



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH  
JANUARY 25, 2023 PUBLIC INFORMATION MEETING  
VIRTUAL MEETING BY ELECTRONIC PARTICIPATION  
& IN-PERSON AT THE PUSLINCH COMMUNITY CENTRE 23 BROCK ROAD S

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## AGENDA

**DATE:** Wednesday JANUARY 25, 2023

**PUBLIC INFORMATION MEETING:** 7:00 P.M.

### **Order of Business:**

**1. 2023 Proposed Budget Public Information Meeting**

Presentation by Mary Hasan, Director of Finance/Treasurer

TOWNSHIP OF  
**PUSLINCH**  
EST. 1850

# 2023 Proposed Budget Public Meeting

January 25, 2023



# Today we will discuss...

1. The budget process.
2. What do property taxes pay for in the Township?
3. How the budget has changed from 2022
4. The impacts of the proposed budget on taxpayers
5. What is included in the operating budget
6. The 2023 Capital Budget and Long-Term Forecast
7. The Township's Discretionary and Restricted Reserves
8. Feedback from the public.

# Where are we in the budget process?

- November/December 2022 – Budget Development by the Senior Leadership Team
- September 28, 2022 – Public Information Meeting - User Fees and Charges
- September to October 2022 - EngagePuslinch.ca Survey - User Fees
- November 9, 2022 - Budget Process and Service Level Review – Direction to Staff
- December 7, 2022 – Present 1st Draft of Capital Budget to Council
- January 5, 2023 – Present 1st Draft of Operating Budget to Council
- January 2023 - EngagePuslinch.ca Survey - Budget – the survey closes on January 31, 2023 at 12:00 p.m.
- January 18, 2023 – Present 2<sup>nd</sup> Draft of Capital/Operating Budget to Council
- **January 25, 2023 – Public Information Meeting – Budget Input**
- February 2023 - Council Adoption of 2023 Budget

# Consumer Price Index (CPI) Inflationary Trends

- Due to the impacts of COVID on the production of materials and goods, the transportation of materials and goods, and the availability of human resources in certain industries, the costs of most goods and services have escalated significantly in 2021 and 2022.
- The municipal sector is experiencing significant pricing challenges related to inflation on the acquisition of goods and services, both in operating and capital budgets.
- The impacts of inflation are more than what could have been predicted when preparing the 2022 Proposed Budget.
  - Therefore, 2022 actuals have increased compared to 2022 budgets resulting in a need to increase specific 2023 proposed budget line items (ie. fuel, insurance, calcium, etc.).

# Property Tax Allocations

For each dollar of property taxes collected for the median/typical property in the Township, the Township receives the following allocations:

Description	Residential	Farmland	Commercial	Industrial
Township of Puslinch	18%	18%	13%	15%
County of Wellington	66%	66%	46%	55%
Boards of Education	16%	16%	41%	30%
Total	100%	100%	100%	100%

# Property Tax Allocations

	2022 Approved		2023 Proposed	
	Tax Levy	% Share	Tax Levy	% Share
Total Capital Tax Levy	\$1,460,100	31%	\$1,311,000	26%
Total Operating Tax Levy	\$3,203,288	69%	\$3,687,530	74%
<b>Total Municipal Tax Levy</b>	<b>\$4,663,388</b>	<b>100%</b>	<b>\$4,998,530</b>	<b>100%</b>

# Property Tax Allocations

- 74% of the Township's proposed tax levy is funding the operating budget.
- 26% of the Township's proposed tax levy is funding the capital budget.
- The decrease in the capital tax levy and the increase in the operating tax levy from the 2022 approved budget to the 2023 proposed budget relates to the transfer of the full aggregate levy from the operating budget to the capital budget with net zero budgeted tax levy impact to mitigate the risk associated with significant decreases in aggregate production.



# What services does the Township provide?

- Parks and Recreation
  - Parks, Optimist Recreation Centre and Puslinch Community Centre
- Fire and Rescue Services
- Public Works (Roads and Related Services)
- By-law Enforcement
- Planning and Development
- Source Water Protection
- Building Services
- General Government
  - Includes: Council and Committees, Election, Corporate costs and Finance

Proposed Budget Results in a Total Tax Levy Increase of \$335,142. Based on the 2023 Returned Assessment Roll, approximately each additional \$48,200 of taxes levied results in a 1% tax rate increase for the Township portion of taxes.

	2022 Approved	2023 Proposed	\$ Change from 2022
Total Capital Tax Levy	\$1,460,100	\$1,311,000	-\$149,100
Total Operating Tax Levy	\$3,203,288	\$3,687,530	\$484,242
<b>Total Municipal Tax Levy</b>	<b>\$4,663,388</b>	<b>\$4,998,530</b>	<b>\$335,142</b>

# The Change in the Operating Tax Levy Relates To:

- **Items Mandated Internally through Council Approved Policy or Previous Council Direction**
  - Cost of Living Adjustment of 4.0%
  - Salary grid movements
  - Increase in contract service costs related to the implementation of budget software
  - Increase in cyber and municipal insurance premium costs
  - Increase to the contribution in the insurance contingency discretionary reserve due to the primary liability deductible increase of \$25K to \$50K
  - Transfer of the full aggregate levy from the operating budget to the capital budget with net zero budgeted tax levy impact to mitigate the risk associated with significant decreases in aggregate production.
  - Decrease in Community Grants approved
  - Increase in user fees and charges rates approved by Council
  - Increase in source water protection recoveries from other municipalities.
  - Addition of a Full-Time Equipment Operator in Public Works/Parks and the Reduction of one Seasonal Equipment Operator
  - Further phasing of the Cambridge Fire Services Contract

# The Change in the Operating Tax Levy Relates To:

- **Items Mandated Externally through Legislation, Other Agencies, or Current Economic Trends**

- Increase in Ontario Minimum Wage
- Increase in group benefit costs and mandatory employee benefit cost employer contribution rates (ie. EI, CPP, WSIB)
- Increase in fuel, calcium and winter maintenance costs
- Increase in conservation authorities levy payments
- Heritage Act Designations Advertising due to Bill 23

# The Change in the Operating Tax Levy Relates To:

- **Items Recommended by Township Staff**

- Increase in vehicle maintenance costs in Fire and Rescue Services
- Decrease in professional development costs across the corporation
- Decrease in election costs
- Decrease in communication costs across the corporation
- Increase in Parks and Recreation recoveries
- Fire and Rescue Services On-Call Payments
- Health and Safety Shared Service Agreement

# The impacts of the proposed budget on taxpayers

- When determining the tax levy requirements, the Township reviews the assessment change (determined by the Municipal Property Assessment Corporation) of the median/typical property to ensure that the tax levy change is reasonable.
- The 2023 returned assessment roll has resulted in little to no assessment changes due to the Province's continued postponement of the 2023 assessment update as a result of the COVID-19 pandemic.
- There is however new assessment growth. The Township's 2023 new weighted assessment growth is approximately 3.42% or \$90M (ie. new construction and renovations).
- If there had not been any new assessment growth in the Township, the proposed 2023 budget would have resulted in a Township tax increase of 8.07% and \$87 and a blended tax increase of 4.69% and \$274 on the median/typical single family home.

# The impacts of the proposed budget on taxpayers

- The following slides provide the impact of the proposed tax levy to the following median/typical property tax classes:
  - Single Family Home
  - Farmland Property
  - Small Retail Commercial Property
  - Standard Industrial Property
- Note that the Township and County Tax Rate is preliminary until the County Tax Policy is adopted by County Council. The County's proposed budget is scheduled to be approved in January 2023. The Education Tax Rates will be finalized through Regulation at a future date.

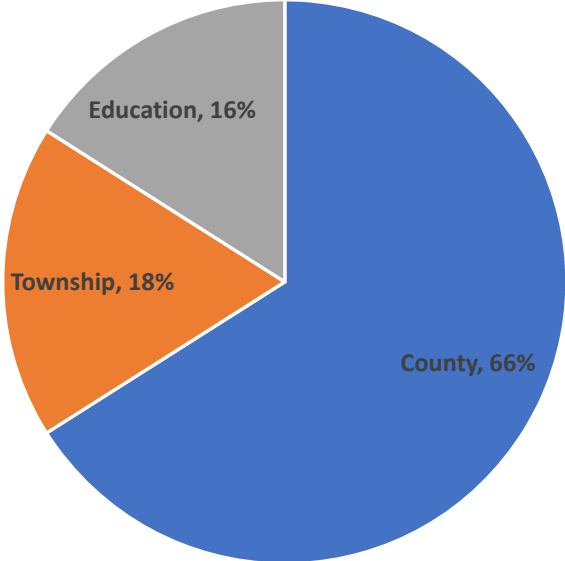
Proposed Budget Results in a Township Tax Increase of 4.50% and \$48 and  
a Blended Tax Increase of 4.04% and \$236 on the  
Median/Typical Single Family Home  
(2022 Assessment - \$605,000; 2023 Assessment - \$610,000)

Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
<b>Median Assessment</b>		<b>\$605,000</b>	<b>\$610,000</b>	<b>\$5,000</b>	<b>0.83%</b>
Yearly Township Taxes	18%	\$1,072	\$1,121	\$48	4.50%
Yearly County Taxes	66%	\$3,840	\$4,019	\$180	4.68%
Yearly Education Taxes	16%	\$926	\$933	\$8	0.83%
<b>Yearly Blended Taxes</b>	<b>100%</b>	<b>\$5,838</b>	<b>\$6,073</b>	<b>\$236</b>	<b>4.04%</b>
Yearly Township Taxes per \$100K Assessment		\$176	\$184	\$8	4.50%
<b>Yearly Blended Taxes per \$100K Assessment</b>		<b>\$957</b>	<b>\$996</b>	<b>\$39</b>	<b>4.04%</b>



# % of Total Tax Bill for Median/Typical Single Family Home

% Allocations

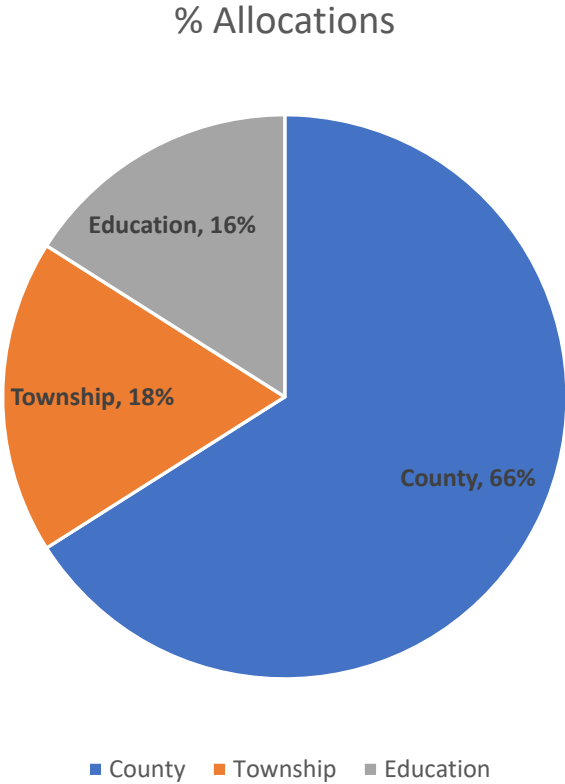


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Proposed Budget Results in a Township Tax Increase of 3.64% and \$11 and  
a Blended Tax Increase of 3.18% and \$53 on the  
Median/Typical Farmland Property  
(2022 Assessment - \$694,400; 2023 Assessment - \$694,400)

Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
<b>Median Assessment</b>		<b>\$694,400</b>	<b>\$694,400</b>	<b>\$0.00</b>	<b>0.00%</b>
Yearly Township Taxes	18%	\$308	\$319	\$11	3.64%
Yearly County Taxes	66%	\$1,102	\$1,144	\$42	3.82%
Yearly Education Taxes	16%	\$266	\$266	\$0	0.00%
<b>Yearly Blended Taxes</b>	<b>100%</b>	<b>\$1,675</b>	<b>\$1,728</b>	<b>\$53</b>	<b>3.18%</b>
Yearly Township Taxes per \$100K Assessment		\$44	\$46	\$2	3.64%
<b>Yearly Blended Taxes per \$100K Assessment</b>		<b>\$241</b>	<b>\$249</b>	<b>\$8</b>	<b>3.18%</b>

# % of Total Tax Bill for Median/Typical Farmland Property

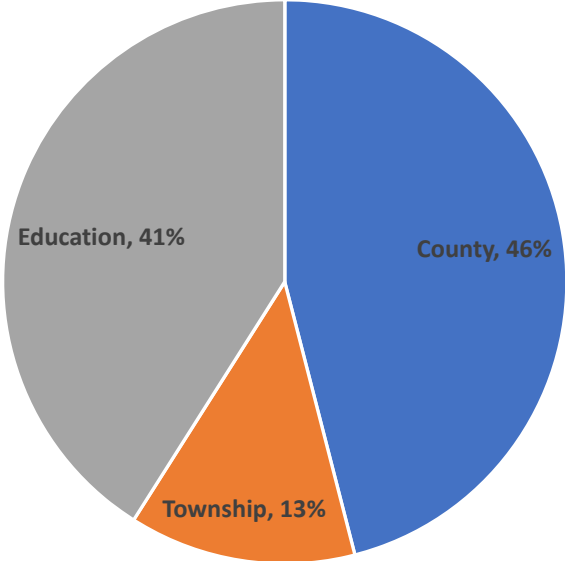


Proposed Budget Results in a Township Tax Increase of 3.64% and \$50 and  
a Blended Tax Increase of 2.19% and \$240 on the  
**Median/Typical Small Retail Commercial Property**  
**(2022 Assessment - \$523,000; 2023 Assessment - \$523,000)**

Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
<b>Median Assessment</b>		<b>\$523,000</b>	<b>\$523,000</b>	<b>\$0.00</b>	<b>0.00%</b>
Yearly Township Taxes	13%	\$1,382	\$1,433	\$50	3.64%
Yearly County Taxes	46%	\$4,949	\$5,138	\$189	3.82%
Yearly Education Taxes	41%	\$4,602	\$4,602	\$0	0.00%
<b>Yearly Blended Taxes</b>	<b>100%</b>	<b>\$10,934</b>	<b>\$11,173</b>	<b>\$240</b>	<b>2.19%</b>
Yearly Township Taxes per \$100K Assessment		\$264	\$274	\$10	3.64%
<b>Yearly Blended Taxes per \$100K Assessment</b>		<b>\$2,091</b>	<b>\$2,136</b>	<b>\$46</b>	<b>2.19%</b>

