



REPORT FIN-2021-036

TO: Mayor and Members of Council

FROM: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: November 17, 2021

SUBJECT: 2022 Proposed Operating Budget
File No. F05 BUD

RECOMMENDATIONS

THAT Report FIN-2021-036 regarding the 2022 Proposed Operating 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 2022 Operating Budget and funded by Taxation Levy; and

That Council authorize pre-budget approval of \$74,424 for the proposed new Equipment Operator position in order to commence recruitment; and

That Council authorize a cost of living adjustment of 4.00% to be implemented effective January 1, 2022 as outlined in Report FIN-2021-036; and

That Council approves the 2022 one-time base budget increases amounting to \$6,019 as outlined below:

Description	2022 One-Time Budget Increase	Approved Base Budget Increase
Microsoft Office 365 Email Licenses – One-Time Implementation Costs	\$2,519	
Fire Safety Boots Allowance every 2 years	\$3,500	

That Council approves the 2022 permanent base budget increases amounting to \$9,575 as outlined below:

Description	2022 Permanent Budget Increase	Approved Base
Microsoft Office 365 Email Licenses – Annual Recurring Costs	\$1,275	
Fire Safety Boots Allowance every 2 years	\$3,500	
Parks and Facility Advertising	\$4,800	

DISCUSSION

Purpose

The purpose of this report is to:

- 1.) Provide Council with information regarding the 2022 Proposed Operating Budget. The 2022 Proposed Operating Budget is included as Schedule A to this report. The 2022 Proposed Expense, Reserve Transfers, and Revenue Summary is included as Schedule B to this report.

Background

Council received Report FIN-2021-034 – 2022 Proposed Capital Budget at the October 27, 2021 Capital Budget Meeting.

The senior leadership team was provided with the budget model to complete their base operating budgets in October 2021 in collaboration with the Director of Finance/Treasurer. The base operating budget includes adjustments for previous and current year actuals, unavoidable documented base budget costs, and Council approved new projects, initiatives and service levels.

All proposed operating base budget increase requests due to new projects, initiatives, and service levels which have not been previously approved by Council include a base budget increase request which has been reviewed by the Chief Administrative Officer and the Director of Finance/Treasurer prior to being presented to Council.

Report ADM-2021-043 – June 29, 2021 Special Council Meeting – Budget Review and Looking Forward to 2022

Council at its Special Council Meeting held on June 29, 2021 passed the following Council Resolution No. 2021-197:

THAT Report ADM-2021-043 entitled 2021 Budget Review and Looking Forward to 2022 be received; and

That staff be directed to prepare the 2022 budget considering the comments provided in the report; and

That staff bring forward a Budget Development and Control policy at the September 22, 2021 Council Capital Budget Meeting.

All operating items associated with Report ADM-2021-043 have been summarized in the table below:

Report ADM-2021-043	Staff Comments
Any increase or decrease to service levels or addition of new Township capital infrastructure requires an analysis of resource and operating cost impacts	<p>This policy requirement is incorporated in the Budget Development and Control Policy approved by Council at its October 27, 2021 Council Meeting.</p> <p>The Puslinch Community Centre (PCC) Park Renovation and Upgrade itemized capital costing will include an estimate of operating budget implications associated with each new infrastructure.</p>
Increasing snow plowing frequency and increased tree maintenance	The www.EngagePuslinch.ca 2022 proposed budget survey includes a survey question regarding ranking the highest overall priorities for Council to consider for the Township including increased service levels in Public Works.
Recreational programming	<p>The www.EngagePuslinch.ca 2022 proposed budget survey includes a survey question regarding ranking the highest overall priorities for Council to consider for the Township including access to recreation programming.</p> <p>The Township obtained information from Guelph Eramosa Township who offers the following municipally led recreation programming and participant numbers:</p> <p>Pickleball (10 to 15), Nordic Pole Walking (5), Chess, Cooking Classes (10), Gentle Walk and Movement (3), Shuffleboard (8), Enabling Garden Club (5), Darts (4), Games for the Brain (6), Euchre, Bocce Ball (5), Educational Workshops (average of 10), Crafting Workshops (5), Silver Screening (8), Bingo (6), Hand Stitching (6), Art Workshops (10), Music in the Garden (40), Yoga (10 to 15), Cardio Core (7), Cardio Sculpt Intervals (6), Strength and Stretch (12), Bands and Bells (12), Yoga 55 (7), DDPY (15 to 32), Benefits of Bone fitness (12), Sitfit (7), Use it Lose it Tone it up (29), Music 'N' Motion (12), Stroller Fit, Family Yoga, Walking Soccer (10 to 12), Remote Control Airplanes (5 to 7), Tot 'N' Play, 55+ Soccer, Indoor Golf Range, Women's Recreation Soccer, Coed Slo Pitch League, Pole Walking Workshops.</p>

	<p>The number of staff required for each program include 14 part-time staff, 1 full-time staff, and 2 seasonal staff. There are also many volunteers and special guest speakers that assist with this programming.</p> <p>The Township of Guelph Eramosa also has external organizations (similar to the Township of Puslinch) who offer recreation programming and book the Township's facilities:</p> <p>Summer Camps, Soccer, Baseball, and Adult Recreational Leagues.</p>
Sign by-law updated to reflect Wellington County by-law for consistency	Proposed Corporate work plan Item for 2023)
Digitally archiving current paper records	Currently in the Corporate work plan for 2021 and 2022
www.EngagePuslinch.ca Website	Implemented and created www.EngagePuslinch.ca in 2021. 2021 projects on www.EngagePuslinch.ca include Grant Application Policy, User Fees and Charges, Budget, Photo Competition, Good News Stories, Puslinch Safe Communities Program, and Puslinch Heritage Register initiative.
Minister Zoning Orders	Currently worked on with the County of Wellington and to be incorporated in the Corporate work plan for 2022.
Greenbelt	Submitted Township and County comments in 2021 and to be incorporated in the Corporate work plan for 2022.
Broadband Connectivity	Township staff will continue to seek funding opportunities for the Broadband Coordinator position as recommended in the 2020 Broadband Strategy and this item will continue to be incorporated in the Corporate work plan for 2022.
KPMG Review next steps	The Chief Administrative Officer (CAO) continues to work on this item with local CAO's and this item will continue to be incorporated in the Corporate work plan for 2022. The Township continues to implement shared service delivery opportunities as they arise with the other County-wide municipalities.
Natural gas services across Township	The CAO is working with the Province and the providers to determine what opportunities exist and this item will continue to be incorporated in the Corporate work plan for 2022.

The 2022 proposed operating budget includes the following:

- 1.) Increases in salaries, benefits, and shared service agreement costs based on the following previously approved Council service levels:

- Addition of a part-time Crossing Guard
 - Addition of a full-time Equipment Operator
 - Implementation of a Shared Service Agreement for a Human Resources Coordinator with the Township of Centre Wellington (ie. change from a contract service budgeted at 7.5 hours per week to a shared full-time position)
 - Addition of a Full-Time By-law Enforcement Officer (ie. change from a contract service budgeted at 16 hours per week to a full-time position).
- 2.) 4% cost of living adjustment (COLA) as recommended in Report FIN-2021-036.
- 3.) Base budget costs related to:
- Salary grid movements
 - Increase in Ontario Minimum Wage rate of \$15.00 per hour effective January 1, 2022
 - 2022 Municipal Election
 - Training for all Committees of Council
 - Mandatory employer benefits
 - Cell phone replacements
 - Fuel
 - Implementation of fibre internet in the Township's Municipal Office
 - Additional signs installed due to changes in Parking By-law require annual reflectivity testing
 - Other base budget contract cost increases.
- 4.) Increase in Membership and Subscription Fees of \$5,000 related to the Top Aggregate Producing Municipalities of Ontario corporate Township membership. Township staff are seeking Council's direction as to whether this membership should be budgeted on an annual recurring basis or whether this membership cost is a one-time cost.
- 5.) Reductions in insurance premium costs budgeted for 2022 based on 2021 actuals including a 5% estimated increase for 2022.
- 6.) \$22,029 for the Grant Application Program in accordance with the dollar threshold noted in the Grant Application Policy of 0.50% of the previous year's taxation levy per calendar year.
- Council at its meeting held on November 25, 2020 through Council Resolution No. 2020-346 directed staff to incorporate the Puslinch Lake Conservation Association grant application in the Township Grant Policy for future years.
 - Staff are seeking Council's direction in Report FIN-2021-039 as to the approved grant funding allocations for 2022.

The 2022 proposed operating budget excludes the following:

- 1.) Any tax levy increases associated with the proposed 2022 operating base budget increases as summarised below and attached as Schedule C to this Report:

Outlined below are the 2022 one-time base budget increases proposed amounting to \$6,019:

Description	2022 One-Time Budget Increase	Proposed Base Budget Increase
Microsoft Office 365 Email Licenses – One-Time Implementation Costs	\$2,519	
Fire Safety Boots Allowance every 2 years	\$3,500	Note A

Outlined below are the 2022 permanent base budget increases proposed amounting to \$9,575:

Description	2022 Permanent Budget Increase	Proposed Base Budget Increase
Microsoft Office 365 Email Licenses – Annual Recurring Costs	\$1,275	
Fire Safety Boots Allowance every 2 years	\$3,500	Note A
Parks and Facility Advertising	\$4,800	

Note A: Please note, this was a base budget increase requested as part of the 2021 budget. Staff have obtained further information as to the priority of this request for 2022 as summarized in the Base Budget Increase form attached as Schedule C to this Report.

