

# 2022 BUDGET



Centre  
Wellington



# 2022 Budget

## Table of Contents

	<u>Page</u>
<b><u>INTRODUCTION</u></b>	
Message from the CAO .....	2
Organizational Structure.....	4
Strategic Plan.....	5
Asset Management Planning .....	8
Budget Process and Timing .....	13
<b><u>TAX SUPPORTED OPERATING BUDGET</u></b>	
Tax Supported Operating Budget Overview.....	18
Property Taxation Summary.....	22
Significant Areas Impacting the Tax Supported Operating Budget .....	27
Staffing Strategy.....	35
<b>Operating Budget by Department:</b>	
Tax Supported Operating Budget Summary .....	45
<b><u>Administration</u></b>	
Administration Summary .....	48
Mayor & Council .....	49
Youth Council.....	50
Office of the CAO, Human Resources, and Communications .....	51
Emergency Operations Centre .....	52
<b><u>Corporate Services</u></b>	
Corporate Services Summary .....	53
Legislative Services.....	54
Financial Services .....	55
Information Technology and Services .....	56
General Administration.....	57
By-law Enforcement .....	58
Stray Animal Control .....	59
Livestock Act .....	60
Tile Drain Loans .....	61

**Infrastructure Services**

Infrastructure Services Summary .....	62
Transportation Services - Administration.....	63
Transportation Services - Operations.....	64
Fergus Downtown - Maintenance.....	66
Elora Downtown - Maintenance.....	67
Crossing Guards .....	68
Cemeteries .....	69

**Community Services**

Community Services Summary .....	70
Fire .....	71
Municipal FD Training Officer .....	72
Parks & Recreation:	
Parks, Recreation and Culture Administration .....	73
Centre Wellington Community Sportsplex .....	74
Elora Community Centre.....	75
Belwood Hall.....	76
Active Parks .....	77
Passive Parks .....	78
Forestry.....	79
Greenhouses .....	80
Other Expenditures .....	81
Victoria Park Seniors Centre .....	82
Fergus Downtown - Beautification.....	83
Elora Downtown - Beautification.....	84
Fergus Weigh Scale Building .....	85
Elora Public Washrooms .....	86
Fergus Grand Theatre.....	87
Tourism .....	88
Celebrations .....	89
Grants to Community Groups – Specific Annual Grants .....	90
Grants to Community Groups – Community Impact Grants .....	91

**Planning & Development Services**

Planning & Development Services Summary .....	92
Building.....	93
Planning .....	94
Economic Development.....	95
Committee of Adjustment .....	96
Heritage Centre Wellington .....	97



	<u>Page</u>
<b><u>Other Services</u></b>	
Other Services Summary .....	98
Grand River Conservation Authority .....	99
Other Health Services .....	100
Health and Safety Committee.....	101
Contribution to Capital Fund.....	102
Ontario Non-Specific Grants.....	103
Other Revenues and Expenses.....	104
Net Debt .....	105
Fergus BIA .....	106
Elora BIA .....	107
Taxation – Payment in Lieu .....	108
Taxation – Township Purposes .....	109

**TAX SUPPORTED 3-YEAR OPERATING FORECAST**

3-Year Operating Forecast Summary.....	111
3-Year Operating Forecast.....	113

**WATERWORKS/WASTEWATER SUPPORTED OPERATING BUDGET**

Waterworks & Wastewater Supported Operating Summary.....	130
Environmental Services – Administration.....	134
<b><i>Waterworks</i></b>	
Waterworks .....	135
<b><i>Wastewater</i></b>	
Wastewater .....	136
<b><i>Risk Management</i></b>	
Municipal Risk Management Official .....	137



**CAPITAL BUDGET**

Capital Budget Overview..... 139

***2022 Capital Budget***

Studies ..... 146  
Corporate ..... 146  
Municipal Buildings..... 146  
Fire Services ..... 147  
Health Services ..... 147  
Transportation & Public Works ..... 147  
Wastewater ..... 149  
Waterworks ..... 149  
Parks & Recreation ..... 150  
Vehicle Replacement ..... 150  
Equipment Replacement ..... 151

**BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST**

Bridges and Major Culverts Forecast Summary ..... 153  
Bridges and Major Culverts 10-Year Plan ..... 156

**VEHICLE AND EQUIPMENT REPLACEMENT FORECAST**

Vehicle and Equipment Replacement Forecast Summary..... 158

***Tax Supported Vehicle Replacement Forecast***

Funding Summary – Tax Supported ..... 162  
Public Works ..... 163  
Parks and Recreation ..... 165  
Fire Department ..... 166  
Building..... 167  
By-Law Enforcement ..... 168

***Environmental Supported Vehicle Replacement Forecast***

Environmental Services..... 170

***Other Vehicle Replacement Forecast***

Municipal FD Training Officer ..... 172  
Municipal Risk Management Official ..... 173



***Tax Supported Equipment Replacement Forecast***

Funding Summary – Tax Supported .....	175
Information Technology & Services.....	176
Public Works .....	177
Fire Services .....	178
Parks and Recreation – Facilities Equipment.....	184
Parks and Recreation – Facilities .....	188
Parks and Recreation - Parks.....	196

***Environmental Supported Equipment Replacement Forecast***

Environmental Services.....	201
-----------------------------	-----

**10-YEAR CAPITAL FORECAST**

10-Year Capital Forecast Summary.....	205
---------------------------------------	-----

***10-Year Capital Forecast***

Studies .....	210
Corporate .....	211
Municipal Buildings.....	212
Fire Services .....	212
Health Services .....	213
Transportation and Public Works .....	214
Wastewater .....	223
Waterworks .....	227
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 2022.....	245
Debt Analysis.....	248





# INTRODUCTION

2022 BUDGET



## Message from the CAO

November 2021

### **To: Council and Our Centre Wellington Community**

The past 18 to 20 months have been very challenging with the worldwide COVID-19 pandemic and our local County and Township Emergency Declarations. During this emergency our entire Township staff team has stepped up to the plate to ensure our services were still available, when allowed through provincial regulations, and ensure our water, wastewater and infrastructure services were operating normally. To ensure our community's safety, we partnered with the Wellington Dufferin Guelph Public Health to operate the largest COVID-19 vaccination Clinic in Wellington County. At the time of writing this letter, Wellington County's vaccination rate stands at 81% with at least one dose and 78.7% with two doses. A great success, and the efforts to vaccinate more people continues. I want to thank the Wellington Dufferin Guelph Public Health team and our Community Services team for working together to make this vaccination hub such a success.

As we continue along the Provincial Re-Opening plan the majority of our services are back to regular operations and we look forward to returning to normal operations in 2022. We are excited to welcome back everyone to our many programs, services, and events and look forward to working with our many local partners in providing great experiences for our community and our visitors.

Since June staff have met three times with Council to set out clear direction for the 2022 Budget. In June Council directed staff to prepare a budget with a maximum 2.4% tax rate increase, and within this budget book you will see staff have met that goal.

The 2022 Budget has been developed to provide existing levels of service for our community and new neighbourhoods (i.e. parks, trails, road maintenance, etc.). As our community grows so do the number of roads, parks, trails, water/wastewater/storm pipes, programs, etc. We need to keep pace with financial resources and staffing requirements to maintain these services to meet the quality of life our residents and businesses expect.

The 2022 Budget looks to continue to implement the Council approved Strategic Plan and recommendations from the Council approved master plans and asset management plan. Funding identified by staff in our capital budget and staffing strategy provides the financial and internal resources to continue to move many of these Council approved actions forward. Reductions in either funding or resources impacts the Township's ability to implement these Council approved actions.



As this will be my last budget as Chief Administrative Officer, I want to thank our Corporate Services team who has once again led the process in developing the budget with input from all departments. There are many staff involved in developing the annual budget throughout our organization and many thanks goes out to all these staff as well.

Yours truly,

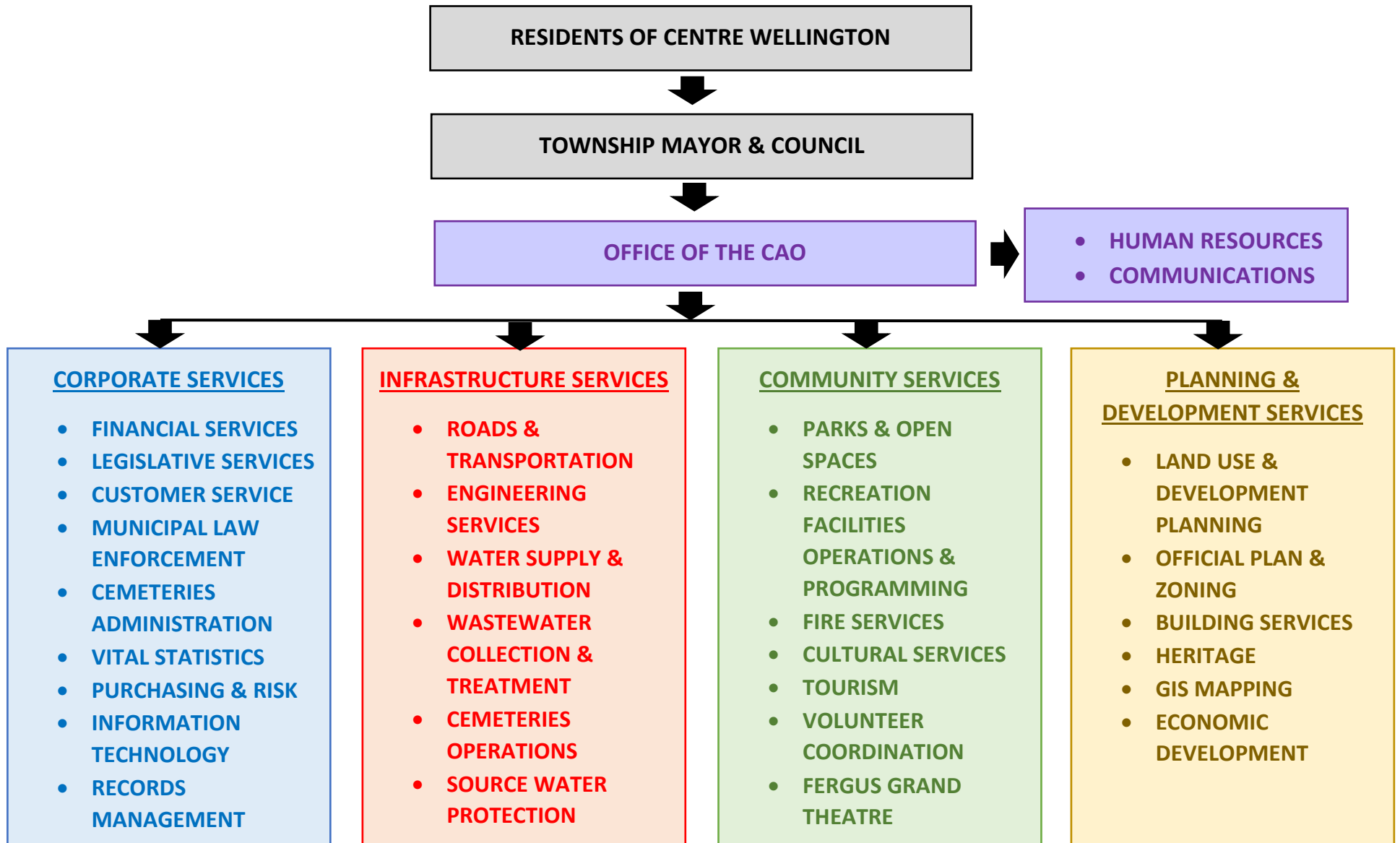
A handwritten signature in cursive script that reads "A Goldie".

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

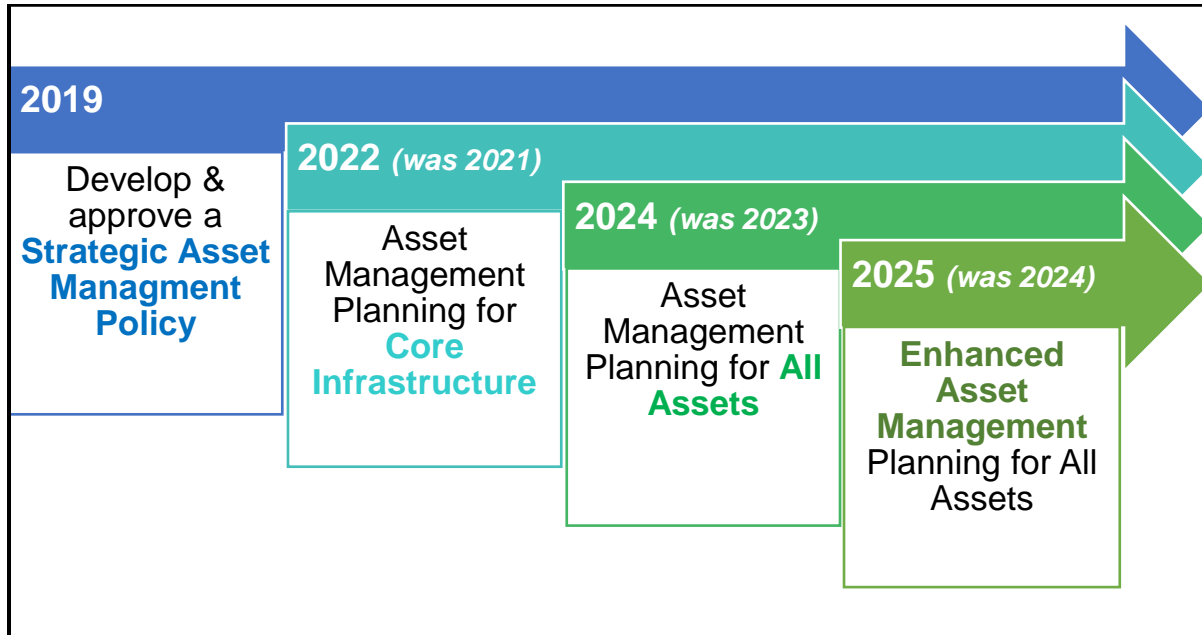
Asset planning has been identified by the Province of Ontario as a priority for a number of years. The following timeline illustrates the progression of asset management planning in Ontario municipalities since the year 2000.

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.

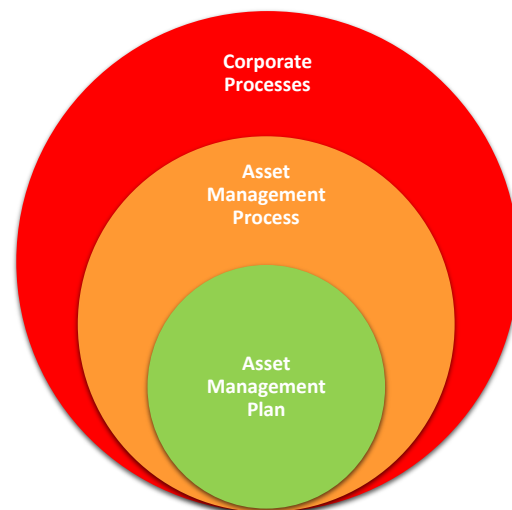
Ontario Regulation 588/17 relating to asset management planning for municipal infrastructure was passed in December 2017, providing specifics regarding asset management planning requirements for Ontario municipalities. A phased in approach to compliance was established by the province from 2019 to 2024. A Strategic Asset Management Policy was required to be in place in 2019, representing the first requirement of the regulation. In March 2021, due to the impacts of COVID-19 on

municipalities, the province provided a 1-year extension for all remaining compliance due dates. The updated compliance dates are as follows (all effective July 1<sup>st</sup>):



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](http://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.



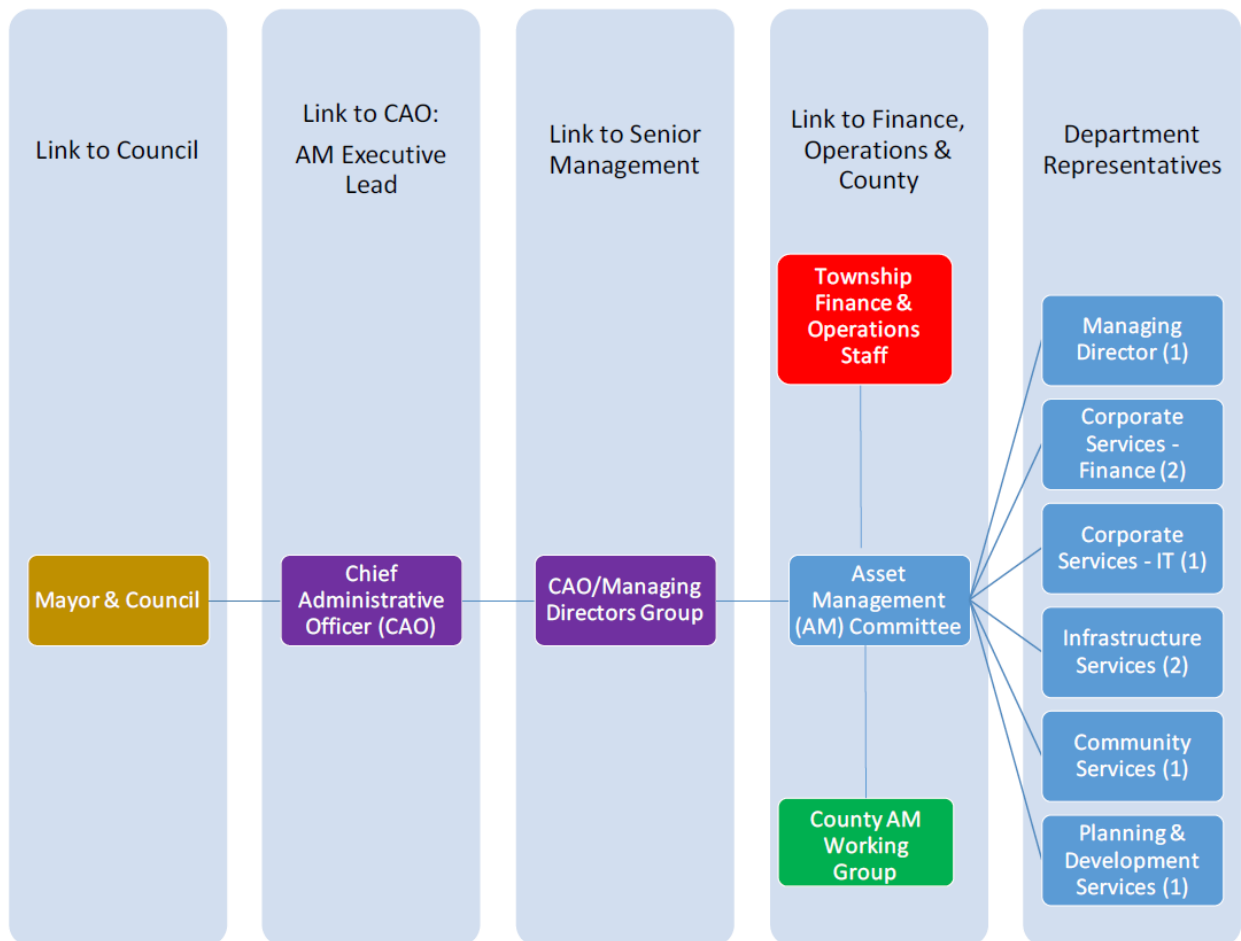
Asset management is more than just the development of a plan. Asset management is a process that results in clear and effective decision making regarding the provision of services within the Township. An asset management plan is an output from that process. The asset management process is integrated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

<b>Asset Risk/Criticality = Asset Probability of Failure X Asset Consequence of Failure</b>
---

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:

<b>Asset Type</b>	<b>Consequence Variables</b>
<b>Bridges &amp; Culverts</b>	Response time, detour length, traffic counts, local access, and heritage.
<b>Roads</b>	Traffic counts, and speed limits.
<b>Water mains</b>	Land use, static pressure, trunk main vs. local main, and main diameter.
<b>Wastewater mains</b>	Main diameter, force main vs. gravity main, river crossing, proximity to water, and land use.
<b>Other Assets</b>	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.***

While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves in order assist in increasing asset investment annually. All recommended water and wastewater rate increases have been made to date.

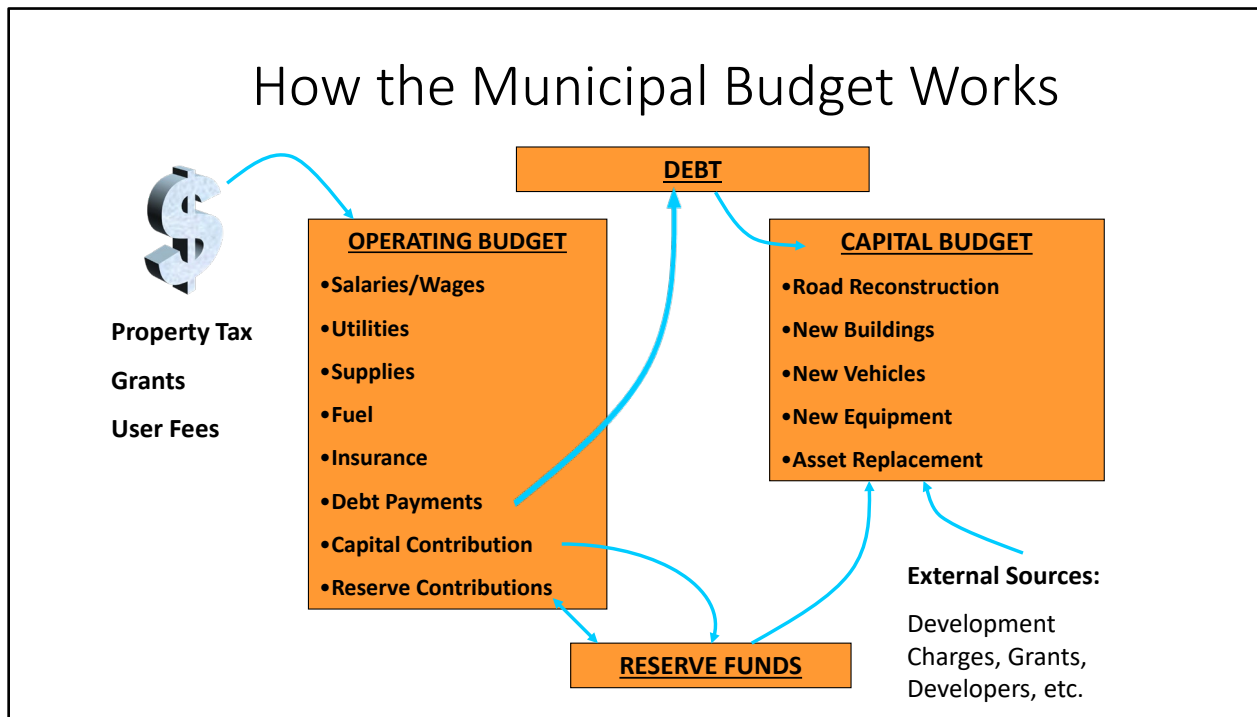
A comparison of Asset Management Plan recommendations to the 2022 Budget will be provided in a later section.



# The Budget Process and Timing

## Overview

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



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

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

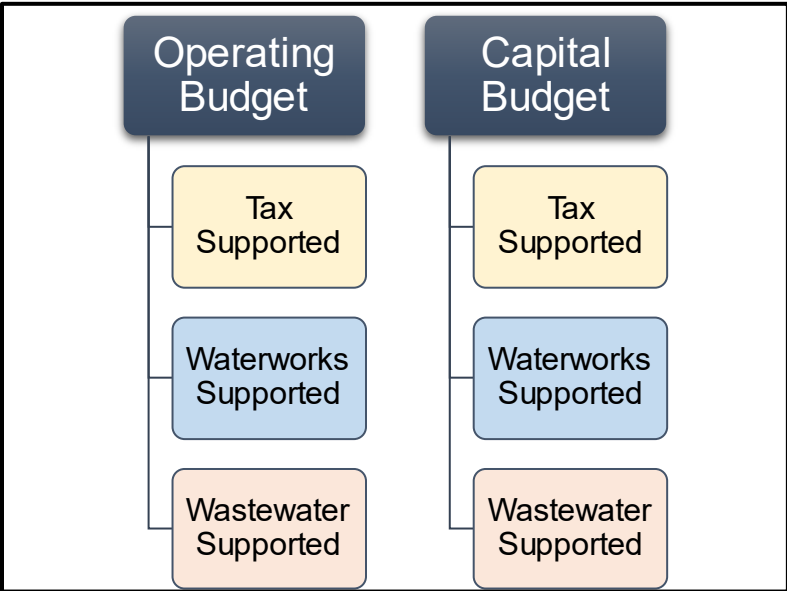
The operating budget and capital budget are connected through both reserves/reserve funds and debt.

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

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

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

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



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

The Township maintains a 10-year capital forecast. Year 1 of the forecast period (i.e. 2022) represents the capital projects to be approved by Council through the budget process. Years 2 and 3 of the forecast period (i.e. 2023 and 2024) represent the detailed forecast to be approved by Council, with the remaining years (2025 to 2031) 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 2024. Year 1 of the forecast (i.e. 2022) represents the operating

budget to be approved by Council through the budget process. Years 2 and 3 (i.e. 2023 and 2024) are provided for information purposes only.

2022 Budget Process

Since the 2018 Budget, capital and operating budget discussions have been combined. For the 2022 Budget, pre-budget meetings were conducted in June, September, and October to obtain direction from Council and review various drafts of the Draft Capital Budget and Forecast. In addition, input was provided by residents through the Township website (Connect CW) and a virtual presentation on how the Township’s budget works was posted on the Township’s website.

Township staff are presenting the 2022 Draft Budget to Council for their review and discussion prior to the end of the 2021 fiscal year, with budget approval planned 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 being presented to Council during the budget process. Fees and charges affect both operating budgets (i.e. user fee revenue) and capital budgets (equipment and replacement funding). Therefore combining these processes gives Council and the public more input and information affecting the budget.

Budget Timeline

The following timeline illustrates the process followed during the creation of the 2022 budget:

<b>2021</b>	<b>May</b>	<ul style="list-style-type: none"> <li>- Capital budget discussions initiated at a staff level.</li> <li>- Integration of 2021 Development Charges Background Study into the capital forecast.</li> </ul>
	<b>June</b>	<ul style="list-style-type: none"> <li>- 2022 Budget Directions Report approved by Council.</li> <li>- Council approval of the 2022 Budget Timeline.</li> <li>- Preparation of vehicle and equipment replacement schedules initiated.</li> </ul>
	<b>August</b>	<ul style="list-style-type: none"> <li>- Updating 10-year bridge and culvert plan.</li> <li>- Operating budget discussions initiated at a staff level.</li> </ul>
	<b>September</b>	<ul style="list-style-type: none"> <li>- 2022 Preliminary Draft 10-Year Capital Forecast reviewed with Council.</li> <li>- Salary, wages &amp; benefit calculations for 2022 commenced.</li> </ul>
	<b>October</b>	<ul style="list-style-type: none"> <li>- 2022 Preliminary Capital Forecast (2022 to 2031) and 2022 staffing strategy reviewed with Council.</li> <li>- Virtual budget presentation and resident input through Connect CW.</li> <li>- 3-year staffing strategy developed. 2022 staffing approved by Council.</li> </ul>
	<b>November</b>	<ul style="list-style-type: none"> <li>- Completion of 2022 Draft Capital Budget and 10-year forecast.</li> <li>- Completion of 2022 Draft Operating Budget.</li> <li>- Development of 3-year Operating Forecast.</li> <li>- Publish 2022 Draft Budget Book.</li> <li>- Budget deliberation meetings commence – November 30<sup>th</sup></li> </ul>
	<b>December</b>	<ul style="list-style-type: none"> <li>- Budget deliberation meetings continue – December 2<sup>nd</sup> and 7<sup>th</sup>.</li> <li>- Proposed budget approval (December 20<sup>th</sup> Council meeting).</li> </ul>

## Direction Provided by Council

During preliminary budget meetings, Council provided the following direction to staff in the development of the 2022 Budget:

1. *Maintain a **tax rate increase** equal to or less 2.4%.*
2. *Assume **assessment growth** equal to 2.0%.*
3. *Increase **fees and charges** for 2022 by 2.4%.*
4. *Include approximately \$1,700,000 in **growth related capital projects** to be funded by development charges within each year of the 10-Year Capital Forecast.*
5. *Capital Funding:*
  1. *\$4,500,000 **general capital, Canada Community-Building Fund (formerly Federal Gas Tax) proceeds and OLG funding;***
  2. *\$79,000 increase to **equipment and vehicle replacement reserves;** and*
  3. *Allocations to WSIB, Insurance, Contingency, and Legal Reserves to match target funding levels.*
6. *The **OLG Funding Allocation Policy** will not change for 2022 and will be reviewed again as part of the 2023 Budget process.*
7. ***Arts Culture and Heritage** OLG funding will be distributed by Council through a grant application process.*
8. *Direction on **specific capital projects** in years 2022 to 2031 of the Capital Budget and Long-Term Capital Forecast.*
9. *Direction was provided on the **Bridge and Major Culverts 10 Year Plan** for the years 2022 to 2031.*
10. *Approval of the **Staffing Strategy** for 2022.*
11. *Approval of the **Budget Timeline** for 2022.*



# **TAX SUPPORTED OPERATING BUDGET**

**2022 BUDGET**

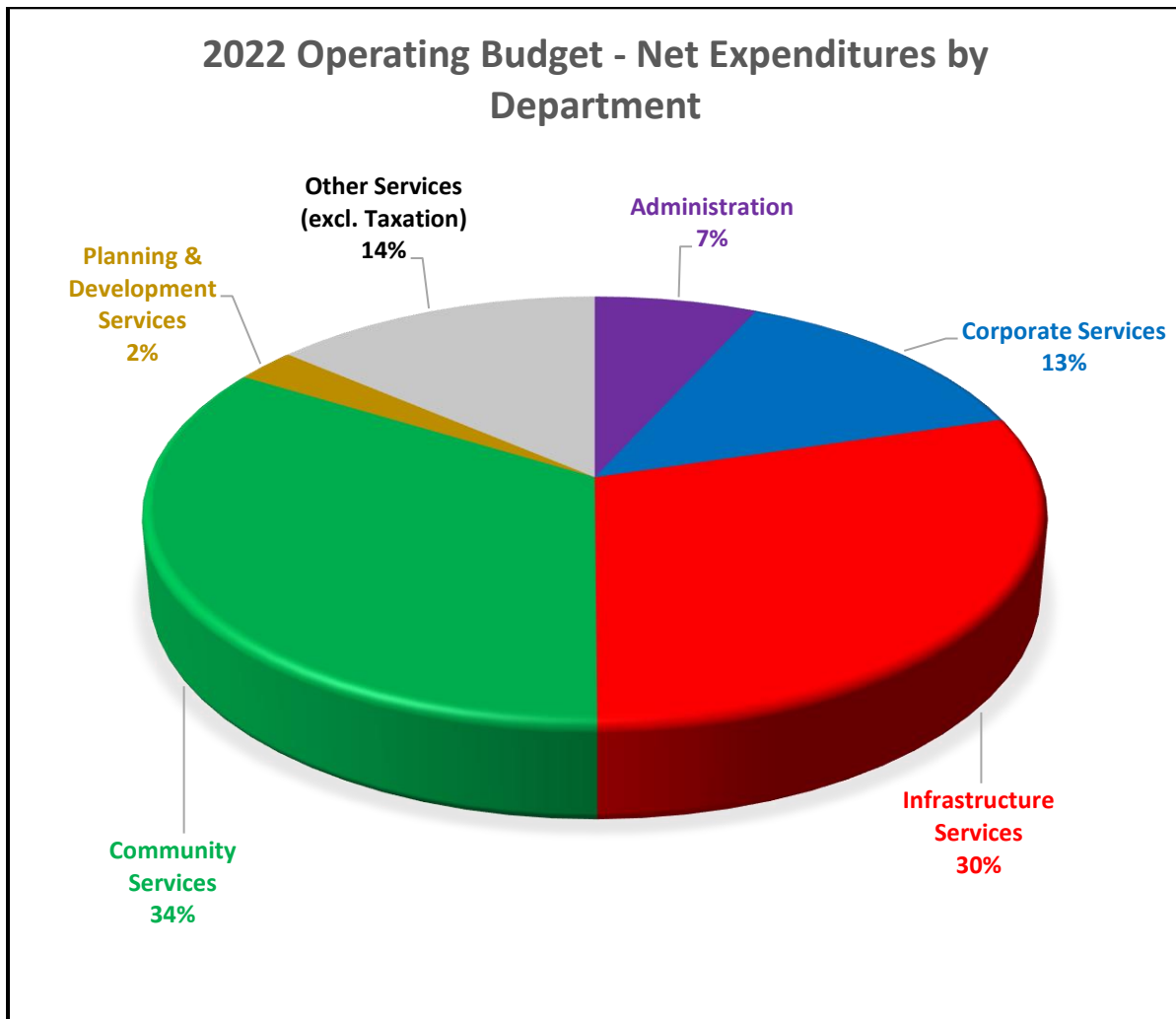


## Tax Supported Operating Budget Overview

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.

### 2022 Tax Supported Operating Budget

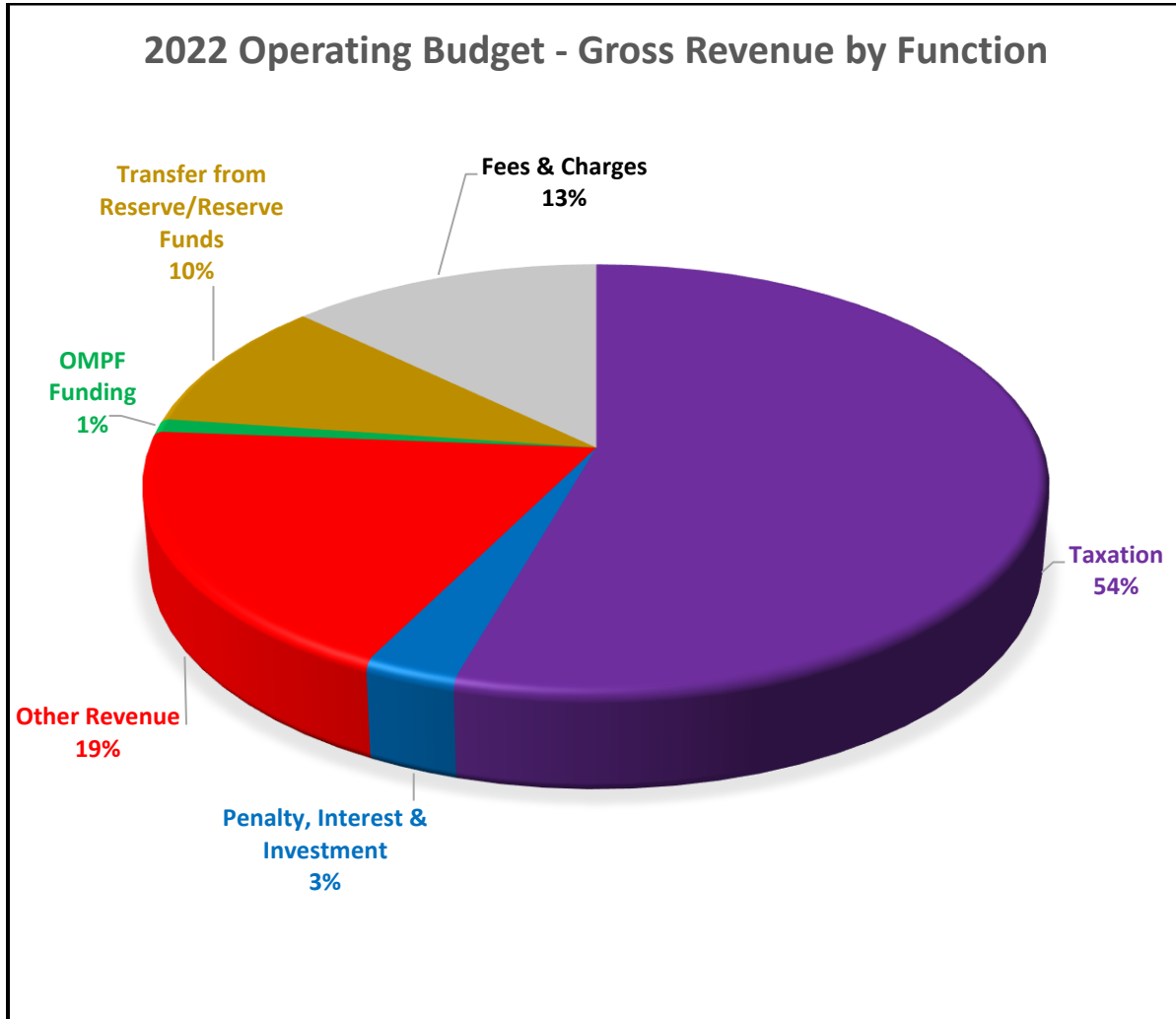
The 2022 tax supported operating budget totals \$31,000,588. After deducting other revenues, the net operating budget to be funded from general taxation is \$15,833,783 (excluding the dedicated capital levy). The net 2022 operating budget is broken down by department as follows:



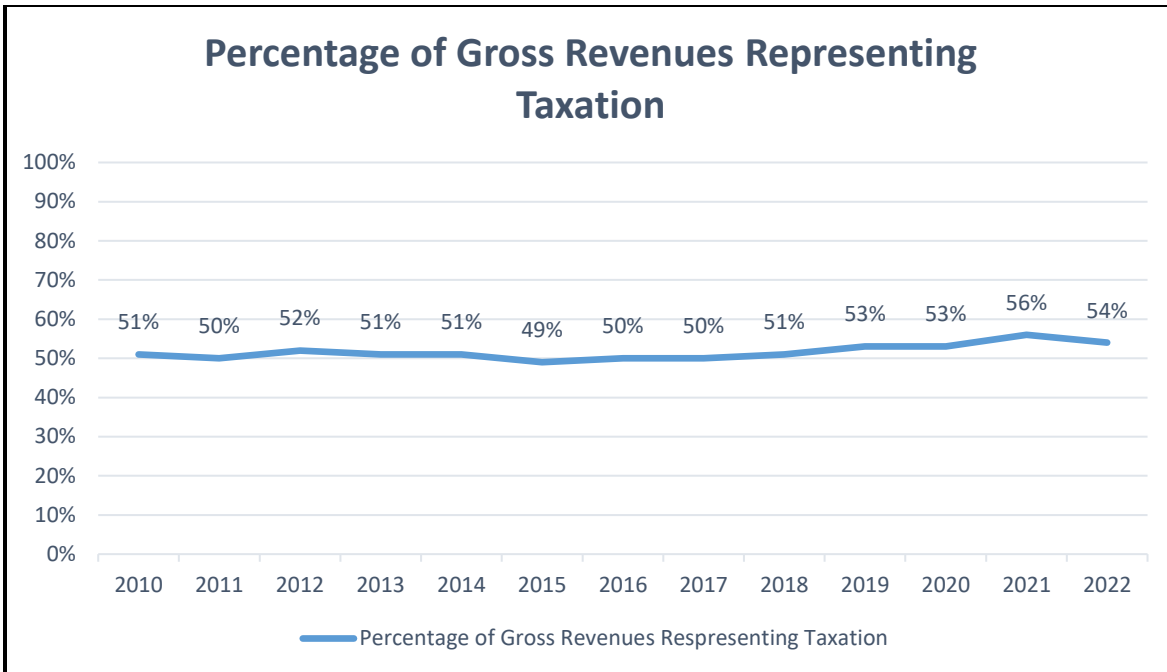


The budget breakdown of each department into specific budget areas is provided below this overview section, along with a summary of the overall budget for each department.

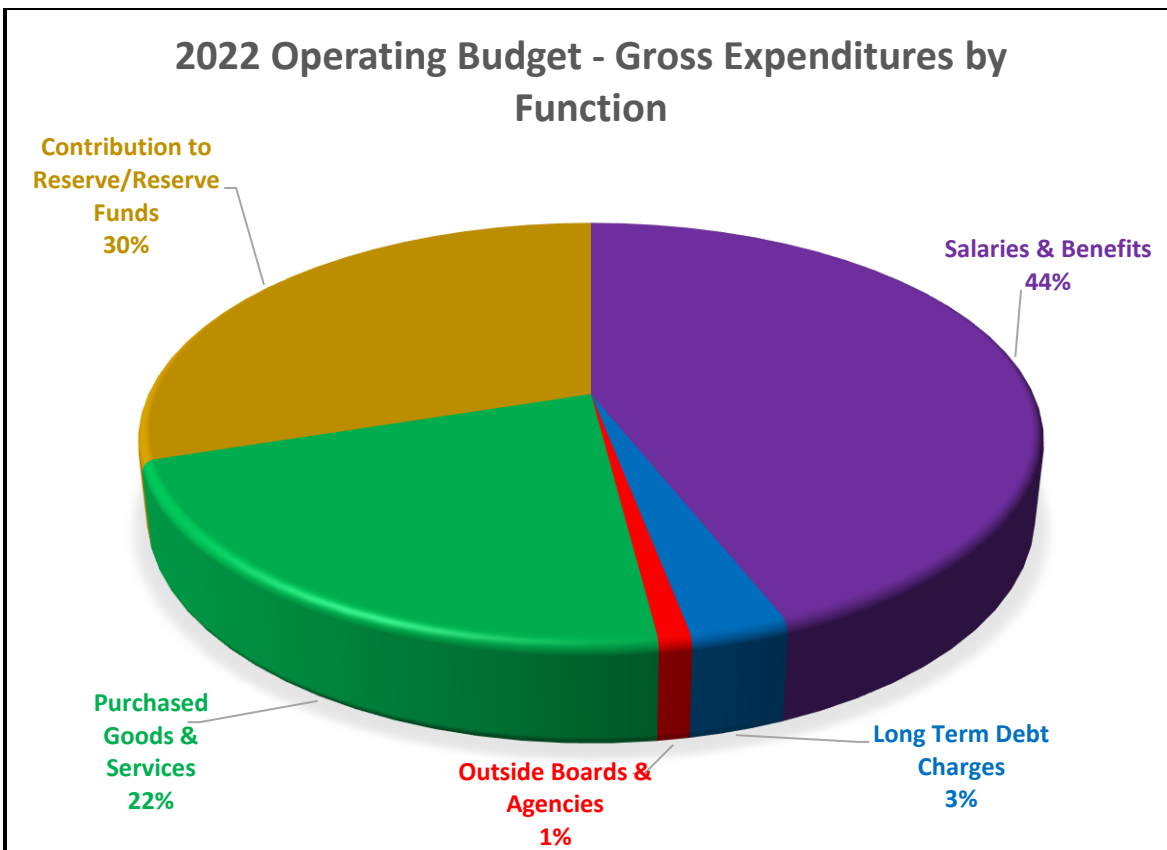
From a gross revenue perspective, the 2022 operating budget is broken down into the following revenue types:



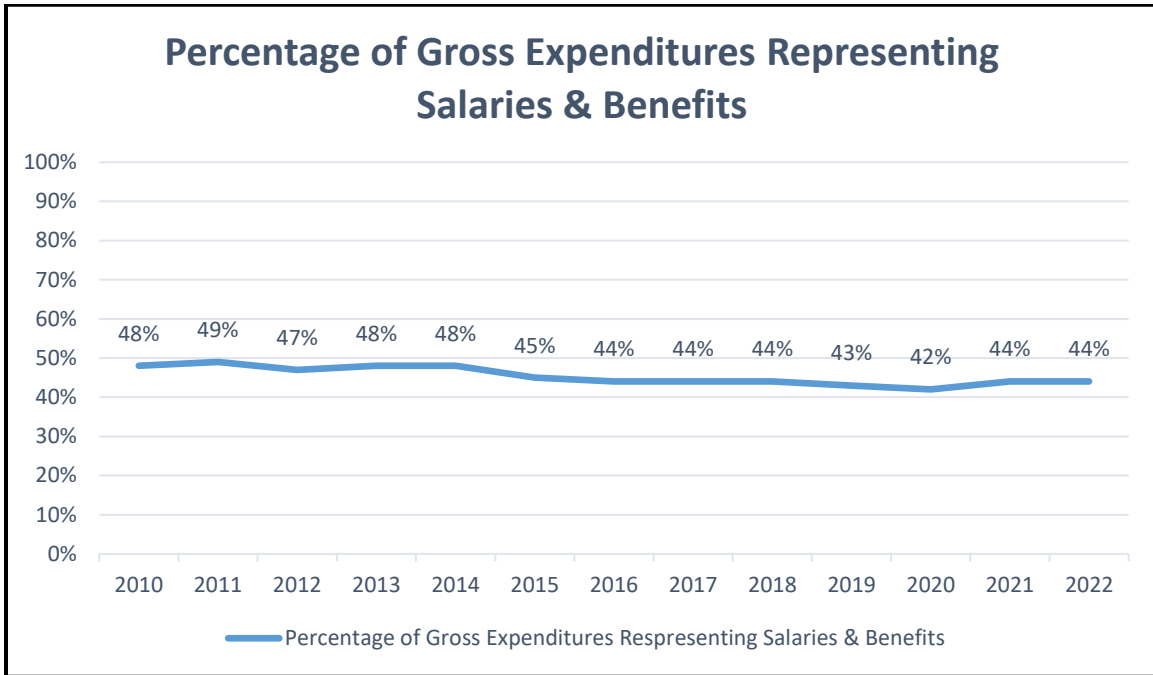
As shown above, property taxation continues to be the most significant revenue source, making up 54% of gross operating revenues. This percentage has remained relatively consistent over the past 10 years, as shown below. The increase in 2021 followed by a decrease in 2022 is primarily due to impacts related to the COVID-19 pandemic including a decrease in investment income in 2021 due to the low interest rate environment. It is anticipated that interest rates will increase in 2022 as the economy continues to recover from the pandemic. The increase in 2019 was due to Council approving the elimination of separate taxation levies for street lights. Since 2019, annual street light costs have been incorporated into the general taxation levy.



From a gross expenditure perspective, approximately 44% represents salaries and benefits, as shown below.



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



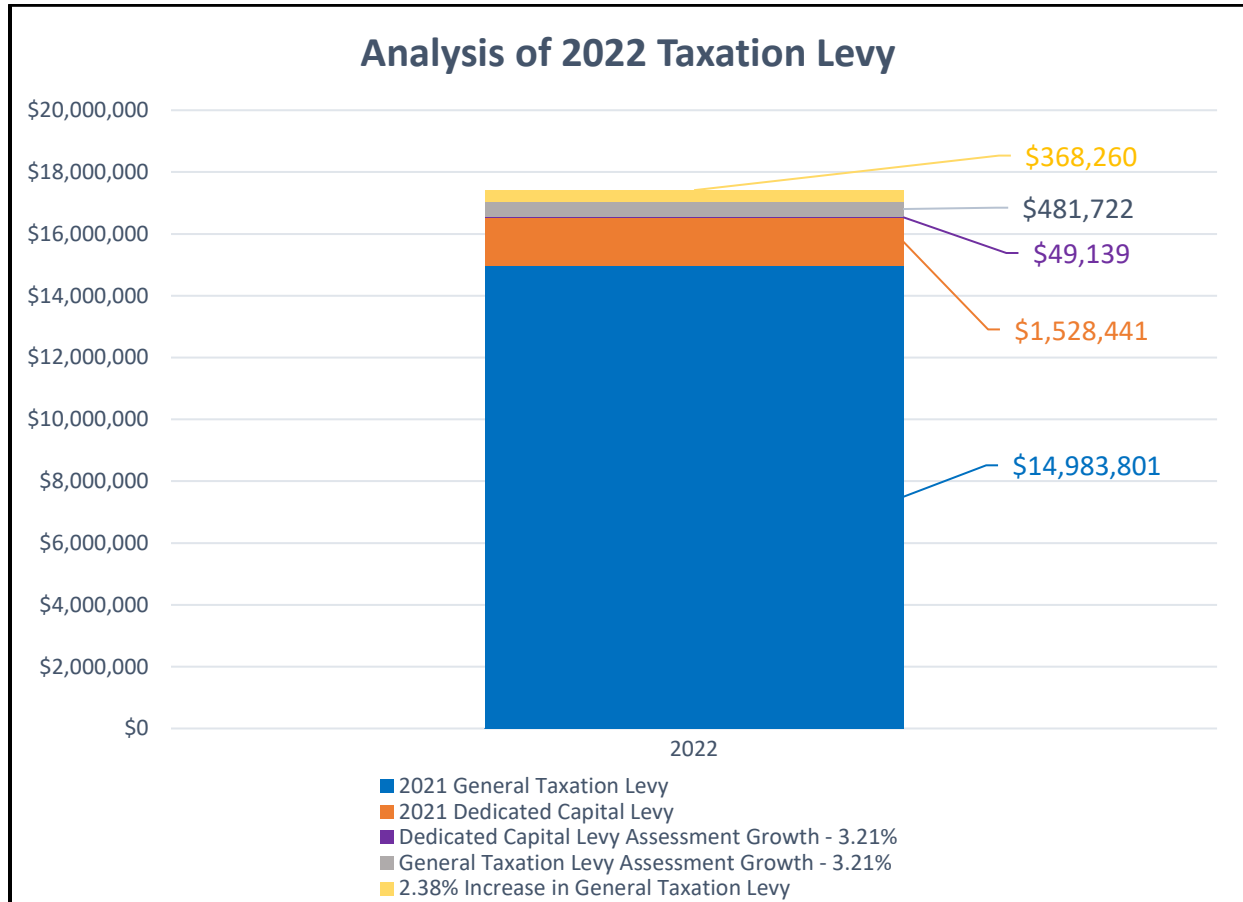
2021 Actual Amounts

***Users of the budget document are cautioned that 2021 actual amounts presented are unaudited.***




# Property Taxation Summary

Overall, the 2022 taxation levy totals \$17,411,363, representing a \$15,833,783 general taxation levy and a \$1,577,580 dedicated capital levy. This includes assessment growth on the general levy of \$481,722 (representing a 3.21% increase), and assessment growth on the dedicated capital levy of \$49,139 (representing a 3.21% increase).



The average assessed residential property in Centre Wellington in 2022 is valued at \$381,095. The impact on this average assessed property is as follows:

**Tax Analysis: Average (Typical) Assessed Residential Property for 2022:**

 <p><b>2022 Average Assessed Residential Property: \$381,095</b></p>		<b>\$</b>	<b>%</b>
	2021 Township Taxation Levy	\$ 1,137	
	Add: Levy Change (2022 Budget)	\$ 27	2.38%
	2022 Township Taxation Levy	\$ 1,164	
	2021 Township Dedicated Capital Levy	\$ 115	
	Add: Levy Change (2022 Budget)	\$ -	0.00%
	2022 Dedicated Capital Levy	\$ 115	
	<b>2022 Total Township Taxation Levy</b>	<b>\$ 1,279</b>	<b>2.16%</b>
	2021 County Levy	\$ 2,370	
	Add: Levy Change for 2022	\$ 47	2.00%
2022 County Taxation Levy	\$ 2,417		
2022 Education Taxation Levy	\$ 583	0.00%	
<b>2022 Total Taxation Levy</b>	<b>\$ 4,279</b>	<b>1.77%</b>	

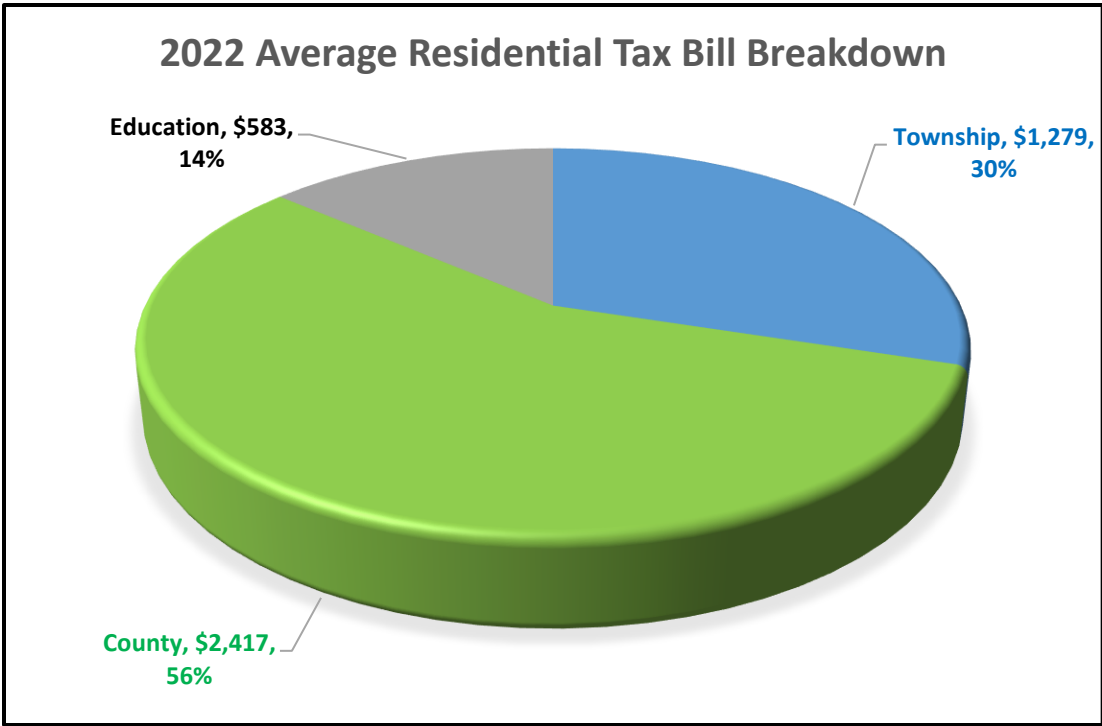
In summary, a residential property in Centre Wellington assessed at \$381,095 (2022 \$) would pay an additional \$27 in 2022 as a result of the Township’s budget. This is broken down between \$27 for general taxation purposes and \$0 with respect to the dedicated capital levy, netting to an overall Township impact of 2.16%. Including the County and Education levies, the overall “blended” tax rate increase is approximately 1.77%.

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

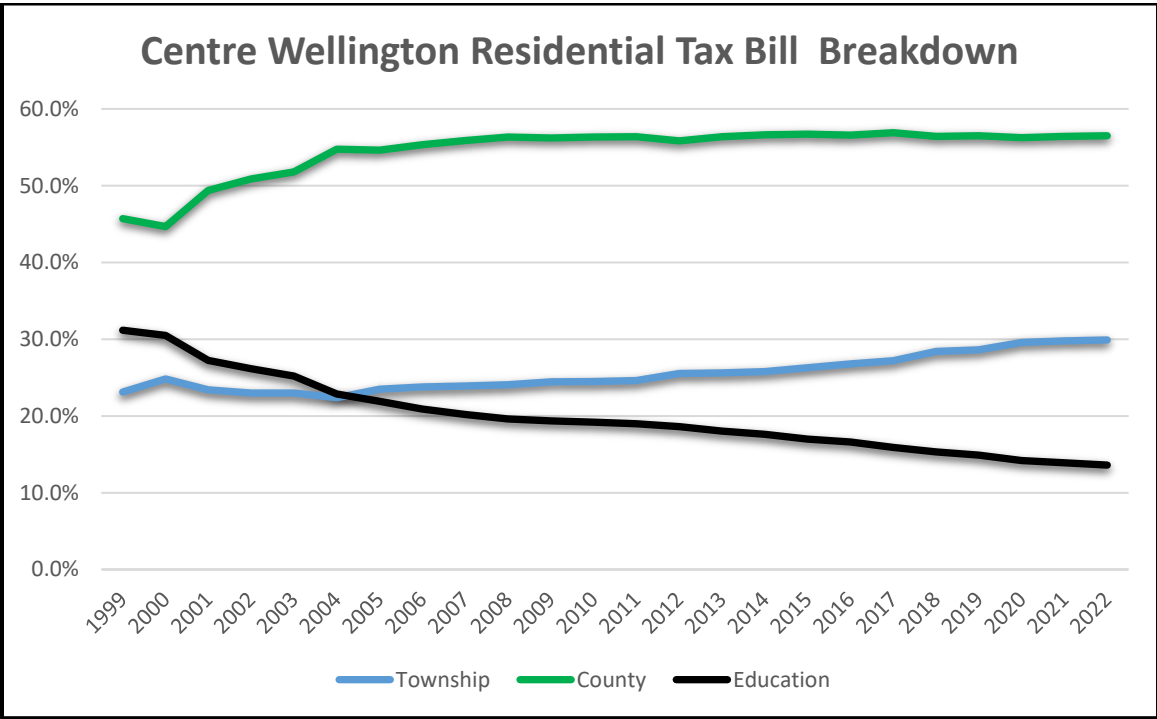
**Tax Analysis: Per \$100,000 of Residential Taxation Assessment**

Assessment	Increase to Township Taxation Levy	Increase to Township Dedicated Capital Levy	Total Township Increase
100,000	7.10	0.00	7.10
200,000	14.20	0.00	14.20
300,000	21.30	0.00	21.30
400,000	28.41	0.00	28.41
500,000	35.51	0.00	35.51
600,000	42.61	0.00	42.61
700,000	49.71	0.00	49.71
800,000	56.81	0.00	56.81

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.



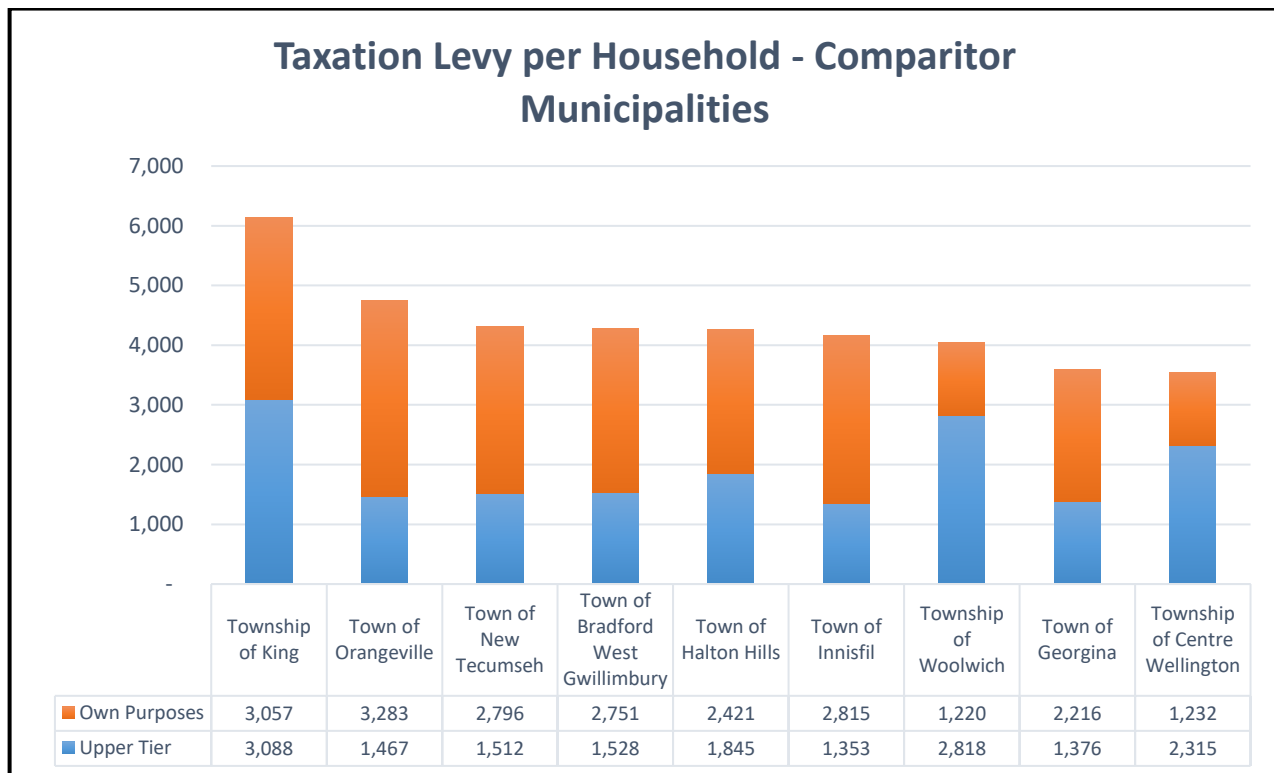
The graph below shows this residential tax bill breakdown historically since amalgamation in 1999. Education percentages continue to decrease, given the Province's commitment to not increase the Education levy rates.



## Property Taxation and Assessment Comparator Analysis

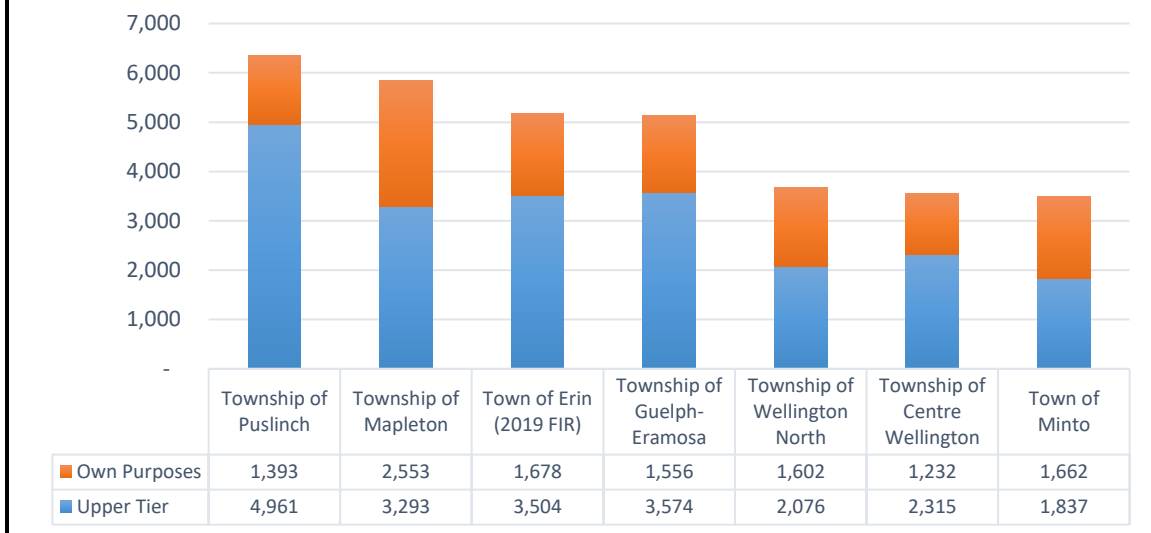
The two charts below include a comparator analysis of “taxation levy per household”, which is calculated by taking the combined upper and lower tier taxation levies for the municipality in 2020 and dividing by the total number of households that were in that municipality in 2020. This information is based on each municipality’s 2020 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 \$3,547 is the lowest within the sample group. King and Orangeville were the highest with a levy of \$6,144 and \$4,750 respectively. The average levy across the group was \$4,344.



