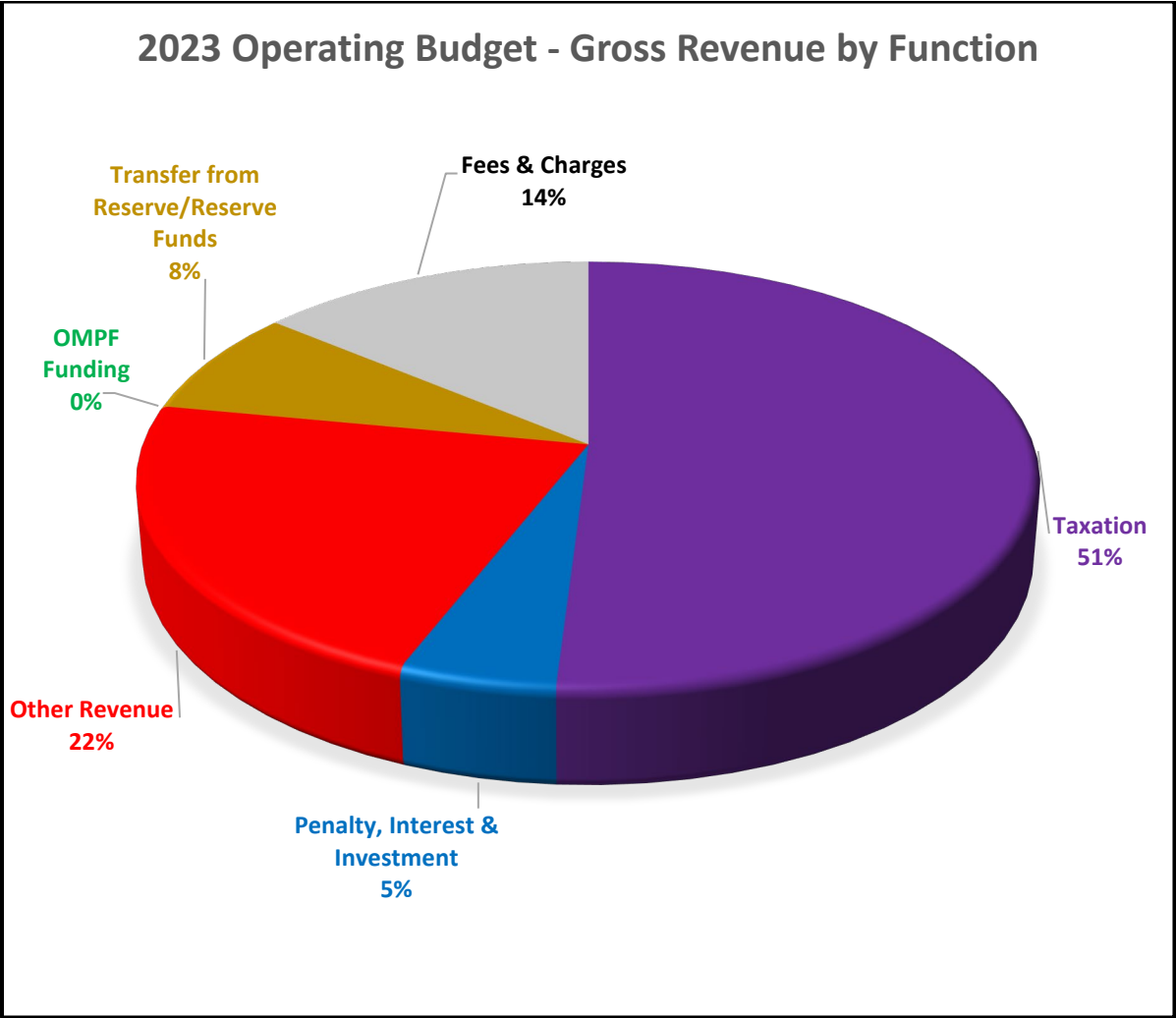
2023 Tax Supported Operating Budget

The 2023 tax supported operating budget totals \$35,132,123. After deducting other revenues, the net operating budget to be funded from general taxation is \$16,787,025 (excluding the dedicated capital levy). The net 2023 operating budget is broken down by department as follows:

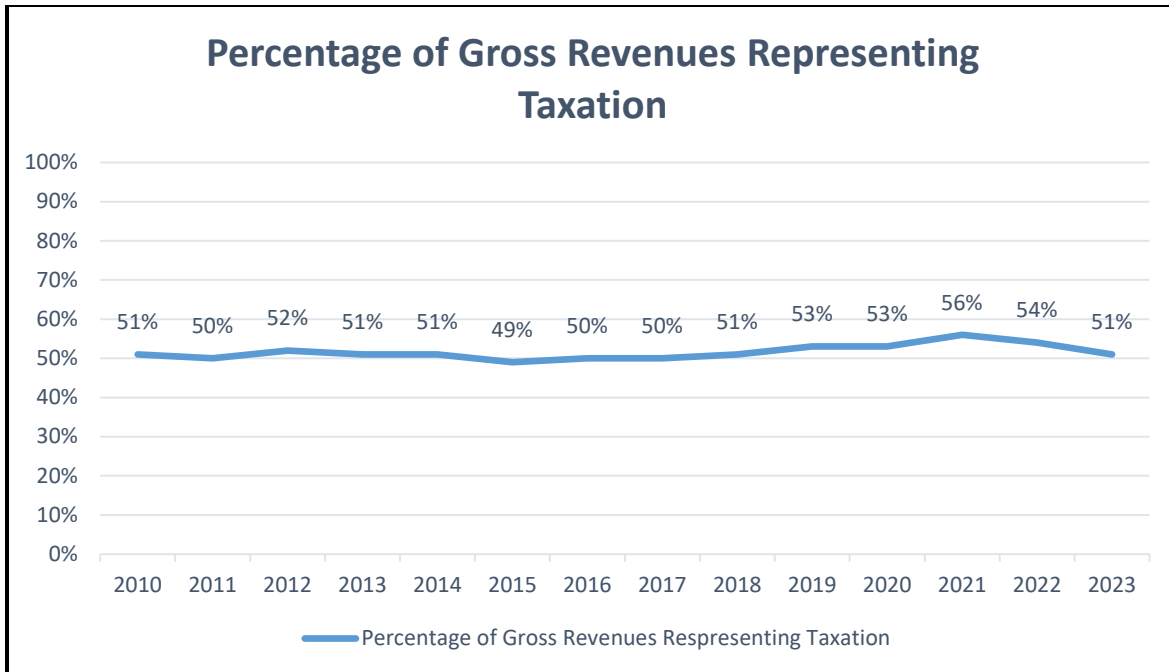


The budget breakdown of each department into specific budget areas is provided below this overview section, along with a summary of the overall budget for each department.

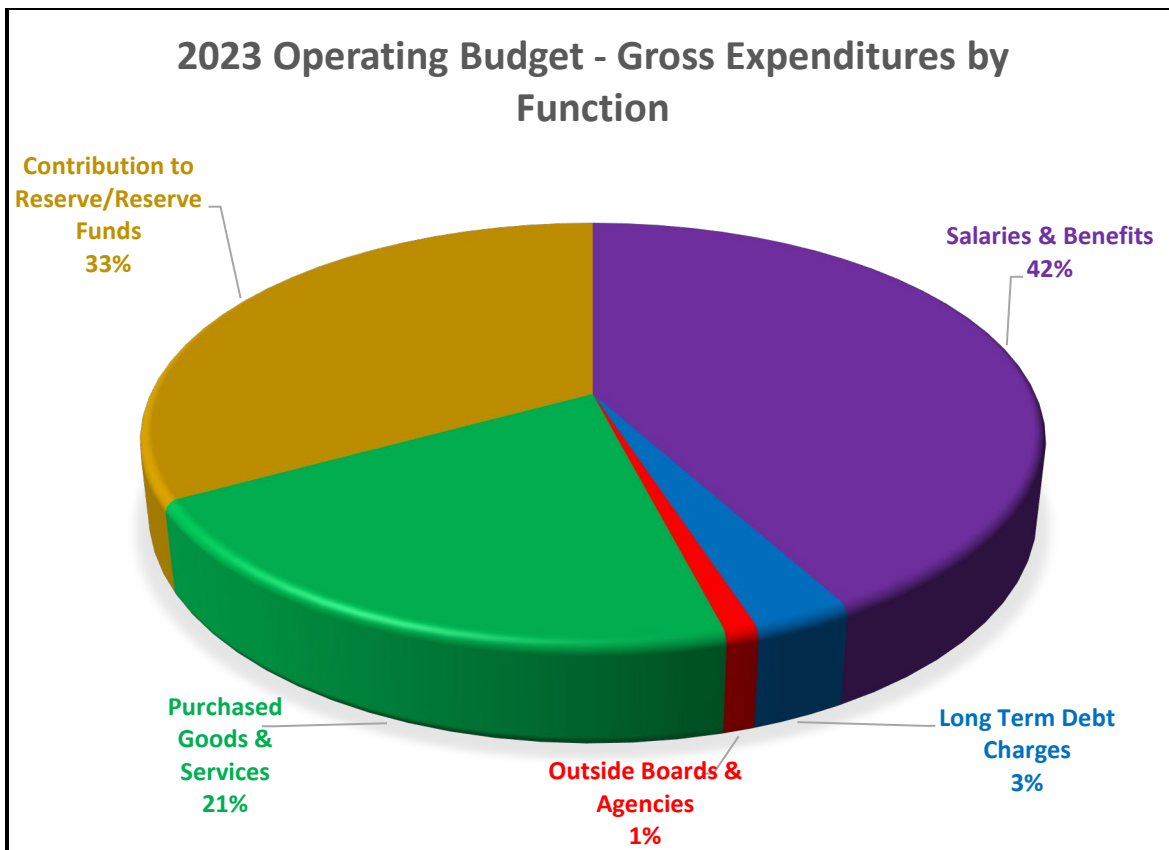
From a gross revenue perspective, the 2023 operating budget is broken down into the following revenue types:



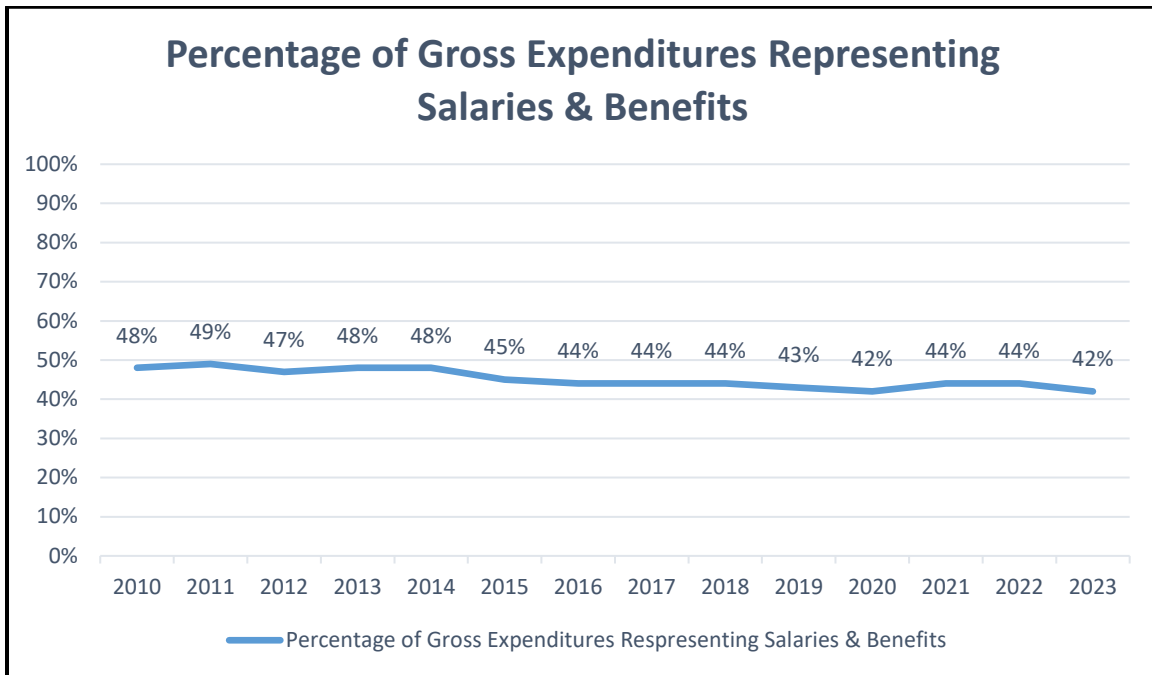
As shown above, property taxation continues to be the most significant revenue source, making up 51% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2021 is primarily due to the COVID-19 pandemic including a decrease in investment income due to the low interest rate environment. Increasing interest rates throughout 2022 have significantly improved investment income estimates for the Township and results in a lower percentage of gross revenues representing taxation in 2023. Furthermore, additional Ontario Community Infrastructure Funds (OCIF) confirmed for 2023 has reduced the taxation percentage. The increase in 2019 was due to Council approving the elimination of separate taxation levies for street lights. Since 2019, annual street light costs have been incorporated into the general taxation levy.



From a gross expenditure perspective, approximately 42% represents salaries and benefits, as shown below.



The percentage of gross expenditures representing salaries and benefits has been gradually declining since 2010, as shown in the graph below.



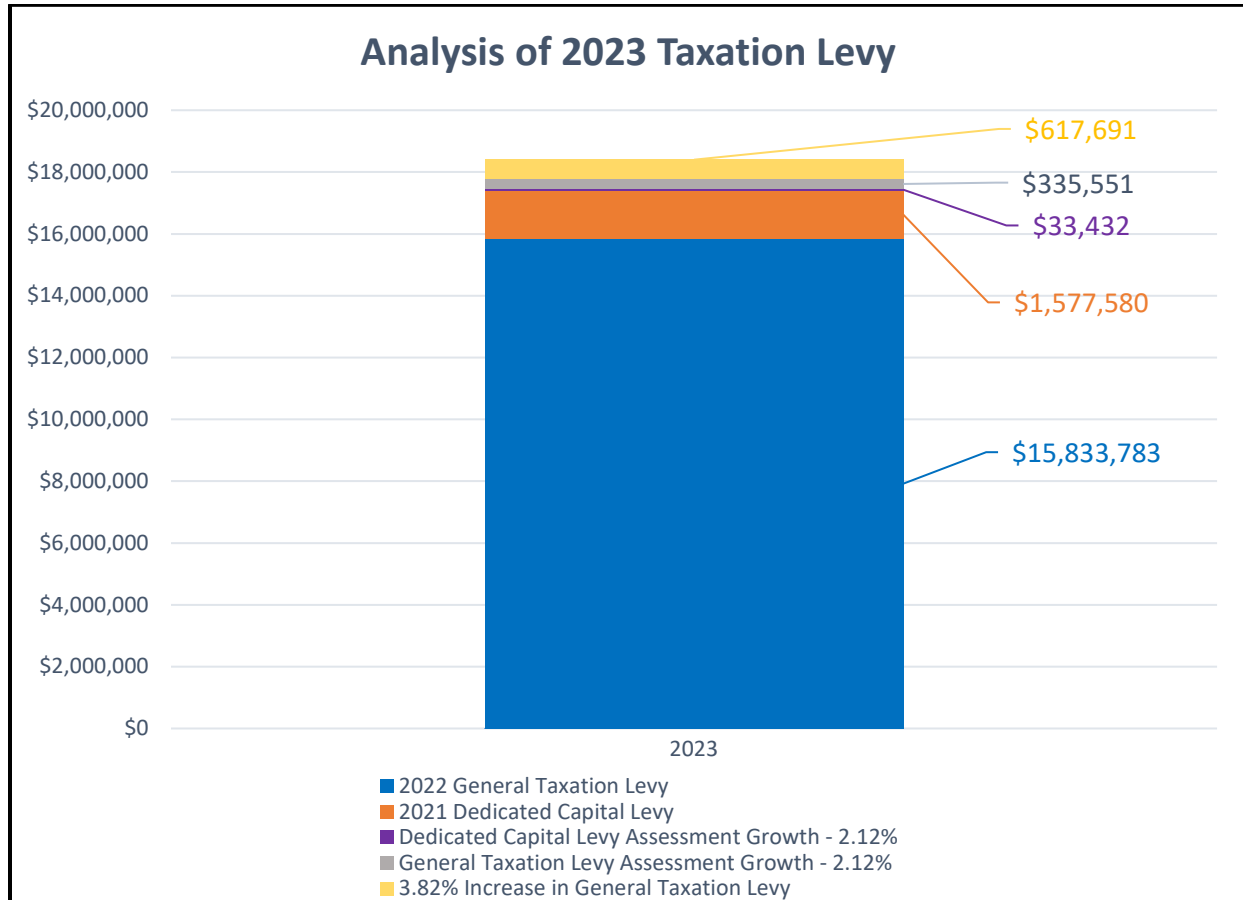
2022 Actual Amounts

Users of the budget document are cautioned that 2022 actual amounts presented on the departmental operating budget pages are unaudited and exclude numerous year end adjustments. Developing assumptions based on these amounts could lead to materially incorrect conclusions. More complete amounts will be provided when the 2023 Budget Book is finalized in early 2023.




Property Taxation Summary

Overall, the 2023 taxation levy totals \$18,398,037, representing a \$16,787,025 general taxation levy and a \$1,611,012 dedicated capital levy. This includes assessment growth on the general levy of \$335,551 (representing a 2.12% increase), and assessment growth on the dedicated capital levy of \$33,432 (representing a 2.12% increase).



The average assessed residential property in Centre Wellington in 2023 is valued at \$384,898. The impact on this average assessed property is as follows:

Tax Analysis: Average (Typical) Assessed Residential Property for 2023:

 <p>2023 Average Assessed Residential Property: \$384,898</p>			
	2022 Township Taxation Levy	\$	1,177
	Add: Levy Change (2023 Budget)	\$	45
	2023 Township Taxation Levy	\$	1,222
	2022 Township Dedicated Capital Levy	\$	116
	Add: Levy Change (2023 Budget)	\$	-
	2023 Dedicated Capital Levy	\$	116
	2023 Total Township Taxation Levy	\$	1,338
	2022 County Levy	\$	2,446
	Add: Levy Change for 2023	\$	93
	2023 County Taxation Levy	\$	2,539
	2023 Education Taxation Levy	\$	590
	2023 Total Taxation Levy	\$	4,467

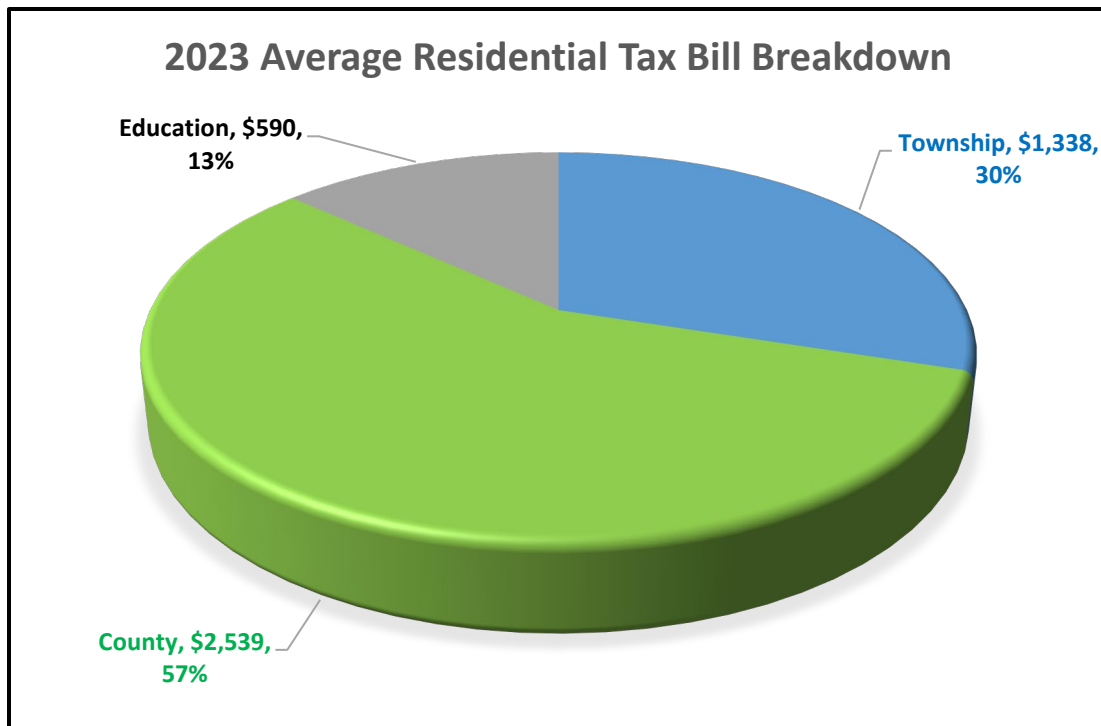
In summary, a residential property in Centre Wellington assessed at \$384,898 would pay an additional \$45 in 2023 as a result of the Township's budget. This is broken down between \$45 for general taxation purposes and \$0 with respect to the dedicated capital levy, netting to an overall Township impact of 3.48%. Including the County and Education levies, the overall "blended" tax rate increase is approximately 3.19%.

The table below provides a summary of Township only taxation dollar increases per \$100,000 in property assessment:

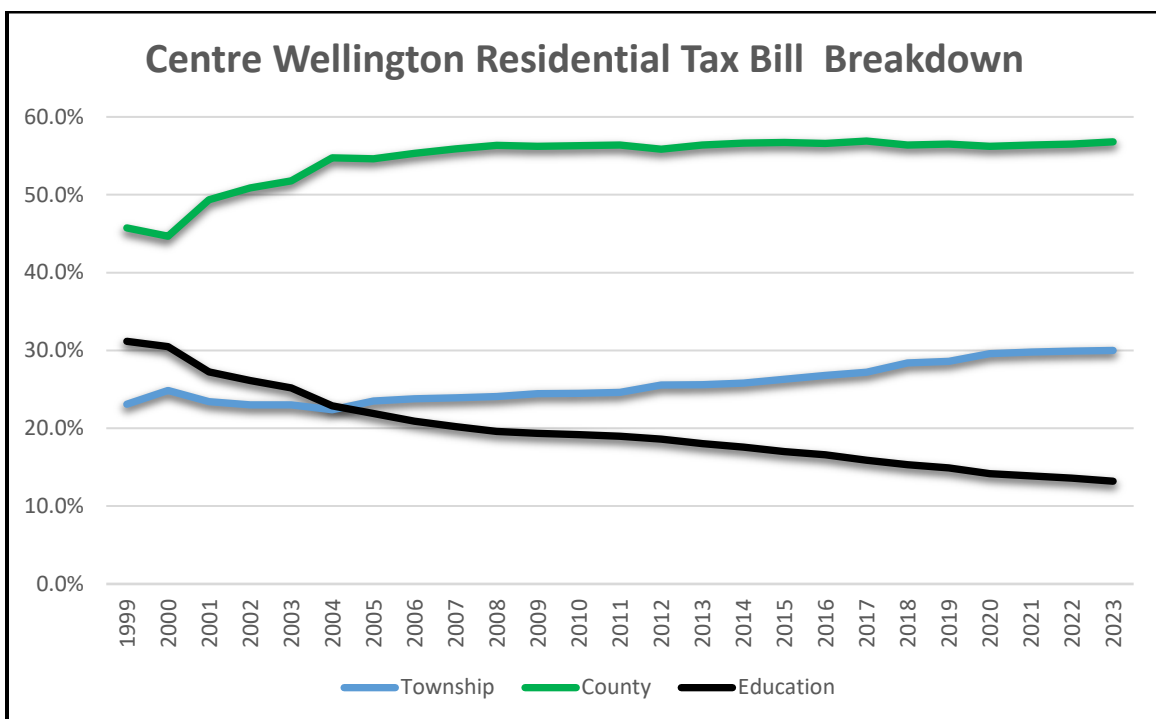
Tax Analysis: Per \$100,000 of Residential Taxation Assessment

Assessment	Increase to Township Taxation Levy	Increase to Township Dedicated Capital Levy	Total Township Increase
100,000	11.68	0.00	11.68
200,000	23.37	0.00	23.37
300,000	35.05	0.00	35.05
400,000	46.73	0.00	46.73
500,000	58.42	0.00	58.42
600,000	70.10	0.00	70.10
700,000	81.78	0.00	81.78
800,000	93.46	0.00	93.46

Looking at the residential tax bill breakdown graphically (see below), approximately 57% will be remitted to Wellington County, 13% to School Boards, and 30% is retained at the Township.



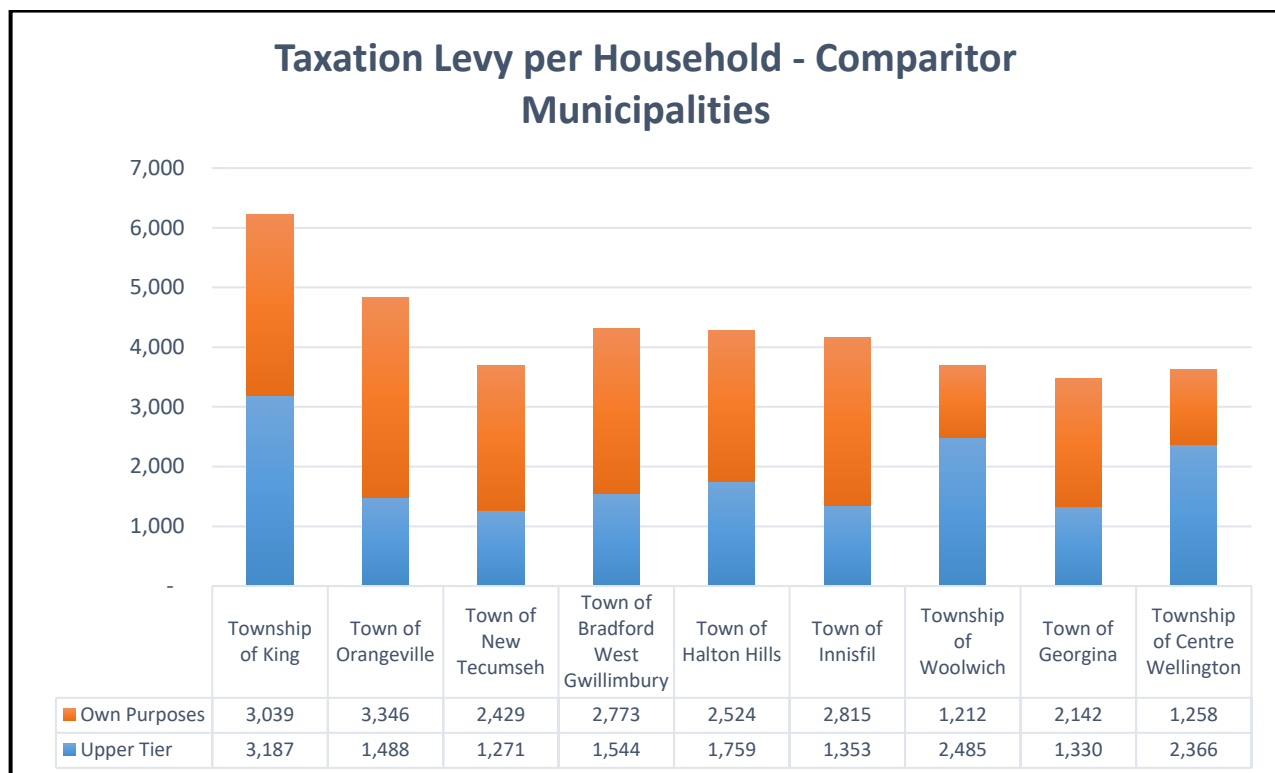
The graph below shows this residential tax bill breakdown historically since amalgamation in 1999. Education percentages continue to decrease, given the Province's commitment to not increase the Education levy rates.



Property Taxation and Assessment Comparator Analysis

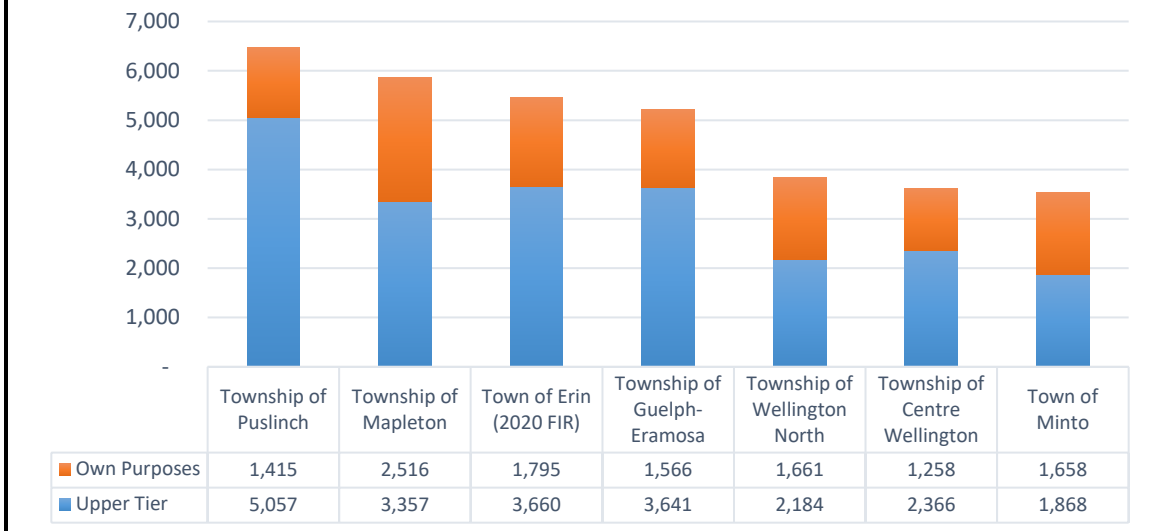
The two charts below include a comparator analysis of “taxation levy per household”, which is calculated by taking the combined upper and lower tier taxation levies for the municipality in 2021 and dividing by the total number of households that were in that municipality in 2021. This information is based on each municipality’s 2021 Financial Information Return (FIR) and is intended to provide a method of comparing taxation levels across municipalities of different sizes.

The first chart illustrates the taxation levy per household calculation across municipalities that are similar to Centre Wellington. In this case, Centre Wellington’s levy of \$3,623 is the lowest within the sample group. King and Orangeville were the highest with a levy of \$6,226 and \$4,834 respectively. The average levy across the group is \$4,258.



The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,623 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$6,472 and the average levy across the group was \$4,857.

Taxation Levy per Household - Wellington County Municipalities



The tables below show the same comparator groups from a taxation assessment perspective, illustrating total taxation assessment, the distribution of that assessment between residential, farmland, and other, and the calculated taxation assessment per capita for each municipality. Each table is sorted, highest to lowest, from an assessment per capita perspective.

Comparator Municipalities	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of King	10,511,779,275	89%	6%	5%	379,309	51%
Town of Halton Hills	14,514,661,433	83%	3%	14%	230,571	41%
Township of Woolwich	5,212,258,795	69%	17%	14%	208,440	67%
Town of Innisfil (2020 FIR)	8,717,823,974	88%	5%	7%	206,085	32%
Town of Bradford West Gwillimbury	4,326,260,026	86%	5%	9%	203,111	36%
Town of New Tecumseh	7,535,177,107	84%	6%	11%	171,457	34%
Township of Centre Wellington	5,342,220,682	77%	15%	8%	162,427	65%
Town of Georgina	8,876,849,579	91%	3%	6%	151,668	38%
Town of Orangeville	4,326,260,026	84%	0%	16%	142,602	31%

Wellington County	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of Puslinch	2,479,903,318	78%	8%	13%	295,227	78%
Township of Mapleton	2,920,007,000	39%	56%	5%	251,508	57%
Town of Erin (2020 FIR)	2,753,806,200	78%	16%	5%	227,399	67%
Township of Guelph-Eramosa	3,151,412,518	74%	20%	6%	221,463	70%
Township of Wellington North	2,209,258,209	50%	41%	9%	177,736	57%
Township of Centre Wellington	5,342,220,682	77%	15%	8%	162,427	65%
Town of Minto	1,264,889,009	59%	32%	9%	129,865	53%



Significant Areas Impacting the Tax Supported Operating Budget

Each year there are significant impact areas within the budget that are identified. These can be both expenditures and revenues that have had notable changes in comparison to the prior year, or new service areas that have been proposed.

Major expenditures can fluctuate significantly from year to year due to factors such as weather (i.e. snow maintenance) and other events (i.e. volunteer firefighter wages, and tax write-offs). Consistent with prior years, budgeting for these items is done using annualized averages. A similar approach is used to budget for revenues that can vary considerably from year to year, such as planning revenue, supplementary taxes, and cemetery revenues.

The following impact areas have been identified for the 2023 Budget:

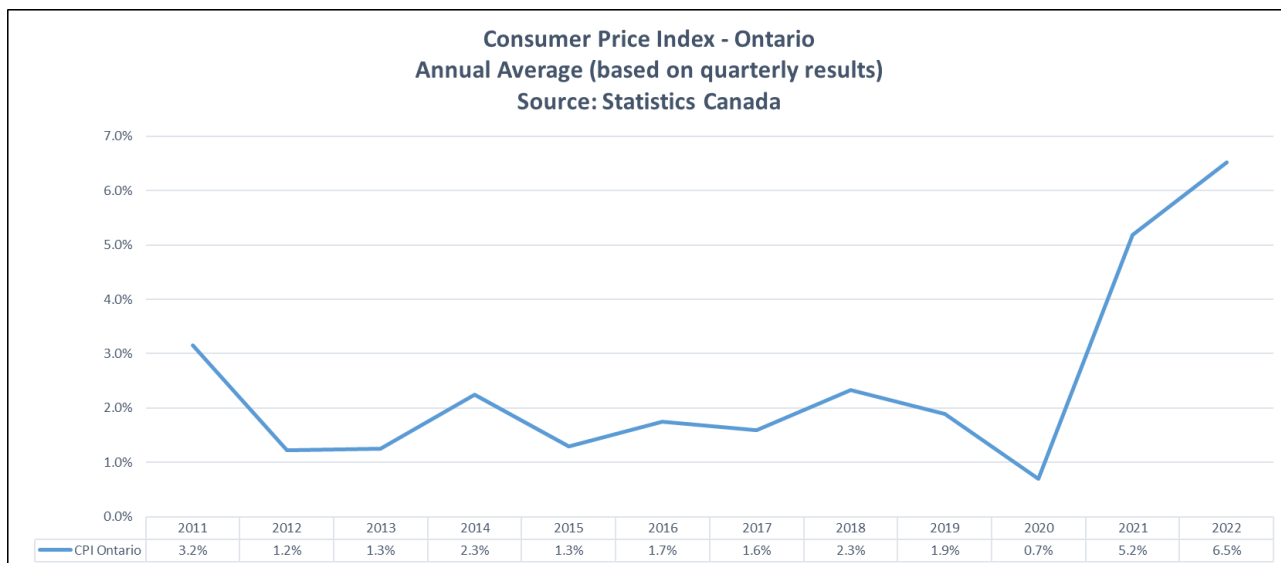
Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2023 totals 2.12%. This results in \$335,551 in additional taxation revenue, before any increase in tax rates is applied. Assessment growth is generated through Township growth, therefore the 2023 Budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

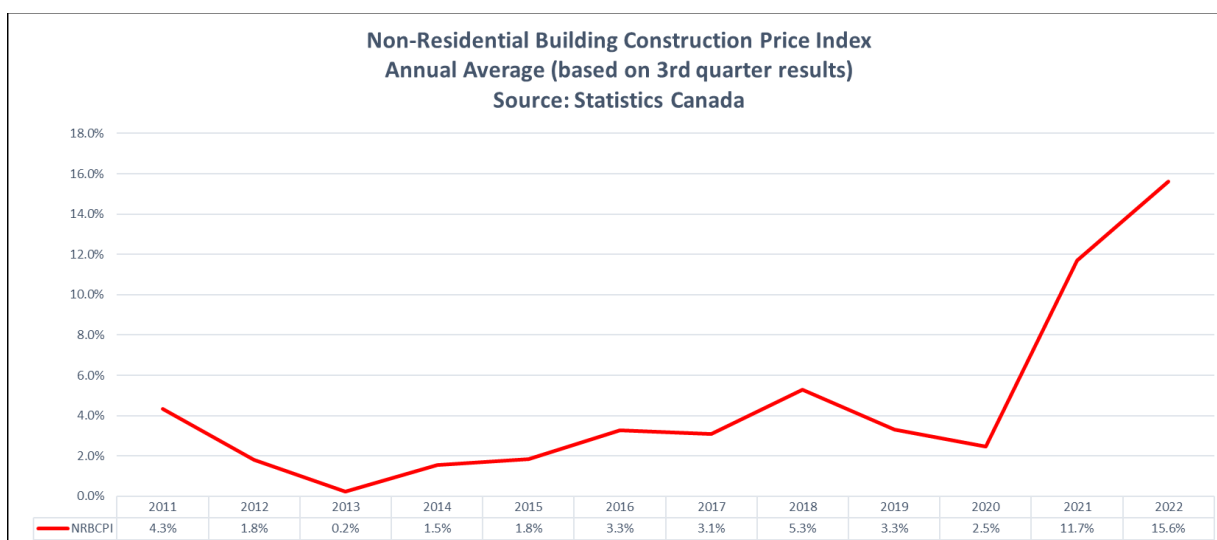
2023 Growth Related Impact Areas	Amount
Staffing Strategy Implementations (50%)	\$167,775
Asset Management Contribution (25%)	83,888
Contribution to Other Operating Revenues (25%)	83,888
Total 2023 Assessment Growth	\$335,551

Inflation (Operating & Capital)

The table below provides a 10-year historical trending of the Ontario Consumer Price Index (CPI). As shown, CPI has increased by approximately 6.5% (based on 2022 October results), an increase from operating inflation figures from a year ago. This implies that consumer goods (i.e. Township operating costs) are approximately 6.5% more expensive now in comparison to last year.



The table below provides a 10-year historical trending of the Non-Residential Building Consumer Price Index (NRBCPI). This index is used by municipalities across the Province in determining capital inflation for development charge indexing purposes. As shown, NRBCPI has increased by approximately 15.6%, an increase from capital inflation figures from a year ago. This implies that capital costs (i.e. Township capital projects) are approximately 15.6% more expensive now in comparison to last year.



Both operating and capital inflation affect the Township's operating budget. The operating budget is made up of operating related costs (such as utilities and wages) as well as capital related transfers to reserves. In addition, there are debt related costs that are based on agreed upon terms and conditions that are not impacted by inflationary factors. To estimate a blended inflationary impact on the Township's 2023 Budget, the following table was prepared.



Combined Township Index (Tax Supported)

Description	2022 Net Expenditures	Inflation Factor
Operating Costs	\$ 21,541,519	6.5%
Capital Transfers-Internal	4,376,980	15.6%
Capital Transfers-External	4,665,641	15.6%
Debt Payments (net)	416,448	0.0%
Total Net Expenditures	\$ 31,000,588	9.1%

Weighted Index

This table illustrates that, if 2022 budget levels were adequate, a 9.1% increase in gross expenditures would be required to keep up with applicable inflationary factors going into 2023. Township staff are presenting a general levy tax rate increase of 3.82% (with a Township combined levy increase of 3.48%), which exposes the Township to the impacts of inflation and puts the municipality at risk of falling behind in required operating and capital investment levels.

Staffing Costs

As the Township grows and introduces new or higher levels of service, there is a need to expand staffing levels. In summary, the following new positions have been included within the 2023 Budget. The next section will discuss the staffing strategy for the 2023 to 2025 period (and beyond), including explanations for each position.

2023 Budget				
Department	Position	Position Status		Comments
Human Resources	Human Resources Generalist	Permanent	Full time	Tax, 0.5 FTE requested to make the position 1.0 FTE
Corporate Services	Application Support Analyst	Permanent	Full time	Tax, 1.0 FTE requested, 0.8 FTE funded by partners
Community Services	Building and Properties Project Manager	Permanent	Full time	80% Tax, 20% W/WW, Supervisor position reclassified, 1.0 FTE
Community Services	Building Technician	Permanent	Full time	80% Tax, 20% W/WW, 0.5 FTE requested to make 1.0 FTE
Community Services	Manager of Parks and Open Spaces	Permanent	Full time	Tax, 1.0 FTE
Community Services	Community Development Coordinator	Permanent	Full time	Tax, 0.4 FTE requested (funded by sponsorships) to make 1.0 FTE
Infrastructure Services	Utilities and Permit Coordinator	Permanent	Full time	33% Tax, 67% W/WW, 1.0 FTE
Infrastructure Services	Compliance and QMS Coordinator	Permanent	Full time	Tax 20%, W/WW 80%, 1.0 FTE
Infrastructure Services	Source Protection Coordinator	Permanent	Full time	County 50%, Water Revenue 50%, 1.0 FTE
Infrastructure Services	Source Protection Coordinator	Permanent	Full time	Temporary FT to Permanent FT, 100% County Funded
Planning & Development	Economic Development Coordinator	Permanent	Full time	1.0 FTE, 100% Ec Dev RF Year 1, 67% Year 2, 33% Year 3, 0% Year 4
Planning & Development	Manager of Planning Services	Permanent	Full time	Planning Fees funded, 1.0 FTE
Planning & Development	Deputy Chief Building Official	Permanent	Full time	Building Fees funded, 1.0 FTE
Planning & Development	Development Engineering Technologist	Permanent	Full time	Planning Fees funded, 1.0 FTE

In addition to new positions, other changes to wages and benefits within the 2023 Budget are:

- Cost of living adjustment (COLA) increased 1.65% per the Employee Memorandum of Agreement with the Township's Staff Association.
- CPP maximums have increased 7.28%.
- EI maximums have increased 5.22%.
- 7.1% increase in group benefit premium costs.

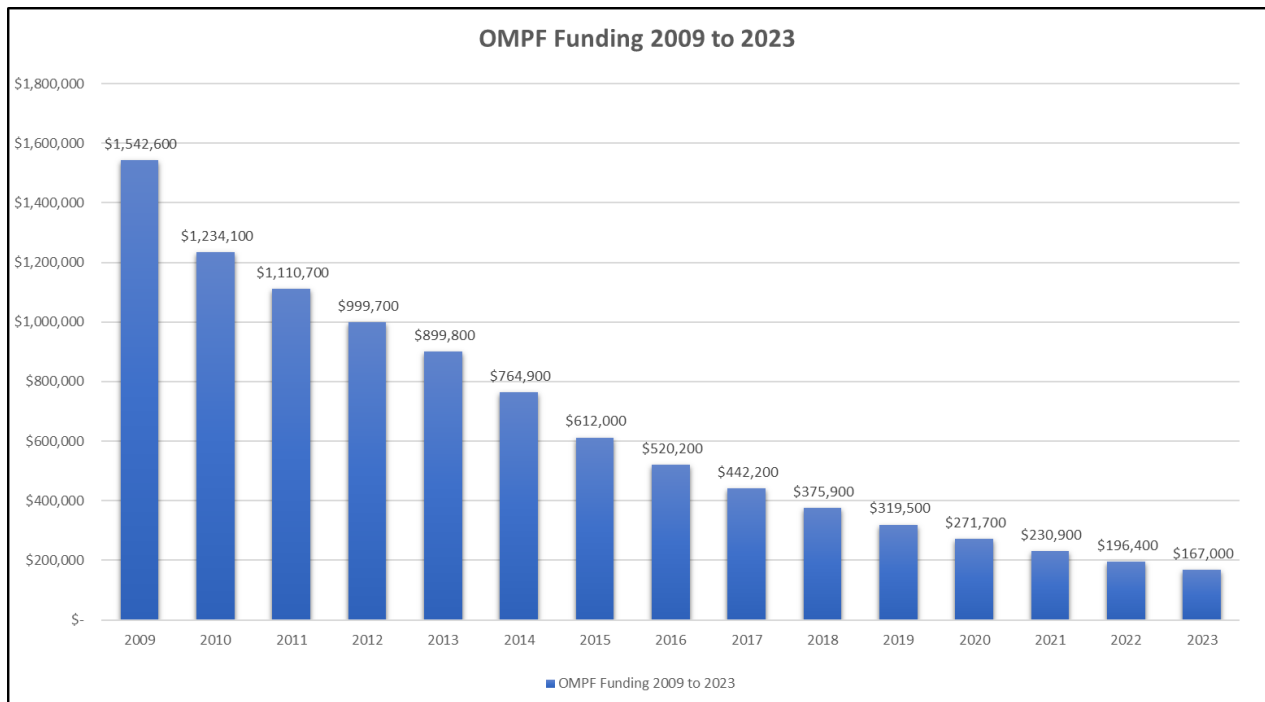


- Approximately \$70,000 in additional OMERS contributions due to mandated extension of benefits to part-time employees.
- Staff movement through the salary pay grid.

Ontario Municipal Partnership Funding (OMPF)

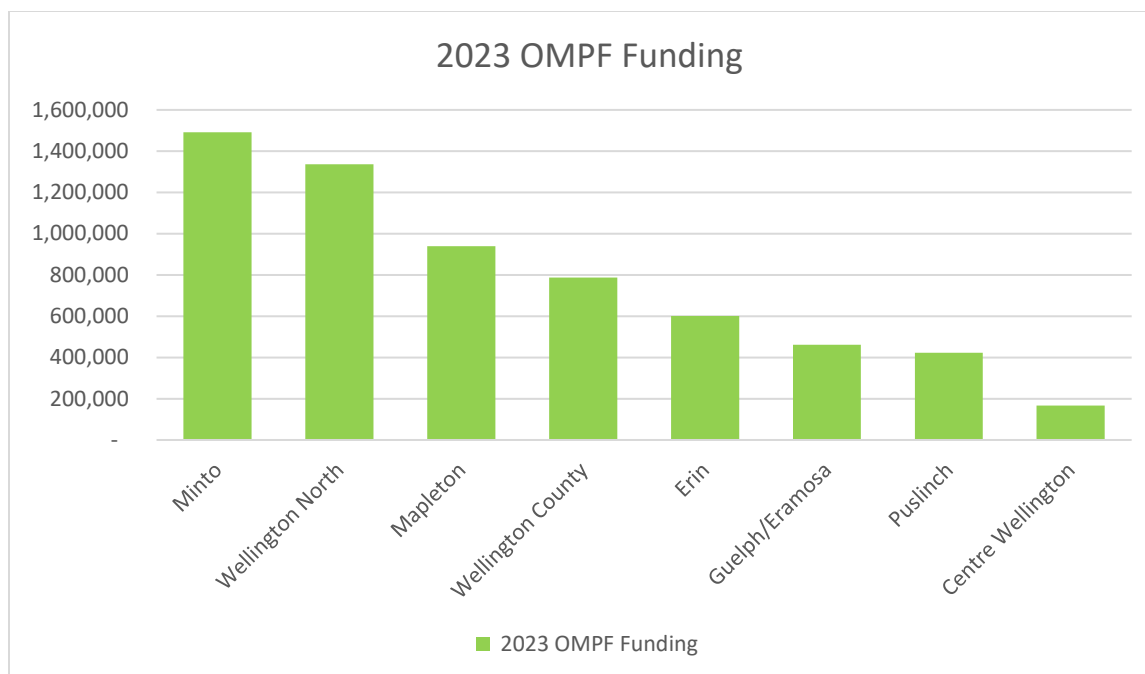
The Township's OMPF funding is being reduced by a further 15% in 2023, bringing the Township's allocation to \$167,000. This is a reduction of \$29,400 from the 2022 allocation.

A history of the OMPF reductions since 2009 is provided below. In 2009 the Township's allocation was in excess of \$1.5 million, which has been reducing each year thereafter.



Centre Wellington's OMPF allocation is the lowest within the County. A summary of 2023 allocations across the County is as follows:





Transfers to Capital – Internally Generated

Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$1,968,700 in 2023. This represents a \$158,300 increase from 2022. In the 2020 Budget, Township staff combined tax supported vehicle reserves into one reserve (and similarly for equipment reserves), allowing for efficiencies in distributing funds for vehicles and equipment annually. This has allowed for a reallocation of funds from vehicles to equipment, removing pressure on the equipment reserve. These replacement reserve transfers ensure the Township has sufficient funding available to replace end of life vehicles and equipment in 2023 and beyond.

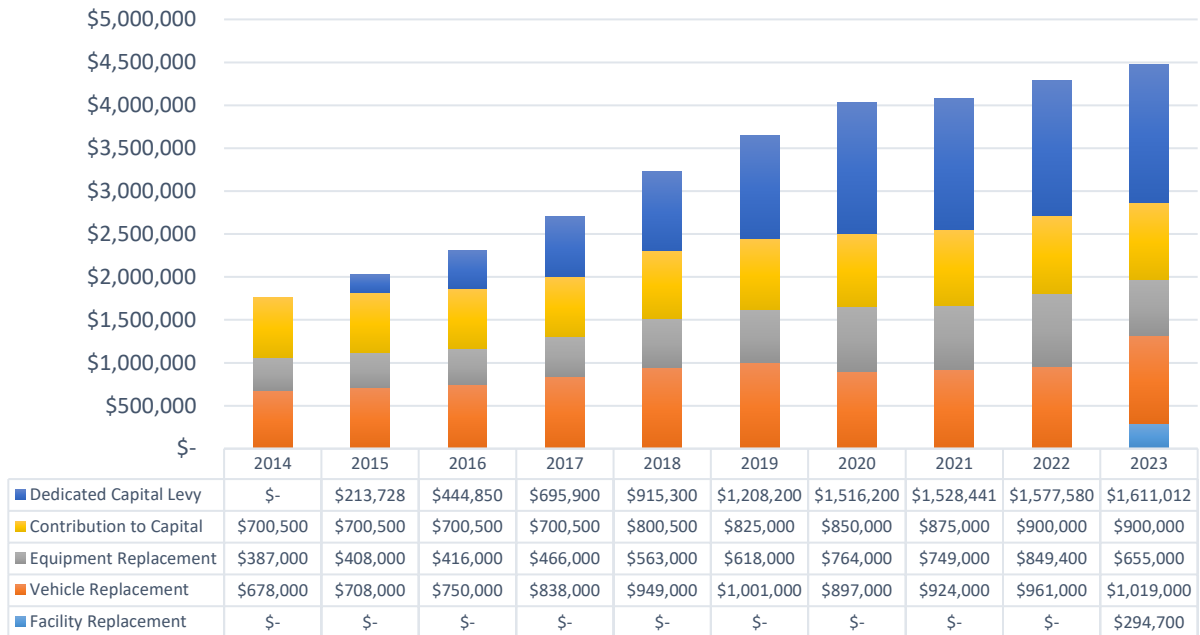
The contribution from the tax supported operating budget to the General Capital Reserve has not increased in the 2023 Budget.

The total amount of internal funding contributed from the tax supported operating budget (including the Dedicated Capital Levy) to the Township's capital program is \$4,479,712. This represents a \$2,714,212 increase from the 2014 Budget. To meet the future infrastructure challenges identified in the Township's Asset Management Plan, it is important the Township continue to direct an increasing portion of budget funding to capital needs.

A graph illustrating the increases in internal capital funding since 2014 is provided below.



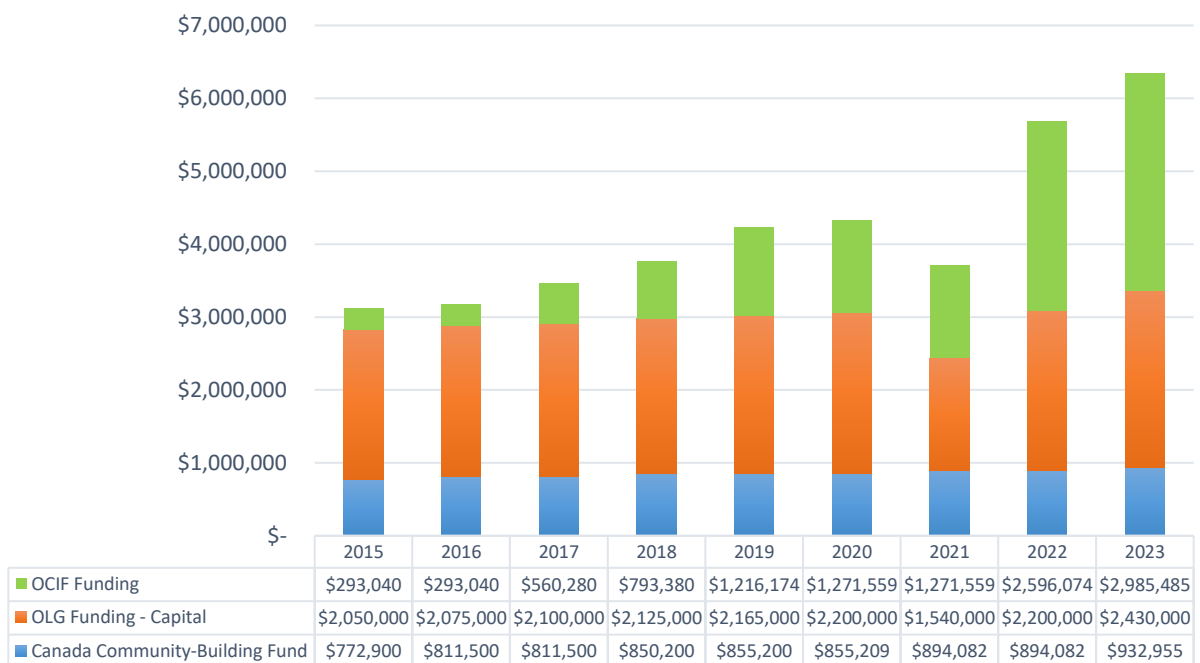
Tax Supported Contributions to Capital (Internal)



Transfers to Capital – Externally Generated

The following chart provides an analysis of externally generated capital investments that have been provided to the Township annually since 2014.

Tax Supported Contributions to Capital (External)



A portion of Ontario Community Infrastructure Fund (OCIF) funding is combined with dedicated capital levy funding each year to fund the Township's bridge and culvert capital program.

OLG funds, a portion of OCIF, and the Canada Community-Building Fund (formerly Federal Gas Tax) grant assist in funding other tax supported capital programs (other than bridges and culverts). In 2019, Council passed an OLG Funding Allocation Policy that allocates funding as follows:

- 88% to Township Capital (to a maximum of \$2,200,000);
- 5% to Arts, Culture & Heritage; and
- The remaining to Economic Development.

With OLG funding in 2023 anticipated to be \$2,700,000, the new Council approved distribution is as follows:

- \$2,430,000 to Township Capital (90%);
- \$108,000 Community Impact Grants (4%);
- \$81,000 to Economic Development (3%); and
- \$81,000 to Heritage (3%).

Funds are maintained in Township reserve funds until distributed to projects and initiatives through the annual budget process.

Insurance Premiums

Insurance premiums for the Township's facilities and fleet are increasing \$181,900 in 2023. This is due to a continued hardening of the municipal insurance market (municipal insurance space is seeing reduced capacity, fewer competitors, higher premiums, and restricted coverages) and more litigious environment resulting in increased frequency and cost of claims in the municipal sector. Worth noting here is that these market impacts are not unique to Centre Wellington.

Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. In response to inflationary pressures, the Bank of Canada has increased their prime rate to 4.25% at the end of 2022 which is considered a terminal rate for the incremental increases by most major economists. Therefore, the investment earnings revenue budget for 2023 has been increased accordingly by \$681,700 to \$1,332,900 to accommodate these favourable market conditions.

Worth noting however, is that there remains tremendous uncertainty regarding the duration at which the suggested terminal rate will remain in effect, or if this rate will be subject to contraction during the calendar year. Township staff have made a number of



conservative estimates on cash balance, and anticipated average annual interest rates when formulating the 2023 operating investment earnings.

Fleet Fuel Costs

There continues to be a tremendous amount of market volatility in commodity pricing, and as such, Township staff have made some provisional assumptions when compiling the 2023 operating budget. Total budget implications of these assumptions suggest a year-over-year budget increase of \$171,300 on the tax supported side.

Gas Utility Expenses

Similar to the above, the Township has experienced cost pressures in Natural Gas pricing to service its facilities. While the Township does participate in the LAS Natural Gas Program to secure preferred pricing, there is a specific account related to the CW Community Sportsplex that has recently become ineligible and is susceptible to market rate volatility which has given rise to substantial price increases. Staff are actively working with servicing utilities, and the LAS program to re-establish this relationship, and secure better pricing into the future.

Offsetting Revenues

Partially offsetting the previously noted negative impact areas influencing the 2023 Budget are:

- Anticipated increases to Planning & Grading Inspection Revenues – High volumes and updated rates being the largest drivers
- Increases to Building Division Revenues – High volumes, and updated rates being the largest drivers

Summary of 2023 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2023 Budget. The total percentage impact represents the 3.82% increase in the regular tax levy.



Area	\$ Impact	% Impact on Tax Rate
Wages and Benefits Increase	1,458,100	9.02%
Reduction in Transfer from the COVID-19 Reserve to Fund Short Term Revenue Losses and Increased Expenses	365,700	2.26%
Increase in Insurance Premiums	181,900	1.12%
Increase in Fleet Fuel	171,300	1.06%
Increase in Gas Utility Expenses	121,200	0.75%
Net Increase in Transfer to Equipment and Facility Replacement Reserves	100,300	0.62%
Increase in Conferences, Seminars and Training Expenditures	58,100	0.36%
Increase in Transfer to Vehicle Replacement Reserve	58,000	0.36%
Increase in IT&S Software Licencing Costs	57,000	0.35%
Increase in Transportation Services Fleet Repairs and Maintenance Expenditures	57,000	0.35%
Community Partnership Program External Expenditures	41,000	0.25%
Reduction in Partner Revenue for Human Resources Position	40,100	0.25%
Removal of Rental Revenue for 205 Queen St Fergus Building	40,000	0.25%
Increase in Transfer to Cemetery Reserve Directly Related to the Elimination of Machine Time and Reduced Wages Costs Allocated to the Cemetery Division	32,300	0.20%
Decrease in OMPF Grant Revenue	29,400	0.18%
Increase in P&R Forestry Costs for Implmentation of the Public Tree Permitting Program	25,800	0.16%
Reduction in Transfer from the General Capital Reserve to Fund Short Term Revenue Losses Due to ECC Renovations	23,000	0.14%
Increase in PW Material Costs for Gravel Resurfacing	20,000	0.12%
Increase in PW Material Costs for Dustlaying	20,000	0.12%
Increase in Estimated Tax Writeoffs	20,000	0.12%
Increase in Centre Wellington Communications Internet Charges	17,300	0.11%
Increase in PW Material Costs for Winter Control	15,000	0.09%
Decrease in PW Permitting and Miscellaneous Revenue	11,400	0.07%
Increase in Dispatch Charges for Fire Services	11,400	0.07%
Increase in Guelph Humane Society Annual Charge for Stray Animal Control	10,100	0.06%
Net Increase in Fergus Grand Theatre Revenue	(10,800)	-0.07%
Increase in Interest and Penalties on Tax Receivable	(25,000)	-0.15%
Increase in Supplementary Taxation Revenue	(50,000)	-0.31%
Increase in General Administration Cost Recovery from the Environmental Budget	(72,593)	-0.45%
Increase in IT&S Revenue for IT Assistance to External Organizations	(73,400)	-0.45%
Increase in Fire Revenue for Fire Chief Services	(81,300)	-0.50%
Reduction in Debt Payments	(95,800)	-0.59%
Transfer from Economic Development Reserve Fund to Fund New Economic Development Coordinator Position	(97,400)	-0.60%
Increase in P&R Facilities and Parks Revenue	(157,400)	-0.97%
Increase to Planning and Grading Inspection Revenue	(335,100)	-2.07%
Increase in Building Division Revenue	(412,600)	-2.55%
Increase in Investment Revenue	(681,700)	-4.22%
Net Reduction in Other Minor Items	60,935	0.38%
Net Increase in Tax Rate Before Assessment Growth	953,242	5.90%
Less: Assessment Growth	(335,551)	-2.12%
Net Increase in Tax Levy/Rate Due to Items Listed Above	617,691	3.82%





Staffing Strategy

2023 to Beyond 2025

New Staff positions are required for several reasons, including:

- **Growth Demands:** As the Township continues to grow, departments require more staffing to meet the needs of our community and maintain levels of service. In some cases, departments are restructured to accommodate planned growth.
- **Legislation:** Ensure various provincial and federal legislation are met.
- **New Services:** Provide new services and/or programs as approved by Council.

For 2023 staffing positions, the Township Senior Management Team went through a rigorous process of identifying staffing needs in each department, prioritizing, and ranking these positions, and short listing based on scores received as well as available funding. The Township's Chief Administrative Officer provided final approval of 2023 positions, with funding allocations to be approved by Council as part of the 2023 Budget. This is an annual process that will continue in future years.

During the year Council may also receive funding approval requests for new staffing outside of budget discussions when required positions are funded by revenue other than taxation (such as user fees, development fees, capital funding, or partner funding).

A list of new positions for 2023 is provided below, as well as positions forecasted by staff for 2024, 2025, and beyond. *Please note that proposed positions for 2024, 2025 and beyond are subject to change as all positions are re-prioritized and evaluated annually.*

2023 Budget

Human Resources

Human Resources Generalist

Permanent, Full time, from 0.5 FTE to 1.0 FTE

This increase of 0.5 FTE is required to create an in-house full-time position for a Human Resources (HR) Generalist. This position is currently shared with the Township of Puslinch through a Shared Service Agreement. The Township of Centre Wellington requires the creation, implementation and ongoing management of a learning and development program, to support succession planning, career development, and retention of staff. These additional duties will be on top of existing Human Resource duties, as per the job requirements of the Generalist position. Previously, this position was justified as a professional position responding to the human resources related matters of the organization. This position has a significant focus on attraction, selection, and retention of new employees, providing timely human resources advice, guidance, coaching, and information to employees, supervisors, and managers in accordance with

professional human resources practices, corporate policies and procedures, related employee memorandum of agreements, and labour legislation/regulations.

Corporate Services

Application Support Analyst

Permanent, Full time, partner funding required

This position will provide a second Application Support Analyst within the Information & Technology Services (IT&S) division of Corporate Services. As the Township grows, and as the IT&S division takes on IT support for additional partners, the breadth of software supported has and will continue to grow. This position will assist with implementing new software projects, supporting existing software, as well as end user training. This position will be partly funded by the Township of Centre Wellington (20%) and partly funded from the Shared IT Services revenue from other organizations (80%).

Community Services

Building and Properties Project Manager

Permanent Full Time, existing position reclassified

The Township has grown to a point where a Building and Properties division is required. This position would have oversight for all Township facilities, for building repairs and maintenance, cleaning, service contracts, equipment replacement, and capital improvements. This position is required to initiate a new division in the Community Services department that will grow over time. Currently each department in the Township manages the care of their own buildings and by creating this position there will be potential cost savings, efficiencies, and improved service levels for Township owned buildings. This position would be responsible for the ongoing management of buildings and properties, and implementation of the recommendations in the Building Condition Audit and Asset Management Plan. Given that the Community Services department already operates and maintains large and complex Township facilities, the department already has the skill set needed to develop this new Building and Properties division.

