

2020

BUDGET



Centre
Wellington



2020 Budget Table of Contents

	<u>Page</u>
<u>INTRODUCTION</u>	
Message from the CAO.....	2
Organizational Structure.....	3
Strategic Plan.....	4
Asset Management Planning	7
Budget Process and Timing	12
<u>TAX SUPPORTED OPERATING BUDGET</u>	
Tax Supported Operating Budget Overview.....	17
Property Taxation Summary.....	21
Significant Areas Impacting the Tax Supported Operating Budget	26
Staffing Strategy.....	34
Operating Budget by Department:	
2020 Tax Supported Operating Budget Summary	46
<u>Administration</u>	
Administration Summary	49
Mayor & Council	50
Youth Council.....	51
Office of the CAO, Human Resources, and Communications	52
Emergency Operations Centre	53
<u>Corporate Services</u>	
Corporate Services Summary	54
Legislative Services.....	55
Financial Services	56
Information Technology and Services	57
General Administration.....	58
By-law Enforcement	59
Stray Animal Control	60
Livestock Act	61
Tile Drain Loans	62

Infrastructure Services

Infrastructure Services Summary	63
Transportation Services - Administration.....	64
Transportation Services - Operations.....	65
Fergus Downtown - Maintenance.....	67
Elora Downtown - Maintenance.....	68
Crossing Guards	69
Cemeteries	70
Protection to Persons and Property - Miscellaneous.....	71

Community Services

Community Services Summary	72
Fire	73
Municipal FD Training Officer	74
Parks & Recreation:	
Parks, Recreation and Culture Administration	75
Centre Wellington Community Sportsplex	76
Elora Community Centre.....	77
Belwood Hall.....	78
Active Parks.....	79
Passive Parks	80
Urban Forestry	81
Greenhouses	82
Other Expenditures.....	83
Victoria Park Seniors Centre	84
Fergus Downtown - Beautification.....	85
Elora Downtown - Beautification.....	86
Fergus Weigh Scale Building	87
Elora Public Washrooms	88
Fergus Grand Theatre.....	89
Tourism	90
Celebrations	91
Grants to Community Groups – Specific Annual Grants	92
Grants to Community Groups – Community Impact Grants	93

Planning & Development Services

Planning & Development Services Summary	94
Building.....	95
Planning	96
Economic Development.....	97



	<u>Page</u>
Committee of Adjustment	98
Heritage Centre Wellington	99

Other Services

Other Services Summary	100
Grand River Conservation Authority	101
Other Health Services	102
Health and Safety Committee.....	103
Contribution to Capital Fund.....	104
Ontario Non-Specific Grants.....	105
Other Revenues and Expenses.....	106
Net Debt	107
Fergus BIA	108
Elora BIA	109
Taxation – Payment in Lieu	110
Taxation – Township Purposes	111

TAX SUPPORTED 3-YEAR OPERATING FORECAST

3-Year Operating Forecast Summary.....	113
3-Year Operating Forecast.....	115

WATERWORKS/WASTEWATER SUPPORTED OPERATING BUDGET

Waterworks & Wastewater Supported Operating Summary.....	132
Environmental Services – Administration.....	136
<i>Waterworks</i>	
Waterworks	137
<i>Wastewater</i>	
Wastewater – Fergus	139
Wastewater – Elora	140
Wastewater	141

Risk Management

Municipal Risk Management Official	143
--	-----



CAPITAL BUDGET

Capital Budget Overview..... 145

2020 Capital Budget

Studies 151
Corporate 151
Municipal Buildings..... 151
Fire Services 151
Health Services 152
Transportation & Public Works 152
Wastewater 154
Waterworks 154
Parks & Recreation 155
Vehicle Replacement 156
Equipment Replacement 156

BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST

Bridges and Major Culverts Forecast Summary 158
Bridges and Major Culverts 10-Year Plan 161

VEHICLE AND EQUIPMENT REPLACEMENT FORECAST

Vehicle and Equipment Replacement Forecast Summary..... 163

Tax Supported Vehicle Replacement Forecast

Funding Summary – Tax Supported 167
Public Works 168
Parks and Recreation 170
Fire Department 171
Building..... 172
By-Law Enforcement 173

Environmental Supported Vehicle Replacement Forecast

Environmental Services..... 175

Other Vehicle Replacement Forecast

Municipal FD Training Officer 177
Municipal Risk Management Official 178



Tax Supported Equipment Replacement Forecast

Funding Summary – Tax Supported	180
Information Technology & Services	181
Public Works	182
Fire Services	183
Parks and Recreation - Facilities	189
Parks and Recreation - Parks.....	200

Environmental Supported Equipment Replacement Forecast

Environmental Services.....	205
-----------------------------	-----

10-YEAR CAPITAL FORECAST

10-Year Capital Forecast Summary.....	207
---------------------------------------	-----

10-Year Capital Forecast

Studies	212
Corporate	213
Municipal Buildings.....	213
Fire Services	214
Health Services	215
Transportation and Public Works	215
Wastewater	224
Waterworks	228
Parks & Recreation	232
Vehicle Replacement	235
Equipment Replacement	236
10-Year Capital Forecast – Financing.....	238

OTHER INFORMATION

Asset Management Progress Report.....	240
Comparison of Capital Budgets by Year	244
Reserve / Reserve Fund Activity for 2020.....	245
Debt Analysis.....	248
2020 Grants to Community Groups	252





INTRODUCTION

2020 BUDGET



Message from the CAO

March 2020

To: Our Centre Wellington Community

Township staff are pleased to present the Council Approved 2020 Budget which has been prepared through directions set by Council over a number of Pre-Budget meetings in June, September and October of this year, in addition to Budget deliberations in early December. The budget document also incorporates funding for actions identified in the 2019-2022 Council Strategic Plan, the Township's Asset Management Plan (AMP), and recommendations from various Master Plans, including significant capital expenditures for new well exploration.

The 2020 capital budget also includes changes to how we allocate funding from our Ontario Lottery and Gaming Revenue Share. As per the revised Council Policy, a portion of these funds will go towards Arts/Culture/Heritage, Economic Development, and Township capital projects.

Last year we made several changes to the budget book which provided more information and we have made some small minor changes again this year. As in the past, the capital budget includes a 3 year capital budget and a 7 year capital forecast. A 3 year operating budget forecast to help Council with future planning has also been incorporated into the budget document.

Our Corporate Services Department has once again led the process in developing the budget with input from all departments. The senior management team has prepared the 2020 Budget which continues to provide current service levels for our community while looking to the future to address service needs for growth. A big thank you goes out to all of our staff in working through the Budget meetings with Council and preparing the 2020 Budget.

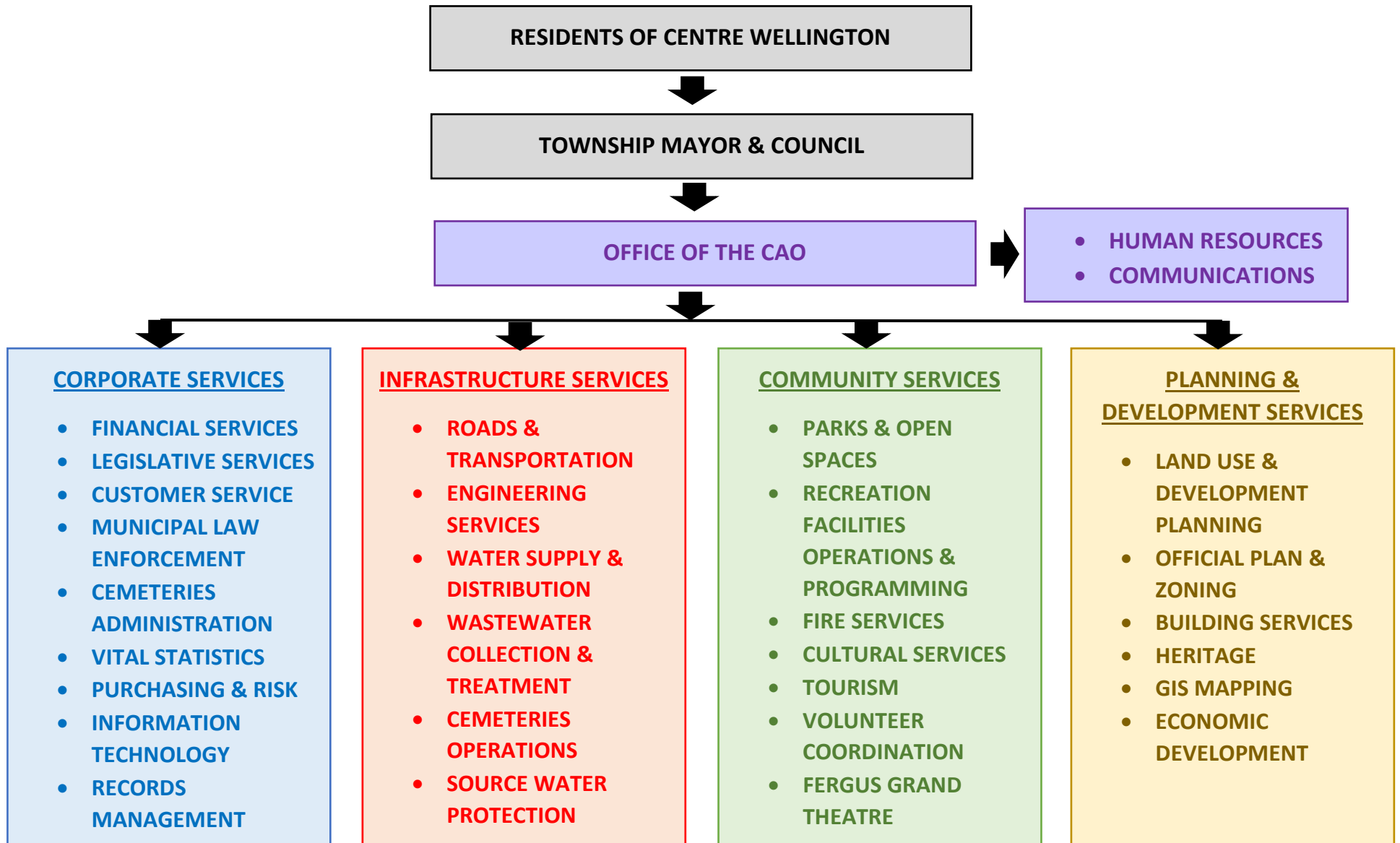
Yours truly,

Andy Goldie

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, and 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

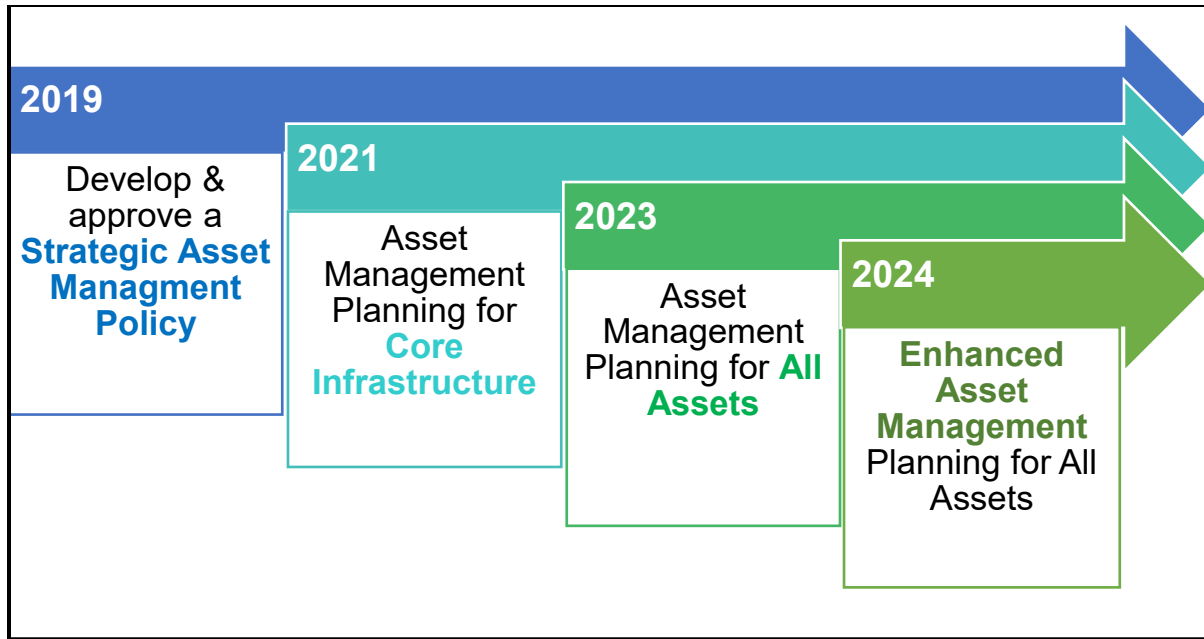
Overview

Asset planning has been identified by the Province of Ontario as a priority for a number of years. The following timeline illustrates the progression of asset management planning 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).

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.

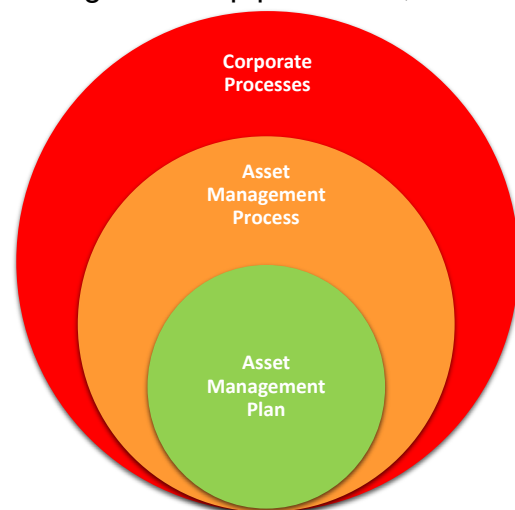
Ontario Regulation 588/17 relating to asset management planning for municipal infrastructure was passed in December 2017, providing specifics regarding asset management planning requirements for Ontario municipalities. A phased in approach to compliance from 2019 to 2024 has been initiated as outlined below.



To date, the Township has been compliant with all Provincial requirements and best practices. 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. Please visit www.centrewellington.ca/plans 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.

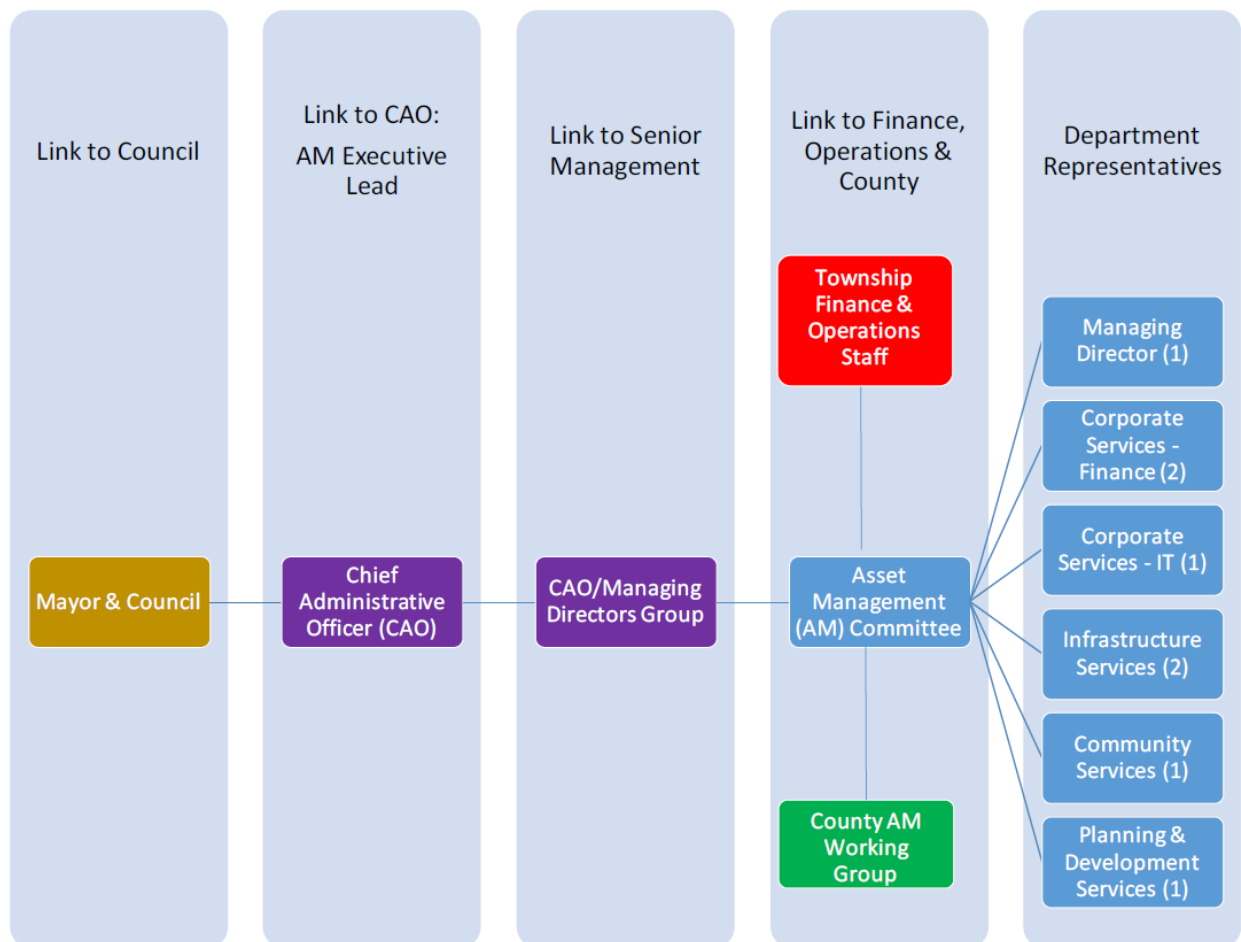


The asset management process includes the following key areas:

- ✓ 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 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.

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 Type	Consequence Variables
Bridges & Culverts	Response time, detour length, traffic counts, local access, and heritage.
Roads	Traffic counts, and speed limits.
Water mains	Land use, static pressure, trunk main vs. local main, and main diameter.
Wastewater mains	Main diameter, force main vs. gravity main, river crossing, proximity to water, and land use.
Other Assets	Criticality of the services being provided by the asset.

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

Asset Management Plan Recommendations

The Township’s 2016 Asset Management Plan outlined the following recommendations:

- ✓ That Council approve the Asset Management Plan.
- ✓ That the Plan be considered as part of the annual budget process.

- ✓ That the Plan be updated as needed over time to reflect current Township priorities.
- ✓ Consider increases in funding to provide required asset investment levels annually.

The Plan outlined that, if no other efficiencies or funding sources become available, specific increases in taxation rates, water rates and wastewater rates would be needed:

- ***4.9% increase in taxation rates annually to 2030 (includes operating inflationary increases). 2.89% increases thereafter.***
- ***Water and wastewater rate increases in line with the Township approved Water & Wastewater Rate Study. The Rate Study recommends annual increases to water and wastewater rates of 2.5% and 4.0% respectively.***

While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves in order to keep up with the annual capital investment recommendations from the Plan. All recommended water and wastewater rate increases have been made to date.

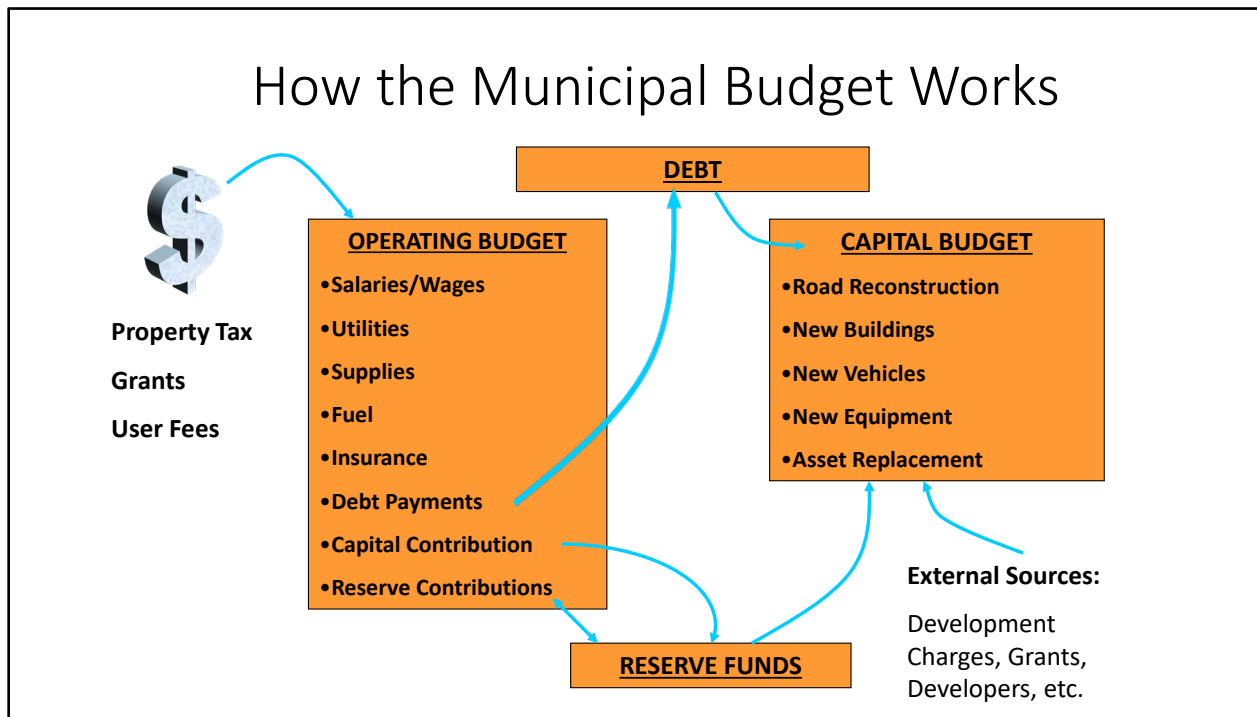
A comparison of Asset Management Plan recommendations to the 2020 budget will be provided in a later section.



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.

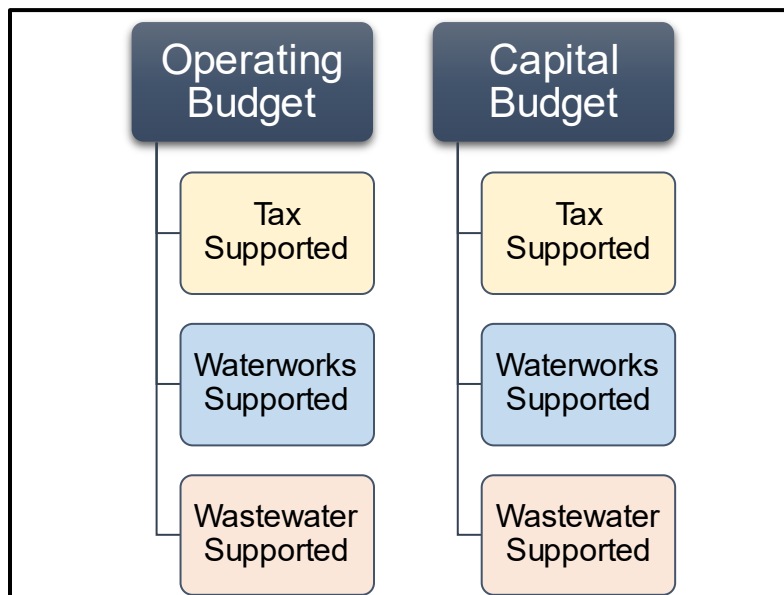
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

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, gas tax

funds 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. 2020) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast period (i.e. 2021 and 2022) represent the detailed forecast to be approved by Council, with the remaining years (2023 to 2029) 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 2022. Year 1 of the forecast (i.e. 2020) represents the operating

budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2021 and 2022) are provided for information purposes only.

2020 Budget Process

Similar to the 2018 and 2019 budget processes, the 2020 capital and operating budget discussions have been combined. Pre-budget meetings were conducted in May, June and September to obtain direction from Council and provide early drafts of the Draft Capital Budget and Forecast. In addition, input was provided by residents through the Township website (Connect CW) and a Budget Public Open House that was held on October 16, 2019.

Township staff presented the combined 2020 Draft Budget to Council for their review and discussion prior to the end of the 2019 fiscal year, with budget approval in December. This approach allows the Township to take advantage of favorable tender pricing that is typically offered earlier in the year before competition from other municipalities begins.

In addition, the fees and charges by-law is presented to Council during the budget process. Fees and charges affect both operating budgets (i.e. user fee revenue) and capital budgets (equipment 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 2020 budget:

2019	May	- Council approval of the 2020 Budget Timeline
	June	- 2020 Budget Directions Report approved by Council.
	July-August	- Capital budget discussions initiated at a staff level. - Timing of development related infrastructure determined.
	September	- Operating budget discussions initiated at a staff level. - Salary, wages & benefit calculations for 2020 started. - Budget Impacts Report approved by Council.
	October	- Budget Open House and resident input through Connect CW. - Development of 10-year bridge and culvert plan. - Development of 10-year capital forecast. - Integration of Master Plans into the capital forecast.
	November	- Finalization of 2020 operating budget. - Development of 3-year operating forecast. - 3-year staffing strategy developed. - Finalization of 2020 capital budget. - Publish 2020 Draft Budget Book.
	December	- Budget deliberation meetings (December 3 rd , 5 th , and 9 th) - Proposed budget approval (December 16 th Council meeting).

Direction Provided by Council

During preliminary budget meetings, Council provided the following direction to staff in the development of the 2020 Budget:

1. Maintain a **tax rate increase** equal to or less than the calculated Township index (currently 2.7%) before adding on Dedicated Capital Levy impacts.
2. Assume **assessment growth** equal to 2.5%.
3. Increase **fees and charges** for 2020 by the calculated CPI index.
4. Use an estimated **OMPF allocation** of \$255,680, representing a 20% reduction from 2019.
5. Increase the **Dedicated Capital Levy** by a 2% increase of the base taxation levy for 2020.
6. Preliminary estimates for 2020 **OCIF funding** be maintained at 2019 funding levels.
7. Include approximately \$1,500,000 in **growth related capital** projects to be funded by development charges within each year.
8. Capital Funding:
 - \$5,370,000 **general capital, gas tax and OLG funding**;
 - \$158,000 increase to **equipment and vehicle replacement** reserves; and
 - Allocations to **WSIB, Insurance, Contingency, and Legal Reserves** to match target funding levels.
9. New **OLG Funding Allocation Policy**:
 - OLG Funds used in the year following receipt;
 - 88% to fund Township Capital (max: \$2.2 million);
 - 5% to fund Arts, Culture & Heritage;
 - The remaining to fund Economic Development; and
 - Policy to be reviewed for the 2021 Budget Process.
10. Direction on **specific capital projects** in years 2020 to 2023 of the Capital Budget and Long-Term Capital Forecast.



TAX SUPPORTED OPERATING BUDGET

2020 BUDGET

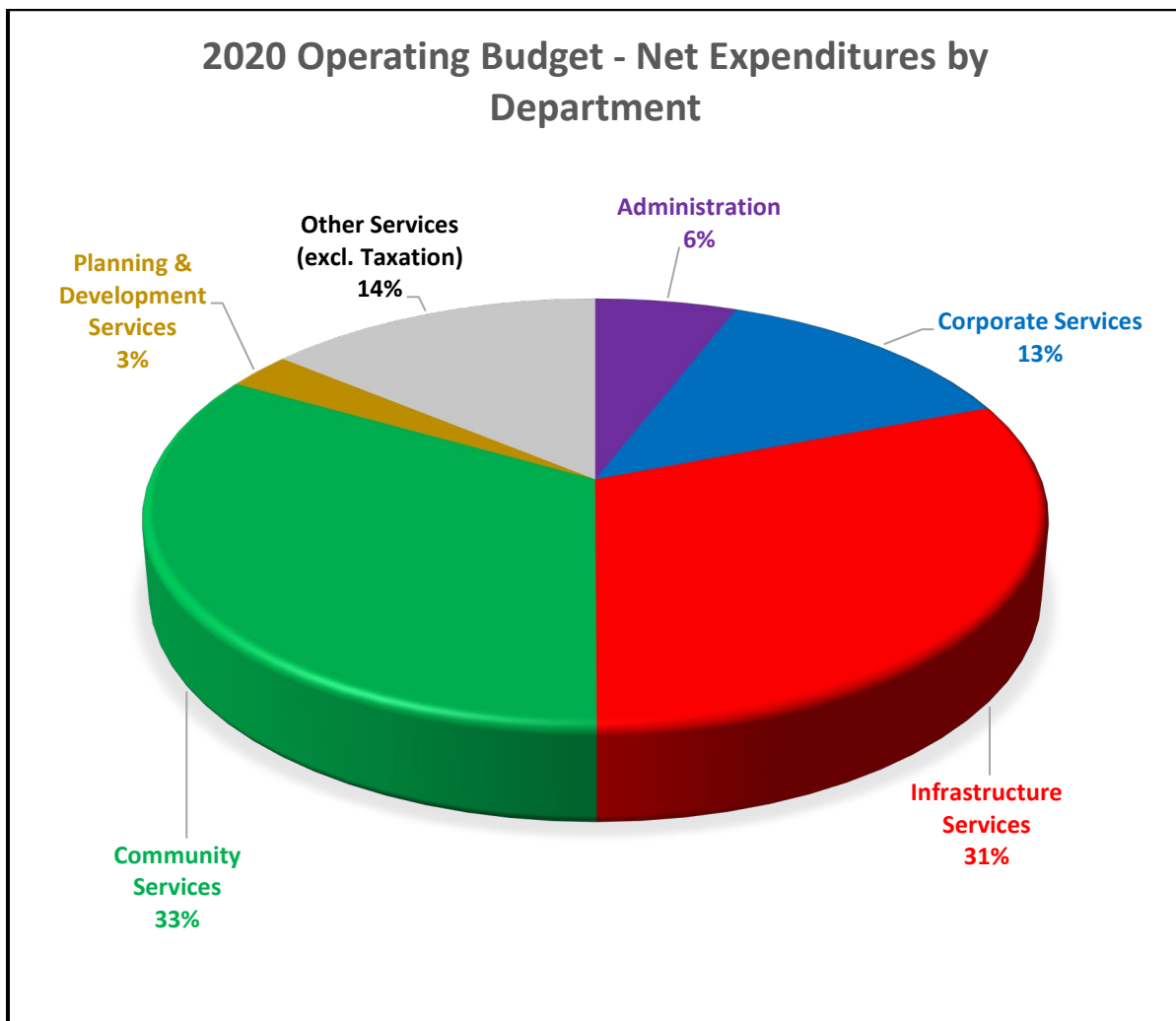


Tax Supported Operating Budget Overview

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.

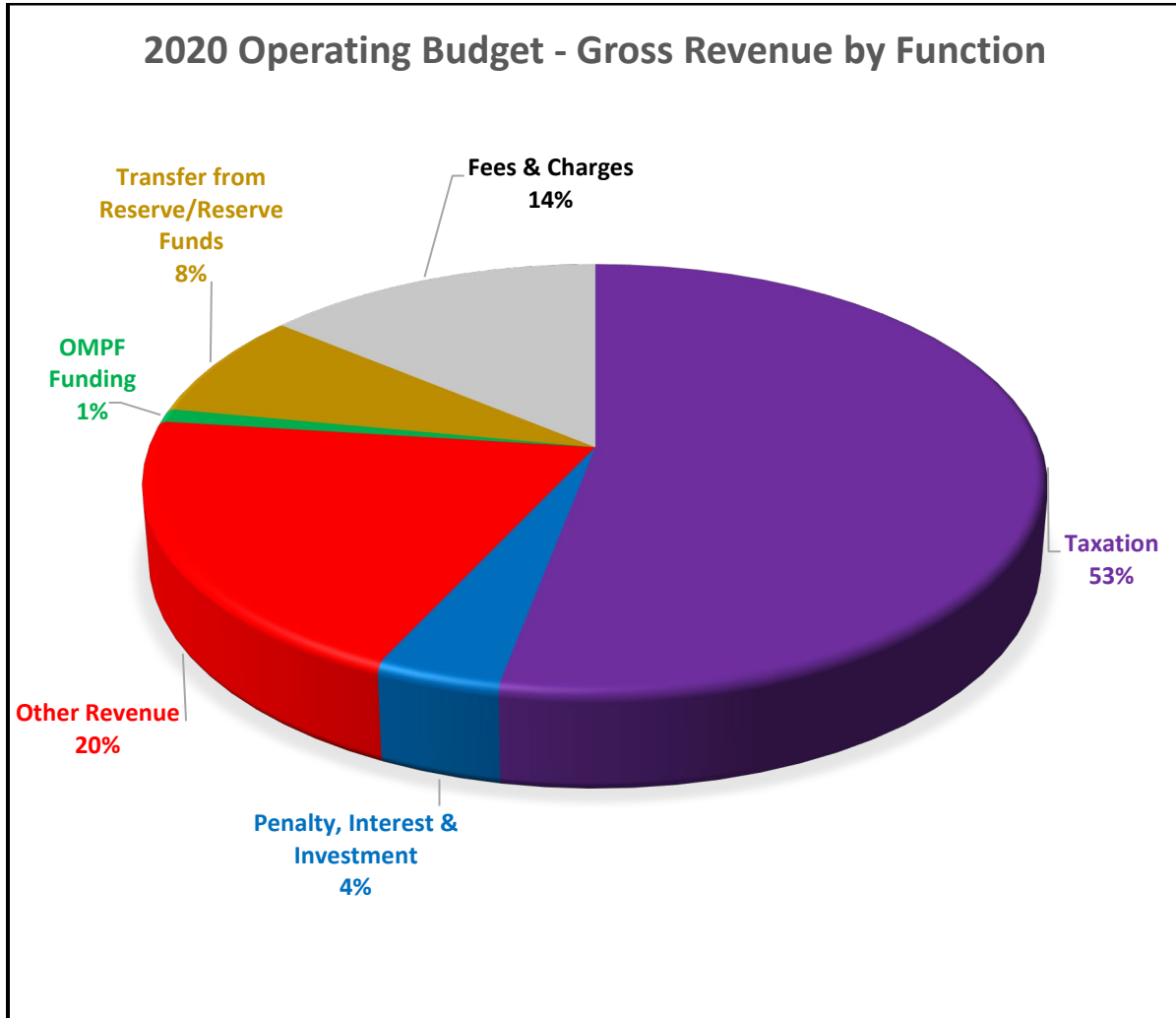
2020 Tax Supported Operating Budget

The 2020 tax supported operating budget totals \$28,867,906. After deducting other revenues, the net operating budget to be funded from general taxation is \$14,417,947 (excluding the dedicated capital levy). The net 2020 operating budget is broken down by department as follows:

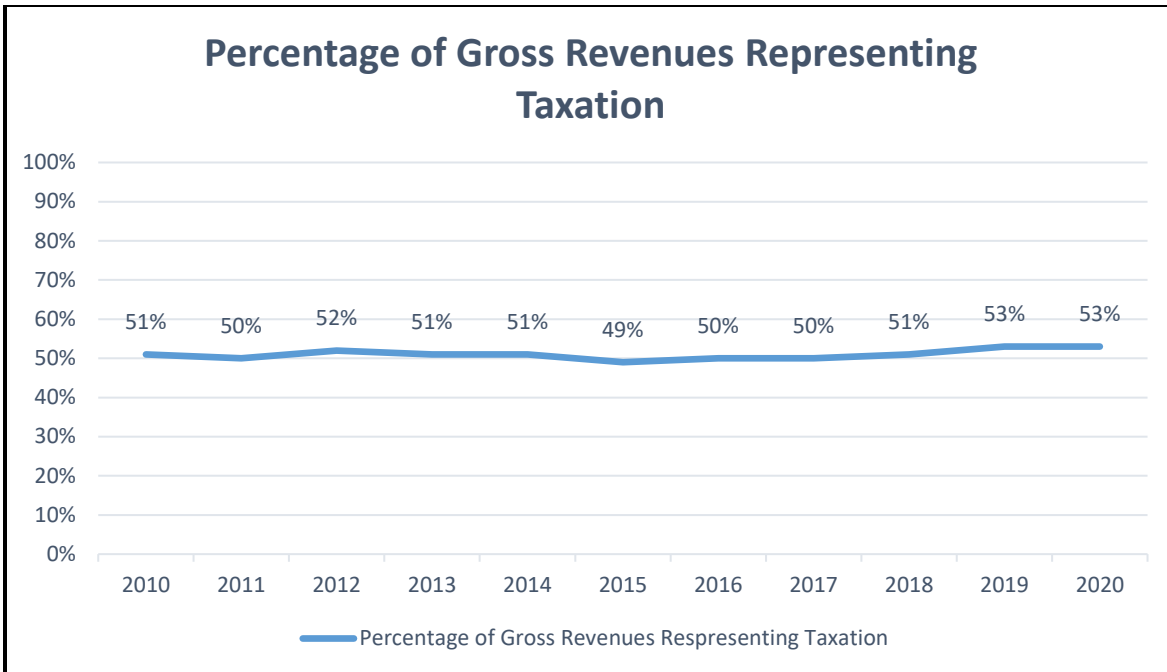


The budget breakdown of each department into specific budget areas is provided below this overview section, along with a summary of the overall budget for each department.

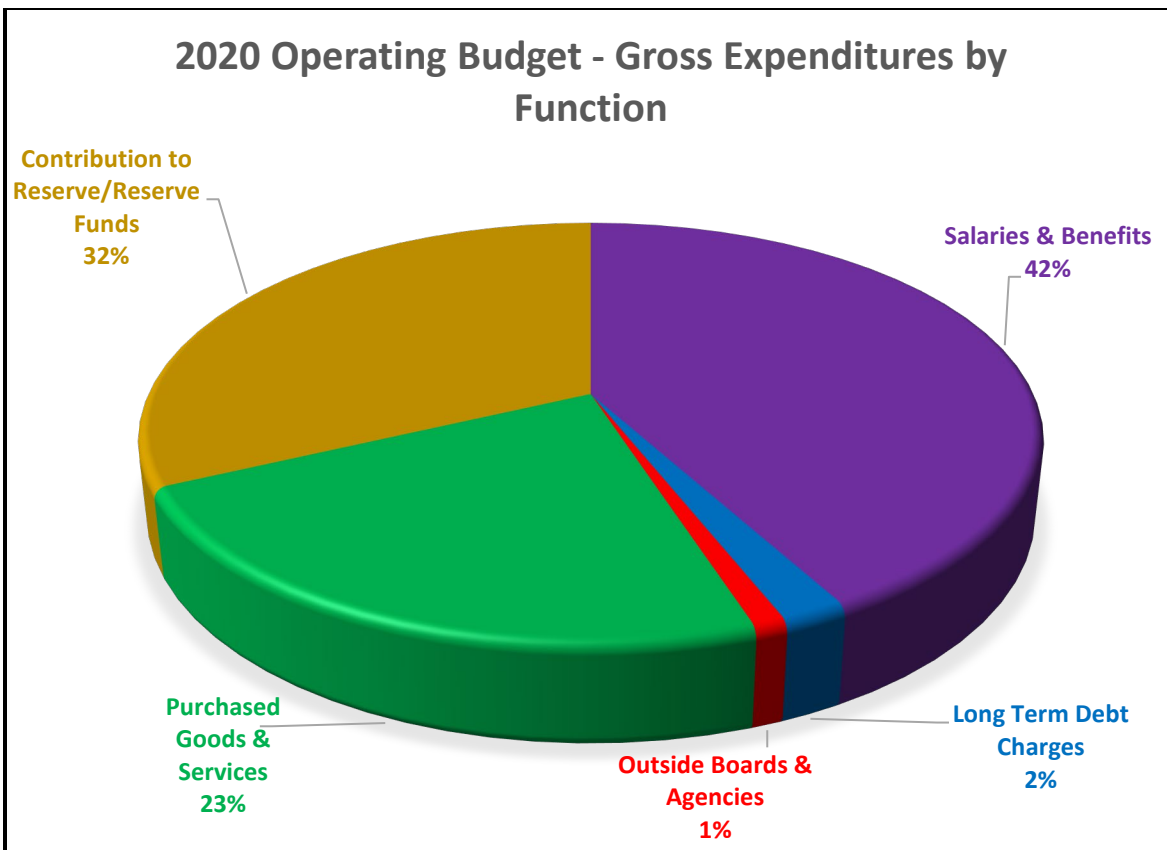
From a gross revenue perspective, the 2020 operating budget is broken down into the following revenue types:



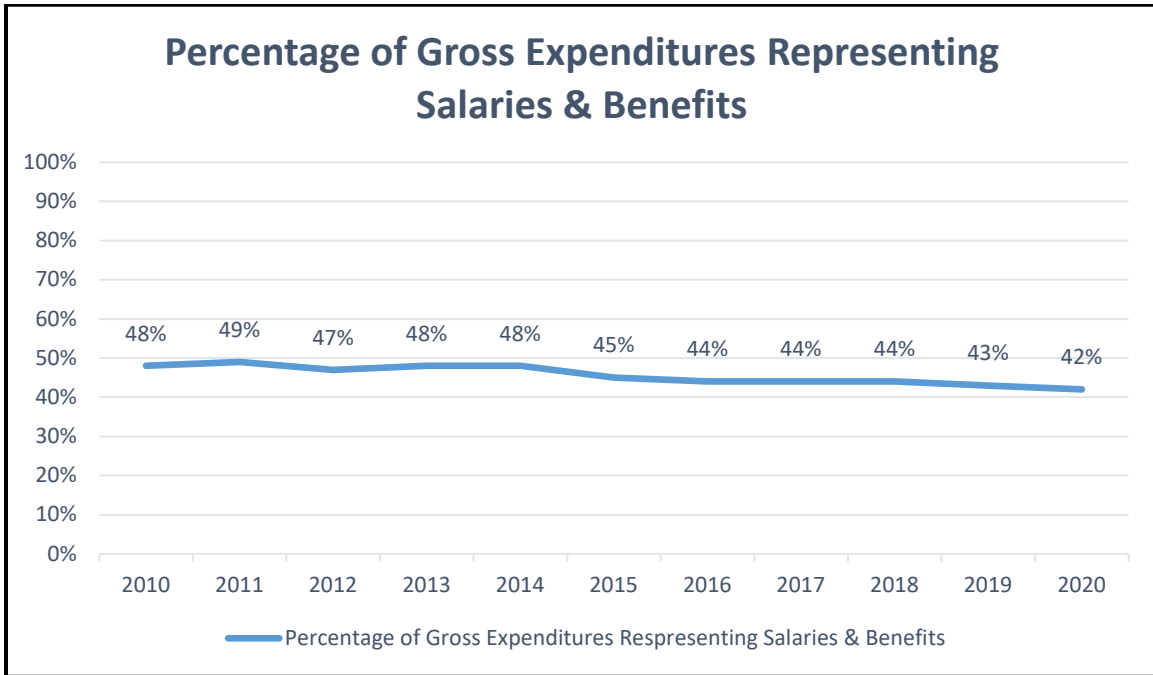
As shown above, property taxation continues to be the most significant revenue source, making up 53% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2019 and 2020 was due to Council approving the elimination of separate taxation levies for street lights. Going forward, annual street light costs are incorporated into the general taxation levy.



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



The percentage of gross expenditures representing salaries & benefits has been gradually declining over the past 10 years, as shown in the graph below.



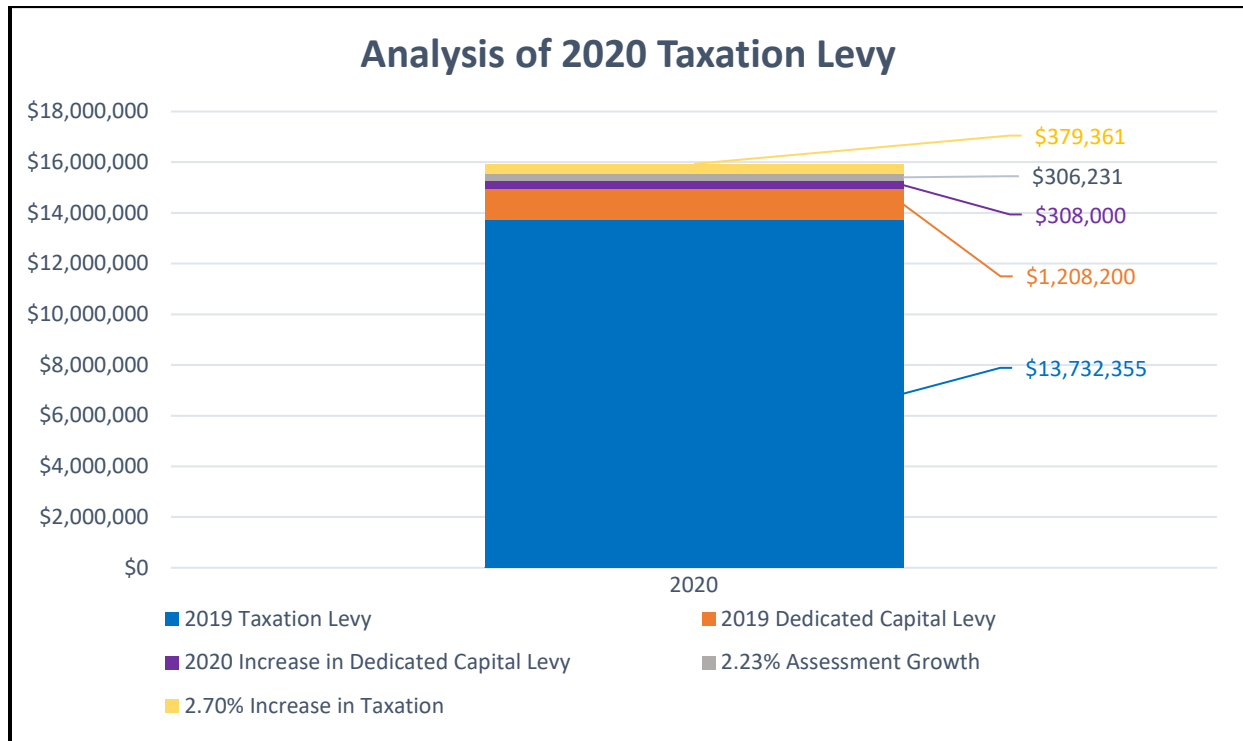
2019 Actual Amounts

Users of the budget document are cautioned that 2019 actual amounts presented are unaudited.



Property Taxation Summary

Overall, the 2020 taxation levy totals \$15,934,147, representing a \$14,417,947 general taxation levy and a \$1,516,200 dedicated capital levy. This includes assessment growth of \$306,231 (representing 2.23%), a 2.70% increase in the base tax levy of \$379,361 and a 2.0% dedicated capital levy increase totaling \$308,000.



The average assessed residential property in Centre Wellington in 2020 is valued at \$377,425. The impact on this average assessed property is as follows:

Tax Analysis: Average (Typical) Assessed Residential Property for 2020:

<p>2020 Average Assessed Residential Property: \$377,425</p>		\$	%
	2019 Township Taxation Levy	\$ 1,104	
	Add: Levy Change (2020 Budget)	\$ 30	2.70%
	2020 Township Taxation Levy	\$ 1,134	
	2019 Township Dedicated Capital Levy	\$ 96	
	Add: Levy Change (2020 Budget)	\$ 22	2.00%
	2020 Dedicated Capital Levy	\$ 118	
	2020 Total Township Taxation Levy	\$ 1,252	
	2020 County Taxation Levy	\$ 2,378	3.30%
	2020 Education Taxation Levy	\$ 600	0.00%
2020 Total Taxation Levy	\$ 4,230	3.12%	

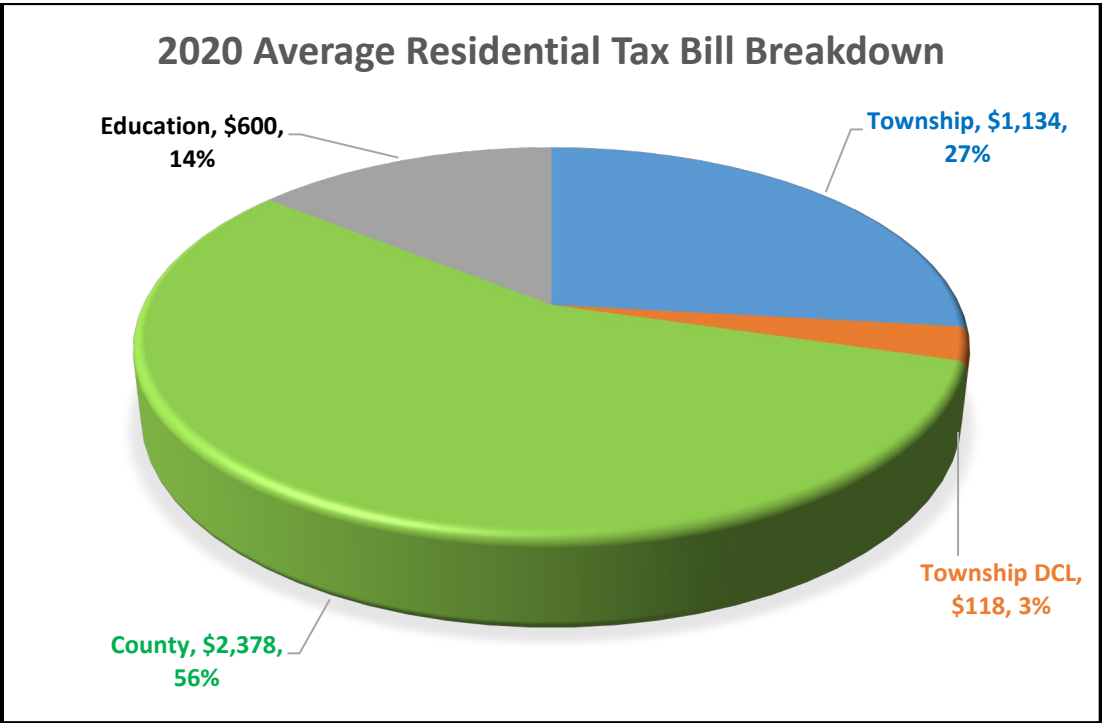
In summary, a residential property in Centre Wellington assessed at \$377,425 (2020 \$) would pay an additional \$52 in 2020 as a result of the Township’s budget. This is broken down between \$30 for general taxation purposes and \$22 with respect to the dedicated capital levy. Including the County and Education levies, the “blended” tax rate increase is approximately 3.17%.

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

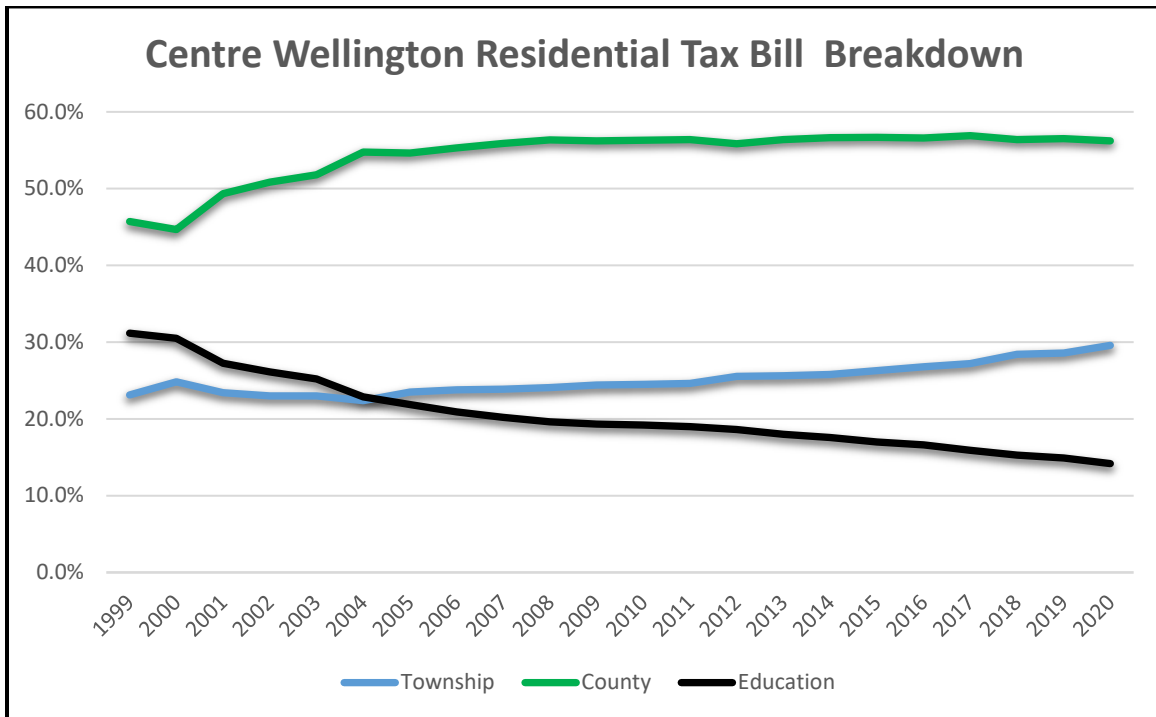
Tax Analysis: Per \$100,000 of Residential Taxation Assessment

Assessment	Increase to Township Taxation Levy	Increase to Township Dedicated Capital Levy	Total Township Increase
100,000	7.90	5.85	\$ 13.75
200,000	15.79	11.70	\$ 27.49
300,000	23.69	17.55	\$ 41.24
400,000	31.59	23.40	\$ 54.99
500,000	39.49	29.25	\$ 68.74
600,000	47.38	35.10	\$ 82.48
700,000	55.28	40.95	\$ 96.23
800,000	63.18	46.80	\$ 109.98

Looking at the residential tax bill breakdown graphically (see below), approximately 56% will be remitted to Wellington County, 14% to School Boards, and 30% is retained at the Township (27% for general taxation and 3% for the dedicated capital levy).



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.



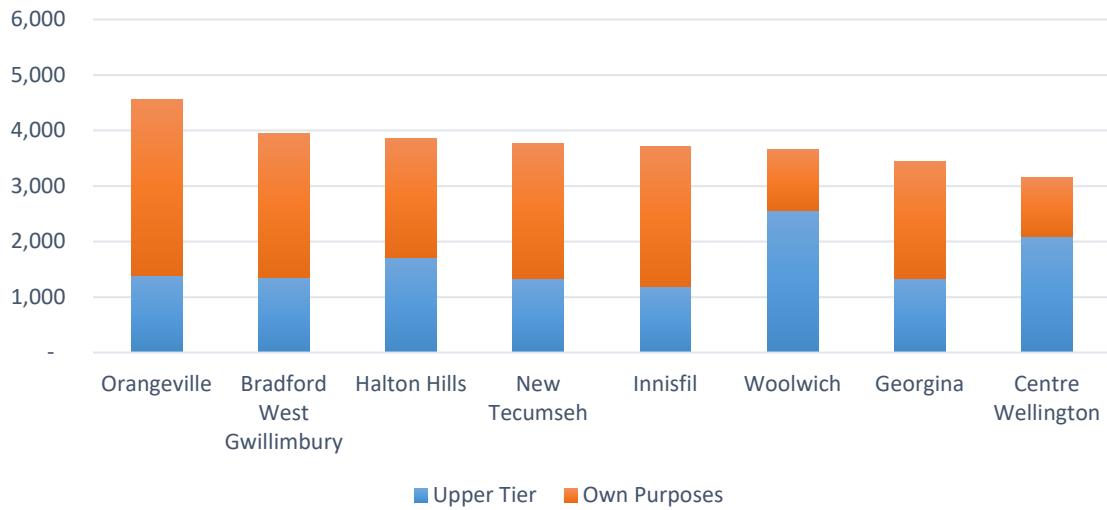
Property Taxation and Assessment Comparator Analysis

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 2018 and dividing them by the total number of households that were in that municipality in 2018. This information included is based on each municipality’s 2018 Financial Information Return (FIR), and is intended to provide a method of comparing taxation levels across municipalities of different sizes.

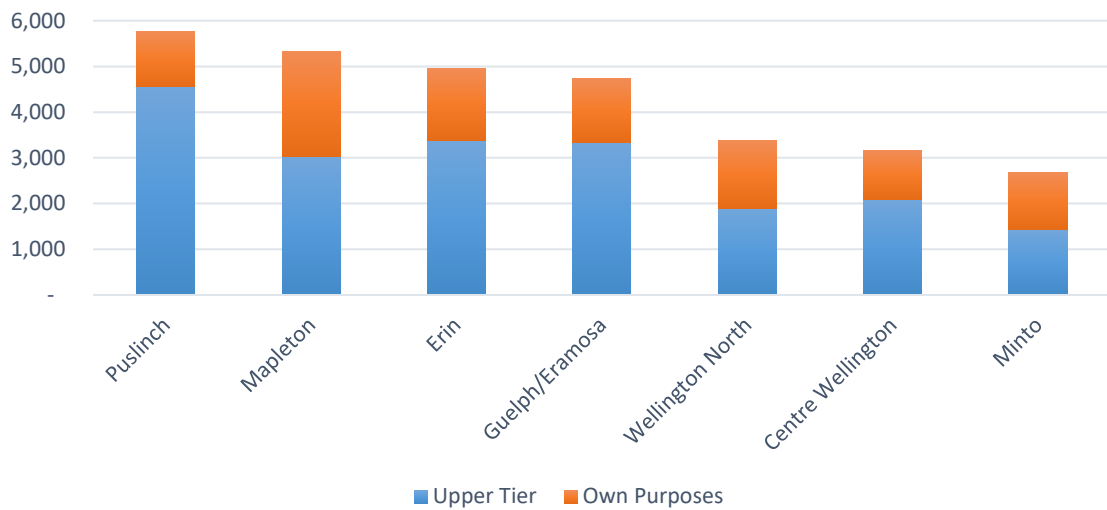
The first chart illustrates the taxation levy per household calculation across municipalities that are similar to Centre Wellington. In this case, Centre Wellington’s levy of \$3,151 is the lowest within the sample group. Orangeville was the highest with a levy of \$4,549 and the average levy across the group was \$3,762.

The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,151 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$5,760 and the average levy across the group was \$4,284.

