



## **REPORT FIN-2020-039**

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TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: November 25, 2020

SUBJECT: 2021 Proposed Budget  
File No. F26 OPE, F26 CAP and F05 BUD

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### **RECOMMENDATIONS**

**THAT Report FIN-2020-039 regarding the 2021 Proposed Budget be received; and**

**That should Council wish to phase in further costs associated with the Cambridge Fire Services Contract, that \_\_\_\_\_ be incorporated in the 2021 Operating Budget and funded by Taxation Levy; and**

**That Council approves the 2021 one-time base budget increases amounting to \$\_\_\_\_\_ as outlined below:**

Description	2021 Approved One-Time Base Budget Increase
Heritage Plaques	
Planning Advertising	
Fire & Rescue Services - Red Cross First Responder Certification	
Fire & Rescue Services - Red Cross Instructors Certification	
Fire & Rescue Services - Installation of new civic address signs	

**That Council approves the 2021 permanent base budget increases amounting to \$\_\_\_\_\_ as outlined below:**

Description	2021 Approved Permanent Base Budget Increase
By-law Enforcement Officer - Safety Work Shoes	

Fire & Rescue Services - "D" license medical	
Fire & Rescue Services - Canadian Critical Incident Stress Foundation's Conference	
Fire & Rescue Services - Red Cross CPR Certification	
Fire & Rescue Services - Safety Work Shoes	
Puslinch Community Centre - Outdoor Maintenance	
Public Works – Calcium	

## DISCUSSION

### Purpose

The purpose of this report is to:

- 1.) Provide Council an update on the items that were discussed at the October 28, 2020 budget meeting; and
- 2.) Provide Council with information regarding the 2021 Proposed Operating Budget. The 2021 Proposed Operating Budget is included as Schedule A to this report. The 2021 Expense, Reserve Transfers, and Revenue Summary is included as Schedule B to this report.

### Background

Council received Report FIN-2020-037 – 2021 Proposed Capital Budget at the October 28, 2020 Capital Budget Meeting.

The senior leadership team was provided with the budget model to complete their operating budgets in September 2020. The senior leadership team met to discuss the proposed operating budget corporately prior to reporting to Council.

### **Current Tax Levy Impact**

Based on the 2020 returned assessment roll, approximately each additional \$43,000 of taxes levied results in a 1% tax rate increase for the Township portion of taxes.

Outlined below is the proposed 2021 tax levy for capital and operating purposes. The estimated tax rate impact is a 5.75% tax rate increase based on the 2020 returned assessment roll.

	<b>2020 Approved Budget</b>	<b>2021 Proposed Budget</b>	<b>Difference</b>	<b>Estimated Tax Rate Impact</b>
<b>Total Capital Taxation Levy</b>	\$1,442,416	\$1,540,566	\$98,150	2.28%
<b>Total Operating Taxation Levy</b>	\$2,866,694	\$3,015,906	\$149,212	3.47%
<b>Total Municipal Taxation Levy</b>	\$4,309,110	\$4,556,472	\$247,362	5.75%

Assessment growth will be factored in once the Township obtains the 2021 roll return in December. Township staff will present the tax impact of the proposed levy on the median/typical properties in the Township once the Township obtains the 2021 roll return in December.

The estimated 5.75% tax rate impact in the 2021 proposed budget includes the following:

- 1.) Increases in salaries, benefits, and shared service agreement costs based on the Council approved 2020 Organization Review.
  - o These increases are net of the Modernization Grant Funding obtained from the Province for specific positions.
- 2.) Decreases in overtime costs based on the Council approved 2020 Organization Review.
- 3.) Increased costs related to automation and electronic service delivery processes such as Cloudpermit, Shop Local Gift Certificate Program, Bang the Table Software, etc.
- 4.) 0% cost of living adjustment due to the COVID-19 pandemic consistent with other municipal partners.
- 5.) Reductions in rental revenues due to the COVID-19 pandemic.
- 6.) Reductions in insurance premiums payable due to a favourable result in the Municipal Insurance Program Request for Proposal issued in 2020.

The estimated 5.75% tax rate impact in the 2021 proposed budget excludes the following:

- 1.) Any tax levy increases associated with Community Grants.
- 2.) Any tax levy increases associated with the proposed 2021 operating base budget increases as summarised below and attached as Schedule C to this Report:

Outlined below are the 2021 one-time base budget increases proposed amounting to \$13,431:

Description	2021 Proposed One-Time Base Budget Increase
Heritage Plaques	\$1,900
Planning Advertising	\$1,500
Fire & Rescue Services - Red Cross First Responder Certification	\$1,290
Fire & Rescue Services - Red Cross Instructors Certification	\$630

Fire & Rescue Services - Installation of new civic address signs	\$8,111
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Outlined below are the 2021 permanent base budget increases proposed amounting to \$17,501:

Description	2021 Proposed Permanent Base Budget Increase
By-law Enforcement Officer - Safety Work Shoes	\$175
Fire & Rescue Services - "D" license medical	\$1,100
Fire & Rescue Services - Canadian Critical Incident Stress Foundation's Conference	\$2,550
Fire & Rescue Services - Red Cross CPR Certification	\$860
Fire & Rescue Services - Safety Work Shoes	\$2,580
Puslinch Community Centre - Outdoor Maintenance	\$2,800
Public Works – Calcium	\$7,436

3.) Any tax levy increases associated with further phasing of the Cambridge Fire Services contract.

- At its meeting held on January 16, 2019 Council authorized for staff to proceed with the phased in costs associated with the Cambridge Fire Services Contract with one quarter of the cost to be phased into the 2019 operating budget at an amount of \$34,450.
- At its meeting held on January 2, 2020 Council authorized for staff to proceed with phasing in an additional amount of \$13,780 in the 2020 budget.
  - Council at this meeting also supported phasing 50% of the Cambridge Fire Services Contract Cost to the General Taxation Levy over 4 years.
- The 2021 proposed budget has incorporated a total amount of \$48,230 in Account No. 01-0040-4320 associated with the Cambridge Fire Services contract which is equal to the 2019 and 2020 approved amounts. Township staff are seeking Council's direction as to whether an additional amount of tax levy funding should be phased into the general taxation levy related to the Cambridge Fire Services Contract.

**Staff Updates based on Council Direction at the October 28, 2020 Council Meeting**

- 1.) Council at its meeting held on October 28, 2020 approved funding of \$114,300 to be allocated to the Gravel Roads Improvement Discretionary Reserve on a yearly basis.

*Staff Update:*

\$114,300 has been incorporated in the Capital Budget and Forecast as a discretionary reserve contribution to the Gravel Roads Improvement Discretionary Reserve each year from 2021 to 2030.

*Budget Impact:*

Capital tax levy funding of \$114,300 for the contribution to the Gravel Roads Improvement Discretionary Reserve per year from 2021 to 2030.

- 2.) Council at its meeting held on October 28, 2020 authorized that the previous amounts budgeted in 2018 for a Municipal Class Environmental Assessment – Municipal Water and Wastewater of \$87,500 be reallocated to reduce the 2021 capital tax levy.

*Staff Update:*

Staff have reduced the contribution to the Asset Management Discretionary Reserve from \$1,426,416 to \$1,338,916 to account for the reallocation of \$87,500 of capital carry forward funds associated with the Municipal Class Environmental Assessment – Municipal Water and Wastewater.

*Budget Impact:*

A capital tax levy decrease of \$87,500 in 2021.

- 3.) Council at its meeting held on October 28, 2020 directed staff to consider incorporating a placeholder for the funds required for the renovations at the Municipal Office.

*Staff Update:*

It is staff's recommendation that the detailed design works be completed in order to determine the actual capital construction costs. There have been funding opportunities announced that Township staff will apply for. It is recommended that staff report back on a funding strategy for this matter in 2021 after the detailed design is completed and based on available third party funding opportunities.

*Budget Impact:*

No budgetary impact.

- 4.) Council at its meeting held on October 28, 2020 directed staff to provide Council with the National Fire Protection Association Standard on tire replacements.

*Staff Update:*

Below is the NFPA Standard 1911 that was referenced for the fire truck replacement schedule:

NFPA® 1911  
Standard for the  
Inspection, Maintenance, Testing, and Retirement of In-Service Emergency  
Vehicles  
2017 Edition

8.3 Axles, Tires, and Wheels.

8.3.1 All axle components including, but not limited to, the following shall be inspected for security of mounting, structural integrity, deformation, abnormal wear, and leakage; shall be functionally operated; and shall be lubricated:

- (1) Ball joints
- (2) King pins
- (3) Spindles and bushings
- (4) Attaching hardware
- (5) Axle beams and housings
- (6) Axle shafts
- (7) Axle power dividers
- (8) Differentials and controls
- (9) Two-speed axle shift units
- (10) Upper and lower control arms

8.3.2 Wheel bearings and seals shall be cleaned; shall be inspected for deformation, wear, cracks, and leakage; and shall be lubricated.

8.3.3\* Tires shall be inspected for damage and shall be inflated to the tire manufacturer's recommended pressure.

8.3.4\* The tire load rating shall be checked to verify that it meets or exceeds the GAWR.

8.3.5 The tire speed rating shall be checked to verify that it meets or exceeds the maximum top speed of the apparatus.

8.3.6\* Tires shall be replaced at least every 7 years or more frequently when the tread wear exceeds state or federal standards as determined by measuring with a tread depth gauge. [See 6.3.1(4).] (4)\* Tires have a tread depth of less than 4/32 in. (3.2 mm) on

any steering axle or 2/32 in. (1.6 mm) on any nonsteering axle at any two adjacent major tread grooves anywhere on the tire.

8.3.7\* Wheel-attaching nuts shall be torqued to the wheel manufacturer's recommendation.

8.3.8 Wheels and rims shall be inspected for cracks, deformation, structural integrity, and corrosion.

*Budget Impact:*

No budgetary impact.

- 5.) Council at its meeting held on October 28, 2020 directed staff to determine whether the option of repurposing the current bleachers at the Badenoch Soccer Field is viable and that staff report back on this option.

*Staff Update:*

The Director of Public Works, Parks and Facilities has determined that the old bleacher set can be repurposed as players' benches for the opposite side of the soccer field.

*Budget Impact:*

No budgetary impact.

- 6.) Council at its meeting held on October 28, 2020 directed staff to determine whether as part of the Puslinch Community Centre Kitchen and Washroom Renovation project a drinking water fountain can be incorporated.

*Staff Update:*

The Director of Public Works, Parks and Facilities has indicated that once a final design and tender is complete, a drinking water fountain will be incorporated into the requirements of the kitchen.

*Budget Impact:*

No budgetary impact.

- 7.) Council at its meeting held on October 28, 2020 directed staff to report back on a proposal to modernize the banquet facilities of the Puslinch Community Centre (ie. to modernize the front-end of the facility, ceiling tiles, etc.).

*Staff Update:*

The Director of Public Works, Parks and Facilities will correspond with Council to obtain their opinions on the desired improvements to be completed at the Puslinch Community Centre. Once the information is obtained, a recommendation will be provided to Council as part of the 2022 Capital Budget.

*Budget Impact:*

No budgetary impact at this time. Costs will be outlined as part of the 2022 Capital Budget.

- 8.) Council at its meeting held on October 28, 2020 directed staff to determine whether a  $\frac{3}{4}$  tonne pickup truck can be purchased jointly with the County of Wellington (County) or other lower tier municipalities through a pre-budget approval should an opportunity be presented through joint purchasing.

*Staff Update:*

The Township will be coordinating the purchase of this truck with the County. The  $\frac{3}{4}$  ton pickup truck and the cab and chassis for 305 were included in the County's pricing for 2021 units.

*Budget Impact:*

No budgetary impact.

- 9.) Council at its meeting held on October 28, 2020 directed staff to track the additional costs associated with the McLean Road West - County Road 46 (Brock Road) to Concession 7 project as it relates to the additional overtime costs for the workers and that appropriate notice is provided to ensure businesses are not impacted by the construction.

*Staff Update:*

The Director of Public Works, Parks and Facilities has indicated that tracking of any overtime costs will be completed by the onsite inspector from GM BluePlan. Pricing will not be available until the contractor who secures the 2021 Roads Tender has time to evaluate the exact work required.



*Budget Impact:*

No budgetary impact.

- 10.) Council at its meeting held on October 28, 2020 directed staff to determine whether the Township has a cost sharing agreement with the County for the Carrol Pond Municipal Drain for the maintenance of the drain including completion of inspections (ie. Closed Circuit Television Inspections).

*Staff Update:*

The Director of Public Works, Parks and Facilities has indicated that after consultation with the County, the County does not have the Carrol Pond Municipal Drain identified as a County asset. The County considers this a Township asset that the Township is responsible for maintaining.

*Budget Impact:*

No budgetary impact.

- 11.) Council at its meeting held on October 28, 2020 directed staff to provide correspondence to the City of Guelph to determine whether the Township's contribution can be reduced to 25% of the total cost of the project related to Hume Road railway crossing to an amount of \$40,000.

*Staff Update:*

Township staff have provided this correspondence to the City of Guelph requesting a reduction to the Township's funding of the Hume Road railway crossing from \$80,000 to \$40,000.

*Budget Impact:*

No budgetary impact at this time.

- 12.) Council at its meeting held on October 28, 2020 directed staff to confirm that the Transport Canada Agency Regulations related to cost sharing of railway projects apply to municipally owned railways.

*Staff Update:*

The Director of Public Works, Parks and Facilities has confirmed that Transport Canada requires that any road authorities who share a crossing with either a Federal, Municipal or private railway, share the costs of any crossing improvements.

*Budget Impact:*

No budgetary impact.

- 13.) Council at its meeting held on October 28, 2020 directed staff to review the roads repaving project identified as Watson Road South -County Road 37 (Arnell Road) to Maltby Road East -Asset No. 139 and 140 in the year 2024 as it is noted twice in the Capital Plan Summary.

*Staff Update:*

Staff have updated the 2024 Capital Plan Summary with this correction for the project identified as Watson Road South -County Road 37 (Arnell Road) to Maltby Road East - Asset No. 139 and 140.

*Budget Impact:*

No budgetary impact.

**Optimist Recreation Centre Rental Revenues**

Council at its meeting held on July 18, 2018 passed the following Council Resolution:

- That Report REC-2018-003 – Results of Optimist Recreation Centre Ice Pad Pilot Program be received; and
- That staff continue to develop a free skate and shinny schedule, upon league scheduling being confirmed no later than November 30th of each year; and
- That the Township continues to facilitate the rental of the ice for seasonal league bookings for a minimum of an eight-week period during the ice season; and
- That the ice pad for the Winter Classic Tournament held during the Family Day Long Weekend continue to be made available for the purpose of a community event rental; and
- That staff report back on additional revenue and marketing potentials for the Optimist Recreation Centre Ice Pad.

Report REC-2018-003 is attached as Schedule G to this Report. As part of the Council direction from this meeting, staff prepared the ice schedule with one-time/private booking opportunities in addition to league rentals and free skate/shinny. The 2019/2020 schedule is attached as Schedule H to this Report.

A Member of Council requested that staff provide Council with information on the rental revenues at the Optimist Recreation Centre Ice Rink during the last few years:

	2016	2017	2018	2019	2020
Ice Rental - Prime	\$37,324	\$13,200	\$18,013	\$20,772	\$23,537
Ice Rental - Non-Prime	\$489	\$385	\$0	\$0	\$506

### **Discretionary Reserve Contributions - Budget**

The table below provides a comparison of the discretionary reserve contributions in the 2021 proposed budget compared to the 2020 approved budget:

<b>Discretionary Reserve</b>	<b>2020 Approved Budget</b>	<b>2021 Proposed Budget</b>
Insurance Contingency	\$25,000	\$25,000
Legal Contingency	\$50,000	\$50,000
Elections	\$13,750	\$13,750
Asset Management	\$1,208,766	\$1,338,916
Information Technology	\$10,000	\$10,000
Gravel Roads Improvement	\$114,300	\$114,300
Aggregate Levy	\$240,000	\$240,000
<b>Total</b>	<b>\$1,661,816</b>	<b>\$1,791,966</b>

### **Cost of Living Adjustment**

Summarized below are the COLA's being considered or approved by the comparator municipalities used in the Township's most recent compensation review completed in 2020. The County is not a comparator municipality in the Township's compensation review. The County's 2021 COLA is 0.00% for non-union and 1.90% for unionized employees.

The average approved COLA in these municipalities in comparison to the Township's approved COLA from 2015 to 2020 is summarized below:

	County	Average COLA – Compensation Review Comparators	Approved Township Approved COLA
<b>2015</b>	2.00%	1.92%	2.00%
<b>2016</b>	2.00%	1.55%	1.20%
<b>2017</b>	2.00%	1.54%	1.50%
<b>2018</b>	2.00%	1.70%	1.69%
<b>2019</b>	2.00%	2.14%	2.33%
<b>2020</b>	2.00%	1.69%	1.90%

Staff's recommendation in a previous Report FIN-2015-035 is that COLA be tied to the Consumer Price Index (CPI) for Ontario from August to August. CPI increased 0.10% from August 2019 to August 2020<sup>1</sup>.

The following table shows that many municipalities have not approved the COLA for 2021 but also shows that many use CPI as a benchmark.

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<sup>1</sup> Statistics Canada. [Table 18-10-0004-13 Consumer Price Index by product group, monthly, percentage change, not seasonally adjusted, Canada, provinces, Whitehorse, Yellowknife and Iqaluit](#)

<b>Municipality</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
Blandford Blenheim	2.00%	1.20%	1.50%	1.50%	3.10%	1.90%	0.10%	Proposed - Ontario CPI increase - August to August.
Centre Wellington	1.75%	1.90%	1.55%	1.64%	1.77%	1.89%	Not available	Currently negotiating new agreement with staff association effective January 1, 2021.
Clearview	N/A	N/A	N/A	N/A	1.80%	1.75%	1.75%	Collective agreement and contract negotiations.
Erin	1.50%	1.90%	0.75%	1.70%	1.90%	1.90%	0.00%	Previously based on CPI and comparators. No COLA increase for 2021 due to COVID-19.
Grey Highlands	N/A	N/A	N/A	N/A	1.70%	1.70%	1.60%	Proposed – generally based on CPI, County, and comparators
Guelph Eramosa	2.00%	1.70%	1.50%	1.70%	2.20%	1.70%	Not available	Previously based on CPI September 2019 – 2020 for Canada. Not confirmed whether COLA increase for 2021 due to COVID-19.
Mapleton	2.50%	N/A	2.00%	1.30%	2.90%	1.90%	0.00%	Previously based on August CPI. No COLA increase for 2021 due to COVID-19.
Minto	2.00%	1.00%	1.50%	2.00%	2.00%	2.00%	0.50%	Proposed - Based on CPI for the month of October.
Mono	2.00%	1.70%	1.70%	1.70%	2.20%	2.00%	1.00%	Proposed – Ontario CPI average for each month from October 2019 to September 2020.
Wellesley	2.00%	1.50%	1.75%	1.70%	2.50%	1.70%	Not available	Non-union - October CPI
Wellington North	1.50%	1.50%	1.60%	2.10%	1.90%	0.00%	2.00%	Proposed - Non-union – CPI Forecast
Woolwich	N/A	N/A	N/A	N/A	1.75%	1.85%	1.95%	Based on the approved collective agreement effective 2019 to 2021.
<b>Average</b>	<b>1.92%</b>	<b>1.55%</b>	<b>1.54%</b>	<b>1.70%</b>	<b>2.14%</b>	<b>1.69%</b>	<b>0.99%</b>	
Puslinch	2.00%	1.20%	1.50%	1.69%	2.33%	1.90%	0.00%	No COLA increase recommended for 2021 due to COVID-19.