Building Technician

Permanent Full Time, from 0.5 FTE to 1.0 FTE

This position will support the new Building and Properties division in Community Services. There is currently a 0.5 FTE Building Technician funded from prior budgets in Community Services which is vacant. It is challenging to attract the skills needed with a part time position, and anticipated workload requires a full-time position. This position would report to the new "Buildings and Property Project Manager" position. The Building Technician would assist in providing maintenance and repairs for all Township facilities, including projects identified in approved replacement schedules, capital budgets, and departmental operating budgets. The position would provide hands on work in all facilities, responding to work orders generated by building users, renovation projects, and building improvements.

Manager of Parks and Open Spaces

Permanent Full Time, 1.0 FTE

The purpose of this position is to address growth related pressures in parks and recreation services (in the Community Services department), and to proactively plan and manage the increasing number of Township parks. The current “Manager of Parks and Facilities Operations” position would become two Managers, the “Manager of Parks and Open Spaces” and the “Manager of Recreation Facilities Operations”. The current “Manager of Parks and Facilities Operations” position scope of work has expanded over time to the point where one staff can no longer manage this area. By splitting the position, it provides focus for each manager role, improves efficiencies and service delivery in both divisions, and makes the positions' workload manageable given current demands and anticipated Township growth.

Community Development Coordinator

Move from Temporary, Part Time to Permanent, Full Time (1.0 FTE)

The Community Development, Culture & Special Events Coordinator is currently a temporary, part time position (21 hours per week). As the community grows with a municipal emphasis on economic development and support to community development, greater support for culture, special events/festivals, and community initiatives will be required. The Parks, Recreation and Culture Master Plan identifies recommendations to improve outreach programs for diversity, under-represented populations, and low-income families. An update to the Cultural Action Plan is required and this position would coordinate this update. This position is connected to the cultural community and therefore is an essential contributor to the success of the development and implementation of the Action Plan. Added duties to this position would be to coordinate a Township Sponsorship Program to create new revenue for the Township. A portion of that revenue would be used to offset the cost of the added hours of this position.

Infrastructure Services

Utilities and Permit Coordinator

Permanent, Full time, 1.0 FTE

The Utilities and Permit Coordinator position will be based in the Engineering division of the Infrastructure Services department and will be responsible for reviewing and processing Municipal Consent and Road Occupancy Permits issued to third party utility providers planning to operate, maintain, and construct infrastructure within the Township road allowances. This position will also be responsible for utilities coordination with Township capital and development projects, infrastructure inspection, driveway/sidewalk permits, standards development, and updates to the Township's as-built infrastructure database.

Compliance and QMS Coordinator (Wastewater/Stormwater/Roads)

Permanent, Full time, 1.0 FTE

The Compliance and Quality Management System (QMS) Coordinator will support the Wastewater group in Environmental Services and Public Works to ensure regulatory compliance of wastewater, stormwater, and road operations. This role will require in-depth knowledge and application of legislation, regulations, permits, and licences associated with the Township's wastewater, stormwater, and road systems and will be responsible for developing and administering the Township's QMS Operational Plan and related standard operating procedures.

Source Protection Coordinator

Permanent, Full time, 2.0 FTE (one position moving from contract to permanent)

Reporting to the Risk Management Official, the Source Protection Coordinator provides Wellington County-wide support and coordination for the Wellington Source Water Protection Program including implementation of education and outreach programs, coordinating, and completing development reviews, supporting the delivery of Part IV of the Clean Water Act and other data management and administrative tasks. This position supports program implementation in the Township of Centre Wellington and partner municipalities in Wellington County. There is currently one contract position until June 2024 in this role. Due to sustained and increased development reviews, it is proposed that the current contract position be made permanent, full time and a second position be hired. The current position is fully funded by the County of Wellington and that funding is proposed to continue, contingent upon County approval. Given the development review numbers in Centre Wellington compared to other parts of the County, it is proposed that the second position be funded 50% Centre Wellington water rates and 50% County funding, contingent upon approval from both Township and County. Please note that since hiring the first position in June 2021, development reviews have been close to 100% of the position's time whereas other responsibilities such as education and outreach, data management and other tasks are not being completed due to the increase in development reviews. It is anticipated by hiring two positions, other aspects of the role will also be focused on. The other aspects of the role, such as education and outreach, are legally required to be completed by the municipalities pursuant to the Clean Water Act.

Planning and Development Services

Economic Development Coordinator

Permanent, Full time, 1.0 FTE

The Township's Economic Development Strategic Action Plan provides a framework that requires the implementation of projects and initiatives that facilitates the growth of the local economy. This position, reporting to the Manager of Economic Development, will provide economic development client services related to funding assistance, research, and marketing, implementing business retention and expansion strategies, and fostering a positive relationship with the local business community through the support of the Manager. It is recommended that this position be 100% funded in 2023 from the Economic Development Reserve Fund, with a gradual transition to taxation

funded over 4 years.

Manager of Planning Services

Permanent, Full time, 1.0 FTE

Reporting to the Managing Director of Planning and Development, the Manager of Planning Services would be responsible for the provision of leadership and administration to the Planners of the municipality. The position is responsible for assistance in establishing policy and providing direction for the long-term growth and economic vibrancy of the Township. The position will provide professional planning advice and direction to the Township, update and develop policies and procedures to align with legislative, policy and regulatory requirements, and identify and support Council's strategic initiatives and community development. This position is to be funded from Planning fees.

Deputy Chief Building Official

Permanent, Full time, 1.0 FTE

Currently the Chief Building Official (CBO) has nine positions directly reporting to the position. The Buildings Division has recently completed a fee study (approved by Council in 2022), and the recommendations highlighted that the division was short three positions to continue providing services based on planned growth. The Division conducted its staffing needs assessment and hired two of the required positions in 2022, with the last of the positions requested being the Deputy CBO in 2023. Reporting to the CBO, the primary role of the Deputy CBO is to perform the legislated duties pursuant to the Building Code Act in the absence of the CBO and to provide leadership / mentorship to Building Division staff. This position will also assist the CBO to establish operational policies for the co-ordination and enforcement of the Ontario Building Code Act, the Building Code, By-Laws as well as all policies and procedures for the effective operation of the Building Division within the Township of Centre Wellington. This position is to be funded from building permit revenues.

Planning and Development Services

Development Engineering Technologist

Permanent, Full time, 1.0 FTE

A second Development Engineering Technologist is required to address the volume of development activity in the Township. This position would assist with the review of site plan applications, lot grading review and inspections, release of security deposits and would also determine the municipal infrastructure requirements for new developments. In addition, the position will assist in responding to development enquiries and pre-consultation requests. It is the intent that funding for this position would come 100% through development application fee revenue.

2024 Forecast

(Subject to change in future budgets)

Administration

Administration Support – Office of the CAO

Permanent, Full time, 1.0 FTE

The Office of the CAO currently has 3 positions, the “CAO”, the “Communications & Strategic Initiatives Specialist”, and the “Digital Media Associate”. Currently, administration support is not available, with some assistance provided from other departments when capacity exists. In addition, the Township Mayor currently does not have administrative support. This new position would assist the Office of the CAO as well as the Township Mayor with administrative and communications related responsibilities. It is anticipated that this position will significantly increase the efficiency and productivity of the department.

Corporate Services

Payroll & Accounting Analyst

Permanent, Full time, 1.0 FTE

The purpose of the position is to administer and process bi-weekly payroll for all employees and members of Council, ensure timely and accurate remittances are made for employee benefits including month end, quarterly and year end analysis/enquiries. When not administering payroll, this position will provide capital asset assistance under the supervision of the Supervisor of Accounting & Capital. This will create capacity for the Supervisor of Accounting & Capital to continue with asset management implementation and budget integration. This position will also be responsible for completing timely monthly bank reconciliations, creating capacity for the current Financial Analyst to proactively analyze operating variances and meet with department heads regularly to follow up on variances. Furthermore, capacity would be created for the Financial Analyst to become more actively involved in the preparation of the operating budget. The creation of this new position also provides additional capacity to Human Resources, who currently processes Township payroll (with controls in place by the Finance Division).

Municipal Law Enforcement Officer

Permanent, Full time, 1.0 FTE

With ongoing updating and creation of Township by-laws, the evolving role of the existing Municipal Law Enforcement Officer (MLEO), and growing population, a second MLEO is needed. Flexibility between the two positions would enable enforcement coverage beyond the regular workday. The Municipal Law Enforcement Officer provides awareness and education of Township by-laws, conducts inspections or investigations, responds to complaints in a timely manner, achieves voluntary compliance wherever possible, issues orders/warnings, and applies penalties, when necessary. This position is also responsible for mediating and negotiating with residents with respect to possible by-law violations and

providing property owners with an appropriate amount of time to bring by-law violations into compliance. This position is responsible for upholding the Township's municipal by-laws and utilizing discretion to determine the appropriate course of action.

Community Services

Aquatics Supervisor

Permanent, Full time, 1.0 FTE

The Aquatics Supervisor is required to support the Manager of Recreation Services. The participation numbers at the Aquatic Centre continue to grow annually, as the community grows. The needs of all Recreation Programs in Centre Wellington continue to expand and grow, putting a strain on the time available to the Manager. This growth requires additional efforts to supervise the programs and part time/seasonal staff delivering the programs. Implementation and administration of the Aquatic Staff Recruitment and Retention Strategy will be a focus for this position, along with the time required to supervise 50 to 60 aquatic staff, which is currently the Manager's responsibility. Aquatic student staff typically work evenings and weekends. This position will be required to work later in the day and some weekends, to be on-site when students are working and require direction/supervision.

Customer Service Representative

Permanent, Part time (22.5 hours per week)

This position is proposed for the newly renovated Elora Community Centre and will be an addition to the three current positions that provide support for other Community Services facilities, including the Centre Wellington Community Sportsplex and the Victoria Park Senior Centre. The Customer Service Representative is responsible for providing front desk reception, clerical support, registration, and information services in line with public access to programs and recreation facilities. The Parks, Recreation and Cultural (PRC) Master Plan identified recommendations to expand and develop Recreation Programming in Centre Wellington. Expanding youth, senior, and family programs in Elora are a key component of this programming. This position will report to the Manager of Recreation Services.

Landscape Architect/Technician

Permanent, Full time, 1.0 FTE

With the ongoing growth and development in Centre Wellington and the desire to preserve our natural environment, a Landscape Technician is needed to provide additional technical support, plans review, and inspection services for projects related to landscape construction. The position would report to the Township's Landscape Architect & Urban Forestry Project Manager. This position will be responsible for assisting with urban forestry programs, developing and interpreting policy, and for inspecting whether construction activities comply with relevant policies and bylaws. Inspection services are needed for new park construction, subdivision development, and tree protection zones. The position will review landscape plans submitted as part of site plan applications and

coordinate comments. In addition, this position will make recommendations and prepare reports related to project specific design issues, environmental concerns, and landscape architecture best practices.

Seasonal Parks Students (3)

Temporary, Part time, 1.04 FTE

By 2024 there will be approximately 7 additional hectares of park land in Centre Wellington, compared to 2018. The Master Plan calls for an additional 14 hectares by 2028. The Township's grass cutting standard is to cut parks and open space once a week and cutting sports fields twice a week. The Township is currently not able to meet this standard. The addition of 3 students would coincide with a purchase of an additional lawn mower and landscape trailer which would provide for an additional grass cutting crew for the Township's parks system. These additional students would also allow Community Services to provide more support for community events and organizations, including the BIA's and horticultural societies.

Infrastructure Services

Customer Accounts/Billing Coordinator

Permanent, Full time, 1.0 FTE

With the expansion of the Township's water and wastewater infrastructure, increases in the number of customer accounts, and requests from customers to better manage their water use, many municipalities in Ontario are proceeding with Advanced Metering Infrastructure (AMI) or Smart Meter technology. AMI allows water customers to view their water use in real-time and make more efficient use of water. AMI will also assist the Township in detecting a wide range of water leaks in the distribution system and provide improved customer service. A Customer Accounts/Billing Coordinator position would be required for the full-scale implementation of AMI.

Parks & Roads Operator (2)

Temporary, Full Time to Permanent, Full time

In 2020, two Parks & Roads Operators were hired on a temporary, full-time basis. Effective January 2024, it is recommended that these two positions are transitioned to permanent, full-time status to stabilize the positions. The only additional cost would be related to the provision of some additional employee benefits.

Construction Inspector

Permanent, Full time, 1.0 FTE

The Construction Inspector position reviews Township road, water, wastewater, stormwater, and development-related capital construction projects to ensure compliance with engineering standards and project specifications. This position will be responsible for quality assurance and quality control of construction projects to verify the proper materials are being used on a project and concerns from residents and business owners during construction are addressed in a timely and professional manner.

2025 Forecast

(Subject to change in future budgets)

Community Services

Horticulture Lead Hand

Permanent, Full time, 1.0 FTE

The growth of park land in Centre Wellington also means additional planting beds that require maintenance. Each year the Fergus and Elora BIAs require added planters and hanging baskets. The number of summer students in this area has grown to 3, however there is a need for more horticulture work over the year. By creating a Horticulture Lead Hand position, the coordination of plantings, maintenance, greenhouse work, and the celebration tree program would meet required service levels. The timing of this corresponds to the installation of an additional greenhouse.

Urban Forestry Technician

Permanent, Full time, 1.0 FTE

With the ongoing growth of development in Centre Wellington and the desire to preserve our natural environment, a Landscape Technician is needed to provide additional technical support, plans review and inspection services for projects related to landscape construction. The position would report to the Township's Landscape Architect & Urban Forestry Project Manager. This position will be responsible for assisting with urban forestry programs, developing, and interpreting policy and for inspecting whether construction activities comply with relevant policies and bylaws. Inspection services are needed for new park construction, subdivision development, and tree protection zones. The position will review landscape plans submitted as part of site plan applications and coordinate comments. In addition, this position will make recommendations and prepare reports related to project specific design issues, environmental concerns, and landscape architecture best practices.

Urban Forestry Student

Student, 0.35 FTE

This would be a second Urban Forestry Coop Student to assist with projects, by-laws, tree maintenance and inventory work required in the Urban Forestry Division. By hiring a Coop position for this student role, it ensures the student is competent to identify species, and has knowledge of tree health and management.

Parks Capital Projects Coordinator

Permanent, Full time, 1.0 FTE

Growth in the Township has sparked significant growth in parks. This position would focus on capital projects in parks including park equipment replacement, new parks capital projects, design and development of parks plans, trail plans and interconnections. This position would be funded through the capital budget.

Infrastructure Services

Climate Change Coordinator

Temporary (3-year contract), Full time

The number and frequency of severe weather events negatively impacting Southern Ontario, the Township, and its residents are increasing. The Township and neighbouring municipalities have experienced extreme rainfall, flooding, drought, tornados, windstorms, and ice storms. The Climate Change Coordinator position will be responsible for the development and implementation of a Climate Change Action Plan for the Township. This plan will identify how the Township can proactively mitigate the negative impacts of climate change on the community.

Energy Coordinator

Permanent, Full time, 1.0 FTE

The Energy Coordinator will be responsible to develop and implement sustainability plans with the goals of reducing the Township's energy usage, energy costs and carbon footprint. This position will provide guidance and direction to all Township departments on improvements to facilities, vehicles, equipment, product purchases, and operations on energy efficiency and conservation.

Water Operator - Special Projects and Customer Services

Permanent, Full time, 1.0 FTE

This position is responsible for operational aspects of the Township's water systems that focus on water metering processes, infrastructure locating, water quality and supply issues, new development service installations, backflow prevention and participating in relevant capital projects. This position will also include operational aspects of water supply, treatment, storage, and distribution and participation in the development and implementation of the Drinking Water Quality Management System.

Planning and Development Services

Policy Planner

Permanent, Full time, 1.0 FTE

Supports the Planning and Development Department in the development, coordination, and/or preparation of long-range plans, policies, and special studies to guide the future growth of the Township in accordance with County and Provincial and other municipally initiated policy initiatives such as the Official Plan, Community Improvement Plans, redevelopment plans, heritage conservation, development monitoring and growth management. Supports the strategic evaluation of emerging trends and new planning requirements.

Beyond 2025

(Subject to change in future budgets)

The positions forecasted for “beyond 2025” will be brought into the Staffing Strategy when they are inserted into the 3-year forecast period. Please refer to the summary of positions on the following page.

Summary of Positions by Year

2023 Budget				
Department	Position	Position Status		Comments
Human Resources	Human Resources Generalist	Permanent	Full time	Tax, 0.5 FTE requested to make the position 1.0 FTE
Corporate Services	Application Support Analyst	Permanent	Full time	Tax, 1.0 FTE requested, 0.8 FTE funded by partners
Community Services	Building and Properties Project Manager	Permanent	Full time	80% Tax, 20% W/WW, Supervisor position reclassified, 1.0 FTE
Community Services	Building Technician	Permanent	Full time	80% Tax, 20% W/WW, 0.5 FTE requested to make 1.0 FTE
Community Services	Manager of Parks and Open Spaces	Permanent	Full time	Tax, 1.0 FTE
Community Services	Community Development Coordinator	Permanent	Full time	Tax, 0.4 FTE requested (funded by sponsorships) to make 1.0 FTE
Infrastructure Services	Utilities and Permit Coordinator	Permanent	Full time	33% Tax, 67% W/WW, 1.0 FTE
Infrastructure Services	Compliance and QMS Coordinator	Permanent	Full time	Tax 20%, W/WW 80%, 1.0 FTE
Infrastructure Services	Source Protection Coordinator	Permanent	Full time	County 50%, Water Revenue 50%, 1.0 FTE
Infrastructure Services	Source Protection Coordinator	Permanent	Full time	Temporary FT to Permanent FT, 100% County Funded
Planning & Development	Economic Development Coordinator	Permanent	Full time	1.0 FTE, 100% Ec Dev RF Year 1, 67% Year 2, 33% Year 3, 0% Year 4
Planning & Development	Manager of Planning Services	Permanent	Full time	Planning Fees funded, 1.0 FTE
Planning & Development	Deputy Chief Building Official	Permanent	Full time	Building Fees funded, 1.0 FTE
Planning & Development	Development Engineering Technologist	Permanent	Full time	Planning Fees funded, 1.0 FTE

2024 Forecast				
Department	Position	Position Status		Comments
Administration	Administration Support, Office of the CAO	Permanent	Full Time	80% Tax, 20% W/WW, 1.0 FTE
Corporate Services	Payroll & Accounting Analyst	Permanent	Full time	80% Tax, 20% W/WW, 1.0 FTE
Corporate Services	Municipal Law Enforcement Officer	Permanent	Full time	80% Tax, 20% W/WW, 1.0 FTE
Community Services	Aquatics Supervisor	Permanent	Full time	Tax, 1.0 FTE
Community Services	Customer Service Representative	Permanent	Part time	Funded from programing revenue, 22.5 hours per week
Community Services	Landscape Architect/Technician	Permanent	Full time	Funded from development fees, 1.0 FTE
Community Services	Seasonal Park Students (3)	Temporary	Part time	Tax, 1.04 FTE
Infra. Serv. / Corp. Serv.	Customer Accounts/Billing Coordinator	Permanent	Full time	W/WW, 1.0 FTE
Infra. Serv. / Com. Serv.	Parks & Roads Operator (2 positions)	Permanent	Full time	Temporary FT to Permanent FT, 2.0 FTE
Infrastructure Services	Construction Inspector	Permanent	Full time	Capital, 1.0 FTE

2025 Forecast				
Department	Position	Position Status		Comments
Community Services	Horticulture Leadhand	Permanent	Full time	Tax, 1.0 FTE
Community Services	Urban Forestry Technician	Permanent	Full time	Tax, 1.0 FTE
Community Services	Urban Forestry Student	Temporary	Part Time	Tax, 0.35 FTE
Community Services	Parks Capital Projects Coordinator	Permanent	Full time	Funded by Capital Projects, 1.0 FTE
Infrastructure Services	Climate Change Coordinator	Temporary	Full time	50% Tax, 50% W/WW, 3-year contract
Infrastructure Services	Energy Coordinator	Permanent	Full time	50% Tax, 50% W/WW, 3-year contract
Infrastructure Services	Water Operator - Special Projects and Customer Services	Permanent	Full time	W/WW, 1.0 FTE
Planning & Development	Policy Planner	Permanent	Full time	Planning Fees funded, 1.0 FTE

Beyond 2025					
Department	Position	Position Status		Comments	
Infrastructure Services	Heavy Equipment Mechanic	Permanent	Full time	Tax, 2026	
Infrastructure Services	Roads Operator	Permanent	Full time	Tax, 2026	
Infrastructure Services	Water Operator Water Services	Permanent	Full time	W/WW	
Infrastructure Services	Construction Crew (2 positions)	Permanent	Full time	50% Tax, 50% W/WW, 2026	
Infrastructure Services	Wastewater Operator (Linear)	Permanent	Full time	W/WW, 2026	
Infrastructure Services	Wastewater Operator (Linear and Stormwater)	Permanent	Full time	W/WW, 2026	
Community Services	Volunteer Firefighter (6 positions)	Permanent	On-Call		
Community Services	Sports Fields and Trails Operators (2)	Permanent	Full time	Tax, 2.0 FTE 2026/2027	
Community Services	Volunteer Firefighters (19 positions)	Permanent	On-Call		

Financial Analysis of 2023 Staffing Strategy

2023 Budget		Funded from Prior Budgets	Taxation	Water and/or Wastewater	Building or Planning Revenue	Other Revenue	Other Municipalities or Partners	OMERS Adj	2024 Budget (Taxation)	Total Salary & Benefits
Department	Position									
Human Resources	Human Resources Generalist	55,877	28,979	11,175	-	-	-	-	15,722	111,753
Corporate Services	Application Support Analyst	-	-	18,357	-	18,357	55,072	-	-	91,786
Community Services	Building and Properties Project Manager	114,364	19,527	23,709	-	-	-	-	-	118,546
Community Services	Building Technician	37,183	3,764	17,002	-	-	-	2,934	24,129	85,012
Community Services	Manager of Parks and Open Spaces	-	119,549	-	-	-	-	-	-	119,549
Community Services	Community Development Coordinator	49,513	-	-	-	39,052	-	-	-	88,565
Infrastructure Services	Utilities and Permit Coordinator	-	17,297	59,339	-	-	-	-	11,929	88,565
Infrastructure Services	Compliance and QMS Coordinator	-	17,713	70,852	-	-	-	-	-	88,565
Infrastructure Services	Source Protection Coordinator	-	-	45,893	-	-	45,893	-	-	91,786
Infrastructure Services	Source Protection Coordinator	77,966	-	-	-	-	15,570	-	-	93,536
Planning & Development	Economic Development Coordinator	-	-	-	-	97,348	-	-	-	97,348
Planning & Development	Manager of Planning Services	-	-	-	137,284	-	-	-	-	137,284
Planning & Development	Deputy Chief Building Official	-	-	-	123,994	-	-	-	-	123,994
Planning & Development	Development Engineering Technologist	-	-	-	102,620	-	-	-	-	102,620
		334,903	167,775	246,328	363,898	154,757	116,535	2,934	51,780	1,438,909



Township of Centre Wellington 2023 Tax Supported Operating Budget Summary

Description	2022 Budget			2023 Budget			Budget Change 2022/2023	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Administration</u>								
Mayor and Council	256,445	-	256,445	275,521	-	275,521	19,076	7.4%
Youth Council	5,300	(5,300)	-	5,300	(5,300)	-	-	0.0%
Office of the CAO and Communications	994,446	(54,100)	940,346	483,081	-	483,081	(457,264)	-48.6%
Human Resources	-	-	-	730,571	(74,000)	656,571	656,571	0.0%
Emergency Operations Centre	2,600	-	2,600	2,600	-	2,600	-	0.0%
<u>Corporate Services</u>								
Legislative Services	838,970	(168,600)	670,370	756,241	(57,800)	698,441	28,071	4.2%
Financial Services	1,265,909	(240,100)	1,025,809	1,313,653	(254,850)	1,058,803	32,993	3.2%
Information Technology and Services	1,050,836	(88,000)	962,836	1,233,265	(161,400)	1,071,865	109,030	11.3%
General Administration	(163,605)	(284,600)	(448,205)	(476,273)	(168,200)	(644,473)	(196,268)	43.8%
205 Queen St, Fergus Building	-	-	-	57,611	-	57,611	57,611	0.0%
By-law Enforcement	121,350	(8,000)	113,350	125,487	(8,000)	117,487	4,137	3.7%
Stray Animal Control	159,200	(91,900)	67,300	169,200	(87,300)	81,900	14,600	21.7%
Livestock Act	650	(400)	250	650	(400)	250	-	0.0%
Tile Drain Loans	4,770	(4,770)	-	4,770	(4,770)	-	-	0.0%
<u>Infrastructure Services</u>								
Transportation Services - Administration	1,251,859	-	1,251,859	1,363,245	-	1,363,245	111,385	8.9%
Transportation Services - Operations	3,958,800	(118,200)	3,840,600	4,404,290	(107,700)	4,296,590	455,990	11.9%
Centre Wellington Downtown - Maintenance	-	-	-	50,130	-	50,130	50,130	0.0%
Fergus Downtown - Maintenance	27,400	-	27,400	-	-	-	(27,400)	-100.0%
Elora Downtown - Maintenance	42,450	-	42,450	-	-	-	(42,450)	-100.0%
Crossing Guards	71,200	-	71,200	72,196	-	72,196	996	1.4%
Cemeteries	202,225	(202,225)	-	224,700	(224,700)	-	-	0.0%
<u>Community Services</u>								
Fire	1,754,257	(105,000)	1,649,257	1,856,213	(193,020)	1,663,193	13,936	0.8%



Township of Centre Wellington

2023 Tax Supported Operating Budget Summary

Description	2022 Budget			2023 Budget			Budget Change 2022/2023	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Community Services</u>								
Municipal FD Training Officer	158,100	(158,100)	-	165,100	(165,100)	-	1	0.0%
Parks, Recreation and Culture Administration	1,488,941	(4,000)	1,484,941	1,893,591	(84,000)	1,809,591	324,650	21.9%
Parks & Recreation - Centre Wellington Community Sport	2,513,979	(1,353,266)	1,160,713	2,685,146	(1,444,499)	1,240,647	79,934	6.9%
Parks & Recreation - Elora Community Centre	428,192	(153,500)	274,692	320,811	(114,600)	206,211	(68,481)	-24.9%
Parks & Recreation - Belwood Hall	24,753	(6,000)	18,753	26,480	(5,200)	21,280	2,528	13.5%
Parks & Recreation - Parks	485,187	(44,700)	440,487	560,453	(46,000)	514,453	73,966	16.8%
Parks & Recreation - Forestry	50,000	-	50,000	77,053	(25,800)	51,253	1,253	2.5%
Parks & Recreation - Greenhouses	21,868	-	21,868	17,500	-	17,500	(4,368)	-20.0%
Parks & Recreation - Other Expenditures	-	(1,260)	(1,260)	-	-	-	1,260	-100.0%
Victoria Park Seniors Centre	572,248	(265,600)	306,648	497,558	(179,950)	317,608	10,961	3.6%
Centre Wellington Downtown - Beautification	-	-	-	79,590	-	79,590	79,590	0.0%
Fergus Downtown - Beautification	39,047	-	39,047	-	-	-	(39,047)	-100.0%
Elora Downtown - Beautification	46,247	-	46,247	-	-	-	(46,247)	-100.0%
Fergus Weigh Scale Building	21,749	-	21,749	22,834	-	22,834	1,085	5.0%
Elora Public Washrooms	17,409	-	17,409	14,750	-	14,750	(2,659)	-15.3%
Fergus Grand Theatre	181,178	(74,250)	106,928	202,904	(90,100)	112,804	5,876	5.5%
Tourism	252,655	(250)	252,405	238,926	-	238,926	(13,479)	-5.3%
Celebrations	20,000	-	20,000	17,000	-	17,000	(3,000)	-15.0%
Grants to Community Groups - Specific Annual Grants	24,078	-	24,078	-	-	-	(24,078)	-100.0%
Grants to Community Groups	105,922	(65,000)	40,922	178,000	(113,000)	65,000	24,078	58.8%
<u>Planning & Development Services</u>								
Building	1,064,907	(1,258,800)	(193,893)	1,414,173	(1,671,400)	(257,227)	(63,334)	32.7%
Planning	784,035	(347,800)	436,235	1,050,470	(682,900)	367,570	(68,665)	-15.7%
Economic Development	247,185	(42,000)	205,185	346,843	(139,400)	207,443	2,258	1.1%
Committee of Adjustment	4,350	(18,000)	(13,650)	4,550	(20,000)	(15,450)	(1,800)	13.2%
Heritage Centre Wellington	13,400	-	13,400	10,900	-	10,900	(2,500)	-18.7%



Township of Centre Wellington 2023 Tax Supported Operating Budget Summary

Description	2022 Budget			2023 Budget			Budget Change 2022/2023	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Other Services</u>								
Grand River Conservation Authority	113,038	(113,038)	-	115,951	(115,951)	-	-	0.0%
Other Health Services	20,000	(20,000)	-	20,000	(20,000)	-	-	0.0%
Contribution to Capital Fund	4,376,980	-	4,376,980	4,570,712	-	4,570,712	193,732	4.4%
Ontario Non-Specific Grants	-	(196,400)	(196,400)	-	(167,000)	(167,000)	29,400	-15.0%
Other Revenues and Expenses	4,685,816	(6,605,951)	(1,920,135)	6,641,290	(8,885,150)	(2,243,860)	(323,725)	16.9%
Net Debt	1,227,299	(810,851)	416,448	1,131,535	(808,345)	323,190	(93,258)	-22.4%
Fergus BIA	65,000	(65,000)	-	68,900	(68,900)	-	-	0.0%
Elora BIA	66,964	(66,964)	-	71,651	(71,651)	-	-	0.0%
Taxation - Payment in Lieu	-	(247,300)	(247,300)	-	(247,700)	(247,700)	(400)	0.2%
Taxation - Township Purposes	35,000	(17,711,363)	(17,676,363)	35,000	(18,618,037)	(18,583,037)	(906,674)	5.1%
Total 2023 Operating Budget	31,000,588	-31,000,588	-	35,132,123	-35,132,123	-		

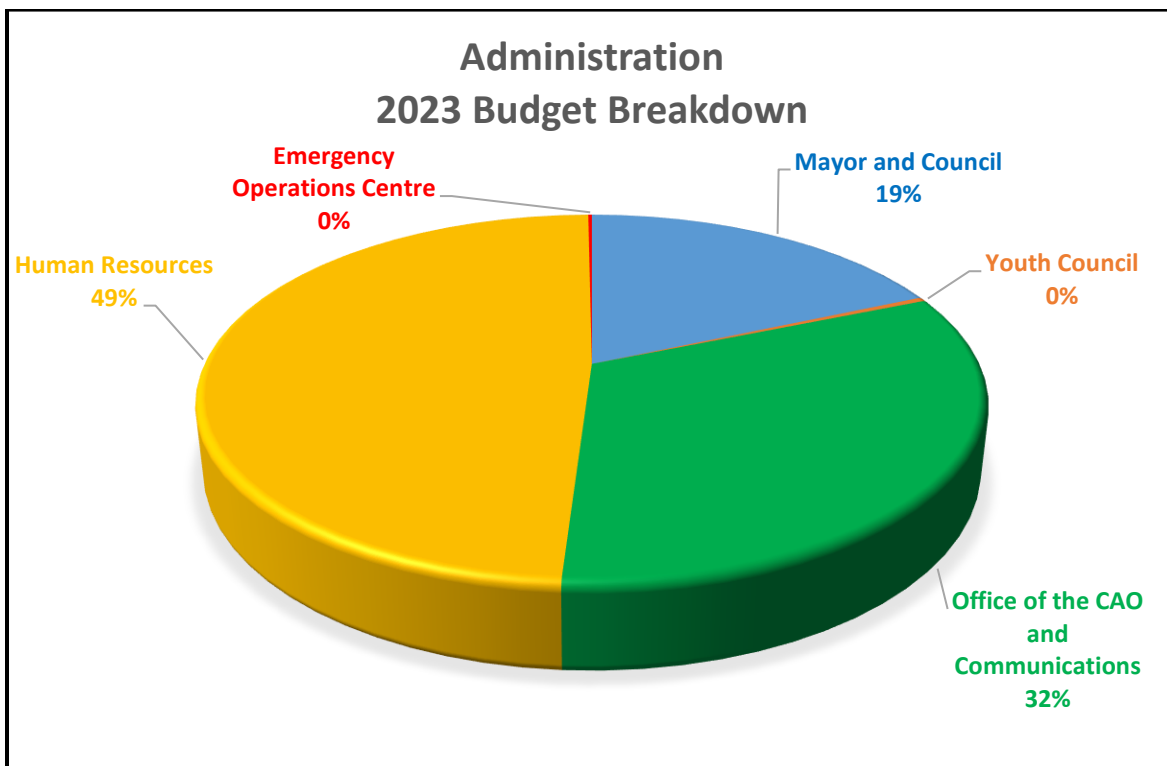


Administration Summary

Administration is made up of the following budget areas:

- ✓ Mayor and Council
- ✓ Youth Council
- ✓ Office of the CAO and Communications
- ✓ Human Resources
- ✓ Emergency Operations Centre

The combined gross expenditure budget for Administration for 2023 is \$1,497,073 which is broken down as follows:





**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Administration - Mayor and Council

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Mayor and Council - Wages & Benefits	224,145	214,682	231,921	7,776	3.5%
Mayor and Council - Conferences/Training/Communications	13,500	6,863	24,500	11,000	81.5%
Mayor and Council - Administration	18,800	16,042	19,100	300	1.6%
<i>Total Expenses</i>	256,445	237,588	275,521	19,076	7.4%
<i>Net Budget Mayor and Council</i>	256,445	237,588	275,521	19,076	7.4%

Major Changes Impacting This Budget

1. The increase in wages and benefits is due to a cost of living increase, statutory benefit adjustments and an estimated increase in use of the health care amounts allocated to each member of Council.
2. The increase in conferences, training, and communications is due to new councilors requiring funding for conferences and additional costs for communication devices monthly charges.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Administration - Youth Council

The CW Youth Council (CWYC) is a group of youth/students (ages 14-22) that provide input, ideas and suggestions to the Township Council that will contribute to positive change in the lives of youth and young adults in Centre Wellington. CWYC is run by one paid Youth Mentor, under the supervision of the Mayor and Corporate Communications.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Youth Council - Revenue	(5,300)	-	(5,300)	- 0.0%
<i>Total Revenues</i>	(5,300)	-	(5,300)	- 0.0%
<u>Expenses</u>				
Youth Council - Wages & Benefits	1,600	-	1,600	- 0.0%
Youth Council - Administration	900	-	900	- 0.0%
Youth Council - Operations & Maintenance	2,800	-	2,800	- 0.0%
<i>Total Expenses</i>	5,300	-	5,300	- 0.0%
<i>Net Budget Youth Council</i>	-	-	-	- 0.0%

Major Changes Impacting This Budget

1. This budget reflects the cost of activities for the Youth Council in 2023. Expenditures forecast for 2023 are offset by anticipated proceeds from a golf tournament. Funds raised in excess of expenditures in 2023 will be transferred to a reserve to be used for future Youth Council initiatives.



Township of Centre Wellington

2023 Operating Budget Summary With 2022 Budget and Actual Results

Administration - Office of the CAO and Communications

The Office of the CAO is responsible for providing direction and effective leadership to the whole organization and is the administrative representative to the community. The department is responsible for oversight and coordination of Township strategic planning initiatives, working with all departments on strategic planning progress, timelines, strategic priority setting, and coordinating all cross-departmental strategic initiatives, plans and projects.

The department includes Corporate Communications, responsible for developing and managing clear and consistent communications on behalf of the Township through the Township's website, social media, e-newsletters, surveys, presentations, news releases, etc. This includes the execution of a digital strategy, promotion, and day-to-day digital operations for the Township. Staff also support Council and staff in internal and external communications, and provide communication needs during emergency situations.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Office of the CAO and Communications - Revenue	(54,100)	(39,140)	-	54,100	-100.0%
<i>Total Revenues</i>	(54,100)	(39,140)	-	54,100	-100.0%
<u>Expenses</u>					
Office of the CAO and Communications - Wages & Benefits	931,396	816,945	454,481	(476,914)	-51.2%
Office of the CAO and Communications - Administration	28,400	31,012	28,600	200	0.7%
Office of the CAO and Communications - Operations & Maintenance	34,650	40,983	-	(34,650)	-100.0%
<i>Total Expenses</i>	994,446	888,940	483,081	(511,364)	-51.4%
Net Budget Office of the CAO and Communications	940,346	849,801	483,081	(457,264)	-48.6%

Major Changes Impacting This Budget

1. Net expenditures related to the Human Resources division have been presented as their own cost centre beginning in 2023.
2. Wages and benefits includes the movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes a new co-op student position for four months with a total budgeted cost of \$13,000.
3. \$4,500 of public relations expenditures have been moved from the General Administration cost centre to this budget in 2023 and are included in the administration line.
4. The administration line includes a \$2,000 increase in conferences and training expenditures in 2023.



Township of Centre Wellington

2023 Operating Budget Summary With 2022 Budget and Actual Results

Administration - Human Resources

Human Resources department is responsible for strategic and transactional HR services to Council, management and staff. Responsible for advising, policy and process development and implementation, staffing/workforce planning, organization structure management, organizational development, performance enhancement, recruitment, selection and retention, succession planning, career planning, staff personal and professional development, labour relations, salary benefits negotiations, salary and pension management, compliance, compensation reviews, business partnering, and health safety and wellness.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Human Resources - Revenue	-	-	(14,000)	(14,000) 0.0%
Human Resources - Transfers from Reserves	-	-	(60,000)	(60,000) 0.0%
<i>Total Revenues</i>	-	-	(74,000)	(74,000) 0.0%
<u>Expenses</u>				
Human Resources - Wages & Benefits	-	-	535,371	535,371 0.0%
Human Resources - Administration	-	-	18,700	18,700 0.0%
Human Resources - Operations & Maintenance	-	-	126,500	126,500 0.0%
Human Resources - Transfer to Reserves	-	-	50,000	50,000 0.0%
<i>Total Expenses</i>	-	-	730,571	730,571 0.0%
<u>Net Budget Human Resources</u>	-	-	656,571	656,571 0.0%

Major Changes Impacting This Budget

1. The Human Resources division was included in the Office of the CAO and Communications division in prior years.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year.
3. Revenue for 50% cost recovery for the Human Resources Generalist position, which is shared with the Township of Puslinch, has been included for only three months in 2023 as it is anticipated the position will be employed full-time at the Township of Centre Wellington beginning April 1, 2023.
4. Transfers from reserves includes a \$60,000 transfer from the Employee Future Benefits Reserve to fund anticipated expenditures for retiree health benefits in 2023 which are included in the operations and maintenance line. A subsequent transfer of \$50,000 to reserves is budgeted to fund the Employee Future Benefits Reserve in 2023. This represents a \$5,000 increase in the transfer to the reserve from 2022. Transfers and expenditures related to retiree benefits were moved to this cost centre in the 2023 budget from the General Administration cost centre as Human Resources oversees administration of these benefits.
5. A \$4,300 increase in conferences and training expenditures is included in the administration line.
6. The implementation of a new learning and development program results in a \$17,500 increase in the operations and maintenance line.
7. \$15,000 of expenditures for employee recognition and appreciation have been reallocated from the General Administration cost centre and included in the operations and maintenance line as Human Resources staff oversee administration of this function.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Administration - Emergency Operations Centre

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Emergency Operations Centre - Expenses	2,600	1,526	2,600	-	0.0%
<i>Total Expenses</i>	2,600	1,526	2,600	-	0.0%
<i>Net Budget Emergency Operations Centre</i>	2,600	1,526	2,600	-	0.0%

Major Changes Impacting This Budget

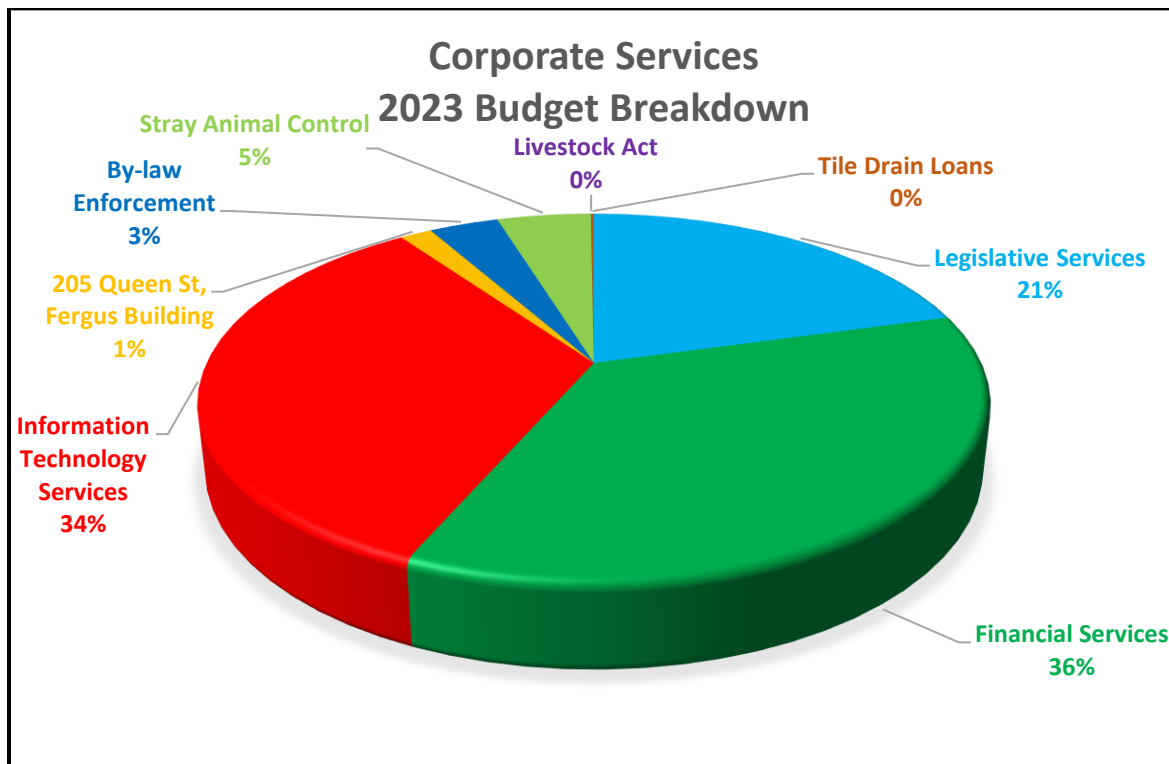


Corporate Services Summary

Corporate Services is made up of the following budget areas:

- ✓ Legislative Services
- ✓ Financial Services
- ✓ Information Technology and Services
- ✓ 205 Queen St, Fergus Building
- ✓ General Administration
- ✓ By-law Enforcement
- ✓ Stray Animal Control
- ✓ Livestock Act
- ✓ Tile Drain Loans

The combined gross expenditure budget for Corporate Services for 2023 is \$3,184,604, which is broken down as follows:





Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - Legislative Services

The primary role of Legislative Services is to provide administrative support to Council and Committees, and ensure compliance with Statutes of Ontario, County and Township by-laws. In addition, Legislative Services is responsible for access and privacy, vital statistics, municipal elections, records management, licensing, accessibility and cemetery administration. A team of customer service associates provide a variety of front line services to customers.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Legislative Services - Revenue	(39,300)	(62,030)	(43,500)	(4,200) 10.7%
Legislative Services - Transfers from Reserves	(129,300)	(86,681)	(14,300)	115,000 -88.9%
<i>Total Revenues</i>	(168,600)	(148,711)	(57,800)	110,800 -65.7%
<u>Expenses</u>				
Legislative Services - Wages & Benefits	651,920	596,351	684,241	32,321 5.0%
Legislative Services - Administration	21,350	25,291	21,400	50 0.2%
Legislative Services - Operations & Maintenance	130,300	87,962	15,800	(114,500) -87.9%
Legislative Services - Transfers to Reserves	35,400	35,400	34,800	(600) -1.7%
<i>Total Expenses</i>	838,970	745,005	756,241	(82,729) -9.9%
<i>Net Budget Legislative Services</i>	670,370	596,293	698,441	28,071 4.2%

Major Changes Impacting This Budget

1. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year.
2. Increases to transient trader and lottery license revenues account for the increase in the revenue line.
3. The operations and maintenance line includes the expected cost of maintaining the voting register (\$2,300), \$5,000 of remaining costs associated with the 2022 municipal election, and estimated costs for integrity commissioner assistance (\$7,000) in 2023. These expenditures are funded by transfers from the Election Reserve and the Reserve for Legal Matters. The operations and maintenance line also includes a \$1,500 provision for costs associated with records management.
4. The transfer to reserves is required to accumulate sufficient Election Reserve funds for the 2026 election.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - Financial Services

The primary role of Financial Services is to manage the Township's financial resources in a fiscally responsible manner. Key services include budgeting, property taxation and assessment, purchasing and risk management, accounting and financial reporting, investment and borrowing, and development charges administration.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Financial Services - Revenue	(240,100)	(139,402)	(254,850)	(14,750)	6.1%
<i>Total Revenues</i>	(240,100)	(139,402)	(254,850)	(14,750)	6.1%
<u>Expenses</u>					
Financial Services - Wages & Benefits	1,191,009	962,226	1,234,453	43,443	3.6%
Financial Services - Administration	31,900	28,761	35,200	3,300	10.3%
Financial Services - Operations & Maintenance	43,000	64,931	44,000	1,000	2.3%
<i>Total Expenses</i>	1,265,909	1,055,917	1,313,653	47,743	3.8%
<u>Net Budget Financial Services</u>	1,025,809	916,515	1,058,803	32,993	3.2%

Major Changes Impacting This Budget

1. The increase in revenue is due to a \$7,500 increase in revenue from the Township of Mapleton for funding 50% of the Asset Management Technician position, and a \$5,500 increase in estimated tax arrears notices revenue as the threshold for notices will be lowered in 2023.
2. The wages and benefits increase is partially due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year.
3. The increase in the administration line is due to a \$4,500 increase in conference and training costs in 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - Information Technology and Services

Information Technology and Services (IT) is responsible for delivering secure and strategic technology services across the Township. IT security is a set of cybersecurity strategies that prevents unauthorized access to organizational assets such as computers, networks, and data. It maintains the integrity and confidentiality of sensitive information, blocking the access of sophisticated hackers. The IT Department also provides core infrastructure for Township service delivery, such as automation of business processes and efficient and effective communications. IT manages the use of network and operating systems, and assists Township staff by providing the required functionality and communication tools, (Email, Websites, Social Media). IT continues to deliver new emerging technologies throughout the Township.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Information Technology and Services - Revenue	(88,000)	(62,377)	(161,400)	(73,400)	83.4%
<i>Total Revenues</i>	(88,000)	(62,377)	(161,400)	(73,400)	83.4%
<u>Expenses</u>					
Information Technology and Services - Wages & Benefits	573,286	496,491	680,565	107,280	18.7%
Information Technology and Services - Administration	14,650	8,538	15,500	850	5.8%
Information Technology and Services - Corporate Support	462,900	458,260	537,200	74,300	16.1%
<i>Total Expenses</i>	1,050,836	963,290	1,233,265	182,430	17.4%
<i>Net Budget Information Technology and Services</i>	962,836	900,913	1,071,865	109,030	11.3%

Major Changes Impacting This Budget

1. The revenue line includes revenue for services to be provided by the Information Technology and Services (IT) division to Centre Wellington Communications Inc. (CWCi) (\$10,000 increase from prior year) and Centre Wellington Hydro Inc. (\$1,000 increase from prior year) in 2023. It is anticipated that IT will provide services to the Town of Minto and other interested lower tiers in the County, resulting in additional revenue of \$62,400 in 2023.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes a new Application Support Analyst position with a cost of \$91,800 in 2023 which is partially funded by the revenue increase.
3. The change in the corporate support line is mainly due to increased software licensing costs in 2023 for Office 365 (\$15,000), FortiNet Switch maintenance (\$12,000), a new HR Downloads application (\$8,000), and expenditures for server backup, access points and e-mail virus protection (\$21,000). Furthermore, corporate support also includes a \$17,300 increase in internet service charges from Centre Wellington Communications Inc. for 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - General Administration

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
<u>Revenues</u>					
General Administration - Revenue	(77,000)	(25,198)	(32,000)	45,000	-58.4%
General Administration - Transfers from Reserves	(207,600)	(191,009)	(136,200)	71,400	-34.4%
<i>Total Revenues</i>	(284,600)	(216,207)	(168,200)	116,400	-40.9%
<u>Expenses</u>					
General Administration - Retiree Benefits	55,000	52,774	-	(55,000)	-100.0%
General Administration - Administration	84,500	79,324	84,050	(450)	-0.5%
General Administration - Operations & Maintenance	636,700	830,548	497,075	(139,625)	-21.9%
General Administration - Transfers to Reserves	67,000	67,000	22,000	(45,000)	-67.2%
General Administration - Cost Recovery	(1,006,805)	(1,006,805)	(1,079,398)	(72,593)	7.2%
<i>Total Expenses</i>	(163,605)	22,841	(476,273)	(312,668)	191.1%
<i>Net Budget General Administration</i>	(448,205)	(193,366)	(644,473)	(196,268)	43.8%

Major Changes Impacting This Budget

1. \$40,000 of the reduction in the revenue line is due to the elimination of revenue anticipated for the rental of office space to an external organization at 205 Queen Street in Fergus. The remainder is due to a \$5,000 reduction in estimated miscellaneous revenue for this cost centre.
2. Retiree benefit expenditures and the corresponding transfers to and from the Employee Future Benefits Reserve have been moved to the Human Resources cost centre in 2023 as the Human Resources division is responsible for administration of these benefits.
3. Transfers from reserves includes an \$86,200 transfer from the WSIB Reserve, and a \$50,000 transfer from the Insurance Claims Reserve. A reduction in reserve transfers is mainly due to a \$16,400 reduction in estimated WSIB expenditures in 2023 and the transfer of costs associated with retiree benefits to the Human Resources division in 2023.
4. The minor reduction in the administration line is due to a \$4,500 reallocation of public relations expenditures from the General Administration cost centre to the Office of the CAO and Communications division in 2023. This decrease is offset by a \$3,000 increase in budgeted postage costs.
5. The change in the operations and maintenance line is mainly due to:
 - a \$16,400 decrease in estimated WSIB expenditures in 2023;
 - the transfer of estimated tax write-offs to the Taxation - Township Purposes cost centre (\$110,000 in 2022 budget);
 - the transfer of employee recognition and appreciation expenditures to the Human Resources division in 2023 (\$12,600 in 2022 budget);
 - a \$51,600 increase in insurance premiums; and
 - the transfer of expenditures associated with the Township's ownership of the property at 205 Queen Street in Fergus to its own division in 2023 (2022 budgeted expenditures were \$57,600)
6. Transfers to reserves include a \$22,000 transfer to the Wind Turbine Capital Reserve. The \$45,000 reduction is due to a transfer to the Employee Future Benefits Reserve which has been reallocated to the Human Resources division.
7. General administration cost recovery represents the proportion of all General Government departments' net expenditures incurred for administering the Environmental Services operating budgets, the Municipal FD Training Officer budget, and the Risk Management Official budget.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - 205 Queen St, Fergus Building

Formerly medical offices, this Township facility is now host of the IT&S division, Source Water Protection staff, and some administrative staff from the Environmental Services division. This facility is also a potential candidate for future administrative office space expansion and serves as a hoteling facility for hybrid work from home employees with several stations established as common use touchdowns.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
205 Queen St, Fergus Building - Administration	-	-	3,600	3,600	0.0%
205 Queen St, Fergus Building - Operations and Maintenance	-	-	54,011	54,011	0.0%
<i>Total Expenses</i>	-	-	57,611	57,611	0.0%
<i>Net Budget 205 Queen St, Fergus Building</i>	-	-	57,611	57,611	0.0%

Major Changes Impacting This Budget

1. Net expenditures of \$17,600 for the 205 Queen St. facility in Fergus were included in the General Administration cost centre in the 2022 budget. This included estimated revenue of \$40,000 for partial rental of the building to an external organization and \$57,600 of expenditures.



Township of Centre Wellington

2023 Operating Budget Summary With 2022 Budget and Actual Results

Corporate Services - By-law Enforcement

By-law enforcement carries out inspections, identifies and investigates alleged municipal by-law violations; negotiates and strives to gain voluntary compliance through verbal and written communications and proceeds with legal action in accordance with applicable legislation and regulations.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
By-law Enforcement - By-Law Enforcement Revenue	(3,000)	(1,250)	(3,000)	-	0.0%
By-law Enforcement - Transfers from Reserves	(5,000)	(8,301)	(5,000)	-	0.0%
<i>Total Revenues</i>	(8,000)	(9,551)	(8,000)	-	0.0%
<u>Expenses</u>					
By-law Enforcement - Wages & Benefits	108,675	91,868	111,087	2,412	2.2%
By-law Enforcement - Administration	4,750	2,864	5,750	1,000	21.1%
By-law Enforcement - Operations & Maintenance	5,500	8,708	5,500	-	0.0%
By-law Enforcement - Fleet Repair and Maintenance	2,425	2,556	3,150	725	29.9%
<i>Total Expenses</i>	121,350	105,995	125,487	4,137	3.4%
<i>Net Budget By-law Enforcement</i>	113,350	96,444	117,487	4,137	3.7%

Major Changes Impacting This Budget

1. The revenue line represents a small provision for fines.
2. The wages and benefits increase is due to a cost of living increase and statutory and regular benefit adjustments during the 2023 year.
3. The increase in the administration line is due to an increase in public relations and training and conference expenditures.
4. An increase in budgeted fuel and insurance costs accounts for the change in the fleet repair and maintenance line.
5. External prosecution assistance accounts for \$5,000 of the total amount included in the operations and maintenance line. Legal costs associated with prosecution assistance are funded by an equivalent transfer from the Reserve for Legal Matters.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Corporate Services - Stray Animal Control

The Township annually licenses dogs through Docupet, encourages responsible pet ownership and provides animal control services and enforcement in partnership with the Guelph Humane Society.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Stray Animal Control - Revenue	(91,900)	(67,522)	(87,300)	4,600	-5.0%
<i>Total Revenues</i>	(91,900)	(67,522)	(87,300)	4,600	-5.0%
<u>Expenses</u>					
Stray Animal Control - Operations & Maintenance	159,200	159,033	169,200	10,000	6.3%
<i>Total Expenses</i>	159,200	159,033	169,200	10,000	6.3%
<i>Net Budget Stray Animal Control</i>	67,300	91,511	81,900	14,600	21.7%

Major Changes Impacting This Budget

1. The reduction in revenue is mainly due to a decrease in budgeted dog tag sales.
2. Estimated stray animal control costs are based on an extension of the contract with the Guelph Humane Society. The cost increase is due to an annual Consumer Price Index (CPI) adjustment.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Corporate Services - Livestock Act

The Ontario Wildlife Damage Compensation Program (OWDCP) provides compensation to eligible producers whose livestock and/or poultry have been injured or killed as a result of wildlife predation. The Township provides the services of a Livestock Investigator and ensures the application for compensation is completed and filed with the Ministry of Agriculture, Food & Rural Affairs.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Livestock Act - Revenue	(400)	(1,391)	(400)	- 0.0%
<i>Total Revenues</i>	(400)	(1,391)	(400)	- 0.0%
<u>Expenses</u>				
Livestock Act - Expenses	650	1,743	650	- 0.0%
<i>Total Expenses</i>	650	1,743	650	- 0.0%
<i>Net Budget Livestock Act</i>	250	352	250	- 0.0%

Major Changes Impacting This Budget



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Corporate Services - Tile Drain Loans

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Tile Drain Loans - Debt Repayments	(4,770)	(4,769)	(4,770)	-	0.0%
<i>Total Revenues</i>	(4,770)	(4,769)	(4,770)	-	0.0%
<u>Expenses</u>					
Tile Drain Loans - Debt Payments	4,770	4,769	4,770	-	0.0%
<i>Total Expenses</i>	4,770	4,769	4,770	-	0.0%
<i>Net Budget Tile Drain Loans</i>	-	-	-	-	0.0%

Major Changes Impacting This Budget

1. Tile drain loans are fully recovered by the Township.

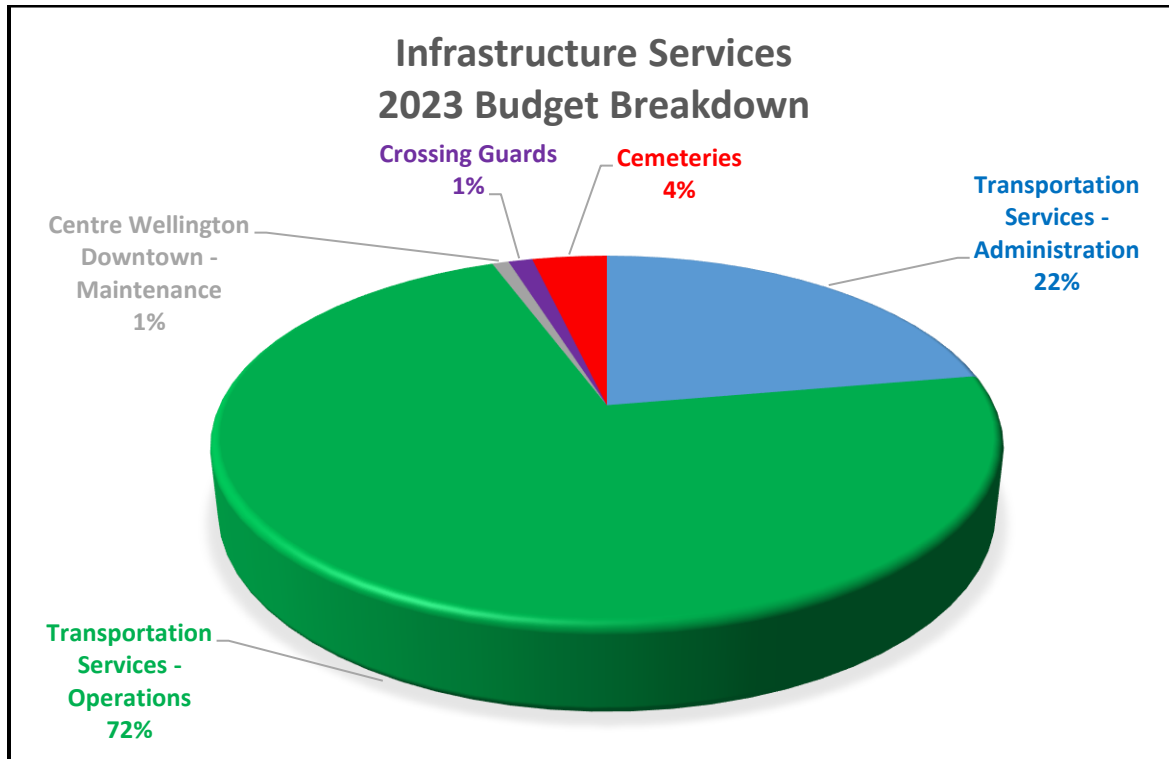


Infrastructure Services Summary

Infrastructure Services is made up of the following budget areas:

- ✓ Transportation Services - Administration
- ✓ Transportation Services - Operations
- ✓ Centre Wellington Downtown - Maintenance
- ✓ Crossing Guards
- ✓ Cemeteries

The combined gross expenditure budget for Infrastructure Services for 2023 is \$6,114,561, which is broken down as follows:





Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Transportation Services - Administration

Transportation Services (Public Works Division) maintains the Township's roads and rights-of-way. This includes the maintenance and operation of the Township's road and storm water management systems including, snow plowing and removal for 927 lane km of roads, grading, dust suppression, gravel shoulder maintenance, pothole repairs, street sweeping, maintenance gravel, regulatory and warning signage (3,300 signs), traffic signals, pavement markings, stormwater conveyance channel, ditch and catch basin cleanouts, culverts and bridge maintenance. Public Works also maintains 112 km of sidewalks, crosswalks, and boulevards.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
<u>Expenses</u>					
PW Administration - Wages & Benefits	778,384	811,805	834,015	55,631	7.1%
PW Administration - Paid Time Off	-	55,992	-	-	0.0%
PW Administration - Administration	43,300	52,445	50,300	7,000	16.2%
PW Administration - Operations & Maintenance	443,675	480,097	492,780	49,105	11.1%
PW Administration - Cost Recovery	(13,500)	(13,500)	(13,850)	(350)	2.6%
<i>Total Expenses</i>	1,251,859	1,386,839	1,363,245	111,385	8.9%
<i>Net Budget Transportation Services - Administration</i>	1,251,859	1,386,839	1,363,245	111,385	8.9%

Major Changes Impacting This Budget

1. The combined Transportation Services Administration and Operations budgets are increasing by \$567,376 (11.14%).
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes 20% of the cost of a new Compliance and QMS Coordinator position and 33.3% of the cost of a new Utilities and Permit Coordinator position with budgeted expenditures to this division of \$17,700 and \$29,200 respectively in 2023.
3. The increase in the administration line is due to a \$3,000 increase in training expenditures due to new requirements for continuing professional development, equipment specific training, and health and safety training and a \$2,900 increase in telephone charges. The increase in telephone charges is due to consolidating all cell phone expenditures for the infrastructure division into one line in 2023.
4. Increase in the operations and maintenance line is mainly due to a \$48,600 increase in insurance costs for Public Works' buildings.
5. Transportation Services cost recovery represents the proportion of all Transportation Services expenditures incurred for administering the Municipal Risk Management Official's budget.



Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results

Infrastructure Services - Transportation Services - Operations

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
<u>Revenues</u>					
PW Operations - Revenue	(118,200)	(73,238)	(107,700)	10,500	-8.9%
<i>Total Revenues</i>	(118,200)	(73,238)	(107,700)	10,500	-8.9%
<u>Expenses</u>					
PW Operations - Fleet Repair & Maintenance	(236,750)	303,009	1,018,650	1,255,400	-530.3%
PW Operations - Fergus Works Garage	36,500	41,447	39,446	2,946	8.1%
PW Operations - Elora Works Garage	50,000	42,677	54,541	4,541	9.1%
PW Operations - West Garafraxa Works Garage	28,500	40,508	30,729	2,229	7.8%
PW Operations - Pilkington Works Garage	24,000	20,070	25,846	1,846	7.7%
PW Operations - Bridges & Culverts	128,800	113,618	95,185	(33,615)	-26.1%
PW Operations - Grass Cutting/Weed Spray	123,200	145,896	115,415	(7,785)	-6.3%
PW Operations - Brush & Tree Removal	143,000	243,074	140,694	(2,306)	-1.6%
PW Operations - Ditching	88,000	84,509	59,464	(28,536)	-32.4%
PW Operations - Curb/Gutter/Basin	52,500	19,590	37,596	(14,904)	-28.4%
PW Operations - Bituminous Pavement Patch	146,700	105,671	119,437	(27,263)	-18.6%
PW Operations - Crack Sealing and Asphalt Repair	25,000	25,440	25,000	-	0.0%
PW Operations - Street Cleaning	143,800	129,060	80,185	(63,615)	-44.2%
PW Operations - Shoulder Maintenance	91,800	88,905	58,230	(33,570)	-36.6%
PW Operations - Road Patrol	82,500	50,841	68,928	(13,572)	-16.5%
PW Operations - Debris Pick Up	22,000	14,016	16,243	(5,757)	-26.2%
PW Operations - Grading	217,900	169,361	96,415	(121,485)	-55.8%
PW Operations - Dustlaying	354,500	421,717	328,207	(26,293)	-7.4%
PW Operations - Gravel Resurfacing	471,000	342,910	471,230	230	0.0%
PW Operations - Snow Removal	64,500	63,662	41,230	(23,270)	-36.1%
PW Operations - Plowing, Sanding & Scarifying	1,146,750	1,079,181	778,158	(368,592)	-32.1%
PW Operations - Snow Fence/Culvert Thawing	4,400	1,728	3,249	(1,151)	-26.2%
PW Operations - Safety Devices	169,100	248,798	168,915	(185)	-0.1%
PW Operations - Street Lighting	202,500	200,409	209,000	6,500	3.2%



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Transportation Services - Operations

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
PW Operations - Municipal Parking Lots	59,900	35,263	27,487	(32,413)	-54.1%
PW Operations - Sidewalk Winter Maintenance	142,800	159,605	138,902	(3,898)	-2.7%
PW Operations - Sidewalk Cleaning	9,300	9,140	8,246	(1,054)	-11.3%
PW Operations - Sidewalk-Other	8,300	9,408	6,997	(1,303)	-15.7%
PW Operations - Line Painting	96,500	63,087	85,721	(10,779)	-11.2%
PW Operations - Storm Sewer	26,000	15,731	19,949	(6,051)	-23.3%
PW Operations - Storm Water Pond Maintenance	16,100	1,722	14,396	(1,704)	-10.6%
PW Operations - Municipal Drains	4,500	-	4,500	-	0.0%
PW Operations - Snow Removal - Fergus County Roads	-	8,426	-	-	0.0%
PW Operations - Snow Removal - Elora County Roads	-	10,902	-	-	0.0%
PW Operations - Street Sweeping - County Roads	-	1,201	-	-	0.0%
PW Operations - Transfers to Reserves	15,200	15,979	16,100	900	5.9%
<i>Total Expenses</i>	3,958,800	4,326,561	4,404,290	445,490	11.3%
Net Budget Transportation Services - Operations	3,840,600	4,253,323	4,296,590	455,990	11.9%

Major Changes Impacting This Budget

1. The decrease in revenue is mainly due to a reduction in municipal access permit charges (\$3,900) and miscellaneous revenue (\$7,500).
2. The increase in the fleet repair and maintenance line is mainly due to the elimination of machine rate recovery charges in the 2023 budget. This is offset by corresponding reductions in most cost centres throughout the Infrastructure Services budget. The estimated machine rate recovery in the 2022 budget was \$1,000,000. Also included in the fleet repair and maintenance line is an \$8,600 increase in vehicle insurance premiums, a \$57,000 in repairs and maintenance costs and a \$145,000 increase in estimated fleet fuel costs.
3. Dustlaying includes a \$20,000 increase in material costs due to the rising cost of chemicals.
4. Gravel resurfacing includes a \$20,000 increase in material costs in 2023.
5. Plowing, sanding & scarifying includes a \$15,000 increase in material costs due to rising sand and salt prices.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Centre Wellington Downtown - Maintenance

The Township's Infrastructure Services department provides a variety of services to support the various programs and maintenance in downtown Fergus and Elora. These services include, but are not necessarily limited to: garbage and litter removal, snow shoveling, banner and flag installations, street furniture installations, and seasonal lighting installations. Snow plowing and maintenance of the Riverwalk area, including parking lot, Riverwalk pathway and walkway around the Fergus library are included in this budget.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Centre Wellington Downtown - Maintenance - Operations & Maintenance	-	-	50,130	50,130	0.0%
<i>Total Expenses</i>	-	-	50,130	50,130	0.0%
<i>Net Budget Centre Wellington Downtown - Maintenance</i>	-	-	50,130	50,130	0.0%

Major Changes Impacting This Budget

1. The downtown cost centres for both Fergus and Elora were consolidated in the 2023 budget.
2. The consolidated budgets have decreased from the prior year due to the elimination of machine time charges and a reduction in hourly labour costs allocated to the downtown cost centres.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Fergus Downtown - Maintenance

The Township's Infrastructure Services department provides a variety of services to support the various programs and maintenance in downtown Fergus. These services include, but are not necessarily limited to: garbage and litter removal, snow shoveling, banner and flag installations, street furniture installations, and seasonal lighting installations. Snow plowing and maintenance of the Riverwalk area, including parking lot, Riverwalk pathway and walkway around the Fergus library are included in this budget.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Maintenance - Operations & Maintenance	27,400	15,225	-	(27,400)	-100.0%
<i>Total Expenses</i>	27,400	15,225	-	(27,400)	-100.0%
<i>Net Budget Fergus Downtown - Maintenance</i>	27,400	15,225	-	(27,400)	-100.0%

Major Changes Impacting This Budget

1. The downtown expenditures for both Fergus and Elora were consolidated in the 2023 budget on the Centre Wellington Downtown - Maintenance cost centre.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Elora Downtown - Maintenance

The Township's Infrastructure Services department provides a variety of services to support the various programs and maintenance in downtown Elora. These services include, but are not necessarily limited to: garbage and litter removal, snow shoveling, banner and flag installations, street furniture installations, and seasonal lighting installations.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Downtown - Maintenance - Operations & Maintenance	42,450	37,459	-	(42,450)	-100.0%
<i>Total Expenses</i>	42,450	37,459	-	(42,450)	-100.0%
<i>Net Budget Elora Downtown - Maintenance</i>	42,450	37,459	-	(42,450)	-100.0%

Major Changes Impacting This Budget

1. The downtown expenditures for both Fergus and Elora were consolidated in the 2023 budget on the Centre Wellington Downtown - Maintenance cost centre.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Infrastructure Services - Crossing Guards

The Township is responsible for eight (8) crossing guards at the following locations: Belsyde Ave at JD Hogarth Public School; Tower Street at Belsyde Ave; Millburn Street at McTavish Street; Garafraxa Street at Victoria Terrace; Garafraxa Street at Perry Street; St. David Street at St. Joseph's Catholic School; St. Andrew Street and Lamond Street; and Forfar Street at Victoria Terrace. Crossing guards are present at these locations before and after school from September to June.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Crossing Guards - Wages & Benefits	71,200	71,610	72,196	996	1.4%
<i>Total Expenses</i>	71,200	71,610	72,196	996	1.4%
<i>Net Budget Crossing Guards</i>	71,200	71,610	72,196	996	1.4%

Major Changes Impacting This Budget

1. The wages and benefits increase is mainly due to a cost of living increase and statutory benefit adjustments during the 2023 year.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Infrastructure Services - Cemeteries

The Township is responsible for the administration and maintenance of Elora Cemetery and Belsyde Cemetery (Fergus). Operations and maintenance activities include lawn, vegetation, tree and gravel access road maintenance, burial plot openings and closings, garbage removal, chapel maintenance and repairs, and monument foundation repairs (approximately 25 per year).

The Township also maintains four rural cemeteries located at the following locations: Mount Pleasant Cemetery (Wellington Rd 22), Ponsonby Pioneer Cemetery (Wellington Rd 7), Mount Carmel Cemetery (Sixth Line, West Garafraxa) and Bon Accord Cemetery (Irvine St). Maintenance includes grass cutting at all locations and only openings/closings at Mount Carmel.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Cemeteries - Revenue	(194,100)	(207,795)	(224,700)	(30,600)	15.8%
Cemeteries - Transfer from Reserves	(8,125)	-	-	8,125	-100.0%
<i>Total Revenues</i>	(202,225)	(207,795)	(224,700)	(22,475)	11.1%
<u>Expenses</u>					
Cemeteries - Operations & Maintenance	162,225	144,151	131,519	(30,706)	-18.9%
Cemeteries - Transfers to Reserves	40,000	36,561	93,181	53,181	133.0%
<i>Total Expenses</i>	202,225	180,712	224,700	22,475	11.1%
<u>Net Budget Cemeteries</u>	-	(27,083)	-	-	0.0%

Major Changes Impacting This Budget

1. Budgeted revenues for interment and plot sales are consistent with annualized historical averages. The change in the revenue line is mainly due to additional investment income earnings anticipated in 2023.
2. The cemeteries division is budgeted as a cost neutral division. As a result, a transfer to the Cemetery Expansion Reserve is required to offset the budgeted \$53,181 surplus from operating the cemeteries in 2023.
3. The elimination of machine time charges and a \$8,300 reduction in hourly labour costs allocated to the cemeteries division account for the decrease in the operations and maintenance line.
4. The transfer to reserves also includes \$40,000 of revenues redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.

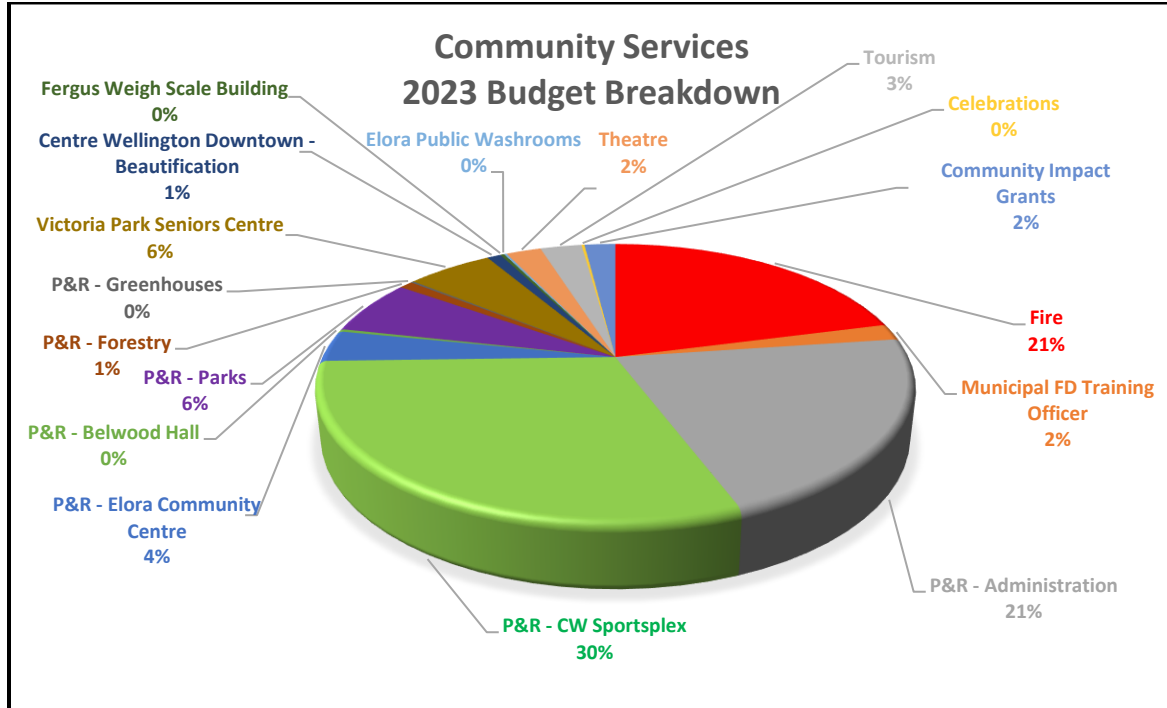


Community Services Summary

Community Services is made up of the following budget areas:

- ✓ Fire
- ✓ Municipal FD Training Officer
- ✓ Parks, Recreation and Culture Administration
- ✓ Parks & Recreation - Centre Wellington Community Sportsplex
- ✓ Parks & Recreation - Elora Community Centre
- ✓ Parks & Recreation - Belwood Hall
- ✓ Parks & Recreation - Parks
- ✓ Parks & Recreation - Forestry
- ✓ Parks & Recreation - Greenhouses
- ✓ Parks & Recreation - Other Expenditures
- ✓ Victoria Park Seniors Centre
- ✓ Centre Wellington Downtown - Beautification
- ✓ Fergus Weigh Scale Building
- ✓ Elora Public Washrooms
- ✓ Fergus Grand Theatre
- ✓ Tourism
- ✓ Celebrations
- ✓ Grants to Community Groups - Community Impact Grants

The combined gross expenditure budget for Community Services for 2023 is \$8,853,909, which is broken down as follows:





Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Fire

The Centre Wellington Fire Department is an essential service as deemed by the Ministry of Community Safety and Correctional Services. Under this umbrella is the branch of the Office of the Fire Marshal (OFM). The OFM creates the standards with which to govern how a Municipal Fire Department must operate and the minimum standards of Public Education, Fire Prevention/Fire Protection, Training, and Fire Investigation.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %	
<u>Revenues</u>					
Fire - Revenue	(105,000)	(160,740)	(193,020)	(88,020)	83.8%
<i>Total Revenues</i>	(105,000)	(160,740)	(193,020)	(88,020)	83.8%
<u>Expenses</u>					
Fire - Wages & Benefits	1,484,332	1,487,617	1,544,463	60,131	4.1%
Fire - Administration	35,300	25,539	36,850	1,550	4.4%
Fire - Operations & Maintenance	96,200	107,068	110,625	14,425	15.0%
Fire - Fleet Repair & Maintenance	99,375	122,737	120,075	20,700	20.8%
Fire - Fergus Fire Station	36,050	45,360	40,350	4,300	11.9%
Fire - Elora Fire Station	16,500	16,720	17,700	1,200	7.3%
Fire - Transfers to Reserves	-	6,610	-	-	0.0%
Fire - Cost Recovery	(13,500)	(13,500)	(13,850)	(350)	2.6%
<i>Total Expenses</i>	1,754,257	1,798,151	1,856,213	101,956	5.8%
<u>Net Budget Fire</u>	1,649,257	1,637,411	1,663,193	13,936	0.8%

Major Changes Impacting This Budget

1. The increase in revenue is mainly due to an \$81,300 fee charged to the Township of Puslinch for Fire Chief services to be provided by the Township of Centre Wellington in 2023.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. The wages line is further impacted by a step increase for the Fire Chief due to services provided to the Township of Puslinch. Also included in wages and benefits is a \$7,400 increase in estimated volunteer firefighter (VFF) wage costs. The wage cost is in line with the annualized average cost per VFF for a complement of 60 VFFs.
3. The increase in the operations and maintenance line is mainly due to an increase in dispatch costs and fire facility insurance premiums.
4. The increase in the fleet repairs and maintenance line is due to an increase in fleet insurance premiums, fleet fuel, and repair and maintenance expenditures.
5. The increase in expenditures at the fire stations is mainly due to an increase in utility costs and telephone expenditures.
6. The cost recovery line represents the proportion of all Fire division expenditures incurred for administering the Municipal FD Training Officer budget.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Municipal FD Training Officer

This position is fully funded by the County of Wellington and managed by Centre Wellington Fire department. The Municipal Fire Department (FD) Training Officer function is to assist all County of Wellington Fire departments with their staff training needs. This position will prepare lesson plans and teaching plans as well as facilitate or provide Provincial fire service courses to County fire departments.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal FD Training Officer - Revenue	(158,100)	(114,555)	(165,100)	(7,000)	4.4%
<i>Total Revenues</i>	(158,100)	(114,555)	(165,100)	(7,000)	4.4%
<u>Expenses</u>					
Municipal FD Training Officer - Wages & Benefits	122,175	118,138	124,800	2,626	2.1%
Municipal FD Training Officer - Administration	5,900	2,339	5,900	-	0.0%
Municipal FD Training Officer - Fleet Repair & Maintenance	4,525	4,777	5,900	1,375	30.4%
Municipal FD Training Officer - Transfers to Reserves	5,000	5,000	7,500	2,500	50.0%
Municipal FD Training Officer - Cost Recovery Applied	20,500	20,500	21,000	500	2.4%
<i>Total Expenses</i>	158,100	150,754	165,100	7,001	4.4%
<i>Net Budget Municipal FD Training Officer</i>	-	36,199	-	1	0.0%

Major Changes Impacting This Budget

1. The wages and benefits increase is due to a cost of living increase, and statutory and regular benefit adjustments during the 2023 year.
2. An increase in vehicle insurance and fuel costs accounts for the increase in the fleet repairs and maintenance line.
3. The transfer to reserves is for the future replacement of the Municipal FD Training Officer's vehicle.
4. Cost recovery applied represents an estimate of administration expenses and Fire division overhead costs allocated to the Municipal FD Training Officer division.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Parks, Recreation and Culture Administration

Community Services is comprised of the following direct public health and safety services: Parks and Recreation, Horticultural and Community Beautification, Community Development, Older Adults, Tourism, Culture, Marketing, Theatre and Fire/Rescue. The department objective is to promote and facilitate healthy activities and public safety through direct and indirect programming along with community organizations and groups with similar objectives. Community building is achieved through the objective of the department through the implementation and delivery of enhancements and maintenance of the diversified services provided by Community Services. Connecting with the community is achieved through the transparent and effective communication and delivery of these services to ensure the department remains relevant to the present day and future requirements of the community within the allocated resources based on revenue production and tax base contributions.

Parks and Recreation facilitates direct and indirect program opportunities through a range of indoor and outdoor community facilities. Accessibility to program opportunities is balanced through a combination of user fee based programs, sponsored programs, private sector programs, community programs and service club and special interest organizations. The development and maintenance of passive green spaces and trails is a key responsibility of this section of Community Services.

Direct program servicing includes: aquatics, fitness centre, day and seasonal youth camps, special event coordination and facilitation, community guide, drop in programs, registration services, and facility maintenance operations.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
<u>Revenues</u>					
Parks, Recreation and Culture Administration - Revenue	(4,000)	(4,439)	(84,000)	(80,000)	2000.0%
<i>Total Revenues</i>	(4,000)	(4,439)	(84,000)	(80,000)	2000.0%
<u>Expenses</u>					
Parks, Recreation and Culture Administration - Wages & Benefits	1,194,917	1,122,899	1,443,320	248,403	20.8%
Parks, Recreation and Culture Administration - Paid Time Off	-	21,633	0	0	0.0%
Parks, Recreation and Culture Administration - Administration	62,050	48,966	71,100	9,050	14.6%
Parks, Recreation and Culture Administration - Operations & Maintenance	191,593	171,848	255,647	64,054	33.4%
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	40,381	75,874	123,525	83,144	205.9%
<i>Total Expenses</i>	1,488,941	1,441,220	1,893,591	404,650	27.2%
Net Budget Parks, Recreation and Culture Administration	1,484,941	1,436,781	1,809,591	324,650	21.9%

Major Changes Impacting This Budget

- Overall increase in the Parks, Recreation and Culture budget is \$410,742 (11.90%).
- The increase in revenue is due to anticipated revenue from community partnerships in 2023.
- The wages and benefits increase is partially due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes the following changes in 2023:
 - a new Manager of Parks & Open Spaces position with a total cost of \$119,500;
 - the conversion of the Community Development Coordinator position from a 0.6 FTE to a full-time position with an additional cost of \$39,000. This position is funded by the anticipated net revenue from the implementation of the Community Partnership Program;
 - the conversion of the Building Technician position from an hourly to a salaried position with additional wages of \$68,000 added to this cost centre; however, the impact to the Township's tax supported budget is an increase of \$3,800 and the impact to the Environmental Services budget is an increase of \$17,000. 20% of the position will be funded from the Environmental Services budget as facility responsibilities will be expanded to include water and wastewater buildings.
 - the restructuring of the Supervisor of Facility Operations position to Building and Properties Project Manager results in a \$19,500 reduction in the Parks and Recreation wages line as 20% of the position will be funded from the Environmental Services budget as facility responsibilities will be expanded to include water and wastewater buildings.
- The increase in the administration line is due to a \$10,800 increase in conference and training expenditures.
- The increase in the operations and maintenance line is mainly due to:
 - a \$9,100 increase in insurance premiums;
 - a \$4,600 increase in personnel equipment; and
 - \$41,000 of estimated expenditures attributed to the implementation of the Community Partnership program in 2023.
- The increase in the fleet repair and maintenance line is mainly due to the elimination of machine rate recovery charges in the 2023 budget. This is offset by corresponding reductions in many cost centres throughout the Community Services budget. The estimated machine rate recovery in the 2022 budget was \$59,600. Also included in the fleet repairs and maintenance line is an \$8,600 increase in vehicle insurance premiums and a \$15,000 increase in estimated fleet fuel costs.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Centre Wellington Community Sportsplex

Located at 550 Belsyde Avenue this multi use facility includes twin pad surfaces, aquatic facility, fitness centre, large hall and meeting rooms along with considerable open space which is ideal for hosting large outdoor events such as the Fergus Fall Fair and Scottish Festival. The administration offices for Community Services are located at this site.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
Revenues					
Centre Wellington Community Sportsplex - Revenue	(796,766)	(700,898)	(833,739)	(36,973)	4.6%
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(461,000)	(419,774)	(485,500)	(24,500)	5.3%
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(31,500)	(30,684)	(36,300)	(4,800)	15.2%
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(60,000)	(59,069)	(62,100)	(2,100)	3.5%
Centre Wellington Community Sportsplex - Program Revenue - Other	-	-	(20,700)	(20,700)	0.0%
Centre Wellington Community Sportsplex - Program Revenue - March Break	(4,000)	(5,277)	(4,900)	(900)	22.5%
Centre Wellington Community Sportsplex - Transfers from Reserves	-	-	(1,260)	(1,260)	0.0%
Total Revenues	(1,353,266)	(1,215,703)	(1,444,499)	(91,233)	6.7%
Expenses					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	796,375	665,599	899,225	102,850	12.9%
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	713,182	602,830	910,251	197,069	27.6%
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	25,000	15,931	25,000	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	1,906	2,500	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	747,278	599,174	708,220	(39,059)	-5.2%
Centre Wellington Community Sportsplex - House	13,169	7,143	11,575	(1,594)	-12.1%
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	83,326	79,142	20,669	(62,657)	-75.2%
Centre Wellington Community Sportsplex - P&R Fitness Program	50,158	24,720	43,029	(7,129)	-14.2%
Centre Wellington Community Sportsplex - P&R Weight Room	30,177	18,481	6,430	(23,747)	-78.7%
Centre Wellington Community Sportsplex - P&R Summer Program	47,111	57,860	52,087	4,976	10.6%
Centre Wellington Community Sportsplex - March Break Program	3,703	4,334	4,161	458	12.4%
Centre Wellington Community Sportsplex - P&R Programs - Other	2,000	866	2,000	-	0.0%
Total Expenses	2,513,979	2,077,987	2,685,146	171,167	6.81%
Net Budget Parks & Recreation - Centre Wellington Community Sportsplex	1,160,713	862,285	1,240,647	79,934	6.89%

Major Changes Impacting This Budget

- In 2023 all hourly labour charges for the Sportsplex are allocated to the P&R Facilities: Repairs & Maintenance line as staff are no longer tracking their time to certain areas within the facility. As a result, reductions in the aquatic centre and weight room lines are reflected in the increased repairs and maintenance line. Furthermore, hourly labour charges associated with the P&R Facilities: Grounds line have been allocated to the Parks - General line in the Parks cost centre in 2023.
- Revenue increases are due to the following:
 - an average fee increase of 3.5% for most services and programs offered in 2023;
 - Elora Community Centre (ECC) programming revenue for the April to July period has been moved to the Sportsplex when possible due to the renovations at the facility (August to December programming revenue was already reflected in the 2022 budget);
 - certain programs including pickleball and pickup hockey have been reallocated from the Sportsplex - Revenue line to the Sportsplex - Program Revenue - Other line in 2023;
 - a new junior hockey club is anticipated for the 2023/24 season and increases the Sportsplex - Revenue line by \$12,500; and
 - the elimination of COVID capacity restrictions results in an increase to the Sportsplex - Program Revenue - Fitness line.
- The increase in the operating costs line is due to increased gas utility charges of \$109,000 and facility insurance premiums of \$19,700. This is offset by a reduction in estimated hydro expenditures of \$12,000 and water charges of \$10,000.
- The increase in the repairs and maintenance line is due to additional labour and benefit costs for full-time Elora Community Centre staff that will be redeployed to the Sportsplex during the ECC renovations which are planned to commence in April 2023. The 2022 budget assumed that renovations at the ECC would commence in August 2022. The repairs and maintenance line also includes an increase in external repair costs to the facility of \$14,500.
- The aquatic centre line includes a \$9,000 increase for subsidizing staff certification expenditures.
- The reduction in the fitness program line is due to a decrease in certain programs offered in 2023.



Township of Centre Wellington

2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Elora Community Centre

The Elora Community Centre is located at 29 David Street and is comprised of a 185' by 85' ice pad with 900 capacity seating, meeting room, and medium size banquet hall.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Elora Community Centre - Revenue	(153,500)	(240,671)	(114,600)	38,900	-25.3%
<i>Total Revenues</i>	(153,500)	(240,671)	(114,600)	38,900	-25.3%
<u>Expenses</u>					
Elora Community Centre - P&R Facilities: Operating Costs	233,922	244,530	221,655	(12,267)	-5.2%
Elora Community Centre - P&R Facilities: Repairs & Maintenance	173,634	233,887	95,656	(77,978)	-44.9%
Elora Community Centre - P&R Facilities: Concessions	1,500	4,464	1,500	-	0.0%
Elora Community Centre - P&R Facilities: Halls	1,000	-	1,000	-	0.0%
Elora Community Centre - Grounds	18,136	14,348	1,000	(17,136)	-94.5%
<i>Total Expenses</i>	428,192	497,230	320,811	(107,381)	-25.1%
<u>Net Budget Parks & Recreation - Elora Community Centre</u>	274,692	256,558	206,211	(68,481)	-24.9%

Major Changes Impacting This Budget

1. The reduction in revenue is due to renovations at the Elora Community Centre (ECC) commencing in April 2023. The 2022 budget assumed that renovations would commence in August 2022. As such, revenue is reduced in 2023 at this facility for hall rentals and programs typically operating in the summer, and have been moved to the Sportsplex wherever possible.
2. An \$18,900 reduction in maintenance expenditures at the ECC is due to planned renovations at the facility in 2023. This is offset by a \$9,400 increase in insurance premiums for the facility. This accounts for the majority of the change in the operating costs line.
3. A reduction in the repairs and maintenance line is due to labour and benefit costs for full-time Elora Community Centre staff that will be redeployed to the Sportsplex during the ECC renovations. The renovations are planned to commence earlier in 2023 than what was anticipated in 2022 budget (April vs August).
4. Hourly labour charges associated with the P&R Facilities: Grounds line have been allocated to the Parks - General line in the Parks cost centre in 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Belwood Hall

Belwood Hall is a rural community hall with a small banquet hall, meeting room and small kitchen. It is located in the community of Belwood adjacent to Lake Belwood.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Belwood Hall - Revenue	(6,000)	(5,208)	(5,200)	800	-13.3%
<i>Total Revenues</i>	(6,000)	(5,208)	(5,200)	800	-13.3%
<u>Expenses</u>					
Belwood Hall - P&R Facilities: Operating Costs	24,753	19,077	26,480	1,728	7.0%
<i>Total Expenses</i>	24,753	19,077	26,480	1,728	7.0%
<i>Net Budget Parks & Recreation - Belwood Hall</i>	18,753	13,869	21,280	2,528	13.5%

Major Changes Impacting This Budget

1. The increase in operating costs is due to the rising cost of propane to heat the facility.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Parks

A variety of parks are spread throughout Centre Wellington. Many active parks include soccer pitches, tennis courts, ball diamonds, and rugby fields. Passive parks include natural areas, river front open space, trails, and areas for socialization.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park (Fergus) - Revenue	(6,000)	(5,189)	(4,400)	1,600	-26.7%
ECC Ball Diamond - Revenue	(15,000)	(14,842)	(15,600)	(600)	4.0%
Tye Park - Revenue	(1,600)	(2,502)	(2,500)	(900)	56.3%
South Ridge Park - Revenue	(4,000)	(3,525)	(3,700)	300	-7.5%
Strathallan Park - Revenue	(1,400)	(1,233)	(1,300)	100	-7.1%
CWCS Ball Diamond - Revenue	(700)	(50)	-	700	-100.0%
Belwood Ball Diamond - Revenue	(1,500)	(1,402)	(1,400)	100	-6.7%
Bissell Park - Revenue	(4,000)	(3,636)	(4,200)	(200)	5.0%
Passive Parks - Revenue	(10,500)	(11,343)	(12,900)	(2,400)	22.9%
<i>Total Revenues</i>	(44,700)	(43,721)	(46,000)	(1,300)	2.9%
<u>Expenses</u>					
Belwood Ball Diamond - Operations & Maintenance	7,924	7,104	2,000	(5,924)	-74.8%
Bissell Park - Operations & Maintenance	35,644	33,737	10,300	(25,344)	-71.1%
CWCS Ball Diamond - Operations & Maintenance	2,385	1,155	1,000	(1,385)	-58.1%
ECC Ball Diamond - Operations & Maintenance	14,848	17,475	5,200	(9,648)	-65.0%
Parks - General - Operations & Maintenance	7,800	29,943	372,534	364,734	4676.1%
Passive Parks - Operations & Maintenance	295,563	313,691	116,400	(179,163)	-60.6%
South Ridge Park - Operations & Maintenance	27,695	30,509	15,669	(12,026)	-43.4%
Strathallan Park - Operations & Maintenance	10,728	8,008	3,300	(7,428)	-69.2%
Tower Street Tennis Courts - Operations & Maintenance	7,255	5,226	4,200	(3,055)	-42.1%
Tye Park - Operations & Maintenance	17,211	15,201	3,950	(13,261)	-77.05%
Victoria Park (Fergus) - Operations & Maintenance	58,135	43,194	25,900	(32,235)	-55.45%
<i>Total Expenses</i>	485,187	505,243	560,453	75,266	15.51%
Net Budget Parks & Recreation - Parks	440,487	461,522	514,453	73,966	16.79%

Major Changes Impacting This Budget

1. In 2023 all hourly labour charges for parks are allocated to the Parks - General line as staff are no longer tracking their time to individual parks. As a result, the reduction in all expenditure lines on this page are due to the this change along with the elimination of machine time charges in the 2023 budget.
2. Passive Parks expenditures includes a \$9,500 increase for various costs including portable washroom rentals for certain passive parks. There is also a \$7,100 increase in water charges due to additional parks recently assumed and increased water rates.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Forestry

Forestry is responsible for the inspection and identification of safety concerns related to trees, woodlots and natural areas, as well as the enhancement of the condition and the quantity of public trees. Forestry programs include the tree inventory, hazard tree management, emerald ash borer management, community maintenance pruning, street tree planting, and community tree planting events.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Forestry - Revenue	-	-	(25,800)	(25,800)	0.0%
<i>Total Revenues</i>	-	-	(25,800)	(25,800)	0.0%
<u>Expenses</u>					
Forestry - Operations & Maintenance	50,000	29,082	77,053	27,053	54.1%
<i>Total Expenses</i>	50,000	29,082	77,053	27,053	54.1%
<i>Net Budget Parks & Recreation - Forestry</i>	50,000	29,082	51,253	1,253	2.5%

Major Changes Impacting This Budget

1. The commencement of a new public tree permit fee in 2023 accounts for the revenue increase.
2. Implementation of the new public tree permit program in 2023 results in an estimated \$14,000 of professional fees to facilitate the program. The operations and maintenance line also includes a \$11,400 increase in external tree removal services and supplies.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Parks & Recreation - Greenhouses

Located at the Centre Wellington Community Sportsplex the two poly greenhouses are home base for the Township's horticultural operations. Our Horticulturist grows the various annuals, hanging baskets, and prepares plant material for the many planting displays throughout the community including the two downtowns. Groups like the Fergus Horticultural Society and Elora Horticultural Society assist in maintaining the many horticultural planting beds throughout the community.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Greenhouses - Operations & Maintenance	21,868	19,464	17,500	(4,368)	-20.0%
<i>Total Expenses</i>	21,868	19,464	17,500	(4,368)	-20.0%
<i>Net Budget Parks & Recreation - Greenhouses</i>	21,868	19,464	17,500	(4,368)	-20.0%

Major Changes Impacting This Budget

1. Labour costs of \$9,400 in 2022's budget which are now allocated to the Park - General cost centre offset by a \$4,500 increase in material and plant costs accounts for the reduction in the operations and maintenance line.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Community Services - Parks & Recreation - Other Expenditures

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Parks and Recreation - Other Expenditures - Transfers from Reserves	(1,260)	-	-	1,260	-100.0%
<i>Total Revenues</i>	(1,260)	-	-	1,260	-100.0%
<u>Expenses</u>					
<i>Total Expenses</i>	-	-	-	-	0.0%
Net Budget Parks & Recreation - Other Expenditures	(1,260)	-	-	1,260	-100.0%

Major Changes Impacting This Budget

1. The transfer from the Newdon Public Swim Reserve for the funding of public swimming at the Sportsplex has been moved to the Centre Wellington Community Sportsplex cost centre in 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Victoria Park Seniors Centre

The Parks and Recreation Department is responsible for the management and operations of the Victoria Park Seniors Centre located at 150 Albert Street West in Fergus. The facility provides a home for a variety of programs and services for seniors in the community including fitness programs, computer training, line dancing, cards, trips, billiards, darts, a foot care clinic, and lunch program to name only a few. The facility is assisted in the operations through many senior volunteers and is supported by the Victoria Park Advisory Committee.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %	
<u>Revenues</u>					
Victoria Park Seniors Centre - Revenue	(261,600)	(177,456)	(175,950)	85,650	-32.7%
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(4,000)	(4,000)	-	0.0%
<i>Total Revenues</i>	(265,600)	(181,456)	(179,950)	85,650	-32.2%
<u>Expenses</u>					
Victoria Park Seniors Centre - Wages & Benefits	265,104	234,498	269,914	4,811	1.8%
Victoria Park Seniors Centre - Administration	9,900	3,483	9,900	-	0.0%
Victoria Park Seniors Centre - Operations & Maintenance	103,964	93,621	110,114	6,150	5.9%
Victoria Park Seniors Centre - VPC - Programs	137,750	76,241	88,350	(49,400)	-35.9%
Victoria Park Seniors Centre - Transfers to Reserves	55,530	-	19,280	(36,250)	-65.3%
<i>Total Expenses</i>	572,248	407,843	497,558	(74,689)	-13.1%
<i>Net Budget Victoria Park Seniors Centre</i>	306,648	226,387	317,608	10,961	3.6%

Major Changes Impacting This Budget

1. A reduction in program revenues and membership fees is offset by a reduction in program expenditures as membership levels and interest in certain types of programming are slow to return to pre-pandemic levels.
2. The wages and benefits increase is due to a cost of living increase, and statutory and regular benefit adjustments during the 2023 year.
3. The increase in the operations and maintenance line is due to increased insurance costs for the facility.
4. The transfer to reserves is a function of the expected net surplus from programs at the Seniors Centre. These reserve funds are set aside for future capital projects and the purchase/repair of furniture or equipment at the Centre and are to be utilized based on the recommendations of the Victoria Park Advisory Committee.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Centre Wellington Downtown - Beautification

The Township's Community Services department provides a variety of services to support the beautification of both the Elora and Fergus downtowns. These services include, however are not limited to: plantings and garden maintenance supplies and labour, hanging basket and ground planters installation, maintenance and watering, utility expenses for the water feature at the Green Space and for irrigation of gardens, grass cutting at Templin Gardens, Green Space maintenance, litter pick up, installation and removal of Christmas lights, property tax levy for the Green Space and a donation to the Fergus Horticultural Society for their volunteer work to beautify the Fergus downtown.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Centre Wellington Downtown - Beautification - Operations & Maintenance	-	-	79,590	79,590	0.0%
<i>Total Expenses</i>	-	-	79,590	79,590	0.0%
<i>Net Budget Centre Wellington Downtown - Beautification</i>	-	-	79,590	79,590	0.0%

Major Changes Impacting This Budget

1. The downtown cost centres for both Fergus and Elora were consolidated in the 2023 budget.
2. The consolidated budgets have decreased from the prior year mainly due to the elimination of machine time charges.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Fergus Downtown - Beautification

The Township's Community Services department provides a variety of services to support the beautification of the Fergus downtown. These services include; however are not limited to: plantings and garden maintenance supplies and labour, hanging basket and ground planters installation, maintenance and watering, utility expenses for irrigation of gardens, grass cutting at Templin Gardens, installation and removal of Christmas lights, and a donation to the Fergus Horticultural Society for their volunteer work to beautify the Fergus downtown.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Beautification - Operations & Maintenance	39,047	35,539	-	(39,047)	-100.0%
<i>Total Expenses</i>	39,047	35,539	-	(39,047)	-100.0%
<i>Net Budget Fergus Downtown - Beautification</i>	39,047	35,539	-	(39,047)	-100.0%

Major Changes Impacting This Budget

1. The downtown expenditures for both Fergus and Elora were consolidated in the 2023 budget on the Centre Wellington Downtown - Beautification cost centre.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Elora Downtown - Beautification

The Township's Community Services department provides a variety of services to support the beautification of the Elora downtown. These services include, however are not limited to: plantings and garden maintenance supplies and labour, hanging basket and ground planters installation, maintenance and watering, utility expenses for the water feature at the Green Space, Green Space maintenance, litter pick up, installation and removal of Christmas lights, and property tax levy for the Green Space.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Downtown - Beautification - Operations & Maintenance	46,247	59,439	-	(46,247)	-100.0%
<i>Total Expenses</i>	46,247	59,439	-	(46,247)	-100.0%
<i>Net Budget Elora Downtown - Beautification</i>	46,247	59,439	-	(46,247)	-100.0%

Major Changes Impacting This Budget

1. The downtown expenditures for both Fergus and Elora were consolidated in the 2023 budget on the Centre Wellington Downtown - Beautification cost centre.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Fergus Weigh Scale Building

The Fergus Weigh Scale Building is located at 150 Provost Lane. The building/property is designated under the Ontario Heritage Act and houses public washrooms for the Fergus downtown area.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Weigh Scale Building - Wages & Benefits	14,836	6,495	16,138	1,303	8.8%
Fergus Weigh Scale Building - Operations & Maintenance	6,913	10,407	6,696	(217)	-3.1%
<i>Total Expenses</i>	21,749	16,903	22,834	1,085	5.0%
<i>Net Budget Fergus Weigh Scale Building</i>	21,749	16,903	22,834	1,085	5.0%

Major Changes Impacting This Budget

1. The increase in the wage and benefits line is due to the assumption of 50% OMERS enrollment for part-time and contract staff in 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Community Services - Elora Public Washrooms

The Elora public washrooms are located at 10 East Mill St.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Public Washrooms - Operations & Maintenance	17,409	14,897	14,750	(2,659)	-15.3%
<i>Total Expenses</i>	17,409	14,897	14,750	(2,659)	-15.3%
<i>Net Budget Elora Public Washrooms</i>	17,409	14,897	14,750	(2,659)	-15.3%

Major Changes Impacting This Budget

1. A reduction in cleaning costs accounts for the majority of the decrease in expenditures for this cost centre.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Community Services - Fergus Grand Theatre

The Community Services Department is responsible for the management and operations of the Fergus Grand Theatre located at 244 St. Andrew Street West. The facility provides a venue for a variety of cultural activities including live theatre, music, and special events. The facility is approximately 90 years old, thus having significant historical value to the community.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Fergus Grand Theatre - Revenue	(74,250)	(65,967)	(90,100)	(15,850)	21.3%
<i>Total Revenues</i>	(74,250)	(65,967)	(90,100)	(15,850)	21.3%
<u>Expenses</u>					
Fergus Grand Theatre - Wages & Benefits	112,827	102,326	124,203	11,376	10.1%
Fergus Grand Theatre - Administration	10,500	8,124	11,200	700	6.7%
Fergus Grand Theatre - Operations & Maintenance	52,951	56,370	61,601	8,650	16.3%
Fergus Grand Theatre - Transfers to Reserves	4,900	4,669	5,900	1,000	20.4%
<i>Total Expenses</i>	181,178	171,489	202,904	21,726	12.0%
<i>Net Budget Fergus Grand Theatre</i>	106,928	105,522	112,804	5,876	5.5%

Major Changes Impacting This Budget

- The increase in revenue is due to:
 - \$6,000 of fees that have been redirected from volunteer initiatives at the theatre to fund a new House Manager in 2023;
 - \$5,000 increase to in-house productions and programming which is offset by a corresponding increase in the operations and maintenance line; and
 - \$4,800 increase in rental and service charge revenue.
- The wages and benefits increase is partially due to a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the inclusion of a House Manager position in 2023 accounts for the remainder of the increase in the wage and benefits line.
- In addition to the \$5,000 increase to in-house production costs, the operations and maintenance expenditure line includes increases to utility and insurance costs for the facility.
- Transfers to reserves represents a transfer to the Fergus Grand Theatre Repairs and Maintenance Reserve. This transfer is funded from user fees and is incorporated into the Township's Fees and Charges By-law annually.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Community Services - Tourism

The Township's tourism strategy includes an ongoing partnership with the Regional Tourism Organization 4 (RT04), Elora & Fergus BIA's and other leaders in Tourism to support and increase the tourism profile of Elora and Fergus as a significant tourism destination. The budget supports the Elora Visitor Centre and the maintenance of 7 information kiosks located at a variety of locations in Centre Wellington. The tourism budget includes the costs of staffing the visitor centre, and numerous marketing initiatives to support tourism and growth in Centre Wellington and implementation of the tourism theme in the Economic Development Strategic Action Plan.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Tourism - Revenue	(250)	(3,689)	-	250	-100.0%
<i>Total Revenues</i>	(250)	(3,689)	-	250	-100.0%
<u>Expenses</u>					
Tourism - Wages & Benefits	174,005	161,848	167,826	(6,179)	-3.6%
Tourism - Administration	26,400	26,501	29,100	2,700	10.2%
Tourism - Operations & Maintenance	52,250	42,105	42,000	(10,250)	-19.6%
<i>Total Expenses</i>	252,655	230,454	238,926	(13,729)	-5.4%
<i>Net Budget Tourism</i>	252,405	226,765	238,926	(13,479)	-5.3%

Major Changes Impacting This Budget

1. The wages and benefits reduction is due to a retirement in 2022 and the new Tourism and Destination Coordinator is progressing through the salary grid.
2. The increase in the administration line is due to an increase in various expenditures including training and conferences, telephone, caretaking, and occupancy costs.
3. The reduction in the operations and maintenance line is due to the reallocation of wayfinding signage repairs and maintenance costs to the equipment replacement schedules in 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Community Services - Celebrations

		2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>						
Canada Day Celebrations - Expenses		17,000	20,596	17,000	-	0.0%
Victoria Day Celebrations - Expenses		3,000	-	-	(3,000)	-100.0%
	<i>Total Expenses</i>	20,000	20,596	17,000	(3,000)	-15.0%
<i>Net Budget Celebrations</i>		20,000	20,596	17,000	(3,000)	-15.0%

Major Changes Impacting This Budget

1. \$3,000 of funding has been removed from the budget due to the cancellation of Victoria Day fireworks in Elora.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Community Services - Grants to Community Groups - Specific Annual Grants

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Grants to Community Groups - Specific Annual Grants	24,078	24,063	-	(24,078)	-100.0%
<i>Total Expenses</i>	24,078	24,063	-	(24,078)	-100.0%
<i>Net Budget Grants to Community Groups - Specific Annual Grants</i>	24,078	24,063	-	(24,078)	-100.0%

Major Changes Impacting This Budget

1. All Township grants have been reallocated to the Grants to Community Groups cost centre in 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Community Services - Grants to Community Groups

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Grants to Community Groups - Transfers from Reserves	(65,000)	(23,281)	(113,000)	(48,000)	73.8%
<i>Total Revenues</i>	(65,000)	(23,281)	(113,000)	(48,000)	73.8%
<u>Expenses</u>					
Grants to Community Groups - Specific Annual Grants	-	-	32,100	32,100	0.0%
Grants to Community Groups - Taxation Funded - Community Impact Grants	40,922	28,400	32,900	(8,022)	-19.6%
Grants to Community Groups - OLG Funded - Community Impact Grants	60,000	13,848	108,000	48,000	80.0%
Grants to Community Groups - Neighbourhood Wellness and Connectivity Grants	5,000	10,658	5,000	-	0.0%
<i>Total Expenses</i>	105,922	52,906	178,000	72,078	68.0%
<i>Net Budget Grants to Community Groups</i>	40,922	29,625	65,000	24,078	58.8%

Major Changes Impacting This Budget

1. The OLG Funded - Community Impact Grants totaling \$108,000 are funded by a transfer from the Community Impact Grant Reserve Fund (i.e. OLG gaming proceeds).
2. The Neighbourhood Wellness and Connectivity Grants totaling \$5,000 are funded by a transfer from the Neighbourhood Wellness Reserve.
3. The Specific Annual Grants and Taxation Funded - Community Impact Grants total \$65,000 in 2023. This is consistent with the 2022 budget. In previous budget years, Specific Annual Grants were presented as their own cost centre. In 2023 all Township grants have been combined on this page.

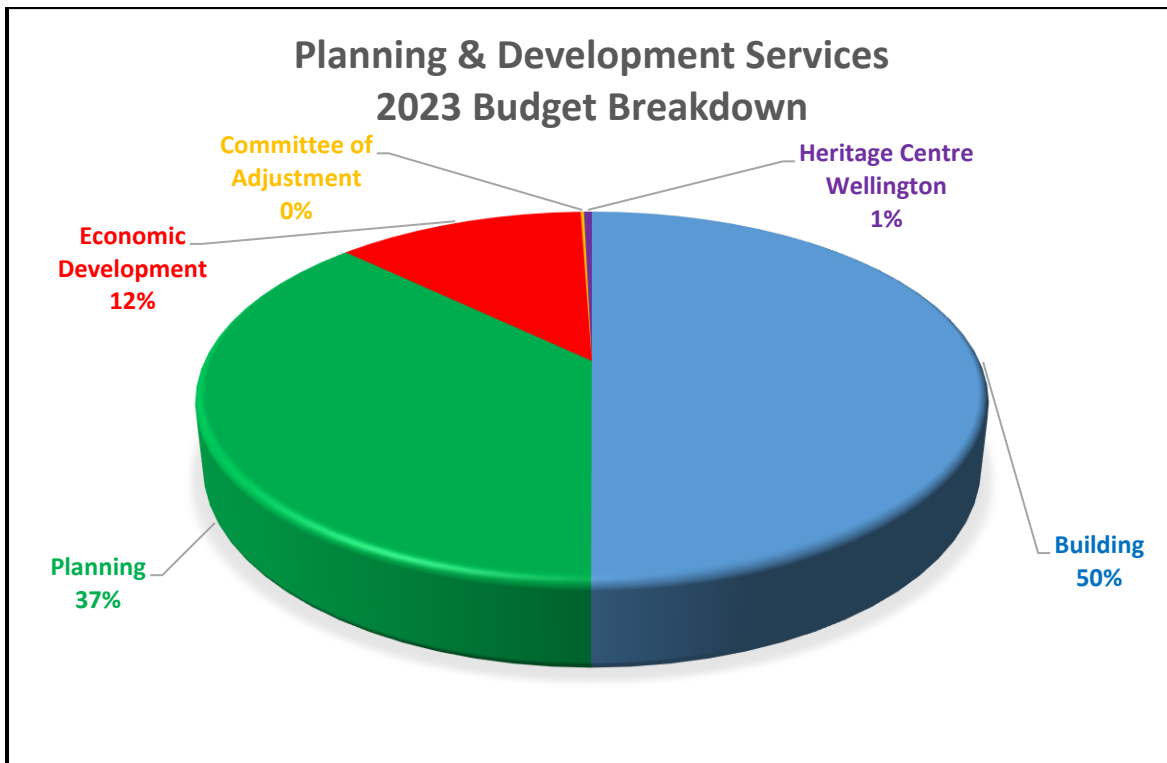


Planning & Development Services Summary

Planning & Development Services is made up of the following budget areas:

- ✓ Building
- ✓ Planning
- ✓ Economic Development
- ✓ Committee of Adjustment
- ✓ Heritage Centre Wellington

The combined gross expenditure budget for Planning & Development Services for 2023 is \$2,826,936, which is broken down as follows:





Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Planning & Development Services - Building

The role and responsibility of the Building division is to ensure that the building environment in which we all live, work and play is safe and healthy. This is accomplished through the administration and enforcement of the Ontario Building Code Act as well as municipal bylaws such as the Building By-law, Zoning By-law, Sign By-law, Property Standards By-law, and the Site Alteration By-law.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Building - Revenue	(1,258,800)	(1,788,986)	(1,671,400)	(412,600)	32.8%
<i>Total Revenues</i>	(1,258,800)	(1,788,986)	(1,671,400)	(412,600)	32.8%
<u>Expenses</u>					
Building - Wages & Benefits	1,002,782	997,193	1,341,998	339,216	33.8%
Building - Administration	29,900	33,701	33,400	3,500	11.7%
Building - Operations & Maintenance	14,700	14,211	15,050	350	2.4%
Building - Fleet Repair & Maintenance	17,525	17,505	23,725	6,200	35.4%
<i>Total Expenses</i>	1,064,907	1,062,610	1,414,173	349,266	32.8%
<u>Net Budget Building</u>	(193,893)	(726,376)	(257,227)	(63,334)	32.7%

Major Changes Impacting This Budget

1. The Township is required to maintain a reserve fund under Bill 124 in the event of a loss from permitting activities. As such, the Township budgets revenue from building permits based on the estimated cost of implementing the Building Code legislation under Bill 124. The increase in revenue is a direct result of the cost neutral calculation under Bill 124.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes a new Deputy Chief Building Official position for 2023 with a cost of \$123,994 and two new positions approved during the 2022 budget year (Building Official and Building Permit Technician positions - total cost of \$187,238) which are all funded by the revenue increase.
3. An increase in training and conferences and association dues accounts for the increase in the administration line.
4. The change in the fleet repairs and maintenance line is due to an increase in insurance premiums, fuel, and repair and maintenance costs for building division vehicles.



Township of Centre Wellington

2023 Operating Budget Summary With 2022 Budget and Actual Results

Planning & Development Services - Planning

The Planning and Development division is responsible for both short term and long range community planning within the Township. Long range planning involves the preparation and review of planning policies and regulations such as official plan policies, design guidelines, development standards, and zoning regulations. Short term planning includes the processing of planning applications including Official Plan and Zoning Bylaw amendments, minor variances, site plan approvals, plans of subdivision, and lot grading plan approvals and inspections. The Planning division is also responsible for the administration of heritage designations, the heritage registry, heritage permits, and Planning staff provide advice and guidance to Heritage Centre Wellington.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %	
<u>Revenues</u>					
Planning - Revenue	(322,800)	(479,389)	(657,900)	(335,100)	103.8%
Planning - Transfers from Reserves	(25,000)	(884)	(25,000)	-	0.0%
<i>Total Revenues</i>	(347,800)	(480,273)	(682,900)	(335,100)	96.3%
<u>Expenses</u>					
Planning - Wages & Benefits	733,685	657,141	999,720	266,035	36.3%
Planning - Administration	10,350	6,691	10,750	400	3.9%
Planning - Operations & Maintenance	40,000	17,536	40,000	-	0.0%
<i>Total Expenses</i>	784,035	681,369	1,050,470	266,435	34.0%
<i>Net Budget Planning</i>	436,235	201,095	367,570	(68,665)	-15.7%

Major Changes Impacting This Budget

1. The revenue line change is mainly due to anticipated fee increases resulting from a review of Township planning fees by a consulting firm. These fees offset the cost of two new positions included in the 2023 budget.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes a new Manager of Planning Services position with a cost of \$137,300 and a new Development Engineering Technologist position with a cost of \$102,600.
3. The operations and maintenance line includes \$25,000 of estimated Ontario Land Tribunal (formerly OMB and LPAT) hearing expenditures in 2023. These costs are funded by an equivalent transfer from the Reserve for Legal Matters.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Planning & Development Services - Economic Development

Economic development priorities are focused on encouraging business retention and expansion; facilitating downtown revitalization and enhancement; facilitating commercial and industrial development projects and investment; managing the community's employment lands; supporting small businesses; collaboration with key stakeholders; and providing economic and community information.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Economic Development - Transfer from Reserves	(30,000)	(16,384)	(127,400)	(97,400)	324.7%
Economic Development - Revenue	(12,000)	(12,000)	(12,000)	-	0.0%
<i>Total Revenues</i>	(42,000)	(28,384)	(139,400)	(97,400)	231.9%
<u>Expenses</u>					
Economic Development - Wages & Benefits	135,185	127,332	237,743	102,558	75.9%
Economic Development - Administration	7,600	8,654	7,200	(400)	-5.3%
Economic Development - Operations & Maintenance	99,500	79,721	97,100	(2,400)	-2.4%
Economic Development - Transfers to Reserves	4,900	12,064	4,800	(100)	-2.0%
<i>Total Expenses</i>	247,185	227,770	346,843	99,658	40.3%
<i>Net Budget Economic Development</i>	205,185	199,386	207,443	2,258	1.1%

Major Changes Impacting This Budget

1. The estimated \$30,000 cost of implementing the Township's Community Improvement Plan (CIP) in 2023 is included in the operations and maintenance line. The anticipated CIP expenditures are funded by a transfer from the CIP Reserve.
2. The wages and benefits increase is due to movement of staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes a new Economic Development Coordinator position with a cost of \$97,400. This new position is funded by a corresponding transfer from the Economic Development Reserve Fund in 2023.
3. The change in the operations and maintenance line is due to a \$2,500 decrease in estimated legal expenditures for implementing the CIP grant program in 2023.
4. A net surplus of \$4,800 from the rental of a house acquired as part of an employment lands purchase in 2020 on Dickson Drive in Fergus is transferred to the Economic Development Reserve Fund.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Planning & Development Services - Committee of Adjustment

The Committee of Adjustment is a committee of citizen members appointed by the Municipal Council pursuant to the Ontario Planning Act to make decisions on requested minor variances to the Municipal Zoning By-law, and to allow alterations to legal nonconforming uses and noncomplying buildings and properties. This committee generally meets on a monthly basis (or as required).

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Committee of Adjustment - Revenue	(18,000)	(31,663)	(20,000)	(2,000)	11.1%
<i>Total Revenues</i>	(18,000)	(31,663)	(20,000)	(2,000)	11.1%
<u>Expenses</u>					
Committee of Adjustment - Wages & Benefits	3,400	4,609	3,400	-	0.0%
Committee of Adjustment - Administration	950	382	1,150	200	21.1%
<i>Total Expenses</i>	4,350	4,991	4,550	200	4.6%
<i>Net Budget Committee of Adjustment</i>	(13,650)	(26,672)	(15,450)	(1,800)	13.2%

Major Changes Impacting This Budget

1. Committee of Adjustment revenue and per diem amounts paid (included in the wages and benefits line) are consistent with annualized historical averages.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Planning & Development Services - Heritage Centre Wellington

Heritage Centre Wellington is a committee of citizen members appointed by Council to advise Council on all matters relating to the legal designation and conservation of property of cultural heritage value or interest.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>					
Heritage Centre Wellington - Administration	1,800	1,003	1,800	-	0.0%
Heritage Centre Wellington - Operations & Maintenance	9,100	1,816	9,100	-	0.0%
Heritage Centre Wellington - Transfers to Reserves	2,500	2,500	-	(2,500)	-100.0%
<i>Total Expenses</i>	13,400	5,319	10,900	(2,500)	-18.7%
<i>Net Budget Heritage Centre Wellington</i>	13,400	5,319	10,900	(2,500)	-18.7%

Major Changes Impacting This Budget

1. The elimination of the annual transfer to the Heritage Reserve from this cost centre is due to funding the Heritage Reserve Fund in the 2023 budget from a percentage of OLCG proceeds.

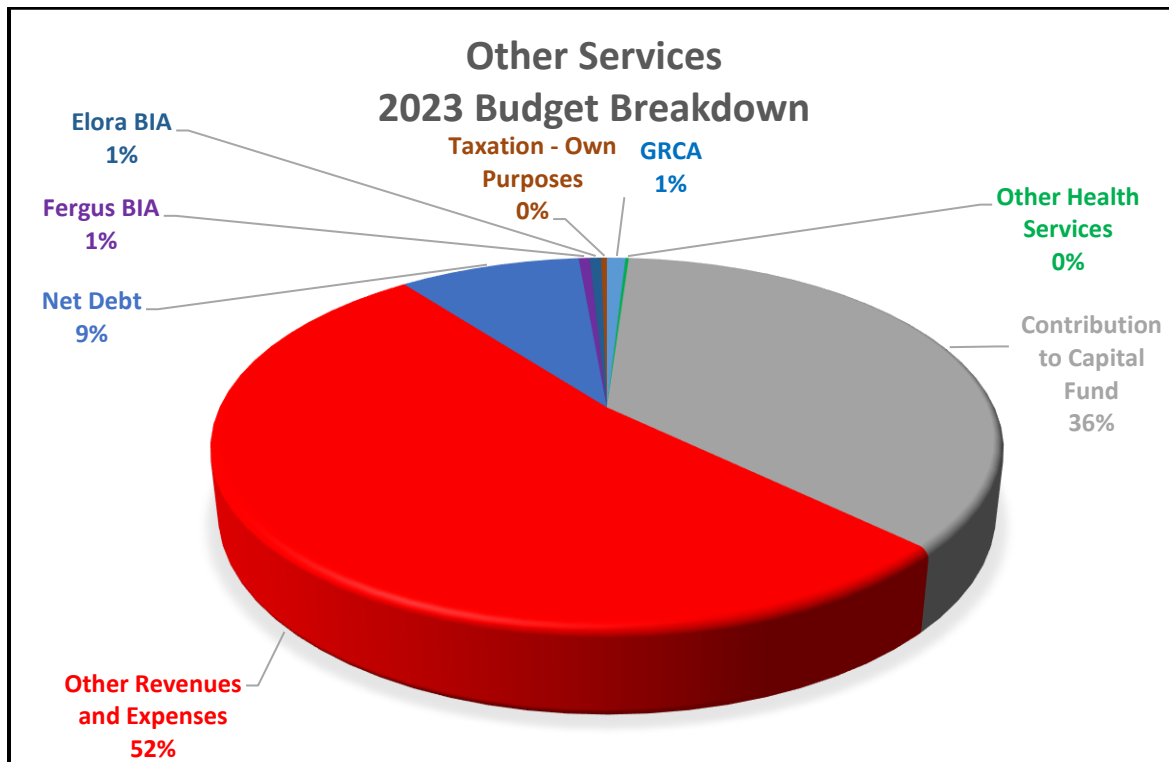


Other Services Summary

Other Services is made up of the following budget areas:

- ✓ Grand River Conservation Authority
- ✓ Other Health Services
- ✓ Contribution to Capital Fund
- ✓ Other Revenues and Expenses
- ✓ Net Debt
- ✓ Fergus BIA
- ✓ Elora BIA
- ✓ Taxation – Township Purposes

The combined gross expenditure budget for Other Services for 2023 is \$12,655,039, which is broken down as follows:





**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Other Services - Grand River Conservation Authority

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
GRCA - Special Levy	(113,038)	(112,073)	(115,951)	(2,913)	2.6%
<i>Total Revenues</i>	(113,038)	(112,073)	(115,951)	(2,913)	2.6%
<u>Expenses</u>					
GRCA - Capital & Operating Levy	113,038	111,755	115,951	2,913	2.6%
<i>Total Expenses</i>	113,038	111,755	115,951	2,913	2.6%
<i>Net Budget Grand River Conservation Authority</i>	-	(318)	-	-	0.0%

Major Changes Impacting This Budget

1. The GRCA levy is distributed between the Environmental Services budget and the tax supported budget based on the assessed value of properties connected or not connected to municipal water/wastewater services. Properties not connected to municipal water/wastewater services are assessed a special levy to fund the cost of the GRCA levy allocated to the tax supported budget.
2. The Township of Centre Wellington's portion of the total levy assessed by the GRCA in 2023 is \$335,603. This represents a 4.95% increase from the 2022 total levy amount.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Other Services - Other Health Services

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Other Health Services - Transfer from Reserves	(20,000)	-	(20,000)	-	0.0%
<i>Total Revenues</i>	(20,000)	-	(20,000)	-	0.0%
<u>Expenses</u>					
Other Health Services - Health Care Professionals Recruitment	20,000	-	20,000	-	0.0%
<i>Total Expenses</i>	20,000	-	20,000	-	0.0%
<i>Net Budget Other Health Services</i>	-	-	-	-	0.0%

Major Changes Impacting This Budget

1. The health care professionals recruitment budget is \$20,000 and is funded by a transfer from the Health Care Professionals Recruitment Reserve.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Other Services - Contribution to Capital Fund

This cost centre identifies the minimum tax supported budget transfers that will directly fund current and future capital budgets.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Expenses</u>					
Contribution to General Capital Reserve	900,000	900,000	900,000	-	0.0%
Transfer to Dedicated Capital Levy Reserve	1,577,580	1,627,703	1,611,012	33,432	2.1%
Transfer to Vehicle Replacement Reserve	961,000	961,000	1,019,000	58,000	6.0%
Transfer to Equipment Replacement Reserve	849,400	812,329	655,000	(194,400)	-22.9%
Transfer to Facility Replacement Reserve	-	-	294,700	294,700	0.0%
Transfer to Streetlight Reserve	89,000	89,000	91,000	2,000	2.2%
<i>Total Expenses</i>	4,376,980	4,390,033	4,570,712	193,732	4.4%
<i>Net Budget Contribution to Capital Fund</i>	4,376,980	4,390,033	4,570,712	193,732	4.4%

Major Changes Impacting This Budget

1. There is no increase to the contribution to General Capital Reserve budgeted for 2023.
2. A dedicated capital levy was introduced in 2015 in an effort to reduce the Township's infrastructure deficit. The levy is transferred to a reserve fund and allocated in the capital budget to fund bridge/culvert replacement and major bridge/culvert rehabilitation based on priority determined in the Township's Asset Management Plan.
3. The total increase in transfers to the tax supported Vehicle Replacement Reserve is \$58,000.
4. Community Services facility related assets included in the Equipment Replacement schedules in prior years have been moved to a new Facility Replacement schedule in 2023. As a result, funding for the Equipment Replacement Reserve has decreased \$194,400. This funding has been reallocated to the new Facility Replacement Reserve along with a further increase of \$100,300.
5. The total increase in transfers to the Streetlight Reserve is \$2,000.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Other Services - Ontario Non-Specific Grants

The Province implemented the Community Reinvestment Fund program (CRF) in 1998. The purpose of the CRF was to provide funding to municipalities to offset the loss of revenues, and increase in expenditures that are a result of the Local Services Realignment initiative which was implemented in 1998. In 2005, the Province replaced the CRF with the Ontario Municipal Partnership Fund (OMPF).