Taxation Levy per Household - Comparitor Municipalities



Taxation Levy per Household - Wellington County Municipalities



The tables below show the same comparator groups from a taxation assessment perspective, showing 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
Town of Halton Hills	13,682,501,499	84%	3%	13%	223,713
Town of New Tecumseh	6,902,325,780	83%	6%	11%	201,575
Township of Woolwich	4,916,381,792	68%	18%	14%	196,608
Town of Bradford West Gwillimbury	7,381,666,309	85%	6%	9%	196,279
Town of Innisfil	7,909,841,539	87%	6%	7%	193,945
Township of Centre Wellington	4,969,697,709	76%	16%	8%	176,287
Town of Georgina	8,468,772,938	91%	3%	7%	163,506
Town of Orangeville	4,215,506,872	83%	0%	17%	140,583

Wellington County	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita
Township of Puslinch	2,341,154,018	77%	9%	14%	292,644
Township of Mapleton	2,824,561,000	38%	57%	4%	268,316
Town of Erin	2,697,395,700	78%	17%	5%	222,741
Township of Guelph-Eramosa	3,003,916,618	73%	21%	6%	218,467
Township of Centre Wellington	4,969,697,709	76%	16%	8%	176,287
Township of Wellington North	2,126,158,709	50%	42%	9%	168,609
Town of Minto	1,197,854,800	58%	33%	9%	129,498



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 expenditure 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 2020 budget:

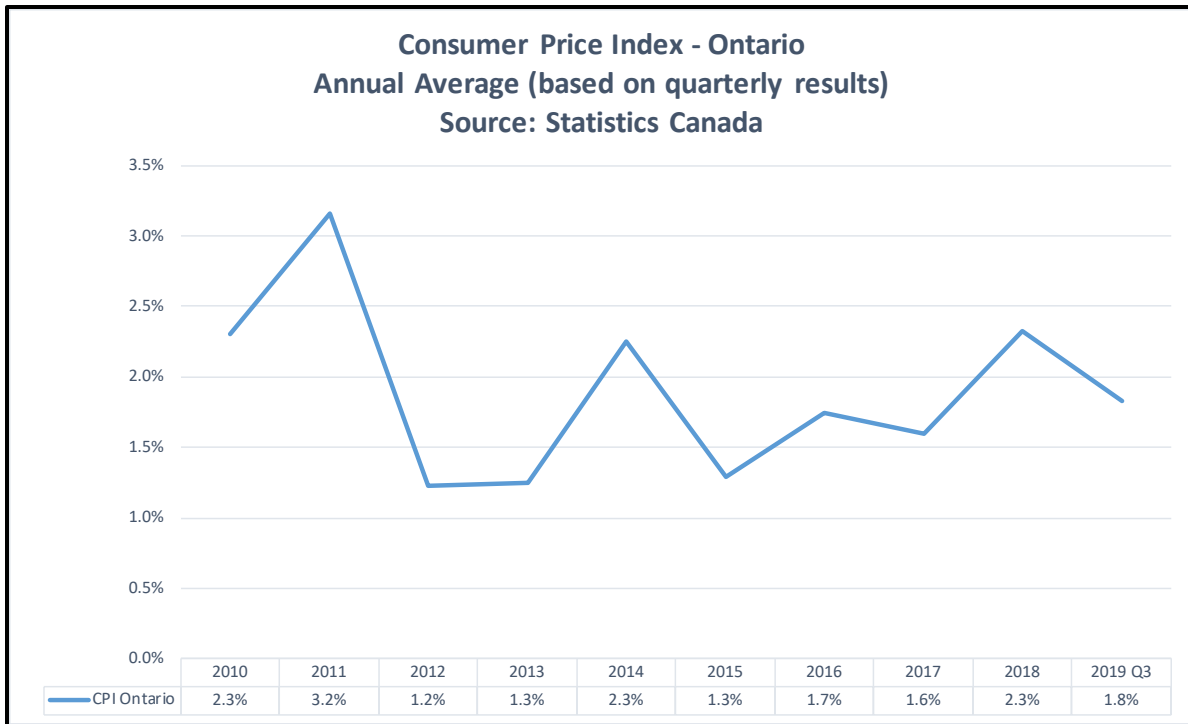
Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2020 totals 2.23%. This results in \$306,231 in additional taxation revenue, before any increase in tax rates is applied. Assessment growth is generated through Township growth, therefore the 2020 budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

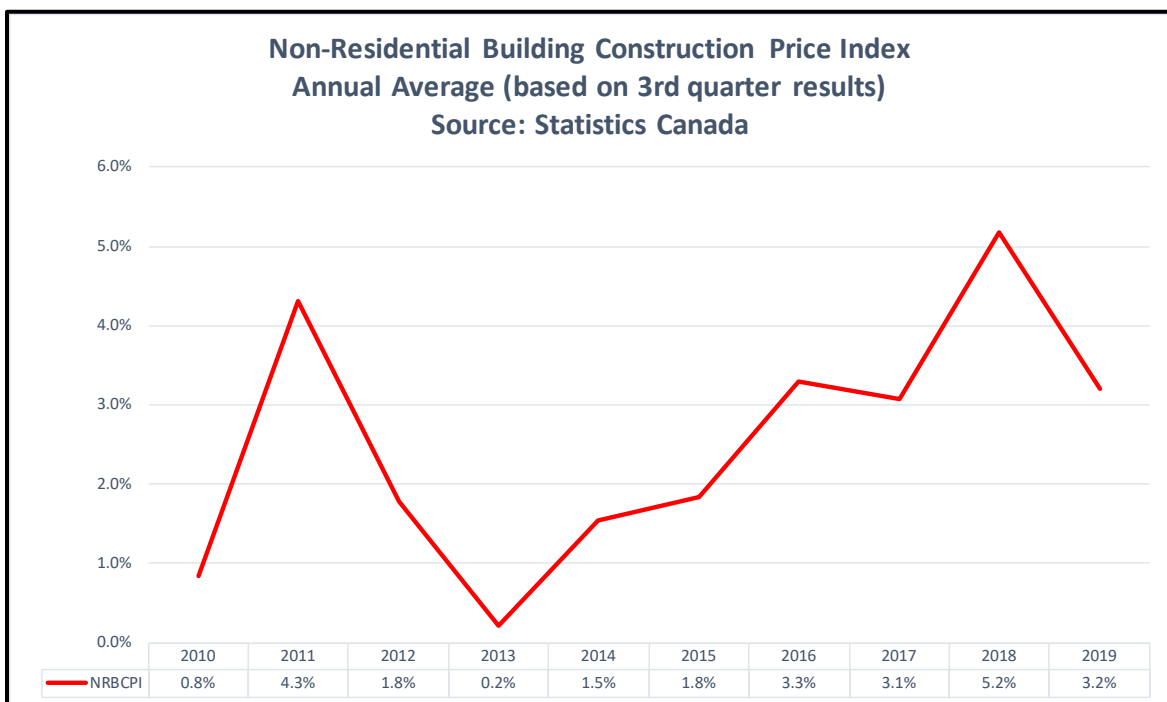
2020 Growth Related Impact Areas	Amount
Staffing Strategy Implementations	\$214,600
Increase in Volunteer Firefighters Wages	40,000
Tax Increment Equivalent Grant (TIEG) Expense	35,000
Increase in Contribution to General Capital Reserve	25,000
Total	\$314,600
Total 2020 Assessment Growth	\$306,231

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 1.8% (based on 2019 3rd quarter results), a decrease from operating inflation figures from a year ago. This implies that consumer goods (i.e. Township operating costs) are approximately 1.8% 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 3.2%, a decrease from capital inflation figures from a year ago. This implies that capital costs (i.e. Township capital projects) are approximately 3.2% 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 2020 budget, the following table was prepared.

Combined Township Index (Tax Supported):

<i>Description</i>	<i>2020 Net Expenditures:</i>	<i>Inflation Factor</i>
Operating Costs	\$ 19,662,864	1.8%
Capital Transfers-Internal	4,116,200	3.2%
Capital Transfers-External	4,671,383	3.2%
Debt Payments (net)	417,459	0.0%
Total Net Expenditures	\$ 28,867,906	2.2%

weighted Township index

This table illustrates that, if 2019 budget levels were adequate, a 2.2% increase in gross expenditures would be required in order to keep up with applicable inflationary factors going into 2020. Township staff are proposing a combined tax rate increase of 4.70% (2.70% operating plus 2.0% dedicated capital), which allows for addressing inflationary factors as well as assist in “catching up” to 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 2020 budget. The next section will discuss the staffing strategy for the 2020 to 2022 period (and beyond), including explanations for each position.

2020 Budget				
Department	Position	Position Status		Comments
Community Services	Facility Maintenance Attendant	Temporary	Part time	2 year term (20 hours/week) - no budget impact
Community Services	Head Lifeguard	Permanent	Full time	No budget impact
Community Services	Recreation Programmer	Temporary	Full time	2 year term - no budget impact
Community Services / Infrastructure Services	Parks Seasonal Employee and Roads Seasonal Operator (2 positions)	Temporary	Full time	3 year term - 100% tax-supported budget
Infrastructure Services	Manager of Engineering Services	Permanent	Full time	Funded 50% through water/wastewater rates and 50% tax-supported budget.
Infrastructure Services	Roads Operator	Permanent	Full time	100% funded through tax-supported budget.
Infrastructure Services	Water Services Operator	Permanent	Full time	100% funded through water rates.
Infrastructure Services	Capital Project Manager - Water/Wastewater	Permanent	Full time	100% funded through Environmental Services capital budget.
Infrastructure Services	Risk Management Inspector* (Temporary FT to Permanent FT)	Permanent	Full time	Costs shared with other area municipalities.
Infrastructure Services	Source Protection Coordinator**	Temporary	Full time	3 year term - 100% funded by County

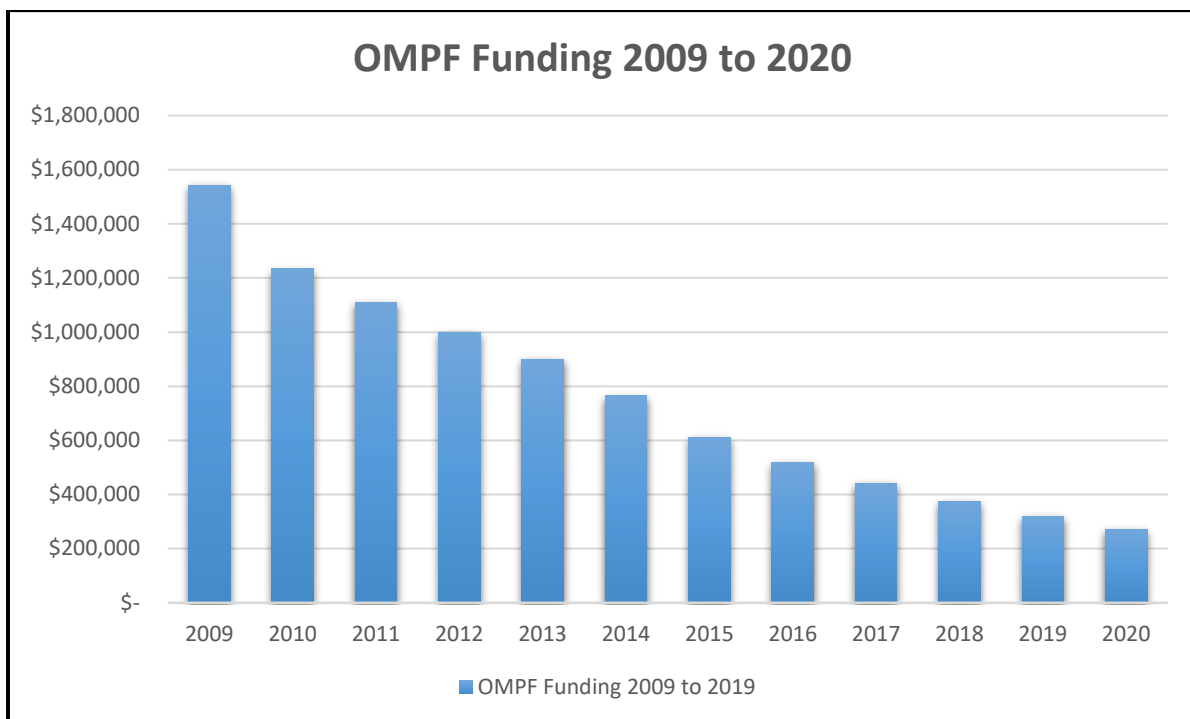
In addition to new positions, other changes to wages and benefits within the 2020 budget are:

- Wages increased 1.89% per the Employee Memorandum of Agreement with the Township's Staff Association.
- Implementation of the job evaluation results and market survey, using a phased-in approach.
- Mayor wages have increased to approved rates for 2020, representing year 2 of the phased in adjustment.
- CPP maximums have increased 5.42%.
- EI maximums have decreased 0.45%.
- 1.9% increase in group benefit premium costs.
- Staff movement through the salary pay grid.

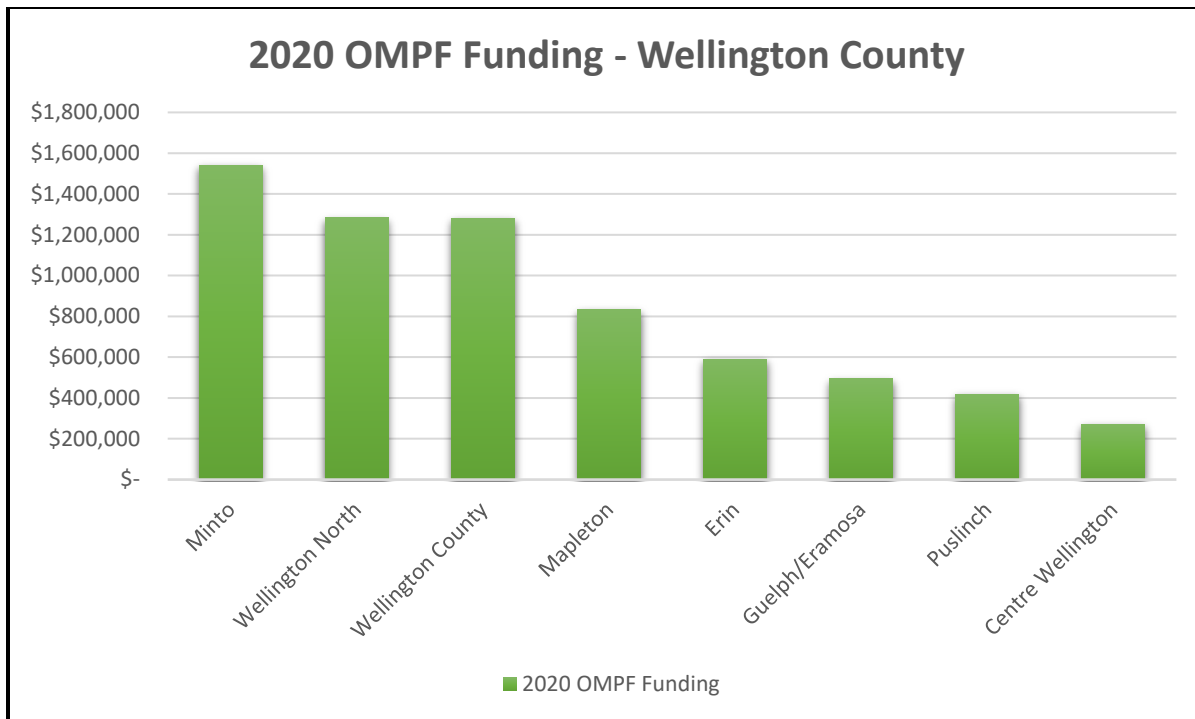
Ontario Municipal Partnership Funding (OMPF)

The Township's OMPF funding is being reduced by a further 15% in 2020, bringing the Township's allocation to \$271,700. This is a reduction of \$47,815 from the 2019 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 2020 allocations across the County is as follows:



Transfers to Capital – Internally Generated

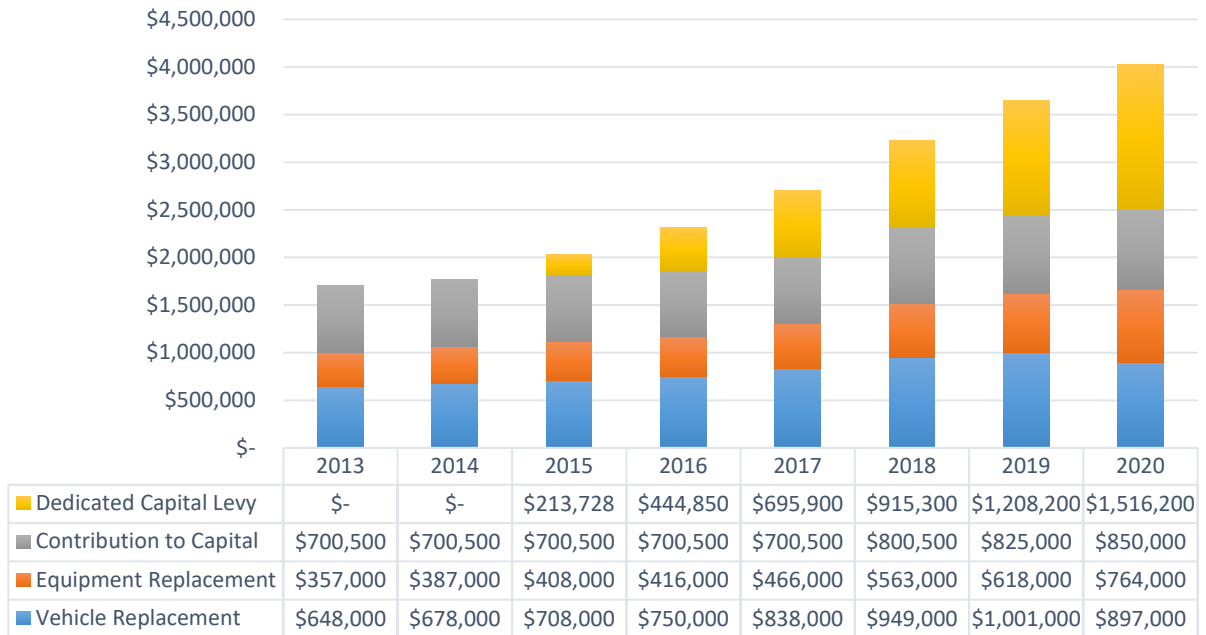
Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$1,661,000 in 2020. This represents a \$42,000 increase from 2019. Township staff have combined tax supported vehicle reserves into one reserve (and similarly for equipment reserves), allowing for efficiencies in distributing funds for vehicles and equipment annually. This has decreased the estimated transfers to reserves by \$116,000, based on initial projections for 2020, and 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 2020 and beyond.

The contribution from the tax supported operating budget to the General Capital Reserve has also been increased by \$25,000 in the 2020 budget. This increases the transfer to the General Capital Reserve to \$850,000.

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 \$4,116,200. This represents a \$2,410,700 increase from the 2013 budget. In order 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 2013 is provided below.

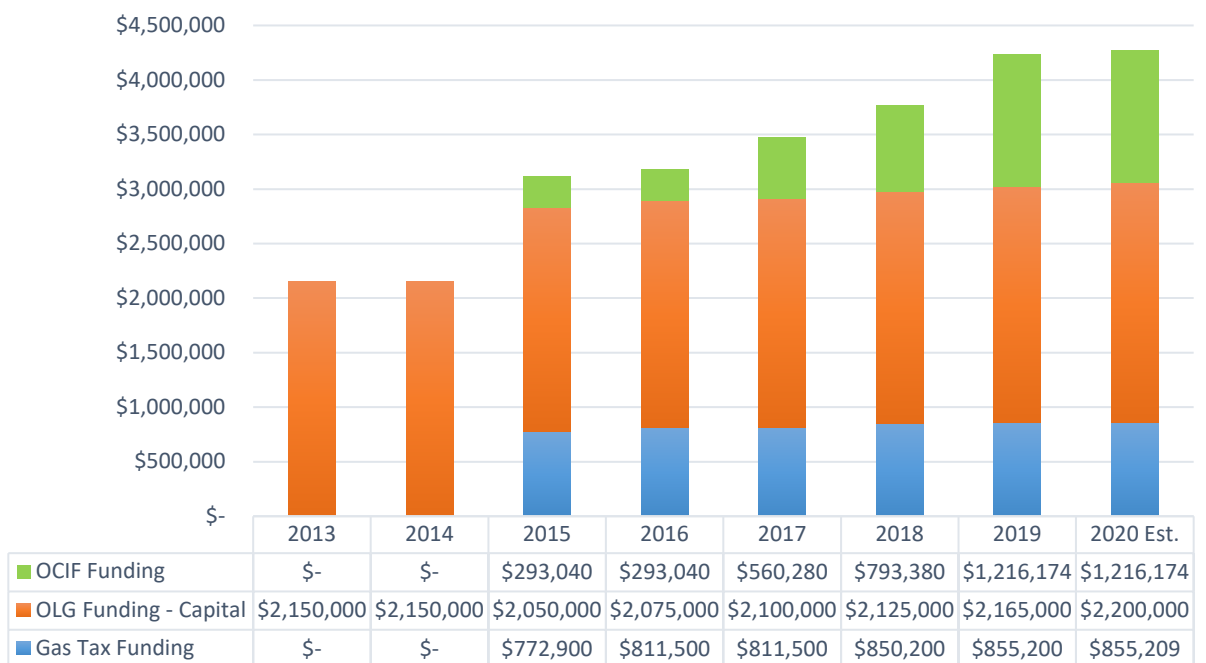
Tax Supported Contributions to Capital (Internal)



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 2013.

Tax Supported Contributions to Capital (External)



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. The province has not published 2020 OCIF allocations to date, therefore it has been assumed that the Township's 2020 allocation will equal its 2019 allocation of \$1,216,174.

OLG funds and Gas Tax funds assist in funding other tax supported capital programs (other than bridges and culverts). In 2019, Council passed an OLG Funding Allocation Policy (to be reviewed during the 2021 Budget process) 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 2020 anticipated to be \$2,600,000, the distribution is as follows:

- \$2,200,000 to Township Capital;
- \$130,000 to Arts, Culture & Heritage; and
- \$270,000 to Economic Development.

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

Road Operations & Maintenance

Winter Control Materials, Gravel Resurfacing, Street Cleaning, Line Painting, and Safety Devices have been increased a combined \$125,000 in the 2020 Infrastructure Services budget. This is to address Minimum Maintenance Standards the Township must meet concerning the condition of roads and shoulders. Alternatively, Crack Sealing, Asphalt Repair Outside Services, Shoulder Maintenance Outside Services, and Fleet Repairs and Maintenance have decreased a combined \$41,500 in 2020.

Utility Expenses

Gas Utility Expense and Hydro/Water Expense have increased by \$66,100 and \$24,100 respectively for 2020 (tax supported services only). Gas Utility increases are predominantly due to the new federal carbon tax as well as increased gas consumption at the Sportsplex.

Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. Due to increases in interest rates in 2018 and 2019 as well as projected rates for 2020, the investment earnings revenue budget for 2020 has been increased by \$85,500 to \$923,800.

Summary of 2020 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2020 budget. The total percentage impact represents the 2.70% increase in operating that is proposed by Township staff.

Area	\$ Impact	% Impact on Tax Rate
Wages and Benefits Increase	612,700	4.36%
Increase in Transfer to Equipment Replacement Reserve	146,000	1.04%
Decrease in Building Division Revenue	74,100	0.53%
Increase in Gas Utility Expenses	66,100	0.47%
Decrease in OMPF Grant Revenue	47,800	0.34%
Increase in Winter Control Materials	45,000	0.32%
Increase in Insurance Premiums	44,300	0.32%
Increase in Tax Increment Equivalent Grant (TIEG) Expense	35,000	0.25%
Increase in Gravel Resurfacing Materials	30,000	0.21%
Increase in the Contribution to General Capital Reserve	25,000	0.18%
Increase in Street Cleaning for Machine Rental	25,000	0.18%
Increase in Hydro and Water Expenses	24,100	0.17%
Increase in Estimated Tax Writeoffs	20,000	0.14%
Increase in Stray Animal Control Costs	18,100	0.13%
Increase in Township Community Impact Grants/Specific Annual Grants	15,000	0.11%
Increase Line Painting Outside Services	15,000	0.11%
Increase Safety Devices Outside Services	10,000	0.07%
Decrease in Crack Sealing and Asphalt Repair Outside Services	(10,000)	-0.07%
Decrease in Shoulder Maintenance Materials and Outside Services	(11,500)	-0.08%
Increase in PW Revenue from Various Sources	(12,500)	-0.09%
Increase in IT&S Revenue (CW Communications and CW Hydro IT Assistance)	(16,500)	-0.12%
Decrease PW Fleet Repairs and Maintenance	(20,000)	-0.14%
Increase in Payments in Lieu (PIL) Revenue	(20,000)	-0.14%
Increase in General Administration Costs Allocated to the Environmental Budget	(24,500)	-0.17%
Decrease in R&M Expenditures in Community Services Due to Facility Maintenance Position	(33,100)	-0.24%
Increase in P&R Facilities and Parks Revenue	(34,700)	-0.25%
Increase in Supplementary Taxation Revenue	(40,000)	-0.28%
Decrease in Snow Removal Contracted Costs Behind Fergus Library	(40,000)	-0.28%
Increase in Planning Revenue	(47,000)	-0.33%
Increase in Aggregate Resources Revenue	(70,000)	-0.50%
Increase in Investment Revenue	(85,500)	-0.61%
Decrease in Transfer to Vehicle Replacement Reserve	(104,000)	-0.74%
Net Increase in Other Minor Items	1,692	0.01%
Net Increase in Tax Rate Before Assessment Growth	685,592	4.88%
Less: Assessment Growth	(306,231)	-2.23%
Net Increase in Tax Levy/Rate Due to Items Listed Above	379,361	2.70%



Staffing Strategy

2020 to Beyond 2022

As the Township continues to grow, existing levels of service and programs will also need to grow to meet the needs of our community, maintain existing levels of service and to ensure various provincial and federal legislation and regulations are complied with. In addition, there are services and programs which the Township does not currently provide which will need to be explored.

Following is a list of proposed positions for approval in the 2020 operating budget as well as positions forecasted by staff to discuss with Council for 2021 and beyond. All salary and benefits estimates for 2020 are based on actual salaries and benefit premium rates. The proposed 2020 salaries include the approved 2019 salary grid and 1.89% COLA effective January 1, 2020.

2020 Budget

Community Services

Facility Maintenance Attendant

Temporary (2-year term), Part time (20 hours per week)

The Township owns and operates several facilities such as the Civic Centre, Medical Building and Tourism Visitor Centre which do not employ dedicated maintenance staff. Unlike the Recreation Facilities, staff are not on-site to address minor maintenance issues such as plumbing, carpentry, electrical, and mechanical maintenance. The Township outsources many maintenance issues and minor repairs that could be handled internally with a general Facility Maintenance Attendant. Funds to offset the cost of this position will be redirected from the existing repairs and maintenance budgets of the Township owned facilities. The approximate cost for this position is \$33,100 but there will be no impact to the overall Township budget, and the timely service response to minor mechanical and maintenance issues will be improved.

Head Lifeguard

Permanent, Full time

The Aquatic Centre employs one Head Lifeguard position and is requesting to hire a second permanent, full time Head Lifeguard. These two positions will assist the Manager of Aquatics, Recreation Programming and Customer Service with the day to day administration of the Aquatic Centre, and provide on deck supervision, functional direction and leadership to other staff. Evenings and weekends are covered by part time student employees, however the facility has a challenge of attracting qualified staff that can work during the day time, Monday to Friday. This is a challenge shared by many of the regional indoor aquatic centres. These Head Lifeguards will provide

leadership on deck from opening of the facility to 5:00pm Monday to Friday, and provide back up on-call duties on weekends and evenings. By offering a position that is permanent full time 35 hours per week, the position is more attractive for recruiting qualified staff for this role.

This position will be funded through restructuring in the administration and customer service area within the Aquatics, Recreation Programs and Customer Service division.

Recreation Programmer

Temporary (2-year term), Full time

The Parks, Recreation and Cultural (PRC) Master Plan identified recommendations to expand and develop the Recreation Programming in Centre Wellington. Expanding youth, senior and family programs to Elora, adopting the quality management principles of High Five for children's programs, the Playworks Partnership for Youth, and Active Aging for Older Adults to confirm quality assurance in service delivery, seeking out private/public partnerships to acquire alternative sources of revenue, engaging services from organizations to increase services to persons with disabilities, low-income populations and other underserved populations. These are all objectives of the PRC Master Plan that this position would be engaged in delivering. This position will report to the Manager of Aquatics, Recreation Programs and Customer Service and supervise recreation program delivery including day camps, drop in programs, as well as work on special projects and delivery of recommendations from the PRC Master Plan.

This position will be funded through restructuring in the administration and customer service area within the Aquatics, Recreation Programs and Customer Service division.

Community Services/Infrastructure Services

In an effort to make temporary employment opportunities more attractive to prospective applicants and to be able to attract and retain Winter Control Operators, seasonal employment positions in the Parks and Public Works sections have been combined to be able to offer 12 month temporary positions.

Parks Seasonal Employee – 2 positions

Temporary (3-year term for 7 months), Full time

Two summer student positions approved in the 2019 budget would be reduced to add these positions. The rationale behind this is to provide for longer parks seasonal coverage and hiring professionals with landscaping experience. When the parks are operating May to August, the summer students are available. Prior to May and after August, the parks have minimal staff coverage, yet the demands of park maintenance is still high. The practice has been to move indoor Facility Operators outside to cover parks for six months. This is not ideal because ice is in for April, and the ice plants begin making ice in August. The Facility Operators are required inside the recreation facilities to support the ice making, maintenance and facility duties. Having dedicated

employees to work in the parks that can work from April to October, will provide the necessary coverage. In addition, having employees with landscaping experience in parks for seven months will improve support for parks, trails, playgrounds and sports field maintenance.

The net increase to the 2020 budget for 2 temporary Parks Seasonal Employees is \$42,900.

Roads Seasonal Operator – 2 positions

Temporary (3-year term for 5 months), Full time

Two temporary Roads Seasonal Operators are required to address changes in the Maintenance Standards Regulation related to legislated requirements for snow removal on sidewalks and cycling facilities. These positions will also be responsible for snow plowing and snow removal in municipal and Township owned parking lots, including Parks & Recreation facility lots.

The projected cost for the 2 temporary Roads Operator positions is \$50,400.

The approximate total cost for two Roads/Parks combined 12 month temporary positions is \$93,300, and is funded through the tax-supported budget.

Infrastructure Services

Manager of Engineering Services

Permanent, Full time

The Manager of Engineering Services will oversee the Engineering Services Division and Infrastructure Services Capital Program. This position will be responsible for roads, bridges/culverts, watermains, wastewater mains, storm sewers, and stormwater management facilities. The Manager of Engineering Services will prepare, review and approve designs for construction projects related to new development and replacement or rehabilitation of existing infrastructure assets while ensuring compliance with legislated requirements, Township Standards, and best engineering practices. This position will also be responsible for the review and approval of specifications for tender documents, review and recommendations of the award of tenders, monitoring contractor performance, and preparing and approving progress payment certificates.

The projected salary and benefits cost for the Manager of Engineering Services position is \$136,000. This position would be funded 50% through the environmental services budget (\$68,000) and 50% through the tax supported budget (\$68,000).

Capital Project Manager – Water/Wastewater

Permanent, Full time

The Capital Project Manager – Water/Wastewater will be responsible for the implementation of capital projects and studies supporting the Environmental Services division. This position will be responsible for implementing the Water Supply Master Plan recommendations, specifically the groundwater exploration program, additional

water supply capacity wells, and optimization of existing wells to service population and employment growth in the Township. This position will oversee all project phases from feasibility studies, hydrogeological assessments, environmental assessments, and preliminary design to detailed design, contract document preparation, tendering, and construction of Township water and wastewater assets.

The Capital Project Manager position is fully funded through the Environmental Services capital budget and there is no impact on the tax supported budget. The approximate salary and benefits cost is \$105,000.

Roads Operator

Permanent, Full time

An additional Roads Operator position is required to address growth with respect to the operation and maintenance of additional roads, stormwater channels, and sidewalks resulting from new subdivision development and reconstruction projects. This position will be involved in all aspects of road and rights-of-way operations and maintenance including, but not limited to, snow plowing and removal on Township roads, parking lots and sidewalks, stormwater conveyance channel maintenance, sign and safety device repairs and maintenance, downtown Fergus and Elora operations, cemetery maintenance operations, and rural road maintenance (i.e. dust suppression, ditching, shoulder repairs, maintenance gravel).

The projected cost for the Roads Operator position in 2020 is \$53,300 (9 months). The annual estimated cost for this position is \$76,400. This position would be 100% funded through the tax-supported budget.

Water Services Operator

Permanent, Full time

A Water Services Operator is required to address the expansion of the Township's water supply and distribution system. This position will be responsible for the operation and planned maintenance of the Township's Water System including, well sampling and trending, asset and equipment operation, repairs and maintenance, and water loss prevention (leak detection) in the distribution system.

The projected salary and benefits cost for the Water Services Operator position is \$80,800 and the position will be fully funded through the Township's water rates.

Risk Management Inspector

Temporary (3-year term), Full time to Permanent, Full time – shared with other local Wellington County municipalities

The Risk Management Inspector is currently employed on a three year contract that ends in July 2020. This position is currently a shared position among six of the seven local municipalities in Wellington County. Moving forward, all seven of the local

municipalities in Wellington County are proposing to share this position. This position provides County-wide support and coordination for the Wellington Source Water Protection program and delivers legislated requirements pursuant to the Clean Water Act and the applicable Source Protection Plans. This position ensures municipal water supplies are protected through review of development applications, negotiation of risk management plans, conducting inspections and delivering education programs. The position also collaborates in the development and maintenance of database systems for managing the County source protection program. The position also supports the RMO in the overall administration of the source protection program.

The total projected annual cost (salary, benefits and equipment) of the Risk Management Inspector is \$102,700 for the 2020 budget with the position cost shared between the seven local municipalities in Wellington County. The Township's share of the position in 2020 is \$39,000 and is fully funded through the Township's water rates supported budget. The only additional cost to the 2020 budget is approximately \$4,300 for the benefits.

Source Protection Coordinator

Temporary (3-year term), Full time – 100% funded by Wellington County

The Source Protection Coordinator position is proposed, as a three (3) year temporary position, to assist the Risk Management Official and Risk Management Inspector in the administration of the County wide source protection program (Wellington Source Water Protection). The County source protection program continues to grow in its legislated responsibilities including, in 2020, the expected approval of new and revised wellhead protection areas and new legislative requirements especially related to salt management on private properties and water quantity requirements. This growth in legislated responsibilities is on top of the current responsibilities and current wellhead protection areas. The increase in responsibilities related to salt management is particularly large as close to 5,000 properties will be affected in Centre Wellington and Puslinch. The majority of these properties will be managed through education initiatives, however, there will be a significant number of properties requiring risk management plans for salt application and a related increase in the number of properties being reviewed through the planning and building processes.

The Source Protection Coordinator position is an entry level position that would provide support for planning and building reviews, risk management plan negotiations, inspections and technical work conducted by the RMO and RMI. The Coordinator position would also, under direction from the RMO, develop and deliver education and outreach programs that are part of the legislated requirements under the Source Protection Plans. Currently, these tasks have been completed by co-op students, the RMI or the RMO, however, with the anticipated increase in work load, a full time, contract position would provide more consistent and increased support.

The projected cost (salary, benefits and office equipment) of the Source Protection Coordinator is \$63,200 for the 2020 budget (9 months only). This position is proposed to be completely funded by the County of Wellington through their budget process;

therefore, this position is subject to County Council approval and does not have any impact to the Township's operating budget.

2021 Forecast

Administration

Digital Media Associate

Permanent, Full time

The 2019 approved budget included a temporary, part time position to primarily support Elora Fergus Tourism. The position will grow over time to support the Township's corporate communications. Staff are recommending an increase in the number of hours per week to full time hours and stabilizing the position through a permanent FTE in 2021.

Human Resources Business Partner

Temporary (2-year term), Full time

A Human Resources Business Partner position is proposed for the 2021 Operating Budget. The demands on the current Human Resources (HR) staff have grown with the increase in recruitment, employee relations, disability management and HR program development. Over the past couple of years, legislative changes have required current HR resources to focus on compliance and program development.

Community Services

Customer Service Representative – Tourism

Temporary (2-year term), Part time (117 hours annually)

Customer Service Representatives are the front desk staff that interact with public inquiries either over the phone, by email or in person. The approved 2019 budget included funding for customer service assistance at the Fergus Grand Theatre. Additional coverage at the Tourism Visitor Information Centre (Elora) is required and will be requested for 2021.

These hours are to provide additional coverage to ensure the Visitor Information Centre is open 7 days per week, 52 weeks per year. With the current staffing compliment, the Centre sometimes closes during regular operating hours in the off-season due to a restriction of staff hours in the budget.

Customer Service Representative - Fire

Temporary (2-year term), Part time (609 hours annually)

These additional hours are needed to cover the front counter and provide back up to the Fire Services Administrative Assistant position as per the Fire Services Master Plan.

This provides assurance that the desk is staffed for public inquiries and to perform the administrative duties.

Corporate Services

Asset Management Technician

Permanent, Full time

This position will be responsible for asset data management and overall compliance with the new asset management legislation. The Township will be completing a phased compliance with this legislation from 2019 to 2024. This position will assist with the phased compliance and continue to maintain compliance beyond 2024.

Planning & Development Services

Development Planner

Permanent, Full time

A Development Planner is required to address the volume of development activity in the Township. The Development Planner would assist in preparing comments and recommendations regarding the approval of various development applications, site plans, zoning bylaw amendments, part lot control exemptions and condominium applications and supporting studies. In addition the position will assist in responding to development enquiries and pre-consultation requests. It is the intent that the funding for this position would come predominantly from planning application fees (80% funded through development application fees and 20% through taxation).

Economic Development Position

Permanent, Full time

In order to implement the Economic Development Action Plan, an additional position in Economic Development is needed. The number of recommended actions in the plan cannot be completed with a single staff person, particularly to advance the development of employment lands within the Township. Funding for this position would come from the OLG Economic Development Reserve Fund.

2022 Forecast

Community Services

Community Development, Culture and Special Events Coordinator

Permanent, Full time

The Community Development & Culture Coordinator is currently a temporary, part time position (21 hours per week). It is anticipated that as the community grows, and a municipal emphasis on economic development that greater support for culture and special events/festivals will also be needed. There will be a need to increase this position to 35 hours per week. The successful implementation of the RTO4 strategy, and the Culture Action Plan forecast the need. This need will be assessed on an ongoing basis for future consideration.

Assistant Aquatics Supervisor

Permanent, Full time

The Assistant Aquatics Supervisor is required to support the Manger of Aquatics, Recreation Programs and Customer Service. 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 and seasonal staff delivering the programs. The department was under a temporary interim structure from February 2018 to August 2019 and it is evident that this position will be required by 2022 if the participation numbers continue to increase so that the department can maintain the service levels in the aquatic centre.

Corporate Services

Purchasing Clerk

Permanent, Full time

With growth to the Township, there is a need to dedicate more staff resources to the overall purchasing process. This position will report to the Purchasing & Risk Coordinator, and would be responsible for assisting Township departments with purchasing needs, ensuring compliance with the Township's purchasing by-law and other applicable legislation.

Infrastructure Services

Seasonal Employee – Downtowns

Temporary (3-year term), Full time for 6 months

The purpose of a Seasonal Employee for the downtowns of Fergus and Elora is to address cleanliness and provide additional snow shovelling/removal in the downtowns and public spaces from November to April.

Customer Accounts/Billing Coordinator

Permanent, Full time

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. An AMI pilot program is proposed in the 10-year capital forecast for 2020. A Customer Accounts/Billing Coordinator position would be required for the full scale implementation of AMI.

Planning & Development

Engineering Technologist – Development

Permanent, Full time

A second Engineering Technologist – Development 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 the funding for this position would come 100% through development application fees.

Beyond 2022

Community Services

Volunteer Firefighters (6 positions)

Permanent, On-call

As per the approved Fire Service Master Plan, the complement of volunteer firefighters should grow to a complement of 72 Volunteer Firefighters by 2021. The final 6 Volunteer Firefighter positions are proposed for the 2022 budget.

Lead Hand – Facility Operations (Sportsplex)

Permanent, Full time

The proposed Lead Hand – Facility Operations position would not be a new FTE position. A current FTE for an Operator position will be repurposed for a Lead Hand at the Sportsplex.

Landscape Technician

Permanent, Full time

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 will 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.

Corporate Services

Tax Collector

Permanent, Full time

With the number of tax accounts (i.e. roll numbers) increasing significantly, more and more time is being dedicated to taxation administration. Currently, the role of "Tax Collector" is being fulfilled by the Supervisor of Accounting & Taxation, however that role is also involved significantly with accounting related duties. The new Tax Collector position would report to the Supervisor of Accounting & Taxation, and would be responsible for the overall supervision and coordination of the taxation process.

Infrastructure Services

Wastewater Operator

Permanent, Full time

Growth in the community has resulted in additional wastewater, and stormwater assets to operate and maintain. These assets include the wastewater and stormwater collection systems, sewage pumping stations, stormwater management ponds, and low pressure sewer system (LPSS). An additional Wastewater Operator will be required to

ensure the Township's wastewater and stormwater assets are being properly inspected and maintained. This position will be involved in the operation and maintenance of the Fergus and Elora Wastewater Treatment Plants (WWTPs).

Water Meter Technician

Temporary (3-year term), Full time

The Water Meter Technician position is proposed as a 3 year temporary position that will be responsible for the Township's water meter replacement program. The typical life span of a water meter is 15-20 years. Over time water meters become less accurate and the technology within the meter for advanced meter reading needs to be upgraded. The first generation of water meters were installed in Fergus and Elora in the early 2000s.

Climate Change Coordinator

Temporary (3-year contract), Full time

The number and frequency of severe weather events negatively impacting Southern Ontario, 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 be proactive to mitigate the negative impacts of climate change on the community.

Energy Coordinator

Permanent, Full time

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.

Planning & Development

Plans Examiner (2 positions)

Permanent, Full time

With current and anticipated building permit activity levels and field inspection requirements, the present complement of building officials are often not available to review plans within the office and provide counter assistance for building enquiries. Plans examiner positions will facilitate having in-office staff to review building permit applications. These positions would be funded 100% from building permit revenue.

Staffing Strategy Summary

The following page illustrates a summary of staffing requirements by year.

2020 Budget				
Department	Position	Position Status		Comments
Community Services	Facility Maintenance Attendant	Temporary	Part time	2 year term (20 hours/week) - no budget impact
Community Services	Head Lifeguard	Permanent	Full time	No budget impact
Community Services	Recreation Programmer	Temporary	Full time	2 year term - no budget impact
Community Services / Infrastructure Services	Parks Seasonal Employee and Roads Seasonal Operator (2 positions)	Temporary	Full time	3 year term - 100% tax-supported budget
Infrastructure Services	Manager of Engineering Services	Permanent	Full time	Funded 50% through water/wastewater rates and 50% tax-supported budget.
Infrastructure Services	Roads Operator	Permanent	Full time	100% funded through tax-supported budget.
Infrastructure Services	Water Services Operator	Permanent	Full time	100% funded through water rates.
Infrastructure Services	Capital Project Manager - Water/Wastewater	Permanent	Full time	100% funded through Environmental Services capital budget.
Infrastructure Services	Risk Management Inspector* (Temporary FT to Permanent FT)	Permanent	Full time	Costs shared with other area municipalities.
Infrastructure Services	Source Protection Coordinator**	Temporary	Full time	3 year term - 100% funded by County

2021 Forecast				
Department	Position	Position Status		Comments
Administration	Digital Media Associate (Temporary PT to Permanent FT)	Permanent	Full time	
Administration	Human Resources Business Partner	Temporary	Full time	
Community Services	Customer Service Representative - Tourism & Fire (2 positions)	Temporary	Part time	
Corporate Services	Asset Management Technician	Permanent	Full time	
Planning & Development	Development Planner	Permanent	Full time	
Planning & Development	Economic Development Position	Permanent	Full time	

2022 Forecast				
Department	Position	Position Status		Comments
Community Services	Community Development, Culture & Special Event Coordinator (Temporary PT to Permanent FT)	Permanent	Full time	
Community Services	Assistant Aquatics Supervisor	Permanent	Full time	
Corporate Services	Purchasing Clerk	Permanent	Full time	
Infrastructure Services	Seasonal Employee (Downtowns)	Temporary	Full time	
Infrastructure Services	Customer Accounts/Billing Coordinator	Permanent	Full time	
Planning & Development	Engineering Technologist - Development	Permanent	Full time	

Beyond 2022				
Department	Position	Position Status		Comments
Community Services	Volunteer Firefighter (6 positions)	Permanent	On-Call	
Community Services	Lead Hand - Facility Operations (Sportsplex)	Permanent	Full time	
Community Services	Landscape Technician	Permanent	Full time	
Corporate Services	Tax Collector	Permanent	Full time	
Infrastructure Services	Wastewater Operator	Permanent	Full time	
Infrastructure Services	Water Meter Technician	Temporary	Full time	
Infrastructure Services	Climate Change Coordinator	Temporary	Full time	
Infrastructure Services	Energy Coordinator	Permanent	Full time	
Planning & Development	Plans Examiner (2 positions)	Permanent	Full time	

Notes:

* Risk Management Inspector position is a shared position with other Wellington County municipalities

** Proposed new position to be 100% funded by Wellington County



Township of Centre Wellington 2020 Tax Supported Operating Budget Summary

Description	2019 Budget			2020 Budget			Budget Change 2019/2020	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Administration</u>								
Mayor and Council	246,550	-	246,550	257,461	-	257,461	10,910	4.4 %
Youth Council	-	-	-	10,800	(10,800)	-	-	0.0 %
Office of the CAO, Human Resources, and Communicati	667,669	-	667,669	690,181	-	690,181	22,512	3.4 %
Emergency Operations Centre	4,000	-	4,000	2,600	-	2,600	(1,400)	-35.0 %
<u>Corporate Services</u>								
Legislative Services	625,562	(40,300)	585,262	665,160	(47,600)	617,560	32,297	5.5 %
Financial Services	952,055	(91,300)	860,755	1,000,596	(89,550)	911,046	50,291	5.8 %
Information Technology and Services	840,159	(6,000)	834,159	856,137	(22,500)	833,637	(522)	-0.1 %
General Administration	60,281	(435,200)	(374,919)	(34,187)	(364,000)	(398,187)	(23,268)	6.2 %
By-law Enforcement	110,599	(1,000)	109,599	118,841	(7,000)	111,841	2,242	2.0 %
Stray Animal Control	134,450	(93,000)	41,450	152,600	(92,700)	59,900	18,450	44.5 %
Livestock Act	650	(400)	250	650	(400)	250	-	0.0 %
Tile Drain Loans	9,990	(9,990)	-	9,990	(9,990)	-	-	0.0 %
<u>Infrastructure Services</u>								
Transportation Services - Administration	1,022,031	-	1,022,031	1,157,014	-	1,157,014	134,982	13.2 %
Transportation Services - Operations	3,678,600	(83,500)	3,595,100	3,838,775	(105,800)	3,732,975	137,875	3.8 %
Fergus Downtown - Maintenance	62,640	-	62,640	21,300	-	21,300	(41,340)	-66.0 %
Elora Downtown - Maintenance	30,770	-	30,770	21,750	-	21,750	(9,020)	-29.3 %
Crossing Guards	66,750	-	66,750	68,200	-	68,200	1,450	2.2 %
Cemeteries	200,650	(199,000)	1,650	176,825	(197,100)	(20,275)	(21,925)	-1,328.8 %
Protection to Persons and Property - Miscellaneous	1,200	-	1,200	-	-	-	(1,200)	-100.0 %
<u>Community Services</u>								
Fire	1,666,038	(93,000)	1,573,038	1,739,734	(97,000)	1,642,734	69,696	4.4 %
Municipal FD Training Officer	144,600	(144,600)	-	151,200	(151,200)	-	-	0.0 %
Parks, Recreation and Culture Administration	1,286,261	(3,000)	1,283,261	1,357,855	(14,000)	1,343,855	60,594	4.7 %



Township of Centre Wellington 2020 Tax Supported Operating Budget Summary

Description	2019 Budget			2020 Budget			Budget Change 2019/2020	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Community Services</u>								
Parks & Recreation - Centre Wellington Community Sport	2,350,743	(1,646,000)	704,743	2,440,799	(1,676,400)	764,399	59,656	8.5 %
Parks & Recreation - Elora Community Centre	588,642	(343,000)	245,642	656,379	(338,500)	317,879	72,237	29.4 %
Parks & Recreation - Belwood Hall	23,560	(6,800)	16,760	23,698	(6,800)	16,898	138	0.8 %
Parks & Recreation - Active Parks	217,530	(35,500)	182,030	188,032	(33,300)	154,732	(27,298)	-15.0 %
Parks & Recreation - Passive Parks	203,276	(8,500)	194,776	215,621	(8,500)	207,121	12,344	6.3 %
Parks & Recreation - Urban Forestry	50,000	-	50,000	50,000	-	50,000	-	0.0 %
Parks & Recreation - Greenhouses	27,964	-	27,964	20,935	-	20,935	(7,028)	-25.1 %
Parks & Recreation - Other Expenditures	-	(1,260)	(1,260)	-	(1,260)	(1,260)	-	0.0 %
Victoria Park Seniors Centre	540,553	(259,000)	281,553	567,794	(274,700)	293,094	11,541	4.1 %
Fergus Downtown - Beautification	20,561	-	20,561	38,124	-	38,124	17,563	85.4 %
Elora Downtown - Beautification	33,601	-	33,601	47,424	-	47,424	13,824	41.1 %
Fergus Weigh Scale Building	17,440	-	17,440	18,146	-	18,146	706	4.0 %
Elora Public Washrooms	29,793	-	29,793	29,167	-	29,167	(627)	-2.1 %
Fergus Grand Theatre	180,053	(92,750)	87,303	174,040	(82,750)	91,290	3,986	4.6 %
Tourism	258,561	(500)	258,061	249,020	(250)	248,770	(9,291)	-3.6 %
Celebrations	20,000	-	20,000	20,000	-	20,000	-	0.0 %
Grants to Community Groups - Specific Annual Grants	20,550	-	20,550	25,550	-	25,550	5,000	24.3 %
Grants to Community Groups - Community Impact Grants	34,450	-	34,450	44,450	-	44,450	10,000	29.0 %
<u>Planning & Development Services</u>								
Building	922,295	(1,151,300)	(229,005)	907,151	(1,077,200)	(170,049)	58,956	-25.7 %
Planning	669,732	(235,000)	434,732	679,719	(257,000)	422,719	(12,014)	-2.8 %
Economic Development	307,664	(125,300)	182,364	239,460	(51,000)	188,460	6,096	3.3 %
Committee of Adjustment	4,050	(15,500)	(11,450)	3,550	(15,500)	(11,950)	(500)	4.4 %
Heritage Centre Wellington	15,100	-	15,100	13,450	-	13,450	(1,650)	-10.9 %



Township of Centre Wellington 2020 Tax Supported Operating Budget Summary

Description	2019 Budget			2020 Budget			Budget Change 2019/2020	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<i>Other Services</i>								
Grand River Conservation Authority	105,753	(105,753)	-	109,351	(109,351)	-	-	0.0 %
Other Health Services	32,973	(20,000)	12,973	36,029	(20,000)	16,029	3,056	23.6 %
Health and Safety Committee	3,800	-	3,800	7,400	-	7,400	3,600	94.7 %
Contribution to Capital Fund	3,652,200	-	3,652,200	4,116,200	-	4,116,200	464,000	12.7 %
Ontario Non-Specific Grants	-	(319,515)	(319,515)	-	(271,700)	(271,700)	47,815	-15.0 %
Other Revenues and Expenses	4,255,674	(5,894,114)	(1,638,440)	4,690,283	(6,484,713)	(1,794,430)	(155,990)	9.5 %
Net Debt	940,581	(522,967)	417,614	834,165	(416,706)	417,459	(155)	0.0 %
Fergus BIA	65,000	(65,000)	-	65,000	(65,000)	-	-	0.0 %
Elora BIA	57,910	(57,910)	-	58,489	(58,489)	-	-	0.0 %
Taxation - Payment in Lieu	-	(205,000)	(205,000)	-	(225,000)	(225,000)	(20,000)	9.8 %
Taxation - Township Purposes	-	(15,150,555)	(15,150,555)	35,000	(16,184,147)	(16,149,147)	(998,592)	6.6 %
Total 2020 Operating Budget	27,461,514	-27,461,514	-	28,867,906	-28,867,906	-		

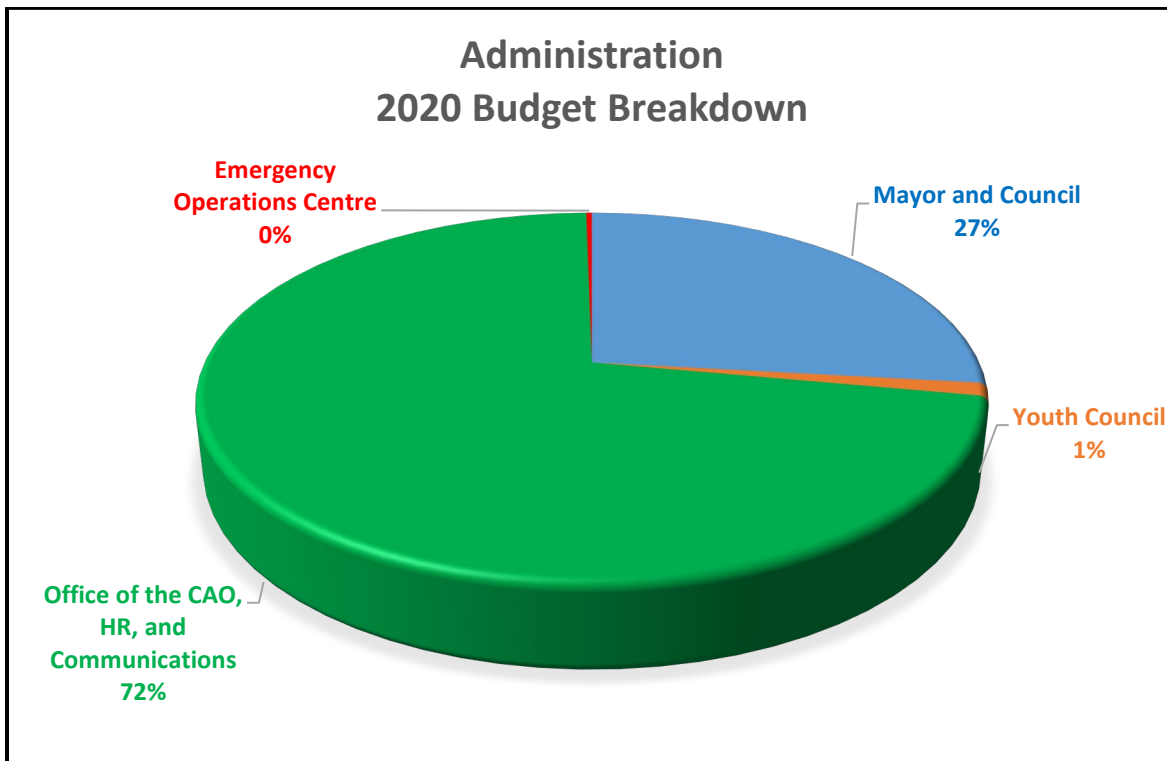


Administration Summary

Administration is made up of the following budget areas:

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

The combined gross expenditure budget for Administration for 2020 is \$961,041, which is broken down as follows:





**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Administration - Mayor and Council

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Mayor and Council - Wages & Benefits	214,000	202,631	223,511	9,510	4.4 %
Mayor and Council - Conferences/Training/Communications	15,000	13,099	15,500	500	3.3 %
Mayor and Council - Administration	17,550	19,421	18,450	900	5.1 %
<i>Total Expenses</i>	246,550	235,151	257,461	10,910	4.4 %
<i>Net Budget Mayor and Council</i>	246,550	235,151	257,461	10,910	4.4 %

Major Changes Impacting This Budget

1. The wages and benefits line increase is due to the final phase in on January 1, 2020 of additional wages for the Mayor. This increase was approved by the previous Council and amounts to approximately \$8,000.
2. A \$500 increase in annual AMO membership dues and a \$400 increase in other administrative line items accounts for the change in the administration line.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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 three paid Youth Mentors, under the supervision of the Township's Communications Coordinator.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Youth Council - Revenue	-	-	(10,800)	(10,800)	0.0 %
<i>Total Revenues</i>	-	-	(10,800)	(10,800)	0.0 %
<u>Expenses</u>					
Youth Council - Wages & Benefits	-	184	4,900	4,900	0.0 %
Youth Council - Administration	-	179	900	900	0.0 %
Youth Council - Operations & Maintenance	-	-	5,000	5,000	0.0 %
<i>Total Expenses</i>	-	363	10,800	10,800	0.0 %
<i>Net Budget Youth Council</i>	-	363	-	-	0.0 %

Major Changes Impacting This Budget

1. This budget reflects the cost of activities for the newly formed Youth Council in 2020. Expenditures forecast for 2020 are offset by anticipated proceeds from a golf tournament. Funds raised in excess of expenditures in 2020 will be transferred to a reserve to be used for future Youth Council initiatives.



Township of Centre Wellington 2020 Operating Budget Summary With 2019 Budget and Actual Results

Administration - Office of the CAO, Human Resources, and Communications

The Chief Administrative Officer is responsible for providing a strategic vision and effective leadership to the whole organization and is the administrative representative to the community.

Human Resources is responsible for the development, implementation and coordination of policies, programs and practices covering employment, recruitment and retention, orientation and training, labour/employee relations, compensation, organizational development, health and safety, worker's compensation, training and development, benefits and employee services for all management and employees. The Human Resources and Payroll Coordinator also performs executive secretary duties for the Mayor, CAO, and Human Resources.