The Township's past approach in determining COLA is that COLA be tied to the CPI for Ontario from August to August. CPI increased 0.10% from August 2019 to August 2020. It is recommended that no COLA increase be implemented for 2021 due to COVID-19 and its associated financial pressures. This is consistent with the County and some of the Township's other lower tier municipal partners.

### **Conference, Seminar and Training Budget**

Schedule D to this Report includes the conference, seminar or training attendance itemized for each department and position. This itemized budget is in accordance with the Staff Expense Policy.

In 2019, Council authorized a one-time base budget increase in the Fire & Rescue Services Department for Blue Card Command Instructors' Course at an amount of \$6,000. This one-time 2019 BBI was not expended and is requested to be carried forward to 2021.

### **Memberships and Associations Budget**

Attached as Schedule E to this Report is the Memberships and Associations Budget which includes a listing of the positions and departments including the membership and/or association fees paid for by the Township. This itemized budget is in accordance with the Staff Expense Policy.

Please note, the following Memberships and Associations were added as part of the 2021 budget:

- Fire & Rescue – 2 additional Individual Memberships – Fire Service Women Ontario - \$80
- Fire & Rescue – Training Partner Membership with Red Cross - \$250
- Planning – Canadian Association of Certified Planning Technicians – 4 Individual Memberships - \$80

### **Uniform and Special Clothing Budget**

Attached as Schedule F to this Report is the Uniform and Special Clothing Budget which includes a listing of the positions and departments including the uniform and special clothing budget amounts. This itemized budget is in accordance with the Staff Expense Policy.

### **FINANCIAL IMPLICATIONS**

Discussed throughout this report.

## **APPLICABLE LEGISLATION AND REQUIREMENTS**

Municipal Act, 2001

## **ATTACHMENTS**

Schedule A – 2021 Proposed Operating Budget

Schedule B – 2021 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C – 2021 Proposed Operating Base Budget Increases

Schedule D – Conference, Seminar and Training Budget

Schedule E – Memberships and Associations Budget

Schedule F – Uniform and Special Clothing Budget

Schedule G – Report REC-2018-003 – Results of Optimist Recreation Centre Ice Pad Pilot Program

Schedule H - 2019/2020 Ice Pad Schedule

**2021 Proposed Operating Budget**

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Administration</b>					
Expenditures					
FT Wages	\$238,816	\$189,764	\$201,166	\$291,808	\$380,486
PT Wages	\$37,922	\$16,870	\$0	\$4,252	\$0
OT Wages	\$1,525	\$1,300	\$0	\$500	\$500
FT Wage Related Expenses	\$41,491	\$35,920	\$35,891	\$51,167	\$67,567
PT Wage Related Expenses	\$3,381	\$2,150	\$0	\$400	\$0
Manulife Benefits	\$36,392	\$18,024	\$18,667	\$28,853	\$45,476
WSIB	\$7,175	\$6,860	\$5,366	\$7,554	\$10,130
Office Supplies & Equipment	\$930	\$2,463	\$1,008	\$1,200	\$1,200
Communication (phone, fax, internet)	\$1,861	\$1,590	\$859	\$1,836	\$1,772
Professional Fees - Legal	\$62,644	\$40,314	\$10,112	\$23,500	\$19,500
Professional Fees - Engineering	\$16,088	\$16,123	\$5,063	\$55,640	\$44,422
Events and Other	\$9,682	\$8,769	\$653	\$11,275	\$10,775
Mileage	\$2,008	\$948	\$36	\$2,000	\$1,500
Professional Development	\$17,683	\$10,789	\$4,515	\$30,408	\$26,075
Membership and Subscription Fees	\$9,132	\$9,838	\$6,652	\$10,871	\$11,991
Employee Travel - Meals	\$154	\$25	\$0	\$200	\$100
Employee Travel - Accom/Parking	\$760	\$1,450	\$0	\$1,200	\$800
Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
Insurance	\$59,617	\$58,949	\$42,084	\$72,423	\$54,188
Advertising	\$2,637	\$5,786	\$1,476	\$2,250	\$2,250
Professional Fees - Ground Water Monitoring	\$3,385	\$4,259	\$447	\$3,500	\$3,500
Contract Services	\$1,978	\$74,829	\$855	\$7,000	\$36,121
<b>Expenditures Total</b>	<b>\$555,262</b>	<b>\$507,020</b>	<b>\$334,849</b>	<b>\$608,335</b>	<b>\$718,853</b>
ReserveTransfers					
Transfer from Operating Carryforward	-\$19,840	\$0	\$0	\$0	\$0
Transfer from Legal Contingency	-\$115,212	-\$63,181	\$0	\$0	\$0
Contribution to Legal Contingency	\$361,100	\$50,000	\$50,000	\$50,000	\$50,000
Transfer from Insurance Contingency	-\$7,658	-\$6,809	\$0	-\$14,900	-\$10,000
Contribution to Insurance Contingency	\$0	\$25,000	\$25,000	\$25,000	\$25,000
<b>ReserveTransfers Total</b>	<b>\$218,389</b>	<b>\$5,010</b>	<b>\$75,000</b>	<b>\$60,100</b>	<b>\$65,000</b>



	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Revenues					
Agreement, Commissioner and FOI, Photocopies	-\$1,107	-\$1,611	-\$404	-\$1,300	-\$1,300
Eng., Env., and Legal Recoveries	-\$3,000	-\$3,603	-\$4,325	-\$2,500	-\$3,500
Recoveries from Staff Events	-\$1,403	-\$343	-\$16	-\$1,300	-\$1,300
Other recoveries	\$0	\$0	\$0	-\$500	-\$500
Nestle Agreement	\$0	-\$500	\$0	-\$500	-\$500
Ontario Cannabis Legalization Implementation Fund	\$0	-\$15,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>-\$5,511</b>	<b>-\$21,057</b>	<b>-\$4,745</b>	<b>-\$6,100</b>	<b>-\$7,100</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Building</b>					
Expenditures					
FT Wages	\$140,975	\$188,586	\$149,463	\$237,282	\$267,883
PT Wages	\$8,060	\$6,104	\$1,043	\$2,280	\$0
OT Wages	\$0	\$0	\$0	\$500	\$500
FT Wage Related Expenses	\$21,405	\$33,403	\$27,519	\$42,588	\$48,315
PT Wage Related Expenses	\$651	\$281	\$87	\$215	\$0
Manulife Benefits	\$12,710	\$18,607	\$17,527	\$28,728	\$33,907
WSIB	\$4,809	\$6,013	\$4,753	\$7,021	\$7,880
Computer Software & Hardware	\$380	\$1,776	\$741	\$250	\$1,000
Office Supplies	\$4,020	\$3,574	\$1,116	\$5,000	\$3,000
Fuel	\$1,461	\$1,581	\$0	\$1,500	\$1,500
Vehicle Maintenance	\$470	\$473	\$0	\$600	\$500
Postage	\$3,186	\$2,012	\$1,889	\$3,000	\$3,000
Communication (phone, fax, internet)	\$2,389	\$3,384	\$1,212	\$2,195	\$2,435
Professional Fees - Legal	\$6,791	\$16,542	\$3,402	\$20,000	\$20,000
Professional Fees - Audit	\$5,007	\$6,411	\$6,411	\$6,000	\$6,600
Professional Fees - Engineering	\$244,425	\$218,208	\$143,164	\$244,920	\$70,000
Mileage	\$514	\$189	\$0	\$1,000	\$500
Professional Development	\$8,138	\$3,200	\$2,897	\$13,350	\$17,850
Membership and Subscription Fees	\$1,904	\$2,265	\$442	\$3,089	\$3,179
Employee Travel - Meals	\$125	\$0	\$0	\$500	\$500
Employee Travel - Accomodations	\$0	\$277	\$0	\$1,500	\$1,500
Insurance	\$18,720	\$18,066	\$11,889	\$22,794	\$12,484
Advertising	\$3,212	\$1,168	\$266	\$1,560	\$1,715
Vehicle Plates	\$120	\$120	\$0	\$120	\$120
Contract Services	\$17,757	\$32,179	\$17,199	\$22,118	\$49,611
Clothing, Safety Allowance	\$373	\$195	\$108	\$720	\$720
Emergency Management	\$1,157	\$1,095	\$344	\$550	\$457
Bank Service Charges	\$2,058	\$3,538	\$2,466	\$3,500	\$3,500
Municipal Office Costs Recovered from Building Department	\$20,038	\$20,329	\$20,329	\$20,811	\$20,100
<b>Expenditures Total</b>	<b>\$530,858</b>	<b>\$589,577</b>	<b>\$414,267</b>	<b>\$693,691</b>	<b>\$578,757</b>
ReserveTransfers					
Contribution to Building Surplus RF	\$0	\$0	\$0	\$0	\$0
Transfer from Building Surplus RF	-\$48,583	-\$110,485	-\$13,977	-\$252,713	-\$136,552

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>ReserveTransfers Total</b>	<b>-\$48,583</b>	<b>-\$110,485</b>	<b>-\$13,977</b>	<b>-\$252,713</b>	<b>-\$136,552</b>
Revenues					
Reproduction of Drawings Fees	-\$200	-\$100	-\$204	-\$153	-\$156
Other recoveries	\$0	\$0	\$0	-\$500	-\$500
Designated Structures Permit	-\$2,912	-\$1,248	-\$848	-\$2,496	-\$1,724
Tent or Marquee Application Fee	-\$1,092	-\$1,560	-\$852	-\$1,065	-\$1,080
Transfer of Permit	-\$156	\$0	\$0	-\$159	-\$161
Revision to Approved Plans	-\$6,240	-\$7,910	-\$5,088	-\$5,406	-\$6,460
Alternative Solution Application	\$0	\$0	\$0	-\$510	-\$518
Residential Building Permits	-\$345,147	-\$367,508	-\$325,239	-\$336,600	-\$341,712
Institutional, Commercial & Industrial Building Permits	-\$35,626	-\$38,469	-\$17,528	-\$40,000	-\$30,500
Farm Building Permits	-\$46,039	-\$18,141	-\$10,439	-\$10,000	-\$15,000
Demolition Permits	-\$2,496	-\$2,652	-\$795	-\$1,749	-\$1,932
Occupancy Permits	-\$6,965	-\$6,708	-\$6,870	-\$7,155	-\$6,923
Sign Permits	-\$1,040	\$0	-\$1,325	-\$795	-\$1,076
Septic System Permit - New	-\$33,883	-\$31,200	-\$26,076	-\$31,164	-\$30,362
Inspection of works not ready	\$0	-\$312	-\$159	-\$318	-\$161
Septic System Permit - Alter	-\$468	-\$2,340	-\$2,862	-\$1,908	-\$1,940
Online Service Fee	-\$10	-\$944	-\$2,005	-\$1,000	-\$2,000
<b>Revenues Total</b>	<b>-\$482,275</b>	<b>-\$479,092</b>	<b>-\$400,290</b>	<b>-\$440,978</b>	<b>-\$442,205</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>By-law</b>					
Expenditures					
PT Wages	\$5,174	\$9,291	\$9,146	\$21,219	\$700
PT Wage Related Expenses	\$278	\$665	\$771	\$1,931	\$0
WSIB	\$125	\$252	\$292	\$616	\$0
Office Supplies	\$0	\$57	\$199	\$150	\$150
Signage - 911 Signs	\$794	\$2,157	\$6,894	\$1,400	\$500
Professional Fees - Legal	\$64,066	\$24,875	\$30,065	\$20,000	\$30,000
Professional Fees - Engineering	\$3,981	\$8,927	\$6,000	\$17,280	\$15,000
Mileage	\$359	\$157	\$0	\$150	\$150
Professional Development	\$0	\$0	\$0	\$1,200	\$1,200
Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
Advertising	\$768	\$515	\$0	\$1,500	\$1,500
Dog Tags	\$216	\$232	\$0	\$250	\$250
Contract Services	\$9,494	\$10,988	\$7,848	\$10,800	\$45,360
Livestock Loss	\$1,766	\$1,126	\$280	\$1,500	\$1,500
Clothing, Safety Allowance	\$0	\$0	\$0	\$85	\$85
Communication (phone, fax, internet)	\$0	\$0	\$106	\$0	\$636
<b>Expenditures Total</b>	<b>\$87,021</b>	<b>\$59,242</b>	<b>\$61,601</b>	<b>\$78,381</b>	<b>\$97,331</b>
Transfer from Capital Carry-forward	\$0	\$0	\$0	\$0	-\$11,494
<b>ReserveTransfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$11,494</b>
Revenues					
Lottery Licences	-\$523	-\$277	-\$278	-\$500	-\$500
Sign Permits	-\$100	\$0	\$0	-\$102	-\$103
Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
Engineering, Environmental and Legal Fees Recovered	-\$9,829	-\$33,707	-\$12,627	-\$5,000	-\$5,000
Site Alteration Agreement	-\$1,905	\$0	-\$3,900	-\$500	-\$1,500
Other recoveries	\$0	\$0	\$0	-\$500	-\$500
Ontario Wildlife Damage Compensation	-\$1,856	-\$1,216	-\$310	-\$1,500	-\$1,500
Dog Tags and Kennel Licences	-\$9,950	-\$10,757	-\$8,278	-\$11,000	-\$10,000
Municipal addressing signs and posts	-\$1,780	-\$2,080	-\$1,224	-\$1,775	-\$1,827
Septic Compliance Letter	-\$900	-\$1,125	-\$687	-\$689	-\$700
Special Occasion Permit Letters	\$0	\$0	\$0	-\$77	-\$78

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Swimming Pool Enclosure Permit	-\$4,410	-\$4,085	-\$5,519	-\$3,285	-\$4,662
Liquor License Letter	\$0	\$0	\$0	-\$159	-\$161
Filming Permit Fee	\$0	-\$500	\$0	-\$510	-\$518
Property Standards Appeal Fee	\$0	\$0	\$0	-\$260	-\$264
<b>Revenues Total</b>	<b>-\$31,252</b>	<b>-\$53,747</b>	<b>-\$32,823</b>	<b>-\$25,856</b>	<b>-\$27,313</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Corporate</b>					
Expenditures					
Taxes written off (Twp share only)	\$24,852	\$12,969	\$35,284	\$25,000	\$25,000
Conservation Authorities Levy Payment	\$161,939	\$167,217	\$169,281	\$169,442	\$174,553
<b>Expenditures Total</b>	<b>\$186,791</b>	<b>\$180,186</b>	<b>\$204,565</b>	<b>\$194,442</b>	<b>\$199,553</b>
Revenues					
Supplemental Billings	-\$56,668	-\$84,554	-\$108,986	-\$65,000	-\$80,000
Mun Tax Assistance	-\$19,636	-\$23,732	-\$18,314	-\$25,819	-\$26,131
Host Kilmer (Service Ontario)	-\$27,345	-\$28,891	-\$30,312	-\$29,951	-\$30,312
Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
Metrolinx	-\$10,422	-\$10,740	-\$11,157	-\$11,025	-\$11,157
Hydro One	-\$8,409	-\$8,672	\$0	-\$8,672	-\$8,963
Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$5,330	-\$5,330	-\$5,330
Puslinch Landfill/Wellington County	-\$5,575	-\$7,353	-\$8,494	-\$8,746	-\$8,494
City of Guelph	-\$32,396	-\$34,582	-\$36,657	-\$37,744	-\$36,657
University of Guelph	-\$428	-\$569	-\$716	-\$707	-\$716
CN Railway	-\$1,316	-\$1,316	-\$1,316	-\$1,316	-\$1,316
CP Railway	-\$7,854	-\$7,854	-\$7,854	-\$7,854	-\$7,854
OMPF	-\$413,600	-\$415,700	-\$313,050	-\$417,400	-\$419,800
Penalties - Property Taxes	-\$94,531	-\$108,658	-\$79,166	-\$88,098	-\$94,000
Interest - Tax Arrears	-\$92,329	-\$101,318	-\$99,832	-\$88,953	-\$96,000
Interest on General	-\$131,548	-\$169,859	-\$51,698	-\$90,092	-\$90,092
Other Revenues	-\$437	-\$488	-\$66	-\$500	-\$330
<b>Revenues Total</b>	<b>-\$919,971</b>	<b>-\$1,021,764</b>	<b>-\$785,094</b>	<b>-\$899,354</b>	<b>-\$929,299</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Council</b>					
Expenditures					
PT Wages	\$85,313	\$95,717	\$82,272	\$101,183	\$101,183
PT Wage Related Expenses	\$2,320	\$5,288	\$5,104	\$7,285	\$7,488
Manulife Benefits	\$21,955	\$22,533	\$18,636	\$23,634	\$24,475
Office Supplies & Equipment	\$164	\$0	\$70	\$250	\$200
Mileage	\$798	\$422	\$165	\$1,000	\$800
Professional Development	\$3,495	\$0	\$1,425	\$3,200	\$3,200
Membership and Subscription Fees	\$0	\$157	\$0	\$150	\$150
Employee Travel - Meals	\$162	\$95	\$0	\$300	\$200
Employee Travel - Accom/Parking	\$2,188	\$3,006	\$860	\$4,000	\$3,500
Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
<b>Expenditures Total</b>	<b>\$116,397</b>	<b>\$127,218</b>	<b>\$108,532</b>	<b>\$141,503</b>	<b>\$141,696</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Elections</b>					
Expenditures					
Per Diems	\$4,955	\$94	\$0	\$0	\$0
Office Supplies & Equipment	\$1,549	\$0	\$0	\$0	\$0
Postage	\$2,318	\$0	\$0	\$0	\$0
Professional Fees - Audit	\$0	\$0	\$0	\$0	\$0
Professional Development	\$260	\$0	\$0	\$0	\$0
Advertising	\$7,929	\$0	\$0	\$0	\$0
Contract Services	\$37,314	\$1,476	\$1,476	\$1,476	\$1,476
<b>Expenditures Total</b>	<b>\$54,325</b>	<b>\$1,569</b>	<b>\$1,476</b>	<b>\$1,476</b>	<b>\$1,476</b>
ReserveTransfers					
Contribution to Elections	\$12,787	\$13,750	\$13,750	\$13,750	\$13,750
Transfer From Elections	-\$48,574	\$0	\$0	\$0	\$0
<b>ReserveTransfers Total</b>	<b>-\$35,787</b>	<b>\$13,750</b>	<b>\$13,750</b>	<b>\$13,750</b>	<b>\$13,750</b>
Revenues					
Election - Other Recoveries	\$0	\$0	\$0	\$0	\$0
Nomination Fees	\$0	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Finance</b>					
<b>Expenditures</b>					
Principal Repayment	\$116,000	\$119,000	\$0	\$0	\$0
FT Wages	\$293,721	\$280,591	\$240,346	\$301,914	\$364,281
PT Wages	\$0	\$0	\$0	\$0	\$0
OT Wages	\$428	\$0	\$0	\$500	\$500
FT Wage Related Expenses	\$51,077	\$47,752	\$40,202	\$53,186	\$65,085
PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
Manulife Benefits	\$33,236	\$37,741	\$34,794	\$34,638	\$45,721
WSIB	\$8,878	\$8,313	\$7,509	\$8,478	\$10,427
Computer Software & Hardware	\$888	\$4,145	\$1,729	\$500	\$500
Office Supplies	\$5,956	\$5,909	\$5,043	\$6,000	\$6,000
Postage	\$9,643	\$9,971	\$10,752	\$10,000	\$10,000
Communication (phone, fax, internet)	\$5,901	\$6,294	\$1,727	\$3,491	\$2,567
Professional Fees - Audit	\$12,242	\$14,959	\$14,959	\$14,000	\$15,400
Mileage	\$1,611	\$762	\$0	\$1,000	\$1,000
Professional Development	\$7,791	\$3,707	\$880	\$6,754	\$12,509
Membership and Subscription Fees	\$1,979	\$986	\$2,004	\$2,425	\$3,425
Employee Travel - Meals	\$25	\$25	\$0	\$150	\$50
Employee Travel - Accomodations	\$207	\$180	\$0	\$400	\$200
Advertising	\$10,189	\$4,973	\$8,034	\$7,670	\$7,994
Contract Services	\$35,093	\$47,950	\$32,229	\$41,532	\$40,092
Emergency Management	\$2,700	\$2,556	\$804	\$1,282	\$1,067
Environmental Service - Garbage Bags	\$16,230	\$19,677	\$6,644	\$17,500	\$17,500
Bank Service Charges	\$5,093	\$8,268	\$5,784	\$8,000	\$8,000
Other written off (non collectible inv's)	\$584	\$75	\$0	\$0	\$0
Debt Interest Repayment	\$2,975	\$0	\$0	\$0	\$0
Community Grants	\$31,750	\$37,553	\$37,540	\$37,540	\$37,540
<b>Expenditures Total</b>	<b>\$654,198</b>	<b>\$661,388</b>	<b>\$450,980</b>	<b>\$556,960</b>	<b>\$649,857</b>
<b>ReserveTransfers</b>					
Transfer from Capital Carry-forward	\$0	\$0	\$0	\$0	-\$87,616
<b>ReserveTransfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$87,616</b>
<b>Revenues</b>					
Advertising, Legal, and Realtax Fees Recovered	-\$7,153	-\$4,019	-\$5,045	-\$5,000	-\$5,000