# % of Total Tax Bill for Median/Typical Small Retail Commercial Property

% Allocations



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Proposed Budget Results in a Township Tax Increase of 16.89% and \$849 and a Blended Tax Increase of 15.73% and \$5,253 on the

**Median/Typical Standard Industrial Property**

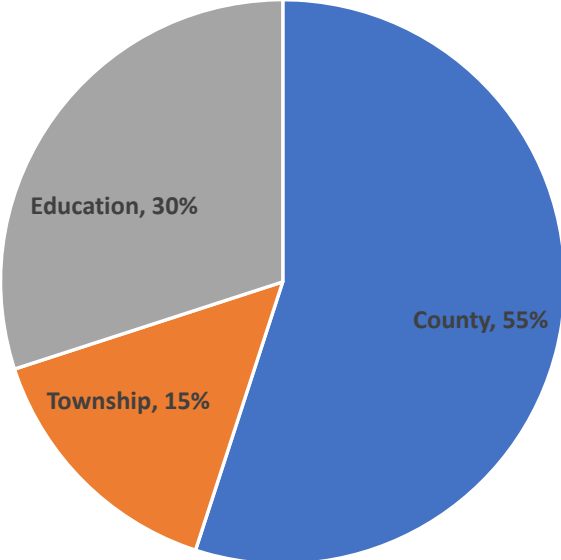
**(2022 Assessment - \$1,181,000; 2023 Assessment - \$1,332,000 )**

**12.79% of increase relates to increase in median assessment determined by MPAC**

Description	% of Total Tax Bill	2022	2023	\$ Change from 2022	% Change from 2022
<b>Median Assessment</b>		<b>\$1,181,000</b>	<b>\$1,332,000</b>	<b>\$151,000</b>	<b>12.79%</b>
Yearly Township Taxes	15%	\$5,024	\$5,873	\$849	16.89%
Yearly County Taxes	55%	\$17,989	\$21,065	\$3,076	17.10%
Yearly Education Taxes	30%	\$10,393	\$11,722	\$1,329	\$12.79%
<b>Yearly Blended Taxes</b>	<b>100%</b>	<b>\$33,406</b>	<b>\$38,659</b>	<b>\$5,253</b>	<b>15.73%</b>
Yearly Township Taxes per \$100K Assessment		\$377	\$441	\$64	16.89%
<b>Yearly Blended Taxes per \$100K Assessment</b>		<b>\$2,508</b>	<b>\$2,902</b>	<b>\$394</b>	<b>15.73%</b>

# % of Total Tax Bill for Median/Typical Standard Industrial Property

% Allocations



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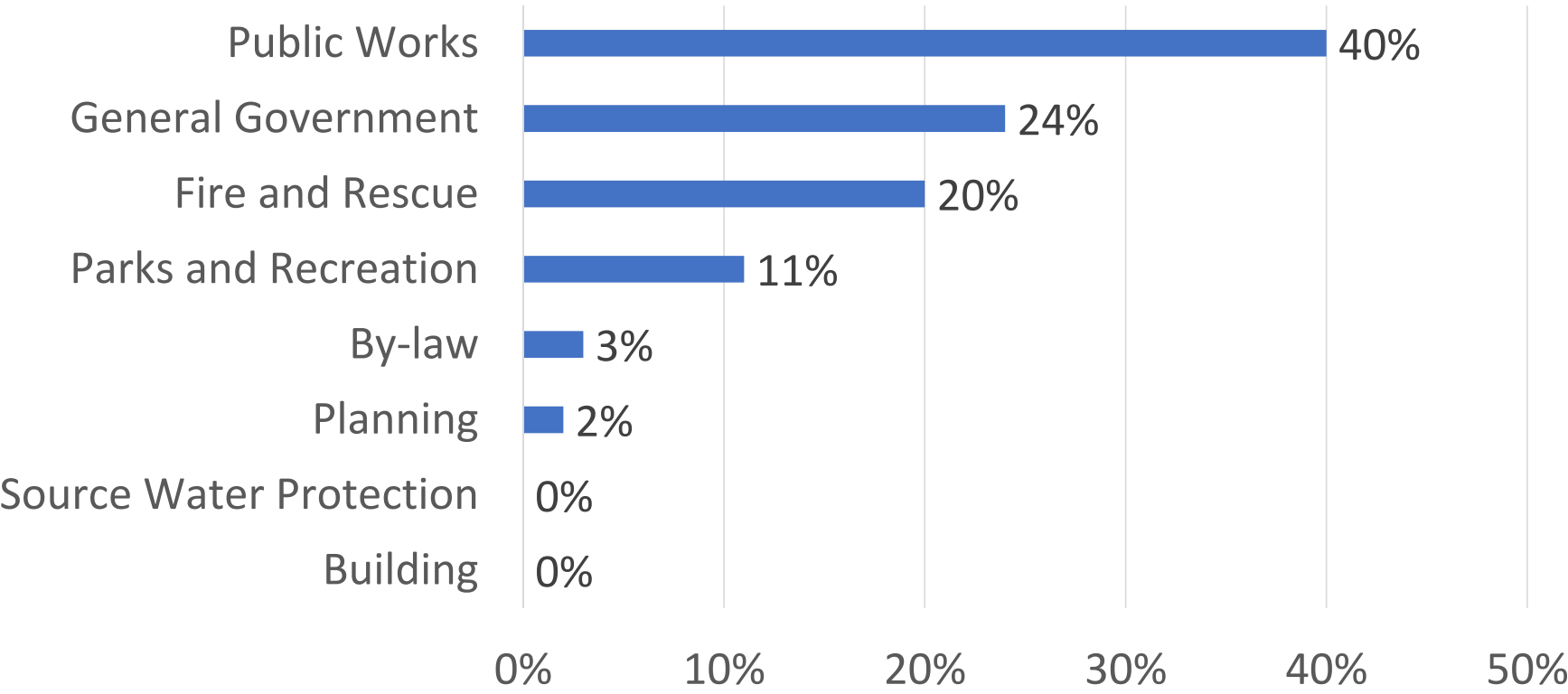
# 2023 Proposed Operating Budget Overview

Note: a draft by-law which includes the Operating and Capital Budget details is available on the Township website.

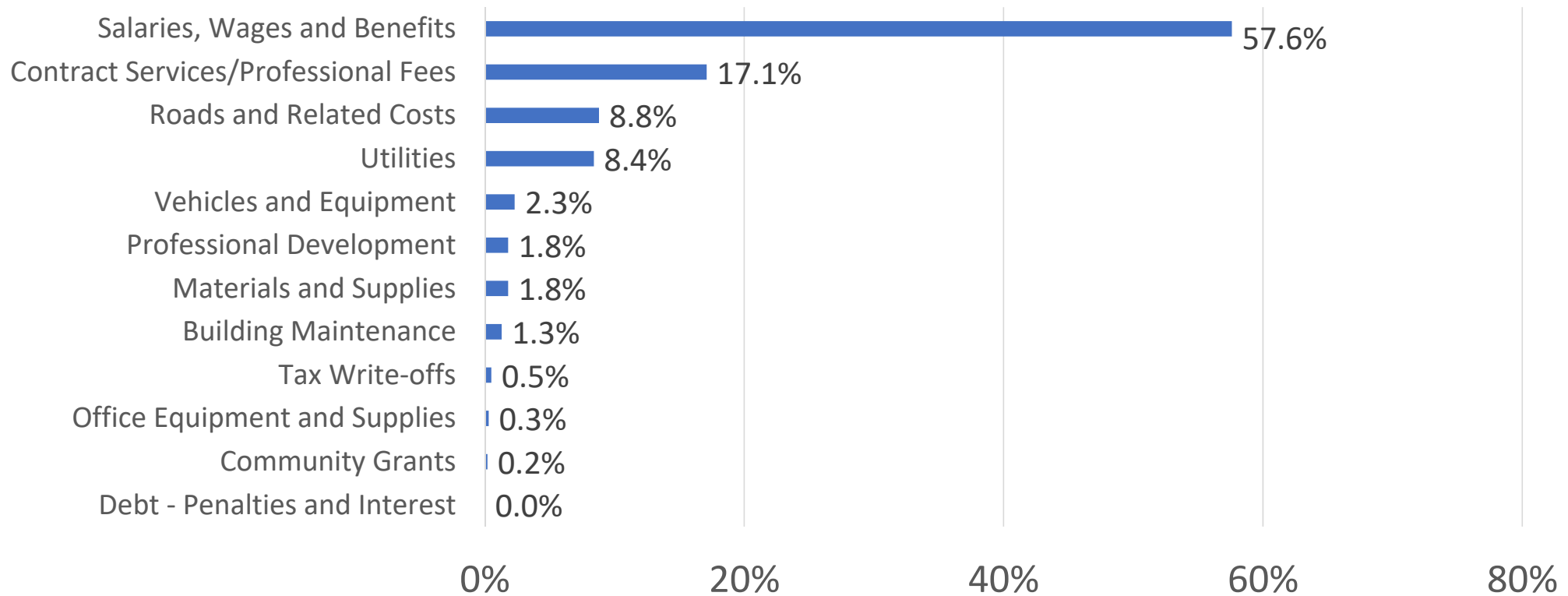




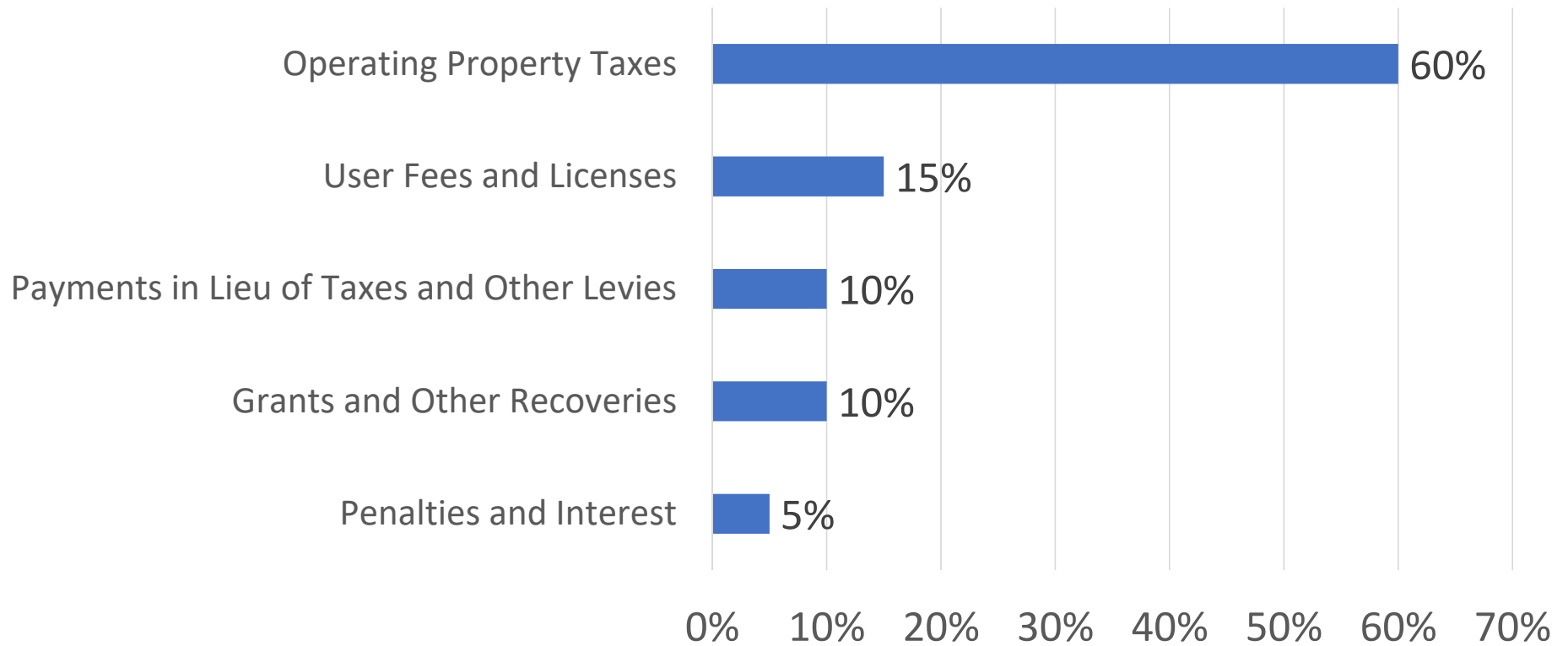
# What share of the property tax does each service represent