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Ontario Non-Specific Grants - OMPF Program	(196,400)	(196,400)	(167,000)	29,400	-15.0%
<i>Total Revenues</i>	(196,400)	(196,400)	(167,000)	29,400	-15.0%
<i>Net Budget Ontario Non-Specific Grants</i>	(196,400)	(196,400)	(167,000)	29,400	-15.0%

Major Changes Impacting This Budget

1. A \$29,400 (15%) decrease in OMPF funding is confirmed for 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Other Services - Other Revenues and Expenses

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Other Revenue - Tax Interest/Penalties	(335,000)	(434,236)	(360,000)	(25,000) 7.5%
Other Revenue - Investment Earnings	(651,200)	(1,130,701)	(1,332,900)	(681,700) 104.7%
Other Revenue - Building Rentals	(69,520)	(63,360)	(73,920)	(4,400) 6.3%
Other Revenue - OCIF Proceeds	(1,271,559)	(2,379,734)	(2,985,485)	(1,713,926) 134.8%
Other Revenue - Aggregate Resources	(130,000)	(146,380)	(134,000)	(4,000) 3.1%
Other Revenue - CW Hydro-Interest on Equity	(365,890)	(365,890)	(365,890)	- 0.0%
Other Revenue - OLGC Gaming Proceeds	(2,500,000)	(2,072,375)	(2,700,000)	(200,000) 8.0%
Other Revenue - Canada Community-Building Fund	(894,082)	(894,082)	(932,955)	(38,873) 4.3%
Other Revenue - Year-End (Surplus)/Deficit	-	(1,085,442)	-	- 0.0%
Other Revenue - Transfers From Reserves	(388,700)	-	-	388,700 -100.0%
Total Revenues	(6,605,951)	(8,572,200)	(8,885,150)	(2,279,199) 34.5%
<u>Expenses</u>				
Other Expenses - Elora LCBO Expenditures	10,900	8,403	12,150	1,250 11.5%
Other Expenses - West Garafraxa Office Expenditures	9,275	8,935	10,700	1,425 15.4%
Other Expenses - Transfers to Reserves	4,665,641	6,431,633	6,618,440	1,952,799 41.9%
Total Expenses	4,685,816	6,448,971	6,641,290	1,955,474 41.7%
Net Budget Other Revenues and Expenses	(1,920,135)	(2,123,229)	(2,243,860)	(323,725) 16.9%

Major Changes Impacting This Budget

1. A \$25,000 increase is anticipated for interest and penalties charged on overdue taxes.
2. A \$695,000 increase in interest revenue is anticipated in 2023 due to better returns on bank balances and term deposits in 2023. Furthermore, as various loans receivable are repaid to the Township, there is a \$13,300 reduction in investment income from related corporations, loans from reserves, water and sewer connection loans and interest on overdue accounts receivable.
3. In 2022, the Township anticipates it will receive \$2,985,485 from the Ontario Community Infrastructure Fund (formula-based component). 100% of these funds are transferred to a reserve fund for the purpose of funding 2023 capital projects in accordance with the funding agreement.
4. 100% of OLGC gaming proceeds are transferred to reserves based on a formula approved by Council, to be used in the following year's budget process. Based on 2023 estimated OLG revenue of \$2,700,000, the following reserve transfers are budgeted:
 - \$2,430,000 to the OLG Capital Reserve Fund;
 - \$81,000 to the Economic Development Reserve Fund;
 - \$108,000 to the Community Impact Grant Reserve Fund; and
 - \$81,000 to the Heritage Reserve Fund.
5. In 2023, the Township will receive a Canada Community-Building Fund (formerly Federal Gas Tax) grant of \$932,955. 100% of these funds are transferred to a reserve fund for the purpose of funding capital projects in accordance with the funding agreement.
6. Centre Wellington's policy calls for the year end surplus/deficit to be directed to the General Capital Reserve. The 2021 surplus was \$1,085,442.
7. There are no transfers from the COVID-19 Reserve in 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Other Services - Net Debt

This cost centre includes the total tax supported debt payments for the Township net of the development charges allocated to fund the growth related portion of the payments.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Transfer from P&R DC Reserve Fund	(389,593)	(389,593)	(389,593)	-	0.0%
Transfer from Corporate DC Reserve Fund	(6,615)	(6,615)	(6,615)	-	0.0%
Transfer from Roads DC Reserve Fund	(12,263)	(262,564)	(12,263)	-	0.0%
Transfer from PW DC Reserve Fund	(252,807)	-	(250,301)	2,506	-1.0%
Transfer from Economic Development Reserve Fund	(149,573)	(74,787)	(149,573)	-	0.0%
<i>Total Revenues</i>	(810,851)	(733,558)	(808,345)	2,506	-0.3%
<u>Expenses</u>					
P&R Debt Payments	581,605	532,792	581,605	-	0.0%
Planning Debt Payments	156,188	280,554	156,188	-	0.0%
PW Debt Payments	384,667	129,144	288,903	(95,764)	-24.9%
Social Debt Payments	104,839	104,839	104,839	-	0.0%
<i>Total Expenses</i>	1,227,299	1,047,329	1,131,535	(95,764)	-7.8%
<i>Net Budget Net Debt</i>	416,448	313,770	323,190	(93,258)	-22.4%

Major Changes Impacting This Budget

- 58.2% of tax supported debt is funded from development charges in 2023.
- A transfer from the Economic Development Reserve Fund is used to fund repayment of the employment lands debt. Principal and interest payments related to this debt are included in the Planning debt payments expenditure line.
- Repayment of debt owed to the County of Wellington in 2022 accounts for the decrease in Public Works (PW) debt payments line in 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Other Services - Fergus BIA

		2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
					\$	%
<u>Revenues</u>						
Fergus BIA - Fergus BIA Levy		(65,000)	(65,000)	(68,900)	(3,900)	6.0%
	<i>Total Revenues</i>	(65,000)	(65,000)	(68,900)	(3,900)	6.0%
<u>Expenses</u>						
Fergus BIA - Levy		65,000	65,000	68,900	3,900	6.0%
	<i>Total Expenses</i>	65,000	65,000	68,900	3,900	6.0%
<i>Net Budget Fergus BIA</i>		-	-	-	-	0.0%

Major Changes Impacting This Budget

1. A 6% increase in the Fergus BIA levy has been budgeted for 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Other Services - Elora BIA

		2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
					\$	%
<u>Revenues</u>						
Elora BIA - Elora BIA Levy		(66,964)	(67,765)	(71,651)	(4,687)	7.0%
	<i>Total Revenues</i>	(66,964)	(67,765)	(71,651)	(4,687)	7.0%
<u>Expenses</u>						
Elora BIA - Levy		66,964	67,765	71,651	4,687	7.0%
	<i>Total Expenses</i>	66,964	67,765	71,651	4,687	7.0%
<i>Net Budget Elora BIA</i>		-	-	-	-	0.0%

Major Changes Impacting This Budget

1. A 7% increase in the Elora BIA levy has been budgeted for 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Other Services - Taxation - Payment in Lieu

The Provincial and Federal Governments provide payments in lieu of taxation for Provincially and Federally owned properties.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Payments in Lieu	(247,300)	(242,946)	(247,700)	(400)	0.2%
<i>Total Revenues</i>	(247,300)	(242,946)	(247,700)	(400)	0.2%
<i>Net Budget Taxation - Payment in Lieu</i>	(247,300)	(242,946)	(247,700)	(400)	0.2%

Major Changes Impacting This Budget

1. The budgeted amount for payments in lieu of taxation is in line with the actual amount received in 2022 plus an inflationary adjustment.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Other Services - Taxation - Township Purposes

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Taxation - Regular Taxation	(15,833,783)	(15,833,795)	(16,787,025)	(953,242) 6.0%
Taxation - Dedicated Capital Levy	(1,577,580)	(1,627,703)	(1,611,012)	(33,432) 2.1%
Taxation - Supplementary Net of Write-offs	(300,000)	(500,880)	(220,000)	80,000 -26.7%
<i>Total Revenues</i>	(17,711,363)	(17,962,378)	(18,618,037)	(906,674) 5.1%
<u>Expenses</u>				
Taxation - Tax Increment Equivalent Grant Expense	35,000	-	35,000	- 0.0%
<i>Total Expenses</i>	35,000	-	35,000	- 0.0%
<i>Net Budget Taxation - Township Purposes</i>	(17,676,363)	(17,962,378)	(18,583,037)	(906,674) 5.1%

Major Changes Impacting This Budget

1. The regular taxation and dedicated capital levy lines include assessment growth of 2.12% in 2023. The 2023 regular tax levy change is 3.82% and the 2023 dedicated capital levy change is 0.0%, netting to an overall Township tax levy increase of 3.48%.
2. In 2023, tax write-offs have been reallocated from the General Administration cost centre and netted with supplementary taxation. The impact of this change in presentation is an increase of \$30,000 in supplementary taxation net of tax write-offs.
3. The tax increment equivalent grant expense (TIEG) for 2023 is an estimated grant amount required under an agreement approved by Council.



TAX SUPPORTED 3-YEAR OPERATING FORECAST

2023 DRAFT BUDGET



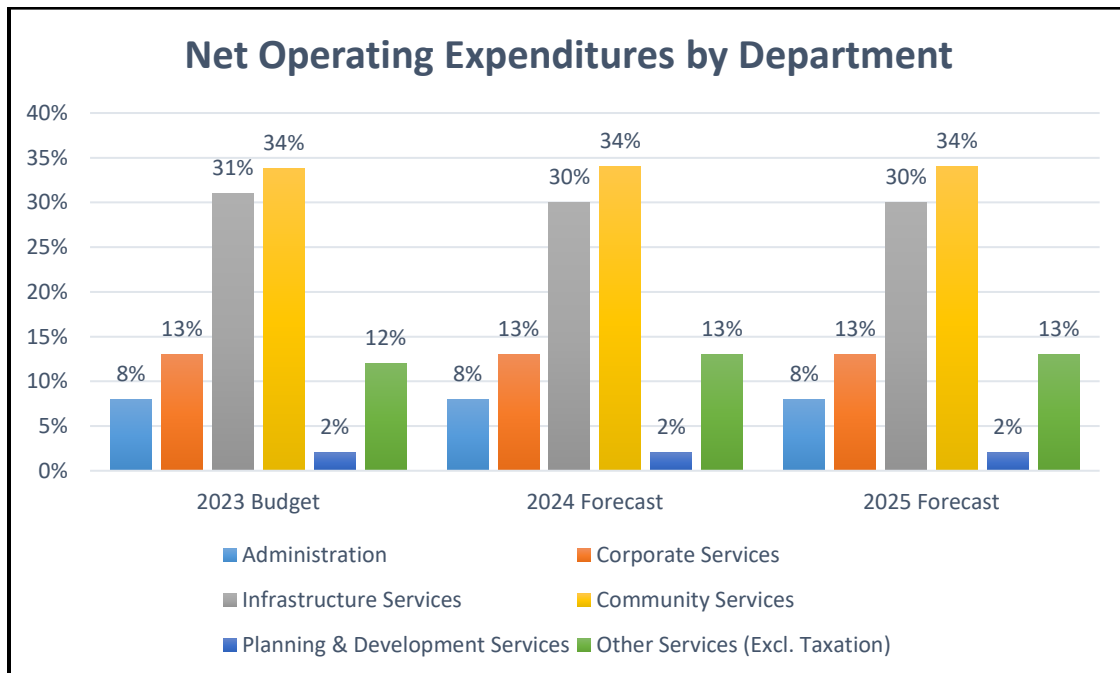
3-Year Operating Forecast Summary

The 3-year Operating Forecast was a new feature in the 2019 Budget that has continued for 2023. While the 2023 Budget is approved by Council, the forecast years of 2024 and 2025 are provided for information purposes only and are designed to provide anticipated tax-supported operating impacts over this period.

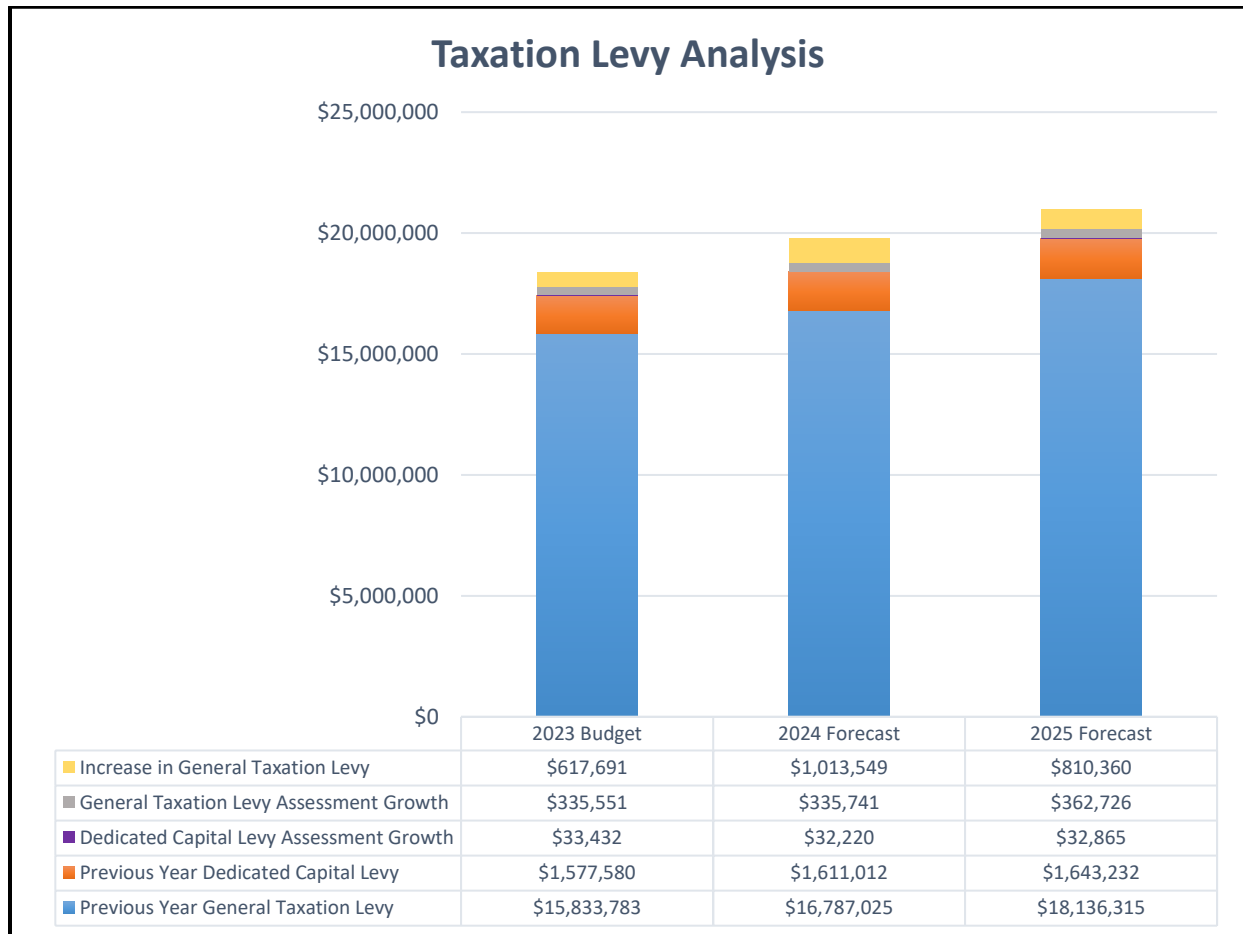
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	3.0% to 5.0%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on approved COLA
Assessment Growth	2% for 2023 and 2024
Insurance Premiums	12%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2023 Budget (as shown earlier in the operating section) to the anticipated splits for 2024 and 2025.



The chart below illustrates the taxation levy for 2023, with anticipated taxation levies for 2024 and 2025.



Additional details and comments are provided directly in the 3-Year Operating Forecast.





Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
<u>ADMINISTRATION</u>							
Mayor and Council							
Wages & Benefits	231,921	235,453	239,620	3,532	1.5%	4,167	1.8%
Conferences/Training/Communications	24,500	25,240	25,740	740	3.0%	500	2.0%
Administration	19,100	19,670	20,060	570	3.0%	390	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	275,521	280,363	285,420	4,842	1.8%	5,057	1.8%
Youth Council							
Wages & Benefits	1,600	1,650	1,680	50	3.1%	30	1.8%
Administration	900	930	950	30	3.3%	20	2.2%
Operations & Maintenance	2,800	2,880	2,940	80	2.9%	60	2.1%
Revenue	(5,300)	(5,460)	(5,570)	(160)	3.0%	(110)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Office of the CAO & Communications							
Wages & Benefits	454,481	544,610	570,858	90,128	19.8%	26,248	4.8%
Administration	28,600	29,460	30,050	860	3.0%	590	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	483,081	574,070	600,908	90,988	18.8%	26,838	4.7%
Human Resources							
Wages & Benefits	535,371	563,811	589,717	28,439	5.3%	25,906	4.6%
Administration	18,700	19,260	19,650	560	3.0%	390	2.0%
Operations & Maintenance	126,500	130,300	132,910	3,800	3.0%	2,610	2.0%
Transfers to Reserves	50,000	51,500	52,530	1,500	3.0%	1,030	2.0%
Revenue	(74,000)	(61,800)	(63,040)	12,200	-16.5%	(1,240)	2.0%
Net (Revenue)/Expenditure	656,571	703,071	731,767	46,499	7.1%	28,696	4.1%
Emergency Operations Centre							
Emergency Operations Centre Expenses	2,600	2,600	2,600	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	2,600	2,600	2,600	-	0.0%	-	0.0%
TOTAL ADMINISTRATION	1,417,773	1,560,103	1,620,694	142,330	10.0%	60,591	3.9%



Township of Centre Wellington

3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Notes:							
1. See Staffing Strategy section for increases in staffing complement.							
<u>CORPORATE SERVICES</u>							
Legislative Services							
Wages & Benefits	684,241	703,702	722,004	19,461	2.8%	18,303	2.6%
Administration	21,400	22,040	22,480	640	3.0%	440	2.0%
Operations & Maintenance	15,800	11,124	11,350	(4,676)	-29.6%	226	2.0%
Transfers to Reserves	34,800	35,000	35,000	200	0.6%	-	0.0%
Revenue	(57,800)	(59,534)	(60,720)	(1,734)	3.0%	(1,186)	2.0%
Net (Revenue)/Expenditure	698,441	712,332	730,114	13,891	2.0%	17,783	2.5%
Financial Services							
Wages & Benefits	1,234,453	1,359,280	1,407,327	124,827	10.1%	48,047	3.5%
Administration	35,200	36,260	36,990	1,060	3.0%	730	2.0%
Operations & Maintenance	44,000	45,320	46,230	1,320	3.0%	910	2.0%
Revenue	(254,850)	(254,850)	(254,850)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,058,803	1,186,010	1,235,697	127,207	12.0%	49,687	4.2%
Information Technology and Services							
Wages & Benefits	680,565	703,830	728,552	23,265	3.4%	24,722	3.5%
Administration	15,500	15,970	16,290	470	3.0%	320	2.0%
Corporate Support	537,200	553,320	564,390	16,120	3.0%	11,070	2.0%
Revenue	(161,400)	(166,240)	(169,560)	(4,840)	3.0%	(3,320)	2.0%
Net (Revenue)/Expenditure	1,071,865	1,106,880	1,139,672	35,015	3.3%	32,792	3.0%
General Administration							
Administration	84,050	86,570	88,300	2,520	3.0%	1,730	2.0%
Operations & Maintenance	497,075	531,870	569,100	34,795	7.0%	37,230	7.0%
Transfers to Reserves	22,000	22,000	22,000	-	0.0%	-	0.0%
Cost Recovery	(1,079,398)	(1,141,643)	(1,182,779)	(62,245)	5.8%	(41,136)	3.6%
Revenue	(168,200)	(183,338)	(199,838)	(15,138)	9.0%	(16,500)	9.0%
Net (Revenue)/Expenditure	(644,473)	(684,541)	(703,217)	(40,068)	6.2%	(18,676)	2.7%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
205 Queen St, Fergus Building							
Administration	3,600	3,710	3,780	110	3.1%	70	1.9%
Operations & Maintenance	54,011	55,630	56,740	1,619	3.0%	1,110	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	57,611	59,340	60,520	1,729	3.0%	1,180	2.0%
By-law Enforcement							
Wages & Benefits	111,087	191,632	196,063	80,545	72.5%	4,431	2.3%
Administration	5,750	5,920	6,040	170	3.0%	120	2.0%
Operations & Maintenance	5,500	5,670	5,780	170	3.1%	110	1.9%
Fleet Repair & Maintenance	3,150	3,280	3,380	130	4.1%	100	3.0%
Revenue	(8,000)	(8,000)	(8,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	117,487	198,502	203,263	81,015	69.0%	4,761	2.4%
Stray Animal Control							
Operations & Maintenance	169,200	172,580	176,030	3,380	2.0%	3,450	2.0%
Revenue	(87,300)	(87,300)	(87,300)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	81,900	85,280	88,730	3,380	4.1%	3,450	4.0%
Livestock Act							
Livestock Act Expenses	650	650	650	-	0.0%	-	0.0%
Revenue	(400)	(400)	(400)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	250	250	250	-	0.0%	-	0.0%
Tile Drain Loans							
Debt Payments	4,770	4,770	4,770	-	0.0%	-	0.0%
Debt Repayments	(4,770)	(4,770)	(4,770)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
TOTAL CORPORATE SERVICES	2,441,884	2,664,053	2,755,030	222,169	9.1%	90,977	3.4%

Notes:

1. See Staffing Strategy section for increases in staffing complement.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
<u>INFRASTRUCTURE SERVICES</u>							
Transportation Services - Administration							
Wages & Benefits	834,015	869,810	999,075	35,795	4.3%	129,265	14.9%
Administration	50,300	51,810	52,850	1,510	3.0%	1,040	2.0%
Operations & Maintenance	492,780	539,284	591,095	46,505	9.4%	51,810	9.6%
Cost Recovery	(13,850)	(13,850)	(13,850)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,363,245	1,447,055	1,629,170	83,810	6.1%	182,115	12.6%
Transportation Services - Operations							
Fleet Repair & Maintenance	1,018,650	1,048,459	1,091,453	29,809	2.9%	42,994	4.1%
Works Garages	150,561	154,737	159,059	4,175	2.8%	4,322	2.8%
Operations & Maintenance	3,026,079	3,171,426	3,311,582	145,346	4.8%	140,156	4.4%
Street Lighting	209,000	219,450	230,423	10,450	5.0%	10,973	5.0%
Revenue	(107,700)	(107,700)	(107,700)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,296,590	4,486,371	4,684,815	189,781	4.4%	198,444	4.4%
Centre Wellington Downtown - Maintenance							
Centre Wellington Downtown Operations & Maintenance	50,130	51,459	52,859	1,329	2.7%	1,401	2.7%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	50,130	51,459	52,859	1,329	2.7%	1,401	2.7%
Crossing Guards							
Wages & Benefits	72,196	74,329	76,538	2,132	3.0%	2,209	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	72,196	74,329	76,538	2,132	3.0%	2,209	3.0%
Cemeteries							
Operations & Maintenance	224,700	235,935	247,732	11,235	5.0%	11,797	5.0%
Revenue	(224,700)	(235,935)	(247,732)	(11,235)	5.0%	(11,797)	5.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
TOTAL INFRASTRUCTURE SERVICES	5,782,161	6,059,213	6,443,382	277,052	4.8%	384,169	6.3%



Township of Centre Wellington

3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Notes: 1. See Staffing Strategy section for increases in staffing complement. 2. Increase in gravel resurfacing of \$25,000 per year in 2024 and 2025.							
<u>COMMUNITY SERVICES</u>							
Fire							
Wages & Benefits	1,544,463	1,597,671	1,647,651	53,208	3.4%	49,980	3.1%
Administration	36,850	37,960	38,720	1,110	3.0%	760	2.0%
Operations & Maintenance	110,625	113,940	116,220	3,315	3.0%	2,280	2.0%
Fleet Repair & Maintenance	120,075	124,880	128,630	4,805	4.0%	3,750	3.0%
Fire Stations	58,050	59,790	61,580	1,740	3.0%	1,790	3.0%
Cost Recovery	(13,850)	(13,850)	(13,850)	-	0.0%	-	0.0%
Revenue	(193,020)	(193,020)	(193,020)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,663,193	1,727,371	1,785,931	64,178	3.9%	58,560	3.4%
Municipal FD Training Officer							
Wages & Benefits	124,800	127,930	131,145	3,130	2.5%	3,216	2.5%
Administration	5,900	6,080	6,200	180	3.1%	120	2.0%
Fleet Repair & Maintenance	5,900	6,140	6,320	240	4.1%	180	2.9%
Transfers to Reserves	7,500	7,500	7,500	-	0.0%	-	0.0%
Cost Recovery	21,000	21,000	21,000	-	0.0%	-	0.0%
Revenue	(165,100)	(168,650)	(172,165)	(3,550)	2.2%	(3,516)	2.1%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Parks, Recreation and Culture Administration							
Wages & Benefits	1,443,320	1,576,047	1,708,734	132,727	9.2%	132,687	8.4%
Administration	71,100	73,230	74,690	2,130	3.0%	1,460	2.0%
Operations & Maintenance	255,647	263,320	268,590	7,673	3.0%	5,270	2.0%
Fleet Repair & Maintenance	123,525	128,470	132,320	4,945	4.0%	3,850	3.0%
Revenue	(84,000)	(86,520)	(88,250)	(2,520)	3.0%	(1,730)	2.0%
Net (Revenue)/Expenditure	1,809,592	1,954,547	2,096,084	144,955	8.0%	141,537	7.2%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Centre Wellington Community Sportsplex							
Operating Costs	899,225	926,200	944,720	26,975	3.0%	18,520	2.0%
Repairs & Maintenance	910,251	937,560	956,310	27,309	3.0%	18,750	2.0%
Concessions	25,000	25,750	26,270	750	3.0%	520	2.0%
Halls	2,500	2,580	2,630	80	3.2%	50	1.9%
Aquatic Centre	708,219	729,470	744,060	21,251	3.0%	14,590	2.0%
House	11,575	11,920	12,160	345	3.0%	240	2.0%
Grounds	20,669	21,290	21,720	621	3.0%	430	2.0%
Fitness Program	43,029	44,320	45,210	1,291	3.0%	890	2.0%
Weight Room	6,430	6,620	6,750	190	3.0%	130	2.0%
Summer Program	52,087	53,650	54,720	1,563	3.0%	1,070	2.0%
March Break Program	4,161	4,290	4,380	129	3.1%	90	2.1%
Programs - Other	2,000	2,060	2,100	60	3.0%	40	1.9%
Revenue	(1,444,499)	(1,487,830)	(1,517,590)	(43,331)	3.0%	(29,760)	2.0%
Net (Revenue)/Expenditure	1,240,647	1,277,880	1,303,440	37,233	3.0%	25,560	1.9%
Elora Community Centre							
Operating Costs	221,655	228,300	232,870	6,645	3.0%	4,570	2.0%
Repairs & Maintenance	95,656	98,530	100,500	2,874	3.0%	1,970	2.0%
Concessions	1,500	1,550	1,580	50	3.3%	30	1.9%
Halls	1,000	1,030	1,050	30	3.0%	20	1.9%
Grounds	1,000	1,030	1,050	30	3.0%	20	1.9%
Revenue	(114,600)	(118,040)	(120,400)	(3,440)	3.0%	(2,360)	2.0%
Net (Revenue)/Expenditure	206,211	212,400	216,650	6,189	3.0%	4,250	2.0%
Belwood Hall							
Operating Costs	26,480	27,229	27,966	749	2.8%	736	2.7%
Revenue	(5,200)	(5,360)	(5,470)	(160)	3.1%	(110)	2.1%
Net (Revenue)/Expenditure	21,280	21,869	22,496	589	2.8%	626	2.9%
Parks							
Operations & Maintenance	560,453	620,351	638,940	59,898	10.7%	18,589	3.0%
Revenue	(46,000)	(47,380)	(48,330)	(1,380)	3.0%	(950)	2.0%
Net (Revenue)/Expenditure	514,453	572,971	590,610	58,518	11.4%	17,639	3.1%
Forestry							
Operations & Maintenance	77,053	79,360	180,526	2,307	3.0%	101,166	127.5%
Revenue	(25,800)	(25,800)	(25,800)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	51,253	53,560	154,726	2,307	4.5%	101,166	188.9%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Greenhouses							
Operations & Maintenance	17,500	18,375	19,294	875	5.0%	919	5.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	17,500	18,375	19,294	875	5.0%	919	5.0%
Victoria Park Seniors Centre							
Wages & Benefits	269,914	275,572	282,177	5,658	2.1%	6,604	2.4%
Administration	9,900	10,200	10,400	300	3.0%	200	2.0%
Operations & Maintenance	110,114	113,420	115,690	3,306	3.0%	2,270	2.0%
Programs	88,350	91,000	92,820	2,650	3.0%	1,820	2.0%
Transfers to Reserves	19,280	19,860	20,260	580	3.0%	400	2.0%
Revenue	(179,950)	(185,350)	(189,060)	(5,400)	3.0%	(3,710)	2.0%
Net (Revenue)/Expenditure	317,608	324,702	332,287	7,094	2.2%	7,584	2.3%
Centre Wellington Downtown - Beautification							
Operations & Maintenance	79,590	81,317	83,532	1,727	2.2%	2,215	2.7%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	79,590	81,317	83,532	1,727	2.2%	2,215	2.7%
Fergus Weigh Scale Building							
Wages & Benefits	16,138	16,444	16,777	306	1.9%	333	2.0%
Operations & Maintenance	6,696	6,900	7,040	204	3.0%	140	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	22,834	23,344	23,817	510	2.2%	473	2.0%
Elora Public Washrooms							
Operations & Maintenance	14,750	15,193	15,648	443	3.0%	456	3.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	14,750	15,193	15,648	443	3.0%	456	3.0%
Fergus Grand Theatre							
Wages & Benefits	124,203	126,887	129,983	2,685	2.2%	3,096	2.4%
Administration	11,200	11,540	11,770	340	3.0%	230	2.0%
Operations & Maintenance	61,601	64,915	68,476	3,314	5.4%	3,560	5.5%
Transfers to Reserves	5,900	5,900	5,900	-	0.0%	-	0.0%
Revenue	(90,100)	(92,800)	(94,660)	(2,700)	3.0%	(1,860)	2.0%
Net (Revenue)/Expenditure	112,804	116,443	121,469	3,639	3.2%	5,026	4.3%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Tourism							
Wages & Benefits	167,826	174,611	182,188	6,784	4.0%	7,577	4.3%
Administration	29,100	29,970	30,570	870	3.0%	600	2.0%
Operations & Maintenance	42,000	43,260	44,130	1,260	3.0%	870	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	238,926	247,841	256,888	8,914	3.7%	9,047	3.7%
Celebrations							
Canada Day Expenses	17,000	17,000	17,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	17,000	17,000	17,000	-	0.0%	-	0.0%
Grants to Community Groups							
Specific Annual Grants	32,100	32,100	32,100	-	0.0%	-	0.0%
Taxation Funded - Community Impact Grants	32,900	32,900	32,900	-	0.0%	-	0.0%
OLG Funded - Community Impact Grants	108,000	108,000	108,000	-	0.0%	-	0.0%
Neighbourhood Wellness and Connectivity Grants	5,000	5,000	5,000	-	0.0%	-	0.0%
Revenue	(113,000)	(113,000)	(113,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	65,000	65,000	65,000	-	0.0%	-	0.0%
TOTAL COMMUNITY SERVICES	6,392,642	6,729,812	7,104,870	337,170	5.3%	375,058	5.6%
Notes:							
1. See Staffing Strategy section for increases in staffing complement.							
<u>PLANNING & DEVELOPMENT SERVICES</u>							
Building							
Wages & Benefits	1,341,998	1,400,949	1,458,309	58,951	4.4%	57,360	4.1%
Administration	33,400	34,400	35,090	1,000	3.0%	690	2.0%
Operations & Maintenance	15,050	15,500	15,810	450	3.0%	310	2.0%
Fleet Repair & Maintenance	23,725	24,670	25,410	945	4.0%	740	3.0%
Revenue	(1,671,400)	(1,740,463)	(1,804,862)	(69,063)	4.1%	(64,399)	3.7%
Net (Revenue)/Expenditure	(257,227)	(264,944)	(270,243)	(7,717)	3.0%	(5,299)	2.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Planning							
Wages & Benefits	999,720	1,038,206	1,077,700	38,486	3.8%	39,494	3.8%
Administration	10,750	11,070	11,290	320	3.0%	220	2.0%
Operations & Maintenance	40,000	40,000	40,000	-	0.0%	-	0.0%
Revenue	(682,900)	(703,390)	(717,460)	(20,490)	3.0%	(14,070)	2.0%
Net (Revenue)/Expenditure	367,570	385,886	411,530	18,316	5.0%	25,644	6.6%
Economic Development							
Wages & Benefits	237,743	246,849	257,071	9,106	3.8%	10,222	4.1%
Administration	7,200	7,420	7,570	220	3.1%	150	2.0%
Operations & Maintenance	97,100	100,010	102,010	2,910	40.4%	2,000	2.0%
Transfers to Reserves	4,800	4,800	4,800	-	0.0%	-	0.0%
Revenue	(139,400)	(143,580)	(146,450)	(4,180)	3.0%	(2,870)	2.0%
Net (Revenue)/Expenditure	207,443	215,499	225,001	8,056	3.9%	9,502	4.4%
Committee of Adjustment							
Wages & Benefits	3,400	3,400	3,400	-	0.0%	-	0.0%
Administration	1,150	1,150	1,150	-	0.0%	-	0.0%
Revenue	(20,000)	(20,000)	(20,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(15,450)	(15,450)	(15,450)	-	0.0%	-	0.0%
Heritage Centre Wellington							
Administration	1,800	1,850	1,890	50	2.8%	40	2.2%
Operations & Maintenance	9,100	9,370	9,560	270	3.0%	190	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	10,900	11,220	11,450	320	2.9%	230	2.0%
TOTAL PLANNING & DEVELOPMENT SERVICES	313,236	332,210	362,288	18,975	6.1%	30,077	9.1%

Notes:

1. See Staffing Strategy section for increases in staffing complement.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
<u>OTHER SERVICES</u>							
Grand River Conservation Authority							
Capital & Operating Levy	115,951	119,430	121,820	3,479	3.0%	2,390	2.0%
Special Levy	(115,951)	(119,430)	(121,820)	(3,479)	3.0%	(2,390)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Other Health Services							
Health Professional Recruitment	20,000	20,000	20,000	-	0.0%	-	0.0%
Revenue	(20,000)	-	-	20,000	-100.0%	-	0.0%
Net (Revenue)/Expenditure	-	20,000	20,000	20,000	0.0%	-	0.0%
Contribution to Capital Fund							
Contribution to General Capital Reserve	900,000	1,063,041	1,232,696	163,041	18.1%	169,655	16.0%
Transfer to Dedicated Capital Levy Reserve	1,611,012	1,643,232	1,676,097	32,220	2.0%	32,865	2.0%
Transfer to Vehicle Replacement Reserves	1,019,000	1,080,000	1,145,000	61,000	6.0%	65,000	6.0%
Transfer to Equipment Replacement Reserves	655,000	694,000	736,000	39,000	6.0%	42,000	6.1%
Transfer to Facility Replacement Reserves	294,700	367,400	433,200	72,700	24.7%	65,800	17.9%
Transfer to Streetlight Reserve	91,000	91,000	91,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,570,712	4,938,673	5,313,993	367,961	8.1%	375,320	7.6%
Ontario Non-Specific Grants							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(167,000)	(141,950)	(120,660)	25,050	-15.0%	21,290	-15.0%
Net (Revenue)/Expenditure	(167,000)	(141,950)	(120,660)	25,050	-15.0%	21,290	-15.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Other Revenues and Expenses							
Elora LCBO Expenditures	12,150	12,510	12,760	360	3.0%	250	2.0%
West Garafraxa Office Expenditures	10,700	11,020	11,240	320	3.0%	220	2.0%
Transfers to Reserves	6,618,440	6,618,440	6,618,440	-	0.0%	-	0.0%
Tax Interest/Penalties	(360,000)	(360,000)	(360,000)	-	0.0%	-	0.0%
Investment Earnings	(1,332,900)	(1,332,900)	(1,332,900)	-	0.0%	-	0.0%
Building Rentals	(73,920)	(73,920)	(73,920)	-	0.0%	-	0.0%
OCIF Proceeds	(2,985,485)	(2,985,485)	(2,985,485)	-	0.0%	-	0.0%
Aggregate Resources	(134,000)	(134,000)	(134,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%	-	0.0%
OLGC Gaming Proceeds	(2,700,000)	(2,700,000)	(2,700,000)	-	0.0%	-	0.0%
Canada Community Building Grant	(932,955)	(932,955)	(932,955)	-	0.0%	-	0.0%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Transfers from Reserves	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(2,243,860)	(2,243,180)	(2,242,710)	680	0.0%	470	0.0%
Net Debt							
Debt Payment	1,131,535	1,116,396	712,308	(15,139)	-1.3%	(404,088)	-36.2%
Transfer from Reserves	(808,345)	(815,655)	(538,468)	(7,310)	0.9%	277,187	-34.0%
Net (Revenue)/Expenditure	323,190	300,741	173,840	(22,449)	-6.9%	(126,901)	-42.2%
Fergus BIA							
BIA Levy Expense	68,900	68,900	68,900	-	0.0%	-	0.0%
BIA Levy Revenue	(68,900)	(68,900)	(68,900)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Elora BIA							
BIA Levy Expense	71,651	71,651	71,651	-	0.0%	-	0.0%
BIA Levy Revenue	(71,651)	(71,651)	(71,651)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Taxation - Payments in Lieu							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(247,700)	(255,130)	(260,230)	(7,430)	3.0%	(5,100)	2.0%
Net (Revenue)/Expenditure	(247,700)	(255,130)	(260,230)	(7,430)	3.0%	(5,100)	2.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
Taxation - Township Purposes							
Tax Increment Equivalent Grant	35,000	35,000	35,000	-	0.0%	-	0.0%
Regular Taxation	(16,787,025)	(18,136,314)	(19,309,401)	(1,349,289)	8.0%	(1,173,087)	6.5%
Dedicated Capital Levy	(1,611,012)	(1,643,232)	(1,676,097)	(32,220)	2.0%	(32,865)	2.0%
Supps/Omits (Net of Write-offs)	(220,000)	(220,000)	(220,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(18,583,037)	(19,964,546)	(21,170,498)	(1,381,509)	7.4%	(1,205,952)	6.0%
TOTAL OTHER SERVICES	(16,347,697)	(17,345,392)	(18,286,265)	(997,697)	6.1%	(940,873)	5.4%
Notes: 1. Increase in contribution to general capital reserve based on Asset Management Plan recommendations. 2. Increase in transfers to Vehicle and Equipment Replacement Reserves as shown in replacement schedules.							



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2023 / 2024		Change 2024 / 2025	
	2023 Budget	2024 Forecast	2025 Forecast	\$	%	\$	%
<u>CONSOLIDATED TAX SUPPORTED OPERATING</u>							
ADMINISTRATION	1,417,773	1,560,103	1,620,694	142,330	10.04%	60,591	3.88%
CORPORATE SERVICES	2,441,884	2,664,053	2,755,030	222,169	9.1%	90,977	3.41%
INFRASTRUCTURE SERVICES	5,782,161	6,059,213	6,443,382	277,052	4.79%	384,169	6.34%
COMMUNITY SERVICES	6,392,642	6,729,812	7,104,870	337,170	5.27%	375,058	5.57%
PLANNING & DEVELOPMENT SERVICES	313,236	332,210	362,288	18,975	6.06%	30,077	9.05%
OTHER SERVICES	(16,347,697)	(17,345,392)	(18,286,265)	(997,695)	6.1%	(940,873)	5.42%
NET (REVENUE)/EXPENDITURE	-	-	-	-	-	-	-

Notes:

Taxation Levy Impact Analysis

	<u>2023 Budget</u>	<u>2024 Forecast</u>	<u>2025 Forecast</u>
<u>General Capital Levy</u>			
Prior Year's General Taxation Levy	15,833,783	16,787,025	18,136,314
Add: Assessment Growth	335,551	335,741	362,726
Total General Taxation Levy	16,169,334	17,122,766	18,499,040
Total Taxation Requirements (per above)	16,787,025	18,136,314	19,309,401
\$ Increase in Taxation	617,691	1,013,549	810,360
% Increase in Taxation	3.82%	5.92%	4.38%
<u>Dedicated Capital Levy</u>			
Prior Year's Dedicated Capital Levy	1,577,580	1,611,012	1,643,232
Add: Assessment Growth	33,432	32,220	32,865
Total Dedicated Capital Levy	1,611,012	1,643,232	1,676,097
Total Taxation Requirements (per above)	1,611,012	1,643,232	1,676,097
\$ Increase in Taxation	-	-	-
% Increase in Taxation	0.00%	0.00%	0.00%
<u>Combined Taxation Levy</u>			
Total % Increase in Taxation	3.48%	5.40%	4.02%



WATERWORKS / WASTEWATER SUPPORTED OPERATING BUDGET

2023 DRAFT BUDGET



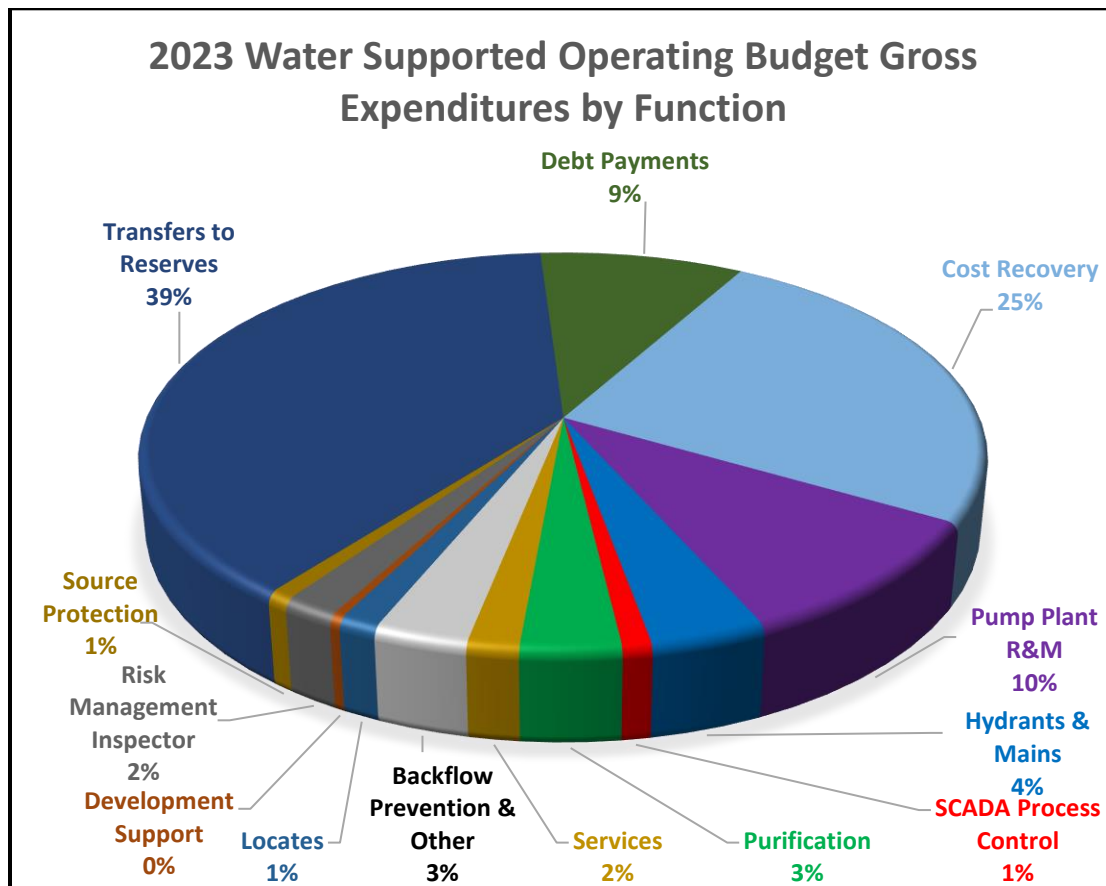
Waterworks & Wastewater Supported Operating Summary

The waterworks and wastewater operating budgets include expenditures and revenues associated with the day-to-day provision of these specific Township services. The net waterworks and wastewater supported budgets are funded by water and wastewater rates respectively.

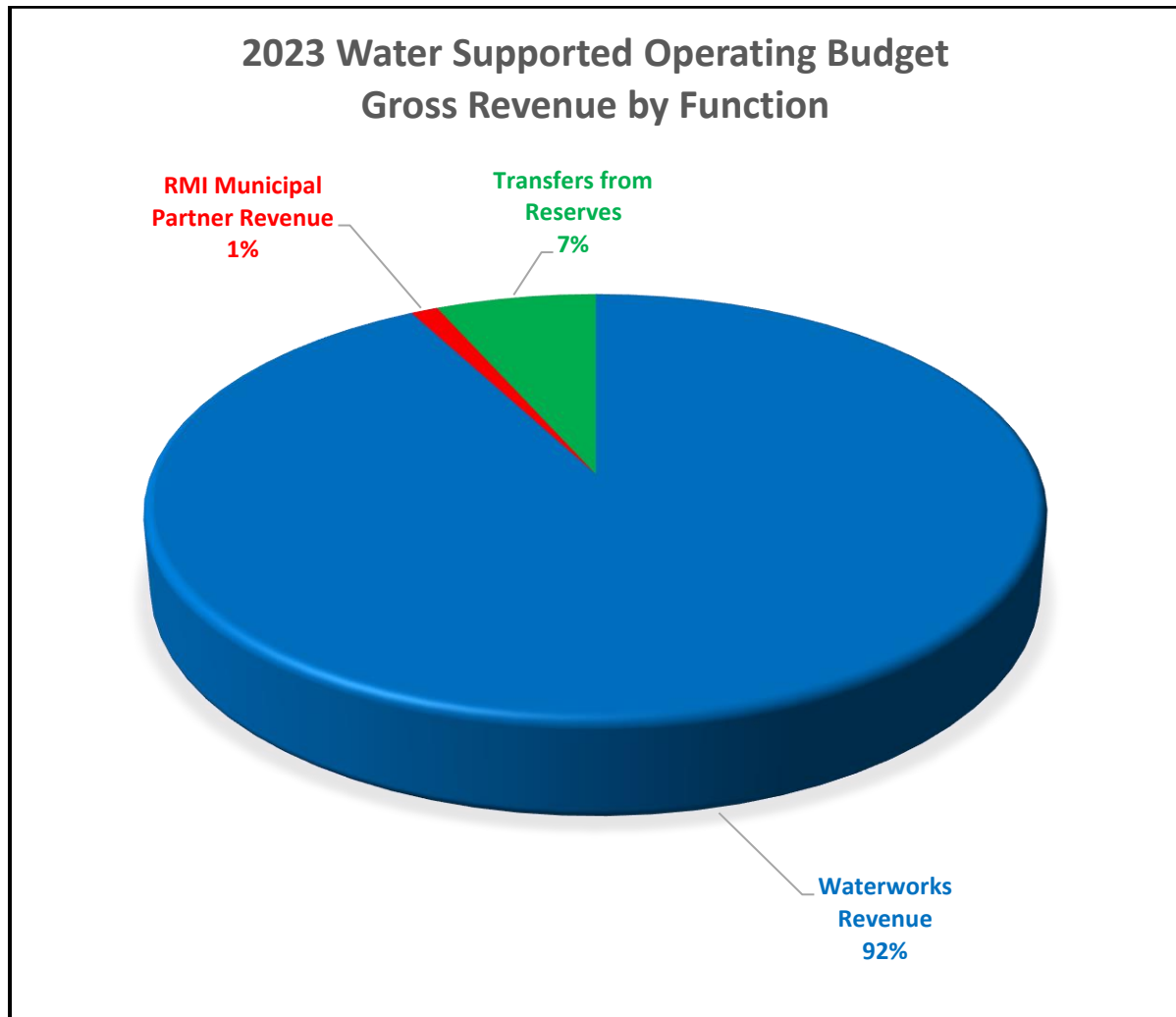
2023 Waterworks Supported Operating Budget

The 2023 waterworks supported operating budget totals \$6,000,829. After deducting other revenues, the net operating budget to be funded from water rates is \$5,532,200. A 1.1% increase in water rates is projected to be implemented effective January 1, 2023 as per the Fees and Charges By-law for 2023. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2023 water supported operating budget is broken down as follows:



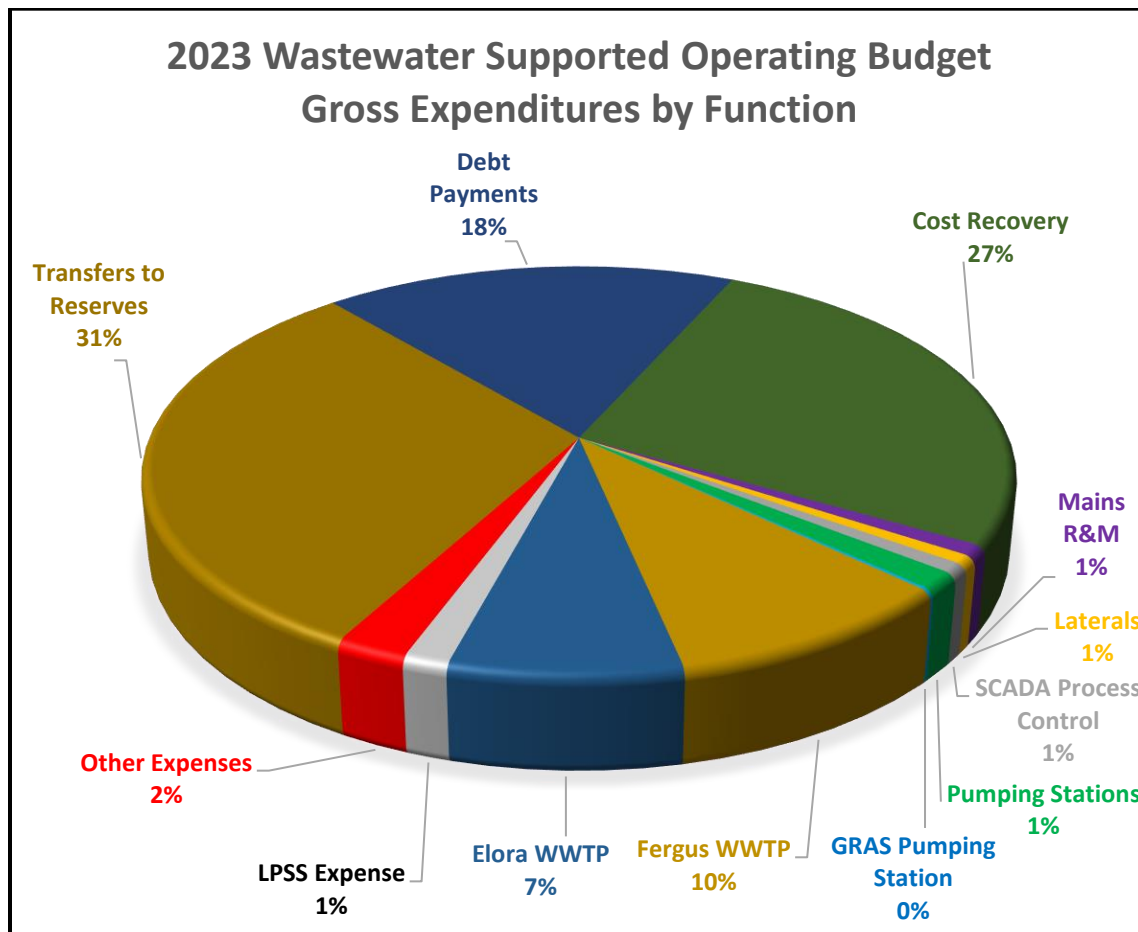
From a gross revenue perspective, the 2023 water supported operating budget is broken down into the following revenue types:



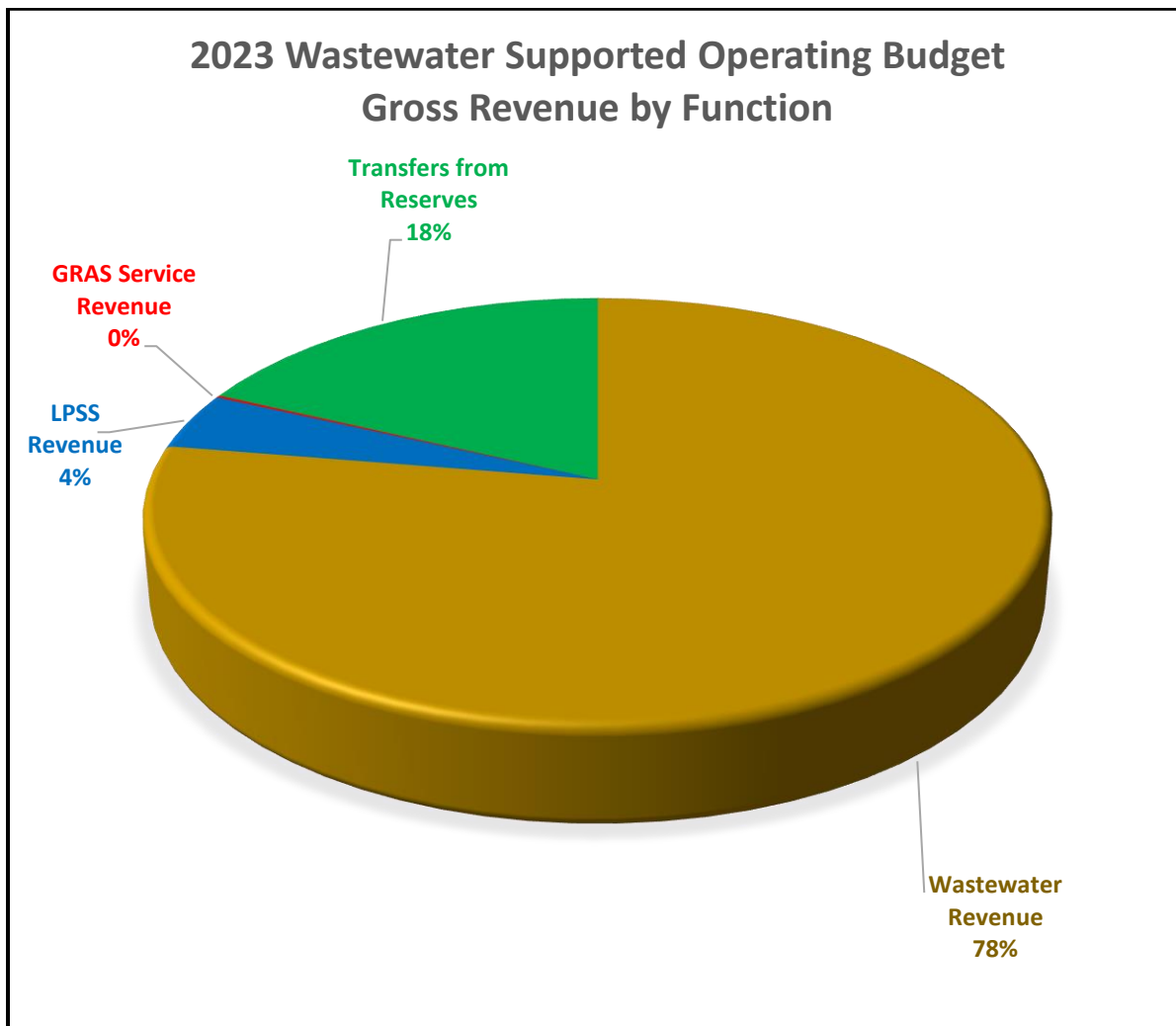
2023 Wastewater Supported Operating Budget

The 2023 wastewater supported operating budget totals \$7,845,090. After deducting other revenues, the net operating budget to be funded from wastewater rates is \$6,424,000. A 3.3% increase in wastewater rates is projected to be implemented effective January 1, 2023 as per the Fees and Charges By-law for 2023. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2023 wastewater supported operating budget is broken down as follows:



From a gross revenue perspective, the 2023 wastewater supported operating budget is broken down into the following revenue types:



2023 Municipal Risk Management Official

In addition to the waterworks and wastewater operating budgets, this budget area also includes the annual operating budget for the Municipal Risk Management Official. This position is shared with all municipalities within Wellington County.

The 2023 operating budget for this area totals \$378,300 and is funded by the County of Wellington.

More detailed operating budget information for waterworks, wastewater, and the Municipal Risk Management Official is provided below.





Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Environmental Services - Administration

Environmental Services operates and maintains the Township's water treatment, storage and distribution systems, and wastewater collection and treatment systems. The Township owns, operates and maintains nine (9) water supply wells, 121 km of watermain, 1,225 watermain valves, 740 hydrants, four (4) elevated water storage tanks, two (2) wastewater treatment plants, seven (7) sewage pumping stations, 112 km of wastewater main, 136 km of storm sewers, 4,075 catch basis, and 2,293 maintenance holes. Along with Transportation Services, Environmental Services also maintains the Township's storm sewer collection system and 25 storm water management facilities.

The Risk Management Inspector (RMI) is a shared services position supporting the Township and five other municipalities, for the purposes of implementing and enforcing the Clean Water Act and source protection plans. A portion of the RMI cost centre is offset by revenue from partner municipalities.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0%
<u>Expenses</u>					
Environmental Services - Administration - Wages & Benefits	1,283,719	1,107,599	1,482,829	199,110	15.5%
Environmental Services - Administration - Paid Time Off	-	55,299	(0)	(0)	0.0%
Environmental Services - Administration - Administration	67,350	68,633	68,450	1,100	1.6%
Environmental Services - Administration - Operations & Maintenance	1,712,586	1,666,077	1,834,411	121,825	7.1%
Environmental Services - Administration - Meter Maintenance	48,000	76,888	71,347	23,347	48.6%
Environmental Services - Administration - Fleet Repair & Maintenance	(52,975)	(1,107)	138,877	191,852	-362.2%
Environmental Services - Administration - Cost Recovery	(3,058,680)	-	(3,595,915)	(537,235)	17.6%
<i>Total Expenses</i>	0	2,973,388	0	0	0.0%
<u>Net Budget Administration</u>	0	2,973,388	0	0	0.0%

Major Changes Impacting This Budget

- Environmental Services cost recovery represents the allocation of environmental services administration costs to the waterworks and wastewater system budgets.
- The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes the following changes in 2023:
 - 66.7% of a new Utilities and Permit Coordinator position with a cost to the Environmental budget of \$59,300 and the remainder funded from the Public Works budget;
 - 80% of a new Compliance and QMS Coordinator position with a cost to the Environmental budget of \$70,900 and the remainder funded from the Public Works budget; and
 - 20% of a restructured Building and Properties Project Manager position and an existing Building Technician position with a cost to the Environmental Services budget of \$23,700 and \$17,000 respectively.
- The increase in operations and maintenance is due to the following:
 - a \$27,100 increase in the insurance premium for Environmental Services facilities;
 - a \$72,300 increase in the allocation of administrative costs from the tax supported operating budget;
 - a \$12,900 increase in the portion of the GRCA levy that is charged to the Environmental Services budget; and
 - a \$12,700 increase in internet service charges from Centre Wellington Communications Inc. for 2023.
- The increase in the meter maintenance line is mainly due to the cost of wireless meter reading.
- The increase in the fleet repair and maintenance line is mainly due to the elimination of machine rate recovery charges in the 2023 budget. This is offset by corresponding reductions in most cost centres throughout the Environmental Services budget. The estimated machine rate recovery in the 2022 budget was \$160,000. Also included in the fleet repairs and maintenance line is a \$9,800 increase in vehicle insurance premiums, a \$6,600 increase in repair and maintenance costs, and a \$15,000 increase in estimated fleet fuel costs.



Township of Centre Wellington 2023 Operating Budget Summary With 2022 Budget and Actual Results

Environmental Services - Waterworks

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Waterworks - Revenue	(5,315,200)	(4,564,542)	(5,532,200)	(217,000)	4.1%
Environmental Services - Waterworks - RMI Municipal Partner Revenue	(66,400)	(49,155)	(67,600)	(1,200)	1.8%
Environmental Services - Waterworks - Transfers from Reserves	(447,658)	(447,658)	(401,029)	46,629	-10.4%
<i>Total Revenues</i>	(5,829,258)	(5,061,355)	(6,000,829)	(171,571)	2.9%
<u>Expenses</u>					
Environmental Services - Waterworks - Pump Plant R&M	612,300	569,759	596,688	(15,612)	-2.5%
Environmental Services - Waterworks - Hydrants & Mains R&M	259,100	236,987	231,097	(28,003)	-10.8%
Environmental Services - Waterworks - SCADA Process Control	50,900	73,199	58,347	7,447	14.6%
Environmental Services - Waterworks - Purification	188,300	194,220	199,314	11,014	5.8%
Environmental Services - Waterworks - Services	104,100	122,352	102,880	(1,220)	-1.2%
Environmental Services - Waterworks - Backflow Prevention and Other	178,700	153,593	188,226	9,526	5.3%
Environmental Services - Waterworks - Locates	87,500	63,701	77,554	(9,946)	-11.4%
Environmental Services - Waterworks - Development Support	24,700	24,568	21,837	(2,863)	-11.6%
Environmental Services - Waterworks - Risk Management Inspector	107,072	101,296	109,073	2,001	1.9%
Environmental Services - Waterworks - Source Protection	-	-	45,893	45,893	0.0%
Environmental Services - Waterworks - Transfers to Reserves	2,246,248	155,850	2,307,592	61,344	2.7%
Environmental Services - Waterworks - Debt Payments	685,692	462,406	552,045	(133,647)	-19.5%
Environmental Services - Waterworks - Cost Recovery Applied	1,284,646	-	1,510,284	225,638	17.6%
<i>Total Expenses</i>	5,829,258	2,157,930	6,000,829	171,572	2.9%
Net Budget Waterworks	(0)	(2,903,424)	0	1	0.0%

Major Changes Impacting This Budget

1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the waterworks budget.
2. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 38% of the Risk Management Inspector (RMI) costs. As such, a corresponding RMI Municipal Partner Revenue line is included to reflect the recovery of 62% of the total RMI cost from participating municipalities.
3. The elimination of machine time charges results in reductions to many expenditure lines in the Waterworks budget.
4. The increase in the SCADA process control line is mainly due to an increase in labour costs allocated to this cost centre.
5. The increase in the purification line is due to an increase in chemical costs used in the purification process.
6. The increase in the backflow prevention and other line is due to an increase in bill processing charges from CW Hydro in 2023.
7. The source protection line includes 50% of the cost of a new Source Protection Coordinator position in 2023. The charge to the Waterworks budget is \$45,900 with an equal amount funded by the County of Wellington in the Municipal Risk Management Official budget in 2023.
8. The transfers to reserves line reflects an increase to the Waterworks General Capital Reserve transfer of \$61,194 and a \$150 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
9. The decrease in debt charges and transfers from reserves (development charges) is due to the repayment of a debenture in 2022. Overall, 72.6% of waterworks debt is funded from development charges in 2023.