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
NSF Fees	-\$720	-\$480	-\$280	-\$640	-\$500
Online Service Fee	-\$168	-\$495	-\$896	-\$1,000	-\$1,000
Tax Certificates	-\$8,040	-\$9,180	-\$6,900	-\$8,220	-\$8,220
Other Recoveries	-\$7,859	-\$8,781	-\$3,089	-\$6,500	-\$6,500
Garbage bags	-\$22,020	-\$19,515	-\$4,975	-\$17,500	-\$17,500
<b>Revenues Total</b>	<b>-\$45,960</b>	<b>-\$42,469</b>	<b>-\$21,185</b>	<b>-\$38,860</b>	<b>-\$38,720</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Fire and Rescue</b>					
Expenditures					
PT Wages	\$407,876	\$428,249	\$337,400	\$415,009	\$420,256
PT Wage Related Expenses	\$55,406	\$90,511	\$25,640	\$44,256	\$34,614
Group Benefits	\$17,796	\$18,918	\$15,891	\$17,231	\$17,231
WSIB	\$12,425	\$12,251	\$10,017	\$12,450	\$12,608
Office Supplies	\$2,903	\$2,811	\$1,741	\$3,000	\$3,000
Fuel	\$13,960	\$11,866	\$0	\$14,400	\$14,400
Equipment Maintenance & Supplies	\$26,814	\$24,705	\$13,254	\$25,000	\$25,000
Oxygen & Medical Supplies	\$1,307	\$3,755	\$1,677	\$3,100	\$3,100
Public Education	\$2,580	\$3,885	\$720	\$3,800	\$3,800
Vehicle Maintenance	\$57,416	\$48,354	\$12,344	\$26,000	\$26,000
Communication (phone, fax, internet)	\$8,863	\$6,016	\$7,248	\$6,304	\$6,940
Mileage	\$3,471	\$3,982	\$142	\$4,000	\$4,000
Professional Development	\$20,174	\$19,600	\$8,397	\$24,105	\$25,205
Membership and Subscription Fees	\$4,162	\$4,607	\$3,092	\$4,892	\$5,222
Employee Travel - Meals	\$4,922	\$986	\$251	\$1,000	\$1,000
Employee Travel - Accomodations	\$959	\$2,251	\$0	\$2,600	\$3,470
Insurance	\$21,386	\$23,097	\$21,411	\$23,858	\$22,481
Advertising	\$166	\$0	\$831	\$1,000	\$1,000
Permits	\$471	\$471	\$481	\$485	\$485
Contract Services	\$37,857	\$71,877	\$82,437	\$93,801	\$94,262
Clothing, Safety Allowance	\$18,032	\$18,179	\$8,199	\$16,550	\$16,892
Vehicle Plates	\$265	\$265	\$0	\$265	\$265
<b>Expenditures Total</b>	<b>\$719,210</b>	<b>\$796,636</b>	<b>\$551,173</b>	<b>\$743,106</b>	<b>\$741,230</b>
Revenues					
Open Burning Permit and Inspection	-\$15,260	-\$15,380	-\$15,768	-\$15,300	-\$15,525
Burning Permit Violations	-\$1,350	-\$931	-\$966	-\$1,431	-\$1,455
Fire Extinguisher Training	-\$720	-\$150	\$0	-\$505	-\$512
Water Tank Locks	-\$18	\$0	\$0	-\$54	-\$55
Fireworks Permits	-\$200	-\$200	-\$102	-\$204	-\$206
Information/Fire Reports	-\$375	-\$300	-\$152	-\$459	-\$467
Other recoveries	-\$851	-\$1,786	-\$61	-\$9,437	-\$9,437
Occupancy Load	\$0	\$0	\$0	\$0	\$0
Fire Safety Plan Review	\$0	\$0	\$0	-\$244	-\$248

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Post Fire Watch	\$0	\$0	\$0	\$0	\$0
Boarding up or Barricading	\$0	\$0	\$0	\$0	\$0
Key Boxes	-\$100	-\$100	-\$102	-\$102	-\$103
Inspections	\$0	\$0	\$0	\$0	\$0
Motor Vehicle Emergency Responses	-\$112,424	-\$116,966	-\$13,896	-\$91,800	-\$93,361
Fire Alarm False Alarm Calls	\$0	\$0	\$0	\$0	\$0
Donations	-\$7,031	-\$19,435	\$0	\$0	\$0
Carbon Monoxide Alarms and Smoke Alarms	\$0	\$0	\$0	-\$245	-\$248
<b>Revenues Total</b>	<b>-\$138,330</b>	<b>-\$155,248</b>	<b>-\$31,046</b>	<b>-\$119,781</b>	<b>-\$121,616</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Heritage Committee</b>					
Expenditures					
Per Diems	\$1,416	\$1,940	\$0	\$1,914	\$1,950
Heritage Plaques	\$0	\$46	\$47	\$100	\$100
Mileage	\$0	\$201	\$0	\$600	\$250
Training	\$0	\$305	\$0	\$1,000	\$500
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Employee Travel - Accomodations	\$0	\$390	\$0	\$1,000	\$500
<b>Expenditures Total</b>	<b>\$1,416</b>	<b>\$2,882</b>	<b>\$47</b>	<b>\$4,714</b>	<b>\$3,350</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Library</b>					
Expenditures					
Library Rent for Historical society	\$4,828	\$4,715	\$4,503	\$4,850	\$4,800
Library Water Monitoring	\$1,857	\$1,854	\$1,441	\$1,750	\$1,800
<b>Expenditures Total</b>	<b>\$6,685</b>	<b>\$6,569</b>	<b>\$5,944</b>	<b>\$6,600</b>	<b>\$6,600</b>
Revenues					
Library Costs Recovered from County	-\$2,920	-\$3,002	\$0	-\$3,000	-\$3,000
<b>Revenues Total</b>	<b>-\$2,920</b>	<b>-\$3,002</b>	<b>\$0</b>	<b>-\$3,000</b>	<b>-\$3,000</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Municipal Office					
Expenditures					
Hydro	\$17,799	\$16,459	\$12,499	\$20,000	\$18,000
Heat	\$11,756	\$11,096	\$8,747	\$12,000	\$11,500
Water Protection	\$525	\$1,025	\$629	\$420	\$750
Cleaning, Maint & supplies for Bldg	\$29,413	\$28,565	\$17,465	\$26,451	\$26,251
Kitchen Supplies and Equipment	\$3,878	\$4,064	\$3,085	\$3,400	\$3,400
Waste Removal	\$1,767	\$1,935	\$1,651	\$1,980	\$1,980
Outdoor Maintenance of Building	\$1,655	\$440	\$5,100	\$1,300	\$1,300
Contract Services	\$0	\$0	\$1,648	\$3,820	\$3,820
<b>Expenditures Total</b>	<b>\$66,793</b>	<b>\$63,584</b>	<b>\$50,825</b>	<b>\$69,371</b>	<b>\$67,001</b>
Revenues					
Municipal Office Costs Recovered from Building Department	-\$20,038	-\$20,329	-\$20,329	-\$20,811	-\$20,100
<b>Revenues Total</b>	<b>-\$20,038</b>	<b>-\$20,329</b>	<b>-\$20,329</b>	<b>-\$20,811</b>	<b>-\$20,100</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>ORC</b>					
Expenditures					
FT Wages	\$58,739	\$60,112	\$49,467	\$61,256	\$61,256
PT Wages	\$24,419	\$26,559	\$7,210	\$30,613	\$31,838
OT Wages	\$1,518	\$1,553	\$0	\$2,000	\$2,000
FT Wage Related Expenses	\$12,582	\$11,917	\$9,176	\$11,136	\$11,312
PT Wage Related Expenses	\$1,180	\$1,297	\$361	\$2,881	\$3,060
Manulife Benefits	\$8,751	\$7,924	\$3,182	\$7,045	\$7,244
WSIB	\$2,716	\$2,796	\$1,838	\$2,816	\$2,853
Office Supplies	\$184	\$601	\$33	\$300	\$300
Hydro	\$26,874	\$25,794	\$21,082	\$30,000	\$27,000
Heat	\$5,941	\$4,921	\$4,205	\$5,500	\$5,500
Water Protection	\$753	\$643	\$505	\$700	\$700
Equipment Maintenance & Supplies	\$8,261	\$4,314	\$2,791	\$6,870	\$6,870
Signage	\$0	\$0	\$0	\$100	\$100
Bldg-Cleaning, Maint,Supplies Interior	\$5,216	\$4,113	\$2,166	\$6,000	\$5,800
Waste Removal	\$943	\$1,136	\$1,331	\$1,560	\$1,560
Bldg-Cleaning, Maint,Supplies Exterior	\$6,415	\$6,944	\$2,020	\$8,000	\$8,000
Communication (phone, fax, internet)	\$2,523	\$2,967	\$2,679	\$3,120	\$3,120
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
Membership and Subscription Fees	\$153	\$158	\$0	\$220	\$220
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Insurance	\$8,134	\$8,611	\$7,918	\$9,074	\$8,314
Advertising	\$525	\$0	\$0	\$500	\$500
Contract Services	\$66	\$630	\$563	\$1,480	\$1,480
Clothing, Safety Allowance	\$107	\$0	\$158	\$515	\$515
<b>Expenditures Total</b>	<b>\$176,000</b>	<b>\$172,989</b>	<b>\$116,683</b>	<b>\$192,887</b>	<b>\$190,691</b>
Revenues					
Ice Rental - Prime	-\$18,012	-\$20,772	-\$23,537	-\$18,360	-\$13,770
Ice Rental - Non-Prime	\$0	\$0	-\$506	\$0	\$0
Arena Summer Rentals	-\$13,423	-\$13,440	-\$963	-\$13,750	-\$10,313
Gymnasium Rental	-\$20,418	-\$26,469	-\$6,343	-\$20,000	-\$10,000
Rink Board and Ball Diamond Advertising	\$0	\$0	-\$357	-\$357	-\$363
Other Recoveries	-\$421	-\$386	-\$412	-\$500	-\$500



	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Revenues Total</b>	<b>-\$52,274</b>	<b>-\$61,066</b>	<b>-\$32,119</b>	<b>-\$52,967</b>	<b>-\$34,946</b>
<b>Parks</b>					
Expenditures					
FT Wages	\$43,849	\$46,775	\$0	\$0	\$36,754
PT Wages	\$9,828	\$10,134	\$0	\$9,719	\$0
OT Wages	\$3,265	\$7,448	\$0	\$0	\$0
FT Wage Related Expenses	\$7,916	\$9,205	\$0	\$0	\$6,672
PT Wage Related Expenses	\$840	\$882	\$0	\$915	\$0
WSIB	\$1,762	\$2,049	\$0	\$292	\$1,103
Hydro	\$2,558	\$2,703	\$1,663	\$3,400	\$2,700
Fuel	\$2,663	\$2,598	\$0	\$2,200	\$2,630
Water Protection	\$646	\$35	\$0	\$1,000	\$700
Equipment Maintenance and Supplies	\$644	\$1,306	\$1,061	\$1,480	\$1,480
Vehicle Maintenance	\$244	\$197	\$527	\$500	\$500
Maintenance Grounds	\$7,963	\$4,132	\$3,587	\$10,000	\$10,000
Insurance	\$6,575	\$7,190	\$7,540	\$7,335	\$7,917
Advertising	\$0	\$1,134	\$0	\$500	\$500
Contract Services	\$18,551	\$7,272	\$3,277	\$5,160	\$960
Manulife Benefits	\$7,163	\$7,593	\$0	\$0	\$5,341
<b>Expenditures Total</b>	<b>\$114,468</b>	<b>\$110,654</b>	<b>\$17,654</b>	<b>\$42,501</b>	<b>\$77,255</b>
Revenues					
Horse Paddock Rental	-\$200	-\$250	\$0	-\$204	-\$207
Picnic Shelter	-\$220	-\$400	\$0	-\$306	-\$153
Ball Diamond Rentals	-\$3,023	-\$5,627	-\$3,329	-\$5,500	-\$2,750
Sports Facility User Fees	-\$920	-\$730	\$0	-\$800	-\$400
Soccer Field Rentals	-\$2,321	-\$2,331	-\$1,155	-\$3,000	-\$1,500
<b>Revenues Total</b>	<b>-\$6,684</b>	<b>-\$9,338</b>	<b>-\$4,483</b>	<b>-\$9,810</b>	<b>-\$5,010</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>PCC</b>					
Expenditures					
FT Wages	\$0	\$0	\$45,761	\$56,638	\$58,906
PT Wages	\$40,085	\$41,182	\$10,976	\$41,266	\$20,634
OT Wages	\$398	\$667	\$19	\$2,000	\$1,000
FT Wage Related Expenses	\$3	\$7	\$8,165	\$10,299	\$10,862
PT Wage Related Expenses	\$1,821	\$1,912	\$501	\$4,072	\$2,079
Manulife Benefits	\$0	\$0	\$6,275	\$7,791	\$8,147
WSIB	\$1,262	\$1,323	\$1,815	\$2,997	\$2,416
Office Supplies	\$132	\$82	\$104	\$150	\$150
Hydro	\$12,632	\$11,159	\$5,798	\$16,500	\$12,000
Heat	\$4,482	\$4,040	\$3,008	\$4,300	\$4,300
Fuel	\$0	\$0	\$0	\$500	\$500
Water Protection	\$4,386	\$4,558	\$1,793	\$5,100	\$4,500
Bldg-Cleaning, Maint,Supplies Interior	\$13,503	\$9,003	\$3,686	\$13,870	\$13,670
Kitchen Supplies and Equipment	\$2,102	\$557	\$0	\$1,500	\$1,500
Waste Removal	\$2,881	\$4,544	\$5,259	\$6,240	\$6,240
Outdoor Maintenance of Building	\$1,546	\$2,335	\$6,357	\$1,200	\$1,200
Communication (phone, fax, internet)	\$2,251	\$3,147	\$2,463	\$3,000	\$3,000
Mileage	\$0	\$0	\$0	\$100	\$100
Professional Development	\$0	\$0	\$0	\$0	\$0
Membership and Subscription Fees	\$500	\$500	\$0	\$500	\$500
Employee Travel - Meals	\$0	\$0	\$0	\$150	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$450	\$250
Insurance	\$7,537	\$7,996	\$7,746	\$8,408	\$8,133
Advertising	\$0	\$914	\$0	\$2,000	\$2,000
Contract Services	\$1,903	\$2,937	\$1,546	\$3,660	\$3,660
Clothing, Safety Allowance	\$0	\$0	\$0	\$260	\$260
<b>Expenditures Total</b>	<b>\$97,425</b>	<b>\$96,861</b>	<b>\$111,272</b>	<b>\$192,951</b>	<b>\$166,057</b>
Revenues					
Hall - Prime	-\$22,692	-\$29,365	-\$3,892	-\$27,246	-\$13,623
Hall - Non-Prime	-\$21,209	-\$19,969	-\$2,052	-\$19,120	-\$9,560
Meeting Room	-\$9,937	-\$13,427	-\$1,291	-\$11,950	-\$5,975
Licensed Events Using Patio	-\$336	-\$285	\$0	-\$234	-\$119
Hall - Commercial Rentals	-\$3,060	-\$1,547	\$0	-\$636	-\$318