# Total Operating Expenditures by Type



# Total Operating Revenues by Type

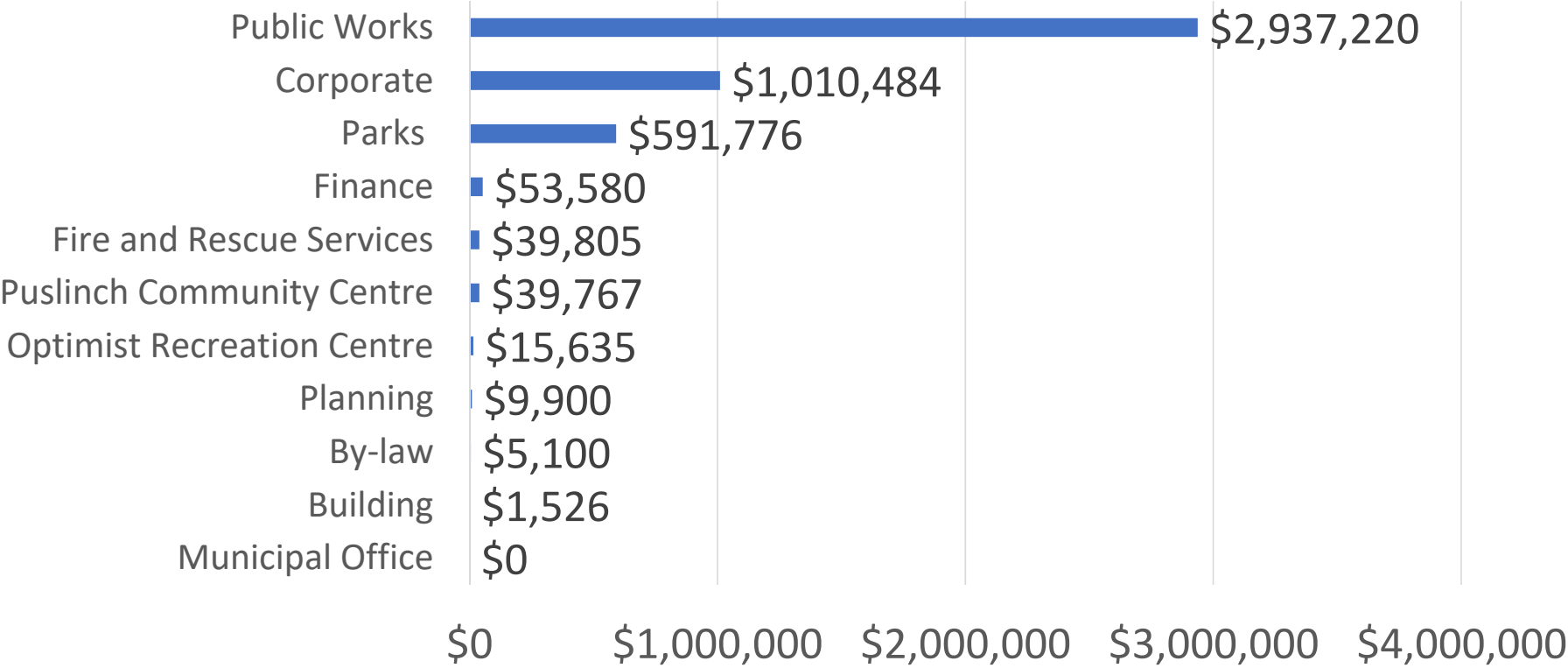


# 2023 Proposed Capital Budget and Long-Term Forecast

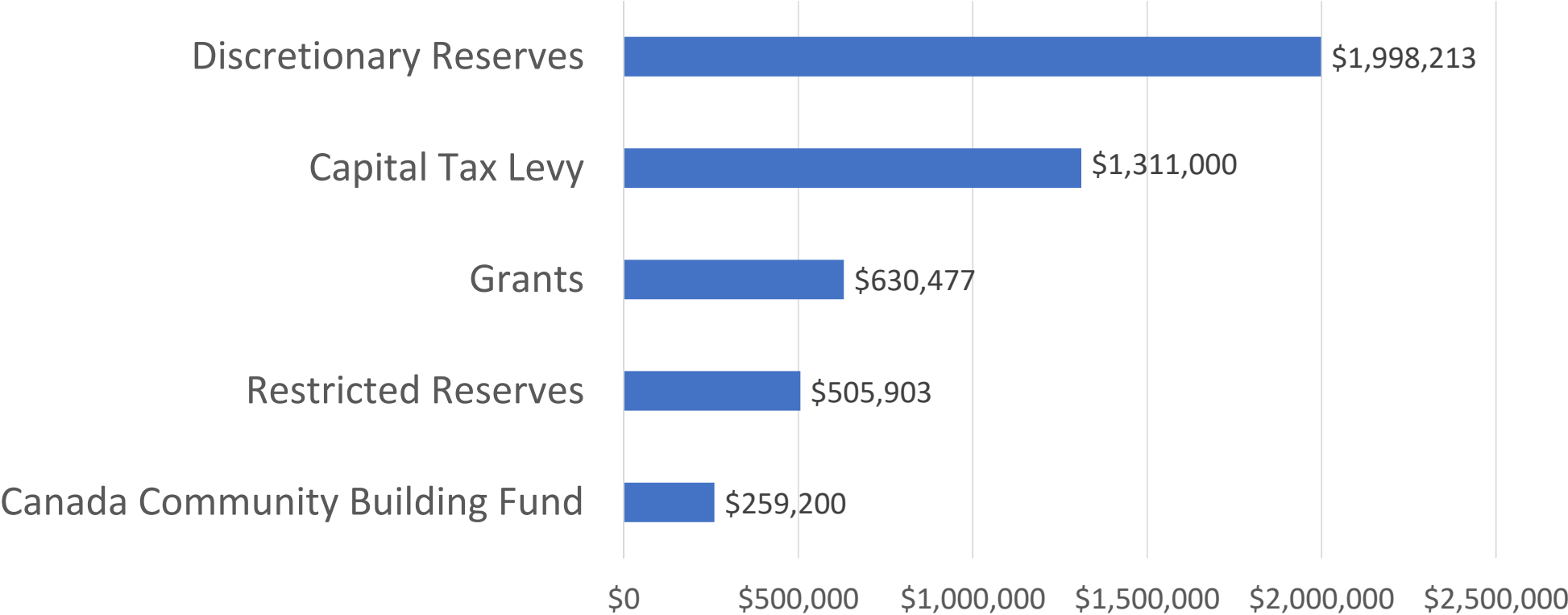
Note: a draft by-law which includes the Operating and Capital Budget details is available on the Township website.



# 2023 Capital Budget by Department



# 2023 Capital Budget by Funding Source



# 2023 Capital Budget by Department

- Public Works
  - Bridge and Culvert Inspections – \$7,500
  - Gravel Roads Improvement Discretionary Reserve Contribution - \$270,800
  - Kerr Crescent - Stormwater Management Facility – Capital Carryforward Project - Additional Funding of \$50,000 required in 2023
  - Puslinch Lake Pedestrian Access and Signage - \$10,000
  - Leslie Road West - Watson Road South to Bridge 5 (Mountsberg) - \$840,000
  - Leslie Road West - Mountsberg Bridge to Curve at Highway 401 - \$138,684
  - Leslie Road West - Curve at Highway 401 to Puslinch-Flamborough Townline - \$115,235
  - Little's Bridge - \$385,000
  - Concession 7- Concession 2A to Mason Road - \$160,000
  - Maltby Road East - Victoria Road South to Watson Road South - \$260,000
  - Roszell Road - Forestell Road to Townline Road - \$300,000
  - Tandem Dump Truck - \$400,000

# 2023 Capital Budget by Department

- Corporate
  - Asset Management Discretionary Reserve Contribution - \$955,792
  - Corporate Information Technology Discretionary Reserve Contribution - \$10,000
  - 401 and Highway 6 Project Review of Hotspots - \$10,000
  - Computer Equipment – \$9,692
  - Gravel Extraction Study - \$25,000



# 2023 Capital Budget by Department

- Parks

- Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the front of the Puslinch Community Centre - \$300,000
- Playground area at Boreham Park - \$242,933
- Landscape Trailer - \$10,000
- Kubota Lawn Tractor - \$23,843
- Replacement of Old Morriston 2 Sets of Bleachers - \$15,000

# 2023 Capital Budget by Department

- Finance
  - Development Charges By-law Amendment - Capital Carryforward Project - Additional Funding of \$7,413 required in 2023
  - Parkland Dedication By-law Amendment - \$21,166
  - Community Improvement Plan Amendment and Financial Incentives - \$25,000
- Fire and Rescue Services
  - Structural Firefighter Gear - \$14,805
  - Community Risk Assessment - Ontario Regulation 378/18 - \$25,000

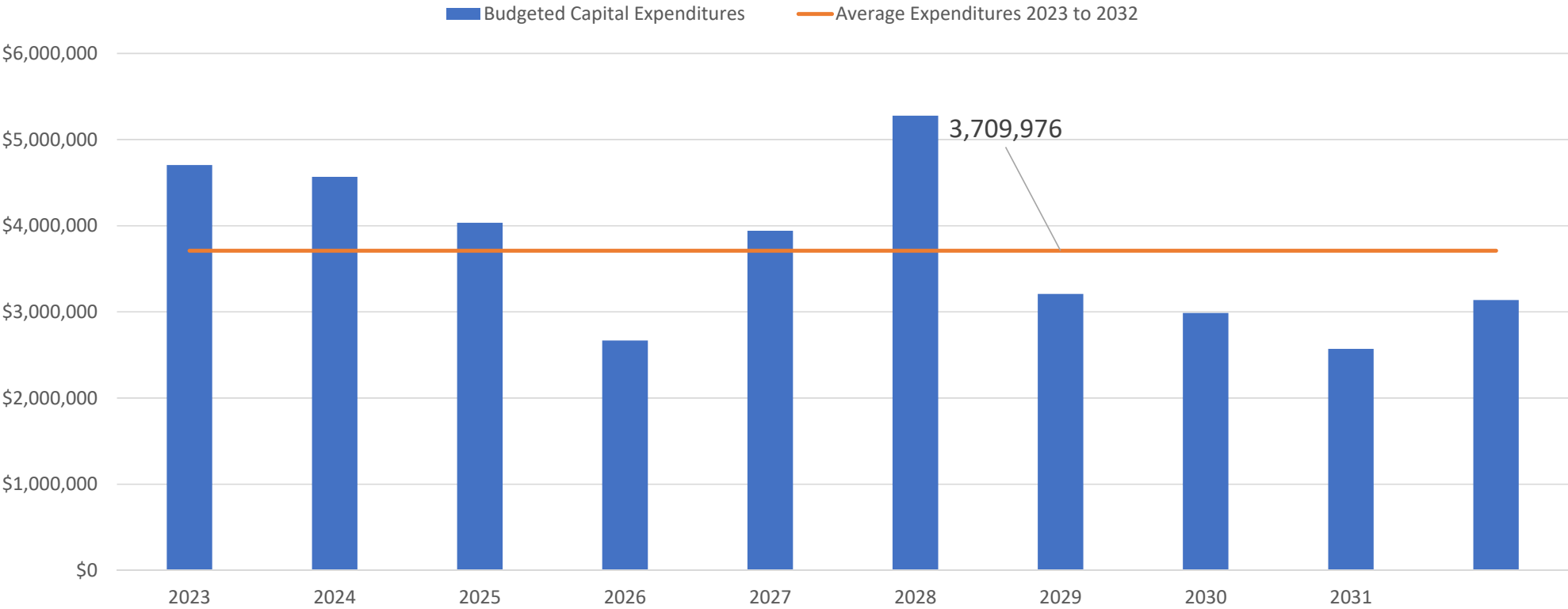
# 2023 Capital Budget by Department

- Puslinch Community Centre
  - Convert Lighting to LED - Capital Carryforward Project - Additional Funding of \$4,767 required in 2023
  - Replacement of Ceiling Components - \$35,000
- Optimist Recreation Centre
  - Convert Lighting to LED - Capital Carryforward Project - Additional Funding of \$8,701 required in 2023
  - Pickleball Line Painting and Floor Refinishing - \$6,934
- Municipal Office
  - Municipal Administration and Operations Facility – Amount to be determined

# 2023 Capital Budget by Department

- Planning
  - Cloudpermit - Planning - \$9,900
- By-law
  - Cloudpermit - By-law Enforcement - \$5,100
- Building
  - Septic Reinspections - Capital Carryforward Project - Additional Funding of \$1,526 required in 2023