2.) 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.

Discretionary Reserve Contributions - Budget

The table below provides a comparison of the discretionary reserve contributions in the 2022 proposed budget compared to the 2021 approved budget:

Discretionary Reserve	2021 Approved Budget	2022 Proposed Budget	Notes
Insurance Contingency	\$25,000	\$10,000	Proposed 2022 contribution decrease relates to reasonable balance in the reserve as of April 30, 2021 of \$84K
Legal Contingency	\$50,000	\$0	Township staff are recommending a \$0 contribution as the current balance in the reserve as of April 30, 2021 of \$232K is sufficient.
Elections	\$13,750	\$13,750	
Asset Management	\$1,197,266	\$1,262,300	
Information Technology	\$10,000	\$10,000	
Gravel Roads Improvement	\$157,800	\$157,800	
Aggregate Levy	\$240,000	\$262,900	Proposed 2022 contribution increase relates to phasing of the operating aggregate levy to the capital budget.
Total	\$1,693,816	\$1,726,750	

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 2022 COLA is proposed to be 1.90%.

The average approved COLA in these municipalities in comparison to the Township's approved COLA from 2016 to 2021 is summarized below:

	County	Average Approved COLA – Compensation Review Comparators	Township Approved COLA
2016	2.00%	1.55%	1.20%

2017	2.00%	1.54%	1.50%
2018	2.00%	1.70%	1.69%
2019	2.00%	2.14%	2.33%
2020	2.00%	1.69%	1.90%
2021	1.90%	0.88%	0% due to COVID-19 and its associated financial pressures.

Outlined below is the wording from the Budget Development and Control Policy approved by Council at the October 27, 2021 Council Meeting and based on previous Township practice:

The Director of Finance/Treasurer or designate will determine and incorporate in the base operating budget a cost of living adjustments (COLA) based on:

- i. The Consumer Price Index (CPI) for Ontario from August to August and*
- ii. the COLA determined by comparator municipalities surveyed in the Township's Compensation Review.*

CPI increased by 4% from August 2020 to August 2021¹.

The following table shows that many municipalities have not approved the COLA for 2022 but also shows that many use CPI as a benchmark.

¹ 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](#)

Municipality	2016	2017	2018	2019	2020	2021	2022	Comments
Blandford Blenheim	1.20%	1.50%	1.50%	3.10%	1.90%	0.10%	4.00%	Proposed - Ontario CPI increase - August to August.
Centre Wellington	1.90%	1.55%	1.64%	1.77%	1.89%	0.00%	2.20%	Based on Staff Association 3-year agreement.
Clearview	N/A	N/A	N/A	1.80%	1.75%	1.75%	1.75%	Approved – determined during collective agreement bargaining.
Erin	1.90%	0.75%	1.70%	1.90%	1.90%	0.00%	2.00%	Proposed
Grey Highlands	N/A	N/A	N/A	1.70%	1.70%	0.60%	4.40%	Proposed – based on CPI and surrounding municipalities.
Guelph Eramosa	1.70%	1.50%	1.70%	2.20%	1.70%	0.70%	4.40%	Proposed - Based on 3rd quarter CPI
Mapleton	N/A	2.00%	1.30%	2.90%	1.90%	0.00%	4.10%	Proposed – Based on August 2021 Ontario CPI
Minto	1.00%	1.50%	2.00%	2.00%	2.00%	0.50%	Not available	Based on CPI for the month of October.
Mono	1.70%	1.70%	1.70%	2.20%	2.00%	1.00%	2.40%	Proposed – Based on Ontario CPI average monthly increases over the past 12 months: Oct to Sept.
Wellesley	1.50%	1.75%	1.70%	2.50%	1.70%	0.70%	Not available	Based on October 2020 to October 2021 Ontario CPI
Wellington North	1.50%	1.60%	2.10%	1.90%	0.00%	3.20%	2.00%	Proposed - Based on CPI forecast.
Woolwich	N/A	N/A	N/A	1.75%	1.85%	1.95%	Not available	Currently in collective agreement negotiations.
Average	1.55%	1.54%	1.70%	2.14%	1.69%	0.88%	3.03%	
Puslinch	1.20%	1.50%	1.69%	2.33%	1.90%	0.00%	4.00%	Proposed - Ontario CPI increase - August to August.

Memberships and Associations Budget

Attached as Schedule D 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 2022 proposed operating budget:

- Administration - Top Aggregate Producing Municipalities of Ontario - \$5,000
- Building – Canadian Farm Builders’ Association - \$130
- Heritage Committee – Community Heritage Ontario and Ontario Historical Society - \$212

FINANCIAL IMPLICATIONS

Discussed throughout this report.

APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – 2022 Proposed Operating Budget

Schedule B – 2022 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C – 2022 Proposed Operating Base Budget Increases

Schedule D – Memberships and Associations Budget

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Administration							
Expenditures							
		FT Wages	\$189,764	\$258,474	\$250,171	\$389,722	\$421,832
		PT Wages	\$16,870	\$0	\$351	\$0	\$8,432
		OT Wages	\$1,300	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$35,920	\$44,587	\$46,878	\$69,096	\$75,381
		PT Wage Related Expenses	\$2,150	\$0	\$26	\$0	\$832
		Manulife Benefits	\$18,024	\$14,280	\$25,003	\$45,476	\$37,646
		WSIB	\$6,860	\$6,290	\$7,412	\$10,407	\$11,392
		Office Supplies & Equipment	\$2,463	\$1,027	\$1,402	\$1,200	\$1,200
		Communication (phone, fax, internet)	\$1,590	\$1,136	\$1,062	\$1,772	\$1,616
		Professional Fees - Legal	\$40,314	\$25,573	\$27,807	\$19,500	\$19,500
		Professional Fees - Engineering	\$16,123	\$12,471	\$44,965	\$44,422	\$44,423
		Events and Other	\$8,769	\$2,403	\$229	\$10,775	\$11,075
		Mileage	\$948	\$36	\$0	\$1,500	\$1,000
		Professional Development	\$10,789	\$4,886	\$4,698	\$26,075	\$25,540
		Membership and Subscription Fees	\$9,838	\$6,652	\$10,676	\$11,991	\$16,133
		Employee Travel - Meals	\$25	\$0	\$0	\$100	\$100
		Employee Travel - Accom/Parking	\$1,450	\$0	\$0	\$800	\$800
		Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
		Insurance	\$58,949	\$42,084	\$15,801	\$54,188	\$32,890
		Advertising	\$5,786	\$2,176	\$2,586	\$2,250	\$2,510
		Professional Fees - Ground Water Monitoring	\$4,259	\$3,810	\$4,210	\$3,500	\$4,000
		Contract Services	\$74,829	\$7,486	\$15,829	\$36,121	\$51,258
		Clothing, Safety Allowance	\$0	\$0	\$595	\$0	\$750
		Expenditures Total	\$507,020	\$433,370	\$459,701	\$729,893	\$769,310
ReserveTransfers							
		Contribution to Legal Contingency	\$50,000	\$50,000	\$50,000	\$50,000	\$0
		Transfer from Legal Contingency	-\$63,181	\$0	\$0	\$0	\$0
		Contribution to Insurance Contingency	\$25,000	\$25,000	\$25,000	\$25,000	\$10,000
		Transfer from Insurance Contingency	-\$6,809	-\$5,000	-\$5,000	-\$10,000	-\$10,000
		ReserveTransfers Total	\$5,010	\$70,000	\$70,000	\$65,000	\$0

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Revenues					
		Agreement, Commissioner and FOI, Photocopies	-\$1,611	-\$404	-\$6,685	-\$1,300	-\$6,000
		Eng., Env., and Legal Recoveries	-\$3,603	-\$4,965	-\$25,631	-\$3,500	-\$10,000
		Recoveries from Staff Events	-\$343	-\$16	\$0	-\$1,300	-\$1,300
		Nestle Agreement	\$0	-\$500	\$0	-\$500	-\$500
		Other recoveries	\$0	-\$9	\$0	-\$500	-\$500
		Ontario Cannabis Legalization Implementation Fund	-\$15,000	\$0	-\$5,000	\$0	\$0
		Revenues Total	-\$20,557	-\$5,893	-\$37,315	-\$7,100	-\$18,300