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Bartenders	-\$8,720	-\$7,227	-\$1,430	-\$8,354	-\$4,177
Kitchen Facilities - Non-Prime	-\$2,969	-\$3,143	-\$1,078	-\$3,800	-\$1,900
Advertising Sign	-\$33	-\$33	-\$34	-\$102	-\$52
Other Recoveries	-\$1,851	-\$956	-\$283	-\$1,000	-\$1,000
Recreation Conditional Grants	-\$5,325	-\$5,609	\$0	-\$5,167	-\$5,167
Projector and Microphone Rental Fee	-\$128	-\$75	\$0	-\$102	-\$104
<b>Revenues Total</b>	<b>-\$76,261</b>	<b>-\$81,636</b>	<b>-\$10,060</b>	<b>-\$77,710</b>	<b>-\$41,994</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>PDAC</b>					
Expenditures					
Per Diems	\$3,910	\$4,280	\$0	\$4,466	\$4,551
Office Supplies & Equipment	\$0	\$62	\$70	\$50	\$100
Mileage	\$0	\$0	\$0	\$150	\$150
Training	\$0	\$0	\$0	\$1,500	\$500
<b>Expenditures Total</b>	<b>\$3,910</b>	<b>\$4,342</b>	<b>\$70</b>	<b>\$6,166</b>	<b>\$5,301</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Planning</b>					
Expenditures					
FT Wages	\$57,905	\$56,985	\$49,110	\$60,803	\$70,252
OT Wages	\$0	\$479	\$0	\$500	\$500
FT Wage Related Expenses	\$10,523	\$10,823	\$9,293	\$10,839	\$12,637
Manulife Benefits	\$5,887	\$4,430	\$3,749	\$4,545	\$5,336
WSIB	\$1,876	\$1,819	\$1,570	\$1,839	\$2,123
Office Supplies	\$656	\$752	\$317	\$400	\$750
Communication (phone, fax, internet)	\$0	\$78	\$67	\$200	\$100
Professional Fees - Legal	\$32,733	\$35,870	\$22,423	\$17,000	\$17,000
Professional Fees - Engineering	\$67,792	\$63,282	\$48,728	\$57,849	\$57,849
Mileage	\$0	\$99	\$0	\$250	\$100
Professional Development	\$0	\$1,119	\$0	\$1,401	\$965
Membership and Subscription Fees	\$280	\$300	\$0	\$150	\$230
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Employee Travel - Accomodations	\$0	\$0	\$0	\$350	\$250
Advertising	\$5,840	\$2,735	\$4,485	\$3,500	\$3,500
Professional Fees - Water Monitoring	\$529	\$3,818	\$1,714	\$2,000	\$2,000
Contract Services	\$9,719	\$7,830	\$3,870	\$23,440	\$24,490
CIP Grants	\$427	\$0	\$0	\$7,500	\$7,500
<b>Expenditures Total</b>	<b>\$194,167</b>	<b>\$190,417</b>	<b>\$145,325</b>	<b>\$192,665</b>	<b>\$205,632</b>
ReserveTransfers					
Transfer from Operating Carryforward	\$0	\$0	\$0	-\$7,500	-\$7,500
Transfer to Operating Carryforward	\$7,500	\$0	\$0	\$0	\$0
<b>ReserveTransfers Total</b>	<b>\$7,500</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$7,500</b>	<b>-\$7,500</b>
Revenues					
Engineering, Environmental, Legal, and Advertising Fees Recovered	-\$47,321	-\$38,481	-\$26,531	-\$20,000	-\$20,000
Minor Variance	-\$13,110	-\$18,154	-\$17,192	-\$18,199	-\$18,499
Agreements	-\$765	-\$1,015	-\$250	-\$780	-\$793
Part Lot Control Exemption By-law	\$0	-\$585	\$0	\$0	\$0
Site Plan Control	-\$42,300	-\$31,450	-\$63,848	-\$23,292	-\$32,624
Consent Review and Clearance	-\$5,633	-\$3,750	-\$2,192	-\$4,110	-\$3,892
Zoning By-law Amendment	-\$16,500	-\$43,600	-\$14,842	-\$29,684	-\$30,188
Telecommunication Tower Proposals	-\$521	-\$532	\$0	-\$2,293	-\$2,331

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Zoning By-law Amendment - Aggregate	\$0	\$0	-\$15,300	\$0	\$0
Zoning Compliance Letter	-\$2,325	-\$2,850	-\$2,598	-\$2,295	-\$2,723
Zoning By-law - Copy	\$0	\$0	\$0	\$0	\$0
Lifting of Holding Designation Fee (Zoning)	-\$1,146	\$0	-\$598	-\$598	-\$608
Ownership List Confirmation	\$0	\$0	-\$1,050	-\$2,100	-\$1,065
Pre-Consultation	\$0	\$0	-\$4,920	-\$615	-\$625
Garden Suites and Renewals (Zoning)	\$0	\$0	-\$1,200	-\$1,200	-\$1,220
<b>Revenues Total</b>	<b>-\$129,621</b>	<b>-\$140,417</b>	<b>-\$150,521</b>	<b>-\$105,166</b>	<b>-\$114,568</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Public Works</b>					
Expenditures					
FT Wages	\$372,764	\$323,700	\$265,976	\$381,001	\$403,915
PT Wages	\$35,837	\$32,040	\$97,226	\$40,056	\$35,600
OT Wages	\$38,290	\$60,865	\$43,536	\$32,700	\$27,795
FT Wage Related Expenses	\$65,136	\$64,726	\$51,664	\$70,182	\$74,743
PT Wage Related Expenses	\$41,630	\$4,690	\$10,223	\$7,375	\$6,626
Manulife Benefits	\$40,262	\$39,288	\$30,856	\$44,432	\$48,757
WSIB	\$13,835	\$12,924	\$12,890	\$13,374	\$13,878
Office Supplies	\$167	\$20	\$161	\$500	\$250
Hydro	\$667	\$678	\$500	\$1,000	\$750
Fuel	\$68,538	\$74,234	\$58,236	\$70,000	\$70,000
Equipment Maintenance & Supplies	\$2,423	\$2,166	\$377	\$2,050	\$2,050
Signage	\$9,402	\$9,403	\$9,668	\$10,000	\$10,000
Pavement Markings	\$35,986	\$14,485	\$33,499	\$35,500	\$35,500
Railway Maintenance	\$5,993	\$11,376	\$0	\$5,000	\$5,000
Maintenance Gravel	\$48,384	\$73,349	\$77,632	\$80,000	\$80,000
Calcium	\$55,840	\$61,026	\$66,152	\$60,564	\$60,564
Winter Maintenance	\$200,567	\$250,113	\$192,715	\$229,250	\$229,250
Waste Removal	\$0	\$2,150	\$0	\$1,500	\$1,500
Shop Overhead	\$8,349	\$7,812	\$6,381	\$7,400	\$7,400
Road Maintenance supplies	\$34,631	\$30,187	\$22,824	\$35,400	\$35,400
Vehicle Maintenance	\$48,504	\$73,777	\$47,053	\$46,000	\$46,000
Speed Monitor	\$0	\$0	\$0	\$500	\$500
Sidewalk Repairs	\$0	\$890	\$0	\$5,000	\$5,000
Communication (phone, fax, internet)	\$3,051	\$2,903	\$3,826	\$3,144	\$2,844
Professional Fees - Engineering	\$0	\$466	\$0	\$2,000	\$2,000
Mileage	\$36	\$0	\$0	\$100	\$100
Professional Development	\$1,232	\$1,211	\$0	\$1,420	\$1,420
Membership and Subscription Fees	\$598	\$698	\$706	\$900	\$900
Employee Travel - Meals	\$0	\$0	\$0	\$100	\$50
Insurance	\$71,607	\$77,372	\$46,875	\$79,886	\$49,219
Advertising	\$342	\$989	\$525	\$1,000	\$1,000
Vehicle Plates	\$7,255	\$6,012	\$0	\$7,255	\$7,255
Permits	\$105	\$101	\$50	\$100	\$100
Contract Services	\$30,516	\$35,407	\$20,557	\$45,220	\$45,220

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Clothing, Safety Allowance	\$847	\$702	\$1,460	\$4,000	\$2,400
Street Lights: Repairs and Hydro Bills	\$44,766	\$22,561	\$8,489	\$14,850	\$14,850
Tree Maintenance Program	\$0	\$19,898	\$18,235	\$20,000	\$20,000
<b>Expenditures Total</b>	<b>\$1,287,558</b>	<b>\$1,318,219</b>	<b>\$1,128,292</b>	<b>\$1,358,759</b>	<b>\$1,347,836</b>
ReserveTransfers					
Contribution to Winter Maintenance	\$0	-\$47,113	\$36,535	\$0	\$0
Contribution from Winter Maintenance	-\$17,567	\$0	\$0	\$0	\$0
Transfer from Asset Management Discretionary Reserve	-\$5,993	\$0	\$0	-\$10,000	-\$10,000
Contribution to Aggregate Levy Discretionary Reserve	\$0	\$279,089	\$240,000	\$240,000	\$240,000
<b>ReserveTransfers Total</b>	<b>-\$23,560</b>	<b>\$231,976</b>	<b>\$276,535</b>	<b>\$230,000</b>	<b>\$230,000</b>
Revenues					
Provincial Aggregate Levy	-\$281,367	-\$507,089	-\$524,189	-\$468,000	-\$468,000
Oversize-Overweight Load Permits	-\$300	\$0	\$0	-\$102	-\$103
Entrance Permit	-\$6,210	-\$2,580	-\$5,795	-\$3,520	-\$4,800
Roads Other Recoveries	-\$500	-\$1,150	-\$800	-\$1,000	-\$1,000
Third Party Cost Recovery	\$0	\$0	\$0	\$0	\$0
Third Party Cost Recovery Administration Fee	\$0	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>-\$288,377</b>	<b>-\$510,819</b>	<b>-\$530,784</b>	<b>-\$472,622</b>	<b>-\$473,903</b>



	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Recreation Committee					
Expenditures					
Per Diems	\$1,532	\$2,565	\$0	\$2,605	\$2,655
<b>Expenditures Total</b>	<b>\$1,532</b>	<b>\$2,565</b>	<b>\$0</b>	<b>\$2,605</b>	<b>\$2,655</b>

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
Source Water Protection					
Expenditures					
FT Wages	\$9,253	\$9,300	\$4,178	\$8,960	\$8,960
<b>Expenditures Total</b>	<b>\$9,253</b>	<b>\$9,300</b>	<b>\$4,178</b>	<b>\$8,960</b>	<b>\$8,960</b>
<b>Grand Total</b>	<b>\$2,781,752</b>	<b>\$2,441,487</b>	<b>\$2,035,562</b>	<b>\$2,866,694</b>	<b>\$3,015,906</b>

**2021 Proposed Expenditures, Reserve Transfers and Revenues Summary**

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>Expenditures</b>					
Administration	\$555,262	\$507,020	\$334,849	\$608,335	\$718,853
Building	\$530,858	\$589,577	\$414,267	\$693,691	\$578,757
By-law	\$87,021	\$59,242	\$61,601	\$78,381	\$97,331
Corporate	\$186,791	\$180,186	\$204,565	\$194,442	\$199,553
Council	\$116,397	\$127,218	\$108,532	\$141,503	\$141,696
Elections	\$54,325	\$1,569	\$1,476	\$1,476	\$1,476
Finance	\$654,198	\$661,388	\$450,980	\$556,960	\$649,857
Fire and Rescue	\$719,210	\$796,636	\$551,173	\$743,106	\$741,230
Heritage Committee	\$1,416	\$2,882	\$47	\$4,714	\$3,350
Library	\$6,685	\$6,569	\$5,944	\$6,600	\$6,600
Municipal Office	\$66,793	\$63,584	\$50,825	\$69,371	\$67,001
ORC	\$176,000	\$172,989	\$116,683	\$192,887	\$190,691
Parks	\$114,468	\$110,654	\$17,654	\$42,501	\$77,255
PCC	\$97,425	\$96,861	\$111,272	\$192,951	\$166,057
PDAC	\$3,910	\$4,342	\$70	\$6,166	\$5,301
Planning	\$194,167	\$190,417	\$145,325	\$192,665	\$205,632
Public Works	\$1,287,558	\$1,318,219	\$1,128,292	\$1,358,759	\$1,347,836
Recreation Committee	\$1,532	\$2,565	\$0	\$2,605	\$2,655
Source Water Protection	\$9,253	\$9,300	\$4,178	\$8,960	\$8,960
<b>Expenditures Total</b>	<b>\$4,863,267</b>	<b>\$4,901,219</b>	<b>\$3,707,734</b>	<b>\$5,096,073</b>	<b>\$5,210,092</b>
<b>Reserve Transfers</b>					
Administration	\$218,389	\$5,010	\$75,000	\$60,100	\$65,000
Building	-\$48,583	-\$110,485	-\$13,977	-\$252,713	-\$136,552
By-law	\$0	\$0	\$0	\$0	-\$11,494
Elections	-\$35,787	\$13,750	\$13,750	\$13,750	\$13,750
Finance	\$0	\$0	\$0	\$0	-\$87,616
Planning	\$7,500	\$0	\$0	-\$7,500	-\$7,500
Public Works	-\$23,560	\$231,976	\$276,535	\$230,000	\$230,000

**2021 Proposed Expenditures, Reserve Transfers and Revenues Summary**

	2018 Actuals	2019 Actuals	2020 YTD	2020 Budget	2021 Budget
<b>ReserveTransfers Total</b>	<b>\$117,959</b>	<b>\$140,251</b>	<b>\$351,308</b>	<b>\$43,637</b>	<b>\$65,588</b>
<b>Revenues</b>					
Administration	-\$5,511	-\$21,057	-\$4,745	-\$6,100	-\$7,100
Building	-\$482,275	-\$479,092	-\$400,290	-\$440,978	-\$442,205
By-law	-\$31,252	-\$53,747	-\$32,823	-\$25,856	-\$27,313
Corporate	-\$919,971	-\$1,021,764	-\$785,094	-\$899,354	-\$929,299
Elections	\$0	\$0	\$0	\$0	\$0
Finance	-\$45,960	-\$42,469	-\$21,185	-\$38,860	-\$38,720
Fire and Rescue	-\$138,330	-\$155,248	-\$31,046	-\$119,781	-\$121,616
Library	-\$2,920	-\$3,002	\$0	-\$3,000	-\$3,000
Municipal Office	-\$20,038	-\$20,329	-\$20,329	-\$20,811	-\$20,100
ORC	-\$52,274	-\$61,066	-\$32,119	-\$52,967	-\$34,946
Parks	-\$6,684	-\$9,338	-\$4,483	-\$9,810	-\$5,010
PCC	-\$76,261	-\$81,636	-\$10,060	-\$77,710	-\$41,994
Planning	-\$129,621	-\$140,417	-\$150,521	-\$105,166	-\$114,568
Public Works	-\$288,377	-\$510,819	-\$530,784	-\$472,622	-\$473,903
<b>Revenues Total</b>	<b>-\$2,199,475</b>	<b>-\$2,599,984</b>	<b>-\$2,023,479</b>	<b>-\$2,273,016</b>	<b>-\$2,259,774</b>
<b>Operating Tax Levy</b>	<b>\$2,781,752</b>	<b>\$2,441,487</b>	<b>\$2,035,562</b>	<b>\$2,866,694</b>	<b>\$3,015,906</b>

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department

By-law

Priority

### 1 - Purpose of Expenditure

Safety work shoe allowance

### 2 - Need

Safety work shoe allowance of \$175 as required for site inspections. The option of using these funds for safety shoes would need to added to the Staff Expense Policy.

### 3 - Benefit of the Investment

Safety benefits.

### 4 - Risk Assessment

low

### 5 - Financial Impact

One-time request for 2021 Budget only?

no

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
		N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses Incurred</b>			
		\$175	
<b>Total Expenses</b>		<b>\$175</b>	
<b>Net Expense/(Revenue)</b>		<b>\$175</b>	

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH

## 2021 OPERATING BUDGET

### 2021 REQUESTED BASE BUDGET INCREASES

Department Heritage Committee

Priority

#### 1 - Purpose of Expenditure

Additional funds to purchase and/or repair and blast existing plaques.

#### 2 - Need

10 plaques are requested at an approximate cost of \$200/plaque. A base budget increase of \$1,900 is being requested (previous budgets included an amount of \$100).

#### 3 - Benefit of the Investment

In order to plaque those properties that will be listed for Heritage value or interest

#### 4 - Risk Assessment

low

#### 5 - Financial Impact

One-time request for 2021 Budget only?

yes

#### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenses Incurred

	\$1,900
<b>Total Expenses</b>	<b>\$1,900</b>

#### Net Expense/(Revenue)

**\$1,900**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department

Planning

Priority

### 1 - Purpose of Expenditure

Additional advertising funding for 2 Township Initiated Housekeeping Amendments - one related to the Comprehensive Zoning By-law Amendment and one relating to a Kennel update

### 2 - Need

increase the advertising budget from \$3500 to \$5000

### 3 - Benefit of the Investment

Legislative requirements relating to notice requirements as per the Planning Act

### 4 - Risk Assessment

low

### 5 - Financial Impact

One-time request for 2021 Budget only?

 yes

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	<input type="text"/>	<input type="text"/> N/A	<input type="text"/> N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenses Incurred

	<input type="text"/> \$1,500
<b>Total Expenses</b>	<b>\$1,500</b>



**Net Expense/(Revenue)** **\$1,500**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH

## 2021 OPERATING BUDGET

### 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4102

Priority

**Medium**

#### 1 - Purpose of Expenditure

To reimburse firefighters for the cost of a "D" drivers licence medical.

#### 2 - Need

We require fire fighters to have and maintain their "D" licence. Most of them do not require this licence for any other purpose than to operate Puslinch Township Fire Department vehicles. They pay for the renewal of this licence and spend the time to have a "D" licence medical performed. It would be appropriate to compensate them for the cost of this medical. It is common practice in the fire service to do so.

#### 3 - Benefit of the Investment

Puslinch Fire and Rescue Service requires all personnel to have a "DZ" licence to allow for any firefighter to operate our vehicles to respond to emergencies. Due to the nature of our paged response to emergencies this is a necessity and an industry standard.

#### 4 - Risk Assessment

Unlicensed firefighters that cannot operate Puslinch Fire Department apparatus, risking reduced service levels.

#### 5 - Financial Impact

One-time request for 2021 Budget only?

permanent increase

#### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenses Incurred

	\$1,100
<b>Total Expenses</b>	<b>\$1,100</b>

#### Net Expense/(Revenue)

**\$1,100**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH

## 2021 OPERATING BUDGET

### 2021 REQUESTED BASE BUDGET INCREASES

Department

Fire & Rescue

Priority

**high**

#### 1 - Purpose of Expenditure

To have our Peer Support Team members attend the Canadian Critical Incident Stress Foundation's annual conference/symposium.