The second chart illustrates the taxation levy per household calculation across municipalities in Wellington County. In this case, Centre Wellington’s levy of \$3,547 is the second lowest within the sample group, just ahead of Minto. Puslinch was the highest with a levy of \$6,354 and the average levy across the group was \$4,748.

## Taxation Levy per Household - Wellington County Municipalities



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

Comparator Municipalities	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of King	10,270,649,956	89%	6%	5%	370,782	50%
Town of Halton Hills	14,364,898,108	83%	3%	14%	234,870	43%
Town of New Tecumseh	7,438,822,389	84%	6%	11%	217,243	35%
Town of Innisfil	8,717,823,974	88%	5%	7%	206,085	32%
Township of Woolwich	5,106,008,592	68%	18%	14%	204,191	70%
Town of Bradford West Gwillimbury	7,866,749,909	86%	5%	9%	201,820	36%
Township of Centre Wellington	5,222,596,082	77%	15%	8%	160,943	65%
Town of Georgina	8,771,801,094	91%	2%	7%	159,114	38%
Town of Orangeville	4,315,728,608	84%	0%	16%	142,787	31%

Wellington County	Total Assessment	Residential %	Farmland %	Other %	Assessment per Capita	% Levy Upper Tier
Township of Puslinch	2,443,189,718	78%	8%	14%	295,786	78%
Township of Mapleton	2,880,054,500	39%	56%	5%	250,876	56%
Town of Erin (2019 FIR)	2,721,455,600	78%	17%	5%	224,728	68%
Township of Guelph-Eramosa	3,109,236,118	74%	20%	6%	220,670	70%
Township of Wellington North	2,178,491,309	50%	41%	9%	168,614	56%
Township of Centre Wellington	5,222,596,082	77%	15%	8%	160,943	65%
Town of Minto	1,240,214,400	59%	32%	9%	129,594	53%





## Significant Areas Impacting the Tax Supported Operating Budget

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

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

The following impact areas have been identified for the 2022 budget:

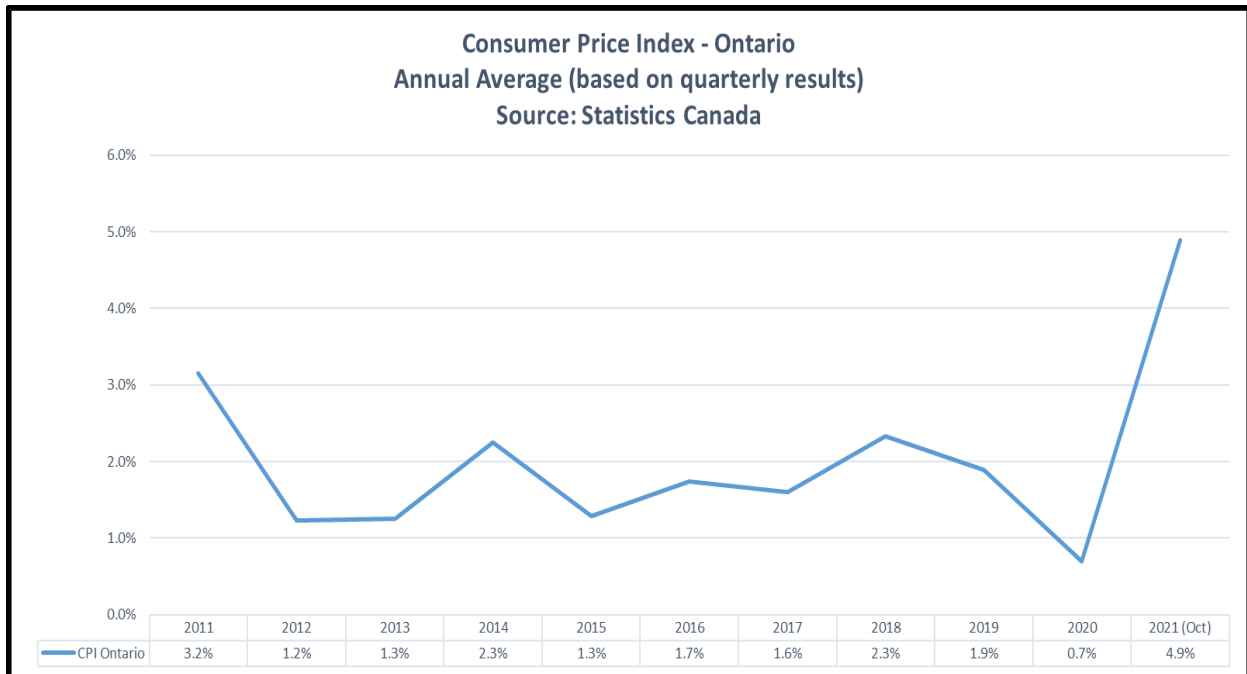
### Taxation Assessment Growth

As discussed in the Taxation Summary above, assessment growth for 2022 totals 3.21%. This results in \$481,722 in additional taxation revenue, before any increase in tax rates is applied. Assessment growth is generated through Township growth, therefore the 2022 budget has allocated this additional revenue to fund budget increases that are required due to growth. A summary of these areas is provided below.

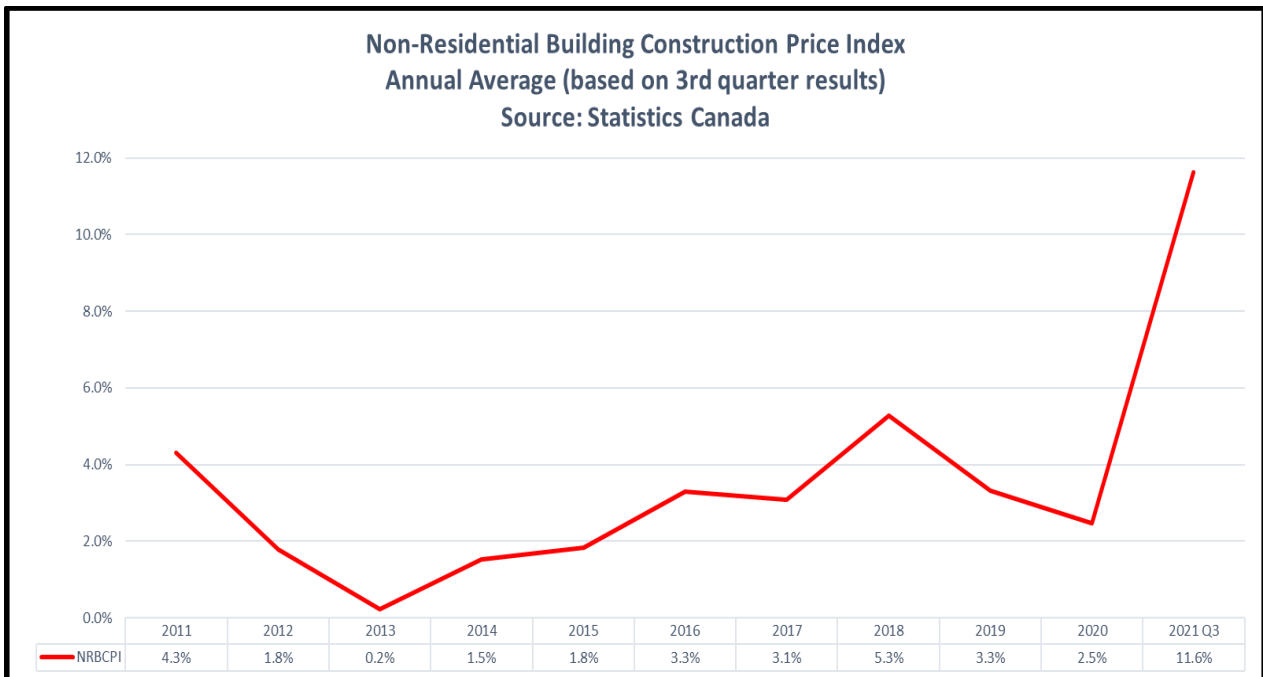
<b>2022 Growth Related Impact Areas</b>	<b>Amount</b>
Staffing Strategy Implementations	\$205,500
Increase in Contribution to General Capital Reserve	25,000
<b>Total</b>	<b>\$230,500</b>
<b>Total 2022 Assessment Growth</b>	<b>\$481,722</b>

### 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 4.9% (based on 2021 October results), an increase from operating inflation figures from a year ago. This implies that consumer goods (i.e. Township operating costs) are approximately 4.9% 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 11.6%, an increase from capital inflation figures from a year ago. This implies that capital costs (i.e. Township capital projects) are approximately 11.6% more expensive now in comparison to last year.



Both operating and capital inflation affect the Township’s operating budget. The operating budget is made up of operating related costs (such as utilities and wages) as well as capital related transfers to reserves. In addition, there are debt related costs that are based on agreed upon terms and conditions that are not impacted by inflationary factors. To estimate a blended inflationary impact on the Township’s 2022 budget, the following table was prepared.

### Combined Township Index (Tax Supported)

Description	2021 Net Expenditures	Inflation Factor
Operating Costs	\$ 19,923,375	4.9%
Capital Transfers-Internal	4,165,441	11.6%
Capital Transfers-External	3,915,641	11.6%
Debt Payments (net)	417,059	0.0%
<b>Total Net Expenditures</b>	<b>\$ 28,421,516</b>	<b>6.7%</b>

weighted index

This table illustrates that, if 2021 budget levels were adequate, a 6.7% increase in gross expenditures would be required to keep up with applicable inflationary factors going into 2022. Township staff are presenting a general levy tax rate increase of 2.38% (with a Township combined levy increase of 2.16%), which exposes the Township to the impacts of inflation and puts the municipality at risk of falling behind in required operating and capital investment levels.

### Staffing Costs

As the Township grows and introduces new or higher levels of service, there is a need to expand staffing levels. In summary, the following new positions have been included within the 2022 budget. The next section will discuss the staffing strategy for the 2022 to 2024 period (and beyond), including explanations for each position.

2022 Budget				
Department	Position	Position Status		Comments
Administration	Digital Media Associate	Permanent	Full time	Move from Temporary PT to Permanent FT
Administration	Health & Safety Position	Permanent	Full time	
Corporate Services	Information Technology Coordinator	Permanent	Part time	Permanent FT if service partners assist with funding
Infrastructure Services	Seasonal Employees - Downtowns	Temporary	Full time	3-year term
Infrastructure Services	Wastewater Operator	Permanent	Full time	
Community Services	Recreation Programmer	Permanent	Full time	Move from Temporary FT to Permanent FT

In addition to new positions, other changes to wages and benefits within the 2022 budget are:

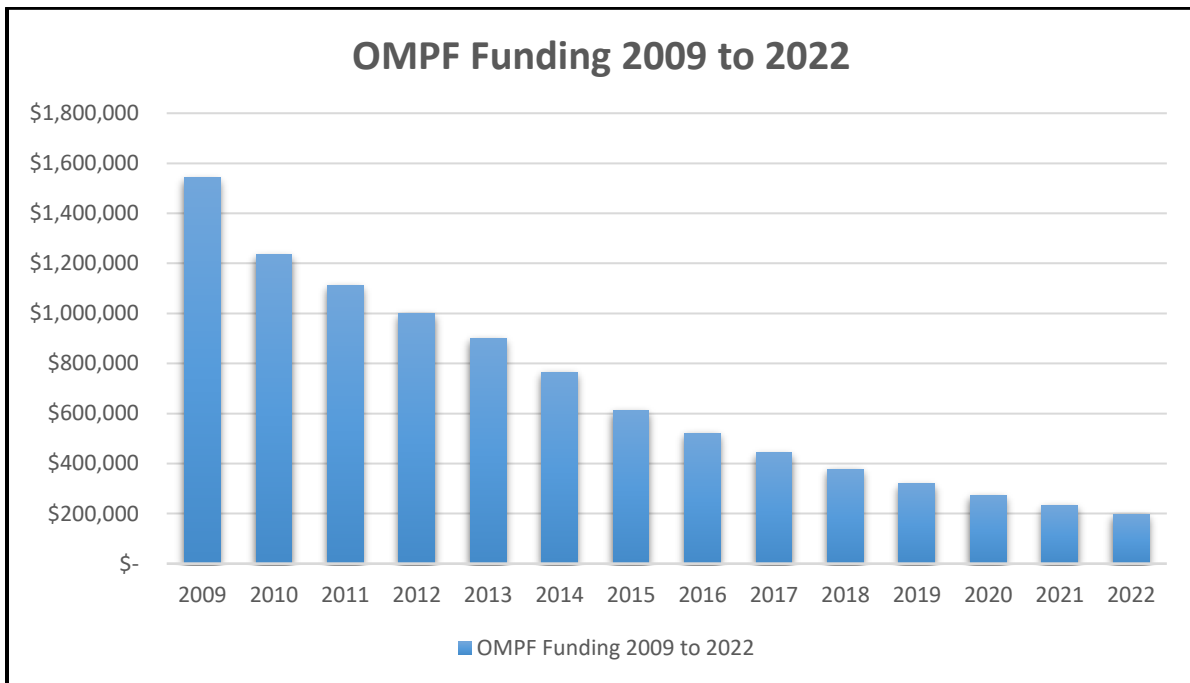
- Total remuneration increased 2.2% per the Employee Memorandum of Agreement with the Township’s Staff Association.
- Final year of implementing the job evaluation results and market survey approved in 2019, using a phased-in approach.
- CPP maximums have increased 10.53%.

- EI maximums have increased 7.11%.
- 0.8% increase in group benefit premium costs.
- Staff movement through the salary pay grid.

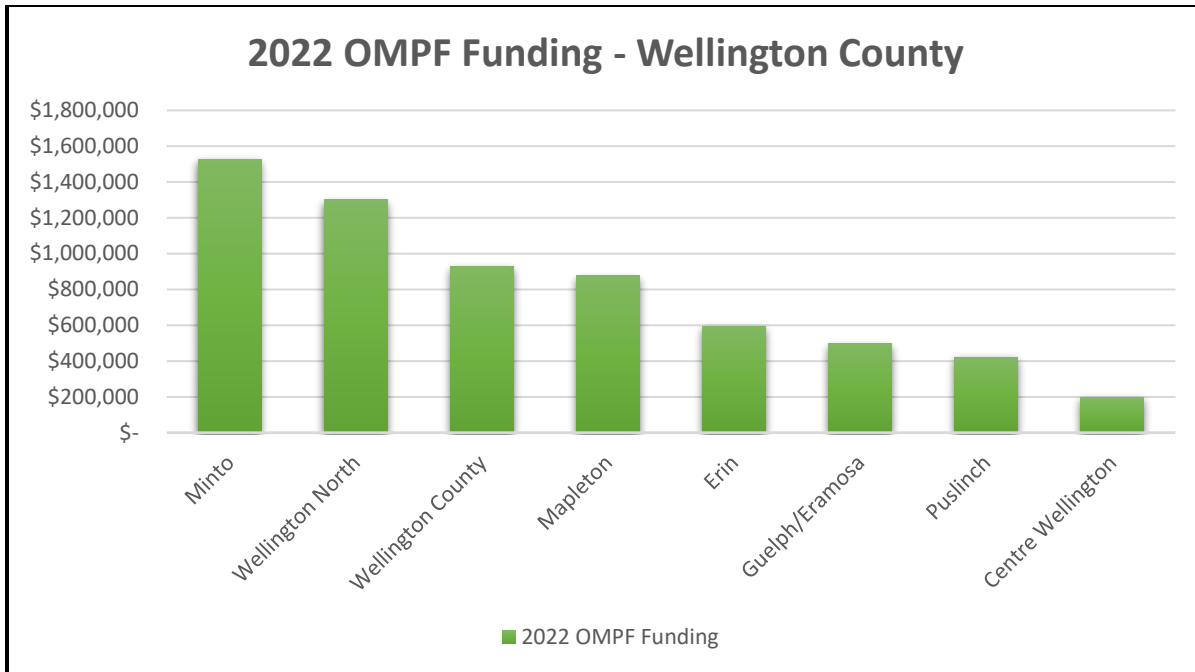
Ontario Municipal Partnership Funding (OMPF)

The Township’s OMPF funding is being reduced by a further 15% in 2022, bringing the Township’s allocation to \$196,400. This is a reduction of \$34,600 from the 2021 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 2022 allocations across the County is as follows:



### Transfers to Capital – Internally Generated

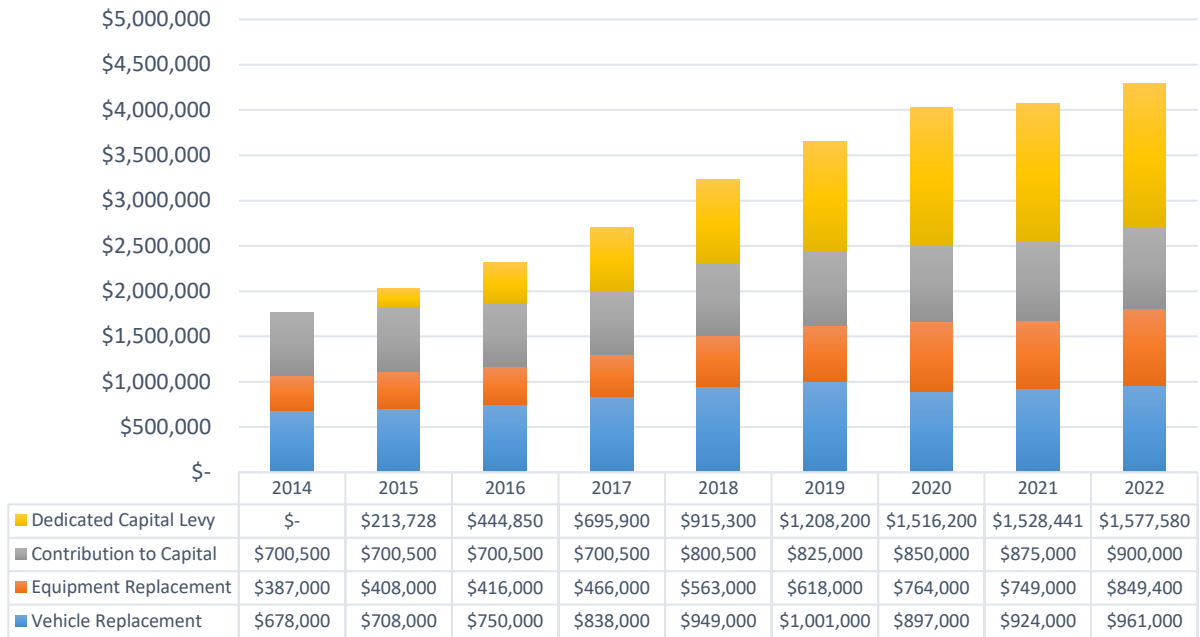
Transfers to equipment and vehicle replacement reserves from the tax supported operating budget total \$1,810,400 in 2022. This represents a \$137,400 increase from 2021. In the 2020 budget, Township staff combined tax supported vehicle reserves into one reserve (and similarly for equipment reserves), allowing for efficiencies in distributing funds for vehicles and equipment annually. This has allowed for a reallocation of funds from vehicles to equipment, removing pressure on the equipment reserve. These replacement reserve transfers ensure the Township has sufficient funding available to replace end of life vehicles and equipment in 2022 and beyond.

The contribution from the tax supported operating budget to the General Capital Reserve has also been increased by \$25,000 in the 2022 budget. This increases the transfer to the General Capital Reserve to \$900,000.

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 \$4,287,980. This represents a \$2,522,480 increase from the 2014 budget. To meet the future infrastructure challenges identified in the Township’s Asset Management Plan, it is important the Township continue to direct an increasing portion of budget funding to capital needs.

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

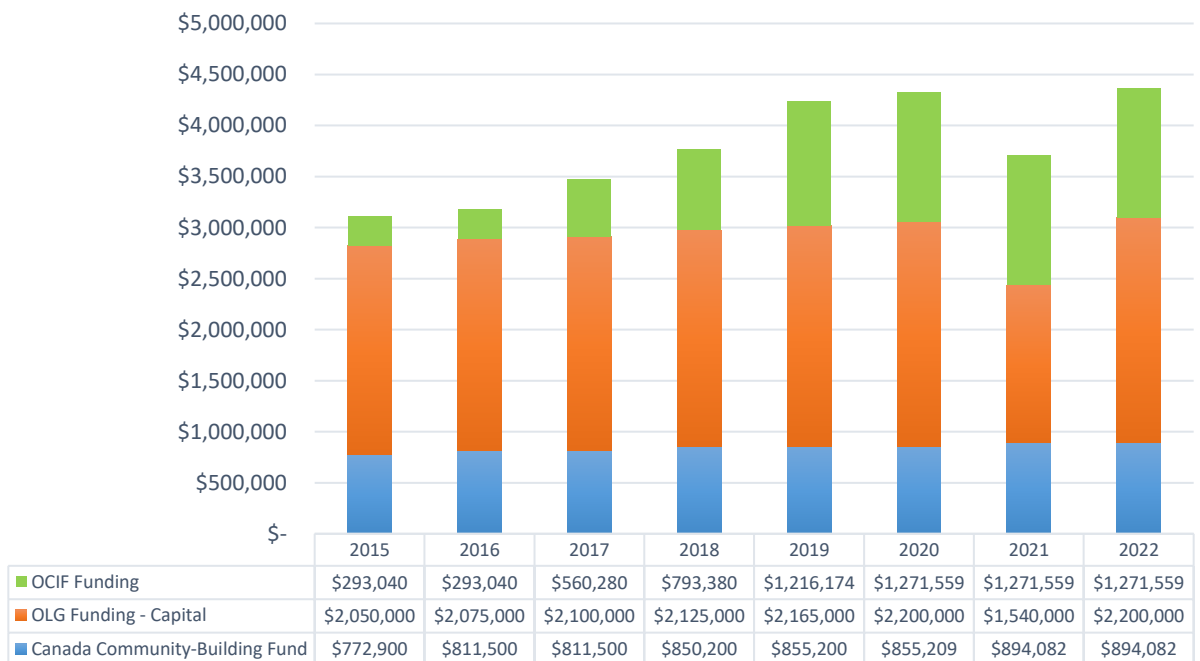
### Tax Supported Contributions to Capital (Internal)



### Transfers to Capital – Externally Generated

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

### Tax Supported Contributions to Capital (External)



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

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

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

With OLG funding in 2022 anticipated to be \$2,500,000, the distribution is as follows:

- \$2,200,000 to Township Capital;
- \$125,000 to Arts, Culture & Heritage; and
- \$175,000 to Economic Development.

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

#### Insurance Premiums

Insurance premiums for the Township's facilities and fleet are increasing \$98,500 in 2022. This is due to a more litigious environment resulting in increased frequency and cost of claims in the municipal sector.

#### Investment Earnings

Investment earnings include interest earned on bank accounts and investments owned by the Township. In response to inflationary pressures, it is anticipated that the Bank of Canada will increase their prime rate by 0.75% by the end of 2022. Therefore, the investment earnings revenue budget for 2022 has been increased accordingly by \$166,800 to \$651,200. A \$133,700 transfer from the COVID-19 Reserve has been included in the 2022 budget to partially offset the reduced investment revenue impact on taxation from 2020 when the COVID-19 Pandemic commenced. This represents a \$180,000 reduction in the transfer from the COVID-19 Reserve included in the 2021 budget.

#### Reduction in Transfer from the COVID-19 Reserve to Fund Short-Term Revenue Losses and Increased Expenses

The 2021 Community Services' divisional budgets required significant assumptions concerning the net revenue loss from the COVID-19 Pandemic. The operational and financial impacts of the pandemic on the Township's 2022 budget are anticipated to be significantly reduced in 2022 as restrictions and regulations have eased. As a result,

the estimated transfer from the COVID-19 Reserve to fund the 2022 financial impacts of the COVID-19 pandemic in the Community Services' divisional budgets has been decreased by \$244,300 from \$476,300 to \$232,000.

### Reduction in Transfer from the General Capital Reserve to Fund Short-Term Revenue Losses Due to ECC Renovations

As a result of the Township receiving a \$3.66 million ICIP grant announced in 2021, the replacement of the Elora Community Centre (ECC) ice pad approved in the 2021 budget was deferred and expanded to include significant renovations at the ECC. As a result, the net revenue reduction estimated for the ECC in the 2022 budget has been reduced by \$62,700 from \$85,700 to \$23,000. As this reduction will be short-term, a corresponding transfer from the General Capital Reserve has been included to offset the loss of net revenue.

### Summary of 2022 Impact Areas

The following table represents a consolidation of all significant impact areas within the 2022 budget. The total percentage impact represents the 2.38% increase in the regular tax levy.

Area	\$ Impact	% Impact on Tax Rate
Wages and Benefits Increase	876,000	5.66%
Reduction in Transfer from the COVID-19 Reserve to Fund Short Term Revenue Losses and Increased Expenses	424,300	2.74%
Increase in Transfer to Equipment Replacement Reserve	100,400	0.65%
Increase in Insurance Premiums	98,500	0.64%
Reduction in Transfer from the General Capital Reserve to Fund Short Term Revenue Losses Due to ECC Renovations	62,700	0.41%
Increase in IT&S Software Licencing Costs	44,600	0.29%
Increase in Transfer to Vehicle Replacement Reserve	37,000	0.24%
Increase in Hydro Expenses	35,500	0.23%
Decrease in OMPF Grant Revenue	34,600	0.22%
Increase in Fleet Fuel	28,500	0.18%
Increase in the Contribution to General Capital Reserve	25,000	0.16%
Increase in Water Expenses	18,800	0.12%
Increase in Parks and Recreation Fleet Repairs and Maintenance	10,000	0.06%
Decrease in Estimated Tax Writeoffs	(10,000)	-0.06%
Increase in Interest and Penalties on Tax Receivable	(10,000)	-0.06%
Increase in Transportation Services Revenue	(12,500)	-0.08%
Increase in Supplementary Taxation Revenue	(20,000)	-0.13%
Increase in Payments in Lieu of Taxation for Provincially and Federally Owned Properties	(22,300)	-0.14%
Decrease in Gas Utility Expenses	(28,700)	-0.19%
Increase in IT&S Revenue for IT Assistance to External Organizations	(50,000)	-0.32%
Increase in Building Division Revenue	(60,000)	-0.39%
Increase in General Administration Cost Recovery from the Environmental Budget	(84,500)	-0.55%
Procurement Charges to Capital Projects	(100,000)	-0.65%
Increase in Investment Revenue	(166,800)	-1.08%
Net Increase in Community Services Revenue Due to Reduced Pandemic Impacts and ECC Renovations (excludes expenditures included in other line items listed above)	(381,100)	-2.46%
Net Reduction in Other Minor Items	(18)	0.00%
Net Increase in Tax Rate Before Assessment Growth	849,982	5.50%
Less: Assessment Growth	(481,722)	-3.21%
Net Increase in Tax Levy/Rate Due to Items Listed Above	368,260	2.38%





# **Staffing Strategy**

## **2022 to Beyond 2024**

As the Township continues to grow, existing levels of service and programs are also required to grow to meet the needs of our community, maintain existing levels of service, and to ensure various provincial and federal legislation are complied with. In addition, there are services and programs that the Township does not currently provide which will need to be explored. A list of proposed positions for approval in the 2022 Operating Budget is provided below, as well as positions forecasted by staff for 2023, 2024, and beyond.

During the year Council may also receive requests for staffing approval outside of the operating budget discussions when a new position is funded by revenue from sources other than taxation such as user fees, development application revenue, or capital funding.

### **2022 Budget**

#### **Administration**

##### **Digital Media Associate**

##### **Move from Temporary, Part time to Permanent, Full time**

The 2019 approved budget included a temporary, part time position to primarily support Elora Fergus Tourism branding, website, and social media platforms. The position was funded by Regional Tourism Organization Four (RTO4) in year one. In year two, it was funded by both the Township and RT04. In year three (2022) it is to be funded primarily by the Township. Since its inception, the position has expanded to support the Township's corporate communications. Staff are recommending an increase in the number of hours per week from 17.5 hours to 35 hours effective January 1, 2022, stabilizing the position through a permanent FTE in 2022.

By moving the position to an FTE in 2022, this position will have the ability to assist and grow corporate communications for the Township while continuing to support Elora Fergus Tourism. This includes the development of proactive corporate communications and customer service strategies that enhance the Township's presence and reputation. As we increase communications support for Economic Development (marketing, website, social media), grow our Fergus Grand Theatre brand and social media platforms, this position will be able to further support other departments in the Township and ease the demands on our Communications Associate who can then focus on creating tactical communication plans and key messaging to ensure an integrated and strategic approach that aligns with the Township's visual identity, brand, and strategy.

## **Health and Safety Position**

### **Permanent, Full time**

A permanent, full time Health and Safety position is proposed commencing in the 2022 Operating Budget. The Township must create a central Health and Safety function to develop, implement, and evaluate a comprehensive range of employee health and safety programs and services to meet the goals and legal obligations. These functions include, but may not be limited to, the assessment, facilitation and evaluation of injury prevention, environmental safety, occupational health and safety (physical and mental health), employee and family wellness and the development, implementation, and consultation on safety policies. The Health and Safety position oversees all matters related to Health and Safety and provides advice to management and employees.

## **Corporate Services**

### **Information Technology (IT) Coordinator**

#### **Permanent, Part time (Full time if service partners become available)**

The IT Division has increased its workload through ongoing Township projects and software/application needs, IT support to Centre Wellington Hydro, and preliminary support to other lower tier municipalities in Wellington County. Shared IT services was a recommendation identified in the KPMG Service Delivery Review, and the Township is in initial stages in identifying an implementation plan. In addition, the effort required to manage the Township's subsidiary, Centre Wellington Communications is increasing annually, with potential new business and fibre needs in Township roads projects. The new IT Coordinator position would assist with IT support in these areas as well as provide backup support to the Manager of IT and Supervisor of IT on regular day-to-day duties. If revenues from IT support partners is available to offset some costs associated with the position, it is proposed that the position become permanent full time.

## **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.

### **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).

## **Community Services**

### **Recreation Programmer**

#### **Move from Temporary, Full time to Permanent, 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 in Elora, adopting the quality management principles of High Five for children's programs, and Active Aging for older Adults for 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 has been engaged in delivering. This position has been working as temporary, full time, and the position has a proven track record of success. Prior to COVID-19 restrictions this position was successful in delivering free Public Skating on weekends in Elora and Fergus through public and private partnerships. During the response to COVID-19 this role has been instrumental in delivery of Township Recreation Programs, adapting to COVID-19 restrictions, moving programs to available facilities, and providing leadership and administrative support to the Facility Start Up Committee. The recommendation is to make this position a permanent full-time position for the department to continue to deliver the recommendations in the PRC Master Plan. This position will continue to 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.

## **2023 Forecast**

### **Corporate Services**

#### **Supervisor of Accounting & Operations**

##### **Permanent, Full time**

Due to significant growth in the Township over the past few years the number of tax related inquiries, and the number of tax accounts (i.e. roll numbers) has increased considerably resulting in existing staff resources in Financial Services being redirected to taxation related matters. This has created a shortage of staff resourcing available to fulfill various Township accounting duties in a timely manner. This position will be responsible for the direct supervision of the Financial Analyst and the implementation of monthly operating processes, timely preparation of monthly financial reporting, provide

assistance to the Manager of Finance to ensure timely preparation of annual reporting requirements, assist in the preparation of the annual operating budget, and a financial resource to assist all Township departments in the preparation of studies and the implementation of special projects.

## **Infrastructure Services**

### **Parks & Roads Operator (2 positions)**

#### **Permanent, Full time**

In 2020, two Parks & Roads Operators were hired on a temporary, full-time basis. Effective January 2023, it is recommended that these two positions are transitioned to permanent status to stabilize the positions. The only additional cost would be related to the provision of employee benefits.

### **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 was included in the 2020 Budget. A Customer Accounts/Billing Coordinator position would be required for the full-scale implementation of AMI.

### **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 to 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.

### **Utilities and Permit Coordinator**

#### **Permanent, Full time**

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

**Heavy Equipment Mechanic**  
**Permanent, Full time**

The Heavy Equipment Mechanic will be responsible for inspecting and maintaining the Township's heavy equipment and fleet assets. This position will include routine safety inspections, diagnosing and troubleshooting electrical and mechanical issues, repairing damaged equipment and parts, servicing various attachments (such as buckets, brooms, and plow blades), and maintaining equipment and parts inventories.

**Community Services**

**Community Development, Culture & Special Events Coordinator**  
**Move from Temporary, Part time to Permanent, Full time**

The Community Development, Culture & Special Events Coordinator is currently a temporary, part time position (21 hours per week). It is anticipated that as the community grows, with a municipal emphasis on economic development and support to community development, that greater support for culture, special events/festivals, and community initiatives will be needed. The Parks Recreation and Culture Master Plan identifies recommendations to improve outreach programs for diversity, under-represented populations, and low-income families. An update to the Cultural Action Plan is required and this position would lead this project. This position is tightly connected to the cultural community and therefore is an essential contributor to the success of the development and implementation of the plan.

**Customer Service Representative**  
**Permanent, Part time (22.5 hours per week)**

This position is proposed for the newly renovated Elora Community Centre and will be an addition to the three current positions that provide support for other Community Services facilities, including the Centre Wellington Community Sportsplex and the Victoria Park Senior Centre. The Customer Service Clerk is responsible for providing front desk reception, clerical support, registration, and information services in line with public access to programs and recreation facilities. The Parks, Recreation and Cultural (PRC) Master Plan identified recommendations to expand and develop Recreation Programming in Centre Wellington. Expanding youth, senior, and family programs in Elora are a key component of this programming. The Recreation programmer will take a lead role in program development at the newly renovated Elora Community Centre and the need for a permanent part time customer service representative is required to provide support for evening and weekend hours outside of the recreation programmers work time. This position will report to the Manager of Aquatics, Recreation Programs and Customer Service.

### **Seasonal Parks Students (3)**

#### **Temporary, Part time**

By 2023 there will be approximately 7 additional hectares of additional park land in Centre Wellington. The Master Plan calls for an additional 14 hectares by 2028. The Township's cutting standard is to cut parks and open space once a week and cutting sports fields twice a week. The Township is currently not able to meet this standard. The addition of 3 students would coincide with a purchase of an additional lawn mower and landscape trailer which would provide for an additional grass cutting crew for the Township's parks system. These additional students would also allow for Community Service to provide more support for community events and organizations, including the BIA's, horticultural societies, and other community events.

## **Planning and Development Services**

### **Plans Examiner**

#### **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. The Plans Examiner position will allow for in-office staff to review building permit applications. This position would be funded 100% from building permit revenue.

### **Economic Development Coordinator**

#### **Permanent, Full time**

The Township's Economic Development Strategic Action Plan provides a framework that requires the implementation of projects and initiatives that facilitates the growth of the local economy. This position will provide economic development client services related to funding assistance, research, and marketing, implementing business retention and expansion strategies, and fostering a positive relationship with the local business community through the support of the Manager of Economic Development.

## **2024 Forecast**

## **Administration**

### **Human Resources Position**

#### **Permanent, Full time**

The Human Resources position is responsible for assisting with the overall administration of the Human Resources and employee relations functions of the Township. The position includes responsibilities to provide direction to management members in the application and interpretation of employee agreements and Human Resource related policies. The position will perform the functions of recruitment and retention, employee relations, managing the strategic human resource needs of the municipality, interprets and provides consultative services to management and staff on

grievances and other personnel matters to ensure consistent application of provisions, assists on matters related to negotiations, arbitration, and other related items. This position will perform detailed research related to employment matters and conducts studies on such matters as testing, manpower planning, prevailing salary rates, working conditions, job requirements, and other personnel policies and practices.

## **Corporate Services**

### **Municipal Law Enforcement Officer**

#### **Permanent, Full time**

With the ongoing updating and creation of new Township by-laws, the evolving role of the existing Municipal Law Enforcement Officer, and growing population, a second Municipal Law Enforcement Officer is needed. Flexibility between the two positions would enable enforcement coverage beyond the regular workday. The Municipal Law Enforcement Officer provides awareness and education of Township by-laws, conducts inspections or investigations, responds to complaints in a timely manner, achieves voluntary compliance wherever possible, issues orders/warnings, and applies penalties, when necessary. This position is also responsible for mediating and negotiating with residents with respect to possible by-law violations and providing property owners with an appropriate amount of time to bring by-law violations into compliance. This position is responsible for upholding the Township's municipal by-laws and utilizing discretion to determine the appropriate course of action.

## **Infrastructure Services**

### **Construction Inspector**

#### **Permanent, Full time**

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

### **Compliance and QMS Coordinator (Wastewater/Stormwater)**

#### **Permanent, Full time**

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

## **Community Services**

### **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 would report to the Township's Landscape Architect & Urban Forestry Project Manager. This position will be responsible for assisting with urban forestry programs, developing and interpreting policy and for inspecting whether construction activities comply with relevant policies and bylaws. Inspection services are needed for new park construction, subdivision development, and tree protection zones. The position will review landscape plans submitted as part of site plan applications and coordinate comments. In addition, this position will make recommendations and prepare reports related to project specific design issues, environmental concerns, and landscape architecture best practices.

## **Planning and Development Services**

### **Development Engineering Technologist**

#### **Permanent, Full time**

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

## **Beyond 2024**

The positions forecasted for "beyond 2024" will be brought into the Staffing Strategy when they are inserted into the 3-year forecast period. Please refer to the summary of positions on the following page.



# Summary of Positions by Year

2022 Budget				
Department	Position	Position Status		Comments
Administration	Digital Media Associate	Permanent	Full time	Move from Temporary PT to Permanent FT
Administration	Health & Safety Position	Permanent	Full time	
Corporate Services	Information Technology Coordinator	Permanent	Part time	Permanent FT if service partners assist with funding
Infrastructure Services	Seasonal Employees - Downtowns	Temporary	Full time	3-year term
Infrastructure Services	Wastewater Operator	Permanent	Full time	
Community Services	Recreation Programmer	Permanent	Full time	Move from Temporary FT to Permanent FT

2023 Forecast				
Department	Position	Position Status		Comments
Corporate Services	Supervisor of Accounting & Operations	Permanent	Full time	
Infra. Serv. / Com. Serv.	Parks & Roads Operator (2 positions)	Permanent	Full time	Temporary FT to Permanent FT
Infrastructure Services	Customer Accounts/Billing Coordinator	Permanent	Full time	
Infrastructure Services	Water Meter Technician	Temporary	Full time	3-year term
Infrastructure Services	Utilities and Permit Coordinator	Permanent	Full time	
Infrastructure Services	Heavy Equipment Mechanic	Permanent	Full time	
Community Services	Community Development, Culture & Special Event Coordinator	Permanent	Full time	Temporary PT to Permanent FT
Community Services	Customer Service Representative	Permanent	Part time	22.5 hours per week
Community Services	Seasonal Park Students (3)	Temporary	Part time	
Planning & Development	Plans Examiner	Permanent	Full time	
Planning & Development	Economic Development Coordinator	Permanent	Full time	

2024 Forecast				
Department	Position	Position Status		Comments
Administration	Human Resources Position	Permanent	Full time	
Corporate Services	Municipal Law Enforcement Officer	Permanent	Full time	
Infrastructure Services	Construction Inspector	Permanent	Full time	
Infrastructure Services	Compliance and QMS Coordinator (Wastewater/Stormwater)	Permanent	Full time	
Community Services	Landscape Technician	Permanent	Full time	
Planning & Development	Development Engineering Technologist	Permanent	Full time	

Beyond 2024				
Department	Position	Position Status		Comments
Administration	Training & Development Officer	Permanent	Full time	
Infrastructure Services	Climate Change Coordinator	Temporary	Full time	
Infrastructure Services	Energy Coordinator	Permanent	Full time	
Infrastructure Services	Administrative Assistant and Accounting Clerk	Permanent	Full time	
Infrastructure Services	Roads Operator	Permanent	Full time	
Infrastructure Services	Water Operator (SPCS)	Permanent	Full time	
Infrastructure Services	Construction Crew (2 positions)	Permanent	Full time	
Infrastructure Services	Wastewater Operator (Linear)	Permanent	Full time	
Infrastructure Services	Wastewater Operator (Linear and Stormwater)	Permanent	Full time	
Community Services	Volunteer Firefighter (6)	Permanent	On-Call	
Community Services	Assistant Aquatics Supervisor	Permanent	Full time	
Community Services	Facility Capital Projects Manager/Coordinator	Permanent	Full time	
Community Services	Parks Supervisor	Permanent	Full time	
Community Services	Custodian - Senior Centre	Temporary	Full time	
Community Services	Theatre - House Manager	Temporary	Part time	
Community Services	Customer Service Representative	Permanent	Part time	
Community Services	Volunteer Firefighters (19 positions)	Permanent	On-Call	
Planning & Development	Policy Planner	Permanent	Full time	

## Financial Analysis of 2022 Staffing Strategy

2022 Budget					A	B	C	B + C
Department	Position	Position Status		Comments	Funded from Prior Budgets	Taxation	Water and/or Wastewater	Total 2022 Budget Impact
Administration	Digital Media Associate	Permanent	Full time	Move from Temporary PT to Permanent FT	29,844	39,858	9,964	49,822
Administration	Health & Safety Position	Permanent	Full time		-	97,118	24,279	121,397
Corporate Services	Information Technology Coordinator	Permanent	Part time	Permanent FT if service partners assist with funding	-	40,137	10,034	50,172
Infrastructure Services	Seasonal Employees - Downtowns	Temporary	Full time	3-year term	-	12,600	-	12,600
Infrastructure Services	Wastewater Operator	Permanent	Full time		-	-	82,300	82,300
Community Services	Recreation Programmer	Permanent	Full time	Move from Temporary FT to Permanent FT	66,719	15,788	-	15,788
<b>Total</b>					<b>96,563</b>	<b>205,500</b>	<b>126,578</b>	<b>332,079</b>

<b>Assessment Growth Used on the Staffing Strategy</b>	<b>205,500</b>	<b>42.7%</b>
<b>Remaining Assessment Growth</b>	<b>276,222</b>	<b>57.3%</b>
<b>Total Assessment Growth</b>	<b>481,722</b>	<b>100.0%</b>



## Township of Centre Wellington 2022 Tax Supported Operating Budget Summary

Description	2021 Budget			2022 Budget			Budget Change 2021/2022	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><u>Administration</u></b>								
Mayor and Council	256,037	-	256,037	256,445	-	256,445	408	0.2%
Youth Council	10,600	(10,600)	-	5,300	(5,300)	-	-	0.0%
Office of the CAO, Human Resources, and Communicati	791,185	(50,800)	740,385	994,446	(54,100)	940,346	199,960	27.0%
Emergency Operations Centre	2,600	-	2,600	2,600	-	2,600	-	0.0%
<b><u>Corporate Services</u></b>								
Legislative Services	685,545	(48,600)	636,945	838,970	(168,600)	670,370	33,424	5.2%
Financial Services	1,116,235	(134,950)	981,285	1,265,909	(240,100)	1,025,809	44,524	4.5%
Information Technology and Services	884,917	(38,000)	846,917	1,050,836	(88,000)	962,836	115,919	13.7%
General Administration	(79,496)	(317,000)	(396,496)	(163,605)	(284,600)	(448,205)	(51,709)	13.0%
By-law Enforcement	120,379	(7,000)	113,379	121,350	(8,000)	113,350	(29)	0.0%
Stray Animal Control	153,600	(91,900)	61,700	159,200	(91,900)	67,300	5,600	9.1%
Livestock Act	650	(400)	250	650	(400)	250	-	0.0%
Tile Drain Loans	9,990	(9,990)	-	4,770	(4,770)	-	-	0.0%
<b><u>Infrastructure Services</u></b>								
Transportation Services - Administration	1,205,598	-	1,205,598	1,251,859	-	1,251,859	46,262	3.8%
Transportation Services - Operations	3,891,455	(103,840)	3,787,615	3,958,800	(118,200)	3,840,600	52,985	1.4%
Fergus Downtown - Maintenance	21,300	-	21,300	27,400	-	27,400	6,100	28.6%
Elora Downtown - Maintenance	35,950	-	35,950	42,450	-	42,450	6,500	18.1%
Crossing Guards	69,500	-	69,500	71,200	-	71,200	1,700	2.4%
Cemeteries	194,200	(186,400)	7,800	202,225	(202,225)	-	(7,800)	-100.0%
<b><u>Community Services</u></b>								
Fire	1,740,688	(100,500)	1,640,188	1,754,257	(105,000)	1,649,257	9,070	0.6%
Municipal FD Training Officer	155,500	(155,500)	-	158,100	(158,100)	-	(1)	0.0%
Parks, Recreation and Culture Administration	1,391,948	(800)	1,391,148	1,488,941	(4,000)	1,484,941	93,793	6.7%
Parks & Recreation - Centre Wellington Community Sport	2,374,649	(1,008,364)	1,366,285	2,513,979	(1,353,266)	1,160,713	(205,572)	-15.0%



## Township of Centre Wellington 2022 Tax Supported Operating Budget Summary

Description	2021 Budget			2022 Budget			Budget Change 2021/2022	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><u>Community Services</u></b>								
Parks & Recreation - Elora Community Centre	438,034	(103,900)	334,134	428,192	(153,500)	274,692	(59,442)	-17.8%
Parks & Recreation - Belwood Hall	23,640	(2,500)	21,140	24,753	(6,000)	18,753	(2,387)	-11.3%
Parks & Recreation - Active Parks	180,036	(20,460)	159,576	189,624	(34,200)	155,424	(4,152)	-2.6%
Parks & Recreation - Passive Parks	240,557	(4,000)	236,557	295,563	(10,500)	285,063	48,506	20.5%
Parks & Recreation - Forestry	50,000	-	50,000	50,000	-	50,000	-	0.0%
Parks & Recreation - Greenhouses	21,059	-	21,059	21,868	-	21,868	809	3.8%
Parks & Recreation - Other Expenditures	-	(420)	(420)	-	(1,260)	(1,260)	(840)	200.0%
Victoria Park Seniors Centre	430,268	(143,800)	286,468	572,248	(265,600)	306,648	20,180	7.0%
Fergus Downtown - Beautification	38,158	-	38,158	39,047	-	39,047	889	2.3%
Elora Downtown - Beautification	44,558	-	44,558	46,247	-	46,247	1,689	3.8%
Fergus Weigh Scale Building	21,253	-	21,253	21,749	-	21,749	496	2.3%
Elora Public Washrooms	17,240	-	17,240	17,409	-	17,409	169	1.0%
Fergus Grand Theatre	95,926	(27,310)	68,616	181,178	(74,250)	106,928	38,312	55.8%
Tourism	241,188	(250)	240,938	252,655	(250)	252,405	11,467	4.8%
Celebrations	20,000	-	20,000	20,000	-	20,000	-	0.0%
Grants to Community Groups - Specific Annual Grants	20,772	-	20,772	24,078	-	24,078	3,306	15.9%
Grants to Community Groups - Community Impact Grants	49,228	-	49,228	105,922	(65,000)	40,922	(8,306)	-16.9%
<b><u>Planning &amp; Development Services</u></b>								
Building	1,028,021	(1,198,800)	(170,779)	1,064,907	(1,258,800)	(193,893)	(23,114)	13.5%
Planning	778,131	(356,100)	422,031	784,035	(347,800)	436,235	14,204	3.4%
Economic Development	233,493	(46,200)	187,293	247,185	(42,000)	205,185	17,892	9.6%
Committee of Adjustment	3,650	(15,500)	(11,850)	4,350	(18,000)	(13,650)	(1,800)	15.2%
Heritage Centre Wellington	13,400	-	13,400	13,400	-	13,400	-	0.0%



## Township of Centre Wellington 2022 Tax Supported Operating Budget Summary

Description	2021 Budget			2022 Budget			Budget Change 2021/2022	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<b><i>Other Services</i></b>								
Grand River Conservation Authority	110,257	(110,257)	-	113,038	(113,038)	-	-	0.0%
Other Health Services	35,915	(20,000)	15,915	20,000	(20,000)	-	(15,915)	-100.0%
Health and Safety Committee	6,550	-	6,550	-	-	-	(6,550)	-100.0%
Contribution to Capital Fund	4,165,441	-	4,165,441	4,376,980	-	4,376,980	211,539	5.1%
Ontario Non-Specific Grants	-	(231,000)	(231,000)	-	(196,400)	(196,400)	34,600	-15.0%
Other Revenues and Expenses	3,935,791	(6,165,271)	(2,229,480)	4,685,816	(6,605,951)	(1,920,135)	309,345	-13.9%
Net Debt	983,338	(566,279)	417,059	1,227,299	(810,851)	416,448	(611)	-0.1%
Fergus BIA	65,000	(65,000)	-	65,000	(65,000)	-	-	0.0%
Elora BIA	62,583	(62,583)	-	66,964	(66,964)	-	-	0.0%
Taxation - Payment in Lieu	-	(225,000)	(225,000)	-	(247,300)	(247,300)	(22,300)	9.9%
Taxation - Township Purposes	35,000	(16,792,242)	(16,757,242)	35,000	(17,711,363)	(17,676,363)	(919,121)	5.5%
<b>Total 2022 Operating Budget</b>	<b>28,421,516</b>	<b>-28,421,516</b>	<b>-</b>	<b>31,000,588</b>	<b>-31,000,588</b>	<b>-</b>		

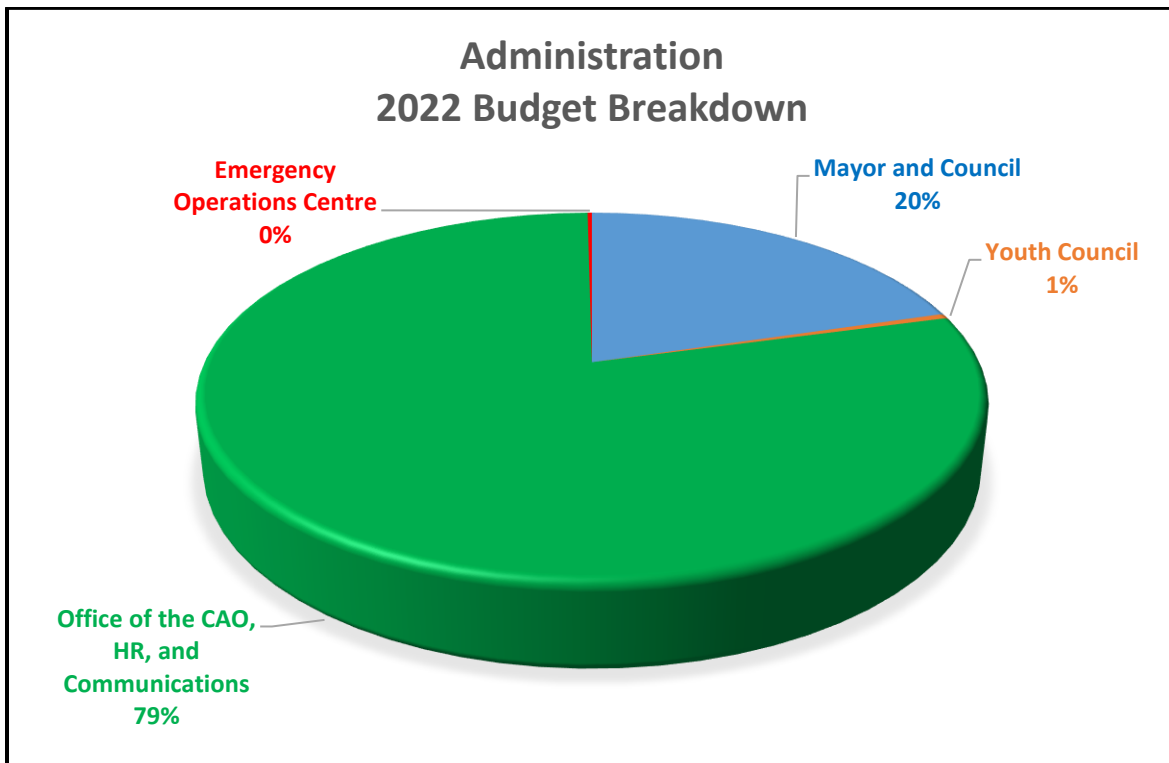


## Administration Summary

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 2022 is \$1,258,790 which is broken down as follows:





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Administration - Mayor and Council**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><i>Expenses</i></b>					
Mayor and Council - Wages & Benefits	223,787	218,953	224,145	358	0.2%
Mayor and Council - Conferences/Training/Communications	13,500	1,557	13,500	-	0.0%
Mayor and Council - Administration	18,750	13,619	18,800	50	0.3%
<i>Total Expenses</i>	256,037	234,129	256,445	408	0.2%
<b><i>Net Budget Mayor and Council</i></b>	<b>256,037</b>	<b>234,129</b>	<b>256,445</b>	<b>408</b>	<b>0.2%</b>

**Major Changes Impacting This Budget**

1. The increase in wages and benefits is due to statutory benefit adjustments effective January 1, 2022. Mayor and Council passed a resolution that they would not receive a cost of living increase on January 1, 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Administration - Youth Council**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Youth Council - Revenue	(10,600)	-	(5,300)	5,300	-50.0%
<i>Total Revenues</i>	(10,600)	-	(5,300)	5,300	-50.0%
<b><u>Expenses</u></b>					
Youth Council - Wages & Benefits	4,700	-	1,600	(3,100)	-66.0%
Youth Council - Administration	900	11	900	-	0.0%
Youth Council - Operations & Maintenance	5,000	-	2,800	(2,200)	-44.0%
<i>Total Expenses</i>	10,600	11	5,300	(5,300)	-50.0%
<b><i>Net Budget Youth Council</i></b>	-	11	-	-	0.0%

**Major Changes Impacting This Budget**

1. This budget reflects the cost of activities for the Youth Council in 2022. Expenditures forecast for 2022 are offset by anticipated proceeds from a golf tournament. Funds raised in excess of expenditures in 2022 will be transferred to a reserve to be used for future Youth Council initiatives.





## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

Communications staff develop and manage 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Office of the CAO, Human Resources, and Communications - Revenue	(50,800)	(16,353)	(54,100)	(3,300)	6.5%
<i>Total Revenues</i>	(50,800)	(16,353)	(54,100)	(3,300)	6.5%
<b><u>Expenses</u></b>					
Office of the CAO, Human Resources, and Communications - Wages & Benefits	735,268	645,490	931,396	196,127	26.7%
Office of the CAO, Human Resources, and Communications - Administration	27,817	16,788	28,400	583	2.1%
Office of the CAO, Human Resources, and Communications - Operations & Maintenance	28,100	27,018	34,650	6,550	23.3%
<i>Total Expenses</i>	791,185	689,296	994,446	203,260	25.7%
<b><i>Net Budget Office of the CAO, Human Resources, and Communications</i></b>	<b>740,385</b>	<b>672,943</b>	<b>940,346</b>	<b>199,960</b>	<b>27.0%</b>

### Major Changes Impacting This Budget

1. Revenue includes a 50% cost recovery for the Human Resources Generalist position which is shared with the Township of Puslinch. 100% of the remuneration for this position is reflected in the wages and benefits line.
2. The wages and benefits increase is partially due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, the wages line includes a new Health and Safety position with a total budgeted cost of \$121,400 and a Digital Media Associate part-time contract that is budgeted to become permanent full-time at an additional cost of \$49,800.
3. With the Health and Safety position reporting to the Manager of Human Resources, the health and safety budget for supplies, resource material and staff training totaling \$6,550 has been moved from the Other Services budget area to the operations and maintenance line in this division.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Administration - Emergency Operations Centre**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Emergency Operations Centre - Expenses	2,600	1,630	2,600	-	0.0%
<i>Total Expenses</i>	2,600	1,630	2,600	-	0.0%
<b>Net Budget Emergency Operations Centre</b>	<b>2,600</b>	<b>1,630</b>	<b>2,600</b>	<b>-</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

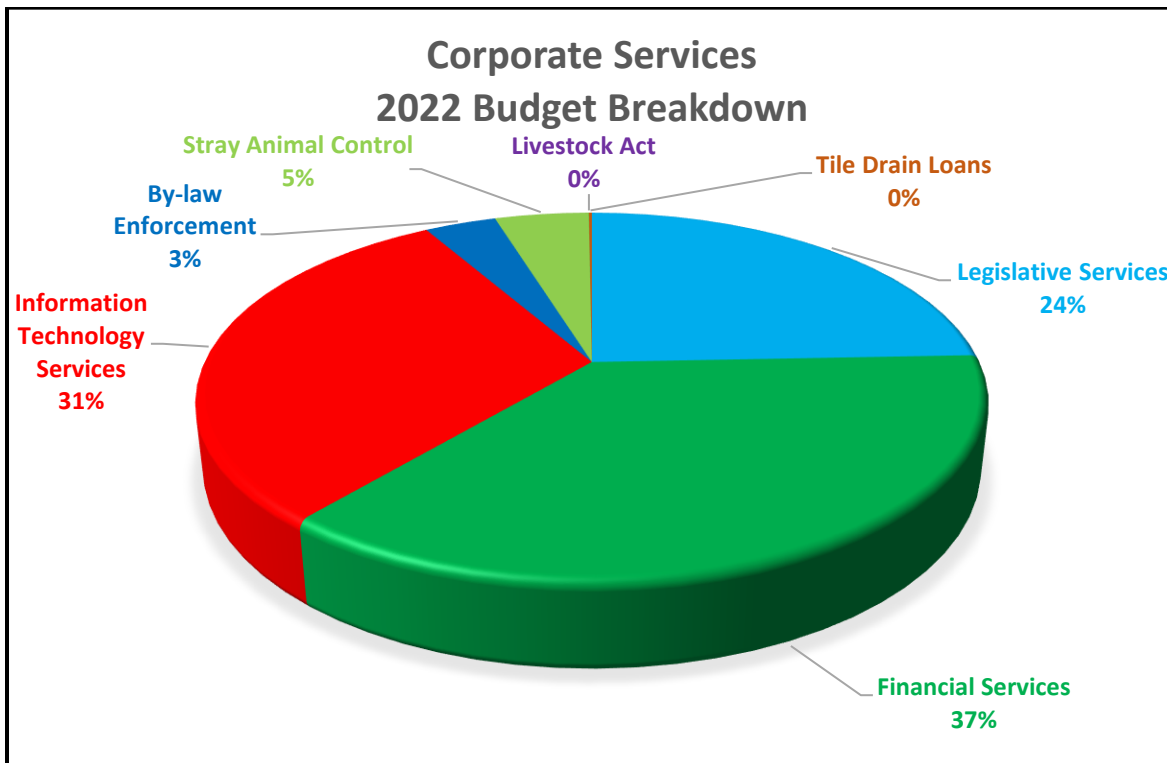


## Corporate Services Summary

Corporate Services is made up of the following budget areas:

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

The combined gross expenditure budget for Corporate Services for 2022 is \$3,277,208, which is broken down as follows:





## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Legislative Services - Revenue	(41,300)	(37,527)	(39,300)	2,000	-4.8%
Legislative Services - Transfers from Reserves	(7,300)	(42,809)	(129,300)	(122,000)	1,671.2%
<i>Total Revenues</i>	(48,600)	(80,337)	(168,600)	(120,000)	246.9%
<b><u>Expenses</u></b>					
Legislative Services - Wages & Benefits	626,799	622,665	651,920	25,120	4.0%
Legislative Services - Administration	20,446	18,872	21,350	904	4.4%
Legislative Services - Operations & Maintenance	8,300	43,214	130,300	122,000	1,469.9%
Legislative Services - Transfers to Reserves	30,000	30,000	35,400	5,400	18.0%
<i>Total Expenses</i>	685,545	714,751	838,970	153,424	22.4%
<b><i>Net Budget Legislative Services</i></b>	<b>636,945</b>	<b>634,414</b>	<b>670,370</b>	<b>33,424</b>	<b>5.2%</b>

### Major Changes Impacting This Budget

1. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year.
2. The operations and maintenance line includes expected costs associated with the municipal election (\$122,000), the cost of maintaining the voting register (\$2,300), and estimated costs for integrity commissioner assistance (\$5,000) in 2022. These expenditures are funded by transfers from the Election Reserve and the Reserve for Legal Matters. The operations and maintenance line also includes a \$1,000 provision for costs associated with records management.
3. The transfer to reserves is required to accumulate sufficient Election Reserve funds for the 2022 election.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Financial Services - Revenue	(134,950)	(109,077)	(240,100)	(105,150)	77.9%
<i>Total Revenues</i>	(134,950)	(109,077)	(240,100)	(105,150)	77.9%
<b><u>Expenses</u></b>					
Financial Services - Wages & Benefits	1,039,968	943,699	1,191,009	151,041	14.5%
Financial Services - Administration	34,267	22,566	31,900	(2,367)	-6.9%
Financial Services - Operations & Maintenance	42,000	40,127	43,000	1,000	2.4%
<i>Total Expenses</i>	1,116,235	1,006,392	1,265,909	149,674	13.4%
<b><i>Net Budget Financial Services</i></b>	<b>981,285</b>	<b>897,314</b>	<b>1,025,809</b>	<b>44,524</b>	<b>4.5%</b>

**Major Changes Impacting This Budget**

1. The increase in revenue is mainly due to \$100,000 of estimated procurement charges to various capital projects.
2. The wages and benefits increase is partially due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, the wages line includes a new Manager of Purchasing and Risk position approved by Council in September 2021. The cost of the position (\$139,600) net of procurement charges to the capital budget (\$100,000) is \$39,600.
3. The decrease in the administration line is mainly due to a reduction in photocopier costs.