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Building							
	Expenditures						
		FT Wages	\$188,586	\$183,415	\$188,349	\$277,118	\$305,788
		PT Wages	\$6,104	\$1,043	\$0	\$0	\$0
		OT Wages	\$0	\$321	\$0	\$500	\$500
		FT Wage Related Expenses	\$33,403	\$32,835	\$35,707	\$49,844	\$55,497
		PT Wage Related Expenses	\$281	\$87	\$0	\$0	\$0
		Manulife Benefits	\$18,607	\$20,700	\$25,799	\$33,907	\$30,846
		WSIB	\$6,013	\$5,734	\$5,768	\$8,157	\$8,805
		Computer Software & Hardware	\$1,776	\$741	\$131	\$1,000	\$1,000
		Office Supplies	\$3,574	\$1,585	\$1,404	\$3,000	\$3,000
		Fuel	\$1,581	\$780	\$0	\$1,500	\$1,613
		Vehicle Maintenance	\$473	\$0	\$322	\$500	\$500
		Postage	\$2,012	\$1,889	\$404	\$3,000	\$2,000
		Communication (phone, fax, internet)	\$3,384	\$1,559	\$2,340	\$2,435	\$4,574
		Professional Fees - Legal	\$16,542	\$11,993	\$15,114	\$20,000	\$20,000
		Professional Fees - Audit	\$6,411	\$6,411	\$6,411	\$6,600	\$6,600
		Professional Fees - Engineering	\$218,208	\$212,874	\$51,245	\$70,000	\$70,000
		Mileage	\$189	\$0	\$4	\$500	\$500
		Professional Development	\$3,200	\$3,762	\$2,007	\$17,850	\$17,850
		Membership and Subscription Fees	\$2,265	\$442	\$3,133	\$3,179	\$4,701
		Employee Travel - Meals	\$0	\$0	\$0	\$500	\$500
		Employee Travel - Accomodations	\$277	\$0	\$0	\$1,500	\$1,500
		Insurance	\$18,066	\$11,889	\$4,520	\$12,484	\$6,511
		Advertising	\$1,168	\$1,688	\$892	\$1,715	\$1,715
		Vehicle Plates	\$120	\$0	\$0	\$120	\$120
		Contract Services	\$32,179	\$23,583	\$39,309	\$49,611	\$53,304
		Clothing, Safety Allowance	\$195	\$108	\$142	\$720	\$720
		Emergency Management	\$1,095	\$460	\$344	\$457	\$457
		Municipal Office Costs Recovered from Building Departme	\$20,329	\$17,876	\$0	\$20,100	\$20,628
		Bank Service Charges	\$3,538	\$5,370	\$4,293	\$3,500	\$5,400
		Expenditures Total	\$589,577	\$547,144	\$387,639	\$589,798	\$624,627
		ReserveTransfers					

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Contribution to Building Surplus RF	\$0	\$0	\$278,373	\$0	\$0
		Transfer from Building Surplus RF	-\$110,485	-\$51,041	\$0	-\$147,593	-\$132,738
		ReserveTransfers Total	-\$110,485	-\$51,041	\$278,373	-\$147,593	-\$132,738
		Revenues					
		Online Service Fee	-\$944	-\$2,831	-\$642	-\$2,000	-\$3,000
		Reproduction of Drawings Fees	-\$100	-\$255	-\$520	-\$156	-\$292
		Other recoveries	\$0	\$0	-\$3,000	-\$500	-\$500
		Designated Structures Permit	-\$1,248	-\$848	-\$2,148	-\$1,724	-\$1,756
		Tent or Marquee Application Fee	-\$1,560	-\$852	-\$1,512	-\$1,080	-\$1,320
		Transfer of Permit	\$0	\$0	-\$161	-\$161	-\$164
		Revision to Approved Plans	-\$7,910	-\$6,042	-\$5,653	-\$6,460	-\$6,580
		Alternative Solution Application	\$0	\$0	-\$518	-\$518	-\$528
		Residential Building Permits	-\$367,508	-\$394,324	-\$541,956	-\$341,712	-\$380,000
		Institutional, Commercial & Industrial Building Permits	-\$38,469	-\$24,052	-\$14,273	-\$30,500	-\$31,080
		Farm Building Permits	-\$18,141	-\$16,939	-\$28,223	-\$15,000	-\$17,730
		Demolition Permits	-\$2,652	-\$954	-\$1,127	-\$1,932	-\$1,968
		Occupancy Permits	-\$6,708	-\$8,778	-\$9,982	-\$6,923	-\$7,708
		Sign Permits	\$0	-\$1,590	-\$1,076	-\$1,076	-\$1,096
		Septic System Permit - New	-\$31,200	-\$35,616	-\$47,794	-\$30,362	-\$32,900
		Septic System Permit - Alter	-\$2,340	-\$2,862	-\$7,267	-\$1,940	-\$4,940
		Inspection of works not ready	-\$312	-\$159	-\$161	-\$161	-\$328
		Revenues Total	-\$479,092	-\$496,102	-\$666,012	-\$442,205	-\$491,890

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
By-law							
	Expenditures						
		PT Wages	\$9,291	\$9,146	\$0	\$700	\$700
		PT Wage Related Expenses	\$665	\$771	\$0	\$0	\$0
		WSIB	\$252	\$292	\$0	\$0	\$1,482
		Office Supplies	\$57	\$199	\$40	\$150	\$150
		Signage - 911 Signs	\$2,157	\$7,234	\$1,620	\$500	\$1,800
		Communication (phone, fax, internet)	\$0	\$291	\$1,325	\$636	\$1,292
		Professional Fees - Legal	\$24,875	\$41,900	\$27,599	\$30,000	\$30,000
		Professional Fees - Engineering	\$8,927	\$10,459	\$14,166	\$15,000	\$15,000
		Mileage	\$157	\$0	\$0	\$150	\$150
		Professional Development	\$0	\$0	\$102	\$1,200	\$1,200
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Advertising	\$515	\$0	\$0	\$1,500	\$1,500
		Dog Tags	\$232	\$0	\$0	\$0	\$0
		Contract Services	\$10,988	\$23,679	\$35,410	\$45,360	\$23,508
		Clothing, Safety Allowance	\$0	\$798	\$0	\$260	\$260
		Livestock Loss	\$1,126	\$280	\$780	\$1,500	\$1,500
		FT Wages	\$0	\$0	\$0	\$0	\$48,721
		OT Wages	\$0	\$0	\$0	\$0	\$500
		FT Wage Related Expenses	\$0	\$0	\$0	\$0	\$9,012
		Manulife Benefits	\$0	\$0	\$0	\$0	\$5,820
		Expenditures Total	\$59,242	\$95,049	\$81,042	\$97,256	\$142,894
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	\$0	-\$11,494	-\$11,494	\$0
		ReserveTransfers Total	\$0	\$0	-\$11,494	-\$11,494	\$0
	Revenues						
		Lottery Licences	-\$277	-\$278	\$0	-\$500	-\$500
		Sign Permits	\$0	\$0	-\$269	-\$103	-\$105
		Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
		Engineering, Environmental and Legal Fees Recovered	-\$33,707	-\$13,607	-\$16,049	-\$5,000	-\$10,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Site Alteration Agreement	\$0	-\$3,900	-\$7,733	-\$1,500	-\$4,000
		Other recoveries	\$0	\$0	-\$898	-\$500	-\$500
		Ontario Wildlife Damage Compensation	-\$1,216	-\$310	-\$810	-\$1,500	-\$1,500
		Dog Tags and Kennel Licences	-\$10,757	-\$8,457	-\$12,160	-\$9,750	-\$10,500
		Municipal addressing signs and posts	-\$2,080	-\$1,591	-\$2,980	-\$1,827	-\$2,175
		Septic Compliance Letter	-\$1,125	-\$993	-\$1,320	-\$700	-\$1,120
		Special Occasion Permit Letters	\$0	\$0	\$0	-\$78	-\$79
		Swimming Pool Enclosure Permit	-\$4,085	-\$5,957	-\$7,764	-\$4,662	-\$5,661
		Liquor License Letter	\$0	\$0	\$0	-\$161	-\$164
		Filming Permit Fee	-\$500	\$0	-\$518	-\$518	-\$528
		Property Standards Appeal Fee	\$0	\$0	\$0	-\$264	-\$269
		Animal Control Services Fees Recovered	-\$455	-\$61	\$0	\$0	\$0
		Revenues Total	-\$54,202	-\$35,153	-\$50,502	-\$27,063	-\$37,102