**Township of Centre Wellington
2023 Operating Budget Summary
With 2022 Budget and Actual Results**

Environmental Services - Wastewater

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$	%
<u>Revenues</u>					
Environmental Services - Wastewater - Revenue	(5,842,000)	(4,965,430)	(6,088,000)	(246,000)	4.2%
Environmental Services - Wastewater - LPSS Revenue	(323,000)	(332,400)	(336,000)	(13,000)	4.0%
Environmental Services - Wastewater - GRAS Service Revenue	(13,200)	(4,377)	(12,500)	700	-5.3%
Environmental Services - Wastewater - Transfers from Reserves	(1,120,992)	(1,224,942)	(1,408,590)	(287,598)	25.7%
<i>Total Revenues</i>	(7,299,192)	(6,527,149)	(7,845,090)	(545,898)	7.5%
<u>Expenses</u>					
Environmental Services - Wastewater - Mains R&M	134,300	35,234	65,847	(68,453)	-51.0%
Environmental Services - Wastewater - Laterals	71,300	31,752	51,469	(19,831)	-27.8%
Environmental Services - Wastewater - SCADA Process Control	39,350	55,041	59,022	19,672	50.0%
Environmental Services - Wastewater - Pumping Stations	95,150	81,816	104,932	9,782	10.3%
Environmental Services - Wastewater - GRAS Pumping Station	11,709	16,547	10,831	(878)	-7.5%
Environmental Services - Wastewater - Fergus WWTP	726,575	744,499	753,823	27,248	3.8%
Environmental Services - Wastewater - Elora WWTP	579,925	572,442	590,908	10,983	1.9%
Environmental Services - Wastewater - LPSS Expense	116,800	161,987	115,063	(1,737)	-1.5%
Environmental Services - Wastewater - Other	171,000	199,021	183,000	12,000	7.0%
Environmental Services - Wastewater - Transfers to Reserves	2,458,057	149,150	2,415,973	(42,084)	-1.7%
Environmental Services - Wastewater - Debt Payments	1,120,992	1,193,210	1,408,590	287,598	25.7%
Environmental Services - Wastewater - Cost Recovery Applied	1,774,034	-	2,085,631	311,597	17.6%
<i>Total Expenses</i>	7,299,192	3,240,699	7,845,090	545,898	7.5%
Net Budget Wastewater	0	(3,286,450)	(0)	(0)	0.0%

Major Changes Impacting This Budget

1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the wastewater budget.
2. The elimination of machine time charges results in reductions to many expenditure lines in the Wastewater budget.
3. The reduction in the mains R&M line is mainly due to the elimination of machine time charges and a decrease in hourly labour costs allocated to this cost centre.
4. The reduction in the laterals line is mainly due to the elimination of machine time charges and a decrease in hourly labour costs allocated to this cost centre.
5. The increase in the SCADA repairs and maintenance line is due to software licensing expenditures, and upgrades and programming costs to ensure the software is operating effectively.
6. The increase in the pumping stations line is due to an increase in hourly labour costs allocated to this cost centre as the Township will be responsible for operating a new pumping station in 2023.
7. The increase in the Fergus WWTP line is mainly due to the following:
 - a \$35,000 increase in chemical costs due to rising chemical prices;
 - a \$15,000 increase in contracted services for repairs to the aging facility and equipment at the plant;
 - a \$15,000 increase in biosolids management costs due to growth and increased haulage charges;
 - a \$24,900 reduction in labour costs allocated to this cost centre; and
 - a \$12,500 reduction in estimated utility costs at this facility.
8. The increase in the Elora WWTP line is mainly due to the following:
 - a \$35,000 increase in chemical costs due to rising chemical prices;
 - a \$15,000 increase in contracted services for repairs to the aging facility and equipment at the plant;
 - a \$5,700 reduction in machine time charges to this cost centre;
 - a \$28,400 reduction in labour costs allocated to this cost centre; and
 - a \$5,500 reduction in estimated utility costs at this facility.
9. The transfers to reserves line reflects a decrease to the Wastewater General Capital Reserve transfer of \$86,934 and a \$44,850 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
10. The increase in debt charges and transfers from reserves (development charges) is due to refinancing the Elora wastewater treatment plant 2012 expansion debt in 2022. 100% of wastewater debt is funded from development charges in 2023.



Township of Centre Wellington

2023 Operating Budget Summary

With 2022 Budget and Actual Results

Environmental Services - Municipal Risk Management Official

The Municipal Risk Management Official is a shared services position supporting all municipalities within Wellington County. This cost centre is funded by the County of Wellington through their Planning Budget. The RMO and Risk Management Inspectors implement and enforce the Clean Water Act and source protection plans. The purpose of the Clean Water Act and the source protection program is to protect existing and future sources of municipal drinking water from quality and quantity threats.

	2022 Budget	2022 Actual	2023 Draft Budget	2022/2023 Budget Change \$ %
<u>Revenues</u>				
Municipal RMO - Revenue	(306,800)	(189,579)	(378,300)	(71,500) 23.3%
<i>Total Revenues</i>	(306,800)	(189,579)	(378,300)	(71,500) 23.3%
<u>Expenses</u>				
Municipal RMO - Wages & Benefits	229,725	216,308	295,300	65,575 28.5%
Municipal RMO - Administration	18,850	14,187	18,850	- 0.0%
Municipal RMO - Operations & Maintenance	26,400	16,454	31,400	5,000 18.9%
Municipal RMO - Fleet Repair & Maintenance	3,325	2,187	3,750	425 12.8%
Municipal RMO - Transfers to Reserves	5,000	5,000	5,000	- 0.0%
Municipal RMO - Cost Recovery Applied	23,500	23,500	24,000	500 2.1%
<i>Total Expenses</i>	306,800	277,637	378,300	71,500 23.3%
<i>Net Budget Municipal Risk Management Official</i>	-	88,058	-	- 0.0%

Major Changes Impacting This Budget

1. Cost recovery applied represents an estimate of administration expenses and Transportation Services division overhead costs allocated to the Municipal Risk Management Official (RMO) division.
2. The transfer to reserves is for the future replacement of the Municipal RMO's vehicle.
3. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2023 year. Furthermore, the wages line includes 50% of a new Source Protection Coordinator position with a cost to the division of \$45,900. The remaining cost of the position is funded in the Township's Waterworks budget.
4. The increase in the operation and maintenance line is due to increased consulting costs estimated for review of various studies.



CAPITAL BUDGET

2023 DRAFT BUDGET

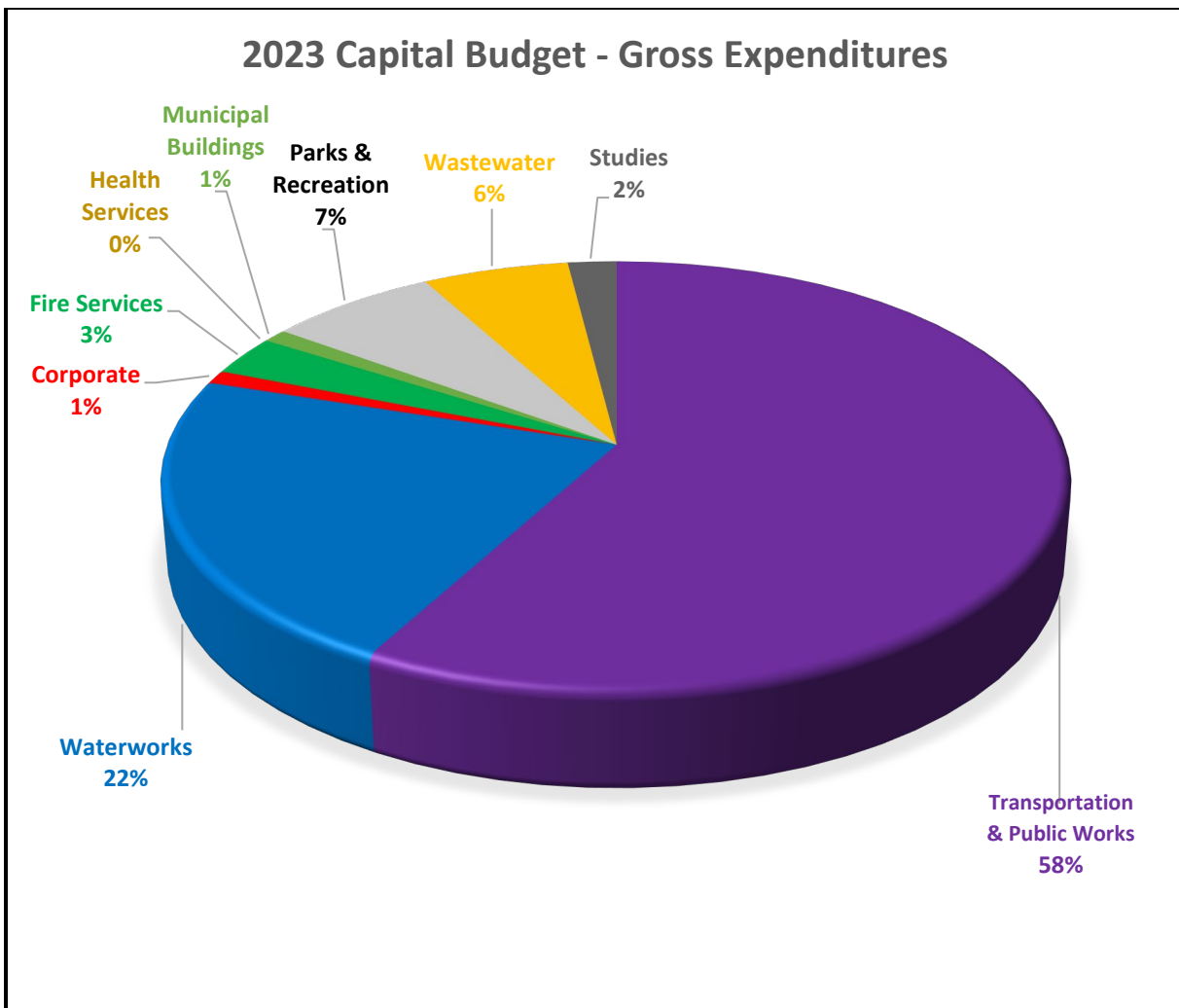


Capital Budget Overview

Expenditures that are one-time costs in excess of \$5,000 are typically included in the annual capital budget. This can include costs that may be operating in nature, such as maintenance items or studies. In addition to the capital budget, the budget includes a 2-year capital forecast that is approved by Council, and an additional 7-year capital forecast that is provided for information purposes. Capital forecast information can be found in a later section.

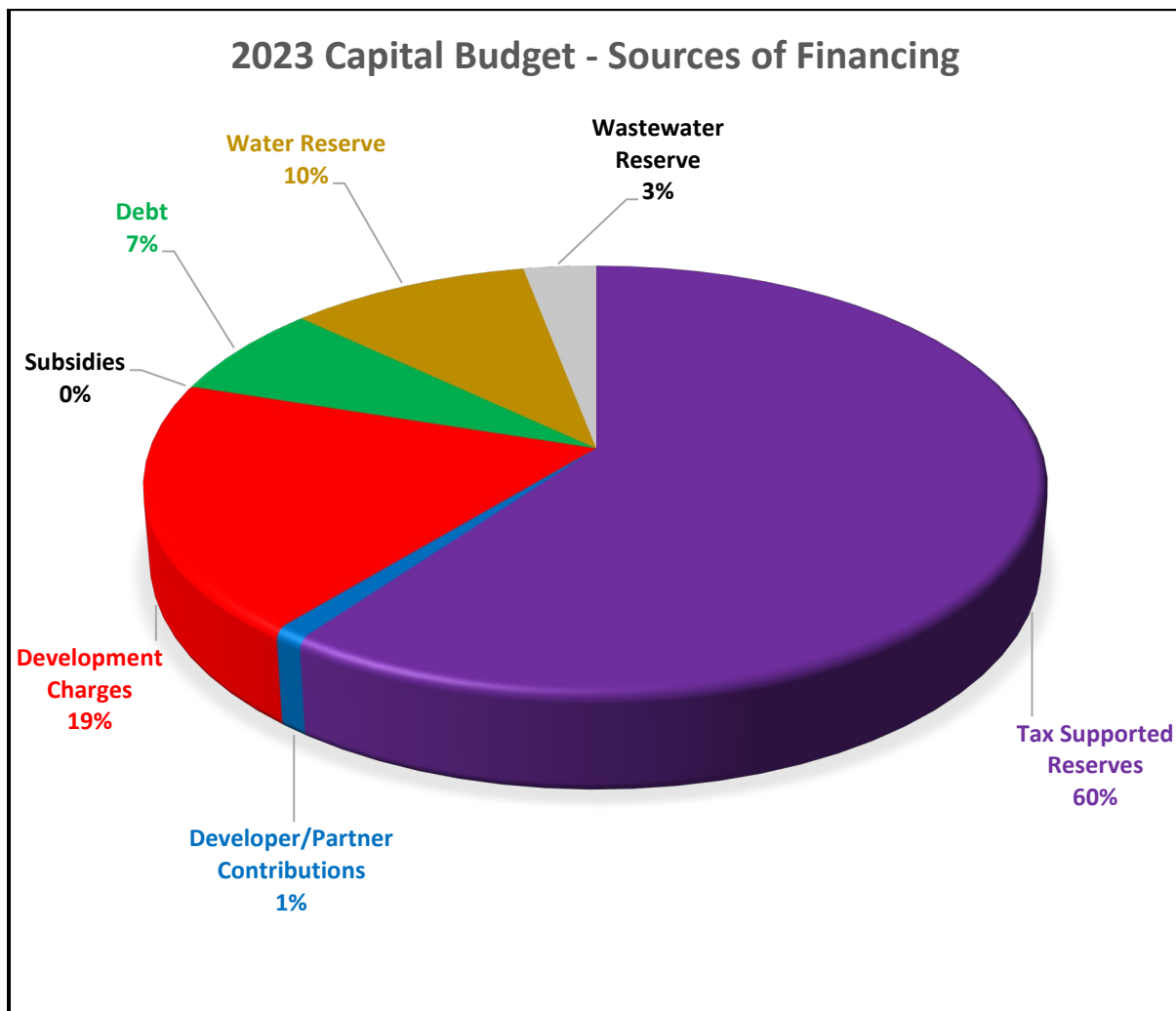
2023 Capital Budget

The 2023 capital budget totals \$35,394,460 and is broken down by area as follows:

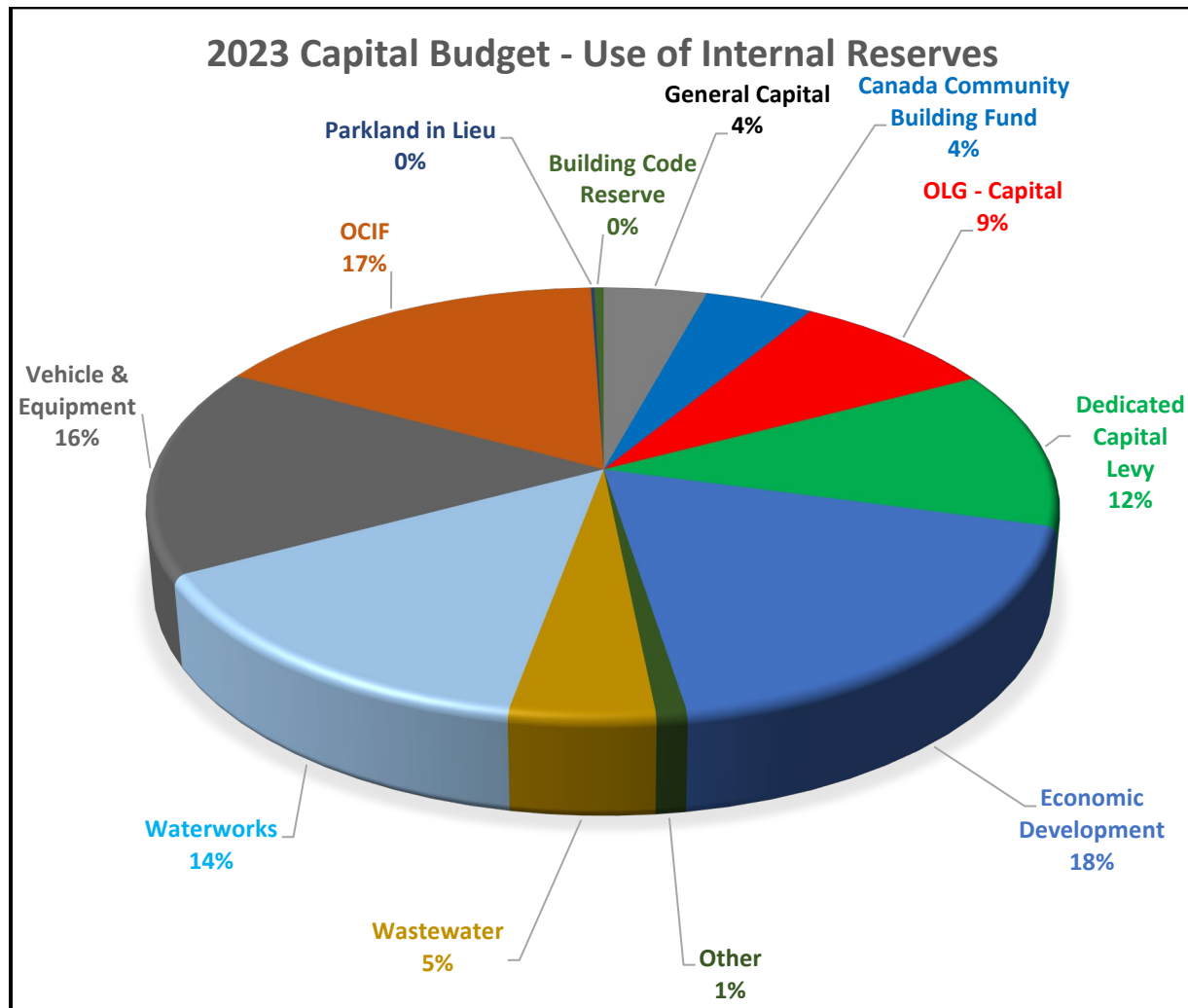


As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of financing used to

fund the 2023 capital budget. 73% of financing sources represent internal Township reserves, while 27% represent external sources (i.e. development charges, debt, subsidies, and developer/partner contributions).



Internal Township reserve financing of \$25,627,000 is being drawn from the following sources:



The use of development charges (DC) to fund 2023 capital projects totals \$6,889,200, and relate to projects associated with Public Works, Roads, Parks & Recreation, Water, Wastewater, and Corporate (Studies). The Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For 2023, DC funding included in the capital budget totals \$6.9 million. This is higher than a typical year due to an existing Early Payment Agreement with a developer for the reconstruction of Beatty Line. For future years in the capital forecast, an approximate target DC funding amount of \$1.7 million annually was used. This was determined based on anticipated DC proceeds received from developers annually (based on projected development), as well as the projected use of DCs to fund growth related debt.

When DC cash flow is a problem in funding capital projects, a municipality has the ability to either defer growth related capital projects or incur debt to fund these projects. The DC Act allows municipalities to use DCs to fund growth related debt (principal and interest) payments.

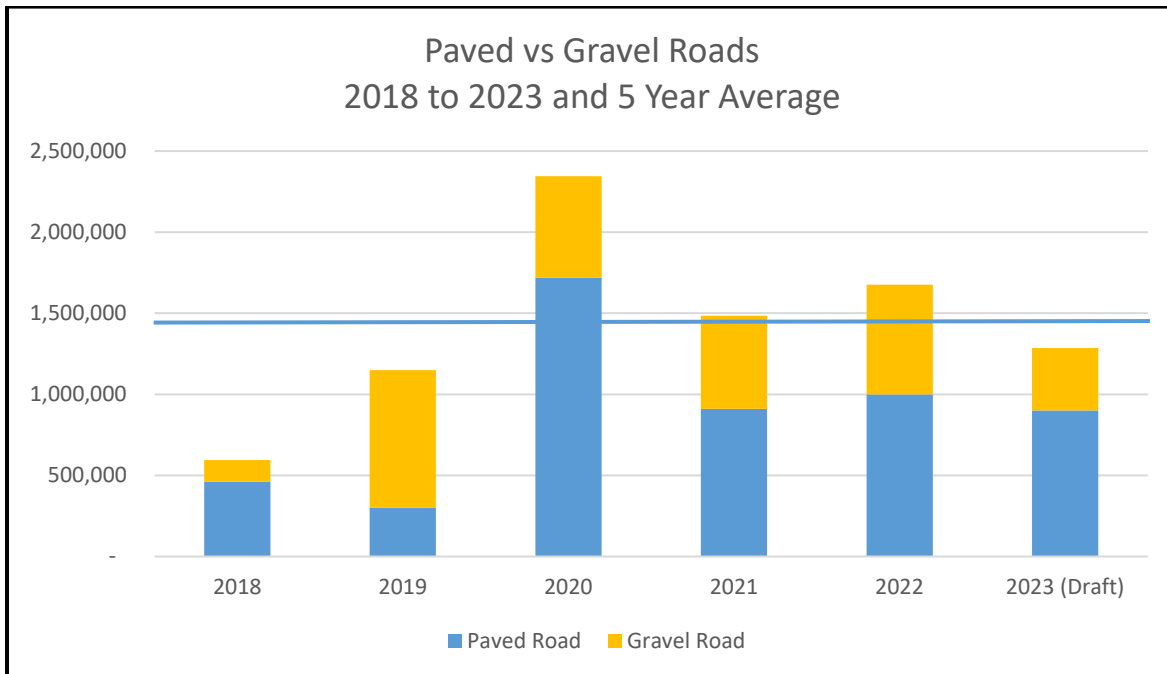
For 2023, there is significant pressure to complete growth-related capital projects, and use DC funding. It is recommended within the 2023 capital budget that \$564,510 in debt be incurred in 2023 to fund the corporate operations facility which is planned for final design starting in 2023 with construction in 2025. Furthermore, debt is recommended to fund initial studies and environmental assessments for two potential well areas in the Township. The total budgeted debt for these two projects is \$3,100,000 and debt repayments will be funded 100% from development charges.

Highlights of the 2023 capital budget are provided below. Projects referenced with “OLG” and/or “CCBF” (Canada Community-Building Fund – Formerly Federal Gas Tax) are projects that are either partially or fully funded by these sources.

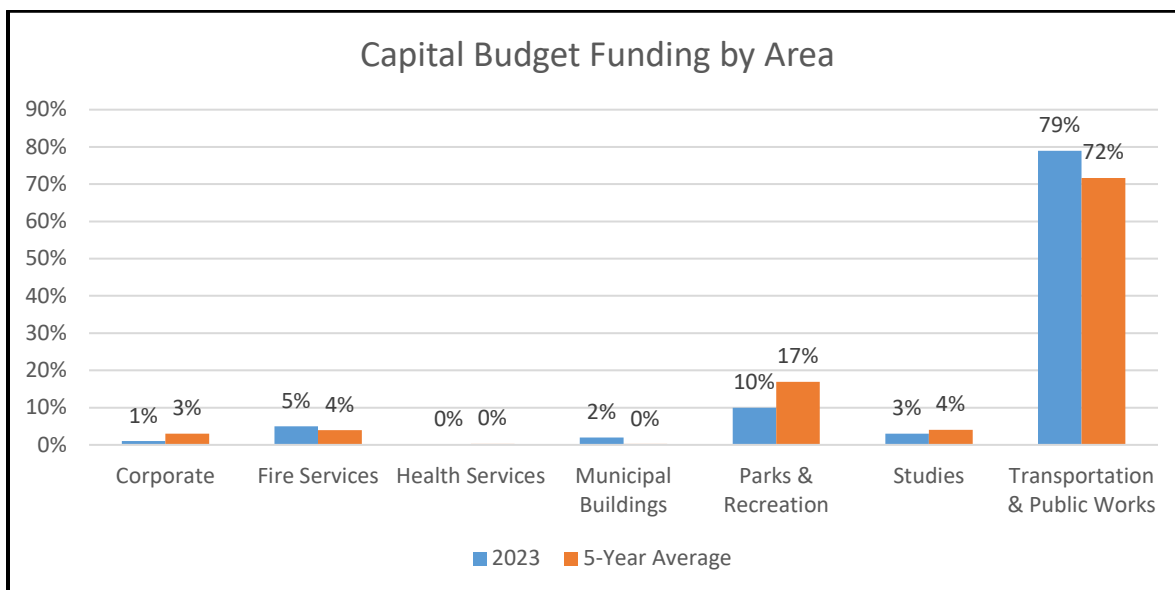
2023 Capital Project Highlights

Project	Amount	OLG/CCB
Water/Wastewater Servicing Master Plan	\$350,000	
Beatty line Bridge Rehabilitation– 3-N	400,000	
Fifth Line Bridge Deck Replacement– 18-WG	480,000	
Fifth Line Bridge Replacement – 16-WG	2,910,000	
Public Works Grader	675,000	
Corporate Operations Facilities	607,000	
Eighth Line W – Wellington Road 18 to Sideroad 5 Paving	900,000	CCBF
Beatty Line N – Millage Lane/Elliot Ave E to Garafraxa St W Reconstruction	5,705,000	
Beatty Line N – Garafraxa St W to St Andrew St W Reconstruction	685,000	
Dickson Drive Employment Land Servicing	3,335,000	
East Mill St – Metcalfe St to Melville St Reconstruction	2,406,000	OLG
Trunk Storm Sewer – Moir St to the Gorge	505,000	OLG
Clyde St Sewage Pumping Station Odour Treatment	315,000	
McNab St – High St to Bridge St – Watermain Replacement	2,505,000	
New Well – Area #3	1,550,000	
New Well – Area #7	1,550,000	
Elora Community Centre Renovation	470,000	OLG
Victoria Park (Elora) – Stair Replacement	310,000	CCBF
Fire Pumper Replacement	950,000	

The following graph depicts the Township's investment in rural roads since 2018. The chart further identifies the amount budgeted for gravel rural roads and funds planned for paving rural roads. The blue line in the graph represents the average spending on rural roads for the five-year period 2018 to 2022. The chart excludes amounts budgeted for rural road gravel resurfacing that are included in the operating budget (the 2022 Budget amount was \$471,000 and the 2023 Budget amount is \$471,230).



The following graph compares the capital budget funding by area as per the 2023 capital budget to the five-year average (2018 to 2022).



Pre-Engineering

The Pre-Engineering and Approvals for Future Years Projects project is used for pre-engineering and design work for capital projects planned for 2024 and 2025. For 2023, the Pre-Engineering budget is designated for the following projects:

Project	Amount
East Mill Reconstruction – Metcalfe St to Melville St – Phase 2 Surface Works	\$70,000
2023 Annual Paving Contract – Design and Tendering	30,000
Chalmers St – Moir St to Colborne St - Watermain Replacement (2024 Construction)	10,000
TOTAL	\$110,000



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
		<u>STUDIES</u>												
		<u>Studies</u>												
1	105-0901	Water/Wastewater Servicing Master Plan	350.0		350.0									
2	105-0903	Diversity, Equity and Inclusion Study and Implementation	10.0					10.0	10.0					
3	2016-013	Township Wide Compensation Market Review - 2023	50.0					50.0	40.0			5.0	5.0	
4	2023-013	Pierpoint Cultural Heritage Landscape Implementation	10.0					10.0	10.0					
5	2023-020	Parking Strategy	100.0					100.0	100.0					
6	2023-021	Development Permit System Review	140.0		140.0									
7	2023-029	Master Drainage Study for Gravel Road Conversions - Salem	50.0					50.0	50.0					
8	2023-052	Cemetery Financial and User Fee Study	20.0					20.0	20.0					
9	2023-054	Parkland Dedication and By-Law Update	15.0					15.0	15.0					
10	2023-057	Customer Service and Engagement Strategy	50.0					50.0	40.0			5.0	5.0	
11	2023-067	Stormwater Management Pond Sediment Surveys	50.0					50.0	50.0					
12	2023-081	Parkland Expansion Feasibility Study	20.0					20.0	20.0					
		Total Studies	865.0	-	490.0	-	-	375.0	355.0	-	-	10.0	10.0	-
			865.0	-	490.0	-	-	375.0	355.0	-	-	10.0	10.0	-
		<u>CORPORATE</u>												
		<u>Corporate - IT&S</u>												
13	2023-024	Cyber Security Testing	35.0					35.0	28.0			3.5	3.5	
14	2023-026	Intranet Update	40.0					40.0	32.0			4.0	4.0	
15	2023-027	Endpoint Detection and Response Solutions	20.0					20.0	16.0			2.0	2.0	
16	2023-058	Aerial Photography Update - 2023	25.0					25.0	20.0			2.5	2.5	
		Total Corporate - IT&S	120.0	-	-	-	-	120.0	96.0	-	-	12.0	12.0	-
		<u>Corporate - Other</u>												
17	105-0905	Online E-Commerce	10.0					10.0	10.0					
		Total Corporate - Other	10.0	-	-	-	-	10.0	10.0	-	-	-	-	-
			130.0	-	-	-	-	130.0	106.0	-	-	12.0	12.0	-



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
		<u>MUNICIPAL BUILDINGS</u>												
		<u>Municipal Buildings</u>												
18	105-0531	Video Surveillance at Parks & Recreation Facilities	30.0					30.0	30.0					
19	105-0906	Council Chambers - Audio/Video Equipment Replacement - 2022	50.0					50.0	40.0			5.0	5.0	
20	2020-046	23 Metcalfe St (Elora Drill Shed) Stairs	50.0					50.0	50.0					
21	2023-019	Office Retro-fit	200.0					200.0	200.0					
		Total Municipal Buildings	330.0	-	-	-	-	330.0	320.0	-	-	5.0	5.0	-
			330.0	-	-	-	-	330.0	320.0	-	-	5.0	5.0	-
		<u>TRANSPORTATION & PUBLIC WORKS</u>												
		<u>Capital Levy/OCIF Funded Projects</u>												
22	2015-056	Beatty Line Bridge - 3-N	400.0					400.0	400.0					
23	2022-096	Fifth Line Bridge Deck - 18-WG	480.0					480.0	480.0					
24	2023-001	Bridge Repairs and Remediation - 2023	170.0					170.0	170.0					
25	2023-002	Pre-Engineering - Bridges - 2023	75.0					75.0	75.0					
26	2023-072	Municipal Class Environmental Assessment (Structures 1-P, 28-P, 30-P, 32-P, 33-P)	200.0					200.0	200.0					
27	301-0830	First Line Bridge - 24-WG	100.0		10.0			90.0	90.0					
28	301-0898	Fifth Line Bridge - 16-WG	2,910.0					2,910.0	2,910.0					
		Total Capital Levy/OCIF Funded Projects	4,335.0	-	10.0	-	-	4,325.0	4,325.0	-	-	-	-	-
		<u>Public Works - Other</u>												
29	2022-090	Elora West Garage Asphalt Replacement	60.0					60.0	60.0					
30	2023-003	Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2023	110.0		10.0			100.0	40.0			30.0	30.0	
31	2023-028	Grader	675.0		675.0									
32	2023-076	Fergus River Valley LED Lighting Replacement	35.0			15.0		20.0	20.0					
33	303-0299	Corporate Operations Facilities	607.0					607.0	42.5		564.5			
34	303-0927	Veteran's Park (Salem) Retaining Wall Rehabilitation	185.0					185.0	185.0					
		Total Public Works - Other	1,672.0	-	685.0	15.0	-	972.0	347.5	-	564.5	30.0	30.0	-
		<u>Roadways - Rural</u>												
35	2010-091	Eighth Line W - WR 18 to SR 5	900.0		360.0			540.0	540.0					



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
36	2023-005	Rural Road Upgrades - Maintenance Gravel - 2023	385.0					385.0	385.0					
		Total Roadways - Rural	1,285.0	-	360.0	-	-	925.0	925.0	-	-	-	-	-
		<u>Roadways - Urban</u>												
37	2021-020	AODA Improvements - St David St and Strathallan St Intersection	25.0	25.0										
38	2021-024	Traffic Signal Actuator Replacements - St David St and Strathallan St Intersection	30.0					30.0	30.0					
39	2021-025	Traffic Signal Actuator Replacements - Tower St and McQueen Blvd Intersection	60.0					60.0	60.0					
40	2022-003	Beatty Line N - Sideroad 18 to Colborne St (Millage)	215.0		86.0			129.0	129.0					
41	2022-005	Beatty Line N - Millage Ln/Elliot Ave E to Garafraxa St W {SFA}	5,165.0		4,287.0			878.1	878.1					
42	2022-006	Beatty Line N - Garafraxa St W to St Andrew St W {SFA}	685.0		171.3	513.8								
43	2023-007	Sidewalk Repairs and Replacement - 2023	90.0					90.0	90.0					
44	2023-014	St Andrew St - Tower St to Breadalbane Streetlight Electrical Repairs	60.0					60.0	60.0					
45	2023-017	Salem School Pedestrian Crossing	120.0					120.0	120.0					
46	2023-031	New Pedestrian Crossings - Gartshore and Elora Cataract	100.0					100.0	100.0					
47	2023-032	Semi-Urban Double Surface Treatment - Lamond St & Anderson St S	100.0					100.0	100.0					
48	2023-033	Semi-Urban Double Surface Treatment - Avruskin St, Elizabeth St, Ann St	100.0					100.0	100.0					
49	2023-034	Semi-Urban Double Surface Treatment - Mathieson St, North St, Sophia St	70.0					70.0	70.0					
50	2023-035	Beatty Line Rehabilitation - SR18 to SR15	240.0					240.0	240.0					
51	2023-042	Traffic Calming Measures - 2023	125.0					125.0	125.0					
52	2023-044	Pavement Management - St George St - Tom St to Barker St	50.0					50.0	50.0					
53	2023-045	Pavement Management - Argyll St - Belsyde Ave to McAlister St	40.0					40.0	40.0					
54	2023-046	Pavement Management - North Queen St - Colborne St to Moir St	30.0					30.0	30.0					
55	301-0841	Dickson Drive Employment Land Servicing	2,310.0					2,310.0	3,130.0		-820.0			



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
56	301-0884	Hill St E (Fergus) - Herrick St to Gartshore St	100.0					100.0	100.0					
57	301-0896	East Mill St - Metcalfe St to Melville St	1,666.0					1,666.0	1,666.0					
		Total Roadways - Urban	11,381.0	25.0	4,544.2	513.8	-	6,298.1	7,118.1	-	-820.0	-	-	-
		<u>Storm Drainage</u>												
58	2022-082	Catch Basin Rebuild - 2023	40.0					40.0	40.0					
59	302-0596	Trunk Storm - Moir St. to the Gorge	505.0					505.0	505.0					
60	302-0857	Rennie Blvd Cul-de-Sac Drainage Improvements	30.0					30.0	30.0					
		Total Storm Drainage	575.0	-	-	-	-	575.0	575.0	-	-	-	-	-
			19,248.0	25.0	5,599.2	528.8	-	13,095.1	13,290.5	-	-255.5	30.0	30.0	-
		<u>WASTEWATER</u>												
		<u>Wastewater System</u>												
61	2021-075	Beatty Line N - Millage Ln/Elliot Ave E to Garafraxa St W {SFA}	465.0		465.0									
62	2023-060	St Andrew St Sewage Pumping Station PLC/SCADA Upgrades	125.0					125.0				125.0		
63	2023-064	Automatic Gate Installation at Fergus WWTP and Elora WWTP	80.0					80.0				80.0		
64	2023-065	Fergus WWTP Biosolids Storage Assessment & Rehabilitation	80.0					80.0				80.0		
65	2023-066	Elora WWTP Sludge Storage Area - Gaskets and Valves	75.0					75.0				75.0		
66	2023-069	David St Sewage Pumping Station Rehabilitation	75.0					75.0				75.0		
67	360-0841	Dickson Drive Employment Land Servicing	305.0					305.0	540.0					-235.0
68	360-0866	Sewer Relining and Repairs	120.0					120.0				120.0		
69	360-0870	Wastewater SCADA Upgrades	40.0					40.0				40.0		
70	360-0884	Hill St E (Fergus) - Herrick St to Gartshore St	50.0					50.0				50.0		
71	360-0896	East Mill St - Metcalfe St to Melville St	70.0					70.0				70.0		
72	360-0934	Clyde St Sewage Pumping Station Odour Treatment	315.0					315.0				315.0		
		Total Wastewater System	1,800.0	-	465.0	-	-	1,335.0	540.0	-	-	1,030.0	-	-235.0
			1,800.0	-	465.0	-	-	1,335.0	540.0	-	-	1,030.0	-	-235.0



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
		<u>WATERWORKS</u>												
		<u>Waterworks System</u>												
73	2012-044	McNab St - High St. to Bridge St. - Watermain Replacement	2,505.0					2,505.0					2,505.0	
74	2020-008	New Well - Area #3	1,550.0					1,550.0						1,550.0
75	2020-013	New Well - Area #7	1,550.0					1,550.0						1,550.0
76	2021-076	Beatty Line N - Millage Ln/Elliot Ave E to Garafraxa St W {SFA}	75.0					75.0					75.0	
77	2022-086	PRV Chamber Rehabilitation	10.0					10.0					10.0	
78	2023-009	Annual Water Meter Purchases - 2023	100.0					100.0				58.0	42.0	
79	2023-015	Septic Inspections - 2023	50.0					50.0					50.0	
80	2023-022	295 Queen St Garage Bay Window Replacement	10.0					10.0					10.0	
81	2023-036	Beatty Line N - Garafraxa St W to St Andrew St W {SFA}	55.0					55.0					55.0	
82	2023-037	Well F5R Treatment Design	200.0		170.0			30.0					30.0	
83	2023-061	Backflow and Locates Program Management Software	15.0					15.0	2.5			2.5	10.0	
84	2023-062	295 Queen St Fencing Repairs	20.0					20.0					20.0	
85	2023-063	295 Queen St Concrete Pad for Backup Generator	40.0					40.0					40.0	
86	330-0672	Fergus Well F1 Chlorine Room Relocation	30.0					30.0					30.0	
87	330-0841	Dickson Drive Employment Land Servicing	720.0					720.0	1,005.0					-285.0
88	330-0884	Hill St E (Fergus) - Herrick St to Gartshore St	50.0					50.0					50.0	
89	330-0896	East Mill St - Metcalfe St to Melville St	670.0					670.0					670.0	
		Total Waterworks System	7,650.0	-	170.0	-	-	7,480.0	1,007.5	-	-	60.5	3,597.0	2,815.0
			7,650.0	-	170.0	-	-	7,480.0	1,007.5	-	-	60.5	3,597.0	2,815.0
		<u>PARKS & RECREATION</u>												
		<u>Facilities - CW Community Sportsplex</u>												
90	510-0812	Pad B Insulation and Mesh Replacement	30.0					30.0	30.0					
91	510-0937	Sportsplex Parking Lot Pavement	55.0					55.0	55.0					
		Total Facilities - CW Community Sportsplex	85.0	-	-	-	-	85.0	85.0	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE-WATER RESERVE	WATER RESERVE	WATER/WASTEWATER DEBT
		<u>Facilities - Elora Community Centre</u>												
92	513-0874	Elora Community Centre Renovation	470.0					470.0	470.0					
		Total Facilities - Elora Community Centre	470.0	-	-	-	-	470.0	470.0	-	-	-	-	-
		<u>Parks</u>												
93	2021-082	Parks Truck	50.0		20.0			30.0	30.0					
94	2021-083	Parks Truck	50.0		50.0									
95	2021-084	Parks Front Mount Mower	30.0		30.0									
96	2021-086	Parks Trailer	25.0		25.0									
97	2022-074	Vista Block Parkette - Storybrook 2A Development	20.0		20.0									
98	550-0448	Victoria Park (Elora) - Stair Replacement	310.0					310.0	310.0					
99	550-0450	Park Identification - All Parks	5.0					5.0	5.0					
		Total Parks	490.0	-	145.0	-	-	345.0	345.0	-	-	-	-	-
		<u>Parks and Recreation - Other</u>												
100	2023-055	Community Partnership Program	10.0					10.0	10.0					
101	2023-077	Facilities Service Van	75.0		20.0			55.0	44.0			5.5	5.5	
102	505-0453	Urban Forestry	200.0					200.0	200.0					
		Total Parks and Recreation - Other	285.0	-	20.0	-	-	265.0	254.0	-	-	5.5	5.5	-
			1,330.0	-	165.0	-	-	1,165.0	1,154.0	-	-	5.5	5.5	-
		<u>VEHICLE REPLACEMENT</u>												
103	210-9500	Building Vehicle Replacement	40.0					40.0	40.0					
104	205-9500	Fire Vehicle Replacement	950.0					950.0	950.0					
105	505-9500	P&R Vehicle Replacement	320.0					320.0	320.0					
106	303-9500	Public Works Vehicle Replacement	709.0					709.0	709.0					
107	360-9500	Wastewater Vehicle Replacement	100.0					100.0				100.0		
108	330-9500	Water Vehicle Replacement	50.0					50.0					50.0	
109	335-9500	Municipal Risk Management Officer Vehicle Replacement	40.0					40.0					40.0	
			2,209.0	-	-	-	-	2,209.0	2,019.0	-	-	100.0	90.0	-
		<u>FACILITIES AND EQUIPMENT REPLACEMENT</u>												
110	2023-106	Facilities Replacement	48.0					48.0	48.0					



TOWNSHIP OF CENTRE WELLINGTON

2023 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2023 BUDGET	EXTERNAL FINANCING				NET COST TO TOWNSHIP	TAX SUPPORTED INTERNAL SOURCES OF FUNDING			USER PAY SUPPORTED INTERNAL SOURCES OF FUNDING		
				SUBSIDY	DEV CHGS	DEV CONTR	OTHER		RESERVES	OTHER	DEBT	WASTE- WATER RESERVE	WATER RESERVE	WATER/ WASTEWATER DEBT
111	205-9600	Fire Equipment Replacement	199.3					199.3	199.3					
112	105-9601	IT&S Hardware Equipment Replacement	190.5					190.5	190.5					
113	505-9800	P&R Buildings Replacement	479.5					479.5	479.5					
114	505-9600	P&R Facilities Equipment Replacement	84.9					84.9	84.9					
115	505-9700	P&R Parks Equipment Replacement	271.4					271.4	271.4					
116	303-9600	Public Works Equipment Replacement	261.1					261.1	261.1					
117	360-9600	Wastewater Equipment Replacement	265.4					265.4				265.4		
118	330-9600	Water Equipment Replacement	32.5					32.5					32.5	
			1,832.5	-	-	-	-	1,832.5	1,534.6	-	-	265.4	32.5	-
	GRAND TOTAL		35,394.5	25.0	6,889.2	528.8	-	27,951.5	20,326.7	0.0	-255.5	1,518.4	3,782.0	2,580.0



BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST

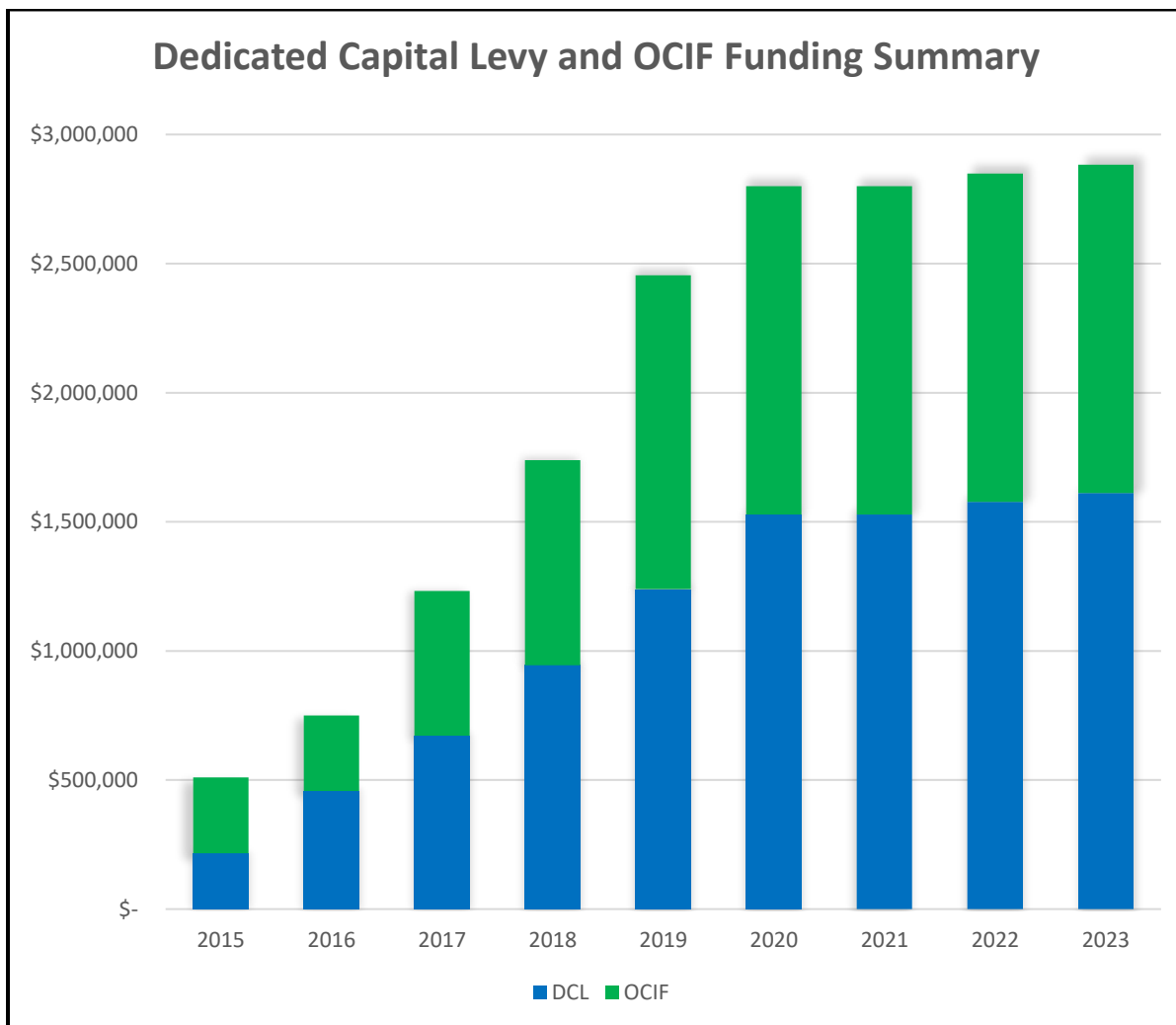
2023 DRAFT BUDGET



Bridges and Major Culverts Forecast Summary

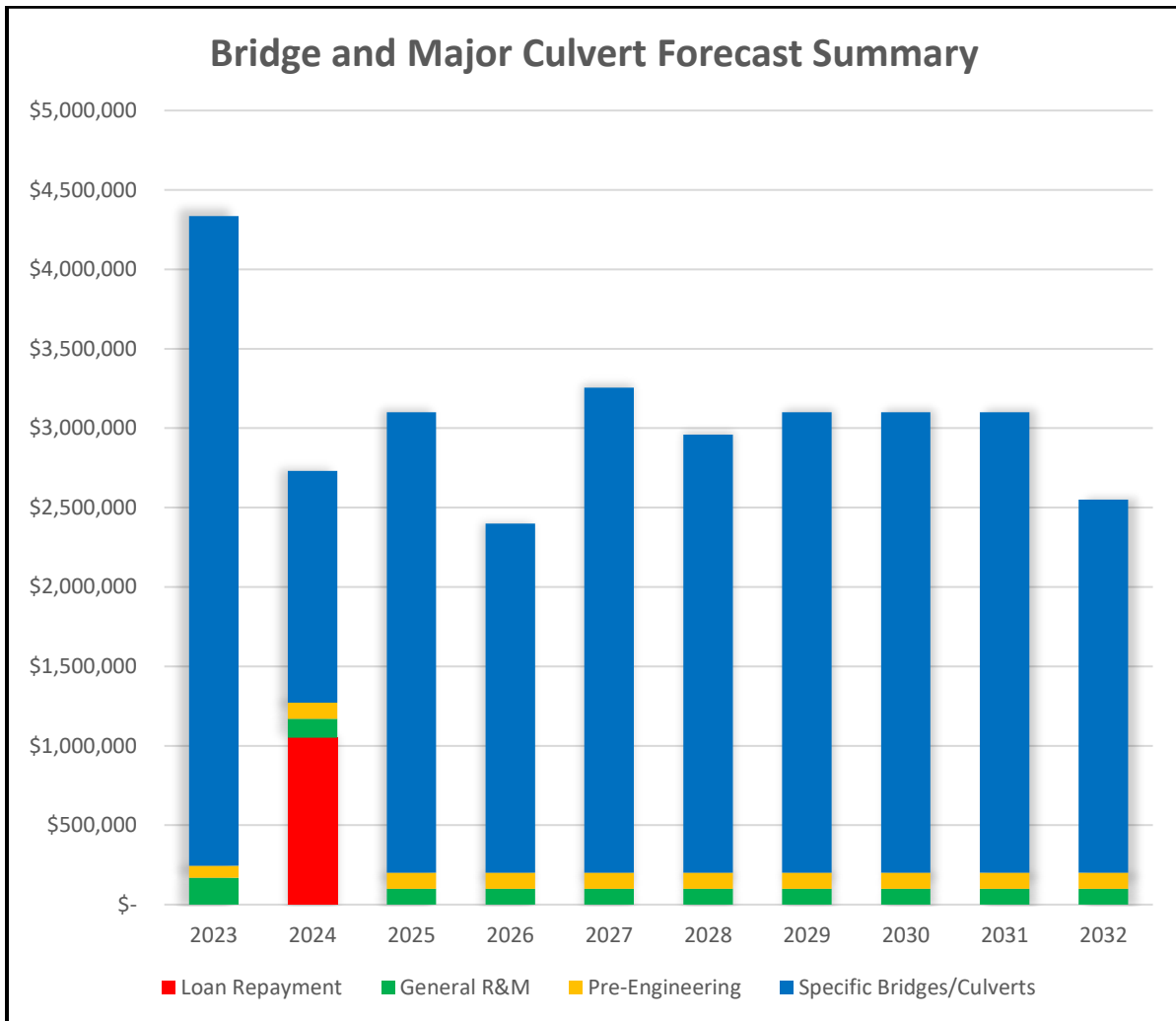
The Township's bridges and major culvert (i.e. structures) budget and forecast is funded from a dedicated capital levy as well as a fixed amount of the Township's allocation of Ontario Community Infrastructure Funding (OCIF), provided by the province.

The dedicated capital levy (DCL) was introduced in 2015, based on recommendations for funding increases within the Township's Asset Management Plan. Combined with OCIF funding, the DCL is a funding source for bridge and major culvert rehabilitation and replacement. A summary of these funding sources since 2015 is provided below.



As shown above, by 2020 the combined DCL and OCIF annual funding had reached \$2.8 million. In 2023 dedicated capital levy assessment growth of \$33,432 (2.12%) has been included in the DCL total.

A summary of the bridge and major culvert rehabilitation and replacement forecast is provided below.



The loan repayment in 2024 totalling \$1,000,000 plus interest represents the loan from reserves in 2023 to fund various structures.

General repairs and maintenance represent minor repairs planned on various structures at an estimated cost of \$170,000.



Pre-engineering represents the costs associated with preparing for the rehabilitation and replacement of structures in future years. This includes costs such as environmental assessments and design. The 2023 pre-engineering proposed includes:

Structure	Description	Cost
Bridge 26-P First Line W – Contract for concrete, paving and guiderail	Pre-engineering	\$20,000
Bridge 22-P Eighth Line E - Repairs	Pre-engineering	15,000
Bridge 21-WG First Line – Replacement / Rehabilitation Study	Pre-engineering	10,000
Bridge 2-WG Third Line – Replacement / Rehabilitation Study	Pre-engineering	10,000
Bridge 8-WG Seventh Line – Replacement / Rehabilitation Study	Pre-engineering	10,000
Bridge 1-E Seventh Line – Replacement / Rehabilitation Study	Pre-engineering	10,000
Total	Pre-engineering	\$ 75,000





Bridges and Major Culverts 10-Year Plan

Change From Prior Year Budget	Project	Project #	Project Type											
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
	Repayment of Loan from Reserve Funds			-	1,050,625					-	-	-		1,050,625
	Bridge Repairs and Remediation	2023-001, 2019-006		170,000	120,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,090,000
	Pre-Engineering	2023-002, 2019-087		75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	975,000
-1	Structure 24-WG (First Line Bridge over Irvine Creek)	301-0830	Bridge Replacement	100,000										100,000
No Change	Structure 16-WG (Fifth Line Bridge over Irvine Creek)	301-0898	Bridge Replacement	2,910,000										2,910,000
No Change	Structure 18-WG (Fifth Line)	2022-096	Bridge Deck Replacement	480,000										480,000
3	Structure 3-N (Beatty Line Bridge)	2015-056	Bridge Rehabilitation	400,000										400,000
New	Joint MCEA (1-P, 28-P, 30-P, 32-P, and 33-P)	2023-072	Bridge Assessment	200,000										200,000
No Change	Structure 14-P (Sidroad 4)	301-0885	Bridge Rehabilitation		120,000									120,000
No Change	Structure 4-E (Fifth Line)	301-0711	Bridge Rehabilitation		430,000									430,000
No Change	Structure 4-F (Pedestrian Bridge behind FGT)	2019-089	Bridge Rehabilitation		135,000									135,000
No Change	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation		390,000									390,000
No Change	Structure 32-P & 33-P (Noah Road)	2016-049	Bridge Replacement		150,000	2,750,000								2,900,000
2	Structure 11-WG (Sidroad 25)	2017-084	Bridge Rehabilitation		135,000									135,000
5	Structure 3-E (Sixth Line)	2016-063	Bridge Replacement		100,000	150,000	1,900,000							2,150,000
-1	East West Garafraxa Townline Culvert - 0016	2020-058	Culvert Replacement				300,000							300,000
No Change	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement					900,000						900,000
No Change	Structure 30-WG (Sidroad 15 - Queen Mary)	2010-076	Bridge Replacement					2,005,000						2,005,000
New	Structure 18-P (Middlebrook Road)	2023-073	Rehab extensions					150,000						150,000
No Change	Structure 1-E (Seventh Line)	2017-082	Bridge Rehabilitation						100,000					100,000
No Change	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Replacement						300,000					300,000
No Change	Middlebrook Place Boundary Bridge Removal - 180160	2021-070	Bridge Removal						360,000					360,000
No Change	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement						2,000,000					2,000,000
No Change	Structure 30-P (Sidroad 5)	2016-060	Bridge Replacement							1,200,000				1,200,000
No Change	Structure 5-E (Fourth Line)	2014-073	Bridge Replacement							1,700,000				1,700,000
No Change	Structure 21-WG (First Line)	2016-064	Bridge Replacement								2,400,000			2,400,000
No Change	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements								500,000			500,000
No Change	Structure 29-WG (Sidroad 15)	2017-089	Bridge Replacement									1,600,000		1,600,000
New	Structure 7-E (Third Line)	2023-074	Bridge Replacement									1,300,000		1,300,000
New	Structure 28-P (Sidroad 11)	2011-043	Bridge Replacement										1,500,000	1,500,000
-6	Structure 8-E (Third Line)	2017-085	Bridge Rehabilitation										150,000	150,000
New	Structure 12-N (Washington St)	2014-043	Bridge Replacement										700,000	700,000
	Total			4,335,000	2,730,625	3,100,000	2,400,000	3,255,000	2,960,000	3,100,000	3,100,000	3,100,000	2,550,000	30,630,625
	Opening Balance			630,000	187,571	371,737	219,393	800,571	761,441	851,687	837,507	859,612	918,728	
	Add: Dedicated Capital Levy Allocation			1,577,580	1,611,012	1,643,232	1,676,097	1,709,619	1,743,811	1,778,687	1,814,261	1,850,546	1,887,557	
	Add: Estimated Assessment Growth			33,432	32,220	32,865	33,522	34,192	34,876	35,574	36,285	37,011	37,751	
	Add: OCIF Funding Allocation			1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	
	Add: Development Charges Allocation (10% Growth)			10,000	-	-	-	200,500	-	-	-	-	-	
	Add: Loan from Reserve Funds			1,000,000	-	-	-	-	-	-	-	-	-	
	Less: Transfer to Capital			(4,335,000)	(2,730,625)	(3,100,000)	(2,400,000)	(3,255,000)	(2,960,000)	(3,100,000)	(3,100,000)	(3,100,000)	(2,550,000)	
	Ending Balance			187,571	371,737	219,393	800,571	761,441	851,687	837,507	859,612	918,728	1,565,595	

Factors on the Bridge Rehabilitation and Replacement Program

Annual financial constraints
Construction scheduling efficiencies (e.g.: rehab while road is closed)
Review of structure condition and monitoring previous repairs

Notes

Major rehabilitation can extend service life of a structure 20 to 30 years

Legend

Bridge has been closed
Bridge has been load and/or height restricted



VEHICLE, EQUIPMENT, AND FACILITY REPLACEMENT FORECAST

2023 DRAFT BUDGET



Vehicle, Equipment, and Facility Replacement Forecast Summary

The Township maintains vehicle, equipment, and facility replacement schedules that show a 10-year forecast of replacement needs for each area. Replacement schedules are in place for the following areas:

Vehicles:

- ✓ Public Works
- ✓ Parks & Recreation
- ✓ Fire Services
- ✓ Building
- ✓ By-Law Enforcement
- ✓ Environmental Services
- ✓ Municipal FD Training Officer
- ✓ Municipal Risk Management Official

Equipment:

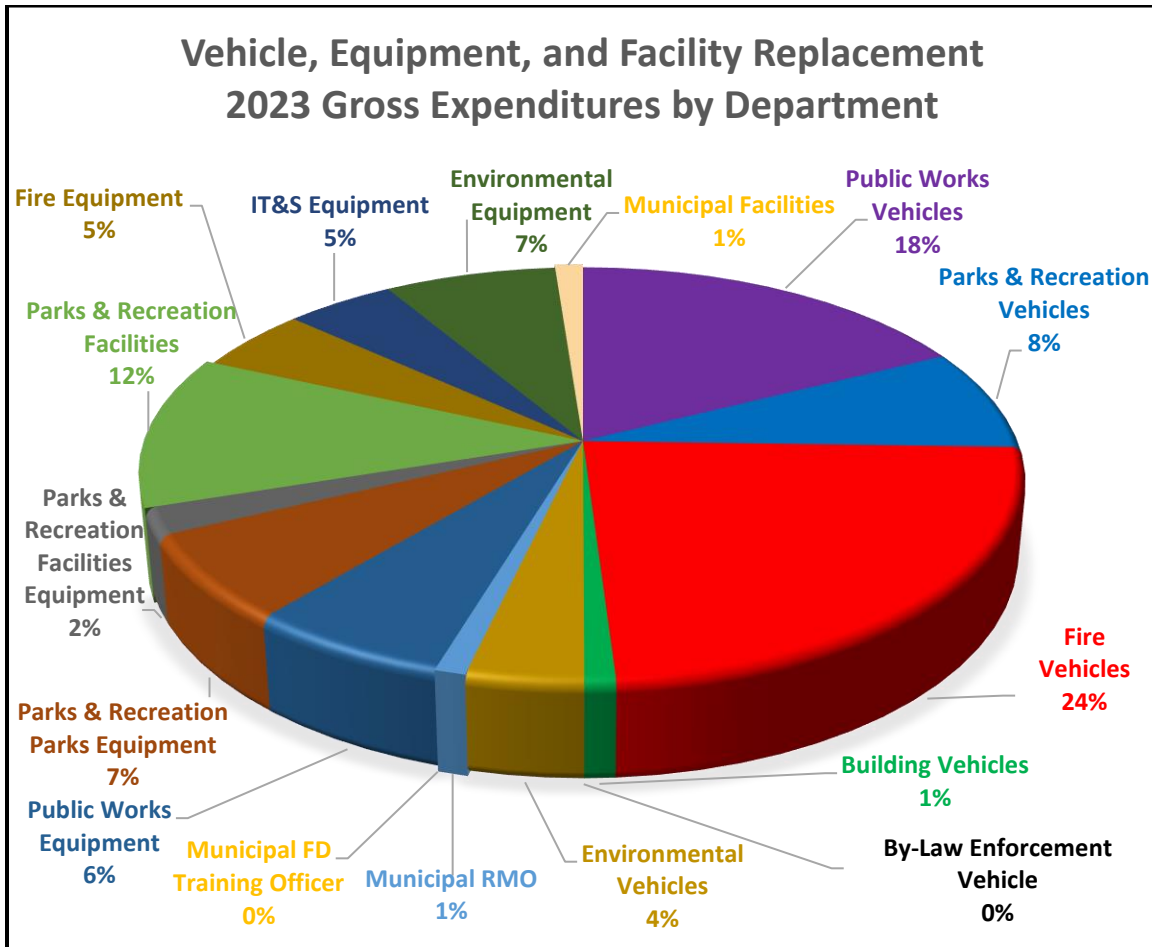
- ✓ Information Technology & Services
- ✓ Public Works
- ✓ Fire Services
- ✓ Parks & Recreation – Facilities Equipment
- ✓ Parks & Recreation – Parks
- ✓ Environmental Services
- ✓ Municipal Facilities

Facilities:

- ✓ Parks & Recreation – Facilities
- ✓ Other Facilities (Tax Supported)

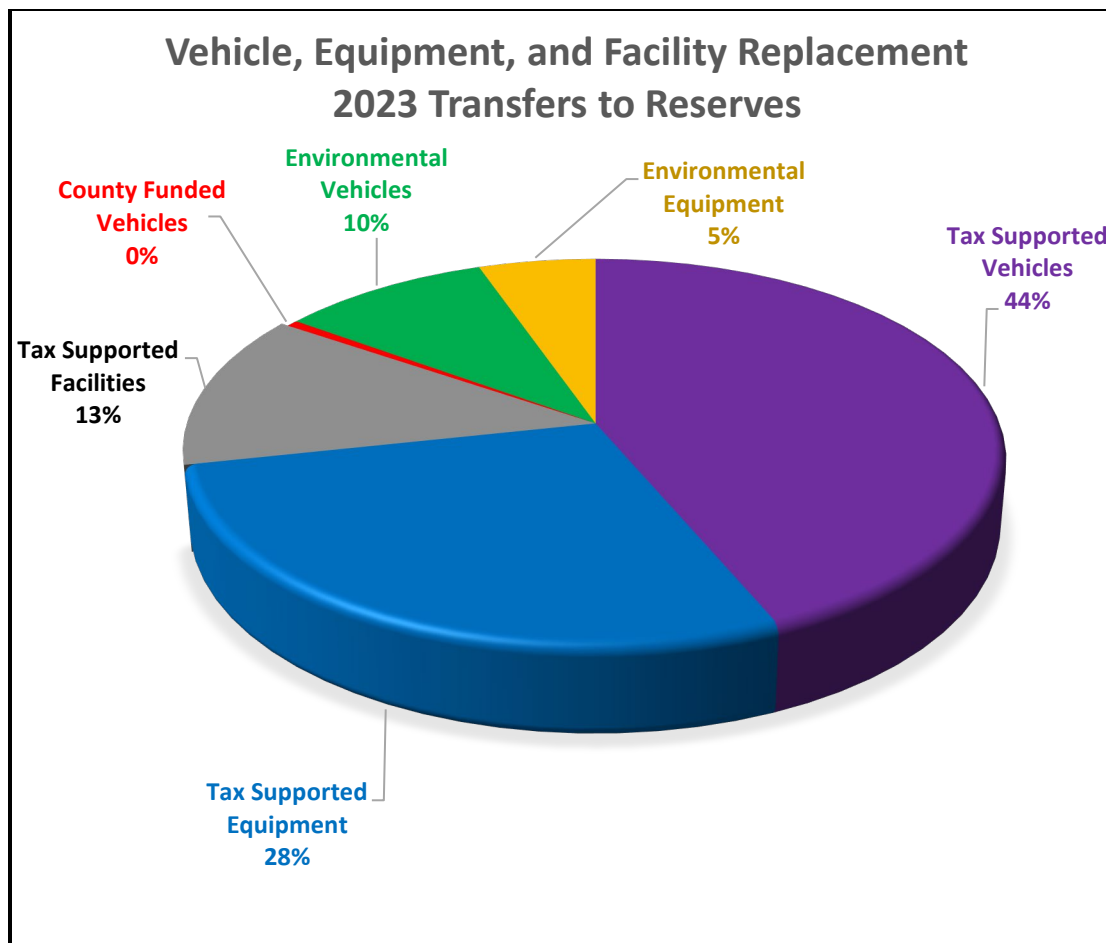
The “Other Facilities (Tax Supported)” is a new schedule for 2023. A few years ago, the Township completed building condition audits on all significant Township facilities. These audits recognize the need to invest additional funding into the ongoing maintenance and rehabilitation of all facilities. The Staffing Strategy for 2023 allocates staffing resources to facilities project management going forward. It is anticipated that all facility replacement schedules will be refined and expanded in the coming years as this area becomes a key Township function with dedicated staffing.