## Township of Centre Wellington 2022 Operating Budget Summary With 2021 Budget and Actual Results

### Corporate Services - Information Technology and Services

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Information Technology and Services - Revenue	(38,000)	(39,700)	(88,000)	(50,000)	131.6%
<i>Total Revenues</i>	(38,000)	(39,700)	(88,000)	(50,000)	131.6%
<b><u>Expenses</u></b>					
Information Technology and Services - Wages & Benefits	450,267	454,967	573,286	123,019	27.3%
Information Technology and Services - Administration	15,450	5,540	14,650	(800)	-5.2%
Information Technology and Services - Corporate Support	419,200	349,440	462,900	43,700	10.4%
<i>Total Expenses</i>	884,917	809,946	1,050,836	165,919	18.7%
<b><i>Net Budget Information Technology and Services</i></b>	<b>846,917</b>	<b>770,246</b>	<b>962,836</b>	<b>115,919</b>	<b>13.7%</b>

### 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 2022. It is anticipated that IT will provide services to interested lower tiers in the County, resulting in additional revenue of \$50,000 in 2022.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, the wages line includes a new IT Coordinator position with a cost of \$100,300 in 2022. The cost of the position net of new IT service revenue is \$50,300.
3. The change in the corporate support line is mainly due to new software licensing costs in 2022 for Citywide (\$21,000), Office 365 (\$35,000), and HRIS My Way (\$4,000). These new software costs are offset by the elimination of WorkTech (\$16,000).



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Corporate Services - General Administration**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
General Administration - Revenue	(37,000)	(27,776)	(77,000)	(40,000)	108.1%
General Administration - Transfers from Reserves	(280,000)	(277,470)	(207,600)	72,400	-25.9%
<i>Total Revenues</i>	(317,000)	(305,246)	(284,600)	32,400	-10.2%
<b><u>Expenses</u></b>					
General Administration - Retiree Benefits	45,000	40,604	55,000	10,000	22.2%
General Administration - Administration	83,300	110,729	84,500	1,200	1.4%
General Administration - Operations & Maintenance	651,500	652,221	636,700	(14,800)	-2.3%
General Administration - Transfers to Reserves	62,000	62,000	67,000	5,000	8.1%
General Administration - Cost Recovery	(921,296)	(921,296)	(1,006,805)	(85,509)	9.3%
<i>Total Expenses</i>	(79,496)	(55,742)	(163,605)	(84,109)	105.8%
<b>Net Budget General Administration</b>	<b>(396,496)</b>	<b>(360,988)</b>	<b>(448,205)</b>	<b>(51,709)</b>	<b>13.0%</b>

**Major Changes Impacting This Budget**

1. Estimated rental revenue from an external organization at 205 Queen Street in Fergus accounts for the \$40,000 increase in the revenue line.
2. Transfers from reserves includes a \$102,600 transfer from the WSIB reserve, a \$55,000 transfer from the employee future benefits reserve, and a \$50,000 transfer from the insurance claims reserve. A reduction in reserve transfers is mainly due to the elimination of WSIB Excess Loss insurance. The Township will now self insure any future claims through a new WSIB Excess Loss Reserve Fund, with each division contributing to annually, until the funding target identified in the Township's Reserve Policy is achieved. This is offset by increased transfers to the Employee Future Benefits Reserve and the Insurance Claims Reserve due to an increase in actual and anticipated retirements and insurance claims.
3. The change in the operations and maintenance line is mainly due to:
  - a \$87,400 decrease in estimated WSIB expenditures in 2022 mainly due to the elimination of WSIB Excess Loss insurance;
  - a \$10,000 decrease in estimated tax writeoffs based on experience over the past ten years and expected adjustments on specific properties;
  - a \$5,000 increase in estimated insurance claims based on historical results and current outstanding claims;
  - a \$22,000 increase in insurance premiums; and
  - \$57,600 of new expenditures associated with the Township's ownership of the property at 205 Queen Street in Fergus.
4. Transfers to reserves includes a \$45,000 transfer to the Employee Future Benefits Reserve and a \$22,000 transfer to the Wind Turbine Capital Reserve.
5. General administration cost recovery represents the proportion of all General Government departments' net expenditures incurred for administering the Environmental Services operating budgets, the Municipal FD Training Officer budget, and the Risk Management Official budget.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><i>Revenues</i></b>					
By-law Enforcement - By-Law Enforcement Revenue	(2,000)	(6,924)	(3,000)	(1,000)	50.0%
By-law Enforcement - Transfers from Reserves	(5,000)	(1,616)	(5,000)	-	0.0%
<i>Total Revenues</i>	(7,000)	(8,540)	(8,000)	(1,000)	14.3%
<b><i>Expenses</i></b>					
By-law Enforcement - Wages & Benefits	106,229	105,133	108,675	2,446	2.3%
By-law Enforcement - Administration	6,200	2,247	4,750	(1,450)	-23.4%
By-law Enforcement - Operations & Maintenance	5,500	2,116	5,500	-	0.0%
By-law Enforcement - Fleet Repair and Maintenance	2,450	1,648	2,425	(25)	-1.0%
<i>Total Expenses</i>	120,379	111,144	121,350	971	0.8%
<b><i>Net Budget By-law Enforcement</i></b>	<b>113,379</b>	<b>102,604</b>	<b>113,350</b>	<b>(29)</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. The revenue line represents a small provision for fines.
2. The wages and benefits increase is due to a cost of living increase and statutory and regular benefit adjustments during the 2022 year.
3. The reduction in the administration line is due to an expected decrease in public relations and postage expenditures.
4. External prosecution assistance accounts for \$5,000 of the total amount included in the operations and maintenance line. Legal costs associated with prosecution assistance are funded by an equivalent transfer from the Legal Matters Reserve.





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Corporate Services - Stray Animal Control**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Stray Animal Control - Revenue	(91,900)	(92,561)	(91,900)	-	0.0%
<i>Total Revenues</i>	(91,900)	(92,561)	(91,900)	-	0.0%
<b><u>Expenses</u></b>					
Stray Animal Control - Operations & Maintenance	153,600	152,562	159,200	5,600	3.6%
<i>Total Expenses</i>	153,600	152,562	159,200	5,600	3.6%
<b><i>Net Budget Stray Animal Control</i></b>	<b>61,700</b>	<b>60,002</b>	<b>67,300</b>	<b>5,600</b>	<b>9.1%</b>

**Major Changes Impacting This Budget**

1. Estimated stray animal control costs are based on a contract approved by Council in 2019, with the Guelph Humane Society, which expires in December 2022. 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 Township of Guelph/Eramosa for the remainder of the contract.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Livestock Act - Revenue	(400)	(253)	(400)	-	0.0%
<i>Total Revenues</i>	(400)	(253)	(400)	-	0.0%
<b><u>Expenses</u></b>					
Livestock Act - Expenses	650	-	650	-	0.0%
<i>Total Expenses</i>	650	-	650	-	0.0%
<b><i>Net Budget Livestock Act</i></b>	<b>250</b>	<b>(253)</b>	<b>250</b>	<b>-</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

--



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Corporate Services - Tile Drain Loans**

		2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
	Tile Drain Loans - Debt Repayments	(9,990)	(9,986)	(4,770)	5,220	-52.3%
	<i>Total Revenues</i>	(9,990)	(9,986)	(4,770)	5,220	-52.3%
<b><u>Expenses</u></b>						
	Tile Drain Loans - Debt Payments	9,990	9,986	4,770	(5,220)	-52.3%
	<i>Total Expenses</i>	9,990	9,986	4,770	(5,220)	-52.3%
	<b><i>Net Budget Tile Drain Loans</i></b>	-	-	-	-	<b>0.0%</b>

**Major Changes Impacting This Budget**

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

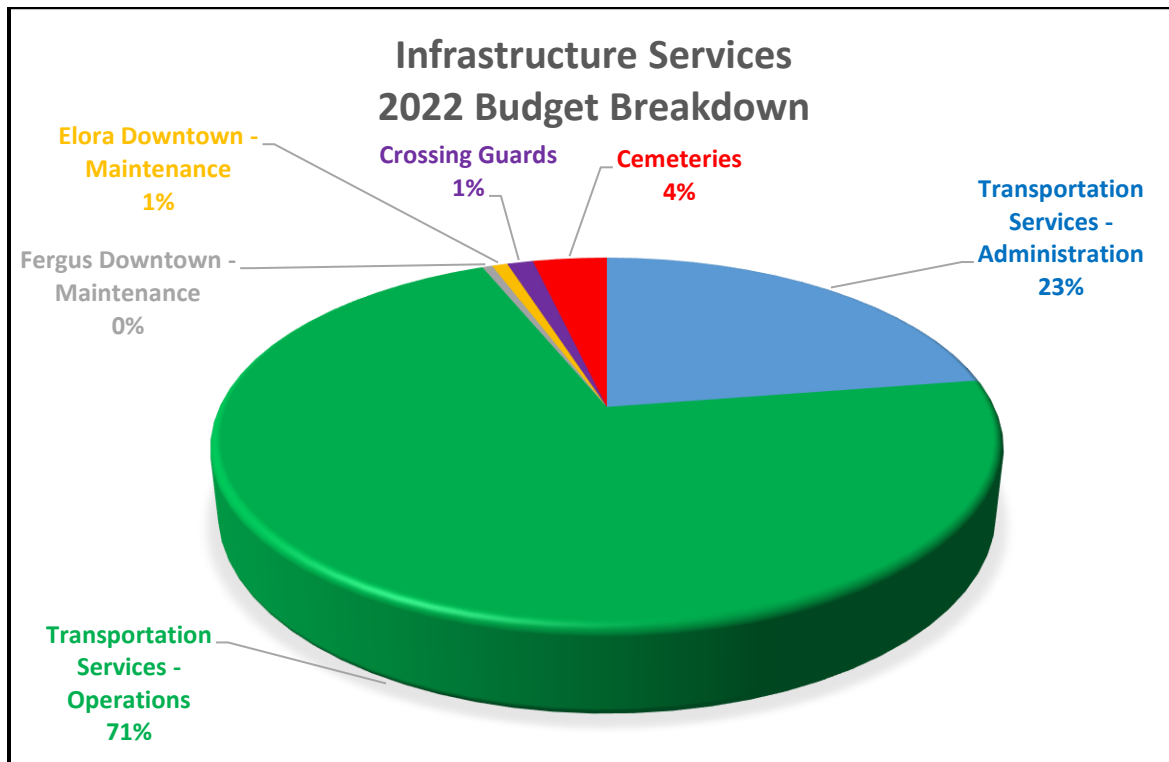


## Infrastructure Services Summary

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 2022 is \$5,553,934, which is broken down as follows:





## Township of Centre Wellington 2022 Operating Budget Summary With 2021 Budget and Actual Results

### Infrastructure Services - Transportation Services - Administration

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><i>Expenses</i></b>					
PW Administration - Wages & Benefits	763,185	790,929	778,384	15,200	2.0%
PW Administration - Administration	44,913	29,527	43,300	(1,613)	-3.6%
PW Administration - Operations & Maintenance	410,500	408,952	443,675	33,175	8.1%
PW Administration - Cost Recovery	(13,000)	(13,000)	(13,500)	(500)	3.8%
<i>Total Expenses</i>	1,205,598	1,216,408	1,251,859	46,262	3.8%
<b><i>Net Budget Transportation Services - Administration</i></b>	<b>1,205,598</b>	<b>1,216,408</b>	<b>1,251,859</b>	<b>46,262</b>	<b>3.8%</b>

### Major Changes Impacting This Budget

1. The combined Transportation Services Administration and Operations budgets are increasing by \$99,247 (1.99%).
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. The wages line is further impacted by the retirement of staff that were at job rate with their replacement starting at a lower step in the salary grid.
3. A \$1,500 reduction in telephone charges accounts for the majority of the decrease in the administration line.
4. Increase in the operations and maintenance line is mainly due to a \$32,800 increase in insurance costs for Public Works' buildings.
5. Transportation Services cost recovery represents the proportion of all Transportation Services expenditures incurred for administering the Municipal Risk Management Official's budget.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Infrastructure Services - Transportation Services - Operations**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
PW Operations - Revenue	(103,840)	(115,157)	(118,200)	(14,360)	13.8%
<i>Total Revenues</i>	(103,840)	(115,157)	(118,200)	(14,360)	13.8%
<b><u>Expenses</u></b>					
PW Operations - Fleet Repair & Maintenance	(312,125)	(160,053)	(236,750)	75,375	-24.1%
PW Operations - Fergus Works Garage	34,900	41,262	36,500	1,600	4.6%
PW Operations - Elora Works Garage	49,900	63,433	50,000	100	0.2%
PW Operations - West Garafraxa Works Garage	30,080	25,672	28,500	(1,580)	-5.3%
PW Operations - Pilkington Works Garage	20,900	24,502	24,000	3,100	14.8%
PW Operations - Bridges & Culverts	136,100	84,209	128,800	(7,300)	-5.4%
PW Operations - Grass Cutting/Weed Spray	114,300	163,271	123,200	8,900	7.8%
PW Operations - Brush & Tree Removal	153,000	169,722	143,000	(10,000)	-6.5%
PW Operations - Ditching	87,500	83,229	88,000	500	0.6%
PW Operations - Curb/Gutter/Basin	51,800	12,932	52,500	700	1.4%
PW Operations - Bituminous Pavement Patch	147,500	124,935	146,700	(800)	-0.5%
PW Operations - Crack Sealing and Asphalt Repair	25,000	25,440	25,000	-	0.0%
PW Operations - Street Cleaning	128,800	141,869	143,800	15,000	11.6%
PW Operations - Shoulder Maintenance	91,500	83,496	91,800	300	0.3%
PW Operations - Road Patrol	76,000	80,634	82,500	6,500	8.6%
PW Operations - Debris Pick Up	23,800	18,236	22,000	(1,800)	-7.6%
PW Operations - Grading	225,300	271,331	217,900	(7,400)	-3.3%
PW Operations - Dustlaying	346,500	349,848	354,500	8,000	2.3%
PW Operations - Gravel Resurfacing	476,500	421,308	471,000	(5,500)	-1.2%
PW Operations - Snow Removal	70,300	62,986	64,500	(5,800)	-8.3%
PW Operations - Plowing, Sanding & Scarifying	1,173,400	867,308	1,146,750	(26,650)	-2.3%
PW Operations - Snow Fence/Culvert Thawing	3,700	3,838	4,400	700	18.9%
PW Operations - Safety Devices	161,300	217,445	169,100	7,800	4.8%
PW Operations - Street Lighting	210,000	199,030	202,500	(7,500)	-3.6%



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Infrastructure Services - Transportation Services - Operations**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
PW Operations - Municipal Parking Lots	59,900	34,467	59,900	-	0.0%
PW Operations - Sidewalk Winter Maintenance	142,800	148,808	142,800	-	0.0%
PW Operations - Sidewalk Cleaning	9,200	8,061	9,300	100	1.1%
PW Operations - Sidewalk-Other	8,800	14,622	8,300	(500)	-5.7%
PW Operations - Line Painting	86,100	69,813	96,500	10,400	12.1%
PW Operations - Storm Sewer	25,900	5,553	26,000	100	0.4%
PW Operations - Storm Water Pond Maintenance	16,100	16,599	16,100	-	0.0%
PW Operations - Municipal Drains	3,300	2,471	4,500	1,200	36.4%
PW Operations - Snow Removal - Fergus County Roads	-	(8,695)	-	-	0.0%
PW Operations - Snow Removal - Elora County Roads	-	8,695	-	-	0.0%
PW Operations - Transfers to Reserves	13,400	15,043	15,200	1,800	13.4%
<i>Total Expenses</i>	3,891,455	3,691,321	3,958,800	67,345	1.7%
<b>Net Budget Transportation Services - Operations</b>	<b>3,787,615</b>	<b>3,576,164</b>	<b>3,840,600</b>	<b>52,985</b>	<b>1.4%</b>

**Major Changes Impacting This Budget**

1. The increase in revenue is mainly due to an increase in revenue from municipal access permit charges.
2. The change in the fleet repair and maintenance line is due to a \$50,100 reduction in estimated machine time rate recovery. The machine time rate recovery is offset by machine time expenditure reductions to the plowing, sanding & scarifying, brush & tree removal, and bridge & culverts lines. Also included in the fleet repair and maintenance line is a \$5,000 increase in vehicle insurance premiums and a \$20,000 increase in estimated fleet fuel costs.
3. The reduction in brush and tree removal is due to less machine time allocated to this cost centre.
4. The increase in street cleaning is due to more machine time allocated to this cost centre.
5. The reduction in plowing, sanding & scarifying is mainly due to a decrease in machine time allocated to this cost centre.
6. The increase in line painting is due to additional material and labour costs required to complete pavement markings and line painting on certain roads annually.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Infrastructure Services - Fergus Downtown - Maintenance**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Downtown - Maintenance - Operations & Maintenance	21,300	20,159	27,400	6,100	28.6%
<i>Total Expenses</i>	21,300	20,159	27,400	6,100	28.6%
<b><i>Net Budget Fergus Downtown - Maintenance</i></b>	<b>21,300</b>	<b>20,159</b>	<b>27,400</b>	<b>6,100</b>	<b>28.6%</b>

**Major Changes Impacting This Budget**

1. 50% of costs associated with the addition of a new temporary seasonal contract to assist in the maintenance of the downtown areas accounts for the majority of the increase in expenditures for this cost centre.





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Infrastructure Services - Elora Downtown - Maintenance**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><i>Expenses</i></b>					
Elora Downtown - Maintenance - Operations & Maintenance	35,950	38,519	42,450	6,500	18.1%
<i>Total Expenses</i>	35,950	38,519	42,450	6,500	18.1%
<b><i>Net Budget Elora Downtown - Maintenance</i></b>	<b>35,950</b>	<b>38,519</b>	<b>42,450</b>	<b>6,500</b>	<b>18.1%</b>

**Major Changes Impacting This Budget**

1. 50% of costs associated with the addition of a new temporary seasonal contract to assist in the maintenance of the downtown areas accounts for the increase in expenditures for this cost centre.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Crossing Guards - Wages & Benefits	69,500	41,887	71,200	1,700	2.4%
<i>Total Expenses</i>	69,500	41,887	71,200	1,700	2.4%
<b><i>Net Budget Crossing Guards</i></b>	<b>69,500</b>	<b>41,887</b>	<b>71,200</b>	<b>1,700</b>	<b>2.4%</b>

**Major Changes Impacting This Budget**

1. The wages and benefits increase is due to a cost of living increase and statutory benefit adjustments during the 2022 year.



## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Cemeteries - Revenue	(186,400)	(243,962)	(194,100)	(7,700)	4.1%
Cemeteries - Transfer from Reserves	-	-	(8,125)	(8,125)	0.0%
<i>Total Revenues</i>	(186,400)	(243,962)	(202,225)	(15,825)	8.5%
<b><u>Expenses</u></b>					
Cemeteries - Operations & Maintenance	156,000	148,077	162,225	6,225	4.0%
Cemeteries - Transfers to Reserves	38,200	54,883	40,000	1,800	4.7%
<i>Total Expenses</i>	194,200	202,960	202,225	8,025	4.1%
<b><i>Net Budget Cemeteries</i></b>	<b>7,800</b>	<b>(41,002)</b>	-	<b>(7,800)</b>	<b>-100.0%</b>

### Major Changes Impacting This Budget

1. Budgeted revenues for interment and plot sales are consistent with annualized historical averages. The change in the revenue line is mainly due to an increase in columbarium niche sales in 2022.
2. Beginning in 2022 the cemeteries division is budgeted as a cost neutral division. As a result, a transfer from the Cemetery Expansion Reserve is required to offset the budgeted \$8,125 deficit from operating the cemeteries in 2022.
3. An increase in columbarium inscription costs, utilities, and training costs account for the majority of the change in the operations and maintenance line.
4. The transfer to reserves represents an estimate of revenues redirected to cemetery reserves for the future expansion and sustainability of the Elora and Belsyde cemeteries.

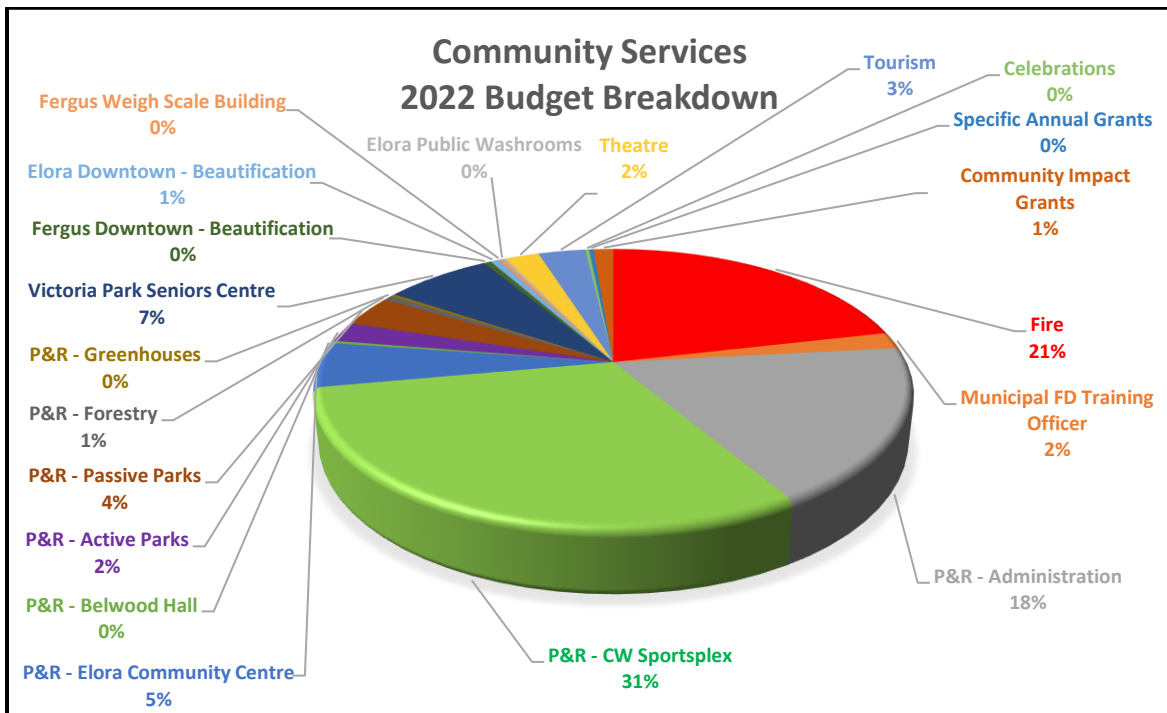


# Community Services Summary

Community Services is made up of the following budget areas:

- ✓ Fire
- ✓ Municipal FD Training Officer
- ✓ Parks, Recreation and Culture Administration
- ✓ Parks & Recreation - Centre Wellington Community Sportsplex
- ✓ Parks & Recreation - Elora Community Centre
- ✓ Parks & Recreation - Belwood Hall
- ✓ Parks & Recreation - Active Parks
- ✓ Parks & Recreation - Passive Parks
- ✓ Parks & Recreation - 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 2022 is \$8,205,809, which is broken down as follows:





## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change \$	%
<b><u>Revenues</u></b>					
Fire - Revenue	(100,500)	(159,162)	(105,000)	(4,500)	4.5%
<i>Total Revenues</i>	(100,500)	(159,162)	(105,000)	(4,500)	4.5%
<b><u>Expenses</u></b>					
Fire - Wages & Benefits	1,483,258	1,389,088	1,484,332	1,075	0.1%
Fire - Administration	34,500	25,799	35,300	800	2.3%
Fire - Operations & Maintenance	94,300	88,395	96,200	1,900	2.0%
Fire - Fleet Repair & Maintenance	86,925	102,984	99,375	12,450	14.3%
Fire - Fergus Fire Station	36,455	40,468	36,050	(405)	-1.1%
Fire - Elora Fire Station	18,250	20,039	16,500	(1,750)	-9.6%
Fire - Transfers to Reserves	-	2,082	-	-	0.0%
Fire - Cost Recovery	(13,000)	(13,000)	(13,500)	(500)	3.8%
<i>Total Expenses</i>	1,740,688	1,655,854	1,754,257	13,570	0.8%
<b>Net Budget Fire</b>	<b>1,640,188</b>	<b>1,496,691</b>	<b>1,649,257</b>	<b>9,070</b>	<b>0.6%</b>

### Major Changes Impacting This Budget

1. The increase in revenue is mainly due to an increase in expected burn permit revenue and increased revenues from the Township of Mapleton through a mutual aid agreement.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. The wages line is further impacted by the retirement of staff that were at job rate with their replacements starting at a lower step in the salary grid. Also included in wages and benefits is a \$10,000 increase in estimated volunteer firefighter (VFF) wage costs. The wage cost is in line with the annualized average cost per VFF for a complement of 66 VFFs.
3. The increase in the operations and maintenance line is mainly due to an increase in fire facility insurance premiums.
4. The increase in the fleet repairs and maintenance line is due to an increase in fleet insurance premiums, fleet fuel, and repair and maintenance expenditures.
5. The reduction in expenditures at the fire stations is mainly due to a decrease in telephone charges.
6. The cost recovery line represents the proportion of all Fire division expenditures incurred for administering the Municipal FD Training Officer budget.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Municipal FD Training Officer - Revenue	(155,500)	(154,264)	(158,100)	(2,600)	1.7%
<i>Total Revenues</i>	(155,500)	(154,264)	(158,100)	(2,600)	1.7%
<b><u>Expenses</u></b>					
Municipal FD Training Officer - Wages & Benefits	119,475	123,691	122,175	2,699	2.3%
Municipal FD Training Officer - Administration	7,150	2,363	5,900	(1,250)	-17.5%
Municipal FD Training Officer - Fleet Repair & Maintenance	4,375	3,711	4,525	150	3.4%
Municipal FD Training Officer - Transfers to Reserves	5,000	5,000	5,000	-	0.0%
Municipal FD Training Officer - Cost Recovery Applied	19,500	19,500	20,500	1,000	5.1%
<i>Total Expenses</i>	155,500	154,264	158,100	2,599	1.7%
<b><i>Net Budget Municipal FD Training Officer</i></b>	-	-	-	<b>(1)</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. The wages and benefits increase is due to a cost of living increase, and statutory and regular benefit adjustments during the 2022 year.
2. A \$1,000 reduction in the training budget accounts for the majority of the decrease in the administration line.
3. The transfer to reserves is for the future replacement of the Municipal FD Training Officer's vehicle.
4. Cost recovery applied represents an estimate of administration expenses and Fire division overhead costs allocated to the Municipal FD Training Officer division.



**Township of Centre Wellington**  
**2022 Operating Budget Summary**  
**With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Parks, Recreation and Culture Administration - Revenue	(800)	(680)	(4,000)	(3,200)	400.0%
<i>Total Revenues</i>	(800)	(680)	(4,000)	(3,200)	400.0%
<b><u>Expenses</u></b>					
Parks, Recreation and Culture Administration - Wages & Benefits	1,137,463	1,114,471	1,194,917	57,454	5.05%
Parks, Recreation and Culture Administration - Administration	60,450	20,873	62,050	1,600	2.65%
Parks, Recreation and Culture Administration - Operations & Maintenance	165,779	147,899	191,593	25,814	15.57%
Parks, Recreation and Culture Administration - Fleet Repair & Maintenance	28,255	65,855	40,381	12,125	42.91%
<i>Total Expenses</i>	1,391,948	1,349,099	1,488,941	96,993	6.97%
<b><i>Net Budget Parks, Recreation and Culture Administration</i></b>	<b>1,391,148</b>	<b>1,348,419</b>	<b>1,484,941</b>	<b>93,793</b>	<b>6.74%</b>

**Major Changes Impacting This Budget**

1. Overall decrease in the Parks, Recreation and Culture budget is \$129,286 (3.61%).

Due to the COVID-19 pandemic numerous assumptions and estimates were required to develop the Parks, Recreation and Culture budget which had a significant impact on both revenues and expenditures for the division in 2021 and 2022 including:

- restrictions on use of indoor and outdoor facilities;
- operating camps for children at a reduced capacity or cancellation; and
- additional costs for cleaning and personal protective equipment for the protection of staff and the public.

As the negative impacts to the Parks, Recreation, and Culture budget resulting from the COVID-19 pandemic are considered short term, a transfer from the COVID-19 Reserve of \$476,300 was included to minimize the taxation impact in 2021. For 2022 the transfer from the COVID-19 Reserve has been reduced to \$232,000 as the impacts of the pandemic are anticipated to decrease (See the Other Revenues and Expenses cost centre).

Due to the scheduled replacement of the Elora Community Centre arena floor in 2022 further estimates were required to determine the revenue reductions at the facility. As these revenue reductions are considered one time, a transfer from the General Capital Reserve of \$23,000 has been included to minimize the taxation impact in 2022 (see Other Revenues and Expenses cost centre).

2. The increase in revenue is mainly due to an increase in equipment rental revenue.

3. The wages and benefits increase is partially due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, the wages line includes the Recreation Programmer contract position moving to permanent full-time in 2022 with an additional cost of \$15,800.

4. The increase in the operations and maintenance line is mainly due to:

- a \$7,500 increase in insurance premiums;
- a \$3,000 increase in professional fees for the review of agreements and contracts with organizations;
- a \$3,000 increase for the purchase of equipment for rental by organizations; and
- a \$9,300 increase in Customer Service Representative costs due to movement in the wage grid and the return to regular hours with the anticipated end to the pandemic.

5. The increase in the fleet repairs and maintenance line is mainly due to an increase in fleet insurance premiums and additional fuel and repair costs for vehicles due to additional parks assumed.



**Township of Centre Wellington**  
**2022 Operating Budget Summary**  
**With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change \$	%
<b>Revenues</b>					
Centre Wellington Community Sportsplex - Revenue	(601,844)	(288,802)	(796,766)	(194,922)	32.39%
Centre Wellington Community Sportsplex - Aquatic Centre Revenue	(331,170)	(125,677)	(461,000)	(129,830)	39.2%
Centre Wellington Community Sportsplex - Program Revenue - Fitness	(14,450)	(13,101)	(31,500)	(17,050)	117.99%
Centre Wellington Community Sportsplex - Program Revenue - Summer Program	(60,900)	(19,478)	(60,000)	900	-1.48%
Centre Wellington Community Sportsplex - Program Revenue - March Break	-	-	(4,000)	(4,000)	0.0%
<i>Total Revenues</i>	(1,008,364)	(447,058)	(1,353,266)	(344,902)	34.2%
<b>Expenses</b>					
Centre Wellington Community Sportsplex - P&R Facilities: Operating Costs	783,870	724,070	796,375	12,505	1.6%
Centre Wellington Community Sportsplex - P&R Facilities: Repairs & Maintenance	680,227	406,634	713,182	32,955	4.84%
Centre Wellington Community Sportsplex - P&R Facilities: Concessions	-	4,439	25,000	25,000	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Halls	2,500	-	2,500	-	0.0%
Centre Wellington Community Sportsplex - P&R Facilities: Aquatic Centre	692,167	361,113	747,278	55,111	7.96%
Centre Wellington Community Sportsplex - House	13,097	6,204	13,169	72	0.55%
Centre Wellington Community Sportsplex - P&R Facilities: Grounds	81,208	72,581	83,326	2,118	2.61%
Centre Wellington Community Sportsplex - P&R Fitness Program	38,860	13,295	50,158	11,297	29.07%
Centre Wellington Community Sportsplex - P&R Weight Room	28,736	8,330	30,177	1,441	5.01%
Centre Wellington Community Sportsplex - P&R Summer Program	50,984	24,364	47,111	(3,873)	-7.6%
Centre Wellington Community Sportsplex - March Break Program	-	-	3,703	3,703	0.0%
Centre Wellington Community Sportsplex - P&R Programs - Other	3,000	398	2,000	(1,000)	-33.33%
<i>Total Expenses</i>	2,374,649	1,621,429	2,513,979	139,330	5.87%
<b>Net Budget Parks &amp; Recreation - Centre Wellington Community Sportsplex</b>	<b>1,366,285</b>	<b>1,174,371</b>	<b>1,160,713</b>	<b>(205,572)</b>	<b>-15.05%</b>

**Major Changes Impacting This Budget**

- The majority of variances for this cost centre are related to the COVID-19 pandemic and the Elora Community Centre (ECC) ice pad replacement and are based on assumptions and 2021 and 2022 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page. Due to the replacement of the ECC ice pad in 2022, labour costs associated with full-time, hourly staff have been reallocated from the ECC cost centre to assist with cleaning and safety measures at the Centre Wellington Community Sportsplex cost centre.
- Budgeted revenues have increased due to more favourable assumptions concerning the impacts of the COVID-19 pandemic. However revenues are not anticipated to return to 2020 (pre-pandemic) budgeted levels in 2022 for aquatics, fitness, hall rentals and utilization of the weight room due to capacity restrictions and hesitancy of clientele due to the pandemic. Concessions are budgeted to remain closed throughout 2022, however vending machine services will resume.
- The increase to the repairs and maintenance expenditure line is due to the reallocation of full-time hourly staff from the Elora Community Centre as result of the renovation of that facility planned for the second half of 2022.
- The increase in the aquatics centre line is due to the return of aquatic staff as the pool is budgeted to be operating without capacity restrictions within 2022.
- The increase in the fitness program expenditure line is due to the return of fitness staff as programs are budgeted to be operating without capacity restrictions within 2022.
- The March Break program is expected to resume in 2022.





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Elora Community Centre - Revenue	(103,900)	(165,811)	(153,500)	(49,600)	47.7%
<i>Total Revenues</i>	(103,900)	(165,811)	(153,500)	(49,600)	47.7%
<b><u>Expenses</u></b>					
Elora Community Centre - P&R Facilities: Operating Costs	233,315	232,954	233,922	607	0.3%
Elora Community Centre - P&R Facilities: Repairs & Maintenance	185,820	190,972	173,634	(12,187)	-6.6%
Elora Community Centre - P&R Facilities: Concessions	-	1,704	1,500	1,500	0.0%
Elora Community Centre - P&R Facilities: Halls	1,000	-	1,000	-	0.0%
Elora Community Centre - Grounds	17,898	17,997	18,136	238	1.3%
<i>Total Expenses</i>	438,034	443,627	428,192	(9,842)	-2.2%
<b>Net Budget Parks &amp; Recreation - Elora Community Centre</b>	<b>334,134</b>	<b>277,815</b>	<b>274,692</b>	<b>(59,442)</b>	<b>-17.8%</b>

**Major Changes Impacting This Budget**

1. The majority of variances for this cost centre are related to the COVID-19 pandemic and the Elora Community Centre (ECC) ice pad replacement and are based on assumptions and 2021 and 2022 tax stabilization measures noted on the Community Services - Parks, Recreation and Culture Administration page. Due to the replacement of the ECC ice pad in 2022, labour costs associated with full-time, hourly staff have been reallocated from the ECC cost centre to assist with cleaning and safety measures at the Centre Wellington Community Sportsplex cost centre.
2. Concessions are budgeted to remain closed throughout 2022, however vending machine services will resume.
3. The reduction in repairs and maintenance costs is due to an earlier close of the ECC in 2022 than was anticipated in 2021's budget for closure of the facility for renovations.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Belwood Hall - Revenue	(2,500)	(622)	(6,000)	(3,500)	140.0%
<i>Total Revenues</i>	(2,500)	(622)	(6,000)	(3,500)	140.0%
<b><u>Expenses</u></b>					
Belwood Hall - P&R Facilities: Operating Costs	23,640	16,991	24,753	1,113	4.7%
<i>Total Expenses</i>	23,640	16,991	24,753	1,113	4.7%
<b><i>Net Budget Parks &amp; Recreation - Belwood Hall</i></b>	<b>21,140</b>	<b>16,369</b>	<b>18,753</b>	<b>(2,387)</b>	<b>-11.3%</b>

**Major Changes Impacting This Budget**

1. Revenue is anticipated to return to pre-pandemic levels in 2022 at this facility.
2. The increase in operating costs is due to the rising cost of propane to heat the facility.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Victoria Park (Fergus) - Revenue	(4,000)	(6,225)	(6,000)	(2,000)	50.0%
ECC Ball Diamond - Revenue	(10,000)	(6,263)	(15,000)	(5,000)	50.0%
Tye Park - Revenue	(1,600)	-	(1,600)	-	0.0%
South Ridge Park - Revenue	(2,660)	(2,793)	(4,000)	(1,340)	50.4%
Strathallan Park - Revenue	(950)	(1,204)	(1,400)	(450)	47.4%
CWCS Ball Diamond - Revenue	-	(51)	(700)	(700)	0.0%
Belwood Ball Diamond - Revenue	-	-	(1,500)	(1,500)	0.0%
Bissell Park - Revenue	(1,250)	(2,212)	(4,000)	(2,750)	220.0%
<i>Total Revenues</i>	(20,460)	(18,748)	(34,200)	(13,740)	67.2%
<b><u>Expenses</u></b>					
Belwood Ball Diamond - Operations & Maintenance	7,967	4,099	7,924	(44)	-0.5%
Bissell Park - Operations & Maintenance	34,304	35,747	35,644	1,340	3.9%
CWCS Ball Diamond - Operations & Maintenance	1,352	1,015	2,385	1,033	76.3%
ECC Ball Diamond - Operations & Maintenance	14,866	5,977	14,848	(18)	-0.1%
Parks - General - Operations & Maintenance	7,500	8,437	7,800	300	4.0%
South Ridge Park - Operations & Maintenance	27,330	33,331	27,695	365	1.3%
Strathallan Park - Operations & Maintenance	10,709	12,269	10,728	19	0.2%
Tower Street Tennis Courts - Operations & Maintenance	4,192	3,510	7,255	3,063	73.1%
Tye Park - Operations & Maintenance	17,187	10,891	17,211	24	0.1%
Victoria Park (Fergus) - Operations & Maintenance	54,628	60,861	58,135	3,507	6.4%
<i>Total Expenses</i>	180,036	176,136	189,624	9,588	5.3%
<b><i>Net Budget Parks &amp; Recreation - Active Parks</i></b>	<b>159,576</b>	<b>157,388</b>	<b>155,424</b>	<b>(4,152)</b>	<b>-2.6%</b>

**Major Changes Impacting This Budget**

1. Revenue is anticipated to return to pre-pandemic levels in 2022 for active parks.
2. The biannual mobile wash at the Tower Street Tennis Courts is planned for 2022 accounting for the increase in this line item.
3. The increase in expenditures at Victoria Park in Fergus is due to additional costs for irrigation of the sportsfields.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Passive Parks - Revenue	(4,000)	(13,494)	(10,500)	(6,500)	162.5%
<i>Total Revenues</i>	(4,000)	(13,494)	(10,500)	(6,500)	162.5%
<b><u>Expenses</u></b>					
Passive Parks - Operations & Maintenance	240,557	419,903	295,563	55,006	22.9%
<i>Total Expenses</i>	240,557	419,903	295,563	55,006	22.9%
<b>Net Budget Parks &amp; Recreation - Passive Parks</b>	<b>236,557</b>	<b>406,409</b>	<b>285,063</b>	<b>48,506</b>	<b>20.5%</b>

**Major Changes Impacting This Budget**

1. Revenue is anticipated to return to pre-pandemic levels in 2022 for passive parks and includes revenue from new commercial access agreements.
2. The increase in operations and maintenance expenditures is mainly due to:
  - additional water charges for the new O'Brien splashpad and washroom;
  - additional labour costs and machine time allocated to passive parks for irrigation; and
  - additional costs for tree removal, where determined necessary, in certain parks.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Parks & Recreation - Forestry**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Forestry - Revenue	-	(11,000)	-	-	0.0%
<i>Total Revenues</i>	-	(11,000)	-	-	0.0%
<b><u>Expenses</u></b>					
Forestry - Operations & Maintenance	50,000	41,770	50,000	-	0.0%
Forestry - Transfers to Reserves	-	11,000	-	-	0.0%
<i>Total Expenses</i>	50,000	52,770	50,000	-	0.0%
<b><i>Net Budget Parks &amp; Recreation - Forestry</i></b>	<b>50,000</b>	<b>41,770</b>	<b>50,000</b>	<b>-</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

--



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Greenhouses - Operations & Maintenance	21,059	22,404	21,868	809	3.8%
<i>Total Expenses</i>	21,059	22,404	21,868	809	3.8%
<b>Net Budget Parks &amp; Recreation - Greenhouses</b>	<b>21,059</b>	<b>22,404</b>	<b>21,868</b>	<b>809</b>	<b>3.8%</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Parks & Recreation - Other Expenditures**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Parks and Recreation - Other Expenditures - Transfers from Reserves	(420)	-	(1,260)	(840)	200.0%
<i>Total Revenues</i>	(420)	-	(1,260)	(840)	200.0%
<b><u>Expenses</u></b>					
<i>Total Expenses</i>	-	-	-	-	0.0%
<b><i>Net Budget Parks &amp; Recreation - Other Expenditures</i></b>	<b>(420)</b>	<b>-</b>	<b>(1,260)</b>	<b>(840)</b>	<b>200.0%</b>

**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 in 2022. The increase in the transfer is due to the expectation that public swimming will return to pre-pandemic levels in 2022.



## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Victoria Park Seniors Centre - Revenue	(139,800)	(81,244)	(261,600)	(121,800)	87.1%
Victoria Park Seniors Centre - Transfer from Reserves	(4,000)	(14,582)	(4,000)	-	0.0%
<i>Total Revenues</i>	(143,800)	(95,827)	(265,600)	(121,800)	84.7%
<b><u>Expenses</u></b>					
Victoria Park Seniors Centre - Wages & Benefits	245,684	207,587	265,104	19,420	7.9%
Victoria Park Seniors Centre - Administration	11,420	3,915	9,900	(1,520)	-13.3%
Victoria Park Seniors Centre - Operations & Maintenance	102,664	80,739	103,964	1,300	1.3%
Victoria Park Seniors Centre - VPC - Programs	55,600	23,745	137,750	82,150	147.8%
Victoria Park Seniors Centre - Transfers to Reserves	14,900	-	55,530	40,630	272.7%
<i>Total Expenses</i>	430,268	315,985	572,248	141,980	33.0%
<b>Net Budget Victoria Park Seniors Centre</b>	<b>286,468</b>	<b>220,159</b>	<b>306,648</b>	<b>20,180</b>	<b>7.0%</b>

### Major Changes Impacting This Budget

1. It is anticipated that program revenues and expenditures will return to pre-pandemic levels in 2022 at this facility.
2. The wages and benefits increase is partially due to a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, a return of customer service representative hours to pre-pandemic levels accounts for the remainder of the increase in the wages and benefits line.
3. 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  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Downtown - Beautification - Operations & Maintenance	38,158	36,907	39,047	889	2.3%
<i>Total Expenses</i>	38,158	36,907	39,047	889	2.3%
<b><i>Net Budget Fergus Downtown - Beautification</i></b>	<b>38,158</b>	<b>36,907</b>	<b>39,047</b>	<b>889</b>	<b>2.3%</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Elora Downtown - Beautification - Operations & Maintenance	44,558	60,919	46,247	1,689	3.8%
<i>Total Expenses</i>	44,558	60,919	46,247	1,689	3.8%
<b>Net Budget Elora Downtown - Beautification</b>	<b>44,558</b>	<b>60,919</b>	<b>46,247</b>	<b>1,689</b>	<b>3.8%</b>

**Major Changes Impacting This Budget**

--



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Fergus Weigh Scale Building - Wages & Benefits	14,483	10,662	14,836	352	2.4%
Fergus Weigh Scale Building - Operations & Maintenance	6,769	11,440	6,913	143	2.1%
<i>Total Expenses</i>	21,253	22,102	21,749	496	2.3%
<b><i>Net Budget Fergus Weigh Scale Building</i></b>	<b>21,253</b>	<b>22,102</b>	<b>21,749</b>	<b>496</b>	<b>2.3%</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Elora Public Washrooms**

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><i>Expenses</i></b>					
Elora Public Washrooms - Operations & Maintenance	17,240	14,744	17,409	169	1.0%
<i>Total Expenses</i>	17,240	14,744	17,409	169	1.0%
<b><i>Net Budget Elora Public Washrooms</i></b>	<b>17,240</b>	<b>14,744</b>	<b>17,409</b>	<b>169</b>	<b>1.0%</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Fergus Grand Theatre - Revenue	(27,310)	(33,494)	(74,250)	(46,940)	171.9%
<i>Total Revenues</i>	(27,310)	(33,494)	(74,250)	(46,940)	171.9%
<b><u>Expenses</u></b>					
Fergus Grand Theatre - Wages & Benefits	57,051	49,242	112,827	55,776	97.8%
Fergus Grand Theatre - Administration	4,900	4,105	10,500	5,600	114.3%
Fergus Grand Theatre - Operations & Maintenance	32,075	27,257	52,951	20,876	65.1%
Fergus Grand Theatre - Transfers to Reserves	1,900	666	4,900	3,000	157.9%
<i>Total Expenses</i>	95,926	81,269	181,178	85,252	88.9%
<b><i>Net Budget Fergus Grand Theatre</i></b>	<b>68,616</b>	<b>47,774</b>	<b>106,928</b>	<b>38,312</b>	<b>55.8%</b>

**Major Changes Impacting This Budget**

1. Revenue is anticipated to return to pre-pandemic levels in 2022 for this facility.
2. The wages and benefits increase is partially due to movement of staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, wages are budgeted for a full year in 2022 that were only budgeted for half a year in 2021 due to the assumption that the facility would be closed for half of 2021 as a result of the COVID-19 pandemic.
3. The administration and operations and maintenance expenditure lines have been adjusted to pre-pandemic balances due to the expectation that the facility will operate throughout the year in 2022.
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 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Tourism - Revenue	(250)	(4,723)	(250)	-	0.0%
<i>Total Revenues</i>	(250)	(4,723)	(250)	-	0.0%
<b><u>Expenses</u></b>					
Tourism - Wages & Benefits	161,983	141,632	174,005	12,022	7.4%
Tourism - Administration	26,955	22,357	26,400	(555)	-2.1%
Tourism - Operations & Maintenance	52,250	24,107	52,250	-	0.0%
<i>Total Expenses</i>	241,188	188,096	252,655	11,467	4.8%
<b><i>Net Budget Tourism</i></b>	<b>240,938</b>	<b>183,373</b>	<b>252,405</b>	<b>11,467</b>	<b>4.8%</b>

### Major Changes Impacting This Budget

1. The wages and benefits increase is partially due to a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. Furthermore, part-time hours for tourism have returned to regular staffing levels in 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Celebrations**

		2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
	<i>Total Revenues</i>	-	-	-	-	0.0%
<b><u>Expenses</u></b>						
	Canada Day Celebrations - Expenses	17,000	1,446	17,000	-	0.0%
	Victoria Day Celebrations - Expenses	3,000	-	3,000	-	0.0%
	<i>Total Expenses</i>	20,000	1,446	20,000	-	0.0%
<b><u>Net Budget Celebrations</u></b>		<b>20,000</b>	<b>1,446</b>	<b>20,000</b>	-	<b>0.0%</b>

**Major Changes Impacting This Budget**



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Grants to Community Groups - Specific Annual Grants**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Grants to Community Groups - Specific Annual Grants	20,772	19,755	24,078	3,306	15.9%
<i>Total Expenses</i>	20,772	19,755	24,078	3,306	15.9%
<b><i>Net Budget Grants to Community Groups - Specific Annual Grants</i></b>	<b>20,772</b>	<b>19,755</b>	<b>24,078</b>	<b>3,306</b>	<b>15.9%</b>

**Major Changes Impacting This Budget**

1. Total grants budgeted for community groups under the Township's Specific Annual Grant and Community Impact Grant program total \$65,000 in the 2022. This represents a \$5,000 reduction from the 2021 budget due to a decrease in applications and funds requested for 2022.





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Community Services - Grants to Community Groups - Community Impact Grants**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Grants to Community Groups - Transfers from Reserves	-	-	(65,000)	(65,000)	0.0%
<i>Total Revenues</i>	-	-	(65,000)	(65,000)	0.0%
<b><u>Expenses</u></b>					
Grants to Community Groups - Community Impact Grants	49,228	18,080	40,922	(8,306)	-16.9%
Grants to Community Groups - Arts, Culture, Heritage Grants	-	-	60,000	60,000	0.0%
Grants to Community Groups - Neighbourhood Wellness and Connectivity Grants	-	-	5,000	5,000	0.0%
Grant to Community Groups - Transfer to Reserves	-	31,148	-	-	0.0%
<i>Total Expenses</i>	49,228	49,228	105,922	56,694	115.2%
<b><i>Net Budget Grants to Community Groups - Community Impact Grants</i></b>	<b>49,228</b>	<b>49,228</b>	<b>40,922</b>	<b>(8,306)</b>	<b>-16.9%</b>

**Major Changes Impacting This Budget**

1. The Arts, Culture and Heritage Grants totaling \$60,000 are funded by a transfer from the Arts, Culture and Heritage Reserve Fund (i.e. OLGC gaming proceeds).
2. The Neighbourhood Wellness and Connectivity Grants totaling \$5,000 are funded by a transfer from the Neighbourhood Wellness Reserve.

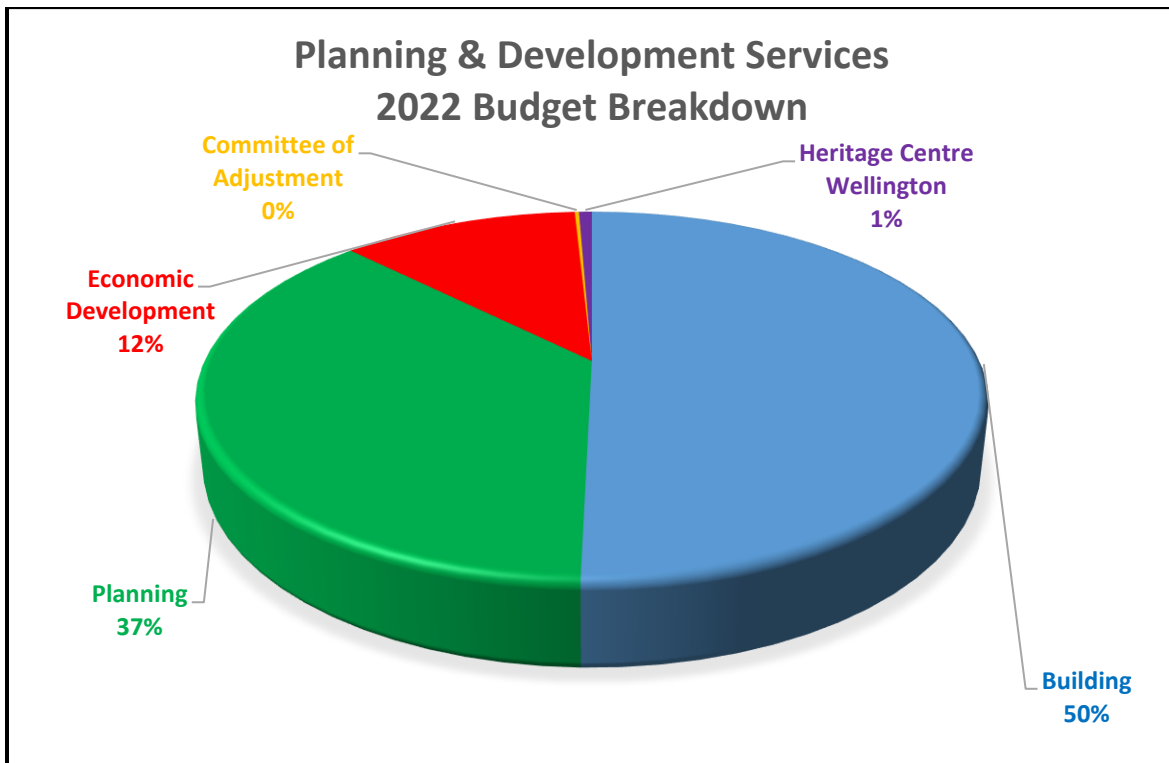


# Planning & Development Services Summary

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 2022 is \$2,113,877, which is broken down as follows:





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Building - Revenue	(1,198,800)	(2,349,655)	(1,258,800)	(60,000)	5.0%
<i>Total Revenues</i>	(1,198,800)	(2,349,655)	(1,258,800)	(60,000)	5.0%
<b><u>Expenses</u></b>					
Building - Wages & Benefits	971,186	970,312	1,002,782	31,596	3.3%
Building - Administration	30,660	22,083	29,900	(760)	-2.5%
Building - Operations & Maintenance	9,450	16,999	14,700	5,250	55.6%
Building - Fleet Repair & Maintenance	16,725	15,825	17,525	800	4.8%
Building - Transfers to Reserves	-	1,135,924	-	-	0.0%
<i>Total Expenses</i>	1,028,021	2,161,143	1,064,907	36,886	3.6%
<b><i>Net Budget Building</i></b>	<b>(170,779)</b>	<b>(188,512)</b>	<b>(193,893)</b>	<b>(23,114)</b>	<b>13.5%</b>

**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. \$55,500 of the increase in revenue is a direct result of the cost neutral calculation under Bill 124.
2. The wages and benefits increase is due to the movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year.
3. Increase in the operations and maintenance line is mainly due to a \$5,000 increase in budgeted professional fees for potential building code violation issues requiring legal assistance.
4. The change in the fleet repairs and maintenance line is due to an increase in insurance premiums and repair and maintenance costs for building division vehicles.



## Township of Centre Wellington 2022 Operating Budget Summary With 2021 Budget and Actual Results

### Planning & Development Services - Planning

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Planning - Revenue	(331,100)	(278,246)	(322,800)	8,300	-2.5%
Planning - Transfers from Reserves	(25,000)	(534)	(25,000)	-	0.0%
<i>Total Revenues</i>	(356,100)	(278,780)	(347,800)	8,300	-2.3%
<b><u>Expenses</u></b>					
Planning - Wages & Benefits	727,221	652,975	733,685	6,464	0.9%
Planning - Administration	10,910	6,795	10,350	(560)	-5.1%
Planning - Operations & Maintenance	40,000	11,208	40,000	-	0.0%
<i>Total Expenses</i>	778,131	670,978	784,035	5,904	0.8%
<b><i>Net Budget Planning</i></b>	<b>422,031</b>	<b>392,198</b>	<b>436,235</b>	<b>14,204</b>	<b>3.4%</b>

### Major Changes Impacting This Budget

1. The revenue line decrease is due to a change in salary grid placement for the Planning Technician position approved in the 2021 budget.
2. The wages and benefits increase is mainly due to a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. This increase is offset by a change in salary grid placement for the Planning Technician position approved in the 2021 budget. It is estimated that approximately 73% of the Planning Technician's position will be recoverable through revenue.
3. The operations and maintenance line includes \$25,000 of estimated Ontario Land Tribunal (formerly OMB and LPAT) hearing expenditures in 2022. These costs are funded by an equivalent transfer from the Legal Matters Reserve.



## Township of Centre Wellington 2022 Operating Budget Summary With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Economic Development - Transfer from Reserves	(34,200)	(18,267)	(30,000)	4,200	-12.3%
Economic Development - Revenue	(12,000)	(12,560)	(12,000)	-	0.0%
<i>Total Revenues</i>	(46,200)	(30,827)	(42,000)	4,200	-9.1%
<b><u>Expenses</u></b>					
Economic Development - Wages & Benefits	115,993	121,760	135,185	19,192	16.5%
Economic Development - Administration	7,600	4,471	7,600	-	0.0%
Economic Development - Operations & Maintenance	104,900	90,324	99,500	(5,400)	-5.1%
Economic Development - Transfers to Reserves	5,000	-	4,900	(100)	-2.0%
<i>Total Expenses</i>	233,493	216,554	247,185	13,692	5.9%
<b><i>Net Budget Economic Development</i></b>	<b>187,293</b>	<b>185,727</b>	<b>205,185</b>	<b>17,892</b>	<b>9.6%</b>

### Major Changes Impacting This Budget

1. The estimated \$30,000 cost of implementing the Township's Community Improvement Plan (CIP) in 2022 is included in the operations and maintenance line. The anticipated CIP expenditures are funded by a transfer from the CIP Reserve.
2. The wages and benefits increase is due to movement of staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year. The wages line is further impacted by a restructuring of the position in the 2021 year resulting in the position being assessed a higher grade on the salary grid.
3. The change in the operations and maintenance line is due to:
  - a \$4,200 decrease in estimated expenditures for implementing the CIP grant program in 2022; and
  - a \$1,300 reduction in budgeted expenditures related to small business training and support through services offered by the Business Centre Guelph-Wellington.
4. A net surplus of \$4,900 from the rental of a house acquired as part of an employment lands purchase on Dickson Drive in Fergus in 2020 is transferred to the Economic Development Reserve Fund.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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).

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Committee of Adjustment - Revenue	(15,500)	(18,580)	(18,000)	(2,500)	16.1%
<i>Total Revenues</i>	(15,500)	(18,580)	(18,000)	(2,500)	16.1%
<b><u>Expenses</u></b>					
Committee of Adjustment - Wages & Benefits	2,800	3,125	3,400	600	21.4%
Committee of Adjustment - Administration	850	894	950	100	11.8%
<i>Total Expenses</i>	3,650	4,019	4,350	700	19.2%
<b><i>Net Budget Committee of Adjustment</i></b>	<b>(11,850)</b>	<b>(14,561)</b>	<b>(13,650)</b>	<b>(1,800)</b>	<b>15.2%</b>

**Major Changes Impacting This Budget**

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



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
<i>Total Revenues</i>	-	-	-	-	0.0%
<b><u>Expenses</u></b>					
Heritage Centre Wellington - Wages & Benefits	-	7,942	-	-	0.0%
Heritage Centre Wellington - Administration	2,900	717	1,800	(1,100)	-37.9%
Heritage Centre Wellington - Operations & Maintenance	8,000	1,854	9,100	1,100	13.8%
Heritage Centre Wellington - Transfers to Reserves	2,500	2,500	2,500	-	0.0%
<i>Total Expenses</i>	13,400	13,013	13,400	-	0.0%
<b><i>Net Budget Heritage Centre Wellington</i></b>	<b>13,400</b>	<b>13,013</b>	<b>13,400</b>	<b>-</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. A \$1,000 decrease in the training budget accounts for the majority of the reduction in the administration line.
2. An increase in professional fees to prepare by-laws and conduct research for designations accounts for the change in the operations and maintenance line.

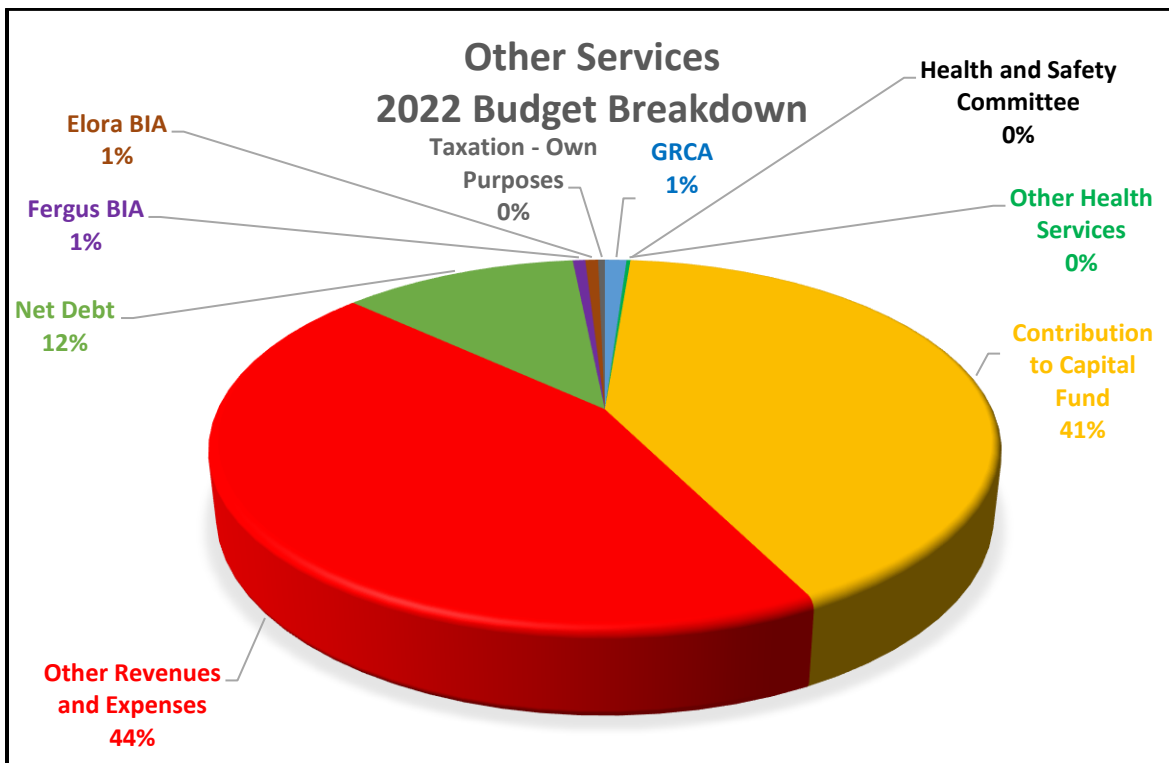


## Other Services Summary

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 2022 is \$10,590,097, which is broken down as follows:







**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Other Services - Grand River Conservation Authority**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
GRCA - Special Levy	(110,257)	(112,024)	(113,038)	(2,781)	2.5%
<i>Total Revenues</i>	(110,257)	(112,024)	(113,038)	(2,781)	2.5%
<b><u>Expenses</u></b>					
GRCA - Capital & Operating Levy	110,257	109,757	113,038	2,781	2.5%
GRCA - Transfer to Reserves	-	2,267	-	-	0.0%
<i>Total Expenses</i>	110,257	112,024	113,038	2,781	2.5%
<b><i>Net Budget Grand River Conservation Authority</i></b>	-	-	-	-	<b>0.0%</b>

**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 2022 is \$319,769. This represents a 3.6% increase from the 2021 total levy amount.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Other Services - Other Health Services**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Other Health Services - Miscellaneous Revenue	-	(750)	-	-	0.0%
Other Health Services - Transfer from Reserves	(20,000)	(1,978)	(20,000)	-	0.0%
<i>Total Revenues</i>	(20,000)	(2,728)	(20,000)	-	0.0%
<b><u>Expenses</u></b>					
Other Health Services - Health Professional Recruitment	35,915	12,461	20,000	(15,915)	-44.3%
<i>Total Expenses</i>	35,915	12,461	20,000	(15,915)	-44.3%
<b><i>Net Budget Other Health Services</i></b>	<b>15,915</b>	<b>9,732</b>	-	<b>(15,915)</b>	<b>-100.0%</b>

**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. \$13,200 of the reduction in expenditures is due to the transfer of snow clearing costs incurred at 205 Queen Street, included in this cost centre in prior years, to the General Administration cost centre.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Expenses</u></b>					
Health and Safety Committee - Administration	6,550	1,721	-	(6,550)	-100.0%
<i>Total Expenses</i>	6,550	1,721	-	(6,550)	-100.0%
<b><i>Net Budget Health and Safety Committee</i></b>	<b>6,550</b>	<b>1,721</b>	<b>-</b>	<b>(6,550)</b>	<b>-100.0%</b>

**Major Changes Impacting This Budget**

1. All expenditures related to this cost centre have been allocated to the operations and maintenance line in the Office of the CAO, Human Resources, and Communications division in 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021	2021	2022	2021/2022	
	Budget	Actual	Approved Budget	Budget Change \$	%
<b><i>Expenses</i></b>					
Contribution to General Capital Reserve	875,000	875,000	900,000	25,000	2.9%
Transfer to Dedicated Capital Levy Reserve	1,528,441	1,578,267	1,577,580	49,139	3.2%
Transfer to Vehicle Replacement Reserve	924,000	924,000	961,000	37,000	4.0%
Transfer to Equipment Replacement Reserve	749,000	733,907	849,400	100,400	13.4%
Transfer to Streetlight Reserve	89,000	89,000	89,000	-	0.0%
<i>Total Expenses</i>	4,165,441	4,200,174	4,376,980	211,539	5.1%
<b><i>Net Budget Contribution to Capital Fund</i></b>	<b>4,165,441</b>	<b>4,200,174</b>	<b>4,376,980</b>	<b>211,539</b>	<b>5.1%</b>

**Major Changes Impacting This Budget**

1. An increase to the contribution to General Capital Reserve of \$25,000 is budgeted for 2022.
2. A dedicated capital levy was introduced in 2015 in an effort to reduce the Township's infrastructure deficit. The levy is transferred to a reserve fund and allocated in the capital budget to fund bridge/culvert replacement and major bridge/culvert rehabilitation based on priority determined in the Township's Asset Management Plan.
3. The total increase in transfers to the tax supported Vehicle Replacement Reserve is \$37,000.
4. The total increase in transfers to the tax supported Equipment Replacement Reserve is \$100,400. This represents a \$55,400 increase in the transfer from operations and a \$45,000 increase from Parks and Recreation user fee revenue.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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).