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Corporate							
	Expenditures						
		Taxes written off (Twp share only)	\$12,969	\$40,511	\$118,122	\$25,000	\$25,000
		Conservation Authorities Levy Payment	\$167,217	\$169,281	\$174,553	\$174,553	\$177,805
		Expenditures Total	\$180,186	\$209,792	\$292,675	\$199,553	\$202,805
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	\$0	-\$24,400	-\$24,400	-\$38,000
		ReserveTransfers Total	\$0	\$0	-\$24,400	-\$24,400	-\$38,000
	Revenues						
		Supplemental Billings	-\$84,554	-\$116,791	-\$108,057	-\$80,000	-\$100,000
		Safe Restart Funding - COVID-19	\$0	-\$190,500	-\$98,941	-\$38,000	\$0
		Mun Tax Assistance	-\$23,732	-\$26,131	-\$18,484	-\$27,079	-\$27,079
		Host Kilmer (Service Ontario)	-\$28,891	-\$30,312	-\$30,599	-\$31,417	-\$30,599
		Ontario Hydro	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
		Metrolinx	-\$10,740	-\$11,157	-\$11,261	-\$11,562	-\$11,261
		Hydro One	-\$8,672	-\$8,963	\$0	-\$8,963	-\$8,963
		Grant Guelph Junction Railway	-\$5,330	-\$5,330	-\$5,330	-\$5,330	-\$5,330
		Puslinch Landfill/Wellington County	-\$7,353	-\$8,494	-\$8,511	-\$8,834	-\$8,511
		City of Guelph	-\$34,582	-\$36,657	-\$36,731	-\$38,124	-\$36,731
		University of Guelph	-\$569	-\$716	-\$723	-\$742	-\$723
		CN Railway	-\$1,316	-\$1,316	-\$1,316	-\$1,316	-\$1,316
		CP Railway	-\$7,854	-\$7,854	-\$7,804	-\$7,854	-\$7,804
		OMPF	-\$415,700	-\$417,400	-\$314,850	-\$419,800	-\$422,200
		Penalties - Property Taxes	-\$108,658	-\$94,449	-\$105,776	-\$94,000	-\$100,000
		Interest - Tax Arrears	-\$101,318	-\$106,237	-\$96,777	-\$96,000	-\$100,000
		Interest on General	-\$169,859	-\$98,558	-\$30,177	-\$90,092	-\$90,092
		Other Revenues	-\$488	-\$194	-\$355	-\$330	-\$345
		Revenues Total	-\$1,021,764	-\$1,173,204	-\$887,839	-\$971,590	-\$963,101

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Council					
			Expenditures					
			PT Wages	\$95,717	\$103,120	\$72,552	\$101,183	\$105,231
			PT Wage Related Expenses	\$5,288	\$6,258	\$4,128	\$7,488	\$8,050
			Manulife Benefits	\$22,533	\$22,536	\$20,480	\$24,475	\$22,182
			Office Supplies & Equipment	\$0	\$70	\$0	\$200	\$200
			Mileage	\$422	\$165	\$0	\$800	\$800
			Professional Development	\$0	\$1,425	\$180	\$3,200	\$3,200
			Membership and Subscription Fees	\$157	\$0	\$0	\$150	\$150
			Employee Travel - Meals	\$95	\$0	\$0	\$200	\$200
			Employee Travel - Accom/Parking	\$3,006	\$860	\$0	\$3,500	\$3,500
			Employee Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
			Expenditures Total	\$127,218	\$134,433	\$97,340	\$141,696	\$144,013

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Elections							
	Expenditures						
		Per Diems	\$94	\$0	\$0	\$0	\$1,845
		Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$2,500
		Signage	\$0	\$0	\$0	\$0	\$100
		Postage	\$0	\$0	\$0	\$0	\$2,500
		Professional Fees - Audit	\$0	\$0	\$0	\$0	\$0
		Professional Development	\$0	\$0	\$0	\$0	\$750
		Advertising	\$0	\$0	\$0	\$0	\$8,237
		Contract Services	\$1,476	\$1,476	\$1,476	\$1,476	\$45,682
		Expenditures Total	\$1,569	\$1,476	\$1,476	\$1,476	\$61,614
	ReserveTransfers						
		Contribution to Elections	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750
		Transfer From Elections	\$0	\$0	\$0	\$0	-\$55,000
		ReserveTransfers Total	\$13,750	\$13,750	\$13,750	\$13,750	-\$41,250
	Revenues						
		Election - Other Recoveries	\$0	\$0	\$0	\$0	\$0
		Nomination Fees	\$0	\$0	\$0	\$0	\$0
		Revenues Total	\$0	\$0	\$0	\$0	\$0

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Finance							
	Expenditures						
		FT Wages	\$280,591	\$312,873	\$231,482	\$364,281	\$385,894
		PT Wages	\$0	\$0	\$0	\$0	\$0
		OT Wages	\$0	\$3,003	\$1,593	\$500	\$500
		FT Wage Related Expenses	\$47,752	\$50,562	\$43,471	\$65,085	\$69,739
		PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
		Manulife Benefits	\$37,741	\$42,497	\$33,184	\$45,721	\$41,437
		WSIB	\$8,313	\$8,968	\$7,215	\$10,427	\$10,906
		Computer Software & Hardware	\$4,145	\$1,729	\$536	\$500	\$500
		Office Supplies	\$5,909	\$5,785	\$3,231	\$6,000	\$5,000
		Postage	\$9,971	\$11,420	\$11,712	\$10,000	\$11,000
		Communication (phone, fax, internet)	\$6,294	\$2,466	\$3,570	\$2,567	\$5,536
		Professional Fees - Audit	\$14,959	\$14,959	\$14,958	\$15,400	\$15,400
		Mileage	\$762	\$27	\$32	\$1,000	\$1,000
		Professional Development	\$3,707	\$880	\$2,109	\$12,509	\$12,643
		Membership and Subscription Fees	\$986	\$2,004	\$3,002	\$3,425	\$3,411
		Employee Travel - Meals	\$25	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$180	\$0	\$0	\$200	\$200
		Advertising and Tax Sale Expenses	\$4,973	\$12,251	\$25,371	\$7,994	\$12,994
		Contract Services	\$47,950	\$37,434	\$62,876	\$40,092	\$42,261
		Emergency Management	\$2,556	\$1,072	\$803	\$1,067	\$1,067
		Environmental Service - Garbage Bags	\$19,677	\$6,644	\$0	\$17,500	\$17,500
		Bank Service Charges	\$8,268	\$7,733	\$10,017	\$8,000	\$8,600
		Other written off (non collectible inv's)	\$75	\$759	\$4,347	\$0	\$0
		Debt Interest Repayment	\$0	\$0	\$0	\$0	\$0
		Community Grants	\$37,553	\$37,540	\$34,180	\$34,180	\$22,029
		COVID-19 Incremental Expenses	\$0	\$18,503	\$11,504	\$0	\$0
	Expenditures Total		\$542,388	\$579,110	\$505,193	\$646,498	\$667,667
	ReserveTransfers						
		Transfer from Capital Carry-forward	\$0	\$0	-\$87,616	-\$87,616	\$0
	ReserveTransfers Total		\$0	\$0	-\$87,616	-\$87,616	\$0

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Revenues					
		Advertising, Legal, and Realtax Fees Recovered	-\$4,019	-\$6,669	-\$23,929	-\$5,000	-\$10,000
		NSF Fees	-\$480	-\$360	-\$520	-\$500	-\$500
		Online Service Fee	-\$495	-\$1,019	-\$6,715	-\$1,000	-\$2,000
		Tax Certificates	-\$9,180	-\$9,180	-\$8,460	-\$8,220	-\$8,940
		Other Recoveries	-\$8,781	-\$3,249	-\$6,271	-\$6,500	-\$6,500
		Safe Restart COVID-19 Funding	\$0	-\$190,500	-\$98,941	\$0	\$0
		Garbage bags	-\$19,515	-\$4,975	\$0	-\$17,500	-\$17,500
		Revenues Total	-\$42,469	-\$215,952	-\$144,837	-\$38,720	-\$45,440

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Fire and Rescue							
	Expenditures						
		PT Wages	\$428,249	\$414,511	\$316,080	\$428,367	\$439,945
		PT Wage Related Expenses	\$90,511	\$30,823	\$23,924	\$34,614	\$37,241
		Group Benefits	\$18,918	\$17,706	\$17,103	\$17,231	\$18,903
		WSIB	\$12,251	\$12,020	\$9,415	\$12,608	\$13,242
		Office Supplies	\$2,811	\$1,990	\$775	\$3,000	\$2,500
		Fuel	\$11,866	\$8,717	\$0	\$14,400	\$15,480
		Equipment Maintenance & Supplies	\$24,705	\$25,158	\$30,345	\$25,000	\$25,000
		Oxygen & Medical Supplies	\$3,755	\$1,804	\$395	\$3,100	\$3,100
		Public Education	\$3,885	\$2,279	\$693	\$3,800	\$3,000
		Vehicle Maintenance	\$48,354	\$19,464	\$29,108	\$26,000	\$26,000
		Communication (phone, fax, internet)	\$6,016	\$7,922	\$9,601	\$6,940	\$7,277
		Mileage	\$3,982	\$290	\$475	\$4,000	\$4,000
		Professional Development	\$19,600	\$16,926	\$18,823	\$29,785	\$23,785
		Membership and Subscription Fees	\$4,607	\$3,092	\$3,100	\$5,222	\$5,482
		Employee Travel - Meals	\$986	\$399	\$320	\$1,000	\$1,000
		Employee Travel - Accomodations	\$2,251	\$0	\$189	\$4,220	\$4,220
		Insurance	\$23,097	\$21,411	\$13,724	\$22,481	\$22,169
		Advertising	\$0	\$1,337	\$219	\$1,000	\$1,000
		Vehicle Plates	\$265	\$0	\$0	\$265	\$265
		Permits	\$471	\$481	\$490	\$485	\$490
		Contract Services	\$71,877	\$91,210	\$86,445	\$93,107	\$94,104
		Clothing, Safety Allowance	\$18,179	\$16,288	\$7,964	\$16,892	\$17,752
		Expenditures Total	\$796,636	\$693,829	\$569,188	\$753,516	\$765,955
	Revenues						
		Information/Fire Reports	-\$300	-\$152	-\$699	-\$467	-\$476
		Other recoveries	-\$1,786	-\$529	-\$2,288	-\$9,437	-\$9,437
		Open Burning Permit and Inspection	-\$15,380	-\$15,992	-\$14,557	-\$15,525	-\$15,840
		Burning Permit Violations	-\$931	-\$966	-\$977	-\$1,455	-\$1,465
		Fire Extinguisher Training	-\$150	\$0	-\$326	-\$512	-\$522
		Water Tank Locks	\$0	\$0	\$0	-\$55	-\$19
		Fireworks Permits	-\$200	-\$102	-\$103	-\$206	-\$210