# 2023 Capital Budget and Forecast

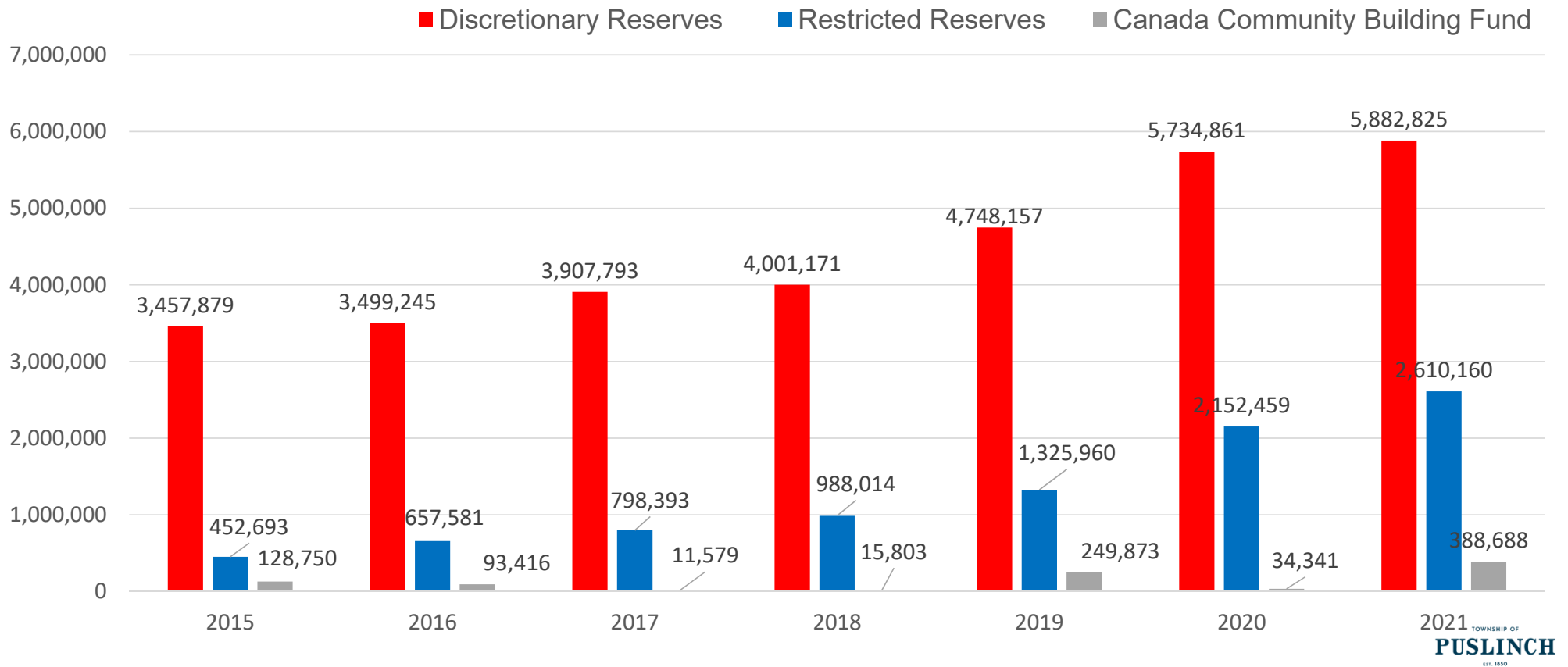


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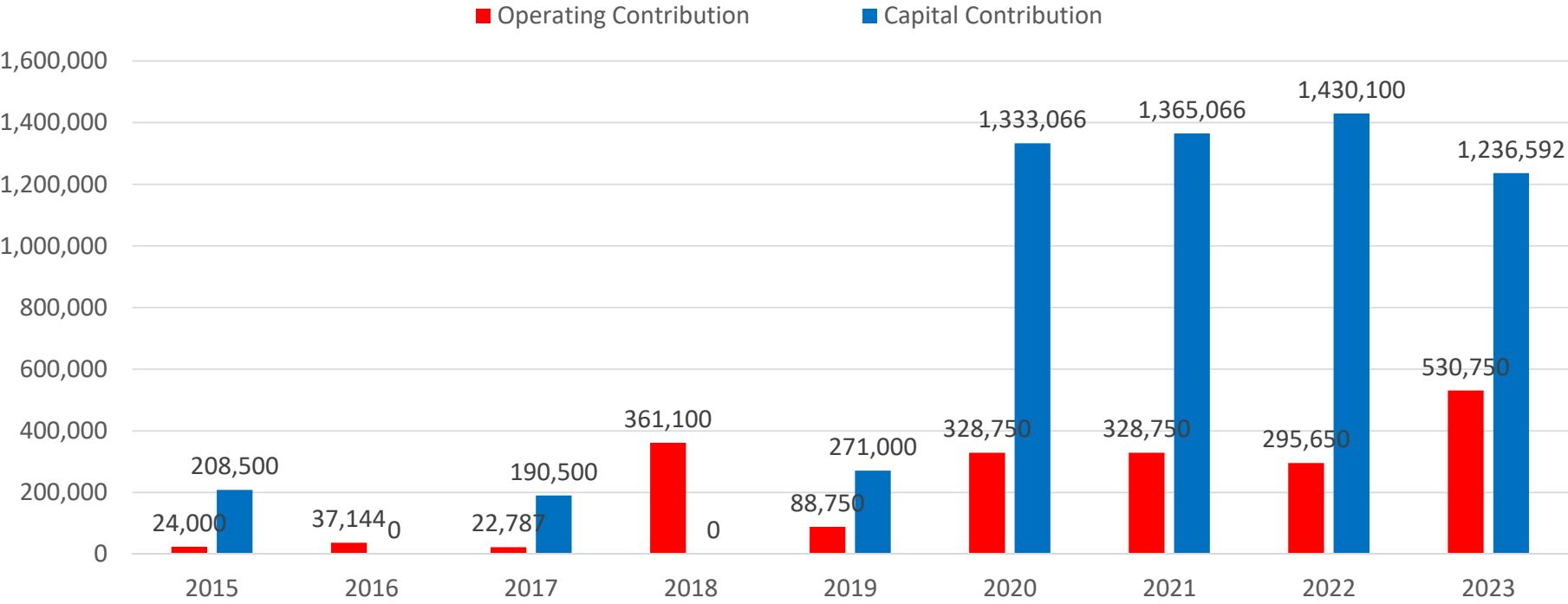
# Discretionary and Restricted Reserves



# Audited Balances in Discretionary and Restricted Reserves



# Budgeted Contributions to Capital and Operating Discretionary Reserves





TOWNSHIP OF  
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EST. 1850

Questions or  
Comments?



# THE CORPORATION OF THE TOWNSHIP OF PUSLINCH

## BY-LAW NO 00X-2023

A by-law to adopt the Budget for the Corporation of the Township of Puslinch for the year 2023.

**WHEREAS** Section 290(1) of the Municipal Act, S.O. 2001, c. 25 as amended provides that a local municipality shall in the year or immediately preceding the year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality; and

**WHEREAS** the budget of the Corporation of the Township of Puslinch for 2023 is described in detail in Schedule "A" and Schedule "B" of this By-law.

**NOW THEREFORE** the Council of the Corporation of the Township of Puslinch enacts as follows:

1. That the total estimated operating expenditures for the purposes of the Corporation of the Township of Puslinch ("the Township") for the year 2023 be adopted in the amount of \$6,033,604.
2. That the total estimated operating revenues for the purposes of the Township for the year 2023 be adopted in the amount of \$2,698,748.
3. That the total estimated capital expenditures for the purpose of the Township for the year 2023 be adopted in the amount of \$4,704,792.
4. That the general operating taxation levy to be raised on all rateable property in the Township for the year 2023 be adopted in the amount of \$3,687,530.
5. That the general capital taxation levy to be raised on all rateable property in the Township for the year 2023 be adopted in the amount of \$1,311,000.
6. That the Treasurer be authorized to withdraw funds from and contribute funds to the Township's discretionary reserves and restricted reserves as outlined in Schedule "A" and Schedule "B" of this By-law.
7. That any Canada Community Building funds not required for those projects that identify the use of Canada Community Building funds be directed to other qualified projects identified in Schedule "A" of this By-law.
8. That Schedules "A" and "B", annexed hereto, form part of this By-law.
9. If any section or portion of this by-law is found by a court of competent jurisdiction to be invalid, it is the intent of Council for the Township that all remaining sections and portions of this by-law continue in force and effect.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS XX<sup>th</sup> DAY OF FEBRUARY 2023.**

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James Seeley, Mayor

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Courtenay Hoytfox, Clerk



## 2023 Capital Plan Summary

Project Cost				Funding Type					
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Rese rves	Debenture	Grand Total
Parks and Recreation									
	ORC								
		Convert Lighting to LED	Asset Management				\$8,701		\$8,701
		Pickleball Line Painting and Floor Refinishing	New Asset				\$6,934		\$6,934
Parks									
		Parking Lot & Associated Enhancements (curbing, entrance, and additional lighting) at the front of the Puslinch Community Centre	Asset Management	\$51,000		\$249,000			\$300,000
		Playground area at Boreham Park (also known as Arkell Park)	Asset Management	\$170,000			\$72,933		\$242,933
		Landscape Trailer	Asset Management	\$2,000			\$8,000		\$10,000
		Kubota Lawn Tractor	New Asset				\$23,843		\$23,843
		Replacement of Old Morriston 2 Sets of Bleachers	Asset Management				\$15,000		\$15,000
PCC									
		Convert Lighting to LED	Asset Management				\$4,767		\$4,767
		Replacement of Ceiling Components	Asset Management				\$35,000		\$35,000
Public Works									
	Public Works								
		Bridge and Culvert Inspections-2023 Study/Plan			\$7,500				\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$270,800				\$270,800
		Kerr Crescent - Stormwater Management Facility	Asset Management			\$50,000			\$50,000
		Puslinch Lake Pedestrian Access and Signage	New Asset				\$10,000		\$10,000

## 2023 Capital Plan Summary

Project Cost			Funding Type				Grand Total		
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves		Restricted_Rese rves	Debenture
		Leslie Road West - Watson Road South to Bridge 5 (Mountsberg)	Asset Management	\$380,951		\$85,609	\$373,440		\$840,000
		Leslie Road West - Mountsberg Bridge to Curve at Highway 401	Asset Management			\$119,823	\$18,861		\$138,684
		Leslie Road West - Curve at Highway 401 to Puslinch-Flamborough Townline	Asset Management			\$99,563	\$15,672		\$115,235
		Little's Bridge	Asset Management			\$332,640	\$52,360		\$385,000
		Concession 7- Concession 2A to Mason Road	Asset Management			\$138,240	\$21,760		\$160,000
		Maltby Road East - Victoria Road South to Watson Road South	Asset Management			\$224,640	\$35,360		\$260,000
		Roszell Road - Forestell Road to Townline Road	Asset Management			\$259,200	\$40,800		\$300,000
		Tandem Dump Truck	Asset Management			\$400,000			\$400,000
By-law									
	By-law								
		Cloudpermit - By-law Enforcement	Information Technology Enhancement			\$5,100			\$5,100
Planning									
	Planning								
		Cloudpermit - Planning	Information Technology Enhancement			\$9,900			\$9,900
<b>Grand Total</b>				<b>\$630,477</b>	<b>\$1,311,000</b>	<b>\$1,998,213</b>	<b>\$765,103</b>	<b>\$0</b>	<b>\$4,704,792</b>

## 2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$17,766		\$17,766
		Pickup Truck - Mid-Size	Asset Management			\$20,000		\$20,000
		Pickup Truck - Mid-Size	Asset Management	\$3,000				\$3,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,054,324			\$1,054,324
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		401 and Highway 6 Project Review of Hotspots	Study/Plan		\$10,000			\$10,000
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		\$25,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Server Replacement	Asset Management			\$47,000		\$47,000
	Finance							
		2024 Development Charges Background Study	Study/Plan		\$2,100		\$18,900	\$21,000
		Asset Management Plan and Policy Updates	Study/Plan		\$8,776		\$1,224	\$10,000
	Municipal Office							
		Gas Fired Infra-Red Heaters in Public Works Area	Asset Management			\$6,000		\$6,000
		Replacement of UV Pure Water Treatment System	Asset Management			\$10,000		\$10,000

## 2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
		Maple Leaf Lane - County Road 46 to dead end	Asset Management			\$80,697		\$80,697
		Maddaugh Road - Highway 6 to Gore Road	Asset Management	\$25,594		\$25,594		\$51,188
		Maddaugh Road - 14th Concession East to Highway 6	Asset Management	\$26,658		\$26,658		\$53,316
		Maddaugh Road - Puslinch-Flamborough Townline to 14th Concession East	Asset Management	\$24,785		\$24,785		\$49,569
		Sideroad 20 North - County Road 34 to Forestell Road	Asset Management			\$358,181		\$358,181
		Victoria Street And Church Street - Calfass Road to Queen Street (Highway 6)	Asset Management			\$42,618		\$42,618
		Concession 1 - Leslie Road West to Highway 6	Asset Management			\$52,316		\$52,316
		Concession 1/Leslie Rd W - Concession 7 to Highway 6	Asset Management			\$238,564	\$37,552	\$276,116
		Nassagaweya-Puslinch Townline - County Road 34 to Maltby Road East	Asset Management	\$54,921		\$54,921		\$109,842
		Nassagaweya-Puslinch Townline - Hume Road to Maltby Road East	Asset Management	\$28,974		\$28,974		\$57,948
		Nassagaweya-Puslinch Townline - Hume Road to Arkell Road (County Road 37)	Asset Management	\$21,613		\$21,613		\$43,225
<b>Grand Total</b>				<b>\$566,495</b>	<b>\$1,381,000</b>	<b>\$1,790,853</b>	<b>\$829,705</b>	<b>\$4,568,053</b>

## 2024 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary_Reserves	Restricted_Reserves	Grand Total
Parks and Recreation								
	ORC							
		Rinkboard Replacement (Interior and Exterior)	Asset Management				\$100,000	\$100,000
	PCC							
		Emergency Generator	Asset Management				\$100,000	\$100,000
		Replacement of UV Pure Water Treatment System	Asset Management				\$7,500	\$7,500
		Replacement of Sanitary Pumps and Control System	Asset Management				\$5,000	\$5,000
		Window and Door Replacement Program	Asset Management				\$100,000	\$100,000
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Winer Road - McLean Road to dead end	Asset Management			\$210,053	\$33,064	\$243,117
		Sideroad 10 North - Forestell Road to Laird Road West	Asset Management			\$101,637	\$15,998	\$117,635
		Leslie Road West Culvert	Asset Management			\$100,000		\$100,000
		Bridlepath - Bridle Path Split to Brock Road South	Asset Management			\$58,101		\$58,101
		Bridlepath - Bridle Path Split to Brock Road South	Asset Management				\$9,146	\$9,146
		Bridlepath	Asset Management			\$145,374	\$22,883	\$168,258
		Concession 2- Sideroad 20 South to Concession 7	Asset Management	\$380,951		\$2,502	\$60,358	\$443,811
		Watson Road South - County Road 37 (Arkeil Road) to Maltby Road East	Asset Management			\$100,000	\$318,080	\$418,080



## 2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Res erves	Restricted_Res erves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Fire Master Plan	Study/Plan		\$24,000		\$36,000	\$60,000
		Structural Firefighter Gear	Asset Management			\$17,766		\$17,766
		Defibrillators Fire & Rescue Service Trucks	Asset Management			\$15,000		\$15,000
		Defibrillators - Municipal Buildings	Asset Management			\$4,500		\$4,500
		Pump 31 Truck	Asset Management	\$20,000		\$930,000		\$950,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$940,460			\$940,460
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
Parks and Recreation								
	PCC							
		Bar Counter, Bar Door, Cosmetic Upgrades	Asset Management	\$10,000			\$90,000	\$100,000
		Electronic Sign Replacement	Asset Management	\$37,500				\$37,500
Public Works								
	Public Works							
		Bridge and Culvert Inspections-2025	Study/Plan		\$7,500			\$7,500
		Storm Sewers - Geolocation of catch basins	Study/Plan		\$5,000			\$5,000
		Street Lights - Pole and Arm Inspections	Study/Plan		\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
		Puslinch-Flamborough Townline - Leslie Road West to Township Limits	Asset Management			\$29,519	\$4,647	\$34,166

## 2025 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Res erves	Restricted_Res erves	Grand Total
		McRae Station Road - Watson Road South to Concession 14 East	Asset Management			\$33,029	\$5,199	\$38,228
		Roadside Safety Allowances - Bridges and Culverts	New Asset		\$138,240		\$21,760	\$160,000
		Daymond Drive - Stormwater Management Facility	Asset Management			\$300,000		\$300,000
		Pickup truck - 3/4 ton - Crew Cab	Asset Management	\$6,655		\$47,345		\$54,000
		Laird Road West - Country Road 32 - dead end	Asset Management	\$45,360				\$45,360
		Old Brock Road - County Road 46 to dead end	Asset Management	\$43,446			\$6,839	\$50,285
		Gore Road - Valens Road to Concession 7	Asset Management	\$86,528			\$86,528	\$173,056
		Gore Road - Sideroad 20 South to Valens Road	Asset Management	\$147,745			\$147,745	\$295,490
		Gore Road - Concession 7 to Lennon Road	Asset Management	\$100,674				\$100,674
		Gore Road- Maddaugh Road to Lennon Road	Asset Management	\$112,260			\$17,670	\$129,930
		Aberfoyle Business Park Block 6 - Stormwater Management Facility	Asset Management			\$200,000		\$200,000
<b>Grand Total</b>				<b>\$610,167</b>	<b>\$1,421,000</b>	<b>\$1,587,160</b>	<b>\$416,388</b>	<b>\$4,034,715</b>