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Ontario Non-Specific Grants - OMPF Program	(231,000)	(231,000)	(196,400)	34,600	-15.0%
<i>Total Revenues</i>	(231,000)	(231,000)	(196,400)	34,600	-15.0%
<b><i>Net Budget Ontario Non-Specific Grants</i></b>	<b>(231,000)</b>	<b>(231,000)</b>	<b>(196,400)</b>	<b>34,600</b>	<b>-15.0%</b>

**Major Changes Impacting This Budget**

1. A \$34,600 (15%) decrease in OMPF funding is confirmed for 2022.



**Township of Centre Wellington**  
**2022 Operating Budget Summary**  
**With 2021 Budget and Actual Results**

**Other Services - Other Revenues and Expenses**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Other Revenue - Tax Interest/Penalties	(325,000)	(389,638)	(335,000)	(10,000)	3.08%
Other Revenue - Investment Earnings	(484,400)	(489,489)	(651,200)	(166,800)	34.43%
Other Revenue - Building Rentals	(68,640)	(68,640)	(69,520)	(880)	1.28%
Other Revenue - OCIF Proceeds	(1,271,559)	(1,271,559)	(1,271,559)	-	0.0%
Other Revenue - Aggregate Resources	(130,000)	(127,601)	(130,000)	-	0.0%
Other Revenue - CW Hydro-Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%
Other Revenue - OLGC Gaming Proceeds	(1,750,000)	(1,205,365)	(2,500,000)	(750,000)	42.86%
Other Revenue - Canada Community-Building Fund	(894,082)	(1,753,588)	(894,082)	-	0.0%
Other Revenue - Year-End (Surplus)/Deficit	-	(921,676)	-	-	0.0%
Other Revenue - Transfers From Reserves	(875,700)	(596,916)	(388,700)	487,000	-55.61%
<b>Total Revenues</b>	<b>(6,165,271)</b>	<b>(7,190,363)</b>	<b>(6,605,951)</b>	<b>(440,680)</b>	<b>7.15%</b>
<b><u>Expenses</u></b>					
Other Expenses - Elora LCBO Expenditures	10,875	6,373	10,900	25	0.23%
Other Expenses - West Garafraxa Office Expenditures	9,275	6,993	9,275	-	0.0%
Other Expenses - Transfers to Reserves	3,915,641	5,152,188	4,665,641	750,000	19.15%
<b>Total Expenses</b>	<b>3,935,791</b>	<b>5,165,554</b>	<b>4,685,816</b>	<b>750,025</b>	<b>19.06%</b>
<b>Net Budget Other Revenues and Expenses</b>	<b>(2,229,480)</b>	<b>(2,024,808)</b>	<b>(1,920,135)</b>	<b>309,345</b>	<b>-13.88%</b>

**Major Changes Impacting This Budget**

1. A \$10,000 increase is anticipated for interest and penalties charged on overdue taxes.
2. A \$180,000 increase in bank interest and term deposit revenue in 2022. It is anticipated that the Bank of Canada will increase their prime rate by 0.75% by the end of 2022. Furthermore as various loans receivable are repaid to the Township, there is a \$13,200 reduction in investment income from related corporations, loans from reserves, water and sewer connection loans and interest on overdue accounts receivable.
3. In 2022, the Township anticipates it will receive \$1,271,559 from the Ontario Community Infrastructure Fund (formula based component). 100% of these funds are transferred to a reserve fund for the purpose of funding 2022 capital projects in accordance with the funding agreement.
4. 100% of OLGC gaming proceeds are transferred to reserves based on a formula approved by Council, to be used in the following year's budget process. Based on 2022 estimated OLG revenue of \$2,500,000, the following reserve transfers are budgeted:
  - \$2,200,000 to the OLG Capital Reserve Fund;
  - \$175,000 to the Economic Development Reserve Fund; and
  - \$125,000 to the Arts, Culture and Heritage Reserve Fund.
 The increase in estimated OLGC gaming proceeds in 2022 is due to the assumption that no pandemic related shutdowns at the Elements Casino in Elora will occur in 2022.
5. In 2022, the Township will receive a Canada Community-Building Fund (formerly Federal Gas Tax) grant of \$894,082. 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 2020 surplus was \$921,676.
7. A transfer from the COVID-19 Reserve is estimated to be \$365,700 in 2022 to stabilize the tax rate. The transfer is comprised of the following:
  - \$232,000 to offset the short term net revenue loss in Community Services due to the pandemic; and
  - \$133,700 to partially offset investment income losses in 2022 due to the low interest rate environment resulting from the pandemic.
 Furthermore, the transfer from reserves line includes a \$23,000 transfer from the General Capital Reserve to offset the estimated net revenue loss from the replacement of the ice pad and renovations at the Elora Community Centre in 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
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)	(6,615)	8,235	-55.5%
Transfer from Roads DC Reserve Fund	(12,263)	(12,263)	(12,263)	-	0.0%
Transfer from PW DC Reserve Fund	-	-	(252,807)	(252,807)	0.0%
Transfer from Economic Development Reserve Fund	(149,573)	(149,573)	(149,573)	-	0.0%
<i>Total Revenues</i>	(566,279)	(566,279)	(810,851)	(244,572)	43.2%
<b><u>Expenses</u></b>					
P&R Debt Payments	581,606	581,276	581,605	(1)	0.0%
Planning Debt Payments	164,423	163,658	156,188	(8,235)	-5.0%
PW Debt Payments	132,470	136,522	384,667	252,197	190.4%
Social Debt Payments	104,839	104,839	104,839	-	0.0%
<i>Total Expenses</i>	983,338	986,295	1,227,299	243,961	24.8%
<b><i>Net Budget Net Debt</i></b>	<b>417,059</b>	<b>420,016</b>	<b>416,448</b>	<b>(611)</b>	<b>-0.1%</b>

**Major Changes Impacting This Budget**

1. 53.9% of tax supported debt is funded from development charges in 2022.
2. A transfer from the Economic Development Reserve Fund is used to fund repayment of the employment lands debt. Principal and interest payments related to this debt are included in the planning debt payments expenditure line.
3. Repayment of debt issued for a land purchase at 965 Gartshore St. in Fergus in 2021 accounts for the increase in the PW debt payments line. The \$252,807 of estimated principal and interest payments are 100% funded from development charges.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Other Services - Fergus BIA**

		2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
Fergus BIA - Fergus BIA Levy		(65,000)	(64,565)	(65,000)	-	0.0%
	<i>Total Revenues</i>	(65,000)	(64,565)	(65,000)	-	0.0%
<b><u>Expenses</u></b>						
Fergus BIA - Levy		65,000	64,564	65,000	-	0.0%
	<i>Total Expenses</i>	65,000	64,564	65,000	-	0.0%
<b><i>Net Budget Fergus BIA</i></b>		-	-	-	-	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. No change in the Fergus BIA levy for 2022.





**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Other Services - Elora BIA**

		2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
					\$	%
<b><u>Revenues</u></b>						
Elora BIA - Elora BIA Levy		(62,583)	(65,451)	(66,964)	(4,381)	7.0%
	<i>Total Revenues</i>	(62,583)	(65,451)	(66,964)	(4,381)	7.0%
<b><u>Expenses</u></b>						
Elora BIA - Levy		62,583	65,451	66,964	4,381	7.0%
	<i>Total Expenses</i>	62,583	65,451	66,964	4,381	7.0%
<b><u>Net Budget Elora BIA</u></b>		-	-	-	-	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. 7% increase in the Elora BIA levy for 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Taxation - Payments in Lieu	(225,000)	(242,851)	(247,300)	(22,300)	9.9%
<i>Total Revenues</i>	(225,000)	(242,851)	(247,300)	(22,300)	9.9%
<b><i>Net Budget Taxation - Payment in Lieu</i></b>	<b>(225,000)</b>	<b>(242,851)</b>	<b>(247,300)</b>	<b>(22,300)</b>	<b>9.9%</b>

**Major Changes Impacting This Budget**

- The budgeted amount for payments in lieu of taxation is in line with the actual amount received in 2021 plus an inflationary adjustment.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 Budget and Actual Results**

**Other Services - Taxation - Township Purposes**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Taxation - Regular Taxation	(14,983,801)	(14,983,803)	(15,833,783)	(849,982)	5.7%
Taxation - Dedicated Capital Levy	(1,528,441)	(1,578,267)	(1,577,580)	(49,139)	3.2%
Taxation - Supp/Omits	(280,000)	(539,381)	(300,000)	(20,000)	7.1%
<i>Total Revenues</i>	(16,792,242)	(17,101,451)	(17,711,363)	(919,121)	5.5%
<b><u>Expenses</u></b>					
Taxation - Tax Increment Equivalent Grant Expense	35,000	32,931	35,000	-	0.0%
<i>Total Expenses</i>	35,000	32,931	35,000	-	0.0%
<b><i>Net Budget Taxation - Township Purposes</i></b>	<b>(16,757,242)</b>	<b>(17,068,520)</b>	<b>(17,676,363)</b>	<b>(919,121)</b>	<b>5.5%</b>

**Major Changes Impacting This Budget**

1. The regular taxation and dedicated capital levy lines include assessment growth of 3.21% in 2022. The 2022 regular tax levy change is 2.38% and the 2022 dedicated capital levy change is 0.0%, netting to an overall Township tax levy increase of 2.16%.
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 2022 is an estimated grant amount required under an agreement approved by Council.



# **TAX SUPPORTED 3-YEAR OPERATING FORECAST**

**2022 BUDGET**



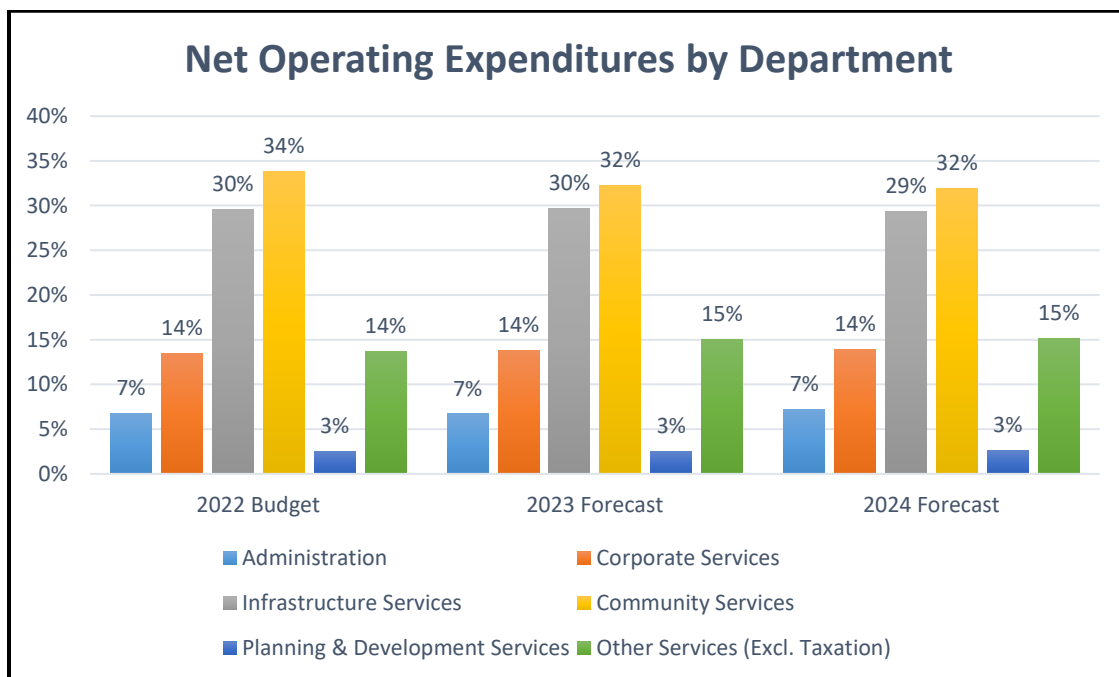
## 3-Year Operating Forecast Summary

The 3-year Operating Forecast was a new feature in the 2019 Budget that has continued for 2022. While the 2022 budget is approved by Council, the forecast years of 2023 and 2024 are provided for information purposes only and are designed to provide anticipated tax-supported operating impacts over this period.

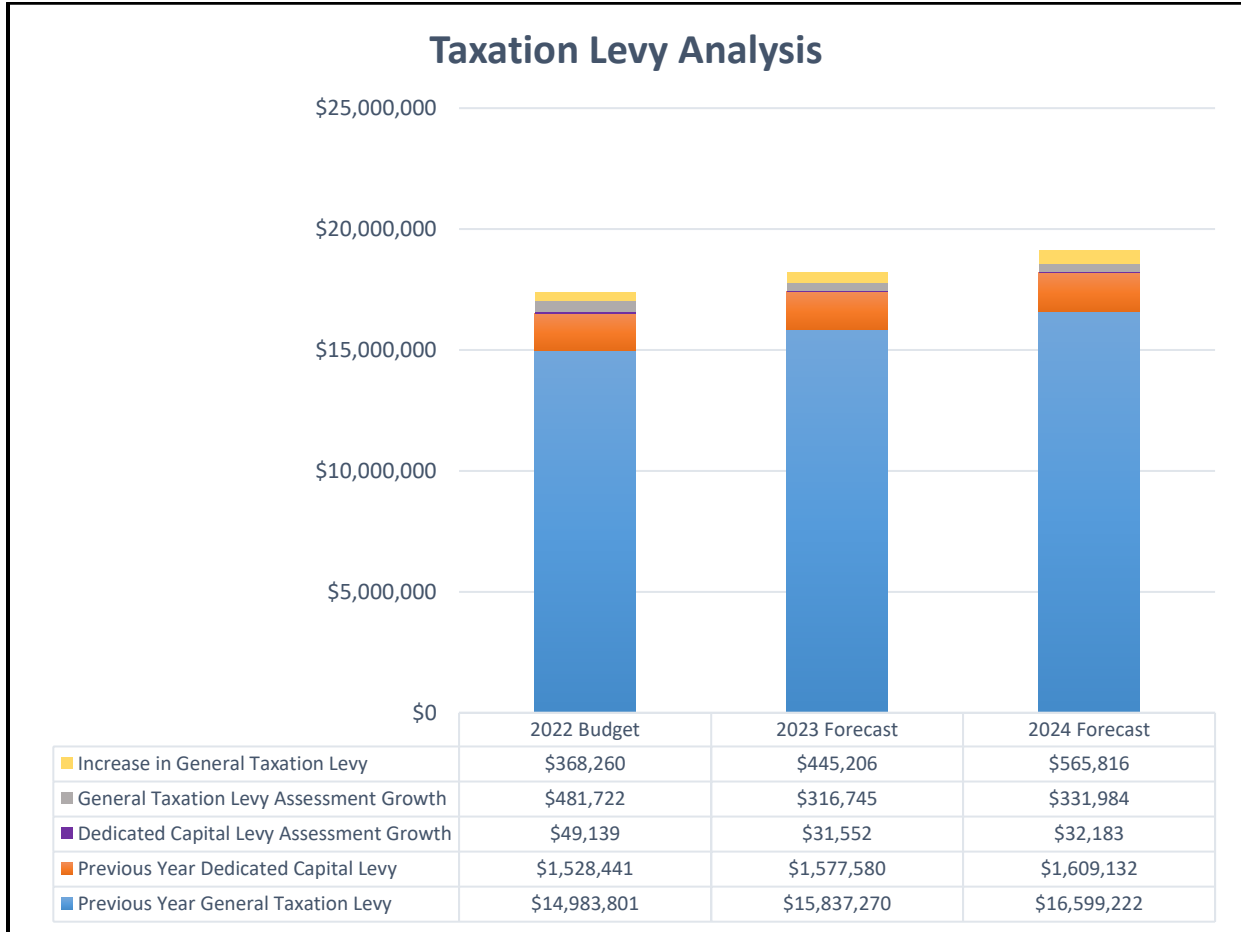
Impacts provided can be from phased in multi-year items, or from items directly affecting one year. Impact items include:

Impact Item	Assumptions
Operating Inflation	2.0% to 3.0%
Capital Inflation	4.0% to 6.0%
New Staff	Based on the Staffing Strategy
Wage Rate Increase	Based on approved COLA
Assessment Growth	2% for 2023 and 2024
Insurance Premiums	10%
WSIB Contributions	15% increase annually

The chart below compares the net operating expenditure split by department for the 2022 budget (as shown earlier in the operating section) to the anticipated splits for 2023 and 2024.



The chart below illustrates the taxation levy for 2022, with anticipated taxation levies for 2023 and 2024.



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 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>ADMINISTRATION</u></b>							
<b>Mayor and Council</b>							
Wages & Benefits	224,145	227,712	231,836	3,567	1.6%	4,124	1.8%
Conferences/Training/Communications	13,500	13,770	14,050	270	2.0%	280	2.0%
Administration	18,800	19,180	19,560	380	2.0%	380	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	256,445	260,662	265,446	4,217	1.6%	4,784	1.8%
<b>Youth Council</b>							
Wages & Benefits	1,600	1,630	1,660	30	1.9%	30	1.8%
Administration	900	920	940	20	2.2%	20	2.2%
Operations & Maintenance	2,800	2,860	2,920	60	2.1%	60	2.1%
Revenue	(5,300)	(5,410)	(5,520)	(110)	2.1%	(110)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Office of the CAO, Human Resources &amp; Communications</b>							
Wages & Benefits	931,396	972,062	1,130,469	40,666	4.4%	158,407	16.3%
Administration	28,400	28,970	29,550	570	2.0%	580	2.0%
Operations & Maintenance	34,650	35,340	36,050	690	2.0%	710	2.0%
Revenue	(54,100)	(55,528)	(59,120)	(1,428)	2.6%	(3,592)	6.5%
Net (Revenue)/Expenditure	940,346	980,844	1,136,950	40,499	4.3%	156,105	15.9%
<b>Emergency Operations Centre</b>							
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%
<b>TOTAL ADMINISTRATION</b>	<b>1,199,391</b>	<b>1,244,106</b>	<b>1,404,996</b>	<b>44,716</b>	<b>3.7%</b>	<b>160,889</b>	<b>12.9%</b>

**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 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>CORPORATE SERVICES</u></b>							
<b>Legislative Services</b>							
Wages & Benefits	651,920	668,597	688,533	16,677	2.6%	19,936	3.0%
Administration	21,350	21,780	22,220	430	2.0%	440	2.0%
Operations & Maintenance	130,300	8,300	8,470	(122,000)	-93.6%	170	2.0%
Transfers to Reserves	35,400	35,000	35,000	(400)	-1.1%	-	0.0%
Revenue	(168,600)	(47,532)	(48,480)	121,068	-71.8%	(948)	2.0%
Net (Revenue)/Expenditure	670,370	686,145	705,743	15,775	2.4%	19,598	2.9%
<b>Financial Services</b>							
Wages & Benefits	1,191,009	1,355,339	1,406,919	164,330	13.8%	51,580	3.8%
Administration	31,900	32,540	33,190	640	2.0%	650	2.0%
Operations & Maintenance	43,000	43,860	44,740	860	2.0%	880	2.0%
Revenue	(240,100)	(246,006)	(253,110)	(5,906)	2.5%	(7,104)	2.9%
Net (Revenue)/Expenditure	1,025,809	1,185,733	1,231,739	159,924	15.6%	46,006	3.9%
<b>Information Technology and Services</b>							
Wages & Benefits	573,286	594,942	615,393	21,657	3.8%	20,450	3.4%
Administration	14,650	14,940	15,240	290	2.0%	300	2.0%
Corporate Support	462,900	476,790	491,090	13,890	3.0%	14,300	3.0%
Revenue	(88,000)	(89,760)	(91,560)	(1,760)	2.0%	(1,800)	2.0%
Net (Revenue)/Expenditure	962,836	996,912	1,030,163	34,077	3.5%	33,250	3.3%
<b>General Administration</b>							
Retiree Benefits	55,000	55,000	55,000	-	0.0%	-	0.0%
Administration	84,500	86,190	87,910	1,690	2.0%	1,720	2.0%
Operations & Maintenance	636,700	681,270	728,960	44,570	7.0%	47,690	7.0%
Transfers to Reserves	67,000	67,000	67,000	-	0.0%	-	0.0%
Cost Recovery	(1,006,805)	(1,041,241)	(1,104,638)	(34,436)	3.4%	(63,397)	6.1%
Revenue	(284,600)	(355,500)	(388,275)	(70,900)	24.9%	(32,775)	9.2%
Net (Revenue)/Expenditure	(448,205)	(507,281)	(554,043)	(59,076)	13.2%	(46,762)	9.2%





## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>By-law Enforcement</b>							
Wages & Benefits	108,675	110,276	208,893	1,601	1.5%	98,616	89.4%
Administration	4,750	4,850	4,950	100	2.1%	100	2.1%
Operations & Maintenance	5,500	5,610	5,720	110	2.0%	110	2.0%
Fleet Repair & Maintenance	2,425	2,500	2,580	75	3.1%	80	3.2%
Revenue	(8,000)	(8,000)	(8,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	113,350	115,236	214,143	1,886	1.7%	98,906	85.8%
<b>Stray Animal Control</b>							
Operations & Maintenance	159,200	162,380	165,630	3,180	2.0%	3,250	2.0%
Revenue	(91,900)	(91,900)	(91,900)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	67,300	70,480	73,730	3,180	4.7%	3,250	4.6%
<b>Livestock Act</b>							
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%
<b>Tile Drain Loans</b>							
Debt Payments	4,770	4,770	4,770	-	0.0%	-	0.0%
Debt Repayments	(4,770)	(4,770)	(4,770)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>TOTAL CORPORATE SERVICES</b>	<b>2,391,710</b>	<b>2,547,475</b>	<b>2,701,724</b>	<b>155,765</b>	<b>6.5%</b>	<b>154,250</b>	<b>6.1%</b>

**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 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>INFRASTRUCTURE SERVICES</u></b>							
<b>Transportation Services - Administration</b>							
Wages & Benefits	778,384	852,469	881,924	74,085	9.5%	29,454	3.5%
Administration	43,300	44,170	45,050	870	2.0%	880	2.0%
Operations & Maintenance	443,675	477,363	514,205	33,688	7.6%	36,843	7.7%
Cost Recovery	(13,500)	(13,500)	(13,500)	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,251,859	1,360,502	1,427,679	108,643	8.7%	67,177	4.9%
<b>Transportation Services - Operations</b>							
Fleet Repair & Maintenance	(236,750)	(234,425)	(231,670)	2,325	-1.0%	2,756	-1.2%
Works Garages	139,000	141,699	144,533	2,699	1.9%	2,834	2.0%
Operations & Maintenance	3,854,050	3,978,629	4,097,765	124,579	3.2%	119,136	3.0%
Street Lighting	202,500	208,575	214,832	6,075	3.0%	6,257	3.0%
Revenue	(118,200)	(118,200)	(118,200)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	3,840,600	3,976,278	4,107,261	135,678	3.5%	130,983	3.3%
<b>Fergus Downtown - Maintenance</b>							
Fergus Downtown Operations & Maintenance	27,400	27,991	28,595	591	2.2%	604	2.2%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	27,400	27,991	28,595	591	2.2%	604	2.2%
<b>Elora Downtown - Maintenance</b>							
Elora Downtown Operations & Maintenance	42,450	43,342	44,252	892	2.1%	911	2.1%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	42,450	43,342	44,252	892	2.1%	911	2.1%
<b>Crossing Guards</b>							
Wages & Benefits	71,200	72,269	73,354	1,069	1.5%	1,085	1.5%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	71,200	72,269	73,354	1,069	1.5%	1,085	1.5%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Cemeteries</b>							
Operations & Maintenance	202,225	208,292	214,541	6,067	3.0%	6,249	3.0%
Revenue	(202,225)	(208,292)	(214,541)	(6,067)	3.0%	(6,249)	3.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>TOTAL INFRASTRUCTURE SERVICES</b>	<b>5,233,509</b>	<b>5,480,382</b>	<b>5,681,142</b>	<b>246,872</b>	<b>4.7%</b>	<b>200,760</b>	<b>3.7%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.
2. Increase in gravel resurfacing of \$25,000 per year in 2023 and 2024.



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>COMMUNITY SERVICES</u></b>							
<b>Fire</b>							
Wages & Benefits	1,484,332	1,528,863	1,585,400	44,531	3.0%	56,537	3.7%
Administration	35,300	36,010	36,730	710	2.0%	720	2.0%
Operations & Maintenance	96,200	98,120	100,080	1,920	2.0%	1,960	2.0%
Fleet Repair & Maintenance	99,375	102,360	105,430	2,985	3.0%	3,070	3.0%
Fire Stations	52,550	53,600	54,670	1,050	2.0%	1,070	2.0%
Cost Recovery	(13,500)	(13,500)	(13,500)	-	0.0%	-	0.0%
Revenue	(105,000)	(105,000)	(105,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	1,649,257	1,700,453	1,763,810	51,196	3.1%	63,357	3.7%
<b>Municipal FD Training Officer</b>							
Wages & Benefits	122,175	124,895	128,019	2,720	2.2%	3,125	2.5%
Administration	5,900	6,020	6,140	120	2.0%	120	2.0%
Fleet Repair & Maintenance	4,525	4,660	4,800	135	3.0%	140	3.0%
Transfers to Reserves	5,000	5,000	5,000	-	0.0%	-	0.0%
Cost Recovery	20,500	20,500	20,500	-	0.0%	-	0.0%
Revenue	(158,100)	(161,075)	(164,459)	(2,975)	1.9%	(3,385)	2.1%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Parks, Recreation and Culture Administration</b>							
Wages & Benefits	1,194,917	1,282,756	1,322,280	87,838	7.4%	39,525	3.1%
Administration	62,050	63,290	64,560	1,240	2.0%	1,270	2.0%
Operations & Maintenance	191,593	195,420	199,330	3,827	2.0%	3,910	2.0%
Fleet Repair & Maintenance	40,381	41,590	42,840	1,209	3.0%	1,250	3.0%
Revenue	(4,000)	(4,080)	(4,160)	(80)	2.0%	(80)	2.0%
Net (Revenue)/Expenditure	1,484,942	1,578,976	1,624,850	94,034	6.3%	45,875	2.9%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Centre Wellington Community Sportsplex</b>							
Operating Costs	796,375	845,146	862,050	48,771	6.1%	16,904	2.0%
Repairs & Maintenance	713,182	653,901	666,980	(59,281)	-8.3%	13,079	2.0%
Concessions	25,000	105,257	107,360	80,257	321.0%	2,103	2.0%
Halls	2,500	2,732	2,790	232	9.3%	58	2.1%
Aquatic Centre	747,278	801,186	817,210	53,908	7.2%	16,024	2.0%
House	13,169	22,931	23,390	9,762	74.1%	459	2.0%
Grounds	83,326	83,705	85,380	379	0.5%	1,675	2.0%
Fitness Program	50,158	54,543	55,630	4,385	8.7%	1,087	2.0%
Weight Room	30,177	37,247	37,990	7,070	23.4%	743	2.0%
Summer Program	47,111	53,425	54,490	6,314	13.4%	1,065	2.0%
March Break Program	3,703	3,776	3,850	73	2.0%	74	2.0%
Programs - Other	2,000	3,278	3,340	1,278	63.9%	62	1.9%
Revenue	(1,353,266)	(1,831,848)	(1,868,480)	(478,582)	35.4%	(36,632)	2.0%
Net (Revenue)/Expenditure	1,160,713	835,279	851,980	(325,434)	-28.0%	16,701	1.9%
<b>Elora Community Centre</b>							
Operating Costs	233,922	322,927	329,390	89,005	38.0%	6,463	2.0%
Repairs & Maintenance	173,634	337,707	344,460	164,073	94.5%	6,753	2.0%
Concessions	1,500	35,652	36,370	34,152	2276.8%	718	2.0%
Halls	1,000	1,093	1,110	93	9.3%	17	1.6%
Grounds	18,137	19,864	20,260	1,727	9.5%	396	2.0%
Revenue	(153,500)	(369,888)	(377,290)	(216,388)	141.0%	(7,402)	2.0%
Net (Revenue)/Expenditure	274,693	347,355	354,300	72,662	26.5%	6,945	2.0%
<b>Belwood Hall</b>							
Operating Costs	24,753	25,286	25,800	533	2.2%	514	2.0%
Revenue	(6,000)	(6,120)	(6,240)	(120)	2.0%	(120)	2.0%
Net (Revenue)/Expenditure	18,753	19,166	19,560	413	2.2%	394	2.1%
<b>Active Parks</b>							
Operations & Maintenance	189,625	215,509	220,064	25,884	13.7%	4,555	2.1%
Revenue	(34,200)	(34,880)	(35,580)	(680)	2.0%	(700)	2.0%
Net (Revenue)/Expenditure	155,425	180,629	184,484	25,204	16.2%	3,855	2.1%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Passive Parks</b>							
Operations & Maintenance	295,558	334,738	340,591	39,180	13.3%	5,854	1.7%
Revenue	(10,500)	(10,710)	(10,920)	(210)	2.0%	(210)	2.0%
Net (Revenue)/Expenditure	285,058	324,028	329,671	38,970	13.7%	5,644	1.7%
<b>Urban Forestry</b>							
Operations & Maintenance	50,000	60,000	162,533	10,000	20.0%	102,533	170.9%
Revenue	-	-	(45,266)	-	0.0%	(45,266)	0.0%
Net (Revenue)/Expenditure	50,000	60,000	117,266	10,000	20.0%	57,266	95.4%
<b>Greenhouses</b>							
Operations & Maintenance	21,868	22,579	23,047	711	3.3%	468	2.1%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,868	22,579	23,047	711	3.3%	468	2.1%
<b>Parks and Recreation - Other Expenditures</b>							
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%
<b>Victoria Park Seniors Centre</b>							
Wages & Benefits	265,104	268,541	274,443	3,437	1.3%	5,902	2.2%
Administration	9,900	10,100	10,300	200	2.0%	200	2.0%
Operations & Maintenance	103,964	106,040	108,160	2,076	2.0%	2,120	2.0%
Programs	137,750	140,510	143,320	2,760	2.0%	2,810	2.0%
Transfers to Reserves	55,530	56,640	57,770	1,110	2.0%	1,130	2.0%
Revenue	(265,600)	(270,910)	(276,330)	(5,310)	2.0%	(5,420)	2.0%
Net (Revenue)/Expenditure	306,648	310,921	317,663	4,273	1.4%	6,742	2.2%
<b>Fergus Downtown - Beautification</b>							
Operations & Maintenance	39,047	40,364	40,908	1,317	3.4%	544	1.3%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	39,047	40,364	40,908	1,317	3.4%	544	1.3%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Elora Downtown - Beautification</b>							
Operations & Maintenance	46,247	47,718	48,420	1,471	3.2%	702	1.5%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	46,247	47,718	48,420	1,471	3.2%	702	1.5%
<b>Fergus Weigh Scale Building</b>							
Wages & Benefits	14,836	15,130	15,224	294	2.0%	94	0.6%
Operations & Maintenance	6,913	7,050	7,190	137	2.0%	140	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	21,750	22,180	22,414	431	2.0%	234	1.1%
<b>Elora Public Washrooms</b>							
Operations & Maintenance	17,409	17,758	18,107	349	2.0%	349	2.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	17,409	17,758	18,107	349	2.0%	349	2.0%
<b>Fergus Grand Theatre</b>							
Wages & Benefits	112,827	117,706	120,297	4,879	4.3%	2,591	2.2%
Administration	10,500	10,710	10,920	210	2.0%	210	2.0%
Operations & Maintenance	52,951	54,956	57,082	2,005	3.8%	2,126	3.9%
Transfers to Reserves	4,900	4,900	4,900	-	0.0%	-	0.0%
Revenue	(74,250)	(75,740)	(77,250)	(1,490)	2.0%	(1,510)	2.0%
Net (Revenue)/Expenditure	106,928	112,532	115,949	5,604	5.2%	3,417	3.0%
<b>Tourism</b>							
Wages & Benefits	174,005	177,289	181,430	3,283	1.9%	4,141	2.3%
Administration	26,400	26,930	27,470	530	2.0%	540	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	252,405	257,269	263,020	4,863	1.9%	5,751	2.2%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Celebrations</b>							
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%
<b>Grants to Community Groups - Specific Annual Grants</b>							
Specific Annual Grants	24,078	24,078	24,078	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	24,078	24,078	24,078	-	0.0%	-	0.0%
<b>Grants to Community Groups - Community Impact Grants</b>							
Community Impact Grants	105,922	170,922	170,922	65,000	61.4%	-	0.0%
Revenue	(65,000)	(130,000)	(130,000)	(65,000)	100.0%	-	0.0%
Net (Revenue)/Expenditure	40,922	40,922	40,922	-	0.0%	-	0.0%
<b>TOTAL COMMUNITY SERVICES</b>	<b>5,974,883</b>	<b>5,960,945</b>	<b>6,179,189</b>	<b>(13,935)</b>	<b>-0.2%</b>	<b>218,244</b>	<b>3.7%</b>

**Notes:**

1. See Staffing Strategy section for increases in staffing complement.
2. 2023 and 2024 costs and revenues assume no impact due to COVID-19.





## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>PLANNING &amp; DEVELOPMENT SERVICES</u></b>							
<b>Building</b>							
Wages & Benefits	1,002,782	1,142,429	1,184,967	139,646	13.9%	42,539	3.7%
Administration	29,900	30,500	31,110	600	2.0%	610	2.0%
Operations & Maintenance	14,700	14,990	15,290	290	2.0%	300	2.0%
Fleet Repair & Maintenance	17,525	18,050	18,590	525	3.0%	540	3.0%
Revenue	(1,258,800)	(1,403,739)	(1,451,683)	(144,939)	11.5%	(47,944)	3.4%
Net (Revenue)/Expenditure	(193,893)	(197,771)	(201,726)	(3,878)	2.0%	(3,955)	2.0%
<b>Planning</b>							
Wages & Benefits	733,685	753,091	877,737	19,406	2.6%	124,646	16.6%
Administration	10,350	10,560	10,770	210	2.0%	210	2.0%
Operations & Maintenance	40,000	40,000	40,000	-	0.0%	-	0.0%
Revenue	(347,800)	(355,144)	(467,564)	(7,344)	2.1%	(112,420)	31.7%
Net (Revenue)/Expenditure	436,235	448,507	460,944	12,272	2.8%	12,436	2.8%
<b>Economic Development</b>							
Wages & Benefits	135,185	237,286	242,694	102,101	75.5%	5,408	2.3%
Administration	7,600	7,750	7,910	150	2.0%	160	2.1%
Operations & Maintenance	99,500	101,490	103,520	1,990	2.0%	2,030	2.0%
Transfers to Reserves	4,900	4,900	4,900	-	0.0%	-	0.0%
Revenue	(42,000)	(138,681)	(117,019)	(96,681)	230.2%	21,663	-15.6%
Net (Revenue)/Expenditure	205,185	212,745	242,005	7,560	3.7%	29,260	13.8%
<b>Committee of Adjustment</b>							
Wages & Benefits	3,400	3,400	3,400	-	0.0%	-	0.0%
Administration	950	950	950	-	0.0%	-	0.0%
Revenue	(18,000)	(18,000)	(18,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(13,650)	(13,650)	(13,650)	-	0.0%	-	0.0%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Heritage Centre Wellington</b>							
Administration	1,800	1,840	1,880	40	2.2%	40	2.2%
Operations & Maintenance	9,100	9,280	9,470	180	2.0%	190	2.0%
Transfers to Reserves	2,500	2,500	2,500	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	13,400	13,620	13,850	220	1.6%	230	1.7%
<b>TOTAL PLANNING &amp; DEVELOPMENT SERVICES</b>	<b>447,277</b>	<b>463,452</b>	<b>501,423</b>	<b>16,175</b>	<b>3.6%</b>	<b>37,971</b>	<b>8.2%</b>
<b>Notes:</b>							
1. See Staffing Strategy section for increases in staffing complement.							



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>OTHER SERVICES</u></b>							
<b>Grand River Conservation Authority</b>							
Capital & Operating Levy	113,038	115,300	117,610	2,262	2.0%	2,310	2.0%
Special Levy	(113,038)	(115,300)	(117,610)	(2,262)	2.0%	(2,310)	2.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Other Health Services</b>							
Health Professional Recruitment	20,000	20,000	20,000	-	0.0%	-	0.0%
Revenue	(20,000)	(20,000)	(20,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Contribution to Capital Fund</b>							
Contribution to General Capital Reserve	900,000	930,000	960,000	30,000	3.3%	30,000	3.2%
Transfer to Dedicated Capital Levy Reserve	1,577,580	1,609,132	1,641,315	31,552	2.0%	32,183	2.0%
Transfer to Vehicle Replacement Reserves	961,000	999,000	1,039,000	38,000	4.0%	40,000	4.0%
Transfer to Equipment Replacement Reserves	849,400	907,000	958,000	57,600	6.8%	51,000	5.6%
Transfer to Streetlight Reserve	89,000	89,000	89,000	-	0.0%	-	0.0%
Revenue	-	-	-	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	4,376,980	4,534,132	4,687,315	157,152	3.6%	153,183	3.4%
<b>Ontario Non-Specific Grants</b>							
Expenses	-	-	-	-	0.0%	-	0.0%
OMPF Grant	(196,400)	(166,940)	(141,900)	29,460	-15.0%	25,040	-15.0%
Net (Revenue)/Expenditure	(196,400)	(166,940)	(141,900)	29,460	-15.0%	25,040	-15.0%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Other Revenues and Expenses</b>							
Elora LCBO Expenditures	10,900	11,120	11,340	220	2.0%	220	2.0%
West Garafraxa Office Expenditures	9,275	9,460	9,650	185	2.0%	190	2.0%
Transfers to Reserves	4,665,641	4,704,514	4,743,387	38,873	0.8%	38,873	0.8%
Tax Interest/Penalties	(335,000)	(335,000)	(335,000)	-	0.0%	-	0.0%
Investment Earnings	(651,200)	(784,900)	(800,600)	(133,700)	20.5%	(15,700)	2.0%
Building Rentals	(69,520)	(69,520)	(69,520)	-	0.0%	-	0.0%
OCIF Proceeds	(1,271,559)	(1,271,559)	(1,271,559)	-	0.0%	-	0.0%
Aggregate Resources	(130,000)	(130,000)	(130,000)	-	0.0%	-	0.0%
CW Hydro Interest on Equity	(365,890)	(365,890)	(365,890)	-	0.0%	-	0.0%
OLGC Gaming Proceeds	(2,500,000)	(2,500,000)	(2,500,000)	-	0.0%	-	0.0%
Canada Community Building Grant	(894,082)	(932,955)	(971,828)	(38,873)	4.3%	(38,873)	4.2%
Year-End Surplus	-	-	-	-	0.0%	-	0.0%
Transfers from Reserves	(388,700)	-	-	388,700	-100.0%	-	0.0%
Net (Revenue)/Expenditure	(1,920,135)	(1,664,730)	(1,680,020)	255,405	-13.3%	(15,290)	0.9%
<b>Net Debt</b>							
Debt Payment	1,227,299	1,134,041	1,127,426	(93,258)	-7.6%	(6,615)	-0.6%
Transfer from Reserves	(810,851)	(810,851)	(804,236)	-	0.0%	6,615	-0.8%
Net (Revenue)/Expenditure	416,448	323,190	323,190	(93,258)	-22.4%	-	0.0%
<b>Fergus BIA</b>							
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%
<b>Elora BIA</b>							
BIA Levy Expense	66,964	66,964	66,964	-	0.0%	-	0.0%
BIA Levy Revenue	(66,964)	(66,964)	(66,964)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	-	-	-	-	0.0%	-	0.0%
<b>Taxation - Payments in Lieu</b>							
Expenses	-	-	-	-	0.0%	-	0.0%
Payments in Lieu	(247,300)	(252,250)	(257,300)	(4,950)	2.0%	(5,050)	2.0%
Net (Revenue)/Expenditure	(247,300)	(252,250)	(257,300)	(4,950)	2.0%	(5,050)	2.0%



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b>Taxation - Township Purposes</b>							
Tax Increment Equivalent Grant	35,000	35,000	35,000	-	0.0%	-	0.0%
Regular Taxation	(15,833,783)	(16,595,630)	(17,493,444)	(761,847)	4.8%	(897,815)	5.4%
Dedicated Capital Levy	(1,577,580)	(1,609,132)	(1,641,315)	(31,552)	2.0%	(32,183)	2.0%
Supps/Omits	(300,000)	(300,000)	(300,000)	-	0.0%	-	0.0%
Net (Revenue)/Expenditure	(17,676,363)	(18,469,762)	(19,399,759)	(793,399)	4.5%	(929,998)	5.0%
<b>TOTAL OTHER SERVICES</b>	<b>(15,246,770)</b>	<b>(15,696,360)</b>	<b>(16,468,474)</b>	<b>(449,590)</b>	<b>2.9%</b>	<b>(772,115)</b>	<b>4.9%</b>

**Notes:**

1. Increase in contribution to general capital reserve of \$30,000 per year for 2023 and 2024.
2. Investment income increase in 2023 due to projected interest rate increases.
3. Increase in transfers to Vehicle and Equipment Replacement Reserves as shown in replacement schedules.



## Township of Centre Wellington 3-Year Tax Supported Operating Forecast

Description	Net Expenditures			Change 2022 / 2023		Change 2023 / 2024	
	2022 Budget	2023 Forecast	2024 Forecast	\$	%	\$	%
<b><u>CONSOLIDATED TAX SUPPORTED OPERATING</u></b>							
ADMINISTRATION	1,199,391	1,244,106	1,404,996	44,716	3.73%	160,889	12.93%
CORPORATE SERVICES	2,391,710	2,547,475	2,701,724	155,765	6.51%	154,250	6.06%
INFRASTRUCTURE SERVICES	5,233,509	5,480,382	5,681,142	246,872	4.72%	200,760	3.66%
COMMUNITY SERVICES	5,974,883	5,960,945	6,179,189	(13,937)	-0.23%	218,244	3.66%
PLANNING & DEVELOPMENT SERVICES	447,277	463,452	501,423	16,175	3.62%	37,971	8.19%
OTHER SERVICES	(15,246,770)	(15,696,360)	(16,468,474)	(449,590)	2.95%	(772,115)	4.92%
<b>NET (REVENUE)/EXPENDITURE</b>	-	-	-	-	-	-	-

**Notes:**

**Taxation Levy Impact Analysis**

	<u>2022 Budget</u>	<u>2023 Forecast</u>	<u>2024 Forecast</u>
<b><u>General Capital Levy</u></b>			
Prior Year's General Taxation Levy	14,983,801	15,833,783	16,595,630
Add: Assessment Growth	481,722	316,676	331,913
<b>Total General Taxation Levy</b>	<b>15,465,523</b>	<b>16,150,459</b>	<b>16,927,542</b>
<b>Total Taxation Requirements (per above)</b>	<b>15,833,783</b>	<b>16,595,630</b>	<b>17,493,444</b>
<b>\$ Increase in Taxation</b>	<b>368,260</b>	<b>445,171</b>	<b>565,902</b>
<b>% Increase in Taxation</b>	<b>2.38%</b>	<b>2.76%</b>	<b>3.34%</b>
<b><u>Dedicated Capital Levy</u></b>			
Prior Year's Dedicated Capital Levy	1,528,441	1,577,580	1,609,132
Add: Assessment Growth	49,139	31,552	32,183
<b>Total Dedicated Capital Levy</b>	<b>1,577,580</b>	<b>1,609,132</b>	<b>1,641,315</b>
<b>Total Taxation Requirements (per above)</b>	<b>1,577,580</b>	<b>1,609,132</b>	<b>1,641,315</b>
<b>\$ Increase in Taxation</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase in Taxation</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b><u>Combined Taxation Levy</u></b>			
<b>Total % Increase in Taxation</b>	<b>2.16%</b>	<b>2.51%</b>	<b>3.05%</b>



**WATERWORKS /  
WASTEWATER  
SUPPORTED  
OPERATING BUDGET**

**2022 BUDGET**



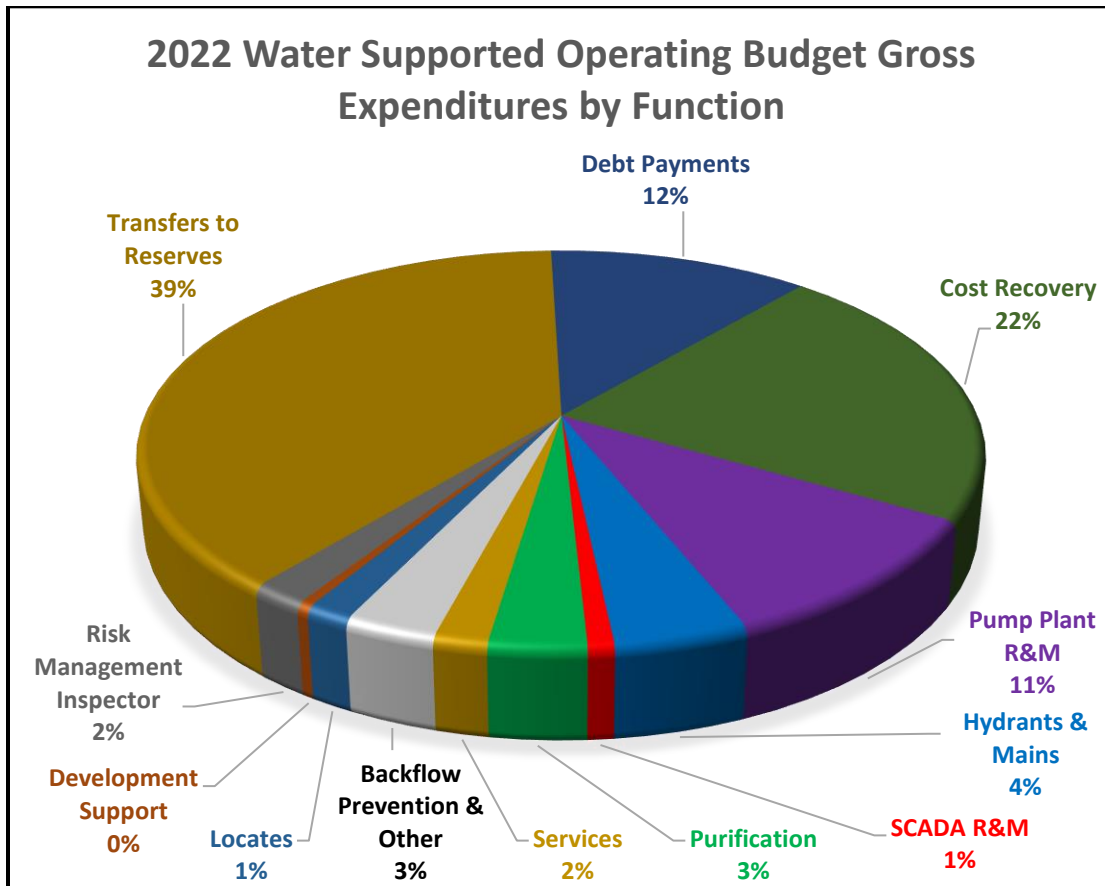
# Waterworks & Wastewater Supported Operating Summary

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

## 2022 Waterworks Supported Operating Budget

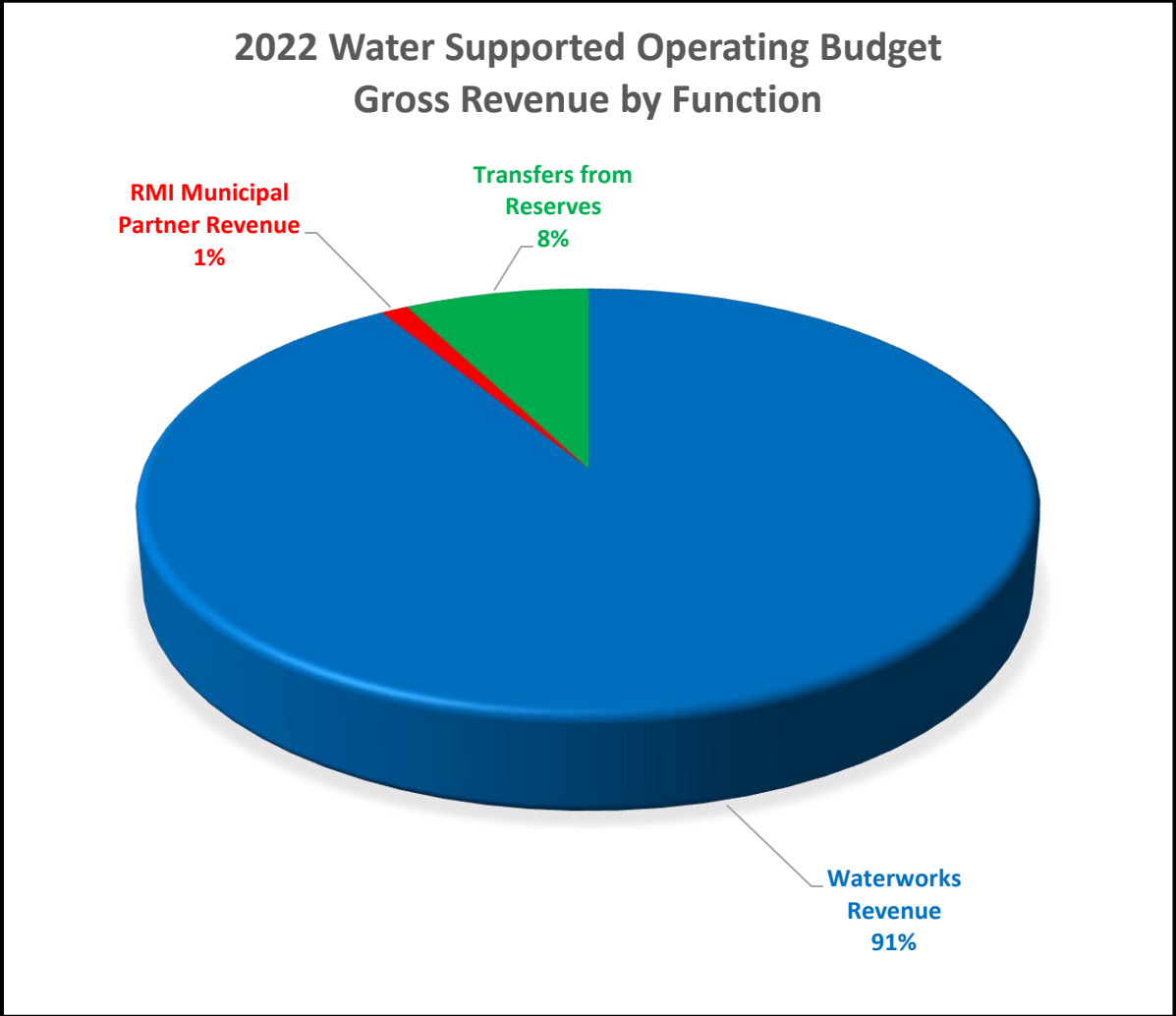
The 2022 waterworks supported operating budget totals \$5,829,258. After deducting other revenues, the net operating budget to be funded from water rates is \$5,315,200. A 1.1% increase in water rates is projected to be implemented effective January 1, 2022 as per the Fees and Charges By-law for 2022. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2022 water supported operating budget is broken down as follows:





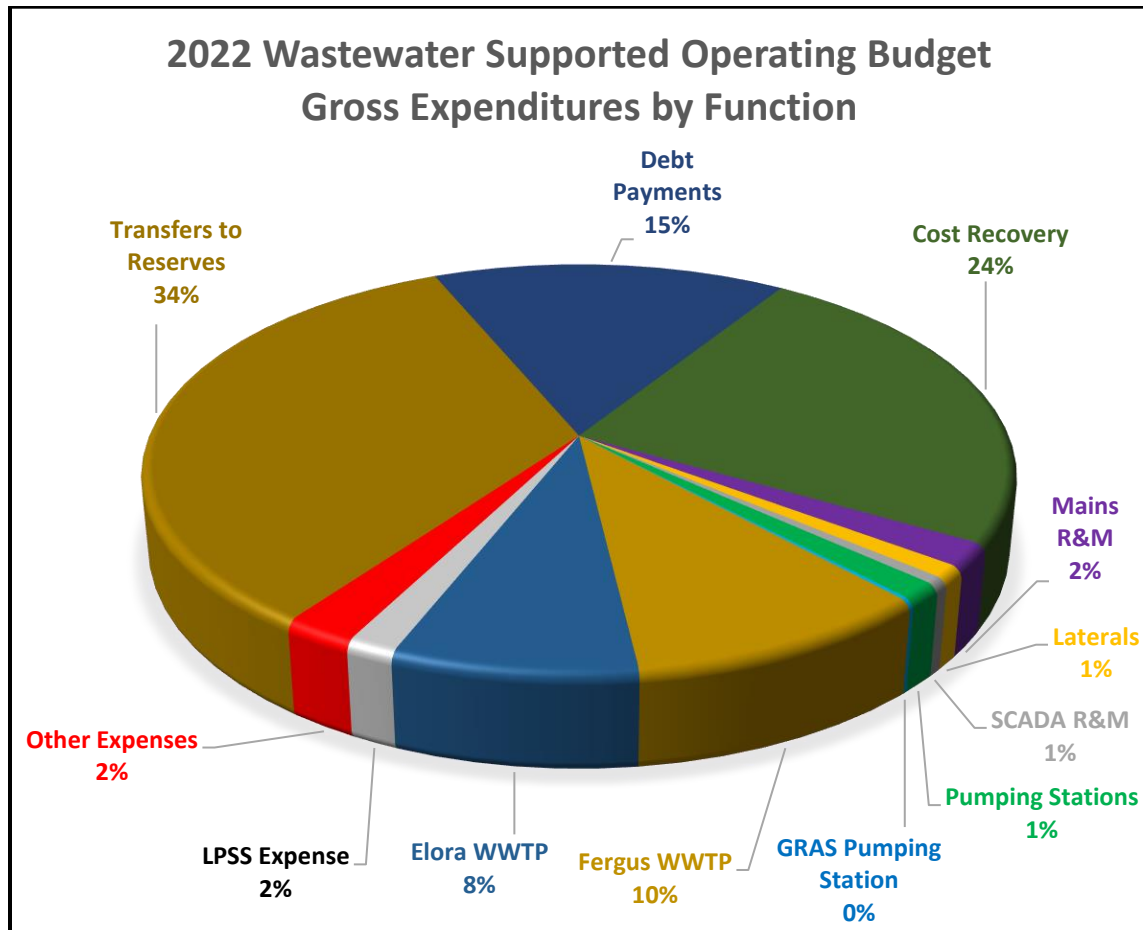
From a gross revenue perspective, the 2022 water supported operating budget is broken down into the following revenue types:



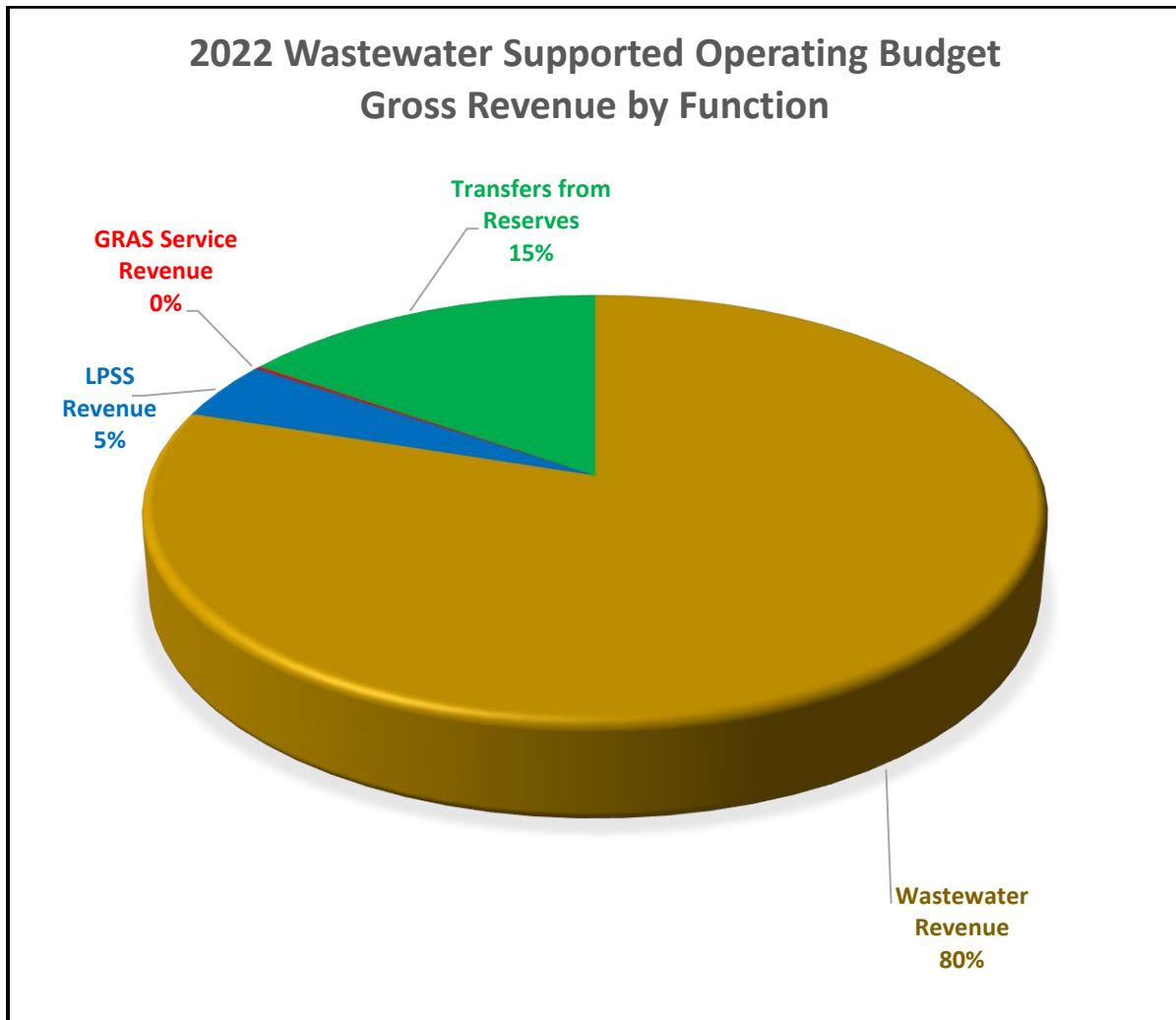
## 2022 Wastewater Supported Operating Budget

The 2022 wastewater supported operating budget totals \$7,299,192. After deducting other revenues, the net operating budget to be funded from wastewater rates is \$6,165,000. A 3.2% increase in wastewater rates is projected to be implemented effective January 1, 2022 as per the Fees and Charges By-law for 2022. This rate increase is based on the Township approved Water and Wastewater Rate Study dated November 2020.

The gross 2022 wastewater supported operating budget is broken down as follows:



From a gross revenue perspective, the 2022 wastewater supported operating budget is broken down into the following revenue types:



### 2022 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 2022 operating budget for this area totals \$306,800 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 2022 Operating Budget Summary With 2021 Budget and Actual Results

### Environmental Services - Administration

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

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

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
<i>Total Revenues</i>	-	-	-	-	0.0%
<b><u>Expenses</u></b>					
Environmental Services - Administration - Wages & Benefits	1,250,126	1,152,687	1,283,719	33,593	2.7%
Environmental Services - Administration - Administration	71,653	56,713	67,350	(4,303)	-6.0%
Environmental Services - Administration - Operations & Maintenance	1,619,223	1,563,328	1,712,586	93,363	5.8%
Environmental Services - Administration - Meter Maintenance	-	60,918	48,000	48,000	0.0%
Environmental Services - Administration - Fleet Repair & Maintenance	(75,900)	(42,716)	(52,975)	22,925	-30.2%
Environmental Services - Administration - Cost Recovery	(2,865,102)	(2,790,929)	(3,058,680)	(193,578)	6.8%
<i>Total Expenses</i>	-	-	-	-	0.0%
<b><u>Net Budget Administration</u></b>	-	-	-	-	0.0%

### Major Changes Impacting This Budget

1. Environmental Services cost recovery represents the allocation of environmental services administration costs to the waterworks and wastewater system budgets.
2. The wages and benefits increase is due to movement of various staff in the salary grid, a cost of living increase, and statutory and regular benefit adjustments during the 2022 year.
3. A \$5,000 reduction in conferences, seminars and training accounts for the majority of the decrease in the administration line.
4. The increase in operations and maintenance is due to the following:
  - a \$16,700 increase in the insurance premium for Environmental Services facilities;
  - a \$83,900 increase in the allocation of administrative costs from the tax supported operating budget;
  - a \$8,400 increase in the portion of the GRCA levy that is charged to the Environmental Services budget; and
  - a \$20,500 decrease in internet service charges from Centre Wellington Communications Inc. for 2022.
5. Meter maintenance is a new line in 2021 that tracks costs related to the maintenance of all water meters in the Township. In prior years, these expenditures were recorded in the Meter Maintenance Reserve.
6. The change in fleet repair and maintenance costs is due to a reduction in estimated machine time rate recovery. The machine time rate recovery is offset by minor machine time reductions in various expenditure lines throughout the water and wastewater divisions.