The Communications Coordinator develops and manages clear and consistent communications on behalf of the Township through our website, social media, e-newsletters, surveys, presentations, news releases, etc. The position supports the Mayor and Council and all staff in internal and external communications throughout the year as well as during emergency situations.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Office of the CAO, Human Resources, and Communications - Wages & Benefits	609,169	585,338	630,331	21,162	3.5 %
Office of the CAO, Human Resources, and Communications - Administration	30,900	33,711	30,850	(50)	-0.2 %
Office of the CAO, Human Resources, and Communications - Operations & Maintenance	27,600	18,196	29,000	1,400	5.1 %
<i>Total Expenses</i>	667,669	637,245	690,181	22,512	3.4 %
<i>Net Budget Office of the CAO, Human Resources, and Communications</i>	667,669	637,245	690,181	22,512	3.4 %

Major Changes Impacting This Budget

1. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. The wages line includes a contract for a part-time Social Media Associate that was approved in the 2019 budget. The contract expires on December 31, 2021 and the total cost of the position in 2020 is \$29,800.
2. A \$1,400 increase to the Township's employee assistance program is the result of increased utilization by staff and accounts for the change in the operations and maintenance line.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Administration - Emergency Operations Centre

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
Emergency Operations Centre - Expenses	4,000	1,294	2,600	(1,400)	-35.0 %
<i>Total Expenses</i>	4,000	1,294	2,600	(1,400)	-35.0 %
<i>Net Budget Emergency Operations Centre</i>	4,000	1,294	2,600	(1,400)	-35.0 %

Major Changes Impacting This Budget

1. The elimination of a parallel internet connection in 2019 accounts for the reduction in this cost centre.

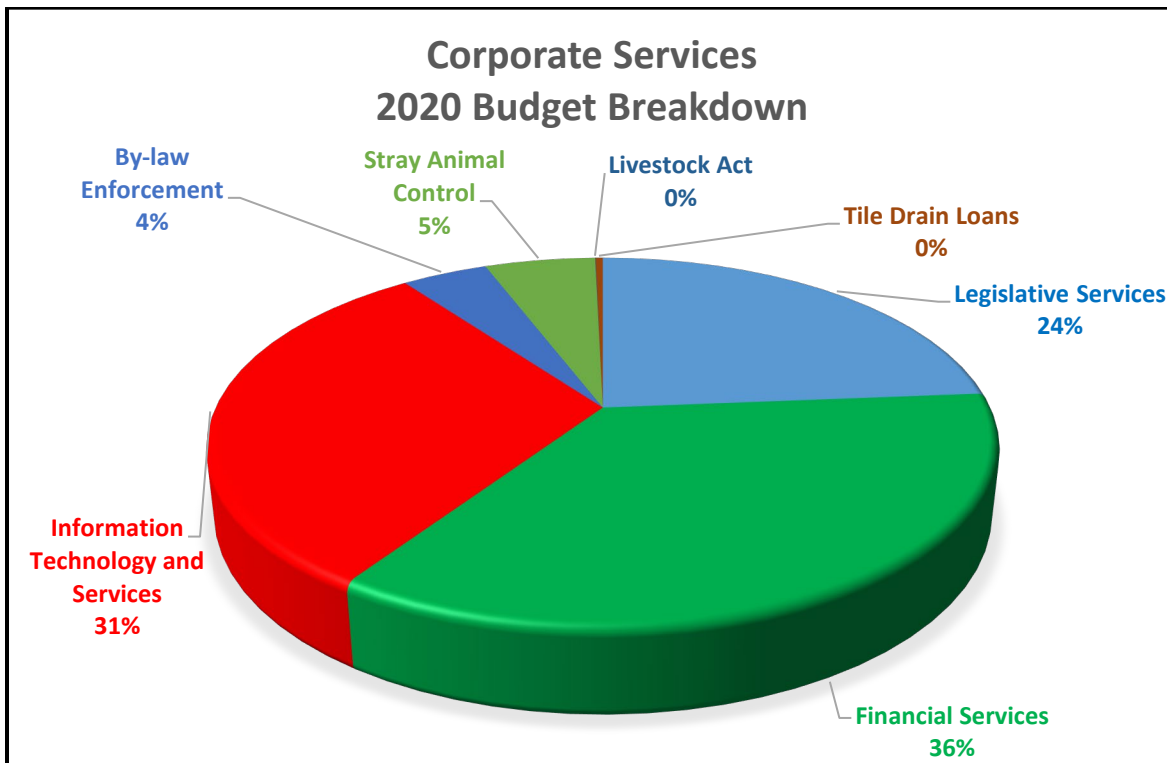


Corporate Services Summary

Corporate Services is made up of the following budget areas:

- ✓ Legislative Services
- ✓ Financial Services
- ✓ Information Technology and Services
- ✓ General Administration
- ✓ By-law Enforcement
- ✓ Stray Animal Control
- ✓ Livestock Act
- ✓ Tile Drain Loans

The combined gross expenditure budget for Corporate Services for 2020 is \$2,769,787, which is broken down as follows:





**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Legislative Services - Revenue	(38,500)	(46,311)	(40,300)	(1,800)	4.7 %
Legislative Services - Transfers from Reserves	(1,800)	(18,149)	(7,300)	(5,500)	305.6 %
<i>Total Revenues</i>	(40,300)	(64,460)	(47,600)	(7,300)	18.1 %
<u>Expenses</u>					
Legislative Services - Wages & Benefits	572,976	514,394	608,574	35,597	6.2 %
Legislative Services - Administration	20,486	21,163	20,986	500	2.4 %
Legislative Services - Operations & Maintenance	4,300	24,299	7,800	3,500	81.4 %
Legislative Services - Transfers to Reserves	27,800	27,800	27,800	-	0.0 %
<i>Total Expenses</i>	625,562	587,656	665,160	39,597	6.3 %
<i>Net Budget Legislative Services</i>	585,262	523,196	617,560	32,297	5.5 %

Major Changes Impacting This Budget

1. The change in revenue is mainly due to an increase in civil marriage ceremonies.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by a position increasing a pay grade as a result of the job evaluation study completed in 2019 and the movement of staff in the salary grid during the 2020 year.
3. The operations and maintenance line includes the expected cost of maintaining the voting register (\$2,300) and estimated costs for integrity commissioner assistance (\$5,000) in 2020. These expenditures are funded by transfers from the Election Reserve and the Reserve for Legal Matters. The operations and maintenance line also includes a \$500 provision for costs associated with records management.
4. The transfer to reserves is required to accumulate sufficient Election Reserve funds for the 2022 election.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Financial Services - Revenue	(91,300)	(109,547)	(89,550)	1,750	-1.9 %
<i>Total Revenues</i>	(91,300)	(109,547)	(89,550)	1,750	-1.9 %
<u>Expenses</u>					
Financial Services - Wages & Benefits	872,255	886,178	922,296	50,041	5.7 %
Financial Services - Administration	36,800	31,206	36,300	(500)	-1.4 %
Financial Services - Operations & Maintenance	43,000	37,973	42,000	(1,000)	-2.3 %
<i>Total Expenses</i>	952,055	955,357	1,000,596	48,541	5.1 %
<i>Net Budget Financial Services</i>	860,755	845,810	911,046	50,291	5.8 %

Major Changes Impacting This Budget

1. A reduction in the frequency of issuing tax arrear notices in 2020 results in a \$10,500 decrease in revenue in 2020. This reduction is offset by increases from other revenue sources including ownership changes, new roll number creation, and financial management and bookkeeping assistance provided to Centre Wellington Communications Inc.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by a position increasing a pay grade as a result of the job evaluation study completed in 2019 and the movement of staff in the salary grid during the 2020 year.
3. A reduction in anticipated external tax consulting assistance accounts for the decrease in the operations and maintenance line.



Township of Centre Wellington 2020 Operating Budget Summary With 2019 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. The IT Department 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Information Technology and Services - Revenue	(6,000)	(18,000)	(22,500)	(16,500)	275.0 %
<i>Total Revenues</i>	(6,000)	(18,000)	(22,500)	(16,500)	275.0 %
<u>Expenses</u>					
Information Technology and Services - Wages & Benefits	419,109	412,849	437,437	18,328	4.4 %
Information Technology and Services - Administration	16,350	14,058	15,900	(450)	-2.8 %
Information Technology and Services - Corporate Support	404,700	366,421	402,800	(1,900)	-0.5 %
<i>Total Expenses</i>	840,159	793,328	856,137	15,978	1.9 %
<i>Net Budget Information Technology and Services</i>	834,159	775,328	833,637	(522)	-0.1 %

Major Changes Impacting This Budget

1. The revenue line includes fees for services to be provided by the Information Technology and Services (IT) division to Centre Wellington Communications Inc. (CWC) and Centre Wellington Hydro Inc. in 2020.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year.
3. The change in the corporate support line is mainly due to a \$20,000 reduction for external professional services to assist with programming changes and network consulting. This is partially offset by an increase in maintenance and support fees for software programs utilized by the Township and an increase in the forecasted charge from CWC for internet services.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Corporate Services - General Administration

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
General Administration - Revenue	(37,000)	(44,002)	(37,000)	-	0.0 %
General Administration - Transfers from Reserves	(398,200)	(308,631)	(327,000)	71,200	-17.9 %
<i>Total Revenues</i>	(435,200)	(352,632)	(364,000)	71,200	-16.4 %
<u>Expenses</u>					
General Administration - Retiree Benefits	50,000	48,915	45,000	(5,000)	-10.0 %
General Administration - Administration	84,950	81,711	80,050	(4,900)	-5.8 %
General Administration - Operations & Maintenance	729,750	721,323	669,700	(60,050)	-8.2 %
General Administration - Transfers to Reserves	62,000	62,000	62,000	-	0.0 %
General Administration - Cost Recovery	(866,419)	(866,419)	(890,937)	(24,518)	2.8 %
<i>Total Expenses</i>	60,281	47,530	(34,187)	(94,468)	-156.7 %
<i>Net Budget General Administration</i>	(374,919)	(305,102)	(398,187)	(23,268)	6.2 %

Major Changes Impacting This Budget

1. Transfers from reserves includes a \$232,000 transfer from the WSIB reserve, a \$45,000 transfer from the employee future benefits reserve, and a \$50,000 transfer from the insurance claims reserve. Reduced reserve transfers are mainly due to:
 - a decrease in estimated WSIB expenditures for presumptive claims for firefighters;
 - actual and forecasted retirements which trigger the payment of benefits to the age of 65 for eligible retirees; and
 - insurance claims experience over the past few years and current outstanding claims.
2. The decrease in the retiree benefits expense line is the result of eligible former staff receiving benefits reaching the age of 65 in 2020 and therefore are no longer eligible for benefits.
3. The change in the operations and maintenance line is mainly due to:
 - a \$46,200 decrease in estimated WSIB expenditures in 2020, resulting from WSIB presumptive claims for firefighters;
 - a \$20,000 decrease in estimated insurance claims based on historical results and current outstanding claims;
 - a \$8,000 decrease in insurance premiums due to overestimating the cost of cyber insurance coverage in the 2019 budget;
 - a \$4,000 decrease due to the transfer of costs associated with the house located on the CW Sportsplex property to the Centre Wellington Community Sportsplex cost centre;
 - \$2,500 decrease in professional fees; and
 - \$20,000 increase in estimated tax writeoffs based on experience over the past ten years, changes in processing Farm Tax Rebates, and expected adjustments on specific properties.
4. Transfers to reserves includes a \$40,000 transfer to the Employee Future Benefits Reserve and a \$22,000 transfer to the wpd Reserve.
5. General administration cost recovery represents the proportion of all General Government departments' net expenditures incurred for administering the Environmental Services operating budgets and the Municipal FD Training Officer and Risk Management Official budgets.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Revenues</i>					
By-law Enforcement - By-Law Enforcement Revenue	(1,000)	(3,000)	(2,000)	(1,000)	100.0 %
By-law Enforcement - Transfers from Reserves	-	-	(5,000)	(5,000)	0.0 %
<i>Total Revenues</i>	(1,000)	(3,000)	(7,000)	(6,000)	600.0 %
<i>Expenses</i>					
By-law Enforcement - Wages & Benefits	96,974	97,467	104,841	7,867	8.1 %
By-law Enforcement - Administration	7,400	6,266	6,700	(700)	-9.5 %
By-law Enforcement - Operations & Maintenance	4,000	3,904	5,000	1,000	25.0 %
By-law Enforcement - Fleet Repair and Maintenance	2,225	1,671	2,300	75	3.4 %
<i>Total Expenses</i>	110,599	109,309	118,841	8,242	7.5 %
<i>Net Budget By-law Enforcement</i>	109,599	106,309	111,841	2,242	2.0 %

Major Changes Impacting This Budget

1. Revenue line represents a small provision for fines.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year.
3. A \$500 reduction in the public relations budget accounts for most of the decrease in the administration line.
4. An increase in external prosecution assistance accounts for the change in the operations and maintenance line. Legal costs associated with prosecution assistance are funded by an equivalent transfer from the Legal Matters reserve.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Corporate Services - Stray Animal Control

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

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Stray Animal Control - Revenue	(93,000)	(91,705)	(92,700)	300	-0.3 %
<i>Total Revenues</i>	(93,000)	(91,705)	(92,700)	300	-0.3 %
<u>Expenses</u>					
Stray Animal Control - Operations & Maintenance	134,450	137,211	152,600	18,150	13.5 %
<i>Total Expenses</i>	134,450	137,211	152,600	18,150	13.5 %
<i>Net Budget Stray Animal Control</i>	41,450	45,506	59,900	18,450	44.5 %

Major Changes Impacting This Budget

1. The increase in stray animal control costs is based on the contract approved by Council in 2019 which expires in December 2022. Future cost increases under this contract are limited to an annual Consumer Price Index (CPI) adjustment and a proportionate population adjustment between the Township of Centre Wellington and Guelph-Eramosa Township for the remainder of the contract. There is also a budgeted increase in costs for veterinary care.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Livestock Act - Revenue	(400)	(1,301)	(400)	-	0.0 %
<i>Total Revenues</i>	(400)	(1,301)	(400)	-	0.0 %
<u>Expenses</u>					
Livestock Act - Expenses	650	1,359	650	-	0.0 %
<i>Total Expenses</i>	650	1,359	650	-	0.0 %
<i>Net Budget Livestock Act</i>	250	59	250	-	0.0 %

Major Changes Impacting This Budget

--



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Corporate Services - Tile Drain Loans

		2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
					\$	%
<u>Revenues</u>						
	Tile Drain Loans - Debt Repayments	(9,990)	(9,986)	(9,990)	-	0.0 %
	<i>Total Revenues</i>	(9,990)	(9,986)	(9,990)	-	0.0 %
<u>Expenses</u>						
	Tile Drain Loans - Debt Payments	9,990	9,986	9,990	-	0.0 %
	<i>Total Expenses</i>	9,990	9,986	9,990	-	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.

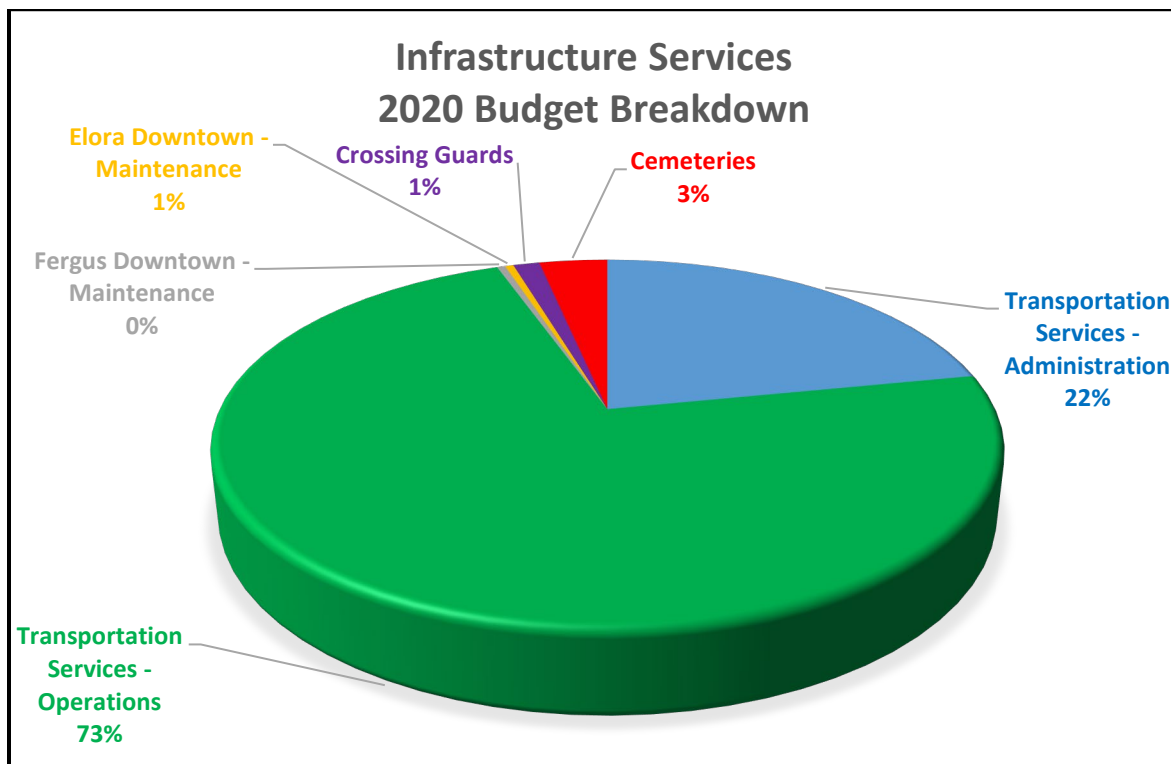


Infrastructure Services Summary

Infrastructure Services is made up of the following budget areas:

- ✓ Transportation Services - Administration
- ✓ Transportation Services - Operations
- ✓ Fergus Downtown - Maintenance
- ✓ Elora Downtown - Maintenance
- ✓ Crossing Guards
- ✓ Cemeteries

The combined gross expenditure budget for Infrastructure Services for 2020 is \$5,283,864, which is broken down as follows:





**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Infrastructure Services - Transportation Services - Administration

Transportation Services (Public Works Division) maintains all aspects of 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, line markings, leaf pickup, stormwater conveyance channel, ditch and catchbasin cleanouts, culverts and bridge maintenance. Transportation Services also maintains municipal trees, 110 km of sidewalks, crosswalks, and boulevards.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
PW Administration - Wages & Benefits	636,843	643,576	743,101	106,257	16.7 %
PW Administration - Administration	47,188	52,483	47,688	500	1.1 %
PW Administration - Operations & Maintenance	351,000	342,878	379,225	28,225	8.0 %
PW Administration - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	1,022,031	1,025,937	1,157,014	134,982	13.2 %
<i>Net Budget Transportation Services - Administration</i>	1,022,031	1,025,937	1,157,014	134,982	13.2 %

Major Changes Impacting This Budget

1. Overall increase for the Transportation Services budget is \$272,857 (5.91%). However the reallocation of the transfers to the Streetlight Reserve to the Contribution to Capital Fund cost centre totalling \$89,000 adjusts this division's increase to \$361,857 or 7.99%.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year and a change in the allocation of full time salaried staff between the Public Works and Environmental Services divisions of Infrastructure Services. Furthermore the wages and benefits line includes a new Manager of Engineering position that has a total cost of \$136,000. 50% (\$68,000) of this position is allocated to the tax supported Transportation Services budget and 50% (\$68,000) is allocated to the Environmental Services user pay budget.
3. Increase in the operations and maintenance line is mainly due to a \$26,400 increase in insurance costs for Public Works' buildings.
4. 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

2020 Operating Budget Summary With 2019 Budget and Actual Results

Infrastructure Services - Transportation Services - Operations

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
Revenues					
PW Operations - Revenue	(83,500)	(103,086)	(105,800)	(22,300)	26.7%
<i>Total Revenues</i>	(83,500)	(103,086)	(105,800)	(22,300)	26.7%
Expenses					
PW Operations - Fleet Repair & Maintenance	(478,150)	(50,831)	(356,725)	121,425	-25.4%
PW Operations - Fergus Works Garage	35,900	33,483	36,400	500	1.4%
PW Operations - Elora Works Garage	48,550	50,222	48,900	350	0.7%
PW Operations - West Garafraxa Works Garage	29,200	31,187	30,500	1,300	4.5%
PW Operations - Pilkington Works Garage	21,200	15,370	20,600	(600)	-2.8%
PW Operations - Bridges & Culverts	128,400	127,191	136,100	7,700	6.0%
PW Operations - Grass Cutting/Weed Spray	112,200	106,884	114,300	2,100	1.9%
PW Operations - Brush & Tree Removal	185,500	107,422	137,600	(47,900)	-25.8%
PW Operations - Tree Planting	10,700	101	10,700	-	0.0%
PW Operations - Ditching	94,200	74,638	100,500	6,300	6.7%
PW Operations - Curb/Gutter/Basin	63,300	13,187	57,800	(5,500)	-8.7%
PW Operations - Bituminous Pavement Patch	135,500	127,975	154,400	18,900	13.9%
PW Operations - Crack Sealing and Asphalt Repair	35,000	-	25,000	(10,000)	-28.6%
PW Operations - Street Cleaning	93,200	119,129	121,100	27,900	29.9%
PW Operations - Shoulder Maintenance	102,200	59,353	91,500	(10,700)	-10.5%
PW Operations - Road Patrol	51,900	36,352	43,500	(8,400)	-16.2%
PW Operations - Debris Pick Up	38,600	22,927	29,800	(8,800)	-22.8%
PW Operations - Leaf Pick Up	31,700	30,512	34,800	3,100	9.8%
PW Operations - Grading	268,400	155,696	244,900	(23,500)	-8.8%
PW Operations - Dustlaying	327,900	307,009	334,100	6,200	1.9%
PW Operations - Gravel Resurfacing	409,200	397,549	466,300	57,100	14.0%
PW Operations - Snow Removal	90,200	22,045	56,300	(33,900)	-37.6%
PW Operations - Plowing, Sanding & Scarifying	1,122,500	1,107,796	1,199,500	77,000	6.9%
PW Operations - Snow Fence/Culvert Thawing	3,600	3,789	3,600	-	0.0%
PW Operations - Safety Devices	137,200	179,882	153,700	16,500	12.0%
PW Operations - Street Lighting-Elora	76,000	126,482	-	(76,000)	-100.0%
PW Operations - Street Lighting-Fergus	172,500	245,482	-	(172,500)	-100.0%
PW Operations - Street Lighting-Rural	46,000	70,753	-	(46,000)	-100.0%
PW Operations - Street Lighting	-	-	203,500	203,500	0.0%
PW Operations - Municipal Parking Lots	15,600	16,024	34,500	18,900	121.2%
PW Operations - Sidewalk Winter Maintenance	115,300	134,222	139,900	24,600	21.3%
PW Operations - Sidewalk Cleaning	10,500	5,025	9,200	(1,300)	-12.4%
PW Operations - Sidewalk-Other	20,300	3,999	11,300	(9,000)	-44.3%
PW Operations - Line Painting	75,800	81,489	86,600	10,800	14.2%
PW Operations - Storm Sewer	25,600	32,784	25,900	300	1.2%
PW Operations - Storm Water Pond Maintenance	16,100	9,408	16,100	-	0.0%
PW Operations - Municipal Drains	3,300	5,748	3,300	-	0.0%
PW Operations - Snow Removal - Fergus County Roads	-	(4,104)	-	-	0.0%
PW Operations - Snow Removal - Elora County Roads	-	4,104	-	-	0.0%
PW Operations - Transfers to Reserves	3,500	3,440	13,300	9,800	280.0%
<i>Total Expenses</i>	3,678,600	3,813,724	3,838,775	160,175	4.4%



Township of Centre Wellington

2020 Operating Budget Summary With 2019 Budget and Actual Results

Infrastructure Services - Transportation Services - Operations

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change \$	%
Net Budget Transportation Services - Operations	3,595,100	3,710,638	3,732,975	137,875	3.8%

Major Changes Impacting This Budget

1. The increase in revenue is mainly due to new groundwater collection fees for the Storybrook and Summerfields subdivisions in Fergus. Amounts collected are transferred to a reserve for future replacement of the groundwater collection system. The total is estimated to be \$9,800 in 2020 and accounts for the increase in the transfers to reserves line.
2. The remainder of the revenue increase is due to the following:
 - a \$5,000 increase for a new right of way access agreement with a corporation;
 - a \$5,000 increase for additional snow plowing of County roads due to the closure of the Badley Bridge in 2020; and
 - a \$1,500 increase in permit fees for right of way access.
3. The Transportation Services budget includes two new three year contract Roads Seasonal Operator positions for five months annually (the other seven months are allocated to the Parks and Recreation division). The 2020 cost of these positions to Transportation Services is approximately \$50,400. The Transportation Services division also includes a new permanent, full-time Road Operator position for 9 months in 2020. The total cost is estimated to be \$53,300 in 2020. Labour and benefit costs associated with these new positions have been primarily allocated to winter control line items in the budget.
4. The change in the fleet repair and maintenance line is due to a \$140,000 reduction in machine time rate recovery. The machine time rate recovery is offset by machine time expenditure reductions to the plowing, sanding & scarifying, snow removal, grading, and brush and tree removal lines. There is also a \$20,000 reduction in estimated vehicle and equipment repair costs resulting from the replacement of large vehicles with a history of high repair costs, and a full year of mechanic services provided by the County of Wellington.
5. The reduction in the brush and tree removal line is due to more costs for urban forestry being managed by the Parks and Recreation division.
6. The increase in bituminous pavement patching is due to increased costs for asphalt materials and deterioration of paved roads in rural areas.
7. Crack sealing and asphalt repair includes a \$10,000 reduction in contracted services for 2020.
8. The increase in street cleaning costs is due to the removal of a Broombear sweeper from the Township's fleet without replacement in 2020. This has a positive impact on the transfer to vehicle replacement reserve line on the Contribution to Capital Fund cost centre of approximately \$45,000. A sweeper will be rented instead for 6 weeks in 2020 at an estimated cost of \$25,000 and is included in the street cleaning line.
9. The decrease in shoulder maintenance is due to a reduction in the program in 2020.
10. The gravel resurfacing line includes a \$30,000 increase in material costs and includes additional labour and machine time expenditures. This line item, combined with the rural road upgrades capital project in 2020, totals almost \$900,000 for expenditures to maintain rural gravel roads in 2020.
11. The plowing, sanding & scarifying line includes an increase in material costs of \$45,000 due to a 20% increase in salt prices.
12. The safety devices line includes an increase of \$10,000 for materials due to aging traffic signals requiring replacement and repairs.
13. The street lighting lines for Elora, Fergus, and the rural areas have been consolidated into one street lighting line in 2020. Transfers to the Street Light Replacement Reserve totalling \$89,000 have been allocated to the Contribution to Capital Fund cost centre. As a result, the net reduction in street light expenditures (including transfers to Street Light Replacement Reserve) is \$2,000 (0.7%).
14. The municipal parking lots increase is mainly due to the additional labour and machine time allocated to clear snow in the Fergus Riverlands parking lot in 2020. In prior years, snow clearing for this location was contracted out and included in the Fergus Downtown - Maintenance cost centre.
15. The line painting increase is due to increased contractor costs and more roads that requires line painting.
16. Plowing, sanding and scarifying, sidewalk winter maintenance, and snow removal budgets approximate the annualized five year average. Increases have been included for additional sidewalks and roads that the Township is required to maintain as a result of new subdivisions assumed and minimum maintenance requirements that must be met.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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, 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Maintenance - Operations & Maintenance	62,640	55,893	21,300	(41,340)	-66.0 %
<i>Total Expenses</i>	62,640	55,893	21,300	(41,340)	-66.0 %
<i>Net Budget Fergus Downtown - Maintenance</i>	62,640	55,893	21,300	(41,340)	-66.0 %

Major Changes Impacting This Budget

1. Reduction in expenditures is mainly due to the elimination of \$40,000 of contracted snow clearing at the Fergus Riverlands parking lot. Snow clearing services for this parking lot will be provided by Township staff and equipment in 2020 and has been included in the municipal parking lots line in the Transportation Services - Operations cost centre.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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, banner and flag installations, street furniture installations, and seasonal lighting installations.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
Elora Downtown - Maintenance - Operations & Maintenance	30,770	24,394	21,750	(9,020)	-29.3 %
<i>Total Expenses</i>	30,770	24,394	21,750	(9,020)	-29.3 %
<i>Net Budget Elora Downtown - Maintenance</i>	30,770	24,394	21,750	(9,020)	-29.3 %

Major Changes Impacting This Budget

1. Reduction is due to less public works labour costs allocated to this cost centre in 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Crossing Guards - Wages & Benefits	66,750	67,244	68,200	1,450	2.2 %
<i>Total Expenses</i>	66,750	67,244	68,200	1,450	2.2 %
<i>Net Budget Crossing Guards</i>	66,750	67,244	68,200	1,450	2.2 %

Major Changes Impacting This Budget



Township of Centre Wellington 2020 Operating Budget Summary With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Cemeteries - Revenue	(199,000)	(185,294)	(197,100)	1,900	-1.0 %
<i>Total Revenues</i>	(199,000)	(185,294)	(197,100)	1,900	-1.0 %
<u>Expenses</u>					
Cemeteries - Operations & Maintenance	162,750	140,088	139,525	(23,225)	-14.3 %
Cemeteries - Transfers to Reserves	37,900	31,432	37,300	(600)	-1.6 %
<i>Total Expenses</i>	200,650	171,520	176,825	(23,825)	-11.9 %
<i>Net Budget Cemeteries</i>	1,650	(13,774)	(20,275)	(21,925)	-1,328.8 %

Major Changes Impacting This Budget

1. Budgeted revenue is consistent with annualized historical averages. The revenue line also includes interest income earned on the cemetery funds.
2. A reduction in public works labour and machine time accounts for \$20,300 of the decrease in the operations and maintenance line. Furthermore, a \$4,000 reduction in facility, grounds, and monument repairs and maintenance and removal of \$1,500 for training is offset by minor increases to other expenditure line items.
3. The transfer to reserves represents an estimate of fees that are redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Infrastructure Services - Protection to Persons and Property - Miscellaneous

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>					
Protection to Persons and Property - Miscellaneous - Operations & Maintenance	1,200	1,140	-	(1,200)	-100.0 %
<i>Total Expenses</i>	1,200	1,140	-	(1,200)	-100.0 %
<i>Net Budget Protection to Persons and Property - Miscellaneous</i>	1,200	1,140	-	(1,200)	-100.0 %

Major Changes Impacting This Budget

1. Cost associated with purchasing emergency signage for the rural areas has been reallocated to the safety devices line in the Transportation Services - Operations cost centre.

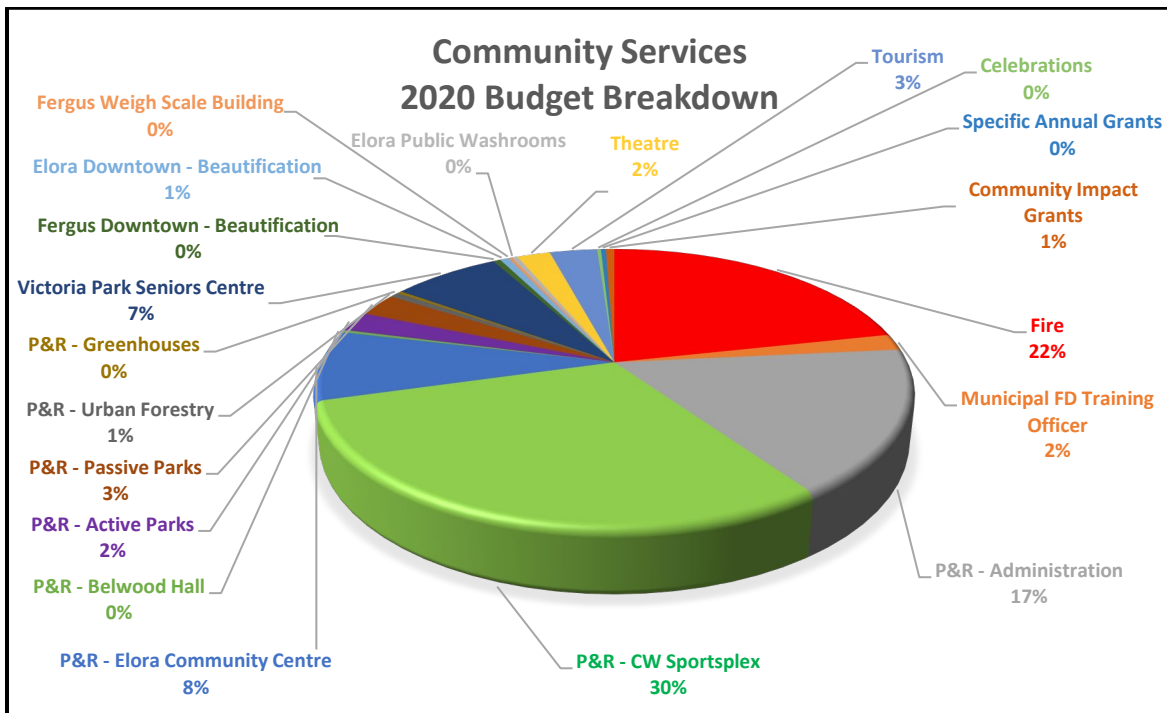


Community Services Summary

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 - Active Parks
- ✓ Parks & Recreation - Passive Parks
- ✓ Parks & Recreation - Urban Forestry
- ✓ Parks & Recreation - Greenhouses
- ✓ Parks & Recreation - Other Expenditures
- ✓ Victoria Park Seniors Centre
- ✓ Fergus Downtown - Beautification
- ✓ Elora Downtown - Beautification
- ✓ Fergus Weigh Scale Building
- ✓ Elora Public Washrooms
- ✓ Fergus Grand Theatre
- ✓ Tourism
- ✓ Celebrations
- ✓ Grants to Community Groups - Specific Annual Grants
- ✓ Grants to Community Groups - Community Impact Grants

The combined gross expenditure budget for Community Services for 2020 is \$8,057,969, which is broken down as follows:





Township of Centre Wellington 2020 Operating Budget Summary With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Fire - Revenue	(93,000)	(106,335)	(97,000)	(4,000)	4.3 %
Fire - Transfers from Reserves	-	(881)	-	-	0.0 %
<i>Total Revenues</i>	(93,000)	(107,216)	(97,000)	(4,000)	4.3 %
<u>Expenses</u>					
Fire - Wages & Benefits	1,417,550	1,419,663	1,485,146	67,596	4.8 %
Fire - Administration	39,500	35,594	36,000	(3,500)	-8.9 %
Fire - Operations & Maintenance	85,825	90,684	92,750	6,925	8.1 %
Fire - Fleet Repair & Maintenance	77,400	82,192	82,225	4,825	6.2 %
Fire - Fergus Fire Station	39,863	35,149	38,013	(1,850)	-4.6 %
Fire - Elora Fire Station	18,900	14,545	18,600	(300)	-1.6 %
Fire - Transfers to Reserves	-	8,532	-	-	0.0 %
Fire - Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0 %
<i>Total Expenses</i>	1,666,038	1,673,359	1,739,734	73,696	4.4 %
<i>Net Budget Fire</i>	1,573,038	1,566,142	1,642,734	69,696	4.4 %

Major Changes Impacting This Budget

1. The increase in revenue is mainly due to the inclusion of \$3,000 from rental of parking space to Guelph EMS.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments for full-time, salaried staff, effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year. Lastly, there is a \$45,000 increase in the estimated volunteer firefighter (VFF) wage cost and a \$5,000 increase in honorarium costs for 2020. The increased wage cost is in line with the annualized average cost per VFF for a complement of 66 VFF.
3. There is no new recruit training planned for 2020 which accounts for a \$3,600 reduction in the administration line.
4. The increase in the operations and maintenance line is mainly due to:
 - a \$5,100 increase in estimated dispatch and e-dispatching services; and
 - a \$1,300 increase in fire facility insurance premiums.
5. The increase in the fleet repairs and maintenance line is mainly due to:
 - a \$1,900 increase in fleet insurance premiums; and
 - a \$2,400 increase in fleet fuel expenditures.
6. The reduction in the Fergus fire station line is due to a \$1,700 decrease in expected utility costs in 2020.
7. Fire department cost recovery represents the proportion of all Fire department expenditures incurred for administering the Municipal FD Training Officer budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal FD Training Officer - Revenue	(144,600)	(143,695)	(151,200)	(6,600)	4.6 %
<i>Total Revenues</i>	(144,600)	(143,695)	(151,200)	(6,600)	4.6 %
<u>Expenses</u>					
Municipal FD Training Officer - Wages & Benefits	107,675	111,095	115,325	7,650	7.1 %
Municipal FD Training Officer - Administration	7,250	3,520	7,150	(100)	-1.4 %
Municipal FD Training Officer - Fleet Repair & Maintenance	4,175	3,580	4,225	50	1.2 %
Municipal FD Training Officer - Transfers to Reserves	6,000	6,000	5,000	(1,000)	-16.7 %
Municipal FD Training Officer - Cost Recovery Applied	19,500	19,500	19,500	-	0.0 %
<i>Total Expenses</i>	144,600	143,695	151,200	6,600	4.6 %
<i>Net Budget Municipal FD Training Officer</i>	-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year.
2. The transfer to reserves is for the future replacement of the Municipal FD Training Officer's vehicle.
3. Cost recovery applied represents an estimate of the administration expenses and Fire department overhead costs allocated to the Municipal FD Training Officer department.



Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Parks, Recreation and Culture Administration - Revenue	(3,000)	(6,139)	(14,000)	(11,000)	366.67%
<i>Total Revenues</i>	(3,000)	(6,139)	(14,000)	(11,000)	366.67%
<u>Expenses</u>					
Parks, Recreation and Culture Administration - Wages & Benefits	997,045	961,372	1,106,899	109,854	11.0%
Parks, Recreation and Culture Administration - Administration	61,550	61,457	62,450	900	1.5%
Parks, Recreation and Culture Administration - Operations & Maintenance	200,996	185,294	166,696	(34,300)	-17.1%
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	26,670	26,929	21,811	(4,859)	-18.2%
<i>Total Expenses</i>	1,286,261	1,235,052	1,357,855	71,594	5.6%
<i>Net Budget Parks, Recreation and Culture Administration</i>	1,283,261	1,228,913	1,343,855	60,594	4.7%

Major Changes Impacting This Budget

- Overall increase for the Parks, Recreation and Culture budget is \$170,644 (6.31%).
 - The Community Services budget includes a new part time temporary position for a Facility Maintenance Attendant. This position has a cost of \$33,100, but is fully funded through reductions in external facility repairs and maintenance costs throughout the Community Services budget.
 - The Parks and Recreation budget includes two new three year contract Parks Seasonal Employee positions for seven months annually (the other five months are allocated to the Transportation Services division). The 2020 net cost of these positions to Park and Recreation is approximately \$42,900. Hourly labour costs associated with these positions have been allocated mainly to the parks area within the Parks and Recreation budget.
- The increase in revenue is mainly due to the inclusion of \$10,000 of sponsorship revenue for Community Services events and programs offered during the year.
- The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the movement of staff in the salary grid during the 2020 year. Lastly, the wages and benefits line includes a new two year contract for a Recreation Programmer position that has a total cost of \$66,400. This position is fully funded through restructuring administrative positions within the aquatics and customer service areas.
- The new Recreation Programmer contract position results in a reduction in customer service representative hours that are allocated to the operations and maintenance line.
- The reduction in the fleet repairs and maintenance line is due to additional machine time rate recovery required due to new parks assumed over the past few years, and the addition of new vehicles in 2020 budget. The related machine time expenditures are allocated to various cost centres throughout the Parks, Recreation and Culture budget.



Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
Revenues					
Centre Wellington Community Sportsplex - Revenue	(963,500)	(985,699)	(949,400)	14,100	-1.5%
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(572,000)	(602,257)	(605,500)	(33,500)	5.9%
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(56,000)	(54,974)	(57,000)	(1,000)	1.8%
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(50,000)	(51,786)	(60,000)	(10,000)	20.0%
Centre Wellington Community Sportsplex - Program Revenue - March Break	(4,500)	(3,932)	(4,500)	-	0.0%
<i>Total Revenues</i>	(1,646,000)	(1,698,648)	(1,676,400)	(30,400)	1.8%
Expenses					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	690,113	754,850	773,428	83,315	12.1%
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	590,857	651,241	598,412	7,555	1.3%
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	118,000	87,855	96,325	(21,675)	-18.4%
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	2,020	2,500	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	741,411	765,376	733,199	(8,213)	-1.1%
Centre Wellington Community Sportsplex - House	-	-	20,985	20,985	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	81,754	81,286	76,602	(5,153)	-6.3%
Centre Wellington Community Sportsplex - P&R Fitness Program	46,022	46,421	49,915	3,894	8.5%
Centre Wellington Community Sportsplex - P&R Weight Room	34,965	35,932	34,086	(879)	-2.5%
Centre Wellington Community Sportsplex - P&R Summer Program	38,975	48,122	48,891	9,915	25.4%
Centre Wellington Community Sportsplex - March Break Program	3,345	2,734	3,456	111	3.3%
Centre Wellington Community Sportsplex - P&R Programs - Other	2,800	1,895	3,000	200	7.1%
<i>Total Expenses</i>	2,350,743	2,477,734	2,440,799	90,056	3.8%
Net Budget Parks & Recreation - Centre Wellington Community Sportsplex	704,743	779,086	764,399	59,656	8.5%

Major Changes Impacting This Budget

1. An \$18,700 reduction in concession revenue (included in the revenue line) is offset by a corresponding reduction in the concession expense line. Concessions are budgeted to breakeven.
2. Increased revenue anticipated from swim lessons and sale of swim accessories accounts for the increase in the aquatic centre revenue line.
3. An extra week of summer programs, and additional capacity, account for the increase in summer program revenue. This is offset by a similar increase in the corresponding summer program expense line.
4. The increase in the operating cost line is due to the following:
 - an increase in utility costs of \$76,700 is anticipated based on historical hydro, water, and gas usage at the facility. Approximately \$26,000 of this increase is due to the Federal Carbon Tax on natural gas; and
 - insurance premiums for the Sportsplex are expected to increase \$8,700 in 2020.
5. Restructuring in the aquatics division and the hiring of the Recreation Programmer contract position (included in Parks and Recreation administration wages) results in a reduction in the aquatic centre expense line.
6. The house on the Sportsplex property has been renovated to accommodate Parks and Recreation staff. As a result, costs associated with the house have been reallocated from the General Administration cost centre to the Sportsplex cost centre. The budget includes approximately \$13,000 of Parks and Recreation labour costs to maintain the house.
7. The reduction in the grounds expense line is due to savings anticipated by hiring the part time Facility Maintenance Attendant.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Elora Community Centre - Revenue	(343,000)	(343,779)	(338,500)	4,500	-1.3 %
<i>Total Revenues</i>	(343,000)	(343,779)	(338,500)	4,500	-1.3 %
<u>Expenses</u>					
Elora Community Centre - P&R Facilities: Operating Costs	276,452	299,751	295,524	19,072	6.9 %
Elora Community Centre - P&R Facilities: Repairs & Maintenance	275,690	258,182	309,050	33,360	12.1 %
Elora Community Centre - P&R Facilities: Concessions	35,000	34,151	32,627	(2,373)	-6.8 %
Elora Community Centre - P&R Facilities: Halls	1,500	200	1,000	(500)	-33.3 %
Elora Community Centre - Grounds	-	891	18,178	18,178	0.0 %
<i>Total Expenses</i>	588,642	593,176	656,379	67,737	11.5 %
Net Budget Parks & Recreation - Elora Community Centre	245,642	249,397	317,879	72,237	29.4 %

Major Changes Impacting This Budget

1. The reduction in revenue is due to an expected decrease in hall rental revenue of \$5,000 and concession and vending income has been reduced by \$2,400. There is a corresponding \$2,400 reduction in the concessions expense line and concessions and vending are budgeted to breakeven.
2. The increase in the operating costs line is due to the following:
 - an \$18,200 increase in utility costs;
 - a \$5,600 increase in insurance premiums; and
 - a \$5,600 reduction in repair and maintenance costs due to the addition of the Facility Maintenance Attendant contract position.
3. The increase in the repairs and maintenance line is due to additional labour and machine time costs allocated to this facility in 2020.
4. The grounds expense line tracks costs associated with maintaining the new skatepark area and the Elora Community Centre grounds (excluding the ball diamond).



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Belwood Hall - Revenue	(6,800)	(5,912)	(6,800)	-	0.0 %
<i>Total Revenues</i>	(6,800)	(5,912)	(6,800)	-	0.0 %
<u>Expenses</u>					
Belwood Hall - P&R Facilities: Operating Costs	23,560	21,631	23,698	138	0.6 %
<i>Total Expenses</i>	23,560	21,631	23,698	138	0.6 %
<i>Net Budget Parks & Recreation - Belwood Hall</i>	16,760	15,720	16,898	138	0.8 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Parks & Recreation - Active Parks

A variety of active parks are spread throughout Centre Wellington. Many parks include soccer pitches, tennis courts, ball diamonds, and rugby fields.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park (Fergus) - Revenue	(5,800)	(5,732)	(4,800)	1,000	-17.2 %
ECC Ball Diamond - Revenue	(13,800)	(14,583)	(14,500)	(700)	5.1 %
Tye Park - Revenue	(1,600)	(2,352)	(2,200)	(600)	37.5 %
South Ridge Park - Revenue	(4,800)	(4,054)	(3,800)	1,000	-20.8 %
Strathallan Park - Revenue	(1,300)	(1,337)	(1,300)	-	0.0 %
CWCS Ball Diamond - Revenue	(700)	(623)	(700)	-	0.0 %
Belwood Ball Diamond - Revenue	(3,000)	(1,739)	(1,500)	1,500	-50.0 %
Bissell Park - Revenue	(4,500)	(5,111)	(4,500)	-	0.0 %
<i>Total Revenues</i>	(35,500)	(35,529)	(33,300)	2,200	-6.2 %
<u>Expenses</u>					
Belwood Ball Diamond - Operations & Maintenance	6,251	7,925	7,871	1,619	25.9 %
Bissell Park - Operations & Maintenance	48,652	33,718	38,813	(9,839)	-20.2 %
CWCS Ball Diamond - Operations & Maintenance	1,849	1,038	1,450	(399)	-21.6 %
ECC Ball Diamond - Operations & Maintenance	19,600	14,350	14,834	(4,766)	-24.3 %
Parks - General - Operations & Maintenance	15,000	15,319	7,500	(7,500)	-50.0 %
South Ridge Park - Operations & Maintenance	34,219	21,376	28,134	(6,086)	-17.8 %
Strathallan Park - Operations & Maintenance	7,568	8,107	10,884	3,316	43.8 %
Tower Street Tennis Courts - Operations & Maintenance	5,309	3,225	5,684	374	7.0 %
Tye Park - Operations & Maintenance	17,540	16,997	17,250	(290)	-1.7 %
Victoria Park (Fergus) - Operations & Maintenance	61,541	51,137	55,613	(5,928)	-9.6 %
<i>Total Expenses</i>	217,530	173,193	188,032	(29,498)	-13.6 %
<i>Net Budget Parks & Recreation - Active Parks</i>	182,030	137,664	154,732	(27,298)	-15.0 %

Major Changes Impacting This Budget

1. Changes in expenditures at various active parks is mainly due to changes in the allocation of hourly Parks and Recreation labour costs to specific parks and facilities throughout the Community Services budget.
2. The reduction in Parks - General expenditures is due to the removal of leasing trucks in the 2020 budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Parks & Recreation - Passive Parks

A variety of passive parks are spread throughout Centre Wellington. Many parks include natural areas, river front open space, trails, and areas for socialization.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Passive Parks - Revenue	(8,500)	(6,749)	(8,500)	-	0.0 %
<i>Total Revenues</i>	(8,500)	(6,749)	(8,500)	-	0.0 %
<u>Expenses</u>					
Passive Parks - Operations & Maintenance	203,276	205,438	215,621	12,344	6.1 %
<i>Total Expenses</i>	203,276	205,438	215,621	12,344	6.1 %
<i>Net Budget Parks & Recreation - Passive Parks</i>	194,776	198,689	207,121	12,344	6.3 %

Major Changes Impacting This Budget

1. Additional Parks and Recreation hourly labour costs have been allocated to passive parks due to new parks assumed in subdivisions over the past few years which require inspections and maintenance.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Parks & Recreation - Urban Forestry

Urban 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
Urban Forestry	50,000	36,439	50,000	-	0.0 %
<i>Total Expenses</i>	50,000	36,439	50,000	-	0.0 %
<i>Net Budget Parks & Recreation - Urban Forestry</i>	50,000	36,439	50,000	-	0.0 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Greenhouses - Operations & Maintenance	27,964	18,945	20,935	(7,028)	-25.1 %
<i>Total Expenses</i>	27,964	18,945	20,935	(7,028)	-25.1 %
<i>Net Budget Parks & Recreation - Greenhouses</i>	27,964	18,945	20,935	(7,028)	-25.1 %

Major Changes Impacting This Budget

1. Reduction is due to the allocation of hourly Parks and Recreation labour costs to other cost centres within the Community Services budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Parks & Recreation - Other Expenditures

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Parks and Recreation - Other Expenditures - Transfers from Reserves	(1,260)	(1,260)	(1,260)	-	0.0 %
<i>Total Revenues</i>	(1,260)	(1,260)	(1,260)	-	0.0 %
<u>Expenses</u>					
<i>Total Expenses</i>	-	-	-	-	0.0 %
Net Budget Parks & Recreation - Other Expenditures	(1,260)	(1,260)	(1,260)	-	0.0 %

Major Changes Impacting This Budget

1. Transfers from reserves includes a \$1,260 transfer from the Newdon Public Swim Reserve for the funding of public swimming at the Sportsplex.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Victoria Park Seniors Centre - Revenue	(255,000)	(297,564)	(270,700)	(15,700)	6.2 %
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(4,000)	(4,000)	-	0.0 %
<i>Total Revenues</i>	(259,000)	(301,564)	(274,700)	(15,700)	6.1 %
<u>Expenses</u>					
Victoria Park Seniors Centre - Wages & Benefits	239,499	240,559	250,851	11,352	4.7 %
Victoria Park Seniors Centre - Administration	12,504	10,327	11,404	(1,100)	-8.8 %
Victoria Park Seniors Centre - Operations & Maintenance	101,850	97,826	103,139	1,289	1.3 %
Victoria Park Seniors Centre - VPC - Programs	131,400	159,113	139,100	7,700	5.9 %
Victoria Park Seniors Centre - Transfers to Reserves	55,300	70,697	63,300	8,000	14.5 %
<i>Total Expenses</i>	540,553	578,522	567,794	27,241	5.0 %
<i>Net Budget Victoria Park Seniors Centre</i>	281,553	276,959	293,094	11,541	4.1 %

Major Changes Impacting This Budget

1. Revenue increase is due to a \$15,700 increase in budgeted program revenue.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by an additional \$5,400 allocation of Parks and Recreation hourly staff labour costs to maintain the facility.
3. Minor reductions to budgets for office supplies and office furniture and equipment account for the decrease in the administration line.
4. The program expenditures line includes a \$7,700 increase for additional planned programming in 2020.
5. 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
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Downtown - Beautification - Operations & Maintenance	20,561	38,380	38,124	17,563	85.4 %
<i>Total Expenses</i>	20,561	38,380	38,124	17,563	85.4 %
<i>Net Budget Fergus Downtown - Beautification</i>	20,561	38,380	38,124	17,563	85.4 %

Major Changes Impacting This Budget

1. The increase in costs is mainly due to labour and machine time reallocations between the Fergus Downtown Beautification and Maintenance cost centres. Additional Parks and Recreation hourly staff labour and machine time has been allocated to accommodate watering planters in 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Elora Downtown - Beautification - Operations & Maintenance	33,601	45,645	47,424	13,824	41.1 %
<i>Total Expenses</i>	33,601	45,645	47,424	13,824	41.1 %
<i>Net Budget Elora Downtown - Beautification</i>	33,601	45,645	47,424	13,824	41.1 %

Major Changes Impacting This Budget

1. The increase in costs is mainly due to labour and machine time reallocations between the Elora Downtown Beautification and Maintenance cost centres. Additional Parks and Recreation hourly staff labour and machine time has been allocated to accommodate watering planters in 2020. \$3,200 has been allocated for new planters on the North and South sides of the MacDonald pedestrian bridge.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Fergus Weigh Scale Building - Wages & Benefits	10,865	11,015	11,359	494	4.5 %
Fergus Weigh Scale Building - Operations & Maintenance	6,575	5,943	6,787	212	3.2 %
<i>Total Expenses</i>	17,440	16,958	18,146	706	4.0 %
<i>Net Budget Fergus Weigh Scale Building</i>	17,440	16,958	18,146	706	4.0 %

Major Changes Impacting This Budget

1. Increase in wages and benefits line is due to a contract staff person moving through the part-time wage grid.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Elora Public Washrooms

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

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
Elora Public Washrooms - Operations & Maintenance	29,793	21,706	29,167	(627)	-2.1 %
<i>Total Expenses</i>	29,793	21,706	29,167	(627)	-2.1 %
<i>Net Budget Elora Public Washrooms</i>	29,793	21,706	29,167	(627)	-2.1 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Fergus Grand Theatre - Revenue	(92,750)	(85,186)	(82,750)	10,000	-10.8 %
<i>Total Revenues</i>	(92,750)	(85,186)	(82,750)	10,000	-10.8 %
<u>Expenses</u>					
Fergus Grand Theatre - Wages & Benefits	100,653	97,204	105,014	4,360	4.3 %
Fergus Grand Theatre - Administration	10,300	12,063	11,250	950	9.2 %
Fergus Grand Theatre - Operations & Maintenance	63,600	53,810	51,976	(11,624)	-18.3 %
Fergus Grand Theatre - Transfers to Reserves	5,500	5,715	5,800	300	5.5 %
<i>Total Expenses</i>	180,053	168,793	174,040	(6,014)	-3.3 %
<i>Net Budget Fergus Grand Theatre</i>	87,303	83,607	91,290	3,986	4.6 %

Major Changes Impacting This Budget

1. The decrease in revenue is due to a \$10,000 reduction in in-house productions. This is offset by a \$10,000 decrease in expenditures associated with in-house productions included in the operations and maintenance line. In-house productions are budgeted to break even.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by the allocation of some of the Facility Maintenance Associate's labour costs to repair and maintain the facility.
3. \$600 for creating and maintaining a social media presence for the theatre accounts for the majority of the increase to the administration line.
4. 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 2020 Operating Budget Summary With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Tourism - Revenue	(500)	(7,375)	(250)	250	-50.0 %
<i>Total Revenues</i>	(500)	(7,375)	(250)	250	-50.0 %
<u>Expenses</u>					
Tourism - Wages & Benefits	172,448	184,541	176,557	4,109	2.4 %
Tourism - Administration	28,613	25,018	20,213	(8,400)	-29.4 %
Tourism - Operations & Maintenance	57,500	42,459	52,250	(5,250)	-9.1 %
<i>Total Expenses</i>	258,561	252,018	249,020	(9,541)	-3.7 %
<i>Net Budget Tourism</i>	258,061	244,643	248,770	(9,291)	-3.6 %

Major Changes Impacting This Budget

1. A reduced estimate for souvenir sales in 2020 accounts for the decrease in the revenue line.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020.
3. A \$7,700 reduction in rent charges from the Centre Wellington Chamber of Commerce, and a reduction in repair and maintenance costs due to the addition of the Facility Maintenance Associate, accounts for the majority of the decrease in the administration line.
4. A \$5,000 reduction to wayfinding signage repair and replacement expenditures accounts for the reduction in the operations and maintenance line.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Celebrations

		2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
					\$	%
<u>Revenues</u>						
	<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>						
	Canada Day Celebrations - Expenses	17,000	15,722	17,000	-	0.0 %
	Victoria Day Celebrations - Expenses	3,000	3,000	3,000	-	0.0 %
	<i>Total Expenses</i>	20,000	18,722	20,000	-	0.0 %
<u>Net Budget Celebrations</u>		20,000	18,722	20,000	-	0.0 %

Major Changes Impacting This Budget



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Grants to Community Groups - Specific Annual Grants

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Expenses</i>					
Grants to Community Groups - Specific Annual Grants	20,550	20,535	25,550	5,000	24.3 %
<i>Total Expenses</i>	20,550	20,535	25,550	5,000	24.3 %
<i>Net Budget Grants to Community Groups - Specific Annual Grants</i>	20,550	20,535	25,550	5,000	24.3 %

Major Changes Impacting This Budget

1. Total grants budgeted for community groups in the 2020 budget are \$70,000. This represents a \$15,000 increase from the 2019 budget as directed by Council.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Community Services - Grants to Community Groups - Community Impact Grants

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Grants to Community Groups - Community Impact Grants	34,450	34,450	39,237	4,787	13.9 %
Grants to Community Groups - Emergency Relief	-	-	5,213	5,213	0.0 %
<i>Total Expenses</i>	34,450	34,450	44,450	10,000	29.0 %
<i>Net Budget Grants to Community Groups - Community Impact Grants</i>	34,450	34,450	44,450	10,000	29.0 %

Major Changes Impacting This Budget

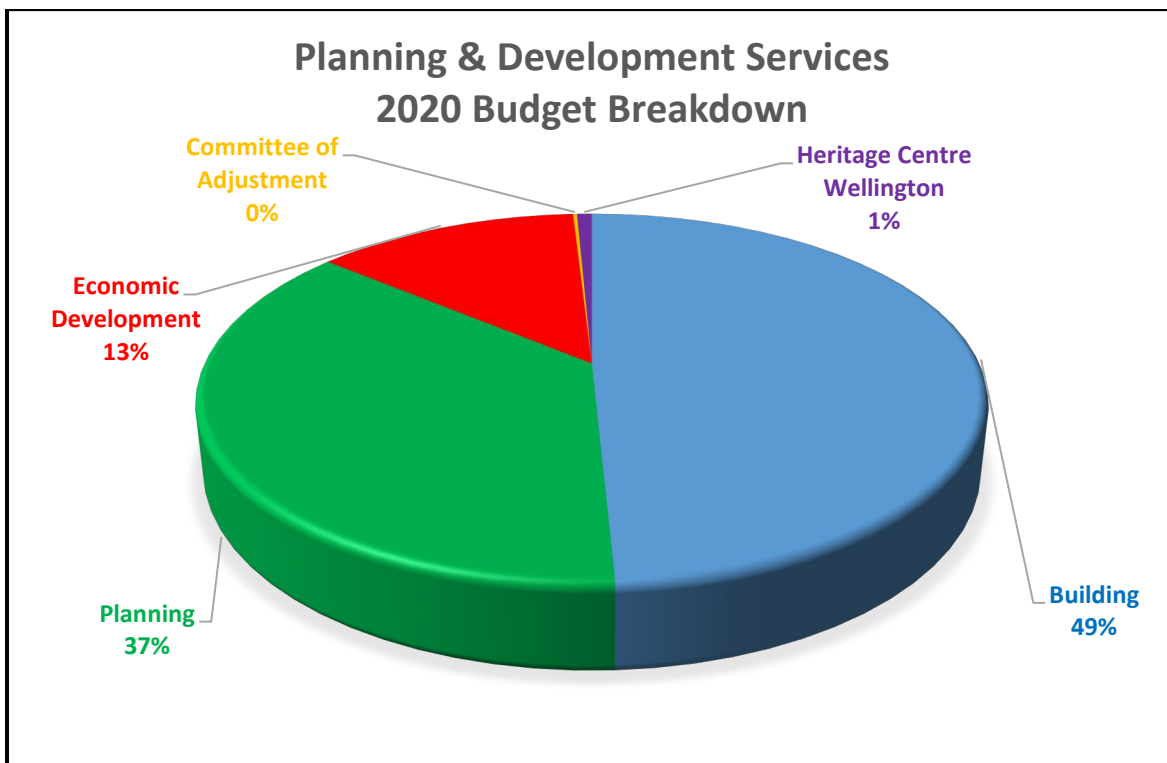


Planning & Development Services Summary

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 2020 is \$1,843,329, which is broken down as follows:





**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Building - Revenue	(1,151,300)	(1,594,336)	(1,077,200)	74,100	-6.4 %
<i>Total Revenues</i>	(1,151,300)	(1,594,336)	(1,077,200)	74,100	-6.4 %
<u>Expenses</u>					
Building - Wages & Benefits	874,745	810,115	854,076	(20,669)	-2.4 %
Building - Administration	28,075	38,293	31,725	3,650	13.0 %
Building - Operations & Maintenance	5,250	31,690	6,250	1,000	19.0 %
Building - Fleet Repair & Maintenance	14,225	15,932	15,100	875	6.2 %
Building - Transfers to Reserves	-	519,727	-	-	0.0 %
<i>Total Expenses</i>	922,295	1,415,757	907,151	(15,144)	-1.6 %
<i>Net Budget Building</i>	(229,005)	(178,579)	(170,049)	58,956	-25.7 %

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 reduction in revenue is due to a change in the budgeting method for building permit revenue from utilizing annualized averages in prior years to a cost neutral calculation under Bill 124.
2. The wages and benefits reduction is due to the elimination of a Customer Service Associate contract position resulting in savings of \$52,200. This reduction is offset by a \$30,500 increase to full-time salaried staff wages and benefits as a result of: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by movement of staff in the salary grid during the 2020 year.
3. Increase in the administration line is mainly due to a \$3,000 increase in the conference and training budget.
4. Increase in the operations and maintenance line is mainly due to a \$1,000 increase in budgeted professional fees.
5. The fleet repairs and maintenance line change is due to an increase in insurance premiums for building vehicles.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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, and plans of subdivision. 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Planning - Revenue	(185,000)	(217,829)	(232,000)	(47,000)	25.4 %
Planning - Transfers from Reserves	(50,000)	(13,018)	(25,000)	25,000	-50.0 %
<i>Total Revenues</i>	(235,000)	(230,846)	(257,000)	(22,000)	9.4 %
<u>Expenses</u>					
Planning - Wages & Benefits	592,157	601,131	627,844	35,686	6.0 %
Planning - Administration	12,575	7,654	11,875	(700)	-5.6 %
Planning - Operations & Maintenance	65,000	25,528	40,000	(25,000)	-38.5 %
<i>Total Expenses</i>	669,732	634,313	679,719	9,986	1.5 %
<u>Net Budget Planning</u>	434,732	403,466	422,719	(12,014)	-2.8 %

Major Changes Impacting This Budget

1. Planning revenue is budgeted based on a five year annualized average and has been increased by \$5,000 in the 2020 budget. Revenue from lot grading inspections has been increased by \$40,000 as the fee charged for this type of inspection is significantly less than that charged by other municipalities. Lastly, the revenue line includes an additional \$2,000 of site plan alteration permit revenue that was included in the Building division cost centre in prior years.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by two positions increasing a pay grade as a result of the job evaluation study completed in 2019 and the movement of staff in the salary grid during the 2020 year.
3. The decrease in the administration line is mainly due a reduction in the conferences and training budget.
4. The operations and maintenance line includes \$25,000 of estimated costs associated with ongoing LPAT (formerly OMB) hearing expenditures in 2020. These costs are funded by an equivalent transfer from the Legal Matters Reserve.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Economic Development - Transfer from Reserves	(125,300)	(106,105)	(51,000)	74,300	-59.3 %
Economic Development - Revenue	-	(1,500)	-	-	0.0 %
<i>Total Revenues</i>	(125,300)	(107,605)	(51,000)	74,300	-59.3 %
<u>Expenses</u>					
Economic Development - Wages & Benefits	112,214	112,315	116,710	4,496	4.0 %
Economic Development - Administration	7,650	5,325	8,050	400	5.2 %
Economic Development - Operations & Maintenance	187,800	146,800	114,700	(73,100)	-38.9 %
<i>Total Expenses</i>	307,664	264,441	239,460	(68,204)	-22.2 %
<i>Net Budget Economic Development</i>	182,364	156,836	188,460	6,096	3.3 %

Major Changes Impacting This Budget

1. The estimated \$51,000 cost of implementing the Township's Community Improvement Plan (CIP) in 2020 is included in the operations and maintenance line. The anticipated CIP expenditures are funded by a transfer from the CIP Reserve. The CIP Reserve is funded from a \$30,000 transfer from the Economic Development Reserve in 2020.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020.
3. The change in the operations and maintenance line is due to:
 - a \$69,300 reduction in estimated costs associated with the Jobs and Investments Incentive Grant program;
 - a \$5,000 decrease in the estimated expenditures for implementing the CIP grant program in 2020;
 - a \$1,500 decrease in website upgrade expenditures; and
 - a \$2,700 increase in costs associated with small business training and support provided by the Business Centre Guelph-Wellington.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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).