2023 activity within these replacement schedules is approved as part of the 2023 Budget. A breakdown of the gross replacement costs for each department within the 2023 Budget are shown in the graph below, totalling \$4,041,460.



Contributions to the replacement reserves in 2023 are shown in the graph below, totalling \$2,337,100.





Vehicle, equipment, and facility replacement schedules are funded through replacement reserves that are funded through annual contributions from the operating budget. For 2023, budgeted use of replacement funds exceeds budgeted contributions of funds by \$1,623,860 (after considering proceeds on disposal). This fluctuates every year given the demands on the replacement schedules in comparison to the recommended transfers into the reserves. By design, these schedules are fully funded within the 10-year forecast and beyond to 20 years for asset management planning purposes.

Most of the replacement reserves are Township tax supported reserves, except for:

- The replacement of County funded vehicles which are funded 100% by the County of Wellington; and
- Environmental Services vehicles and equipment, which are funded from water and wastewater rates, split based on specific use of vehicles and equipment between water and wastewater.

Detailed replacement schedules are provided on the following pages for the 10-year forecast period.



TAX SUPPORTED VEHICLE REPLACEMENT FORECAST

2023 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2023 - 2032**

Vehicle Description										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Public Works	709,000	831,300	1,082,000	1,093,100	1,271,800	1,291,800	1,176,900	126,400	532,000	1,165,500
Parks & Recreation	320,000	97,900	-	26,500	-	-	112,700	-	199,200	430,200
Fire	950,000	60,000	624,200	-	19,500	19,900	1,069,900	225,200	1,757,500	-
Building	40,000	40,800	-	42,400	43,300	-	-	45,900	46,900	47,800
By-Law Enforcement	-	-	-	42,400	-	-	-	-	-	-
Total Tax Supported Vehicle Replacement	2,019,000	1,030,000	1,706,200	1,204,400	1,334,600	1,311,700	2,359,500	397,500	2,535,600	1,643,500
<u>Reserve Forecast</u>										
January 1 Reserve Balance	1,617,091	684,591	831,591	395,391	510,491	588,891	766,691	90,691	1,264,191	824,691
Less: Vehicle replacements	(2,019,000)	(1,030,000)	(1,706,200)	(1,204,400)	(1,334,600)	(1,311,700)	(2,359,500)	(397,500)	(2,535,600)	(1,643,500)
Add: Revenues from sale of vehicles	67,500	97,000	125,000	105,500	126,000	125,500	107,500	38,000	151,000	130,500
Add: Operating budget contribution	1,019,000	1,080,000	1,145,000	1,214,000	1,287,000	1,364,000	1,446,000	1,533,000	1,594,000	1,658,000
Add: Transfer from Structural Fire Revenue Reserve	-	-	-	-	-	-	130,000	-	-	-
Add: Transfer from DC Reserve	-	-	-	-	-	-	-	-	351,100	-
December 31 Reserve Balance	684,591	831,591	395,391	510,491	588,891	766,691	90,691	1,264,191	824,691	969,691



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2023 - 2032**

Inflation Factor = 2%												
	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>SMALL TRUCKS</u>												
1 21-31 Ford 1500 Pick-up (Elora) - 2021	50,000							56,300				
2 16-03 Chev Silverado Pick-up (PW Manager) - 2016	50,000		51,000								59,800	
3 19-05 Chev Silverado Pick-up (Fergus PW Supervisor) - 2019	50,000					54,100						
4 19-06 Chevrolet Equinox (IS Director) - 2018	50,000				53,100							
5 15-04 Chev Pick-up (Elora PW Supervisor) - 2015	50,000	50,000								58,600		
6 16-27 Chev 1500 4x4 crew (Fergus) - 2016	50,000		51,000								59,800	
7 12-37 Ford F350 4x4 dump (Fergus)	90,000											
8 11-83 Chev 3500 4X4 dump, plow (Elora)	90,000										107,600	
9 12-36 Ford F350 4x4 dump (Elora)	90,000											
10 11-75 Chev 3500 4X4 dump, plow (Fergus)	90,000										107,600	
11 16-47 Chev 1500 4x4 crew (Fergus) - 2016	50,000		51,000								59,800	
12 1 1/2 Ton Sander Attachments (2)	10,000	20,000								23,400		
13 1 1/2 Ton Front Plow Attachments (2)	12,000	24,000								28,100		
14 20-73 Ford F550 4x4 (Signs)	110,000								126,400			
<u>HEAVY EQUIPMENT</u>												
1 18-10 John Deere Grader - 2018	675,000						745,300					
2 11-15 John Deere 870G Grader - retire	675,000											
3 19-32 CAT 140 Grader	675,000							760,200				
4 17-77 John Deere Grader	675,000					730,600						
5 22-35 John Deere 524P Rubber Tire Loader - 2022	275,000										328,700	
6 17-81 Case 580 Backhoe	150,000					162,400						
7 18-16 Case 450 Backhoe - 2018	150,000						165,600					
8 15-38 Case Backhoe 4WD - 2015	150,000			156,100								
9 08-30 John Deere Backhoe SJ 4WD - retire	150,000											
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	260,000				275,900							
11 09-20 Pelican Sweeper (Elora)	260,000											
12 Backhoe: Snow Blade (1)	15,000									17,600		
13 Backhoe: Hammer and Packer Attachments (1 each)	22,500									52,800		
<u>DUMP TRUCKS & SNOW PLOWS</u>												
1 21-98 Freightliner 114SD Tandem - 2021	300,000									351,500		
2 12-33 International Single Axle	300,000	300,000										
3 15-68 International Single Axle - 2014	300,000			312,100								
4 15-79 International Single Axle - 2014	300,000			312,100								
5 16-85 International Single Axle - 2015	300,000				318,400							
6 17-82 International Single Axle - 2016	300,000					324,700						
7 17-42 International 7600 Tandem - 2016	320,000						353,300					
8 21-63 Freightliner 114SD Tandem - 2021	320,000										382,400	



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2023 - 2032**

Inflation Factor = 2%												
	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
9 14-71 International 7600 Tandem - 2013	320,000		326,400									
10 14-72 International 7600 Tandem - 2013	320,000		326,400									
11 17-99 International 7600 Tandem - 2016	320,000							360,400				
12 11-66 International 7600 Tandem - retire	320,000											
13 Two Way Steel Snow Plow Blades	25,000	25,000									29,900	
<u>SIDEWALK & GRASS</u>												
1 20-64 Kubota Sidewalk Machine (Note 1c)	80,000			83,200								
2 10-51 Kubota 3080 - retire	25,000											
3 12-34 Kubota 3080 Mower - retire	25,000											
4 20-62 Kubota Mower	25,000						27,600					
5 16-29 Kubota Zero Turn Mower (Fergus) - 2016	25,000		25,500								29,900	
6 12-07 3748 Kubota Tractor	160,000				169,800							
7 17-25 Kubota Sidewalk Machine - 2018 (Note 1b)	210,000	210,000										
8 14-40 Trackless - 2014 (Note 1a)	210,000			218,500								
9 18-22 Kubota Zero Turn Mower (Fergus) - 2018	25,000				26,500							
10 18-88 Kubota Zero Turn Mower (Elora) - 2018	25,000				26,500							
11 18-52 Kubota Sidewalk Machine - 2018 (Note 1c)	80,000	80,000										
12 21-74 Kubota Sidewalk tractor and sander - 2021 (Note 1b)	210,000				222,900							
TOTAL VEHICLE REPLACEMENT	9,819,500	709,000	831,300	1,082,000	1,093,100	1,271,800	1,291,800	1,176,900	126,400	532,000	1,165,500	

Note 1 - Kubota Sidewalk Machine models to be replaced after 5 years useful life

Note 1a - Trackless - To be replaced with same

Note 1b - Kubota Sidewalk Machine - to be replaced with Trackless

Note 1c - Kubota Sidewalk Machine - to be replaced with upgraded sidewalk tractor

Estimated Useful Life	
Trucks	8 yrs.
1.5 Ton Trucks	10 yrs.
1.5 Ton Trucks - Attachments	8 yrs.
Heavy Equipment	10 yrs.
Heavy Equipment - Attachments	10 yrs.
Dump Trucks & Snow Plows	10 yrs.
Trackless	10 yrs.
Sidewalk Machine	8 yrs.
Lawn Equipment	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>SMALL TRUCKS</u>												
1 E06-48 - Blue Dodge 4X4 truck (2006 - Parks & Watering)	50,000											
2 E13-53 - Blue Chev truck (2013 - Mgr P&FO)			51,000									
3 E20-51 - Ford Landscape Truck with Box (2020 - Parks)	60,000										71,700	
4 E22-07 - Chev Silverado 1500 (2022 - Horticulturist)	50,000											
5 E18-50 - Chev Silverado (2018 - Parks)	50,000							56,300				
6 E11-52 - Blue Ford Ranger 4X4 truck (2011 - Sportsplex)	50,000	50,000										
7 E17-54 - Ford 550 Multipurpose (Parks)	180,000										215,100	
8 E20-95 - Ford Landscape Truck with Box (2020 - Parks)	60,000											
9 E03-101 - 2003 Chev Silverado (Note 1) - Transferred	50,000											
10 E07-100 - 2007 Dodge Ram (Note 1) - Transferred	50,000											
11 E12-31 - Dodge Ram Pick-up (Note 1) - Transferred	50,000											
<u>TRACTORS & MOWERS</u>												
1 EGF1801 - Kubota Tractor/Mower (2019)	25,000									29,300		
2 EM5030 - Kubota Tractor FE Loader (1999)	60,000	60,000										
3 E16-03GTM - Gang Turf Mower (2016)	90,000	90,000										
4 E08-43 - John Deere Tractor FE Loader (2009)	46,000		46,900									
5 EF2690 - Kubota Tractor KK5651 Mower (2017)	25,000							28,200				
6 E21-36GTM - Gang Turf Mower (2009)	90,000											
7 EF2691 - Kubota Tractor KK5652 Mower (2017)	25,000							28,200				
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000				26,500							
9 EF2692 - Kubota Mower (2019)	25,000									29,300		
10 E22-MX5400 - Kubota MX5400 Utility Tractor with Pallet Fork (2022)	60,000											
<u>ICE RESURFACERS</u>												
1 P&R68347 - CWCS Olympia (2012)	120,000	120,000									143,400	
2 E68348 - Elora Olympia (2016)	120,000									140,600		
TOTAL VEHICLE REPLACEMENT												
	1,411,000	320,000	97,900	-	26,500	-	-	112,700	-	199,200	430,200	

Note 1 - These trucks were taken over from other departments when they received new vehicles. To be used during summer when extra vehicles required.
Vehicles will not be replaced as part of the replacement schedule.

Estimated Useful Life	
Trucks	12-13 yrs.
Multipurpose	10 yrs.
Tractors & Mowers	12-14 yrs.
CWCS Ice Resurfacer	10 yrs.
Elora Ice Resurf.	15 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FIRE DEPARTMENT
2023 - 2032**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>FERGUS STATION</u>												
1 E1 Pumper Rescue-41 - 2005 (Note 1)	950,000	950,000	60,000									
2 Timberwolf Pumper-40 - 2007	600,000			624,200								
3 Tanker-47 (2021 International, Model 7500)	550,000											
4 Rescue-45 with Cap (KME) - 2017	650,000											
5 Boat - B49 - 2012	18,000					19,500						
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000								40,200			
7 Truck-21-45B (2021 Silverado 1500)	53,000								60,900			
<u>ELORA STATION</u>												
1 Pump/Rescue-61 (KME) - 2011	950,000							1,069,900				
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,500,000									1,757,500		
3 Tanker-67 (2014 International 7500) KME	550,000											
4 Rescue-65 (KME) - 2017	650,000											
5 Boat - B69 - 2013	18,000						19,900					
6 Truck-21-65B (2021 Silverado 1500)	53,000								60,900			
<u>ADMINISTRATION</u>												
1 2012 Dodge Ram (FPO) ECAR3 - 2012	55,000											
2 2022 Ford Explorer (Chief) ECAR1 - 2022	55,000											
3 2022 Ford F150 (DC - P&E) ECAR4 - 2022	45,000											
4 2019 Chevrolet Tahoe (DC - O&T) ECAR2 - 2019	55,000									63,200		
TOTAL VEHICLE REPLACEMENT	6,787,000	950,000	60,000	624,200	-	19,500	19,900	1,069,900	225,200	1,757,500	-	

Note 1 - Fergus E1 Pumper Rescue (Pumper-41) will be refurbished for an estimated cost of \$60,000 in 2024 and used for training, stand-by and response purposes.

The refurbishment is expected to extend the life of the vehicle to 2030 at which time the proceeds from the sale of the vehicle will be minimal.

Note 2 - Value of Aerial now is \$1,200,000. Value of Aerial required to meet future Township needs due to growth is \$1,500,000.

The difference will be inflated and covered by Development Charges.

Estimated Useful Life	
Pumper	18 yrs.
Aerial	20 yrs.
Tanker	20 yrs.
Rescue	20 yrs.
Boat	15 yrs.
Argo	15 yrs.
Truck	10 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
BUILDING
2023 - 2032**

Vehicle Description	Inflation Factor = 2%										
	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 EB19-01 Chevrolet Equinox - 2019	40,000					43,300					
2 EB14-02 Jeep Cherokee - 2014	40,000								45,900		
3 EB15-04 Chevrolet Equinox - 2015	40,000	40,000								46,900	
4 EB16-03 Chevrolet Equinox - 2016	40,000		40,800								47,800
5 EB18-05 Chevrolet Equinox - 2018	40,000				42,400						
TOTAL VEHICLE REPLACEMENT	200,000	40,000	40,800	-	42,400	43,300	-	-	45,900	46,900	47,800

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
BY-LAW ENFORCEMENT
2023 - 2032**

Vehicle Description	Inflation Factor = 2%										
	(1.000) 2023 COST	(1.000) 2023	(1.020) 2024	(1.040) 2025	(1.061) 2026	(1.082) 2027	(1.104) 2028	(1.126) 2029	(1.149) 2030	(1.172) 2031	(1.195) 2032
1 EB19-21 Chevrolet Equinox - 2018	40,000				42,400						
TOTAL VEHICLE REPLACEMENT	40,000	-	-	-	42,400	-	-	-	-	-	-

Estimated Useful Life	
SUV	8 yrs.



ENVIRONMENTAL SUPPORTED VEHICLE REPLACEMENT FORECAST

2023 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2023 - 2032**

Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SMALL TRUCKS											
1 14-44 Dodge 2500 Pick-up with snow plow - Water - 2014	65,000								74,700		
2 16-09 Chev 4X4 Crew Pick-up with lift gate - Water - 2016	47,500		48,500								56,800
3 19-02 Chev Silverado (Chilton) - Water - 2019	50,000					54,100					
4 10-14 Dodge Ram 3500 1 1/2 Ton Dump Box - Water - 2010	100,000										119,500
5 20-86 Chev Pick-up - Water - 2020	50,000					54,100					
6 16-87 Chev 4X4 Crew Pick-up (Wasilka) - Wastewater - 2016	50,000		51,000								59,800
7 22-06 Chev Silverado 1500 - Water - 2022	50,000							56,300			
8 20-46 Chev Silverado 1/2 ton - Waste Water - 2020	50,000						55,200				
9 20-08 Chev Silverado 3/4 ton with plow - Waste Water - 2020	65,000						71,800				
10 15-41 Chev Silverado WT 1500 Pick-up - Water - 2015	50,000	50,000								58,600	
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	40,000				42,400						
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	50,000				53,100						
13 19-23 - Chev Pick-up - (Mullen) - Water - 2018	50,000				53,100						
14 22-55 - Chev 1500 1/2 ton Pick-up - Waste Water - 2022	50,000								57,400		
OTHER											
1 14-80 Vactor Flusher Truck - Waste Water - 2013	590,000			613,800							
2 10-17 Vactor Flusher Truck - Water - 2010	590,000									691,300	
3 04-28 GMC Camera Truck - Waste Water - 2004	100,000	100,000									119,500
4 14-61 Kubota Mower - Waste Water - 2014	30,000		30,600								
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000		45,900								
6 E78-100 3600 Ford Tractor with Cab & Loader - retire	80,000										
TOTAL VEHICLE REPLACEMENT	2,202,500	150,000	176,000	613,800	148,600	108,200	127,000	56,300	132,100	749,900	355,600
Reserve Forecast											
January 1 Reserve Balance		450,162	535,162	611,162	277,362	383,762	525,562	648,562	837,262	955,162	490,262
Less: Vehicle replacements		(150,000)	(176,000)	(613,800)	(148,600)	(108,200)	(127,000)	(56,300)	(132,100)	(749,900)	(355,600)
Add: Revenues from sale of vehicles		10,000	17,000	40,000	15,000	10,000	10,000	5,000	10,000	45,000	25,000
Add: Operating budget contribution		225,000	235,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
December 31 Reserve Balance		535,162	611,162	277,362	383,762	525,562	648,562	837,262	955,162	490,262	399,662

Estimated Useful Life

Trucks	8 yrs.
1.5 Ton Truck	10 yrs.
Larger Vehicles	10 yrs.



OTHER VEHICLE REPLACEMENT FORECAST

2023 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL FD TRAINING OFFICER
2023 - 2032**

Inflation Factor = 2%											
	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 ECAR5-20 - 2020 Chevy Silverado (WCTO) 1500 4X4 4 door Crew Cab	55,000				58,400						
TOTAL VEHICLE REPLACEMENT	55,000	-	-	-	58,400	-	-	-	-	-	-
<u>Reserve Forecast</u>											
January 1 Reserve Balance		23,720	31,220	38,720	46,220	820	8,820	17,320	25,820	34,820	43,820
Less: Vehicle replacements		-	-	-	(58,400)	-	-	-	-	-	-
Add: Revenues from sale of vehicles		-	-	-	5,000	-	-	-	-	-	-
Add: Operating budget contribution		7,500	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000	9,000
December 31 Reserve Balance		31,220	38,720	46,220	820	8,820	17,320	25,820	34,820	43,820	52,820

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL RISK MANAGEMENT OFFICIAL
2023 - 2032**

Vehicle Description	Inflation Factor = 2%										
	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Vehicle Description	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 E14-28 - 2014 Jeep Cherokee - 2014	40,000	40,000								46,900	
TOTAL VEHICLE REPLACEMENT	40,000	40,000	-	-	-	-	-	-	-	46,900	-
<u>Reserve Forecast</u>											
January 1 Reserve Balance		41,000	9,000	14,000	19,000	24,000	29,000	34,000	39,000	44,000	5,100
Less: Vehicle replacements		(40,000)	-	-	-	-	-	-	-	(46,900)	-
Add: Revenues from sale of vehicles		3,000	-	-	-	-	-	-	-	3,000	-
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
December 31 Reserve Balance		9,000	14,000	19,000	24,000	29,000	34,000	39,000	44,000	5,100	10,100

Estimated Useful Life	
SUV	8 yrs.



TAX SUPPORTED EQUIPMENT REPLACEMENT FORECAST

2023 DRAFT BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2023 - 2032**

Equipment Description										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Information Technology & Services	190,450	151,150	113,750	58,350	154,750	177,750	205,350	112,950	166,950	63,750
Public Works	261,100	27,000	82,800	80,800	72,800	40,500	124,000	50,300	34,900	53,000
Parks & Recreation - Facilities Equipment	84,900	53,000	42,000	51,400	12,500	67,700	87,600	100,000	89,900	325,700
Parks & Recreation - Parks	271,400	398,900	367,300	531,600	511,600	448,500	541,400	528,500	471,900	491,300
Fire	199,260	81,090	352,592	143,157	103,913	99,257	129,283	73,171	149,269	56,169
Total	1,007,110	711,140	958,442	865,307	855,563	833,707	1,087,633	864,921	912,919	989,919
<u>Reserve Forecast</u>										
January 1 Reserve Balance	893,520	541,410	524,270	301,829	216,522	187,958	231,251	73,618	194,697	326,777
Less: Equipment replacements	(1,007,110)	(711,140)	(958,442)	(865,307)	(855,563)	(833,707)	(1,087,633)	(864,921)	(912,919)	(989,919)
Add: Revenues from sale of equipment	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution	655,000	694,000	736,000	780,000	827,000	877,000	930,000	986,000	1,045,000	1,108,000
December 31 Reserve Balance	541,410	524,270	301,829	216,522	187,958	231,251	73,618	194,697	326,777	444,858



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
INFORMATION TECHNOLOGY & SERVICES
2023 - 2032**

Description of Equipment	2023 Cost	Units	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Inflation factor = 0%			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Workstations												
Desktops, Laptops and Accessories - 4 Years	1,400	120	43,400	50,400	36,400	37,800	43,400	50,400	36,400	37,800	43,400	50,400
Council Tablets - 4 years	800	6				4,800				4,800		
Tablets (replace as needed)	700		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Monitors (replace as needed)	300		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Boardroom Audio Equipment Cycle - 8 Years	3,500	2								7,000		
Servers & Storage												
Primary Server 1 - Moving to Hydro 2022	23,000	1					23,000					
Primary Server 2 - Moving to Hydro 2022	23,000	1					23,000					
Primary Storage Area Network (SAN) - Servers moving to Fergus	52,000	1					52,000					
Continuity / Backup Storage	35,000	1		35,000					35,000			
Network Devices												
Core Switches	16,000	4			64,000							
Corporate Access Switches 48-Port	4,500	6	27,000								27,000	
Corporate Access Switches 24-Port	2,200	14	30,800								30,800	
SCADA Access Switches	1,300	40							52,000			
Fibre Distribution Switches	15,000	3						45,000				
SFP - Corporate	300	40						12,000				
SFP - Corporate 10G - Fergus/Elora Connect	800	6						4,800				
SFP - Environmental	300	80						24,000				
Wireless Devices												
802.1 Corporate Wireless Access Points	1,300	32	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
802.1 Outdoor Wireless Access Points	2,700	6	16,200						16,200			
802.1 Wireless Controller	8,500	1	8,500					8,500				
Uninterruptible Power Supply Devices (UPS)												
Fergus Datacentre UPS	18,500	1						18,500				
Sportsplex	1,200	1	1,200					1,200				
Fergus Wastewater	1,200	1		1,200					1,200			
Fire Fergus / Elora	1,200	2				2,400					2,400	
Elora Wastewater	1,200	1		1,200					1,200			
Phones												
Telephone Replacement (replace as needed)	250	5	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Photocopiers/Inserter & Folding Machine	50,000		50,000	50,000					50,000	50,000	50,000	
TOTAL IT EQUIPMENT REPLACEMENT			190,450	151,150	113,750	58,350	154,750	177,750	205,350	112,950	166,950	63,750

Estimated Useful Life			
Workstations:	4 Yrs	5Ghz Wireless Devices	8 Yrs
Servers & Storage:	5 Yrs	Large UPS Devices:	10 Yrs
Switches	8 Yrs	Small UPS Devices:	5 Yrs
802.1 Wireless Devices	5 Yrs	Phones	10 Yrs
Printers	7 Yrs	Audio / Video	8 Yrs



TOWNSHIP OF CENTRE WELLINGTON

EQUIPMENT REPLACEMENT FORECAST

PUBLIC WORKS

2023 - 2032

Equipment Description												
	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>Hand Equipment</u>												
Hedge Trimmer - Gas (1)	1,200			1,200							1,400	
Weed Eaters (9)	1,500	3,000	3,000	3,200	3,200	3,200	3,400	3,400	3,400	3,600	3,600	
Chain Saws (6)	800	1,600	1,600	1,600	1,600	1,800	1,800	1,800	1,800	1,800	2,000	
Quick Cut Saws (2)	2,000	2,000		2,100			2,200		2,300			
Push Mowers (1)	500				500					600		
<u>Small Equipment</u>												
Hydraulic Water Pump (2)	2,500	2,500							2,900	2,900		
Roadside Mower - Colvoy (1) - 2016	23,000	23,000				24,900					27,500	
Water Tanks (2)	25,000							56,400				
Compactor (Jumping Jack) (1)	5,000				5,300					5,900		
Sidewalk Sanders (1)	10,000					10,800					12,000	
2008 Bandit Wood Chipper	60,000	60,000										
Linemarker Paint Machine	12,000	12,000							13,800			
Plate Tamper (1)	4,000				4,200					4,700		
Pressure Washer (2)	17,500		17,900	18,200				19,700	20,100			
Utility Trailer - Elora	8,000									9,400		
Utility Trailer - Fergus	8,000	8,000										
Utility Trailer - Paint	8,000							9,000				
Float Trailer	27,500				29,200							
Grader Packers (4)	25,000	25,000				27,100	27,600	28,200				
Kubota Tractor Snow Blower (2016)	20,000				21,200							
Asphalt Hot Box (2016)	50,000			52,000								
Paving Roller	10,000				10,600							
Gravel Retriever	20,000	20,000										
Two Way Radios		100,000										
Provision for Miscellaneous Equipment		4,000	4,500	4,500	5,000	5,000	5,500	5,500	6,000	6,000	6,500	
TOTAL EQUIPMENT REPLACEMENT	341,500	261,100	27,000	82,800	80,800	72,800	40,500	124,000	50,300	34,900	53,000	



TOWNSHIP OF CENTRE WELLINGTON EQUIPMENT REPLACEMENT FORECAST FIRE SERVICES 2023 - 2032

Equipment Description	Inflation Factor = 2%											
		(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
		2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>RESCUE & MEDICAL EQUIPMENT</u>												
1 Gas Resuscitators & Detectors	N/A		10,600	-	-	8,490	-	11,703	5,631	-	9,373	-
2 Hydraulic Equipment	N/A		-	10,200	79,070	-	-	-	14,640	-	73,229	-
3 Rescue Equipment	N/A		3,000	-	11,652	-	30,308	10,378	-	3,446	-	-
4 Other	N/A		14,400	-	31,212	-	-	11,482	-	16,082	16,403	16,731
<u>SUPPRESSION EQUIPMENT</u>												
5 Portable Pumps	N/A		18,300	-	-	-	-	-	-	-	8,670	-
6 Exhaust Fans	N/A		-	-	3,641	-	-	3,864	-	-	-	-
7 Hoses	N/A		4,000	-	23,409	-	4,330	25,394	-	4,595	22,847	-
8 Nozzles	N/A		-	-	18,727	2,547	-	2,208	-	2,757	2,343	-
9 Generators	N/A		-	15,300	14,566	-	-	6,624	-	-	9,373	17,926
10 Ladders	N/A		2,000	2,040	3,121	-	-	-	-	-	-	2,390
11 Other	N/A		21,500	-	15,814	29,714	-	-	7,095	39,400	-	4,780
12 Station Supplies	N/A		-	8,160	16,646	6,367	6,495	-	-	-	-	7,171
<u>FIREFIGHTER PERSONNEL EQUIPMENT</u>												
13 Radios	N/A		81,600	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
15 S.C.B.A. & Cylinders	N/A		-	6,120	-	-	-	6,624	-	-	-	-
16 Bunker Gear	N/A		-	14,025	54,361	37,938	23,814	6,072	40,260	-	-	-
17 Personal Protective Equipment	N/A		43,860	19,125	74,129	51,734	32,473	8,281	54,900	-	-	-
TOTAL EQUIPMENT REPLACEMENT												



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2023 - 2032

ITEM	STATION	QTY	2023 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>RESCUE & MEDICAL</u>														
GAS RESUSCITATORS & DETECTORS														
Multi Gas Detector	Elora	2	4,000	5	4,000			4,245		4,416			4,687	
Multi Gas Detector	Fergus	2	4,000	5	4,000			4,245		4,416			4,687	
First-Aid Mannequins		1	5,000	10							5,631			
Rescue litter	Elora	2	1,300	10	1,300					1,435				
Rescue litter	Fergus	2	1,300	10	1,300					1,435				
					10,600	-	-	8,490	-	11,703	5,631	-	9,373	-
HYDRAULIC EQUIPMENT														
Hydraulic Small Power Pack	Elora	1	10,000	15		10,200								
Hydraulic Cutter	Elora	1	18,500	10									21,676	
Hydraulic Spreader	Elora	1	17,000	10									19,918	
Hydraulic Ram - Large	Elora	1	14,000	10									16,403	
Hydraulic Ram - Small	Elora	1	13,000	10									15,232	
Hurst E-Tool Spreader	Fergus	1	16,000	10			16,646							
Hurst E-Tool Cutter	Fergus	1	15,000	10			15,606							
Hurst E-Tool Ram	Fergus	1	13,000	10			13,525							
Hurst E-Tool Combi	Fergus	1	16,000	10			16,646							
Hurst E-Tool Combi	Elora	1	16,000	10			16,646							
Rescue Jack	Fergus	1	6,500	10							7,320			
Rescue Jack	Elora	1	6,500	10							7,320			
					-	10,200	79,070	-	-	-	14,640	-	73,229	-
RESCUE EQUIPMENT														
Full Body Rescue Harnesses	Elora	8	700	10			5,826							
Full Body Rescue Harnesses	Fergus	8	700	10			5,826							
Ice Water Personal Protective Equipment	Elora	5	2,500	8					13,530					
Ice Water Personal Protective Equipment	Fergus	5	2,500	8					13,530					
Marsar Boards	Elora	1	4,700	10						5,189				
Marsar Boards	Fergus	1	4,700	10						5,189				
Personal Floatation Device	Elora	15	400	15										
Personal Floatation Device	Fergus	15	400	15										
Rechargeable Scene Lights	Elora	4	1,500	7	1,500				1,624			1,723		
Rechargeable Scene Lights	Fergus	4	1,500	7	1,500				1,624			1,723		
					3,000	-	11,652	-	30,308	10,378	-	3,446	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2023 - 2032

ITEM	STATION	QTY	2023 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OTHER														
Air Chisels	Elora	1	2,000	15	2,000									
Air Chisels	Fergus	1	2,000	15	2,000									
Cribbing	Elora	1	7,000	15									8,202	
Cribbing	Fergus	1	7,000	15									8,202	
Defib	Elora	4	3,500	7	3,500					3,864		4,020		
Defib	Fergus	4	3,500	7	3,500					3,864		4,020		
High Pressure Air Bag Set	Elora	1	7,000	10										8,366
High Pressure Air Bag Set	Fergus	1	7,000	10										8,366
High Angle Stretcher	Elora	2	1,700	10	1,700					1,877				
High Angle Stretcher	Fergus	2	1,700	10	1,700					1,877				
Vehicle Stabilization Kit	Elora	1	10,000	10			10,404							
Vehicle Stabilization Kit	Fergus	1	10,000	10			10,404							
Drone - DJI Maverick 1	Fergus	1	3,500	5			3,641					4,020		
Drone - DJI Maverick 2	Fergus	1	3,500	5			3,641					4,020		
Command Table	Elora	1	1,500	10			1,561							
Command Table	Fergus	1	1,500	10			1,561							
					14,400	-	31,212	-	-	11,482	-	16,082	16,403	16,731
TOTAL RESCUE & MEDICAL					28,000	10,200	121,935	8,490	30,308	33,564	20,271	19,528	99,005	16,731
<u>SUPPRESSION EQUIPMENT</u>														
PORTABLE PUMPS														
Portable Pumps (20hp)	Elora	1	4,800	15	4,800									
Portable Pumps (20hp)	Fergus	1	4,800	15										
Portable Pumps (11hp)	Elora	1	3,700	15	3,700									
Portable Pumps (11hp)	Fergus	2	3,700	15	7,400									
Wildland Pump	Elora	1	2,500	10									2,929	
Wildland Pump	Fergus	1	2,500	10									2,929	
Salvage Pump	Elora	1	1,200	10	1,200								1,406	
Salvage Pump	Fergus	1	1,200	10	1,200								1,406	
					18,300	-	-	-	-	-	-	-	8,670	-
EXHAUST FANS														
Positive Pressure Fan	Elora	1	3,500	10						3,864				
Positive Pressure Fan	Fergus	2	3,500	10			3,641							
Electric-Pressure Fan	Elora	2	3,500	15										
Electric-Pressure Fan	Fergus	2	3,500	15										
					-	-	3,641	-	-	3,864	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2023 - 2032

ITEM	STATION	QTY	2023 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HOSES														
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	350	15			1,821			3,864			2,050	
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	350	15			1,821			3,864			2,050	
Fire Hose 2 1/2" 1,000' - 50' lengths	Elora	20	400	15			4,162			4,416			4,687	
Fire Hose 2 1/2" 1,000' - 50' lengths	Fergus	20	400	15			4,162			4,416			4,687	
Fire Hose 4" 1,800' - 100' lengths	Elora	18	800	15			4,162			4,416			4,687	
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15			4,162			4,416			4,687	
Suction Hose	Elora	6	1,000	15	2,000				2,165			2,297		
Suction Hose	Fergus	6	1,000	15	2,000				2,165			2,297		
4" Y Clapper Valve	Elora	1	1,500	15			1,561							
4" Y Clapper Valve	Fergus	1	1,500	15			1,561							
					4,000	-	23,409	-	4,330	25,394	-	4,595	22,847	-
NOZZLES														
Nozzles 1 1/2"	Elora	12	1,000	20			1,040			1,104			1,172	
Nozzles 1 1/2"	Fergus	12	1,000	20			1,040			1,104			1,172	
Nozzles 2 1/2"	Elora	6	1,200	20				1,273				1,378		
Nozzles 2 1/2"	Fergus	6	1,200	20				1,273				1,378		
Deck Gun 4"	Elora	1	3,000	15			3,121							
Deck Gun 4"	Fergus	1	3,000	15			3,121							
Blitz Fire	Elora	1	5,000	15			5,202							
Blitz Fire	Fergus	1	5,000	15			5,202							
					-	-	18,727	2,547	-	2,208	-	2,757	2,343	-
GENERATORS														
Portable Generator (6500wt)	Elora	1	7,500	10		7,650								8,963
Portable Generator (6500wt)	Fergus	1	7,500	10		7,650								8,963
Portable Generator (3500wt)	Elora	1	4,000	10			4,162						4,687	
Portable Generator (3500wt)	Fergus	1	4,000	10			4,162						4,687	
Portable Generator (1500wt)	Elora	2	3,000	10			3,121			3,312				
Portable Generator (1500wt)	Fergus	2	3,000	10			3,121			3,312				
					-	15,300	14,566	-	-	6,624	-	-	9,373	17,926
LADDERS														
Ladders 36'	Elora	2	1,500	20			1,561							
Ladders 36'	Fergus	1	1,500	20			1,561							
Ladders 24'	Elora	2	1,000	20	1,000									
Ladders 24'	Fergus	2	1,000	20	1,000									
Roof Ladder	Elora	2	1,000	20		1,020								
Roof Ladder	Fergus	2	1,000	20		1,020								
Attic Ladder	Elora	2	1,000	20										1,195
Attic Ladder	Fergus	2	1,000	20										1,195
					2,000	2,040	3,121	-	-	-	-	-	-	2,390



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2023 - 2032

ITEM	STATION	QTY	2023 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OTHER														
Chain Saw Vent Master	Elora	1	3,600	10								4,135		
Chain Saw Vent Master	Fergus	1	3,600	10							4,054			
Rescue Circular Saw	Elora	2	2,700	10			2,809					3,101		
Rescue Circular Saw	Fergus	1	2,700	10							3,041			
Port-A-Tank (2000 gal)	Elora	1	2,500	15			7,803							
Port-A-Tank (2000 gal)	Fergus	2	2,500	15	2,500									
Pressure Washer	Elora	1	4,000	10	4,000									
Pressure Washer	Fergus	1	4,000	10										4,780
Air Compressor	Elora	1	5,000	15			5,202							
Air Compressor	Fergus	1	5,000	15										
Thermal Imaging Camera	Elora	2	14,000	10				14,857				16,082		
Thermal Imaging Camera	Fergus	2	14,000	10				14,857				16,082		
Fire Safety Trailer (Shared)	Fergus	1	15,000	15	15,000									
					21,500	-	15,814	29,714	-	-	7,095	39,400	-	4,780
STATION SUPPLIES														
Snow Blower	Fergus	1	2,000	10		2,040								
Bunker Gear Washing Machine	Elora	1	10,000	15										
Bunker Gear Washing Machine	Fergus	1	10,000	15			10,404							
Bunker Gear Dryer	Elora	2	6,000	8		6,120		6,367						7,171
Bunker Gear Dryer	Fergus	2	6,000	8			6,242		6,495					
					-	8,160	16,646	6,367	6,495	-	-	-	-	7,171
TOTAL SUPPRESSION EQUIPMENT					45,800	25,500	95,925	38,628	10,824	38,091	7,095	46,752	43,234	32,267



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES
2023 - 2032

ITEM	STATION	QTY	2023 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>FIREFIGHTER PERSONNEL EQUIPMENT</u>														
RADIOS														
Portable Radios	Elora	15	1,500	10	40,800	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Portable Radios	Fergus	19	1,500	10	40,800	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
					81,600	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
S.C.B.A. & CYLINDERS														
Self Contain Breathing Apparatus	Elora	17	7,000	15										
Self Contain Breathing Apparatus	Fergus	21	7,000	15										
SCBA Masks	Fergus/Elora	76	600	10		6,120				6,624				
SCBA Cylinders	Elora	17	1,500	15										
SCBA Cylinders	Fergus	21	1,500	15										
SCBA Air Compressor 10hp	Fergus	1	34,000	20										
SCBA Fill Station (3 cylinders)	Fergus	1	12,000	20										
SCBA Cascade (4 cylinders)	Fergus	1	12,000	20										
					-	6,120	-	-	-	6,624	-	-	-	-
BUNKER GEAR														
Bunker Gear	Elora	33	2,750	10		2,805	40,055	8,755	14,883		18,582			
Bunker Gear	Fergus	36	2,750	10		11,220	14,306	29,183	8,930	6,072	21,679			
					-	14,025	54,361	37,938	23,814	6,072	40,260	-	-	-
PERSONAL PROTECTIVE EQUIPMENT														
Personal Protective Equipment	Elora	33	3,750	10		3,825	54,621	11,939	20,296		25,339			
Personal Protective Equipment	Fergus	36	3,750	10	-	15,300	19,508	39,795	12,177	8,281	29,562			
New Recruit - Personal Protective Equipment	CW		2,500	Note 1	15,000									
New Recruit - Bunker Gear	CW		2,750	Note 1	16,500									
New Recruit - SCBA Masks	CW		600		3,600									
Boots	CW	8	600	Note 1	3,600									
Helmet	CW	29	450	Note 1	2,700									
Coveralls	CW	25	410	Note 1	2,460									
					43,860	19,125	74,129	51,734	32,473	8,281	54,900	-	-	-
TOTAL PERSONNEL EQUIPMENT					125,460	45,390	134,732	96,039	62,781	27,602	101,918	6,892	7,030	7,171
GRAND TOTAL - FIRE EQUIPMENT					199,260	81,090	352,592	143,157	103,913	99,257	129,283	73,171	149,269	56,169

Note 1: Once these items are purchased, their replacement will become part of the regularly scheduled personal protective equipment replacement



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ELORA COMMUNITY CENTRE													
Concession equipment (small, large & vending machines)				5,000									5,000
				5,000	-	-	-	-	-	-	-	-	5,000
Various Arena Equipment													
Hockey Nets	2 nets	15 years	6,000								6,900		
Lacrosse Nets	2 nets	15 years	5,000								5,700		
Ice Surface Edger (propane)	1	5 years	6,000			6,200					6,900		
Score Clock	1	15 years	20,000									23,400	
30 Second Clocks	2	15 years	4,000										
Power Electrical Box (for shows)	1	20 years	10,000	10,000									
P.A. System- speakers	3	10 years	2,400		7,200								
P.A. System- amplifier	1	10 years	10,000		10,200								
Oscillating Fans	3	15 years	2,000			6,200							
				10,000	17,400	12,400	-	-	-	-	19,500	23,400	-
Lobby Equipment													
Benches	3	20 years	2,500										
				-	-	-	-	-	-	-	-	-	-
Hall Equipment													
Tables 6' rectangle)	50	5 years	125		1,000		1,000	1,000	1,000		1,000	1,000	
Tables - round	25	5 years	200		1,000		1,000	1,000	1,000		1,000	1,000	
Chairs	300	5 years	50		3,000			3,000	3,000			3,000	
Sound System	1	10 years	3,000				3,200						
Speakers	2	10 years	1,000				1,100						
Acoustic Tiles	24	10 years	5,000										6,000
Projector	1	5 years	1,000	1,000					1,100				
				-	5,000	-	6,300	5,000	5,000	-	2,000	5,000	6,000
Cleaning Equipment													
Floor Scrubbers	1	5 years	7,500				8,000					8,800	
Snow blower	1	5 years	1,000	1,000				1,100					1,200
Carpet Cleaner	1	7 years	1,000			1,000							1,200
Floor polisher	1	10 years	2,000									2,300	
				1,000	-	1,000	8,000	1,100	-	-	-	11,100	2,400
Digital Sign													
													100,000
ELORA COMMUNITY CENTRE SUB-TOTAL													
				16,000	22,400	13,400	14,300	6,100	5,000	-	21,500	39,500	113,400



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
CENTRE WELLINGTON COMMUNITY SPORTSPLEX													
Building Interior													
Vending Machine													5,100
Floor Scrubber													
Concession equipment (small, large & vending machines)				-	-	-	-	-	-	-	-	-	5,100
Pad A Arena, Dressing Room Equipment													
Hockey Nets	2 nets	15 years	6,000										7,200
Lacrosse Nets	2 nets	15 years	5,000			5,000			5,500				6,000
Ice Surface Edger	1	5 years	6,000		6,100					6,800			
Sound System													
Score Clocks	1	15 years	20,000										23,900
30 Second Clocks	1	15 years	2,000									2,300	
Oscillating fan	2	15 years	2,000	2,000									
				2,000	6,100	5,000	-	-	5,500	6,800	-	2,300	37,100
Pad B Arena, Dressing Room Equipment													
Hockey Nets	2 nets	15 years	6,000										7,200
Lacrosse Nets	2 nets	15 years	5,000										6,000
Score Clocks	1	15 years	20,000										23,900
30 Second Clocks	1	15 years	2,000			2,100							
				-	-	2,100	-	-	-	-	-	-	37,100
Pool Equipment													
Various Pool Toys		varies	250		300	300		300		300		300	
Lifeguard Equipment		varies	750		800	800		800		800		900	
Various Pool Equipment		varies	5,500		5,600	5,700		6,000		6,200		6,400	
AquaFit Equipment		varies	575		600	600		600		600		700	
Pool Maintenance Equipment		varies	5,000	10,000	5,100	5,200		5,400		5,600		5,900	
				10,000	12,400	12,600	-	13,100	-	13,500	-	14,200	-
Hall Equipment													
Tables - 8' rectangle	50	5 years	130	1,000		1,000		1,000		1,000		2,000	
Tables - round	35	5 years	200	1,400		1,400		1,400		1,400		1,400	
Chairs	500	5 years	50	2,500		2,500		2,500		2,500		2,500	
Sound System	1	10 years	3,000							3,400	15,000		
Speakers	4	10 years	500								15,000		
Flooring VCT	921 sq.m	15 years	60,000										
				4,900	-	4,900	-	4,900	-	8,300	30,000	5,900	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000) 2023	(1.020) 2024	(1.040) 2025	(1.061) 2026	(1.082) 2027	(1.104) 2028	(1.126) 2029	(1.149) 2030	(1.172) 2031	(1.195) 2032
Equipment Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cleaning Equipment													
Snow blower	1	5 years	1,000			1,000						1,200	
Floor Scrubber - Small	1	5 years	14,000	14,000							12,600		
Floor Scrubber - 20"	1	5 years	9,000		9,200					10,100			
Floor Scrubber - 28"	1	5 years	11,000		11,200					12,400			
				14,000	20,400	1,000	-	-	-	22,500	12,600	1,200	-
Weight Room / Fitness Equipment													
Weight Equipment		varies	15,000			15,600			16,600		17,200		
Cardio Equipment		varies	35,000				37,100		38,600			41,000	
				-	-	15,600	37,100	-	55,200	-	17,200	41,000	-
Digital Signs for Sportsplex	2	10 years	110,000										131,500
CWCS SUB-TOTAL				20,900	26,500	28,600	37,100	4,900	60,700	37,600	59,800	50,400	210,800
VICTORIA PARK SENIOR CENTRE													
Building Interior													
Appliances - Other										50,000			
				-	-	-	-	-	-	50,000	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL				-	-	-	-	-	-	50,000	-	-	-
FERGUS GRAND THEATRE													
Lighting													
SL 15/32's	5	10 years	2,000										
SL 23/50's	10	10 years	2,000										
Source 4 Jr Zooms	18	10 years	2,000										
6" Rama Fresnels	10	10 years	1,500										
S4 PARnells	12	10 years	1,500	18,000									
8" Fresnels	6	10 years	1,500	9,000									
Acclaim 18-34 zooms	2	10 years	2,000		4,100								
V-bar LED's	12	10 years	2,000										
Fogger/Hazer		10 years	1,000								1,100		
Marquee Lighting	1	15 years	11,000										
CD80 Dimmer Rack, dimmers		10 years	10,000										
				27,000	4,100	-	-	-	-	-	1,100	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000) 2023	(1.020) 2024	(1.040) 2025	(1.061) 2026	(1.082) 2027	(1.104) 2028	(1.126) 2029	(1.149) 2030	(1.172) 2031	(1.195) 2032
Equipment Description	QTY	LIFE											
AV													
Digital Projector		10 years	10,000	10,000									
DVD Player		10 years	500								600		
Large Screen		30 years	15,000										
Small Screen		30 years	1,500										
				10,000	-	-	-	-	-	-	600	-	-
Sound													
Digital Snake													
Fan Snake		10 years											
Sound Board		5 years											
Lav Packs/receivers	2	5 years	2,000	2,000									
Wireless SM 58 kit		5 years	4,000										
Amp Rack													
Digital Crossover		10 years											
EV ELX 15" Monitors	2	10 years	1,000	2,000									
EV ZLX Powered Monitors	2	10 years	1,000						1,100				
SM 58 Mics	9	10 years	400										
SM 57 Mics	6	10 years	400										
Drum mic kit		10 years	1,500										
QSC K10 Speakers		10 years	1,000										
				4,000	-	-	-	-	1,100	-	-	-	-
Communications													
Clear-com main stn		10 years	2,500										
Headsets	8	5 years	500	4,000									
Belt packs	6	5 years	500	3,000									
Wireless batteries/charger		5 years	200										
Wireless belt packs	2	5 years	1,000										
Wireless headsets	4	5 years	1,000										
House Manager's Clear-com		10 years	500										
				7,000	-	-	-	-	-	-	-	-	-
Ladders													
FOH A-Frame Ladder		5 years	1,500	-	-	-	-	1,500	-	-	-	-	1,500
FERGUS GRAND THEATRE SUB-TOTAL				48,000	4,100	-	-	1,500	1,100	-	1,700	-	1,500



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>BELWOOD HALL</u>													
Building Interior													
Stage Curtains											9,000		
Double Door Fridge											8,000		
Appliances - Other									900				
				-	-	-	-	-	900	-	17,000	-	-
BELWOOD HALL SUB-TOTAL				-	-	-	-	-	900	-	17,000	-	-
TOTAL EQUIPMENT REPLACEMENT				84,900	53,000	42,000	51,400	12,500	67,700	87,600	100,000	89,900	325,700



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%				(1.000) 2023 UNIT COST										
					(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	Year Install	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
GENERAL PARK														
Bleachers														
CWSC Grounds (80 seat unit)	30	old	10 years	26,000				55,200		28,700			61,000	62,200
Elora CC Diamonds (40 seat unit)	5	old	10 years	3,000				3,200	3,200	3,300				3,600
Elora Lion's Park (40 seat unit)	3	old	10 years	3,000				3,200						3,600
Forfar Park (60 seat ut) - DO NOT REPLACE	2	old	10 years	3,000										
Highland Park - Tye (80 seat unit)	6	old	10 years	8,000	8,000			8,500		8,800				
Highland Park - (40 seat unit)	4	old	10 years	3,000					3,200					3,600
Belwood Ball Diamond (80 seat unit)	3	old	10 years	8,000										
St Mary's School (40 seat unit)	2	old	10 years	3,000										
					8,000	-	-	70,100	6,400	40,800	-	-	61,000	73,000
Benches & Tables														
Picnic Tables (various locations)	50	old	10 years	500	8,000		2,000	1,000		4,800		9,600		9,600
Park Benches	25	old	10 years	600				600						
Garbage Cans (with Lids)	160	old	2 years	30	5,000		5,000		5,000		5,000			5,000
					13,000	-	7,000	1,600	5,000	4,800	5,000	9,600	-	14,600
Fencing														
Fencing					-	-	-	-	-	-	-	-	-	-
Tennis Courts														
Tower Street Tennis Courts (TSTC) - fencing	1999	20 years		25,000									29,300	
TSTC - Re-colour coat surface	2010	10 years		25,000										
TSTC - Re-asphalt & colour surface		15 years		32,000	65,000								125,000	
TSTC - Replace lights		old	15 years	45,000		45,900								
CWSCS - fencing	2009	20 years		25,000										
CWSCS - re-colour coat surface	2009	5 years		7,500		7,700					8,400			
CWSCS - Re-asphalt & re-colour coat	2009	15 years		65,000										
CWSCS - replace lights	2009	15 years		45,000						49,700				
					65,000	53,600	-	-	-	49,700	8,400	-	154,300	-
Light Towers														
ECC Diamonds - "A"		old	2018	100,000					108,200					
ECC Diamonds - "B"		old	2019	100,000			104,000							
CWSC - Hardball		old	2013	80,000										
Victoria Park Soccer	2003	2020		120,000									140,600	
Victoria Park Rugby/Soccer	2003	2020		40,000						44,200				
Tye/Highland Park Diamonds		old	2015	100,000				106,100						
Belwood Ball Diamond	1997	2021		100,000					108,200					
					-	-	104,000	106,100	216,400	44,200	-	-	140,600	-



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

					(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Inflation Factor = 2%				(1.000) 2023 UNIT COST										
Equipment Description	QTY	Year Install	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Shelters (25 years)														
Elora Community Centre	1	1990	25 years	50,000				53,100						
CWSC Centre	1	old		40,000				42,400						
Bissell Park	1	1995	25 years	40,000						44,200				
Hoffer Park	1	old	25 years	20,000						22,100				
Confederation Park	1	old	25 years	10,000										
Veteran's Park (Salem) - DO NOT REPLACE	1	old	25 years	35,000										
Maple Park (Belwood)	1	old	10 years	50,000							56,300			
					-	-	-	95,500	-	66,300	56,300	-	-	-
Playground Equipment														
Belwood - Douglas Park (swings, spring toy, structure & slide)			20 years	50,000										
Belwood - Maple Park (swings & slide)	1	2014	20 years	75,000							84,500			
ECC - play equipment	1		20 years	200,000		204,000								
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	20 years	75,000									87,900	
Elora - O'Brien Park	1		20 years	100,000										
Elora - O'Brien Park - rubber flooring (Note 1)	1	2020	20 years	90,000							20,000			
Elora - Keating Park - play equipment	1	2015	20 years	45,000										
Elora - Drimmie Park - play equipment	1		20 years	100,000								114,900		
Elora - Foote Park - play equipment	1		20 years	80,000	80,000									
Elora - Southridge - play equipment	1	2014	20 years	200,000										239,000
Elora - Southridge - rubber flooring (Note 1)	1	2014	20 years	110,000	22,000				22,000					131,500
CWCS - play equipment	1		20 years	150,000		120,000								
Fergus - Strathallan park - play equipment	1		20 years	75,000					81,200					
Fergus- Victoria Park (play structure)	1		20 years	150,000				159,200						
Fergus - Tait Park - play equipment	1	2019	20 years	50,000										
Fergus- Stait Park - play equipment	1		20 years	200,000								229,700		
Fergus - Stait Park - rubber flooring (Note 1)	1		20 years	110,000	12,000			15,000				126,400		
Fergus- Graham Park	1		20 years	50,000										
Fergus- Ferrier Park (play structure)	1		20 years	75,000										
Fergus- Wilkie Park (play structure)	1		20 years	100,000			104,000							
Fergus- Confederation Park (play structure)	1		20 years	50,000										
Fergus - Webster Park - play equipment	1	2008	20 years	50,000						55,200				
Fergus - Webster park - arch climber	1		20 years	5,000	5,000									
Fergus - Beatty Park - play equipment	1	2008	20 years	75,000						82,800				
Fergus - Holman Park - play equipment	1	2008	20 years	50,000						55,200				
Fergus - Strathlea - play equipment	1	2015	20 years	150,000										
Fergus - Westminster - play equipment	1	2015	20 years	200,000										
Salem - Veteran's Park - play equipment & swings	1	2018	20 years	50,000										
Elora - Elora Meadows Park - play equip	1	2018	20 years	140,000										
Fergus - Gibbons Drive Park - play equip	1	2019	20 years	75,000										
Fergus - Revell Park - play equip	1	2019	20 years	60,000										
Fergus - Ryan Park - rubber flooring (Note 1)	1	2017	20 years	90,000			20,000					20,000		
					119,000	324,000	124,000	174,200	103,200	193,200	104,500	491,000	87,900	370,500



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%				(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	
Equipment Description	QTY	Year Install	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>SPORT SPECIFIC EQUIPMENT</u>															
Backstops (Baseball)															
Forfar Park Diamond - DO NOT REPLACE	1		not replace												
Tye/Highland Park Diamond	1	old	15 years	50,000					54,100						
Highland Park - small dia.	2	2002	15 years	5,000	5,000										
Webster Park	1	old													
St. Mary's School Diamond	1	2000	15 years	10,000								11,500			
Belwood Diamond - DO NOT REPLACE	1	old	15 years	50,000											
ECC Diamonds A	1	old	15 years	50,000					54,100						
ECC Diamond B	1	old	15 years	50,000					54,100						
FCC Diamond	1	old	15 years	50,000				53,100							
					5,000	-	-	53,100	162,300	-	-	11,500	-	-	
Portable/Permanent Uprights (Soccer/Rugby/Basketball)															
Soccer- Victoria Park North	1	set	2002 10 years	7,000	7,000									8,400	
Soccer- Victoria Park South	1	set	2002 10 years	7,000							7,900				
Soccer- Victoria Park West	1	set	2003 10 years	7,000	7,000									8,400	
Soccer- Strathallan Park	1	set	old 10 years	3,000			3,100								
Soccer- CWCS Grounds	2	set	old 10 years	5,000			5,200								
Basketball- Belwood Ball Diam	1	net	old 10 years	4,000				4,200							
Basketball - Douglas Park	1	net	old 10 years	4,000			4,200								
Basketball- Elora CC	2	nets	old 10 years	8,000			8,300								
					14,000	-	20,800	4,200	-	-	7,900	-	-	16,800	
Ramps & Other Equipment (Skateboard)															
CWCS Skateboard park	1	old	15 years	80,000			83,200	-	-	-					
ECC Skateboard park	1	2019	30 Years	400,000											
					-	-	83,200	-	-	-	-	-	-	-	
Splash Pads															
Elora - O'Brien Park	1	2020	15 years	315,000											
Fergus - Milburn Park	1	2014	15 years	300,000							337,800				
					-	-	-	-	-	-	337,800	-	-	-	



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

					(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	Year Install	LIFE	2023 UNIT COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
REPAIR & MAINTENANCE EQUIPMENT														
Lawn Mowers & Weed Eaters														
Weedeaters (2 per 2 years)	4	vary	4 years	600	1,200			1,200	1,200			1,400		
Hand Mowers (1 per 4 years)	2	old	4 years	800			800		900		900			
Chainsaws (2 per 4 years)	2	vary	4 years	600	1,200				1,200				1,400	
Snowblower (portable to outdoor washrooms)	1		4 years	1,200		1,200				1,300				1,400
Large Aerator	1	2015	10 yrs	12,000			12,500							
Aerator	1	old	5 years	2,000				2,100					2,300	
Lawn Roller	1	old	5 years	5,000		5,100					5,600			
FCC Ball Groomer	1	old	5 years	15,000	15,000					16,600				
ECC Ball Groomer	1	old	5 years	15,000	15,000					16,600				
Watering trailer	1	2021	10 years	10,000										
					32,400	6,300	13,300	3,300	3,300	34,500	6,500	1,400	3,700	1,400
Greenhouses														
Polyhouse	2	2006	10 years	6,000										
Poly for Greenhouse				8,000				8,500					9,400	
Benches				15,000										
Heaters	5	2006	10 years	1,500										
					-	-	-	8,500	-	-	-	-	9,400	-
Signage														
Wayfinding Signs Repair & Maintenance					10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Parks By-Laws	Operating Budget													
Park Identification					5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
					15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
TOTAL EQUIPMENT REPLACEMENT					271,400	398,900	367,300	531,600	511,600	448,500	541,400	528,500	471,900	491,300



TAX SUPPORTED FACILITY REPLACEMENT FORECAST

2023 DRAFT BUDGET



TOWNSHIP OF CENTRE WELLINGTON FACILITY REPLACEMENT FORECAST FUNDING SUMMARY - TAX SUPPORTED 2023 - 2032

Facility Description										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>Parks & Recreation Facilities</u>										
Elora Community Centre	252,000	27,100	-	101,100	-	105,000	150,000	115,000	-	65,000
Centre Wellington Community Sportsplex	196,000	302,000	240,900	139,700	282,400	110,400	90,100	5,700	290,000	118,000
Victoria Park Seniors Centre	14,000	-	-	10,000	-	-	10,000	70,000	-	-
Fergus Grand Theatre	-	-	19,200	60,000	50,000	34,400	-	-	-	-
Belwood Hall	17,500	65,000	30,000	15,000	50,000	16,600	28,200	18,000	-	-
CWCS Campground Washroom	-	-	-	-	-	22,100	-	45,000	-	-
Elora Tourism Office	-	-	-	-	-	-	-	-	-	-
Sub-Total	479,500	394,100	290,100	325,800	382,400	288,500	278,300	253,700	290,000	183,000
<u>Other Facilities</u>										
205 Queen Street	8,000	8,200	86,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
Elora Armoury	3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Elora Fire Hall	3,000	3,100	3,200	3,400	42,700	26,200	4,600	74,200	6,200	7,400
Elora Municipal Office	10,000	10,200	10,600	81,200	12,100	13,400	15,100	17,300	20,300	24,300
Elora Works Garage	2,000	2,000	17,700	2,200	2,400	42,300	2,900	3,300	3,900	4,700
Fergus Fire Hall	3,000	3,100	3,200	3,400	3,700	4,100	4,600	225,200	6,200	38,500
Fergus Works Garage	5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Pilkington Office	3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Pilkington Works Garage	5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Weigh Scale Building	1,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	13,100	2,400
West Garafraxa Works Garage	2,000	2,000	2,100	2,200	153,900	30,200	205,600	46,400	3,900	4,700
West Garafraxa Office	3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Sub-Total	48,000	49,100	144,500	123,900	249,000	153,900	275,100	415,000	108,600	147,800
Total	527,500	443,200	434,600	449,700	631,400	442,400	553,400	668,700	398,600	330,800
<u>Reserve Forecast</u>										
January 1 Reserve Balance - alloc. from equip repl	300,000	73,100	3,200	7,700	66,000	13,700	175,200	251,900	239,900	527,100
Less: Facility replacements	(527,500)	(443,200)	(434,600)	(449,700)	(631,400)	(442,400)	(553,400)	(668,700)	(398,600)	(330,800)
Add: Operating budget contribution - from equip repl	150,000	159,000	168,000	178,000	188,000	199,000	211,000	223,000	237,000	251,000
Add: Operating budget contribution - new	49,700	101,400	155,200	211,100	269,200	280,000	291,200	302,800	314,900	327,500
Add: User Fee Contribution (Recreation Facilities)	95,000	107,000	110,000	113,000	116,000	119,000	122,000	125,000	128,000	131,000
Add: User Fee Contribution (Fergus Grand Theatre)	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900
December 31 Reserve Balance	73,100	3,200	7,700	66,000	13,700	175,200	251,900	239,900	527,100	911,700



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%														
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	
Facility Description	QTY	LIFE	COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
ELORA COMMUNITY CENTRE														
Site works														
Parking Lot (line painting)														
Sidewalks					20,000									
				-	20,000	-	-	-	-	-	-	-	-	
Building Exterior														
Roofing Systems (Facility Capital)							100,000							
Eaves Troughs														
Soffit & Fascia														
Caulking														
Exterior Walls									50,000					
Windows														
Doors											15,000			
				-	-	-	100,000	-	-	50,000	15,000	-	-	
Building Interior														
Walls - common and service areas (painting & protective netting)				40,000										
Floors- common and service areas (vinyl & skate tiles)										75,000				
Lighting Fixtures - common and service areas														
Plumbing Fixtures - common and service areas														
Appliances - Other														
Cabinetry									28,000					
				40,000	-	-	-	-	28,000	75,000	-	-	-	
Electrical Systems														
Distribution Panel - Main/intermediate														
Transformer				12,000	12,000									
Fire Alarm - Panel					5,000									
Emergency Lighting					10,000									
Exterior Lighting System					10,000									
				37,000	-	-	-	-	-	-	-	-	-	
Mechanical Systems														
Heating System - common and service areas													40,000	
Exhaust Systems														
Arena Exhaust Fans														
Ice Making System														
Compressors (2)				100,000										
Ice Rink De-humidification											100,000			
Domestic Water Shut-off Valves and Mains														
Domestic Water - Risers and Laterals														
Domestic Water - Hot water Boilers and Tanks														
Domestic Water Recirculating System														
Storm Water including Roof Drains														
Chiller				50,000	50,000									



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Condenser									77,000				
				150,000	-	-	-	-	77,000	-	100,000	-	40,000
Lobby Equipment													
Display Case	1	40 years	5,000	-	-	-	-	-	-	-	-	-	-
Hall Equipment													
Bar Freezer	1	10 years	1,000				1,100						
Dishwasher	1	10 years	25,000	25,000									25,000
Double Door Fridge	1	10 years	5,000										
Beer Fridge	1	10 years	7,000		7,100								
Kitchen Counters			25,000							25,000			
				25,000	7,100	-	1,100	-	-	25,000	-	-	25,000
ELORA COMMUNITY CENTRE SUB-TOTAL				252,000	27,100	-	101,100	-	105,000	150,000	115,000	-	65,000
CENTRE WELLINGTON COMMUNITY SPORTSPLEX													
Building Exterior													
Exterior Walls													
Caulking													
Front Entrance Roof Painting										56,300			
Windows													50,000
Doors - Entrance/Emergency Exits			3,300										
Doors - Bay (3)													
Exterior Lighting													
Fencing													
Parking Lot												100,000	
Sidewalks												60,000	
Eavestroughs/Downspouts													
				-	-	-	-	-	-	56,300	-	160,000	50,000
Building Interior													
Ceilings-common and service areas													
Mezzanine upgrades							8,300						
Community hall washroom upgrades													
Fitness change rooms upgrades													
Walls - common and service areas													
Community hall folding door covering repairs													