#### 2 - Need

Required to keep our Peer Support Team up-to-date with the current best practices and certifications in Critical Incident Stress management.

#### 3 - Benefit of the Investment

Puslinch Fire and Rescue Service strives to provide the appropriate immediate services for members of the fire department and our customers affected by stresses related to emergency responses. Puslinch supports the same practice in place with all the other Wellington County Fire Departments.

#### 4 - Risk Assessment

Higher long term costs and long lasting affects, if these matters are not handled immediately by properly trained personnel.

#### 5 - Financial Impact

One-time request for 2021 Budget only?

permanent increase

#### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenses Incurred

Accommodations	\$750
Professional Development	\$1,800
<b>Total Expenses</b>	<b>\$2,550</b>

#### Net Expense/(Revenue)

**\$2,550**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH

## 2021 OPERATING BUDGET

### 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4309

Priority

high

#### 1 - Purpose of Expenditure

To maintain our Red Cross CPR training and certification for all Puslinch Firefighters.

#### 2 - Need

Required to certify our staff, in-house through our Red Cross instructors and use Red Cross as our Medical Authority.

#### 3 - Benefit of the Investment

Puslinch Fire and Rescue Service maintains an affordable industry standard of medical direction, certification and training through Red Cross as a registered training partner. This training ensures our firefighters are trained in the life saving skills required to fully support our customers in a time of crisis.

#### 4 - Risk Assessment

Higher cost alternatives.

#### 5 - Financial Impact

One-time request for 2021 Budget only?

permanent

#### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenses Incurred

	\$860
<b>Total Expenses</b>	<b>\$860</b>

#### Net Expense/(Revenue)

**\$860**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4309

Priority

high

### 1 - Purpose of Expenditure

To maintain our Red Cross CPR training and certification for all Puslinch Firefighters.

### 2 - Need

Required to certify our staff, in-house through our Red Cross instructors and use Red Cross as our Medical Authority.

### 3 - Benefit of the Investment

Puslinch Fire and Rescue Service maintains an affordable industry standard of medical direction, certification and training through Red Cross as a registered training partner. This training ensures our firefighters are trained in the life saving skills required to fully support our customers in a time of crisis.

### 4 - Risk Assessment

Higher cost alternatives.

### 5 - Financial Impact

One-time request for 2021 Budget only?

recurring every 3 years

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenses Incurred

	\$1,290
<b>Total Expenses</b>	<b>\$1,290</b>

### Net Expense/(Revenue)

**\$1,290**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4309

Priority

high

### 1 - Purpose of Expenditure

To maintain in-house trainers for Red Cross CPR training and certification for all Puslinch Firefighters. The Township has two in-house first aid instructors.

### 2 - Need

Required to certify our staff, in-house through our Red Cross instructors and use Red Cross as our Medical Authority.

### 3 - Benefit of the Investment

Puslinch Fire and Rescue Service maintains an affordable industry standard of medical direction, certification and training through Red Cross as a registered training partner. This training ensures our firefighters are trained in the life saving skills required to fully support our customers in a time of crisis.

### 4 - Risk Assessment

Higher cost alternatives.

### 5 - Financial Impact

One-time request for 2021 Budget only?

recurring every 3 years

#### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Expenses Incurred

	\$630
<b>Total Expenses</b>	<b>\$630</b>

**Net Expense/(Revenue)** \$630

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4001

Priority

high

### 1 - Purpose of Expenditure

To allow for the position of a summer student to install the new civic address signs .

### 2 - Need

At the September 2019 Wellington County Council session, County Council approved the following recommendation:

"That the Council for the County of Wellington authorizes staff to budget for the replacement of all current rural green property signs with the exception of intersection signage with green property signs that include the approved municipal road name in the 2020 EM Capital Budget." The report was sent to all Member Municipal Councils for their information. Also, that the cost to manufacture the signs be incurred by the County, while the cost to physically remove and replace the existing four-digit rural green signs will be the responsibility of the Member Municipalities. Cost breakdown \$13.40 per hour for 13 weeks, plus 16.41% for other employment associated costs (EHT, EI, CPP, WSIB, 4% Vacation). All other associated costs will be absorbed within the Fire Department Operating budget.

### 3 - Benefit of the Investment

A cost effective alternative by using student employment vs. existing full-time or part-time staff. In 2020, the federal government offered 100% reimbursement for summer student employment. We would look into this opportunity if it becomes available again in 2021.

### 4 - Risk Assessment

N/A

### 5 - Financial Impact

One-time request for 2021 Budget only?

Yes

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenses Incurred

Wages and Benefits	\$8,111
<b>Total Expenses</b>	<b>\$8,111</b>

### Net Expense/(Revenue)

**\$8,111**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department Fire 01-0040-4321

Priority

High

### 1 - Purpose of Expenditure

To allow for a safety shoe allowance, therefore requiring increased uniform costs.

### 2 - Need

We require fire fighters to wear safety shoes while performing their duties in the station, at public events and during inspections. This would increase the uniform allowance in The Township's Staff Expense Policy for each Fire Department member to \$150 from the previous \$90. The option of using these funds for safety shoes would need to be added to the Staff Expense Policy.

### 3 - Benefit of the Investment

Protection of our workers and reduce possible injuries.

### 4 - Risk Assessment

Reduced risk of injury.

### 5 - Financial Impact

One-time request for 2021 Budget only?

permanent increase

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
	\$0	N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenses Incurred

	\$2,580
<b>Total Expenses</b>	<b>\$2,580</b>

**Net Expense/(Revenue)** \$2,580

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No



# TOWNSHIP OF PUSLINCH 2021 OPERATING BUDGET

## 2021 REQUESTED BASE BUDGET INCREASES

Department

PW

Priority

### 1 - Purpose of Expenditure

Due to increased unit costs of calcium per litre, to successfully maintain all the gravel roads, costs must be increased to reflect changes in pricing. Increase from \$60,564 to \$68,000

### 2 - Need

To supply yearly dust suppressant for the Township's gravel road inventory

### 3 - Benefit of the Investment

Fulfilling the Township's obligation to control dust for safety and durability of the gravel roads.

### 4 - Risk Assessment

low

### 5 - Financial Impact

One-time request for 2021 Budget only?

 No

### Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
		N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenses Incurred

	Calcium	\$7,436
<b>Total Expenses</b>		<b>\$7,436</b>

**Net Expense/(Revenue)** **\$7,436**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

**TOWNSHIP OF PUSLINCH  
2021 OPERATING BUDGET**

**2021 REQUESTED BASE BUDGET INCREASES**

Department                     PCC                     Priority

**1 - Purpose of Expenditure**

Increase outdoor maintenance of building costs from \$1,200 to \$4,000

**2 - Need**

To supplement increased maintenance costs of the emergency generator, and a base increase for seasonal flowers and general garden bed maintenance

**3 - Benefit of the Investment**

Reliable generator as the PCC is the Emergency Management Gather Point. As well, the PCC is the major focal point for the complex and overall appearance is important for rentals.

**4 - Risk Assessment**

low

**5 - Financial Impact**

One-time request for 2021 Budget only?

**Revenues Earned/Reserves Utilized**

	Revenues	Reserves	Balance in Reserves (as applicable)
		N/A	N/A
<b>Total Revenues/Reserves</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Expenses Incurred**

Outdoor Maintenance	\$2,800
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**Total Expenses** **\$2,800**

**Net Expense/(Revenue)** **\$2,800**

Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

Conference, Seminar and Training Budget

[Back to Index](#)

Department	Position	# of Business Days	Conference/Seminar/Training Session	Location	Cost
Administration	CAO	5	OMAA Workshops	TBD	\$ 1,400.00
Administration	CAO	2	CAMA Workshops	TBD	\$ 700.00
Administration	Clerk	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Administration	Clerk	2	AMCTO Courses	Ontario	\$ 700.00
Administration	Clerk	3	AMCTO Conference	Ontario	\$ 780.00
Administration	Deputy Clerk	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Administration	Deputy Clerk	2	AMCTO Courses	Ontario	\$ 700.00
Administration	Deputy Clerk	3	AMCTO Conference	Ontario	\$ 780.00
Administration	Legislative Assistant 1	Online	AMCTO Course - Primer on Planning	Online	\$ 435.05
Administration	Legislative Assistant 2	Online	AMCTO Course - Primer on Planning	Online	\$ 435.05
Administration	Legislative Assistant 1	Online	AMCTO Courses - Municipal Administration Program	Online	\$ 732.67
Administration	Legislative Assistant 2	Online	AMCTO Courses - Municipal Administration Program	Online	\$ 732.67
Administration	Legislative Assistant 1	Online	OBOA Courses - General Legal	Online	\$ 700.00
Administration	Legislative Assistant 2	Online	OBOA Courses - General Legal	Online	\$ 700.00
Administration	All Employees - Corporate Wide Training	3	Health and Safety Training	Township Office	\$ 3,000.00
Administration	All Employees - Corporate Wide Training	2	Harassment and Violence in the Workplace Training	Township Office	\$ 3,000.00
Administration	All Employees - Corporate Wide Training	3	Teamwork/Individual Coaching Training	Township Office	\$ 3,000.00
Administration	All Employees - Corporate Wide Training	0	Website Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Records Management Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Microsoft Office Training	Township Office	\$ -
Administration	All Employees - Corporate Wide Training	0	Keystone Training	Township Office	\$ -
Building	Building Inspector	5	Ontario Building Officials' Association (OBOA) Course(s)	Ontario	\$ 3,000.00
Building	Chief Building Official	5	Ontario Building Officials' Association (OBOA) Course(s)	Ontario	\$ 3,000.00
Building	Building Inspector	5	OBOA Annual Meeting & Training Session (AMTS)	Ontario	\$ 3,000.00
Building	Chief Building Official	5	OBOA Annual Meeting & Training Session (AMTS)	Ontario	\$ 3,000.00
Building	Building Inspector	1	Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Chief Building Official	1	Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Customer Service Coordinator	Online	OBOA Courses - General Legal	Online	\$ 700.00
Building	Customer Service Coordinator	Online	OBOA Courses - General Legal	Online	\$ 700.00
Building	Taxation and Customer Service Supervisor	Online	OBOA Courses - General Legal	Online	\$ 700.00
Building	Customer Service Coordinator	1	2 Ministry of Municipal Affairs and Housing Exams	Ontario	\$ 350.00
Building	Allocation - Corporate Wide Training	3	Health and Safety Training	Township Office	\$ 900.00
Building	Allocation - Corporate Wide Training	2	Harassment and Violence in the Workplace Training	Township Office	\$ 900.00
Building	Allocation - Corporate Wide Training	3	Teamwork/Individual Coaching Training	Township Office	\$ 900.00
By-law	By-law Enforcement Officer	5	Ontario Association of Property Standards Officers - Annual Training Seminar and Annual General Meeting	Ontario	\$ 1,200.00
Finance	Director of Finance/Treasurer	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Finance	Director of Finance/Treasurer	3	MFOA Conference	Ontario	\$ 500.00
Finance	Deputy Treasurer	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Finance	Deputy Treasurer	3	MFOA Conference	Ontario	\$ 500.00
Finance	Taxation and Customer Service Supervisor	Online	AMCTO Courses	Online	\$ 732.67
Finance	Taxation and Customer Service Supervisor	Online	Municipal Tax Administration Program through Seneca	Online	\$ 881.65
Finance	Financial Assistant	Online	AMCTO Courses	Online	\$ 732.67
Finance	Customer Service Coordinator	Online	Municipal Tax Administration Program through Seneca	Online	\$ 881.65
Fire and Rescue	Fire Chief	3	Ontario Association of Fire Chiefs' Conference	Toronto	\$ 750.00
Fire and Rescue	Fire Chief	5	Management Training - Schulich School of Business	Toronto	\$ 4,140.00
Fire and Rescue	Fire Chief	2	Ontario Association of Fire Chiefs' General Meeting	Niagara Falls	\$ 525.00
Fire and Rescue	Deputy Fire Chief	3	Ontario Association of Fire Chiefs' Conference	Toronto	750
Fire and Rescue	Deputy Fire Chief	2	Ontario Association of Fire Chiefs' General Meeting	Niagara Falls	\$ 525.00

Department	Position	# of Business Days	Conference/Seminar/Training Session	Location	Cost	One-Time Base Budget Increase approved in 2019 and requesting the BBI to be carried forward to 2021.
		2019 Base Budget Increase				
Fire and Rescue	Health and Safety Training Officer		Blue Card Command Instructors' Course	Ontario	\$ 6,000.00	
Fire and Rescue	Chief Training Officer	5	Ontario Fire College Fire Instructor's Seminar	Gravenhurst	\$ 65.00	
Fire and Rescue	2 Health and Safety Committee Members		PSHSA H&S Certification Part 1 and Part 2	Ontario	\$ 1,400.00	
Fire and Rescue	Volunteer Firefighter	3	Fire Service Women Conference	Ontario	\$ 1,050.00	
Fire and Rescue	3 New Qualified Acting Captains or 28 Firefighters in the introductory module	5	Blue Card Command - On-line Course - 4 to 40 Hours	Online Course	\$ 1,800.00	
Fire and Rescue	Other Firefighters not described above	15	Ontario Fire College Courses	Gravenhurst	\$ 995.00	
Fire and Rescue	Resource Materials	N/A	Textbooks, dvds, training props, misc.	N/A	\$ 950.00	
Fire and Rescue	Resource Materials	N/A	Blue Card Command Resources and Admin Centre	N/A	\$ 3,730.00	
Fire and Rescue	Public Fire and Life Safety Educator	3	Ontario Association of Fire Chiefs' Conference	Toronto	\$ 350.00	
Fire and Rescue	Chief Fire Prevention Officer	3	OMFPOA Training and Educational Symposium	Windsor	\$ 575.00	
Fire and Rescue	Facility Rental	N/A	Facility Rental	Guelph	\$ 1,000.00	
Fire and Rescue	Facility Rental	N/A	Facility Rental	Cambridge	\$ 600.00	
Planning	Development and Legislative Coordinator	3	Ontario Association of Committee of Adjustment Conference	Ontario	\$ 530.40	
Planning	Development and Legislative Coordinator	Online	AMCTO Courses	Online	\$ 435.05	
Public Works	Supervisor of Public Works, Parks and Facilities	2	Association of Ontario Road Supervisors	TBD	\$ 1,200.00	
Public Works	TBD	1	Safety/Equipment Training	TBD	\$ 220.00	
ORC	Facility Operator	3	Ontario Recreation Facilities Association Training	Guelph	\$ 555.00	
ORC	Facility Operator	1	Olympia Training	ORC	\$ 445.00	

Directly from Expense Policy:

Clause 4.2. Conference, seminar, or training attendance is limited to Ontario unless otherwise approved by the CAO/Clerk.

Clause 4.3. Conference, seminar, or training attendance is limited to the following:

- Two (2) job-related conferences per year in Ontario or one (1) outside of Ontario.
- Two (2) job-related off-site training sessions per year in Ontario or one (1) outside of Ontario.
- Conference, seminar, and training sessions must be itemized in the annual budget of each department
- Attendance at conference, seminar, and training sessions are limited to a maximum of ten (10) business days.
- Additional mandatory training requires approval by the CAO/Clerk.

## Memberships and Associations Budget

Schedule E to Report FIN-2020-039

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
Administration	CAO	CAMA/ICMA	N/A	\$ 400.00	\$ 510.00	
Administration	CAO	Ontario Municipal Administrators' Association	N/A	\$ 400.00	\$ 400.00	
Administration	Clerk	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Administration	Deputy Clerk	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Administration	Legislative Assistant 1	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Administration	Legislative Assistant 2	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Administration	Development & Legislative Coordinator	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Administration	Development & Legislative Coordinator	Institute of Law Clerks of Ontario Certification – <i>only applicable if the employee is a Law Clerk</i>	N/A	\$ 200.00	\$ -	
Administration	Corporate Memberships	Municipal World	\$ 60.00	N/A	\$ 60.00	
Administration	Corporate Memberships	Association of Municipalities of Ontario	\$ 2,800.00	N/A	\$ 2,800.00	
Administration	Corporate Memberships	Ontario Good Roads Association	\$ 850.00	N/A	\$ 850.00	
Administration	Corporate Memberships	Wellington County Clerks and Treasurers Association	\$ 200.00	N/A	\$ 200.00	
Administration	Corporate Memberships	Federation of Canadian Municipalities	\$ 2,330.00	N/A	\$ 2,330.00	
Administration	Corporate Memberships	Ontario Municipal Management Institute	\$ 58.00	N/A	\$ 40.60	
Administration	Corporate Memberships	Human Resources Download Program	\$ 4,000.00	N/A	\$ 2,800.00	
Building	Building Inspector	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 115.00	\$ 115.00	
Building	Building Inspector	Ontario Building Officials Association	N/A	\$ 315.00	\$ 315.00	
Building	Building Inspector	Ontario Building Officials Association Wellington-Waterloo and District Chapter	N/A	\$ 30.00	\$ 30.00	
Building	Building Inspector	Ontario Plumbing Inspectors Association	N/A	\$ 62.00	\$ 62.00	
Building	Building Inspector	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -	

## Memberships and Associations Budget

Schedule E to Report FIN-2020-039

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
Building	Chief Building Official	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 115.00	\$ 115.00	
Building	Chief Building Official	Ontario Building Officials Association	N/A	\$ 315.00	\$ 315.00	
Building	Chief Building Official	Ontario Building Officials Association Wellington-Waterloo and District Chapter	N/A	\$ 30.00	\$ 30.00	
Building	Chief Building Official	Ontario Plumbing Inspectors Association	N/A	\$ 62.00	\$ 62.00	
Building	Chief Building Official	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -	
Building	Corporate Memberships	Ontario Association of Property Standards Officers	\$ 75.00	\$ 75.00	\$ 75.00	
Building	Corporate Memberships	Municipal Law Enforcement Officers' Association	\$ 168.00	\$ 110.00	\$ 168.00	
Building	Corporate Memberships	Ontario Onsite Waste Water Association	\$ 375.00	\$ 250.00	\$ 375.00	
Building	Corporate Wide Membership Allocation - 30%	Municipal Information Network	\$ 600.00	N/A	\$ 180.00	
Building	Corporate Wide Membership Allocation - 30%	Local Authority Services Energy Planning Tool	\$ 300.00	N/A	\$ 90.00	
Building	Corporate Wide Membership Allocation - 30%	Human Resources Download Program	\$ 4,000.00	N/A	\$ 1,200.00	
Building	Corporate Wide Membership Allocation - 30%	Municipal Employer Pension Center of Ontario	\$ 100.00	N/A	\$ 30.00	
Building	Corporate Wide Membership Allocation - 30%	Ontario Municipal Management Institute	\$ 58.00	N/A	\$ 17.40	
ORC	Facility Operator	Ontario Recreation Facilities Association	\$ 700.00	\$ 150.00	\$ 150.00	
ORC	Facility Operator	TSSA Class B Refrigeration	N/A	\$ 70.00	\$ 70.00	
Finance	Director of Finance/Treasurer	Chartered Professional Accountants of Canada - <i>only applicable if the employee has a professional accounting designation</i>	N/A	\$ 1,000.00	\$ 1,000.00	
Finance	Deputy Treasurer	Chartered Professional Accountants of Canada - <i>only applicable if the employee has a professional accounting designation</i>	N/A	\$ 1,000.00	\$ 1,000.00	