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Committee of Adjustment - Revenue	(15,500)	(13,051)	(15,500)	-	0.0 %
<i>Total Revenues</i>	(15,500)	(13,051)	(15,500)	-	0.0 %
<u>Expenses</u>					
Committee of Adjustment - Wages & Benefits	2,700	3,269	2,700	-	0.0 %
Committee of Adjustment - Administration	1,350	873	850	(500)	-37.0 %
<i>Total Expenses</i>	4,050	4,142	3,550	(500)	-12.3 %
<i>Net Budget Committee of Adjustment</i>	(11,450)	(8,909)	(11,950)	(500)	4.4 %

Major Changes Impacting This Budget

1. Committee of Adjustment revenue is consistent with the annualized historical average.
2. A \$500 reduction in the training budget accounts for the decrease in the administration line.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
<i>Total Revenues</i>	-	-	-	-	0.0 %
<u>Expenses</u>					
Heritage Centre Wellington - Administration	3,100	283	2,950	(150)	-4.8 %
Heritage Centre Wellington - Operations & Maintenance	9,500	2,346	8,000	(1,500)	-15.8 %
Heritage Centre Wellington - Transfers to Reserves	2,500	2,500	2,500	-	0.0 %
<i>Total Expenses</i>	15,100	5,128	13,450	(1,650)	-10.9 %
<i>Net Budget Heritage Centre Wellington</i>	15,100	5,128	13,450	(1,650)	-10.9 %

Major Changes Impacting This Budget

1. A reduction in budgeted professional fees accounts for the decrease in the operations and maintenance line.

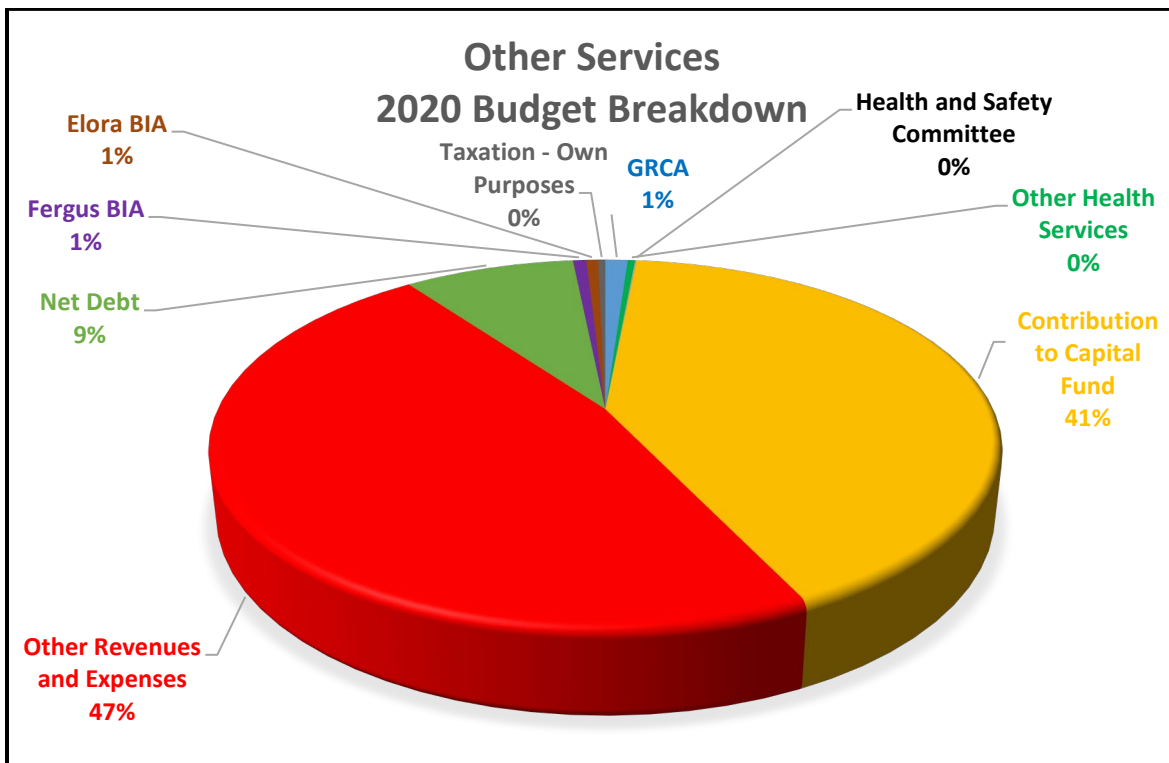


Other Services Summary

Other Services is made up of the following budget areas:

- ✓ Grand River Conservation Authority
- ✓ Other Health Services
- ✓ Health and Safety Committee
- ✓ Contribution to Capital Fund
- ✓ Ontario Non-Specific Grants
- ✓ Other Revenues and Expenses
- ✓ Net Debt
- ✓ Fergus BIA
- ✓ Elora BIA
- ✓ Taxation – Payment in Lieu
- ✓ Taxation – Township Purposes

The combined gross expenditure budget for Other Services for 2020 is \$9,951,917, which is broken down as follows:





**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Grand River Conservation Authority

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
GRCA - Special Levy	(105,753)	(107,443)	(109,351)	(3,598)	3.4 %
<i>Total Revenues</i>	(105,753)	(107,443)	(109,351)	(3,598)	3.4 %
<u>Expenses</u>					
GRCA - Capital & Operating Levy	105,753	105,337	109,351	3,598	3.4 %
GRCA - Transfer to Reserves	-	2,106	-	-	0.0 %
<i>Total Expenses</i>	105,753	107,443	109,351	3,598	3.4 %
<i>Net Budget Grand River Conservation Authority</i>	-	-	-	-	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 2020 is \$301,160. This represents a 3.4% increase from the 2019 total levy amount.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Other Health Services

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Other Health Services - Miscellaneous Revenue	-	(750)	-	-	0.0 %
Other Health Services - Transfer from Reserves	(20,000)	(16,452)	(20,000)	-	0.0 %
<i>Total Revenues</i>	(20,000)	(17,202)	(20,000)	-	0.0 %
<u>Expenses</u>					
Other Health Services - Health Professional Recruitment	32,973	33,572	36,029	3,056	9.3 %
<i>Total Expenses</i>	32,973	33,572	36,029	3,056	9.3 %
<i>Net Budget Other Health Services</i>	12,973	16,370	16,029	3,056	23.6 %

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. The remainder of this budget is for lawn care and snow plowing at the Centre Wellington Community Medical Offices located in Fergus.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Health and Safety Committee

The Health and Safety Committee is a legislated requirement under the provincial Occupational Health & Safety Act and has certain contributions in relation to the Worker's Safety and Insurance Act and the Ministry of Labour.

The Township of Centre Wellington Joint Health & Safety Committee promotes safety in the workplace and ensures that each employee is provided with the necessary equipment and training required to complete their prescribed duties in a safe and educated manner.

The duties of the committee include, but are not limited to, the following:

- 1) establishing policies and procedures which will encourage the active participation of all employees in the prevention of accidents and the promotion of health and safety in the workplace;
- 2) providing up-to-date information, training, and assistance as required to ensure the regulations set out in the Occupational Health and Safety Act are adhered to and when possible exceeded;
- 3) identify situations that may be a source of danger or hazard to the workers and make recommendations to the employer for improvement; and
- 4) conduct monthly site inspections and hold monthly meetings to discuss matters pertaining to health and safety.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Expenses</u>					
Health and Safety Committee - Administration	3,800	2,607	7,400	3,600	94.7 %
<i>Total Expenses</i>	3,800	2,607	7,400	3,600	94.7 %
<i>Net Budget Health and Safety Committee</i>	3,800	2,607	7,400	3,600	94.7 %

Major Changes Impacting This Budget

1. The training budget was increased by \$3,600 for First Aid/CPR recertification training.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019	2019	2020	2019/2020	
	Budget	Actual	Approved Budget	Budget Change \$	%
<i>Expenses</i>					
Contribution to General Capital Reserve	825,000	825,000	850,000	25,000	3.0 %
Transfer to Dedicated Capital Levy Reserve	1,208,200	1,238,996	1,516,200	308,000	25.5 %
Public Works Transfer to Vehicle Replacement Reserve	575,000	575,000	-	(575,000)	-100.0 %
P&R Transfer to Vehicle Replacement Reserve	65,000	65,000	-	(65,000)	-100.0 %
Fire Transfer to Vehicle Replacement Reserve	340,000	340,000	-	(340,000)	-100.0 %
Building Transfer to Vehicle Replacement Reserve	16,000	16,000	-	(16,000)	-100.0 %
By-Law Transfer to Vehicle Replacement Reserve	5,000	5,000	-	(5,000)	-100.0 %
Transfer to Vehicle Replacement Reserve	-	-	897,000	897,000	0.0 %
Public Works Transfer to Equipment Replacement Reserve	35,000	35,000	-	(35,000)	-100.0 %
Fire Transfer to Equipment Replacement Reserve	110,000	110,000	-	(110,000)	-100.0 %
IT&S Transfer to Equipment Replacement Reserve	110,000	110,000	-	(110,000)	-100.0 %
P&R Transfer to Facility Replacement Reserve	198,000	207,629	-	(198,000)	-100.0 %
P&R Transfer to Parks Replacement Reserve	165,000	165,000	-	(165,000)	-100.0 %
Transfer to Equipment Replacement Reserve	-	-	764,000	764,000	0.0 %
Transfer to Streetlight Reserve	-	-	89,000	89,000	0.0 %
<i>Total Expenses</i>	3,652,200	3,692,625	4,116,200	464,000	12.7 %
<i>Net Budget Contribution to Capital Fund</i>	3,652,200	3,692,625	4,116,200	464,000	12.7 %

Major Changes Impacting This Budget

1. An increase to the contribution to General Capital Reserve of \$25,000 is budgeted for 2020.
2. A 2% 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. Departmental vehicle replacement reserves have been consolidated into one transfer for the 2020 budget in an effort to smooth increases in the current and future years. The total reduction in transfers to the Vehicle Replacement Reserve is \$104,000.
4. Departmental equipment replacement reserves have been consolidated into one transfer for the 2020 budget in an effort to smooth increases in the current and future years. The total increase in transfers to the Equipment Replacement Reserve is \$146,000.
5. Transfers to the Streetlight Reserve were included in the street lighting line items on the Transportation Services - Operations cost centre in prior years. Total 2019 contributions to the Streetlight Reserves were \$89,000.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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).

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Ontario Non-Specific Grants - OMPF Program	(319,515)	(319,600)	(271,700)	47,815	-15.0 %
<i>Total Revenues</i>	(319,515)	(319,600)	(271,700)	47,815	-15.0 %
Net Budget Ontario Non-Specific Grants	(319,515)	(319,600)	(271,700)	47,815	-15.0 %

Major Changes Impacting This Budget

1. A \$47,815 (15%) decrease in OMPF funding is confirmed for 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Other Revenues and Expenses

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Other Revenue - Tax Interest/Penalties	(325,000)	(347,809)	(325,000)	-	0.0 %
Other Revenue - Investment Earnings	(838,300)	(1,273,762)	(923,800)	(85,500)	10.2 %
Other Revenue - Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0 %
Other Revenue - OCIF Proceeds	(1,216,174)	(1,216,174)	(1,216,174)	-	0.0 %
Other Revenue - Aggregate Resources	(60,000)	(137,363)	(130,000)	(70,000)	116.7 %
Other Revenue - CW Hydro-Interest on Equity	(365,800)	(365,890)	(365,890)	(90)	0.0 %
Other Revenue - OLG Gaming Proceeds	(2,165,000)	(2,740,529)	(2,600,000)	(435,000)	20.1 %
Other Revenue - Gas Tax Proceeds	(855,200)	(1,721,241)	(855,209)	(9)	0.0 %
Other Revenue - Year-End (Surplus)/Deficit	-	(392,834)	-	-	0.0 %
<i>Total Revenues</i>	(5,894,114)	(8,264,241)	(6,484,713)	(590,599)	10.0 %
<u>Expenses</u>					
Other Expenses - Elora LCBO Expenditures	9,800	6,996	10,300	500	5.1 %
Other Expenses - West Garafraxa Office Expenditures	9,500	5,868	8,600	(900)	-9.5 %
Other Expenses - Transfers to Reserves	4,236,374	6,070,778	4,671,383	435,009	10.3 %
<i>Total Expenses</i>	4,255,674	6,083,641	4,690,283	434,609	10.2 %
Net Budget Other Revenues and Expenses	(1,638,440)	(2,180,600)	(1,794,430)	(155,990)	9.5 %

Major Changes Impacting This Budget

1. The increase in investment earnings is due to a \$100,000 increase in budgeted bank interest and term deposit revenue in 2020. This is offset by a \$14,500 reduction in interest from various loans receivable from related corporations, loans from reserves, and for water and sewer connection loans.
2. In 2020, it is estimated that the Township will receive \$1,216,174 from the Ontario Community Infrastructure Fund (formula based component). Confirmation of the 2020 amount has not been issued by the Province and assumes that the funding level will not increase from the 2019 amount. 100% of these funds are transferred to a reserve for the purpose of funding 2020 capital projects in accordance with the funding agreement.
3. An increase in the rate the Township receives from \$0.06/tonne to \$0.12/tonne for aggregate extracted from the Township accounts for additional revenue budgeted in the aggregate resources line.
4. 100% of OLG gaming proceeds are transferred to reserves based on a formula approved by Council in 2019. Based on 2020 estimated OLG revenue of \$2,600,000, the following reserve transfers are budgeted:
 - \$2,200,000 to the OLG Capital Reserve;
 - \$270,000 to the Economic Development Reserve; and
 - \$130,000 to the Arts, Culture and Heritage Reserve.
5. In 2020, the Township will receive Federal Gas Tax funding of \$855,209. 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 2018 surplus was \$392,834.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Transfer from Reserves	(106,261)	(106,299)	-	106,261	-100.0 %
Transfer from P&R DC Reserve Fund	(389,593)	(389,593)	(389,593)	-	0.0 %
Transfer from Corporate DC Reserve Fund	(14,850)	(14,850)	(14,850)	-	0.0 %
Transfer from PW DC Reserve Fund	(12,263)	(12,263)	(12,263)	-	0.0 %
<i>Total Revenues</i>	(522,967)	(523,005)	(416,706)	106,261	-20.3 %
<u>Expenses</u>					
P&R Debt Payments	687,867	687,608	581,606	(106,261)	-15.4 %
Planning Debt Payments	14,850	14,850	14,850	-	0.0 %
PW Debt Payments	133,025	131,371	132,870	(155)	-0.1 %
Social Debt Payments	104,839	104,839	104,839	-	0.0 %
<i>Total Expenses</i>	940,581	938,667	834,165	(106,416)	-11.3 %
<i>Net Budget Net Debt</i>	417,614	415,662	417,459	(155)	0.0 %

Major Changes Impacting This Budget

1. 50.0% of tax supported debt is funded from development charges in 2020.
2. In 2019 a transfer from the Land Sale Reserve was used to fund repayment of the Wellington-Waterloo Community Futures debt estimated to be \$106,261. This debt was assumed upon default of a loan by Wellington Centre for Sustainable Agriculture, which was guaranteed by the Township, for the house located on the Sportsplex property (570 Belsyde Ave, Fergus). Debt payments are included in the P&R debt payments line.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Fergus BIA

		2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
					\$	%
<u>Revenues</u>						
Fergus BIA - Fergus BIA Levy		(65,000)	(64,937)	(65,000)	-	0.0 %
	<i>Total Revenues</i>	(65,000)	(64,937)	(65,000)	-	0.0 %
<u>Expenses</u>						
Fergus BIA - Levy		65,000	64,937	65,000	-	0.0 %
	<i>Total Expenses</i>	65,000	64,937	65,000	-	0.0 %
<u>Net Budget Fergus BIA</u>		-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. No change in the Fergus BIA levy for 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Elora BIA

		2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
					\$	%
<u>Revenues</u>						
Elora BIA - Elora BIA Levy		(57,910)	(65,510)	(58,489)	(579)	1.0 %
	<i>Total Revenues</i>	(57,910)	(65,510)	(58,489)	(579)	1.0 %
<u>Expenses</u>						
Elora BIA - Levy		57,910	65,510	58,489	579	1.0 %
	<i>Total Expenses</i>	57,910	65,510	58,489	579	1.0 %
<u>Net Budget Elora BIA</u>		-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. 1% increase in the Elora BIA levy for 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<i>Revenues</i>					
Taxation - Payments in Lieu	(205,000)	(225,439)	(225,000)	(20,000)	9.8 %
<i>Total Revenues</i>	(205,000)	(225,439)	(225,000)	(20,000)	9.8 %
<i>Net Budget Taxation - Payment in Lieu</i>	(205,000)	(225,439)	(225,000)	(20,000)	9.8 %

Major Changes Impacting This Budget

- The budgeted amount for 2020 payments in lieu is in line with the actual amount received in 2019.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Other Services - Taxation - Township Purposes

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Taxation - Regular Taxation	(13,732,355)	(13,732,346)	(14,417,947)	(685,592)	5.0 %
Taxation - Dedicated Capital Levy	(1,208,200)	(1,238,996)	(1,516,200)	(308,000)	25.5 %
Taxation - Supp/Omits	(210,000)	(391,294)	(250,000)	(40,000)	19.0 %
<i>Total Revenues</i>	(15,150,555)	(15,362,636)	(16,184,147)	(1,033,592)	6.8 %
<u>Expenses</u>					
Taxation - Tax Increment Equivalent Grant Expense	-	31,972	35,000	35,000	0.0 %
<i>Total Expenses</i>	-	31,972	35,000	35,000	0.0 %
<i>Net Budget Taxation - Township Purposes</i>	(15,150,555)	(15,330,664)	(16,149,147)	(998,592)	6.6 %

Major Changes Impacting This Budget

1. The regular taxation line includes assessment growth of 2.23% in 2020. The 2020 tax levy change is 2.70% plus a 2% dedicated capital levy for a total increase of 4.70%.
2. Supplementary taxation has been increased to reflect the assessment of homes in new subdivisions and new businesses assessed during the year.
3. The tax increment equivalent grant expense (TIEG) for 2020 is an estimated grant amount required under an agreement approved by Council.



TAX SUPPORTED 3-YEAR OPERATING FORECAST

2020 BUDGET



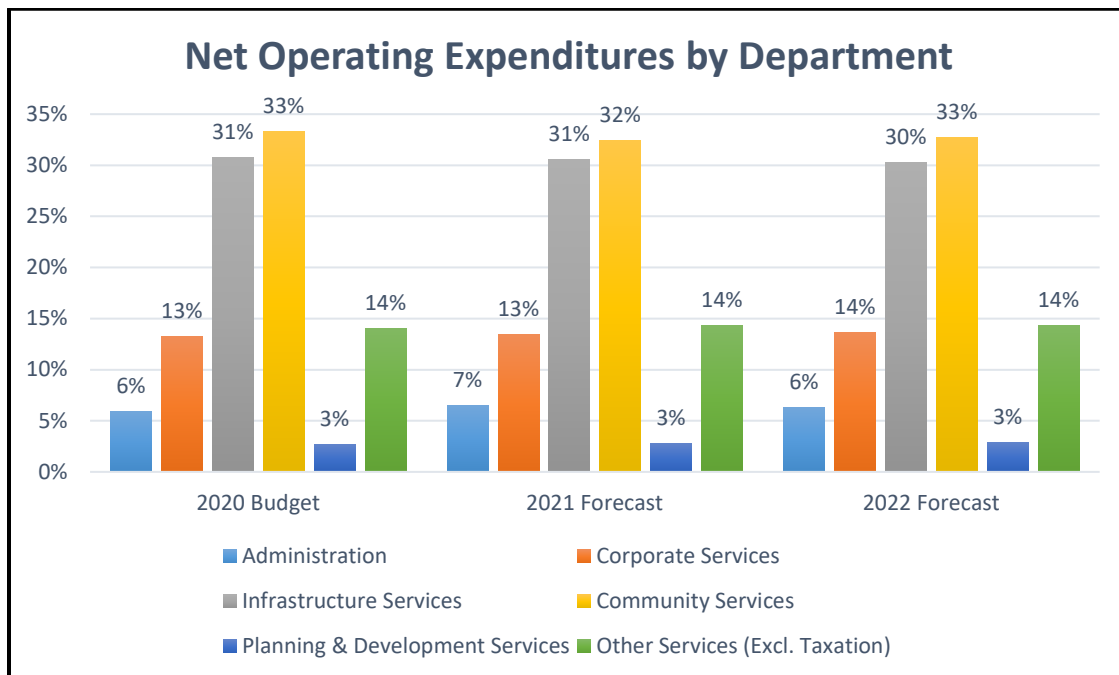
3-Year Operating Forecast Summary

The 3-year Operating Forecast was a new feature in the 2019 Budget that has continued for 2020. While the 2020 budget is approved by Council, the forecast years of 2021 and 2022 are provided for information purposes only and are designed to provide anticipated tax-supported operating impacts over this period.

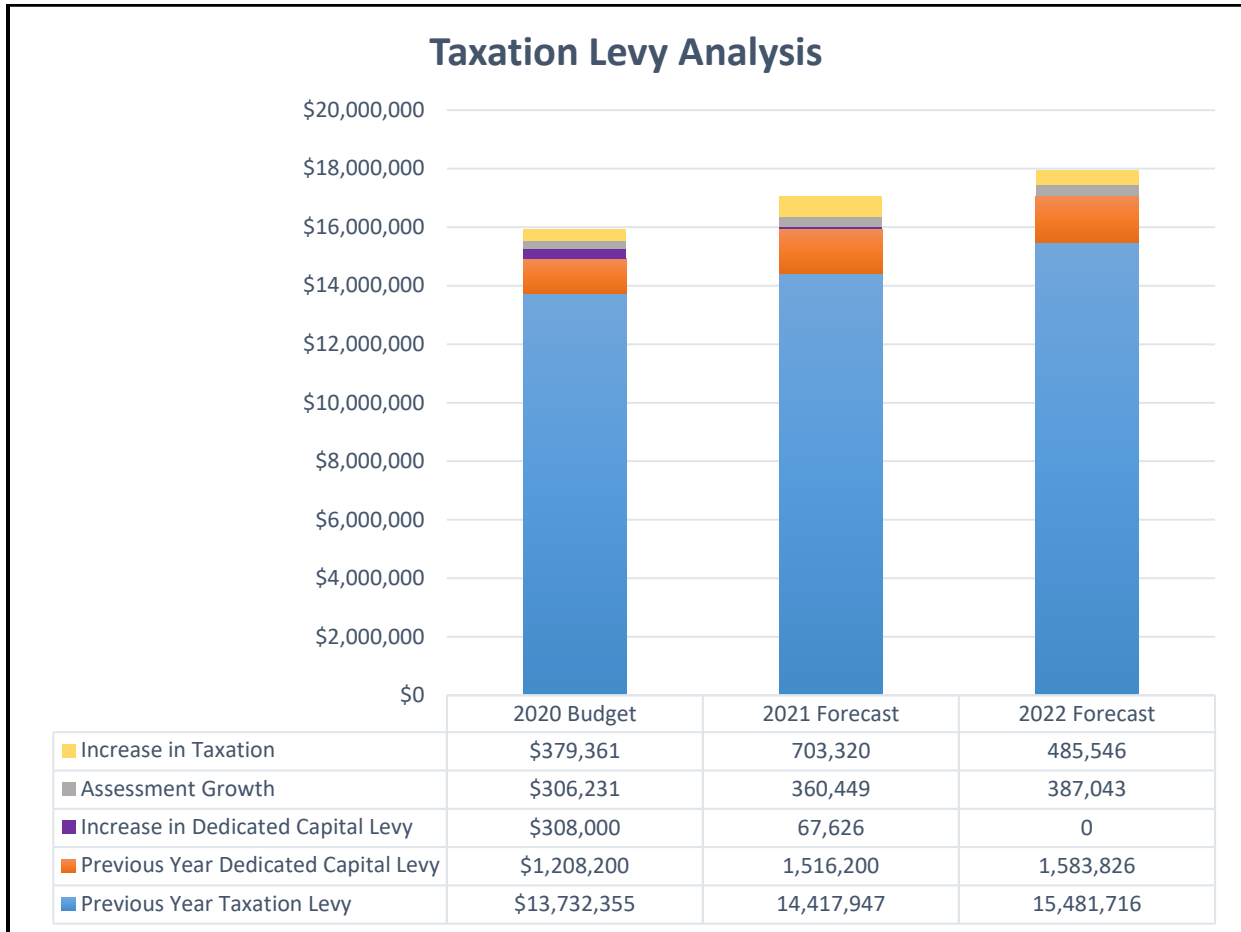
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	2.0%
Capital Inflation	3.0%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on estimated COLA
Assessment Growth	2.5% for 2021 and 2022
Insurance Premiums	7%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2020 budget (as shown earlier in the operating section) to the anticipated splits for 2021 and 2022.



The chart below illustrates the taxation levy for 2020, with anticipated taxation levies for 2021 and 2022.



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 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
ADMINISTRATION							
Mayor and Council							
Wages & Benefits	223,511	228,124	232,719	4,613	2.1%	4,595	2.0%
Conferences/Training/Communications	15,500	15,500	15,500	-	0.0%	-	0.0%
Administration	18,450	18,820	19,200	370	2.0%	380	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	257,461	262,444	267,419	4,983	1.9%	4,975	1.9%
Youth Council							
Wages & Benefits	4,900	5,000	5,100	100	2.0%	100	2.0%
Administration	900	920	940	20	2.2%	20	2.2%
Operations & Maintenance	5,000	5,100	5,200	100	2.0%	100	2.0%
Revenue	(10,800)	(11,020)	(11,240)	(220)	2.0%	(220)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Office of the CAO, Human Resources & Communications							
Wages & Benefits	630,331	791,134	809,300	160,803	25.5%	18,166	2.3%
Administration	30,850	31,470	32,100	620	2.0%	630	2.0%
Operations & Maintenance	29,000	29,580	30,170	580	2.0%	590	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	690,181	852,184	871,570	162,003	23.5%	19,386	2.3%
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	950,242	1,117,228	1,141,588	166,987	17.6%	24,360	2.2%

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 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>CORPORATE SERVICES</u>							
Legislative Services							
Wages & Benefits	608,574	639,561	665,973	30,987	5.1%	26,412	4.1%
Administration	20,986	21,410	21,840	424	2.0%	430	2.0%
Operations & Maintenance	7,800	7,960	8,120	160	2.1%	160	2.0%
Transfers to Reserves	27,800	30,000	35,000	2,200	7.9%	5,000	16.7%
Revenue	(47,600)	(48,550)	(49,520)	(950)	2.0%	(970)	2.0%
Net (Revenue)/Expenditure	617,560	650,381	681,413	32,821	5.3%	31,032	4.8%
Financial Services							
Wages & Benefits	922,296	974,092	1,075,159	51,796	5.6%	101,067	10.4%
Administration	36,300	37,030	37,770	730	2.0%	740	2.0%
Operations & Maintenance	42,000	42,840	43,700	840	2.0%	860	2.0%
Revenue	(89,550)	(91,340)	(93,170)	(1,790)	2.0%	(1,830)	2.0%
Net (Revenue)/Expenditure	911,046	962,622	1,063,459	51,576	5.7%	100,837	10.5%
Information Technology and Services							
Wages & Benefits	437,437	533,695	559,620	96,258	22.0%	25,925	4.9%
Administration	15,900	16,220	16,540	320	2.0%	320	2.0%
Corporate Support	402,800	463,220	486,380	60,420	15.0%	23,160	5.0%
Revenue	(22,500)	(22,500)	(22,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	833,637	990,635	1,040,040	156,998	18.8%	49,405	5.0%
General Administration							
Retiree Benefits	45,000	45,000	45,000	-	0.0%	-	0.0%
Administration	80,050	81,650	83,280	1,600	2.0%	1,630	2.0%
Operations & Maintenance	669,700	716,580	766,740	46,880	7.0%	50,160	7.0%
Transfers to Reserves	62,000	62,000	62,000	-	0.0%	-	0.0%
Cost Recovery	(890,937)	(967,017)	(1,018,062)	(76,080)	8.5%	(51,045)	5.3%
Revenue	(364,000)	(398,800)	(438,820)	(34,800)	9.6%	(40,020)	10.0%
Net (Revenue)/Expenditure	(398,187)	(460,587)	(499,862)	(62,400)	15.7%	(39,275)	8.5%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
By-law Enforcement							
Wages & Benefits	104,841	107,810	110,533	2,969	2.8%	2,723	2.5%
Administration	6,700	6,830	6,970	130	1.9%	140	2.0%
Operations & Maintenance	5,000	5,100	5,200	100	2.0%	100	2.0%
Fleet Repair & Maintenance	2,300	2,370	2,440	70	3.0%	70	3.0%
Revenue	(7,000)	(7,000)	(7,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	111,841	115,110	118,143	3,269	2.9%	3,033	2.6%
Stray Animal Control							
Operations & Maintenance	152,600	155,650	158,760	3,050	2.0%	3,110	2.0%
Revenue	(92,700)	(92,700)	(92,700)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	59,900	62,950	66,060	3,050	5.1%	3,110	4.9%
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	9,990	9,990	9,990	-	0.0%	-	0.0%
Debt Repayments	(9,990)	(9,990)	(9,990)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
TOTAL CORPORATE SERVICES	2,136,047	2,321,361	2,469,503	185,314	8.7%	148,142	6.4%

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 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>INFRASTRUCTURE SERVICES</u>							
Transportation Services - Administration							
Wages & Benefits	743,101	782,246	814,808	39,146	5.3%	32,562	4.2%
Administration	47,688	48,640	49,610	952	2.0%	970	2.0%
Operations & Maintenance	379,225	396,381	417,556	17,156	4.5%	21,174	5.3%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,157,014	1,214,268	1,268,974	57,254	4.9%	54,706	4.5%
Transportation Services - Operations							
Fleet Repair & Maintenance	(356,725)	(358,383)	(359,867)	(1,658)	0.5%	(1,484)	0.4%
Works Garages	136,400	134,445	137,102	(1,955)	-1.4%	2,657	2.0%
Operations & Maintenance	3,855,600	4,102,763	4,233,981	247,163	6.4%	131,218	3.2%
Street Lighting	203,500	207,679	211,947	4,179	2.1%	4,268	2.1%
Revenue	(105,800)	(105,980)	(106,162)	(180)	0.2%	(183)	0.2%
Net (Revenue)/Expenditure	3,732,975	3,980,524	4,117,000	247,549	6.6%	136,476	3.4%
Fergus Downtown - Maintenance							
Fergus Downtown Operations & Maintenance	21,300	21,761	33,109	461	2.2%	11,348	52.1%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,300	21,761	33,109	461	2.2%	11,348	52.1%
Elora Downtown - Maintenance							
Elora Downtown Operations & Maintenance	21,750	22,218	33,573	468	2.2%	11,355	51.1%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,750	22,218	33,573	468	2.2%	11,355	51.1%
Crossing Guards							
Wages & Benefits	68,200	69,194	70,410	994	1.5%	1,216	1.8%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	68,200	69,194	70,410	994	1.5%	1,216	1.8%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Cemeteries							
Operations & Maintenance	176,825	181,025	185,332	4,200	2.4%	4,308	2.4%
Revenue	(197,100)	(203,013)	(209,103)	(5,913)	3.0%	(6,090)	3.0%
Net (Revenue)/Expenditure	(20,275)	(21,988)	(23,771)	(1,713)	8.4%	(1,783)	8.1%
TOTAL INFRASTRUCTURE SERVICES	4,980,964	5,285,977	5,499,295	305,013	6.1%	213,318	4.0%

Notes:

1. See Staffing Strategy section for increases in staffing complement.
2. Increase in materials for gravel resurfacing of \$50,000 per year in 2021 and 2022.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>COMMUNITY SERVICES</u>							
Fire							
Wages & Benefits	1,485,147	1,574,927	1,624,885	89,780	6.0%	49,958	3.2%
Administration	36,000	36,720	37,450	720	2.0%	730	2.0%
Operations & Maintenance	92,750	94,610	96,500	1,860	2.0%	1,890	2.0%
Fleet Repair & Maintenance	82,225	84,690	87,230	2,465	3.0%	2,540	3.0%
Fire Stations	56,613	57,750	58,910	1,137	2.0%	1,160	2.0%
Cost Recovery	(13,000)	(13,000)	(13,000)	-	0.0%	-	0.0%
Revenue	(97,000)	(97,000)	(97,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,642,735	1,738,697	1,794,975	95,962	5.8%	56,278	3.2%
Municipal FD Training Officer							
Wages & Benefits	115,325	122,069	125,147	6,743	5.8%	3,078	2.5%
Administration	7,150	7,290	7,440	140	2.0%	150	2.1%
Fleet Repair & Maintenance	4,225	4,350	4,480	125	3.0%	130	3.0%
Transfers to Reserves	5,000	5,000	5,000	-	0.0%	-	0.0%
Cost Recovery	19,500	19,500	19,500	-	0.0%	-	0.0%
Revenue	(151,200)	(158,209)	(161,567)	(7,009)	4.6%	(3,358)	2.1%
Net (Revenue)/Expenditure	0	-	-	-	0.0%	-	0.0%
Parks, Recreation and Culture Administration							
Wages & Benefits	1,106,899	1,160,120	1,256,663	53,221	4.8%	96,543	8.3%
Administration	62,450	63,700	64,970	1,250	2.0%	1,270	2.0%
Operations & Maintenance	166,695	174,135	181,965	7,440	4.5%	7,830	4.5%
Fleet Repair & Maintenance	21,811	22,470	23,140	659	3.0%	670	3.0%
Revenue	(14,000)	(14,000)	(14,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,343,855	1,406,425	1,512,738	62,570	4.7%	106,313	7.6%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Centre Wellington Community Sportsplex							
Operating Costs	773,428	796,630	820,530	23,202	3.0%	23,900	3.0%
Repairs & Maintenance	598,412	613,700	629,567	15,288	2.6%	15,867	2.6%
Concessions	96,326	98,278	100,285	1,952	2.0%	2,007	2.0%
Halls	2,500	2,550	2,600	50	2.0%	50	2.0%
Aquatic Centre	733,199	746,207	841,572	13,008	1.8%	95,365	12.8%
House	20,985	21,553	22,141	568	2.7%	588	2.7%
Grounds	76,602	78,620	80,716	2,018	2.6%	2,097	2.7%
Fitness Program	49,916	50,947	52,012	1,031	2.1%	1,065	2.1%
Weight Room	34,086	34,908	35,757	822	2.4%	849	2.4%
Summer Program	48,891	49,901	50,953	1,010	2.1%	1,052	2.1%
March Break Program	3,456	3,530	3,600	74	2.1%	70	2.0%
Programs - Other	3,000	3,060	3,120	60	2.0%	60	2.0%
Revenue	(1,676,400)	(1,709,930)	(1,744,130)	(33,530)	2.0%	(34,200)	2.0%
Net (Revenue)/Expenditure	764,400	789,954	898,723	25,553	3.3%	108,770	1.9%
Elora Community Centre							
Operating Costs	295,524	304,390	313,520	8,866	3.0%	9,130	3.0%
Repairs & Maintenance	309,050	316,479	324,213	7,429	2.4%	7,734	2.4%
Concessions	32,627	33,300	33,997	673	2.1%	697	2.1%
Halls	1,000	1,020	1,040	20	2.0%	20	2.0%
Grounds	18,178	18,636	19,109	457	2.5%	474	2.5%
Revenue	(338,500)	(345,270)	(352,180)	(6,770)	2.0%	(6,910)	2.0%
Net (Revenue)/Expenditure	317,879	328,555	339,699	10,675	3.4%	11,145	3.4%
Belwood Hall							
Operating Costs	23,698	24,223	24,765	525	2.2%	542	2.2%
Revenue	(6,800)	(6,940)	(7,080)	(140)	2.1%	(140)	2.0%
Net (Revenue)/Expenditure	16,898	17,283	17,685	385	2.3%	402	2.3%
Active Parks							
Operations & Maintenance	188,031	192,998	198,160	4,967	2.6%	5,162	2.7%
Revenue	(33,300)	(33,970)	(34,650)	(670)	2.0%	(680)	2.0%
Net (Revenue)/Expenditure	154,731	159,028	163,510	4,297	2.8%	4,482	2.8%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Passive Parks							
Operations & Maintenance	215,621	222,696	230,163	7,076	3.3%	7,467	3.4%
Revenue	(8,500)	(8,670)	(8,840)	(170)	2.0%	(170)	2.0%
Net (Revenue)/Expenditure	207,121	214,026	221,323	6,906	3.3%	7,297	3.4%
Urban Forestry							
Urban Forestry	50,000	50,000	50,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	50,000	50,000	50,000	-	0.0%	-	0.0%
Greenhouses							
Operations & Maintenance	20,935	21,639	22,379	704	3.4%	740	3.4%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	20,935	21,639	22,379	704	3.4%	740	3.4%
Parks and Recreation - Other Expenditures							
Operations & Maintenance	-	-	-	-	0.0%	-	0.0%
Revenue	(1,260)	(1,260)	(1,260)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(1,260)	(1,260)	(1,260)	-	0.0%	-	0.0%
Victoria Park Seniors Centre							
Wages & Benefits	250,851	260,041	268,643	9,190	3.7%	8,601	3.3%
Administration	11,404	11,630	11,860	226	2.0%	230	2.0%
Operations & Maintenance	103,139	105,200	107,300	2,061	2.0%	2,100	2.0%
Programs	139,100	141,880	144,720	2,780	2.0%	2,840	2.0%
Transfers to Reserves	63,300	64,570	65,860	1,270	2.0%	1,290	2.0%
Revenue	(274,700)	(280,190)	(285,790)	(5,490)	2.0%	(5,600)	2.0%
Net (Revenue)/Expenditure	293,094	303,131	312,593	10,037	3.4%	9,461	3.1%
Fergus Downtown - Beautification							
Operations & Maintenance	38,125	39,475	40,913	1,350	3.5%	1,438	3.6%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	38,125	39,475	40,913	1,350	3.5%	1,438	3.6%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Elora Downtown - Beautification							
Operations & Maintenance	47,424	48,992	50,652	1,568	3.3%	1,660	3.4%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	47,424	48,992	50,652	1,568	3.3%	1,660	3.4%
Fergus Weigh Scale Building							
Wages & Benefits	11,359	11,595	11,841	236	2.1%	246	2.1%
Operations & Maintenance	6,787	6,920	7,060	133	2.0%	140	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	18,146	18,515	18,901	369	2.0%	386	2.1%
Elora Public Washrooms							
Operations & Maintenance	29,166	29,766	30,389	600	2.1%	623	2.1%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	29,166	29,766	30,389	600	2.1%	623	2.1%
Fergus Grand Theatre							
Wages & Benefits	105,013	110,091	117,117	5,078	4.8%	7,027	6.4%
Administration	11,250	11,480	11,710	230	2.0%	230	2.0%
Operations & Maintenance	51,976	53,451	54,972	1,475	2.8%	1,522	2.8%
Transfers to Reserves	5,800	5,920	6,040	120	2.1%	120	2.0%
Revenue	(82,750)	(83,805)	(84,881)	(1,055)	1.3%	(1,076)	1.3%
Net (Revenue)/Expenditure	91,289	97,136	104,958	5,847	6.4%	7,822	8.1%
Tourism							
Wages & Benefits	176,557	181,000	186,285	4,443	2.5%	5,285	2.9%
Administration	20,213	20,620	21,030	407	2.0%	410	2.0%
Operations & Maintenance	52,250	53,300	54,370	1,050	2.0%	1,070	2.0%
Revenue	(250)	(250)	(250)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	248,770	254,670	261,435	5,900	2.4%	6,765	2.7%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Celebrations							
Canada Day Expenses	17,000	17,000	17,000	-	0.0%	-	0.0%
Victoria Day Expenses	3,000	3,000	3,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	20,000	20,000	20,000	-	0.0%	-	0.0%
Grants to Community Groups - Specific Annual Grants							
Specific Annual Grants	25,550	25,550	25,550	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	25,550	25,550	25,550	-	0.0%	-	0.0%
Grants to Community Groups - Community Impact Grants							
Community Impact Grants	44,450	44,450	44,450	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	44,450	44,450	44,450	-	0.0%	-	0.0%
TOTAL COMMUNITY SERVICES	5,373,309	5,606,032	5,929,613	232,723	4.3%	323,581	5.8%

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 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>PLANNING & DEVELOPMENT SERVICES</u>							
Building							
Wages & Benefits	854,076	893,626	936,677	39,550	4.6%	43,051	4.8%
Administration	31,725	32,360	33,010	635	2.0%	650	2.0%
Operations & Maintenance	6,250	6,380	6,510	130	2.1%	130	2.0%
Fleet Repair & Maintenance	15,100	15,550	16,020	450	3.0%	470	3.0%
Revenue	(1,077,200)	(1,121,366)	(1,169,136)	(44,166)	4.1%	(47,770)	4.3%
Net (Revenue)/Expenditure	(170,049)	(173,450)	(176,919)	(3,401)	2.0%	(3,469)	2.0%
Planning							
Wages & Benefits	627,844	670,917	707,241	43,073	6.9%	36,324	5.4%
Administration	11,875	12,110	12,350	235	2.0%	240	2.0%
Operations & Maintenance	40,000	40,000	40,000	-	0.0%	-	0.0%
Revenue	(257,000)	(259,570)	(262,170)	(2,570)	1.0%	(2,600)	1.0%
Net (Revenue)/Expenditure	422,719	463,457	497,421	40,738	9.6%	33,964	7.3%
Economic Development							
Wages & Benefits	116,710	122,262	125,333	5,553	4.8%	3,071	2.5%
Administration	8,050	8,210	8,370	160	2.0%	160	1.9%
Operations & Maintenance	114,700	94,550	96,440	(20,150)	-17.6%	1,890	2.0%
Revenue	(51,000)	(30,000)	(30,000)	21,000	-41.2%	-	0.0%
Net (Revenue)/Expenditure	188,460	195,022	200,143	6,563	3.5%	5,121	2.6%
Committee of Adjustment							
Wages & Benefits	2,700	2,700	2,700	-	0.0%	-	0.0%
Administration	850	870	890	20	2.4%	20	2.3%
Revenue	(15,500)	(15,500)	(15,500)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(11,950)	(11,930)	(11,910)	20	-0.2%	20	-0.2%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Heritage Centre Wellington							
Administration	2,950	3,010	3,070	60	2.0%	60	2.0%
Operations & Maintenance	8,000	8,160	8,320	160	2.0%	160	2.0%
Transfers to Reserves	2,500	2,500	2,500	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	13,450	13,670	13,890	220	1.6%	220	1.6%
TOTAL PLANNING & DEVELOPMENT SERVICES	442,629	486,769	522,625	44,140	10.0%	35,857	7.4%
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 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>OTHER SERVICES</u>							
Grand River Conservation Authority							
Capital & Operating Levy	109,351	111,540	113,770	2,189	2.0%	2,230	2.0%
Special Levy	(109,351)	(111,540)	(113,770)	(2,189)	2.0%	(2,230)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Other Health Services							
Health Professional Recruitment Revenue	36,028 (20,000)	36,750 (20,000)	37,490 (20,000)	722 -	2.0% 0.0%	740 -	2.0% 0.0%
Net (Revenue)/Expenditure	16,028	16,750	17,490	722	4.5%	740	4.4%
Health and Safety Committee							
Administration Revenue	7,400 -	7,550 -	7,700 -	150 -	2.0% 0.0%	150 -	2.0% 0.0%
Net (Revenue)/Expenditure	7,400	7,550	7,700	150	2.0%	150	2.0%
Contribution to Capital Fund							
Contribution to General Capital Reserve	850,000	875,000	900,000	25,000	2.9%	25,000	2.9%
Transfer to Dedicated Capital Levy Reserve	1,516,200	1,583,826	1,583,826	67,626	4.5%	-	0.0%
Transfer to Vehicle Replacement Reserves	897,000	924,000	952,000	27,000	3.0%	28,000	3.0%
Transfer to Equipment Replacement Reserves	764,000	800,000	838,000	36,000	4.7%	38,000	4.8%
Transfer to Streetlight Reserve	89,000	93,000	98,000	4,000	4.5%	5,000	5.4%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,116,200	4,275,826	4,371,826	159,626	3.9%	96,000	2.2%
Ontario Non-Specific Grants							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(271,700)	(230,950)	(196,310)	40,750	-15.0%	34,640	-15.0%
Net (Revenue)/Expenditure	(271,700)	(230,950)	(196,310)	40,750	-15.0%	34,640	-15.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Other Revenues and Expenses							
Elora LCBO Expenditures	10,300	10,510	10,720	210	2.0%	210	2.0%
West Garafraxa Office Expenditures	8,600	8,770	8,950	170	2.0%	180	2.1%
Transfers to Reserves	4,671,383	4,671,374	4,710,274	(9)	0.0%	38,900	0.8%
Tax Interest/Penalties	(325,000)	(325,000)	(325,000)	-	0.0%	-	0.0%
Investment Earnings	(923,800)	(923,800)	(923,800)	-	0.0%	-	0.0%
Building Rentals	(68,640)	(68,640)	(68,640)	-	0.0%	-	0.0%
OCIF Proceeds	(1,216,174)	(1,216,174)	(1,216,174)	-	0.0%	-	0.0%
Aggregate Resources	(130,000)	(130,000)	(130,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,890)	(365,800)	(365,800)	90	0.0%	-	0.0%
OLGC Gaming Proceeds	(2,600,000)	(2,600,000)	(2,600,000)	-	0.0%	-	0.0%
Gas Tax Proceeds	(855,209)	(855,200)	(894,100)	9	0.0%	(38,900)	4.5%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(1,794,430)	(1,793,960)	(1,793,570)	470	0.0%	390	0.0%
Net Debt							
Debt Payment	834,165	834,165	825,930	-	0.0%	(8,235)	-1.0%
Transfer from Reserves	(416,706)	(416,706)	(408,470)	-	0.0%	8,236	-2.0%
Net (Revenue)/Expenditure	417,459	417,459	417,460	-	0.0%	1	0.0%
Fergus BIA							
BIA Levy Expense	65,000	65,000	65,000	-	0.0%	-	0.0%
BIA Levy Revenue	(65,000)	(65,000)	(65,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Elora BIA							
BIA Levy Expense	58,489	58,489	58,489	-	0.0%	-	0.0%
BIA Levy Revenue	(58,489)	(58,489)	(58,489)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
Taxation - Payments in Lieu							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(225,000)	(229,500)	(234,090)	(4,500)	2.0%	(4,590)	2.0%
Net (Revenue)/Expenditure	(225,000)	(229,500)	(234,090)	(4,500)	2.0%	(4,590)	2.0%



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
Taxation - Township Purposes							
Tax Increment Equivalent Grant	35,000	35,000	35,000	-	0.0%	-	0.0%
Regular Taxation	(14,417,947)	(15,481,715)	(16,354,305)	(1,063,768)	7.4%	(872,589)	5.6%
Dedicated Capital Levy	(1,516,200)	(1,583,826)	(1,583,826)	(67,626)	4.5%	-	0.0%
Supps/Omits	(250,000)	(250,000)	(250,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(16,149,147)	(17,280,541)	(18,153,131)	(1,131,394)	7.0%	(872,589)	5.0%
TOTAL OTHER SERVICES	(13,883,190)	(14,817,366)	(15,562,625)	(934,176)	6.7%	(745,258)	5.0%

Notes:

1. Increase in contribution to general capital reserve of \$25,000 per year for 2021 and 2022.



Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2020 / 2021		Change 2021 / 2022	
	2020 Budget	2021 Forecast	2022 Forecast	\$	%	\$	%
<u>CONSOLIDATED TAX SUPPORTED OPERATING</u>							
ADMINISTRATION	950,242	1,117,228	1,141,588	166,987	17.57%	24,360	2.18%
CORPORATE SERVICES	2,136,047	2,321,361	2,469,503	185,314	8.68%	148,142	6.38%
INFRASTRUCTURE SERVICES	4,980,964	5,285,977	5,499,295	305,013	6.12%	213,318	4.04%
COMMUNITY SERVICES	5,373,309	5,606,032	5,929,613	232,723	4.33%	323,581	5.77%
PLANNING & DEVELOPMENT SERVICES	442,629	486,769	522,625	44,140	9.97%	35,857	7.37%
OTHER SERVICES	(13,883,190)	(14,817,366)	(15,562,625)	(934,176)	6.73%	(745,258)	5.03%
NET (REVENUE)/EXPENDITURE	-	-	-	-	-	-	-
Notes:							
Taxation Levy Impact Analysis							
	<u>2020</u>	<u>2021</u>	<u>2022</u>				
Prior Year's Taxation Levy	13,732,355	14,417,947	15,481,715				
Add: Assessment Growth	306,231	360,449	387,043				
Total Taxation Levy with Growth	14,038,586	14,778,396	15,868,758				
Total Taxation Requirements (above)	14,417,947	15,481,715	16,354,305				
\$ Increase	379,361	703,320	485,546				
% Increase	2.70%	4.76%	3.06%				
Dedicated Capital Levy % Increase	2.00%	0.46%	0.00%				
Total % Increase	4.70%	5.22%	3.06%				



**WATERWORKS /
WASTEWATER
SUPPORTED
OPERATING BUDGET**

2020 BUDGET



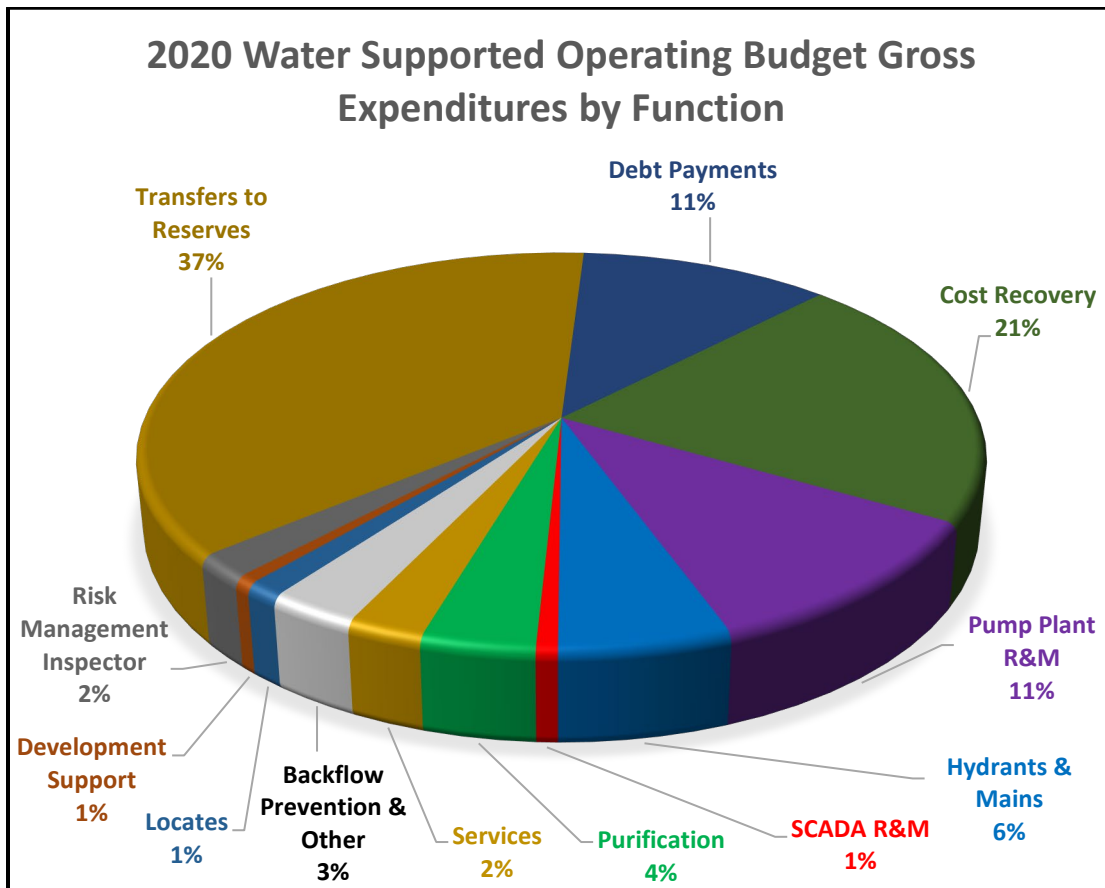
Waterworks & Wastewater Supported Operating Summary

The waterworks and wastewater operating budgets includes expenditures and revenue 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.