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Occupancy Load	\$0	\$0	\$0	\$0	\$0
		Fire Safety Plan Review	\$0	\$0	-\$124	-\$248	-\$253
		Post Fire Watch	\$0	\$0	\$0	\$0	\$0
		Boarding up or Barricading	\$0	\$0	\$0	\$0	\$0
		Key Boxes	-\$100	-\$102	-\$460	-\$103	-\$469
		Inspections	\$0	\$0	\$0	\$0	\$0
		Carbon Monoxide Alarms and Smoke Alarms	\$0	\$0	\$0	-\$248	-\$253
		Motor Vehicle Emergency Responses	-\$116,966	-\$35,595	-\$27,754	-\$93,361	-\$93,361
		Fire Alarm False Alarm Calls	\$0	\$0	\$0	\$0	\$0
		Donations	-\$19,435	\$0	\$0	\$0	\$0
		Office of the Fire Marshal Grants	\$0	\$0	-\$6,400	\$0	\$0
		Revenues Total	-\$155,248	-\$53,437	-\$53,687	-\$121,616	-\$122,304

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Heritage Committee					
		Expenditures					
		Per Diems	\$1,940	\$1,083	\$0	\$1,950	\$1,634
		Office Supplies	\$46	\$47	\$1,801	\$2,000	\$100
		Mileage	\$201	\$0	\$0	\$250	\$250
		Training	\$305	\$0	\$0	\$500	\$500
		Membership and Subscription Fees	\$0	\$0	\$110	\$0	\$212
		Meals	\$0	\$0	\$0	\$50	\$50
		Accomodations	\$390	\$0	\$0	\$500	\$500
		Expenditures Total	\$2,882	\$1,130	\$1,911	\$5,250	\$3,246

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Library					
		Expenditures					
		Library Rent for Historical society	\$4,715	\$4,503	\$5,117	\$4,800	\$4,800
		Library Water Monitoring	\$1,854	\$2,097	\$1,794	\$1,800	\$1,975
		Expenditures Total	\$6,569	\$6,600	\$6,911	\$6,600	\$6,775
		Revenues					
		Library Costs Recovered from County	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000
		Revenues Total	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Municipal Office					
		Expenditures					
		Hydro	\$16,459	\$13,584	\$11,626	\$18,000	\$18,000
		Heat	\$11,096	\$10,532	\$9,221	\$11,500	\$11,500
		Water Protection	\$1,025	\$712	\$482	\$750	\$750
		Cleaning, Maint & supplies for Bldg	\$28,565	\$20,441	\$17,878	\$26,251	\$25,946
		Kitchen Supplies and Equipment	\$4,064	\$3,832	\$4,362	\$3,400	\$4,000
		Waste Removal	\$1,935	\$2,026	\$1,900	\$1,980	\$2,712
		Outdoor Maintenance of Building	\$440	\$5,100	\$735	\$1,300	\$1,300
		Contract Services	\$4,233	\$3,360	\$2,405	\$3,820	\$4,552
		Expenditures Total	\$67,818	\$59,587	\$48,608	\$67,001	\$68,760
		Revenues					
		Municipal Office Costs Recovered from Building Departme	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628
		Revenues Total	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
ORC							
	Expenditures						
		FT Wages	\$60,112	\$62,189	\$32,840	\$61,256	\$63,706
		PT Wages	\$26,559	\$7,924	\$12,032	\$31,838	\$32,188
		OT Wages	\$1,553	\$751	\$0	\$2,000	\$2,000
		FT Wage Related Expenses	\$11,917	\$11,013	\$6,110	\$11,312	\$12,007
		PT Wage Related Expenses	\$1,297	\$381	\$598	\$3,060	\$3,174
		Manulife Benefits	\$7,924	\$4,336	\$5,969	\$7,244	\$6,565
		WSIB	\$2,796	\$2,226	\$1,400	\$2,853	\$2,947
		Office Supplies	\$601	\$69	\$223	\$300	\$300
		Hydro	\$25,794	\$22,339	\$19,002	\$27,000	\$27,000
		Heat	\$4,921	\$4,867	\$4,336	\$5,500	\$5,500
		Water Protection	\$643	\$1,114	\$440	\$700	\$700
		Equipment Maintenance & Supplies	\$4,314	\$4,134	\$197	\$6,870	\$6,870
		Signage	\$0	\$0	\$0	\$100	\$0
		Bldg-Cleaning, Maint,Supplies Interior	\$4,113	\$5,148	\$1,955	\$5,800	\$5,800
		Waste Removal	\$1,136	\$1,789	\$1,498	\$1,560	\$2,135
		Bldg-Cleaning, Maint,Supplies Exterior	\$6,944	\$3,590	\$3,012	\$8,000	\$8,000
		Communication (phone, fax, internet)	\$2,967	\$3,405	\$2,401	\$3,120	\$3,035
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
		Membership and Subscription Fees	\$158	\$0	\$0	\$220	\$150
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$8,611	\$7,918	\$3,321	\$8,314	\$5,542
		Advertising	\$0	\$0	\$0	\$500	\$500
		Contract Services	\$630	\$630	\$0	\$1,480	\$1,480
		Clothing, Safety Allowance	\$0	\$158	\$0	\$515	\$515
		Expenditures Total	\$172,989	\$143,979	\$95,334	\$190,691	\$191,265
	Revenues						
		Ice Rental - Prime	-\$20,772	-\$23,295	\$0	-\$13,770	-\$22,033
		Ice Rental - Non-Prime	\$0	-\$506	\$0	\$0	-\$506
		Arena Summer Rentals	-\$13,440	-\$1,583	-\$12,710	-\$10,313	-\$13,750
		Gymnasium Rental	-\$26,469	-\$6,390	\$0	-\$10,000	-\$25,000

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Rink Board and Ball Diamond Advertising	\$0	-\$357	\$0	-\$363	-\$370
			Other Recoveries	-\$386	-\$412	\$0	-\$500	-\$500
			Revenues Total	-\$61,066	-\$32,542	-\$12,710	-\$34,946	-\$62,159

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Parks					
		Expenditures					
		FT Wages	\$46,775	\$0	\$23,194	\$36,754	\$38,224
		PT Wages	\$10,134	\$0	\$0	\$0	\$0
		OT Wages	\$7,448	\$0	\$85	\$0	\$0
		FT Wage Related Expenses	\$9,205	\$0	\$4,176	\$6,672	\$7,086
		PT Wage Related Expenses	\$882	\$0	\$0	\$0	\$0
		Manulife Benefits	\$7,593	\$0	\$439	\$5,341	\$4,840
		WSIB	\$2,049	\$0	\$702	\$1,103	\$1,151
		Hydro	\$2,703	\$2,128	\$2,238	\$2,700	\$2,700
		Fuel	\$2,598	\$2,290	\$0	\$2,630	\$2,827
		Water Protection	\$35	\$0	\$0	\$700	\$700
		Equipment Maintenance and Supplies	\$1,306	\$1,159	\$2,199	\$1,480	\$1,555
		Vehicle Maintenance	\$197	\$527	\$263	\$500	\$500
		Maintenance Grounds	\$4,132	\$6,100	\$7,689	\$10,000	\$10,000
		Insurance	\$7,190	\$7,540	\$3,385	\$7,917	\$5,542
		Advertising	\$1,134	\$0	\$0	\$500	\$500
		Contract Services	\$7,272	\$3,979	\$529	\$960	\$794
		Expenditures Total	\$110,654	\$23,723	\$44,899	\$77,255	\$76,418
		Revenues					
		Horse Paddock Rental	-\$250	\$0	\$0	-\$207	-\$212
		Picnic Shelter	-\$400	\$0	-\$518	-\$153	-\$507
		Ball Diamond Rentals	-\$5,627	-\$4,277	-\$7,387	-\$2,750	-\$5,742
		Soccer Field Rentals	-\$2,331	-\$1,603	-\$4,232	-\$1,500	-\$4,000
		Tennis Courts	-\$730	\$0	\$0	-\$400	-\$800
		Other recoveries	\$50	-\$100	\$0	\$0	\$0
		Revenues Total	-\$9,288	-\$5,979	-\$12,137	-\$5,010	-\$11,261