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%													
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE	COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Floors- common and service areas			24,000			38,000							
Interior Doors - common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas				5,000	5,000								
T.V. Monitor Program													
Pool Windows									110,400				
Front Office Windows			10,000	10,000									
Front Office Counter Area													
Lighting for Streetscape												80,000	
Plumbing for Cross Connections													
Cabinetry													
Storage Lockers			10,000			10,000							
				15,000	5,000	48,000	8,300	-	110,400	-	-	80,000	-
Electrical Systems													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel													
Emergency Lighting													
Exterior Lighting System													
Pad B Lighting						54,000							
Door System/Entry System													
Security Surveillance								60,000					
				-	-	54,000	-	60,000	-	-	-	-	-
Mechanical system													
Heating system								60,000					
replace pad A arena gas heating													
Dehumidifier - Pad A						71,300							
Exhaust Systems													
Olympia Room Water Heater							20,000						
Unity Hall HVAC													50,000
Gord Brown Hall HVAC												50,000	
Pool Office HVAC										33,800			
Pool HVAC			500,000										
Pool HVAC Compressor Units (6)			20000/unit	40,000	40,000								
Domestic Water - Hot Water Boilers and Tanks							31,800						



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Domestic Water Recirculating System													
Condenser Replacement Pad A					85,000								
Condenser Replacement Pad B													
Compressor Replacement					139,400			162,400					
Domestic Water Treatment System													
Fire Hoses Cabinets													
Sanitary Waste Removal System													
Storm Water including Roof Drains													
				40,000	264,400	71,300	51,800	222,400	-	33,800	-	50,000	50,000
Pool Equipment													
Water Slide	20 years		25,000		25,500								
Pool Boiler	15 years		65,000	115,000									
Spa Filter													18,000
				115,000	25,500	-	-	-	-	-	-	-	18,000
Hall Equipment													
Flooring VCT	921 sq.m	15 years	60,000			62,400							
Dishwasher	1	10 years	50,000										
Convection Ovens	1	10 years	7,000		7,100								
Stovetop Ovens	1	10 years	21,000	21,000									
Double Door Fridge	3	10 years	5,000										
Freezers	2	10 years	3,500										
Dividing Wall	1	30 years	75,000				79,600						
				21,000	7,100	62,400	79,600	-	-	-	-	-	-
Weight Room / Fitness Equipment													
Women's Sauna	1	7 years	5,000			5,200							
Men's Sauna	1	7 years	5,000	5,000							5,700		
				5,000	-	5,200	-	-	-	-	5,700	-	-
CWCS SUB-TOTAL				196,000	302,000	240,900	139,700	282,400	110,400	90,100	5,700	290,000	118,000



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%													
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE	COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
VICTORIA PARK SENIOR CENTRE													
Site Works													
Sidewalks											15,000		
				-	-	-	-	-	-	-	15,000	-	-
Building Exterior													
Re-roof with shingles and flat roofs		35 years											
Eaves Troughs		20 years											
Soffit & Fascia		35 years											
Exterior Walls													
				-	-	-	-	-	-	-	-	-	-
Building Interior													
Ceilings-common and service areas													
Walls - common and service areas													
Floors- common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas				5,000									
Cabinetry											40,000		
Countertops											15,000		
				5,000	-	-	-	-	-	-	55,000	-	-
Electrical System													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel				5,000									
Fire Alarm System - Pull stations													
Emergency Lighting													
Exterior Lighting System										10,000			
Door System/Entry System													
Security Surveillance				4,000									
				9,000	-	-	-	-	-	10,000	-	-	-
Mechanical Systems													
Air Make-up Systems													
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks							10,000						
Domestic Water Recirculating System													
Domestic Water Treatment System													
Air conditioning unit													
Other (Sump Pumps)													
				-	-	-	10,000	-	-	-	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL				14,000	-	-	10,000	-	-	10,000	70,000	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000) 2023	(1.020) 2024	(1.040) 2025	(1.061) 2026	(1.082) 2027	(1.104) 2028	(1.126) 2029	(1.149) 2030	(1.172) 2031	(1.195) 2032
Facility Description	QTY	LIFE											
FERGUS GRAND THEATRE													
Site Work													
Sidewalks													
				-	-	-	-	-	-	-	-	-	-
Building Exterior													
Roof system													
front metal canopy		25 years											
main & secondary roof (EPDM)		25 years											
Caulking													
Eaves		30 years											
Exterior Walls													
Windows													
Doors							10,000						
				-	-	-	10,000	-	-	-	-	-	-
Building Interior													
Ceilings-common and service areas		10 years				15,000							
Walls - common and service areas		5 years											
Floors- common and service areas		5 years	30,000			4,200			33,100				
Plumbing Fixtures - common and service areas													
				-	-	19,200	-	-	33,100	-	-	-	-
Electrical Systems													
Distribution Panel - Main/intermediate													
Emergency Lighting													
Exterior Lighting System													
				-	-	-	-	-	-	-	-	-	-
Mechanical Systems													
Heating System - common and service areas			95,000				50,000	50,000					
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks			1,200						1,300				
Storm Water including Roof Drains													
				-	-	-	50,000	50,000	1,300	-	-	-	-
FERGUS GRAND THEATRE SUB-TOTAL				-	-	19,200	60,000	50,000	34,400	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
BELWOOD HALL													
Site Work													
Sidewalks													
				-	-	-	-	-	-	-	-	-	-
Building Exterior													
Paint siding													
Replace metal roof on entire building (\$22,500 in 2007)		40 years	25,000							28,200			
Eaves trough - Soffit & Fascia (\$3,500 in 2007)											18,000		
Windows (\$16,800 in 2007)					20,000								
Siding board & batten (\$17,750 in 2007)					20,000								
Caulking													
Doors									16,600				
				-	40,000	-	-	-	16,600	28,200	18,000	-	-
Building Interior													
Ceilings - common and services areas													
Floors - common and service areas				5,000	25,000	30,000							
Lighting Fixtures - common and service areas				10,000									
Plumbing Fixtures - common and service areas				2,500									
				17,500	25,000	30,000	-	-	-	-	-	-	-
Electrical System													
Distribution Panel - Main/intermediate													
Emergency Lighting													
				-	-	-	-	-	-	-	-	-	-
Mechanical System													
Heating System - common and service areas							15,000						
Domestic Water Supply and Distribution													
Domestic Water - Risers and Laterals													
Domestic Water Treatment System													
Sanitary Waste Removal System								50,000					
				-	-	-	15,000	50,000	-	-	-	-	-
BELWOOD HALL SUB-TOTAL													
				17,500	65,000	30,000	15,000	50,000	16,600	28,200	18,000	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
PARKS & RECREATION
2023 - 2032**

Inflation Factor = 2%														
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	
Facility Description	QTY	LIFE	COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<u>CWCS CAMPGROUND WASHROOM</u>														
Building Exterior														
Roof systems											30,000			
Soffit and fascia											15,000			
Building Interior														
Walls - common and service areas									22,100					
				-	-	-	-	-	22,100	-	45,000	-	-	
CWCS CAMPGROUND SUB-TOTAL				-	-	-	-	-	22,100	-	45,000	-	-	
<u>ELORA TOURISM OFFICE</u>														
Building Exterior														
Load Brick Bearing Masonry Walls														
Sealants														
Windows														
				-	-	-	-	-	-	-	-	-	-	
ELORA TOURISM OFFICE SUB-TOTAL				-	-	-	-	-	-	-	-	-	-	
TOTAL FACILITY REPLACEMENT				479,500	394,100	290,100	325,800	382,400	288,500	278,300	253,700	290,000	183,000	



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2023 - 2032**

			Inflation Factor = 2%										
			(1.000) 2023 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
205 Queen Street													
Asphalt paved parking			75,000			78,000							
Other Miscellaneous				8,000	8,200	8,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
				8,000	8,200	86,500	9,000	9,700	10,700	12,000	13,800	16,200	19,400
Elora Armoury													
Other Miscellaneous				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Elora Fire Hall													
Motorized Vinyl Sectional Bay Doors (12'x14')			36,000					39,000					
Asphalt Paved Parking Lot			60,000								68,900		
Exterior Wood Framed Shed			20,000						22,100				
Other Miscellaneous				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
				3,000	3,100	3,200	3,400	42,700	26,200	4,600	74,200	6,200	7,400
Elora Municipal Office													
Vinyl framed divided fixed windows			66,000				70,000						
Other Miscellaneous				10,000	10,200	10,600	11,200	12,100	13,400	15,100	17,300	20,300	24,300
				10,000	10,200	10,600	81,200	12,100	13,400	15,100	17,300	20,300	24,300
Elora Works Garage													
Flourescent lighting			15,000			15,600							
Overhead garage doors			36,000						39,700				
Other Miscellaneous				2,000	2,000	2,100	2,200	2,400	2,600	2,900	3,300	3,900	4,700
				2,000	2,000	17,700	2,200	2,400	42,300	2,900	3,300	3,900	4,700
Fergus Fire Hall													
Built-up roofing system			137,500								157,900		
TPO roofing system			54,000								62,000		
Packaged rooftop unit			26,000										31,100
Other Miscellaneous				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
				3,000	3,100	3,200	3,400	3,700	4,100	4,600	225,200	6,200	38,500
Fergus Works Garage													
Other Miscellaneous				5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
				5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Pilkington Office													
				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200	7,400
Pilkington Works Garage													
				5,000	5,100	5,300	5,600	6,100	6,700	7,500	8,600	10,100	12,100
Weigh Scale Building													
Cedar Shakes			9,500									11,100	



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES REPLACEMENT FORECAST
OTHER FACILITIES
2023 - 2032**

Inflation Factor = 2%			(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Facility Description	QTY	LIFE	2023 UNIT COST	2024	2025	2026	2027	2028	2029	2030	2031	2032
Other Miscellaneous			1,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	2,000	2,400
			1,000	1,000	1,000	1,100	1,200	1,300	1,500	1,700	13,100	2,400
<u>West Garafraxe Works Garage</u>												
Asphalt paving			140,000				151,500					
Natural gas fired IR tube heaters			25,000					27,600				
Vertical metal siding			180,000						202,700			
Vinyl sectional overhead garage doors			37,500							43,100		
Other Miscellaneous				2,000	2,000	2,100	2,200	2,400	2,600	2,900	3,300	3,900
				2,000	2,000	2,100	2,200	153,900	30,200	205,600	46,400	3,900
<u>West Garafraxe Office</u>				3,000	3,100	3,200	3,400	3,700	4,100	4,600	5,300	6,200
TOTAL FACILITY REPLACEMENT				48,000	49,100	144,500	123,900	249,000	153,900	275,100	415,000	108,600
												147,800



ENVIRONMENTAL SUPPORTED EQUIPMENT REPLACEMENT FORECAST

2023 DRAFT BUDGET



TOWNSHIP OF CENTRE WELLINGTON

EQUIPMENT REPLACEMENT FORECAST

ENVIRONMENTAL SERVICES

2023 - 2032

Inflation Factor = 2%												
		(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	Qty	2023 COST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
WATER SERVICES												
Quick Cut Saw (1)	1	1,500				1,600				1,700		
Asphalt Saw (1)	1	1,500		1,500					1,700			
Tapping Machine (1)	1	3,000				3,200						3,600
Large Generator (2)	2	80,000		163,200								191,200
Locator Equipment	1	5,000		5,100					5,600			
Leak Detection System	1	25,000			26,000							
Tower Generators (4)	4	1,500		6,000					6,800			
Watermain Flushing Meter (2) - 2015	2	2,200			2,300		2,400			2,500		2,600
Hydrant Transmitters (3) - 2015	3	10,000						33,000				
Valve Turner - 2011	1	35,000			36,400							
Compactor (Jumping Jack)	1	7,000		7,100					7,900			
WATER - SPCS												
Locator Equipment (Hetek) - 2021	1	5,000				5,300					5,900	
Uninterruptible Power Supply Batteries - Water	14	250		4,200				4,200				4,200
Uninterruptible Power Supply Devices (14) - Water	14	1,400		19,600								23,800
Handheld - Water Meter Reader - 2021 (R900 Belt Clip with Tablet)	1	6,000									7,000	
Handheld - Water Meter Reader - SPCS Backup	1	6,000				6,400						
2" Backflow Device (2)	2	1,500				1,600					1,800	
Backflow Testing Device	1	3,000				3,200						
MRX-920 Mobile Data Collector	1	20,000								23,000		
2 Inch Water Meters with Pit Meter Heads (4)	4	1,250			1,300					1,400		
Water Bottle Fill Stations (5)	5	3,500										4,200
Two Way Radios	15	1,700	25,500									
Provision for Miscellaneous Equipment			7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000
TOTAL - WATER			32,500	213,700	73,500	28,800	10,400	45,200	30,500	37,100	23,700	238,600
WASTEWATER SERVICES												
Sewer Machine - Flex Rods (Electric) (1)	1	2,000								2,300		
Small Generator (3)	3	1,500			4,700					5,200		
Lateral Hand Sewer Camera (1)	1	10,000				10,600					11,700	
Mainline Sewer Camera (1)	1	90,000	90,000									
Uninterruptible Power Supply Batteries - Wastewater	24	250			7,200				7,200			
Uninterruptible Power Supply Devices - Wastewater	24	1,300							36,000			
Weed Eater (2)	2	2,000			2,100		2,200			2,300		2,400
Hydraulic Ram Set	1	2,500									2,900	
Large Generator - Lift Station (1)	1	80,000				84,900						
Truck Snow Blade - 2020	1	8,500						9,400				
2 x 4" Pumps with Hoses, Control Box and Cord (1 Fergus & 1 Elora)	2	7,500				16,000						
Quickcut and Trolley	1	2,000						2,200				
"Big Blue" Trailer Pump and Hose- all 6"	1	70,000		71,400								



TOWNSHIP OF CENTRE WELLINGTON EQUIPMENT REPLACEMENT FORECAST ENVIRONMENTAL SERVICES 2023 - 2032

Equipment Description	Qty	Inflation Factor = 2% 2023 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Vactor Heads/Guns/Accessories/Spares	1	20,000			20,800							
Welders	2	5,000	5,000							5,700		6,000
Motorized Pipe Vise and Threading Tools	1	7,000										
Davit Arms and Chainfalls/Spec Chain	1	15,000	5,000	5,100	5,200	5,300	5,400	5,533	5,633	5,733	5,867	5,967
Appliances Fridges/Stoves/Microwaves	1	1,500	150	150	160	160	160	170	170	170	180	180
2" Pumps x 3 and Hoses	3	1,700			1,800	1,800				2,000		
Spare Submersible Pumps from Lift Stations	1	26,000						28,700				
Sewer Push Camera	1	5,500						6,100				
Line Locators/Equipment	1	11,000									12,900	
Chem pump-LPS	1	2,000			2,100							2,400
Snowblowers (1 Elora, 1 Fergus)	2	2,250	2,300		2,300					2,600		2,700
Portable Gensets/Inverters	5	2,000	2,000		2,100		2,200		2,300		2,300	
Air Compressor - Large (Fergus)	1	4,000									4,700	
Air Compressor - Small (Elora & Spills Trailer)	2	500		500	500			600	600			600
Camera Truck Software	1	80,000	80,000									95,600
Grinder Pumps		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Provision for Miscellaneous Equipment			7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000
WASTE WATER TREATMENT PLANTS												
Fergus A-frame	1	15,000			15,600							
Elora A-frame	1	15,000										
Various Utility Hoists	6	3,000	3,000		3,100		3,200		3,400		3,500	
Utility Hoist - 2 Ton	1	8,000									9,400	
3 Lab Quality Microscopes	3	2,500						2,800				
Education Trailer Contents	1	10,000			10,400					11,500		
Lab Equipment	1	30,000	3,000	3,060	3,120	3,180	3,250	3,310	3,380	3,450	3,510	3,590
Hoses- 1",2",2.5",3",4"	1	2,000				2,100					2,300	
Engine Hoist	1	1,500			1,600							
UV/FE Testing Equip/Units	1	6,000				6,400					7,000	
Composite Samplers - Final Effluent x 2	2	8,000	8,000						9,000		9,400	
Composite Samplers x 4	4	4,000	4,000				4,300				4,700	
Trailers x 2 (1 spills, 1 education)	2	10,000			10,400	10,600						
Trailer - Landscape	1	6,000		6,100								
Non-flammable Cabinet (retired)	1	4,500										
Washer and Dryer	1	2,500		2,600						2,900		
Bug Zapper Lamps - 3x Fergus, 3 x Elora	6	1,000			6,000							
Two Way Radios	7	1,700	11,900									
Provision for Miscellaneous Equipment			9,000	9,000	10,000	10,000	10,000	10,500	10,500	10,500	11,000	11,000
TOTAL - WASTEWATER			265,350	139,910	151,680	193,540	73,710	112,313	121,683	97,853	135,357	174,437
TOTAL EQUIPMENT REPLACEMENT			297,850	353,610	225,180	222,340	84,110	157,513	152,183	134,953	159,057	413,037



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2023 - 2032**

Equipment Description	Qty	Inflation Factor = 2% (1.000) 2023 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>Reserve Forecast</u>												
January 1 Reserve Balance			667,644	494,794	274,184	190,004	116,664	190,554	200,040	224,857	277,904	317,847
Less: Equipment replacements			(297,850)	(353,610)	(225,180)	(222,340)	(84,110)	(157,513)	(152,183)	(134,953)	(159,057)	(413,037)
Add: Revenues from sale of equipment			-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution			125,000	133,000	141,000	149,000	158,000	167,000	177,000	188,000	199,000	211,000
December 31 Reserve Balance			494,794	274,184	190,004	116,664	190,554	200,040	224,857	277,904	317,847	115,810



10-YEAR CAPITAL FORECAST

2023 DRAFT BUDGET



10-Year Capital Forecast Summary

In addition to the capital budget, the Township prepares a 10-year capital forecast for inclusion in the annual budget process. Staff obtains approval for the first three years of the capital forecast. This means that 2023 capital projects are approved by Council, and 2024/2025 capital projects have preliminary approval. With this approach, priority capital projects can move forward with design and tendering prior to the year of construction to take advantage of favourable construction pricing. In addition, since capital projects often impact future operating budgets, any potential operating impacts are reflected in the 3-year operating forecast.

The development of a 10-year capital forecast is sound financial planning, as it provides:

- A roadmap for future capital projects;
- Identifies areas of opportunity and risk;
- Communicates the direction to the community;
- Takes advantage of favourable construction prices; and
- Stimulates discussion concerning the long-term impact of decisions made today on future services as well as operational challenges moving forward.

The 10-year capital forecast is a living document that changes due to many uncontrollable and diverse factors, including:

- New information (i.e. recent studies and master plans);
- Grant opportunities;
- New legislation/regulations;
- Economic conditions;
- Development/Growth;
- Environmental factors (i.e. climate change); and
- Political support.

Determining Capital Priorities

As discussed in the asset management introduction section, there is a calculation of asset risk/criticality within the asset management plan that assists staff in determining capital priorities for inclusion within the capital forecast. In addition to this calculation, other factors that assist in determining capital priorities include:

- Priorities included within the Township's Strategic Plan;
- Financing restrictions (see below);
- Determination if the project is mandatory;
- Project criticality due to health and safety or service disruption reasons;
- Potential future efficiencies or cost savings; and

- Normal lifecycle replacement.

Master Plans/Studies

The Township has numerous master plans and other studies that provide invaluable information regarding capital needs.

- Strategic Plan;
- Development Charges Background Study;
- Asset Management Plan;
- Condition Assessments (i.e. roads, bridges, facilities);
- Fire Master Plan;
- Parks, Recreation, & Culture Master Plan;
- Trails Master Plan;
- Culture Action Plan;
- Transportation Master Plan; and
- Long-term Water Supply Master Plan.

The recommendations in these master plans/studies span, at a minimum, 10 years and in some cases, over 20 years. The recommendations affecting the 2023 to 2032 period have been incorporated into the capital forecast.

Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast have been fully funded. From a tax supported capital perspective (excluding bridges and culverts), this is based on minimum expected funding available of approximately \$5.5 million to \$7 million per year (from taxation, Canada Community Building Fund, Ontario Community Infrastructure Fund (partial), and OLG funding). For bridges and culverts, the 10-year forecast is funded from the Dedicated Capital Levy and Ontario Community Infrastructure Fund (partial). For waterworks and wastewater, the first 9 years are funded through water and wastewater capital reserves. The tenth year in the forecast is not fundable, as it is used as a “holding year” for future projects identified by staff.

Development Related Infrastructure

The anticipated timing of specific development within the Township was discussed by staff early in the creation of the 2023 Budget. This is important as there is development related infrastructure within the capital forecast that has both a cash flow and financial impact on the Township. Most projects have been positioned in the tenth year of the 10-year capital forecast, and their descriptions in the capital budget are followed by “{SFA}”. Given the substantial cost required to fund these development related projects,



it has been assumed that all growth-related costs associated with these projects will be 100% front-end funded through a service financing agreement (SFA) with the applicable developer(s). If/when applicable developers are approved to initiate their development, SFA discussions will take place and applicable capital projects will be re-positioned in the 10-year capital forecast according to the terms of the agreement.

Development Charges (DC) Forecast

As discussed in the 2023 capital budget section, the Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For each year in the 10-year capital forecast, a maximum target DC funding available of \$1.7 million annually was used, unless planned agreements with developers provided an acceleration of DC funding for specific projects. This was determined based on anticipated DC proceeds received from developers annually (based on projected development), as well as the projected use of DCs to fund growth related debt.

2024 and 2025 Project Highlights

The following represents project highlights for years 2024 and 2025. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2023.

2024 Capital Project Highlights

Project	Amount
Rehabilitation of Fourth Line Bridge (structure 3-WG)	\$390,000
Rehabilitation of Fifth Line bridge (structure 4-E)	430,000
Paving of Eighth Line W from Sideroad 5 to Wellington Road 7	410,000
Reconstruction of St David Street North from St Andrew Street to Edinburgh Avenue	4,835,000
Reconstruction of Hill St E (Fergus) from Herrick St to Gartshore St	2,500,000
Streetscape of East Mill St from Metcalfe St to Melville St	650,000
Fergus Wastewater Treatment Plant Boiler Replacement	350,000
Fergus Wastewater Treatment Plant Biosolids Storage Assessment and Rehabilitation	1,065,000
Chalmers Street Watermain Replacement from Moir St to Colborne St	575,000
Elora Community Centre Asphalt Parking Area Resurfacing	300,000
Bissel Park Multi-use Pad Refrigeration System	350,000
Beatty Hollow Neighbourhood Park and Splashpad	635,000

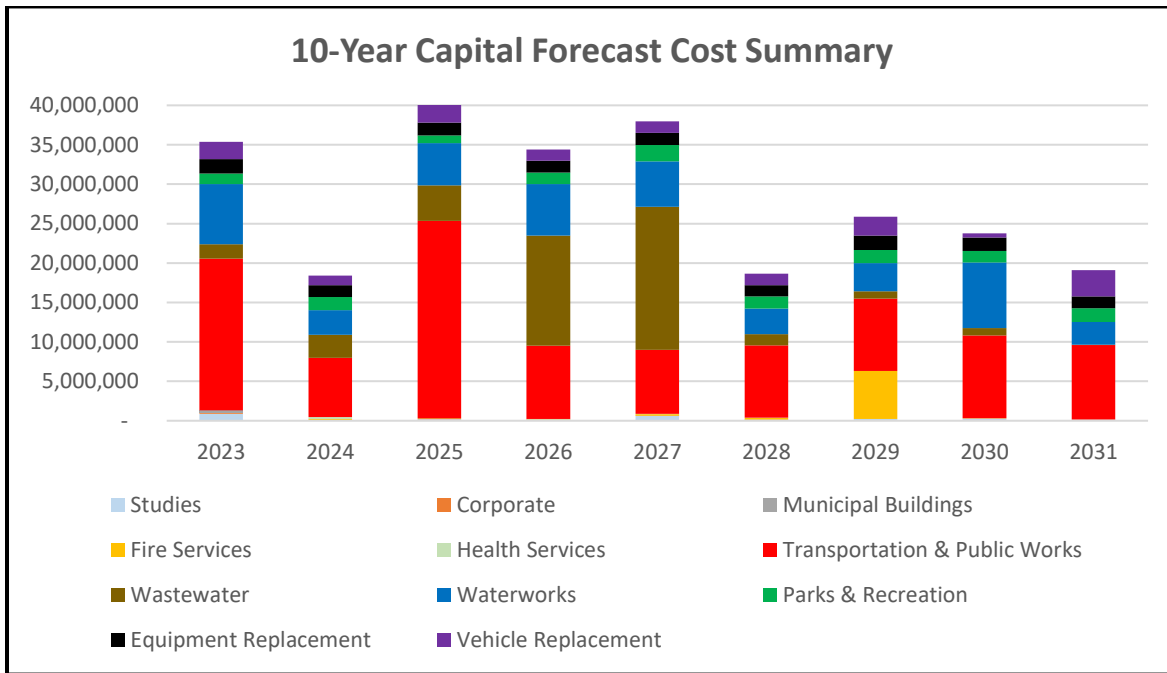


2025 Capital Project Highlights

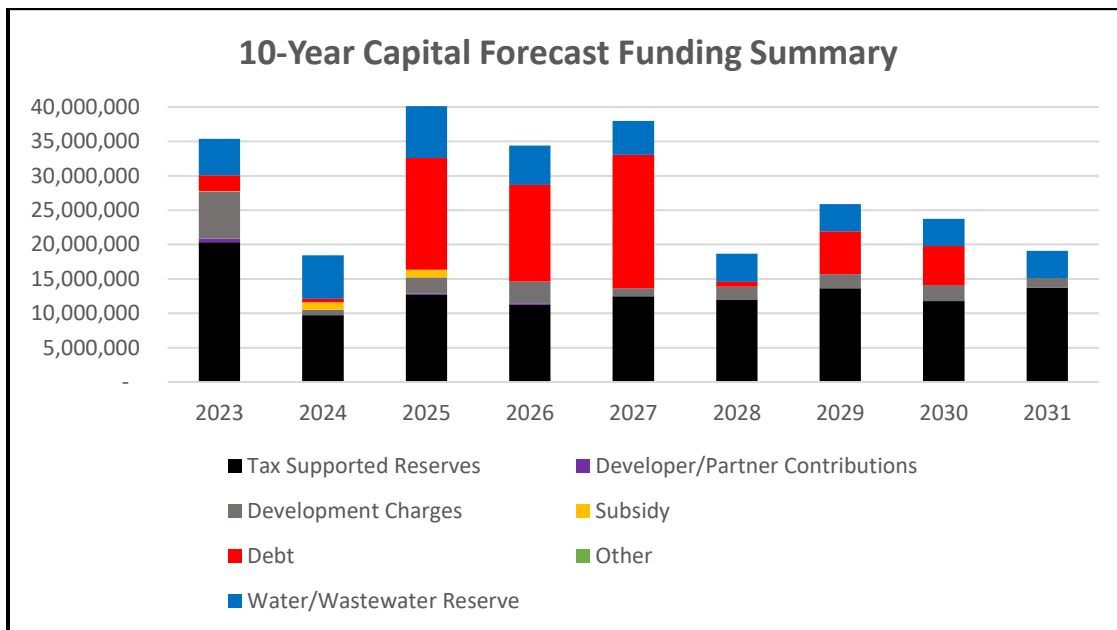
Project	Amount
Replacement of Noah Road Culverts (Structures 32-P and 33-P)	\$2,750,000
Paving of Eighth Line E from Sideroad 14 to 350m North of Sideroad 12	420,000
Paving of Sixth Line East from Wellington Road 21 to Sideroad 10	730,000
Paving of Second Line from 500m North of Wellington Road 19 to Wellington Road 18	650,000
Bridge St Fergus Road Reconstruction from Tower St S to Queen St	385,000
Reconstruction and upgrades of Carlton Place from Metcalfe St to Victoria St	1,197,500
Reconstruction and upgrades of Carlton Place from Victoria St to Wellington Road 7 in Elora	1,785,000
Victoria Street from Carlton Place to Water Street replacement of storm sewers and road and sidewalk improvements	437,500
Continuation of reconstruction of St David Street North from St Andrew Street to Edinburgh Avenue	3,995,000
Renovation of House at 495 Union St West	450,000
Design of future expansion of Fergus Wastewater Treatment Plant	1,500,000
Water Meter Modernization and Replacement	1,237,500
Woolwich Street Watermain Extension from Wellington Road 7 to Urban Boundary	1,270,000
Mary Street Watermain Replacement from East Mill St to Church St	645,000
Millburn Park Playground and Washroom	225,000



The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2032) has been removed because it is not fundable, as it is used as a “holding year” for future projects identified by staff.



The graph below shows the distribution of project funding by category/department over the forecast period. Again, year 10 (i.e. 2032) has been removed because it is not fundable, as it is used as a “holding year” for future projects identified by staff.



In years of significant capital (i.e. 2025 to 2027), additional capital is possible due to anticipated proposed debt financing. For more analysis on debt (both current and proposed debt), please refer to the “other information” at the end of this document.

The 10-year capital forecast is provided on the following pages.





TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
STUDIES											
Studies											
105-0901 - Water/Wastewater Servicing Master Plan	350,000	0	0	0	0	0	0	0	0	0	350,000
105-0903 - Diversity, Equity and Inclusion Study and Implementation	10,000	0	0	0	0	0	0	0	0	0	10,000
2015-054 - Development Charges Study - 2025	0	0	80,000	0	0	0	0	0	0	0	80,000
2016-012 - Water and Wastewater Rate Study - 2025	0	0	60,000	0	0	0	0	0	0	0	60,000
2016-013 - Township Wide Compensation Market Review - 2023	50,000	0	0	0	0	0	0	0	0	0	50,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	0	40,000	0	0	0	0	0	0	40,000
2018-006 - Development Charges Study - 2030	0	0	0	0	0	0	0	80,000	0	0	80,000
2019-038 - Transportation Plan Update	0	0	0	0	240,000	0	0	0	0	0	240,000
2019-039 - Trails Master Plan Study Update	0	0	0	0	76,000	0	0	0	0	0	76,000
2019-040 - Parks, Recreation & Culture Master Plan Update	0	0	0	0	0	85,000	0	0	0	0	85,000
2019-041 - Fire Master Plan Update	0	0	0	0	60,000	0	0	0	0	0	60,000
2020-056 - Township Wide Compensation Market Review - 2027	0	0	0	0	50,000	0	0	0	0	0	50,000
2021-042 - Water Supply Master Plan Update	0	0	0	0	0	0	160,000	0	0	0	160,000
2021-047 - Update Corporate Strategic Action Plan - 2030	0	0	0	0	0	0	0	40,000	0	0	40,000
2021-048 - Water and Wastewater Rate Study - 2030	0	0	0	0	0	0	0	60,000	0	0	60,000
2021-050 - Heritage Conservation District Study #1	0	35,000	0	0	0	0	0	0	0	0	35,000
2021-051 - Heritage Conservation District Plan #1	0	0	35,000	0	0	0	0	0	0	0	35,000
2021-052 - Heritage Conservation District Study #2	0	0	0	45,000	0	0	0	0	0	0	45,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2021-053 - Heritage Conservation District Plan #2	0	0	0	0	45,000	0	0	0	0	0	45,000
2021-054 - Municipal Building Audit Update	0	0	0	0	150,000	0	0	0	0	0	150,000
2022-053 - Future Recreation Facility Needs Assessment - Arenas	0	0	15,000	0	0	0	0	0	0	0	15,000
2022-098 - Heritage Conservation District Study #3	0	0	0	0	0	50,000	0	0	0	0	50,000
2022-099 - Heritage Conservation District Plan #3	0	0	0	0	0	0	50,000	0	0	0	50,000
2022-100 - Heritage Conservation District Study #4	0	0	0	0	0	0	0	35,000	0	0	35,000
2022-101 - Heritage Conservation District Plan #4	0	0	0	0	0	0	0	0	35,000	0	35,000
2022-102 - Heritage Conservation District Study #5	0	0	0	0	0	0	0	0	0	100,000	100,000
2023-011 - Energy Conservation and Demand Management Plan - 2024	0	10,000	0	0	0	0	0	0	0	0	10,000
2023-012 - Energy Conservation and Demand Management Plan - 2029	0	0	0	0	0	0	10,000	0	0	0	10,000
2023-013 - Pierpoint Cultural Heritage Landscape Implementation	10,000	0	0	0	0	0	0	0	0	0	10,000
2023-018 - Parks and Recreation Fees Study	0	30,000	0	0	0	0	0	0	0	0	30,000
2023-020 - Parking Strategy	100,000	0	0	0	0	0	0	0	0	0	100,000
2023-021 - Development Permit System Review	140,000	0	0	0	0	0	0	0	0	0	140,000
2023-029 - Master Drainage Study for Gravel Road Conversions - Salem	50,000	0	0	0	0	0	0	0	0	0	50,000
2023-052 - Cemetery Financial and User Fee Study	20,000	0	0	0	0	0	0	0	0	0	20,000
2023-053 - Township Wide Compensation Market Review - 2030	0	0	0	0	0	0	0	50,000	0	0	50,000
2023-054 - Parkland Dedication and By-Law Update	15,000	0	0	0	0	0	0	0	0	0	15,000
2023-057 - Customer Service and Engagement Strategy	50,000	0	0	0	0	0	0	0	0	0	50,000
2023-067 - Stormwater Management Pond Sediment Surveys	50,000	0	0	0	0	0	0	0	0	0	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2023-081 - Parkland Expansion Feasibility Study	20,000	0	0	0	0	0	0	0	0	0	20,000
Total for Studies	865,000	75,000	190,000	85,000	621,000	135,000	220,000	265,000	35,000	100,000	2,591,000
TOTAL STUDIES	865,000	75,000	190,000	85,000	621,000	135,000	220,000	265,000	35,000	100,000	2,591,000
<u>CORPORATE</u>											
Corporate - IT&S											
2020-041 - Purchase Order System	0	0	0	0	0	0	0	100,000	0	0	100,000
2020-042 - Records Management System	0	0	75,000	30,000	30,000	0	0	0	0	0	135,000
2023-024 - Cyber Security Testing	35,000	0	0	0	0	0	0	0	0	0	35,000
2023-026 - Intranet Update	40,000	0	0	0	0	0	0	0	0	0	40,000
2023-027 - Endpoint Detection and Response Solutions	20,000	0	0	0	0	0	0	0	0	0	20,000
2023-058 - Aerial Photography Update - 2023	25,000	0	0	0	0	0	0	0	0	0	25,000
2023-059 - Aerial Photography Update - 2028	0	0	0	0	0	25,000	0	0	0	0	25,000
2023-071 - Paperless Accounts Payable System	0	0	75,000	0	0	0	0	0	0	0	75,000
2023-078 - Alarm Systems Upgrades	0	40,000	0	0	0	0	0	0	0	0	40,000
Total for Corporate - IT&S	120,000	40,000	150,000	30,000	30,000	25,000	0	100,000	0	0	495,000
Corporate - Other											
105-0905 - Online E-Commerce	10,000	0	0	0	0	0	0	0	0	0	10,000
Total for Corporate - Other	10,000	0	0	0	0	0	0	0	0	0	10,000
TOTAL CORPORATE	130,000	40,000	150,000	30,000	30,000	25,000	0	100,000	0	0	505,000
<u>MUNICIPAL BUILDINGS</u>											
Municipal Buildings											
105-0531 - Video Surveillance at Parks & Recreation Facilities	30,000	0	0	0	0	0	0	0	0	0	30,000
105-0906 - Council Chambers - Audio/Video Equipment Replacement - 2022	50,000	0	0	0	0	0	0	0	0	0	50,000
2020-046 - 23 Metcalfe St (Elora Drill Shed) Stairs	50,000	0	0	0	0	0	0	0	0	0	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2023-019 - Office Retro-fit	200,000	0	0	0	0	0	0	0	0	0	200,000
Total for Municipal Buildings	330,000	0	0	0	0	0	0	0	0	0	330,000
TOTAL MUNICIPAL BUILDINGS	330,000	0	0	0	0	0	0	0	0	0	330,000
<u>FIRE SERVICES</u>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	0	137,000	0	0	0	137,000
2010-078 - Tanker	0	0	0	0	0	0	610,000	0	0	0	610,000
2010-079 - Pumper	0	0	0	0	0	0	950,000	0	0	0	950,000
2010-080 - New Fire Hall	0	0	0	0	100,000	200,000	3,945,000	0	0	0	4,245,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	0	420,000	0	0	0	420,000
2020-024 - Volunteer Firefighter Recruit Personal Protective Equipment - 2026	0	0	0	44,000	0	0	0	0	0	0	44,000
2020-026 - Re-paving Infront of Apparatus Doors at Fergus Station	0	30,000	0	0	0	0	0	0	0	0	30,000
2020-028 - Equipment For New Pumper	0	80,000	0	0	0	0	0	0	0	0	80,000
2022-001 - Additional SCBA & Cylinders for new Volunteer Firefighter Recruits	0	0	0	0	87,500	0	0	0	0	0	87,500
2022-002 - Portable Radios and Chargers	0	0	0	0	0	0	30,000	0	0	0	30,000
2023-094 - Elora Fire Hall Roof Replacement	0	0	0	0	0	0	0	0	0	140,000	140,000
Total for Fire Services	0	110,000	0	44,000	187,500	200,000	6,092,000	0	0	140,000	6,773,500
TOTAL FIRE SERVICES	0	110,000	0	44,000	187,500	200,000	6,092,000	0	0	140,000	6,773,500
<u>HEALTH SERVICES</u>											
Cemeteries											
2016-039 - Belsyde Cemetery - Columbarium "D"	0	0	0	0	40,000	0	0	0	0	0	40,000
2016-040 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase I	0	60,000	0	0	0	0	0	0	0	0	60,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2016-041 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase II	0	0	0	50,000	0	0	0	0	0	0	50,000
2016-042 - Belsyde Cemetery - Cremation Headstone Foundations - 2031	0	0	0	0	0	0	0	0	50,000	0	50,000
2016-045 - Belsyde Cemetery - Detailed Design Block D - Phase II and Financial Plan Update	0	60,000	0	0	0	0	0	0	0	0	60,000
2016-046 - Belsyde Cemetery - Block D Development - Phase IIA	0	0	0	0	0	0	0	0	65,000	0	65,000
2022-077 - Elora Cemetery - In-Ground Cremation Area - Phase II	0	0	0	0	0	25,000	0	0	0	0	25,000
2022-078 - Elora Cemetery - Columbarium Area - Phase II	0	90,000	0	0	0	0	0	0	0	0	90,000
2023-105 - Elora Cemetery Entrance Features	0	30,000	0	0	0	0	0	0	0	0	30,000
Total for Cemeteries	0	240,000	0	50,000	40,000	25,000	0	0	115,000	0	470,000
TOTAL HEALTH SERVICES	0	240,000	0	50,000	40,000	25,000	0	0	115,000	0	470,000
<u>TRANSPORTATION & PUBLIC WORKS</u>											
Capital Levy/OCIF Funded Projects											
2010-076 - Sideroad 15 - Queen Mary Bridge - 30-WG	0	0	0	0	2,005,000	0	0	0	0	0	2,005,000
2011-043 - Sideroad 11 Bridge - 28-P	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
2012-096 - Second Line Bridge Deck - 31-WG	0	0	0	0	0	2,000,000	0	0	0	0	2,000,000
2014-043 - Washington St Bridge - 12-N	0	0	0	0	0	0	0	0	0	700,000	700,000
2014-073 - Fourth Line - 5-E	0	0	0	0	0	0	1,700,000	0	0	0	1,700,000
2015-056 - Beatty Line Bridge - 3-N	400,000	0	0	0	0	0	0	0	0	0	400,000
2016-049 - Noah Road Culverts - 32-P and 33-P	0	150,000	2,750,000	0	0	0	0	0	0	0	2,900,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	0	1,200,000	0	0	0	1,200,000
2016-063 - Sixth Line Bridge - 3-E	0	100,000	150,000	1,900,000	0	0	0	0	0	0	2,150,000
2016-064 - First Line Bridge - 21-WG	0	0	0	0	0	0	0	2,400,000	0	0	2,400,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	0	0	0	0	300,000	0	0	0	0	300,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2017-081 - Fourth Line Bridge - 3-WG	0	390,000	0	0	0	0	0	0	0	0	390,000
2017-082 - Seventh Line Bridge - 1-E	0	0	0	0	0	100,000	0	0	0	0	100,000
2017-084 - Sideroad 25 Bridge - 11-WG	0	135,000	0	0	0	0	0	0	0	0	135,000
2017-085 - Third Line Bridge - 8-E	0	0	0	0	0	0	0	0	0	150,000	150,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	0	1,600,000	0	1,600,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	0	0	0	500,000	0	0	500,000
2019-006 - Bridge Repairs and Remediation - 2024 - 2032	0	120,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	920,000
2019-087 - Pre-Engineering - Bridges - 2024 - 2032	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	135,000	0	0	0	0	0	0	0	0	135,000
2020-058 - East West Garafraxa Townline Culvert - 0016	0	0	0	300,000	0	0	0	0	0	0	300,000
2021-070 - Middlebrook Place Boundary Bridge Removal - 180160	0	0	0	0	0	360,000	0	0	0	0	360,000
2022-096 - Fifth Line Bridge Deck - 18-WG	480,000	0	0	0	0	0	0	0	0	0	480,000
2023-001 - Bridge Repairs and Remediation - 2023	170,000	0	0	0	0	0	0	0	0	0	170,000
2023-002 - Pre-Engineering - Bridges - 2023	75,000	0	0	0	0	0	0	0	0	0	75,000
2023-072 - Municipal Class Environmental Assessment (Structures 1-P, 28-P, 30-P, 32-P, 33-P)	200,000	0	0	0	0	0	0	0	0	0	200,000
2023-073 - Middlebrook Road Bridge - 18-P	0	0	0	0	150,000	0	0	0	0	0	150,000
2023-074 - Third Line Bridge - 7-E	0	0	0	0	0	0	0	0	1,300,000	0	1,300,000
301-0711 - Fifth Line Bridge - 4-E	0	430,000	0	0	0	0	0	0	0	0	430,000
301-0830 - First Line Bridge - 24-WG	100,000	0	0	0	0	0	0	0	0	0	100,000
301-0885 - Sideroad 4 Bridge - 14-P	0	120,000	0	0	0	0	0	0	0	0	120,000
301-0898 - Fifth Line Bridge - 16-WG	2,910,000	0	0	0	0	0	0	0	0	0	2,910,000
F0116 - Weisenberg Road Bridge - 5-P	0	0	0	0	900,000	0	0	0	0	0	900,000
Total for Capital Levy/OCIF Funded Projects	4,335,000	1,680,000	3,100,000	2,400,000	3,255,000	2,960,000	3,100,000	3,100,000	3,100,000	2,550,000	29,580,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Public Works - Other											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	0	260,000	0	0	0	0	0	260,000
2014-012 - Rubber Tire Excavator	0	0	0	0	0	0	300,000	0	0	0	300,000
2017-017 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2024-2032	0	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	990,000
2021-009 - Road Condition Assessments - 2025 - 2030	0	0	50,000	0	0	0	50,000	0	0	0	100,000
2021-072 - Sanitary and Storm Sewer Condition Assessments (2026)	0	0	0	200,000	0	0	0	0	0	0	200,000
2022-027 - Provision for Additional Water Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000
2022-028 - Provision for Additional Wastewater Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000
2022-090 - Elora West Garage Asphalt Replacement	60,000	0	0	0	0	0	0	0	0	0	60,000
2023-003 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects - 2023	110,000	0	0	0	0	0	0	0	0	0	110,000
2023-028 - Grader	675,000	0	0	0	0	0	0	0	0	0	675,000
2023-076 - Fergus River Valley LED Lighting Replacement	35,000	0	0	0	0	0	0	0	0	0	35,000
2023-091 - West Garafraxa Garage - Asphalt Resurfacing	0	0	0	0	0	140,000	0	0	0	0	140,000
2023-095 - West Garafraxa Garage - Siding Replacement	0	0	0	0	0	0	0	180,000	0	0	180,000
2023-097 - West Garafraxa Salt Storage Facility Replacement	0	0	0	0	0	0	0	0	0	140,000	140,000
2023-100 - West Garafraxa Garage Roof Replacement	0	0	0	0	0	0	0	0	215,000	0	215,000
2023-101 - Elora Public Works Garage - Siding Replacement	0	0	0	0	0	0	0	0	0	120,000	120,000
303-0299 - Corporate Operations Facilities	607,000	0	14,439,000	0	0	0	0	0	0	0	15,046,000
303-0927 - Veteran's Park (Salem) Retaining Wall Rehabilitation	185,000	0	0	0	0	0	0	0	0	0	185,000
Total for Public Works - Other	1,672,000	110,000	14,599,000	310,000	370,000	250,000	460,000	290,000	325,000	770,000	19,156,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Roadways - Rural											
2009-047 - Second Line East – Side Rd 10 to Side Rd 14	0	0	0	475,000	0	0	0	0	0	0	475,000
2010-091 - Eighth Line W - WR 18 to SR 5	900,000	0	0	0	0	0	0	0	0	0	900,000
2012-065 - Eighth Line W – SR 5 to WR 17	0	410,000	0	0	0	0	0	0	0	0	410,000
2012-067 - Eighth Line W. – Grand River to Middlebrook Rd.	0	0	0	0	0	0	750,000	0	0	0	750,000
2012-070 - Eighth Line E – SR 14 to 350m North of SR 12	0	0	420,000	0	0	0	0	0	0	0	420,000
2012-072 - Fourth Line E – SR 10 to SR 4	0	0	0	0	0	0	0	700,000	0	0	700,000
2012-073 - Sixth Line E. – WR 21 (Inverhaugh) to SR 10	0	0	730,000	0	0	0	0	0	0	0	730,000
2012-074 - SR 4 - WR 7 to Second Line	0	0	0	0	0	0	0	0	420,000	0	420,000
2012-075 - Beatty Line N. – SR 18 to SR 15	0	0	0	350,000	0	0	0	0	0	0	350,000
2012-078 - Gerrie Rd – SR 10 (south) to SR 15	0	0	0	0	0	650,000	0	0	0	0	650,000
2012-082 - Jones Base Line South – 4th Line to 6th Line (Nichol)	0	0	0	0	0	0	0	0	650,000	0	650,000
2012-083 - Gerrie Rd – SR 10 (South) to SR 5	0	0	0	0	0	650,000	0	0	0	0	650,000
2012-084 - Gerrie Rd – SR 5 - WR 17	0	0	0	0	0	650,000	0	0	0	0	650,000
2012-085 - Irvine St. – Bricker Ave to SR 15 (SFA)	0	0	0	0	0	0	0	0	0	473,000	473,000
2012-093 - 4th Line (WG) - Eramosa-Garafraxa Townline to WR 18	0	0	0	0	0	0	0	0	0	3,840,000	3,840,000
2013-014 - Sideroad 18 Reconstruction - Vincent St to Steele St	0	0	0	0	0	0	0	0	0	2,120,000	2,120,000
2015-059 - Gerrie Rd - Walser Extension to SR 15	0	0	0	0	0	0	1,350,000	0	0	0	1,350,000
2017-034 - Second Line - 500m North of WR 19 to WR 18	0	0	650,000	0	0	0	0	0	0	0	650,000
2019-107 - Sixth Line - WR 19 to SR 15	0	0	0	0	0	0	800,000	0	0	0	800,000
2019-108 - Sixth Line - Hwy 6 to Jones Baseline	0	0	0	0	650,000	0	0	0	0	0	650,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2019-109 - Jones Baseline - Second Line to Fourth Line	0	0	0	0	240,000	0	0	0	0	0	240,000
2020-017 - Rural Road Rebuild - 2024-2032	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
2020-053 - Rural Road Upgrades - Maintenance Gravel - 2024-2029	0	275,000	225,000	175,000	125,000	75,000	25,000	0	0	0	900,000
2021-063 - Tar and Chip Resurfacing - 2027	0	0	0	0	160,000	0	0	0	0	0	160,000
2022-004 - Third Line - Sideroad 5 (South) to Sideroad 5 (North)	0	0	0	0	0	0	0	0	0	320,000	320,000
2022-008 - First Line - WR 7 to Bridge St	0	0	0	0	0	0	0	1,185,000	1,185,000	0	2,370,000
2022-009 - Gilkison St - South River Road to Trestle Bridge Trail Crossing	0	0	0	0	0	0	0	0	0	1,440,000	1,440,000
2022-012 - South River Road - Haylock Ave to Gilkison Rd	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
2022-014 - First Line - Anderson St Relief Road to Dickson Dr Ext	0	0	0	0	0	0	0	0	0	1,110,000	1,110,000
2022-015 - Anderson St Relief Rd - First Line to Lamond St	0	0	0	0	0	0	0	0	0	7,110,000	7,110,000
2022-016 - Gilkison St - Trestle Bridge Trail Crossing to First Line	0	0	0	0	0	0	0	0	0	1,270,000	1,270,000
2022-019 - Third Line - WR 18 to SR 11	0	0	0	0	0	0	0	0	0	3,180,000	3,180,000
2022-020 - Third Line - SR 11 to SR 5 (South)	0	0	0	0	0	0	0	0	0	3,180,000	3,180,000
2022-026 - WR 29 Extension Bridge	0	0	0	0	0	0	0	0	0	6,475,000	6,475,000
2022-055 - SR 15 - Beatty Line N to Hwy 6	0	0	0	0	0	0	0	0	0	1,950,000	1,950,000
2022-056 - SR 15 - Gerrie Road to Beatty Line N	0	0	0	0	0	0	0	0	0	3,990,000	3,990,000
2022-058 - SR 15 - Gerrie Road to Irvine St	0	0	0	0	0	0	0	0	0	2,050,000	2,050,000
2023-005 - Rural Road Upgrades - Maintenance Gravel - 2023	385,000	0	0	0	0	0	0	0	0	0	385,000
2023-006 - Tar and Chip Resurfacing - 2032	0	0	0	0	0	0	0	0	0	160,000	160,000
2023-084 - Gravel to Asphalt Road Conversion - Eramosa-West Garafraxa Townline (5th Line to WR26)	0	0	0	0	0	300,000	0	0	0	0	300,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2023-087 - Gravel Road Conversion - Sideroad 20 from Second Line to Fifth Line	0	0	0	0	0	0	0	0	450,000	0	450,000
2023-088 - Gravel Road Conversion - Second Line from Sideroad 20 to Sideroad 25	0	0	0	0	0	0	0	0	310,000	0	310,000
2023-089 - Gravel Road Conversion - Sixth Line from Sideroad 20 to Sideroad 25	0	0	0	0	0	0	0	0	0	310,000	310,000
F0083 - Second Line - Highway 6 to Jones Baseline {SFA}	0	0	0	0	0	0	0	0	0	9,270,000	9,270,000
F0086 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	6,020,000	6,020,000
F0101 - Sideroad 10 (Queen Mary) - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	325,000	325,000
F0102 - Fourth Line - Jones Baseline to Highway 6	0	0	0	0	0	0	0	0	520,000	0	520,000
F0108 - Sideroad 25 - WR 16 to Eighth Line	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
F0109 - Fourth Line E – SR 14 to SR 10	0	0	0	0	0	0	700,000	0	0	0	700,000
Total for Roadways - Rural	1,285,000	885,000	2,225,000	1,200,000	1,375,000	2,525,000	3,825,000	2,085,000	3,735,000	57,893,000	77,033,000
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	2,050,000	2,050,000
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	0	0	1,040,000	0	0	1,040,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	0	220,000	0	0	0	0	220,000
2010-061 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	1,057,000	1,057,000
2010-062 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	1,040,000	1,040,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
2010-071 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - External to Nigus Holdings {SFA}	0	0	0	0	0	0	0	0	0	607,800	607,800
2011-014 - St David St N - Side Road 19 to Side Road 18	0	0	0	0	0	0	0	0	0	200,000	200,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2012-012 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	230,000	0	0	230,000
2012-022 - Church St. - Metcalfe St. to Price St.	0	0	0	0	0	0	0	0	275,000	0	275,000
2012-039 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	810,000	0	0	0	0	0	810,000
2013-021 - Hill St. Drainage Within Subdivision, Elora	0	0	0	0	0	0	0	0	800,000	0	800,000
2015-002 - Sidewalk Repairs and Replacement - 2024-2032	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	810,000
2015-046 - Bridge St (Fergus) - Tower St S to Queen St	0	0	370,000	0	0	0	0	0	0	0	370,000
2015-069 - Pavement Management - 2024-2032	0	0	250,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,750,000
2016-029 - David St - Aqua St to John St N	0	0	0	0	0	0	0	750,000	0	0	750,000
2016-034 - David St - John St N to Irvine St	0	0	0	0	0	0	0	230,000	0	0	230,000
2016-050 - North Queen St - Colborne St to David St	0	0	0	0	0	735,000	0	0	0	0	735,000
2016-056 - Princess St (Elora) - Moir St to David St	0	0	0	340,000	0	0	0	0	0	0	340,000
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	340,000	0	0	0	0	340,000
2017-029 - Price St - Church St to James St	0	0	0	0	320,000	0	0	0	0	0	320,000
2017-033 - Scotland St - McQueen Blvd to Second Line {SFA}	0	0	0	0	0	0	0	0	0	3,390,000	3,390,000
2017-053 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	385,000	0	0	0	385,000
2017-056 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	240,000	0	0	0	240,000
2017-059 - Irvine St - East Mill St to Church St	0	0	0	700,000	0	0	0	0	0	0	700,000
2017-063 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	550,000	0	0	550,000
2017-066 - Moir St - Smith St to Geddes St	0	0	0	0	0	0	120,000	0	0	0	120,000
2017-067 - Smith St - David St to Henderson St	0	0	0	0	0	380,000	0	0	0	0	380,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2017-076 - James St (Salem) - Geddes St to Woolwich St (SR 15)	0	0	0	0	0	0	0	0	0	255,000	255,000
2017-090 - Patrick St Retaining Wall (Elora Cataract Trail)	0	0	0	0	0	0	400,000	0	0	0	400,000
2019-008 - Carlton Place - Victoria St. to WR 7	0	0	1,107,500	1,107,500	0	0	0	0	0	0	2,215,000
2019-009 - Carlton Place - Metcalfe St. to Victoria St. - Reconstruction and Upgrade	0	0	785,000	785,000	0	0	0	0	0	0	1,570,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	0	0	0	0	0	0	0	0	0	1,220,000	1,220,000
2019-011 - Gerrie Rd - WR 18 to Patrick St	0	0	0	0	0	0	0	0	370,000	0	370,000
2019-012 - South River Road and 1st Line Turning Lane	0	0	0	0	0	350,000	0	0	0	0	350,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	0	350,000	0	0	0	0	350,000
2019-016 - Sidewalk and Intersection Improvements - WR 7 and 1st Line	0	0	0	0	70,000	0	0	0	0	0	70,000
2019-022 - Victoria St - Carlton Place to Water St	0	0	437,500	437,500	0	0	0	0	0	0	875,000
2019-053 - WR 19 Sidewalk - Broadway St. to Queen St.	0	0	0	0	0	0	0	0	200,000	200,000	400,000
2019-069 - York St - Victoria St to WR 7 {SFA}	0	0	0	0	0	0	0	0	0	330,000	330,000
2019-082 - Gartshore St - Gordon St to Gregson Ct and Gregson Court Paving	0	0	150,000	0	0	0	0	0	0	0	150,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	0	0	95,000	0	0	0	0	0	95,000
2019-101 - Melville St - Moir St to David St	0	0	0	0	0	0	0	565,000	0	0	565,000
2019-104 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	410,000	410,000
2021-020 - AODA Improvements - St David St and Strathallan St Intersection	25,000	0	0	0	0	0	0	0	0	0	25,000
2021-022 - AODA Audibles - Hill St Signalized Pedestrian Crossing	0	25,000	0	0	0	0	0	0	0	0	25,000
2021-023 - Traffic Signal Actuator Replacements - St David St and Garafraxa St Intersection	0	30,000	0	0	0	0	0	0	0	0	30,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2021-024 - Traffic Signal Actuator Replacements - St David St and Strathallan St Intersection	30,000	0	0	0	0	0	0	0	0	0	30,000
2021-025 - Traffic Signal Actuator Replacements - Tower St and McQueen Blvd Intersection	60,000	0	0	0	0	0	0	0	0	0	60,000
2021-032 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	317,000	0	0	0	0	317,000
2021-035 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	615,000	615,000
2021-039 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	0	560,000	0	0	560,000
2022-003 - Beatty Line N - Sideroad 18 to Colborne St (Millage)	215,000	0	0	0	0	0	0	0	0	0	215,000
2022-005 - Beatty Line N - Millage Ln/Elliott Ave E to Garafraxa St W {SFA}	5,165,000	0	0	0	0	0	0	0	0	0	5,165,000
2022-006 - Beatty Line N - Garafraxa St W to St Andrew St W {SFA}	685,000	0	0	0	0	0	0	0	0	0	685,000
2022-010 - Beatty Line Extension towards S - St Andrew St W to McQueen	0	0	0	0	0	0	0	0	0	3,320,000	3,320,000
2022-011 - St Andrew St E - Lamond St to Anderson St	0	0	0	0	0	0	0	0	0	3,760,000	3,760,000
2022-021 - Guelph St and McQueen Blvd Ext Intersection {SFA}	0	0	0	0	0	0	0	0	0	1,685,000	1,685,000
2022-023 - McQueen Blvd and Millburn Blvd Intersection {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
2022-025 - Beatty Line Ext Bridge	0	0	0	0	0	0	0	0	0	6,475,000	6,475,000
2022-057 - SR 15 - James St to Irvine St {SFA}	0	0	0	0	0	0	0	0	0	1,120,000	1,120,000
2022-059 - Guelph St - Cumming Cres (McQueen) to Second Line {SFA}	0	0	0	0	0	0	0	0	0	3,250,000	3,250,000
2022-060 - Guelph St - Elora St to McQueen Blvd Ext {SFA}	0	0	0	0	0	0	0	0	0	2,760,000	2,760,000
2022-061 - Beatty Line and Millage Lane Intersection {SFA}	0	0	0	0	0	0	0	0	0	210,000	210,000
2023-007 - Sidewalk Repairs and Replacement - 2023	90,000	0	0	0	0	0	0	0	0	0	90,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2023-014 - St Andrew St - Tower St to Breadalbane Streetlight Electrical Repairs	60,000	0	0	0	0	0	0	0	0	0	60,000
2023-017 - Salem School Pedestrian Crossing	120,000	0	0	0	0	0	0	0	0	0	120,000
2023-030 - New Pedestrian Crossings - Bridge St and Trail	0	100,000	0	0	0	0	0	0	0	0	100,000
2023-031 - New Pedestrian Crossings - Gartshore and Elora Cataract	100,000	0	0	0	0	0	0	0	0	0	100,000
2023-032 - Semi-Urban Double Surface Treatment - Lamond St & Anderson St S	100,000	0	0	0	0	0	0	0	0	0	100,000
2023-033 - Semi-Urban Double Surface Treatment - Avruskin St, Elizabeth St, Ann St	100,000	0	0	0	0	0	0	0	0	0	100,000
2023-034 - Semi-Urban Double Surface Treatment - Mathieson St, North St, Sophia St	70,000	0	0	0	0	0	0	0	0	0	70,000
2023-035 - Beatty Line Rehabilitation - SR18 to SR15	240,000	0	0	0	0	0	0	0	0	0	240,000
2023-042 - Traffic Calming Measures - 2023	125,000	0	0	0	0	0	0	0	0	0	125,000
2023-043 - Traffic Calming Measures - 2024-2032	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
2023-044 - Pavement Management - St George St - Tom St to Barker St	50,000	0	0	0	0	0	0	0	0	0	50,000
2023-045 - Pavement Management - Argyll St - Belsyde Ave to McAlister St	40,000	0	0	0	0	0	0	0	0	0	40,000
2023-046 - Pavement Management - North Queen St - Colborne St to Moir St	30,000	0	0	0	0	0	0	0	0	0	30,000
2023-083 - Salem Semi-Urban Road Drainage Improvements and Gravel Road Conversion (Washington, George and James)	0	0	0	300,000	300,000	0	0	0	0	0	600,000
2023-086 - Gravel Road Conversions - Single Surface Treatments (Guelph St, River Alley in Fergus)	0	0	0	0	0	0	0	0	0	85,000	85,000
301-0254 - St David St N - St Andrew St to Edinburgh Ave	0	2,540,000	1,860,000	0	0	0	0	0	0	0	4,400,000
301-0841 - Dickson Drive Employment Land Servicing	2,310,000	0	0	200,000	0	0	0	0	0	0	2,510,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
301-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	100,000	1,225,000	0	0	0	0	0	0	0	0	1,325,000
301-0896 - East Mill St - Metcalfe St to Melville St	1,666,000	650,000	0	0	0	0	0	0	0	0	2,316,000
F0024 - Union St W - Tower St to Guelph Rd {SFA}	0	0	0	0	0	0	0	0	0	3,260,000	3,260,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	1,790,000	1,790,000
F0040 - Forfar St E - St David St to James St	0	0	0	800,000	0	0	0	0	0	0	800,000
F0059 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	320,000	0	0	320,000
F0072 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	183,000	183,000
Total for Roadways - Urban	11,381,000	4,710,000	5,100,000	5,310,000	2,235,000	3,332,000	1,785,000	4,885,000	2,285,000	40,962,800	81,985,800
Storm Drainage											
2022-082 - Catch Basin Rebuild - 2023	40,000	0	0	0	0	0	0	0	0	0	40,000
2022-083 - Catch Basin Rebuild - 2024	0	40,000	0	0	0	0	0	0	0	0	40,000
2023-051 - Storm Sewer Relocation on WR7 from Carlton Place to McNab St	0	0	0	0	890,000	0	0	0	0	0	890,000
302-0596 - Trunk Storm - Moir St. to the Gorge	505,000	0	0	0	0	0	0	0	0	0	505,000
302-0857 - Rennie Blvd Cul-de-Sac Drainage Improvements	30,000	0	0	0	0	0	0	0	0	0	30,000
F0118 - Nichol Drain #2 - Trunk Storm Outlet	0	0	0	0	0	0	0	0	0	760,000	760,000
Total for Storm Drainage	575,000	40,000	0	0	890,000	0	0	0	0	760,000	2,265,000
Structures											
2020-051 - Bridge, Culvert and Retaining Wall Structure Inspection - 2024-2032	0	90,000	0	90,000	0	90,000	0	90,000	0	90,000	450,000
Total for Structures	0	90,000	0	90,000	0	90,000	0	90,000	0	90,000	450,000
TOTAL TRANSPORTATION & PUBLIC WORKS	19,248,000	7,515,000	25,024,000	9,310,000	8,125,000	9,157,000	9,170,000	10,450,000	9,445,000	103,025,800	210,469,800