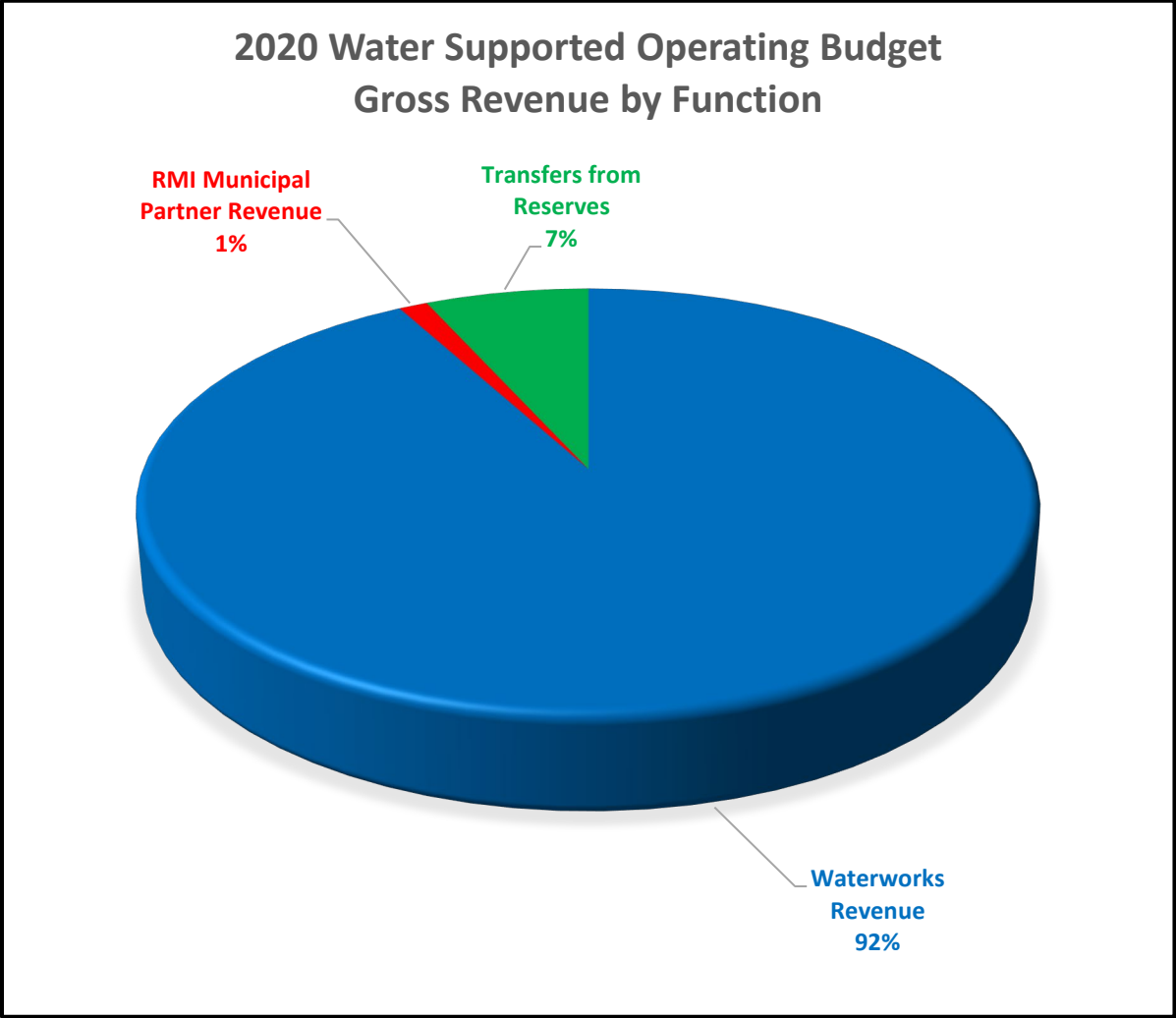
2020 Waterworks Supported Operating Budget

The 2020 waterworks supported operating budget totals \$5,339,400. After deducting other revenues, the net operating budget to be funded from water rates is \$4,912,200. A 2.5% increase in water rates is projected to be implemented effective January 1, 2020 as per the Fees and Charges By-law for 2020. This rate increase is based on the Township approved Water and Wastewater Rate Study dated October 30, 2015. An updated Water and Wastewater Rate Study is planned for 2020, to set rates for 2021 and beyond.

The gross 2020 water supported operating budget is broken down as follows:



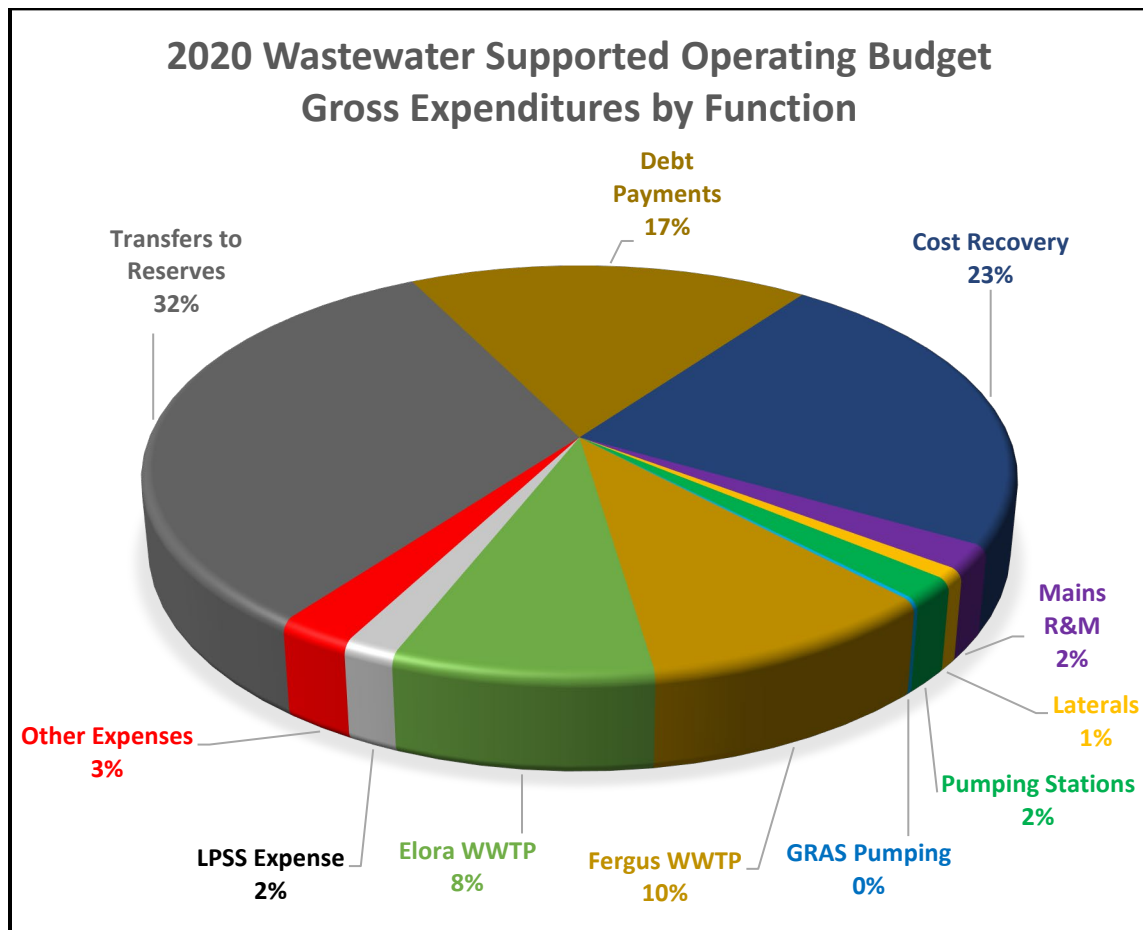
From a gross revenue perspective, the 2020 water supported operating budget is broken down into the following revenue types:



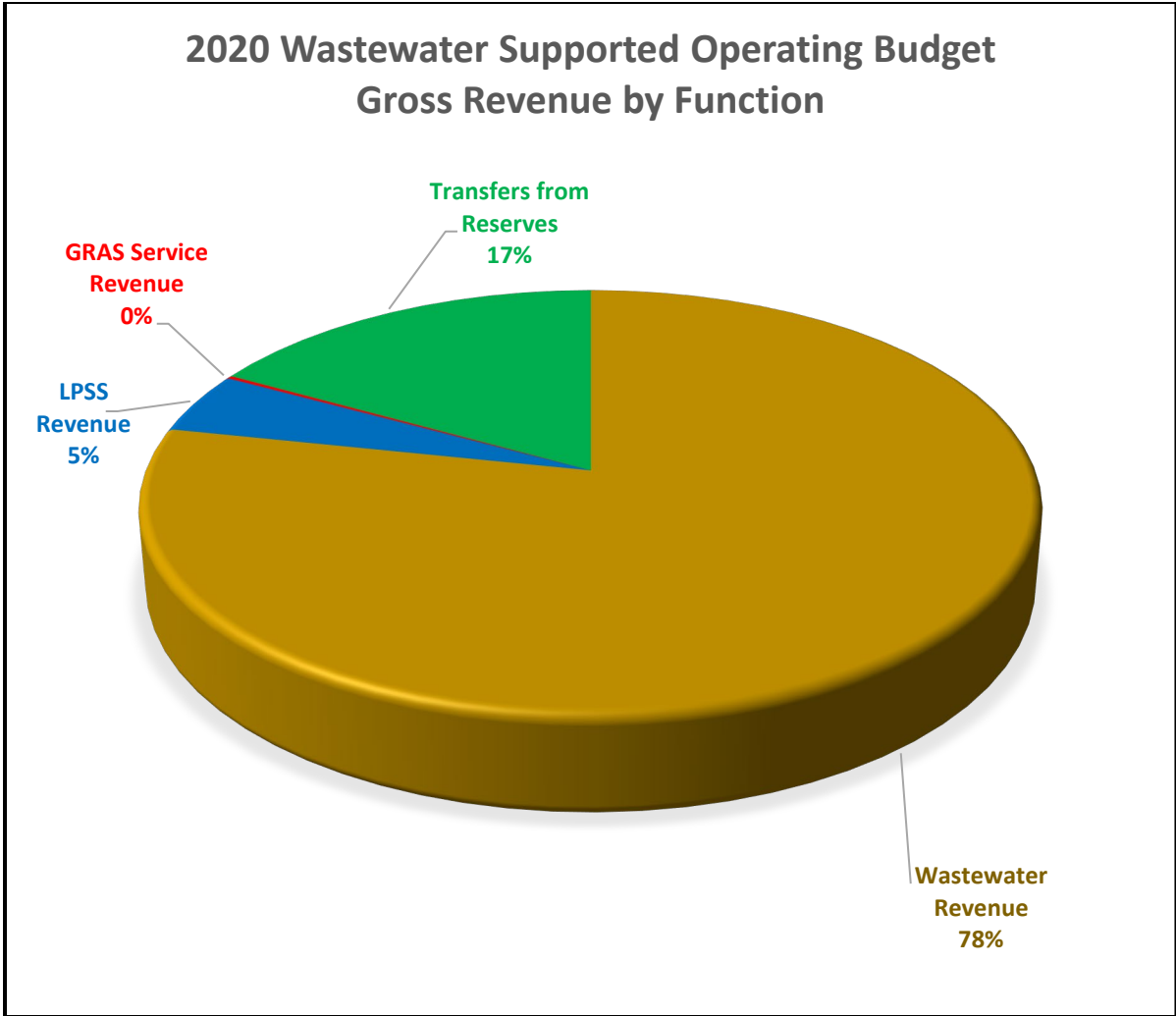
2020 Wastewater Supported Operating Budget

The 2020 wastewater supported operating budget totals \$6,653,979. After deducting other revenues, the net operating budget to be funded from wastewater rates is \$5,209,000. A 4.0% increase in wastewater rates is projected to be implemented effective January 1, 2020 as per the Fees and Charges By-law for 2020. This rate increase is based on the Township approved Water and Wastewater Rate Study dated October 30, 2015. An updated Water and Wastewater Rate Study is planned for 2020, to set rates for 2021 and beyond.

The gross 2020 wastewater supported operating budget is broken down as follows:



From a gross revenue perspective, the 2020 wastewater supported operating budget is broken down into the following revenue types:



2020 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 2020 operating budget for this area totals \$277,400 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 2020 Operating Budget Summary With 2019 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, 120 km of watermain, 1,205 watermain valves, 729 hydrants, four (4) elevated water storage tanks, two (2) wastewater treatment plants, seven (7) sewage pumping stations, 112 km of wastewater main, 135 km of storm sewers, 4,050 catch basins, and 2,277 maintenance holes. Along with Transportation Services, Environmental Services also maintains the Township's storm sewer collection system and 23 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Administration - Revenue	-	(190)	-	-	0.0 %
<i>Total Revenues</i>	-	(190)	-	-	0.0 %
<u>Expenses</u>					
Environmental Services - Administration - Wages & Benefits	1,053,991	1,039,161	1,143,952	89,961	8.5 %
Environmental Services - Administration - Administration	71,956	54,022	65,556	(6,400)	-8.9 %
Environmental Services - Administration - Operations & Maintenance	1,490,516	1,491,852	1,543,796	53,280	3.6 %
Environmental Services - Administration - Fleet Repair & Maintenance	(69,650)	(25,294)	(78,075)	(8,425)	12.1 %
Environmental Services - Administration - Cost Recovery	(2,546,813)	(2,559,551)	(2,675,229)	(128,416)	5.0 %
<i>Total Expenses</i>	-	190	-	-	0.0 %
<u>Net Budget Administration</u>	-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. Environmental Services cost recovery represents the allocation of environmental services administration costs to the waterworks and sanitary sewer system budgets.
2. The wages and benefits increase is due to multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. This wage line is further impacted by a position increasing a pay grade as a result of the job evaluation study completed in 2019 and the movement of staff in the salary grid during the 2020 year. Furthermore the wages and benefits line includes a new Manager of Engineering Services position that has a total cost of \$136,000. 50% (\$68,000) of this position is allocated to the tax supported Transportation Services budget and 50% (\$68,000) is allocated to the Environmental Services user pay budget. Lastly wages are reduced for Environmental Services due to a change in the allocation of full time salaried staff between the Public Works and Environmental Services divisions of Infrastructure Services.
3. The decrease in the administration line is mainly due to a \$5,000 reduction in the conferences, seminars and training budget.
4. The increase in operations and maintenance is due to the following:
 - a \$9,800 increase in the insurance premium for Environmental Services facilities;
 - a \$24,500 increase in the allocation of administrative costs from the tax supported operating budget;
 - a \$6,300 increase in the portion of the GRCA levy that is charge to the Environmental Services budget; and
 - a \$10,800 increase in internet service charges from Centre Wellington Communications Inc. for 2020.
5. The change in fleet repair and maintenance costs is due to an increase in estimated machine time rate recovery in 2020. This increase is allocated to various cost centres throughout the Environmental Services budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Waterworks

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Waterworks - Revenue	(4,705,200)	(4,782,759)	(4,912,200)	(207,000)	4.4 %
Environmental Services - Waterworks - RMI Municipal Partner Revenue	(65,700)	(66,468)	(63,700)	2,000	-3.0 %
Environmental Services - Waterworks - Transfers from Reserves	(363,367)	(363,367)	(363,500)	(133)	0.0 %
<i>Total Revenues</i>	(5,134,267)	(5,212,594)	(5,339,400)	(205,133)	4.0 %
<u>Expenses</u>					
Environmental Services - Waterworks - Pump Plant R&M	605,500	535,947	591,600	(13,900)	-2.3 %
Environmental Services - Waterworks - Hydrants & Mains R&M	325,400	290,587	304,400	(21,000)	-6.5 %
Environmental Services - Waterworks - SCADA R&M	37,600	38,525	37,950	350	0.9 %
Environmental Services - Waterworks - Purification	187,700	185,144	202,000	14,300	7.6 %
Environmental Services - Waterworks - Services	134,500	103,545	136,200	1,700	1.3 %
Environmental Services - Waterworks - Backflow Prevention and Other	157,800	151,750	160,700	2,900	1.8 %
Environmental Services - Waterworks - Locates	69,500	82,076	65,000	(4,500)	-6.5 %
Environmental Services - Waterworks - Development Support	-	-	33,050	33,050	0.0 %
Environmental Services - Waterworks - Risk Management Inspector	96,605	95,041	102,675	6,071	6.3 %
Environmental Services - Waterworks - Transfers to Reserves	1,846,896	2,054,707	1,979,346	132,450	7.2 %
Environmental Services - Waterworks - Debt Payments	603,105	600,261	602,883	(222)	0.0 %



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Waterworks

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
Environmental Services - Waterworks - Cost Recovery Applied	1,069,661	1,075,012	1,123,596	53,935	5.0 %
<i>Total Expenses</i>	5,134,267	5,212,594	5,339,400	205,134	4.0 %
Net Budget Waterworks	-	-	-	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. The Waterworks budget includes a new full time Water Services Operator position with an estimated cost of \$80,800. Labour costs associated with this new position have been allocated to various cost centres throughout the Waterworks budget.
3. The Risk Management Inspector (RMI) position and costs were approved by Council in 2016. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 38% of the costs. As such a corresponding RMI Municipal Partner Revenue line has been included to reflect the recovery of 62% of the total RMI cost from the participating municipalities. The expense increase is mainly due to making the RMI position full time in 2020 at an additional cost of \$4,300.
4. The reduction in the pump plant repairs and maintenance line is due to a reduction in budgeted utility costs.
5. The reduction in the hydrants and mains line is due to a decrease in labour costs allocated to this cost centre.
6. The change in the purification line is due to increased water testing costs.
7. Costs associated with inspecting, managing, and support new development will be tracked in the new development support line for recovery from developers in the future.
8. The transfers to reserves line reflects an increase to the Waterworks General Capital reserve transfer of \$117,150 and a \$15,300 increase in the transfers to the Vehicle and Equipment Replacement reserves.
9. 60.2% of waterworks debt is funded from development charges in 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Wastewater - Fergus

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Wastewater - Fergus - Revenue	(3,317,000)	(3,356,512)	-	3,317,000	-100.0 %
<i>Total Revenues</i>	(3,317,000)	(3,356,512)	-	3,317,000	-100.0 %
<u>Expenses</u>					
Environmental Services - Wastewater - Fergus - Mains R&M	55,200	86,016	-	(55,200)	-100.0 %
Environmental Services - Wastewater - Fergus - Laterals	43,400	67,702	-	(43,400)	-100.0 %
Environmental Services - Wastewater - Fergus - Pumping Stations	37,200	43,691	-	(37,200)	-100.0 %
Environmental Services - Wastewater - Fergus - WWTP	592,900	663,683	-	(592,900)	-100.0 %
Environmental Services - Wastewater - Fergus - Other	113,700	113,289	-	(113,700)	-100.0 %
<i>Total Expenses</i>	842,400	974,381	-	(842,400)	-100.0 %
<i>Net Budget Wastewater - Fergus</i>	(2,474,600)	(2,382,131)	-	2,474,600	-100.0 %

Major Changes Impacting This Budget

1. The Fergus and Elora Wastewater divisions were consolidated in the 2020 budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Wastewater - Elora

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Wastewater - Elora - Revenue	(1,701,000)	(1,640,248)	-	1,701,000	-100.0 %
Environmental Services - Wastewater - Elora - LPSS Revenue	(290,000)	(301,160)	-	290,000	-100.0 %
Environmental Services - Wastewater - Elora - GRAS Service Revenue	(12,500)	(11,720)	-	12,500	-100.0 %
<i>Total Revenues</i>	(2,003,500)	(1,953,129)	-	2,003,500	-100.0 %
<u>Expenses</u>					
Environmental Services - Wastewater - Elora - Mains R&M	84,100	29,487	-	(84,100)	-100.0 %
Environmental Services - Wastewater - Elora - Laterals	12,400	1,717	-	(12,400)	-100.0 %
Environmental Services - Wastewater - Elora - Pumping Stations	64,700	52,758	-	(64,700)	-100.0 %
Environmental Services - Wastewater - Elora - GRAS Pumping Station	11,148	10,302	-	(11,148)	-100.0 %
Environmental Services - Wastewater - Elora - WWTP	507,100	608,593	-	(507,100)	-100.0 %
Environmental Services - Wastewater - Elora - LPSS Expense	104,400	121,864	-	(104,400)	-100.0 %
Environmental Services - Wastewater - Elora - Other	48,050	47,683	-	(48,050)	-100.0 %
<i>Total Expenses</i>	831,898	872,405	-	(831,898)	-100.0 %
<i>Net Budget Wastewater - Elora</i>	(1,171,602)	(1,080,724)	-	1,171,602	-100.0 %

Major Changes Impacting This Budget

1. The Fergus and Elora Wastewater divisions were consolidated in the 2020 budget.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Wastewater

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Environmental Services - Wastewater - Revenue	-	-	(5,209,000)	(5,209,000)	0.0 %
Environmental Services - Wastewater - LPSS Revenue	-	-	(309,000)	(309,000)	0.0 %
Environmental Services - Wastewater - GRAS Service Revenue	-	-	(13,500)	(13,500)	0.0 %
Environmental Services - Wastewater - Transfers from Reserves	(1,123,085)	(1,123,085)	(1,122,479)	606	-0.1 %
<i>Total Revenues</i>	(1,123,085)	(1,123,085)	(6,653,979)	(5,530,894)	492.5 %
<u>Expenses</u>					
Environmental Services - Wastewater - Mains R&M	-	-	127,500	127,500	0.0 %
Environmental Services - Wastewater - Laterals	-	-	53,900	53,900	0.0 %
Environmental Services - Wastewater - Pumping Stations	-	-	115,800	115,800	0.0 %
Environmental Services - Wastewater - GRAS Pumping Station	-	-	11,986	11,986	0.0 %
Environmental Services - Wastewater - Fergus WWTP	-	-	642,000	642,000	0.0 %
Environmental Services - Wastewater - Elora WWTP	-	-	559,700	559,700	0.0 %
Environmental Services - Wastewater - LPSS Expense	-	-	114,300	114,300	0.0 %
Environmental Services - Wastewater - Other	-	-	163,100	163,100	0.0 %
Environmental Services - Wastewater - Transfers to Reserves	2,132,317	1,980,906	2,156,486	24,169	1.1 %
Environmental Services - Wastewater - Debt Payments	1,159,818	1,120,494	1,157,574	(2,244)	-0.2 %



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 Budget and Actual Results**

Environmental Services - Wastewater

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
Environmental Services - Wastewater - Cost Recovery Applied	1,477,152	1,484,540	1,551,633	74,481	5.0 %
<i>Total Expenses</i>	4,769,287	4,585,940	6,653,979	1,884,692	39.5 %
Net Budget Wastewater	3,646,202	3,462,855	-	(3,646,202)	-100.0 %

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 sanitary sewer budget.
2. A reduction in hourly wastewater staff labour costs and material costs accounts for the \$11,800 decrease in the combined mains R&M line.
3. An increase in hourly wastewater staff labour costs and machine time expense for a new preventative maintenance program in 2020 accounts for the \$13,900 increase in the combined pumping stations line.
4. A \$21,500 increase in utility costs, and an increase in hourly wastewater staff labour costs and machine time expense, accounts for the majority of the increase in the Fergus WWTP line.
5. An \$18,000 increase in utility costs and a \$25,000 increase in chemical costs accounts for the majority of the increase in the Elora WWTP line.
6. The transfers to reserves line reflects an increase to the Wastewater General Capital reserve transfer of \$19,469 and a \$4,700 increase in the transfers to the Vehicle and Equipment Replacement reserves.
7. 97.0% of wastewater debt is funded from development charges in 2020.



**Township of Centre Wellington
2020 Operating Budget Summary
With 2019 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.

	2019 Budget	2019 Actual	2020 Approved Budget	2019/2020 Budget Change	
				\$	%
<u>Revenues</u>					
Municipal RMO - Revenue	(231,200)	(204,787)	(277,400)	(46,200)	20.0 %
<i>Total Revenues</i>	(231,200)	(204,787)	(277,400)	(46,200)	20.0 %
<u>Expenses</u>					
Municipal RMO - Wages & Benefits	158,000	147,951	200,550	42,550	26.9 %
Municipal RMO - Administration	17,800	7,477	21,400	3,600	20.2 %
Municipal RMO - Operations & Maintenance	24,900	17,573	24,900	-	0.0 %
Municipal RMO - Fleet Repair & Maintenance	3,000	4,287	3,050	50	1.7 %
Municipal RMO - Transfers to Reserves	5,000	5,000	5,000	-	0.0 %
Municipal RMO - Cost Recovery Applied	22,500	22,500	22,500	-	0.0 %
<i>Total Expenses</i>	231,200	204,787	277,400	46,200	20.0 %
<i>Net Budget Municipal Risk Management Official</i>	-	-	-	-	0.0 %

Major Changes Impacting This Budget

1. Cost recovery applied represents an estimate of the administration expenses and Transportation department overhead costs allocated to the Municipal 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 multiple factors including: market evaluation, cost of living adjustment, and various statutory and group benefit adjustments effective January 1, 2020. Furthermore, the wages line includes a new 3 year, full time contract Source Protection Coordinator position for nine months in 2020 which is subject to County of Wellington budget approval. The net increase in cost after eliminating the contract co-op student position is \$29,200.
4. The increase in the administration line is due to costs associated with hiring the new Source Protection Coordinator.



CAPITAL BUDGET

2020 BUDGET

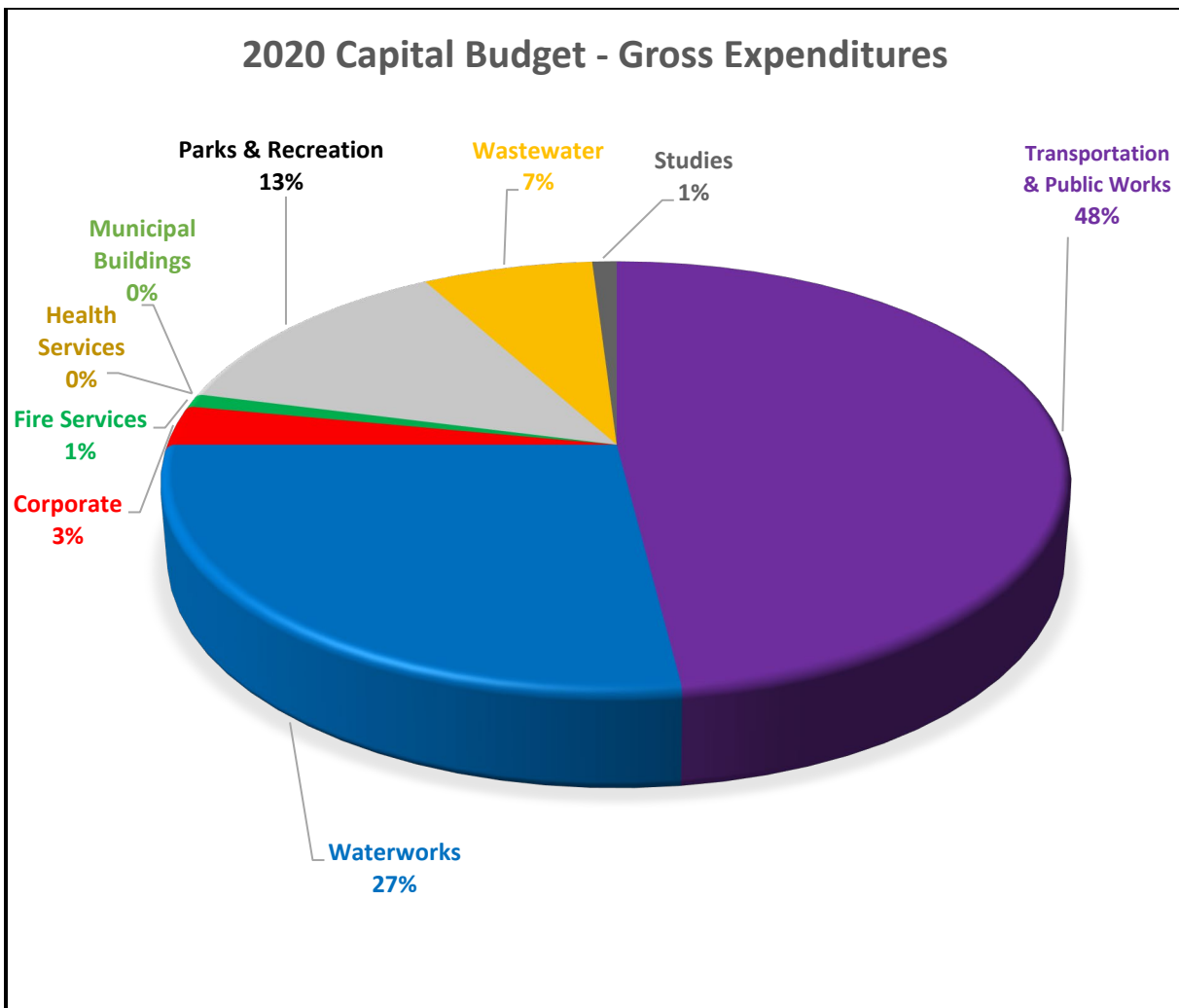


Capital Budget Overview

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.

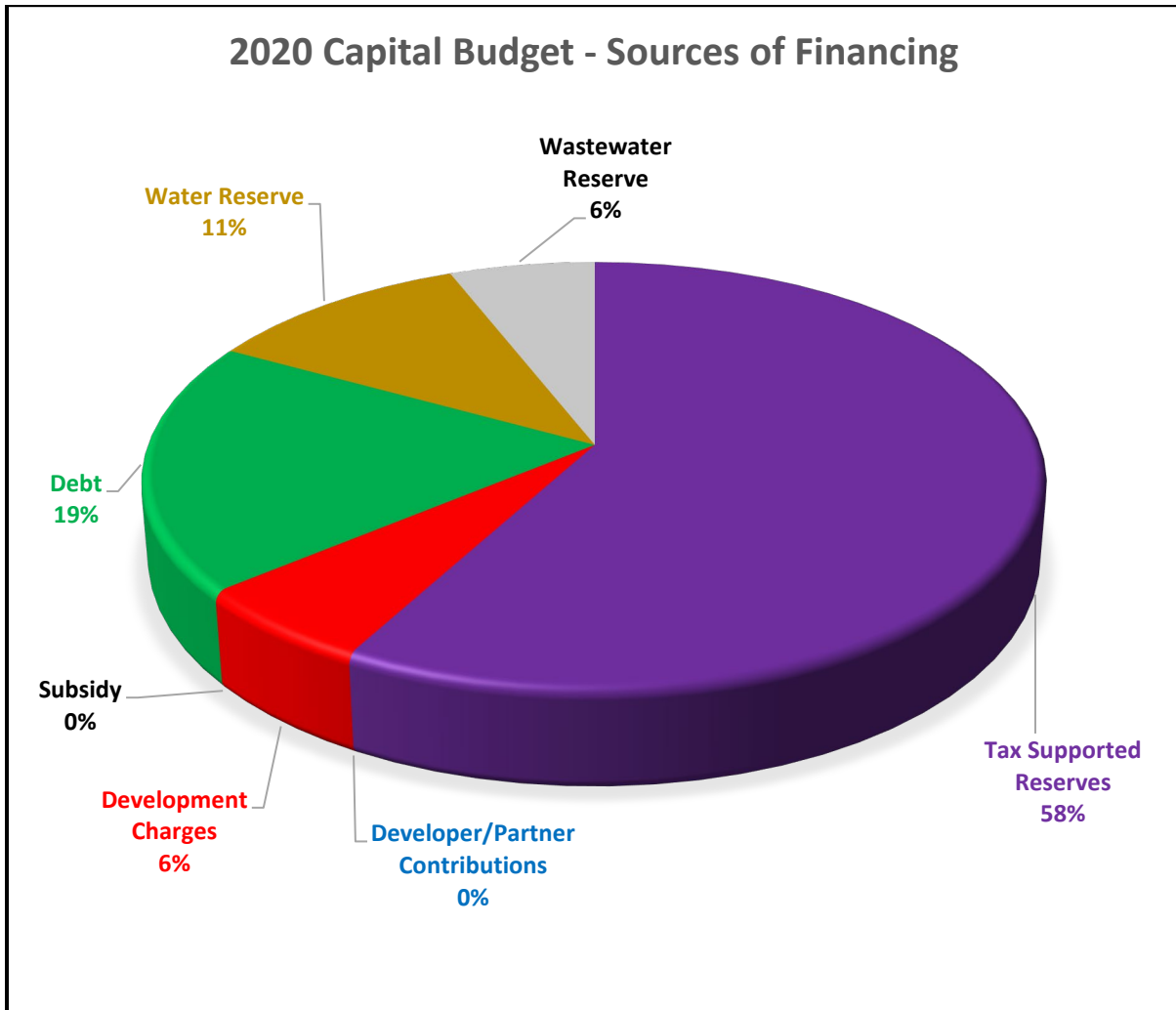
2020 Capital Budget

The 2020 capital budget totals \$18,534,000, and is broken down by area as follows:

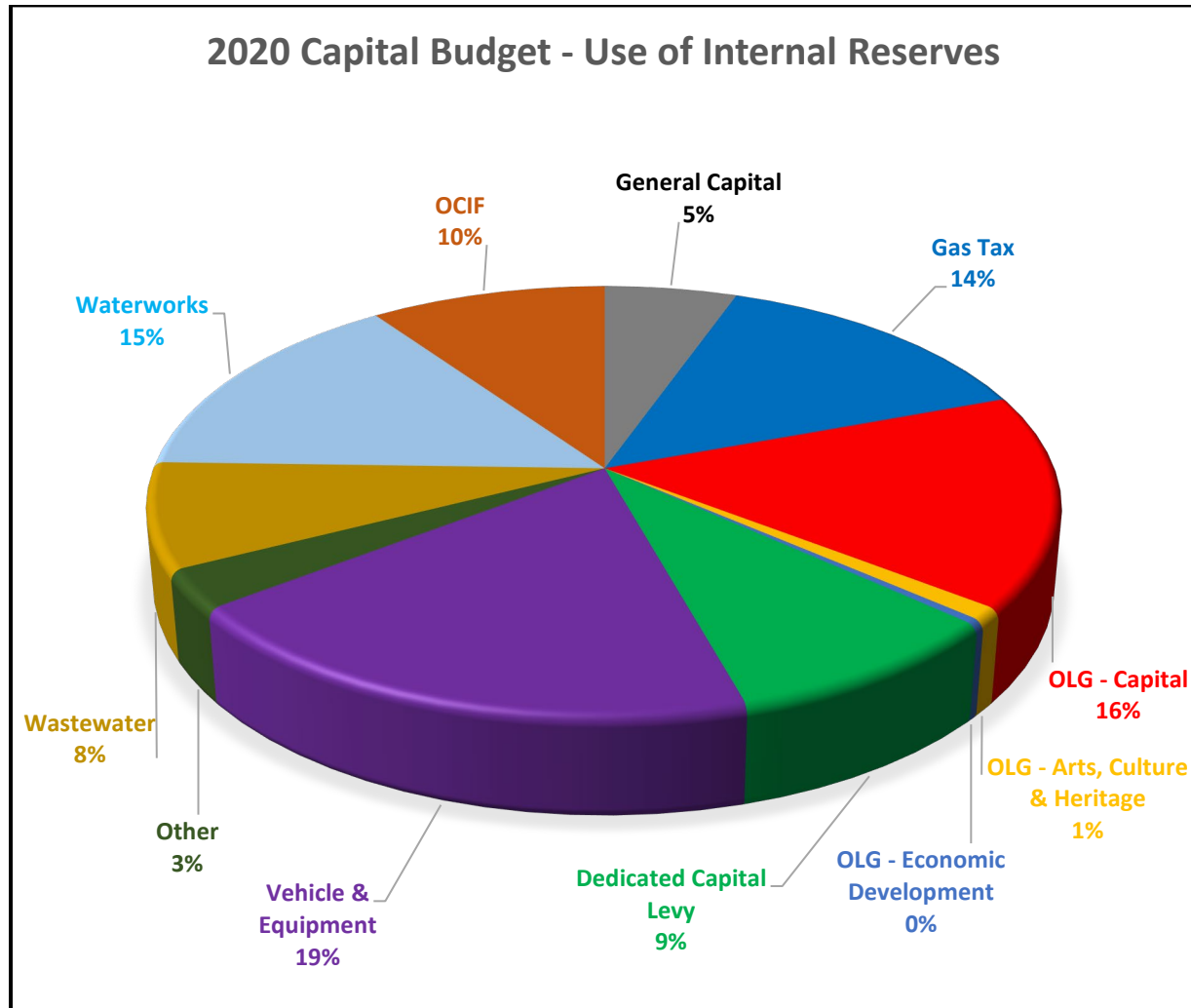


As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of financing used to

fund the 2020 capital budget. 75% of financing sources represent internal Township reserves, while 6% represent external sources (i.e. development charges and developer/partner contributions). The remaining 19% represents debt financing.



Internal Township reserve financing of \$13,831,450 is being drawn from the following sources:



Developer/partner contributions totaling \$66,000 relate to the following developer/partner driven projects:

1. Heritage River Sanitary Service Installation (\$40,000)
2. Sportsplex Campground Hydro Upgrades (\$26,000)

These contributions relate to the developer or partner's share of applicable projects. In both cases, the Township will be responsible for the construction of the project, with funding being provided directly from the developer/partners.

The use of development charges (DC) to fund 2020 capital projects totals \$1,170,050, and relate to projects associated with Fire, Public Works, Roads, Parks & Recreation, and Corporate (Studies). The Township is limited from a cash flow perspective when

planning to use DC funding within the capital budget process. For 2020 (and future years in the capital forecast), an approximate target DC funding amount of \$1.5 million or less 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 2020, there is significant pressure to complete growth related capital projects, and use DC funding. It is recommended within the 2020 capital budget that \$3,473,500 in debt be incurred in 2020 to fund critical water and operational facility growth related capital needs. More specifically, these projects relate to projects recommended in the Water Supply Master Plan adopted by Council in July 2019, including a Groundwater Investigation Study and additional capacity at Wells F2 and F5. Furthermore, debt is proposed for the design and construction of a Corporate Operations Facility slated for construction during this term of Council.

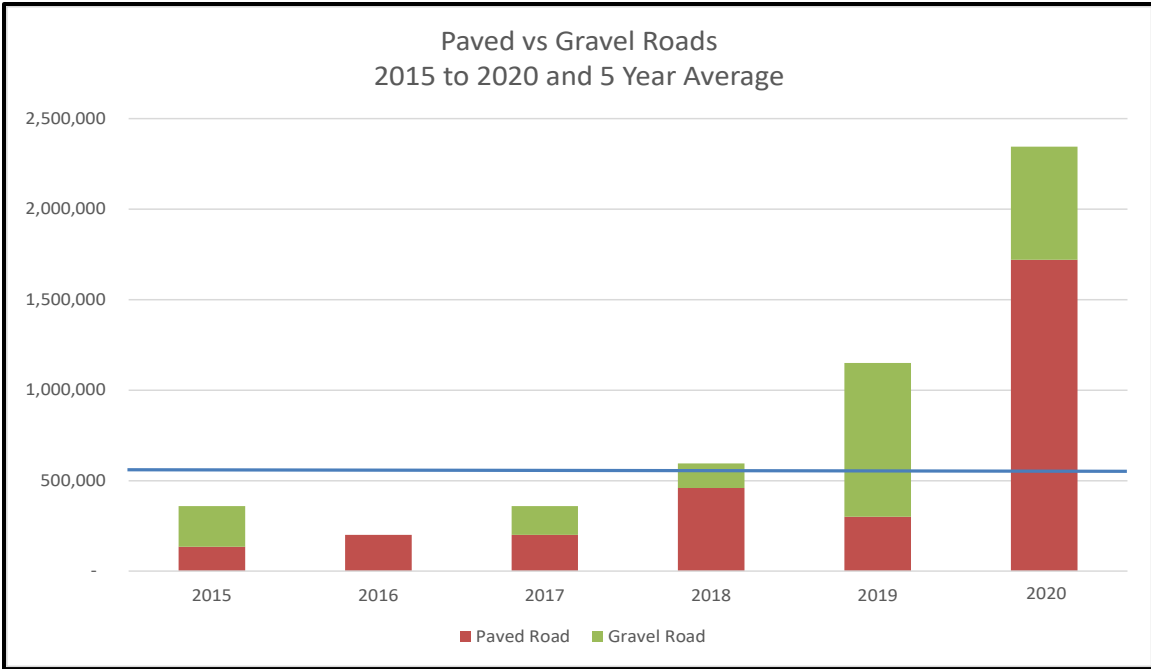
Highlights of the 2020 capital budget are provided below. Projects referenced with “OLG” and/or “Gas Tax” are projects that are either partially or fully funded by these sources.

2020 Capital Project Highlights

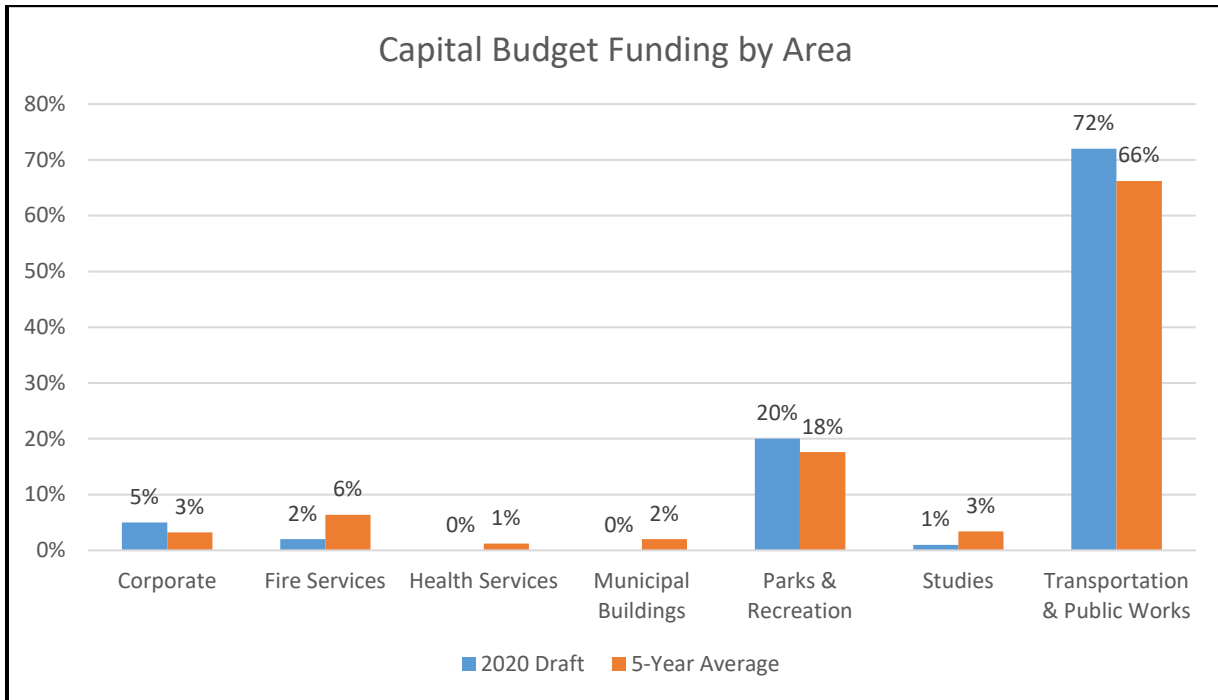
Project	Amount	OLG/Gas Tax
Elora Centre For Arts building	\$55,000	OLG
Fergus Scottish Festival – Sportsplex Campground	55,000	OLG
Replacement of Third Line bridge (structure 24-P)	2,200,000	
Pier Repointing and Lighting on the Jack R MacDonald Pedestrian Bridge (structure 1-EL)	115,000	
Rehabilitation of First Line Bridge (structure 23-WG)	70,000	
Design, approvals and construction of a new corporate operations facility	500,000	
Middlebrook Rd from Third Line to WR 7 asphalt resurfacing	1,000,000	OLG/Gas Tax
Eighth Line (Nichol) from WR 7 to Highway 6 asphalt resurfacing	300,000	OLG/Gas Tax
Sideroad 4 from WR 21 to Second Line asphalt resurfacing	420,000	OLG/Gas Tax
Rural road rebuild	200,000	OLG

Rural road upgrades - application of additional maintenance gravel	425,000	OLG
Reconstruction of Elora St from Tower St to Perth St in Fergus	1,395,000	OLG
Continuation of a multi-year pavement management program to replace small sections of pavement	210,000	OLG
Reconstruction of Princess St from Church St to the Grand River in Elora	1,035,000	OLG/Gas Tax
Scotland St water tower interior recoating and repairs	400,000	
Long-term water supply strategy implementation – Phase II Groundwater Investigation Study	2,420,000	
Additional water capacity for Wells F2 and F5	747,000	
Installation of play equipment, landscaping and trail development at Forfar Park	275,000	
A one year parking enforcement trial program	100,000	
Continuation of the urban forestry program in the Township including ash tree removal, tree planting, and policy development	250,000	OLG
Park development in the Storybrook East subdivision	300,000	

The following graph depicts the Township’s investment in rural roads since 2015. 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 2015 to 2019. The chart excludes amounts budgeted for rural road gravel resurfacing that are included in the operating budget (the 2019 budget amount was \$409,200 and the 2020 budget amount is \$466,300).



The following graph compares the capital budget funding by area as per the 2020 capital budget to the five year average (2015 to 2019).





TOWNSHIP OF CENTRE WELLINGTON 2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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	105-0752	Indoor Turf Training Facility Feasibility Study			20.0		-20.0							
2	105-0768	Water and Wastewater Rate Study - 2020	60.0					60.0				30.0	30.0	
3	105-0769	Community Benefits Charge Study - 2020	75.0		67.5			7.5	7.5					
4	755-0639	Rural and Cultural Heritage Landscape Registry	25.0		11.3			13.8	13.8					
	Total Studies		160.0	-	98.8	-	-20.0	81.3	21.3	-	-	30.0	30.0	-
			160.0	-	98.8	-	-20.0	81.3	21.3	-	-	30.0	30.0	-
<u>CORPORATE</u>														
<u>Corporate - Other</u>														
5	105-0771	Asset Management Implementation	145.0					145.0	101.5			21.8	21.8	
6	105-0772	Elora Centre For The Arts Building - 2020	55.0					55.0	55.0					
7	105-0773	Parking Enforcement	100.0					100.0	100.0					
8	510-0775	Fergus Scottish Festival - Sportsplex Campground	55.0					55.0	55.0					
9	810-0770	Street Renaming and Implementation	20.0					20.0	20.0					
10	830-0774	Employment Lands Strategy	50.0					50.0	50.0					
	Total Corporate - Other		425.0	-	-	-	-	425.0	381.5	-	-	21.8	21.8	-
			425.0	-	-	-	-	425.0	381.5	-	-	21.8	21.8	-
<u>MUNICIPAL BUILDINGS</u>														
<u>Municipal Buildings</u>														
11	105-0776	Elora Information Centre Accessible Security Door	14.0					14.0	14.0					
	Total Municipal Buildings		14.0	-	-	-	-	14.0	14.0	-	-	-	-	-
			14.0	-	-	-	-	14.0	14.0	-	-	-	-	-
<u>FIRE SERVICES</u>														
<u>Fire Services</u>														
12	205-0648	Elora Fire Station Renovation/Expansion	20.0		15.0			5.0	5.0					
13	205-0777	Traffic Signals - Opticom - 2020	15.0					15.0	15.0					



TOWNSHIP OF CENTRE WELLINGTON

2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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	
14	205-0778	Portable Radios and Chargers - 2020	8.0					8.0	8.0						
		Total Fire Services	43.0	-	15.0	-	-	28.0	28.0	-	-	-	-	-	-
			43.0	-	15.0	-	-	28.0	28.0	-	-	-	-	-	-
		HEALTH SERVICES													
		<u>Cemeteries</u>													
15	410-0779	Belsyde Cemetery - Casket Lot Foundations Block D - Phase IB	40.0					40.0	40.0						
16	410-0780	Elora Cemetery - Benches, Garbage Cans, Signs	20.0					20.0	20.0						
		Total Cemeteries	60.0	-	-	-	-	60.0	60.0	-	-	-	-	-	-
			60.0	-	-	-	-	60.0	60.0	-	-	-	-	-	-
		TRANSPORTATION & PUBLIC WORKS													
		<u>Capital Levy/OCIF Funded Projects</u>													
17	301-0085	Third Line - Carroll Creek Bridge - 24-P	2,200.0		220.0			1,980.0	1,980.0						
18	301-0713	Jack R MacDonald Pedestrian Bridge - 1-EL - Pier Rehabilitation and Bridge Lighting	250.0					250.0	250.0						
19	301-0781	First Line Bridge - 23-WG	70.0					70.0	70.0						
20	301-0782	Bridge Repairs and Remediation - 2020	85.0					85.0	85.0						
21	301-0783	Pre-Engineering - Bridges - 2020	195.0					195.0	195.0						
		Total Capital Levy/OCIF Funded Projects	2,800.0	-	220.0	-	-	2,580.0	2,580.0	-	-	-	-	-	-
		<u>Public Works - Other</u>													
22	301-0664	Redside Dace Monitoring Program Implementation	5.0					5.0	5.0						
23	301-0785	New LED Streetlight Installation	105.0					105.0	105.0						
24	303-0299	Corporate Operations Facilities	500.0					500.0		500.0					
25	303-0784	Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2020	100.0					100.0	40.0			30.0	30.0		
26	303-0786	New Utility Truck	140.0		140.0										
		Total Public Works - Other	850.0	-	140.0	-	-	710.0	150.0	-	500.0	30.0	30.0		-



TOWNSHIP OF CENTRE WELLINGTON

2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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>Roadways - Rural</u>														
27	301-0787	Middlebrook Rd. - Third Line to WR 7 - Asphalt Resurfacing	1,000.0					1,000.0	1,000.0					
28	301-0788	Eighth Line (Nichol) from WR 7 to Hwy 6 - Asphalt Resurfacing	300.0					300.0	300.0					
29	301-0789	Sideroad 4 - WR 21 to Second Line - Asphalt Resurfacing	420.0					420.0	420.0					
30	301-0790	Rural Road Rebuild - 2020	200.0					200.0	200.0					
31	301-0791	Rural Road Upgrades - Maintenance Gravel - 2020	425.0					425.0	425.0					
		Total Roadways - Rural	2,345.0	-	-	-	-	2,345.0	2,345.0	-	-	-	-	-
<u>Roadways - Urban</u>														
32	301-0592	Princess St (Elora) - Church St to Grand River	650.0					650.0	650.0					
33	301-0603	Wellington Dr - Cuthbert St to Cuthbert St	70.0					70.0	70.0					
34	301-0678	Cuthbert St - Wellington Dr to Wellington Dr	20.0					20.0	10.0				10.0	
35	301-0719	Downtown Fergus Streetlight Electrical Repairs	60.0					60.0	60.0					
36	301-0763	Woolwich St Sidewalk - Salem Bridge to WR 7	140.0					140.0	140.0					
37	301-0764	Geddes St Sidewalk - Avruskin St to Salem Bridge	110.0					110.0	110.0					
38	301-0792	Elora St. - Tower St. to Perth St.	590.0					590.0	147.5			221.3	221.3	
39	301-0793	Broadway St Sidewalk - WR 19 to George St.	145.0					145.0	145.0					
40	301-0794	2020 Sidewalk Repairs and Replacement	90.0					90.0	90.0					
41	301-0795	Pavement Management - 2020	210.0					210.0	210.0					
42	301-0796	Badley Bridge Streetlights and Metcalfe St Utility Crossing	160.0					160.0	160.0					
43	301-0797	Beatty Line Corridor Design	100.0		60.0			40.0	24.0			8.0	8.0	
		Total Roadways - Urban	2,345.0	-	60.0	-	-	2,285.0	1,816.5	-	-	229.3	239.3	-
<u>Storm Drainage</u>														
44	302-0691	Salem Bridge Storm Sewer	80.0					80.0	80.0					
45	302-0798	Catch Basin Rebuilds - 2020	40.0					40.0	40.0					
		Total Storm Drainage	120.0	-	-	-	-	120.0	120.0	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON

2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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>Structures</u>												
46	301-0799	Bridge and Culvert Structure Inspection - 2020	60.0					60.0	60.0					
		Total Structures	60.0	-	-	-	-	60.0	60.0	-	-	-	-	-
			8,520.0	-	420.0	-	-	8,100.0	7,071.5	-	500.0	259.3	269.3	-
		WASTEWATER												
		<u>Wastewater System</u>												
47	360-0356	Highway 6 - Sideroad 19 to Sideroad 18	60.0					60.0				60.0		
48	360-0592	Princess St (Elora) - Church St to Grand River	30.0					30.0				30.0		
49	360-0691	LPS Forcemain Temporary Relocation for Salem Bridge Project	60.0					60.0				60.0		
50	360-0736	LPS Grinder Pumps and LPS Alarm Panel Upgrades	50.0					50.0				50.0		
51	360-0792	Elora St. - Tower St. to Perth St.	400.0					400.0				400.0		
52	360-0800	West Mill SPS Forcemain Replacement on Metcalfe St	30.0					30.0				30.0		
53	360-0801	Heritage River Sanitary Service Installation	40.0			40.0								
54	360-0802	Fergus WWTP Sludge Storage Cleanout	120.0					120.0				120.0		
55	360-9650	LPS Grinder Pumps	35.0					35.0				35.0		
		Total Wastewater System	825.0	-	-	40.0	-	785.0	-	-	-	785.0	-	-
			825.0	-	-	40.0	-	785.0	-	-	-	785.0	-	-
		WATERWORKS												
		<u>Waterworks System</u>												
56	330-0356	Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	110.0					110.0					110.0	
57	330-0592	Princess St (Elora) - Church St to Grand River	355.0					355.0					355.0	
58	330-0603	Wellington Dr - Cuthbert St to Cuthbert St	45.0					45.0					45.0	
59	330-0678	Cuthbert St - Wellington Dr to Wellington Dr	55.0					55.0					55.0	
60	330-0691	Salem Bridge, WR 18, and James St Watermain	-215.0					-215.0				-21.5		-193.5
61	330-0727	Water Taking Permit/Licence Renewal	150.0					150.0					150.0	
62	330-0729	F5 Well Additional Capacity	113.0					113.0						113.0



TOWNSHIP OF CENTRE WELLINGTON

2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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	
63	330-0731	Water Supply Well Rehabilitation	50.0					50.0					50.0		
64	330-0792	Elora St. - Tower St. to Perth St.	405.0					405.0					405.0		
65	330-0803	Distribution Optimization	50.0					50.0					50.0		
66	330-0804	Scotland Tower Interior Recoating and Repairs	400.0					400.0					400.0		
67	330-0805	Long-Term Water Supply Strategy Implementation - Phase 2 Groundwater Investigation Study	2,420.0					2,420.0							2,420.0
68	330-0806	F2 Well Additional Capacity	634.0					634.0							634.0
69	330-0807	AMI Smart Meter Pilot	60.0					60.0					60.0		
70	330-0808	Water Tower Safety Rail Upgrades	30.0					30.0					30.0		
71	330-0809	SCADA Server Software Upgrades	15.0					15.0					15.0		
72	330-0810	PLC Firmware Updates	15.0					15.0					15.0		
73	330-0811	Water Distribution System Leak Detection	10.0					10.0					10.0		
		Total Waterworks System	4,702.0	-	-	-	-	4,702.0	-	-	-	-	1,728.5	-	2,973.5
			4,702.0	-	-	-	-	4,702.0	-	-	-	-	1,728.5	-	2,973.5
		<u>PARKS & RECREATION</u>													
		<u>Facilities - CW Community Sportsplex</u>													
74	510-0812	Pad B Insulation and Mesh Replacement	25.0					25.0	25.0						
		Total Facilities - CW Community Sportsplex	25.0	-	-	-	-	25.0	25.0	-	-	-	-	-	-
		<u>Facilities - Fergus Grand Theatre</u>													
75	610-0813	Theatre Exterior Digital Signage	5.0					5.0	5.0						
		Total Facilities - Fergus Grand Theatre	5.0	-	-	-	-	5.0	5.0	-	-	-	-	-	-
		<u>Grounds - CW Community Sportsplex</u>													
76	510-0814	Sportsplex Campground Hydro Upgrades	52.0	13.0		26.0		13.0	13.0						
		Total Grounds - CW Community Sportsplex	52.0	13.0	-	26.0	-	13.0	13.0	-	-	-	-	-	-
		<u>Parks</u>													
77	505-0550	Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	60.0					60.0	60.0						
78	550-0740	Storybrook East Park Development	300.0		270.0			30.0	30.0						
79	550-0815	Forfar Park - Play Equipment, Landscaping and Trail Development	275.0		247.5			27.5	27.5						



TOWNSHIP OF CENTRE WELLINGTON 2020 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2020 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	
80	550-0816	Victoria Park (Fergus) Water Bottle Filling Station	5.0					5.0	5.0						
81	550-0817	Confederation Park Improvements	60.0					60.0	60.0						
		Total Parks	700.0	-	517.5	-	-	182.5	182.5	-	-	-	-	-	-
		<u>Parks and Recreation - Other</u>													
82	505-0453	Urban Forestry	250.0					250.0	250.0						
83	550-0818	Landscape Truck	60.0		54.0			6.0	6.0						
84	550-0819	Utility Tractor	72.0		64.8			7.2	7.2						
		Total Parks and Recreation - Other	382.0	-	118.8	-	-	263.2	263.2	-	-	-	-	-	-
			1,164.0	13.0	636.3	26.0	-	488.7	488.7	-	-	-	-	-	-
		<u>VEHICLE REPLACEMENT</u>													
85	205-9500	Fire Vehicle Replacement	70.0					70.0	70.0						
86	505-9500	P&R Vehicle Replacement	137.0					137.0	137.0						
87	303-9500	Public Works Vehicle Replacement	790.0					790.0	790.0						
88	360-9500	Wastewater Vehicle Replacement	77.0					77.0				77.0			
89	330-9500	Water Vehicle Replacement	35.0					35.0					35.0		
			1,109.0	-	-	-	-	1,109.0	997.0	-	-	77.0	35.0	-	-
		<u>EQUIPMENT REPLACEMENT</u>													
90	205-9600	Fire Equipment Replacement	108.7					108.7	108.7						
91	105-9601	IT&S Hardware Equipment Replacement	185.0					185.0	185.0						
92	505-9600	P&R Facilities Equipment Replacement	460.8					460.8	460.8						
93	505-9700	P&R Parks Equipment Replacement	655.0					655.0	655.0						
94	303-9600	Public Works Equipment Replacement	47.8					47.8	47.8						
95	360-9600	Wastewater Equipment Replacement	21.0					21.0				21.0			
96	330-9600	Water Equipment Replacement	33.7					33.7					33.7		
			1,512.0	-	-	-	-	1,512.0	1,457.3	-	-	21.0	33.7	-	-
		GRAND TOTAL	18,534.0	13.0	1,170.1	66.0	-20.0	17,305.0	10,519.3	0.0	500.0	1,194.0	2,118.2	2,973.5	-



BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST

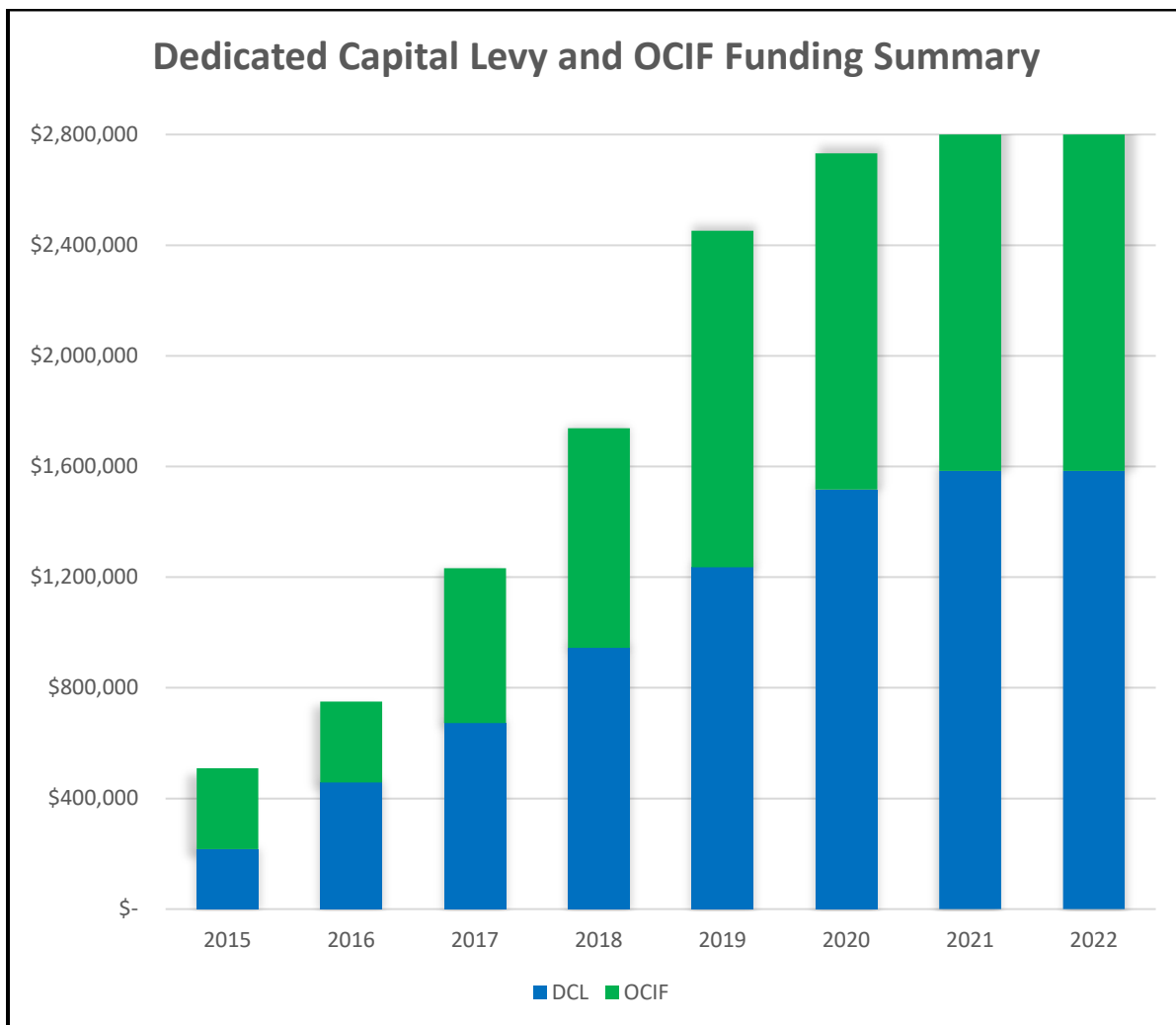
2020 BUDGET



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 the Township's allocation of Ontario Community Infrastructure Funding (OCIF), provided by the province.