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		PCC					
		Expenditures					
		FT Wages	\$0	\$57,524	\$40,518	\$58,906	\$63,706
		PT Wages	\$41,182	\$10,976	\$0	\$20,634	\$21,491
		OT Wages	\$667	\$19	\$572	\$1,000	\$1,000
		FT Wage Related Expenses	\$7	\$9,570	\$7,353	\$10,862	\$11,809
		PT Wage Related Expenses	\$1,912	\$501	\$0	\$2,079	\$2,218
		Manulife Benefits	\$0	\$7,573	\$6,911	\$8,147	\$7,383
		WSIB	\$1,323	\$2,145	\$1,270	\$2,416	\$2,595
		Office Supplies	\$82	\$104	\$0	\$150	\$150
		Hydro	\$11,159	\$6,800	\$5,995	\$12,000	\$12,000
		Heat	\$4,040	\$3,914	\$3,474	\$4,300	\$4,300
		Fuel	\$0	\$0	\$0	\$500	\$0
		Water Protection	\$4,558	\$3,007	\$2,031	\$4,500	\$4,500
		Bldg-Cleaning, Maint,Supplies Interior	\$9,003	\$3,959	\$3,375	\$13,670	\$13,670
		Kitchen Supplies and Equipment	\$557	\$0	\$0	\$1,500	\$1,500
		Waste Removal	\$4,544	\$7,075	\$5,958	\$6,240	\$8,541
		Outdoor Maintenance of Building	\$2,335	\$6,557	\$4,063	\$4,000	\$4,000
		Communication (phone, fax, internet)	\$3,147	\$3,179	\$2,189	\$3,000	\$2,856
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$0	\$0
		Membership and Subscription Fees	\$500	\$0	\$500	\$500	\$500
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Insurance	\$7,996	\$7,746	\$3,321	\$8,133	\$5,542
		Advertising	\$914	\$0	\$0	\$2,000	\$500
		Contract Services	\$2,937	\$2,918	\$2,409	\$3,660	\$4,092
		Clothing, Safety Allowance	\$0	\$0	\$208	\$260	\$260
		Expenditures Total	\$96,861	\$133,565	\$90,147	\$168,857	\$173,014
		Revenues					
		Hall - Prime	-\$29,365	-\$3,892	\$525	-\$13,623	-\$13,623
		Hall - Non-Prime	-\$19,969	-\$2,052	\$26	-\$9,560	-\$9,560
		Meeting Room	-\$13,427	-\$1,308	\$0	-\$5,975	-\$5,975

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Projector and Microphone Rental Fee	-\$75	\$0	\$0	-\$104	-\$106
		Licensed Events Using Patio	-\$285	\$0	\$0	-\$119	-\$121
		Hall - Commercial Rentals	-\$1,547	\$0	\$0	-\$318	-\$330
		Bartenders	-\$7,227	-\$1,430	\$260	-\$4,177	-\$4,331
		Kitchen Facilities - Non-Prime	-\$3,143	-\$1,078	\$0	-\$1,900	-\$1,900
		Advertising Sign	-\$33	-\$34	-\$34	-\$52	-\$53
		Other Recoveries	-\$956	-\$283	\$0	-\$1,000	-\$1,000
		Recreation Conditional Grants	-\$5,609	-\$4,468	\$0	-\$5,167	-\$5,167
		Revenues Total	-\$81,636	-\$14,544	\$776	-\$41,994	-\$42,166

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			PDAC					
			Expenditures					
			Per Diems	\$4,280	\$3,319	\$0	\$4,551	\$4,733
			Office Supplies & Equipment	\$62	\$70	\$0	\$100	\$100
			Mileage	\$0	\$0	\$0	\$150	\$150
			Training	\$0	\$0	\$0	\$500	\$500
			Meals	\$0	\$0	\$0	\$0	\$50
			Accomodations	\$0	\$0	\$0	\$0	\$500
			Expenditures Total	\$4,342	\$3,389	\$0	\$5,301	\$6,033

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Planning							
	Expenditures						
		FT Wages	\$56,985	\$61,842	\$48,330	\$70,252	\$75,996
		OT Wages	\$479	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$10,823	\$10,879	\$9,136	\$12,637	\$13,826
		Manulife Benefits	\$4,430	\$4,514	\$4,501	\$5,336	\$4,837
		WSIB	\$1,819	\$1,925	\$1,497	\$2,123	\$2,303
		Office Supplies	\$752	\$401	\$0	\$750	\$750
		Communication (phone, fax, internet)	\$78	\$155	\$28	\$100	\$100
		Professional Fees - Legal	\$35,870	\$46,145	\$4,421	\$17,000	\$17,000
		Professional Fees - Engineering	\$63,282	\$53,692	\$62,853	\$57,849	\$57,849
		Mileage	\$99	\$0	\$0	\$100	\$100
		Professional Development	\$1,119	\$371	\$371	\$965	\$1,330
		Membership and Subscription Fees	\$300	\$0	\$190	\$230	\$385
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Employee Travel - Accomodations	\$0	\$0	\$0	\$250	\$250
		Advertising	\$2,735	\$6,695	\$0	\$5,000	\$3,500
		Professional Fees - Water Monitoring	\$3,818	\$1,714	\$2,153	\$2,000	\$2,500
		Contract Services	\$7,830	\$22,980	\$20,585	\$24,490	\$46,398
		CIP Grants	\$0	\$0	\$0	\$7,500	\$7,500
		Expenditures Total	\$190,417	\$211,313	\$154,066	\$207,132	\$235,173
	ReserveTransfers						
		Transfer from Operating Carryforward	\$0	\$0	\$0	-\$7,500	-\$2,500
		Transfer to Operating Carryforward	\$0	\$0	\$0	\$0	\$0
		ReserveTransfers Total	\$0	\$0	\$0	-\$7,500	-\$2,500
	Revenues						
		Engineering, Environmental, Legal, and Advertising Fees Re	-\$38,481	-\$45,618	-\$13,569	-\$20,000	-\$15,000
		Minor Variance	-\$18,154	-\$19,134	-\$26,901	-\$18,499	-\$22,442
		Agreements	-\$1,015	-\$250	\$0	-\$793	-\$809
		Part Lot Control Exemption By-law	-\$585	\$0	\$0	\$0	\$0
		Site Plan Control	-\$31,450	-\$84,860	-\$97,157	-\$32,624	-\$89,518
		Consent Review and Clearance	-\$3,750	-\$2,740	-\$3,475	-\$3,892	-\$3,948

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Ownership List Confirmation	\$0	-\$1,400	-\$1,562	-\$1,065	-\$1,460
		Pre-Consultation	\$0	-\$6,150	-\$14,375	-\$625	-\$637
		Zoning By-law Amendment	-\$43,600	-\$14,842	-\$59,751	-\$30,188	-\$30,792
		Telecommunication Tower Proposals	-\$532	\$0	\$0	-\$2,331	-\$700
		Lifting of Holding Designation Fee (Zoning)	\$0	-\$598	-\$1,824	-\$608	-\$620
		Zoning By-law Amendment - Aggregate	\$0	-\$15,300	\$0	\$0	-\$15,872
		Garden Suites and Renewals (Zoning)	\$0	-\$1,200	\$0	-\$1,220	-\$1,245
		Zoning Compliance Letter	-\$2,850	-\$3,057	-\$3,419	-\$2,723	-\$3,086
		Zoning By-law - Copy	\$0	\$0	\$0	\$0	\$0
		Revenues Total	-\$140,417	-\$195,149	-\$222,033	-\$114,568	-\$186,129

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Public Works					
		Expenditures					
		FT Wages	\$323,700	\$352,167	\$281,875	\$403,915	\$484,968
		PT Wages	\$32,040	\$101,378	\$31,697	\$35,600	\$43,320
		OT Wages	\$60,865	\$57,199	\$12,338	\$27,795	\$27,795
		FT Wage Related Expenses	\$64,726	\$64,866	\$54,578	\$74,743	\$90,832
		PT Wage Related Expenses	\$4,690	\$10,966	\$3,052	\$6,626	\$8,171
		Manulife Benefits	\$39,288	\$38,898	\$39,923	\$48,757	\$52,256
		WSIB	\$12,924	\$15,215	\$10,203	\$13,878	\$16,261
		Office Supplies	\$20	\$161	\$10	\$250	\$250
		Hydro	\$678	\$597	\$464	\$750	\$750
		Fuel	\$74,234	\$61,667	\$76,818	\$70,000	\$75,250
		Equipment Maintenance & Supplies	\$2,166	\$1,770	\$2,028	\$2,050	\$2,050
		Signage	\$9,403	\$9,732	\$25,087	\$10,000	\$14,000
		Pavement Markings	\$14,485	\$33,499	\$30,056	\$35,500	\$35,500
		Railway Maintenance	\$11,376	\$0	\$2,933	\$5,000	\$5,000
		Maintenance Gravel	\$73,349	\$78,965	\$75,422	\$80,000	\$80,000
		Calcium	\$61,026	\$66,152	\$68,488	\$68,000	\$68,000
		Winter Maintenance	\$250,113	\$273,616	\$140,165	\$229,250	\$229,250
		Waste Removal	\$2,150	\$203	\$1,171	\$1,500	\$1,500
		Shop Overhead	\$7,812	\$6,768	\$6,943	\$7,400	\$7,400
		Road Maintenance supplies	\$30,187	\$46,538	\$47,065	\$35,400	\$35,400
		Vehicle Maintenance	\$73,777	\$53,992	\$26,128	\$46,000	\$46,000
		Speed Monitor	\$0	\$0	\$0	\$500	\$500
		Tree Maintenance Program	\$19,898	\$18,443	\$23,356	\$20,000	\$20,000
		Sidewalk Repairs	\$890	\$0	\$4,398	\$5,000	\$5,000
		Communication (phone, fax, internet)	\$2,903	\$4,293	\$2,337	\$2,844	\$3,213
		Professional Fees - Engineering	\$466	\$5,424	\$994	\$2,000	\$2,000
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$1,211	\$0	\$0	\$1,420	\$1,420
		Membership and Subscription Fees	\$698	\$706	\$559	\$900	\$900
		Employee Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$77,372	\$46,875	\$20,406	\$49,219	\$32,329
		Advertising	\$989	\$525	\$175	\$1,000	\$1,000