**Township of Centre Wellington**  
**2022 Operating Budget Summary**  
**With 2021 Budget and Actual Results**

**Environmental Services - Waterworks**

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Environmental Services - Waterworks - Revenue	(5,126,200)	(5,264,637)	(5,315,200)	(189,000)	3.69%
Environmental Services - Waterworks - RMI Municipal Partner Revenue	(64,700)	(64,306)	(66,400)	(1,700)	2.63%
Environmental Services - Waterworks - Transfers from Reserves	(363,515)	(363,515)	(447,658)	(84,143)	23.15%
<i>Total Revenues</i>	(5,554,415)	(5,692,458)	(5,829,258)	(274,843)	4.95%
<b><u>Expenses</u></b>					
Environmental Services - Waterworks - Pump Plant R&M	586,200	592,646	612,300	26,100	4.45%
Environmental Services - Waterworks - Hydrants & Mains R&M	314,300	195,976	259,100	(55,200)	-17.56%
Environmental Services - Waterworks - SCADA R&M	41,450	39,682	50,900	9,450	22.8%
Environmental Services - Waterworks - Purification	203,000	186,274	188,300	(14,700)	-7.24%
Environmental Services - Waterworks - Services	119,400	73,837	104,100	(15,300)	-12.81%
Environmental Services - Waterworks - Backflow Prevention and Other	170,400	142,223	178,700	8,300	4.87%
Environmental Services - Waterworks - Locates	81,900	62,828	87,500	5,600	6.84%
Environmental Services - Waterworks - Development Support	20,900	17,990	24,700	3,800	18.18%
Environmental Services - Waterworks - Risk Management Inspector	104,325	98,365	107,072	2,747	2.63%
Environmental Services - Waterworks - Transfers to Reserves	2,106,886	2,509,969	2,246,248	139,362	6.61%
Environmental Services - Waterworks - Debt Payments	602,311	600,478	685,692	83,381	13.84%
Environmental Services - Waterworks - Cost Recovery Applied	1,203,343	1,172,190	1,284,646	81,303	6.76%
<i>Total Expenses</i>	5,554,415	5,692,458	5,829,258	274,843	4.95%
<b><i>Net Budget Waterworks</i></b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>0.0%</b>

**Major Changes Impacting This Budget**

1. The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the waterworks budget.
2. Per an agreement with participating lower tier municipalities in the County of Wellington, the Township is responsible for 38% of the Risk Management Inspector (RMI) costs. As such, a corresponding RMI Municipal Partner Revenue line is included to reflect the recovery of 62% of the total RMI cost from participating municipalities.
3. The increase in the pump plant R&M line is mainly due to an increase in labour costs allocated to this cost centre.
4. The decrease in the hydrants & mains R&M line is mainly due to a reduction in labour costs allocated to this cost centre.
5. The decrease in the purification line is due to a reduction in labour costs allocated to this cost centre.
6. The reduction in the services line is due to a decrease in labour costs allocated to this cost centre.
7. The transfers to reserves line reflects an increase to the Waterworks General Capital Reserve transfer of \$119,262 and a \$20,100 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
8. The increase in debt charges is due to the repayment of an internal loan from reserves for the Salem bridge watermain construction. 100% of this internal loan is repaid from development charges. Overall, 65.3% of waterworks debt is funded from development charges in 2022.



Township of Centre Wellington

2022 Operating Budget Summary  
With 2021 Budget and Actual Results

Environmental Services - Wastewater

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b>Revenues</b>					
Environmental Services - Wastewater - Revenue	(5,519,000)	(5,623,497)	(5,842,000)	(323,000)	5.85%
Environmental Services - Wastewater - LPSS Revenue	(316,000)	(312,403)	(323,000)	(7,000)	2.22%
Environmental Services - Wastewater - GRAS Service Revenue	(13,700)	(7,423)	(13,200)	500	-3.65%
Environmental Services - Wastewater - Transfers from Reserves	(1,123,100)	(1,123,100)	(1,120,992)	2,108	-0.19%
<i>Total Revenues</i>	(6,971,800)	(7,066,423)	(7,299,192)	(327,392)	4.7%
<b>Expenses</b>					
Environmental Services - Wastewater - Mains R&M	126,100	18,520	134,300	8,200	6.5%
Environmental Services - Wastewater - Laterals	53,900	34,022	71,300	17,400	32.28%
Environmental Services - Wastewater - SCADA R&M	12,550	38,239	39,350	26,800	213.55%
Environmental Services - Wastewater - Pumping Stations	109,650	72,565	95,150	(14,500)	-13.22%
Environmental Services - Wastewater - GRAS Pumping Station	12,188	6,473	11,709	(479)	-3.93%
Environmental Services - Wastewater - Fergus WWTP	659,900	698,681	726,575	66,675	10.1%
Environmental Services - Wastewater - Elora WWTP	544,900	509,573	579,925	35,025	6.43%
Environmental Services - Wastewater - LPSS Expense	116,000	120,845	116,800	800	0.69%
Environmental Services - Wastewater - Other	165,200	167,757	171,000	5,800	3.51%
Environmental Services - Wastewater - Transfers to Reserves	2,353,131	2,660,877	2,458,057	104,926	4.46%
Environmental Services - Wastewater - Debt Payments	1,156,522	1,120,134	1,120,992	(35,530)	-3.07%
Environmental Services - Wastewater - Cost Recovery Applied	1,661,759	1,618,739	1,774,034	112,275	6.76%
<i>Total Expenses</i>	6,971,800	7,066,423	7,299,192	327,392	4.7%
<b>Net Budget Wastewater</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

Major Changes Impacting This Budget

- The cost recovery applied line item represents the proportionate share of environmental administration costs that are allocated to the wastewater budget.
- The wastewater budget includes a new full time Wastewater Operator position with an estimated cost of \$82,300. Labour costs associated with this new position have been allocated to the mains R&M, laterals, Fergus WWTP, and Elora WWTP lines.
- The increase in the laterals line is due to an increase in labour costs allocated to this cost centre.
- The increase in the SCADA repairs and maintenance line is due to upgrades and programming costs to ensure the software is operating effectively and additional labour costs allocated to this cost centre.
- The decrease in the pumping stations line is due to a reduction in labour costs and machine time allocated to this cost centre.
- The increase in the Fergus WWTP line is mainly due to the following:
  - \$24,300 of additional labour costs allocated to this cost centre;
  - a \$5,000 increase in chemical costs due to rising chemical prices;
  - a \$5,000 increase in contracted services for repairs to the aging facility; and
  - a \$30,000 increase in biosolids management costs as growth requires haulage of biosolids four times per year now versus three times per year in prior years.
- The increase in the Elora WWTP line is mainly due to the following:
  - \$26,700 of additional labour costs allocated to this cost center;
  - a \$5,000 increase in chemical costs due to rising chemical prices;
  - a \$15,000 increase in contracted services for repairs to the aging facility and equipment at the plant; and
  - an \$11,500 decrease in utility costs.
- The transfers to reserves line reflects an increase to the Wastewater General Capital Reserve transfer of \$85,026 and a \$19,900 increase in the transfers to the Environmental Vehicle and Equipment Replacement Reserves.
- 100% of wastewater debt is funded from development charges in 2022.



**Township of Centre Wellington  
2022 Operating Budget Summary  
With 2021 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.

	2021 Budget	2021 Actual	2022 Approved Budget	2021/2022 Budget Change	
				\$	%
<b><u>Revenues</u></b>					
Municipal RMO - Revenue	(299,700)	(249,114)	(306,800)	(7,100)	2.4%
<i>Total Revenues</i>	(299,700)	(249,114)	(306,800)	(7,100)	2.4%
<b><u>Expenses</u></b>					
Municipal RMO - Wages & Benefits	221,250	188,617	229,725	8,476	3.8%
Municipal RMO - Administration	21,350	10,942	18,850	(2,500)	-11.7%
Municipal RMO - Operations & Maintenance	26,400	18,278	26,400	-	0.0%
Municipal RMO - Fleet Repair & Maintenance	3,200	3,777	3,325	125	3.9%
Municipal RMO - Transfers to Reserves	5,000	5,000	5,000	-	0.0%
Municipal RMO - Cost Recovery Applied	22,500	22,500	23,500	1,000	4.4%
<i>Total Expenses</i>	299,700	249,114	306,800	7,101	2.4%
<b><i>Net Budget Municipal Risk Management Official</i></b>	-	-	-	1	0.0%

**Major Changes Impacting This Budget**

1. Cost recovery applied represents an estimate of administration expenses and Transportation Services division overhead costs allocated to the Municipal 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 a cost of living increase, and statutory and regular benefit adjustments during the 2022 year.
4. The decrease in the administration line is due to a reduction in budgeted office furniture and equipment.



# **CAPITAL BUDGET**

**2022 BUDGET**



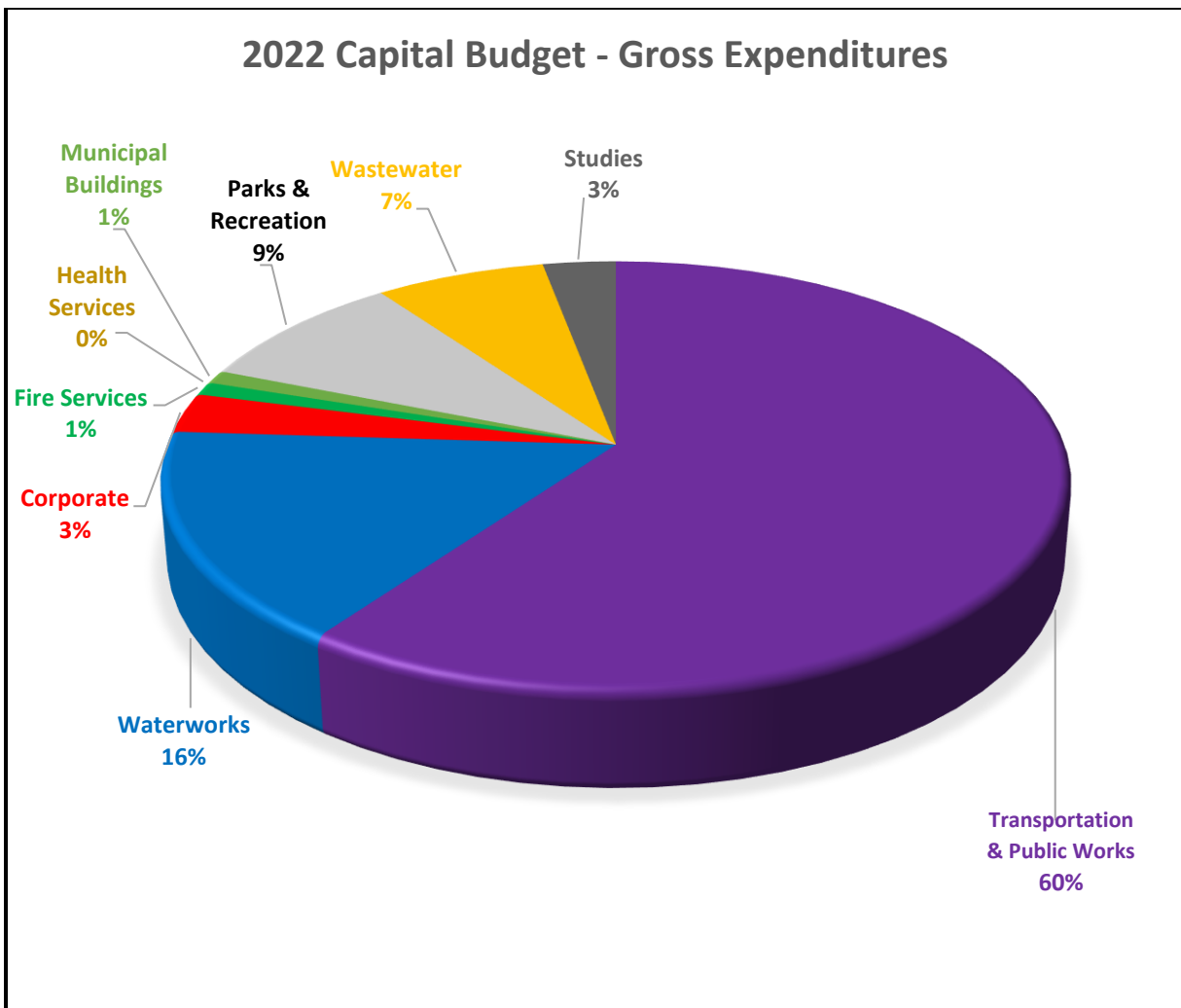


## Capital Budget Overview

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.

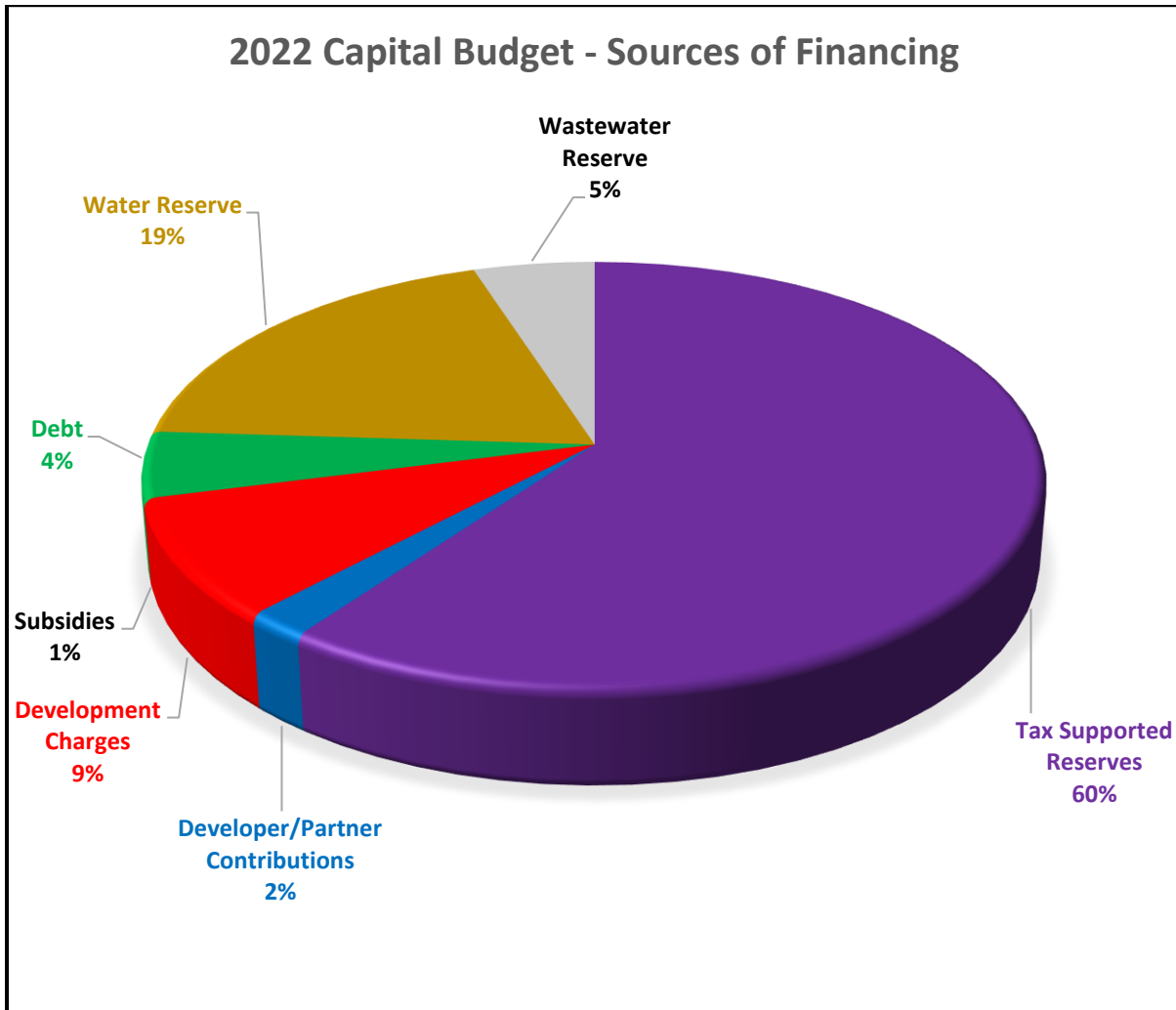
### 2022 Capital Budget

The 2022 capital budget totals \$20,617,720 and is broken down by area as follows:

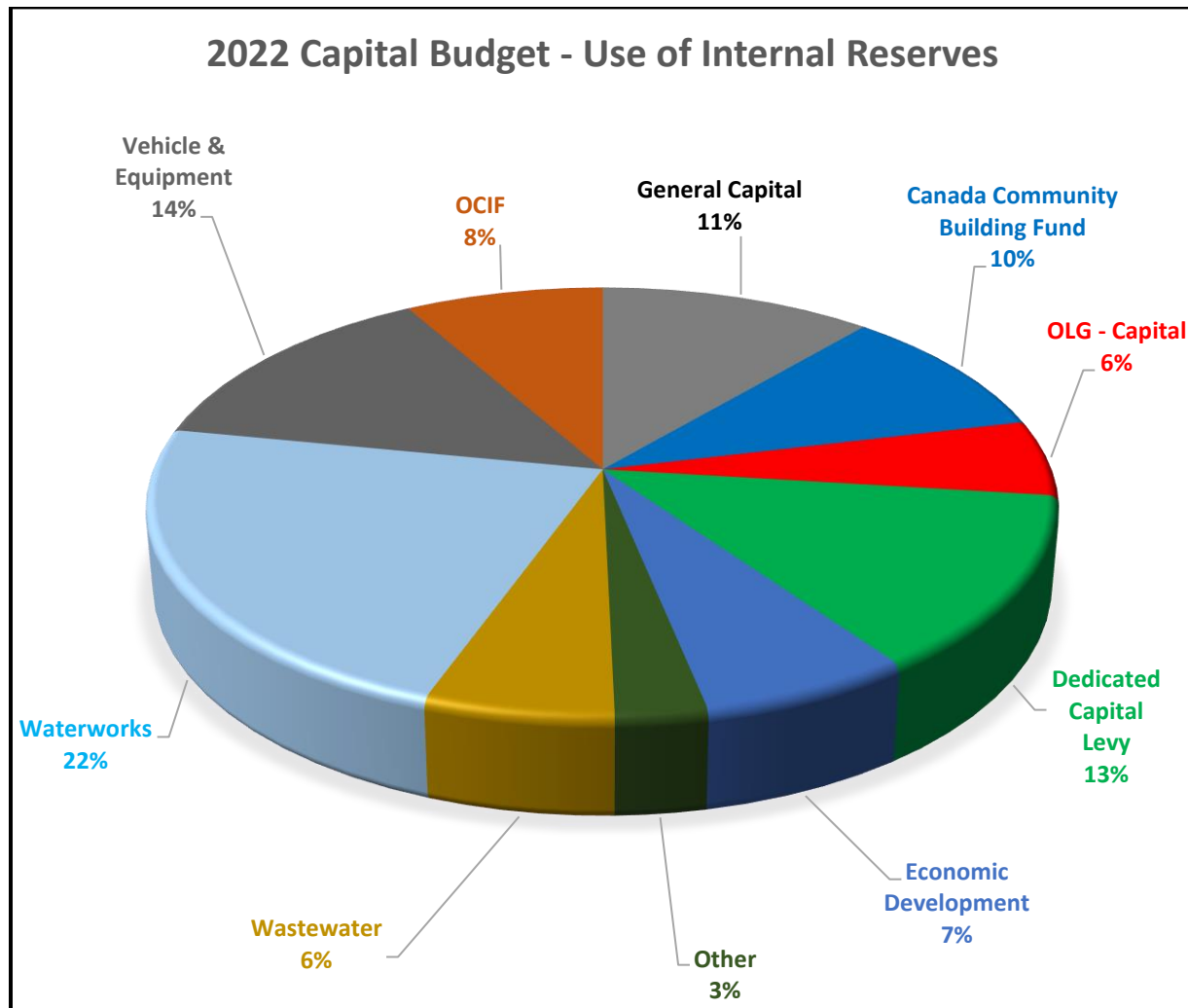


As with every year, the Township faces funding challenges associated with annual capital needs. The chart below provides a summary of the sources of financing used to

fund the 2022 capital budget. 84% of financing sources represent internal Township reserves, while 16% represent external sources (i.e. development charges, debt, subsidies and developer/partner contributions).



Internal Township reserve financing of \$18,927,350 is being drawn from the following sources:



The use of development charges (DC) to fund 2022 capital projects totals \$2,134,650, and relate to projects associated with Fire, Public Works, Roads, Parks & Recreation, Water, Wastewater, and Corporate (Studies). The Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For 2022 (and future years in the capital forecast), an approximate target DC funding amount of \$1.7 million annually was used. This was determined based on anticipated DC proceeds received from developers annually (based on projected development), as well as the projected use of DCs to fund growth related debt.

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

For 2022, there is significant pressure to complete growth related capital projects, and use DC funding. It is recommended within the 2022 capital budget that \$805,720 in debt be incurred in 2022 to fund the corporate operations facility which is planned for final design and construction beginning in 2022 with completion in 2024.

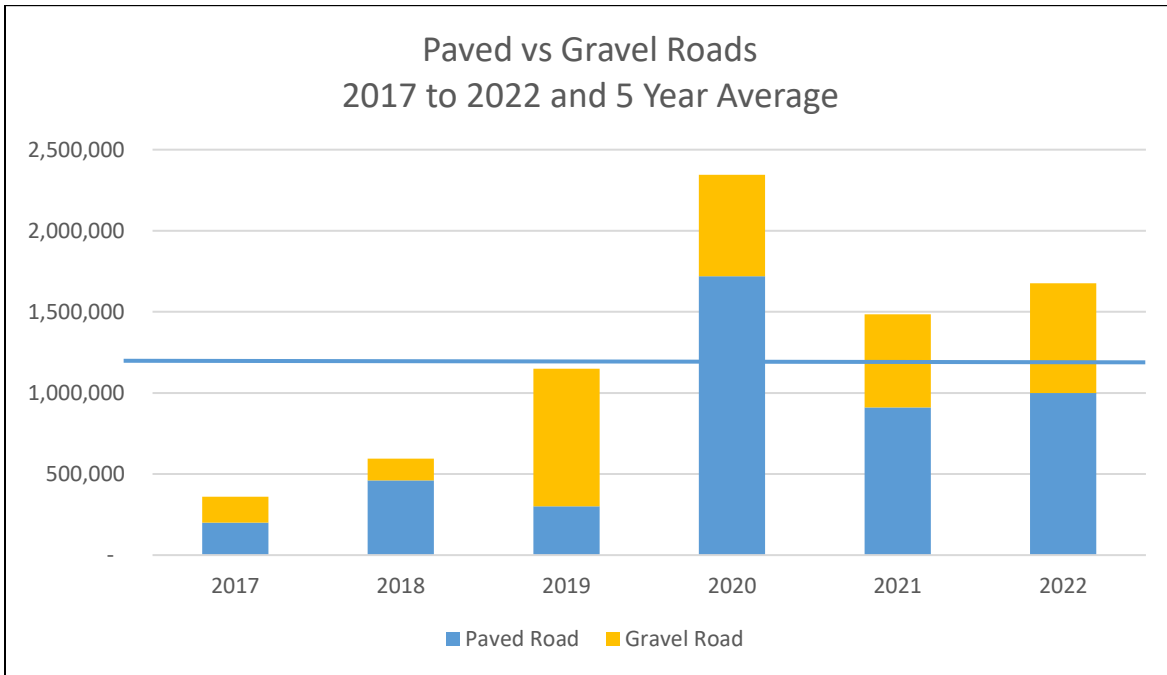
Highlights of the 2022 capital budget are provided below. Projects referenced with “OLG” and/or “CCBF” (Canada Community-Building Fund – Formerly Federal Gas Tax) are projects that are either partially or fully funded by these sources.

### 2022 Capital Project Highlights

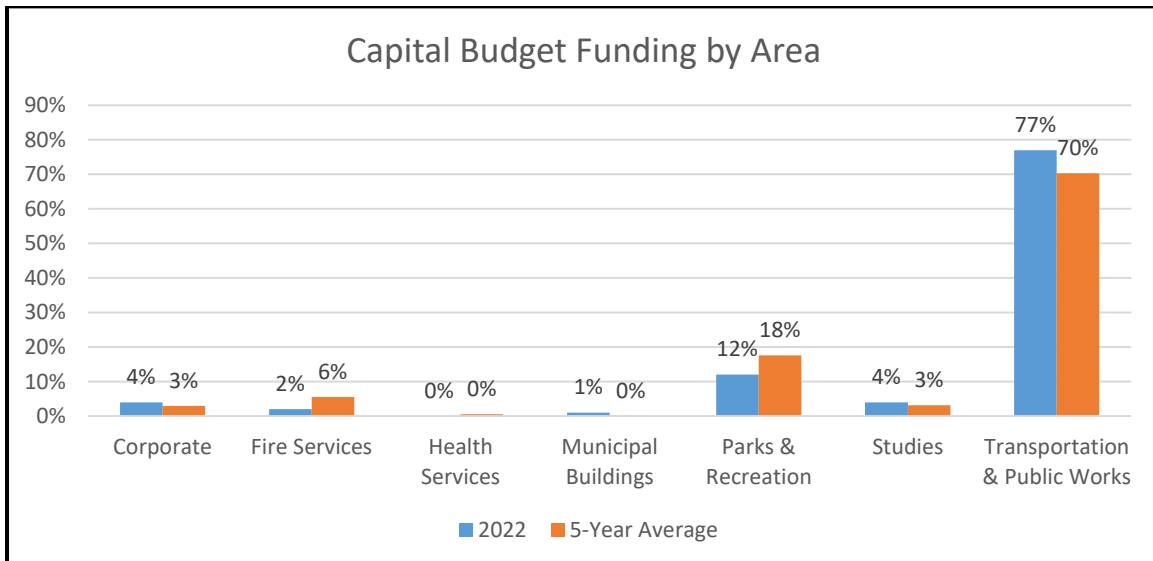
<b>Project</b>	<b>Amount</b>	<b>OLG/CCB</b>
<b>Replacement of First Line Bridge (structure 24-WG)</b>	\$4,200,000	
<b>Corporate Operations Facility</b>	904,000	
<b>Paving of Third Line – Sideroad 5 to Wellington Road 17</b>	370,000	
<b>Paving of Eighth Line East – Wellington Road 21 to Sideroad 10</b>	630,000	CCBF
<b>Rural Road Upgrades – Maintenance Gravel</b>	555,300	OLG
<b>Full Reconstruction of Moir Street – Geddes St to Princess St</b>	1,130,000	CCBF
<b>Full Reconstruction of St George St E from Herrick St to Gartshore St</b>	2,270,000	CCBF
<b>Well E1 and E3 Contact Chamber Rehabilitation</b>	310,000	
<b>Additional water capacity for Well F2</b>	753,000	
<b>Extension of First Line Watermain from Well 3 to West Limit of Elora</b>	450,000	
<b>Milligan Park – Plan Implementation</b>	130,000	
<b>Veteran’s Park (Salem) Retaining Wall Rehabilitation</b>	290,000	OLG
<b>Termite Management Program</b>	140,000	OLG
<b>South Fergus Master Environmental Servicing Plan</b>	425,000	
<b>Continuation of the urban forestry program in the Township including ash tree removal, tree planting, and policy development</b>	200,000	
<b>Servicing employment lands on Dickson Drive in Fergus</b>	1,250,000	

The following graph depicts the Township’s investment in rural roads since 2017. 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 2017 to 2021. The chart excludes amounts budgeted for rural road gravel resurfacing that are included in the operating budget (the 2021 budget amount was \$476,500 and the 2022 budget amount is \$471,000).



The following graph compares the capital budget funding by area as per the 2022 capital budget to the five year average (2017 to 2021).



The Township’s capital budget includes the following projects that can be itemized in more detail: Pre-Engineering, Pavement Management, Neighbourhood Interconnections, and Barrier Free Path of Travel.

Pre-Engineering

The Pre-Engineering and Approvals for Future Years Projects project is used for pre-engineering and design work for capital projects planned for 2023-2024. For 2022, the Pre-Engineering budget is designated for the following projects:

<b>Project</b>	<b>Amount</b>
<b>East Mill St – Metcalfe St to Melville St</b>	\$40,000
<b>St. David St N – St. Andrew St to Edinburgh Ave</b>	10,000
<b>McNab St – High St to Bridge St - Watermain Replacement</b>	30,000
<b>Mary St – East Mill St to Church St - Watermain Replacement</b>	10,000
<b>Chalmers St – Moir St to Colborne St - Watermain Replacement</b>	10,000
<b>TOTAL</b>	<b>\$100,000</b>

Pavement Management

The Pavement Management program involves completing asphalt repairs to smaller road segments. \$145,000 is budgeted for Pavement Management for 2022.

The following segments are planned for full depth repairs:

- Smith St in Belwood from Wellington Road 19 to Fifth St N
- Melville St in Elora from Colborne St to Moir St
- North Queen St in Elora from Colborne St to Moir St
- Princess St in Elora from Colborne St to David St E
- St George St E in Fergus from Tom St to Barker St

The following segments are planned for patching in 2022:

- Cameron St in Fergus from St. Patrick St E to Hill St E
- Gow St in Fergus from St. George St E to Atchison Lane
- Herrick St in Fergus from St. George St E to Hill St E

### Neighbourhood Interconnections

The purpose of the Neighbourhood Interconnections program is to improve and connect trail systems within Centre Wellington. For 2022, the Neighbourhood Interconnections budget is designated for the following projects:

<b>Project</b>	<b>Amount</b>
<b>Belsyde Cemetery Trail</b>	\$70,000
<b>Church St Trail Connection Construction</b>	55,000
<b>Braeside Road Walkway</b>	15,000
<b>Contingency</b>	10,000
<b>TOTAL</b>	<b>\$150,000</b>

### Barrier Free Path of Travel in Community Services Buildings

The purpose of the Barrier Free Path of Travel in Community Services Buildings project is to improve accessibility in the Township's Community Services facilities. For 2022, the budget for this project is designated for the following projects:

<b>Project</b>	<b>Amount</b>
<b>Accessibility design and implementation for Belwood Hall including accessible washrooms and accessible doors</b>	\$210,000
<b>Accessible doorways at CW Community Sportsplex – including hall doors, hall of fame doors and washroom doors</b>	20,000
<b>Victoria Park (Fergus) Washrooms</b>	15,000
<b>TOTAL</b>	<b>\$245,000</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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
<b><u>STUDIES</u></b>														
<u>Studies</u>														
1	105-0641	Purchasing By-Law Review	20.0					20.0	20.0					
2	105-0899	Update Corporate Strategic Action Plan - 2022	40.0					40.0	40.0					
3	105-0900	Cultural Heritage Landscape Study Official Plan Amendment	30.0					30.0	30.0					
4	105-0901	Water/Wastewater Servicing Master Plan	150.0		150.0									
5	105-0902	Health & Safety Action Plan	30.0					30.0	30.0					
6	105-0903	Inclusivity, Diversity and Equality Study and Implementation	80.0					80.0	80.0					
7	810-0640	South Fergus Master Environmental Servicing Plan	425.0		345.0			80.0	40.0			20.0	20.0	
	Total Studies		775.0	-	495.0	-	-	280.0	240.0	-	-	20.0	20.0	-
			<b>775.0</b>	<b>-</b>	<b>495.0</b>	<b>-</b>	<b>-</b>	<b>280.0</b>	<b>240.0</b>	<b>-</b>	<b>-</b>	<b>20.0</b>	<b>20.0</b>	<b>-</b>
<b><u>CORPORATE</u></b>														
<u>Corporate - IT&amp;S</u>														
8	105-0904	New Photocopiers/Folder & Inserter Machine - 2022	50.0					50.0	50.0					
	Total Corporate - IT&S		50.0	-	-	-	-	50.0	50.0	-	-	-	-	-
<u>Corporate - Other</u>														
9	105-0698	Financial System Review and Implementation	5.0					5.0	5.0					
10	105-0771	Asset Management Implementation	100.0	65.0				35.0	24.5			5.3	5.3	
11	105-0773	Parking Enforcement	105.4					105.4	105.4					
12	105-0905	Online E-Commerce	30.0					30.0	30.0					
13	210-0881	Termite Management Program	140.0					140.0	140.0					
	Total Corporate - Other		380.4	65.0	-	-	-	315.4	304.9	-	-	5.3	5.3	-
			<b>430.4</b>	<b>65.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>365.4</b>	<b>354.9</b>	<b>-</b>	<b>-</b>	<b>5.3</b>	<b>5.3</b>	<b>-</b>
<b><u>MUNICIPAL BUILDINGS</u></b>														
<u>Municipal Buildings</u>														
14	105-0906	Council Chambers - Audio/Video Equipment Replacement - 2022	10.0					10.0	8.0			1.0	1.0	
15	105-0907	Medical Centre Fibre	7.0					7.0	7.0					





# TOWNSHIP OF CENTRE WELLINGTON

## 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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	
16	105-0908	Office Reconfiguration - Civic Centre	50.0					50.0	50.0						
		Total Municipal Buildings	67.0	-	-	-	-	67.0	65.0	-	-	1.0	1.0	-	
			<b>67.0</b>	-	-	-	-	<b>67.0</b>	<b>65.0</b>	-	-	<b>1.0</b>	<b>1.0</b>	-	
		<b><u>FIRE SERVICES</u></b>													
		<u>Fire Services</u>													
17	205-0840	Fergus Fire Station Hose Tower Repair	15.0					15.0	15.0						
18	205-0909	Portable Radios and Chargers - 2022	9.0					9.0	9.0						
19	205-0910	Storage Container - Elora Fire Station	5.0					5.0	5.0						
		Total Fire Services	29.0	-	-	-	-	29.0	29.0	-	-	-	-	-	
			<b>29.0</b>	-	-	-	-	<b>29.0</b>	<b>29.0</b>	-	-	-	-	-	
		<b><u>HEALTH SERVICES</u></b>													
		<u>Cemeteries</u>													
20	405-0941	Belsyde Cemetery - Feature Obelisks With Trellis	55.0					55.0	55.0						
		Total Cemeteries	55.0	-	-	-	-	55.0	55.0	-	-	-	-	-	
			<b>55.0</b>	-	-	-	-	<b>55.0</b>	<b>55.0</b>	-	-	-	-	-	
		<b><u>TRANSPORTATION &amp; PUBLIC WORKS</u></b>													
		<u>Capital Levy/OCIF Funded Projects</u>													
21	301-0830	First Line Bridge - 24-WG	4,200.0		420.0			3,780.0	3,780.0						
22	301-0898	Fifth Line Bridge - 16-WG	150.0					150.0	150.0						
23	301-0911	Pre-Engineering - Bridges - 2022	75.0					75.0	75.0						
24	301-0912	Bridge Repairs and Remediation - 2022	50.0					50.0	50.0						
		Total Capital Levy/OCIF Funded Projects	4,475.0	-	420.0	-	-	4,055.0	4,055.0	-	-	-	-	-	
		<u>Public Works - Other</u>													
25	301-0844	Road Condition Assessment - 2021	20.0	50.0				-30.0	-30.0						
26	303-0299	Corporate Operations Facilities	904.0					904.0	98.3		805.7				
27	303-0926	Elora West Garage - Perimeter Fencing	40.0					40.0	40.0						
28	303-0927	Veteran's Park (Salem) Retaining Wall Rehabilitation	290.0					290.0	290.0						



# TOWNSHIP OF CENTRE WELLINGTON

## 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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
29	303-0928	Infrastructure - Pre-Engineering and Approvals for Future Years' Projects (Non-Growth) - 2022	100.0					100.0	40.0			30.0	30.0	
		Total Public Works - Other	1,354.0	50.0	-	-	-	1,304.0	438.3	-	805.7	30.0	30.0	-
		<u>Roadways - Rural</u>												
30	301-0913	Third Line - Sideroad 5 to WR 17 - Paving	370.0		333.0			37.0	37.0					
31	301-0914	Eighth Line E. – WR 21 to SR 10	630.0					630.0	630.0					
32	301-0915	Rural Road Upgrades - Maintenance Gravel - 2022	555.3					555.3	555.3					
33	301-0916	Gravel Road Drainage Improvements	120.0					120.0	120.0					
		Total Roadways - Rural	1,675.3	-	333.0	-	-	1,342.3	1,342.3	-	-	-	-	-
		<u>Roadways - Urban</u>												
34	301-0797	Beatty Line Corridor Design	345.0		268.6			76.4	79.0			-8.0	5.4	
35	301-0828	St George St E - Herrick St to Gartshore St	1,255.0					1,255.0	1,015.0			120.0	120.0	
36	301-0841	Dickson Drive Employment Land Servicing - Phase 1	1,095.0					1,095.0	1,095.0					
37	301-0895	Metcalfe St Pedestrian Signals	130.0					130.0	130.0					
38	301-0897	Moir St - Geddes St to Princess St	850.0			350.0		500.0	500.0					
39	301-0917	AODA Audibles - Tower St and Bridge St Intersection	25.0			6.3		18.8	18.8					
40	301-0918	AODA Audibles - St David St and Bridge St Intersection	25.0					25.0	25.0					
41	301-0919	Sidewalk Repairs and Replacement - 2022	90.0					90.0	90.0					
42	301-0920	Pavement Management - 2022	145.0					145.0	145.0					
43	301-0921	Traffic Calming Measures	30.0					30.0	30.0					
44	301-0922	Provost Lane - St Andrew St to St Patrick St Sidewalk Replacement	50.0					50.0	50.0					
45	301-0923	Semi-urban Double Surface Treatment Upgrade - 2022	160.0					160.0	160.0					
		Total Roadways - Urban	4,200.0	-	268.6	356.3	-	3,575.2	3,337.8	-	-	112.0	125.4	-
		<u>Storm Drainage</u>												
46	302-0925	Catch Basin Rebuilds - 2022	40.0					40.0	40.0					
		Total Storm Drainage	40.0	-	-	-	-	40.0	40.0	-	-	-	-	-



# TOWNSHIP OF CENTRE WELLINGTON

## 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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>												
47	301-0924	Bridge, Culvert and Retaining Wall Structure Inspection - 2022	60.0					60.0	60.0					
		Total Structures	60.0	-	-	-	-	60.0	60.0	-	-	-	-	-
			<b>11,804.3</b>	<b>50.0</b>	<b>1,021.6</b>	<b>356.3</b>	-	<b>10,376.5</b>	<b>9,273.3</b>	-	<b>805.7</b>	<b>142.0</b>	<b>155.4</b>	-
		<b>WASTEWATER</b>												
		<u>Wastewater System</u>												
48	360-0828	St George St E - Herrick St to Gartshore St	475.0					475.0				475.0		
49	360-0841	Dickson Drive Employment Land Servicing - Phase 1	65.0					65.0	65.0					
50	360-0897	Moir St - Geddes St to Princess St	85.0			85.0								
51	360-0933	495 Union St West Renovation	150.0					150.0				150.0		
52	360-0934	Clyde St Sewage Pumping Station Odour Treatment	75.0					75.0				75.0		
53	360-0935	Fergus WWTP Biosolids Storage Transfer Pump Replacement	35.0					35.0				35.0		
54	360-0936	Fergus WWTP Dewatering Pit Upgrades	120.0					120.0				120.0		
55	360-9650	LPS Grinder Pumps	35.0					35.0				35.0		
		Total Wastewater System	1,040.0	-	-	85.0	-	955.0	65.0	-	-	890.0	-	-
			<b>1,040.0</b>	-	-	<b>85.0</b>	-	<b>955.0</b>	<b>65.0</b>	-	-	<b>890.0</b>	-	-
		<b>WATERWORKS</b>												
		<u>Waterworks System</u>												
56	330-0672	Fergus Well F1 Chlorine Room Relocation	150.0					150.0				150.0		
57	330-0727	Water Taking Permit/Licence Renewal	150.0					150.0				150.0		
58	330-0729	F5 Well Additional Capacity										863.0		-863.0
59	330-0806	F2 Well Additional Capacity	753.0					753.0				1,795.0		-1,042.0
60	330-0828	St George St E - Herrick St to Gartshore St	540.0					540.0				540.0		
61	330-0841	Dickson Drive Employment Land Servicing - Phase 1	90.0					90.0	90.0					
62	330-0897	Moir St - Geddes St to Princess St	195.0			97.5		97.5				97.5		
63	330-0929	First Line Watermain Extension - Well 3 to VEL19 (West Limit)	450.0		441.0			9.0				9.0		



# TOWNSHIP OF CENTRE WELLINGTON

## 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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
64	330-0930	Well E1 and E3 Contact Chamber Rehabilitation	310.0					310.0					310.0	
65	330-0931	Automatic Meter Read Program - Full Implementation	130.0					130.0					130.0	
66	330-0932	Annual Water Meter Purchases - 2022	100.0					100.0				58.0	42.0	
		Total Waterworks System	2,868.0	-	441.0	97.5	-	2,329.5	90.0	-	-	58.0	4,086.5	-1,905.0
			<b>2,868.0</b>	<b>-</b>	<b>441.0</b>	<b>97.5</b>	<b>-</b>	<b>2,329.5</b>	<b>90.0</b>	<b>-</b>	<b>-</b>	<b>58.0</b>	<b>4,086.5</b>	<b>-1,905.0</b>
		<b><u>PARKS &amp; RECREATION</u></b>												
		<u>Facilities - CW Community Sportsplex</u>												
67	105-0826	COVID-19 - Additional Facility Cleaning	110.0					110.0	110.0					
68	510-0937	Sportsplex Parking Lot Pavement	55.0					55.0	55.0					
		Total Facilities - CW Community Sportsplex	165.0	-	-	-	-	165.0	165.0	-	-	-	-	-
		<u>Parks</u>												
69	505-0550	Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	150.0					150.0	150.0					
70	550-0450	Park Identification - All Parks	5.0					5.0	5.0					
71	550-0815	Forfar Park - Play Equipment, Landscaping and Trail Development	20.0		17.0			3.0	3.0					
72	550-0938	Milligan Park - Plan Implementation	130.0		130.0									
73	550-0939	Strathallan Park - Soccer Field and Parking Lot	20.0		20.0									
74	550-0940	Granwood Gate Park Amenities	10.0		10.0									
75	550-0943	Wind Screen for Maple Park Picnic Shelter	6.3				1.3	5.0	5.0					
		Total Parks	341.3	-	177.0	-	1.3	163.0	163.0	-	-	-	-	-
		<u>Parks and Recreation - Other</u>												
76	505-0453	Urban Forestry	200.0					200.0	200.0					
77	505-0611	Barrier Free Path of Travel in Community Service Buildings	245.0					245.0	245.0					
		Total Parks and Recreation - Other	445.0	-	-	-	-	445.0	445.0	-	-	-	-	-
			<b>951.3</b>	<b>-</b>	<b>177.0</b>	<b>-</b>	<b>1.3</b>	<b>773.0</b>	<b>773.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
		<b><u>VEHICLE REPLACEMENT</u></b>												
78	210-9500	Building Vehicle Replacement	40.0					40.0	40.0					
79	205-9500	Fire Vehicle Replacement	145.0					145.0	145.0					



## TOWNSHIP OF CENTRE WELLINGTON 2022 CAPITAL BUDGET (in '000s)

REF #	PROJECT #	PROJECT TITLE	2022 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	505-9500	P&R Vehicle Replacement	160.0					160.0	160.0						
81	303-9500	Public Works Vehicle Replacement	774.0					774.0	774.0						
82	360-9500	Wastewater Vehicle Replacement	60.0					60.0				60.0			
83	330-9500	Water Vehicle Replacement	150.0					150.0					150.0		
84	335-9500	Municipal Risk Management Officer Vehicle Replacement	40.0					40.0					40.0		
			<b>1,369.0</b>	-	-	-	-	<b>1,369.0</b>	<b>1,119.0</b>	-	-	<b>60.0</b>	<b>190.0</b>		-
		<b><u>EQUIPMENT REPLACEMENT</u></b>													
85	205-9600	Fire Equipment Replacement	130.1					130.1	130.1						
86	105-9601	IT&S Hardware Equipment Replacement	179.5					179.5	179.5						
87	505-9800	P&R Buildings Replacement	283.8					283.8	283.8						
88	505-9600	P&R Facilities Equipment Replacement	336.4					336.4	336.4						
89	505-9700	P&R Parks Equipment Replacement	162.1					162.1	162.1						
90	303-9600	Public Works Equipment Replacement	53.6					53.6	53.6						
91	360-9600	Wastewater Equipment Replacement	44.2					44.2				44.2			
92	330-9600	Water Equipment Replacement	39.2					39.2					39.2		
			<b>1,228.8</b>	-	-	-	-	<b>1,228.8</b>	<b>1,145.4</b>	-	-	<b>44.2</b>	<b>39.2</b>		-
		<b>GRAND TOTAL</b>	<b>20,617.7</b>	<b>115.0</b>	<b>2,134.6</b>	<b>538.8</b>	<b>1.3</b>	<b>17,828.1</b>	<b>13,209.6</b>	<b>0.0</b>	<b>805.7</b>	<b>1,220.4</b>	<b>4,497.4</b>		<b>-1,905.0</b>



# **BRIDGES AND MAJOR CULVERTS 10-YEAR FORECAST**

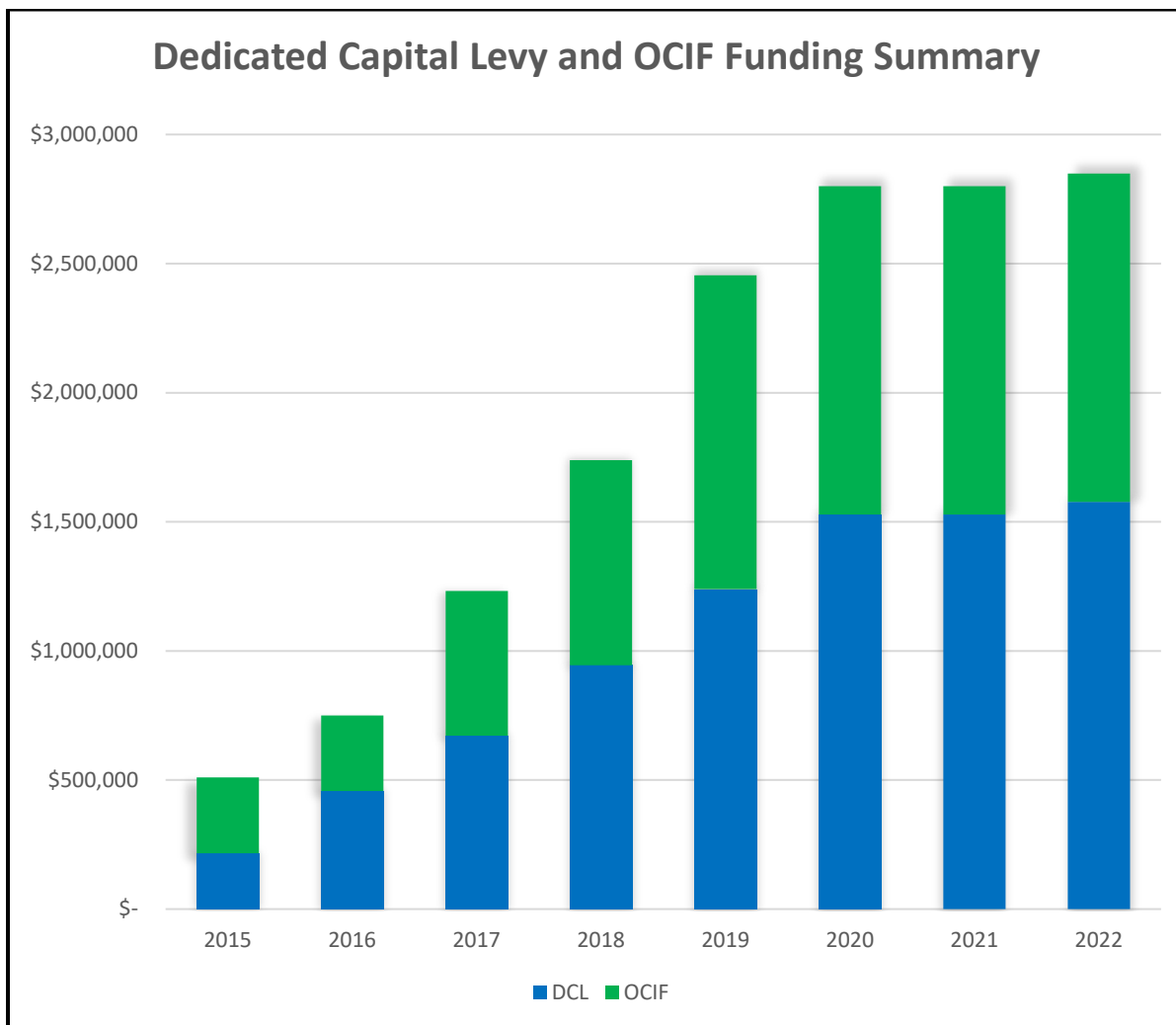
**2022 BUDGET**



## Bridges and Major Culverts Forecast Summary

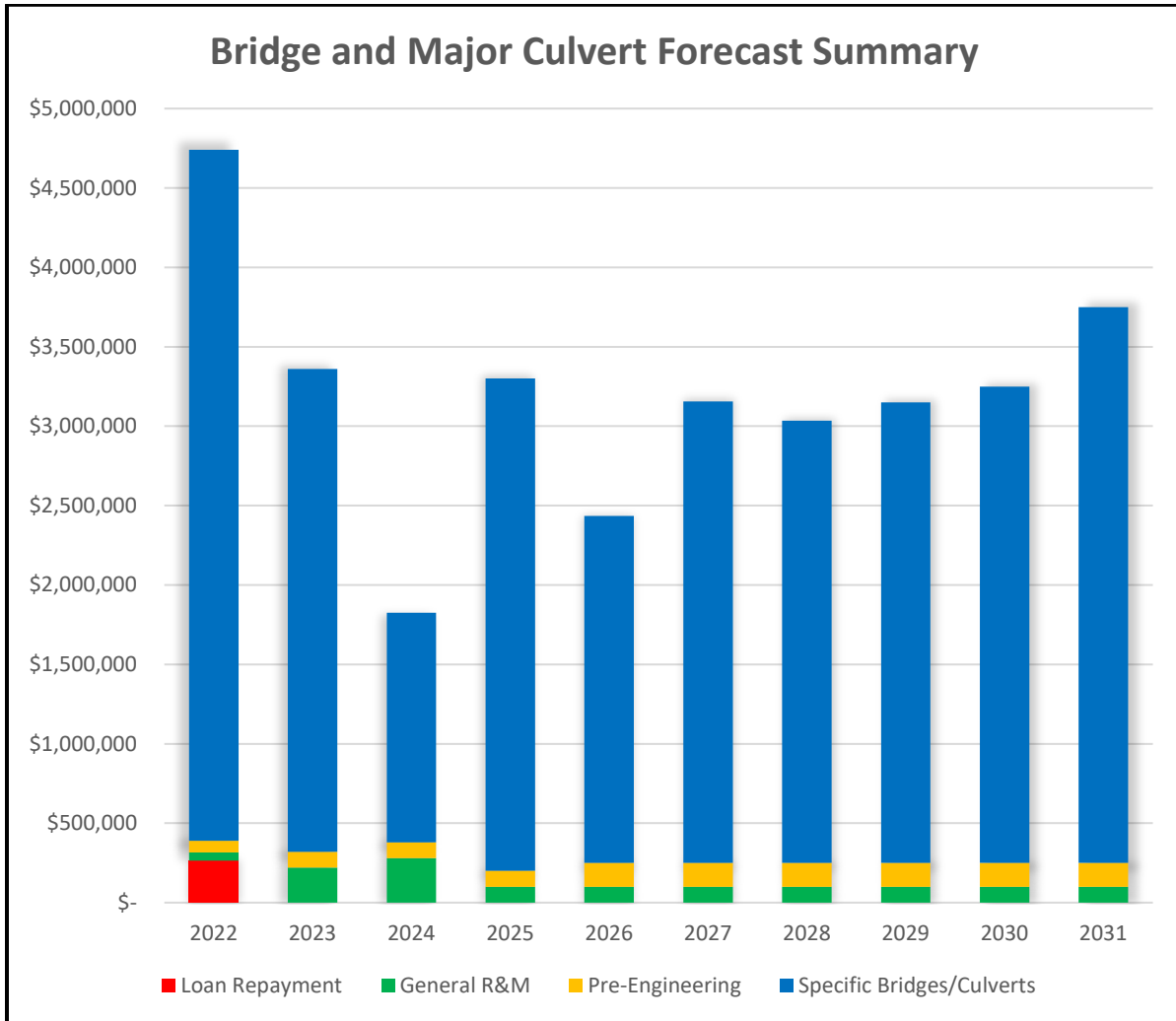
The Township's bridges and major culvert (i.e. structures) budget and forecast is funded from a dedicated capital levy as well as the Township's allocation of Ontario Community Infrastructure Funding (OCIF), provided by the province.

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 2020 the combined DCL and OCIF annual funding had reached \$2.8 million. In 2022 dedicated capital levy assessment growth of \$49,139 (3.21%) has been included in the DCL total.

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



The loan repayment in 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 planned on various structures at an estimated cost of \$50,000.



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 2022 pre-engineering proposed includes:

<b>Structure</b>	<b>Description</b>	<b>Cost</b>
Pedestrian Bridge behind Fergus Grand Theatre Repairs (4-F)	Pre-engineering	\$15,000
Fourth Line Bridge Rehabilitation (3-WG)	Pre-engineering	40,000
Middlebrook Road Culvert Rehabilitation (18-P)	Pre-engineering	20,000
<b>Total</b>		<b>\$ 75,000</b>



# Bridges and Major Culverts 10-Year Plan

Change From Prior Year Budget	Project	Project #	Project Type												
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
	Repayment of Loan from General Capital Reserve			265,275	-	-	-	-	-	-	-	-	-	-	265,275
	Bridge Repairs and Remediation	2022-071, 2019-006		50,000	220,000	280,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,250,000
	Pre-Engineering	2022-065, 2019-087		75,000	100,000	100,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,275,000
No Change	Structure 24-WG (First Line Bridge over Irvine Creek)	301-0830	Bridge Replacement	4,200,000											4,200,000
No Change	Structure 16-WG (Fifth Line Bridge over Irvine Creek)	2014-040	Bridge Replacement	150,000	2,600,000										2,750,000
New	Structure 18-WG (Fifth Line)	2022-096	Bridge Deck Replacement		440,000										440,000
-2	Structure 14-P (Sideroad 4)	301-0885	Bridge Rehabilitation			220,000									220,000
-2	Structure 4-E (Fifth Line)	301-0711	Bridge Rehabilitation			330,000									330,000
-1	Structure 4-F (Pedestrian Bridge behind Fergus Grand Theatre)	2019-089	Bridge Rehabilitation			135,000									135,000
-1	Structure 3-WG (Fourth Line)	2017-081	Bridge Rehabilitation			390,000									390,000
New	Structure 2-EL Bissell Park Pedestrian Bridge	2022-097	Bridge Deck Replacement			270,000									270,000
-1	Structure 32-P & 33-P (Noah Road)	2016-049	Bridge Replacement			100,000	2,800,000								2,900,000
-2	East West Garafraxa Townline Culvert - 0016	2020-058	Culvert Replacement				300,000								300,000
No Change	Structure 3-N (Beatty Line Bridge)	2015-056	Bridge Replacement					1,900,000							1,900,000
No Change	Structure 11-WG (Sideroad 25)	2017-084	Bridge Rehabilitation					135,000							135,000
No Change	Structure 8-E (Third Line)	2017-085	Bridge Rehabilitation					150,000							150,000
-3	Structure 5-P (Weisenberg Road Bridge)	F0116	Bridge Replacement						900,000						900,000
-2	Structure 30-WG (Sideroad 15 - Queen Mary)	2010-076	Bridge Replacement						2,005,000						2,005,000
-1	Structure 1-E (Seventh Line) [6]	2017-082	Bridge Rehabilitation							125,000					125,000
-6	Middlebrook Place Boundary Road Culvert - 170160	2017-080	Culvert Replacement							300,000					300,000
1	Middlebrook Place Boundary Bridge Removal - 180160	2021-070	Bridge Removal							360,000					360,000
-1	Structure 31-WG (Second Line Bridge over Grand River)	2012-096	Bridge Deck Replacement							2,000,000					2,000,000
-1	Structure 30-P (Sideroad 5)	2016-060	Bridge Replacement								1,200,000				1,200,000
-4	Structure 5-E (Fourth Line)	2014-073	Bridge Replacement								1,700,000				1,700,000
-1	Structure 21-WG (First Line) [2]	2016-064	Bridge Replacement									2,400,000			2,400,000
-1	Structure 23-P (Eighth Line W)	2018-049	Culvert Replacements										600,000		600,000
-1	Structure 3-E (Sixth Line) [2]	2016-063	Bridge Replacement											1,900,000	1,900,000
-3	Structure 29-WG (Sideroad 15)	2017-089	Bridge Replacement											1,600,000	1,600,000
	<b>Total</b>			<b>4,740,275</b>	<b>3,360,000</b>	<b>1,825,000</b>	<b>3,300,000</b>	<b>2,435,000</b>	<b>3,155,000</b>	<b>3,035,000</b>	<b>3,150,000</b>	<b>3,250,000</b>	<b>3,750,000</b>	<b>32,000,275</b>	
	Opening Balance			1,839,700	368,564	(110,745)	977,129	622,829	1,167,012	1,225,847	1,239,018	1,239,018	1,172,721		
	Add: Dedicated Capital Levy Allocation			1,528,441	1,577,580	1,609,132	1,641,315	1,674,141	1,707,624	1,741,776	1,776,612	1,812,144	1,848,387		
	Add: Estimated Assessment Growth			49,139	31,552	32,183	32,826	33,483	34,152	34,836	35,532	36,243	36,968		
	Add: OCIF Funding Allocation			1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559	1,271,559		
	Add: Development Charges Allocation (10% Growth)			420,000	-	-	-	-	200,500	-	-	-	-		
	Less: Transfer to Capital			(4,740,275)	(3,360,000)	(1,825,000)	(3,300,000)	(2,435,000)	(3,155,000)	(3,035,000)	(3,150,000)	(3,250,000)	(3,750,000)		
	<b>Ending Balance</b>			<b>368,564</b>	<b>(110,745)</b>	<b>977,129</b>	<b>622,829</b>	<b>1,167,012</b>	<b>1,225,847</b>	<b>1,239,018</b>	<b>1,172,721</b>	<b>1,108,964</b>	<b>579,635</b>		

Factors on the Bridge Rehabilitation and Replacement Program  
 Annual financial constraints  
 Construction scheduling efficiencies (e.g.: rehab while road is closed)  
 Review of structure condition and monitoring previous repairs

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

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



# **VEHICLE AND EQUIPMENT REPLACEMENT FORECAST**

**2022 BUDGET**



# Vehicle and Equipment Replacement Forecast Summary

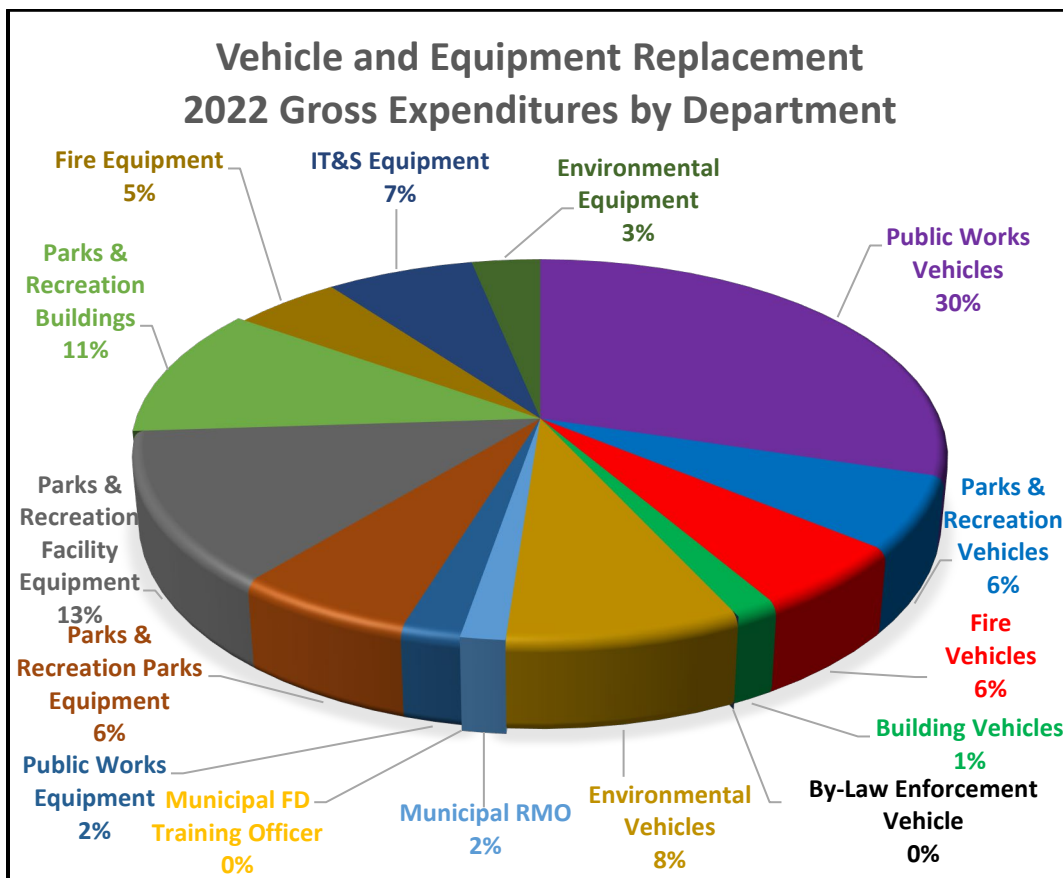
The Township maintains vehicle and equipment replacement schedules that show a 10-year forecast of replacement needs for each area. Replacement schedules are in place for the following areas:

Vehicles:

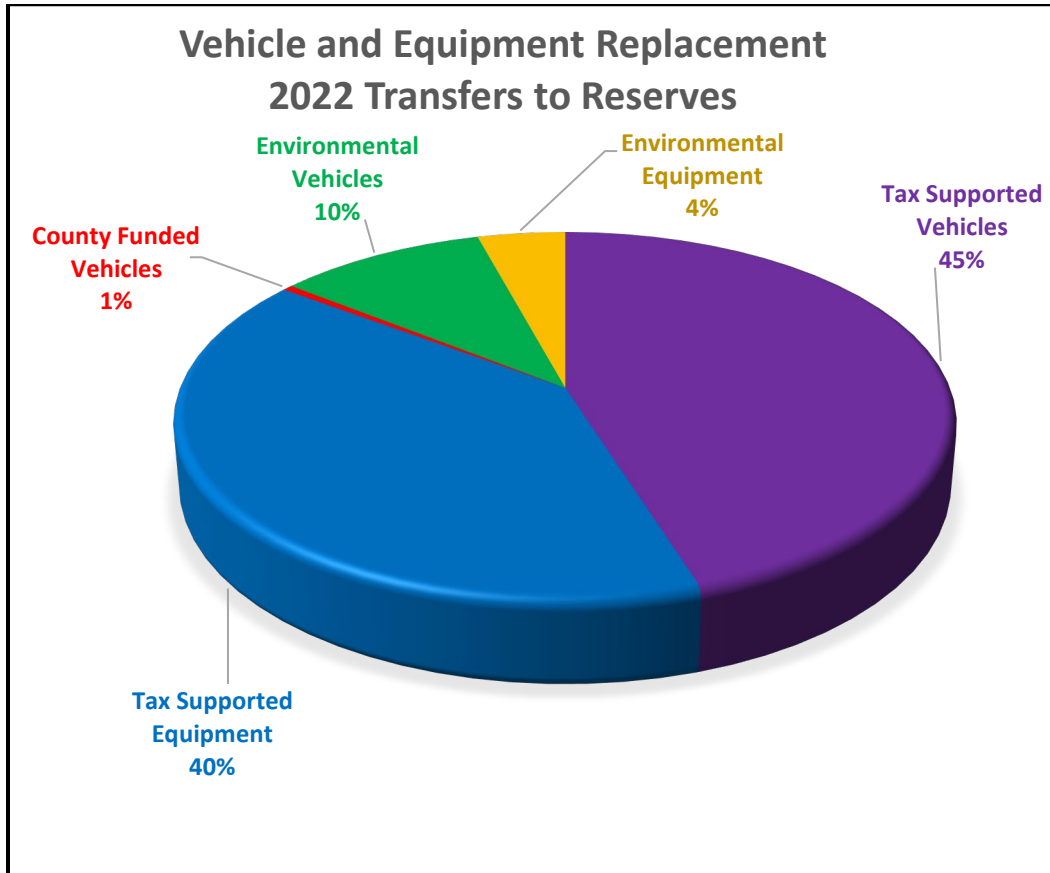
- ✓ Public Works
- ✓ Parks & Recreation
- ✓ Fire Services
- ✓ Building
- ✓ By-Law Enforcement
- ✓ Environmental Services
- ✓ Municipal FD Training Officer
- ✓ Municipal Risk Management Official

Equipment:

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



2022 activity within these replacement schedules is approved as part of the 2022 budget. A breakdown of the gross vehicle/equipment replacement costs for each department within the 2022 budget are shown in the graph above, totalling \$2,597,750. Contributions to the vehicle/equipment replacement reserves in 2022 are shown in the graph below, totalling \$2,130,300.