## Memberships and Associations Budget

Schedule E to Report FIN-2020-039

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
Finance	Taxation and Customer Service Supervisor	Ontario Municipal Tax and Revenue Association	\$ 1,650.00	\$ 250.00	\$ -	
Finance	Taxation and Customer Service Supervisor	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 400.00	\$ 400.00	
Finance	Corporate Memberships	Municipal Finance Officers' Association	\$ 325.00	N/A	\$ 325.00	
Finance	Corporate Memberships	Municipal Employer Pension Center of Ontario	\$ 100.00	N/A	\$ 70.00	
Finance	Corporate Memberships	Local Authority Services Energy Planning Tool	\$ 300.00	N/A	\$ 210.00	
Finance	Corporate Memberships	Municipal Information Network	\$ 600.00	N/A	\$ 420.00	
Fire and Rescue	Fire Chief	Ontario Association of Fire Chiefs	N/A	\$ 260.00	\$ 260.00	
Fire and Rescue	Deputy Fire Chief	Ontario Association of Fire Chiefs	N/A	\$ 260.00	\$ 260.00	
Fire and Rescue	Chief Fire Prevention Officer	National Association of Fire Investigators	N/A	\$55.00 USD	\$ 69.58	
Fire and Rescue	Public Fire and Life Safety Educator	National Association of Fire Investigators	N/A	\$55.00 USD	\$ 69.58	
Fire and Rescue	Corporate Memberships	National Fire Protection Association	\$175.00 USD	N/A	\$ 221.00	
Fire and Rescue	Corporate Memberships	National Fire Codes Subscription Service	\$1,500.00 USD	N/A	\$ 1,897.00	
Fire and Rescue	Corporate Memberships	Wellington County Training Officers Association	\$ 50.00	N/A	\$ 50.00	
Fire and Rescue	Corporate Memberships	Ontario Association of Fire Training Officers	\$ 150.00	N/A	\$ 150.00	
Fire and Rescue	Corporate Memberships	Fire Marshal's Public Fire Safety Council	\$ 100.00	N/A	\$ 100.00	
Fire and Rescue	Corporate Memberships	Wellington County Fire Chiefs Association	\$ 250.00	N/A	\$ 250.00	
Fire and Rescue	Corporate Memberships	Wellington Dufferin Mutual Aid Membership	\$ 1,000.00	N/A	\$ 1,000.00	
Fire and Rescue	Corporate Memberships	Ontario Municipal Fire Prevention Officers Association	\$ 150.00		\$ 150.00	
Fire and Rescue	Individual Membership	Fire Service Women Ontario		\$ 40.00	\$ 200.00	<b>2021 increase for 2 more memberships</b>
Fire and Rescue	Individual Membership	Ontario Fire Chiefs' Administrative Assistants Association		\$ 45.00	\$ 45.00	
Fire and Rescue	Corporate Memberships	Emergency Vehicle Technicians Association of Ontario	\$ 100.00	N/A	\$ 100.00	
Fire and Rescue	Corporate Memberships	Wellington Dufferin Fire Prevention	\$ 150.00	N/A	\$ 150.00	

## Memberships and Associations Budget

Schedule E to Report FIN-2020-039

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
Fire and Rescue	Training Partner Membership	Red Cross	\$ 250.00	N/A	\$ 250.00	new for 2021
PCC	Corporate Memberships	Parks and Recreation of Ontario	\$ 1,050.00	\$ 250.00	\$ -	
PCC	Corporate Memberships	Taste Real - County of Wellington	\$ 500.00	N/A	\$ 500.00	
Planning	Deputy Clerk	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	new for 2021
Planning	Development & Legislative Coordinator	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	new for 2021
Planning	Legislative Assistant 1	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	new for 2021
Planning	Legislative Assistant 2	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	new for 2021
Planning	Corporate Memberships	Ontario Association of Committee of Adjustment	\$ 150.00	N/A	\$ 150.00	
Public Works	Director of Public Works, Parks and Facilities	Ontario Association of Certified Technicians and Technologists – <i>only applicable if the employee has a C.Tech. or C.E.T. designation</i>	N/A	\$ 250.00	\$ -	
Public Works	Director of Public Works, Parks and Facilities	Association of Ontario Road Supervisors – <i>only applicable if the employee has a CRS designation</i>	N/A	\$ 200.00	\$ 200.00	
Public Works	Director of Public Works, Parks and Facilities	County of Wellington Road Supervisors Association	N/A	\$ 250.00	\$ 250.00	
Public Works	Supervisor of Public Works, Parks and Facilities	Association of Ontario Road Supervisors – <i>only applicable if the employee has a CRS designation</i>	N/A	\$ 200.00	\$ 200.00	
Public Works	Supervisor of Public Works, Parks and Facilities	County of Wellington Road Supervisors Association	N/A	\$ 250.00	\$ 250.00	

### Directly from Expense Policy:

**Clause 1.1. The Township will provide membership and association fees for those organizations and professional associations that generate important and current technical and professional information to the department and the Township.**

**Clause 1.2. The Township will pay for professional membership and association fees for employees who are required to carry a designation in order to perform their duties and responsibilities. Requirements must be included and detailed in the employee's job description. A budget itemizing the**

Memberships and Associations Budget

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
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memberships and associations paid by the Township for each department shall be included in the annual budget.

Clause 1.3. If the professional membership and association fee is not related to the employee’s current position at the Township and not detailed in the job description, the employee is responsible for the full cost.

Uniforms and Special Clothing Budget

[Back to Index](#)

Department	Position	Uniform Item	Cost
Building	Inspector and Chief Building Official	Safety Boots	\$ 350
Building	Inspector and Chief Building Official	Township Supplied Uniform	\$ 170
Building	Inspector and Chief Building Official	Gloves, Hardhat(s)	\$ 200
By-law	By-law Enforcement Officer	Township Supplied Uniform	\$ 85
Fire and Rescue	All Staff	Township Supplied Uniform	\$ 3,870
Fire and Rescue		Firefighting Boots	\$ 2,820
Fire and Rescue		Dress Uniforms	\$ 2,850
Fire and Rescue	All Staff	Gear cleaning and inspection	\$ 2,150
Fire and Rescue		Additional Uniform and Gear items as required	\$ 5,202
Public Works	Director of Public Works, Parks and Facilities	Safety Boots	\$ 175
Public Works	Director of Public Works, Parks and Facilities	Township Supplied Uniform	\$ 225
Public Works	Supervisor of Public Works, Parks and Facilities	Safety Boots	\$ 175
Public Works	Supervisor of Public Works, Parks and Facilities	Township Supplied Uniform	\$ 225
Public Works	Heavy Equipment Operator	Safety Boots	\$ 175
Public Works	Heavy Equipment Operator	Township Supplied Uniform	\$ 225
Public Works	Equipment Operator	Safety Boots	\$ 175
Public Works	Equipment Operator	Township Supplied Uniform	\$ 225
Public Works	Equipment Operator	Safety Boots	\$ 175
Public Works	Equipment Operator	Township Supplied Uniform	\$ 225
Public Works	Heavy Equipment Operator	Safety Boots	\$ 175
Public Works	Heavy Equipment Operator	Township Supplied Uniform	\$ 225
PCC	Facility Operator (FT)	Safety Boots and Township Supplied Uniform	\$ 260
ORC	Facility Operator (FT)	Safety Boots and Township Supplied Uniform	\$ 260
ORC	Facility Operators (PT) * 3	Township Supplied Uniform	\$ 255

Safety requirements

Directly from Expense Policy:

Clause 6.1. The Township will supply employees with distinctive clothing should that be required as part of carrying out their employment duties. The clothing shall incorporate the corporate approved logo. An employee that is supplied with Township clothing must wear this clothing at all times while on duty.

Clause 6.2. The Township will pay for the replacement of clothing on an as needed basis when approved by the Department Head as a result of the clothing being soiled or damaged beyond repair. A budget amount should be separately itemized and included in the annual budget of each department for the replacement of this type of clothing.

Clause 6.3 The following uniform and special clothing items shall be separately itemized and included in the annual budget of each department:

Public Works – Safety work shoe allowance of up to \$175 annually towards the cost of purchasing CSA certified footwear and Township supplied clothing of up to \$225 annually for the full-time permanent staff in the Public Works department. The safety work shoe allowance is a reimbursable expense (must be supported by original receipts). Personal protective equipment as required by the Ontario Health and Safety Act are available to all seasonal equipment operators and will be replaced as required.

Building - Safety work shoes allowance of up to \$175 annually towards the cost of purchasing CSA certified footwear for the full-time

**permanent staff who perform inspections in the Building department. These are reimbursable expenses (must be supported by original receipts). Staff who perform inspections are also provided with Township supplied shirts of up to \$85 per employee.**

**Optimist Recreation Centre and Puslinch Community Centre - Safety work shoes allowance of up to \$175 annually towards the cost of purchasing CSA certified footwear for the full-time permanent staff in the Optimist Recreation Centre and Puslinch Community Centre. These are reimbursable expenses (must be supported by original receipts). All permanent full-time and part-time employees are also provided with Township supplied shirts of up to \$85 per employee. Parka jackets are available to all Optimist Recreation Centre employees and will be replaced as required.**

**Fire and Rescue Services (excluding dress uniforms) – Township supplied shirts, pants/shorts, t-shirts, sweaters, baseball cap of up to \$90 annually per employee.**

**Fire and Rescue Services (dress uniforms) – Township supplied dress uniforms of up to \$418 per employee. One dress uniform is issued after three years of service to each employee in Fire and Rescue Services excluding Auxiliary Firefighters and the Administrative Assistant.**



## **REPORT REC-2018-003**

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TO: Mayor and Members of Council

FROM: Nina Lecic, Deputy Clerk

MEETING DATE: July 18, 2018

SUBJECT: Results of Optimist Recreation Centre Ice Pad Pilot Program  
Our File: R06REC

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### **RECOMMENDATIONS**

**That Report REC-2018-003 – Results of Optimist Recreation Centre Ice Pad Pilot Program be received; and**

**That staff continue to develop a free skate and shinny schedule, upon league scheduling being confirmed no later than November 30<sup>th</sup> of each year; and**

**That the Township continues to facilitate the rental of the ice for seasonal league bookings for a minimum of an eight week period during the ice season; and**

**That the ice pad for the Winter Classic Tournament held during the Family Day Long Weekend continue to be made available for the purpose of a community event rental.**

### **DISCUSSION**

#### **Background**

The Optimist Recreation Centre (ORC) Pad Committee of Council was established in 2016 to bring forward recommendations for comment to the Recreation and Parks Committee for exploring new opportunities to optimize the use of the ORC ice pad. The Recreation Committee reviewed Report REC-2016-010 (attached as Schedule A) and supported the recommendations in this Report.

At the November 9, 2016 Council Meeting, Council through Council Resolution No. 2016-413 adopted a pilot program for the ORC for the 2016 to 2018 ice seasons, which included:

- Set schedule of hours (Monday to Friday 10:00 am -10:00 pm, Saturday and Sunday 10:00 am – 7:00 pm\*;  
\* subject to league bookings

- Implementation of a free skate and shinny schedule;
- The rental of the Ice Pad by leagues only with a minimum 8 week rental commitment;
- The continuation of the Family Day Weekend as a Community Event rental.

As part of that resolution, staff was to report to Council on the results of the pilot program, including tracking the utilization of the ice rink.

### **Purpose**

The purpose of this report is to provide an overview of the 2016-2018 ice pad pilot program.

Attached as Schedule B to this report are the ice schedules that were developed for the 2016 to 2018 seasons.

Attached as Schedule C to this report are statistics regarding the usage of the ice for the 2016 to 2018 seasons, as requested by Council.

Staff note that the 2 year pilot program was a success and recommend the program to continue.

### **Free Skate – Schedule**

The pilot program implemented free skate time for the 2016 to 2018 ice seasons. The free skate schedule was implemented after obtaining league scheduling requirements for the minimum 8 week rental commitment.

Staff have received positive feedback from the public with respect to the amount and length of free skate times.

### **Shinny – Schedule**

The pilot program implemented shinny time for the 2016 to 2018 ice seasons. The shinny schedule was implemented after obtaining league scheduling requirements for the minimum 8 week rental commitment.

As with the free skate schedule, staff have received positive feedback with respect to the amount and length of shinny times provided.

### **Seasonal League Bookings**

The pilot program implemented seasonal league bookings (annual weekly rentals with a minimum 8 week rental commitment) only during the pilot program. Staff recommend continuing the seasonal league bookings for a minimum of an 8 week rental commitment. Staff have received positive feedback from the leagues.

## **Feedback Received on Pilot Program**

The benefits associated with establishing a consistent weekly free skate and shinny schedule are outlined below:

- Enables increased utilization of ice pad by users
- The public appreciates the reliability in the weekly schedule
- Enables effective and timely advertising of free skate and shinny availability through the Township website and to the public based on a set schedule
- Creates a fair, equal and transparent process for providing free skate and shinny to the public
- Optimizes the functionality of the ORC ice pad as the capacity to install and retain ice is impacted by weather conditions
- Facilitates more effective utilization of staff resources when the ice is lost due to warmer weather through:
  - Processing of less refunds
  - Notification of ice loss being limited to only leagues

Staff note that there has been no significant negative feedback received. The majority of individuals who are inquiring about renting the ice utilize the free skate or shinny time provided by the Township.

## **FINANCIAL IMPLICATIONS**

Outlined in the tables below are the changes in operational expenses and revenues from 2015 to 2017 in the ORC.

	<b>2015</b>	<b>2016</b>	<b>2017</b>
Expenses	\$173,963	\$184,812	\$164,278
Revenues	\$73,346	\$80,057	\$49,208

- The increase in expenses from 2015 to 2016 relates to an increase in hydro costs (approx. \$4.3K) and maintenance on the ice (\$3.5K)
- The decrease in expenses in 2017 relates to:
  - Decrease in engineering expenses (2017 – Nil; 2016 - \$3K; 2015 – \$4K)
  - Decrease in interior maintenance expenses (2017 - \$2.8K; 2016 - \$8.5K; 2015 - \$8K)
  - Decrease in part-time wages – (2017 - \$21K; 2016 - \$26K; 2015 - \$25K)
- The decrease in revenues from 2015 to 2017 relates to a decrease in ice rentals due to increased free skate and shinny times (2017 - \$13K; 2016 - \$37K; 2015 - \$35K)

## **APPLICABLE LEGISLATION AND REQUIREMENTS**

None.



## **ATTACHMENTS**

Schedule A – Report REC-2016-010 – ORC Pad Committee Recommendations

Schedule B - 2016 to 2018 Ice Schedules

Schedule C - 2016 to 2018 Ice Usage



## **REPORT REC-2016-010**

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**TO:** Mayor and Members of Council

**FROM:** Karen Landry, CAO/Clerk on behalf of the ORC Pad Committee

**MEETING DATE:** November 9, 2016

**SUBJECT:** ORC Pad Committee Recommendations  
Our File: R06REC

---

### **RECOMMENDATIONS**

That Report REC-2016-010 ORC Pad Committee Recommendations be received; and

That Council directs staff to:

- seek business sponsorship for the Christmas Holiday Public Skate
- work with the website service provider to create a banner on the website that links and creates awareness of the ORC scheduling calendar

That the 2017 User Fee By-law establish a non-prime rate for ice of \$55.00/hour exclusive of taxes; and

That the following schedule of hours of operation for the Ice Pad be implemented as a pilot for the 2016 to 2018 ice seasons:

Monday to Friday                      10:00 am to 10:00 pm  
Saturday and Sunday                10:00 am to 7:00 pm\*

\*subject to league bookings

That staff develop a free skate and shinny schedule, upon league scheduling being confirmed no later than November 14, 2016; and

That the Township facilitate the rental of seasonal league bookings only during this pilot program; and

That the Family Day Weekend continue to be made available for the purpose of a Community Event rental; and

That upon completion of the 2017/2018 season, that staff report back to Council on the results of the pilot program; and

That the timing of the replacement of the ice resurfacer be deferred to 2019, to coincide with the report on the results of the pilot program being considered by Council in Spring 2018; and

That the proposed 2017 Budget for Account 01-0015-2600 be reduced by \$11,000.00; and

That the proposed 2017 Budget for Account Numbers 01-0080-4001, 01-0080-4101, and 01-0080-4103 be reduced by \$1,160, \$105, and \$35 respectively.

## DISCUSSION

### Background

Council at its meeting held on January 6, 2016 passed Resolution 2016-009 which states:

“WHEREAS the Optimist Recreation Centre hereinafter referred to as the ORC was constructed in 2010/2011; and

WHEREAS the revenue and expenses for the ORC rink over the past few years have been:

		2013	2014	2015 (to Nov 30)
<b>Revenues</b>				
01-0015-2600	Ice Rental - Prime	\$97,956	\$37,848	\$34,088
01-0015-2700	Ice Rental - Non-Prime		\$2,002	\$1,613
01-0015-2800	Arena Summer Rentals		\$21,855	\$17,306
01-0015-2900	Gymnasium Rental		\$12,020	\$12,546
	Other Revenues		\$1,894	\$1,997
<b>Total Revenues</b>		\$97,956	\$75,969	\$67,551
<b>Total Expenses</b>		\$162,452	\$181,576	\$133,336
<b>Net Expenditures</b>		\$64,496	\$105,607	\$65,785

WHEREAS the capacity to install and retain ice is impacted by weather conditions; and

WHEREAS it is prudent for a municipality to review established service levels and explore new opportunities to optimize the functionality of its facilities;

NOW THEREFORE BE IT RESOLVED that an ad-hoc Committee of Council hereinafter referred to as ORCP (ORC Pad) Committee be established for the purpose of:

1. Analyzing and evaluating the past and present data related to revenue, expenses and user fees for the ice pad;
2. Current service level delivery for the ice pad both on and off season, and methods of the delivery of those services;
3. Explore new opportunities for optimizing the use of the ice pad including options to extend the ice season and the feasibility of other pad sporting activities; and

That the ORCP bring forward its recommendations for comment to the Recreation and Parks Committee prior to submitting its report and recommendations to Council for consideration; and

That the ORCP be composed of the following members:

- 2 Members of Council (with 1 member being appointed as Chair)
- 1 Member of the Recreation and Parks Committee
- Director of Public Works and Parks
- CAO/Clerk and/or Director of Finance

The Committee held meetings on the following dates:

March 2, 2016  
April 13, 2016

March 16, 2016  
August 30, 2016

March 30, 2016  
October 27, 2016

The minutes have been attached as Schedule A.