			2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
		Vehicle Plates	\$6,012	\$0	\$0	\$7,255	\$7,255
		Permits	\$101	\$50	\$65	\$100	\$100
		Contract Services	\$35,407	\$33,903	\$18,872	\$45,220	\$38,504
		Clothing, Safety Allowance	\$702	\$2,410	\$1,879	\$2,400	\$2,400
		Street Lights: Repairs and Hydro Bills	\$22,561	\$19,367	\$17,982	\$14,850	\$14,850
		Expenditures Total	\$1,318,219	\$1,406,347	\$1,027,466	\$1,355,272	\$1,453,573
		ReserveTransfers					
		Transfer from Asset Management Discretionary Reserve	\$0	\$0	\$0	-\$10,000	-\$10,000
		Contribution to Aggregate Levy Discretionary Reserve	\$279,089	\$240,000	\$240,000	\$240,000	\$262,900
		Contribution from Winter Maintenance	-\$47,113	\$0	\$0	\$0	\$0
		Contribution to Winter Maintenance	\$0	\$0	\$0	\$0	\$0
		ReserveTransfers Total	\$231,976	\$240,000	\$240,000	\$230,000	\$252,900
		Revenues					
		Oversize-Overweight Load Permits	\$0	\$0	-\$103	-\$103	-\$105
		Third Party Cost Recovery	\$0	\$0	-\$15,970	\$0	\$0
		Entrance Permit	-\$2,580	-\$6,755	-\$5,856	-\$4,800	-\$5,000
		Roads Other Recoveries	-\$1,150	-\$1,340	-\$360	-\$20,638	-\$21,051
		Provincial Aggregate Levy	-\$507,089	-\$524,189	-\$583,783	-\$468,000	-\$480,000
		Revenues Total	-\$510,819	-\$532,285	-\$606,072	-\$493,541	-\$506,156

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Recreation Committee					
			Expenditures					
			Per Diems	\$2,565	\$2,221	\$0	\$2,655	\$2,817
			Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$100
			Mileage	\$0	\$0	\$0	\$0	\$150
			Training	\$0	\$0	\$0	\$0	\$500
			Meals	\$0	\$0	\$0	\$0	\$50
			Accomodations	\$0	\$0	\$0	\$0	\$500
			Expenditures Total	\$2,565	\$2,221	\$0	\$2,655	\$4,117

				2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
			Source Water Protection					
			Expenditures					
			Contract Services	\$0	\$0	\$0	\$8,960	\$8,960
			Expenditures Total	\$0	\$0	\$0	\$8,960	\$8,960
			Grand Total	\$2,317,515	\$2,177,641	\$1,649,842	\$2,963,354	\$3,134,998

Department	2019 Actuals	2020 Actuals	2021 YTD	2021 Budget	2022 Budget
Expenditures					
Administration	\$507,020	\$433,370	\$459,701	\$729,893	\$769,310
Building	\$589,577	\$547,144	\$387,639	\$589,798	\$624,627
By-law	\$59,242	\$95,049	\$81,042	\$97,256	\$142,894
Corporate	\$180,186	\$209,792	\$292,675	\$199,553	\$202,805
Council	\$127,218	\$134,433	\$97,340	\$141,696	\$144,013
Elections	\$1,569	\$1,476	\$1,476	\$1,476	\$61,614
Finance	\$542,388	\$579,110	\$505,193	\$646,498	\$667,667
Fire and Rescue	\$796,636	\$693,829	\$569,188	\$753,516	\$765,955
Heritage Committee	\$2,882	\$1,130	\$1,911	\$5,250	\$3,246
Library	\$6,569	\$6,600	\$6,911	\$6,600	\$6,775
Municipal Office	\$67,818	\$59,587	\$48,608	\$67,001	\$68,760
ORC	\$172,989	\$143,979	\$95,334	\$190,691	\$191,265
Parks	\$110,654	\$23,723	\$44,899	\$77,255	\$76,418
PCC	\$96,861	\$133,565	\$90,147	\$168,857	\$173,014
PDAC	\$4,342	\$3,389	\$0	\$5,301	\$6,033
Planning	\$190,417	\$211,313	\$154,066	\$207,132	\$235,173
Public Works	\$1,318,219	\$1,406,347	\$1,027,466	\$1,355,272	\$1,453,573
Recreation Committee	\$2,565	\$2,221	\$0	\$2,655	\$4,117
Source Water Protection	\$0	\$0	\$0	\$8,960	\$8,960
Expenditures Total	\$4,777,152	\$4,686,055	\$3,863,596	\$5,254,660	\$5,606,221
ReserveTransfers					
Administration	\$5,010	\$70,000	\$70,000	\$65,000	\$0
Building	-\$110,485	-\$51,041	\$278,373	-\$147,593	-\$132,738
By-law	\$0	\$0	-\$11,494	-\$11,494	\$0
Corporate	\$0	\$0	-\$24,400	-\$24,400	-\$38,000
Elections	\$13,750	\$13,750	\$13,750	\$13,750	-\$41,250
Finance	\$0	\$0	-\$87,616	-\$87,616	\$0
Planning	\$0	\$0	\$0	-\$7,500	-\$2,500
Public Works	\$231,976	\$240,000	\$240,000	\$230,000	\$252,900
ReserveTransfers Total	\$140,251	\$272,709	\$478,613	\$30,147	\$38,412
Revenues					
Administration	-\$20,557	-\$5,893	-\$37,315	-\$7,100	-\$18,300
Building	-\$479,092	-\$496,102	-\$666,012	-\$442,205	-\$491,890
By-law	-\$54,202	-\$35,153	-\$50,502	-\$27,063	-\$37,102
Corporate	-\$1,021,764	-\$1,173,204	-\$887,839	-\$971,590	-\$963,101
Elections	\$0	\$0	\$0	\$0	\$0
Finance	-\$42,469	-\$215,952	-\$144,837	-\$38,720	-\$45,440
Fire and Rescue	-\$155,248	-\$53,437	-\$53,687	-\$121,616	-\$122,304
Library	-\$3,002	-\$3,005	\$0	-\$3,000	-\$3,000
Municipal Office	-\$20,329	-\$17,876	\$0	-\$20,100	-\$20,628
ORC	-\$61,066	-\$32,542	-\$12,710	-\$34,946	-\$62,159
Parks	-\$9,288	-\$5,979	-\$12,137	-\$5,010	-\$11,261
PCC	-\$81,636	-\$14,544	\$776	-\$41,994	-\$42,166
Planning	-\$140,417	-\$195,149	-\$222,033	-\$114,568	-\$186,129

Public Works	-\$510,819	-\$532,285	-\$606,072	-\$493,541	-\$506,156
Revenues Total	-\$2,599,889	-\$2,781,122	-\$2,692,367	-\$2,321,453	-\$2,509,635
Grand Total	\$2,317,515	\$2,177,641	\$1,649,842	\$2,963,354	\$3,134,998

TOWNSHIP OF PUSLINCH 2022 OPERATING BUDGET

2022 REQUESTED BASE BUDGET INCREASES

Department Recreation Committee

Priority

High

1 - Purpose of Expenditure

Advertisement of Township Facilities through various media:

- Engage Puslinch Projects
- Advertise Township Facilities in Puslinch Today
- Advertisement of Township facilities on Facebook
- Advertise Township Facilities in the Wellington Advertiser or Tribune Wedding Planner Feature
- Advertisement of Township facilities in Guelph Today

2 - Need

- Advertise for projects identified for Engage Puslinch in 2022
- Increase the rental of Township facilities especially during under utilized times.
- Social media advertisements to run at crucial periods, along side other marketing efforts to increase the exposure and rentals of Township facilities
- Increase the rental of Township facilities by marketing Township facilities available for weddings.
- Advertise Township facilities in Guelph Today to develop exposure beyond the Township to reach renters who are unaware of the facilities the Township has to offer

3 - Benefit of the Investment

- Increase the opportunity for feedback on identified projects on Engage Puslinch and generate exposure of the Engage Puslinch Platform. Laminated posters at the entrances to facilities that are involved in the identified projects will entice active users of the facilities to provide feedback.
- Puslinch Today has an average of 16,000 views per month. Women represent 60% of the readership and 66% of all visitors are 25-50 years of age. It has extensive reach in Puslinch and the surrounding areas with most of its views coming from Puslinch, Guelph and Cambridge. Each advertisement is \$30.00 + HST per month and articles are free to be submitted for posting.
- Facebook Advertising can increase the use of Township facilities especially during periods where facilities are currently being under utilized. A \$20.00 Facebook Advertisement will generate a reach of approximately 1,000 - 3,000 Facebook users depending of the use of the platform by users in the targeted geographic area.
- The Wellington Advertiser has a circulation of 39,380 and runs a feature each year called the Wedding Planner which is a 6 page insert as part of the Wellington Advertiser newspaper.
- Guelph Today has over 3 million page views each month and have over 36K followers on their Social Media. Included in the Community Hub Package is a premium profile with analytics, a spotlight article, free classified advertising and a brand advertisement. Guarantees of the Community Hub Package is 10,000 views of the brand advertisement per month, leads pushed through keywords to the premium profile, and the design of advertisements and graphics is included. The Community Hub package is currently being utilized by the City of Guelph and the City of Cambridge. Additional Advertisements in Guelph Today can be run at crucial times to increase facility rentals. Guelph Today will help create the campaigns and determine when the best time to place advertisements would be.