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
WASTEWATER											
Wastewater System											
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	94,600	0	0	0	94,600
2012-023 - Church St. - Metcalfe St. to Price St.	0	0	0	0	0	0	0	0	30,000	0	30,000
2012-031 - St. Andrew St. W. & Menzies Lane - Tower St to St. David St.	0	0	0	0	0	620,000	0	0	0	0	620,000
2012-036 - Henderson St - Smith St to James St	0	0	0	0	0	15,000	0	0	0	0	15,000
2012-040 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	15,000	0	0	0	0	0	15,000
2012-058 - David St - Geddes St to Aqua St	0	0	0	0	0	20,000	0	0	0	0	20,000
2013-015 - Sideroad 18 Reconstruction - Vincent St to Steele St	0	0	0	0	0	0	530,000	0	0	0	530,000
2013-028 - Grand River Crossing of Beatty Line Trunk Sanitary Sewer to Union St. SPS (SFA)	0	0	0	0	0	0	0	0	0	5,710,000	5,710,000
2014-014 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	25,000	0	0	25,000
2015-048 - Bridge St (Fergus) - Tower St S to Queen St	0	0	15,000	0	0	0	0	0	0	0	15,000
2016-030 - David St - Aqua St to John St N	0	0	0	0	0	20,000	0	0	0	0	20,000
2016-032 - David St - John St N to Irvine St.	0	0	0	0	0	10,000	0	0	0	0	10,000
2016-051 - North Queen St - Colborne St to David St	0	0	0	0	0	35,000	0	0	0	0	35,000
2016-057 - Princess St (Elora) - Moir St to David St	0	0	0	10,000	0	0	0	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	200,000	0	0	0	0	200,000
2017-031 - Price St - Church St to James St	0	0	0	0	30,000	0	0	0	0	0	30,000
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	125,000	0	0	0	125,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2017-057 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	80,000	0	0	0	80,000
2017-060 - Irvine St - East Mill St to Church St	0	0	0	40,000	0	0	0	0	0	0	40,000
2017-064 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	15,000	0	0	15,000
2017-068 - Smith St - David St to Henderson St	0	0	0	0	0	15,000	0	0	0	0	15,000
2019-019 - Carlton Place - Metcalfe St. to Victoria St. Reconstruction and Upgrade {SFA}	0	0	107,500	107,500	0	0	0	0	0	0	215,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	0	0	0	100,000	0	0	0	0	0	100,000
2019-072 - Carlton Place - Victoria St. to WR 7	0	0	225,000	225,000	0	0	0	0	0	0	450,000
2019-100 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	250,000	250,000
2019-103 - Melville St - Moir St to David St	0	0	0	0	0	0	0	55,000	0	0	55,000
2019-106 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	145,000	145,000
2020-021 - Fergus WWTP Boiler Replacement	0	350,000	0	0	0	0	0	0	0	0	350,000
2020-022 - Fergus WWTP Secondary Digester Clean Out - 2029	0	0	0	0	0	0	100,000	0	0	0	100,000
2021-034 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	30,000	0	0	0	0	30,000
2021-037 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	30,000	30,000
2021-038 - St Andrew St E - St David St to Gowrie St Sanitary Sewer Replacement	0	120,000	1,180,000	0	0	0	0	0	0	0	1,300,000
2021-041 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	0	760,000	0	0	760,000
2021-075 - Beatty Line N - Millage Ln/Elliott Ave E to Garafraxa St W {SFA}	465,000	0	0	0	0	0	0	0	0	0	465,000
2022-029 - Colborne Sanitary Upsizing - Wilson to Irvine	0	175,000	0	0	0	0	0	0	0	0	175,000
2022-030 - Guelph St Sanitary Extension - McQueen to Elora St {SFA}	0	0	0	0	0	0	0	0	0	520,000	520,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2022-031 - Guelph St Sanitary Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2022-032 - Guelph St Sanitary Extension - McQueen to Second Line {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
2022-033 - Second Line Sanitary Extension - Guelph St to HWY 6 {SFA}	0	0	0	0	0	0	0	0	0	575,000	575,000
2022-034 - WR7 Sanitary Extension - Carlton Place to McNab	0	0	0	0	0	485,000	0	0	0	0	485,000
2022-035 - HWY 6 North Sanitary Extension - From Existing Limit to FR9 {SFA}	0	0	0	0	0	0	0	0	0	235,000	235,000
2022-062 - Grand River Sanitary Crossing Forcemain - Future SPS to Union SPS {SFA}	0	0	0	0	0	0	0	0	0	450,000	450,000
2023-060 - St Andrew St Sewage Pumping Station PLC/SCADA Upgrades	125,000	0	0	0	0	0	0	0	0	0	125,000
2023-064 - Automatic Gate Installation at Fergus WWTP and Elora WWTP	80,000	0	0	0	0	0	0	0	0	0	80,000
2023-065 - Fergus WWTP Biosolids Storage Assessment & Rehabilitation	80,000	600,000	0	0	0	0	0	0	0	0	680,000
2023-066 - Elora WWTP Sludge Storage Area - Gaskets and Valves	75,000	0	0	0	0	0	0	0	0	0	75,000
2023-069 - David St Sewage Pumping Station Rehabilitation	75,000	0	0	0	0	0	0	0	0	0	75,000
360-0254 - St David St N - St Andrew St to Edinburgh Ave	0	1,065,000	1,000,000	0	0	0	0	0	0	0	2,065,000
360-0841 - Dickson Drive Employment Land Servicing	305,000	0	0	0	0	0	0	0	0	0	305,000
360-0866 - Sewer Relining and Repairs	120,000	0	0	0	0	0	0	0	0	0	120,000
360-0870 - Wastewater SCADA Upgrades	40,000	0	0	0	0	0	0	0	0	0	40,000
360-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	50,000	605,000	0	0	0	0	0	0	0	0	655,000
360-0896 - East Mill St - Metcalfe St to Melville St	70,000	0	0	0	0	0	0	0	0	0	70,000
360-0933 - 495 Union St West Renovation	0	0	450,000	0	0	0	0	0	0	0	450,000
360-0934 - Clyde St Sewage Pumping Station Odour Treatment	315,000	0	0	0	0	0	0	0	0	0	315,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
F0042 - Forfar St E - St David St to James St	0	0	0	85,000	0	0	0	0	0	0	85,000
F0061 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	90,000	0	0	90,000
F0074 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	50,000	50,000
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	0	0	0	0	0	465,000	465,000
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	0	0	0	0	0	6,745,000	6,745,000
F0171 - Future Expansion of Fergus WWTP	0	0	1,500,000	13,500,000	18,000,000	0	0	0	0	0	33,000,000
Total for Wastewater System	1,800,000	2,915,000	4,477,500	13,967,500	18,145,000	1,450,000	929,600	945,000	30,000	17,090,000	61,749,600
TOTAL WASTEWATER	1,800,000	2,915,000	4,477,500	13,967,500	18,145,000	1,450,000	929,600	945,000	30,000	17,090,000	61,749,600
<u>WATERWORKS</u>											
Waterworks System											
2010-018 - St Andrew St W - Tower St. to St David St. (South Side)	0	0	0	0	0	680,000	0	0	0	0	680,000
2010-033 - Colborne St - Phase III - John St to Wilson Cres	0	0	0	0	0	0	0	0	0	360,000	360,000
2010-034 - Gerrie Rd Water Main Extension {SFA}	0	0	0	0	0	0	0	0	0	614,000	614,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	126,200	0	0	0	126,200
2012-024 - Church St. - Metcalfe St. to Price St.	0	0	0	0	0	0	0	0	150,000	0	150,000
2012-038 - Henderson St - Smith St to James St	0	0	0	0	0	70,000	0	0	0	0	70,000
2012-041 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	210,000	0	0	0	0	0	210,000
2012-044 - McNab St - High St. to Bridge St. - Watermain Replacement	2,505,000	0	0	0	0	0	0	0	0	0	2,505,000
2012-059 - David St - Geddes St to Aqua St	0	0	0	0	0	240,000	0	0	0	0	240,000
2013-016 - Sideroad 18 Reconstruction - Vincent St to Steele St (oversizing only)	0	0	0	0	0	0	0	0	0	618,200	618,200



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2014-015 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	10,000	0	0	10,000
2016-017 - Water Meter Modernization/Replacement	0	0	1,237,500	1,237,500	0	0	0	0	0	0	2,475,000
2016-031 - David St - Aqua St to John St N	0	0	0	0	0	210,000	0	0	0	0	210,000
2016-033 - David St - John St N to Irvine St	0	0	0	0	0	90,000	0	0	0	0	90,000
2016-052 - North Queen St - Colborne St to David St	0	0	0	0	0	335,000	0	0	0	0	335,000
2016-058 - Princess St (Elora) - Moir St to David St	0	0	0	110,000	0	0	0	0	0	0	110,000
2017-021 - Mary St - East Mill St to Church St - Watermain Replacement	0	0	645,000	0	0	0	0	0	0	0	645,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	140,000	0	0	0	0	140,000
2017-030 - Price St - Church St to James St	0	0	0	0	175,000	0	0	0	0	0	175,000
2017-037 - Tower St - Belsyde Ave to Wellington Dr - Watermain Replacement	0	0	0	0	0	0	0	0	875,000	0	875,000
2017-038 - Irvine St - Colborne St to Church St - Watermain Replacement	0	0	0	150,000	0	0	0	0	0	0	150,000
2017-052 - Water St - Victoria St to WR 7	0	0	0	0	0	250,000	0	0	0	0	250,000
2017-055 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	125,000	0	0	0	125,000
2017-058 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	80,000	0	0	0	80,000
2017-061 - Irvine St - East Mill St to Church St	0	0	0	495,000	0	0	0	0	0	0	495,000
2017-062 - Chalmers St - Moir St to Colborne St - Watermain Replacement	0	575,000	0	0	0	0	0	0	0	0	575,000
2017-065 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	220,000	0	0	220,000
2017-069 - Smith St - David St to Henderson St	0	0	0	0	0	85,000	0	0	0	0	85,000
2019-030 - Carlton Place - Victoria St. to WR 7	0	0	452,500	452,500	0	0	0	0	0	0	905,000
2019-031 - Gerrie Rd - WR 18 to Patrick St	0	0	0	0	0	0	0	0	0	100,000	100,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	0	305,000	305,000	0	0	0	0	0	0	610,000
2019-034 - Guelph St. - McQueen to Union {SFA}	0	0	0	0	0	0	0	0	0	460,000	460,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2019-102 - Melville St - Moir St to David St	0	0	0	0	0	0	0	360,000	0	0	360,000
2019-105 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	195,000	195,000
2020-008 - New Well - Area #3	1,550,000	250,000	0	0	0	0	313,000	3,425,000	0	0	5,538,000
2020-009 - New Well - Area #5	0	0	0	0	1,550,000	250,000	0	0	0	0	1,800,000
2020-010 - New Well - Area #8	0	0	0	0	1,550,000	250,000	0	0	0	0	1,800,000
2020-013 - New Well - Area #7	1,550,000	250,000	210,000	1,920,000	0	0	0	0	0	0	3,930,000
2021-027 - Douglas Cres - Forfar St to Gzowski St - Watermain Replacement	0	0	0	0	1,660,000	0	0	0	0	0	1,660,000
2021-028 - McAlister St - Argyll St to Highland Rd - Watermain Replacement	0	0	0	685,000	0	0	0	0	0	0	685,000
2021-029 - Elgin St - Union St to Scotland St - Watermain Replacement	0	0	0	0	0	0	1,220,000	0	0	0	1,220,000
2021-030 - WR 7 - David St W North to End - Watermain Replacement	0	0	0	0	550,000	0	0	0	0	0	550,000
2021-031 - Bridge St - Norman Craig Square to Queen St - Watermain Replacement	0	0	0	0	0	0	0	1,025,000	0	0	1,025,000
2021-033 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	150,000	0	0	0	0	150,000
2021-036 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	345,000	345,000
2021-040 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	0	792,500	0	0	792,500
2021-068 - Fergus Well F4 Liner	0	0	50,000	0	0	0	0	0	0	0	50,000
2021-076 - Beatty Line N - Millage Ln/Elliott Ave E to Garafraxa St W {SFA}	75,000	0	0	0	0	0	0	0	0	0	75,000
2022-036 - Irvine Watermain Extension - Bricker to SR 15 {SFA}	0	0	0	0	0	0	0	0	0	800,000	800,000
2022-037 - Grand River Sanitary Crossing Watermain - Colquhoun to Union {SFA}	0	0	0	0	0	0	0	0	0	335,000	335,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2022-038 - Guelph St Watermain Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	240,000	240,000
2022-039 - Scotland Watermain Extension - Existing Limit to Second Line {SFA}	0	0	0	0	0	0	0	0	0	530,000	530,000
2022-040 - Woolwich Watermain Extension - Irvine to James {SFA}	0	0	0	0	0	0	0	0	0	440,000	440,000
2022-041 - WR 7 Watermain Extension - VEL2 (South Limit) to Woolwich	0	0	0	0	0	0	0	0	0	1,210,000	1,210,000
2022-042 - Woolwich St Watermain Extension - WR 7 to Urban Boundary	0	0	1,270,000	0	0	0	0	0	0	0	1,270,000
2022-043 - WR 7 Watermain Replacement - David St to VEL2 (South Limit)	0	0	0	0	0	0	0	0	0	565,000	565,000
2022-044 - WR 18 Watermain Extension - Urban Boundary to 3rd Line	0	0	0	0	0	0	0	2,305,000	0	0	2,305,000
2022-049 - WR 7 Watermain Replacement - 105m N of Ross St to WR 21	0	0	0	0	0	0	1,135,000	0	0	0	1,135,000
2022-050 - HWY 6 Watermain Extension - From Existing Limit to FR9 (South Limit) {SFA}	0	0	0	0	0	0	0	0	0	255,000	255,000
2022-051 - Beatty Line Watermain Extension - SR 18 to SR 15	0	0	0	825,000	0	0	0	0	0	0	825,000
2022-052 - SR 15 Watermain Extension - Beatty Line to Well Area 7	0	0	0	145,000	0	0	0	0	0	0	145,000
2022-086 - PRV Chamber Rehabilitation	10,000	50,000	0	0	0	0	0	0	0	0	60,000
2022-104 - Annual Water Meter Purchases - 2024-2032	0	100,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	660,000
2023-009 - Annual Water Meter Purchases - 2023	100,000	0	0	0	0	0	0	0	0	0	100,000
2023-015 - Septic Inspections - 2023	50,000	0	0	0	0	0	0	0	0	0	50,000
2023-016 - Septic Inspections - 2028	0	0	0	0	0	35,000	0	0	0	0	35,000
2023-022 - 295 Queen St Garage Bay Window Replacement	10,000	0	0	0	0	0	0	0	0	0	10,000
2023-036 - Beatty Line N - Garafraxa St W to St Andrew St W {SFA}	55,000	0	0	0	0	0	0	0	0	0	55,000
2023-037 - Well F5R Treatment Design	200,000	0	0	0	0	0	0	0	0	0	200,000
2023-048 - St Andrew St W - St David to Provost Lane Watermain Replacement	0	0	0	0	0	400,000	0	0	0	0	400,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2023-049 - East Mill St - Melville St to Wellesley St Watermain Replacement	0	0	0	0	0	0	0	0	1,800,000	0	1,800,000
2023-050 - South Street Watermain Extension	0	0	0	0	0	0	515,000	0	0	0	515,000
2023-061 - Backflow and Locates Program Management Software	15,000	0	0	0	0	0	0	0	0	0	15,000
2023-062 - 295 Queen St Fencing Repairs	20,000	0	0	0	0	0	0	0	0	0	20,000
2023-063 - 295 Queen St Concrete Pad for Backup Generator	40,000	0	0	0	0	0	0	0	0	0	40,000
330-0254 - St David St N - St Andrew St to Edinburgh Ave	0	1,230,000	1,135,000	0	0	0	0	0	0	0	2,365,000
330-0672 - Fergus Well F1 Chlorine Room Relocation	30,000	0	0	0	0	0	0	0	0	0	30,000
330-0841 - Dickson Drive Employment Land Servicing	720,000	0	0	0	0	0	0	0	0	0	720,000
330-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	50,000	670,000	0	0	0	0	0	0	0	0	720,000
330-0896 - East Mill St - Metcalfe St to Melville St	670,000	0	0	0	0	0	0	0	0	0	670,000
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	0	260,000	260,000
F0038 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	276,100	276,100
F0041 - Forfar St E - St David St to Gzowski St	0	0	0	115,000	0	0	0	0	0	0	115,000
F0060 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	110,000	0	0	110,000
F0073 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	55,000	55,000
F0084 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	726,000	726,000
F0087 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	490,000	490,000
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	0	0	660,000	660,000
F0095 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
F0096 - Guelph St. - Second Line to McQueen Blvd. {SFA}	0	0	0	0	0	0	0	0	0	550,000	550,000
Total for Waterworks System	7,650,000	3,125,000	5,375,000	6,510,000	5,765,000	3,255,000	3,584,200	8,317,500	2,895,000	10,629,000	57,105,700
TOTAL WATERWORKS	7,650,000	3,125,000	5,375,000	6,510,000	5,765,000	3,255,000	3,584,200	8,317,500	2,895,000	10,629,000	57,105,700
<u>PARKS & RECREATION</u>											
Facilities - Belwood Hall											
2023-099 - Belwood Hall - Board and Batten Siding Replacement	0	0	0	0	0	0	0	0	220,000	0	220,000
Total for Facilities - Belwood Hall	0	0	0	0	0	0	0	0	220,000	0	220,000
Facilities - CW Community Sportsplex											
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	0	90,000	0	0	0	0	0	90,000
2015-053 - Centre Wellington Sportsplex Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	2,500,000	2,500,000
2020-034 - Sportsplex Pad A Doors	0	35,000	0	0	0	0	0	0	0	0	35,000
2023-080 - Pool HVAC	0	0	0	0	650,000	0	0	0	0	0	650,000
2023-082 - Fergus Sportsplex - Asphalt Parking Area Resurfacing	0	0	0	0	0	0	660,000	0	0	0	660,000
2023-092 - Fergus Sportsplex Roof Replacement	0	0	0	0	0	0	0	650,000	0	0	650,000
2023-098 - Fergus Sportsplex - Main Switchgear	0	0	0	0	0	0	0	0	340,000	0	340,000
2023-102 - Fergus Sportsplex Chillers	0	0	0	0	0	0	0	0	500,000	0	500,000
2023-103 - Fergus Sportsplex Heat Recovery Ventilator	0	0	0	0	0	0	110,000	0	0	0	110,000
2023-104 - Fergus Sportsplex Ceramic Tiles - Pool Changerooms	0	0	0	0	0	0	0	0	0	110,000	110,000
510-0812 - Pad B Insulation and Mesh Replacement	30,000	0	0	0	0	0	0	0	0	0	30,000
510-0937 - Sportsplex Parking Lot Pavement	55,000	0	0	0	0	0	0	0	0	0	55,000
F0128 - Pad B - New Seating Area Heating	0	20,000	0	0	0	0	0	0	0	0	20,000
Total for Facilities - CW Community Sportsplex	85,000	55,000	0	0	740,000	0	770,000	650,000	840,000	2,610,000	5,750,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Facilities - Elora Community Centre											
2014-065 - Emergency Plan Generator - Elora Community Centre	0	0	0	350,000	0	0	0	0	0	0	350,000
2015-052 - Elora Community Centre Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
2023-070 - Elora Community Centre - Asphalt Parking Area Resurfacing	0	300,000	0	0	0	0	0	0	0	0	300,000
2023-090 - Elora Community Centre - Digital Sign	0	0	0	0	0	100,000	0	0	0	0	100,000
2023-093 - Elora Community Centre Roof Replacement	0	0	0	0	0	0	0	320,000	0	0	320,000
2023-096 - Elora Community Centre - Concrete Walkways	0	0	0	0	0	0	0	0	200,000	0	200,000
513-0874 - Elora Community Centre Renovation	470,000	0	0	0	0	0	0	0	0	0	470,000
Total for Facilities - Elora Community Centre	470,000	300,000	0	350,000	0	100,000	0	320,000	200,000	1,000,000	2,740,000
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	0	75,000	0	0	0	0	0	75,000
2023-079 - Fergus Grand Theatre Upstairs Washroom Renovation	0	0	50,000	0	0	0	0	0	0	0	50,000
Total for Facilities - Fergus Grand Theatre	0	0	50,000	0	75,000	0	0	0	0	0	125,000
Facilities - Victoria Park Senior's Centre											
2019-096 - Victoria Park Senior Centre Expansion - Concept Design and Feasibility Study	0	0	0	0	50,000	0	0	0	0	0	50,000
2019-097 - Victoria Park Senior Centre Expansion	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Total for Facilities - Victoria Park Senior's Centre	0	0	0	0	50,000	0	0	0	0	1,000,000	1,050,000
Grounds - CW Community Sportsplex											
2011-064 - CWCS Grounds Site Master Plan - Phase I	0	0	0	100,000	0	0	0	0	0	0	100,000
2011-065 - CWCS Grounds Site Master Plan - Phase II	0	0	0	0	130,000	0	0	0	0	0	130,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	0	250,000	0	0	0	0	250,000
2023-075 - CWCS Grounds Site Master Plan Design	0	0	30,000	0	0	0	0	0	0	0	30,000
Total for Grounds - CW Community Sportsplex	0	0	30,000	100,000	130,000	250,000	0	0	0	0	510,000
Parks											
2010-171 - Barrier Free Children's Play Structures	0	0	0	0	0	375,000	0	0	0	0	375,000
2010-173 - Two Multi-use Courts - Elora	0	0	20,000	160,000	0	0	0	0	0	0	180,000
2010-177 - Future Parkland Development (16 hectares)	0	0	0	0	0	0	0	0	0	2,912,000	2,912,000
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	0	0	300,000	0	0	0	300,000
2011-061 - Sports Fields - Develop Master Plan	0	0	0	0	80,000	0	0	0	0	0	80,000
2011-076 - Douglas Park - Trail Development	0	0	0	50,000	0	0	0	0	0	0	50,000
2014-024 - Bissell Park - Multi-use Pad Refrigeration System	0	350,000	0	0	0	0	0	0	0	0	350,000
2014-026 - Bissell Park - Parking Lot	0	0	0	300,000	0	0	0	0	0	0	300,000
2020-052 - Bissell Park - Change House	0	0	0	0	0	0	0	0	0	250,000	250,000
2021-026 - Millburn Park Playground and Washroom	0	0	225,000	0	0	0	0	0	0	0	225,000
2021-082 - Parks Truck	50,000	0	0	0	0	0	0	0	0	0	50,000
2021-083 - Parks Truck	50,000	0	0	0	0	0	0	0	0	0	50,000
2021-084 - Parks Front Mount Mower	30,000	0	0	0	0	0	0	0	0	0	30,000
2021-085 - Parks Large Mower	0	0	0	0	0	0	100,000	0	0	0	100,000
2021-086 - Parks Trailer	25,000	0	0	0	0	0	0	0	0	0	25,000
2021-087 - Irrigated Soccer Fields	0	0	0	0	0	300,000	0	0	0	0	300,000
2022-074 - Vista Block Parkette - Storybrook 2A Development	20,000	0	0	0	0	0	0	0	0	0	20,000
2022-076 - Acquisition of Green Space	0	0	0	0	0	0	0	0	0	1,400,000	1,400,000
2023-023 - Neighbourhood Interconnections - 2024-2032	0	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,400,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
505-0950 - Belsyde Cemetery Trail	0	130,000	0	0	0	0	0	0	0	0	130,000
550-0448 - Victoria Park (Elora) - Stair Replacement	310,000	0	0	0	0	0	0	0	0	0	310,000
550-0450 - Park Identification - All Parks	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
550-0608 - Veteran's Park (Salem)	0	0	0	0	460,000	0	0	0	0	0	460,000
550-0817 - Confederation Park Improvements	0	0	150,000	0	0	0	0	0	0	0	150,000
550-0876 - Beatty Hollow Neighbourhood Park and Splashpad	0	635,000	0	0	0	0	0	0	0	0	635,000
Total for Parks	490,000	1,120,000	700,000	815,000	845,000	980,000	705,000	305,000	305,000	4,867,000	11,132,000
Parks and Recreation - Other											
2010-152 - Dedicated Youth Space	0	0	0	0	0	0	0	0	0	760,000	760,000
2010-153 - Indoor Turf Training Facility	0	0	0	0	0	0	0	0	0	5,315,000	5,315,000
2023-055 - Community Partnership Program	10,000	0	0	0	0	0	0	0	0	0	10,000
2023-077 - Facilities Service Van	75,000	0	0	0	0	0	0	0	0	0	75,000
505-0453 - Urban Forestry	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total for Parks and Recreation - Other	285,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	6,275,000	8,160,000
TOTAL PARKS & RECREATION	1,330,000	1,675,000	980,000	1,465,000	2,040,000	1,530,000	1,675,000	1,475,000	1,765,000	15,752,000	29,687,000
<u>VEHICLE REPLACEMENT</u>											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	40,000	40,800	0	42,400	43,300	0	0	45,900	46,900	47,800	307,100
Total for Building - Vehicle Replacement	40,000	40,800	0	42,400	43,300	0	0	45,900	46,900	47,800	307,100
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Enforcement Vehicle Replacement	0	0	0	42,400	0	0	0	0	0	0	42,400
Total for By-Law Compliance - Vehicle Replacement	0	0	0	42,400	0	0	0	0	0	0	42,400
Fire - Vehicle Replacement											
205-9500 - Fire Vehicle Replacement	950,000	60,000	624,200	0	19,500	19,900	1,069,900	225,200	1,757,500	0	4,726,200



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
207-9500 - Municipal FD Training Officer Vehicle Replacement	0	0	0	58,400	0	0	0	0	0	0	58,400
Total for Fire - Vehicle Replacement	950,000	60,000	624,200	58,400	19,500	19,900	1,069,900	225,200	1,757,500	0	4,784,600
Parks & Recreation - Vehicle Replacement											
505-9500 - P&R Vehicle Replacement	320,000	97,900	0	26,500	0	0	112,700	0	199,200	430,200	1,186,500
Total for Parks & Recreation - Vehicle Replacement	320,000	97,900	0	26,500	0	0	112,700	0	199,200	430,200	1,186,500
Public Works - Vehicle Replacement											
303-9500 - Public Works Vehicle Replacement	709,000	831,300	1,082,000	1,093,100	1,271,800	1,291,800	1,176,900	126,400	532,000	1,165,500	9,279,800
Total for Public Works - Vehicle Replacement	709,000	831,300	1,082,000	1,093,100	1,271,800	1,291,800	1,176,900	126,400	532,000	1,165,500	9,279,800
Wastewater - Vehicle Replacement											
360-9500 - Wastewater Vehicle Replacement	100,000	81,600	306,900	74,300	0	127,000	0	57,400	345,650	179,300	1,272,150
Total for Wastewater - Vehicle Replacement	100,000	81,600	306,900	74,300	0	127,000	0	57,400	345,650	179,300	1,272,150
Water - Vehicle Replacement											
330-9500 - Water Vehicle Replacement	50,000	94,400	306,900	74,300	108,200	0	56,300	74,700	404,250	176,300	1,345,350
335-9500 - Municipal Risk Management Officer Vehicle Replacement	40,000	0	0	0	0	0	0	0	46,900	0	86,900
Total for Water - Vehicle Replacement	90,000	94,400	306,900	74,300	108,200	0	56,300	74,700	451,150	176,300	1,432,250
TOTAL VEHICLE REPLACEMENT	2,209,000	1,206,000	2,320,000	1,411,400	1,442,800	1,438,700	2,415,800	529,600	3,332,400	1,999,100	18,304,800
<u>FACILITIES AND EQUIPMENT REPLACEMENT</u>											
Facilities Replacement											
2023-106 - Facilities Replacement	48,000	49,100	144,500	123,900	249,000	153,900	275,100	415,000	108,600	147,800	1,714,900
Total for Facilities Replacement	48,000	49,100	144,500	123,900	249,000	153,900	275,100	415,000	108,600	147,800	1,714,900
Fire - Equipment Replacement											
205-9600 - Fire Equipment Replacement	199,260	81,090	352,592	143,157	103,913	99,257	129,283	73,171	149,269	56,169	1,387,161
Total for Fire - Equipment Replacement	199,260	81,090	352,592	143,157	103,913	99,257	129,283	73,171	149,269	56,169	1,387,161



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	190,450	151,150	113,750	58,350	154,750	177,750	205,350	112,950	166,950	63,750	1,395,200
Total for IT Hardware - Equipment Replacement	190,450	151,150	113,750	58,350	154,750	177,750	205,350	112,950	166,950	63,750	1,395,200
P&R Buildings - Equipment Replacement											
505-9800 - P&R Buildings Replacement	479,500	394,100	290,100	325,800	382,400	288,500	278,300	253,700	290,000	183,000	3,165,400
Total for P&R Buildings - Equipment Replacement	479,500	394,100	290,100	325,800	382,400	288,500	278,300	253,700	290,000	183,000	3,165,400
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	84,900	58,100	42,000	51,400	12,500	67,700	87,600	100,000	89,900	325,700	919,800
Total for P&R Facilities - Equipment Replacement	84,900	58,100	42,000	51,400	12,500	67,700	87,600	100,000	89,900	325,700	919,800
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	271,400	398,900	367,300	531,600	511,600	448,500	541,400	528,500	471,900	491,300	4,562,400
Total for P&R Parks - Equipment Replacement	271,400	398,900	367,300	531,600	511,600	448,500	541,400	528,500	471,900	491,300	4,562,400
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	261,100	27,000	82,800	80,800	72,800	40,500	124,000	50,300	34,900	53,000	827,200
Total for Public Works - Equipment Replacement	261,100	27,000	82,800	80,800	72,800	40,500	124,000	50,300	34,900	53,000	827,200
Wastewater - Equipment Replacement											
360-9600 - Wastewater Equipment Replacement	265,350	139,910	151,680	193,540	73,710	112,313	121,683	97,853	135,357	174,437	1,465,833
Total for Wastewater - Equipment Replacement	265,350	139,910	151,680	193,540	73,710	112,313	121,683	97,853	135,357	174,437	1,465,833



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2023 - 2032

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	32,500	213,700	73,500	28,800	10,400	45,200	30,500	37,100	23,700	238,600	734,000
Total for Water - Equipment Replacement	32,500	213,700	73,500	28,800	10,400	45,200	30,500	37,100	23,700	238,600	734,000
TOTAL FACILITIES AND EQUIPMENT REPLACEMENT	1,832,460	1,513,050	1,618,222	1,537,347	1,571,073	1,433,620	1,793,216	1,668,574	1,470,576	1,733,756	16,171,894
Grand Total:	35,394,460	18,414,050	40,134,722	34,410,247	37,967,373	18,649,320	25,879,816	23,750,674	19,087,976	150,469,656	404,158,294



Township of Centre Wellington 10-Year Capital Forecast - Financing

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Total Capital Expenditures	35,394,460	18,414,050	40,134,722	34,410,247	37,967,373	18,649,320	25,879,816	23,750,674	19,087,976	150,469,656	404,158,294
External Sources of Financing											
Subsidies	25,000	1,065,000	1,133,000	-	-	-	-	-	-	-	2,223,000
Development Charges	6,889,200	769,250	2,341,700	3,150,874	1,201,500	1,889,400	2,069,100	2,333,500	1,412,600	46,722,650	68,779,774
Developer/Partner Contributions	528,750	7,500	211,750	211,750	-	-	-	-	-	53,749,791	54,709,541
Total External Sources of Financing	7,442,950	1,841,750	3,686,450	3,362,624	1,201,500	1,889,400	2,069,100	2,333,500	1,412,600	100,472,441	125,712,315
Internal Sources of Financing											
Debentures	2,324,510	500,000	16,232,870	14,070,000	19,400,000	700,000	6,238,000	5,683,900	-	2,912,000	68,061,280
Water Capital Reserves	3,659,500	2,717,000	2,881,100	2,708,026	2,679,400	2,746,900	2,738,500	2,653,000	2,884,400	2,310,440	27,978,266
Wastewater Capital Reserves	1,153,000	3,086,250	3,845,850	2,658,350	2,040,600	1,038,100	1,000,200	1,045,600	100,600	638,550	16,607,100
Capital Levy/OCIF Reserves	7,286,000	1,680,000	3,100,000	2,400,000	3,054,500	2,960,000	3,100,000	3,100,000	3,100,000	2,550,000	32,330,500
Vehicle Replacement Reserves	2,209,000	1,206,000	2,320,000	1,411,400	1,442,800	1,438,700	2,285,800	529,600	2,981,300	1,999,100	17,823,700
Equipment Replacement Reserves	1,832,460	1,513,050	1,618,222	1,537,347	1,571,073	1,433,620	1,793,216	1,668,574	1,470,576	1,733,756	16,171,894
Other Reserves and Reserve Funds	9,487,040	5,870,000	6,450,230	6,262,500	6,577,500	6,442,600	6,655,000	6,736,500	7,138,500	37,853,369	99,473,239
Total Internal Sources of Financing	27,951,510	16,572,300	36,448,272	31,047,623	36,765,873	16,759,920	23,810,716	21,417,174	17,675,376	49,997,215	278,445,979
Total Sources of Financing	35,394,460	18,414,050	40,134,722	34,410,247	37,967,373	18,649,320	25,879,816	23,750,674	19,087,976	150,469,656	404,158,294

Assumption

1. Most development related capital projects have been positioned in the tenth year of the 10-year capital forecast. It has been assumed that the growth share of these projects will be 100% front-end funded through a service financing agreement (SFA).



OTHER INFORMATION

2023 DRAFT BUDGET



Asset Management Progress Report

In an earlier section, the importance and requirements of asset management (AM) planning was outlined. In this section, an evaluation of the Township's budget forecast to the recommendations within the AM Plan will be conducted. As per Ontario Regulation 588/17 this annual review of progress towards AM recommendations is mandatory.

Not only does AM planning continue to be an important decision-making tool for the Township, it also ensures compliance with the current Canada Community-Building Fund (formerly Federal Gas Tax) agreement, informs the Ontario Community Infrastructure Fund (OCIF) calculations (as of 2023), as well as provides the ability for the Township to apply for future provincial application based capital grants. The AM Plan provides a transparent and documented approach to maintaining Township owned assets in a manner that allows services to be provided to residents and other stakeholders.

At the time the current AM Plan was approved in 2022, the Township had the following investment in capital assets:

Area	Replacement Cost (2022 \$)
Tax Supported	\$ 751,444,784
Water Supported	\$ 126,903,983
Wastewater Supported	\$ 154,720,649
Total	\$ 1,033,069,416

With replacement values of assets under the Township's control, of over \$1 billion, or approximately \$33,200 per capita.

To effectively manage these assets, the 2022 AM Plan calculated the optimal funding levels required to maintain current levels of service provided to Township residents, and calculated that the current levels of annual funding in relation to optimal annual levels were as follows:

Annual Funding vs Target:

Bridges & Culverts	74% - Dedicated Funding
Roads/Buildings/Vehicles/Equipment	43% - Taxation/Grants
Water	76% - Water Rates
Wastewater	76% - Wastewater Rates

The Township's updated Asset Management plan further contemplated options to achieve the optimal funding levels, and the following recommendations were put forward, and unanimously endorsed by Council. Comments provided in green represent progress on these recommendations.

1. Staff to closely monitor external sources of funding trends, given the associated risks of relying on this funding from an asset management perspective.
 - Analysis of external vs. internal sources of capital funding included in the 2023 Budget and will be monitored annually.
2. Increases in OCIF funding received in 2022 as well as ongoing increases in OCIF funding received going forward will be dedicated to roads related rehabilitation and replacement needs.
 - OCIF funding received over and above 2021 funding levels (including the top-up received in 2022) has been allocated to roads related projects in the 2023 Budget. This is recommended to become common practice in future budgets.
3. The OLG Allocation Policy is to be reviewed considering the goal to maximize funding available for asset management purposes.
 - The OLG Allocation policy was amended and approved by Council on January 5, 2023. The result does increase the available funding for asset management purposes from 88% (with a cap of \$2.2 million) to 90% of OLG funds received annually.
4. Planned debt payments over the ten-year capital forecast is not to exceed 15% of Township revenues.
 - Planned debt over the 10-year forecast does not exceed 15% of Township estimated revenues.
5. A proportion of annual taxation assessment growth is to be allocated to asset investment as outlined in chapter 5.
 - 25% of assessment growth has been allocated to asset investment within the 2023 Budget.
6. To provide meaningful increases in tax supported asset investment over time, an annual increase equivalent to a 2.0% increase in taxation is needed. Other available funding increases, such as a proportion of assessment growth would reduce the net impact on taxation.
 - Other available AM funding increases for 2023 (OCIF and OLG) have provided the necessary annual increase, therefore the proposed taxation increase has not been included in the 2023 Budget.



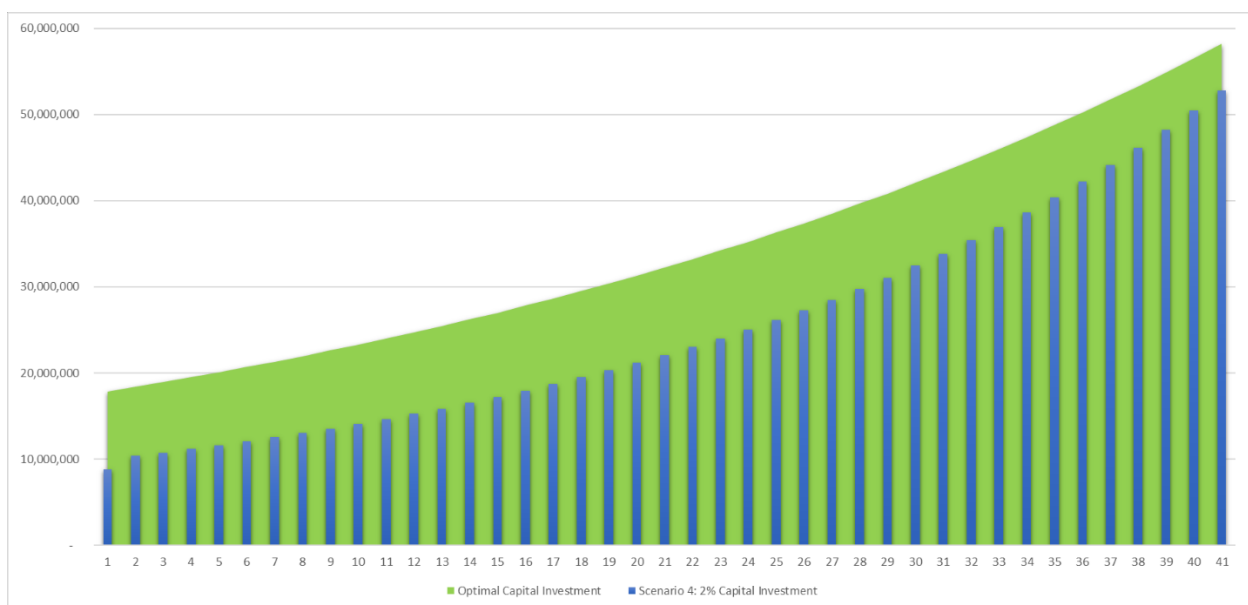
7. To continue to follow Water and Wastewater Rate Study recommended rate increases.

- Water and wastewater rates for 2023 are based on Water and Wastewater Rate Study recommendations.

For the purposes of the 2023 Budget, the Township has had the benefit of higher than anticipated allocations from external funding sources, and has made modifications to the existing allocations policy for Ontario Lottery and Gaming (OLG) Corporation funding to mitigate the need for an annual increase equivalent to a 2.0% increase in taxation to support the asset management planning requirements. However, this will be reviewed for the 2024 Budget as the Township has no control over future allocations from external sources.

Tax Supported Assets

The graph below originates from the Township's 2022 AM Plan and compares the optimal annual investment in capital (in green) to the recommended annual investment in capital (in blue). As shown in the graph, following the recommendations in the AM Plan results in reducing the tax supported annual investment gap over time.



The table below provides a detailed look at the annual funding gap for 2018 to the 2023 Budget, including 2024 and 2025 forecast years.



Consistent Tax Supported Funding	Historical Information (Previous AM Plans)						2022 AM Plan		
	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Forecast	2025 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000	900,000	900,000	1,063,041	1,232,696
Dedicated Capital Levy	-	915,300	1,208,200	1,516,200	1,528,441	1,577,580	1,611,012	1,643,232	1,676,097
Canada Community-Building Fund (Gas Tax)	794,200	850,200	855,200	855,200	894,100	1,753,600	932,955	932,955	932,955
OCIF Funds	-	793,377	1,216,174	1,216,174	1,271,559	1,271,559	2,985,485	2,985,485	2,985,485
OLG Funds	2,150,000	2,125,000	2,165,000	2,200,000	740,000	1,001,000	2,430,000	2,430,000	2,430,000
Transfer to Vehicle/Equipment/Facility Replacement	1,065,000	1,512,000	1,619,000	1,661,000	1,673,000	1,810,000	1,968,700	2,141,100	2,314,200
Total	4,709,700	6,996,377	7,888,574	8,298,574	6,982,100	8,313,739	10,828,152	11,195,813	11,571,433
AM Plan Recommended Phase-In		6,900,000	7,900,000	8,600,000	9,000,000	9,600,000	10,381,069	10,762,384	11,189,795
Annual Phase-In Funding Gap		96,377	(11,426)	(301,426)	(2,017,900)	(1,286,261)	447,083	433,429	381,638
Optimal Capital Investment		15,000,000	15,500,000	15,900,000	16,400,000	17,845,828	18,382,000	18,933,000	19,500,000
Annual Optimal Funding Gap		(8,003,623)	(7,611,426)	(7,601,426)	(9,417,900)	(9,532,089)	(7,553,848)	(7,737,187)	(7,928,567)

Significant progress on capital investment has been made since the first Township AM Plan was approved in 2014. The Township has been able to keep up with the recommended phased-in funding increases in many years, predominantly due to:

- The introduction of the dedicated capital levy;
- Increases to the Canada Community-Building Fund (CCBF);
- The introduction of OCIF funding from the province; and
- Increases in transfers to capital reserves.

However, from 2019 to 2022, the phased-in funding gap widened. This was partially due to external sources of funding being impacted by COVID-19. In addition, approved budgets did not include the recommended funding increase outlined in the Township's AM Plan.

Current projections for 2023 show that the Township will exceed the AM Plan recommended phase-in investment amounts and effectively help close the funding gap.

This is a result of:

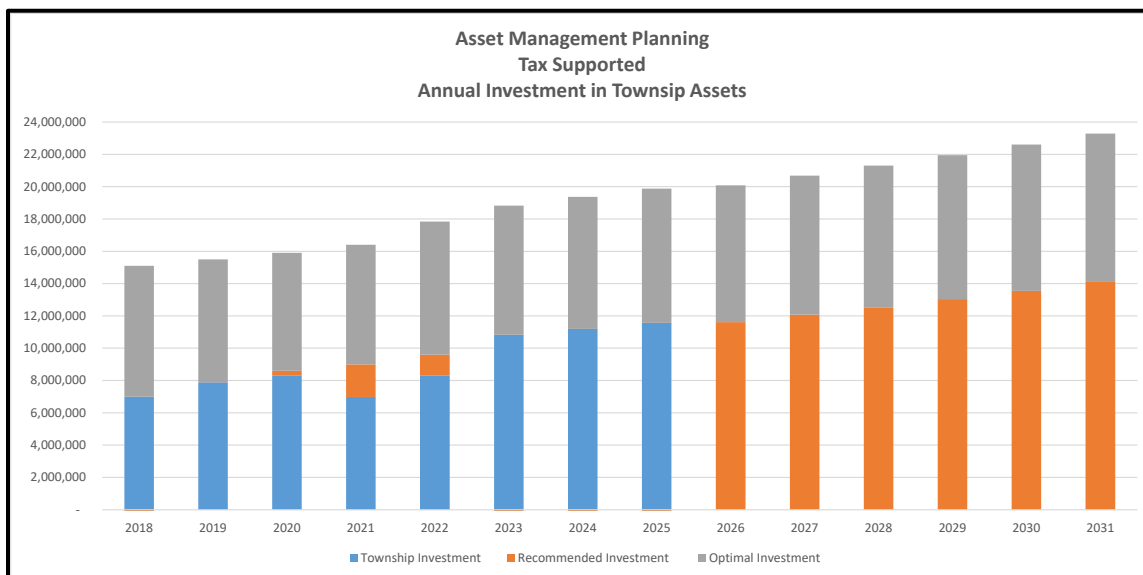
- Increased OCIF funding allocations;
- Modification to the OLG funding allocations approved by Council; and
- Moderate increases to replacement reserve allocations.

Note: Significant reliance on external funding sources (i.e. OCIF, CCBF, and OLG) is not a sustainable methodology to maintain the Township's infrastructure as the Township has no control over the amounts or frequency of these allocations. It is recommended that these, in concert with internal funding allocations be reviewed regularly to ensure the sustainability of the Township's AM Plan. Planned, regular increases to the Township's contribution from the tax levy in support of the tax supported capital program reduces significant fluctuation to the annual levy requirements and provides for a sustainable funding source to support the Township's asset infrastructure.

With each year, the optimal annual capital investment grows with capital inflation, and is expected to reach approximately \$23.3 million by 2031. Decisions made as part of the



budget processes each year will determine our ability to mitigate the annual funding gap.



Increases to the Township's available internal capital funding have been shown in the 2024 and 2025 forecast years, resulting in meeting phased-in investment level targets for those years. This will be discussed in future budgets and is shown for information purposes for 2023.

Eliminating the funding gap is a significant initiative that takes many years of recommended increases in capital funding. The Township has made good progress on this in the past, while minimizing the impact on taxation annually.

Water & Wastewater Supported Assets

The Township has been proactive in preparing a Water and Wastewater Rate Study every 5 years. While there is a need to prepare Financial Plans every 5 years for licence renewal purposes, the extra step of calculating rates is recommended best practice.

The rates recommended for both water and wastewater were calculated in the Council approved Rate Study based on requirements to move towards "full cost sustainability". This means that rate revenue provides for annual operating and capital costs and plans for the future replacement of water and wastewater assets.

As mentioned above, the Township has been following the recommended rate increases from the Rate Study on an annual basis. An updated Rate Study was prepared in 2020 and was incorporated into Township AM Planning practices in 2022.





Township of Centre Wellington Comparison of Capital Budgets by Year

<u>TAX SUPPORTED CAPITAL</u>	2023	2022	2021	2020	2019
STUDIES	845,000	735,000	240,000	100,000	730,000
CORPORATE	296,450	599,320	413,200	566,500	367,600
MUNICIPAL BUILDINGS	408,000	105,000	-	14,000	42,000
FIRE SERVICES	1,149,260	304,050	374,300	221,700	1,083,100
HEALTH SERVICES	-	55,000	-	60,000	150,000
TRANSP: ROADS URBAN	11,381,000	3,962,600	1,405,000	1,876,500	5,780,000
TRANSP: ROADS RURAL	1,285,000	1,675,300	1,485,000	2,345,000	1,150,000
TRANSP: STRUCTURES	4,335,000	4,535,000	1,830,000	2,800,000	2,170,000
TRANSP: STORM DRAINAGE	575,000	40,000	175,000	120,000	40,000
PUBLIC WORKS MISC	2,582,100	2,121,600	1,182,900	1,687,800	679,600
PARKS & REC: FACILITIES & OTHER	1,713,400	1,390,200	2,038,850	872,800	624,450
PARKS & REC: PARKS	761,400	503,400	948,900	1,544,000	993,300
GRAND TOTAL - TAX SUPPORTED	25,331,610	16,026,470	10,093,150	12,208,300	13,810,050
<u>USER PAY CAPITAL</u>					
WASTEWATER	2,288,350	1,370,400	2,642,250	1,234,000	3,430,500
WATERWORKS	7,774,500	3,220,850	2,381,000	5,091,700	4,439,400
GRAND TOTAL - USER PAY	10,062,850	4,591,250	5,023,250	6,325,700	7,869,900
TOTAL	35,394,460	20,617,720	15,116,400	18,534,000	21,679,950
DEBT FINANCING	(2,324,510)	1,099,280	(1,748,000)	(3,473,500)	(1,758,000)
NON-DEBT TOTAL	33,069,950	21,717,000	13,368,400	15,060,500	19,921,950



Township of Centre Wellington Reserve / Reserve Fund Activity for 2023

<u>Description</u>	<u>Balance at Jan. 1/23</u>	<u>Projected Transfers in - 2023</u>	<u>Projected Transfers out - 2023</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/23</u>
<u>Tax Supported Reserves and Reserve Funds</u>					
<u>Reserve Accounts</u>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,587,330	1,017,000	1,089,550	-	2,514,780
Sub-total	2,587,330	1,017,000	1,089,550	-	2,514,780
<u>Fire - Capital Reserves</u>					
Structural Fire Revenue Reserve	52,020	-	-	-	52,020
Sub-total	52,020	-	-	-	52,020
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve	388,480	91,000	80,000	-	399,480
Elora Meadows Ground Water Collection Reserve	45,350	3,600	-	-	48,950
Summerfield Phase I - Ground Water Collection Reserve	7,790	2,700	-	-	10,490
Summerfield Phase II - Ground Water Collection Reserve	6,010	2,300	-	-	8,310
Storybrook Phase I - Ground Water Collection Reserve	16,240	7,500	-	-	23,740
Sub-total	463,870	107,100	80,000	-	490,970
<u>Parks & Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	95,000	95,000	-	-
P&R - Cash in Lieu of Trees Reserve	25,100	-	-	-	25,100
Sub-total	25,100	95,000	95,000	-	25,100
<u>Vehicle and Equipment Replacement Reserves</u>					
Vehicle Replacement Reserve	1,617,091	1,019,000	2,019,000	67,500	684,591
Municipal FD Training Officer: Vehicle Replacement Reserve	23,720	7,500	-	-	31,220
Facility Replacement Reserve	450,000	150,600	527,500	-	73,100
Equipment Replacement Reserve	893,520	655,000	1,007,110	-	541,410
Sub-total	2,984,331	1,832,100	3,553,610	67,500	1,330,321



Township of Centre Wellington Reserve / Reserve Fund Activity for 2023

<u>Description</u>	<u>Balance at Jan. 1/23</u>	<u>Projected Transfers in - 2023</u>	<u>Projected Transfers out - 2023</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/23</u>
<u>Other Reserves</u>					
Working Capital Reserve	1,109,660	-	-	-	1,109,660
Contingency Reserve	161,430	-	-	-	161,430
VPSC Expansion Loan from Reserve	(481,210)	90,780	-	-	(390,430)
Election Reserve	5,000	34,800	7,300	-	32,500
Health Care Professionals Recruitment Reserve	21,480	-	20,000	-	1,480
WSIB ABO Reserve	1,186,690	110,000	86,200	-	1,210,490
Insurance Claim Reserve	166,200	55,000	50,000	-	171,200
Employee Future Benefit Reserve	48,380	50,000	60,000	-	38,380
Land Sale Reserve	(108,130)	-	42,490	-	(150,620)
Fergus Theatre Reserve	-	5,900	5,900	-	-
Reserve for Legal Matters	197,000	-	37,000	-	160,000
Cemetery Expansion Reserve	(88,870)	93,180	20,000	-	(15,690)
GRCA Levy Stabilization Reserve	23,820	-	-	-	23,820
CWCI Loan Reserve	775,000	-	-	-	775,000
MacDonald Trust Reserve	460,640	-	-	-	460,640
CIP Reserve	43,590	-	30,000	-	13,590
Wind Turbine Capital Reserve	178,480	22,000	-	-	200,480
Service Delivery Modernization Grant Reserve	100,000	-	100,000	-	-
COVID-19 Reserve	767,470	-	-	-	767,470
Neighbourhood Wellness Reserve	20,490	-	5,000	-	15,490
Sub-total	4,587,120	461,660	463,890	-	4,584,890
Total Tax Supported Reserves	10,699,771	3,512,860	5,282,050	67,500	8,998,081
<u>Reserve Funds</u>					
Cash-In-Lieu Parkland Reserve Fund	817,290	-	35,000	33,600	815,890
Cash-In-Lieu Parking Reserve Fund	39,100	-	-	1,600	40,700
VPC - Seniors Reserve Fund	283,580	19,280	4,000	12,200	311,060
OLGC Slot Revenue Reserve Fund	2,508,310	2,430,000	2,200,000	110,200	2,848,510
Community Impact Grants Reserve Fund	135,070	108,000	108,000	5,700	140,770
Heritage Reserve Fund	93,500	81,000	-	5,600	180,100
Economic Development Reserve Fund	(445,500)	5,376,870	4,921,970	(9,400)	-
Canada Community-Building Reserve Fund	219,330	932,960	1,145,000	4,800	12,090
Newdon Industries Public Swim Reserve Fund	7,770	-	1,260	300	6,810
Building Code Reserve Fund	4,081,290	-	100,000	169,300	4,150,590
Capital Levy Reserve Fund	706,270	1,611,012	3,053,441	(600)	(736,759)
OCIF Reserve Fund	1,353,140	2,985,490	4,232,560	30,600	136,670
WSIB Excess Loss Reserve Fund	65,600	70,000	-	4,200	139,800
Total Tax Supported Reserve Funds	9,864,750	13,614,612	15,801,231	368,100	8,046,231
Total Tax Supported Reserve and Reserve Funds	20,564,521	17,127,472	21,083,281	435,600	17,044,312



Township of Centre Wellington Reserve / Reserve Fund Activity for 2023

<u>Description</u>	<u>Balance at Jan. 1/23</u>	<u>Projected Transfers in - 2023</u>	<u>Projected Transfers out - 2023</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/23</u>
<u>User Pay Reserves</u>					
<u>Reserve Accounts</u>					
<u>Environmental Services - Capital Reserves</u>					
ENV: Vehicle Replacement Reserve	450,162	225,000	150,000	10,000	535,162
Municipal RMO: Vehicle Replacement Reserve	41,000	5,000	40,000	3,000	9,000
ENV: Equipment Replacement Reserve	667,644	125,000	297,850	-	494,794
Sub-total	1,158,806	355,000	487,850	13,000	1,038,956
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	9,341,430	2,151,592	3,659,500	-	7,833,522
Salem Bridge Watermain Loan from Reserve	(672,710)	67,670	-	-	(605,040)
Sub-total	8,668,720	2,219,262	3,659,500	-	7,228,482
<u>Wastewater - Capital Reserves</u>					
Wastewater Capital Reserve	10,439,970	2,221,973	1,153,000	-	11,508,943
Sub-total	10,439,970	2,221,973	1,153,000	-	11,508,943
Total User Pay Reserves	20,267,496	4,796,235	5,300,350	13,000	19,776,381
<u>Development Charge Reserve Funds</u>					
Fire	1,494,160	124,600	4,570	65,400	1,679,590
Public Works	2,206,070	289,500	1,205,250	98,700	1,389,020
Roads	11,324,570	1,573,100	5,771,850	508,700	7,634,520
Parks & Recreation	5,035,310	802,300	1,452,600	228,300	4,613,310
Corporate	393,500	83,200	1,324,200	18,300	(829,200)
Water	3,631,610	931,500	615,920	172,100	4,119,290
Wastewater	4,731,240	895,800	1,919,340	217,500	3,925,200
Total Development Charge Reserve Funds	28,816,460	4,700,000	12,293,730	1,309,000	22,531,730



**Township of Centre Wellington
Analysis of Current and Projected Debt
Fiscal 2023**

		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>C + D</i>	<i>A + B - C</i>
Year Issued	Purpose of Debt	Balance at Jan 1, 2023	New Debt	2023 Principal Payments	2023 Interest Payments	Total Payments	Balance at Dec 31, 2023
2005	Centre Wellington Community Complex & Various WW Prj.	1,923,787	-	795,663	80,249	875,912	1,128,124
2010	Fergus Water Tower	553,791	-	178,126	19,881	198,007	375,665
2013	County of Wellington (Subwatershed Study - Ph II)	6,615	-	6,615	-	6,615	-
2014	FCM - Green Municipal Fund (Elora WWTP)	6,469,800	-	482,118	126,972	609,090	5,987,682
2015	County of Wellington (Fergus Library)	42,228	-	14,076	-	14,076	28,152
2020	Infrastructure Ontario (Employment Lands)	2,113,059	-	97,772	51,801	149,573	2,015,287
2021	Infrastructure Ontario (Operations Facility Land)	3,620,753	-	144,547	105,754	250,301	3,476,206
2022	County of Wellington (Refinance 2012 Debt - Elora WWTP)	6,000,000	-	600,000	199,500	799,500	5,400,000
		20,730,033	-	2,318,917	584,157	2,903,074	18,411,116



Township of Centre Wellington

Current & Projected Debt Summary Charts

2023 Budget & Capital Forecast

Projected New Debt

Project Description	Prior Years Approved & Unissued	Annual Debt Requirements											
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
2020-007 - Water Supply Strategy - Phase 2 Groundwater Investigation Study	2,420,000	-	-	-	-	-	-	-	-	-	-	-	2,420,000
2020-008 - New Well - Area #3	-	1,550,000	250,000	-	-	-	-	313,000	3,425,000	-	-	-	5,538,000
2020-009 - New Well - Area # 5	-	-	-	-	-	1,550,000	250,000	-	-	-	-	-	1,800,000
2020-010 - New Well - Area #8	-	-	-	-	-	1,550,000	250,000	-	-	-	-	-	1,800,000
2020-013 - New Well - Area #7	-	1,550,000	250,000	210,000	1,920,000	-	-	-	-	-	-	-	3,930,000
301/330/360-0841 - Dickson Drive Employment Land Servicing (reversed in 2023)	-	-	-	-	-	-	-	-	-	-	-	-	-
303-0299 - Corporate Operations Facilities	1,305,720	564,510	-	13,428,270	-	-	-	-	-	-	-	-	15,298,500
F0171 - Future Expansion of Fergus WWTP	-	-	-	1,350,000	12,150,000	16,200,000	-	-	-	-	-	-	29,700,000
2022-042 - Woolwich St Watermain Extension - WR 7 to Urban Boundary	-	-	-	1,244,600	-	-	-	-	-	-	-	-	1,244,600
2022-044 - WR 18 Watermain Extension - Urban Boundary to 3rd Line	-	-	-	-	-	-	-	-	2,258,900	-	-	-	2,258,900
2010-080 - New Fire Hall	-	-	-	-	-	100,000	200,000	3,945,000	-	-	-	-	4,245,000
2010-078 - Tanker	-	-	-	-	-	-	-	610,000	-	-	-	-	610,000
2010-079 - Pumper	-	-	-	-	-	-	-	950,000	-	-	-	-	950,000
2018-017 - Additional Equipment for New Fire Hall	-	-	-	-	-	-	-	420,000	-	-	-	-	420,000
2010-177 - Future Parkland Development (16 hectares)	-	-	-	-	-	-	-	-	-	-	2,912,000	-	2,912,000
Total Projected New Debt	3,725,720	3,664,510	500,000	16,232,870	14,070,000	19,400,000	700,000	6,238,000	5,683,900	-	2,912,000	-	73,127,000

Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*											
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Prior Years Approved & Unissued	3,725,720	-	-	274,100	274,100	274,100	274,100	274,100	274,100	274,100	274,100	274,100	274,100
2023	3,664,510	-	-	269,600	269,600	269,600	269,600	269,600	269,600	269,600	269,600	269,600	269,600
2024	500,000	-	-	-	36,800	36,800	36,800	36,800	36,800	36,800	36,800	36,800	36,800
2025	16,232,870	-	-	-	-	1,194,400	1,194,400	1,194,400	1,194,400	1,194,400	1,194,400	1,194,400	1,194,400
2026	14,070,000	-	-	-	-	-	1,035,300	1,035,300	1,035,300	1,035,300	1,035,300	1,035,300	1,035,300
2027	19,400,000	-	-	-	-	-	-	1,427,500	1,427,500	1,427,500	1,427,500	1,427,500	1,427,500
2028	700,000	-	-	-	-	-	-	-	51,500	51,500	51,500	51,500	51,500
2029	6,238,000	-	-	-	-	-	-	-	-	459,000	459,000	459,000	459,000
2030	5,683,900	-	-	-	-	-	-	-	-	-	418,200	418,200	418,200
2031	-	-	-	-	-	-	-	-	-	-	-	-	-
2032	2,912,000	-	-	-	-	-	-	-	-	-	-	-	214,300
2033	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Projected New Debt Payments	73,127,000	-	-	543,700	580,500	1,774,900	2,810,200	4,237,700	4,289,200	4,748,200	5,166,400	5,166,400	5,380,700

* Assumed new debt over a term of 20 years at 4.0% per year. Also assumes debt payments begin in the year following debt issuance.



Township of Centre Wellington

Current & Projected Debt Summary Charts

2023 Budget & Capital Forecast

Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported	970,381	877,123	870,508	466,420	250,301	250,301	250,301	250,301	250,301	250,301	250,301	250,301
OLG Supported	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	601,434	467,788	467,788	287,934	-	-	-	-	-	-	-	-
Wastewater Supported	1,260,471	1,408,590	1,390,890	1,371,690	1,351,590	1,331,040	1,310,040	1,288,440	1,266,240	1,243,590	1,220,640	609,090
Total Existing Debt Payments	2,981,859	2,903,074	2,878,759	2,275,617	1,751,464	1,730,914	1,709,914	1,688,314	1,666,114	1,643,464	1,620,514	1,008,964

B

Combined Existing & Projected New Debt Payments

	2020 Actual Payments	2021 Actual Payments	2022 Actual Payments	Projected Annual Debt Payments (Principal & Interest)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported	729,326	979,227	970,381	877,123	966,823	562,735	1,038,244	1,038,244	1,045,602	1,060,316	1,496,286	1,496,286	1,496,286	1,710,586
OLG Supported	74,787	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	602,883	602,310	601,434	467,788	894,534	751,480	718,780	860,058	1,088,164	1,124,949	1,147,980	1,566,180	1,566,180	1,566,180
Wastewater Supported	1,157,574	1,156,521	1,260,471	1,408,590	1,411,529	1,392,329	1,619,767	2,493,239	3,664,275	3,642,675	3,620,475	3,597,825	3,574,875	2,963,325
Total Projected Debt Payments (Existing & New)	2,564,570	2,887,631	2,981,859	2,903,074	3,422,459	2,866,117	3,526,364	4,541,114	5,947,614	5,977,514	6,414,314	6,809,864	6,786,914	6,389,664

A + B

Annual Debt Repayment Limit Analysis

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Projected Net Revenues (Adjusted)	33,067,315	33,067,315	34,151,938	35,415,560	36,725,935	38,084,795	39,493,932	40,955,208	42,470,551	44,041,961	45,671,514	47,361,360	47,361,360	49,113,730
% Debt Repayment (% Projected Revenues)	7.8%	7.8%	8.5%	8.4%	9.3%	7.5%	8.9%	11.1%	14.0%	13.6%	14.0%	14.4%	14.3%	13.0%
% Debt Repayment Allowed	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Applicable Year (see note)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035

Note: Annual Debt Repayment Calculations are performed by the province for any given year using financial results from 2 years prior.

Percentage of Debt by Area

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported	34%	33%	30%	28%	20%	29%	23%	18%	18%	23%	22%	22%	27%
OLG Supported	5%	5%	5%	4%	5%	4%	3%	3%	3%	2%	2%	2%	2%
Waterworks Supported	21%	20%	16%	26%	26%	20%	19%	18%	19%	18%	23%	23%	25%
Wastewater Supported	40%	42%	49%	41%	49%	46%	55%	62%	61%	56%	53%	53%	46%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



Township of Centre Wellington

Debt Projection Summary Graphs

2023 Budget and Capital Forecast