The Recreation Committee reviewed this Report at its meeting held November 1, 2016 and support the recommendations.

### **Purpose**

The purpose of this report is to provide Council with a summary of the recommendations by the ORC Pad Committee and to seek Council direction on the recommendations.

### **Screening and Curtains**

Upon review of the research and documentation submitted to the Committee by the Optimist, the Committee does not recommend the Township proceed with the installation of curtains at the ORC at an estimated cost of \$70,000 (does not electrical and building structural work).

The Committee expressed the following concerns regarding the option of installation of curtains to alleviate ice quality challenges:

- Costs and unknown on-going costs
- Aesthetics
- Unknown maintenance obligations
- Unknown impact on improving the situation

### **Promotion and Marketing**

The Committee recommends that staff resources be dedicated to:

- seek business sponsorship for the Christmas Holiday Public Skate
- work with the website service provider to create a banner on the website that links and creates awareness of the scheduling calendar

Currently, the Township utilizes the message board sign in the following capacity:

- Promoting booking of our facilities
- Library activities
- Community activities, such as Santa Claus Parade, Optimist Club activities, Canada Day celebrations
- YMCA Camps
- Township announcements
- Specific rental requests

### **User Fees**

The Committee upon review of the prime and non-prime rate for ice recommends a reduction in the non-prime rate from \$78.00/hour to \$55.00/hour exclusive of taxes.

### **Free Skate – Schedule**

Taking into consideration the input received at the April 13, 2016 Committee meeting from staff and volunteers it is recommended that the free skate hours be increased for the 2016 to 2018 seasons.

Staff upon confirming the league scheduling requirements will develop an expanded free skate schedule that will remain in effect for the 2016 to 2018 seasons.

### **Shinny – Schedule**

Taking into consideration the input received at the April 13, 2016 Committee meeting from staff and volunteers, it is recommended that the shinny hours be increased for the 2016 to 2018 seasons.

Staff upon confirming the league scheduling requirements will develop an expanded shinny schedule that will remain in effect for the 2016 to 2018 seasons.

### **Seasonal League Bookings**

That the Township facilitate the rental of seasonal league bookings (annual weekly rentals – minimum 8 weeks) only during this pilot program.

### **Recreation Coordinator Position**

The Committee considered the recommendation to add a full-time Recreation Coordinator to the organization to promote and implement programming for the Township.

The Committee supports as outlined in the Recreation and Parks Master Plan that the Township not take on a direct programming role. An excerpt from the Recreation and Parks Master Plan regarding programming is attached as Schedule B.

### **Ice Resurfacers**

The Committee supports the replacement of the existing ice resurfer with a smaller electric model and recommends seeking community funding opportunities.

The Committee recommends that the timing of the replacement of the ice resurfer at a cost of \$87,000 be deferred to 2019, to coincide with the report on the results of the pilot program being considered by Council in Spring 2018. The pilot program does not require the Township to meet the same service level for ice quality due to different requirements and demands associated with the proposed pilot program.

## FINANCIAL IMPLICATIONS

### Revenue

It is anticipated this proposed pilot program will result in a loss of revenue of approximately \$11,000.00 annually as outlined below:

<b>Revenue – Ice Pad – 12 week season (2015/2016)</b>	<b>\$36,400</b>
<b>League Rental Income – 13.5 hours X \$155.00 X 12 weeks</b>	<b>\$25,110</b>
<b>Potential Lost Revenue Account No. 01-0015-2600</b>	<b>\$11,290</b>

### Expenses

#### Hours for the ORC

The current hours of operation (April to November) are:

Monday to Thursday	9:00 am to 10:00 pm
Friday	9:00 am to 5:00 pm
Saturday	8:00 am to 5:00 pm
Sunday	9:00 am to 6:00 pm

The current hours of operation for the ice season (December to March) are:

Monday to Sunday	9:00 am to 10:00 pm
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It is recommended that the following schedule of hours of operation for the ice season be implemented as a pilot for the 2016 to 2018 ice seasons:

Monday to Friday	10:00 am to 10:00 pm
Saturday and Sunday	10:00 am to 7:00 pm*

#### **\*subject to league bookings**

It is anticipated that the proposed changes in the hours of operation during the ice season will result in expense savings of approximately \$1,300 as outlined below:

<b>PT Wages - 01-0080-4001 - 12 week season * 8 hours/ week * wage/hr</b>	<b>\$1,160</b>
<b>PT Wage Related Expenses – 01-0080-4001 - (9.18% CPP, EI, EHT)</b>	<b>\$105</b>
<b>PT WSIB – 01-0080-4103 – (3.02%)</b>	<b>\$35</b>
<b>Total Expense Savings</b>	<b>\$1,300</b>

## **Customer Service Representative**

Outlined below are the current primary job responsibilities for the Customer Service Representative:

- Build and maintain master schedules for the Township's indoor and outdoor recreation facilities, including special events (ORC – Gym and Pad, PCC – Alf Hales, Archie MacRobbie, Kitchen, Ball Diamonds)
- Prepare and review annual/seasonal rental agreements; ensuring accuracy of dates, times, locations and client information.
- Create and maintain a complete inventory listing of all Township wide rental facilities and their amenities; ensuring records are accurate and up to date.
- Coordinate facility bookings including maintenance of files, correspondence, receive payments and issue receipts, monthly reporting, daily cash balance reports, facility usage reports, account receivables tracking, daily reconciliation for deposits and issuing of permits.
- Respond to general inquiries at the Township's counter and over the phone. e.g. accept applications and process payments including tax payments.
- Coordinate and administer the special events approval process and issue permits.
- Coordinate special events on behalf of the Township e.g. Staff Appreciation Night, Staff BBQ, Awards, etc
- Conduct research on Parks and Recreation related policies and procedures
- Provide administrative and legislative support to the various committees of Council including assembly and disbursement of agendas, draft motions and minutes within required timeframes, schedule and coordinate delegations and preparation and scheduling of meeting rooms. (Recreation)
- Update and maintain Township's digital signage board and applicable content on the website.
- Provide administrative support to the administration department.

The implementation of the above program will result in a decrease in the number of bookings for the ice pad.

In December 2015, the Township automated the administration of facility bookings into Keystone's Facility Scheduler Module. This module facilitates the processing and reconciliation of payments for facility bookings. The implementation and use of this module was a recommendation in the Township's 2015 Audit Management Letter. Keystone also provides the Township with the ability to produce statistics regarding the utilization of the PCC and ORC including the gym and rink. Please note, at this time, when producing these reports, statistics include open gym and free skate times. The



statistics below have been adjusted to exclude open gym, free skate times and use by Whistlestop, Playgroup and YMCA.

Below is a summary of the number of bookings for each facility for the period of December 2015 to October 19, 2016:

<b>ORC – Gym</b>	<b>338</b>	<b>34 percent</b>
<b>ORC - Pad</b>	<b>124</b>	<b>12 percent</b>
<b>ORC – Ice</b>	<b>186</b>	<b>18 percent</b>
<b>PCC - AH, AM and Kitchen</b>	<b>358</b>	<b>36 percent</b>
<b>TOTAL</b>	<b>1006</b>	<b>100 percent</b>

Further, a manual calculation was completed to determine the ratio of Ice Rentals (one-time rentals\* versus league rentals). Of the approximate 186 seasonal ice rentals, 69% are one-time rentals.

**\*One-time rentals can include a rental by an individual multiple times but excludes league rentals**

Based on the above, there would be an approximate 69% reduction in the number of ice rentals, but an overall reduction in bookings of 12%. With rentals being comprised of approximately 70% of the job responsibilities, this equates to a reduction of 4.2 hours/week.

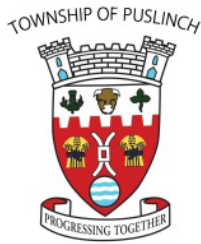
While there is a reduction of approximately 4.2 hours/week in staff resourcing needs for processing bookings for one-time ice rentals, it is recommended that this additional capacity be considered during the review of the administrative needs for the corporation.

## APPLICABLE LEGISLATION AND REQUIREMENTS

None.

## ATTACHMENTS

Schedule A	March 2, 2016
	March 16, 2016
	March 30, 2016
	April 13, 2016
	August 30, 2016
	October 27, 2016
Schedule B	Excerpt from Recreation and Parks Master Plan



## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Councillor Stokley  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Karen Landry, CAO/Clerk called the meeting to order at 10:30 a.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. REGULAR BUSINESS**

##### **1. Appointment of Chair**

Councillor Roth was appointed as Chair and assumed the role of Chair.

##### **2. Future Meeting Dates**

The Committee set the following meeting dates and times:

March 16, 2016 at 1:00 p.m.

March 30, 2016 at 1:00 p.m.

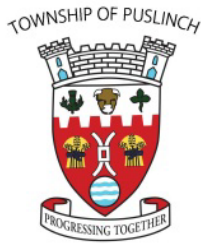
April 13, 2016 at 1:00 p.m.

April 27, 2016 at 1:00 p.m.

##### **3. Determination of Agenda Items**

The Committee requested that the following background information be provided for their review at the next meeting:

- Booking Data and Scheduling
- When ice is installed and removed
  - Temperature ranges



- Volume of bookings by Groups and Organizations versus Individuals
- Staff coverage
  - Volunteers versus staff
  - Summer and winter
- What is Prime Time and Non-Prime Time
- User Fees
  - Prime versus Non-Prime
- What time is provided for Shinny and Sticks and Pucks
  - Participation rates
- Staff feedback on nature of complaints received
- Statistics of combined Gym and Ice Rental

The Committee noted the following as future agenda items:

- Natural Rink versus Refrigeration
- Options to improve ice quality and extend the season
- Condensation issues during off ice season
- Other uses for the pad surface
- Equipment needs
- Promotion of the ORC
  - Sports Organizations
- Programming
- Staff resourcing and budget implications

#### **4. ADJOURNMENT**

The meeting adjourned at 11:21 a.m.

#### **5. NEXT MEETING**

Wednesday, March 16, 2016 at 1:00 p.m. in the Council Chambers.



## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Councillor Stokley  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Councillor Roth called the meeting to order at 1:00 p.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. APPROVAL OF MINUTES**

Moved by: Councillor Stokley      Seconded by: Kevin Johnson

That the ORCP Ad-hoc Committee minutes dated March 2, 2016 are hereby adopted.

CARRIED

#### **4. REGULAR BUSINESS**

##### **1. Background Information**

Members of the committee reviewed the background information provided with the agenda package and discussed the following:

- League Play usage is predominantly 18 years or older
- Game On is a primary user of the pad in the winter and summer
- When contemplating multiple booking discounts consideration needs to be given to the impacts on other facilities
- Donation Box
- Hourly expenses for prime-time versus non-prime time



## 2. Determination of Agenda Items

The Committee requested that the following background information be provided for their review at the next meeting:

- Booking Data and Scheduling for ice pad from the spring to fall
- Cost estimates for screening/curtains of pad to protect it from the weather elements
- Sticks and Pucks – proposed revised schedule for review
- User Fees
  - Non-Prime Time Ice Pad and Summer Pad Fees in other municipalities
- Cause for decrease in revenue for summer rentals between 2014 and 2015
- What account is the revenue for the YMCA Camp and the Farmers' Market allocated to the and respective amount

The Committee requested staff to Invite staff that are involved with the operations of the ORC and the volunteers to a meeting to provide input

Committee members will seek out contact information for seniors sports organizations that may be interested in utilizing the ice pad during non-prime time hours or during the off ice season.

The items noted below are matters to be considered at a future meeting:

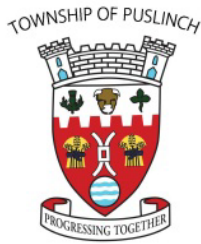
- Promotion of the ORC (Ice and Pad)
  - Sports Organizations
  - Direct marketing to organized leagues for seniors including hockey during non-prime times and future potential for early morning rentals
  - Minor hockey practice market
- Public Open House ?

## 5. **ADJOURNMENT**

The meeting adjourned at 2:25 p.m.

## 6. **NEXT MEETING**

Wednesday, March 30, 2016 at 1:00 p.m. in the Council Chambers.



## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Councillor Stokley  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Councillor Roth called the meeting to order at 1:00 p.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. APPROVAL OF MINUTES**

Moved by: Councillor Stokley      Seconded by: Kevin Johnson

That the ORCP Ad-hoc Committee minutes dated March 16, 2016 are hereby adopted.

CARRIED

#### **4. REGULAR BUSINESS**

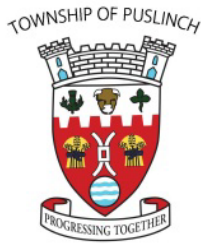
##### **1. Booking Data and Schedule for Pad – Off-Ice Season**

Members of the committee reviewed the booking data and schedule for the pad.

Staff were requested to obtain information:

- on the size of the arena in Minto;
- the nature of Minto's summer bookings;
- procedures followed by Minto for operating \$5 per person shinny
- Guelph's non-prime single skater rate

Staff were requested to use the banner on the Township's website to create greater awareness regarding the calendar.



2. Proposed Revised Schedule – Sticks and Pucks

The Committee reviewed the proposed revised schedule for sticks and pucks and were supportive of the proposed change.

3. User Fees – Information from other municipalities (non-prime time and summer)

The Committee reviewed the user fees of other municipalities. The Committee requested additional information as noted under Item 1 above.

The Committee noted that it is considering a non-prime rate for ice of \$55/hour inclusive of taxes. The Committee will revisit this rate after obtaining additional feedback.

4. Revenue – 2014 to 2015 change

The Committee reviewed the revenue information provided.

5. Revenue – Account Allocation YMCA and Farmers' Market

The Committee reviewed the revenue information provided.

6. Cost Estimates for Screening/Curtain

Don Creed informed the Committee that he is waiting to obtain cost estimates from Sun North.

7. Staff Input

The Committee reviewed the information provided.

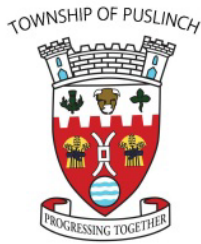
8. Public Open House

After discussion on how to best obtain public input regarding the ORC, Kevin Johnson will prepare a notice for review by the Committee at its next meeting.

9. Next Steps/Future Agenda Items

a. Promotion/Marketing Recommendations

This matter will be discussed further at a future meeting. It was noted that consideration should be given to business sponsorship during Christmas and utilization of the message board sign.



b. Volunteer/Staff Input

It was noted that staff and volunteers will be invited to provide feedback to the Committee at its meeting to be held on April 13, 2016.

c. Final Recommendation Report

This matter will be discussed at a future meeting.

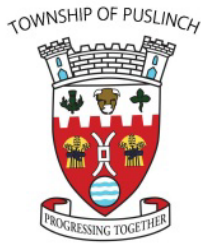
**5. ADJOURNMENT**

The meeting adjourned at 2:06 p.m.

**6. NEXT MEETING**

Wednesday, April 13, 2016 at 1:00 p.m. in the Council Chambers.





## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Councillor Stokley  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Richard Hoover, Facility Operator  
Marissa Herner, Legislative Assistant  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Councillor Roth called the meeting to order at 1:00 p.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. APPROVAL OF MINUTES**

Moved by: Councillor Stokley      Seconded by: Kevin Johnson

That the ORCP Ad-hoc Committee minutes dated March 30, 2016 are hereby adopted.

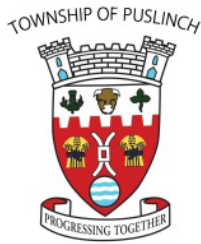
CARRIED

#### **4. REGULAR BUSINESS**

##### **1. Volunteer/Staff Input**

The Committee received input from the following individuals:

- Richard Hoover, Facility Operator
- Marissa Herner, Legislative Assistant
- Harry Janssen, Optimist
- Elgin Featherston, Optimist
- Ken Williams, Optimist
- June Williams



The following is a summary of the input received:

- Facility needs to be promoted more
- It is difficult to read the electronic sign as the message changes too quickly
- Get back to how the facility operated in the beginning
- Other facilities don't have dead time
- Open up more for Shinny – reference was made to the scheduling at the Buckhorn Sports Pad
- Supervision of Shinny can be challenging for some individuals
- Have schedule visible at the facility
- Scheduling of Shinny should be after 5:00 p.m. to provide sufficient time for students to go home after school and get back to the facility
- Need to go back to Shinny after 6:00 p.m. and beyond
- There needs to be Shinny for Puslinch children under 16
- The focus should not be on rentals
- Need to rent to hockey associations
- Optimist volunteers would prefer to be busier during the time they are volunteering
- Great facility
- Outdoor uniqueness
- Use of Sticks and Pucks and Shinny time is predominantly by individuals who reside outside Puslinch
- Important to be able to deliver what is promoted as inclement weather impacts the quality and availability of the pad in all seasons
- Utilization of the gym is good
- The gym and rink are often rented together for birthday parties
- Need to have structured time for free time skates, shinny and sticks and pucks
- Whatever structured times are put in place they need to remain consistent for the season in order to evaluate utilization – During the week in the evening 2 days Shinny and 3 days free skate
- Offer additional Shinny time in the morning and on weekends

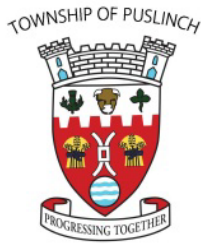
## 2. Review of Notice Seeking Public Input

The Committee reviewed the notice and Kevin Johnson will work with Marissa Herner to finalize the notice and to post it to the Township's website

## 3. User Fees Additional Information

Marissa Herner, provided additional information regarding the user fees for Minto and Guelph. Marissa Herner advised that she is waiting to receive additional information from staff at Guelph and Minto and will provide an update at the next meeting.

It was noted that Minto has:



- Two arena pads
- The rinks are enclosed and appear to be standard regulation size
- Summer bookings consist primarily of ball hockey and lacrosse. The website indicates the arena pad surface can be rented for events such as concerts, dances and galas
- Guelph's non-prime time single skater rate is typically utilized where a coach is offering additional time for one-on-one training. The rate is \$30.00 per person per hour to a maximum of 4 people. Bookings are made within a 24 hour period.