Currently, \$1,500 is budgeted for Puslinch Community Centre advertisements. Staff are recommending that the Optimist Recreation Centre as well as Township Parks are funded equally as follows:

ORC Promotion of Optimist Recreation Centre - \$1,600
 Parks Promotion of Parks - \$1,600
 PCC Promotion of Puslinch Community Centre - \$1,600

4 - Risk Assessment

None

5 - Financial Impact

One-time request for 2022 Budget only?

No

Revenues Earned/Reserves Utilized

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

Expenses Incurred

Advertisement of Township Facilities through various media	\$4,800
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Total Expenses **\$4,800****Net Expense/(Revenue)** **\$4,800**

Furniture/Fixtures Required for new staff?

Computer Required for new staff?

Fleet Vehicle Required for new staff?

**TOWNSHIP OF PUSLINCH
2022 OPERATING BUDGET**

2022 REQUESTED BASE BUDGET INCREASES

Department	Administration	Priority	High
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1 - Purpose of Expenditure

Microsoft Office 365 Outlook Upgrades

2 - Need

Implement Microsoft Office 365 Outlook cloud based email system to strengthen email and network security.

3 - Benefit of the Investment

The current Outlook email system is hosted on a dedicated exchange server. In response to the COVID-19 pandemic, most Township employees and Council members have been accessing Outlook through external points of entry (i.e. VPN connection or by phone). These external connections can result in security concerns. The implementation of Microsoft Office 365 would address this. Migrating to Microsoft Office 365 is the recommended approach by OnServe, and is a recommendation (#8) of the 2020 Blackline Consulting IT Service Delivery Review. The benefit of paying on a monthly basis is that staff can remove or add emails as needed. This would not be possible if paying for an annual term.

The cost to upgrade all 33 licenses is detailed below:

Microsoft 365 license: \$5.10 per email per month

One time Implementation Cost per user: \$75

The Township will also be saving in backup storage costs of \$65 per month.

Year 1 costs including one-time implementation costs: \$4,495 + non-refundable portion of HST = \$4,574

Year 2 costs and moving forward: \$2,020 + non-refundable portion of HST = \$2,055

Yearly Savings - \$780

Staff will investigate group purchasing opportunities with the County-wide IT Service Delivery Review Committee.

4 - Risk Assessment

Security concerns

5 - Financial Impact

One-time request for 2022 Budget only?

Partial - One-Time Implementation Costs

Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
Backup Storage Cost Savings	\$780	N/A	N/A
Total Revenues/Reserves	\$780	\$0	\$0

Expenses Incurred

One-Time Implementation Costs	\$2,519
Annual recurring costs	\$2,055
Total Expenses	\$4,574

Net Expense/(Revenue)	<u>\$3,794</u>
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Furniture/Fixtures Required for new staff?	No
Computer Required for new staff?	No
Fleet Vehicle Required for new staff?	No

TOWNSHIP OF PUSLINCH

2022 OPERATING BUDGET

2022 REQUESTED BASE BUDGET INCREASES

Department	Fire	Priority	High
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1 - Purpose of Expenditure

To provide CSA approved/listed (green patch) work boots to firefighters working in the fire station and during non-fire emergencies

2 - Need

The current practice is to wear firefighting boots for non-firefighting training and around the station. The Township should be following a cancer prevention process where we keep the administrative/training side of the building free of carcinogens. This is impossible to manage when firefighters are required to wear carcinogen laden boots on the administrative side of the building. Firefighting boots are cumbersome and unnecessary for non-firefighting, medical and rescue training

3 - Benefit of the Investment

Appropriate footwear for the task, discomfort, cancer prevention and fewer WSIB presumptive cancer claims.

The proposed 2022 request includes a safety work shoe allowance for 40 firefighters. It is anticipated that this allowance will be required every 2 years. Therefore, in the proposed 2023 operating budget and moving forward, this budget amount will be \$3,500 per year.

4 - Risk Assessment

5 - Financial Impact

One-time request for 2022 Budget only?

Partial - \$3,500
per year in 2023
onwards

Revenues Earned/Reserves Utilized

	Revenues	Reserves	Balance in Reserves (as applicable)
Total Revenues/Reserves	\$0	\$0	\$0

Expenses Incurred

Safety Work Shoe Allowance	7,000
Total Expenses	\$7,000

Net Expense/(Revenue) \$7,000

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

Memberships and Associations Budget

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	\$ 412.13	\$ 412.13	
Administration	Deputy Clerk	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 412.13	\$ 412.13	
Administration	Legislative Assistant 1	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 218.78	\$ 218.78	
Administration	Legislative Assistant 2	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 218.78	\$ 218.78	
Administration	Development & Legislative Coordinator	Association of Municipal Managers, Clerks and Treasurers of Ontario	N/A	\$ 412.13	\$ 412.13	
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	Top Aggregate Producing Municipalities of Ontario	\$ 5,000.00	N/A	\$ 5,000.00	New 2022 Request
Administration	Corporate Memberships	Municipal World	\$ 60.00	N/A	\$ 60.00	
Administration	Corporate Memberships	Association of Municipalities of Ontario	\$ 3,000.00	N/A	\$ 2,100.00	
Administration	Corporate Memberships	Ontario Good Roads Association	\$ 900.00	N/A	\$ 900.00	
Administration	Corporate Memberships	Wellington County Clerks and Treasurers Association	\$ 200.00	N/A	\$ 200.00	
Administration	Corporate Memberships	Federation of Canadian Municipalities	\$ 2,001.28	N/A	\$ 2,001.28	
Administration	Corporate Memberships	Ontario Municipal Management Institute	\$ 58.00	N/A	\$ 40.60	
Administration	Corporate Memberships	Human Resources Download Program	\$ 4,639.26	N/A	\$ 3,247.48	
Building	Building Inspector	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 120.00	\$ 120.00	
Building	Building Inspector	Ontario Building Officials Association	N/A	\$ 325.00	\$ 325.00	
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	\$ 75.00	\$ 75.00	
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	\$ -	
Building	Building Inspector	Canadian Farm Builders' Association	N/A	\$ 65.00	\$ 65.00	New 2022 Request
Building	Chief Building Official	Annual Registration – Ministry of Municipal Affairs and Housing	N/A	\$ 120.00	\$ 120.00	
Building	Chief Building Official	Ontario Building Officials Association	N/A	\$ 325.00	\$ 325.00	
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	\$ 75.00	\$ 75.00	
Building	Chief Building Official	Ontario Association of Certified Technicians and Technologists or Canadian Registered Building Official – <i>only applicable if the employee has a C.Tech., C.E.T., or CRBO designation</i>	N/A	\$ 250.00	\$ 250.00	

Memberships and Associations Budget

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
Building	Chief Building Official	Canadian Farm Builders' Association	N/A	\$ 65.00	\$ 65.00	New 2022 Request
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%	Association of Municipalities of Ontario	\$ 3,000.00	N/A	\$ 900.00	
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	\$ 279.84	N/A	\$ 83.95	
Building	Corporate Wide Membership Allocation - 30%	Human Resources Download Program	\$ 4,639.26	N/A	\$ 1,391.78	
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	
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	
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	\$ 279.84	N/A	\$ 195.89	
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 of Operations	Ontario Association of Fire Chiefs	N/A	\$ 260.00	\$ 260.00	
Fire and Rescue	Deputy Fire Chief of Administration	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	

Memberships and Associations Budget

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
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	
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	
Fire and Rescue	Training Partner Membership	Red Cross	\$ 250.00	N/A	\$ 250.00	
Heritage Committee	Corporate Memberships	Community Heritage Ontario	\$ 110.00	N/A	\$ 110.00	New 2022 Request
Heritage Committee	Corporate Memberships	Ontario Historical Society	\$ 102.25	N/A	\$ 102.25	New 2022 Request
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	
Planning	Development & Legislative Coordinator	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 175.00	\$ 175.00	
Planning	Legislative Assistant 1	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	
Planning	Legislative Assistant 2	Canadian Association of Certified Planning Technicians Associate - Membership (category 2)	N/A	\$ 20.00	\$ 20.00	
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:

Memberships and Associations Budget

Department	Position	Membership and/or Association	Corporate Fee	Individual Fee	Budget	Notes
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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 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.