## 2026 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_ Reserves	Restricted_ Re serves	Grand Total
<b>Building</b>								
	Building							
		Tablets	Information Technology Enhancement			\$5,000		\$5,000
<b>Fire and Rescue</b>								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$11,844		\$11,844
		Portable Pumps	Asset Management			\$15,000		\$15,000
<b>General Government</b>								
	Corporate							
		Website Redesign	Information Technology Enhancement	\$25,000				\$25,000
		Asset Management	Reserve Contribution		\$1,175,700			\$1,175,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Computer Equipment - New Term of Council	Asset Management			\$10,000		\$10,000
<b>Parks and Recreation</b>								
	Parks							
		Pickup Truck - Trsfr from Public Works	Asset Management				\$0	\$0
		Light Poles Replacement at the Puslinch Community Centre Grounds	Asset Management				\$5,200	\$5,200

## 2026 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_ Reserves	Restricted_ Reserves	Grand Total
		Fencing Replacement at the Badenoch Soccer Field (East Side)	Asset Management				\$14,934	\$14,934
<b>Public Works</b>								
	Public Works							
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Pickup truck - 3/4 ton - Single Cab	Asset Management			\$42,000		\$42,000
		Mason Road - Concession 7 to dead end	Asset Management			\$25,238		\$25,238
		Concession 4 - Sideroad 20 North to curve in road	Asset Management			\$50,656		\$50,656
		Concession 4 - Curve in Road to Highway 6	Asset Management			\$38,310		\$38,310
		Concession 4 - County Road 35 to Sideroad 20 North	Asset Management	\$202,578			\$31,887	\$234,465
		Concession 1 - Sideroad 10 South to County Road 35	Asset Management	\$202,616			\$31,893	\$234,509
		Leslie Road West - Victoria Road South to Watson Road South	Asset Management				\$228,495	\$228,495
		Gilmour Road - County Road 46 (Brock Road) to Subdivision Entrance	Asset Management			\$37,404		\$37,404
		Smith Road - Concession 7 to County Road 34	Asset Management			\$37,631		\$37,631
		Deer View Ridge - Hammersley Drive to Fox Run Drive	Asset Management			\$100,350		\$100,350
		Grader Unit 502	Asset Management			\$70,000		\$70,000
		Carroll Pond & Lesic Jassal Municipal Drain - Sediment Survey	Study/Plan		\$7,000			\$7,000
<b>Grand Total</b>				<b>\$430,194</b>	<b>\$1,471,000</b>	<b>\$453,433</b>	<b>\$312,410</b>	<b>\$2,667,037</b>

## 2027 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Re serves	Grand Total
<b>Building</b>								
	Building							
		SUV	Asset Management			\$18,012		<b>\$18,012</b>
<b>Fire and Rescue</b>								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$14,805		<b>\$14,805</b>
		Washer/Extractor	Asset Management			\$10,000		<b>\$10,000</b>
		Gear Dryer	Asset Management			\$6,000		<b>\$6,000</b>
		Thermal Imaging Camera	Asset Management			\$6,000		<b>\$6,000</b>
<b>General Government</b>								
	Corporate							
		Community Based Strategic Plan	Study/Plan	\$25,000			\$5,000	<b>\$30,000</b>
		Asset Management	Reserve Contribution		\$1,232,700			<b>\$1,232,700</b>
		Corporate Information Technology	Reserve Contribution		\$10,000			<b>\$10,000</b>
		Computer Equipment	Asset Management			\$10,000		<b>\$10,000</b>
<b>Parks and Recreation</b>								
	PCC							
		Rebalancing of HVAC system	Asset Management				\$5,000	<b>\$5,000</b>
<b>Public Works</b>								
	Public Works							
		Bridge and Culvert Inspections-2027	Study/Plan		\$7,500			<b>\$7,500</b>

## 2027 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Re serves	Grand Total
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Concession 2 - Country Road 35 to Side Road 20	Asset Management				\$237,573	\$237,573
		Galt Creek Bridge Gore Road Lot 2	Asset Management			\$160,000		\$160,000
		Cooks Bridge	Asset Management			\$423,360	\$66,640	\$490,000
		Victoria Road Culvert Over Galt Creek	Asset Management			\$140,000		\$140,000
		Victoria Road Culvert North of Leslie	Asset Management			\$160,000		\$160,000
		Ellis Road Culvert Over Puslinch Lake Irish Creek	Asset Management			\$328,320	\$51,680	\$380,000
		Concession 2 Culvert	Asset Management			\$120,000		\$120,000
		Fox Run Drive - Deer View Ridge to Fox Run Drive transition to curb	Asset Management			\$62,153		\$62,153
		Fox Run Drive to Fox Run Drive	Asset Management			\$98,630		\$98,630
		Fox Run Drive - transition to curb to County Road 46	Asset Management			\$54,254		\$54,254
		Tandem Dump Truck - 304	Asset Management	\$25,000		\$375,000		\$400,000
By-law								
	By-law	SUV	Asset Management	\$5,000		\$12,988		\$17,988
<b>Grand Total</b>				<b>\$55,000</b>	<b>\$1,521,000</b>	<b>\$1,999,521</b>	<b>\$365,893</b>	<b>\$3,941,414</b>

## 2028 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	Grand Total
<b>Building</b>								
	Building							
		Septic Reinspections	Study/Plan	\$16,526				\$16,526
<b>Fire and Rescue</b>								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$8,883		\$8,883
		Aerial 33 Truck	Asset Management			\$1,490,000		\$1,490,000
		Aerial 33 Truck	Asset Management	\$10,000				\$10,000
<b>General Government</b>								
	Corporate							
		Asset Management	Reserve Contribution		\$1,125,800			\$1,125,800
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		\$25,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
	Municipal Office							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$20,000			\$20,000
		Emergency Generator	Asset Management			\$100,000		\$100,000
		Replacement of metal roofing panels	Asset Management			\$125,000		\$125,000
		Roads Storage Building Roof Rehabilitation	Asset Management			\$15,000		\$15,000
		Municipal Complex: Parking Lot	Asset Management			\$162,750		\$162,750

## 2028 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	Grand Total
<b>Parks and Recreation</b>								
	ORC							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500
	Parks							
		Replacement of metal roofing panels in Blue Storage Building Behind PCC	Asset Management				\$30,000	\$30,000
		Kabota Lawnmower	Asset Management	\$4,933			\$25,067	\$30,000
		Gravel Road Rehabilitation at Old Morriston Park	Asset Management				\$7,740	\$7,740
	PCC							
		Building Condition Assessment, Arc Flash Study, Infra-red Scanning of Equipment	Study/Plan		\$7,500			\$7,500
		Replacement of metal roofing panels	Asset Management				\$100,000	\$100,000
<b>Public Works</b>								
	Public Works							
		Traffic Count Study	Study/Plan		\$12,000		\$18,000	\$30,000
		Traffic Calming - Streetscaping Morriston - Phase 2	New Asset	\$25,000	\$61,400		\$13,600	\$100,000
		Bridge and Culvert Inspections-2029	Study/Plan		\$7,500			\$7,500
		Storm Sewer Inspections and Cleaning	Study/Plan		\$10,000			\$10,000
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Roads Condition Index Updates	Study/Plan		\$16,000		\$24,000	\$40,000
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000



## 2028 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	Grand Total
		Puslinch-Flamborough Townline - Victoria Road South to Maddaugh Road	Asset Management			\$61,288		\$61,288
		Puslinch-Flamborough Townline - 14th Concession East to Victoria Road South	Asset Management			\$75,390		\$75,390
		Concession 1 - Transition to Transition	Asset Management				\$49,016	\$49,016
		Concession 1 - Transition to Transition	Asset Management				\$311,397	\$311,397
		Beiber Road - Nicholas Beaver Road to private property	Asset Management			\$25,593		\$25,593
		Niska Road - Bailey Bridge to Whitelaw Road	Asset Management			\$68,844		\$68,844
		Telfer Glen - Queen Street (Highway 6) to dead end	Asset Management			\$105,215		\$105,215
		Main Street - Back Street to Morriston Ball Park	Asset Management			\$29,021		\$29,021
		Main Street and Back Street	Asset Management			\$39,165		\$39,165
		Victoria Road South - County Road 34 to Maltby Road East	Asset Management			\$203,145	\$31,977	\$235,122
		Sideroad 10 North - Concession Road 4 to Forestell Road	Asset Management			\$113,400		\$113,400
		Tandem Roll-Off Dump Truck- 302	Asset Management			\$375,000		\$375,000
		Tandem Roll-Off Dump Truck- 302	Asset Management	\$25,000				\$25,000
<b>Grand Total</b>				<b>\$81,459</b>	<b>\$1,571,000</b>	<b>\$3,015,194</b>	<b>\$610,797</b>	<b>\$5,278,450</b>

2029 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Re serves	Restricted_Res erves	
<b>Fire and Rescue</b>								
	<b>Fire and Rescue</b>							
		Structural Firefighter Gear	Asset Management			\$14,805		\$14,805
		Thermal Imaging Camera	Asset Management			\$6,000		\$6,000
<b>General Government</b>								
	<b>Corporate</b>							
		Asset Management	Reserve Contribution		\$1,321,824			\$1,321,824
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Server Replacement	Asset Management			\$47,000		\$47,000
	<b>Finance</b>							
		Asset Management Plan and Policy Updates	Study/Plan		\$8,776		\$1,224	\$10,000
		2029 Development Charges Background Study	Study/Plan		\$2,100		\$18,900	\$21,000
	<b>Municipal Office</b>							
		Exterior wall rehabilitation	Asset Management			\$25,000		\$25,000
		Replacement of furnaces - Fire area	Asset Management			\$20,000		\$20,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)	Asset Management			\$15,000		\$15,000
<b>Parks and Recreation</b>								
	<b>ORC</b>							
		Floor Scrubber	Asset Management				\$15,000	\$15,000
	<b>PCC</b>							
		Exterior wall rehabilitation	Asset Management				\$35,000	\$35,000
		Replacement of fire alarm system (fire extinguishers, panels, bells, pullstations, heat & smoke detectors)	Asset Management				\$5,000	\$5,000
<b>Public Works</b>								
	<b>Public Works</b>							
		Bridge and Culvert Inspections-2029	Study/Plan		\$7,500			\$7,500
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Nicholas Beaver Road - Brock Road South to Winer Road	Asset Management			\$144,449		\$144,449
		Ellis Road - Sideroad 10 North to 6725 Ellis Road	Asset Management			\$57,964		\$57,964
		Ellis Road - transition to County Road 32	Asset Management			\$176,667	\$27,809	\$204,475
		Boreham Drive - County Road 37 (Arkell Road) to County Road 41 (Watson Road South)	Asset Management			\$66,683		\$66,683

## 2029 Capital Plan Summary

Project Cost				Funding Type		Discretionary_Re serves	Restricted_Res erves	Grand Total
Service	Department	Capital Project	Classification	Grant	Levy			
		Hume Road - Nassagaweya-Puslinch Townline to Watson Road South	Asset Management			\$229,625	\$36,145	\$265,769
		Sideroad 10 North - County Road 34 to transition	Asset Management			\$8,732		\$8,732
		Sideroad 10 North - Wellington Road 34 to Ellis Road	Asset Management				\$226,800	\$226,800
		Tandem Dump Truck- 301	Asset Management	\$25,000		\$375,000		\$400,000
<b>Grand Total</b>				<b>\$25,000</b>	<b>\$1,621,000</b>	<b>\$1,196,925</b>	<b>\$365,877</b>	<b>\$3,208,802</b>

Draft

## 2030 Capital Plan Summary

Project Cost				Funding Type				
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_R eserves	Restricted_Reser ves	Grand Total
Fire and Rescue								
	Fire and Rescue							
		Structural Firefighter Gear	Asset Management			\$5,922		\$5,922
		Tanker 37 Truck	Asset Management	\$20,000		\$730,000		\$750,000
General Government								
	Corporate							
		Asset Management	Reserve Contribution		\$1,362,700			\$1,362,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
		Computer Equipment - New Term of Council	Asset Management			\$10,000		\$10,000
Public Works								
	Public Works							
		Street Lights - Pole and Arm Inspections	Study/Plan		\$20,000			\$20,000
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Bridge and Culvert Inspections-2031	Study/Plan		\$7,500			\$7,500
		Victoria Road South - Leslie Road West to Flamborough Puslinch Townline	Asset Management			\$69,302		\$69,302
		Victoria Road South - Leslie Road West to Flamborough Puslinch Townline	Asset Management				\$10,909	\$10,909
		Victoria Road South - Leslie Road West to County Road 36	Asset Management				\$253,169	\$253,169
		Cockburn Street - County Road 46 to Old Brock Road	Asset Management			\$18,616		\$18,616
		Concession 4 - Roszell Road to County Road 32	Asset Management			\$121,349	\$19,101	\$140,450
		Cooks Mill Road - Bridge to County Road 41	Asset Management			\$41,938	\$6,601	\$48,540
<b>Grand Total</b>				<b>\$20,000</b>	<b>\$1,671,000</b>	<b>\$1,007,128</b>	<b>\$289,780</b>	<b>\$2,987,908</b>

## 2031 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary Reserves	Restricted_Reserves	Grand Total
<b>Building</b>								
	Building	Tablets	Information Technology Enhancement			\$5,000		\$5,000
<b>Fire and Rescue</b>								
	Fire and Rescue	Structural Firefighter Gear	Asset Management			\$11,844		\$11,844
		Pickup Truck - Mid-Size	Asset Management	\$3,000		\$20,000		\$23,000
<b>General Government</b>								
	Corporate	Website Redesign	Information Technology Enhancement	\$25,000				\$25,000
		Asset Management	Reserve Contribution		\$1,427,700			\$1,427,700
		Corporate Information Technology	Reserve Contribution		\$10,000			\$10,000
		Computer Equipment	Asset Management			\$10,000		\$10,000
<b>Parks and Recreation</b>								
	ORC	Drinking Fountain	Asset Management				\$5,000	\$5,000
	Parks	Pickup Truck - Trsfr from Public Works	Asset Management				\$0	\$0
<b>Public Works</b>								