#### 4. Cost Estimates for Screening/Curtain

The Committee reviewed the information submitted by Don Creed from Sun-North Systems.

It was determined that members of the committee, staff and members of the optimist will visit sites in southern Ontario where curtains have been installed to discuss with those respective operators the benefits/drawbacks experienced. Further details will also be obtained from optimist members on other vendors who supply this product. The findings will be reported back to the Committee at its next meeting.

It was noted that should the Township proceed to install curtains around the ice pad that a public open house should be held to inform the residents of the project.

#### 5. Next Steps and Future Agenda Items

##### a. Promotion/Marketing Recommendations

This matter will be discussed further at a future meeting.

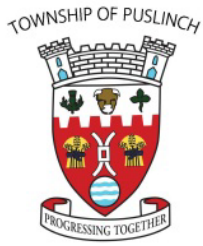
##### b. Final Recommendation Report

This matter will be discussed at a future meeting.

##### c. Future Meetings

It was determined to provide sufficient time to gather information for the next meeting that the April 27<sup>th</sup> meeting be rescheduled to May 11, 2016 at 1:00 p.m.

Councillor Stokley requested that discussion regarding a Coordinator Position be added as a future agenda item as previously noted.

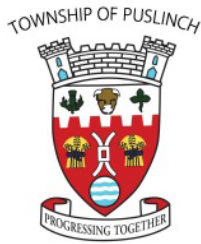


**5. ADJOURNMENT**

The meeting adjourned at 3:09 p.m.

**6. NEXT MEETING**

Wednesday, May 11, 2016 at 1:00 p.m. in the Council Chambers.



## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Councillor Roth called the meeting to order at 9:00 a.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. APPROVAL OF MINUTES**

Moved by: Councillor Roth

Seconded by: Kevin Johnson

That the ORCP Ad-hoc Committee minutes dated April 13, 2016 are hereby adopted.

CARRIED

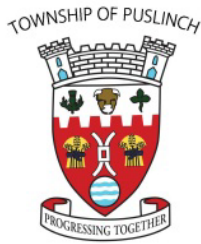
#### **4. REGULAR BUSINESS**

##### **1. Screening and Curtains – Correspondence from Ken Williams and Elgin Featherston**

The Committee reviewed the correspondence from Ken Williams and Elgin Featherston and determined that the proposed use of curtains are not the recommended course of action at this time for the following reasons:

- Costs and unknown on-going costs
- Aesthetics
- Unknown maintenance obligations
- Unknown impact on improving the situation

##### **2. Public Input**



The Committee through the online survey received the following input to increase utilization of the ORC pad:

- Arts festival – no charge to the public but charge a fee to each artist/stall
- Music nights – local bands could be featured. The Township could sell tickets to the events
- Community garage sale – people pay a fee to have a table
- Fundraiser tournaments – local sports organizations could run a tournament to raise funds for the facilities and perhaps in partnership with the Township

### 3. Promotion/Marketing

The Committee requested staff to include in the final recommendation report that staff:

- seek business sponsorship for the free skate opportunities provided during Christmas
- optimization of the message board sign
- work with the website service provider to create a banner on the website that links and creates awareness of the scheduling calendar

### 4. User Fees

The Committee requested staff to include in the final recommendation report that a non-prime rate for ice of \$55.00/hour inclusive of taxes be implemented.

### 5. Schedule – Free Skate

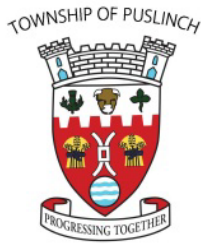
The Committee requested staff to include subject to a further report by staff to the Committee the following free skate schedule:

Senior	Monday to Friday	10:00 am to 11:00 am
Adult	Monday to Friday	12:00 pm to 1:00 pm
Kids/Family	Monday to Friday	3:00 pm to 5:00 pm
Free Skate	Saturday and Sunday	2:00 pm to 4:00 pm
Holiday Public Skate	December 26	Noon to 4:00 pm
	January 1	Noon to 4:00 pm

### 6. Schedule – Shinny

The Committee requested staff to include subject to a further report by staff to the Committee the following shinny schedule:

Ages 13 to 17	Sunday	5:00 pm to 6:00 pm
Ages 8 to 12	Tuesday	5:00 pm to 6:00 pm



Ages 5 to 7	Monday	5:00 pm to 6:00 pm
Adult	Monday to Friday	11:00 am to noon

7. Coordinator Position

The Committee did not support consideration of an additional recreation coordinator position to promote and implement programming for the Township. The Committee noted the Parks and Recreation Master Plan did not recommend that the Township get involved in programming.

8. Ice Resurfacer

The Committee subject to a further report from staff supported the replacement of the existing ice resurfacer with a smaller electric model and recommended seeking community funding opportunities.

9. Final Recommendation Report

The Committee requested staff to prepare:

- a final recommendation report for the Committee's consideration; and
- a report that proposes the Township:
  - continues to rent the facility during the summer
  - establishes a free skate and shinny schedule that accommodates the seasonal league bookings only
  - outlines any associated cost savings and revenue impacts if the Township were to implement these service changes

10. Future Meetings

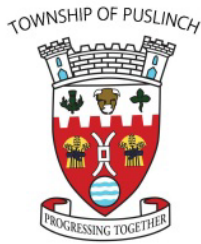
The next meeting will be scheduled at the call of the Chair upon completion of the requested reports. Staff will endeavour to have the reports completed for the committee's consideration by the end of September.

**5. ADJOURNMENT**

The meeting adjourned at 10:41 a.m.

**6. NEXT MEETING**

Call of the Chair



## **MINUTES**

### **MEMBERS PRESENT**

Councillor Roth, Chair  
Kevin Johnson

### **TOWNSHIP STAFF**

Don Creed, Director of Public Works and Parks  
Mary Hasan, Director of Finance  
Karen Landry, CAO/Clerk

#### **1. CALL TO ORDER**

Councillor Roth called the meeting to order at 4:00 p.m.

#### **2. DISCLOSURE OF PECUNIARY INTEREST**

None.

#### **3. APPROVAL OF MINUTES**

Moved by: Kevin Johnson

Seconded by: Councillor Roth

That the ORCP Ad-hoc Committee minutes dated August 30, 2016 are hereby adopted.

CARRIED

#### **4. REGULAR BUSINESS**

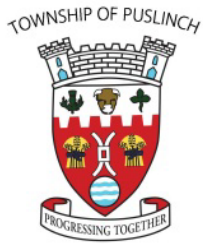
##### **1. Draft Report REC-2016-010 – ORC Pad Committee Recommendations**

The Committee reviewed the draft report, made revisions and finalized the contents of the report for presentation to the Recreation Committee and Council.

##### **2. Presentation to Recreation Committee and Council**

The Committee requested staff to convene a Special Recreation Committee for the purpose of providing them with the report. This will facilitate presentation of the report to Council at its meeting scheduled for November 9, 2016.





**5. ADJOURNMENT**

The meeting adjourned at 4:47 p.m.

**6. NEXT MEETING**

Not Applicable

TOWNSHIP OF PUSLINCH  
**Recreation & Parks Master Plan**

- Ongoing staff training and development to provide exceptional customer service, compliance with legislative requirements, etc.; and
- Engaging the community in meaningful dialogue through planning, decision-making, and service delivery processes.

**Recommendation**

1. Continue to serve as a provider of space for parks and recreation opportunities within Puslinch by offering the community access to core indoor and outdoor facilities (through free use, rental, or other agreement).

**6.2 Programming**

The Township does not currently have a direct role in programming. Other service providers such as YMCA-YWCA of Guelph and community groups offer these opportunities, while the Township is primarily responsible for facility provision, rentals, and maintenance. This model is typical of most small rural communities, but increasing pressure to maximize facility utilization and improve the financial bottom line provides an opportunity to rationalize the Township's role in program delivery.

Several program providers serving people of all age groups currently exist in the Township and surrounding municipalities. A summary of local organizations and the programs they provide has been compiled and is provided in Section 5.4 and Appendix E of this Master Plan. This inventory represents a good starting point in maintaining an inventory of recreational opportunities available in the Township. It is recommended that the Township continue to improve this inventory in order to maintain an updated portfolio of recreation activities in the area. In addition, through activating the proposed community development role, the Township should have regular contact with various community partners (e.g., YMCA, Wellington-Dufferin-Guelph Public Health / in motion, Wellington County Library, Guelph/Wellington Volunteer Centre, Wellington County Social Services, Guelph Wellington Seniors Association, school boards, etc.) – either collectively (e.g., through committees, working groups, etc.) or individually – to identify potential opportunities for community-led programming and facility rentals, with an emphasis on low cost options for older adults/seniors and children/youth.

In terms of programming, types of offerings vary widely from community to community across the province. The following are the most common categories:

- Special events – typically free and open to all that wish to attend – are the most basic form of programming that is commonly offered amongst the municipal sector. The Township of Puslinch does not directly plan any special events, but does host several that are organized by local groups, such as the Aberfoyle Fall Fair, Winter Classic, and Canada Day.
- Drop-in programming – open times during which free or low cost structured or unstructured activity takes place, often with little instruction and/or direct supervision – is becoming increasingly common as it is responsive to busy schedules and is often accepting of a wide range of skill levels. The Township of

TOWNSHIP OF PUSLINCH  
**Recreation & Parks Master Plan**

Puslinch offers drop-in times for sports such as “sticks and pucks” and basketball at the ORC.

- Registered programs – those requiring advance sign-up and often led by a paid instructor (paid for partially or fully through a registration fee) – represent the most sophisticated form of programming. Registered programs may be one-time or a series of sessions and typically require a minimum participant threshold in order to run. The Township of Puslinch does not offer any registered programs, although some are managed by community groups that rent municipal facilities. Examples of registered programs offered in other municipalities include swimming and skating lessons, arts and dance classes, summer camps, and a wide range of special interest courses such as computers, photography, cooking, specific sports, and much more.

Depending on the type of programming offered, the development of a municipal program function would come with it the need for additional staff resources, something in short supply in the Township. For example, registered programs for youth and/or older adults would require instructional and clerical support and would likely require ongoing municipal subsidies in order to encourage usage and maintain affordability to the user.

Costs aside, the abundance of quality program opportunities in adjacent urban municipalities (particularly registered programs), combined with options offered by local volunteer organizations (e.g., sports groups, service clubs, etc.) and service providers, suggest that Township residents have reasonable access to a wide variety of program opportunities.

Given this and the level of risk associated with registered programming, we cannot recommend that the Township take on a direct programming role at this time. Instead, where resources and availability allows, additional efforts may be taken to offer a growing complement of drop-in programs or times (particularly at the ORC gymnasium, which has a dedicated staff presence), as well as non-registered special or one-time events. As outlined in the previous section, the Township should also play a stronger role in encouraging and promoting the programs of those community service providers that utilize municipal facilities.

In examining activity demands, it is important to note that the Township's population base is growing (slowly), but also aging. The older adult and senior age groups will become more important markets over time due to the aging baby boomer demographic. Trends suggest that there are a growing number of older adults participating in active recreational activities (e.g., zumba, pole walking, dance, etc.), thereby creating new demands for expanded and emerging activities.

In playing a supporting role in program delivery, the Township must work to facilitate and promote the provision of third-party active living, sport, and community activities in its facilities and parks. One opportunity to do so is through participation in “Guelph in motion”, a regional collaborative developed out of a partnership between Wellington County, Dufferin County, and the City of Guelph that aims to address physical inactivity

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
9:00 AM	Closed							
:30								
10:00 AM	Senior Skate 10-11	Senior Skate 10-11	Senior Skate 10-11	Senior Skate 10-11	Senior Skate 10-11	Parents and Tots with sticks 10-12	Shinny (ages 13-17) 10-11:30	
:30								
11:00 AM			Adult Skate 11-12	Adult Skate 11-12		Family/ Open Skate 12-5		
:30	Adult Skate 11-12	Adult Skate 11-12			Adult Skate 11-12			
12:00 PM	Adult Shinny 12-1	Adult Shinny 12-1	Adult Shinny 12-1	Adult Shinny 12-1	Adult Shinny 12-1	Family/ Open Skate 12-5	Family/Open Skate 12-4	
:30								
1:00 PM	Family/Open Skate 1-5	Family/Open Skate 1-4	Family/Open Skate 1-5	Family/Open Skate 1-5	Family/Open Skate 1-5	Family/ Open Skate 12-5	League Booking: 4-5	
:30								
2:00 PM								
:30								
3:00 PM								
:30		League Booking: 4-5						
4:00 PM							League Booking: 4-6	
:30								
5:00 PM	Sticks and Pucks (ages 5-7) 5-6:30	Sticks and Pucks (Ages 8-12) 5-6:30	Shinny (ages 13-17) 5-6:30	Ice Maintenance	Sticks and Pucks (Ages 8-12) 5-6:30	Sticks and Pucks (ages 5-7) 5-6:30	Family/Open Skate 6-7	
:30			League Booking: 6:30-10:30	League Booking: 6-7		Ice Maintenance		
6:00 PM	Family Skate 6:30-7:30	League Booking: 6:30-7:30			7-8 pm	Adult Shinny (ages 18+) 6:30-8	Cloesd 7 PM	League Booking: 7-8
:30								
7:00 PM								
:30	Adult Shinny (ages 18+) 7:30-9	Ice Maintenance 7:30-8:30		League Booking 8-9	Ice Maintenance -8:30			
8:00 PM		League Booking: 8:30-9:30			League Booking: 8:30-10		League Booking: 8-9	
:30								
9:00 PM	Ice Maintenance 9-10	Ice Maintenance		League Booking: 9-10			Ice Maintenance 9-10	
:30								
10:00 PM	Closed 10 PM			Closed 10 PM			Closed 10 PM	
:30								

Legend				
League Rentals	Family Skate	Sticks & Pucks (5-7)	Adult Skate	Adult Shinny - Ages 18 +
Senior Skate	Ice Maintenance	Sticks & Pucks (8-12)	Parents & Tots	

## 2017/2018 Ice Schedule

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Parents & Tots with Sticks 10am-12pm	Shinny 13-17 10am-11:30am	
Adult Skate 11am-12pm	Adult Skate 11am-12pm	Adult Skate 11am-12pm	Adult Skate 11am-12pm	Adult Skate 11am-12pm		Family Skate 11:30am-4:30pm	
Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Family Skate 12pm-7pm		
Family Skate 1pm-5pm	Family Skate 1pm-5pm	Family Skate 1pm-5pm	Family Skate 1pm-6pm	Family Skate 1pm-5pm			Stick & Puck 5-7 4:30pm-6pm
Family Skate 6:30pm-7:30pm	Family Skate 6:30pm -8pm	League Rental 6:30pm-10:30pm	League Rental 6pm-7pm	Adult Shinny 6:30pm-8pm	Family Skate 6pm-7pm		
Adult Shinny 7:30pm-9pm			Family Skate 7pm-8pm				
League Rental 9pm-10pm	League Rental 8pm-9pm		Ice Maintenance 8pm-9pm	Ice Maintenance 8pm-8:30pm	Closed @ 7pm	Closed @ 7pm	
	Ice Maintenance 9pm-10pm		League Rental 9pm-10:30pm	League Rental 8:30pm-10pm			

Day of the Week	Senior Skate		Adult Skate		Parents & Tots		Sticks & Pucks(5-7)		Sticks & Pucks (8-12)		Shinny (13-17)		Adult Shinny		Family/Open Skate	
	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018
Monday	5	11	10	7	-	-	65	44	-	-	-	-	100	127	203	194
Tuesday	6	7	13	14	-	-	-	-	76	89	-	-	46	25	172	186
Wednesday	12	17	15	20	-	-	-	-	-	-	85	51	42	52	218	241
Thursday	12	3	15	11	-	-	-	-	-	-	-	-	40	30	366	292
Friday	5	7	8	17	-	-	-	-	118	78	-	-	138	156	215	161
Saturday	-	-	-	-	37	48	48	-	-	-	-	-	-	-	210	260
Sunday	-	-	-	-	-	-	-	39	-	-	27	48	-	-	420	471
TOTALS	40	45	61	69	37	48	113	83	194	167	112	99	366	390	1804	1805
GRAND TOTALS	85		130		85		196		361		211		756		3609	

2016/2017

2017/2018

8 Week Season

10 Week Season

2020	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday				
10:00 am	Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Senior Skate 10am-11am	Parents & Tots with Sticks 10am-12pm	Adult Shinny 10am-11am				
10:30 am							Private Rental 11am-12pm				
11:00 am	Adult Skate 11am-12pm	Adult Skate 11am-12pm	Adult Skate 11am-12pm	Adult Skate 11am-12pm							
11:30 am											
12:00 pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Adult Shinny 12pm-1pm	Private Rental 12pm-1pm	Private Rental 12pm-1pm				
12:30 pm											
1:00 pm	Family Skate 1pm-5pm	Family Skate 1pm-5pm	Family Skate 1pm-4pm	Family Skate 1pm-5pm	Family Skate 1pm-5pm	Family Skate 1pm-5pm	Family Skate 1pm-5pm				
1:30 pm											
2:00 pm			League Rental								
2:30 pm											
3:00 pm			League Rental								
3:30 pm											
4:00 pm											
4:30 pm											
5:00 pm	Stick & Puck Ages 5-7 5pm-6pm	Stick & Puck Ages 8-12 5pm-6pm	Youth Shinny Ages 13-17 5pm-6:00pm	Private Rental 5pm-6pm	Stick & Puck Ages 5-7 5pm-6:30 pm	Stick & Puck Ages 8-12 5pm-6:30pm	Youth Shinny Ages 13-17 5pm-6:30pm				
5:30 pm											
6:00 pm	League Rental	League Rental	Ice Maintenance	League Rental	Ice Maintenance	Ice Maintenance	Ice Maintenance				
6:30 pm			League Rental								
7:00 pm	Family Skate 7pm-8pm	Family Skate 7pm-8pm	League Rental	League Rental	Family Skate 7pm-8pm	CLOSED	Family Skate 7pm-8pm				
7:30 pm											
8:00 pm	League Rental	League Rental		Private Rental 8pm-9pm	Ice Maintenance		Private Rental 8pm-9pm				
8:30 pm					League Rental						
9:00 pm	Private Rental 9pm-10pm			League Rental			Private Rental 9pm-10pm				
9:30 pm											
10:00 pm	CLOSED	CLOSED		CLOSED	CLOSED		CLOSED		CLOSED		
10:30 pm											

\* February 15, 16 and 17 Family Day Schedule. Please check <http://optimistclubofpuslinch.com/images/Opt%20WCS2019.pdf> for full details.