Vehicle and equipment replacement schedules are funded through replacement reserves that are funded through annual contributions from the operating budget. For 2022, budgeted use of replacement funds exceeds budgeted contributions of funds by \$320,880 (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 on the following pages for the 10-year forecast period.



**TAX SUPPORTED  
VEHICLE  
REPLACEMENT  
FORECAST**

**2022 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
FUNDING SUMMARY - TAX SUPPORTED  
2022 - 2031**

Vehicle Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Public Works	774,000	1,147,500	775,000	536,000	481,700	1,087,500	1,154,300	705,200	180,400	1,051,600
Parks & Recreation	160,000	40,800	89,500	-	27,100	-	101,400	103,300	-	203,200
Fire	145,000	816,000	60,000	636,700	-	19,900	20,300	918,900	1,969,500	-
Building	40,000	40,800	41,600	-	43,300	44,200	-	-	46,900	47,800
By-Law Enforcement	-	-	-	-	43,300	-	-	-	-	-
<b>Total Tax Supported Vehicle Replacement</b>	<b>1,119,000</b>	<b>2,045,100</b>	<b>966,100</b>	<b>1,172,700</b>	<b>595,400</b>	<b>1,151,600</b>	<b>1,276,000</b>	<b>1,727,400</b>	<b>2,196,800</b>	<b>1,302,600</b>
<b><u>Reserve Forecast</u></b>										
<b>January 1 Reserve Balance</b>	<b>1,152,141</b>	<b>1,109,141</b>	<b>193,541</b>	<b>353,441</b>	<b>351,741</b>	<b>935,841</b>	<b>1,084,241</b>	<b>1,159,741</b>	<b>774,841</b>	<b>476,141</b>
<b>Less: Vehicle replacements</b>	<b>(1,119,000)</b>	<b>(2,045,100)</b>	<b>(966,100)</b>	<b>(1,172,700)</b>	<b>(595,400)</b>	<b>(1,151,600)</b>	<b>(1,276,000)</b>	<b>(1,727,400)</b>	<b>(2,196,800)</b>	<b>(1,302,600)</b>
<b>Add: Revenues from sale of vehicles</b>	<b>115,000</b>	<b>130,500</b>	<b>87,000</b>	<b>90,000</b>	<b>55,500</b>	<b>131,000</b>	<b>135,500</b>	<b>77,500</b>	<b>141,000</b>	<b>103,000</b>
<b>Add: Operating budget contribution</b>	<b>961,000</b>	<b>999,000</b>	<b>1,039,000</b>	<b>1,081,000</b>	<b>1,124,000</b>	<b>1,169,000</b>	<b>1,216,000</b>	<b>1,265,000</b>	<b>1,316,000</b>	<b>1,369,000</b>
<b>Add: Transfer from Structural Fire Revenue Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>-</b>
<b>Add: Transfer from DC Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>351,100</b>	<b>-</b>
<b>December 31 Reserve Balance</b>	<b>1,109,141</b>	<b>193,541</b>	<b>353,441</b>	<b>351,741</b>	<b>935,841</b>	<b>1,084,241</b>	<b>1,159,741</b>	<b>774,841</b>	<b>476,141</b>	<b>645,541</b>





**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PUBLIC WORKS  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b><u>SMALL TRUCKS</u></b>												
1 21-31 Ford 1500 Pick-up (Elora) - 2021	40,000									45,900		
2 16-03 Chev Silverado Pick-up (Rosso) - 2016	40,000			41,600								
3 19-05 Chev Silverado Pick-up (Swift) - 2019	40,000							44,200				
4 19-06 Chevrolet Equinox (Baker) - 2018	40,000						43,300					
5 15-04 Chev Pick-up (Heseltine) - 2015	40,000		40,800									47,800
6 16-27 Chev Silverado Pick-up (Fergus) - 2016	40,000			41,600								
7 12-37 Ford F350 1 1/2 ton	90,000	90,000										
8 11-83 Chev 4X4 1 1/2 ton (Elora Shop Truck)	90,000											
9 12-36 Ford F350 1 1/2 ton	90,000	90,000										
10 11-75 4x4 Chev 1 1/2 ton	90,000											
11 16-47 Chev Silverado (Fergus) - 2016	40,000			41,600								
12 1 1/2 Ton Sander Attachments (2)	10,000	10,000									23,400	
13 1 1/2 Ton Front Plow Attachments (2)	12,000	24,000									28,100	
14 20-73 Ford F550 4x4	110,000										128,900	
<b><u>HEAVY EQUIPMENT</u></b>												
1 18-10 John Deere Grader - 2018	475,000								534,900			
2 11-15 John Deere 870G Grader - retire	475,000											
3 19-32 CAT 140 Grader	475,000									545,600		
4 17-77 John Deere Grader	475,000							524,400				
5 12-35 John Deere Rubber Tire Loader	275,000	275,000										
6 17-81 Case 580 Backhoe	150,000							165,600				
7 18-16 Case 450 Backhoe - 2018	150,000								168,900			
8 15-38 Case Backhoe 4WD - 2015	150,000					159,200						
9 08-30 John Deere Backhoe SJ 4WD - retire	150,000											
10 13-56 Elgin Pelican Street Sweeper (Elora) - 2013	260,000		265,200									
11 09-20 Pelican Sweeper (Elora)	260,000	260,000										
12 Backhoe: Snow Blade (1)	15,000											17,900
13 Backhoe: Hammer and Packer Attachments (1 each)	22,500											53,800
<b><u>DUMP TRUCKS &amp; SNOW PLOWS</u></b>												
1 21-98 Freightliner 114SD Tandem - 2021	300,000											358,500
2 12-33 International Single Axle	300,000											
3 15-68 International Single Axle - 2014	300,000			312,100								
4 15-79 International Single Axle - 2014	300,000			312,100								



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PUBLIC WORKS  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
5 16-85 International Single Axle - 2015	300,000				318,400							
6 17-82 International Single Axle - 2016	300,000					324,700						
7 17-42 International 7600 Tandem - 2016	320,000						353,300					
8 21-63 Freightliner 114SD Tandem -2021	320,000											382,400
9 14-71 International 7600 Tandem - 2013	320,000		326,400									
10 14-72 International 7600 Tandem - 2013	320,000		326,400									
11 17-99 International 7600 Tandem -2016	320,000							360,400				
12 11-66 International 7600 Tandem - retire	320,000											
13 One Way Snow Plow Blades	25,000	25,000	25,500									
<b>SIDEWALK &amp; GRASS</b>												
1 20-64 Kubota Sidewalk Machine	55,000									63,200		
2 10-51 Kubota 3080 - retire	25,000											
3 12-34 Kubota 3080 Mower - retire	25,000											
4 20-62 Kubota Mower	25,000							28,200				
5 16-29 Kubota Zero Turn Mower (Fergus) - 2016	25,000			26,000								
6 12-07 3748 Kubota Tractor	160,000		163,200									191,200
7 17-25 Kubota Sidewalk Machine - 2018	55,000						59,500					
8 14-40 Trackless - 2014 (Note 1)	55,000					58,400						
9 18-22 Kubota Zero Turn Mower (Fergus) - 2018	25,000						27,100					
10 18-88 Kubota Zero Turn Mower (Elora) - 2018	25,000						27,100					
11 18-52 Kubota Sidewalk Machine - 2018	55,000							61,900				
12 21-74 Kubota Sidewalk tractor and sander - 2021	44,000								50,500			
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>8,423,500</b>	<b>774,000</b>	<b>1,147,500</b>	<b>775,000</b>	<b>536,000</b>	<b>481,700</b>	<b>1,087,500</b>	<b>1,154,300</b>	<b>705,200</b>	<b>180,400</b>	<b>1,051,600</b>	

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

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>SMALL TRUCKS</b>											
1 E06-48 - Blue Dodge 4X4 truck (2006 - Parks & Watering)	40,000										
2 E13-53 - Blue Chev truck (2013 - Mgr P&FO)	40,000			41,600							
3 E20-51 - Ford Landscape Truck with Box (2020 - Parks)	60,000										
4 E06-07 - Blue Dodge truck with cap (2006 - Horticulturist)	40,000										
5 E18-50 - Chev Silverado (2018 - Parks)	40,000								45,900		
6 E11-52 - Blue Ford Ranger 4X4 truck (2011 - Sportsplex)	40,000		40,800								
7 E17-54 - Ford 550 Multipurpose	180,000										
8 E20-95 - Ford Landscape Truck with Box (2020 - Parks)	60,000										
9 ECAR3 - 2012 Dodge Ram (Note 1) - retire	40,000										
10 ESUPP45BB - 2007 Dodge Ram (Note 1) - retire	40,000										
11 E12-31 - Dodge Ram Pick-up (Note 1) - retire	40,000										
<b>TRACTORS &amp; MOWERS</b>											
1 EGF1801 - Kubota Tractor/Mower (2019)	25,000										29,900
2 EM5030 - Kubota Tractor FE Loader (1999)	40,000	40,000									
3 E16-03 GTM - Gang Turf Mower (2016)	90,000							101,400			
4 E08-43 - John Deere Tractor FE Loader (2009)	46,000			47,900							
5 EF2690 - Kubota Tractor KK5651 Mower (2017)	25,000								28,700		
6 E21-36GTM - Gang Turf Mower (2009)	90,000										
7 EF2691 - Kubota Tractor KK5652 Mower (2017)	25,000								28,700		
8 E13-3080 - Kubota F3080 60" Riding Mower (2013)	25,000					27,100					
9 EF2692 - Kubota Mower (2019)	25,000										29,900
<b>ICE RESURFACERS</b>											
1 P&R68347 - CWCS Olympia (2012)	120,000	120,000									
2 E68348 - Elora Olympia (2016)	120,000										143,400
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,251,000</b>	<b>160,000</b>	<b>40,800</b>	<b>89,500</b>	<b>-</b>	<b>27,100</b>	<b>-</b>	<b>101,400</b>	<b>103,300</b>	<b>-</b>	<b>203,200</b>

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

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
FIRE DEPARTMENT  
2022 - 2031**

Vehicle Description	2022 COST	Inflation Factor = 2%									
		(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b><u>FERGUS STATION</u></b>											
1 E1 Pumper Rescue-41 - 2005 (Note 1)	800,000		816,000	60,000							
2 Timberwolf Mini Pumper - 2007	600,000				636,700						
3 Tanker-47 (2021 International, Model 7500)	550,000										
4 21-45 Rescue-45 with Cap (KME) - 2021	650,000										
5 Boat - B49 - 2012	18,000						19,900				
6 Argo 750HDI 8x8 ATV (E48) and Trailer (E48T) - 2015	35,000									41,000	
7 Truck-21-45B (2021 Silverado 1500)	48,000									56,200	
<b><u>ELORA STATION</u></b>											
1 Pump/Rescue-61 (KME) - 2011	800,000								918,900		
2 Aerial-64 (E-One Custom Cab) - 2001 (Note 2)	1,500,000									1,757,500	
3 Tanker-67 (2014 International 7500) KME	550,000										
4 21-65 Rescue-65 (KME) - 2021	650,000										
5 Boat - B69 - 2013	18,000							20,300			
6 Truck-21-65B (2021 Silverado 1500)	48,000									56,200	
<b><u>ADMINISTRATION</u></b>											
1 2012 Dodge Ram (T. Mulvey) ECAR3 - 2012	50,000	50,000									
2 2013 Expedition (B. Patton) ECAR1 - 2012	50,000	50,000									
3 2012 Dodge Caravan (C. Paluch) ECAR4 - 2012	45,000	45,000									
4 2019 Chevrolet Tahoe (J. Karn) ECAR2 - 2019	50,000									58,600	
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>6,462,000</b>	<b>145,000</b>	<b>816,000</b>	<b>60,000</b>	<b>636,700</b>	<b>-</b>	<b>19,900</b>	<b>20,300</b>	<b>918,900</b>	<b>1,969,500</b>	<b>-</b>

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

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

Note 2 - Refurbishment of Aerial 64 in 2021 is planned to extend the life of the vehicle beyond 2021.

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

The difference will be inflated and covered by Development Charges.

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



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
BUILDING  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
1 19-01 Chevrolet Equinox - 2019	40,000						44,200					
2 14-02 Jeep Cherokee - 2014	40,000	40,000								46,900		
3 15-04 Chevrolet Equinox - 2015	40,000		40,800									47,800
4 16-03 Chevrolet Equinox - 2016	40,000			41,600								
5 19-05 Chevrolet Equinox - 2018	40,000					43,300						
<b>TOTAL VEHICLE REPLACEMENT</b>	200,000	40,000	40,800	41,600	-	43,300	44,200	-	-	46,900	47,800	

Estimated Useful Life	
Small Car/SUV	8 yrs.



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
BY-LAW ENFORCEMENT  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1 19-21 Chevrolet Equinox - 2018	40,000					43,300					
<b>TOTAL VEHICLE REPLACEMENT</b>	40,000	-	-	-	-	43,300	-	-	-	-	-

Estimated Useful Life	
SUV	8 yrs.



**ENVIRONMENTAL  
SUPPORTED VEHICLE  
REPLACEMENT  
FORECAST**

**2022 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2022 - 2031**

Vehicle Description	Inflation Factor = 2%										
	(1.000) 2022 COST	(1.000) 2022	(1.020) 2023	(1.040) 2024	(1.061) 2025	(1.082) 2026	(1.104) 2027	(1.126) 2028	(1.149) 2029	(1.172) 2030	(1.195) 2031
<b>SMALL TRUCKS</b>											
1 14-44 Dodge 2500 Pick-up with snow plow - Water - 2014	50,000	50,000								58,600	
2 16-09 Chev 4X4 Crew Pick-up with lift gate - Water - 2016	47,500			49,400							
3 19-02 Chev Silverado (Chilton) - Water - 2019	40,000						44,200				
4 10-14 Dodge Ram 3500 1 1/2 Ton Dump Box - Water - 2010	100,000	100,000									
5 20-86 Chev Pick-up - Water - 2020	40,000						44,200				
6 16-87 Chev 4X4 Crew Pick-up (Wasiika) - Wastewater - 2016	40,000			41,600							
7 13-06 Dodge Grand Caravan - Water - 2013	40,000								45,900		
8 20-46 Chev Silverado 1/2 ton - Waste Water - 2020	40,000							45,000			
9 20-08 Chev Silverado 3/4 ton with plow - Waste Water - 2020	50,000							56,300			
10 15-41 Chev Silverado WT 1500 Pick-up - Water - 2015	40,000		40,800								47,800
11 19-26 Chevrolet Equinox - Water/Waste Water - 2018	40,000					43,300					
12 19-11 Chev Pick-up - (Masiero) - Waste Water - 2018	40,000					43,300					
13 19-23 - Chev Pick-up - (Mullen) - Water - 2018	40,000					43,300					
<b>OTHER</b>											
1 14-80 Vactor Flusher Truck - Waste Water - 2013	580,000		591,600								
2 10-17 Vactor Flusher Truck - Water - 2010	580,000										693,200
3 04-28 GMC Camera Truck - Waste Water - 2004	60,000	60,000									
4 14-61 Kubota Mower - Waste Water - 2014	30,000			31,200							
5 14-60 Kubota Mower and Snowblower - Water - 2014	45,000			46,800							
6 E78-100 3600 Ford Tractor with Cab & Loader - retire	80,000										
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,982,500</b>	<b>210,000</b>	<b>632,400</b>	<b>169,000</b>	<b>-</b>	<b>129,900</b>	<b>88,400</b>	<b>101,300</b>	<b>45,900</b>	<b>58,600</b>	<b>741,000</b>
<b>Reserve Forecast</b>											
<b>January 1 Reserve Balance</b>		<b>360,457</b>	<b>385,457</b>	<b>38,057</b>	<b>126,057</b>	<b>366,057</b>	<b>491,157</b>	<b>652,757</b>	<b>801,457</b>	<b>1,000,557</b>	<b>1,186,957</b>
<b>Less: Vehicle replacements</b>		<b>(210,000)</b>	<b>(632,400)</b>	<b>(169,000)</b>	<b>-</b>	<b>(129,900)</b>	<b>(88,400)</b>	<b>(101,300)</b>	<b>(45,900)</b>	<b>(58,600)</b>	<b>(741,000)</b>
<b>Add: Revenues from sale of vehicles</b>		<b>20,000</b>	<b>45,000</b>	<b>17,000</b>	<b>-</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>45,000</b>
<b>Add: Operating budget contribution</b>		<b>215,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>
<b>December 31 Reserve Balance</b>		<b>385,457</b>	<b>38,057</b>	<b>126,057</b>	<b>366,057</b>	<b>491,157</b>	<b>652,757</b>	<b>801,457</b>	<b>1,000,557</b>	<b>1,186,957</b>	<b>730,957</b>

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





# **OTHER VEHICLE REPLACEMENT FORECAST**

**2022 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
MUNICIPAL FD TRAINING OFFICER  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
1 2020 Chevy Silverado (Hamilton) 1500 4X4 4 door Crew Cab	40,000					43,300						
<b>TOTAL VEHICLE REPLACEMENT</b>	40,000	-	-	-	-	43,300	-	-	-	-	-	-
<b><u>Reserve Forecast</u></b>												
January 1 Reserve Balance		23,720	28,720	33,720	38,720	43,720	10,420	15,420	21,420	27,420	33,420	39,420
Less: Vehicle replacements		-	-	-	-	(43,300)	-	-	-	-	-	-
Add: Revenues from sale of vehicles		-	-	-	-	5,000	-	-	-	-	-	-
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000
December 31 Reserve Balance		28,720	33,720	38,720	43,720	10,420	15,420	21,420	27,420	33,420	39,420	

Estimated Useful Life	
Truck	7 yrs.



**TOWNSHIP OF CENTRE WELLINGTON  
VEHICLE REPLACEMENT FORECAST  
MUNICIPAL RISK MANAGEMENT OFFICIAL  
2022 - 2031**

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)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
1 E14-28 - 2014 Jeep Cherokee - 2014	40,000	40,000									46,900	
<b>TOTAL VEHICLE REPLACEMENT</b>	40,000	40,000	-	-	-	-	-	-	-	-	46,900	-
<b><u>Reserve Forecast</u></b>												
January 1 Reserve Balance		41,000	9,000	14,000	19,000	24,000	29,000	34,000	39,000	44,000	5,100	
Less: Vehicle replacements		(40,000)	-	-	-	-	-	-	-	(46,900)	-	
Add: Revenues from sale of vehicles		3,000	-	-	-	-	-	-	-	3,000	-	
Add: Operating budget contribution		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
December 31 Reserve Balance		9,000	14,000	19,000	24,000	29,000	34,000	39,000	44,000	5,100	10,100	

Estimated Useful Life	
SUV	8 yrs.



# **TAX SUPPORTED EQUIPMENT REPLACEMENT FORECAST**

**2022 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
FUNDING SUMMARY - TAX SUPPORTED  
2022- 2031**

Equipment Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Information Technology & Services	179,450	140,450	101,150	113,750	58,350	154,750	177,250	155,350	62,950	121,750
Public Works	53,600	59,600	53,500	110,900	82,400	46,600	13,000	116,900	92,800	55,200
Parks & Recreation - Facilities Equipment	336,400	61,500	59,200	49,800	52,300	11,000	65,100	81,200	93,600	23,500
Parks & Recreation - Buildings	283,800	343,700	241,000	229,800	334,400	330,600	298,300	255,600	230,900	5,000
Parks & Recreation - Parks	162,100	523,400	372,000	382,200	318,500	317,300	542,000	479,000	493,300	472,100
Fire	130,050	78,336	76,990	369,725	154,950	105,992	119,261	133,879	86,351	159,425
<b>Total</b>	<b>1,145,400</b>	<b>1,206,986</b>	<b>903,840</b>	<b>1,256,175</b>	<b>1,000,900</b>	<b>966,242</b>	<b>1,214,911</b>	<b>1,221,929</b>	<b>1,059,901</b>	<b>836,975</b>
<b><i>Reserve Forecast</i></b>										
January 1 Reserve Balance	992,816	710,286	415,800	475,460	236,785	310,385	478,644	462,233	495,804	750,402
Less: Equipment replacements	(1,145,400)	(1,206,986)	(903,840)	(1,256,175)	(1,000,900)	(966,242)	(1,214,911)	(1,221,929)	(1,059,901)	(836,975)
Add: Revenues from sale of equipment	-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution	754,400	800,000	848,000	899,000	953,000	1,010,000	1,071,000	1,125,000	1,181,000	1,240,000
Add: User Fee Contribution (Recreation Facilities)	95,000	107,000	110,000	113,000	116,000	119,000	122,000	125,000	128,000	131,000
Add: User Fee Contribution (Fergus Grand Theatre)	4,900	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Add: Fire Safety Trailer Reserve	8,570	-	-	-	-	-	-	-	-	-
December 31 Reserve Balance	710,286	415,800	475,460	236,785	310,385	478,644	462,233	495,804	750,402	1,289,927



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
INFORMATION TECHNOLOGY & SERVICES  
2022 - 2031**

Description of Equipment	2022 Cost	Units	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Inflation factor = 0%			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Workstations</b>												
Desktops, Laptops and Accessories - 4 Years	1,400	120	37,800	43,400	50,400	36,400	37,800	43,400	50,400	36,400	37,800	43,400
Council Tablets - 4 years	800	6	4,800				4,800				4,800	4,800
Tablets (replace as needed)	700		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Monitors (replace as needed)	300		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Boardroom Audio Equipment Cycle - 8 Years	3,500	2	7,000								7,000	
<b>Servers &amp; Storage</b>												
Primary Server 1 - Moving to Hydro 2022	23,000	1	23,000					23,000				
Primary Server 2 - Moving to Hydro 2022	23,000	1	23,000					23,000				
Primary Storage Area Network (SAN) - Servers moving to Fergus	52,000	1	52,000					52,000				
Continuity / Backup Storage	35,000	1			35,000					35,000		
<b>Network Devices</b>												
Core Switches	16,000	4				64,000						
Corporate Access Switches 48-Port	4,500	6		27,000								27,000
Corporate Access Switches 24-Port	2,200	14		30,800								30,800
SCADA Access Switches	1,300	40								52,000		
Fibre Distribution Switches	15,000	3							45,000			
SFP - Corporate	300	40							12,000			
SFP - Corporate 10G - Fergus/Elora Connect	800	6							4,800			
SFP - Environmental	300	80							24,000			
<b>Wireless Devices</b>												
802.1 Corporate Wireless Access Points	1,300	32	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
802.1 Outdoor Wireless Access Points	2,700	6		16,200						16,200		
802.1 Wireless Controller	8,500	1		8,500					8,500			
<b>Uninterruptible Power Supply Devices (UPS)</b>												
Primary UPS	18,000	1							18,000			
Continuity / Recovery UPS	18,500	1	18,500									
Sportsplex	1,200	1		1,200					1,200			
Fergus Wastewater	1,200	1			1,200					1,200		
Fire Fergus / Elora	1,200	2					2,400					2,400
Elora Wastewater	1,200	1			1,200					1,200		
<b>Phones</b>												
Telephone Replacement (replace as needed)	250	5	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
<b>TOTAL IT EQUIPMENT REPLACEMENT</b>			179,450	140,450	101,150	113,750	58,350	154,750	177,250	155,350	62,950	121,750

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



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
PUBLIC WORKS  
2022 - 2031**

Equipment Description	Inflation Factor = 2%	(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>Hand Equipment</b>												
Hedge Trimmer - Gas (1)	1,200				1,300							
Weed Eaters (9)	1,500	3,000	3,000	3,200	3,200	3,200	3,400	3,400	3,400	3,600	3,600	
Chain Saws (6)	800	1,600	1,600	1,600	1,600	1,800	1,800	1,800	1,800	1,800	2,000	
Quick Cut Saws (2)	2,000		2,000		2,100			2,300		2,300		
Push Mowers (1)	500					500					600	
<b>Small Equipment</b>												
Hydraulic Water Pump (2)	15,000	15,000	15,300							17,600	17,900	
Roadside Mower - Colvoy (1) - 2016	23,000		23,500				25,400					
Water Tanks (2)	25,000								57,400			
Compactor (Jumping Jack) (1)	5,000					5,400					6,000	
Sidewalk Sanders (1)	10,000	10,000					11,000					
2008 Bandit Wood Chipper - retire	50,000											
Linemarker Paint Machine	10,000		10,200							11,700		
Plate Tamper (1)	4,000					4,300					4,800	
Pressure Washer (2)	17,500			18,200	18,600				20,100	20,500		
Utility Trailers (4)	12,000										14,300	
Float Trailer	27,500					29,800						
Grader Packers (4)	25,000			26,000	26,500			28,700	29,300			
Kubota Tractor Snow Blower (2016)	20,000					21,600						
Asphalt Hot Box (2016)	50,000				53,100							
Paving Roller	10,000					10,800						
Gravel Retriever	20,000	20,000										
Provision for Miscellaneous Equipment		4,000	4,000	4,500	4,500	5,000	5,000	5,500	5,500	6,000	6,000	
<b>TOTAL EQUIPMENT REPLACEMENT</b>	<b>330,000</b>	<b>53,600</b>	<b>59,600</b>	<b>53,500</b>	<b>110,900</b>	<b>82,400</b>	<b>46,600</b>	<b>13,000</b>	<b>116,900</b>	<b>92,800</b>	<b>55,200</b>	



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
FIRE SERVICES  
2022 - 2031**

Equipment Description	Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
	2022 COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b><u>RESCUE &amp; MEDICAL EQUIPMENT</u></b>											
1 Gas Resuscitators & Detectors	N/A	-	10,812	-	-	8,659	-	11,937	5,743	-	9,561
2 Hydraulic Equipment	N/A	-	-	10,404	80,652	-	-	-	14,933	-	74,693
3 Rescue Equipment	N/A	-	3,060	-	11,886	-	30,914	10,586	-	3,515	-
4 Other	N/A	14,000	14,688	-	31,836	-	-	11,712	-	16,403	16,731
<b><u>SUPPRESSION EQUIPMENT</u></b>											
5 Portable Pumps	N/A	-	18,666	-	-	-	-	-	-	-	8,844
6 Exhaust Fans	N/A	7,000	-	-	3,714	-	-	3,942	-	-	-
7 Hoses	N/A	19,500	4,080	-	23,877	-	4,416	25,902	-	4,687	23,304
8 Nozzles	N/A	4,400	-	-	19,102	2,598	-	2,252	-	2,812	2,390
9 Generators	N/A	15,000	6,120	8,323	-	-	-	6,757	-	-	9,561
10 Ladders	N/A	2,000	2,040	2,081	3,184	-	-	-	-	-	-
11 Other	N/A	19,000	6,630	-	16,130	30,308	-	-	7,237	44,875	-
12 Station Supplies	N/A	18,000	6,120	-	10,612	6,495	6,624	-	-	7,030	7,171
<b><u>FIREFIGHTER PERSONNEL EQUIPMENT</u></b>											
13 Radios	N/A	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
15 S.C.B.A. & Cylinders	N/A	-	-	9,364	-	-	-	10,135	-	-	-
16 Bunker Gear	N/A	-	-	17,167	78,795	47,627	24,290	12,388	47,383	-	-
17 Personal Protective Equipment	N/A	25,150	-	23,409	83,570	52,769	33,122	16,892	51,691	-	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>		130,050	78,336	76,990	369,725	154,950	105,992	119,261	133,879	86,351	159,425





**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2022 - 2031**

ITEM	STATION	QTY	2022 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>RESCUE &amp; MEDICAL</b>														
<b>GAS RESUSCITATORS &amp; DETECTORS</b>														
Multi Gas Detector	Elora	2	4,000	5		4,080			4,330		4,505			4,780
Multi Gas Detector	Fergus	2	4,000	5		4,080			4,330		4,505			4,780
First-Aid Mannequins		1	5,000	10								5,743		
Rescue litter	Elora	2	1,300	10		1,326					1,464			
Rescue litter	Fergus	2	1,300	10		1,326					1,464			
					-	10,812	-	-	8,659	-	11,937	5,743	-	9,561
<b>HYDRAULIC EQUIPMENT</b>														
Hydraulic Small Power Pack	Elora	1	10,000	15			10,404							
Hydraulic Cutter	Elora	1	18,500	10										22,109
Hydraulic Spreader	Elora	1	17,000	10										20,317
Hydraulic Ram - Large	Elora	1	14,000	10										16,731
Hydraulic Ram - Small	Elora	1	13,000	10										15,536
Hurst E-Tool Spreader	Fergus	1	16,000	10				16,979						
Hurst E-Tool Cutter	Fergus	1	15,000	10				15,918						
Hurst E-Tool Ram	Fergus	1	13,000	10				13,796						
Hurst E-Tool Combi	Fergus	1	16,000	10				16,979						
Hurst E-Tool Combi	Elora	1	16,000	10				16,979						
Rescue Jack	Fergus	1	6,500	10								7,466		
Rescue Jack	Elora	1	6,500	10								7,466		
					-	-	10,404	80,652	-	-	-	14,933	-	74,693
<b>RESCUE EQUIPMENT</b>														
Full Body Rescue Harnesses	Elora	8	700	10				5,943						
Full Body Rescue Harnesses	Fergus	8	700	10				5,943						
Ice Water Personal Protective Equipment	Elora	5	2,500	8						13,801				
Ice Water Personal Protective Equipment	Fergus	5	2,500	8						13,801				
Marsar Boards	Elora	1	4,700	10							5,293			
Marsar Boards	Fergus	1	4,700	10							5,293			
Personal Floatation Device	Elora	15	400	15										
Personal Floatation Device	Fergus	15	400	15										
Rechargeable Scene Lights	Elora	4	1,500	7		1,530				1,656			1,757	
Rechargeable Scene Lights	Fergus	4	1,500	7		1,530				1,656			1,757	
					-	3,060	-	11,886	-	30,914	10,586	-	3,515	-



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2022 - 2031**

ITEM	STATION	QTY	2022 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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										8,366
Cribbing	Fergus	1	7,000	15										8,366
Defib	Elora	4	3,500	7		3,570				3,942			4,101	
Defib	Fergus	4	3,500	7		3,570				3,942			4,101	
High Pressure Air Bag Set	Elora	1	7,000	10	7,000									
High Pressure Air Bag Set	Fergus	1	7,000	10	7,000									
High Angle Stretcher	Elora	2	1,700	10		1,734				1,914				
High Angle Stretcher	Fergus	2	1,700	10		1,734				1,914				
Vehicle Stabilization Kit	Elora	1	10,000	10				10,612						
Vehicle Stabilization Kit	Fergus	1	10,000	10				10,612						
Drone - DJI Maverick 1	Fergus	1	3,500	5				3,714					4,101	
Drone - DJI Maverick 2	Fergus	1	3,500	5				3,714					4,101	
Command Table	Elora	1	1,500	10				1,592						
Command Table	Fergus	1	1,500	10				1,592						
					14,000	14,688	-	31,836	-	-	11,712	-	16,403	16,731
<b>TOTAL RESCUE &amp; MEDICAL</b>					<b>14,000</b>	<b>28,560</b>	<b>10,404</b>	<b>124,374</b>	<b>8,659</b>	<b>30,914</b>	<b>34,235</b>	<b>20,676</b>	<b>19,918</b>	<b>100,985</b>
<b>SUPPRESSION EQUIPMENT</b>														
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		3,774								
Portable Pumps (11hp)	Fergus	2	3,700	15		7,548								
Wildland Pump	Elora	1	2,500	10										2,988
Wildland Pump	Fergus	1	2,500	10										2,988
Salvage Pump	Elora	1	1,200	10		1,224								1,434
Salvage Pump	Fergus	1	1,200	10		1,224								1,434
					-	18,666	-	-	-	-	-	-	-	8,844
EXHAUST FANS														
Positive Pressure Fan	Elora	1	3,500	10						3,942				
Positive Pressure Fan	Fergus	2	3,500	10				3,714						
Electronic-Pressure Fan	Elora	2	3,500	15	3,500									
Electronic-Pressure Fan	Fergus	2	3,500	15	3,500									
					7,000	-	-	3,714	-	-	3,942	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2022 - 2031**

ITEM	STATION	QTY	2022 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>HOSES</b>														
Fire Hose 1 3/4" - 2,100' - 50' lengths	Elora	42	350	15	1,750			1,857			3,942			2,091
Fire Hose 1 3/4" - 2,100' - 50' lengths	Fergus	42	350	15	1,750			1,857			3,942			2,091
Fire Hose 2 1/2" 1,000' - 50' lengths	Elora	20	400	15	4,000			4,245			4,505			4,780
Fire Hose 2 1/2" 1,000' - 50' lengths	Fergus	20	400	15	4,000			4,245			4,505			4,780
Fire Hose 4" 1,800' - 100' lengths	Elora	18	800	15	4,000			4,245			4,505			4,780
Fire Hose 4" 1,800' - 100' lengths	Fergus	18	800	15	4,000			4,245			4,505			4,780
Suction Hose	Elora	6	1,000	15		2,040				2,208			2,343	
Suction Hose	Fergus	6	1,000	15		2,040				2,208			2,343	
4" Y Clapper Valve	Elora	1	1,500	15				1,592						
4" Y Clapper Valve	Fergus	1	1,500	15				1,592						
					19,500	4,080	-	23,877	-	4,416	25,902	-	4,687	23,304
<b>NOZZLES</b>														
Nozzles 1 1/2"	Elora	12	1,000	20	1,000			1,061			1,126			1,195
Nozzles 1 1/2"	Fergus	12	1,000	20	1,000			1,061			1,126			1,195
Nozzles 2 1/2"	Elora	6	1,200	20	1,200				1,299				1,406	
Nozzles 2 1/2"	Fergus	6	1,200	20	1,200				1,299				1,406	
Deck Gun 4"	Elora	1	3,000	15				3,184						
Deck Gun 4"	Fergus	1	3,000	15				3,184						
Blitz Fire	Elora	1	5,000	15				5,306						
Blitz Fire	Fergus	1	5,000	15				5,306						
					4,400	-	-	19,102	2,598	-	2,252	-	2,812	2,390
<b>GENERATORS</b>														
Portable Generator (6500wt)	Elora	1	7,500	10	7,500									
Portable Generator (6500wt)	Fergus	1	7,500	10	7,500									
Portable Generator (3500wt)	Elora	1	4,000	10			4,162							4,780
Portable Generator (3500wt)	Fergus	1	4,000	10			4,162							4,780
Portable Generator (1500wt)	Elora	2	3,000	10		3,060					3,378			
Portable Generator (1500wt)	Fergus	2	3,000	10		3,060					3,378			
					15,000	6,120	8,323	-	-	-	6,757	-	-	9,561
<b>LADDERS</b>														
Ladders 36'	Elora	2	1,500	20				1,592						
Ladders 36'	Fergus	1	1,500	20				1,592						
Ladders 24'	Elora	2	1,000	20		1,020								
Ladders 24'	Fergus	2	1,000	20		1,020								
Roof Ladder	Elora	2	1,000	20			1,040							
Roof Ladder	Fergus	2	1,000	20			1,040							
Attic Ladder	Elora	2	1,000	20	1,000									
Attic Ladder	Fergus	2	1,000	20	1,000									
					2,000	2,040	2,081	3,184	-	-	-	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2022 - 2031**

ITEM	STATION	QTY	2022 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>OTHER</b>														
Chain Saw Vent Master	Elora	1	3,600	10									4,218	
Chain Saw Vent Master	Fergus	1	3,600	10								4,135		
Rescue Circular Saw	Elora	2	2,700	10				2,865					3,163	
Rescue Circular Saw	Fergus	1	2,700	10								3,101		
Port-A-Tank (2000 gal)	Elora	1	2,500	15				7,959						
Port-A-Tank (2000 gal)	Fergus	2	2,500	15		2,550								
Pressure Washer	Elora	1	4,000	10	4,000								4,687	
Pressure Washer	Fergus	1	4,000	10		4,080								
Air Compressor	Elora	1	5,000	15				5,306						
Air Compressor	Fergus	1	5,000	15										
Thermal Imaging Camera	Elora	2	14,000	10					15,154				16,403	
Thermal Imaging Camera	Fergus	2	14,000	10					15,154				16,403	
Fire Safety Trailer (Shared)	Fergus	1	15,000	15	15,000									
					19,000	6,630	-	16,130	30,308	-	-	7,237	44,875	-
<b>STATION SUPPLIES</b>														
Snow Blower	Fergus	1	2,000	10	2,000									
Bunker Gear Washing Machine	Elora	1	10,000	15	10,000									
Bunker Gear Washing Machine	Fergus	1	10,000	15				10,612						
Bunker Gear Dryer	Elora	2	6,000	8	6,000				6,495				7,030	
Bunker Gear Dryer	Fergus	2	6,000	8		6,120				6,624				7,171
					18,000	6,120	-	10,612	6,495	6,624	-	-	7,030	7,171
<b>TOTAL SUPPRESSION EQUIPMENT</b>					<b>84,900</b>	<b>43,656</b>	<b>10,404</b>	<b>76,619</b>	<b>39,401</b>	<b>11,041</b>	<b>38,853</b>	<b>7,237</b>	<b>59,403</b>	<b>51,269</b>



**TOWNSHIP OF CENTRE WELLINGTON**  
**Detailed Equipment Replacement**  
**FIRE SERVICES**  
**2022 - 2031**

ITEM	STATION	QTY	2022 UNIT PRICE	Inflation LIFE	1.000	1.020	1.040	1.061	1.082	1.104	1.126	1.149	1.172	1.195
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>FIREFIGHTER PERSONNEL EQUIPMENT</b>														
<b>RADIOS</b>														
Portable Radios	Elora	15	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Portable Radios	Fergus	19	1,500	10	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
					6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
<b>S.C.B.A. &amp; CYLINDERS</b>														
Self Contain Breathing Apparatus	Elora	17	7,000	15										
Self Contain Breathing Apparatus	Fergus	21	7,000	15										
SCBA Masks	Fergus/Elora	76	900	10			9,364				10,135			
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										
					-	-	9,364	-	-	-	10,135	-	-	-
<b>BUNKER GEAR</b>														
Bunker Gear	Elora	33	2,750	10			2,861	58,366	11,907	15,181			18,953	
Bunker Gear	Fergus	36	2,750	10			14,306	20,428	35,720	9,109	12,388	28,430		
					-	-	17,167	78,795	47,627	24,290	12,388	47,383	-	-
<b>PERSONAL PROTECTIVE EQUIPMENT</b>														
Personal Protective Equipment	Elora	33	3,750	10			3,902	67,652	16,236	20,702			25,845	
Personal Protective Equipment	Fergus	36	3,750	10	18,750		19,508	15,918	36,532	12,421	16,892	25,845		
Boots	CW	8	500	Note 1	2,500									
Helmet	CW	29	450	Note 1	2,250									
Coveralls	CW	25	330	Note 1	1,650									
					25,150	-	23,409	83,570	52,769	33,122	16,892	51,691	-	-
<b>TOTAL PERSONNEL EQUIPMENT</b>					<b>31,150</b>	<b>6,120</b>	<b>56,182</b>	<b>168,732</b>	<b>106,890</b>	<b>64,037</b>	<b>46,173</b>	<b>105,966</b>	<b>7,030</b>	<b>7,171</b>
<b>GRAND TOTAL - FIRE EQUIPMENT</b>					<b>130,050</b>	<b>78,336</b>	<b>76,990</b>	<b>369,725</b>	<b>154,950</b>	<b>105,992</b>	<b>119,261</b>	<b>133,879</b>	<b>86,351</b>	<b>159,425</b>

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  
2022 - 2031**

			Inflation Factor = 2%										
			(1.000) 2022 UNIT COST	(1.000) 2022	(1.020) 2023	(1.040) 2024	(1.061) 2025	(1.082) 2026	(1.104) 2027	(1.126) 2028	(1.149) 2029	(1.172) 2030	(1.195) 2031
Equipment Description	QTY	LIFE	COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>ELORA COMMUNITY CENTRE</b>													
Concession equipment (small, large & vending machines)				-	-	-	-	-	-	-	-	-	-
<b>Various Arena Equipment</b>													
Hockey Nets	2 set	15 years	3,000	3,000								3,500	
Lacrosse Nets	2 set	15 years	1,500	1,500								1,800	
Ice Surface Edger (propane)	1	5 years	6,000				6,400					7,000	
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			7,500							
P.A. System- amplifier	1	10 years	10,000			10,400							
Oscillating Fans	3	15 years	2,000				6,400						
				<b>14,500</b>	-	<b>17,900</b>	<b>12,800</b>	-	-	-	-	<b>12,300</b>	-
<b>Lobby Equipment</b>													
Benches	3	20 years	2,500										
				-	-	-	-	-	-	-	-	-	-
<b>Hall Equipment</b>													
Tables 6' rectangle)	50	5 years	125	1,000		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	1,000
Chairs	300	5 years	50	3,000		3,000			3,000	3,000			3,000
Sound System	1	10 years	3,000					3,200					
Speakers	2	10 years	1,000					1,100					
Acoustic Tiles	24	10 years	5,000										
				<b>5,000</b>	-	<b>5,000</b>	-	<b>6,300</b>	<b>5,000</b>	<b>5,000</b>	-	<b>2,000</b>	<b>5,000</b>
<b>Cleaning Equipment</b>													
Floor Scrubbers	1	5 years	7,500					8,100					9,000
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										2,400
				<b>1,000</b>	-	-	<b>1,100</b>	<b>8,100</b>	<b>1,100</b>	-	-	-	<b>11,400</b>
<b>ELORA COMMUNITY CENTRE SUB-TOTAL</b>				<b>20,500</b>	-	<b>22,900</b>	<b>13,900</b>	<b>14,400</b>	<b>6,100</b>	<b>5,000</b>	-	<b>14,300</b>	<b>16,400</b>
<b>GENTRE WELLINGTON COMMUNITY SPORTSPLEX</b>													
<b>Building Interior</b>													
Vending Machine						5,100							
Floor Scrubber							14,000						
Concession equipment (small, large & vending machines)													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

			Inflation Factor = 2%										
			(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2022 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Pad A Arena, Dressing Room Equipment</b>				-	-	5,100	14,000	-	-	-	-	-	-
Hockey Nets	2 sets	15 years	6,000										
Lacrosse Nets	2 sets	15 years	1,500	1,500	1,500					1,700			
Ice Surface Edger	1	5 years	6,000			6,200							
Sound System													
Score Clocks	1	15 years	20,000										
30 Second Clocks	1	15 years	2,000										
Oscillating fan	2	15 years	2,000		2,000								
				1,500	3,500	6,200	-	-	-	1,700	-	-	-
<b>Pad B Arena, Dressing Room Equipment</b>													
Hockey Nets	2 sets	15 years	3,000	3,000									
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	2,000	2,000								
				6,500	2,000	-	-	-	-	-	-	-	-
<b>Pool Equipment</b>													
Various Pool Toys		varies	250			300	300		300		300		
Lifeguard Equipment		varies	750			800	800		800		900		
Various Pool Equipment		varies	5,500	5,500		5,700	5,800		6,100		6,300		
Aquafit Equipment		varies	575			600	600		600		700		
Pool Maintenance Equipment		varies	5,000	5,000		5,200	5,300		5,500		5,700		
				10,500	-	12,600	12,800	-	13,300	-	13,900	-	-
<b>Hall Equipment</b>													
Tables - 8' rectangle	50	5 years	130	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
Chairs	500	5 years	50	2,500	2,500		2,500		2,500		2,500		2,500
Sound System	1	10 years	3,000								3,400	15,000	
Speakers	4	10 years	500									15,000	
Flooring VCT	921 sq.m	15 years	60,000	60,000									
				64,900	4,900	-	4,900	-	4,900	-	8,300	30,000	5,900
<b>Cleaning Equipment</b>													
Snow blower	1	5 years	1,000				1,100						1,200
Floor Scrubber - Small	1	5 years	13,000		13,300							12,900	
Floor Scrubber - 20"	1	5 years	9,000			9,400					10,300		
Floor Scrubber - 28"	1	5 years	11,000			11,400					12,600		
				-	13,300	20,800	1,100	-	-	-	22,900	12,900	1,200
<b>Weight Room / Fitness Equipment</b>													
Weight Equipment		varies	15,000	15,000			15,900			16,900		17,600	
Cardio Equipment		varies	35,000	35,000				37,900		39,400			
				50,000	-	-	15,900	37,900	-	56,300	-	17,600	-



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Digital Signs for Sportsplex	2	10 years		110,000	110,000									
<b>CWCS SUB-TOTAL</b>					<b>232,900</b>	<b>23,700</b>	<b>32,100</b>	<b>35,900</b>	<b>37,900</b>	<b>4,900</b>	<b>58,000</b>	<b>31,200</b>	<b>60,500</b>	<b>7,100</b>
<b><u>VICTORIA PARK SENIOR CENTRE</u></b>														
<b>Building Interior</b>														
Appliances - Other												50,000		
					-	-	-	-	-	-	-	50,000	-	-
<b>VICTORIA PARK SENIOR CENTRE SUB-TOTAL</b>					-	-	-	-	-	-	-	50,000	-	-
<b><u>FERGUS GRAND THEATRE</u></b>														
<b>Lighting</b>														
SL 15/32's	5	10 years		2,000	10,000									
SL 23/50's	10	10 years		2,000										
Source 4 Jr Zooms	18	10 years		2,000	36,000									
6" Rama Fresnels	10	10 years		1,500	15,000									
S4 PARncls	12	10 years		1,500		18,400								
8" Fresnels	6	10 years		1,500		9,200								
Acclaim 18-34 zooms	2	10 years		2,000			4,200							
V-bar LED's	12	10 years		2,000										
Fogger/Hazer		10 years		1,000									1,200	
Marquee Lighting	1	15 years		11,000	11,000									
CD80 Dimmer Rack, dimmers		10 years		10,000										
					<b>72,000</b>	<b>27,600</b>	<b>4,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200</b>	<b>-</b>
<b>AV</b>														
Digital Projector		10 years		10,000		10,200								
DVD Player		10 years		500									600	
Large Screen		30 years		15,000										
Small Screen		30 years		1,500										
					-	10,200	-	-	-	-	-	-	600	-
<b>Sound</b>														
Digital Snake														
Fan Snake		10 years												
Sound Board		5 years												
Lav Packs/receivers	2	5 years		2,000	2,000									
Wireless SM 58 kit		5 years		4,000	4,000									





**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Amp Rack													
Digital Crossover		10 years											
EV ELX 15" Monitors	2	10 years	1,000	2,000									
EV ZLX Powered Monitors	2	10 years	1,000							1,100			
SM 58 Mics	9	10 years	400										
SM 57 Mics	6	10 years	400										
Drum mic kit		10 years	1,500										
QSC K10 Speakers		10 years	1,000										
				<b>8,000</b>	-	-	-	-	-	<b>1,100</b>	-	-	-
<b>Communications</b>													
Clear-com main stn		10 years	2,500										
Headsets	8	5 years	500										
Belt packs	6	5 years	500	3,000									
Wireless batteries/charger		5 years	200										
Wireless belt packs	2	5 years	1,000										
Wireless headsets	4	5 years	1,000										
House Manager's Clear-com		10 years	500										
				<b>3,000</b>	-	-	-	-	-	-	-	-	-
<b>Ladders</b>													
FOH A-Frame Ladder		5 years	1,500	-	-	-	-	-	-	-	-	-	-
<b>FERGUS GRAND THEATRE SUB-TOTAL</b>				<b>83,000</b>	<b>37,800</b>	<b>4,200</b>	-	-	-	<b>1,100</b>	-	<b>1,800</b>	-
<b>BELWOOD HALL</b>													
<b>Building Interior</b>													
Stage Curtains												9,000	
Double Door Fridge												8,000	
Appliances - Other										1,000			
				-	-	-	-	-	-	<b>1,000</b>	-	<b>17,000</b>	-
<b>BELWOOD HALL SUB-TOTAL</b>				-	-	-	-	-	-	<b>1,000</b>	-	<b>17,000</b>	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>				<b>336,400</b>	<b>61,500</b>	<b>59,200</b>	<b>49,800</b>	<b>52,300</b>	<b>11,000</b>	<b>65,100</b>	<b>81,200</b>	<b>93,600</b>	<b>23,500</b>



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

			Inflation Factor = 2%	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	(1.000) 2022 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>ELORA COMMUNITY CENTRE</b>													
<b>Site works</b>													
Parking Lot (line painting)													
Sidewalks					20,000								
				-	20,000	-	-	-	-	-	-	-	-
<b>Building Exterior</b>													
Roofing Systems (Facility Capital)								100,000					
Eaves Troughs													
Soffit & Fascia													
Caulking													
Exterior Walls											50,000		
Windows													
Doors												15,000	
				-	-	-	-	100,000	-	-	50,000	15,000	-
<b>Building Interior</b>													
Walls - common and service areas (painting & protective netting)					40,000								
Floors- common and service areas (vinyl & skate tiles)											75,000		
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas													
Appliances - Other													
Cabinetry										28,000			
				-	40,000	-	-	-	-	28,000	75,000	-	-
<b>Electrical Systems</b>													
Distribution Panel - Main/intermediate													
Transformer				12,000									
Fire Alarm - Panel													
Emergency Lighting						10,000							
Exterior Lighting System													
				12,000	10,000	-	-	-	-	-	-	-	-
<b>Mechanical Systems</b>													
Heating System - common and service areas													
Exhaust Systems													
Arena Exhaust Fans													
Ice Making System													
Compressor					48,400		50,000						
Ice Rink De-humidification												75,000	
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2% (1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Domestic Water Recirculating System													
Storm Water including Roof Drains													
Chiller				50,000									
Condenser										77,000			
				<b>50,000</b>	<b>48,400</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>77,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>
<b>Lobby Equipment</b>													
Display Case	1	40 years	5,000										
				-	-	-	-	-	-	-	-	-	-
<b>Hall Equipment</b>													
Tables 6' rectangle)	50	5 years	125		1,000	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	1,000
Chairs	300	5 years	50		3,000	3,000			3,000	3,000			3,000
Sound System	1	10 years	3,000					3,200					
Speakers	2	10 years	1,000					1,100					
Acoustic Tiles	24	10 years	5,000										
Projector	1	5 years	1,000		1,000					1,100			
Bar Freezer	1	10 years	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			7,300							
				-	6,000	38,300	-	7,400	5,000	6,100	-	2,000	5,000
<b>ELORA COMMUNITY CENTRE SUB-TOTAL</b>				<b>62,000</b>	<b>124,400</b>	<b>38,300</b>	<b>50,000</b>	<b>107,400</b>	<b>5,000</b>	<b>111,100</b>	<b>125,000</b>	<b>92,000</b>	<b>5,000</b>
<b>CENTRE WELLINGTON COMMUNITY SPORTSPLEX</b>													
<b>Building Exterior</b>													
Exterior Walls				15,000									
Caulking													
Front Entrance Roof Painting											57,400		
Windows													
Doors				3,300									
				<b>18,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57,400</b>	<b>-</b>	<b>-</b>
<b>Building Interior</b>													
Ceilings-common and service areas													
Mezzanine upgrades								8,300					
Community hall washroom upgrades													
Fitness change rooms upgrades													
Walls - common and service areas													
Community hall folding door covering repairs													
Floors- common and service areas				24,000	14,000								



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2%									
			(1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Interior Doors - common and service areas			5,000									
Lighting Fixtures - common and service areas												
Plumbing Fixtures - common and service areas			5,000	5,000	5,000							
T.V. Monitor Program				11,000								
Pool Windows									112,600			
Lighting for Streetscape												
Plumbing for Cross Connections												
Cabinetry												
Storage Lockers			10,000									
			<b>44,000</b>	<b>30,000</b>	<b>5,000</b>	<b>-</b>	<b>8,300</b>	<b>-</b>	<b>112,600</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Electrical Systems</b>												
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				
			<b>-</b>	<b>-</b>	<b>-</b>	<b>54,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Mechanical system</b>												
Heating system												
replace pad A arena gas heating												
Dehumidifier - Pad A							71,300					
Exhaust Systems												
Olympia Room Water Heater								20,000				
Unity Hall HVAC												
Pool Office HVAC										34,500		
Domestic Water - Hot Water Boilers and Tanks								32,500				
Domestic Water Recirculating System			1,700									
Condenser Replacement Pad A and Pad B				81,600								
Compressor Replacement					139,400				165,600			
Domestic Water Treatment System												
Fire Hoses Cabinets												
Sanitary Waste Removal System												
Storm Water including Roof Drains												
			<b>1,700</b>	<b>81,600</b>	<b>139,400</b>	<b>71,300</b>	<b>52,500</b>	<b>165,600</b>	<b>-</b>	<b>34,500</b>	<b>-</b>	<b>-</b>
<b>Pool Equipment</b>												
Water Slide		20 years	25,000		26,000							
Pool Boiler		15 years	65,000									
			<b>65,000</b>	<b>-</b>	<b>26,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

			Inflation Factor = 2%										
			(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2022 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Hall Equipment</b>													
Flooring VCT	921 sq.m	15 years	60,000		61,200								
Dishwasher	1	10 years	50,000										
Convection Ovens	1	10 years	7,000			7,300							
Stovetop Ovens	1	10 years	21,000		21,400								
Double Door Fridge	3	10 years	5,000										
Freezers	2	10 years	3,500										
Dividing Wall	1	30 years	75,000					81,200					
				-	82,600	7,300	-	81,200	-	-	-	-	-
<b>Weight Room / Fitness Equipment</b>													
Women's Sauna	1	7 years	5,000				5,300						
Men's Sauna	1	7 years	5,000		5,100							5,900	
				-	5,100	-	5,300	-	-	-	-	5,900	-
<b>CWCS SUB-TOTAL</b>				<b>129,000</b>	<b>199,300</b>	<b>177,700</b>	<b>130,600</b>	<b>142,000</b>	<b>225,600</b>	<b>112,600</b>	<b>91,900</b>	<b>5,900</b>	<b>-</b>
<b><u>VICTORIA PARK SENIOR CENTRE</u></b>													
<b>Site Works</b>													
<b>Sidewalks</b>													
												15,000	
				-	-	-	-	-	-	-	-	15,000	-
<b>Building Exterior</b>													
Re-roof with shingles and flat roofs		35 years											
Eaves Troughs		20 years											
Soffit & Fascia		35 years											
Exterior Walls													
				-	-	-	-	-	-	-	-	-	-
<b>Building Interior</b>													
Ceilings-common and service areas													
Walls - common and service areas													
Floors- common and service areas													
Lighting Fixtures - common and service areas													
Plumbing Fixtures - common and service areas					5,000								
Cabinetry												40,000	
Countertops												15,000	
				-	5,000	-	-	-	-	-	-	55,000	-
<b>Electrical System</b>													
Distribution Panel - Main/intermediate													
Fire Alarm - Panel					5,000								
Fire Alarm System - Pull stations													
Emergency Lighting													



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

			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)
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>Equipment Description</b>	<b>QTY</b>	<b>LIFE</b>	<b>(1.000) 2022 UNIT COST</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
Exterior Lighting System											10,000		
Door System/Entry System													
Security Surveillance			4,000										
			<b>4,000</b>	<b>5,000</b>	-	-	-	-	-	-	<b>10,000</b>	-	-
<b>Mechanical Systems</b>													
Air Make-up Systems													
Domestic Water Shut-off Valves and Mains													
Domestic Water - Risers and Laterals													
Domestic Water - Hot water Boilers and Tanks			1,200					10,000					
Domestic Water Recirculating System			1,100										
Domestic Water Treatment System													
Air conditioning unit													
Other (Sump Pumps)													
			<b>2,300</b>	-	-	-	-	<b>10,000</b>	-	-	-	-	-
<b>VICTORIA PARK SENIOR CENTRE SUB-TOTAL</b>			<b>6,300</b>	<b>10,000</b>	-	-	-	<b>10,000</b>	-	-	<b>10,000</b>	<b>70,000</b>	-



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2%									
			(1.000) 2022 UNIT COST	(1.000) 2022	(1.020) 2023	(1.040) 2024	(1.061) 2025	(1.082) 2026	(1.104) 2027	(1.126) 2028	(1.149) 2029	(1.172) 2030
<b>FERGUS GRAND THEATRE</b>												
<b>Site Work</b>												
Sidewalks												
				-	-	-	-	-	-	-	-	-
<b>Building Exterior</b>												
Roof system												
front metal canopy		25 years										
main & secondary roof (EPDM)		25 years										
Caulking												
Eaves		30 years										
Exterior Walls												
Windows												
Doors								10,000				
				-	-	-	-	10,000	-	-	-	-
<b>Building Interior</b>												
Ceilings-common and service areas		10 years					15,000					
Walls - common and service areas		5 years										
Floors- common and service areas		5 years	30,000				4,200			33,800		
Plumbing Fixtures - common and service areas												
				-	-	-	19,200	-	-	33,800	-	-
<b>Electrical Systems</b>												
Distribution Panel - Main/intermediate												
Emergency Lighting												
Exterior Lighting System												
				-	-	-	-	-	-	-	-	-
<b>Mechanical Systems</b>												
Heating System - common and service areas			95,000					50,000	50,000			
Domestic Water Shut-off Valves and Mains												
Domestic Water - Risers and Laterals												
Domestic Water - Hot water Boilers and Tanks			1,200							1,400		
Storm Water including Roof Drains												
				-	-	-	-	50,000	50,000	1,400	-	-
<b>FERGUS GRAND THEATRE SUB-TOTAL</b>				-	-	-	19,200	60,000	50,000	35,200	-	-