## 2031 Capital Plan Summary

Project Cost Service	Department	Capital Project	Classification	Funding Type Grant	Levy	Discretionary Reserves	Restricted_Reserves	Grand Total
	Public Works							
		Gravel Roads Improvement	Reserve Contribution		\$270,800			\$270,800
		Bridge and Culvert Inspections-2031	Study/Plan		\$7,500			\$7,500
		Storm Water Management Pond Inspections	Study/Plan		\$5,000			\$5,000
		Pickup truck - 3/4 ton - Single Cab	Asset Management			\$42,000		\$42,000
		Settler's Road - Calfass Road to Telfer Glen	Asset Management			\$41,546	\$6,540	\$48,085
		Kerr Crescent - McLean Road West to McLean Road West	Asset Management				\$125,843	\$125,843
		Carriage Lane - Bridle Path to deadend	Asset Management				\$96,132	\$96,132
		Carriage Lane - Bridle Path to deadend	Asset Management				\$15,132	\$15,132
		Cassin Court - Daymond Drive to deadend	Asset Management			\$36,972		\$36,972
		Cassin Court - Daymond Drive to deadend	Asset Management				\$5,820	\$5,820
		Tandem Dump Truck	Asset Management	\$25,000		\$375,000		\$400,000
<b>Grand Total</b>				<b>\$53,000</b>	<b>\$1,721,000</b>	<b>\$542,361</b>	<b>\$254,466</b>	<b>\$2,570,827</b>

## 2032 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	
<b>Building</b>								
	<b>Building</b>							
		SUV	Asset Management			\$18,012		<b>\$18,012</b>
<b>Fire and Rescue</b>								
	<b>Fire and Rescue</b>							
		Structural Firefighter Gear	Asset Management			\$8,883		<b>\$8,883</b>
		Pumper 32 Truck	Asset Management	\$10,000		\$290,000		<b>\$300,000</b>
		Tanker 38 Truck	Asset Management	\$20,000		\$730,000		<b>\$750,000</b>
<b>General Government</b>								
	<b>Corporate</b>							
		Asset Management	Reserve Contribution		\$1,442,200			<b>\$1,442,200</b>
		Corporate Information Technology	Reserve Contribution		\$10,000			<b>\$10,000</b>
		Compensation and Benefits Review	Study/Plan		\$17,500	\$7,500		<b>\$25,000</b>
		Computer Equipment	Asset Management			\$10,000		<b>\$10,000</b>
<b>Parks and Recreation</b>								
	<b>PCC</b>							
		Recreation and Parks Master Plan	Study/Plan		\$23,000		\$27,000	<b>\$50,000</b>
<b>Public Works</b>								
	<b>Public Works</b>							
		Gravel Roads Improvement	Reserve Contribution		\$270,800			<b>\$270,800</b>
		Bridge and Culvert Inspections-2033	Study/Plan		\$7,500			<b>\$7,500</b>
		Backhoe	Asset Management	\$53,700		\$101,300		<b>\$155,000</b>
		Daymond Drive - County Road 46 to dead end	Asset Management				\$49,144	<b>\$49,144</b>

2032 Capital Plan Summary

Project Cost				Funding Type				Grand Total
Service	Department	Capital Project	Classification	Grant	Levy	Discretionary_Reserves	Restricted_Reserves	
		Tawse Place - Nicholas Beaver Road to Crown Cemetery	Asset Management				\$23,234	\$23,234
By-law								
	By-law	SUV	Asset Management	\$5,000		\$12,988		\$17,988
<b>Grand Total</b>				<b>\$88,700</b>	<b>\$1,771,000</b>	<b>\$1,178,683</b>	<b>\$99,378</b>	<b>\$3,137,761</b>

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Administration							
	Expenditures						
		FT Wages	\$258,474	\$369,656	\$332,047	\$421,832	\$436,610
		PT Wages	\$0	\$2,828	\$5,153	\$8,432	\$8,440
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$44,587	\$66,192	\$62,649	\$75,381	\$78,658
		PT Wage Related Expenses	\$0	\$210	\$422	\$832	\$1,619
		Group Benefits	\$14,280	\$22,857	\$37,837	\$37,646	\$40,701
		WSIB	\$6,290	\$9,628	\$6,246	\$11,392	\$12,998
		Office Supplies & Equipment	\$1,027	\$1,479	\$1,755	\$1,200	\$1,300
		Communication (phone, fax, internet)	\$1,136	\$1,371	\$1,576	\$1,616	\$754
		Professional Fees - Legal	\$25,573	\$53,572	\$79,838	\$19,500	\$28,500
		Professional Fees - Engineering	\$12,471	\$50,736	\$39,627	\$44,423	\$44,423
		Events and Other	\$2,403	\$3,020	\$9,205	\$11,075	\$11,598
		Mileage	\$36	\$0	\$154	\$1,000	\$200
		Professional Development	\$4,886	\$6,725	\$2,674	\$25,540	\$12,300
		Membership and Subscription Fees	\$6,652	\$10,736	\$16,348	\$16,133	\$17,025
		Travel - Meals	\$0	\$0	\$0	\$100	\$100
		Travel - Accomodations & Parking	\$0	\$458	\$0	\$800	\$500
		Travel - Air Fare	\$0	\$0	\$0	\$500	\$500
		Insurance	\$42,084	\$15,801	\$37,794	\$43,956	\$48,711
		Advertising	\$2,176	\$2,695	\$1,060	\$2,510	\$13,510
		Professional Fees - Ground Water Monitoring	\$3,810	\$5,715	\$3,802	\$4,000	\$4,000
		Contract Services	\$7,486	\$28,525	\$34,736	\$51,258	\$57,790
		Clothing, Safety Allowance	\$0	\$777	\$0	\$750	\$500
	Expenditures Total		\$433,370	\$652,979	\$672,924	\$780,375	\$821,237
	ReserveTransfers						
		Contribution to Legal Contingency	\$50,000	\$50,000	\$0	\$0	\$0
		Transfer from Legal Contingency	\$0	\$0	\$0	\$0	\$0
		Transfer from Insurance Contingency	-\$5,000	\$0	\$0	-\$10,000	-\$10,000
		Contribution to Insurance Contingency	\$25,000	\$25,000	\$10,000	\$10,000	\$25,000



Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Building							
	Expenditures						
		FT Wages	\$183,415	\$270,967	\$243,624	\$313,637	\$324,944
		PT Wages	\$1,043	\$0	\$0	\$0	\$0
		OT Wages	\$321	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$32,835	\$48,852	\$45,923	\$56,856	\$59,457
		PT Wage Related Expenses	\$87	\$0	\$0	\$0	\$0
		Group Benefits	\$20,700	\$31,823	\$33,621	\$31,376	\$36,805
		WSIB	\$5,734	\$7,958	\$5,668	\$8,956	\$10,136
		Computer Software & Hardware	\$741	\$131	\$61	\$1,000	\$300
		Office Supplies & Equipment	\$1,585	\$1,871	\$875	\$3,000	\$1,500
		Fuel	\$780	\$2,237	\$0	\$1,613	\$2,016
		Vehicle Maintenance	\$0	\$322	\$868	\$500	\$1,000
		Postage	\$1,889	\$539	\$547	\$2,000	\$1,000
		Communication (phone, fax, internet)	\$1,559	\$2,960	\$3,410	\$4,574	\$3,196
		Professional Fees - Legal	\$11,993	\$32,964	\$412	\$20,000	\$20,000
		Professional Fees - Audit	\$6,411	\$7,767	\$5,037	\$6,600	\$6,600
		Professional Fees - Engineering	\$212,874	\$54,273	\$3,730	\$70,000	\$40,000
		Mileage	\$0	\$133	\$186	\$500	\$500
		Professional Development	\$3,762	\$3,123	\$4,508	\$17,850	\$13,309
		Membership and Subscription Fees	\$442	\$3,250	\$3,784	\$4,701	\$4,711
		Travel - Meals	\$0	\$0	\$0	\$500	\$250
		Travel - Accomodations & Parking	\$0	\$0	\$938	\$1,500	\$2,000
		Insurance	\$11,889	\$4,520	\$10,541	\$9,278	\$13,547
		Advertising	\$1,688	\$892	\$418	\$1,715	\$1,715
		Vehicle Plates	\$0	\$165	\$125	\$120	\$125
		Contract Services	\$23,583	\$49,254	\$49,797	\$54,438	\$72,503
		Clothing, Safety Allowance	\$108	\$300	\$519	\$720	\$720
		Emergency Management	\$460	\$467	\$464	\$457	\$530
		Municipal Office Costs Recovered from Building Department	\$17,876	\$20,922	\$0	\$20,628	\$20,387
		Bank Service Charges	\$5,370	\$6,591	\$4,816	\$5,400	\$5,400
	Expenditures Total		\$547,144	\$552,280	\$419,871	\$638,417	\$643,150
	ReserveTransfers						
		Contribution to Building Surplus RF	\$0	\$80,971	\$166,966	\$0	\$0



Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
By-law							
	<b>Expenditures</b>						
		FT Wages	\$0	\$0	\$20,486	\$48,721	\$63,243
		PT Wages	\$9,146	\$105	\$0	\$700	\$700
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$0	\$0	\$3,838	\$9,012	\$11,803
		PT Wage Related Expenses	\$771	\$0	\$0	\$0	\$0
		Group Benefits	\$0	\$0	\$1,324	\$5,820	\$5,139
		WSIB	\$292	\$0	\$129	\$1,482	\$2,084
		Office Supplies & Equipment	\$199	\$40	\$107	\$150	\$150
		Fuel	\$0	\$0	\$0	\$0	\$2,016
		Signage - 911 Signs	\$7,234	\$1,836	\$1,573	\$1,800	\$1,800
		Vehicle Maintenance	\$0	\$0	\$107	\$0	\$500
		Communication (phone, fax, internet)	\$291	\$1,583	\$1,136	\$1,292	\$752
		Professional Fees - Legal	\$41,900	\$40,364	\$16,529	\$30,000	\$30,000
		Professional Fees - Engineering	\$10,459	\$19,417	\$17,602	\$15,000	\$18,000
		Mileage	\$0	\$14	\$769	\$150	\$500
		Professional Development	\$0	\$102	\$3,723	\$1,200	\$1,900
		Travel - Meals	\$0	\$0	\$68	\$50	\$50
		Travel - Accomodations & Parking	\$0	\$0	\$788	\$250	\$250
		Insurance	\$0	\$0	\$0	\$0	\$10,653
		Advertising	\$0	\$0	\$1,351	\$1,500	\$1,500
		Vehicle Plates	\$0	\$0	\$0	\$0	\$125
		Contract Services	\$23,679	\$57,480	\$36,058	\$23,508	\$17,928
		Clothing, Safety Allowance	\$798	\$0	\$1,385	\$260	\$260
		Livestock Loss	\$280	\$780	\$0	\$1,500	\$353
		Membership and Subscription Fees	\$0	\$0	\$240	\$0	\$240
	<b>Expenditures Total</b>		<b>\$95,049</b>	<b>\$121,721</b>	<b>\$107,211</b>	<b>\$142,895</b>	<b>\$170,446</b>
	<b>ReserveTransfers</b>						
		Transfer from Capital Carry-forward	\$0	-\$11,494	\$0	\$0	\$0
	<b>ReserveTransfers Total</b>		<b>\$0</b>	<b>-\$11,494</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Revenues</b>						
		Lottery Licences	-\$278	\$0	-\$30	-\$500	-\$100

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
By-law	Revenues	Sign Permits	\$0	-\$269	\$0	-\$105	-\$113
		Fence Viewer's Application	\$0	\$0	\$0	\$0	\$0
		Engineering, Environmental and Legal Fees Recovered	-\$13,607	-\$19,891	-\$14,094	-\$10,000	-\$13,000
		Site Alteration Agreement	-\$3,900	-\$9,717	-\$2,056	-\$4,000	-\$4,000
		Other recoveries	\$0	-\$370	-\$400	-\$500	-\$257
		Ontario Wildlife Damage Compensation	-\$310	-\$810	\$0	-\$1,500	-\$353
		Dog Tags and Kennel Licences	-\$8,457	-\$12,948	-\$12,797	-\$10,500	-\$13,876
		Municipal addressing signs and posts	-\$1,591	-\$3,211	-\$1,264	-\$2,175	-\$2,180
		Septic Compliance Letter	-\$993	-\$1,320	-\$794	-\$1,120	-\$1,117
		Special Events Permit	\$0	\$0	\$0	-\$79	-\$1,711
		Swimming Pool Enclosure Permit	-\$5,957	-\$8,874	-\$7,925	-\$5,661	-\$8,177
		Liquor License Letter	\$0	\$0	\$0	-\$164	-\$177
		Filming Permit Fee	\$0	-\$518	-\$528	-\$528	-\$570
		Property Standards Appeal Fee	\$0	-\$528	\$0	-\$269	-\$290
		Publicized Display Fees	\$0	\$0	\$0	\$0	-\$300
		Reinspection Fee	\$0	\$0	\$0	\$0	-\$375
		Animal Control Services Fees Recovered	-\$61	\$0	\$0	\$0	\$0
	Revenues Total		-\$35,153	-\$58,457	-\$39,888	-\$37,102	-\$46,596