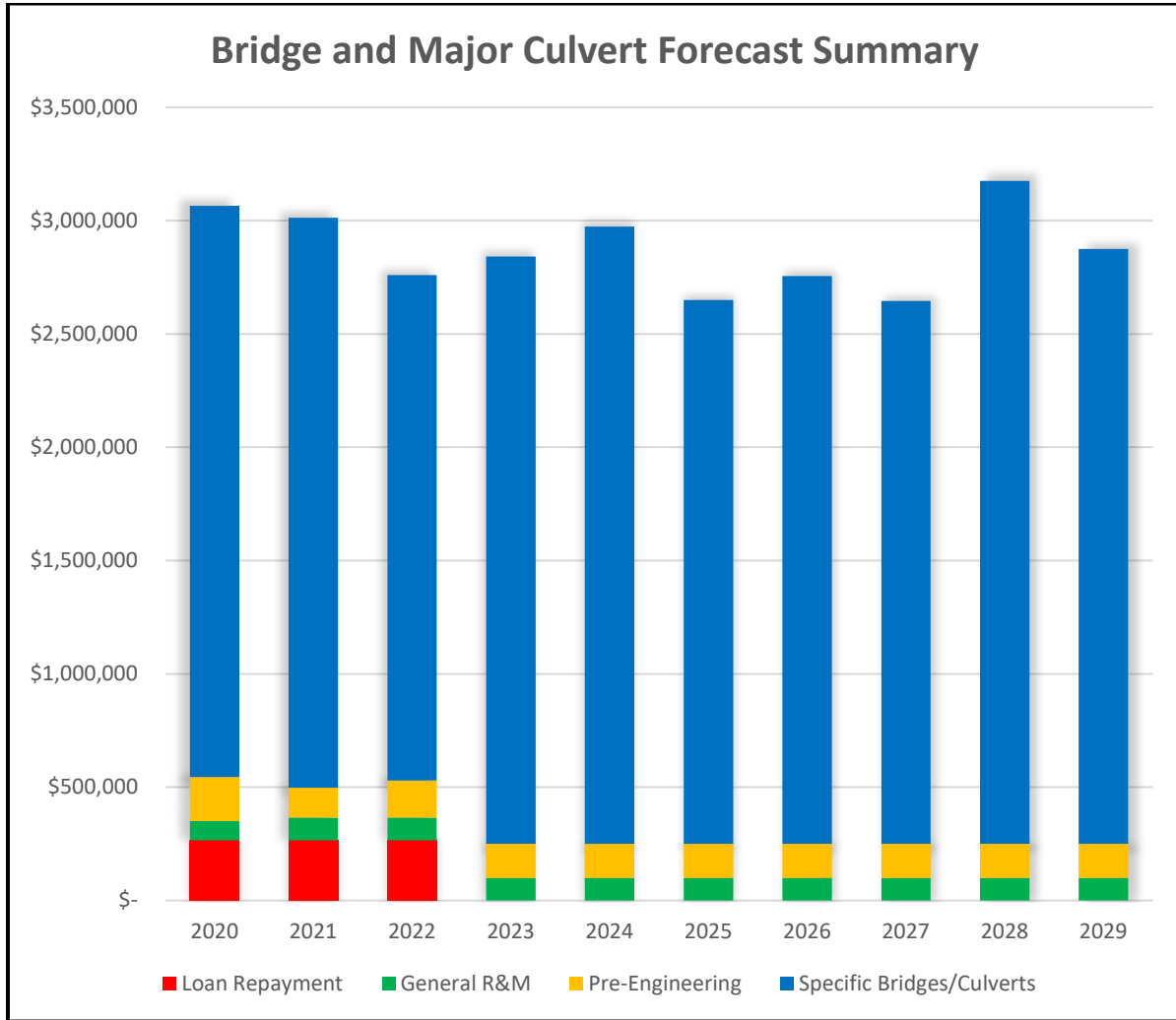
The dedicated capital levy (DCL) was introduced in 2015, based on recommendations for funding increases within the Township's Asset Management Plan. Combined with OCIF funding, the DCL is a funding source for bridge and major culvert rehabilitation and replacement. A summary of these funding sources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



As shown above, by 2021 the combined DCL and OCIF annual funding will reach \$2.8 million, the annual funding objective for bridges and major culverts. The graph above is

based on projected OCIF funding for 2020 to 2022, a 2% DCL increase for 2020, and a DCL increase in 2021 that is less than 1%.

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



The loan repayment in 2020 to 2022 represents the loan taken from reserves to fund structure 27-WG. The loan totalled \$1,250,000 and is being repaid over 5 years with interest, starting in 2018.

General repairs and maintenance represents minor repairs to be done on various structures. The 2020 minor repairs proposed includes:

Structure	Description	Cost
Eighth Line West (23-P)	Wingwall abutment wall	\$ 85,000
Total		\$ 85,000

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 2020 pre-engineering proposed includes:

Structure	Description	Cost
Fifth Line Culvert (4-WG)	Pre-engineering	\$ 25,000
First Line Bridge over Irvine Creek (24-WG)	Pre-engineering	110,000
Fifth Line Bridge over Irvine Creek (16-WG)	Pre-engineering	60,000
Total		\$195,000

A detailed analysis of the 10-year forecast for bridges and major culverts is provided below.



Bridges and Major Culverts 10-Year Plan Dedicated Capital Levy and OCIF Funding

Change From Prior Year Budget	Project	Project #	Project Type	Ward(s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
	Repayment of Loan from General Capital Reserve				265,275	265,275	265,275	-	-	-	-	-	-	-	795,825
	Bridge Repairs and Remediation	2020-006, 2019-006			85,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	985,000
	Pre-Engineering	2020-002, 2019-087			195,000	132,000	165,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,542,000
No Change	Structure 24-P (Third Line Bridge)	301-0085	Bridge Replacement	1	2,200,000										2,200,000
-1	Structure 1-EL (Jack R MacDonald Pedestrian Bridge)	301-0713	Pier Repointing/Lighting	1/2	250,000										250,000
No Change	Structure 23-WG (First Line)	2017-083	Bridge Rehabilitation	5	70,000										70,000
No Change	Structure 4-WG (Fifth Line)	2016-062	Culvert Replacement	6		540,000									540,000
No Change	Structure 24-WG (First Line Bridge over Irvine Creek)	F0111	Bridge Replacement	5		1,825,000									1,825,000
-1	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Rehabilitation	1		150,000									150,000
No Change	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation	6			366,000								366,000
No Change	Structure 16-WG (Fifth Line Bridge over Irvine Creek)	2014-040	Bridge Replacement	5			1,325,000								1,325,000
New	East West Garafraxa Townline Culvert - 0016	2020-058	Culvert Replacement	6			180,000								180,000
-2	Structure 14-P (Sideroad 4)	2018-047	Bridge Rehabilitation	2			168,000								168,000
-3	Structure 4-E (Fifth Line)	301-0711	Bridge Rehabilitation	6			190,000								190,000
No Change	Structure 32-P & 33-P (Noah Road)	2016-049	Culvert Replacements	1				2,175,000							2,175,000
-1	Structure 4-F (Pedestrian Bridge behind Fergus Grand Theatre)	2019-089	Bridge Rehabilitation	3				135,000							135,000
-1	Structure 8-E (Third Line)	2017-085	Bridge Rehabilitation	6				150,000							150,000
-2	Structure 11-WG (Sideroad 25)	2017-084	Bridge Rehabilitation	5				131,000							131,000
No Change	Structure 30-WG (Sideroad 15 - Queen Mary)	2010-076	Bridge Replacement	5					2,005,000						2,005,000
No Change	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement	2					635,000						635,000
-2	Structure 18-P (Middlebrook Road)	2019-088	Culvert Rehabilitation	1					84,000						84,000
No Change	Structure 5-E (Fourth Line)	2014-073	Culvert Replacement	6						1,245,000					1,245,000
No Change	Structure 1-P (Sideroad 5)	2016-061	Culvert Replacement	1						1,155,000					1,155,000
No Change	Structure 3-N (Beatty Line Bridge)	2015-056	Bridge Replacement	3							2,025,000				2,025,000
-2	Structure 30-P (Sideroad 5)	2016-060	Culvert Replacement	1							480,000				480,000
No Change	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement	5/6								2,000,000			2,000,000
-4	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements	1								320,000			320,000
New	Structure 1-E (Seventh Line) [6]	2017-082	Bridge Rehabilitation	6								75,000			75,000
No Change	Structure 29-WG (Sideroad 15)	2017-089	Bridge Replacement	5									1,800,000		1,800,000
-1	Structure 28-P (Sideroad 11)	2011-043	Culvert Replacement	1									1,125,000		1,125,000
New	Structure 3-E (Sixth Line) [2]	2016-063	Bridge Replacement	6										1,315,000	1,315,000
New	Structure 21-WG (First Line) [2]	2016-064	Bridge Replacement	5										1,310,000	1,310,000
	Total				3,065,275	3,012,275	2,759,275	2,841,000	2,974,000	2,650,000	2,755,000	2,645,000	3,175,000	2,875,000	28,751,825
	Opening Balance				289,210	176,309	146,534	187,259	146,259	172,759	322,759	367,759	522,759	147,759	
	Add: Dedicated Capital Levy Allocation				1,516,200	1,583,826	1,583,826	1,583,826	1,583,826	1,583,826	1,583,826	1,583,826	1,583,826	1,583,826	
	Add: OCIF Funding Allocation				1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	1,216,174	
	Add: Development Charges Allocation (10% Growth)				220,000	182,500	-	-	200,500	-	-	-	-	-	
	Less: Transfer to Capital				(3,065,275)	(3,012,275)	(2,759,275)	(2,841,000)	(2,974,000)	(2,650,000)	(2,755,000)	(2,645,000)	(3,175,000)	(2,875,000)	
	Ending Balance				176,309	146,534	187,259	146,259	172,759	322,759	367,759	522,759	147,759	72,759	

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



VEHICLE AND EQUIPMENT REPLACEMENT FORECAST

2020 BUDGET



Vehicle and Equipment Replacement Forecast Summary

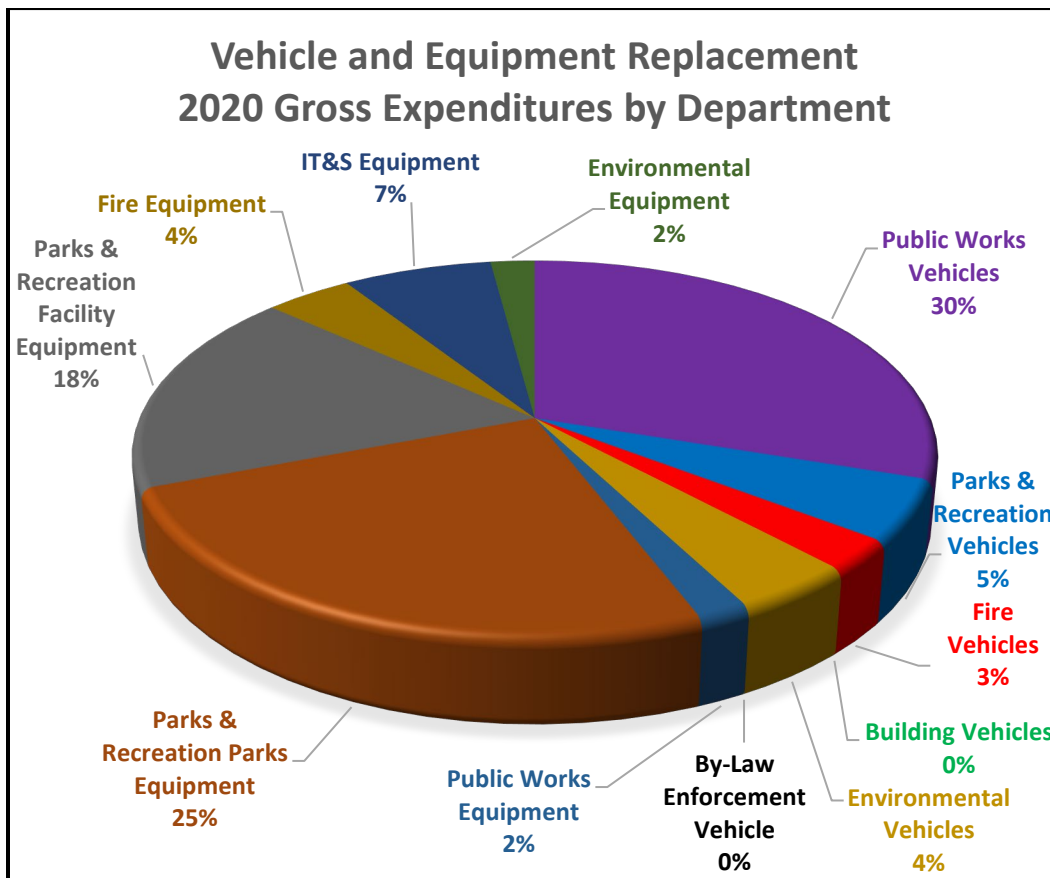
The Township maintains vehicle and equipment replacement schedules that show a 10-year forecast of replacement needs for each area. Replacement schedules are in place for the following areas:

Vehicles:

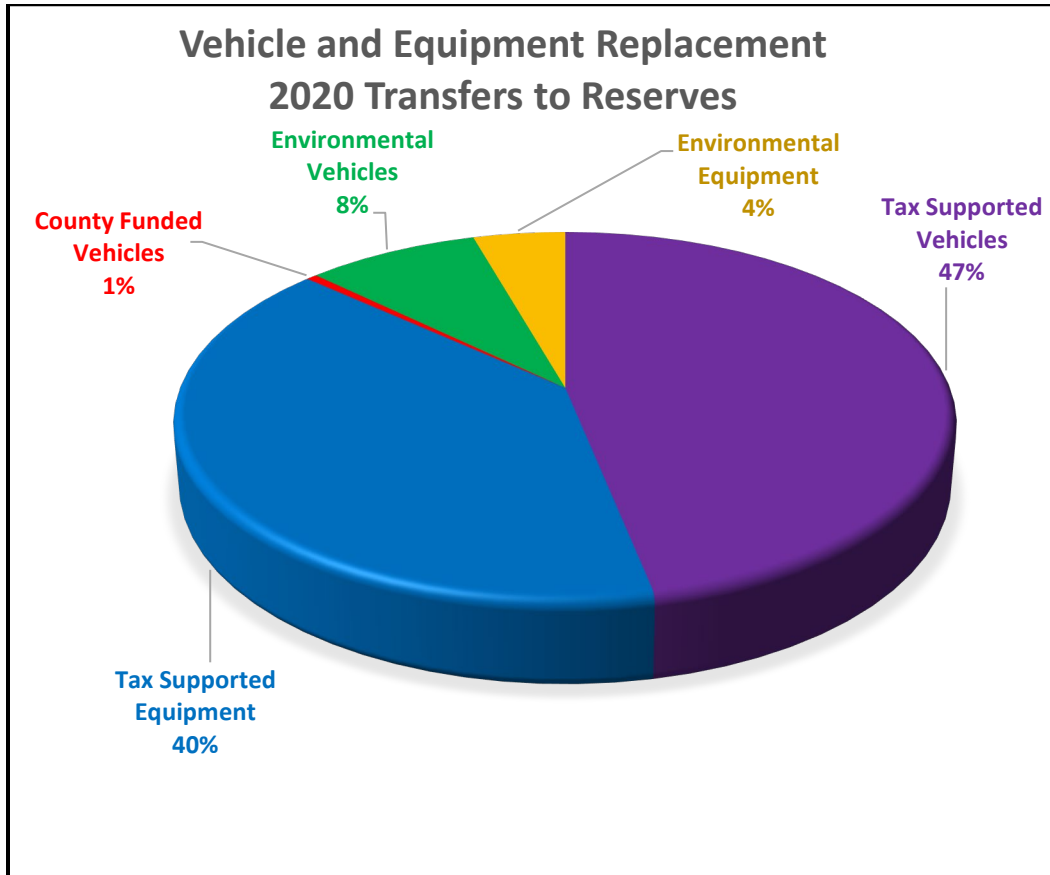
- ✓ Public Works
- ✓ Parks & Recreation
- ✓ Fire Services
- ✓ Building
- ✓ By-Law Enforcement
- ✓ Environmental Services
- ✓ Municipal FD Training Officer
- ✓ Municipal Risk Management Official

Equipment:

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



2020 activity within these replacement schedules is approved as part of the 2020 budget. A breakdown of the gross vehicle/equipment replacement costs for each department within the 2020 budget are shown in the graph above, totalling \$2,621,000. Contributions to the vehicle/equipment replacement reserves in 2020 are shown in the graph below, totalling \$1,916,000.



Vehicle and equipment replacement schedules are funded through replacement reserves that are funded through annual contributions from the operating budget. For 2020, budgeted use of replacement funds exceeds budgeted contributions of funds by \$540,500 (after taking into account 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 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 below for the 10-year forecast period.



**TAX SUPPORTED
VEHICLE
REPLACEMENT
FORECAST**

2020 BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2020 - 2030**

Vehicle Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public Works	790,000	443,700	681,400	976,300	701,400	507,900	795,100	1,108,500	861,200	549,700	841,100
Parks & Recreation	137,000	-	140,400	31,800	82,300	-	28,200	-	89,000	107,600	-
Fire	70,000	100,000	130,000	742,800	60,000	662,400	1,238,800	20,700	21,100	896,400	128,100
Building	-	-	35,400	36,100	36,800	-	38,300	39,100	-	-	41,400
By-Law Enforcement	-	-	-	-	-	-	38,300	-	-	-	-
Total Tax Supported Vehicle Replacement	997,000	543,700	987,200	1,787,000	880,500	1,170,300	2,138,700	1,168,300	971,300	1,553,700	1,010,600
<u>Reserve Forecast</u>											
January 1 Reserve Balance	704,105	756,605	1,189,905	1,265,205	568,705	780,705	755,405	17,205	81,905	391,105	129,905
Less: Vehicle replacements	(997,000)	(543,700)	(987,200)	(1,787,000)	(880,500)	(1,170,300)	(2,138,700)	(1,168,300)	(971,300)	(1,553,700)	(1,010,600)
Add: Revenues from sale of vehicles	152,500	53,000	110,500	109,500	82,500	95,000	218,500	97,000	99,500	64,500	140,500
Add: Operating budget contribution	897,000	924,000	952,000	981,000	1,010,000	1,050,000	1,092,000	1,136,000	1,181,000	1,228,000	1,277,000
Add: Transfer from Structural Fire Revenue Reserve	-	-	-	-	-	-	90,000	-	-	-	-
December 31 Reserve Balance	756,605	1,189,905	1,265,205	568,705	780,705	755,405	17,205	81,905	391,105	129,905	536,805



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2020 - 2030**

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)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
SMALL TRUCKS													
1 12-31 Dodge Ram Pick-up (Elora)	35,000	35,000									41,000		
2 16-03 Chev Silverado Pick-up (Rosso) - 2016	35,000					37,900							
3 19-05 Chev Silverado Pick-up (Swift) - 2019	35,000									40,200			
4 19-06 Chevrolet Equinox (Baker) - 2018	30,000								33,800				
5 15-04 Chev Pick-up (Heseltine) - 2015	35,000				37,100								
6 16-27 Chev Silverado Pick-up (Fergus) - 2016	35,000					37,900							
7 12-37 Ford F350 1 1/2 ton	75,000			78,000									
8 11-83 Chev 4X4 1 1/2 ton (Elora Shop Truck)	75,000		76,500										
9 12-36 Ford F350 1 1/2 ton	75,000			78,000									
10 11-75 4x4 Chev 1 1/2 ton	75,000		76,500										
11 16-47 Chev Silverado (Fergus) - 2016	35,000					37,900							
HEAVY EQUIPMENT													
1 18-10 John Deere Grader - 2018	460,000										539,000		
2 11-15 John Deere 870G Grader	460,000											549,700	
3 08-32 Volvo 960 Grader - retire	460,000												
4 17-77 John Deere Grader	460,000									528,400			
5 12-35 John Deere Rubber Tire Loader	200,000			208,100									
6 17-81 Case 580 Backhoe	150,000									172,300			
7 18-16 Case 450 Backhoe - 2018	150,000										175,700		
8 15-38 Case Backhoe 4WD - 2015	150,000						165,600						
9 08-30 John Deere Backhoe SJ 4WD - retire	150,000												
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	220,000					233,500							
11 05-19 Broombear Sweeper (Fergus)	375,000												
12 09-20 Pelican Sweeper (Elora)	220,000			228,900									
DUMP TRUCKS & SNOW PLOWS													
1 05-98 International Single Axle - retire	260,000												
2 12-33 International Single Axle	260,000		265,200										
3 15-68 International Single Axle - 2014	260,000					281,400							
4 15-79 International Single Axle - 2014	260,000					281,400							
5 16-85 International Single Axle - 2015	260,000						287,100						
6 17-82 International Single Axle - 2016	260,000								292,800				
7 17-42 International 7600 Tandem - 2016	320,000								360,400				
8 10-63 International 7300 Tandem	320,000	320,000											390,100
9 14-71 International 7600 Tandem - 2013	320,000				339,600								
10 14-72 International 7600 Tandem - 2013	320,000				339,600								
11 17-99 International 7600 Tandem -2016	320,000									367,600			
12 11-66 International 7600 Tandem	320,000	320,000											390,100
13 One way replacement snow plow blades	25,000	25,000	25,500	26,000	26,500								



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
PUBLIC WORKS
2020 - 2030**

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)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
SIDEWALK & GRASS													
1 09-64 Trackless (Fergus) (Note 1)	50,000	50,000											60,900
2 10-51 Kubota 3080 (Fergus) - retire	40,000												
3 09-62 Kubota (Elora) - retire	40,000												
5 12-34 Kubota 3080 Mower (Fergus)	40,000	40,000								46,900			
6 16-29 Kubota Zero Turn Mower (Fergus) - 2016	23,000					24,900							
7 12-07 3748 Kubota Tractor	60,000			62,400									
8 17-25 Kubota Sidewalk Machine - 2018	50,000							56,300					
9 14-40 Trackless - 2014 (Note 1)	50,000						55,200						
10 18-22 Kubota Zero Turn Mower (Fergus) - 2018	23,000							25,900					
11 18-88 Kubota Zero Turn Mower (Elora) - 2018	23,000							25,900					
12 18-52 Kubota Sidewalk Machine - 2018	50,000									58,600			
TOTAL VEHICLE REPLACEMENT	7,949,000	790,000	443,700	681,400	976,300	701,400	507,900	795,100	1,108,500	861,200	549,700	841,100	

Note 1 - All trackless machines to be replaced with Kubota sidewalk machines

Estimated Useful Life	
Trucks	8 yrs.
1.5 Ton Trucks	10 yrs.
Heavy Equipment	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
2020 - 2030**

Vehicle Description	2020 COST	Inflation Factor = 2%										
		(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SMALL TRUCKS												
1 E06-48 - Blue Dodge 4X4 truck (2006 - Parks & Watering) (Note 1)	31,000	31,000										
2 E13-53 - Blue Chev truck (2013 - Mgr P&FO)	30,000					32,500						
3 E04-51 - Chev Duel Wheel With Box (2004 - Parks)	60,000											
4 E06-07 - Blue Dodge truck with cap (2006 - Horticulturist) (Note 1)	30,000	30,000										
5 E18-50 - Chev Silverado (2018 - Parks)	40,000										47,800	
6 E11-52 - Blue Ford Ranger 4X4 truck (2011 - Sportsplex)	30,000				31,800							
7 E17-54 - Ford 550 Multipurpose	179,000											
TRACTORS & MOWERS												
1 EGF1801 - Kubota Tractor/Mower (2019)	25,000											
2 EM5030 - Kubota Tractor FE Loader (1999)	40,000			41,600								
3 E16-03 GTM - Gang Turf Mower (2016)	76,000									89,000		
4 E08-43 - John Deere Tractor FE Loader (2009)	46,000					49,800						
5 EF2690 - Kubota Tractor KK5651 Mower (2017)	25,000										29,900	
6 E09-36GTM - Gang Turf Mower (2009)	76,000	76,000										
7 EF2691 - Kubota Tractor KK5652 Mower (2017)	25,000										29,900	
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000							28,200				
9 EF2692 - Kubota Mower (2019)	25,000											
ICE RESURFACERS												
1 P&R68347 - CWCS Olympia (2012)	95,000			98,800								
2 E68348 - Elora Olympia (2016)	95,000											
TOTAL VEHICLE REPLACEMENT	953,000	137,000	-	140,400	31,800	82,300	-	28,200	-	89,000	107,600	-

Note 1: Vehicle to be retired and used as summer vehicles for Parks staff

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
2020 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FERGUS STATION												
1 E1 Pumper Rescue-41 - 2005 (Note 1)	700,000				742,800	60,000						
2 Timberwolf Mini Pumper - 2007	600,000						662,400					
3 Tanker-47 (Freightliner FL-80) - 1997	550,000											
4 Rescue-45 (KME) - 2017	650,000											
5 Boat - B49 - 2012	18,000								20,700			
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000											42,700
7 Truck-45B (2007 Dodge Ram)	35,000	35,000										42,700
ELORA STATION												
1 Pump/Rescue-61 (KME) - 2011	700,000										836,600	
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,100,000		100,000					1,238,800				
3 Tanker-67 (International 7500) KME - 2014	550,000											
4 Rescue-65 (KME) - 2017	650,000											
5 Boat - B69 - 2013	18,000									21,100		
6 Truck-65B (2003 Silverado)	35,000	35,000										42,700
ADMINISTRATION												
1 2012 Dodge Ram (T. Mulvey) ECAR3 - 2012	45,000			46,800								
2 2013 Expedition (B. Patton) ECAR1 - 2012	45,000			46,800								
3 2012 Dodge Caravan (C. Paluch) ECAR4 - 2012	35,000			36,400								
4 2019 Chevrolet Tahoe (J. Karn) ECAR2 - 2019	50,000										59,800	
TOTAL VEHICLE REPLACEMENT	5,816,000	70,000	100,000	130,000	742,800	60,000	662,400	1,238,800	20,700	21,100	896,400	128,100

Note 1 - Fergus E1 Pumper Rescue 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 - Refurbishment of Aerial 64 in 2021 is planned to extend the life of the vehicle beyond 2021.

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
2020 - 2030**

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)	(1.219)
2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1 19-01 Chevrolet Equinox - 2019	34,000							39,100				
2 14-02 Jeep Cherokee - 2014	34,000			35,400								41,400
3 15-04 Chevrolet Equinox - 2015	34,000				36,100							
4 16-03 Chevrolet Equinox - 2016	34,000					36,800						
5 19-05 Chevrolet Equinox - 2018	34,000						38,300					
TOTAL VEHICLE REPLACEMENT	170,000	-	-	35,400	36,100	36,800	-	38,300	39,100	-	-	41,400

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
BY-LAW ENFORCEMENT
2020 - 2030**

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)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1 19-21 Chevrolet Equinox - 2018	34,000							38,300					
TOTAL VEHICLE REPLACEMENT	34,000	-	-	-	-	-	-	38,300	-	-	-	-	

Estimated Useful Life	
SUV	8 yrs.



ENVIRONMENTAL SUPPORTED VEHICLE REPLACEMENT FORECAST

2020 BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2020 - 2030**

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)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
SMALL TRUCKS													
1 14-44 Dodge 2500 Pick-up with snow blade - Water - 2014	42,000			43,700									51,200
2 16-09 Chev 4X4 Crew Pick-up - Waste Water - 2016	35,000					37,900							
3 19-02 Chev Silverado (Chilton) - Water - 2019	35,000									40,200			
4 10-14 Dodge Ram 3500 1 1/2 Ton - Water - 2010	75,000		76,500										
5 11-86 Chev Pick-up - Water - 2011	35,000									40,200			
6 16-87 Chev 4X4 Crew Pick-up - Water - 2016	35,000					37,900							
7 13-06 Dodge Grand Caravan - Water - 2013	35,000	35,000									41,000		
8 13-46 Chev Pick-up - Waste Water - 2012	35,000	35,000									41,000		
9 11-08 GMC Pick-up with snow blade - Waste Water - 2010	42,000	42,000									49,200		
10 15-41 Chev Silverado WT 1500 Pick-up - Water - 2015	35,000				37,100								
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	35,000							39,400					
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	35,000							39,400					
13 19-23 - Chev Pick-up - (Mullin) - Waste Water - 2018	35,000							39,400					
OTHER													
1 14-80 Vactor Flusher Truck - Water/Waste Water - 2013	580,000				615,500								
2 10-17 Vactor Flusher Truck - Water/Waste Water - 2010	580,000		591,600										
3 04-28 GMC Camera Truck - Waste Water - 2004	55,000		56,100										
4 14-61 Kubota Mower - Waste Water - 2014	30,000					32,500							
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000					48,700							
6 E78-100 3600 Ford Tractor with Cab & Loader - retire	80,000												
TOTAL VEHICLE REPLACEMENT	1,879,000	112,000	724,200	43,700	652,600	157,000	-	118,200	80,400	131,200	-	51,200	
Reserve Forecast													
January 1 Reserve Balance		650,250	710,250	220,050	385,350	1,750	81,750	306,750	430,550	588,150	698,950	928,950	
Less: Vehicle replacements		(112,000)	(724,200)	(43,700)	(652,600)	(157,000)	-	(118,200)	(80,400)	(131,200)	-	(51,200)	
Add: Revenues from sale of vehicles		12,000	54,000	4,000	44,000	12,000	-	12,000	8,000	12,000	-	29,000	
Add: Operating budget contribution		160,000	180,000	205,000	225,000	225,000	225,000	230,000	230,000	230,000	230,000	240,000	
December 31 Reserve Balance		710,250	220,050	385,350	1,750	81,750	306,750	430,550	588,150	698,950	928,950	1,146,750	

Estimated Useful Life	
Trucks	8 yrs.
1.5 Ton Truck	10 yrs.
Larger Vehicles	10 yrs.



OTHER VEHICLE REPLACEMENT FORECAST

2020 BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL FD TRAINING OFFICER
2020 - 2030**

Vehicle Description	Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
	2020 COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1 2012 Dodge Ram 1500 4X4 (Hamilton) - 2012	40,000							45,000				
TOTAL VEHICLE REPLACEMENT	40,000	-	-	-	-	-	-	45,000	-	-	-	-
<i>Reserve Forecast</i>												
January 1 Reserve Balance		20,310	25,310	30,310	35,310	40,310	45,310	50,310	15,310	20,310	25,310	30,310
Less: Vehicle replacements		-	-	-	-	-	-	(45,000)	-	-	-	-
Add: Revenues from sale of vehicles		-	-	-	-	-	-	5,000	-	-	-	-
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	6,000
December 31 Reserve Balance		25,310	30,310	35,310	40,310	45,310	50,310	15,310	20,310	25,310	30,310	36,310

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON
VEHICLE REPLACEMENT FORECAST
MUNICIPAL RISK MANAGEMENT OFFICIAL
2020 - 2030**

Vehicle Description	Inflation Factor = 2%											
	(1.000) 2020 COST	(1.000) 2020	(1.020) 2021	(1.040) 2022	(1.061) 2023	(1.082) 2024	(1.104) 2025	(1.126) 2026	(1.149) 2027	(1.172) 2028	(1.195) 2029	(1.219) 2030
1 E14-28 - 2014 Jeep Cherokee - 2014	34,000		34,700							39,800		
TOTAL VEHICLE REPLACEMENT	34,000	-	34,700	-	-	-	-	-	-	39,800	-	-
<u>Reserve Forecast</u>												
January 1 Reserve Balance		31,000	36,000	9,300	14,300	19,300	24,300	29,300	34,300	39,300	7,500	12,500
Less: Vehicle replacements		-	(34,700)	-	-	-	-	-	-	(39,800)	-	-
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	5,000
December 31 Reserve Balance		36,000	9,300	14,300	19,300	24,300	29,300	34,300	39,300	7,500	12,500	17,500

Estimated Useful Life	
SUV	7 yrs.



TAX SUPPORTED EQUIPMENT REPLACEMENT FORECAST

2020 BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FUNDING SUMMARY - TAX SUPPORTED
2020- 2030**

Equipment Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Information Technology & Services	185,000	127,200	165,500	156,800	94,500	132,300	62,400	192,400	127,500	206,700	130,200
Public Works	47,800	48,100	46,100	19,000	103,600	110,700	98,800	31,000	10,500	115,100	82,700
Parks & Recreation - Facilities	460,800	221,700	221,150	275,200	278,300	332,800	356,100	360,600	323,291	358,500	302,900
Parks & Recreation - Parks	655,000	272,100	224,600	368,100	359,800	314,300	389,400	353,600	470,400	382,900	348,600
Fire	108,700	108,324	143,159	41,918	66,028	402,879	167,123	103,382	110,019	145,562	73,993
Total	1,457,300	777,424	800,509	861,018	902,228	1,292,979	1,073,823	1,040,982	1,041,710	1,208,762	938,393
<u>Reserve Forecast</u>											
January 1 Reserve Balance	960,210	266,910	289,486	326,977	346,959	371,731	53,752	4,929	36,948	119,237	87,475
Less: Vehicle replacements	(1,457,300)	(777,424)	(800,509)	(861,018)	(902,228)	(1,292,979)	(1,073,823)	(1,040,982)	(1,041,710)	(1,208,762)	(938,393)
Add: Revenues from sale of equipment	-	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution	666,000	699,000	734,000	774,000	817,000	862,000	909,000	954,000	1,002,000	1,052,000	1,105,000
Add: User Fee Contribution	98,000	101,000	104,000	107,000	110,000	113,000	116,000	119,000	122,000	125,000	128,000
December 31 Reserve Balance	266,910	289,486	326,977	346,959	371,731	53,752	4,929	36,948	119,237	87,475	382,082



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
INFORMATION TECHNOLOGY & SERVICES
2020 - 2030**

Description of Equipment	2020 Cost	Units	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Inflation factor = 0%			1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Workstations													
Desktops	1,300		23,400	20,800	10,400	9,100	23,400	20,800	10,400	9,100	23,400	20,800	10,400
Laptops	1,800		27,000	39,600	32,400	30,600	27,000	39,600	32,400	30,600	27,000	39,600	32,400
Council Tablets			0	0	4,800	0	0	0	4,800	0	0	0	4,800
Tablets (replace as needed)	800	4	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
Monitors (replace as needed)	210	4	800	800	800	800	800	800	800	800	800	800	800
Boardroom Audio Equipment Cycle	3,500	2	7,000							7,000			
GIS Printer / Plotter	10,000	1	10,000							10,000			
Servers & Storage													
Primary Server 1	21,000	1			21,000					21,000			
Primary Server 2	21,000	1			21,000					21,000			
Continuity Server 1	17,000	1				17,000						17,000	
Continuity Server 2	17,000	1				17,000						17,000	
Primary Storage Area Network (SAN)	50,000	1			50,000						50,000		
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							
Corporate Access Switches 24-Port	2,200	14				30,800							
SCADA Access Switches	1,300	40		52,000								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	3,900
802.1 Outdoor Wireless Access Points	2,700	6				16,200						16,200	
802.1 Wireless Controller	4,500	1		4,500					4,500				
Uninterruptible Power Supply Devices (UPS)													
Primary UPS	18,000	1									18,000		
Continuity / Recovery UPS	18,000	1			18,000								
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				
Phones													
Telephone Replacement	415	180	109,700										74,700
TOTAL EQUIPMENT REPLACEMENT			185,000	127,200	165,500	156,800	94,500	132,300	62,400	192,400	127,500	206,700	130,200

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
2020 - 2030**

Equipment Description	Inflation Factor = 2% (1.000) 2020 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Hand Equipment												
Hedge Trimmer - Gas (1)	1,200						1,300					
Weed Eaters (9)	500	1,000	1,000	1,000	1,000	1,000	1,200	1,200	1,200	1,200	1,200	1,200
Chain Saws (6)	800	1,600	1,600	1,600	1,600	1,800	1,800	1,800	1,800	1,800	2,000	2,000
Quick Cut Saws (2)	1,700	1,700			1,800		1,900			2,000		2,100
Push Mowers (2)	500	500	500				600	600				600
Small Equipment												
Hydraulic Water Pump (2)	10,000			10,400	10,600							12,200
Roadside Mower - Colvoy (1) - 2016	20,000			20,800					23,000			
Water Tanks (2)	22,000					47,600					52,600	
Compactor (Jumping Jack) (1)	5,000		5,100					5,600				
Sidewalk Sanders (1)	5,000					5,400					6,000	
2008 Bandit Wood Chipper - retire	50,000											
Linemarker Paint Machine	8,000			8,300								9,800
Plate Tamper (1)	4,000		5,800					5,800				
Pressure Washer (2)	15,000	15,000				16,200	16,600				17,900	18,300
Utility Trailers (4)	5,000		5,100									
Float Trailer	27,500	27,500										
Grader Packers (4)	25,000		25,500			27,100	27,600				29,900	30,500
Kubota Tractor Snow Blower (2016)	20,000							22,500				
Asphalt Hot Box (2016)	50,000						55,200					
Paving Roller	50,000							56,300				
Provision for Miscellaneous Equipment		500	3,500	4,000	4,000	4,500	4,500	5,000	5,000	5,500	5,500	6,000
TOTAL EQUIPMENT REPLACEMENT	321,200	47,800	48,100	46,100	19,000	103,600	110,700	98,800	31,000	10,500	115,100	82,700



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
FIRE SERVICES
2020 - 2030**

Equipment Description	Inflation Factor = 2% (1.000) 2020 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
RESCUE & MEDICAL EQUIPMENT												
1 Gas Resuscitators & Detectors	N/A	-	8,160	-	11,249	-	-	9,009	-	12,420	5,975	-
2 Hydraulic Equipment	N/A	-	56,100	-	-	10,824	83,910	-	-	-	15,536	-
3 Rescue Equipment	N/A	15,000	-	-	3,184	-	12,366	-	32,163	11,014	-	3,657
4 Other	N/A	7,000	14,280	14,566	3,608	10,824	33,122	-	-	15,700	-	8,533
SUPPRESSION EQUIPMENT												
5 Portable Pumps	N/A	7,400	12,444	3,849	-	-	-	-	-	-	-	-
6 Exhaust Fans	N/A	-	-	7,283	-	-	3,864	-	-	4,101	-	-
7 Hoses	N/A	5,700	-	20,288	2,122	-	24,842	-	4,595	26,948	-	4,876
8 Nozzles	N/A	-	-	4,578	-	-	19,873	2,703	-	2,343	-	2,926
9 Generators	N/A	-	8,160	15,606	6,367	-	-	-	-	7,030	-	-
10 Ladders	N/A	-	-	2,081	2,122	2,165	3,312	-	-	-	-	-
11 Other	N/A	38,300	5,100	15,606	6,898	-	16,782	31,533	-	-	7,529	46,687
12 Station Supplies	N/A	10,000	4,080	6,242	6,367	-	11,041	6,757	6,892	-	-	7,314
FIREFIGHTER PERSONNEL EQUIPMENT												
13 Radios	N/A	-	-	53,060	-	-	-	-	-	-	-	-
15 S.C.B.A. & Cylinders	N/A	-	-	-	-	-	-	-	-	-	-	-
16 Bunker Gear	N/A	-	-	-	-	17,860	81,978	49,551	25,271	12,888	49,298	-
17 Personal Protective Equipment	N/A	25,300	-	-	-	24,355	111,788	67,570	34,461	17,575	67,224	-
TOTAL EQUIPMENT REPLACEMENT		108,700	108,324	143,159	41,918	66,028	402,879	167,123	103,382	110,019	145,562	73,993



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2020 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219	
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
RESCUE & MEDICAL																
GAS RESUSCITATORS & DETECTORS																
Multi Gas Detector	Elora	2	4,000	5		4,080		4,245			4,505		4,687			
Multi Gas Detector	Fergus	2	4,000	5		4,080		4,245			4,505		4,687			
First-Aid Mannequins		1	5,000	10										5,975		
Rescue litter	Elora	2	1,300	10				1,380					1,523			
Rescue litter	Fergus	2	1,300	10				1,380					1,523			
						-	8,160	-	11,249	-	-	9,009	-	12,420	5,975	-
HYDRAULIC EQUIPMENT																
Hydraulic Small Power Pack	Elora	1	10,000	15					10,824							
Hydraulic Cutter	Elora	1	16,000	10		16,320										
Hydraulic Spreader	Elora	1	16,000	10		16,320										
Hydraulic Ram - Large	Elora	1	16,000	10		16,320										
Hydraulic Ram - Small	Elora	1	7,000	10		7,140										
Hurst E-Tool Spreader	Fergus	1	16,000	10						17,665						
Hurst E-Tool Cutter	Fergus	1	15,000	10						16,561						
Hurst E-Tool Ram	Fergus	1	13,000	10						14,353						
Hurst E-Tool Combi	Fergus	1	16,000	10						17,665						
Hurst E-Tool Combi	Elora	1	16,000	10						17,665						
Rescue Jack	Fergus	1	6,500	10											7,768	
Rescue Jack	Elora	1	6,500	10											7,768	
						-	56,100	-	-	10,824	83,910	-	-	-	15,536	-
RESCUE EQUIPMENT																
Full Body Rescue Harnesses	Elora	8	700	10						6,183						
Full Body Rescue Harnesses	Fergus	8	700	10						6,183						
Ice Water Personal Protective Equipment	Elora	5	2,500	8								14,359				
Ice Water Personal Protective Equipment	Fergus	5	2,500	8								14,359				
Marsar Boards	Elora	1	4,700	10									5,507			
Marsar Boards	Fergus	1	4,700	10									5,507			
Personal Floatation Device	Elora	15	400	15	6,000											
Personal Floatation Device	Fergus	15	400	15	6,000											
Rechargeable Scene Lights	Elora	4	1,500	7	1,500			1,592				1,723			1,828	
Rechargeable Scene Lights	Fergus	4	1,500	7	1,500			1,592				1,723			1,828	
					15,000		-	-	3,184	-	12,366	-	32,163	11,014	-	3,657



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2020 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219	
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
OTHER																
Air Chisels	Elora	1	2,000	15		2,040										
Air Chisels	Fergus	1	2,000	15		2,040										
Cribbing	Elora	1	7,000	15												
Cribbing	Fergus	1	7,000	15												
Defib	Elora	4	5,000	7		5,100			5,412				5,858			
Defib	Fergus	4	5,000	7		5,100			5,412				5,858			
High Pressure Air Bag Set	Elora	1	7,000	10			7,283									
High Pressure Air Bag Set	Fergus	1	7,000	10			7,283									
High Angle Stretcher	Elora	2	1,700	10				1,804					1,992			
High Angle Stretcher	Fergus	2	1,700	10				1,804					1,992			
Vehicle Stabilization Kit	Elora	1	10,000	10						11,041						
Vehicle Stabilization Kit	Fergus	1	10,000	10						11,041						
Drone - Inspire 1 Pro	Shared	1	7,000	5	7,000					7,729						8,533
Command Table	Elora	1	1,500	10						1,656						
Command Table	Fergus	1	1,500	10						1,656						
					7,000	14,280	14,566	3,608	10,824	33,122	-	-	15,700	-	8,533	
TOTAL RESCUE & MEDICAL					22,000	78,540	14,566	18,041	21,649	129,398	9,009	32,163	39,133	21,512	12,190	
SUPPRESSION EQUIPMENT																
PORTABLE PUMPS																
Portable Pumps (20hp)	Elora	1	4,800	15		4,896										
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	3,700		3,849									
Wildland Pump	Elora	1	2,500	10		2,550										
Wildland Pump	Fergus	1	2,500	10		2,550										
Salvage Pump	Elora	1	1,200	10		1,224										
Salvage Pump	Fergus	1	1,200	10		1,224										
					7,400	12,444	3,849	-	-	-	-	-	-	-	-	-
EXHAUST FANS																
Positive Pressure Fan	Elora	1	3,500	10									4,101			
Positive Pressure Fan	Fergus	2	3,500	10						3,864						
Electronic-Pressure Fan	Elora	2	3,500	15			3,641									
Electronic-Pressure Fan	Fergus	2	3,500	15			3,641									
					-	-	7,283	-	-	3,864	-	-	4,101	-	-	



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2020 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
HOSES															
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	350	15	1,050			1,821			1,932			4,101	
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	350	15	1,050			1,821			1,932			4,101	
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	800			4,162			4,416			4,687	
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15	800			4,162			4,416			4,687	
Suction Hose	Elora	6	1,000	15				2,122					2,297		2,438
Suction Hose	Fergus	6	1,000	15	2,000								2,297		2,438
4" Y Clapper Valve	Elora	1	1,500	15						1,656					
4" Y Clapper Valve	Fergus	1	1,500	15						1,656					
					5,700	-	20,288	2,122	-	24,842	-	4,595	26,948	-	4,876
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				1,248				1,351			1,463
Nozzles 2 1/2"	Fergus	6	1,200	20				1,248				1,351			1,463
Deck Gun 4"	Elora	1	3,000	15							3,312				
Deck Gun 4"	Fergus	1	3,000	15							3,312				
Blitz Fire	Elora	1	5,000	15							5,520				
Blitz Fire	Fergus	1	5,000	15							5,520				
					-	-	4,578	-	-	19,873	2,703	-	2,343	-	2,926
GENERATORS															
Portable Generator (6500wt)	Elora	1	7,500	10				7,803							
Portable Generator (6500wt)	Fergus	1	7,500	10				7,803							
Portable Generator (3500wt)	Elora	1	4,000	10			4,080								
Portable Generator (3500wt)	Fergus	1	4,000	10			4,080								
Portable Generator (1500wt)	Elora	2	3,000	10				3,184						3,515	
Portable Generator (1500wt)	Fergus	2	3,000	10				3,184						3,515	
					-	8,160	15,606	6,367	-	-	-	-	7,030	-	-
LADDERS															
Ladders 36'	Elora	2	1,500	20							1,656				
Ladders 36'	Fergus	1	1,500	20							1,656				
Ladders 24'	Elora	2	1,000	20				1,061							
Ladders 24'	Fergus	2	1,000	20				1,061							
Roof Ladder	Elora	2	1,000	20						1,082					
Roof Ladder	Fergus	2	1,000	20						1,082					
Attic Ladder	Elora	2	1,000	20				1,040							
Attic Ladder	Fergus	2	1,000	20				1,040							
					-	-	2,081	2,122	2,165	3,312	-	-	-	-	-



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2020 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
OTHER															
Chain Saw Vent Master	Elora	1	3,600	10	3,600										4,388
Chain Saw Vent Master	Fergus	1	3,600	10										4,302	
Rescue Circular Saw	Elora	2	2,700	10	2,700					2,981					3,291
Rescue Circular Saw	Fergus	1	2,700	10										3,227	
Port-A-Tank (2000 gal)	Elora	1	2,500	15						8,281					
Port-A-Tank (2000 gal)	Fergus	2	2,500	15				2,653							
Pressure Washer	Elora	1	4,000	10	4,000										4,876
Pressure Washer	Fergus	1	4,000	10				4,245							
Air Compressor	Elora	1	5,000	15						5,520					
Air Compressor	Fergus	1	5,000	15		5,100									
Thermal Imaging Camera	Elora	2	14,000	10	14,000						15,766				17,066
Thermal Imaging Camera	Fergus	2	14,000	10	14,000						15,766				17,066
Fire Safety Trailer (Shared)	Fergus	1	15,000	15			15,606								
					38,300	5,100	15,606	6,898	-	16,782	31,533	-	-	7,529	46,687
STATION SUPPLIES															
Snow Blower	Fergus	1	2,000	10		2,040									
Riding Lawnmower	Fergus	1	2,000	10		2,040									
Bunker Gear Washing Machine	Elora	1	10,000	15	10,000										
Bunker Gear Washing Machine	Fergus	1	10,000	15						11,041					
Bunker Gear Dryer	Elora	2	6,000	8			6,242				6,757				7,314
Bunker Gear Dryer	Fergus	2	6,000	8				6,367				6,892			
					10,000	4,080	6,242	6,367	-	11,041	6,757	6,892	-	-	7,314
TOTAL SUPPRESSION EQUIPMENT					61,400	29,784	75,533	23,877	2,165	79,715	40,992	11,487	40,422	7,529	61,803



TOWNSHIP OF CENTRE WELLINGTON
Detailed Equipment Replacement
FIRE SERVICES

ITEM	STATION	QTY	2020 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195	1.219
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FIREFIGHTER PERSONNEL EQUIPMENT															
RADIOS															
Portable Radios	Elora	15	1,500	10				23,409							
Portable Radios	Fergus	19	1,500	10				29,651							
					-	-	53,060	-	-	-	-	-	-	-	-
S.C.B.A. & CYLINDERS															
Self Contain Breathing Apparatus	Elora	17	7,500	15											
Self Contain Breathing Apparatus	Fergus	21	7,500	15											
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											
					-	-	-	-	-	-	-	-	-	-	-
BUNKER GEAR															
Bunker Gear	Elora	33	2,750	10					2,977	60,724	12,388	15,794			19,719
Bunker Gear	Fergus	36	2,750	10					14,883	21,254	37,163	9,477	12,888	29,579	
					-	-	-	-	17,860	81,978	49,551	25,271	12,888	49,298	-
PERSONAL PROTECTIVE EQUIPMENT															
Personal Protective Equipment (Note 1)	Elora	33	3,750	10					4,059	82,806	16,892	21,538			26,890
Personal Protective Equipment (Note 1)	Fergus	36	3,750	10					20,296	28,982	50,677	12,923	17,575	40,334	
Boots	CW	8	500	Note 1	4,000										
Helmet	CW	29	450	Note 1	13,050										
Coveralls	CW	25	330	Note 1	8,250										
					25,300	-	-	-	24,355	111,788	67,570	34,461	17,575	67,224	-
TOTAL PERSONNEL EQUIPMENT															
					25,300	-	53,060	-	42,215	193,766	117,121	59,732	30,463	116,522	-
GRAND TOTAL - FIRE EQUIPMENT															
					108,700	108,324	143,159	41,918	66,028	402,879	167,123	103,382	110,019	145,562	73,993

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
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FLORA COMMUNITY CENTRE															
Site works															
Parking Lot (line painting)															
Sidewalks					-	-	-	-	-	-	-	-	-	-	-
Building Exterior															
Roofing Systems (Facility Capital)											100,000				
Eaves Troughs															
Soffit & Fascia															
Caulking							3,600								
Exterior Walls														50,000	
Windows															
Doors						3,600	2,450								15,000
					-	3,600	6,050	-	-	-	100,000	-	-	50,000	15,000
Building Interior															
Walls - common and service areas (painting & protective netting)						28,100									
Floors- common and service areas (vinyl & skate tiles)														75,000	
Lighting Fixtures - common and service areas															
Plumbing Fixtures - common and service areas															
Appliances - Other															
Concession equipment (small, large & vending machines)					1,500			1,500							
Cabinetry													29,291		
					1,500	28,100	-	1,500	-	-	-	-	29,291	75,000	-
Electrical Systems															
Distribution Panel - Main/intermediate					4,250										
Transformer						12,000									
Fire Alarm - Panel															
Emergency Lighting							10,000								
Exterior Lighting System															
					4,250	12,000	10,000	-	-	-	-	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

			Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
Equipment Description	QTY	LIFE	2020 UNIT COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Mechanical Systems														
Heating System - common and service areas				7,000										
Exhaust Systems														
Arena Exhaust Fans														
Ice Making System		pump			7,200									
Compressor							48,400		50,000					
Ice Rink De-humidification														75,000
Domestic Water Shut-off Valves and Mains														
Domestic Water - Risers and Laterals					13,200									
Domestic Water - Hot water Boilers and Tanks														
Domestic Water Recirculating System				1,650										
Storm Water including Roof Drains						3,700								
Chiller					50,000									
Condenser												77,681		
				8,650	20,400	3,700	48,400	-	50,000	-	-	-	-	75,000
Various Arena Equipment														
Hockey Nets	2 set	15 years	3,000			3,100								3,700
Lacrosse Nets	2 set	15 years	1,500			1,600								1,800
Ice Surface Edger (propane)	1	5 years	6,000	6,000					6,600					7,300
Score Clock	1	15 years	20,000											
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					7,800						
P.A. System- amplifier	1	10 years	10,000					10,800						
Oscillating Fans	3	15 years	2,000						6,600					
				16,000	-	4,700	-	18,600	13,200	-	-	-	-	12,800
Lobby Equipment														
Display Case	1	40 years	5,000											
Benches	3	20 years	2,500											
				-	-	-	-	-	-	-	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

			Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
Equipment Description	QTY	LIFE	2020 UNIT COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	3,000	3,000		
Sound System	1	10 years	3,000							3,400				
Speakers	2	10 years	1,000							1,100				
Acoustic Tiles	24	10 years	5,000	5,000										
Projector	1	5 years	1,000				1,100					1,200		
Bar Freezer	1	10 years	1,000		1,000					1,100				
Dishwasher	1	10 years	25,000			26,000								
Double Door Fridge	1	10 years	5,000											
Beer Fridge	1	10 years	7,000	7,000										
				17,000	1,000	31,000	1,100	5,000	-	10,600	5,000	6,200	-	-
Cleaning Equipment														
Floor Scrubbers	1	5 years	7,500							8,400				
Snow blower	1	5 years	1,000			1,000					1,100			
Carpet Cleaner	1	7 years	1,000						1,100					
Floor polisher	1	10 years	2,000											
				-	-	1,000	-	-	1,100	8,400	1,100	-	-	-
ELORA COMMUNITY CENTRE SUB-TOTAL				47,400	65,100	56,450	51,000	23,600	64,300	119,000	6,100	35,491	125,000	102,800
CENTRE WELLINGTON COMMUNITY SPORTSPLEX														
Building Exterior														
Caulking														
Front Entrance Roof Painting													59,800	
Windows														
Doors				3,500		3,300								



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
				3,500	-	3,300	-	-	-	-	-	-	59,800	-
Building Interior														
Ceilings-common and service areas														
Mezzanine upgrades										8,400				
Community hall washroom upgrades				10,000										
Fitness change rooms upgrades														
Walls - common and service areas														
Community hall folding door covering repairs														
Floors- common and service areas				23,700	20,000	24,000	14,000							
Interior Doors - common and service areas				1,700	1,800	5,000								
Lighting Fixtures - common and service areas				2,000										
Plumbing Fixtures - common and service areas						5,000	5,000	5,000						
T.V. Monitor Program							11,000							
Vending Machine								5,100		5,400				
Pool Windows												117,200		
Lighting for Streetscape				12,000										
Plumbing for Cross Connections														
Floor Scrubber									14,000					
Concession equipment (small, large & vending machines)						3,000					3,400			
Cabinetry														
Storage Lockers						10,000								
				49,400	21,800	47,000	30,000	10,100	14,000	13,800	3,400	117,200	-	-
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	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Inflation Factor = 2%			(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
Equipment Description	QTY	LIFE	2020 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Mechanical system													
Heating system													
replace pad A arena gas heating													
Dehumidifier - Pad A			24,000					71,300					
Exhaust Systems													
Olympia Room Water Heater													
Unity Hall HVAC													
Pool Office HVAC													
Domestic Water - Hot Water Boilers and Tanks													
Domestic Water Recirculating System													
Condenser Replacement Pad A and Pad B													
Compressor Replacement													
Domestic Water Treatment System													
Fire Hoses Cabinets													
Sanitary Waste Removal System													
Storm Water including Roof Drains													
			113,400	-	1,700	84,900	139,400	71,300	53,800	172,300	-	35,900	-
Pad A Arena, Dressing Room Equipment													
Hockey Nets	2 sets	15 years	6,000										
Lacrosse Nets	2 sets	15 years	1,500			1,600					1,800		
Ice Surface Edger	1	5 years	6,000					6,500					
Sound System													
Score Clocks	1	15 years	20,000										
30 Second Clocks	1	15 years	2,000										
Oscillating fan	2	15 years	2,000			2,100							
			-	-	-	3,700	6,500	-	-	-	1,800	-	-
Pad B Arena, Dressing Room Equipment													
Hockey Nets	2 sets	15 years	3,000	3,100									
Lacrosse Nets	2 sets	15 years	1,500	1,500									
Score Clocks	1	15 years	20,000										
30 Second Clocks	1	15 years	2,000		2,100								
			-	4,600	2,100	-	-	-	-	-	-	-	-
Aquatic Centre													
Water Slide													
	1	20 years	25,000				27,100						
			-	-	-	-	27,100	-	-	-	-	-	-
Pool Equipment													
Various Pool Toys													
Lifeguard Equipment													
Various Pool Equipment													
Aquafit Equipment													
Pool Maintenance Equipment													
			10,000	12,400	-	-	13,100	13,300	-	13,900	-	14,500	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

			Inflation Factor = 2%											
			(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)	
Equipment Description	QTY	LIFE	2020 UNIT COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Hall Equipment														
Tables - 8' rectangle	50	5 years	130	1,000	1,000	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		1,400		1,400	
Chairs	500	5 years	50	2,500	2,500	2,500	2,500		2,500		2,500		2,500	
Sound System	1	10 years	3,000									3,600	15,000	
Speakers	4	10 years	500										15,000	
Flooring VCT	921 sq.m	15 years	60,000		62,400									
Dishwasher	1	10 years	50,000											
Convection Ovens	1	10 years	7,000				7,600							
Stovetop Ovens	1	10 years	21,000			22,300								
Double Door Fridge	3	10 years	5,000											
Freezers	2	10 years	3,500											
Dividing Wall	1	30 years	75,000						84,500					
				4,900	4,900	67,300	27,200	7,600	4,900	84,500	4,900	-	9,500	30,000
Cleaning Equipment														
Snow blower	1	5 years	1,000	1,000				1,100						
Floor Scrubber - Small	1	5 years	13,000			13,800					12,900			
Floor Scrubber - 20"	1	5 years	9,000				9,700					10,800		
Floor Scrubber - 28"	1	5 years	11,000				11,900					13,100		
				1,000	-	-	13,800	21,600	1,100	-	-	12,900	23,900	-
Weight Room / Fitness Equipment														
Weight Equipment		varies	15,000	15,000					16,600		17,600		18,300	
Women's Sauna	1	7 years	5,000					5,500						
Men's Sauna	1	7 years	5,000			5,300								
Cardio Equipment		varies	35,000	35,000	36,400			38,600			41,000			
				50,000	-	36,400	5,300	-	60,700	-	-	58,600	-	18,300
Digital Signs for Sportsplex and Fire Hall	2	10 years	32,500	65,000										
CWCS SUB-TOTAL				297,200	43,700	157,800	164,900	225,400	219,300	152,100	254,500	190,500	143,600	48,300



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
VICTORIA PARK SENIOR CENTRE															
Site Works															
Sidewalks					6,500	6,000									15,000
					6,500	6,000	-	-	-	-	-	-	-	-	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					5,800										
Plumbing Fixtures - common and service areas								5,000							
Appliances - Other					1,700									50,000	
Cabinetry															40,000
Countertops															15,000
					7,500	-	-	5,000	-	-	-	-	-	50,000	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								2,100							
					-	-	2,100	5,000	-	-	-	-	-	10,000	-
Mechanical Systems															
Air Make-up Systems															
Domestic Water Shut-off Valves and Mains								3,600							
Domestic Water - Risers and Laterals															
Domestic Water - Hot water Boilers and Tanks											10,000				
Domestic Water Recirculating System															
Domestic Water Treatment System					5,000										
Air conditioning unit															
Other (Sump Pumps)					8,000										
					13,000	3,600	2,300	-	-	-	10,000	-	-	-	-
VICTORIA PARK SENIOR CENTRE SUB-TOTAL					27,000	9,600	4,400	10,000	-	-	10,000	-	-	60,000	70,000



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FERGUS GRAND THEATRE															
Site Work															
Sidewalks					-	-	-	-	-	-	-	-	-	-	-
Building Exterior															
Roof system															
front metal canopy		25 years													
main & secondary roof (EPDM)		25 years													
Caulking					2,500										
Eaves		30 years													
Exterior Walls															
Windows															
Doors						3,600					10,000				
					2,500	3,600	-	-	-	-	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			35,100		
Plumbing Fixtures - common and service areas						4,800									
					-	4,800	-	-	-	19,200	-	-	35,100	-	-
Electrical Systems															
Distribution Panel - Main/intermediate					1,900										
Emergency Lighting															
Exterior Lighting System															
					1,900	-	-	-	-	-	-	-	-	-	-
Mechanical Systems															
Heating System - common and service areas				95,000							50,000	50,000			
Domestic Water Shut-off Valves and Mains						2,400									
Domestic Water - Risers and Laterals					4,600										
Domestic Water - Hot water Boilers and Tanks				1,200		1,200							1,400		
Storm Water including Roof Drains					1,200										
					5,800	3,600	-	-	-	-	50,000	50,000	1,400	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Lighting														
SL 15/32's	5	10 years	2,000		10,200									
SL 23/50's	10	10 years	2,000	20,000										
Source 4 Jr Zooms	18	10 years	2,000		36,700									
6" Rama Fresnels	10	10 years	1,500		15,300									
S4 PARnels	12	10 years	1,500				19,100							
8" Fresnels	6	10 years	1,500				9,600							
Acclaim 18-34 zooms	2	10 years	2,000					4,300						
V-bar LED's	12	10 years	2,000											
Fogger/Hazer		10 years	1,000											1,200
CD80 Dimmer Rack, dimmers		10 years	10,000											
				20,000	62,200	-	28,700	4,300	-	-	-	-	-	1,200
A/V														
Digital Projector		10 years	10,000				10,600							
DVD Player		10 years	500											600
Large Screen		30 years	15,000											
Small Screen		30 years	1,500											
				-	-	-	10,600	-	-	-	-	-	-	600
Sound														
Digital Snake														
Fan Snake		10 years												
Sound Board		5 years												
Lav Packs/receivers	2	5 years	1,000	2,000										
Wireless SM 58 kit		5 years	4,000		4,100									
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									1,200		
SM 58 Mics	9	10 years	400	3,600										
SM 57 Mics	6	10 years	400	2,400										
Drum mic kit		10 years	1,500											
QSC K10 Speakers		10 years	1,000	1,000										
				11,000	4,100	-	-	-	-	-	-	1,200	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	2,000										
Wireless headsets	4	5 years	1,000	4,000										
House Manager's Clear-com		10 years	500											
				13,000	-	-	-	-	-	-	-	-	-	-
Ladders														
FOH A-Frame Ladder		5 years	1,500	-	-	-	-	-	-	-	-	-	-	-
FERGUS GRAND THEATRE SUB-TOTAL				54,200	78,300	-	39,300	4,300	19,200	60,000	50,000	37,700	-	1,800
BELWOOD HALL														
Site Work														
Sidewalks														
				-	-	-	-	-	-	-	-	-	-	-
Building Exterior														
Paint siding														
Replace metal roof on entire building (\$22,500 in 2007)		40 years	25,000										29,900	18,000
Eaves trough - Soffit & Fascia (\$3,500 in 2007)														
Windows (\$16,800 in 2007)				20,000										
Siding board & batten (\$17,750 in 2007)					20,000									
Caulking														
Doors												17,600		
				20,000	20,000	-	-	-	-	-	-	17,600	29,900	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				2,000			10,000							
Plumbing Fixtures - common and service areas						2,500								
Stage Curtains														9,000
Double Door Fridge					5,000									8,000
Appliances - Other				850								1,000		
				7,850	5,000	2,500	10,000	25,000	30,000	-	-	1,000	-	17,000
Electrical System														
Distribution Panel - Main/intermediate														
Emergency Lighting														
				-	-	-	-	-	-	-	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON
FACILITIES EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Mechanical System															
Heating System - common and service areas				1,000							15,000				
Domestic Water Supply and Distribution															
Domestic Water - Risers and Laterals															
Domestic Water Treatment System															
Sanitary Waste Removal System				1,150								50,000			
				2,150	-	-	-	-	-	-	15,000	50,000	-	-	-
BELWOOD HALL SUB-TOTAL					30,000	25,000	2,500	10,000	25,000	30,000	15,000	50,000	18,600	29,900	35,000
CWCS CAMPGROUND WASHROOM															
Building Exterior															
Roof systems															30,000
Soffit and fascia													17,600		15,000
Building Interior															
Walls - common and service areas				5,000									23,400		
				5,000	-	-	-	-	-	-	-	-	41,000	-	45,000
CWCS CAMPGROUND SUB-TOTAL					5,000	-	-	-	-	-	-	-	41,000	-	45,000
TOTAL EQUIPMENT REPLACEMENT					460,800	221,700	221,150	275,200	278,300	332,800	356,100	360,600	323,291	358,500	302,900



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

				(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)	
Inflation Factor = 2%				(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)	
Equipment Description	QTY	Year Install	LIFE	2020 UNIT COST	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
GENERAL PARK															
Bleachers															
CWSC Grounds (80 seat unit)	30	old	10 years	26,000					28,100	57,400			30,500		
Elora CC Diamonds (40 seat unit)	5	old	10 years	3,000	3,000	3,100					3,400	3,400	3,500		
Elora Lion's Park (40 seat unit)	3	old	10 years	3,000	3,000	3,100					3,400				
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		8,200					9,000		9,400		
Highland Park - (40 seat unit)	4	old	10 years	3,000	3,000		3,100					3,400			
Belwood Ball Diamond (80 seat unit)	3	old	10 years	8,000		8,200	8,300								
St Mary's School (40 seat unit)	2	old	10 years	3,000											
					9,000	22,600	11,400	-	28,100	57,400	15,800	6,800	43,400	-	-
Benches & Tables															
Picnic Tables (various locations)	50	old	10 years	500	1,000						1,200		4,800		
Park Benches	25	old	10 years	600		600					700				
					1,000	600	-	-	-	-	1,900	-	4,800	-	-
Fencing															
Fencing					-	-	-	-	-	-	-	-	-	-	-
Tennis Courts															
Tower Street Tennis Courts (TSTC) - fencing	1999		20 years	25,000			26,000								
TSTC - Re-colour coat surface	2010		10 years	25,000											
TSTC - Re-asphalt & colour surface			15 years			32,600									
TSTC - Replace lights		old	15 years	45,000			46,800								
CWSCS - fencing	2009		20 years	25,000											
CWSCS - re-colour coat surface	2009		5 years	7,500					8,100					9,000	
CWSCS - Re-asphalt & re-colour coat	2009		15 years	25,000	60,000										
CWSCS - replace lights	2009		15 years	45,000									52,700		
					60,000	32,600	72,800	-	8,100	-	-	-	52,700	9,000	-
Light Towers															
ECC Diamonds - "A"		old	2018	100,000								114,900			
ECC Diamonds - "B"		old	2019	100,000					110,400						
CWSC - Hardball		old	2013	80,000											
Victoria Park Soccer	2003		2020	120,000									140,600		
Victoria Park Rugby/Soccer	2003		2020	40,000									46,900		
Tye/Highland Park Diamonds		old	2015	100,000		102,000									
Belwood Ball Diamond	1997		2021	100,000								114,900			
					-	102,000	-	-	-	110,400	-	229,800	187,500	-	-



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%		(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
Shelters (25 years)																
Elora Community Centre	1	1990	25 years	50,000					53,100							
CWSC Centre	1	old		40,000						43,300						
Bissell Park	1	1995	25 years	40,000								45,000				
Hoffer Park	1	old	25 years	20,000				20,800								
Confederation Park - DO NOT REPLACE	1	old	not replace													
Veteran's Park (Salem) - DO NOT REPLACE	1	old	25 years	35,000												
Maple Park (Belwood)	1	old	10 years	50,000				53,100								
						-	-	20,800	106,200	43,300	-	45,000	-	-	-	-
Playground Equipment																
Belwood - Douglas Park (swings, spring toy, structure & slide)			15 years	50,000										58,600		
Belwood - Maple Park (swings & slide)	1	2014	15 years	75,000												
ECC - play equipment	1		15 years	200,000								225,200				
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	15 years	75,000												91,400
Elora - O'Brien Park	1		15 years	100,000	100,000											
Elora - Keating Park - play equipment	1	2015	15 years	45,000												
Elora - Drimmie Park - play equipment	1		15 years	100,000									114,900			
Elora - Foote Park - play equipment	1		15 years	50,000				53,100								
Elora - Southridge - play equipment	1	2014	15 years	200,000												
CWCS - play equipment	1		15 years	150,000	120,000											
Fergus - Strathallan park - play equipment	1		15 years	75,000								84,500				
Fergus- Victoria Park (play structure)	1		15 years	150,000					162,400							
Fergus - Tait Park - play equipment	1	2019	15 years	50,000												
Fergus- Stait Park - play equipment	1		15 years	200,000												243,800
Fergus- Graham Park	1		15 years	50,000	50,000											
Fergus- Ferrier Park (play structure)	1		15 years	75,000			76,500									
Fergus- Wilkie Park (play structure)	1		15 years	75,000										100,000		
Fergus- Confederation Park (play structure)	1		15 years	50,000												
Fergus - Webster Park - play equipment	1	2008	15 years	50,000						54,100						
Fergus - Webster park - arch climber	1		15 years	4,000						4,300						
Fergus - Beatty Park - play equipment	1	2008	15 years	75,000				79,600								
Fergus - Holman Park - play equipment	1	2008	15 years	50,000						55,200						
Fergus - Strathlea - play equipment	1	2015	15 years	150,000												
Fergus - Westminster - play equipment	1	2015	15 years	200,000												
Salem - Veteran's Park - play equipment & swings	1	2018	15 years	50,000												
Elora - Elora Meadows Park - play equip	1	2018	15 years	140,000												
Fergus - Gibbons Drive Park - play equip	1	2019	15 years	75,000												
Fergus - Revell Park - play equip	1	2019	15 years	60,000												
					270,000	76,500	-	132,700	220,800	55,200	309,700	114,900	158,600	-	-	335,200



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% (1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SPORT SPECIFIC EQUIPMENT															
Backstops (Baseball)															
Forfar Park Diamond - DO NOT REPLACE	1		not replace												
Tye/Highland Park Diamond	1	old	15 years	50,000				53,100							
Highland Park - small dia.	2	2002	15 years	5,000			10,400								
Webster Park	1	old													
St. Mary's School Diamond	1	2000	15 years	10,000											12,200
Belwood Diamond - DO NOT REPLACE	1	old	15 years	50,000											
ECC Diamonds A	1	old	15 years	50,000						55,200					
ECC Diamond B	1	old	15 years	50,000				53,100							
FCC Diamond	1	old	15 years	50,000					54,100						
					-	-	10,400	106,200	54,100	55,200	-	-	-	-	12,200
Portable/Permanent Uprights (Soccer/Rugby/Basketball)															
Soccer- Victoria Park North	1	set	2002 10 years	7,000				7,300							
Soccer- Victoria Park South	1	set	2002 10 years	7,000		7,100								8,400	
Soccer- Victoria Park West	1	set	2003 10 years	7,000				7,300							
Soccer- Strathallan Park	1	set	old 10 years	3,000						3,300					
Soccer- CWCS Grounds	2	set	old 10 years	5,000						5,500					
Basketball- Belwood Ball Diam	1	net	old 10 years	4,000							4,500				
Basketball - Douglas Park	1	net	old 10 years	4,000						4,400					
Basketball- Elora CC	2	nets	old 10 years	8,000						8,800					
					-	7,100	14,600	-	-	22,000	4,500	-	-	8,400	-
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	-	-	-	-	-	-	-	-
					-	-	83,200	-	-	-	-	-	-	-	-
Splash Pads															
Elora - O'Brien Park	1	2003	15 years	315,000	315,000										
Fergus - Milburn Park	1	2014	15 years	300,000										358,500	
					315,000	-	-	-	-	-	-	-	-	358,500	-
REPAIR & MAINENANCE EQUIPMENT															
Lawn Mowers & Weed Eaters															
Weedeaters (2 per 2 years)	4	vary	4 years	500				1,000	1,000		1,200	1,200			1,200
Hand Mowers (1 per 4 years)	2	old	4 years	800		800		800		900		900		1,000	
Large Aerator	1	2015	10 yrs	12,000						13,200					
Aerator	1	old	5 years	2,000		2,000					2,300				
Lawn Roller	1	old	5 years	5,000					5,400					6,000	
FCC Ball Groomer	1	old	5 years	10,000				10,600					11,700		
ECC Ball Groomer	1	old	5 years	10,000				10,600					11,700		
					-	2,800	1,000	23,000	5,400	14,100	3,500	2,100	23,400	7,000	1,200



**TOWNSHIP OF CENTRE WELLINGTON
PARKS EQUIPMENT REPLACEMENT FORECAST
PARKS & RECREATION
2020 - 2030**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%	(1.000) 2020 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)	
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Greenhouses																	
Polyhouse	2	2006	10 years		6,000		12,200										
Poly for Greenhouse					8,000		8,200				9,000						
Benches					10,000			10,400									
Heaters	5	2006	10 years		1,500		7,500										
						-	27,900	10,400	-	-	-	9,000	-	-	-	-	-
Signage																	
Parks By-Laws				Operating Budget													
Park Identification				Capital Budget													
TOTAL EQUIPMENT REPLACEMENT						655,000	272,100	224,600	368,100	359,800	314,300	389,400	353,600	470,400	382,900	348,600	



**ENVIRONMENTAL
SUPPORTED EQUIPMENT
REPLACEMENT
FORECAST**

2020 BUDGET



**TOWNSHIP OF CENTRE WELLINGTON
EQUIPMENT REPLACEMENT FORECAST
ENVIRONMENTAL SERVICES
2020 - 2030**

Equipment Description	Inflation Factor = 2% (1.000) 2020 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)	(1.219)
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
WATERWORKS												
Quick Cut Saw (1)	1,500		1,500				1,700					1,800
Asphalt Saw (1)	700					800					800	
Tapping Machine (1)	3,000	3,000						3,400				
Portable Generator (2)	80,000			166,500								
Locator Equipment	5,000					5,400					6,000	
Leak Detection System	25,000				26,500							
Uninterruptible Power Supply Devices - Systems (14)	16,000	16,000				17,300				18,700		
Small Generators (4)	1,500					6,400					7,200	
Automatic Valve Turning Device - 2011	30,000		30,600									
Water Meter Reader - 2015	6,000	6,000					6,600					7,300
Watermain Flushing Meter (2) - 2015	2,200	2,200		2,300			2,400		2,500			2,700
Hydrant Transmitters (3) - 2015	10,000		30,600				32,400		34,500			36,600
Valve Turner - 2011	40,000				42,400							
Compactor (Jumping Jack) (1)	7,000					7,600					8,400	
Provision for Miscellaneous Equipment		6,500	6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500
Total - Waterworks	227,900	33,700	69,200	175,800	75,900	76,900	18,200	10,900	45,000	26,700	30,900	56,900
SANITARY SEWER												
Sewer Machine - Flex Rods (Electric) (1)	2,000	2,000										2,400
Small Generator (3)	1,500	4,500					5,000					5,500
Lateral Hand Sewer Camera (1)	10,000		10,200					11,300				
Mainline Sewer Camera (1)	90,000				95,500							
Uninterruptible Power Supply Devices - Systems (23)	29,800		30,400				32,900				35,600	
Provision for Miscellaneous Equipment		6,500	6,500	7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500
Total - Sanitary Sewer	133,300	13,000	47,100	7,000	102,500	7,000	45,400	18,800	8,000	8,000	44,100	16,400
WASTE WATER TREATMENT PLANTS												
Weed Eater (2)	500			1,000			1,200			1,200		
Hydraulic Ram Set	2,500							2,900				
Portable Generator (1)	80,000		81,600									
Provision for Miscellaneous Equipment		8,000	8,000	9,000	9,000	9,000	10,000	10,000	10,000	10,500	10,500	10,500
Total - Waste Water Treatment Plant	83,000	8,000	89,600	10,000	9,000	9,000	11,200	10,000	12,900	11,700	10,500	10,500
TOTAL EQUIPMENT REPLACEMENT	444,200	54,700	205,900	192,800	187,400	92,900	74,800	39,700	65,900	46,400	85,500	83,800
Reserve Forecast												
January 1 Reserve Balance		646,100	676,400	555,500	452,700	355,300	352,400	372,600	427,900	457,000	515,600	535,100
Less: Equipment replacements		(54,700)	(205,900)	(192,800)	(187,400)	(92,900)	(74,800)	(39,700)	(65,900)	(46,400)	(85,500)	(83,800)
Less: WWTP equipment replacements included in capital budget		-	-	-	-	-	-	-	-	-	-	-
Add: Revenues from sale of equipment		-	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution		85,000	85,000	90,000	90,000	90,000	95,000	95,000	95,000	105,000	105,000	105,000
December 31 Reserve Balance		676,400	555,500	452,700	355,300	352,400	372,600	427,900	457,000	515,600	535,100	556,300



10-YEAR CAPITAL FORECAST

2020 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 2020 capital projects are approved by Council, and 2021/2022 capital projects have preliminary approval. 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 and bridges);
- 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 2020 to 2029 period have been incorporated into the capital forecast.

Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast has been fully funded. From a tax supported capital perspective, this is based on minimum expected funding available of approximately \$4 million per year (from taxation, gas tax, and OLG funding). 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 2020 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 2020 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 \$1.5 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.

2021 and 2022 Project Highlights

The following represents project highlights for years 2021 and 2022. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2020.

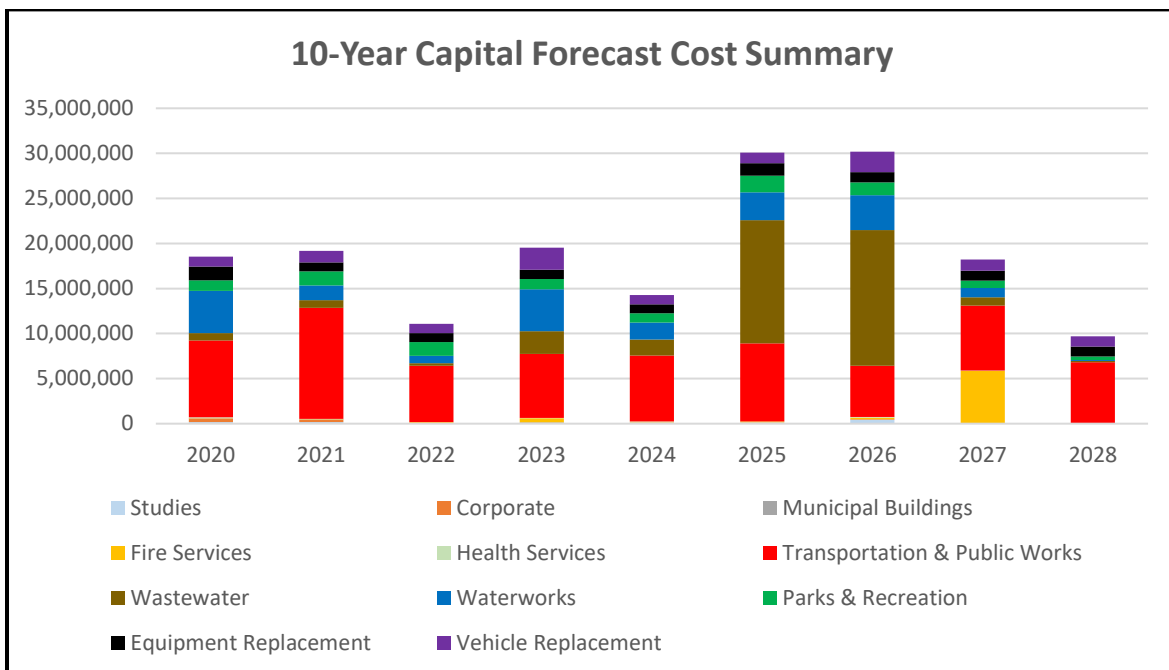
2021 Capital Project Highlights

Project	Amount
Replacement of Fifth Line culvert (structure 4-WG)	\$540,000
Replacement of First Line bridge – (structure 24-WG)	1,825,000
Replacement of Middlebrook Place Boundary Road Culvert (structure 170160)	150,000
Construction of a new corporate operations facility	6,000,000
Paving Third Line from Sideroad 5 to WR 17	270,000
Paving First Line from WR 19 to Sideroad 10	350,000
Rural road upgrades - application of additional maintenance gravel	375,000
Reconstruction and upgrades to Carlton Place from Metcalfe St to Victoria St	762,500
Reconstruction of St George St E from Herrick St to Gartshore St	1,740,000
Ice pad replacement at the Elora Community Centre	1,100,000
Construction of a new park in the Beatty Hollow subdivision	100,000
Watermain replacement on Hill St E from Gowrie St to Cameron St	410,000

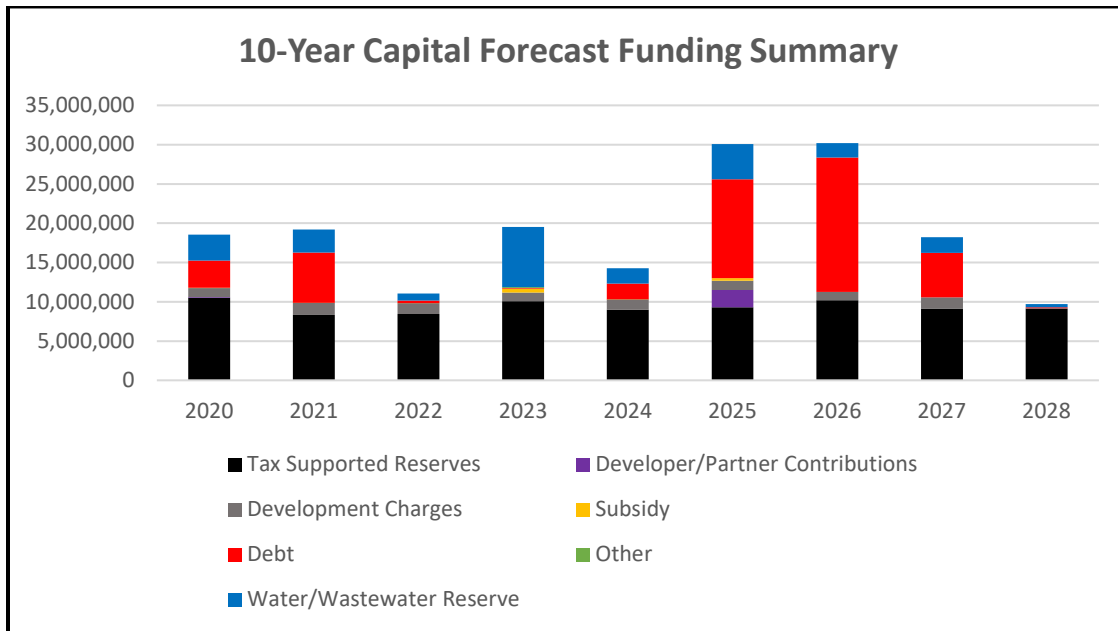
2022 Capital Project Highlights

Project	Amount
Replacement of Fifth Line bridge over the Irvine Creek (structure 16-WG)	\$1,325,000
Rehabilitation of Fourth Line bridge (structure 3-WG)	366,000
Replacement of East West Garafraxa Townline Culvert (structure 0016)	180,000
Rehabilitation of Sideroad 4 bridge (structure 14-P)	168,000
Rehabilitation of Fifth Line bridge (structure 4-E)	190,000
Paving Eighth Line W from Middlebrook Rd to WR 18	325,000
Rural road upgrades - application of additional maintenance gravel	325,000
Reconstruction and upgrades to Carlton Place from Victoria St to WR 7 and Victoria St from Carlton Place to Water St	2,917,500
Replacement of the hall roof at the Elora Community Centre	195,000
Redesign of soccer field, and parking lot development at Strathallan Park	140,000
Two multi-use courts in Elora	160,000
Upgrades to various Community Services' facilities for barrier free path of travel	245,000

The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2029) 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. 2029) 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 and 2026), additional capital is possible due to anticipated developer/partner contributions and/or 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: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
STUDIES											
Studies											
105-0768 - Water and Wastewater Rate Study - 2020	60,000	0	0	0	0	0	0	0	0	0	60,000
105-0769 - Community Benefits Charge Study - 2020	75,000	0	0	0	0	0	0	0	0	0	75,000
2013-019 - Update to Growth Strategy - 2026	0	0	0	0	0	0	100,000	0	0	0	100,000
2014-006 - Stormwater Master Plan	0	150,000	0	0	0	0	0	0	0	0	150,000
2014-038 - Update Corporate Strategic Action Plan - 2022	0	0	40,000	0	0	0	0	0	0	0	40,000
2015-054 - Development Charges Study - 2024	0	0	0	0	75,000	0	0	0	0	0	75,000
2016-012 - Water and Wastewater Rate Study - 2025	0	0	0	0	0	60,000	0	0	0	0	60,000
2016-013 - Township Wide Job Evaluation Study - 2024	0	0	0	0	50,000	0	0	0	0	0	50,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	0	0	0	0	40,000	0	0	0	40,000
2018-006 - Development Charges Study - 2029	0	0	0	0	0	0	0	0	0	75,000	75,000
2019-038 - Transportation Plan Update	0	0	0	0	0	0	230,000	0	0	0	230,000
2019-039 - Trails Master Plan Study Update	0	0	0	0	0	0	71,500	0	0	0	71,500
2019-040 - Parks, Recreation & Culture Master Plan Update	0	0	0	0	0	0	0	0	85,000	0	85,000
2019-041 - Fire Master Plan Update	0	0	0	0	0	0	0	60,000	0	0	60,000
2019-095 - Culture Action Plan Update	0	40,000	0	0	0	0	0	0	0	0	40,000
2020-037 - Community Benefits Charge Study - 2025	0	0	0	0	0	75,000	0	0	0	0	75,000
2020-056 - Township Wide Job Evaluation Study - 2029	0	0	0	0	0	0	0	0	0	50,000	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
755-0639 - Rural and Cultural Heritage Landscape Registry	25,000	0	0	0	0	0	0	0	0	0	25,000
Total for Studies	160,000	190,000	40,000	0	125,000	135,000	441,500	60,000	85,000	125,000	1,361,500
Total STUDIES	160,000	190,000	40,000	0	125,000	135,000	441,500	60,000	85,000	125,000	1,361,500
<u>CORPORATE</u>											
Corporate - IT&S											
2016-015 - New Photocopiers - 2021	0	50,000	0	0	0	0	0	0	0	0	50,000
2019-048 - New Photocopiers - 2026	0	0	0	0	0	0	50,000	0	0	0	50,000
2020-041 - Purchase Order System	0	0	0	0	0	0	0	0	0	100,000	100,000
2020-042 - Records Management System	0	75,000	30,000	30,000	0	0	0	0	0	0	135,000
Total for Corporate - IT&S	0	125,000	30,000	30,000	0	0	50,000	0	0	100,000	335,000
Corporate - Other											
105-0626 - By-Law Review and Enforcement	0	10,000	0	0	0	0	0	0	0	0	10,000
105-0771 - Asset Management Implementation	145,000	120,000	20,000	0	0	0	0	0	0	0	285,000
105-0772 - Elora Centre For The Arts Building - 2020	55,000	0	0	0	0	0	0	0	0	0	55,000
105-0773 - Parking Enforcement	100,000	0	0	0	0	0	0	0	0	0	100,000
510-0775 - Fergus Scottish Festival - Sportsplex Campground	55,000	0	0	0	0	0	0	0	0	0	55,000
810-0770 - Street Renaming and Implementation	20,000	0	0	0	0	0	0	0	0	0	20,000
830-0774 - Employment Lands Strategy	50,000	0	0	0	0	0	0	0	0	0	50,000
Total for Corporate - Other	425,000	130,000	20,000	0	0	0	0	0	0	0	575,000
Total CORPORATE	425,000	255,000	50,000	30,000	0	0	50,000	0	0	100,000	910,000
<u>MUNICIPAL BUILDINGS</u>											
Municipal Buildings											
105-0776 - Elora Information Centre Accessible Security Door	14,000	0	0	0	0	0	0	0	0	0	14,000



TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2016-036 - Council Chambers - Audio/Video Equipment Replacement - 2021	0	10,000	0	0	0	0	0	0	0	0	10,000
2016-037 - Council Chambers - Audio/Video Equipment Replacement - 2023	0	0	0	50,000	0	0	0	0	0	0	50,000
2020-046 - Elora Drill Shed Stair Replacement	0	0	0	50,000	0	0	0	0	0	0	50,000
Total for Municipal Buildings	14,000	10,000	0	100,000	0	0	0	0	0	0	124,000
Total MUNICIPAL BUILDINGS	14,000	10,000	0	100,000	0	0	0	0	0	0	124,000
<u>FIRE SERVICES</u>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	0	0	132,000	0	0	132,000
2010-078 - Tanker	0	0	0	0	0	0	0	700,000	0	0	700,000
2010-079 - Pumper	0	0	0	0	0	0	0	800,000	0	0	800,000
2010-080 - New Fire Hall	0	0	0	0	0	100,000	200,000	3,750,000	0	0	4,050,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	0	0	400,000	0	0	400,000
2018-018 - Land Purchase for Future Fire Hall	0	0	0	450,000	0	0	0	0	0	0	450,000
2020-024 - Volunteer Firefighter Recruit Personal Protective Equipment - 2022	0	0	39,000	0	0	0	0	0	0	0	39,000
2020-025 - Two Thermal Imaging Cameras	0	28,000	0	0	0	0	0	0	0	0	28,000
2020-026 - Re-paving Infront of Apparatus Doors at Fergus Station	0	0	0	28,000	0	0	0	0	0	0	28,000
2020-027 - Eight Seat Van	0	0	45,000	0	0	0	0	0	0	0	45,000
2020-028 - Equipment For New Pumper	0	0	0	0	80,000	0	0	0	0	0	80,000
2020-049 - Portable Radios and Chargers - 2022	0	0	8,000	0	0	0	0	0	0	0	8,000
205-0648 - Elora Fire Station Renovation/Expansion	20,000	0	0	0	0	0	0	0	0	0	20,000
205-0777 - Traffic Signals - Opticom - 2020	15,000	0	0	0	0	0	0	0	0	0	15,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
205-0778 - Portable Radios and Chargers - 2020	8,000	0	0	0	0	0	0	0	0	0	8,000
Total for Fire Services	43,000	28,000	92,000	478,000	80,000	100,000	200,000	5,782,000	0	0	6,803,000
Total FIRE SERVICES	43,000	28,000	92,000	478,000	80,000	100,000	200,000	5,782,000	0	0	6,803,000
HEALTH SERVICES											
Cemeteries											
2016-038 - Belsyde Cemetery - Feature Obelisks With Trellis	0	0	0	45,000	0	0	0	0	0	0	45,000
2016-039 - Belsyde Cemetery - Columbarium "D"	0	0	0	0	0	0	0	40,000	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
2016-041 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase II	0	0	0	0	0	0	50,000	0	0	0	50,000
2016-045 - Belsyde Cemetery - Detailed Design Block D - Phase II	0	0	0	0	60,000	0	0	0	0	0	60,000
410-0779 - Belsyde Cemetery - Casket Lot Foundations Block D - Phase IB	40,000	0	0	0	0	0	0	0	0	0	40,000
410-0780 - Elora Cemetery - Benches, Garbage Cans, Signs	20,000	0	0	0	0	0	0	0	0	0	20,000
Total for Cemeteries	60,000	60,000	0	45,000	60,000	0	50,000	40,000	0	0	315,000
Total HEALTH SERVICES	60,000	60,000	0	45,000	60,000	0	50,000	40,000	0	0	315,000
TRANSPORTATION & PUBLIC WORKS											
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	1,125,000	0	1,125,000
2012-096 - Second Line Bridge Deck - 31-WG	0	0	0	0	0	0	0	2,000,000	0	0	2,000,000
2014-040 - Fifth Line Bridge - 16-WG	0	0	1,325,000	0	0	0	0	0	0	0	1,325,000
2014-073 - Fourth Line - 5-E	0	0	0	0	0	1,245,000	0	0	0	0	1,245,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2015-056 - Beatty Line Bridge - 3-N	0	0	0	0	0	0	2,025,000	0	0	0	2,025,000
2016-049 - Noah Road Culverts - 32-P and 33-P	0	0	0	2,175,000	0	0	0	0	0	0	2,175,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	0	480,000	0	0	0	480,000
2016-061 - Sideroad 5 Bridge - 1-P	0	0	0	0	0	1,155,000	0	0	0	0	1,155,000
2016-062 - Fifth Line Bridge - 4-WG	0	540,000	0	0	0	0	0	0	0	0	540,000
2016-063 - Sixth Line Bridge - 3-E	0	0	0	0	0	0	0	0	0	1,315,000	1,315,000
2016-064 - First Line Bridge - 21-WG	0	0	0	0	0	0	0	0	0	1,310,000	1,310,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	150,000	0	0	0	0	0	0	0	0	150,000
2017-081 - Fourth Line Bridge - 3-WG	0	0	366,000	0	0	0	0	0	0	0	366,000
2017-082 - Seventh Line Bridge - 1-E	0	0	0	0	0	0	0	75,000	0	0	75,000
2017-084 - Sideroad 25 Bridge - 11-WG	0	0	0	131,000	0	0	0	0	0	0	131,000
2017-085 - Third Line Bridge - 8-E	0	0	0	150,000	0	0	0	0	0	0	150,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	0	1,800,000	0	1,800,000
2018-047 - Sideroad 4 Bridge - 14-P	0	0	168,000	0	0	0	0	0	0	0	168,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	0	0	0	320,000	0	0	320,000
2019-006 - Bridge Repairs and Remediation - 2021 - 2029	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2019-087 - Pre-Engineering - Bridges - 2021 - 2029	0	132,000	165,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,347,000
2019-088 - Middlebrook Road Bridge - 18-P	0	0	0	0	84,000	0	0	0	0	0	84,000
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	0	0	135,000	0	0	0	0	0	0	135,000
2020-058 - East West Garafraxa Townline Culvert - 0016	0	0	180,000	0	0	0	0	0	0	0	180,000
301-0085 - Third Line - Carroll Creek Bridge - 24-P	2,200,000	0	0	0	0	0	0	0	0	0	2,200,000
301-0711 - Fifth Line Bridge - 4-E	0	0	190,000	0	0	0	0	0	0	0	190,000
301-0713 - Jack R MacDonald Pedestrian Bridge - 1-EL - Pier Rehabilitation and Bridge Lighting	250,000	0	0	0	0	0	0	0	0	0	250,000
301-0781 - First Line Bridge - 23-WG	70,000	0	0	0	0	0	0	0	0	0	70,000



TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
301-0782 - Bridge Repairs and Remediation - 2020	85,000	0	0	0	0	0	0	0	0	0	85,000
301-0783 - Pre-Engineering - Bridges - 2020	195,000	0	0	0	0	0	0	0	0	0	195,000
F0111 - First Line Bridge - 24-WG	0	1,825,000	0	0	0	0	0	0	0	0	1,825,000
F0116 - Weisenberg Road Bridge - 5-P	0	0	0	0	635,000	0	0	0	0	0	635,000
Total for Capital Levy/OCIF Funded Projects	2,800,000	2,747,000	2,494,000	2,841,000	2,974,000	2,650,000	2,755,000	2,645,000	3,175,000	2,875,000	27,956,000
Public Works - Other											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	0	0	260,000	0	0	0	0	260,000
2010-031 - Single Axle Truck (with dump/plow/sander/wing)	0	260,000	0	0	0	0	0	0	0	0	260,000
2014-012 - Rubber Tire Excavator	0	0	0	300,000	0	0	0	0	0	0	300,000
2017-017 - Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2021-2029	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2020-015 - Elora West Garage - Asphalt Replacement and Perimeter Fencing	0	100,000	0	0	0	0	0	0	0	0	100,000
301-0664 - Redside Dace Monitoring Program Implementation	5,000	5,000	0	0	0	0	0	0	0	0	10,000
301-0785 - New LED Streetlight Installation	105,000	0	0	0	0	0	0	0	0	0	105,000
303-0299 - Corporate Operations Facilities	500,000	6,000,000	0	0	0	0	0	0	0	0	6,500,000
303-0586 - Road Condition Assessment	0	50,000	0	0	0	50,000	0	0	0	50,000	150,000
303-0784 - Infrastructure Services - Pre-Engineering and Approvals for Future Years' Projects - 2020	100,000	0	0	0	0	0	0	0	0	0	100,000
303-0786 - New Utility Truck	140,000	0	0	0	0	0	0	0	0	0	140,000
F0124 - Additional Vehicle/Equipment Needs	0	0	0	0	0	0	0	0	0	978,000	978,000
Total for Public Works - Other	850,000	6,515,000	100,000	400,000	100,000	410,000	100,000	100,000	100,000	1,128,000	9,803,000
Roadways - Rural											
2009-047 - Second Line East – Side Rd 10 to Side Rd 14 Phase 2	0	0	0	0	0	0	475,000	0	0	0	475,000
2010-091 - Eighth Line W. - WR 18 to SR 5	0	0	0	0	750,000	0	0	0	0	0	750,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2010-092 - Third Line - Sideroad 5 to WR 17 - Paving	0	270,000	0	0	0	0	0	0	0	0	270,000
2012-065 - Eighth Line W. – SR 5 to WR 17	0	0	0	0	0	0	0	0	370,000	0	370,000
2012-066 - Eighth Line W. – Middlebrook Rd. to WR 18	0	0	325,000	0	0	0	0	0	0	0	325,000
2012-067 - Eighth Line W. – Grand River to Middlebrook Rd.	0	0	0	0	0	0	0	0	0	660,000	660,000
2012-069 - Eighth Line E. – WR 21 to SR 10	0	0	0	430,000	0	0	0	0	0	0	430,000
2012-070 - Eighth Line E. – SR 14 to SR 10	0	0	0	480,000	0	0	0	0	0	0	480,000
2012-072 - Fourth Line E. – SR 10 to SR 4	0	0	0	0	0	0	0	0	660,000	0	660,000
2012-073 - Sixth Line E. – WR 21 (Inverhaugh) to SR 10	0	0	0	0	0	0	0	0	570,000	0	570,000
2012-074 - SR 4 - WR 7 to Second Line	0	0	0	0	0	0	0	0	0	250,000	250,000
2012-075 - Beatty Line N. – SR 18 to SR 15	0	0	0	0	875,000	0	0	0	0	0	875,000
2012-077 - Guelph St. – Second Line to Elora St.	0	0	0	0	0	0	0	0	0	290,000	290,000
2012-078 - Gerrie Rd. – Side Rd 10 (south) to SR 15	0	0	0	0	0	0	0	0	0	400,000	400,000
2012-079 - SR 15 – Gerrie Rd. to Hwy.#6	0	0	0	0	0	0	0	0	0	550,000	550,000
2012-080 - SR 15 – James St. (Salem) to Gerrie Rd.	0	0	0	0	0	0	0	0	400,000	0	400,000
2012-082 - Jones Base Line South – 4th Line to 6th Line (Nichol)	0	0	0	0	0	0	0	0	0	520,000	520,000
2012-083 - Gerrie Rd. – Side Rd 10 (South) to SR 5	0	0	0	0	0	0	0	0	370,000	0	370,000
2012-084 - Gerrie Rd. – SR 5 - WR 17	0	0	0	0	0	0	0	0	0	370,000	370,000
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	492,000	492,000
2013-003 - Sideroad 20 - Second Line to Third Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2013-004 - Sideroad 20 - Third Line to Fourth Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000
2013-005 - Sideroad 20 - Fourth Line to Fifth Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000
2013-014 - Sideroad 18 Reconstruction - Mid Section	0	0	0	0	0	0	0	0	0	1,508,300	1,508,300
2015-059 - Gerrie Rd. - Walser Extension to SR 15	0	0	0	0	0	0	500,000	0	0	0	500,000
2017-034 - Second Line - WR 19 to WR 18	0	0	0	0	0	0	500,000	0	0	0	500,000
2018-024 - Tar and Chip Resurfacing	0	140,000	0	0	0	0	140,000	0	0	0	280,000
2018-025 - First Line - WR 19 to Sideroad 10 Paving	0	350,000	0	0	0	0	0	0	0	0	350,000
2019-107 - Sixth Line - WR 19 to SR 15	0	0	0	0	0	0	0	0	0	350,000	350,000
2019-108 - Sixth Line - Hwy 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	350,000	350,000
2019-109 - Jones Baseline - Second Line Fourth Line	0	0	0	0	0	0	240,000	0	0	0	240,000
2020-017 - Rural Road Rebuild - 2021-2029	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 - 2021-2029	0	375,000	325,000	275,000	225,000	175,000	125,000	75,000	25,000	0	1,600,000
301-0787 - Middlebrook Rd. - Third Line to WR 7 - Asphalt Resurfacing	1,000,000	0	0	0	0	0	0	0	0	0	1,000,000
301-0788 - Eighth Line (Nichol) from WR 7 to Hwy 6 - Asphalt Resurfacing	300,000	0	0	0	0	0	0	0	0	0	300,000
301-0789 - Sideroad 4 - WR 21 to Second Line - Asphalt Resurfacing	420,000	0	0	0	0	0	0	0	0	0	420,000
301-0790 - Rural Road Rebuild - 2020	200,000	0	0	0	0	0	0	0	0	0	200,000
301-0791 - Rural Road Upgrades - Maintenance Gravel - 2020	425,000	0	0	0	0	0	0	0	0	0	425,000
F0083 - Second Line - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	1,399,000	1,399,000
F0086 - Second Line - Highway 6 to Guelph St	0	0	0	0	0	0	0	0	0	1,239,000	1,239,000
F0101 - Sideroad 10 (Queen Mary) - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	214,000	214,000



TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
F0102 - Fourth Line - Jones Baseline to Highway 6	0	0	0	0	0	0	0	0	0	327,000	327,000
F0104 - Stephen Court - Guelph Line West	0	0	0	0	0	0	0	0	0	200,000	200,000
F0108 - Sideroad 25 - WR 16 to Eighth Line	0	0	0	0	0	0	0	0	0	669,000	669,000
F0109 - Fourth Line E. – SR 14 to SR 10	0	0	0	0	0	0	0	0	450,000	0	450,000
Total for Roadways - Rural	2,345,000	1,335,000	850,000	1,385,000	2,050,000	375,000	2,180,000	275,000	3,045,000	11,061,300	24,901,300
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	1,100,000	1,100,000
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	725,000	0	0	0	0	725,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	0	0	220,000	0	0	0	220,000
2010-059 - WR 7 and York St (Traffic Signalization) {SFA}	0	0	0	0	0	0	0	0	0	700,000	700,000
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	800,000	800,000
2010-063 - Guelph St. - Elora St. to Second Line {SFA}	0	0	0	0	0	0	0	0	0	2,866,000	2,866,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	0	0	223,500	223,500
2010-067 - Township Bypass/Ring Road Development	0	0	0	0	0	0	0	0	0	4,524,000	4,524,000
2010-070 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - Internal to Nigus Holdings {SFA}	0	0	0	0	0	2,201,000	0	0	0	0	2,201,000
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
2010-072 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane {SFA}	0	0	0	0	0	0	0	0	0	1,866,000	1,866,000
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: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2012-012 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	230,000	230,000
2012-022 - Church St. - Metcalfe St. to Price St.	0	0	0	0	275,000	0	0	0	0	0	275,000
2012-039 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	810,000	0	0	0	0	810,000
2013-021 - Hill St. Drainage Within Subdivision, Elora	0	0	0	0	0	0	0	0	0	600,000	600,000
2015-002 - 2021-2029 Sidewalk Repairs and Replacement	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	0	0	0	370,000	0	0	0	0	370,000
2015-062 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	895,000	0	0	0	0	0	0	895,000
2015-069 - Pavement Management - 2022-2029	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
2016-029 - David St - Aqua St to John St N	0	0	0	0	600,000	0	0	0	0	0	600,000
2016-034 - David St - John St N to Irvine St	0	0	0	0	260,000	0	0	0	0	0	260,000
2016-050 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	735,000	0	0	735,000
2016-053 - Moir St - Geddes St to Princess St	0	0	0	0	0	190,000	0	0	0	0	190,000
2016-056 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	340,000	0	0	0	0	340,000
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	340,000	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	0	0	0	0	0	0	0	0	0	150,000	150,000
2017-040 - East Mill St - Metcalfe St to Geddes St	0	0	0	0	60,000	0	0	0	0	0	60,000
2017-053 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	385,000	0	0	385,000
2017-056 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	240,000	0	0	240,000
2017-059 - Irvine St - East Mill St to Church St	0	0	0	525,000	0	0	0	0	0	0	525,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2017-063 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	550,000	550,000
2017-066 - Moir St - Smith St to Geddes St	0	0	0	0	0	0	0	120,000	0	0	120,000
2017-067 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	380,000	0	0	380,000
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	0	0	0	400,000	400,000
2019-008 - Carlton Place - Victoria St. to WR 7	0	0	1,300,000	0	0	0	0	0	0	0	1,300,000
2019-009 - Carlton Place - Metcalfe St. to Victoria St. - Reconstruction and Upgrade	0	457,500	457,500	0	0	0	0	0	0	0	915,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	0	0	0	0	0	0	0	0	0	2,180,000	2,180,000
2019-011 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	0	370,000	370,000
2019-012 - South River Road and 1st Line Turning Lane	0	0	0	0	0	0	0	400,000	0	0	400,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	0	0	0	0	0	210,000	210,000
2019-016 - Sidewalk and intersection improvements - WR 7 and 1st Line	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-017 - Sidewalk and infrastructure improvements - WR 18 and Gerrie Rd	0	0	0	0	200,000	0	0	0	0	0	200,000
2019-018 - Sidewalk and infrastructure improvements - Beatty Line and St. Andrews Street	0	200,000	0	0	0	0	0	0	0	0	200,000
2019-022 - Victoria St - Carlton Place to Water St	0	0	540,000	0	0	0	0	0	0	0	540,000
2019-053 - WR 19 Sidewalk - Broadway St. to Queen St.	0	0	0	0	0	0	0	0	0	140,000	140,000
2019-069 - York St - Victoria St to WR 7 {SFA}	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-082 - Gregson Court Paving	0	0	0	85,000	0	0	0	0	0	0	85,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	0	50,000	0	0	0	0	0	0	50,000
2019-101 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	565,000	565,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2019-104 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	410,000	410,000
2020-055 - Traffic Signal Accessibility Improvements	0	24,000	24,000	24,000	24,000	0	0	0	0	0	96,000
301-0254 - St David St N - St Andrew St to Garafraxa St	0	0	0	360,000	0	0	0	0	0	0	360,000
301-0592 - Princess St (Elora) - Church St to Grand River	650,000	0	0	0	0	0	0	0	0	0	650,000
301-0603 - Wellington Dr - Cuthbert St to Cuthbert St	70,000	0	0	0	0	0	0	0	0	0	70,000
301-0678 - Cuthbert St - Wellington Dr to Wellington Dr	20,000	0	0	0	0	0	0	0	0	0	20,000
301-0719 - Downtown Fergus Streetlight Electrical Repairs	60,000	0	0	0	0	0	0	0	0	0	60,000
301-0763 - Woolwich St Sidewalk - Salem Bridge to WR 7	140,000	0	0	0	0	0	0	0	0	0	140,000
301-0764 - Geddes St Sidewalk - Avruskin St to Salem Bridge	110,000	0	0	0	0	0	0	0	0	0	110,000
301-0792 - Elora St. - Tower St. to Perth St.	590,000	0	0	0	0	0	0	0	0	0	590,000
301-0793 - Broadway St Sidewalk - WR 19 to George St.	145,000	0	0	0	0	0	0	0	0	0	145,000
301-0794 - 2020 Sidewalk Repairs and Replacement	90,000	0	0	0	0	0	0	0	0	0	90,000
301-0795 - Pavement Management - 2020	210,000	0	0	0	0	0	0	0	0	0	210,000
301-0796 - Badley Bridge Streetlights and Metcalfe St Utility Crossing	160,000	0	0	0	0	0	0	0	0	0	160,000
301-0797 - Beatty Line Corridor Design	100,000	0	0	0	0	0	0	0	0	0	100,000
F0024 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	1,270,000	0	0	1,270,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	0	0	0	0	0	223,000	223,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	755,300	755,300
F0040 - Forfar St E - St David to James St	0	0	0	0	0	261,000	0	0	0	0	261,000
F0056 - St George St E - Herrick St to Gartshore St	0	895,000	0	0	0	0	0	0	0	0	895,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
F0059 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	320,000	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
F0100 - St David St N - Garafraxa St to Edinburgh Ave	0	0	0	180,000	0	0	0	0	0	0	180,000
Total for Roadways - Urban	2,345,000	1,666,500	2,661,500	2,459,000	2,079,000	5,237,000	560,000	4,210,000	340,000	22,225,600	43,783,600
Storm Drainage											
2018-033 - Catch Basin Rebuilds - 2021 - 2022	0	40,000	40,000	0	0	0	0	0	0	0	80,000
302-0691 - Salem Bridge Storm Sewer	80,000	0	0	0	0	0	0	0	0	0	80,000
302-0798 - Catch Basin Rebuilds - 2020	40,000	0	0	0	0	0	0	0	0	0	40,000
F0118 - Nichol Drain #2 - Trunk Storm Outlet	0	0	0	0	0	0	0	0	0	760,000	760,000
Total for Storm Drainage	120,000	40,000	40,000	0	0	0	0	0	0	760,000	960,000
Structures											
2020-051 - Bridge and Culvert Structure Inspection - 2021-2029	0	0	90,000	0	90,000	0	90,000	0	90,000	0	360,000
301-0799 - Bridge and Culvert Structure Inspection - 2020	60,000	0	0	0	0	0	0	0	0	0	60,000
Total for Structures	60,000	0	90,000	0	90,000	0	90,000	0	90,000	0	420,000
Total TRANSPORTATION & PUBLIC WORKS	8,520,000	12,303,500	6,235,500	7,085,000	7,293,000	8,672,000	5,685,000	7,230,000	6,750,000	38,049,900	107,823,900
WASTEWATER											
Wastewater System											
2010-042 - David St SPS Upgrade	0	0	0	0	0	0	0	0	0	974,900	974,900
2010-043 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	190,000	190,000
2010-044 - Sanitary Force Main - David St SPS to WR 7 Bridge	0	0	0	0	0	0	0	0	0	240,200	240,200
2010-045 - First Line SPS & Force Main to existing system (Waterloo St or Park Rd) {SFA}	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	0	94,600	94,600



TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2010-048 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	47,000	47,000
2010-051 - Extension of Beatty Line Sanitary Sewer from Garafraxa St to Colborne St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700
2012-023 - Church St. - Metcalfe St. to Price St.	0	0	0	0	30,000	0	0	0	0	0	30,000
2012-031 - St. Andrew St. W. & Menzies Lane - Tower St to St. David St.	0	0	0	620,000	0	0	0	0	0	0	620,000
2012-036 - Henderson St - Smith St to James St	0	0	0	0	0	0	15,000	0	0	0	15,000
2012-040 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	15,000	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 - Mid Section	0	0	0	0	0	0	0	0	0	530,000	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	3,910,400	3,910,400
2014-014 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	25,000	25,000
2014-018 - St David St N - Garafraxa St to Edinburgh Ave	0	0	0	560,000	0	0	0	0	0	0	560,000
2014-062 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	315,000	0	0	315,000
2015-048 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	0	0	15,000	0	0	0	0	15,000
2015-066 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	425,000	0	0	0	0	0	0	425,000
2016-030 - David St - Aqua St to John St N	0	0	0	0	20,000	0	0	0	0	0	20,000
2016-032 - David St - John St N to Irvine St.	0	0	0	0	10,000	0	0	0	0	0	10,000
2016-051 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	35,000	0	0	35,000
2016-054 - Moir St - Geddes St to Princess St	0	0	0	0	0	10,000	0	0	0	0	10,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2016-057 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	10,000	0	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	200,000	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
2017-042 - East Mill St - Metcalfe St to Geddes St	0	0	0	0	170,000	0	0	0	0	0	170,000
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	125,000	0	0	125,000
2017-057 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	80,000	0	0	80,000
2017-060 - Irvine St - East Mill St to Church St	0	0	0	30,000	0	0	0	0	0	0	30,000
2017-064 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	15,000	15,000
2017-068 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	15,000	0	0	15,000
2019-019 - Carlton Place - Metcalfe St. to Victoria St. Reconstruction and Upgrade	0	105,000	0	0	0	0	0	0	0	0	105,000
2019-036 - 495 Union St (Fergus WWTP) Renovation	0	150,000	0	0	0	0	0	0	0	0	150,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	0	0	0	0	0	0	100,000	0	0	100,000
2019-059 - Wastewater Collections Truck	0	35,000	0	0	0	0	0	0	0	0	35,000
2019-072 - Carlton Place - Victoria St. to WR 7	0	0	270,000	0	0	0	0	0	0	0	270,000
2019-100 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	170,000	170,000
2019-103 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	55,000	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	0	0	350,000	0	0	0	0	0	0	350,000
2020-022 - Fergus WWTP Secondary Digester Clean Out	0	0	0	0	0	0	0	0	100,000	0	100,000
2020-054 - St George St W - Fergus Curling Club to Provost Lane	0	60,000	0	0	0	0	0	0	0	0	60,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
360-0254 - St David St N - St Andrew to Garafraxa St	0	50,000	0	500,000	0	0	0	0	0	0	550,000
360-0356 - Highway 6 - Sideroad 19 to Sideroad 18	60,000	0	0	0	0	0	0	0	0	0	60,000
360-0592 - Princess St (Elora) - Church St to Grand River	30,000	0	0	0	0	0	0	0	0	0	30,000
360-0691 - LPS Forcemain Temporary Relocation for Salem Bridge Project	60,000	0	0	0	0	0	0	0	0	0	60,000
360-0736 - LPS Grinder Pumps and LPS Alarm Panel Upgrades	50,000	0	0	0	0	0	0	0	0	0	50,000
360-0792 - Elora St. - Tower St. to Perth St.	400,000	0	0	0	0	0	0	0	0	0	400,000
360-0800 - West Mill SPS Forcemain Replacement on Metcalfe St	30,000	0	0	0	0	0	0	0	0	0	30,000
360-0801 - Heritage River Sanitary Service Installation	40,000	0	0	0	0	0	0	0	0	0	40,000
360-0802 - Fergus WWTP Sludge Storage Cleanout	120,000	0	0	0	0	0	0	0	0	0	120,000
360-9650 - LPS Grinder Pumps	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
F0039 - Garafraxa St Sanitary Sewer Extension from Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	318,400	318,400
F0042 - Forfar St E - St David St to James St	0	0	0	0	0	85,000	0	0	0	0	85,000
F0058 - St George St E - Herrick St to Gartshore St	0	425,000	0	0	0	0	0	0	0	0	425,000
F0061 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	90,000	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
F0078 - Mill St - Irvine St to Chalmers St {SFA}	0	0	0	0	0	0	0	0	0	358,200	358,200
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	905,600	905,600
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	0	0	0	0	0	318,000	318,000
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	0	0	0	0	0	2,793,100	2,793,100



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
F0099 - Southwest Trunk - Union St to Highway 6 {SFA}	0	0	0	0	0	0	0	0	0	2,270,000	2,270,000
F0171 - Future Expansion of Fergus WWTP	0	0	0	0	1,500,000	13,500,000	15,000,000	0	0	0	30,000,000
Total for Wastewater System	825,000	860,000	305,000	2,520,000	1,795,000	13,690,000	15,050,000	905,000	135,000	15,235,100	51,320,100
Total WASTEWATER	825,000	860,000	305,000	2,520,000	1,795,000	13,690,000	15,050,000	905,000	135,000	15,235,100	51,320,100
WATERWORKS											
Waterworks System											
2010-018 - St Andrew St W - Tower St. to St David St. (South Side)	0	0	0	680,000	0	0	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	540,000	540,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	0	0	126,200	126,200
2012-024 - Church St. - Metcalfe St. to Price St.	0	0	0	0	150,000	0	0	0	0	0	150,000
2012-038 - Henderson St - Smith St to James St	0	0	0	0	0	0	70,000	0	0	0	70,000
2012-041 - James St (Elora) - Metcalfe St to Victoria Cres	0	0	0	0	0	210,000	0	0	0	0	210,000
2012-044 - McNab St - High St. to Bridge St.	0	0	0	1,120,000	0	0	0	0	0	0	1,120,000
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 - Mid Section (oversizing only)	0	0	0	0	0	0	0	0	0	618,200	618,200
2014-015 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	0	10,000	10,000
2015-047 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	0	0	115,000	0	0	0	0	115,000
2015-065 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	420,000	0	0	0	0	0	0	420,000
2015-067 - St David St N - Garafraxa St to Edinburgh Ave	0	0	0	400,000	0	0	0	0	0	0	400,000
2016-017 - Water Meter Replacement	0	0	0	0	0	1,890,000	0	0	0	0	1,890,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2016-031 - David St - Aqua St to John St N	0	0	0	0	210,000	0	0	0	0	0	210,000
2016-033 - David St - John St N to Irvine St	0	0	0	0	90,000	0	0	0	0	0	90,000
2016-052 - North Queen St - Colborne St to David St	0	0	0	0	0	0	0	335,000	0	0	335,000
2016-055 - Moir St - Geddes St to Princess St	0	0	0	0	0	70,000	0	0	0	0	70,000
2016-058 - Princess St (Elora) - Moir St to David St	0	0	0	0	0	110,000	0	0	0	0	110,000
2017-021 - Mary St - East Mill St to Church St	0	0	0	160,000	0	0	0	0	0	0	160,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	0	140,000	0	0	140,000
2017-028 - Hill St E (Fergus) - Gowrie St to Cameron St	0	410,000	0	0	0	0	0	0	0	0	410,000
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	320,000	0	0	0	0	0	320,000
2017-038 - Irvine St - Colborne St to Church St - Watermain Replacement	0	0	0	0	150,000	0	0	0	0	0	150,000
2017-041 - East Mill St - Metcalfe St to Geddes St	0	0	0	0	120,000	0	0	0	0	0	120,000
2017-052 - Water St - Victoria St to WR 7	0	0	0	250,000	0	0	0	0	0	0	250,000
2017-055 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	0	125,000	0	0	125,000
2017-058 - Tower St N - Hill St W to St George St W	0	0	0	0	0	0	0	80,000	0	0	80,000
2017-061 - Irvine St - East Mill St to Church St	0	0	0	315,000	0	0	0	0	0	0	315,000
2017-062 - Chalmers St - Moir St to Colborne St	0	0	0	280,000	0	0	0	0	0	0	280,000
2017-065 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	0	220,000	220,000
2017-069 - Smith St - David St to Henderson St	0	0	0	0	0	0	0	85,000	0	0	85,000
2019-030 - Carlton Place - Victoria St. to WR 7	0	0	350,000	0	0	0	0	0	0	0	350,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2019-031 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	0	100,000	100,000
2019-032 - 1st Line, Elora External Watermain	0	0	0	0	0	0	0	0	0	353,000	353,000
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	200,000	0	0	0	0	0	0	0	0	200,000
2019-034 - Guelph St. - McQueen to Union {SFA}	0	0	0	0	0	0	0	0	0	500,000	500,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	200,000	200,000
2019-102 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	0	360,000	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	0	0	0	87,000	640,000	313,000	3,422,000	0	0	0	4,462,000
2020-009 - New Well - Area #5	0	0	0	0	0	0	0	0	87,000	640,000	727,000
330-0254 - St David St N - St Andrew to Garafraxa St	0	50,000	0	620,000	0	0	0	0	0	0	670,000
330-0356 - Highway 6 Trunk Water Main Extension to Sideroad 18 Oversizing	110,000	0	0	0	0	0	0	0	0	0	110,000
330-0592 - Princess St (Elora) - Church St to Grand River	355,000	0	0	0	0	0	0	0	0	0	355,000
330-0603 - Wellington Dr - Cuthbert St to Cuthbert St	45,000	0	0	0	0	0	0	0	0	0	45,000
330-0678 - Cuthbert St - Wellington Dr to Wellington Dr	55,000	0	0	0	0	0	0	0	0	0	55,000
330-0691 - Salem Bridge, WR 18, and James St Watermain	-215,000	0	0	0	0	0	0	0	0	0	-215,000
330-0726 - Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	0	0	0	315,000	0	0	380,000	0	0	0	695,000
330-0727 - Water Taking Permit/Licence Renewal	150,000	150,000	150,000	0	0	0	0	0	0	0	450,000
330-0729 - F5 Well Additional Capacity	113,000	0	0	0	0	0	0	0	0	0	113,000
330-0731 - Water Supply Well Rehabilitation	50,000	0	0	0	0	0	0	0	0	0	50,000
330-0792 - Elora St. - Tower St. to Perth St.	405,000	0	0	0	0	0	0	0	0	0	405,000
330-0803 - Distribution Optimization	50,000	0	0	0	0	0	0	0	0	0	50,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
330-0804 - Scotland Tower Interior Recoating and Repairs	400,000	0	0	0	0	0	0	0	0	0	400,000
330-0805 - Long-Term Water Supply Strategy Implementation - Phase 2 Groundwater Investigation Study	2,420,000	0	0	0	0	0	0	0	0	0	2,420,000
330-0806 - F2 Well Additional Capacity	634,000	408,000	291,000	0	0	0	0	0	0	0	1,333,000
330-0807 - AMI Smart Meter Pilot	60,000	0	0	0	0	0	0	0	0	0	60,000
330-0808 - Water Tower Safety Rail Upgrades	30,000	0	0	0	0	0	0	0	0	0	30,000
330-0809 - SCADA Server Software Upgrades	15,000	0	0	0	0	0	0	0	0	0	15,000
330-0810 - PLC Firmware Updates	15,000	0	0	0	0	0	0	0	0	0	15,000
330-0811 - Water Distribution System Leak Detection	10,000	0	0	0	0	0	0	0	0	0	10,000
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	260,000	0	0	260,000
F0038 - Garafraxa St - Beatty Line to Maiden Lane {SFA}	0	0	0	0	0	0	0	0	0	276,100	276,100
F0041 - Forfar St E - St David St to James St	0	0	0	0	0	115,000	0	0	0	0	115,000
F0057 - St George St E - Herrick St to Gartshore St	0	420,000	0	0	0	0	0	0	0	0	420,000
F0060 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	0	110,000	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	513,900	513,900
F0087 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	754,000	754,000
F0093 - Trunk Water Main Extension on Scotland St to Second Line {SFA}	0	0	0	0	0	0	0	0	0	453,400	453,400
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	0	0	399,300	399,300
F0095 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700
F0096 - Guelph St. - Second Line to McQueen Blvd. {SFA}	0	0	0	0	0	0	0	0	0	905,600	905,600



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Total for Waterworks System	4,702,000	1,638,000	791,000	4,647,000	1,855,000	3,063,000	3,872,000	1,025,000	87,000	7,889,400	29,569,400
Total WATERWORKS	4,702,000	1,638,000	791,000	4,647,000	1,855,000	3,063,000	3,872,000	1,025,000	87,000	7,889,400	29,569,400
<u>PARKS & RECREATION</u>											
Facilities - CW Community Sportsplex											
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
2019-079 - Sportsplex Parking Lot Pavement	0	0	55,000	55,000	0	0	0	0	0	0	110,000
2020-034 - Pad A Doors	0	0	0	25,000	0	0	0	0	0	0	25,000
510-0812 - Pad B Insulation and Mesh Replacement	25,000	0	0	0	0	0	0	0	0	0	25,000
F0128 - Pad B - New Seating Area Heating	0	0	20,000	0	0	0	0	0	0	0	20,000
Total for Facilities - CW Community Sportsplex	25,000	0	75,000	80,000	0	0	0	0	0	2,500,000	2,680,000
Facilities - Elora Community Centre											
2011-079 - Elora Community Centre - Replace Hall Roof	0	0	195,000	0	0	0	0	0	0	0	195,000
2014-064 - Elora Community Centre Ice Pad Replacement	0	1,100,000	0	0	0	0	0	0	0	0	1,100,000
2014-065 - Emergency Plan Generator - Elora Community Centre	0	0	0	0	0	0	0	350,000	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
Total for Facilities - Elora Community Centre	0	1,100,000	195,000	0	0	0	0	350,000	0	1,000,000	2,645,000
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	0	0	0	0	75,000	0	0	75,000
610-0813 - Theatre Exterior Digital Signage	5,000	0	0	0	0	0	0	0	0	0	5,000
Total for Facilities - Fergus Grand Theatre	5,000	0	0	0	0	0	0	75,000	0	0	80,000
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



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
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
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	0	250,000	0	0	0	0	250,000
2019-077 - Outdoor Basketball Multi-Use Court (Sportsplex)	0	80,000	0	0	0	0	0	0	0	0	80,000
510-0814 - Sportsplex Campground Hydro Upgrades	52,000	0	0	0	0	0	0	0	0	0	52,000
Total for Grounds - CW Community Sportsplex	52,000	80,000	0	100,000	130,000	250,000	0	0	0	0	612,000
Parks											
2009-072 - Victoria Park - Pave The Stone Dust Track Surface	0	0	0	100,000	0	0	0	0	0	0	100,000
2010-145 - Victoria Park (Elora) - Phase III Implementation	0	0	0	0	0	300,000	0	0	0	0	300,000
2010-147 - Milligan Park - Plan Implementation	0	0	126,000	0	0	0	0	0	0	0	126,000
2010-164 - Dog Leash Free Park Area - Elora	0	0	0	0	0	30,000	0	0	0	0	30,000
2010-171 - Barrier Free Children's Play Structures	0	0	0	0	0	0	352,000	0	0	0	352,000
2010-173 - Two Multi-use Courts - Elora	0	0	160,000	0	0	0	0	0	0	0	160,000
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	0	0	80,000	0	0	0	0	80,000
2010-177 - Future Parkland (16 hectares)	0	0	0	0	0	0	0	0	0	1,930,500	1,930,500
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	0	246,000	0	0	0	0	246,000
2010-200 - Irrigated Soccer Field - (1 Full)	0	0	0	81,000	0	0	0	0	0	0	81,000



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2011-061 - Sports Fields - Develop Master Plan	0	0	0	0	60,000	60,000	0	0	0	0	120,000
2011-071 - Strathallan Park - Soccer Field and Parking Lot	0	20,000	140,000	0	0	0	0	0	0	0	160,000
2011-076 - Douglas Park - Trail Development	0	0	0	0	0	0	50,000	0	0	0	50,000
2014-016 - Beatty Hollow Neighbourhood Park	0	100,000	0	0	0	0	0	0	0	0	100,000
2014-024 - Bissell Park - Refridgeration System	0	0	0	0	350,000	0	0	0	0	0	350,000
2014-026 - Bissell Park - Parking Lot	0	0	0	0	0	0	300,000	0	0	0	300,000
2019-043 - Provision for Park Design	0	0	0	0	0	0	0	0	0	800,000	800,000
2019-078 - Elora Civic Centre Area Washroom	0	0	150,000	0	0	0	0	0	0	0	150,000
2020-040 - Confederation Park Extension	0	75,000	75,000	0	0	0	0	0	0	0	150,000
2020-052 - Bissell Park - Change House	0	0	0	0	0	0	0	0	0	250,000	250,000
2020-057 - ECC Skateboard Park - Shade Structure, Path and Landscaping	0	0	0	0	45,000	0	0	0	0	0	45,000
505-0550 - Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	60,000	0	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,560,000
550-0323 - Irrigated Soccer Fields	0	0	0	0	0	0	330,000	0	0	0	330,000
550-0450 - Park Identification - All Parks	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
550-0740 - Storybrook East Park Development	300,000	0	0	0	0	0	0	0	0	0	300,000
550-0815 - Forfar Park - Play Equipment, Landscaping and Trail Development	275,000	65,000	0	0	0	0	0	0	0	0	340,000
550-0816 - Victoria Park (Fergus) Water Bottle Filling Station	5,000	0	0	0	0	0	0	0	0	0	5,000
550-0817 - Confederation Park Improvements	60,000	0	0	0	0	0	0	0	0	0	60,000
F0146 - Major Children's Splash Pad	0	0	0	0	0	500,000	0	0	0	0	500,000
F0151 - Acquisition of Green Space	0	0	0	400,000	0	0	0	0	0	0	400,000
F0157 - Granwood Gate Park Amenities	0	0	10,000	0	0	0	0	0	0	0	10,000
Total for Parks	700,000	265,000	816,000	736,000	660,000	1,421,000	1,237,000	205,000	205,000	3,185,500	9,430,500



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Parks and Recreation - Other											
2010-152 - Dedicated Youth Space	0	0	0	0	0	0	0	0	0	700,000	700,000
2010-153 - Indoor Turf Training Facility	0	0	0	0	0	0	0	0	0	5,000,000	5,000,000
2010-159 - Disc Seeder	0	0	0	26,000	0	0	0	0	0	0	26,000
2010-161 - Water Trailer	0	9,000	0	0	0	0	0	0	0	0	9,000
505-0453 - Urban Forestry	250,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,950,000
505-0611 - Barrier Free Path of Travel in Community Service Buildings	0	0	245,000	0	0	0	0	0	0	0	245,000
550-0818 - Landscape Truck	60,000	0	0	0	0	0	0	0	0	0	60,000
550-0819 - Utility Tractor	72,000	0	0	0	0	0	0	0	0	0	72,000
Total for Parks and Recreation - Other	382,000	109,000	445,000	226,000	200,000	200,000	200,000	200,000	200,000	5,900,000	8,062,000
Total PARKS & RECREATION	1,164,000	1,554,000	1,531,000	1,142,000	1,040,000	1,871,000	1,437,000	830,000	405,000	13,585,500	24,559,500
<u>VEHICLE REPLACEMENT</u>											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	0	0	35,400	36,100	36,800	0	38,300	39,100	0	0	185,700
Total for Building - Vehicle Replacement	0	0	35,400	36,100	36,800	0	38,300	39,100	0	0	185,700
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Vehicle Replacement	0	0	0	0	0	0	38,300	0	0	0	38,300
Total for By-Law Compliance - Vehicle Replacement	0	0	0	0	0	0	38,300	0	0	0	38,300
Fire - Vehicle Replacement											
205-9500 - Fire Vehicle Replacement	70,000	100,000	130,000	742,800	60,000	662,400	1,238,800	20,700	21,100	896,400	3,942,200
207-9500 - Municipal FD Training Officer Vehicle Replacement	0	0	0	0	0	0	45,000	0	0	0	45,000
Total for Fire - Vehicle Replacement	70,000	100,000	130,000	742,800	60,000	662,400	1,283,800	20,700	21,100	896,400	3,987,200
Parks & Recreation - Vehicle Replacement											
505-9500 - P&R Vehicle Replacement	137,000	0	140,400	31,800	82,300	0	28,200	0	89,000	107,600	616,300
Total for Parks & Recreation - Vehicle Replacement	137,000	0	140,400	31,800	82,300	0	28,200	0	89,000	107,600	616,300



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Public Works - Vehicle Replacement											
303-9500 - Public Works Vehicle Replacement	790,000	443,700	681,400	976,300	701,400	507,900	795,100	1,108,500	861,200	549,700	7,415,200
Total for Public Works - Vehicle Replacement	790,000	443,700	681,400	976,300	701,400	507,900	795,100	1,108,500	861,200	549,700	7,415,200
Wastewater - Vehicle Replacement											
360-9500 - Wastewater Vehicle Replacement	77,000	351,900	0	307,750	70,400	0	98,500	0	90,200	0	995,750
Total for Wastewater - Vehicle Replacement	77,000	351,900	0	307,750	70,400	0	98,500	0	90,200	0	995,750
Water - Vehicle Replacement											
2014-404 - Municipal Risk Management Officer Vehicle Replacement	0	34,700	0	0	0	0	0	0	39,800	0	74,500
330-9500 - Water Vehicle Replacement	35,000	372,300	43,700	344,850	86,600	0	19,700	80,400	41,000	0	1,023,550
Total for Water - Vehicle Replacement	35,000	407,000	43,700	344,850	86,600	0	19,700	80,400	80,800	0	1,098,050
Total VEHICLE REPLACEMENT	1,109,000	1,302,600	1,030,900	2,439,600	1,037,500	1,170,300	2,301,900	1,248,700	1,142,300	1,553,700	14,336,500
EQUIPMENT REPLACEMENT											
Fire - Equipment Replacement											
205-9600 - Fire Equipment Replacement	108,700	108,324	143,159	41,918	66,028	402,879	167,123	103,382	110,019	145,562	1,397,094
Total for Fire - Equipment Replacement	108,700	108,324	143,159	41,918	66,028	402,879	167,123	103,382	110,019	145,562	1,397,094
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	185,000	127,200	165,500	156,800	94,500	132,300	62,400	192,400	127,500	206,700	1,450,300
Total for IT Hardware - Equipment Replacement	185,000	127,200	165,500	156,800	94,500	132,300	62,400	192,400	127,500	206,700	1,450,300
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	460,800	221,700	221,150	275,200	278,300	332,800	356,100	360,600	323,291	358,500	3,188,441
Total for P&R Facilities - Equipment Replacement	460,800	221,700	221,150	275,200	278,300	332,800	356,100	360,600	323,291	358,500	3,188,441



TOWNSHIP OF CENTRE WELLINGTON

10-Year Capital Forecast: 2020 - 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	655,000	272,100	224,600	368,100	359,800	314,300	389,400	353,600	470,400	382,900	3,790,200
Total for P&R Parks - Equipment Replacement	655,000	272,100	224,600	368,100	359,800	314,300	389,400	353,600	470,400	382,900	3,790,200
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	47,800	48,100	46,100	19,000	103,600	110,700	98,800	31,000	10,500	115,100	630,700
Total for Public Works - Equipment Replacement	47,800	48,100	46,100	19,000	103,600	110,700	98,800	31,000	10,500	115,100	630,700
Wastewater - Equipment Replacement											
360-9600 - Wastewater Equipment Replacement	21,000	136,700	17,000	111,500	16,000	56,600	28,800	20,900	19,700	54,600	482,800
Total for Wastewater - Equipment Replacement	21,000	136,700	17,000	111,500	16,000	56,600	28,800	20,900	19,700	54,600	482,800
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	33,700	69,200	175,800	75,900	76,900	18,200	10,900	45,000	26,700	30,900	563,200
Total for Water - Equipment Replacement	33,700	69,200	175,800	75,900	76,900	18,200	10,900	45,000	26,700	30,900	563,200
Total EQUIPMENT REPLACEMENT	1,512,000	983,324	993,309	1,048,418	995,128	1,367,779	1,113,523	1,106,882	1,088,110	1,294,262	11,502,735
Grand Total:	18,534,000	19,184,424	11,068,709	19,535,018	14,280,628	30,069,079	30,200,923	18,227,582	9,692,410	77,832,862	248,625,635



Township of Centre Wellington 10-Year Capital Forecast - Financing

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Total Capital Expenditures	18,534,000	19,184,424	11,068,709	19,535,018	14,280,628	30,069,079	30,200,923	18,227,582	9,692,410	77,832,862	248,625,635
External Sources of Financing											
Subsidies	13,000	12,000	12,000	498,000	12,000	333,000	-	-	-	-	880,000
Development Charges	1,170,050	1,512,800	1,404,150	1,113,150	1,349,500	1,178,700	1,055,163	1,444,000	57,375	15,646,350	25,931,238
Developer/Partner Contributions	66,000	-	-	-	-	2,201,000	-	-	-	26,196,185	28,463,185
Other	(20,000)	-	-	100,000	-	-	-	-	-	-	80,000
Total External Sources of Financing	1,229,050	1,524,800	1,416,150	1,711,150	1,361,500	3,712,700	1,055,163	1,444,000	57,375	41,842,535	55,354,423
Internal Sources of Financing											
Debentures	3,473,500	6,408,000	291,000	87,000	1,990,000	12,563,000	17,122,000	5,650,000	87,000	2,377,450	50,048,950
Water Capital Reserves	2,049,500	1,254,000	358,000	4,280,000	1,245,000	2,810,000	100,000	925,000	30,000	2,029,050	15,080,550
Wastewater Capital Reserves	1,096,000	694,000	338,000	2,555,000	475,000	1,600,000	1,580,000	935,000	165,000	1,175,730	10,613,730
Capital Levy/OCIF Reserves	2,580,000	2,564,500	2,494,000	2,841,000	2,773,500	2,650,000	2,755,000	2,645,000	3,175,000	2,875,000	27,353,000
Vehicle Replacement Reserves	1,109,000	1,302,600	1,030,900	2,439,600	1,037,500	1,170,300	2,301,900	1,248,700	1,142,300	1,553,700	14,336,500
Equipment Replacement Reserves	1,512,000	983,324	993,309	1,048,418	995,128	1,367,779	1,113,523	1,106,882	1,088,110	1,294,262	11,502,735
Other Reserves and Reserve Funds	5,484,950	4,453,200	4,147,350	4,572,850	4,403,000	4,195,300	4,173,337	4,273,000	3,947,625	24,685,135	64,335,747
Total Internal Sources of Financing	17,304,950	17,659,624	9,652,559	17,823,868	12,919,128	26,356,379	29,145,760	16,783,582	9,635,035	35,990,327	193,271,212
Total Sources of Financing	18,534,000	19,184,424	11,068,709	19,535,018	14,280,628	30,069,079	30,200,923	18,227,582	9,692,410	77,832,862	248,625,635

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

2020 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 forecast to the recommendations within the AM Plan will be conducted.

Not only does AM planning continue to be an important decision-making tool for the Township, it also ensures compliance with the current Federal Gas Tax funding agreement as well as provides the ability to apply for future provincial capital grants. The AM Plan also 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 2016, the Township had the following investment in capital assets:

Area	Replacement Cost (2016 \$)	Replacement Cost (2020 \$)
Tax Supported	\$ 602,300,000	\$677,900,000
Water Supported	\$ 114,100,000	\$128,400,000
Wastewater Supported	\$ 127,000,000	\$142,900,000
Total	\$ 843,400,000	\$949,200,000

Added to the table above is the estimated value of the same assets in 2020, assuming a 3.0% annual capital inflation adjustment. This represents an asset value of \$949.2 million, or approximately \$31,640 per capita. Keep in mind that assets have been constructed/acquired and disposed of since 2016. This will be accounted for in an AM Plan update planned for 2020.

To effectively manage these assets, the AM Plan calculated the impact on taxation, water, and wastewater rates assuming no new forms of additional funding sources would become available. This included:

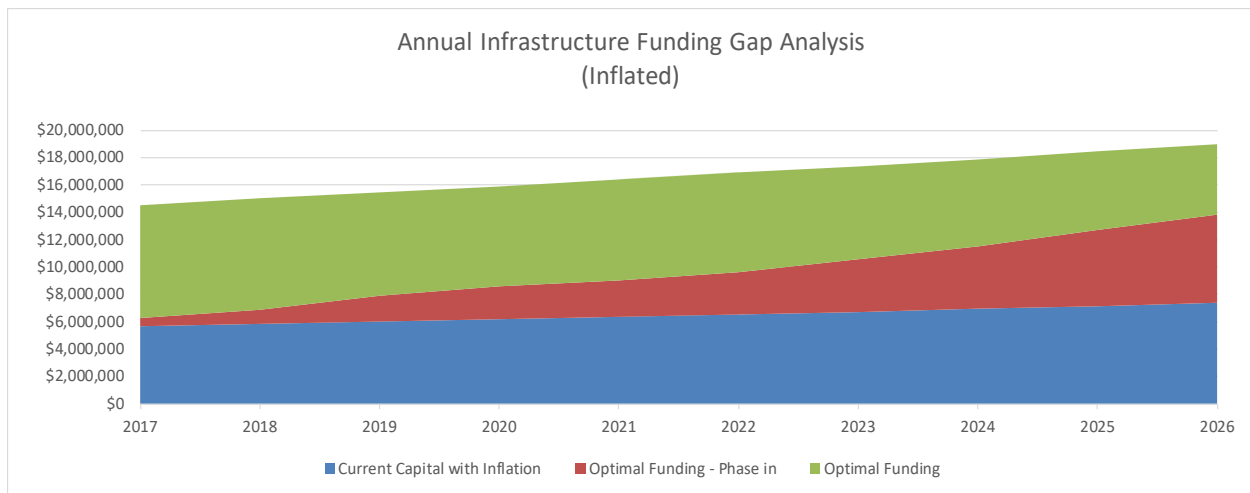
- **4.9% increase in taxation rates annually to 2030 (includes operating inflationary increases). 2.89% increases thereafter.**
- **Water and wastewater rate increases in line with the Township approved Water & Wastewater Rate Study. The Rate Study recommends annual increases to water and wastewater rates of 2.5% and 4.0% respectively.**

While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves in order to keep close to the annual capital investment recommendations from the AM Plan. All recommended water and wastewater rate increases have been made to date.

The Township’s AM Plan evaluates progress in implementing its recommendations through the calculation of the “annual funding gap”. This is defined as the difference between the optimal annual investment in capital as stated within the AM Plan and the actual annual investment in capital. Due to the significance of this gap, a phased-in approach to mitigating the gap was recommended within the AM Plan.

Tax Supported Assets

The graph below originates from the Township’s 2016 AM Plan and compares the optimal annual investment in capital (in green) to the recommended phased-in annual investment in capital (blue and red added together). As shown in the graph, following the recommendations in the AM plan results in reducing the tax supported annual investment gap over time, eventually hitting a zero gap by 2036.



The table below provides a detailed look at the annual funding gap for 2018 to 2022.

Consistent Tax Supported Funding	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Budget	2021 Forecast	2022 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000	900,000
Dedicated Capital Levy	-	915,300	1,208,200	1,516,200	1,583,826	1,583,826
Gas Tax Funds	794,200	850,200	855,200	855,200	894,100	894,100
OCIF Funds	-	793,377	1,216,174	1,216,174	1,216,174	1,216,174
OLG Funds	2,150,000	2,125,000	2,165,000	2,200,000	2,200,000	2,200,000
Transfer to Vehicle/Equipment Replacement	1,065,000	1,512,000	1,619,000	1,661,000	1,724,000	1,790,000
Total	4,709,700	6,996,377	7,888,574	8,298,574	8,493,100	8,584,100
AM Plan Recommended Phase-In		6,900,000	7,900,000	8,600,000	9,000,000	9,600,000
Optimal Capital Investment		15,000,000	15,500,000	15,900,000	16,400,000	16,900,000
Annual Funding Gap		(8,003,623)	(7,611,426)	(7,601,426)	(7,906,900)	(8,315,900)

Significant progress on capital investment has been made since the first AM Plan was approved in 2014, resulting in an annual capital investment increase from \$4.7 million in 2014 to approximately \$7.9 million in 2019. The Township has been able to keep up with the recommended phased-in increases each year to 2019, predominantly due to:

- The introduction of the dedicated capital levy;
- The introduction of OCIF funding from the province; and
- Increases to transfers to capital reserves.

Capital investment levels for 2020 are approximately \$300,000 below the Township’s AM Plan phased-in approach, resulting in an investment of approximately \$8.3 million in comparison to the recommended \$8.6 million investment.

Current projections for 2021 and 2022 show that the Township will continue to fall behind. This is a result of:

- The reduction of the dedicated capital levy increase in 2021 (and elimination of the increase in 2022); and
- OCIF funding is projected to remain at 2019 funding levels going forward.

This is shown in the table below. With each year, the optimal capital investment grows with capital inflation, and is expected to reach approximately \$20.8 million by 2029. Decisions made as part of the budget processes each year will determine our ability to mitigate the annual funding gap.

	A	B	C	A-B	A-C
Year	Projected Capital Investment	Recommended Phase-In	Optimal Capital Investment	Recommended Phase-In Gap	Annual Funding Gap
2020 Budget	8,298,574	8,600,000	15,900,000	(301,426)	(7,601,426)
2021 Forecast	8,493,100	9,000,000	16,400,000	(506,900)	(7,906,900)
2022 Forecast	8,584,100	9,600,000	16,900,000	(1,015,900)	(8,315,900)
2023	TBD	10,600,000	17,400,000	TBD	TBD
2024	TBD	11,500,000	17,900,000	TBD	TBD
2025	TBD	12,700,000	18,500,000	TBD	TBD
2026	TBD	13,900,000	19,000,000	TBD	TBD
2027	TBD	15,000,000	19,600,000	TBD	TBD
2028	TBD	16,200,000	20,200,000	TBD	TBD
2029	TBD	17,600,000	20,800,000	TBD	TBD

This would suggest that additional funds need to be allocated to capital investment in these years in order to match the AM Plan recommendations. Specifically for 2021 and 2022, an additional \$506,900 and \$1,015,900 respectively would be required over and above what is shown in the 3-year operating forecast.

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 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 will be prepared in 2020, at which time the projected rates for the upcoming 10 years will be calculated and incorporated into Township AM Planning practices.

Infrastructure Gap

In the future, the Township’s AM planning processes will also look at calculating an “Infrastructure Gap”. This is looking at spending on capital, while the funding gap described above looks at funding availability. Capital spending is commonly referred to as “lifecycle costing”, which refers to all costs associated with owning and maintaining assets, such as:

- Operating and Maintenance;
- Rehabilitation;
- Replacement and Disposal; and
- Expansion/Growth.

Future requirements of AM Planning require the Township to examine these costs in detail over a forecast period and indicate how they are to increase, given planned service levels. As this component of the Township’s AM planning processes is further developed, this cost analysis will be expanded upon.



Township of Centre Wellington Comparison of Capital Budgets by Year

<u>TAX SUPPORTED CAPITAL</u>	2020	2019	2018	2017	2016
STUDIES	100,000	730,000	730,000	405,000	245,000
CORPORATE	566,500	367,600	257,100	77,900	597,000
MUNICIPAL BUILDINGS	14,000	42,000	-	-	502,000
FIRE SERVICES	221,700	1,083,100	552,900	1,255,000	547,000
HEALTH SERVICES	60,000	150,000	20,000	95,000	146,000
TRANSP: ROADS URBAN	1,876,500	5,780,000	5,574,100	2,136,700	1,543,080
TRANSP: ROADS RURAL	2,345,000	1,150,000	595,000	360,000	200,000
TRANSP: STRUCTURES	2,800,000	2,170,000	3,401,200	3,165,000	1,080,000
TRANSP: STORM DRAINAGE	120,000	40,000	535,000	445,000	-
PUBLIC WORKS MISC	1,687,800	679,600	1,146,500	2,718,498	929,100
PARKS & REC: FACILITIES & OTHER	872,800	624,450	950,400	1,519,900	1,454,550
PARKS & REC: PARKS	1,544,000	993,300	665,600	347,800	708,600
GRAND TOTAL - TAX SUPPORTED	12,208,300	13,810,050	14,427,800	12,525,798	7,952,330
 <u>USER PAY CAPITAL</u>					
WASTEWATER	1,234,000	3,430,500	3,802,800	117,000	1,317,525
WATER WORKS	5,091,700	4,439,400	2,131,200	1,344,500	2,002,395
GRAND TOTAL - USER PAY	6,325,700	7,869,900	5,934,000	1,461,500	3,319,920
 TOTAL	 18,534,000	 21,679,950	 20,361,800	 13,987,298	 11,272,250
LESS: DEBT FINANCING	(3,473,500)	(1,758,000)	-	-	-
 NON-DEBT TOTAL	 15,060,500	 19,921,950	 20,361,800	 13,987,298	 11,272,250



**Township of Centre Wellington
Reserve / Reserve Fund Activity for 2020**

<u>Description</u>	<u>Balance at Jan. 1/20</u>	<u>Projected Transfers in - 2020</u>	<u>Projected Transfers out - 2020</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/20</u>
<u>Tax Supported Reserves and Reserve Funds</u>					
<u>Reserve Accounts</u>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,454,210	967,000	752,700	-	2,668,510
Dedicated Capital Levy Structures Loan from Reserve	(764,870)	249,900	-	-	(514,970)
Sub-total	1,689,340	1,216,900	752,700	-	2,153,540
<u>Fire - Capital Reserves</u>					
Fire Safety Trailer Reserve	8,570	-	-	-	8,570
Structural Fire Revenue Reserve	29,020	-	-	-	29,020
Sub-total	37,590	-	-	-	37,590
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve	386,740	89,000	245,000	-	230,740
Elora Meadows Ground Water Collection Reserve	34,850	3,500	-	-	38,350
Summerfield Phase I - Ground Water Collection Reserve	-	2,500	-	-	2,500
Summerfield Phase II - Ground Water Collection Reserve	-	1,800	-	-	1,800
Storybrook Phase I - Ground Water Collection Reserve	-	5,500	-	-	5,500
Winter Maintenance Reserve	150,000	-	-	-	150,000
St George St W Drainage Reserve	27,300	-	-	-	27,300
WR7 & WR21 Sidewalk Reserve	9,530	-	-	-	9,530
Sub-total	608,420	102,300	245,000	-	465,720
<u>Parks & Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	98,000	98,000	-	-
Sub-total	-	98,000	98,000	-	-
<u>Vehicle and Equipment Replacement Reserves</u>					
Vehicle Replacement Reserve	704,105	897,000	997,000	152,500	756,605
Municipal FD Training Officer: Vehicle Replacement Reserve	20,310	5,000	-	-	25,310
Equipment Replacement Reserve	960,210	764,000	1,457,300	-	266,910
Sub-total	1,684,625	1,666,000	2,454,300	152,500	1,048,825



Township of Centre Wellington Reserve / Reserve Fund Activity for 2020

<u>Description</u>	<u>Balance at Jan. 1/20</u>	<u>Projected Transfers in - 2020</u>	<u>Projected Transfers out - 2020</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/20</u>
<u>Other Reserves</u>					
Working Capital Reserve	1,109,660	-	-	-	1,109,660
Contingency Reserve	186,850	-	-	-	186,850
Photocopiers Loan from Reserve	(14,130)	10,530	-	-	(3,600)
VPSC Expansion Loan from Reserve	(738,390)	83,270	-	-	(655,120)
Heritage Reserve	5,000	2,500	-	-	7,500
Election Reserve	35,560	27,800	2,300	-	61,060
Health Care Professionals Recruitment Reserve	52,710	-	20,000	-	32,710
WSIB Reserve	606,000	170,000	232,000	-	544,000
Insurance Claim Reserve	140,400	45,000	50,000	-	135,400
Employee Future Benefit Reserve	55,460	40,000	45,000	-	50,460
Land Sale Reserve	356,990	-	-	-	356,990
Fergus Theatre Reserve	15,820	5,800	-	-	21,620
Reserve for Legal Matters	236,810	-	35,000	-	201,810
Cemetery Expansion Reserve	(181,780)	37,300	60,000	-	(204,480)
GRCA Levy Stabilization Reserve	17,460	-	-	-	17,460
CWCI Loan Reserve	1,000,000	-	-	-	1,000,000
MacDonald Trust Reserve	879,030	-	-	-	879,030
CIP Reserve	23,580	30,000	51,000	-	2,580
wpd Reserve	112,480	22,000	-	-	134,480
Service Delivery Modernization Grant Reserve	603,370	-	101,500	-	501,870
Sub-total	<u>4,502,880</u>	<u>474,200</u>	<u>596,800</u>	<u>-</u>	<u>4,380,280</u>
Total Tax Supported Reserves	<u>8,522,855</u>	<u>3,557,400</u>	<u>4,146,800</u>	<u>152,500</u>	<u>8,085,955</u>
<u>Reserve Funds</u>					
Cash-In-Lieu Parkland Reserve Fund	639,840	-	-	14,100	653,940
Cash-In-Lieu Parking Reserve Fund	36,090	-	-	800	36,890
Elora Clock Reserve Fund	20,260	-	-	400	20,660
VPC - Seniors Reserve Fund	271,630	63,300	4,000	6,600	337,530
OLGC Slot Revenue Reserve Fund	2,242,900	2,200,000	2,222,000	49,100	2,270,000
Arts, Culture & Heritage Reserve Fund	137,790	130,000	128,750	3,000	142,040
Economic Development Reserve Fund	404,910	270,000	80,000	11,000	605,910
Gas Tax Revenue Reserve Fund	1,126,960	855,210	1,925,000	13,000	70,170
Newdon Industries Public Swim Reserve Fund	7,680	-	1,260	200	6,620
Building Code Reserve Fund	2,412,700	-	-	53,100	2,465,800
Capital Levy Reserve Fund	157,720	1,516,200	1,501,059	3,600	176,461
OCIF Reserve Fund	131,490	1,216,174	1,344,216	1,500	4,948
Main Street Revitalization Reserve Fund	18,200	-	18,200	200	200
Sub-total	<u>7,608,170</u>	<u>6,250,884</u>	<u>7,224,485</u>	<u>156,600</u>	<u>6,791,169</u>
Total Tax Supported Reserve Funds	<u>7,608,170</u>	<u>6,250,884</u>	<u>7,224,485</u>	<u>156,600</u>	<u>6,791,169</u>
Total Tax Supported Reserve and Reserve Funds	<u>16,131,025</u>	<u>9,808,284</u>	<u>11,371,285</u>	<u>309,100</u>	<u>14,877,124</u>



**Township of Centre Wellington
Reserve / Reserve Fund Activity for 2020**

<u>Description</u>	<u>Balance at Jan. 1/20</u>	<u>Projected Transfers in - 2020</u>	<u>Projected Transfers out - 2020</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/20</u>
<u>User Pay Reserves</u>					
<u>Reserve Accounts</u>					
<u>Environmental Services - Capital Reserves</u>					
Water Meter Repair/Replacement Reserve	3,507,560	285,000	110,000	-	3,682,560
ENV: Vehicle Replacement Reserve	650,250	160,000	112,000	12,000	710,250
Municipal RMO: Vehicle Replacement Reserve	31,000	5,000	-	-	36,000
ENV: Equipment Replacement Reserve	646,100	85,000	54,700	-	676,400
Sub-total	<u>4,834,910</u>	<u>535,000</u>	<u>276,700</u>	<u>12,000</u>	<u>5,105,210</u>
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	4,159,260	1,710,250	2,049,500	-	3,820,010
Sub-total	<u>4,159,260</u>	<u>1,710,250</u>	<u>2,049,500</u>	<u>-</u>	<u>3,820,010</u>
<u>Wastewater - Capital Reserves</u>					
Wastewater Capital Reserve	6,433,730	1,843,190	1,011,000	-	7,265,920
Grinder Pump Repl. (Budget Transfer)	411,340	52,400	85,000	-	378,740
Sub-total	<u>6,845,070</u>	<u>1,895,590</u>	<u>1,096,000</u>	<u>-</u>	<u>7,644,660</u>
Total User Pay Reserves	<u>15,839,240</u>	<u>4,140,840</u>	<u>3,422,200</u>	<u>12,000</u>	<u>16,569,880</u>
<u>Development Charge Reserve Funds</u>					
Fire	767,340	160,000	292,150	16,900	652,090
Public Works	914,210	144,000	151,000	19,700	926,910
Roads	3,152,640	1,012,000	361,610	73,200	3,876,230
Parks & Recreation	2,286,760	944,000	1,361,240	55,200	1,924,720
Corporate	(45,820)	220,000	690,330	1,300	(514,850)
Water	562,920	496,000	853,600	16,200	221,520
Wastewater	1,998,680	1,024,000	1,144,430	50,200	1,928,450
Total Development Charge Reserve Funds	<u>9,636,730</u>	<u>4,000,000</u>	<u>4,854,360</u>	<u>232,700</u>	<u>9,015,070</u>



**Township of Centre Wellington
Analysis of Current and Projected Debt
Fiscal 2020**

Year Issued	Purpose of Debt	<i>A</i> Balance at Jan 1, 2020	<i>B</i> New Debt	<i>C</i> 2020 Principal Payments	<i>D</i> 2020 Interest Payments	<i>C + D</i> Total Payments	<i>A + B - C</i> Balance at Dec 31, 2020
2005	Centre Wellington Community Complex & Various WW Prj.	4,080,115	-	682,269	193,643	875,912	3,397,846
2010	Fergus Water Tower	1,051,978	-	160,241	37,766	198,007	891,737
2012	County of Wellington (Subwatershed Study - Ph I)	16,470	-	8,235	-	8,235	8,235
2012	County of Wellington (Elora WWTP)	6,911,048	-	294,606	253,877	548,483	6,616,442
2012	County of Wellington (Refinance 1997 Debt)	645,811	-	209,599	19,763	229,362	436,212
2013	County of Wellington (Subwatershed Study - Ph II)	26,460	-	6,615	-	6,615	19,845
2014	FCM - Green Municipal Fund (Elora WWTP)	7,859,888	-	454,099	154,991	609,090	7,405,789
2015	County of Wellington (Fergus Library)	84,456	-	14,076	-	14,076	70,380
		20,676,226	-	1,829,740	660,040	2,489,780	18,846,486



Township of Centre Wellington Current & Projected Debt Summary Charts 2020 Budget & Capital Forecast

Projected New Debt

Project Description	Annual Debt Requirements											
	2019 Unissued	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
330-0691 - Salem Bridge, WR 18, and James St Watermain	814,500											814,500
330-0729 - Well F5 Additional Capacity	750,000	113,000										863,000
2020-011 - Well F2 Additional Capacity		634,000	408,000	291,000								1,333,000
2020-007 - Water Supply Strategy Implementation - Phase 2 Groundwater Investigation Study		2,420,000										2,420,000
2020-008 - New Well - Area #3					87,000	640,000	313,000	3,422,000				4,462,000
2020-009 - New Well - Area # 5										87,000	640,000	727,000
303-0299 - Corporate Operations Facilities		500,000	6,000,000									6,500,000
F0171 - Future Expansion of Fergus WWTP						1,350,000	12,150,000	13,500,000				27,000,000
2010-080 - New Fire Hall							100,000	200,000	3,750,000			4,050,000
2010-078 - Tanker										700,000		700,000
2010-079 - Pumper										800,000		800,000
2018-017 - Additional Equipment for New Fire Hall										400,000		400,000
2010-177 - Future Parkland (35.1 acres)											1,737,450	1,737,450
Total Projected New Debt	1,564,500	3,667,000	6,408,000	291,000	87,000	1,990,000	12,563,000	17,122,000	5,650,000	87,000	2,377,450	51,806,950

Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2019 Unissued	1,564,500	-	-	125,500	125,500	125,500	125,500	125,500	125,500	125,500	125,500	125,500
2020	3,667,000	-	-	294,200	294,200	294,200	294,200	294,200	294,200	294,200	294,200	294,200
2021	6,408,000	-	-	-	514,200	514,200	514,200	514,200	514,200	514,200	514,200	514,200
2022	291,000	-	-	-	-	23,400	23,400	23,400	23,400	23,400	23,400	23,400
2023	87,000	-	-	-	-	-	7,000	7,000	7,000	7,000	7,000	7,000
2024	1,990,000	-	-	-	-	-	-	159,700	159,700	159,700	159,700	159,700
2025	12,563,000	-	-	-	-	-	-	-	1,008,100	1,008,100	1,008,100	1,008,100
2026	17,122,000	-	-	-	-	-	-	-	-	1,373,900	1,373,900	1,373,900
2027	5,650,000	-	-	-	-	-	-	-	-	-	453,400	453,400
2028	87,000	-	-	-	-	-	-	-	-	-	-	7,000
2029	2,377,450	-	-	-	-	-	-	-	-	-	-	-
Total Projected New Debt Payments	51,806,950	-	-	419,700	933,900	957,300	964,300	1,124,000	2,132,100	3,506,000	3,959,400	3,966,400

* Assumed new debt over a term of 20 years at 5.0% per year. Also assumes debt payments begin in the year following debt issuance.



Township of Centre Wellington Current & Projected Debt Summary Charts 2020 Budget & Capital Forecast

Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax Supported	729,325	728,926	720,079	626,822	620,207	217,898	-	-	-	-
Waterworks Supported	602,882	602,310	601,434	467,788	467,788	287,934	-	-	-	-
Wastewater Supported	1,157,574	1,156,522	1,129,228	1,235,074	1,243,613	1,243,613	1,243,613	1,243,613	1,243,613	1,243,613
Total Existing Debt Payments	2,489,781	2,487,757	2,450,741	2,329,683	2,331,608	1,749,445	1,243,613	1,243,613	1,243,613	1,243,613

Combined Existing & Projected New Debt Payments

	2017 Actual Payments	2018 Actual Payments	2019 Actual Payments	Projected Annual Debt Payments (Principal & Interest)									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax Supported	729,481	729,481	835,742	729,325	752,994	1,033,024	939,767	933,152	530,843	320,969	337,018	790,418	790,418
OLG Supported	-	-	-	-	-	-	-	-	-	-	-	-	-
Waterworks Supported	603,107	603,107	603,107	602,882	989,919	1,118,074	1,007,828	1,014,828	886,335	623,517	898,104	898,104	905,104
Wastewater Supported	1,165,951	1,163,112	1,159,819	1,157,574	1,164,544	1,233,543	1,339,389	1,347,928	1,456,268	2,431,227	3,514,491	3,514,491	3,514,491
Total Projected Debt Payments (Existing & New)	2,498,539	2,495,700	2,598,668	2,489,781	2,907,457	3,384,641	3,286,983	3,295,908	2,873,445	3,375,713	4,749,613	5,203,013	5,210,013

Annual Debt Repayment Limit Analysis

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Projected Net Revenues (Adjusted)	30,869,167	34,479,148	35,858,314	37,292,646	38,784,352	40,335,726	41,949,155	43,627,122	45,372,207	47,187,095	49,074,579	51,037,562	53,079,064
% Debt Repayment (% Projected Revenues)	8.1%	7.2%	7.2%	6.7%	7.5%	8.4%	7.8%	7.6%	6.3%	7.2%	9.7%	10.2%	9.8%
% 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%
Applicable Year (see note)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031

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

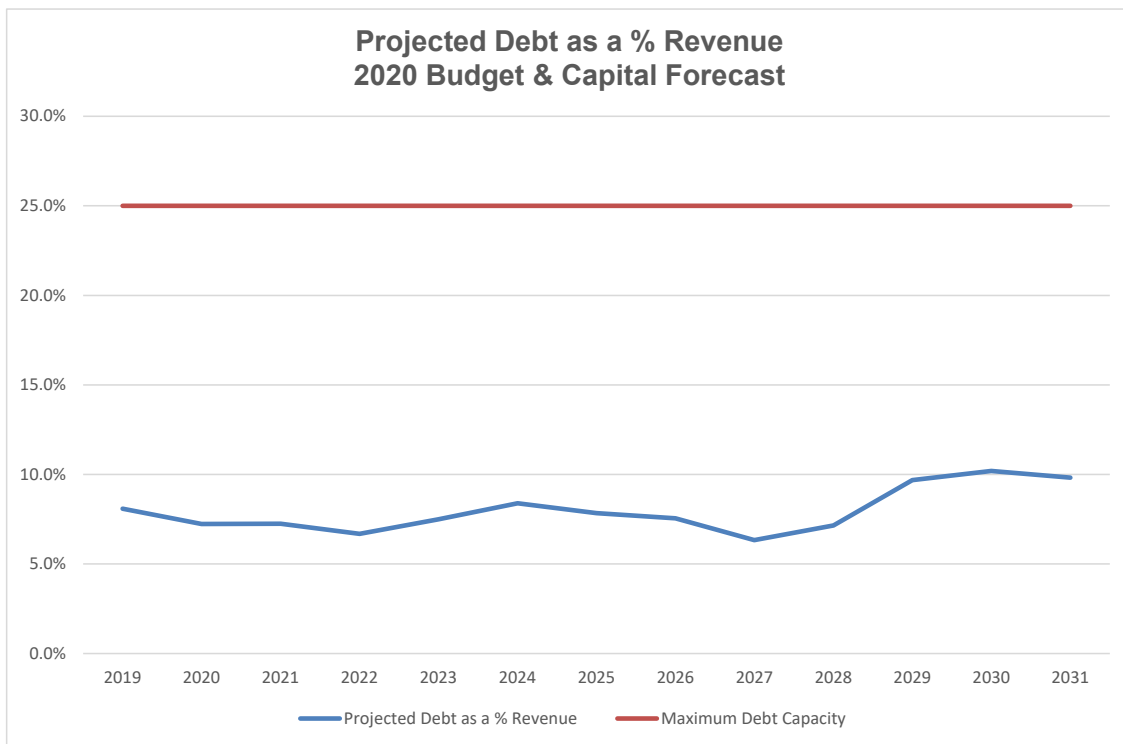
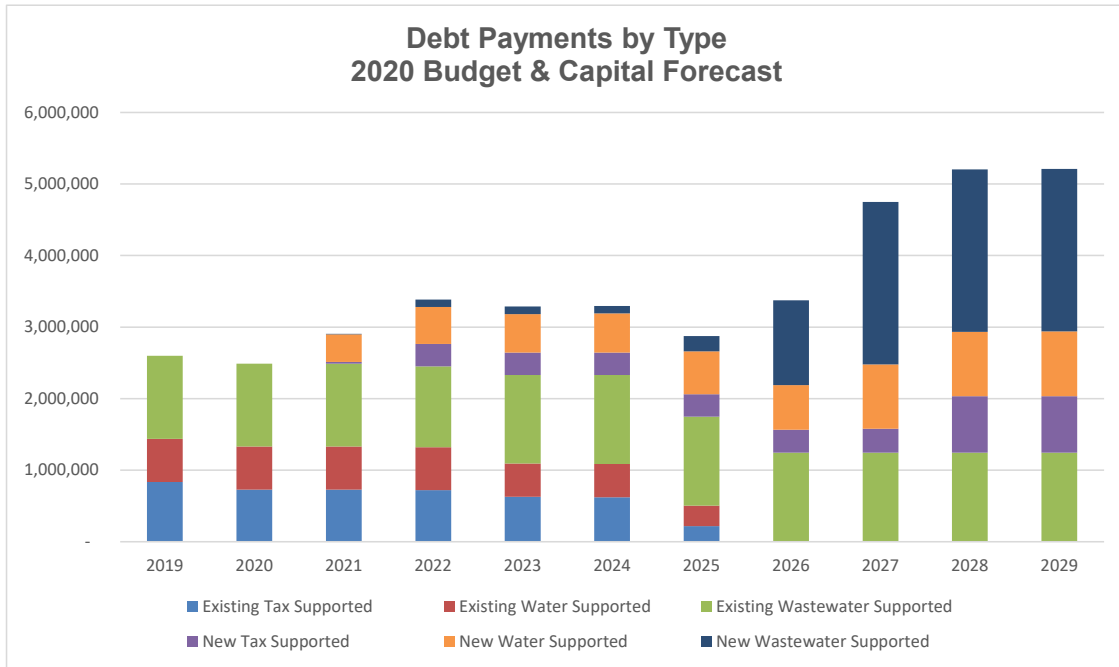
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tax Supported	32%	29%	26%	31%	29%	28%	18%	10%	7%	15%	15%
Waterworks Supported	23%	24%	34%	32%	31%	31%	31%	18%	19%	17%	17%
Wastewater Supported	45%	47%	40%	37%	41%	41%	51%	72%	74%	68%	68%
Total	100.0%	100.0%	100.0%	100.0%	101.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



Township of Centre Wellington

Debt Projection Summary Graphs

2020 Budget & Capital Forecast





Township of Centre Wellington 2020 Grants to Community Groups

Requests:	2020 Request	CSAC Recommendations	2020 APPROVED
Specific Annual Grant:			
Centre Wellington Food Bank	5,000		5,000
Elora and Salem Horticultural Society	1,950		1,950
Elora Cataract Trailway Association	5,000		5,000
Elora Lions Club (Elora Santa Claus Parade)	1,600		1,600
Fergus and District Horticultural Society	1,850		1,850
Fergus Lions Club (Fergus Santa Claus Parade)	1,700		1,700
Ponsonby Recreation Club	2,500		2,500
Royal Canadian Legion Wreaths	450		450
Wellington County Farm and Home Safety Association	500		500
Big Brothers Big Sisters of Centre Wellington	5,000		5,000
Total Committed	25,550	-	25,550
Community Impact Grant			
Fergus Scottish Festival and Highland Games	5,000	4,250	4,250
Centre Wellington Chamber of Commerce	5,000	-	-
Children's Foundation of Guelph and Wellington	5,000	5,000	5,000
Community Resource Centre	2,500	2,500	2,500
CW Shuffle Board Club	950	950	950
Elora Arts Council	5,000	5,000	5,000
Centre Wellington District High School	4,492	4,492	4,492
Elora Environment Centre	3,195	3,195	3,195
Elora Festival	4,500	4,500	4,500
Elora Singers	3,000	3,000	3,000
Grand Celtic Pipe Band	1,500	1,500	1,500
Sensational Elora	4,850	4,850	4,850
Total	44,987	39,237	39,237
Provision for Emergency & Disaster Relief Funding			
Available	-	-	5,213
Total	-	-	5,213
	70,537	39,237	70,000
BUDGET <u><u>70,000</u></u>			