**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	LIFE	Inflation Factor = 2%	(1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>BELWOOD HALL</b>														
<b>Site Work</b>														
Sidewalks														
					-	-	-	-	-	-	-	-	-	-
<b>Building Exterior</b>														
Paint siding														
Replace metal roof on entire building (\$22,500 in 2007)		40 years		25,000								28,700		
Eaves trough - Soffit & Fascia (\$3,500 in 2007)													18,000	
Windows (\$16,800 in 2007)					20,000									
Siding board & batten (\$17,750 in 2007)					20,000									
Caulking														
Doors											16,900			
					<b>40,000</b>	-	-	-	-	-	<b>16,900</b>	<b>28,700</b>	<b>18,000</b>	-
<b>Building Interior</b>														
Ceilings - common and services areas														
Floors - common and service areas					5,000		25,000	30,000						
Lighting Fixtures - common and service areas						10,000								
Plumbing Fixtures - common and service areas					2,500									
					<b>7,500</b>	<b>10,000</b>	<b>25,000</b>	<b>30,000</b>	-	-	-	-	-	-
<b>Electrical System</b>														
Distribution Panel - Main/intermediate														
Emergency Lighting														
					-	-	-	-	-	-	-	-	-	-
<b>Mechanical System</b>														
Heating System - common and service areas									15,000					
Domestic Water Supply and Distribution														
Domestic Water - Risers and Laterals														
Domestic Water Treatment System														
Sanitary Waste Removal System										50,000				
					-	-	-	-	<b>15,000</b>	<b>50,000</b>	-	-	-	-
<b>BELWOOD HALL SUB-TOTAL</b>					<b>47,500</b>	<b>10,000</b>	<b>25,000</b>	<b>30,000</b>	<b>15,000</b>	<b>50,000</b>	<b>16,900</b>	<b>28,700</b>	<b>18,000</b>	-





**TOWNSHIP OF CENTRE WELLINGTON  
FACILITIES REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Inflation Factor = 2%			(1.000)	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	LIFE	2022 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b><u>CWCS CAMPGROUND WASHROOM</u></b>													
<b>Building Exterior</b>													
Roof systems												30,000	
Soffit and fascia												15,000	
<b>Building Interior</b>													
Walls - common and service areas										22,500			
				-	-	-	-	-	-	22,500	-	45,000	-
<b>CWCS CAMPGROUND SUB-TOTAL</b>				-	-	-	-	-	-	22,500	-	45,000	-
<b><u>ELORA TOURISM OFFICE</u></b>													
<b>Building Exterior</b>													
Load Brick Bearing Masonry Walls			25,000										
Sealants			4,000										
Windows			10,000										
			39,000	-	-	-	-	-	-	-	-	-	-
<b>ELORA TOURISM OFFICE SUB-TOTAL</b>				39,000	-	-	-	-	-	-	-	-	-
<b>TOTAL EQUIPMENT REPLACEMENT</b>				283,800	343,700	241,000	229,800	334,400	330,600	298,300	255,600	230,900	5,000



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2%	(1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
						2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>GENERAL PARK</b>															
<b>Bleachers</b>															
CWSC Grounds (80 seat unit)	30	old	10 years		26,000			27,100	55,200			29,300			
Elora CC Diamonds (40 seat unit)	5	old	10 years		3,000	3,000				3,200	3,300	3,400			
Elora Lion's Park (40 seat unit)	3	old	10 years		3,000	3,000				3,200					
Forfar Park (60 seat ut) - <b>DO NOT REPLACE</b>	2	old	10 years		3,000										
Highland Park - Tye (80 seat unit)	6	old	10 years		8,000	8,000				8,700		9,000			
Highland Park - (40 seat unit)	4	old	10 years		3,000	3,000					3,300				
Belwood Ball Diamond (80 seat unit)	3	old	10 years		8,000										
St Mary's School (40 seat unit)	2	old	10 years		3,000										
						17,000	-	27,100	55,200	15,100	6,600	41,700	-	-	-
<b>Benches &amp; Tables</b>															
Picnic Tables (various locations)	50	old	10 years		500	8,000			2,000	1,000		4,800			
Park Benches	25	old	10 years		600					600					
Garbage Cans (with Lids)	160	old	2 years		30		5,000		5,000		5,000		5,000		
						8,000	5,000	-	7,000	1,600	5,000	4,800	5,000	-	-
<b>Fencing</b>															
Fencing						-	-	-	-	-	-	-	-	-	-
<b>Tennis Courts</b>															
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		32,000	32,000									
TSTC - Replace lights		old	15 years		45,000	45,000									
CWCS - fencing		2009	20 years		25,000										
CWCS - re-colour coat surface		2009	5 years		7,500		7,800						8,600		
CWCS - Re-asphalt & re-colour coat		2009	15 years		65,000										
CWCS - replace lights		2009	15 years		45,000							50,700			
						77,000	-	33,800	-	-	-	50,700	8,600	-	-
<b>Light Towers</b>															
ECC Diamonds - "A"		old	2018		100,000						110,400				
ECC Diamonds - "B"		old	2019		100,000			106,100							
CWSC - Hardball		old	2013		80,000										
Victoria Park Soccer		2003	2020		120,000							135,100			
Victoria Park Rugby/Soccer		2003	2020		40,000							45,000			
Tye/Highland Park Diamonds		old	2015		100,000		104,000								
Belwood Ball Diamond		1997	2021		100,000						110,400				
						-	-	104,000	106,100	-	220,800	180,100	-	-	-



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Shelters (25 years)</b>														
Elora Community Centre	1	1990	25 years	50,000		51,000								
CWSC Centre	1	old		40,000			41,600							
Bissell Park	1	1995	25 years	40,000							45,000			
Hoffer Park	1	old	25 years	20,000		20,400								
Confederation Park	1	old	25 years	10,000	10,000									
Veteran's Park (Salem) - <b>DO NOT REPLACE</b>	1	old	25 years	35,000										
Maple Park (Belwood)	1	old	10 years	50,000		51,000								
					10,000	122,400	41,600	-	-	-	45,000	-	-	-
<b>Playground Equipment</b>														
Belwood - Douglas Park (swings, spring toy, structure & slide)			20 years	50,000										
Belwood - Maple Park (swings & slide)	1	2014	20 years	75,000								86,200		
ECC - play equipment	1		20 years	200,000					216,500					
Elora - Hoffer Park (swings, slide, mini-play structure)		2011	20 years	75,000										89,600
Elora - O'Brien Park	1		20 years	100,000										
Elora - O'Brien Park - rubber flooring (Note 1)	1	2020	20 years	90,000								20,000		
Elora - Keating Park - play equipment	1	2015	20 years	45,000										
Elora - Drimmie Park - play equipment	1		20 years	100,000									117,200	
Elora - Foote Park - play equipment	1		20 years	50,000		51,000								
Elora - Southridge - play equipment	1	2014	20 years	200,000										239,000
Elora - Southridge - rubber flooring (Note 1)	1	2014	20 years	110,000		20,000								131,500
CWCS - play equipment	1		20 years	150,000		120,000								
Fergus - Strathallan park - play equipment	1		20 years	75,000						82,800				
Fergus- Victoria Park (play structure)	1		20 years	150,000			156,100							
Fergus - Tait Park - play equipment	1	2019	20 years	50,000										
Fergus- Stait Park - play equipment	1		20 years	200,000									234,300	
Fergus - Stait Park - rubber flooring (Note 1)	1		20 years	110,000					15,000				128,900	
Fergus- Graham Park	1		20 years	50,000										
Fergus- Ferrier Park (play structure)	1		20 years	75,000										
Fergus- Wilkie Park (play structure)	1		20 years	100,000				106,100						
Fergus- Confederation Park (play structure)	1		20 years	50,000										
Fergus - Webster Park - play equipment	1	2008	20 years	50,000							56,300			
Fergus - Webster park - arch climber	1		20 years	4,000			4,200							
Fergus - Beatty Park - play equipment	1	2008	20 years	75,000							84,500			
Fergus - Holman Park - play equipment	1	2008	20 years	50,000							56,300			
Fergus - Strathlea - play equipment	1	2015	20 years	150,000										
Fergus - Westminster - play equipment	1	2015	20 years	200,000										
Salem - Veteran's Park - play equipment & swings	1	2018	20 years	50,000										
Elora - Elora Meadows Park - play equip	1	2018	20 years	140,000										
Fergus - Gibbons Drive Park - play equip	1	2019	20 years	75,000										
Fergus - Revell Park - play equip	1	2019	20 years	60,000										
Fergus - Ryan Park - rubber flooring (Note 1)	1	2017	20 years	90,000				20,000						
					-	191,000	160,300	126,100	231,500	82,800	197,100	106,200	480,400	460,100



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

Equipment Description	QTY	Year Install	LIFE	Inflation Factor = 2% (1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>SPORT SPECIFIC EQUIPMENT</b>														
<b>Backstops (Baseball)</b>														
Forfar Park Diamond - DO NOT REPLACE	1		not replace											
Tye/Highland Park Diamond	1	old	15 years	50,000		51,000								
Highland Park - small dia.	2	2002	15 years	5,000	10,000									
Webster Park	1	old												
St. Mary's School Diamond	1	2000	15 years	10,000									11,700	
Belwood Diamond - DO NOT REPLACE	1	old	15 years	50,000										
ECC Diamonds A	1	old	15 years	50,000				53,100						
ECC Diamond B	1	old	15 years	50,000		51,000								
FCC Diamond	1	old	15 years	50,000					54,100					
					10,000	102,000	-	53,100	54,100	-	-	-	11,700	-
<b>Portable/Permanent Uprights (Soccer/Rugby/Basketball)</b>														
Soccer- Victoria Park North	1	set	2002 10 years	7,000	7,000									
Soccer- Victoria Park South	1	set	2002 10 years	7,000								8,000		
Soccer- Victoria Park West	1	set	2003 10 years	7,000	7,000									
Soccer- Strathallan Park	1	set	old 10 years	3,000				3,200						
Soccer- CWCS Grounds	2	set	old 10 years	5,000				5,300						
Basketball- Belwood Ball Diam	1	net	old 10 years	4,000					4,300					
Basketball - Douglas Park	1	net	old 10 years	4,000				4,200						
Basketball- Elora CC	2	nets	old 10 years	8,000				8,500						
					14,000	-	-	21,200	4,300	-	-	8,000	-	-
<b>Ramps &amp; Other Equipment (Skateboard)</b>														
CWCS Skateboard park	1	old	15 years	80,000		81,600	-	-	-	-	-			
ECC Skateboard park	1	2019	30 Years	400,000										
					-	81,600	-	-	-	-	-	-	-	-
<b>Splash Pads</b>														
Elora - O'Brien Park	1	2020	15 years	315,000										
Fergus - Milburn Park	1	2014	15 years	300,000								344,600		
					-	-	-	-	-	-	-	344,600	-	-



**TOWNSHIP OF CENTRE WELLINGTON  
PARKS EQUIPMENT REPLACEMENT FORECAST  
PARKS & RECREATION  
2022 - 2031**

				Inflation Factor = 2%										
				(1.000) 2022 UNIT COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
Equipment Description	QTY	Year Install	LIFE	(1.000) 2022 UNIT COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>REPAIR &amp; MAINTENANCE EQUIPMENT</b>														
<b>Lawn Mowers &amp; Weed Eaters</b>														
Weedeaters (2 per 2 years)	4	vary	4 years	500		1,000			1,000	1,200			1,200	
Hand Mowers (1 per 4 years)	2	old	4 years	800	1,600			800		900		900		
Large Aerator	1	2015	10 yrs	12,000				12,700						
Aerator	1	old	5 years	2,000					2,200					2,400
Lawn Roller	1	old	5 years	5,000			5,200					5,700		
FCC Ball Groomer	1	old	5 years	10,000		10,200					11,300			
ECC Ball Groomer	1	old	5 years	10,000		10,200					11,300			
Watering trailer	1	2021	10 years	10,000										
					1,600	21,400	5,200	13,500	3,200	2,100	22,600	6,600	1,200	2,400
<b>Greenhouses</b>														
Polyhouse	2	2006	10 years	6,000										
Poly for Greenhouse				8,000	2,000				8,700					9,600
Benches				15,000	15,000									
Heaters	5	2006	10 years	1,500	7,500									
					24,500	-	-	-	8,700	-	-	-	-	9,600
<b>Signage</b>														
Parks By-Laws		Operating Budget												
Park Identification		Capital Budget												
<b>TOTAL EQUIPMENT REPLACEMENT</b>					<b>162,100</b>	<b>523,400</b>	<b>372,000</b>	<b>382,200</b>	<b>318,500</b>	<b>317,300</b>	<b>542,000</b>	<b>479,000</b>	<b>493,300</b>	<b>472,100</b>



**ENVIRONMENTAL  
SUPPORTED EQUIPMENT  
REPLACEMENT  
FORECAST**

**2022 BUDGET**



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2022 - 2031**

Equipment Description	Qty	Inflation Factor = 2% (1.000) 2022 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>WATER SERVICES</b>												
Quick Cut Saw (1)	1	1,500				1,600					1,800	
Asphalt Saw (1)	1	1,500			1,600					1,700		
Tapping Machine (1)	1	3,000						3,200				
Large Generator (2)	2	80,000		163,200								
Locator Equipment	1	5,000			5,200					5,700		
Leak Detection System	1	25,000		25,500								
Tower Generators (4)	4	1,500			6,400					6,800		
Watermain Flushing Meter (2) - 2015	2	2,200	2,200			2,300		2,400			2,600	
Hydrant Transmitters (3) - 2015	3	10,000	30,000						33,900			
Valve Turner - 2011	1	35,000		35,700								
Compactor (Jumping Jack)	1	7,000			7,300					8,000		
<b>WATER - SPCS</b>												
Locator Equipment (Hetek) - 2015	1	5,000						5,400				6,000
Uninterruptible Power Supply Batteries - Water	14	250			4,200				4,200			
Uninterruptible Power Supply Devices (14) - Water	14	1,400			21,000							
Handheld - Water Meter Reader - 2015 (R900 Belt Clip with Tablet)	1	6,000										7,200
Handheld - Water Meter Reader - CW Hydro - retire	1	6,000										
Handheld - Water Meter Reader - SPCS Backup	1	6,000						6,500				
2" Backflow Device (2)	2	1,500						1,600				1,800
Backflow Testing Device	1	3,000						3,200				
MRX-920 Mobile Data Collector	1	20,000									23,400	
2 Inch Water Meters with Pit Meter Heads (4)	4	1,250				1,300					1,500	
Water Bottle Fill Stations (5)	5	3,500										
Provision for Miscellaneous Equipment			7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000
<b>TOTAL - WATER</b>			39,200	231,400	52,700	12,700	27,400	10,400	46,100	30,700	37,800	24,000
<b>WASTEWATER SERVICES</b>												
Sewer Machine - Flex Rods (Electric) (1)	1	2,000									2,300	
Small Generator (3)	3	1,500				4,800					5,300	
Lateral Hand Sewer Camera (1)	1	10,000						10,800				12,000
Mainline Sewer Camera (1)	1	90,000		91,800								
Uninterruptible Power Supply Batteries - Wastewater	24	250				7,200				7,200		
Uninterruptible Power Supply Devices - Wastewater	24	1,300								36,000		
Weed Eater (2)	2	2,000	2,000			2,100		2,200			2,300	
Hydraulic Ram Set	1	2,500										3,000
Large Generator - Lift Station (1)	1	50,000						54,100				
Truck Snow Blade - 2015	1	8,500							9,600			
2 x 4" Pumps with Hoses, Control Box and Cord (1 Fergus & 1 Elora)	2	7,500						16,200				
Quickcut and Trolley	1	2,000							2,300			



**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2022 - 2031**

Equipment Description	Qty	Inflation Factor = 2% (1.000) 2022 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
"Big Blue" Trailer Pump and Hose- all 6"	1	70,000			72,800							
Vactor Heads/Guns/Accessories/Spares	1	20,000				21,200						
Welders	2	5,000		5,100							5,900	
Motorized Pipe Vise and Threading Tools	1	7,000	7,000									
Davit Arms and Chainfalls/Spec Chain	1	15,000	5,000	5,100	5,200	5,300	5,400	5,533	5,633	5,733	5,867	5,967
Appliances Fridges/Stoves/Microwaves	1	1,500	150	150	160	160	160	170	170	170	180	180
2" Pumps x 3 and Hoses	3	1,700				1,800	1,800				2,000	
Spare Submersible Pumps from Lift Stations	1	26,000										
Sewer Push Camera	1	5,500							6,200			
Line Locators/Equipment	1	11,000										13,100
Chem pump-LPS	1	2,000				2,100						
Snowblowers (1 Elora, 1 Fergus)	2	2,250		2,300		2,400					2,600	
Portable Gensets/Inverters	5	2,000		2,000		2,100		2,200		2,300		2,400
Air Compressor - Large (Fergus)	1	4,000										4,800
Air Compressor - Small (Elora & Spills Trailer)	2	500			500	500			600	600		
Camera Truck Software	1	80,000										
Provision for Miscellaneous Equipment			7,000	7,000	7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000
<b>WASTE WATER TREATMENT PLANTS</b>												
Fergus A-frame	1	15,000				15,900						
Elora A-frame	1	15,000										
Various Utility Hoists	6	3,000		3,100		3,200		3,300		3,400		3,600
Utility Hoist - 2 Ton	1	8,000										9,600
3 Lab Quality Microscopes	3	2,500	2,500						2,800			
Education Trailer Contents	1	10,000										
Lab Equipment	1	30,000	3,000	3,060	3,120	3,180	3,250	3,310	3,380	3,450	3,510	3,590
Hoses- 1",2",2.5",3",4"	1	2,000					2,200					2,400
Engine Hoist	1	1,500				1,600						
UV/FE Testing Equip/Units	1	6,000					6,500					7,200
Composite Samplers - Final Effluent x 2	2	8,000		8,200						9,200		9,600
Composite Samplers x 4	4	4,000	4,000				4,300				4,700	
Trailers x 2 (1 spills, 1 education)	2	10,000		10,200			10,800					
Trailer - Landscape	1	6,000			6,200							
Non-flammable Cabinet	2	4,500	4,500				4,900					
Washer and Dryer	1	2,500			2,600						2,900	
Bug Zapper Lamps - 3x Fergus, 3 x Elora	6	1,000				6,600						
Provision for Miscellaneous Equipment			9,000	9,000	9,000	10,000	10,000	10,000	10,500	10,500	10,500	11,000
<b>TOTAL - WASTEWATER</b>			44,150	147,010	106,580	97,640	137,910	34,713	49,183	87,053	56,557	97,437
<b>TOTAL EQUIPMENT REPLACEMENT</b>			83,350	378,410	159,280	110,340	165,310	45,113	95,283	117,753	94,357	121,437





**TOWNSHIP OF CENTRE WELLINGTON  
EQUIPMENT REPLACEMENT FORECAST  
ENVIRONMENTAL SERVICES  
2022 - 2031**

Equipment Description	Qty	Inflation Factor = 2% (1.000) 2022 COST	(1.000)	(1.020)	(1.040)	(1.061)	(1.082)	(1.104)	(1.126)	(1.149)	(1.172)	(1.195)
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b><i>Reserve Forecast</i></b>												
January 1 Reserve Balance			728,503	735,153	451,743	393,463	390,123	337,813	412,700	444,416	461,663	510,306
Less: Equipment replacements			(83,350)	(378,410)	(159,280)	(110,340)	(165,310)	(45,113)	(95,283)	(117,753)	(94,357)	(121,437)
Add: Revenues from sale of equipment			-	-	-	-	-	-	-	-	-	-
Add: Operating budget contribution			90,000	95,000	101,000	107,000	113,000	120,000	127,000	135,000	143,000	152,000
December 31 Reserve Balance			735,153	451,743	393,463	390,123	337,813	412,700	444,416	461,663	510,306	540,870



# **10-YEAR CAPITAL FORECAST**

**2022 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 2022 capital projects are approved by Council, and 2023/2024 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;
- Long-term Water Supply Master Plan; and
- Building Condition Audits.

The recommendations in these master plans/studies span, at a minimum, 10 years and in some cases, over 20 years. The recommendations affecting the 2022 to 2031 period have been incorporated into the capital forecast.

### Funding the 10-Year Capital Forecast

The first 9 years of the capital forecast have been fully funded. From a tax supported capital perspective, this is based on minimum expected funding available of approximately \$4 million to \$4.5 million per year (from taxation, Canada Community Building Fund, 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 2022 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 2022 capital budget section, the Township is limited from a cash flow perspective when planning to use DC funding within the capital budget process. For each year in the 10-year capital forecast, a maximum target DC funding available of \$1.7 million annually was used. 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.

2023 and 2024 Project Highlights

The following represents project highlights for years 2023 and 2024. Staff are seeking preliminary approval of all projects in these years, so that planning and any design needs can be initiated in 2022.

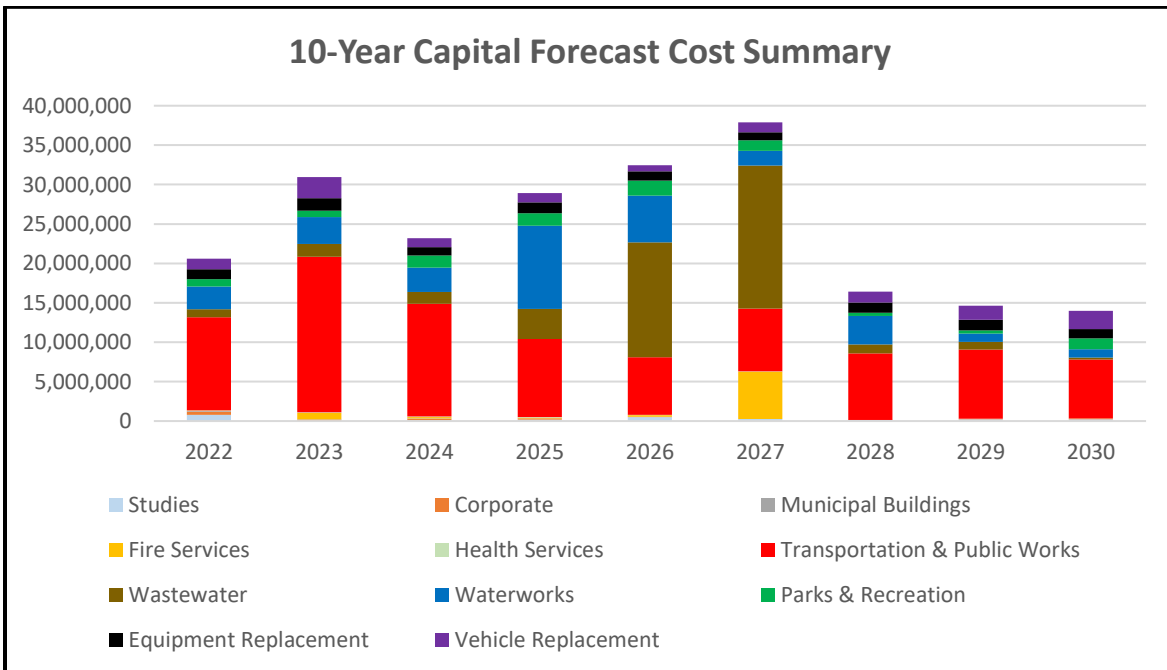
**2023 Capital Project Highlights**

<b>Project</b>	<b>Amount</b>
Replacement of Fifth Line bridge over the Irvine Creek (structure 16-WG)	\$2,600,000
Replacement of Fifth Line bridge deck (structure 18-WG)	440,000
Corporate Operations Facility	7,523,000
Paving of Eighth Line E from Sideroad 14 to Sideroad 10	680,000
Reconstruction of East Mill St from Metcalfe St to Melville St	2,610,000
Reconstruction of Beatty Line N from Colborne St to Garafraxa St	4,853,000
Watermain replacement on St Andrew St W from Tower St to St David St	680,000
Sanitary sewer replacement on St Andrew St W and Menzies Lane from Tower St to St David St	620,000
Watermain Replacement on McNab St from High St to Bridge St	1,120,000
Hoffer Park Washroom	210,000

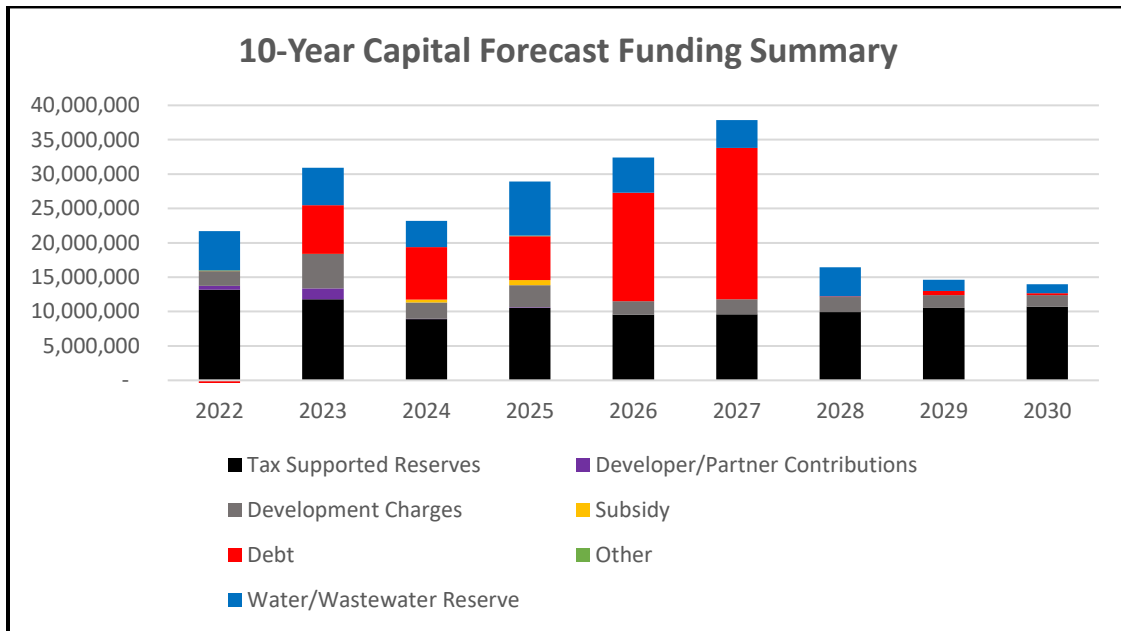
## 2024 Capital Project Highlights

Project	Amount
Rehabilitation of Fourth Line Bridge (structure 3-WG)	\$390,000
Rehabilitation of Fifth Line Bridge (structure 4-E)	330,000
Rehabilitation of Sideroad 4 Bridge (structure 14-P)	220,000
Replacement of bridge deck on Bissell Park Pedestrian Bridge (structure 2-EL)	270,000
Reconstruction of Irvine St from East Mill St to Church St	870,000
Reconstruction and upgrades of Carlton Place from Metcalfe St to Victoria St in Elora	1,060,000
Reconstruction and upgrades of Carlton Place from Victoria St to Wellington Road 7 in Elora	1,487,500
Reconstruction of St David St N from St Andrew St to Edinburgh Ave	1,655,000
Sanitary sewer replacement on St Andrew St E from St David St to Gowrie St	870,000
New Well in Area 3	640,000
Watermain Replacement on Douglas Crescent from Forfar St to Gzowski St	955,000
Bissell Park Refrigeration System	350,000
Millburn Park Playground and Washroom	170,000
Corporate Operations Facility	7,523,000

The graph below shows the distribution of projects by category/department over the forecast period. Year 10 (i.e. 2031) 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. 2031) 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. 2023 to 2027), additional capital is possible due to anticipated proposed debt financing. For more analysis on debt (both current and proposed debt), please refer to the “other information” at the end of this document.

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



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>STUDIES</b>											
Studies											
105-0641 - Purchasing By-Law Review	20,000	0	0	0	0	0	0	0	0	0	20,000
105-0899 - Update Corporate Strategic Action Plan - 2022	40,000	0	0	0	0	0	0	0	0	0	40,000
105-0900 - Cultural Heritage Landscape Study Official Plan Amendment	30,000	0	0	0	0	0	0	0	0	0	30,000
105-0901 - Water/Wastewater Servicing Master Plan	150,000	0	0	0	0	0	0	0	0	0	150,000
105-0902 - Health & Safety Action Plan	30,000	0	0	0	0	0	0	0	0	0	30,000
105-0903 - Inclusivity, Diversity and Equality Study and Implementation	80,000	0	0	0	0	0	0	0	0	0	80,000
2013-019 - Update to Growth Strategy - 2026	0	0	0	0	110,000	0	0	0	0	0	110,000
2015-054 - Development Charges Study - 2025	0	0	0	80,000	0	0	0	0	0	0	80,000
2016-012 - Water and Wastewater Rate Study - 2025	0	0	0	60,000	0	0	0	0	0	0	60,000
2016-013 - Township Wide Job Evaluation Study - 2024	0	0	50,000	0	0	0	0	0	0	0	50,000
2017-001 - Update Corporate Strategic Action Plan - 2026	0	0	0	0	40,000	0	0	0	0	0	40,000
2018-006 - Development Charges Study - 2030	0	0	0	0	0	0	0	0	80,000	0	80,000
2019-038 - Transportation Plan Update	0	0	0	0	240,000	0	0	0	0	0	240,000
2019-039 - Trails Master Plan Study Update	0	0	0	0	76,000	0	0	0	0	0	76,000
2019-040 - Parks, Recreation & Culture Master Plan Update	0	0	0	0	0	0	85,000	0	0	0	85,000
2019-041 - Fire Master Plan Update	0	0	0	0	0	60,000	0	0	0	0	60,000
2019-042 - Update to Growth Strategy - 2031	0	0	0	0	0	0	0	0	0	100,000	100,000
2020-056 - Township Wide Job Evaluation Study - 2029	0	0	0	0	0	0	0	50,000	0	0	50,000





# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2021-042 - Water Supply Master Plan Update	0	0	0	0	0	0	0	160,000	0	0	160,000
2021-047 - Update Corporate Strategic Action Plan - 2030	0	0	0	0	0	0	0	0	40,000	0	40,000
2021-048 - Water and Wastewater Rate Study - 2030	0	0	0	0	0	0	0	0	60,000	0	60,000
2021-050 - Heritage Conservation District Study #1	0	35,000	0	0	0	0	0	0	0	0	35,000
2021-051 - Heritage Conservation District Plan #1	0	0	35,000	0	0	0	0	0	0	0	35,000
2021-052 - Heritage Conservation District Study #2	0	0	0	45,000	0	0	0	0	0	0	45,000
2021-053 - Heritage Conservation District Plan #2	0	0	0	0	45,000	0	0	0	0	0	45,000
2021-054 - Municipal Building Audit Update	0	0	0	0	0	150,000	0	0	0	0	150,000
2022-053 - Future Recreation Facility Needs Assessment - Arenas	0	0	0	12,000	0	0	0	0	0	0	12,000
2022-098 - Heritage Conservation District Study #3	0	0	0	0	0	50,000	0	0	0	0	50,000
2022-099 - Heritage Conservation District Plan #3	0	0	0	0	0	0	50,000	0	0	0	50,000
2022-100 - Heritage Conservation District Study #4	0	0	0	0	0	0	0	35,000	0	0	35,000
2022-101 - Heritage Conservation District Plan #4	0	0	0	0	0	0	0	0	35,000	0	35,000
2022-102 - Heritage Conservation District Study #5	0	0	0	0	0	0	0	0	0	100,000	100,000
810-0640 - South Fergus Master Environmental Servicing Plan	425,000	0	0	0	0	0	0	0	0	0	425,000
<b>Total for Studies</b>	<b>775,000</b>	<b>35,000</b>	<b>85,000</b>	<b>197,000</b>	<b>511,000</b>	<b>260,000</b>	<b>135,000</b>	<b>245,000</b>	<b>215,000</b>	<b>200,000</b>	<b>2,658,000</b>
<b>TOTAL STUDIES</b>	<b>775,000</b>	<b>35,000</b>	<b>85,000</b>	<b>197,000</b>	<b>511,000</b>	<b>260,000</b>	<b>135,000</b>	<b>245,000</b>	<b>215,000</b>	<b>200,000</b>	<b>2,658,000</b>
<b>CORPORATE</b>											
Corporate - IT&S											
105-0904 - New Photocopiers/Folder & Inserter Machine - 2022	50,000	50,000	50,000	0	0	0	0	0	0	0	150,000
2019-048 - New Photocopiers/Folder & Inserter Machine - 2029	0	0	0	0	0	0	0	50,000	50,000	50,000	150,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2020-041 - Purchase Order System	0	0	0	0	0	0	0	0	100,000	0	100,000
2020-042 - Records Management System	0	0	75,000	30,000	30,000	0	0	0	0	0	135,000
<b>Total for Corporate - IT&amp;S</b>	<b>50,000</b>	<b>50,000</b>	<b>125,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>150,000</b>	<b>50,000</b>	<b>535,000</b>
Corporate - Other											
105-0698 - Financial System Review and Implementation	5,000	0	0	0	0	0	0	0	0	0	5,000
105-0771 - Asset Management Implementation	100,000	0	0	0	0	0	0	0	0	0	100,000
105-0773 - Parking Enforcement	105,370	0	0	0	0	0	0	0	0	0	105,370
105-0905 - Online E-Commerce	30,000	0	0	0	0	0	0	0	0	0	30,000
210-0881 - Termite Management Program	140,000	100,000	100,000	100,000	0	0	0	0	0	0	440,000
<b>Total for Corporate - Other</b>	<b>380,370</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>680,370</b>
<b>TOTAL CORPORATE</b>	<b>430,370</b>	<b>150,000</b>	<b>225,000</b>	<b>130,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>150,000</b>	<b>50,000</b>	<b>1,215,370</b>
<b><u>MUNICIPAL BUILDINGS</u></b>											
Municipal Buildings											
105-0906 - Council Chambers - Audio/Video Equipment Replacement - 2022	10,000	0	0	0	0	0	0	0	0	0	10,000
105-0907 - Medical Centre Fibre	7,000	0	0	0	0	0	0	0	0	0	7,000
105-0908 - Office Reconfiguration - Civic Centre	50,000	0	0	0	0	0	0	0	0	0	50,000
2016-037 - Council Chambers - Audio/Video Equipment Replacement - 2023	0	50,000	0	0	0	0	0	0	0	0	50,000
2020-046 - Elora Drill Shed Stair Removal	0	0	50,000	0	0	0	0	0	0	0	50,000
<b>Total for Municipal Buildings</b>	<b>67,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>167,000</b>
<b>TOTAL MUNICIPAL BUILDINGS</b>	<b>67,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>167,000</b>
<b><u>FIRE SERVICES</u></b>											
Fire Services											
2010-002 - Equipment for Additional Firefighters	0	0	0	0	0	133,000	0	0	0	0	133,000
2010-078 - Tanker	0	0	0	0	0	610,000	0	0	0	0	610,000
2010-079 - Pumper	0	0	0	0	0	880,000	0	0	0	0	880,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2010-080 - New Fire Hall	0	0	0	100,000	200,000	3,945,000	0	0	0	0	4,245,000
2018-017 - Additional Equipment for New Fire Hall	0	0	0	0	0	420,000	0	0	0	0	420,000
2018-018 - Land Purchase for Future Fire Hall	0	750,000	0	0	0	0	0	0	0	0	750,000
2020-024 - Volunteer Firefighter Recruit Personal Protective Equipment - 2023	0	42,000	0	0	0	0	0	0	0	0	42,000
2020-026 - Re-paving Infront of Apparatus Doors at Fergus Station	0	28,000	0	0	0	0	0	0	0	0	28,000
2020-028 - Equipment For New Pumper	0	0	80,000	0	0	0	0	0	0	0	80,000
2022-001 - Additional SCBA & Cylinders	0	0	87,500	0	0	0	0	0	0	0	87,500
2022-002 - Portable Radios and Chargers - 2027	0	0	0	0	0	30,000	0	0	0	0	30,000
205-0840 - Fergus Fire Station Hose Tower Repair	15,000	0	0	0	0	0	0	0	0	0	15,000
205-0909 - Portable Radios and Chargers - 2022	9,000	0	0	0	0	0	0	0	0	0	9,000
205-0910 - Storage Container - Elora Fire Station	5,000	0	0	0	0	0	0	0	0	0	5,000
<b>Total for Fire Services</b>	<b>29,000</b>	<b>820,000</b>	<b>167,500</b>	<b>100,000</b>	<b>200,000</b>	<b>6,018,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,334,500</b>
<b>TOTAL FIRE SERVICES</b>	<b>29,000</b>	<b>820,000</b>	<b>167,500</b>	<b>100,000</b>	<b>200,000</b>	<b>6,018,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,334,500</b>
<b>HEALTH SERVICES</b>											
Cemeteries											
2016-039 - Belsyde Cemetery - Columbarium "D"	0	0	0	0	0	40,000	0	0	0	0	40,000
2016-040 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase I	0	60,000	0	0	0	0	0	0	0	0	60,000
2016-041 - Belsyde Cemetery - Plantation Area Development - Old Division A & B - Phase II	0	0	0	0	50,000	0	0	0	0	0	50,000
2016-042 - Belsyde Cemetery - Cremation Headstone Foundations - 2031	0	0	0	0	0	0	0	0	0	50,000	50,000
2016-045 - Belsyde Cemetery - Detailed Design Block D - Phase II and Financial Plan Update	0	0	60,000	0	0	0	0	0	0	0	60,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2016-046 - Belsyde Cemetery - Block D Development - Phase IIA	0	0	0	0	0	0	0	0	0	65,000	65,000
2022-077 - Elora Cemetery - In-Ground Cremation Area - Phase II	0	0	0	0	0	0	25,000	0	0	0	25,000
2022-078 - Elora Cemetery - Columbarium Area - Phase II	0	0	0	90,000	0	0	0	0	0	0	90,000
405-0941 - Belsyde Cemetery - Feature Obelisks With Trellis	55,000	0	0	0	0	0	0	0	0	0	55,000
<b>Total for Cemeteries</b>	<b>55,000</b>	<b>60,000</b>	<b>60,000</b>	<b>90,000</b>	<b>50,000</b>	<b>40,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>495,000</b>
<b>TOTAL HEALTH SERVICES</b>	<b>55,000</b>	<b>60,000</b>	<b>60,000</b>	<b>90,000</b>	<b>50,000</b>	<b>40,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>495,000</b>
<b><u>TRANSPORTATION &amp; PUBLIC WORKS</u></b>											
Capital Levy/OCIF Funded Projects											
2010-076 - Sideroad 15 - Queen Mary Bridge - 30-WG	0	0	0	0	0	2,005,000	0	0	0	0	2,005,000
2012-096 - Second Line Bridge Deck - 31-WG	0	0	0	0	0	0	2,000,000	0	0	0	2,000,000
2014-073 - Fourth Line - 5-E	0	0	0	0	0	0	0	1,700,000	0	0	1,700,000
2015-056 - Beatty Line Bridge - 3-N	0	0	0	0	1,900,000	0	0	0	0	0	1,900,000
2016-049 - Noah Road Culverts - 32-P and 33-P	0	0	100,000	2,800,000	0	0	0	0	0	0	2,900,000
2016-060 - Sideroad 5 Bridge - 30-P	0	0	0	0	0	0	0	1,200,000	0	0	1,200,000
2016-063 - Sixth Line Bridge - 3-E	0	0	0	0	0	0	0	0	0	1,900,000	1,900,000
2016-064 - First Line Bridge - 21-WG	0	0	0	0	0	0	0	0	2,400,000	0	2,400,000
2017-080 - Middlebrook Place Boundary Road Culvert - 170160	0	0	0	0	0	0	300,000	0	0	0	300,000
2017-081 - Fourth Line Bridge - 3-WG	0	0	390,000	0	0	0	0	0	0	0	390,000
2017-082 - Seventh Line Bridge - 1-E	0	0	0	0	0	0	125,000	0	0	0	125,000
2017-084 - Sideroad 25 Bridge - 11-WG	0	0	0	0	135,000	0	0	0	0	0	135,000
2017-085 - Third Line Bridge - 8-E	0	0	0	0	150,000	0	0	0	0	0	150,000
2017-089 - Sideroad 15 Bridge - 29-WG	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
2018-049 - Eighth Line W Bridge - 23-P	0	0	0	0	0	0	0	0	600,000	0	600,000
2019-006 - Bridge Repairs and Remediation - 2023 - 2031	0	220,000	280,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2019-087 - Pre-Engineering - Bridges - 2023 - 2031	0	100,000	100,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
2019-089 - Pedestrian Bridge Behind Fergus Grand Theatre - 4-F	0	0	135,000	0	0	0	0	0	0	0	135,000
2020-058 - East West Garafraxa Townline Culvert - 0016	0	0	0	300,000	0	0	0	0	0	0	300,000
2021-070 - Middlebrook Place Boundary Bridge Removal - 180160	0	0	0	0	0	0	360,000	0	0	0	360,000
2022-096 - Fifth Line Bridge Deck - 18-WG	0	440,000	0	0	0	0	0	0	0	0	440,000
2022-097 - Bissell Park Pedestrian Bridge Deck - 2-EL	0	0	270,000	0	0	0	0	0	0	0	270,000
301-0711 - Fifth Line Bridge - 4-E	0	0	330,000	0	0	0	0	0	0	0	330,000
301-0830 - First Line Bridge - 24-WG	4,200,000	0	0	0	0	0	0	0	0	0	4,200,000
301-0885 - Sideroad 4 Bridge - 14-P	0	0	220,000	0	0	0	0	0	0	0	220,000
301-0898 - Fifth Line Bridge - 16-WG	150,000	2,600,000	0	0	0	0	0	0	0	0	2,750,000
301-0911 - Pre-Engineering - Bridges - 2022	75,000	0	0	0	0	0	0	0	0	0	75,000
301-0912 - Bridge Repairs and Remediation - 2022	50,000	0	0	0	0	0	0	0	0	0	50,000
F0116 - Weisenberg Road Bridge - 5-P	0	0	0	0	0	900,000	0	0	0	0	900,000
<b>Total for Capital Levy/OCIF Funded Projects</b>	<b>4,475,000</b>	<b>3,360,000</b>	<b>1,825,000</b>	<b>3,300,000</b>	<b>2,435,000</b>	<b>3,155,000</b>	<b>3,035,000</b>	<b>3,150,000</b>	<b>3,250,000</b>	<b>3,750,000</b>	<b>31,735,000</b>
Public Works - Other											
2010-030 - Single Axle Truck (with dump/plow/sander/wing)	0	0	0	0	260,000	0	0	0	0	0	260,000
2014-012 - Rubber Tire Excavator	0	0	0	0	300,000	0	0	0	0	0	300,000
2017-017 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects (Non-Growth) - 2023-2031	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
2021-009 - Road Condition Assessments - 2022 - 2030	0	0	0	50,000	0	0	0	50,000	0	0	100,000
2021-072 - Sanitary and Storm Sewer Condition Assessments (2026)	0	0	0	0	200,000	0	0	0	0	0	200,000
2022-027 - Provision for Additional Water Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2022-028 - Provision for Additional Wastewater Services Fleet	0	0	0	0	0	0	0	0	0	200,000	200,000
2022-066 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects (Growth) - 2023-2031	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
2022-090 - Elora West Garage Asphalt Replacement	0	60,000	0	0	0	0	0	0	0	0	60,000
301-0844 - Road Condition Assessment - 2021	20,000	0	0	0	0	0	0	0	0	0	20,000
303-0299 - Corporate Operations Facilities	904,000	7,523,000	7,523,000	0	0	0	0	0	0	0	15,950,000
303-0926 - Elora West Garage - Perimeter Fencing	40,000	0	0	0	0	0	0	0	0	0	40,000
303-0927 - Veteran's Park (Salem) Retaining Wall Rehabilitation	290,000	0	0	0	0	0	0	0	0	0	290,000
303-0928 - Infrastructure - Pre-Engineering and Approvals for Future Years' Projects (Non-Growth) - 2022	100,000	0	0	0	0	0	0	0	0	0	100,000
F0124 - Additional Vehicle/Equipment Needs - PW	0	0	0	0	0	0	0	0	0	600,000	600,000
<b>Total for Public Works - Other</b>	<b>1,354,000</b>	<b>7,708,000</b>	<b>7,648,000</b>	<b>175,000</b>	<b>885,000</b>	<b>125,000</b>	<b>125,000</b>	<b>175,000</b>	<b>125,000</b>	<b>1,125,000</b>	<b>19,445,000</b>
Roadways - Rural											
2009-047 - Second Line East – Side Rd 10 to Side Rd 14	0	0	0	0	0	475,000	0	0	0	0	475,000
2010-091 - Eighth Line W. - WR 18 to SR 5	0	0	0	1,100,000	0	0	0	0	0	0	1,100,000
2012-065 - Eighth Line W – SR 5 to WR 17	0	0	0	0	0	0	0	370,000	0	0	370,000
2012-067 - Eighth Line W. – Grand River to Middlebrook Rd.	0	0	0	0	0	0	0	0	0	660,000	660,000
2012-070 - Eighth Line E. – SR 14 to SR 10	0	680,000	0	0	0	0	0	0	0	0	680,000
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	570,000	0	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	350,000	0	0	0	0	0	0	350,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2012-078 - Gerrie Rd – Side Rd 10 (south) to SR 15	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	3,840,000	3,840,000
2013-003 - Sideroad 20 - Second Line to Third Line Paving	0	0	0	0	0	0	0	0	0	200,000	200,000
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 - Vincent St to Steele St	0	0	0	0	0	0	0	0	0	2,120,000	2,120,000
2015-059 - Gerrie Rd - Walser Extension to SR 15	0	0	0	0	0	1,350,000	0	0	0	0	1,350,000
2017-034 - Second Line - WR 19 to WR 18	0	0	0	0	0	500,000	0	0	0	0	500,000
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 to Fourth Line	0	0	0	0	240,000	0	0	0	0	0	240,000
2020-017 - Rural Road Rebuild - 2024-2031	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
2020-053 - Rural Road Upgrades - Maintenance Gravel - 2023-2029	0	275,000	275,000	225,000	175,000	125,000	75,000	25,000	0	0	1,175,000
2021-063 - Tar and Chip Resurfacing - 2027	0	0	0	0	0	160,000	0	0	0	0	160,000
2022-004 - Third Line - Sideroad 5 (South) to Sideroad 5 (North)	0	0	0	0	0	0	0	0	0	320,000	320,000
2022-008 - First Line - WR 7 to Bridge St	0	0	0	0	0	0	0	2,370,000	0	0	2,370,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2022-009 - Gilkison St - South River Road to Trestle Bridge Trail Crossing	0	0	0	0	0	0	0	0	0	1,440,000	1,440,000
2022-012 - South River Road - Haylock Ave to Gilkison Rd	0	0	0	0	0	0	0	0	0	1,600,000	1,600,000
2022-055 - SR 15 - Beatty Line N to Hwy 6	0	0	0	0	0	0	0	0	0	1,950,000	1,950,000
2022-056 - SR 15 - Gerrie Road to Beatty Line N	0	0	0	0	0	0	0	0	0	3,990,000	3,990,000
2022-058 - SR 15 - Gerrie Road to Irvine St	0	0	0	0	0	0	0	0	0	2,050,000	2,050,000
301-0913 - Third Line - Sideroad 5 to WR 17 - Paving	370,000	0	0	0	0	0	0	0	0	0	370,000
301-0914 - Eighth Line E. – WR 21 to SR 10	630,000	0	0	0	0	0	0	0	0	0	630,000
301-0915 - Rural Road Upgrades - Maintenance Gravel - 2022	555,300	0	0	0	0	0	0	0	0	0	555,300
301-0916 - Gravel Road Drainage Improvements	120,000	0	0	0	0	0	0	0	0	0	120,000
F0083 - Second Line - Highway 6 to Jones Baseline {SFA}	0	0	0	0	0	0	0	0	0	9,270,000	9,270,000
F0086 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	6,020,000	6,020,000
F0101 - Sideroad 10 (Queen Mary) - Highway 6 to Jones Baseline	0	0	0	0	0	0	0	0	0	214,000	214,000
F0102 - Fourth Line - Jones Baseline to Highway 6	0	0	0	0	0	0	0	0	0	327,000	327,000
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	450,000	0	0	450,000
<b>Total for Roadways - Rural</b>	<b>1,675,300</b>	<b>955,000</b>	<b>475,000</b>	<b>1,875,000</b>	<b>615,000</b>	<b>2,810,000</b>	<b>275,000</b>	<b>3,985,000</b>	<b>1,630,000</b>	<b>37,583,000</b>	<b>51,878,300</b>
Roadways - Urban											
2010-053 - Colborne St - Phase III - John St to Wilson Cres {SFA}	0	0	0	0	0	0	0	0	0	2,050,000	2,050,000
2010-055 - David St - Geddes St to Aqua St	0	0	0	0	0	0	1,040,000	0	0	0	1,040,000
2010-056 - Henderson St - Smith St to James St	0	0	0	0	0	0	220,000	0	0	0	220,000





# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2010-061 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	1,057,000	1,057,000
2010-062 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	1,040,000	1,040,000
2010-065 - Intersection/Signalization - McQueen Blvd and Scotland St {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
2010-071 - Reconstruction of Colborne St from Gerrie Rd to Beatty Line - External to Nigus Holdings {SFA}	0	0	0	0	0	0	0	0	0	607,800	607,800
2011-014 - St David St N - Side Road 19 to Side Road 18	0	0	0	0	0	0	0	0	0	200,000	200,000
2012-012 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	230,000	0	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 - Sidewalk Repairs and Replacement - 2023-2031	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	370,000	0	0	0	0	0	0	370,000
2015-069 - Pavement Management - 2023-2031	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
2016-029 - David St - Aqua St to John St N	0	0	0	0	0	0	750,000	0	0	0	750,000
2016-034 - David St - John St N to Irvine St	0	0	0	0	0	0	230,000	0	0	0	230,000
2016-050 - North Queen St - Colborne St to David St	0	0	0	0	0	0	735,000	0	0	0	735,000
2016-056 - Princess St (Elora) - Moir St to David St	0	0	0	0	340,000	0	0	0	0	0	340,000
2017-022 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	340,000	0	0	0	340,000
2017-029 - Price St - Church St to James St	0	0	0	0	320,000	0	0	0	0	0	320,000
2017-033 - Scotland St - McQueen Blvd to Second Line {SFA}	0	0	0	0	0	0	0	0	0	3,390,000	3,390,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
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	525,000	0	0	0	0	0	0	0	525,000
2017-063 - Victoria Cres (Elora) - Henderson St to David St	0	0	0	0	0	0	0	0	550,000	0	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	380,000	0	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	400,000	0	0	400,000
2019-008 - Carlton Place - Victoria St. to WR 7	0	0	962,500	962,500	0	0	0	0	0	0	1,925,000
2019-009 - Carlton Place - Metcalfe St. to Victoria St. - Reconstruction and Upgrade	0	0	667,500	667,500	0	0	0	0	0	0	1,335,000
2019-010 - Gerrie Rd - Colborne to Walser Extension {SFA}	0	0	0	0	0	0	0	0	0	1,220,000	1,220,000
2019-011 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	370,000	0	370,000
2019-012 - South River Road and 1st Line Turning Lane	0	0	0	0	0	350,000	0	0	0	0	350,000
2019-013 - Gilkison Road and South River Road Intersection Improvements	0	0	0	0	0	350,000	0	0	0	0	350,000
2019-016 - Sidewalk and intersection improvements - WR 7 and 1st Line	0	0	0	0	70,000	0	0	0	0	0	70,000
2019-022 - Victoria St - Carlton Place to Water St	0	0	0	540,000	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	330,000	330,000
2019-082 - Gartshore St - Gordon St to Gregson Ct and Gregson Court Paving	0	150,000	0	0	0	0	0	0	0	0	150,000
2019-098 - WR 7 Sidewalk - Ross St to Carlton Place	0	0	50,000	0	0	0	0	0	0	0	50,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2019-101 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	565,000	0	565,000
2019-104 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	410,000	410,000
2021-020 - AODA Audibles - St David St and Strathallan St Intersection	0	25,000	0	0	0	0	0	0	0	0	25,000
2021-022 - AODA Audibles - Hill St Signalized Pedestrian Crossing	0	0	25,000	0	0	0	0	0	0	0	25,000
2021-023 - Traffic Signal Actuator Replacements - St David St and Garafraxa St Intersection	0	30,000	0	0	0	0	0	0	0	0	30,000
2021-024 - Traffic Signal Actuator Replacements - St David St and Strathallan St Intersection	0	30,000	0	0	0	0	0	0	0	0	30,000
2021-025 - Traffic Signal Actuator Replacements - Tower St and McQueen Blvd Intersection	0	60,000	0	0	0	0	0	0	0	0	60,000
2021-032 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	317,000	0	0	0	317,000
2021-035 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	615,000	615,000
2021-039 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	560,000	0	0	0	560,000
2021-058 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	405,000	0	0	0	0	0	405,000
2022-003 - Beatty Line N - Sideroad 18 to Colborne St (Millage) {SFA}	0	215,000	0	0	0	0	0	0	0	0	215,000
2022-005 - Beatty Line N - Colborne St (Millage) to Garafraxa {SFA}	0	4,250,000	0	0	0	0	0	0	0	0	4,250,000
2022-006 - Beatty Line N - Garafraxa St W to St Andrew St W {SFA}	0	750,000	0	0	0	0	0	0	0	0	750,000
2022-010 - Beatty Line Extension towards S - St Andrew St W to McQueen	0	0	0	0	0	0	0	0	0	3,320,000	3,320,000
2022-011 - St Andrew St E - Lamond St to Anderson St	0	0	0	0	0	0	0	0	0	3,760,000	3,760,000
2022-021 - Guelph St and McQueen Blvd Ext Intersection {SFA}	0	0	0	0	0	0	0	0	0	1,685,000	1,685,000
2022-023 - McQueen Blvd and Millburn Blvd Intersection {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2022-025 - Beatty Line Ext Bridge	0	0	0	0	0	0	0	0	0	6,475,000	6,475,000
2022-057 - SR 15 - James St to Irvine St {SFA}	0	0	0	0	0	0	0	0	0	1,120,000	1,120,000
2022-059 - Guelph St - Cumming Cres (McQueen) to Second Line [SFA]	0	0	0	0	0	0	0	0	0	3,250,000	3,250,000
2022-060 - Guelph St - Elora St to McQueen Blvd Ext {SFA}	0	0	0	0	0	0	0	0	0	2,760,000	2,760,000
2022-061 - Beatty Line and Millage Lane Intersection {SFA}	0	0	0	0	0	0	0	0	0	210,000	210,000
301-0254 - St David St N - St Andrew St to Edinburgh Ave	0	0	1,655,000	1,655,000	0	0	0	0	0	0	3,310,000
301-0797 - Beatty Line Corridor Design	345,000	0	0	0	0	0	0	0	0	0	345,000
301-0828 - St George St E - Herrick St to Gartshore St	1,255,000	0	0	0	0	0	0	0	0	0	1,255,000
301-0841 - Dickson Drive Employment Land Servicing - Phase 1	1,095,000	0	0	0	0	0	0	0	0	0	1,095,000
301-0854 - St Andrew St - Tower St to Breadalbane Streetlight Electrical Repairs	0	60,000	0	0	0	0	0	0	0	0	60,000
301-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	0	1,255,000	0	0	0	0	0	1,255,000
301-0895 - Metcalfe St Pedestrian Signals	130,000	0	0	0	0	0	0	0	0	0	130,000
301-0896 - East Mill St - Metcalfe St to Melville St (excluding utilities burial)	0	1,755,000	0	0	0	0	0	0	0	0	1,755,000
301-0897 - Moir St - Geddes St to Princess St	850,000	0	0	0	0	0	0	0	0	0	850,000
301-0917 - AODA Audibles - Tower St and Bridge St Intersection	25,000	0	0	0	0	0	0	0	0	0	25,000
301-0918 - AODA Audibles - St David St and Bridge St Intersection	25,000	0	0	0	0	0	0	0	0	0	25,000
301-0919 - Sidewalk Repairs and Replacement - 2022	90,000	0	0	0	0	0	0	0	0	0	90,000
301-0920 - Pavement Management - 2022	145,000	0	0	0	0	0	0	0	0	0	145,000
301-0921 - Traffic Calming Measures	30,000	0	0	0	0	0	0	0	0	0	30,000
301-0922 - Provost Lane - St Andrew St to St Patrick St Sidewalk Replacement	50,000	0	0	0	0	0	0	0	0	0	50,000
301-0923 - Semi-urban Double Surface Treatment Upgrade - 2022	160,000	0	0	0	0	0	0	0	0	0	160,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
F0024 - Union St W - Tower St to Guelph Rd {SFA}	0	0	0	0	0	0	0	0	0	3,260,000	3,260,000
F0027 - Gerrie Rd/Colborne Intersection Signalization {SFA}	0	0	0	0	0	0	0	0	0	350,000	350,000
F0037 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	1,790,000	1,790,000
F0040 - Forfar St E - St David St to James St	0	0	0	0	261,000	0	0	0	0	0	261,000
F0059 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	320,000	0	320,000
F0072 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	183,000	183,000
<b>Total for Roadways - Urban</b>	<b>4,200,000</b>	<b>7,665,000</b>	<b>4,225,000</b>	<b>4,535,000</b>	<b>3,266,000</b>	<b>1,850,000</b>	<b>4,912,000</b>	<b>1,485,000</b>	<b>2,375,000</b>	<b>41,117,800</b>	<b>75,630,800</b>
Storm Drainage											
2022-082 - Catch Basin Rebuild - 2023	0	40,000	0	0	0	0	0	0	0	0	40,000
2022-083 - Catch Basin Rebuild - 2024	0	0	40,000	0	0	0	0	0	0	0	40,000
302-0925 - Catch Basin Rebuilds - 2022	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
<b>Total for Storm Drainage</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>760,000</b>	<b>880,000</b>
Structures											
2020-051 - Bridge, Culvert and Retaining Wall Structure Inspection - 2023-2031	0	0	60,000	0	90,000	0	90,000	0	90,000	0	330,000
301-0924 - Bridge, Culvert and Retaining Wall Structure Inspection - 2022	60,000	0	0	0	0	0	0	0	0	0	60,000
<b>Total for Structures</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>390,000</b>
<b>TOTAL TRANSPORTATION &amp; PUBLIC WORKS</b>	<b>11,804,300</b>	<b>19,728,000</b>	<b>14,273,000</b>	<b>9,885,000</b>	<b>7,291,000</b>	<b>7,940,000</b>	<b>8,437,000</b>	<b>8,795,000</b>	<b>7,470,000</b>	<b>84,335,800</b>	<b>179,959,100</b>
<b>WASTEWATER</b>											
Wastewater System											
2010-046 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	94,600	0	0	94,600
2012-023 - Church St. - Metcalfe St. to Price St.	0	0	0	0	30,000	0	0	0	0	0	30,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2012-031 - St. Andrew St. W. & Menzies Lane - Tower St to St. David St.	0	620,000	0	0	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	0	20,000	0	0	0	20,000
2013-015 - Sideroad 18 Reconstruction - Vincent St to Steele St	0	0	0	0	0	0	0	530,000	0	0	530,000
2013-028 - Grand River Crossing of Beatty Line Trunk Sanitary Sewer to Union St. SPS {SFA}	0	0	0	0	0	0	0	0	0	5,710,000	5,710,000
2014-014 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	25,000	0	25,000
2015-048 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	15,000	0	0	0	0	0	0	15,000
2016-030 - David St - Aqua St to John St N	0	0	0	0	0	0	20,000	0	0	0	20,000
2016-032 - David St - John St N to Irvine St.	0	0	0	0	0	0	10,000	0	0	0	10,000
2016-051 - North Queen St - Colborne St to David St	0	0	0	0	0	0	35,000	0	0	0	35,000
2016-057 - Princess St (Elora) - Moir St to David St	0	0	0	0	10,000	0	0	0	0	0	10,000
2017-024 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	200,000	0	0	0	200,000
2017-031 - Price St - Church St to James St	0	0	0	0	30,000	0	0	0	0	0	30,000
2017-054 - Tower St N - Hill St W to Garafraxa St W	0	0	0	0	0	0	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	30,000	0	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	15,000	0	15,000
2017-068 - Smith St - David St to Henderson St	0	0	0	0	0	0	15,000	0	0	0	15,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2019-019 - Carlton Place - Metcalfe St. to Victoria St. Reconstruction and Upgrade {SFA}	0	160,000	0	0	0	0	0	0	0	0	160,000
2019-057 - Fergus WWTP - Primary Digester Maintenance	0	0	0	0	0	100,000	0	0	0	0	100,000
2019-072 - Carlton Place - Victoria St. to WR 7	0	0	190,000	190,000	0	0	0	0	0	0	380,000
2019-100 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	250,000	250,000
2019-103 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	55,000	0	55,000
2019-106 - St George St E - Gowrie St to Cameron St	0	0	0	0	0	0	0	0	0	145,000	145,000
2020-021 - Fergus WWTP Boiler Replacement	0	350,000	0	0	0	0	0	0	0	0	350,000
2020-022 - Fergus WWTP Secondary Digester Clean Out - 2029	0	0	0	0	0	0	0	100,000	0	0	100,000
2021-034 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	30,000	0	0	0	30,000
2021-037 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	30,000	30,000
2021-038 - St Andrew St E - St David St to Gowrie St Sanitary Sewer Replacement	0	0	870,000	0	0	0	0	0	0	0	870,000
2021-041 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	760,000	0	0	0	760,000
2021-059 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	340,000	0	0	0	0	0	340,000
2021-075 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane	0	435,000	0	0	0	0	0	0	0	0	435,000
2022-029 - Colborne Sanitary Upsizing - Wilson to Irvine	0	0	175,000	0	0	0	0	0	0	0	175,000
2022-030 - Guelph St Sanitary Extension - McQueen to Elora St {SFA}	0	0	0	0	0	0	0	0	0	520,000	520,000
2022-031 - Guelph St Sanitary Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2022-032 - Guelph St Sanitary Extension - McQueen to Second Line {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
2022-033 - Second Line Sanitary Extension - Guelph St to HWY 6 {SFA}	0	0	0	0	0	0	0	0	0	575,000	575,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2022-034 - WR7 Sanitary Extension - Carlton Place to McNab	0	0	205,000	205,000	0	0	0	0	0	0	410,000
2022-035 - HWY 6 North Sanitary Extension - From Existing Limit to FR9 {SFA}	0	0	0	0	0	0	0	0	0	235,000	235,000
2022-062 - Grand River Sanitary Crossing Forcemain - Future SPS to Union SPS {SFA}	0	0	0	0	0	0	0	0	0	450,000	450,000
360-0254 - St David St N - St Andrew St to Edinburgh Ave	0	0	0	1,900,000	0	0	0	0	0	0	1,900,000
360-0828 - St George St E - Herrick St to Gartshore St	475,000	0	0	0	0	0	0	0	0	0	475,000
360-0841 - Dickson Drive Employment Land Servicing - Phase 1	65,000	0	0	0	0	0	0	0	0	0	65,000
360-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	0	540,000	0	0	0	0	0	540,000
360-0896 - East Mill St - Metcalfe St to Melville St	0	40,000	0	0	0	0	0	0	0	0	40,000
360-0897 - Moir St - Geddes St to Princess St	85,000	0	0	0	0	0	0	0	0	0	85,000
360-0933 - 495 Union St West Renovation	150,000	0	0	0	0	0	0	0	0	0	150,000
360-0934 - Clyde St Sewage Pumping Station Odour Treatment	75,000	0	0	0	0	0	0	0	0	0	75,000
360-0935 - Fergus WWTP Biosolids Storage Transfer Pump Replacement	35,000	0	0	0	0	0	0	0	0	0	35,000
360-0936 - Fergus WWTP Dewatering Pit Upgrades	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
F0042 - Forfar St E - St David St to James St	0	0	0	0	85,000	0	0	0	0	0	85,000
F0061 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	90,000	0	90,000
F0074 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	50,000	50,000
F0085 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	820,000	820,000
F0097 - Union St Force Main - Union St SPS to Fergus WWTP {SFA}	0	0	0	0	0	0	0	0	0	465,000	465,000





# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
F0098 - Union St - SPS Upgrade {SFA}	0	0	0	0	0	0	0	0	0	6,745,000	6,745,000
F0171 - Future Expansion of Fergus WWTP	0	0	0	1,500,000	13,500,000	18,000,000	0	0	0	0	33,000,000
<b>Total for Wastewater System</b>	<b>1,040,000</b>	<b>1,640,000</b>	<b>1,505,000</b>	<b>3,845,000</b>	<b>14,570,000</b>	<b>18,150,000</b>	<b>1,140,000</b>	<b>964,600</b>	<b>220,000</b>	<b>17,125,000</b>	<b>60,199,600</b>
<b>TOTAL WASTEWATER</b>	<b>1,040,000</b>	<b>1,640,000</b>	<b>1,505,000</b>	<b>3,845,000</b>	<b>14,570,000</b>	<b>18,150,000</b>	<b>1,140,000</b>	<b>964,600</b>	<b>220,000</b>	<b>17,125,000</b>	<b>60,199,600</b>
<b><u>WATERWORKS</u></b>											
Waterworks System											
2010-018 - St Andrew St W - Tower St. to St David St. (South Side)	0	680,000	0	0	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	614,000	614,000
2010-041 - Colborne St - Gerrie Rd Easterly	0	0	0	0	0	0	0	126,200	0	0	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. - Watermain Replacement	0	1,120,000	0	0	0	0	0	0	0	0	1,120,000
2012-059 - David St - Geddes St to Aqua St	0	0	0	0	0	0	240,000	0	0	0	240,000
2013-016 - Sideroad 18 Reconstruction - Vincent St to Steele St (oversizing only)	0	0	0	0	0	0	0	0	0	618,200	618,200
2014-015 - John St. (Fergus) - Provost Lane to Tower St.	0	0	0	0	0	0	0	0	10,000	0	10,000
2015-047 - Bridge St (Fergus) - Tower St S to Queen St	0	0	0	115,000	0	0	0	0	0	0	115,000
2016-017 - Water Meter Modernization/Replacement	0	0	0	1,890,000	0	0	0	0	0	0	1,890,000
2016-031 - David St - Aqua St to John St N	0	0	0	0	0	0	210,000	0	0	0	210,000
2016-033 - David St - John St N to Irvine St	0	0	0	0	0	0	90,000	0	0	0	90,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2016-052 - North Queen St - Colborne St to David St	0	0	0	0	0	0	335,000	0	0	0	335,000
2016-058 - Princess St (Elora) - Moir St to David St	0	0	0	0	110,000	0	0	0	0	0	110,000
2017-021 - Mary St - East Mill St to Church St - Watermain Replacement	0	160,000	0	0	0	0	0	0	0	0	160,000
2017-023 - Garafraxa St - Provost Lane to St David St	0	0	0	0	0	0	140,000	0	0	0	140,000
2017-030 - Price St - Church St to James St	0	0	0	0	175,000	0	0	0	0	0	175,000
2017-037 - Tower St - Belsyde Ave to Wellington Dr - Watermain Replacement	0	0	320,000	0	0	0	0	0	0	0	320,000
2017-038 - Irvine St - Colborne St to Church St - Watermain Replacement	0	0	150,000	0	0	0	0	0	0	0	150,000
2017-052 - Water St - Victoria St to WR 7	0	0	0	0	0	0	250,000	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	315,000	0	0	0	0	0	0	0	315,000
2017-062 - Chalmers St - Moir St to Colborne St - Watermain Replacement	0	280,000	0	0	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	220,000	0	220,000
2017-069 - Smith St - David St to Henderson St	0	0	0	0	0	0	85,000	0	0	0	85,000
2019-030 - Carlton Place - Victoria St. to WR 7	0	0	335,000	335,000	0	0	0	0	0	0	670,000
2019-031 - Gerrie Rd - WR18 to Patrick St	0	0	0	0	0	0	0	0	0	100,000	100,000
2019-033 - Carlton Place - Metcalfe St to Victoria St	0	0	232,500	232,500	0	0	0	0	0	0	465,000
2019-034 - Guelph St. - McQueen to Union {SFA}	0	0	0	0	0	0	0	0	0	460,000	460,000
2019-099 - McQueen Blvd - Fergus/Nichol Boundary to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	275,000	275,000
2019-102 - Melville St - Moir St to David St	0	0	0	0	0	0	0	0	360,000	0	360,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
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	87,000	640,000	313,000	3,422,000	0	0	0	0	0	4,462,000
2020-009 - New Well - Area #5	0	0	0	0	0	0	87,000	640,000	282,000	2,964,000	3,973,000
2021-027 - Douglas Cres - Forfar St to Gzowski St - Watermain Replacement	0	0	955,000	0	0	0	0	0	0	0	955,000
2021-028 - McAlister St - Argyll St to Highland Rd - Watermain Replacement	0	0	0	685,000	0	0	0	0	0	0	685,000
2021-029 - Eligin St - Union St to Scotland St - Watermain Replacement	0	0	0	0	1,220,000	0	0	0	0	0	1,220,000
2021-030 - WR 7 - David St W North to End - Watermain Replacement	0	0	0	0	0	550,000	0	0	0	0	550,000
2021-031 - Bridge St - Norman Craig Square to Queen St - Watermain Replacement	0	0	0	0	0	1,025,000	0	0	0	0	1,025,000
2021-033 - Nichol St - Victoria St to High St Reconstruction	0	0	0	0	0	0	150,000	0	0	0	150,000
2021-036 - Wellesley St - Colborne St to Church St Reconstruction	0	0	0	0	0	0	0	0	0	345,000	345,000
2021-040 - St Patrick Lane - Breadalbane St to Beatty Line Reconstruction	0	0	0	0	0	0	792,500	0	0	0	792,500
2021-060 - Dickson Drive Employment Land Servicing - Phase 2	0	0	0	0	190,000	0	0	0	0	0	190,000
2021-068 - Fergus Well F4 Liner	0	0	0	50,000	0	0	0	0	0	0	50,000
2021-076 - Reconstruction of Beatty Line from South of Garafraxa St to Millage Lane	0	168,000	0	0	0	0	0	0	0	0	168,000
2022-036 - Irvine Watermain Extension - Bricker to SR 15 {SFA}	0	0	0	0	0	0	0	0	0	800,000	800,000
2022-037 - Grand River Sanitary Crossing Watermain - Colquhoun to Union {SFA}	0	0	0	0	0	0	0	0	0	335,000	335,000
2022-038 - Guelph St Watermain Extension - Elora St to Union {SFA}	0	0	0	0	0	0	0	0	0	240,000	240,000
2022-039 - Scotland Watermain Extension - Existing Limit to Second Line {SFA}	0	0	0	0	0	0	0	0	0	530,000	530,000
2022-040 - Woolwich Watermain Extension - Irvine to James {SFA}	0	0	0	0	0	0	0	0	0	440,000	440,000
2022-041 - WR7 Watermain Extension - VEL2 (South Limit) to Woolwich	0	0	0	0	0	0	0	0	0	1,210,000	1,210,000



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2022-042 - Woolwich St Watermain Extension - WR 7 to Urban Boundary	0	0	0	1,270,000	0	0	0	0	0	0	1,270,000
2022-043 - WR 7 Watermain Replacement - David St to VEL2 (South Limit)	0	0	0	0	0	0	0	0	0	565,000	565,000
2022-044 - WR 18 Watermain Extension - Urban Boundary to 3rd Line	0	0	0	2,305,000	0	0	0	0	0	0	2,305,000
2022-045 - 3rd Line Watermain Extension - WR 18 to Well Area 3	0	0	0	1,155,000	0	0	0	0	0	0	1,155,000
2022-047 - Irvine Watermain Extension - Woolwich to Well Area 5	0	0	0	0	0	0	0	0	0	2,535,000	2,535,000
2022-048 - Sideroad 10 (11) Watermain Extension - Irvine to Well Area 5	0	0	0	0	0	0	0	0	0	695,000	695,000
2022-049 - WR 7 Watermain Replacement - Ross to Carlton	0	0	0	0	0	0	725,000	0	0	0	725,000
2022-050 - HWY 6 Watermain Extension - From Existing Limit to FR9 (South Limit) {SFA}	0	0	0	0	0	0	0	0	0	255,000	255,000
2022-051 - Beatty Line Watermain Extension - SR 18 to SR 15	0	0	0	0	0	0	0	0	0	825,000	825,000
2022-086 - PRV Chamber Rehabilitation	0	0	50,000	0	0	0	0	0	0	0	50,000
2022-104 - Annual Water Meter Purchases - 2023-2031	0	100,000	100,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	690,000
330-0254 - St David St N - St Andrew St to Edinburgh Ave	0	0	0	2,125,000	0	0	0	0	0	0	2,125,000
330-0672 - Fergus Well F1 Chlorine Room Relocation	150,000	0	0	0	0	0	0	0	0	0	150,000
330-0726 - Replace existing 150mm Watermain with 300mm Watermain on WR7 from 105m North of Ross St to WR21	0	0	0	0	0	0	350,000	0	0	0	350,000
330-0727 - Water Taking Permit/Licence Renewal	150,000	0	0	0	0	0	0	0	0	0	150,000
330-0806 - F2 Well Additional Capacity	753,000	0	0	0	0	0	0	0	0	0	753,000
330-0828 - St George St E - Herrick St to Gartshore St	540,000	0	0	0	0	0	0	0	0	0	540,000
330-0841 - Dickson Drive Employment Land Servicing - Phase 1	90,000	0	0	0	0	0	0	0	0	0	90,000
330-0884 - Hill St E (Fergus) - Herrick St to Gartshore St	0	0	0	0	475,000	0	0	0	0	0	475,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
330-0896 - East Mill St - Metcalfe St to Melville St	0	815,000	0	0	0	0	0	0	0	0	815,000
330-0897 - Moir St - Geddes St to Princess St	195,000	0	0	0	0	0	0	0	0	0	195,000
330-0929 - First Line Watermain Extension - Well 3 to VEL19 (West Limit)	450,000	0	0	0	0	0	0	0	0	0	450,000
330-0930 - Well E1 and E3 Contact Chamber Rehabilitation	310,000	0	0	0	0	0	0	0	0	0	310,000
330-0931 - Automatic Meter Read Program - Full Implementation	130,000	0	0	0	0	0	0	0	0	0	130,000
330-0932 - Annual Water Meter Purchases - 2022	100,000	0	0	0	0	0	0	0	0	0	100,000
F0025 - Union St W - Tower St to Guelph Rd	0	0	0	0	0	0	0	0	0	260,000	260,000
F0038 - Garafraxa St - Maiden Lane to Beatty Line {SFA}	0	0	0	0	0	0	0	0	0	276,100	276,100
F0041 - Forfar St E - St David St to James St	0	0	0	0	115,000	0	0	0	0	0	115,000
F0060 - St George St W - Maple St to Beatty Line	0	0	0	0	0	0	0	0	110,000	0	110,000
F0073 - Graham St (Elora) - Colborne St to Gerrie Rd {SFA}	0	0	0	0	0	0	0	0	0	55,000	55,000
F0084 - Second Line - Highway 6 to Jones Baseline (Scotland St) {SFA}	0	0	0	0	0	0	0	0	0	726,000	726,000
F0087 - Second Line - Highway 6 to Guelph St {SFA}	0	0	0	0	0	0	0	0	0	490,000	490,000
F0094 - Highway 6 South to Second Line {SFA}	0	0	0	0	0	0	0	0	0	660,000	660,000
F0095 - McQueen Blvd - Millburn Blvd to McTavish St {SFA}	0	0	0	0	0	0	0	0	0	199,700	199,700
F0096 - Guelph St - Second Line to McQueen Blvd. {SFA}	0	0	0	0	0	0	0	0	0	550,000	550,000
<b>Total for Waterworks System</b>	<b>2,868,000</b>	<b>3,410,000</b>	<b>3,097,500</b>	<b>10,545,500</b>	<b>5,927,000</b>	<b>1,855,000</b>	<b>3,594,500</b>	<b>1,041,200</b>	<b>1,052,000</b>	<b>17,648,000</b>	<b>51,038,700</b>
<b>TOTAL WATERWORKS</b>	<b>2,868,000</b>	<b>3,410,000</b>	<b>3,097,500</b>	<b>10,545,500</b>	<b>5,927,000</b>	<b>1,855,000</b>	<b>3,594,500</b>	<b>1,041,200</b>	<b>1,052,000</b>	<b>17,648,000</b>	<b>51,038,700</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b><u>PARKS &amp; RECREATION</u></b>											
Facilities - CW Community Sportsplex											
105-0826 - COVID-19 - Additional Facility Cleaning	110,000	0	0	0	0	0	0	0	0	0	110,000
2010-174 - Multi-use Court - CW Sportsplex	0	0	0	0	0	90,000	0	0	0	0	90,000
2015-053 - Centre Wellington Sportsplex Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	2,500,000	2,500,000
2020-034 - Sportsplex Pad A Doors	0	0	25,000	0	0	0	0	0	0	0	25,000
510-0937 - Sportsplex Parking Lot Pavement	55,000	55,000	0	0	0	0	0	0	0	0	110,000
F0128 - Pad B - New Seating Area Heating	0	20,000	0	0	0	0	0	0	0	0	20,000
<b>Total for Facilities - CW Community Sportsplex</b>	<b>165,000</b>	<b>75,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>2,855,000</b>
Facilities - Elora Community Centre											
2014-065 - Emergency Plan Generator - Elora Community Centre	0	0	0	0	0	350,000	0	0	0	0	350,000
2015-052 - Elora Community Centre Hall retro fit to multi-use	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
<b>Total for Facilities - Elora Community Centre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,350,000</b>
Facilities - Fergus Grand Theatre											
2014-057 - Fergus Grand Theatre Sprinkler System	0	0	0	0	0	75,000	0	0	0	0	75,000
<b>Total for Facilities - Fergus Grand Theatre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
Facilities - Victoria Park Senior's Centre											
2019-096 - Victoria Park Senior Centre Expansion - Concept Design and Feasibility Study	0	0	0	50,000	0	0	0	0	0	0	50,000
2019-097 - Victoria Park Senior Centre Expansion	0	0	0	0	0	0	0	0	1,000,000	0	1,000,000
<b>Total for Facilities - Victoria Park Senior's Centre</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>1,050,000</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Grounds - CW Community Sportsplex											
2011-064 - CWCS Grounds Site Master Plan - Phase I	0	0	100,000	0	0	0	0	0	0	0	100,000
2011-065 - CWCS Grounds Site Master Plan - Phase II	0	0	0	130,000	0	0	0	0	0	0	130,000
2011-066 - CWCS Grounds Site Master Plan - Phase III	0	0	0	0	250,000	0	0	0	0	0	250,000
<b>Total for Grounds - CW Community Sportsplex</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>130,000</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>480,000</b>
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	300,000	0	0	0	0	0	0	300,000
2010-171 - Barrier Free Children's Play Structures	0	0	0	0	375,000	0	0	0	0	0	375,000
2010-173 - Two Multi-use Courts - Elora	0	0	0	20,000	160,000	0	0	0	0	0	180,000
2010-177 - Future Parkland Development (16 hectares)	0	0	0	0	0	0	0	0	0	2,912,000	2,912,000
2010-199 - Irrigated & Lit Soccer Field - (1 Full)	0	0	0	0	0	300,000	0	0	0	0	300,000
2011-061 - Sports Fields - Develop Master Plan	0	0	0	0	80,000	0	0	0	0	0	80,000
2011-076 - Douglas Park - Trail Development	0	0	0	0	50,000	0	0	0	0	0	50,000
2014-024 - Bissell Park - Refridgeration System	0	0	350,000	0	0	0	0	0	0	0	350,000
2014-026 - Bissell Park - Parking Lot	0	0	0	0	300,000	0	0	0	0	0	300,000
2019-078 - Hoffer Park Washroom	0	210,000	0	0	0	0	0	0	0	0	210,000
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	45,000	0	0	0	0	0	0	0	45,000
2021-026 - Millburn Park Playground and Washroom	0	0	170,000	0	0	0	0	0	0	0	170,000
2021-082 - Parks Truck	0	40,000	0	0	0	0	0	0	0	0	40,000
2021-083 - Parks Truck	0	0	0	0	0	40,000	0	0	0	0	40,000



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
2021-084 - Parks Front Mount Mower	0	30,000	0	0	0	0	0	0	0	0	30,000
2021-085 - Parks Large Mower	0	0	0	0	0	100,000	0	0	0	0	100,000
2021-086 - Parks Trailer	0	20,000	0	0	0	0	0	0	0	0	20,000
2021-087 - Irrigated Soccer Fields	0	0	0	0	300,000	0	0	0	0	0	300,000
2022-074 - Vista Block Parkette - Storybrook 2A Development	0	15,000	0	0	0	0	0	0	0	0	15,000
2022-076 - Acquisition of Green Space	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
505-0550 - Neighbourhood Interconnections - Active Transportation, Trails and Sidewalk Enhancements	150,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,750,000
550-0450 - Park Identification - All Parks	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	45,000
550-0815 - Forfar Park - Play Equipment, Landscaping and Trail Development	20,000	0	0	0	0	0	0	0	0	0	20,000
550-0817 - Confederation Park Improvements	0	50,000	50,000	50,000	0	0	0	0	0	0	150,000
550-0938 - Milligan Park - Plan Implementation	130,000	0	0	0	0	0	0	0	0	0	130,000
550-0939 - Strathallan Park - Soccer Field and Parking Lot	20,000	140,000	0	0	0	0	0	0	0	0	160,000
550-0940 - Granwood Gate Park Amenities	10,000	0	0	0	0	0	0	0	0	0	10,000
550-0943 - Wind Screen for Maple Park Picnic Shelter	6,300	0	0	0	0	0	0	0	0	0	6,300
F0146 - Major Children's Splash Pad	0	0	0	535,000	0	0	0	0	0	0	535,000
F0151 - Acquisition of Green Space	0	0	400,000	0	0	0	0	0	0	0	400,000
<b>Total for Parks</b>	<b>341,300</b>	<b>510,000</b>	<b>1,220,000</b>	<b>1,210,000</b>	<b>1,470,000</b>	<b>645,000</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>4,362,000</b>	<b>10,373,300</b>
Parks and Recreation - Other											
2010-152 - Dedicated Youth Space	0	0	0	0	0	0	0	0	0	760,000	760,000
2010-153 - Indoor Turf Training Facility	0	0	0	0	0	0	0	0	0	5,315,000	5,315,000
505-0453 - Urban Forestry	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
505-0611 - Barrier Free Path of Travel in Community Service Buildings	245,000	0	0	0	0	0	0	0	0	0	245,000
<b>Total for Parks and Recreation - Other</b>	<b>445,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>6,275,000</b>	<b>8,320,000</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>951,300</b>	<b>785,000</b>	<b>1,545,000</b>	<b>1,590,000</b>	<b>1,920,000</b>	<b>1,360,000</b>	<b>405,000</b>	<b>405,000</b>	<b>1,405,000</b>	<b>14,137,000</b>	<b>24,503,300</b>





# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>VEHICLE REPLACEMENT</b>											
Building - Vehicle Replacement											
210-9500 - Building Vehicle Replacement	40,000	40,800	41,600	0	43,300	44,200	0	0	46,900	47,800	304,600
<b>Total for Building - Vehicle Replacement</b>	<b>40,000</b>	<b>40,800</b>	<b>41,600</b>	<b>0</b>	<b>43,300</b>	<b>44,200</b>	<b>0</b>	<b>0</b>	<b>46,900</b>	<b>47,800</b>	<b>304,600</b>
By-Law Compliance - Vehicle Replacement											
245-9500 - By-law Enforcement Vehicle Replacement	0	0	0	0	43,300	0	0	0	0	0	43,300
<b>Total for By-Law Compliance - Vehicle Replacement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,300</b>
Fire - Vehicle Replacement											
205-9500 - Fire Vehicle Replacement	145,000	816,000	60,000	636,700	0	19,900	20,300	918,900	1,969,500	0	4,586,300
207-9500 - Municipal FD Training Officer Vehicle Replacement	0	0	0	0	43,300	0	0	0	0	0	43,300
<b>Total for Fire - Vehicle Replacement</b>	<b>145,000</b>	<b>816,000</b>	<b>60,000</b>	<b>636,700</b>	<b>43,300</b>	<b>19,900</b>	<b>20,300</b>	<b>918,900</b>	<b>1,969,500</b>	<b>0</b>	<b>4,629,600</b>
Parks & Recreation - Vehicle Replacement											
505-9500 - P&R Vehicle Replacement	160,000	40,800	89,500	0	27,100	0	101,400	103,300	0	203,200	725,300
<b>Total for Parks &amp; Recreation - Vehicle Replacement</b>	<b>160,000</b>	<b>40,800</b>	<b>89,500</b>	<b>0</b>	<b>27,100</b>	<b>0</b>	<b>101,400</b>	<b>103,300</b>	<b>0</b>	<b>203,200</b>	<b>725,300</b>
Public Works - Vehicle Replacement											
303-9500 - Public Works Vehicle Replacement	774,000	1,147,500	775,000	536,000	481,700	1,087,500	1,154,300	705,200	180,400	1,051,600	7,893,200
<b>Total for Public Works - Vehicle Replacement</b>	<b>774,000</b>	<b>1,147,500</b>	<b>775,000</b>	<b>536,000</b>	<b>481,700</b>	<b>1,087,500</b>	<b>1,154,300</b>	<b>705,200</b>	<b>180,400</b>	<b>1,051,600</b>	<b>7,893,200</b>
Wastewater - Vehicle Replacement											
360-9500 - Wastewater Vehicle Replacement	60,000	295,800	72,800	0	64,950	0	101,300	0	0	346,600	941,450
<b>Total for Wastewater - Vehicle Replacement</b>	<b>60,000</b>	<b>295,800</b>	<b>72,800</b>	<b>0</b>	<b>64,950</b>	<b>0</b>	<b>101,300</b>	<b>0</b>	<b>0</b>	<b>346,600</b>	<b>941,450</b>
Water - Vehicle Replacement											
330-9500 - Water Vehicle Replacement	150,000	336,600	96,200	0	64,950	88,400	0	45,900	58,600	394,400	1,235,050
335-9500 - Municipal Risk Management Officer Vehicle Replacement	40,000	0	0	0	0	0	0	0	46,900	0	86,900
<b>Total for Water - Vehicle Replacement</b>	<b>190,000</b>	<b>336,600</b>	<b>96,200</b>	<b>0</b>	<b>64,950</b>	<b>88,400</b>	<b>0</b>	<b>45,900</b>	<b>105,500</b>	<b>394,400</b>	<b>1,321,950</b>



# TOWNSHIP OF CENTRE WELLINGTON

## 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>1,369,000</b>	<b>2,677,500</b>	<b>1,135,100</b>	<b>1,172,700</b>	<b>768,600</b>	<b>1,240,000</b>	<b>1,377,300</b>	<b>1,773,300</b>	<b>2,302,300</b>	<b>2,043,600</b>	<b>15,859,400</b>
<b>EQUIPMENT REPLACEMENT</b>											
Fire - Equipment Replacement											
205-9600 - Fire Equipment Replacement	130,050	78,336	76,990	369,725	154,950	105,992	119,261	133,879	86,351	159,425	1,414,959
<b>Total for Fire - Equipment Replacement</b>	<b>130,050</b>	<b>78,336</b>	<b>76,990</b>	<b>369,725</b>	<b>154,950</b>	<b>105,992</b>	<b>119,261</b>	<b>133,879</b>	<b>86,351</b>	<b>159,425</b>	<b>1,414,959</b>
IT Hardware - Equipment Replacement											
105-9601 - IT&S Hardware Equipment Replacement	179,450	140,450	101,150	113,750	58,350	154,750	177,250	155,350	62,950	121,750	1,265,200
<b>Total for IT Hardware - Equipment Replacement</b>	<b>179,450</b>	<b>140,450</b>	<b>101,150</b>	<b>113,750</b>	<b>58,350</b>	<b>154,750</b>	<b>177,250</b>	<b>155,350</b>	<b>62,950</b>	<b>121,750</b>	<b>1,265,200</b>
P&R Buildings - Equipment Replacement											
505-9800 - P&R Buildings Replacement	283,800	343,700	241,000	229,800	334,400	330,600	298,300	255,600	230,900	5,000	2,553,100
<b>Total for P&amp;R Buildings - Equipment Replacement</b>	<b>283,800</b>	<b>343,700</b>	<b>241,000</b>	<b>229,800</b>	<b>334,400</b>	<b>330,600</b>	<b>298,300</b>	<b>255,600</b>	<b>230,900</b>	<b>5,000</b>	<b>2,553,100</b>
P&R Facilities - Equipment Replacement											
505-9600 - P&R Facilities Equipment Replacement	336,400	61,500	59,200	49,800	52,300	11,000	65,100	81,200	93,600	23,500	833,600
<b>Total for P&amp;R Facilities - Equipment Replacement</b>	<b>336,400</b>	<b>61,500</b>	<b>59,200</b>	<b>49,800</b>	<b>52,300</b>	<b>11,000</b>	<b>65,100</b>	<b>81,200</b>	<b>93,600</b>	<b>23,500</b>	<b>833,600</b>
P&R Parks - Equipment Replacement											
505-9700 - P&R Parks Equipment Replacement	162,100	523,400	372,000	382,200	318,500	317,300	542,000	479,000	493,300	472,100	4,061,900
<b>Total for P&amp;R Parks - Equipment Replacement</b>	<b>162,100</b>	<b>523,400</b>	<b>372,000</b>	<b>382,200</b>	<b>318,500</b>	<b>317,300</b>	<b>542,000</b>	<b>479,000</b>	<b>493,300</b>	<b>472,100</b>	<b>4,061,900</b>
Public Works - Equipment Replacement											
303-9600 - Public Works Equipment Replacement	53,600	59,600	53,500	110,900	82,400	46,600	13,000	116,900	92,800	55,200	684,500
<b>Total for Public Works - Equipment Replacement</b>	<b>53,600</b>	<b>59,600</b>	<b>53,500</b>	<b>110,900</b>	<b>82,400</b>	<b>46,600</b>	<b>13,000</b>	<b>116,900</b>	<b>92,800</b>	<b>55,200</b>	<b>684,500</b>
Wastewater - Equipment Replacement											
360-9600 - Wastewater Equipment Replacement	44,150	147,010	106,580	97,640	137,910	34,713	49,183	87,053	56,557	97,437	858,233
<b>Total for Wastewater - Equipment Replacement</b>	<b>44,150</b>	<b>147,010</b>	<b>106,580</b>	<b>97,640</b>	<b>137,910</b>	<b>34,713</b>	<b>49,183</b>	<b>87,053</b>	<b>56,557</b>	<b>97,437</b>	<b>858,233</b>



## TOWNSHIP OF CENTRE WELLINGTON 10-Year Capital Forecast: 2022 - 2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Water - Equipment Replacement											
330-9600 - Water Equipment Replacement	39,200	231,400	52,700	12,700	27,400	10,400	46,100	30,700	37,800	24,000	512,400
<b>Total for Water - Equipment Replacement</b>	<b>39,200</b>	<b>231,400</b>	<b>52,700</b>	<b>12,700</b>	<b>27,400</b>	<b>10,400</b>	<b>46,100</b>	<b>30,700</b>	<b>37,800</b>	<b>24,000</b>	<b>512,400</b>
<b>TOTAL EQUIPMENT REPLACEMENT</b>	<b>1,228,750</b>	<b>1,585,396</b>	<b>1,063,120</b>	<b>1,366,515</b>	<b>1,166,210</b>	<b>1,011,355</b>	<b>1,310,194</b>	<b>1,339,682</b>	<b>1,154,258</b>	<b>958,412</b>	<b>12,183,892</b>
<b>Grand Total:</b>	<b>20,617,720</b>	<b>30,940,896</b>	<b>23,206,220</b>	<b>28,921,715</b>	<b>32,433,810</b>	<b>37,874,355</b>	<b>16,423,994</b>	<b>14,613,782</b>	<b>13,968,558</b>	<b>136,612,812</b>	<b>355,613,862</b>



## Township of Centre Wellington 10-Year Capital Forecast - Financing

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>Total Capital Expenditures</b>	<b>20,617,720</b>	<b>30,940,896</b>	<b>23,206,220</b>	<b>28,921,715</b>	<b>32,433,810</b>	<b>37,874,355</b>	<b>16,423,994</b>	<b>14,613,782</b>	<b>13,968,558</b>	<b>136,612,812</b>	<b>355,613,862</b>
<b>External Sources of Financing</b>											
Subsidies	115,000	25,000	415,000	748,000	-	-	-	-	-	-	1,303,000
Development Charges	2,134,600	5,024,500	2,332,950	3,183,200	1,973,500	2,153,500	2,176,900	1,844,000	1,678,100	33,956,450	56,457,700
Developer/Partner Contributions	538,750	1,588,500	88,700	88,700	-	-	-	-	-	53,749,791	56,054,441
Other	1,300	-	-	100,000	-	-	-	-	-	-	101,300
<b>Total External Sources of Financing</b>	<b>2,789,650</b>	<b>6,638,000</b>	<b>2,836,650</b>	<b>4,119,900</b>	<b>1,973,500</b>	<b>2,153,500</b>	<b>2,176,900</b>	<b>1,844,000</b>	<b>1,678,100</b>	<b>87,706,241</b>	<b>113,916,441</b>
<b>Internal Sources of Financing</b>											
Debentures	(1,099,280)	7,083,640	7,636,640	6,398,400	15,772,000	22,055,000	87,000	640,000	282,000	5,876,000	64,731,400
Water Capital Reserves	4,268,150	3,300,000	2,168,450	4,259,250	2,424,400	1,869,400	2,813,400	390,600	789,400	2,501,390	24,784,440
Wastewater Capital Reserves	1,116,250	1,138,000	1,351,250	3,486,800	2,430,600	2,045,600	1,210,600	1,035,200	320,600	673,550	14,808,450
Capital Levy/OCIF Reserves	4,055,000	3,360,000	1,825,000	3,300,000	2,435,000	2,954,500	3,035,000	3,150,000	3,250,000	3,750,000	31,114,500
Vehicle Replacement Reserves	1,369,000	2,677,500	1,135,100	1,172,700	768,600	1,240,000	1,377,300	1,773,300	1,861,200	2,043,600	15,418,300
Equipment Replacement Reserves	1,228,750	1,585,396	1,063,120	1,366,515	1,166,210	1,011,355	1,310,194	1,339,682	1,154,258	958,412	12,183,892
Other Reserves and Reserve Funds	6,890,200	5,158,360	5,190,010	4,818,150	5,463,500	4,545,000	4,413,600	4,441,000	4,633,000	33,103,619	78,656,439
<b>Total Internal Sources of Financing</b>	<b>17,828,070</b>	<b>24,302,896</b>	<b>20,369,570</b>	<b>24,801,815</b>	<b>30,460,310</b>	<b>35,720,855</b>	<b>14,247,094</b>	<b>12,769,782</b>	<b>12,290,458</b>	<b>48,906,571</b>	<b>241,697,421</b>
<b>Total Sources of Financing</b>	<b>20,617,720</b>	<b>30,940,896</b>	<b>23,206,220</b>	<b>28,921,715</b>	<b>32,433,810</b>	<b>37,874,355</b>	<b>16,423,994</b>	<b>14,613,782</b>	<b>13,968,558</b>	<b>136,612,812</b>	<b>355,613,862</b>

**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**

**2022 BUDGET**



## Asset Management Progress Report

In an earlier section, the importance and requirements of asset management (AM) planning was outlined. In this section, an evaluation of the Township's budget forecast to the recommendations within the AM Plan will be conducted.

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

At the time the current AM Plan was approved in 2016, the Township had the following investment in capital assets:

Area	Replacement Cost (2016 \$)	Replacement Cost (2022 \$)
Tax Supported	\$ 602,300,000	\$ 719,200,000
Water Supported	\$ 114,100,000	\$ 136,200,000
Wastewater Supported	\$ 127,000,000	\$ 151,600,000
<b>Total</b>	<b>\$ 843,400,000</b>	<b>\$ 1,007,000,000</b>

Added to the table above is the estimated value of the same assets in 2022, assuming a 3.0% annual capital inflation adjustment. This represents an asset value of over \$1 billion, or approximately \$33,600 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 2022.

To effectively manage these assets, the 2016 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 in taxation thereafter.**
- **Water and wastewater rate increases in line with the Township approved Water & Wastewater Rate Study. The 2020 Rate Study recommends annual increases to water and wastewater rates of 1.2% and 3.3% respectively.**

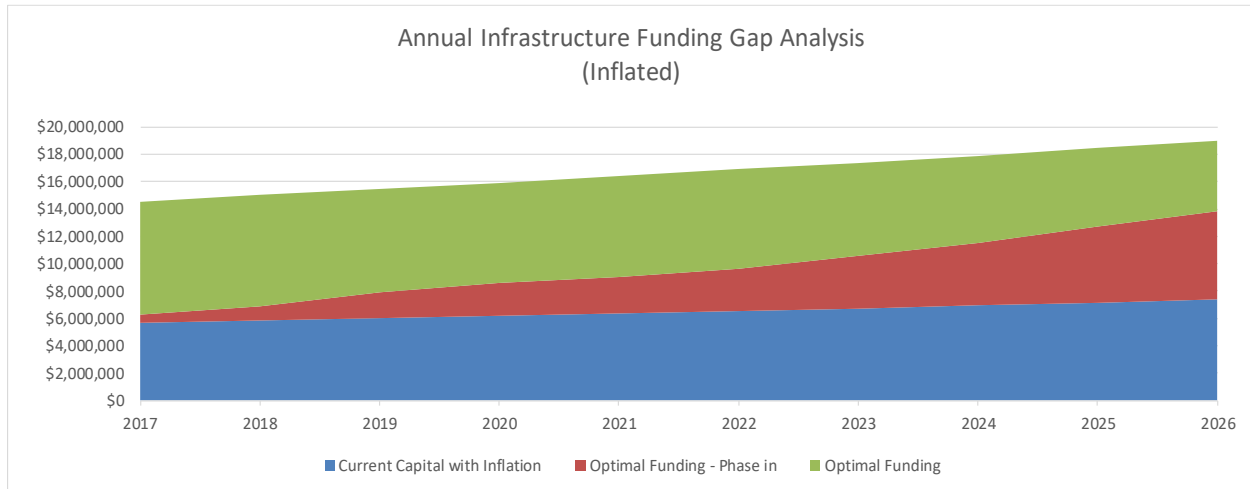
While the Township has not implemented the recommended taxation rate increases, other sources of capital funding have fortunately presented themselves to keep

somewhat 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 2016 AM Plan evaluates progress 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 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 2024.

Consistent Tax Supported Funding	Historical Information							
	2014 (first AM Plan)	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Forecast	2024 Forecast
Transfer to General Capital Reserve	700,500	800,500	825,000	850,000	875,000	900,000	930,000	960,000
Dedicated Capital Levy	-	915,300	1,208,200	1,516,200	1,528,441	1,577,580	1,609,132	1,641,315
Canada Community-Building Fund (Gas Tax)	794,200	850,200	855,200	855,200	894,100	1,753,600	932,955	971,828
OCIF Funds	-	793,377	1,216,174	1,216,174	1,271,559	1,271,559	1,271,559	1,271,559
OLG Funds	2,150,000	2,125,000	2,165,000	2,200,000	740,000	1,001,000	2,200,000	2,200,000
Transfer to Vehicle/Equipment Replacement	1,065,000	1,512,000	1,619,000	1,661,000	1,673,000	1,810,000	1,906,000	1,997,000
<b>Total</b>	<b>4,709,700</b>	<b>6,996,377</b>	<b>7,888,574</b>	<b>8,298,574</b>	<b>6,982,100</b>	<b>8,313,739</b>	<b>8,849,646</b>	<b>9,041,702</b>
<b>AM Plan Recommended Phase-In</b>		<b>6,900,000</b>	<b>7,900,000</b>	<b>8,600,000</b>	<b>9,000,000</b>	<b>9,600,000</b>	<b>10,600,000</b>	<b>11,500,000</b>
<b>Annual Phase-In Funding Gap</b>		<b>96,377</b>	<b>(11,426)</b>	<b>(301,426)</b>	<b>(2,017,900)</b>	<b>(1,286,261)</b>	<b>(1,750,354)</b>	<b>(2,458,298)</b>
<b>Optimal Capital Investment</b>		<b>15,000,000</b>	<b>15,500,000</b>	<b>15,900,000</b>	<b>16,400,000</b>	<b>16,900,000</b>	<b>17,400,000</b>	<b>17,900,000</b>
<b>Annual Optimal Funding Gap</b>		<b>-8,003,623</b>	<b>-7,611,426</b>	<b>-7,601,426</b>	<b>-9,417,900</b>	<b>-8,586,261</b>	<b>-8,550,354</b>	<b>-8,858,298</b>

Significant progress on capital investment has been made since the first Township AM Plan was approved in 2014. The Township has been able to keep up with the recommended phased-in 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.

However, since 2019 the funding gap has increased:

- Capital investment levels for 2020 were approximately \$300,000 below the Township's AM Plan investment target
- 2021 investment levels were approximately \$2.0 million below target. This significant gap was due to a significant reduction in OLG funds available for the year, and transfers to capital reserve that fell short of targets.
- 2022 investment levels are approximately \$1.3 million below target. The funding gap was reduced given there has been an increase in anticipated OLG funds for the year (from the gradual recovery from COVID-19). Also, an additional Canada Community-Building Fund (formerly Federal Gas Tax) contribution was received in 2021 and allocated to the 2022 Budget by Council. Minor increases to the General Capital Reserve transfer and Vehicle/Equipment Reserve transfers were made.

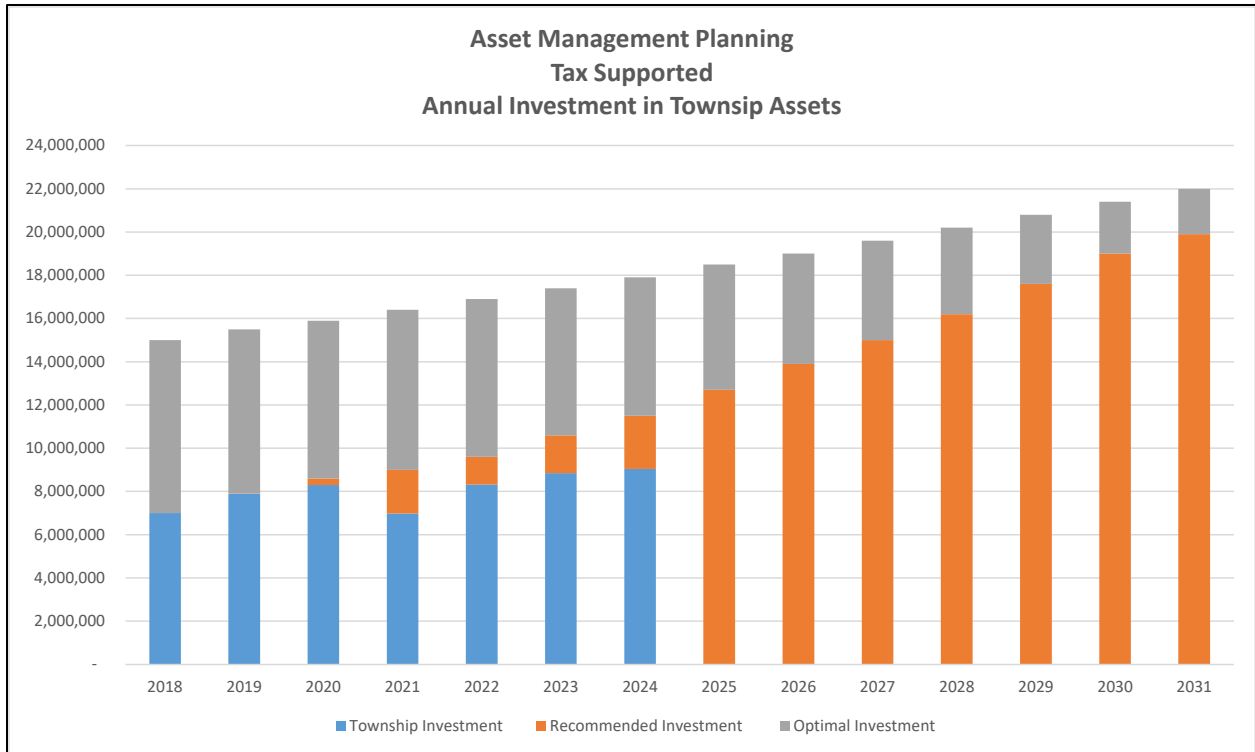
Current projections for 2023 and 2024 show that the Township will fall further behind in capital investment, widening the funding gap. This is a result of:

- The elimination of dedicated capital levy increases.
- External sources of funding, such as OCIF and Canada Community-Building Fund grants are not expected to increase significantly going forward.
- Internal transfers to reserves are not increasing at a rate required to keep up with investment targets.

This is shown in the graph below. With each year, the optimal capital investment grows with capital inflation, and is expected to reach approximately \$22 million by 2031. Decisions made as part of the budget processes each year will determine our ability to mitigate the annual funding gap.

Please note the province has announced that OCIF contributions are expected to increase in the future. When more information is available, the use of these funds will be discussed with Council inline with AM Plan recommendations.





This would suggest that additional funds need to be allocated to capital investment in these years to match the AM Plan recommendations. Specifically, for 2023 and 2024 an additional \$1.75 million and \$2.46 million 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 Council approved Rate Study based on requirements to move towards “full cost sustainability”. This means that rate revenue provides for annual operating and capital costs and plans for the future replacement of water and wastewater assets.

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



## Township of Centre Wellington Comparison of Capital Budgets by Year

<u>TAX SUPPORTED CAPITAL</u>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
STUDIES	735,000	240,000	100,000	730,000	730,000
CORPORATE	599,320	413,200	566,500	367,600	257,100
MUNICIPAL BUILDINGS	105,000	-	14,000	42,000	-
FIRE SERVICES	304,050	374,300	221,700	1,083,100	552,900
HEALTH SERVICES	55,000	-	60,000	150,000	20,000
TRANSP: ROADS URBAN	3,962,600	1,405,000	1,876,500	5,780,000	5,574,100
TRANSP: ROADS RURAL	1,675,300	1,485,000	2,345,000	1,150,000	595,000
TRANSP: STRUCTURES	4,535,000	1,830,000	2,800,000	2,170,000	3,401,200
TRANSP: STORM DRAINAGE	40,000	175,000	120,000	40,000	535,000
PUBLIC WORKS MISC	2,121,600	1,182,900	1,687,800	679,600	1,146,500
PARKS & REC: FACILITIES & OTHER	1,390,200	2,038,850	872,800	624,450	950,400
PARKS & REC: PARKS	503,400	948,900	1,544,000	993,300	665,600
<b>GRAND TOTAL - TAX SUPPORTED</b>	<b>16,026,470</b>	<b>10,093,150</b>	<b>12,208,300</b>	<b>13,810,050</b>	<b>14,427,800</b>
 <u>USER PAY CAPITAL</u>					
WASTEWATER	1,370,400	2,642,250	1,234,000	3,430,500	3,802,800
WATER WORKS	3,220,850	2,381,000	5,091,700	4,439,400	2,131,200
<b>GRAND TOTAL - USER PAY</b>	<b>4,591,250</b>	<b>5,023,250</b>	<b>6,325,700</b>	<b>7,869,900</b>	<b>5,934,000</b>
 <b>TOTAL</b>	 <b>20,617,720</b>	 <b>15,116,400</b>	 <b>18,534,000</b>	 <b>21,679,950</b>	 <b>20,361,800</b>
DEBT FINANCING	1,099,280	(1,748,000)	(3,473,500)	(1,758,000)	-
<b>NON-DEBT TOTAL</b>	<b>21,717,000</b>	<b>13,368,400</b>	<b>15,060,500</b>	<b>19,921,950</b>	<b>20,361,800</b>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2022

<u>Description</u>	<u>Balance at Jan. 1/22</u>	<u>Projected Transfers in - 2022</u>	<u>Projected Transfers out - 2022</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/22</u>
<b><u>Tax Supported Reserves and Reserve Funds</u></b>					
<b><u>Reserve Accounts</u></b>					
<u>General - Capital Reserves</u>					
General Capital Reserve	2,654,550	1,017,000	2,078,650	-	1,592,900
Dedicated Capital Levy Structures Loan from Reserve	(260,050)	260,050	-	-	-
Sub-total	<u>2,394,500</u>	<u>1,277,050</u>	<u>2,078,650</u>	<u>-</u>	<u>1,592,900</u>
<u>Fire - Capital Reserves</u>					
Fire Safety Trailer Reserve	8,570	-	8,570	-	-
Structural Fire Revenue Reserve	45,410	-	-	-	45,410
Sub-total	<u>53,980</u>	<u>-</u>	<u>8,570</u>	<u>-</u>	<u>45,410</u>
<u>Public Works - Capital Reserves</u>					
Street Lights Reserve	279,070	89,000	-	-	368,070
Elora Meadows Ground Water Collection Reserve	41,780	3,500	-	-	45,280
Summerfield Phase I - Ground Water Collection Reserve	5,140	2,600	-	-	7,740
Summerfield Phase II - Ground Water Collection Reserve	3,720	2,300	-	-	6,020
Storybrook Phase I - Ground Water Collection Reserve	8,770	6,800	-	-	15,570
Sub-total	<u>338,480</u>	<u>104,200</u>	<u>-</u>	<u>-</u>	<u>442,680</u>
<u>Parks &amp; Recreation - Capital Reserves</u>					
P&R: Facilities Repairs and Maintenance Reserve	-	95,000	95,000	-	-
P&R - Cash in Lieu of Trees Reserve	23,100	-	-	-	23,100
Sub-total	<u>23,100</u>	<u>95,000</u>	<u>95,000</u>	<u>-</u>	<u>23,100</u>
<u>Vehicle and Equipment Replacement Reserves</u>					
Vehicle Replacement Reserve	1,152,141	961,000	1,119,000	115,000	1,109,141
Municipal FD Training Officer: Vehicle Replacement Reserve	23,720	5,000	-	-	28,720
Equipment Replacement Reserve	992,816	862,870	1,145,400	-	710,286
Sub-total	<u>2,168,677</u>	<u>1,828,870</u>	<u>2,264,400</u>	<u>115,000</u>	<u>1,848,147</u>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2022

<u>Description</u>	<u>Balance at Jan. 1/22</u>	<u>Projected Transfers in - 2022</u>	<u>Projected Transfers out - 2022</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/22</u>
<b><u>Other Reserves</u></b>					
Working Capital Reserve	1,109,660	-	-	-	1,109,660
Contingency Reserve	161,430	-	-	-	161,430
VPSC Expansion Loan from Reserve	(569,420)	88,210	-	-	(481,210)
Heritage Reserve	10,000	2,500	-	-	12,500
Election Reserve	88,950	35,400	124,300	-	50
Health Care Professionals Recruitment Reserve	41,480	-	20,000	-	21,480
WSIB ABO Reserve	1,161,430	105,000	102,600	-	1,163,830
Insurance Claim Reserve	150,200	50,000	50,000	-	150,200
Employee Future Benefit Reserve	57,180	45,000	55,000	-	47,180
Land Sale Reserve	-	100,000	98,280	-	1,720
Fergus Theatre Reserve	-	4,900	4,900	-	-
Reserve for Legal Matters	207,250	-	35,000	-	172,250
Cemetery Expansion Reserve	(90,430)	40,000	63,125	-	(113,555)
GRCA Levy Stabilization Reserve	23,840	-	-	-	23,840
CWCI Loan Reserve	775,000	-	-	-	775,000
MacDonald Trust Reserve	470,000	-	-	-	470,000
CIP Reserve	59,590	-	30,000	-	29,590
Wind Turbine Capital Reserve	156,480	22,000	-	-	178,480
Service Delivery Modernization Grant Reserve	376,870	-	276,870	-	100,000
COVID-19 Reserve	1,069,470	-	475,700	-	593,770
Neighbourhood Wellness Reserve	31,150	-	5,000	-	26,150
Sub-total	<u>5,290,130</u>	<u>493,010</u>	<u>1,340,775</u>	<u>-</u>	<u>4,442,365</u>
Total Tax Supported Reserves	<u>10,268,867</u>	<u>3,798,130</u>	<u>5,787,395</u>	<u>115,000</u>	<u>8,394,602</u>
<b><u>Reserve Funds</u></b>					
Cash-In-Lieu Parkland Reserve Fund	805,080	-	-	8,900	813,980
Cash-In-Lieu Parking Reserve Fund	38,520	-	-	400	38,920
VPC - Seniors Reserve Fund	268,550	55,530	4,000	3,200	323,280
OLGC Slot Revenue Reserve Fund	1,139,280	2,200,000	1,077,900	18,700	2,280,080
Arts, Culture & Heritage Reserve Fund	85,630	125,000	60,000	1,300	151,930
Economic Development Reserve Fund	818,210	179,900	1,399,570	2,300	(399,160)
Canada Community-Building Reserve Fund	1,398,280	894,080	1,886,500	9,900	415,760
Newdon Industries Public Swim Reserve Fund	7,660	-	1,260	100	6,500
Building Code Reserve Fund	3,785,330	-	-	41,600	3,826,930
Capital Levy Reserve Fund	1,559,900	1,577,580	2,769,717	10,600	378,363
OCIF Reserve Fund	279,800	1,271,560	1,550,559	1,500	2,301
WSIB Excess Loss Reserve Fund	-	65,000	-	400	65,400
Sub-total	<u>10,186,240</u>	<u>6,368,650</u>	<u>8,749,506</u>	<u>98,900</u>	<u>7,904,284</u>
Total Tax Supported Reserve Funds	<u>10,186,240</u>	<u>6,368,650</u>	<u>8,749,506</u>	<u>98,900</u>	<u>7,904,284</u>
Total Tax Supported Reserve and Reserve Funds	<u>20,455,107</u>	<u>10,166,780</u>	<u>14,536,901</u>	<u>213,900</u>	<u>16,298,886</u>



## Township of Centre Wellington Reserve / Reserve Fund Activity for 2022

<u>Description</u>	<u>Balance at Jan. 1/22</u>	<u>Projected Transfers in - 2022</u>	<u>Projected Transfers out - 2022</u>	<u>Investment or Other Revenue</u>	<u>Projected Balance at Dec. 31/22</u>
<b><u>User Pay Reserves</u></b>					
<b><u>Reserve Accounts</u></b>					
<u>Environmental Services - Capital Reserves</u>					
ENV: Vehicle Replacement Reserve	360,457	215,000	210,000	20,000	385,457
Municipal RMO: Vehicle Replacement Reserve	41,000	5,000	40,000	3,000	9,000
ENV: Equipment Replacement Reserve	728,503	90,000	83,350	-	735,153
Sub-total	<u>1,129,960</u>	<u>310,000</u>	<u>333,350</u>	<u>23,000</u>	<u>1,129,610</u>
<u>Waterworks - Capital Reserves</u>					
Waterworks Capital Reserve	9,346,090	2,090,030	1,610,150	-	9,825,970
Salem Bridge Watermain Loan from Reserve	(738,760)	66,050	-	-	(672,710)
Well F5 Additional Capacity Loan from Reserve	-	-	863,000	-	(863,000)
Well F2 Additional Capacity Loan from Reserve	-	-	1,795,000	-	(1,795,000)
Sub-total	<u>8,607,330</u>	<u>2,156,080</u>	<u>4,268,150</u>	<u>-</u>	<u>6,495,260</u>
<u>Wastewater - Capital Reserves</u>					
Wastewater Capital Reserve	9,192,260	2,308,400	1,116,250	-	10,384,410
Sub-total	<u>9,192,260</u>	<u>2,308,400</u>	<u>1,116,250</u>	<u>-</u>	<u>10,384,410</u>
Total User Pay Reserves	<u>18,929,550</u>	<u>4,774,480</u>	<u>5,717,750</u>	<u>23,000</u>	<u>18,009,280</u>
<b><u>Development Charge Reserve Funds</u></b>					
Fire	1,153,560	106,000	39,400	12,000	1,232,160
Public Works	1,701,190	246,400	532,750	19,000	1,433,840
Roads	8,214,210	1,338,800	1,784,310	119,200	7,887,900
Parks & Recreation	3,751,120	682,800	1,400,090	37,800	3,071,630
Corporate	412,970	71,200	1,073,800	4,300	(585,330)
Water	2,813,930	792,400	1,367,050	28,100	2,267,380
Wastewater	3,826,530	762,400	1,218,540	40,900	3,411,290
Total Development Charge Reserve Funds	<u>21,873,510</u>	<u>4,000,000</u>	<u>7,415,940</u>	<u>261,300</u>	<u>18,718,870</u>



**Township of Centre Wellington  
Analysis of Current and Projected Debt  
Fiscal 2022**

<b>Year Issued</b>	<b>Purpose of Debt</b>	<i>A</i> <b>Balance at Jan 1, 2022</b>	<i>B</i> <b>New Debt</b>	<i>C</i> <b>2022 Principal Payments</b>	<i>D</i> <b>2022 Interest Payments</b>	<i>C + D</i> <b>Total Payments</b>	<i>A + B - C</i> <b>Balance at Dec 31, 2022</b>
2005	Centre Wellington Community Complex & Various WW Prj.	2,679,699	-	755,912	120,000	875,912	1,923,787
2010	Fergus Water Tower	725,744	-	171,953	26,054	198,007	553,791
2012	County of Wellington (Elora WWTP)	6,311,945	-	311,945	199,957	511,902	6,000,000
2012	County of Wellington (Refinance 1997 Debt)	220,831	-	220,831	6,073	226,904	-
2013	County of Wellington (Subwatershed Study - Ph II)	13,230	-	6,615	-	6,615	6,615
2014	FCM - Green Municipal Fund (Elora WWTP)	6,942,419	-	472,618	136,472	609,090	6,469,801
2015	County of Wellington (Fergus Library)	56,304	-	14,076	-	14,076	42,228
2020	Infrastructure Ontario (Employment Lands)	2,208,450	-	95,392	54,181	149,573	2,113,058
2021	Infrastructure Ontario (Operations Facility Land) - estimate	3,761,129	-	139,973	112,834	252,807	3,621,156
		<b>22,919,751</b>	<b>-</b>	<b>2,189,315</b>	<b>655,571</b>	<b>2,844,886</b>	<b>20,730,436</b>



## Township of Centre Wellington Current & Projected Debt Summary Charts 2022 Budget & Capital Forecast

### Projected New Debt

Project Description	Annual Debt Requirements											
	2021 Unissued	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
2020-007 - Water Supply Strategy - 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	282,000	2,964,000	3,973,000
2022-042 - Woolwich Watermain Extension - WR 7 to Urban Boundary	-	-	-	1,244,600	-	-	-	-	-	-	-	1,244,600
2022-044 - WR 18 Watermain Extension - Urban Boundary to 3rd Line	-	-	-	2,258,900	-	-	-	-	-	-	-	2,258,900
2022-045 - 3rd Line Watermain Extension - WR 18 to Well Area 3	-	-	-	1,131,900	-	-	-	-	-	-	-	1,131,900
301/330/360-0841 - Dickson Drive Employment Land Servicing	1,340,000	-	-	-	-	-	-	-	-	-	-	1,340,000
303-0299 - Corporate Operations Facilities	500,000	805,720	6,996,640	6,996,640	-	-	-	-	-	-	-	15,299,000
F0171 - Future Expansion of Fergus WWTP	-	-	-	-	1,350,000	12,150,000	16,200,000	-	-	-	-	29,700,000
2010-080 - New Fire Hall	-	-	-	-	100,000	200,000	3,945,000	-	-	-	-	4,245,000
2010-078 - Tanker	-	-	-	-	-	-	610,000	-	-	-	-	610,000
2010-079 - Pumper	-	-	-	-	-	-	880,000	-	-	-	-	880,000
2018-017 - Additional Equipment for New Fire Hall	-	-	-	-	-	-	420,000	-	-	-	-	420,000
2010-177 - Future Parkland Development (16 hectares)	-	-	-	-	-	-	-	-	-	-	2,912,000	2,912,000
<b>Total Projected New Debt</b>	<b>4,260,000</b>	<b>805,720</b>	<b>7,083,640</b>	<b>12,272,040</b>	<b>1,763,000</b>	<b>15,772,000</b>	<b>22,055,000</b>	<b>87,000</b>	<b>640,000</b>	<b>282,000</b>	<b>5,876,000</b>	<b>70,896,400</b>

### Projected New Debt Payments

Year	New Debt	Annual Debt Payments (Principal & Interest)*										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
2021 Unissued	4,260,000	-	-	515,900	515,900	515,900	515,900	515,900	214,900	214,900	214,900	214,900
2022	805,720	-	-	59,300	59,300	59,300	59,300	59,300	59,300	59,300	59,300	59,300
2023	7,083,640	-	-	-	521,200	521,200	521,200	521,200	521,200	521,200	521,200	521,200
2024	12,272,040	-	-	-	-	903,000	903,000	903,000	903,000	903,000	903,000	903,000
2025	1,763,000	-	-	-	-	-	129,700	129,700	129,700	129,700	129,700	129,700
2026	15,772,000	-	-	-	-	-	-	1,160,500	1,160,500	1,160,500	1,160,500	1,160,500
2027	22,055,000	-	-	-	-	-	-	-	1,622,800	1,622,800	1,622,800	1,622,800
2028	87,000	-	-	-	-	-	-	-	-	6,400	6,400	6,400
2029	640,000	-	-	-	-	-	-	-	-	-	47,100	47,100
2030	282,000	-	-	-	-	-	-	-	-	-	-	20,800
2031	5,876,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Projected New Debt Payments</b>	<b>70,896,400</b>	<b>-</b>	<b>-</b>	<b>575,200</b>	<b>1,096,400</b>	<b>1,999,400</b>	<b>2,129,100</b>	<b>3,289,600</b>	<b>4,611,400</b>	<b>4,617,800</b>	<b>4,664,900</b>	<b>4,685,700</b>

\* Assumed new debt over a term of 20 years at 4.0% per year (except for the Dickson Drive Employment Land Servicing project which assumes a term of 5 years). Also assumes debt payments begin in the year following debt issuance.



## Township of Centre Wellington Current & Projected Debt Summary Charts 2022 Budget & Capital Forecast

### Existing Debt Payments

Department	Annual Debt Payments (Principal & Interest)									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Supported	972,887	879,629	873,014	468,926	252,807	252,807	252,807	252,807	252,807	252,807
OLG Supported	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573	149,573
Waterworks Supported	601,434	467,788	467,788	287,934	-	-	-	-	-	-
Wastewater Supported	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521	1,156,521
<b>Total Existing Debt Payments</b>	<b>2,880,415</b>	<b>2,653,511</b>	<b>2,646,896</b>	<b>2,062,954</b>	<b>1,558,901</b>	<b>1,558,901</b>	<b>1,558,901</b>	<b>1,558,901</b>	<b>1,558,901</b>	<b>1,558,901</b>

B

### Combined Existing & Projected New Debt Payments

	2019 Actual Payments	2020 Actual Payments	2021 Actual Payments	Projected Annual Debt Payments (Principal & Interest)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Supported	835,742	729,326	728,926	972,887	963,525	1,317,269	1,273,559	1,064,797	1,079,513	1,485,592	1,485,592	1,485,592	1,485,592
OLG Supported	-	74,787	149,573	149,573	311,851	311,851	311,851	311,851	311,851	217,171	217,171	217,171	217,171
Waterworks Supported	603,107	602,883	602,310	601,434	778,836	862,457	1,148,001	883,093	1,134,883	958,593	964,993	1,012,093	1,032,893
Wastewater Supported	1,159,819	1,157,574	1,156,521	1,156,521	1,174,499	1,251,719	1,328,942	1,428,259	2,322,253	3,508,945	3,508,945	3,508,945	3,508,945
<b>Total Projected Debt Payments (Existing &amp; New)</b>	<b>2,598,668</b>	<b>2,564,570</b>	<b>2,637,330</b>	<b>2,880,415</b>	<b>3,228,711</b>	<b>3,743,296</b>	<b>4,062,354</b>	<b>3,688,001</b>	<b>4,848,501</b>	<b>6,170,301</b>	<b>6,176,701</b>	<b>6,223,801</b>	<b>6,244,601</b>

A + B

### Annual Debt Repayment Limit Analysis

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Projected Net Revenues (Adjusted)	34,748,728	33,067,315	35,382,027	37,858,769	39,751,707	41,739,293	43,826,257	46,017,570	48,318,449	50,734,371	53,271,090	55,934,644	58,731,376
% Debt Repayment (% Projected Revenues)	7.5%	7.8%	7.5%	7.6%	8.1%	9.0%	9.3%	8.0%	10.0%	12.2%	11.6%	11.1%	10.6%
% 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)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033

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

### Percentage of Debt by Area

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Supported	28%	34%	30%	35%	31%	29%	22%	24%	24%	24%	24%
OLG Supported	6%	5%	10%	8%	8%	8%	6%	4%	4%	3%	3%
Waterworks Supported	23%	21%	24%	23%	28%	24%	23%	16%	16%	16%	17%
Wastewater Supported	44%	40%	36%	33%	33%	39%	48%	57%	57%	56%	56%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



# Township of Centre Wellington Debt Projection Summary Graphs 2022 Budget and Capital Forecast