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Corporate							
	<b>Expenditures</b>						
		<b>Taxes written off (Twp share only)</b>	\$40,511	\$125,149	\$24,928	\$25,000	\$32,000
		<b>Conservation Authorities Levy Payment</b>	\$169,281	\$174,553	\$177,805	\$177,805	\$184,294
	<b>Expenditures Total</b>		<b>\$209,792</b>	<b>\$299,702</b>	<b>\$202,733</b>	<b>\$202,805</b>	<b>\$216,294</b>
	<b>ReserveTransfers</b>						
		Transfer from Capital Carry-forward	\$0	-\$87,616	\$0	\$0	-\$27,056
		<b>Transfer from Operating Carryforward</b>	\$0	-\$24,400	-\$41,500	-\$44,019	\$0
	<b>ReserveTransfers Total</b>		<b>\$0</b>	<b>-\$112,016</b>	<b>-\$41,500</b>	<b>-\$44,019</b>	<b>-\$27,056</b>
	<b>Revenues</b>						
		<b>Supplemental Billings</b>	-\$116,791	-\$112,591	-\$180,076	-\$100,000	-\$137,000
		<b>Donations</b>	\$0	\$0	\$0	\$0	\$0
		<b>Mun Tax Assistance</b>	-\$26,131	-\$27,173	-\$27,717	-\$27,717	-\$28,726
		<b>Host Kilmer (Service Ontario)</b>	-\$30,312	-\$30,599	-\$31,771	-\$31,771	-\$34,078
		<b>Ontario Hydro</b>	-\$12,147	-\$12,147	-\$12,147	-\$12,147	-\$12,147
		<b>Metrolinx</b>	-\$11,157	-\$11,261	-\$11,692	-\$11,692	-\$12,118
		<b>Hydro One</b>	-\$8,963	-\$6,310	-\$6,310	-\$6,310	-\$6,310
		<b>Grant Guelph Junction Railway</b>	-\$5,330	-\$5,330	-\$824	-\$5,330	-\$824
		<b>Puslinch Landfill/Wellington County</b>	-\$8,494	-\$8,511	-\$8,581	-\$8,262	-\$8,651
		<b>City of Guelph</b>	-\$36,657	-\$36,731	-\$37,035	-\$35,656	-\$37,334
		<b>University of Guelph</b>	-\$716	-\$723	-\$750	-\$750	-\$778
		<b>CN Railway</b>	-\$1,316	-\$1,316	-\$356	-\$1,316	-\$356
		<b>CP Railway</b>	-\$7,854	-\$7,804	-\$1,206	-\$7,804	-\$1,206
		<b>OMPF</b>	-\$417,400	-\$419,800	-\$422,200	-\$422,200	-\$423,100
		<b>Penalties - Property Taxes</b>	-\$94,449	-\$120,797	-\$58,816	-\$100,000	-\$90,000
		<b>Interest - Tax Arrears</b>	-\$106,237	-\$100,960	-\$157,324	-\$100,000	-\$120,000
		<b>Interest on General</b>	-\$98,558	-\$62,819	-\$131,054	-\$90,092	-\$97,000
		<b>Other Revenues</b>	-\$194	-\$355	-\$356	-\$345	\$0
	<b>Revenues Total</b>		<b>-\$982,704</b>	<b>-\$965,228</b>	<b>-\$1,088,216</b>	<b>-\$961,392</b>	<b>-\$1,009,627</b>







Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Finance							
	<b>Expenditures</b>						
		FT Wages	\$312,873	\$335,392	\$294,728	\$385,894	\$405,233
		PT Wages	\$0	\$0	\$0	\$0	\$0
		OT Wages	\$3,003	\$2,944	\$0	\$500	\$500
		FT Wage Related Expenses	\$50,562	\$59,215	\$52,967	\$69,739	\$73,987
		PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
		Group Benefits	\$42,497	\$40,939	\$44,478	\$41,437	\$48,136
		WSIB	\$8,968	\$9,278	\$6,128	\$10,906	\$12,622
		Computer Software & Hardware	\$1,729	\$536	\$884	\$500	\$1,000
		Office Supplies & Equipment	\$5,785	\$4,001	\$4,338	\$5,000	\$5,000
		Postage	\$11,420	\$13,729	\$12,146	\$11,000	\$12,200
		Communication (phone, fax, internet)	\$2,466	\$4,627	\$4,249	\$5,536	\$5,518
		Professional Fees - Audit	\$14,959	\$18,122	\$11,753	\$15,400	\$15,400
		Mileage	\$27	\$32	\$141	\$1,000	\$200
		Professional Development	\$880	\$2,109	\$2,848	\$12,643	\$4,559
		Membership and Subscription Fees	\$2,004	\$3,002	\$3,020	\$3,411	\$3,114
		Travel - Meals	\$0	\$0	\$62	\$50	\$100
		Travel - Accomodations & Parking	\$0	\$0	\$905	\$200	\$1,000
		Advertising and Tax Sale Expenses	\$12,251	\$25,371	\$13,887	\$12,994	\$12,994
		Contract Services	\$37,434	\$65,659	\$67,417	\$43,773	\$64,667
		Emergency Management	\$1,072	\$1,089	\$1,082	\$1,067	\$1,236
		Environmental Service - Garbage Bags	\$6,644	\$0	\$4,176	\$17,500	\$4,000
		COVID-19 Incremental Expenses	\$18,503	\$16,850	\$10,999	\$0	\$0
		Bank Service Charges	\$7,733	\$15,379	\$10,689	\$8,600	\$11,000
		Other written off (non collectible inv's)	\$759	\$11,886	\$10,725	\$0	\$0
		Debt Interest Repayment	\$0	\$0	\$0	\$0	\$0
		Community Grants	\$37,540	\$34,180	\$22,029	\$22,029	\$12,115
	<b>Expenditures Total</b>		<b>\$579,110</b>	<b>\$664,339</b>	<b>\$579,651</b>	<b>\$669,179</b>	<b>\$694,582</b>
	<b>Revenues</b>						
		Advertising, Legal, and Realtax Fees Recovered	-\$6,669	-\$23,929	-\$12,175	-\$10,000	-\$14,000
		NSF Fees	-\$360	-\$600	-\$560	-\$500	-\$604
		Online Service Fee	-\$1,019	-\$6,642	-\$2,059	-\$2,000	-\$2,000

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Finance	Revenues	Tax Certificates	-\$9,180	-\$10,260	-\$8,400	-\$8,940	-\$8,940
		Other Recoveries	-\$3,249	-\$7,104	-\$1,191	-\$6,500	-\$1,500
		Provincial Safe Restart - COVID-19 Operating Grant	-\$190,500	-\$159,882	\$0	\$0	\$0
		Garbage bags	-\$4,975	\$0	-\$4,163	-\$17,500	-\$4,000
	Revenues Total		-\$215,952	-\$208,417	-\$28,547	-\$45,440	-\$31,044

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Fire and Rescue							
	<b>Expenditures</b>						
		PT Wages	\$414,511	\$450,424	\$383,263	\$439,945	\$380,151
		PT Wage Related Expenses	\$30,823	\$35,290	\$31,288	\$37,241	\$33,958
		Group Benefits	\$17,706	\$18,762	\$19,657	\$18,903	\$18,903
		WSIB	\$12,020	\$12,553	\$7,542	\$13,242	\$12,431
		Office Supplies & Equipment	\$1,990	\$1,310	\$905	\$2,500	\$1,500
		Fuel	\$8,717	\$12,684	\$0	\$15,480	\$19,350
		Equipment Maintenance & Supplies	\$25,158	\$30,345	\$11,616	\$25,000	\$25,000
		Oxygen & Medical Supplies	\$1,804	\$2,003	\$5,328	\$3,100	\$3,100
		Public Education	\$2,279	\$693	\$816	\$3,000	\$3,000
		Vehicle Maintenance	\$19,464	\$44,691	\$57,864	\$26,000	\$40,000
		Communication (phone, fax, internet)	\$7,922	\$10,381	\$6,899	\$7,277	\$6,117
		Mileage	\$290	\$735	\$929	\$4,000	\$2,000
		Professional Development	\$16,926	\$23,389	\$10,790	\$23,785	\$18,370
		Membership and Subscription Fees	\$3,092	\$3,100	\$2,206	\$5,482	\$3,585
		Travel - Meals	\$399	\$479	\$655	\$1,000	\$1,000
		Travel - Accomodations & Parking	\$0	\$189	\$36	\$4,220	\$2,500
		Insurance	\$21,411	\$13,724	\$37,967	\$35,447	\$53,264
		Advertising	\$1,337	\$219	\$0	\$1,000	\$1,000
		Vehicle Plates	\$0	\$165	\$390	\$265	\$265
		Permits	\$481	\$490	\$507	\$490	\$507
		Contract Services	\$91,210	\$89,919	\$134,723	\$95,238	\$199,734
		Clothing, Safety Allowance	\$16,288	\$12,967	\$13,581	\$24,752	\$21,252
	<b>Expenditures Total</b>		<b>\$693,829</b>	<b>\$764,515</b>	<b>\$726,961</b>	<b>\$787,367</b>	<b>\$846,988</b>
	<b>Revenues</b>						
		Information/Fire Reports	-\$152	-\$699	-\$714	-\$476	-\$513
		Other recoveries	-\$529	-\$2,856	-\$567	-\$9,437	-\$9,437
		Open Burning Permit and Inspection	-\$15,992	-\$14,661	-\$13,423	-\$15,840	-\$15,000
		Burning Permit Violations	-\$966	-\$977	\$0	-\$1,465	-\$1,086
		Fire Extinguisher Training	\$0	-\$326	\$0	-\$522	-\$563
		Water Tank Locks	\$0	\$0	\$0	-\$19	-\$20
		Fireworks Permits	-\$102	-\$103	-\$105	-\$210	-\$113
		Occupancy Load	\$0	\$0	\$0	\$0	\$0
		Fire Safety Plan Review	\$0	-\$124	\$0	-\$253	-\$273



Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Library							
	<b>Expenditures</b>						
		<b>Library Water Monitoring</b>	\$2,097	\$2,357	\$2,496	\$1,975	\$2,250
		<b>Library Rent for Historical society</b>	\$4,503	\$5,117	\$4,819	\$4,800	\$5,440
	<b>Expenditures Total</b>		<b>\$6,600</b>	<b>\$7,474</b>	<b>\$7,314</b>	<b>\$6,775</b>	<b>\$7,690</b>
	<b>Revenues</b>						
		<b>Library Costs Recovered from County</b>	-\$3,005	-\$3,632	\$0	-\$3,000	-\$3,300
	<b>Revenues Total</b>		<b>-\$3,005</b>	<b>-\$3,632</b>	<b>\$0</b>	<b>-\$3,000</b>	<b>-\$3,300</b>

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
ORC							
	<b>Expenditures</b>						
		FT Wages	\$62,189	\$45,131	\$35,427	\$63,706	\$58,906
		PT Wages	\$7,924	\$20,160	\$29,118	\$32,188	\$33,272
		OT Wages	\$751	\$368	\$4,054	\$2,000	\$4,000
		FT Wage Related Expenses	\$11,013	\$9,401	\$6,820	\$12,007	\$11,707
		PT Wage Related Expenses	\$381	\$907	\$1,747	\$3,174	\$6,382
		Group Benefits	\$4,336	\$7,168	\$2,215	\$6,565	\$5,350
		WSIB	\$2,226	\$1,969	\$1,449	\$2,947	\$3,145
		Office Supplies & Equipment	\$69	\$223	\$81	\$300	\$150
		Hydro	\$22,339	\$21,484	\$21,071	\$27,000	\$25,000
		Heat	\$4,867	\$4,932	\$6,340	\$5,500	\$6,000
		Water Protection	\$1,114	\$833	\$1,260	\$700	\$1,000
		Equipment Maintenance & Supplies	\$4,134	\$4,065	\$8,015	\$6,870	\$6,870
		Bldg-Cleaning, Maint,Supplies Interior	\$5,148	\$2,928	\$5,695	\$5,800	\$5,800
		Waste Removal	\$1,789	\$2,038	\$2,161	\$2,135	\$2,135
		Bldg-Cleaning, Maint,Supplies Exterior	\$3,590	\$5,014	\$19,237	\$8,000	\$8,000
		Communication (phone, fax, internet)	\$3,405	\$2,851	\$2,457	\$3,035	\$2,616
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,000	\$1,000
		Membership and Subscription Fees	\$0	\$0	\$0	\$150	\$150
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$7,918	\$3,321	\$8,432	\$8,862	\$10,653
		Advertising	\$0	\$175	\$1,323	\$2,100	\$2,100
		Contract Services	\$630	\$791	\$1,118	\$1,480	\$1,615
		Clothing, Safety Allowance	\$158	\$0	\$452	\$515	\$600
	<b>Expenditures Total</b>		<b>\$143,979</b>	<b>\$133,759</b>	<b>\$158,469</b>	<b>\$196,185</b>	<b>\$196,600</b>
	<b>Revenues</b>						
		Ice Rental - Prime	-\$23,295	\$0	-\$36,021	-\$22,033	-\$38,808
		Ice Rental - Non-Prime	-\$506	\$0	-\$583	-\$506	-\$628
		Arena Summer Rentals	-\$1,583	-\$12,850	-\$10,884	-\$13,750	-\$13,000
		Gymnasium Rental	-\$6,390	-\$3,948	-\$17,614	-\$25,000	-\$25,000
		Rink Board and Ball Diamond Advertising	-\$357	\$0	-\$1,518	-\$370	-\$1,617



Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
ORC	Revenues	Other Recoveries	-\$412	\$0	-\$369	-\$500	-\$400
	Revenues Total		-\$32,542	-\$16,797	-\$66,990	-\$62,159	-\$79,453

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Parks							
	<b>Expenditures</b>						
		FT Wages	\$0	\$30,311	\$34,953	\$38,224	\$110,523
		PT Wages	\$0	\$0	\$0	\$0	\$0
		OT Wages	\$0	\$255	\$1,628	\$0	\$1,000
		FT Wage Related Expenses	\$0	\$5,480	\$6,701	\$7,086	\$21,124
		PT Wage Related Expenses	\$0	\$0	\$0	\$0	\$0
		Group Benefits	\$0	\$439	\$6,374	\$4,840	\$15,218
		WSIB	\$0	\$920	\$593	\$1,151	\$3,647
		Hydro	\$2,128	\$2,618	\$2,739	\$2,700	\$2,700
		Fuel	\$2,290	\$5,687	\$0	\$2,827	\$3,534
		Water Protection	\$0	\$0	\$0	\$700	\$500
		Equipment Maintenance and Supplies	\$1,159	\$2,332	\$1,831	\$1,555	\$1,800
		Vehicle Maintenance	\$527	\$263	\$46	\$500	\$0
		Maintenance Grounds	\$6,100	\$7,689	\$11,847	\$10,000	\$13,000
		Insurance	\$7,540	\$3,385	\$8,432	\$8,862	\$10,653
		Advertising	\$0	\$0	\$1,440	\$2,100	\$2,100
		Contract Services	\$3,979	\$684	\$728	\$794	\$2,294
	<b>Expenditures Total</b>		<b>\$23,723</b>	<b>\$60,063</b>	<b>\$77,313</b>	<b>\$81,338</b>	<b>\$188,092</b>
	<b>Revenues</b>						
		Horse Paddock Rental	\$0	\$0	-\$53	-\$212	-\$57
		Picnic Shelter	\$0	-\$518	-\$1,075	-\$507	-\$1,159
		Ball Diamond Rentals	-\$4,277	-\$7,387	-\$7,862	-\$5,742	-\$8,475
		Soccer Field Rentals	-\$1,603	-\$4,232	-\$4,103	-\$4,000	-\$4,423
		Tennis Courts	\$0	\$0	\$0	-\$800	-\$800
		Other recoveries	-\$100	\$100	-\$800	\$0	\$0
	<b>Revenues Total</b>		<b>-\$5,979</b>	<b>-\$12,037</b>	<b>-\$13,893</b>	<b>-\$11,261</b>	<b>-\$14,914</b>

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
PCC							
	<b>Expenditures</b>						
		FT Wages	\$57,524	\$59,255	\$51,002	\$63,706	\$70,429
		PT Wages	\$10,976	\$0	\$0	\$21,491	\$31,637
		OT Wages	\$19	\$1,184	\$346	\$1,000	\$500
		FT Wage Related Expenses	\$9,570	\$10,756	\$9,901	\$11,809	\$13,135
		PT Wage Related Expenses	\$501	\$0	\$0	\$2,218	\$6,069
		Group Benefits	\$7,573	\$8,381	\$8,509	\$7,383	\$9,409
		WSIB	\$2,145	\$1,822	\$1,115	\$2,595	\$3,354
		Office Supplies & Equipment	\$104	\$0	\$285	\$150	\$150
		Hydro	\$6,800	\$7,085	\$11,079	\$12,000	\$12,000
		Heat	\$3,914	\$4,549	\$3,076	\$4,300	\$4,300
		Water Protection	\$3,007	\$4,096	\$3,391	\$4,500	\$4,500
		Bldg-Cleaning, Maint,Supplies Interior	\$3,959	\$3,607	\$5,375	\$13,670	\$10,000
		Kitchen Supplies and Equipment	\$0	\$0	\$1,697	\$1,500	\$1,500
		Waste Removal	\$7,075	\$8,100	\$8,541	\$8,541	\$8,541
		Outdoor Maintenance of Building	\$6,557	\$5,360	\$3,753	\$4,000	\$4,000
		Communication (phone, fax, internet)	\$3,179	\$2,682	\$2,664	\$2,856	\$2,616
		Mileage	\$0	\$0	\$0	\$100	\$0
		Professional Development	\$0	\$0	\$0	\$0	\$0
		Membership and Subscription Fees	\$0	\$500	\$0	\$500	\$500
		Travel - Meals	\$0	\$0	\$0	\$50	\$0
		Travel - Accomodations & Parking	\$0	\$0	\$0	\$250	\$0
		Insurance	\$7,746	\$3,321	\$8,432	\$8,862	\$10,653
		Advertising	\$0	\$0	\$1,507	\$2,100	\$2,100
		Contract Services	\$2,918	\$4,349	\$3,560	\$4,092	\$4,502
		Clothing, Safety Allowance	\$0	\$0	\$172	\$260	\$260
	<b>Expenditures Total</b>		<b>\$133,565</b>	<b>\$125,048</b>	<b>\$124,404</b>	<b>\$177,933</b>	<b>\$200,154</b>
	<b>Revenues</b>						
		Hall - Prime	-\$3,892	\$26	-\$12,949	-\$13,623	-\$29,365
		Hall - Non-Prime	-\$2,052	\$26	-\$13,486	-\$9,560	-\$19,969
		Meeting Room	-\$1,308	\$0	-\$3,792	-\$5,975	-\$13,427
		Projector and Microphone Rental Fee	\$0	\$0	-\$26	-\$106	\$0
		Licensed Events Using Patio	\$0	\$0	-\$181	-\$121	-\$285
		Hall - Commercial Rentals	\$0	\$0	\$0	-\$330	-\$1,547

Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
PCC	Revenues	Bartenders	-\$1,430	\$0	-\$234	-\$4,331	\$0
		Kitchen Facilities - Non-Prime	-\$1,078	\$0	-\$144	-\$1,900	-\$3,143
		Advertising Sign	-\$34	-\$34	\$0	-\$53	\$0
		Other Recoveries	-\$283	\$0	-\$3,501	-\$1,000	-\$5,000
		Recreation Conditional Grants	-\$4,468	\$0	\$0	-\$5,167	-\$5,167
	Revenues Total		-\$14,544	\$18	-\$34,313	-\$42,166	-\$77,903

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
PDAC							
	<b>Expenditures</b>						
		<b>Per Diems</b>	\$3,319	\$4,362	\$3,254	\$4,733	\$4,923
		<b>Office Supplies &amp; Equipment</b>	\$70	\$0	\$0	\$100	\$100
		<b>Mileage</b>	\$0	\$0	\$0	\$150	\$150
		<b>Professional Development</b>	\$0	\$0	\$0	\$500	\$500
		<b>Travel - Meals</b>	\$0	\$0	\$0	\$50	\$50
		<b>Travel - Accomodations &amp; Parking</b>	\$0	\$0	\$0	\$500	\$500
	<b>Expenditures Total</b>		<b>\$3,389</b>	<b>\$4,362</b>	<b>\$3,254</b>	<b>\$6,033</b>	<b>\$6,223</b>

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Planning							
	<b>Expenditures</b>						
		FT Wages	\$61,842	\$68,699	\$57,615	\$75,996	\$79,061
		OT Wages	\$0	\$0	\$0	\$500	\$500
		FT Wage Related Expenses	\$10,879	\$12,333	\$11,231	\$13,826	\$14,564
		Group Benefits	\$4,514	\$5,459	\$5,617	\$4,837	\$6,112
		WSIB	\$1,925	\$2,074	\$1,254	\$2,303	\$2,602
		Office Supplies & Equipment	\$401	\$142	\$0	\$750	\$200
		Communication (phone, fax, internet)	\$155	\$28	\$0	\$100	\$100
		Professional Fees - Legal	\$46,145	\$4,821	\$21,702	\$17,000	\$17,000
		Professional Fees - Engineering	\$53,692	\$80,075	\$89,194	\$57,849	\$70,549
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$371	\$371	\$0	\$1,330	\$800
		Membership and Subscription Fees	\$0	\$190	\$305	\$385	\$305
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Travel - Accomodations & Parking	\$0	\$0	\$0	\$250	\$250
		Advertising	\$6,695	\$2,691	\$7,054	\$3,500	\$5,500
		Professional Fees - Water Monitoring	\$1,714	\$2,153	\$0	\$2,500	\$2,500
		Contract Services	\$22,980	\$38,435	\$39,730	\$46,398	\$49,990
		CIP Grants	\$0	\$0	\$19,024	\$7,500	\$0
	<b>Expenditures Total</b>		<b>\$211,313</b>	<b>\$217,472</b>	<b>\$252,725</b>	<b>\$235,174</b>	<b>\$250,183</b>
	<b>ReserveTransfers</b>						
		Transfer from Operating Carryforward	\$0	\$0	-\$7,500	-\$7,500	\$0
	<b>ReserveTransfers Total</b>		<b>\$0</b>	<b>\$0</b>	<b>-\$7,500</b>	<b>-\$7,500</b>	<b>\$0</b>
	<b>Revenues</b>						
		Engineering, Environmental, Legal, and Advertising Fees Recovered	-\$45,618	-\$16,129	-\$15,788	-\$15,000	-\$115,000
		Minor Variance	-\$19,134	-\$28,142	-\$12,759	-\$22,442	-\$14,573
		Agreements	-\$250	\$0	-\$769	-\$809	-\$872
		Part Lot Control Exemption By-law	\$0	\$0	\$0	\$0	\$0
		Site Plan Control	-\$84,860	-\$97,157	-\$111,315	-\$89,518	-\$10,500
		Consent Review and Clearance	-\$2,740	-\$3,753	-\$1,833	-\$3,948	-\$3,933
		Ownership List Confirmation	-\$1,400	-\$1,846	-\$1,656	-\$1,460	-\$1,463

Department	Account Type	A	Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Planning	Revenues		Pre-Consultation	-\$6,150	-\$18,125	-\$10,192	-\$637	-\$10,976
			Zoning By-law Amendment	-\$14,842	-\$74,845	-\$45,261	-\$30,792	-\$7,500
			Telecommunication Tower Proposals	\$0	-\$543	\$0	-\$700	-\$903
			Lifting of Holding Designation Fee (Zoning)	-\$598	-\$1,824	\$0	-\$620	-\$668
			Zoning By-law Amendment - Aggregate	-\$15,300	\$0	\$0	-\$15,872	-\$17,111
			Garden Suites and Renewals (Zoning)	-\$1,200	\$0	\$0	-\$1,245	\$0
			Compliance Letter	-\$3,057	-\$3,925	-\$2,809	-\$3,086	-\$3,022
	Revenues Total			-\$195,149	-\$246,290	-\$202,382	-\$186,129	-\$186,521

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Public Works							
	Expenditures						
		FT Wages	\$352,167	\$409,925	\$375,562	\$484,968	\$502,682
		PT Wages	\$101,378	\$41,231	\$30,804	\$43,320	\$19,258
		OT Wages	\$57,199	\$22,250	\$28,765	\$27,795	\$27,795
		FT Wage Related Expenses	\$64,866	\$73,974	\$73,454	\$90,832	\$95,004
		PT Wage Related Expenses	\$10,966	\$3,970	\$4,940	\$8,171	\$3,694
		Group Benefits	\$38,898	\$49,418	\$54,680	\$52,256	\$58,241
		WSIB	\$15,215	\$13,828	\$10,174	\$16,261	\$17,460
		Office Supplies & Equipment	\$161	\$202	\$0	\$250	\$100
		Hydro	\$597	\$594	\$604	\$750	\$750
		Fuel	\$61,667	\$74,050	\$153,642	\$75,250	\$94,063
		Equipment Maintenance & Supplies	\$1,770	\$2,028	\$412	\$2,050	\$2,050
		Signage	\$9,732	\$25,497	\$11,674	\$14,000	\$14,500
		Pavement Markings	\$33,499	\$30,056	\$34,204	\$35,500	\$35,500
		Railway Maintenance and Upgrades	\$0	\$41,340	\$1,975	\$5,000	\$5,000
		Municipal Street Naming	\$0	\$0	\$5,280	\$0	\$1,000
		Maintenance Gravel	\$78,965	\$75,422	\$79,098	\$80,000	\$80,000
		Calcium	\$66,152	\$68,488	\$79,791	\$68,000	\$72,000
		Winter Maintenance	\$273,616	\$214,793	\$227,695	\$229,250	\$235,000
		Waste Removal	\$203	\$1,171	\$1,279	\$1,500	\$1,300
		Shop Overhead	\$6,768	\$7,724	\$4,621	\$7,400	\$7,400
		Road Maintenance supplies	\$46,538	\$57,203	\$30,999	\$35,400	\$35,400
		Vehicle Maintenance	\$53,992	\$27,517	\$54,501	\$46,000	\$46,500
		Speed Monitor	\$0	\$0	\$0	\$500	\$0
		Tree Maintenance Program	\$18,443	\$23,356	\$24,015	\$20,000	\$22,000
		Sidewalk Repairs	\$0	\$4,398	\$0	\$5,000	\$5,000
		Communication (phone, fax, internet)	\$4,293	\$2,832	\$3,702	\$3,213	\$2,040
		Professional Fees - Engineering	\$5,424	\$994	\$0	\$2,000	\$2,000
		Mileage	\$0	\$0	\$0	\$100	\$100
		Professional Development	\$0	\$0	\$0	\$1,420	\$1,420
		Membership and Subscription Fees	\$706	\$559	\$559	\$900	\$709
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Insurance	\$46,875	\$20,406	\$55,369	\$51,694	\$74,570
		Advertising	\$525	\$350	\$2,941	\$1,000	\$2,000
		Vehicle Plates	\$0	\$5,547	\$11,813	\$7,255	\$6,595



Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Public Works	Expenditures	Permits	\$50	\$65	\$60	\$100	\$100
		Contract Services	\$33,903	\$31,156	\$20,304	\$38,504	\$49,807
		Clothing, Safety Allowance	\$2,410	\$2,021	\$2,026	\$2,400	\$2,800
		Street Lights: Repairs and Hydro Bills	\$19,367	\$20,528	\$11,265	\$14,850	\$14,850
	Expenditures Total		\$1,406,347	\$1,352,892	\$1,396,207	\$1,472,938	\$1,538,737
	ReserveTransfers						
		Transfer from Asset Management Discretionary Reserve	\$0	\$0	\$0	-\$10,000	-\$10,000
		Transfer from Operating Carryforward	\$0	\$0	\$0	\$0	-\$27,110
		Contribution to Aggregate Levy Discretionary Reserve	\$240,000	\$240,000	\$271,900	\$271,900	\$492,000
		Contribution from Winter Maintenance	\$0	\$0	\$0	\$0	\$0
		Contribution to Winter Maintenance	\$0	\$14,457	\$0	\$0	\$0
	ReserveTransfers Total		\$240,000	\$254,457	\$271,900	\$261,900	\$454,890
	Revenues						
		Oversize-Overweight Load Permits	\$0	-\$103	-\$420	-\$105	-\$453
		Third Party Cost Recovery	\$0	-\$16,370	-\$919	\$0	\$0
		Entrance Permit	-\$6,755	-\$5,832	-\$1,647	-\$5,000	-\$4,745
		Municipal Street Naming	\$0	\$0	-\$3,080	\$0	-\$1,000
		Public Works Other Recoveries	-\$1,340	-\$26,704	\$0	-\$21,051	-\$26,704
		Provincial Aggregate Levy	-\$524,189	-\$583,783	-\$599,394	-\$480,000	-\$492,000
	Revenues Total		-\$532,285	-\$632,791	-\$605,460	-\$506,156	-\$524,902





Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Recreation Advisory							
	<b>Expenditures</b>						
		Per Diems	\$2,221	\$2,709	\$1,211	\$2,817	\$1,641
		Office Supplies & Equipment	\$0	\$0	\$0	\$100	\$100
		Mileage	\$0	\$0	\$0	\$150	\$150
		Professional Development	\$0	\$0	\$400	\$500	\$500
		Travel - Meals	\$0	\$0	\$0	\$50	\$50
		Travel - Accomodations & Parking	\$0	\$0	\$0	\$500	\$500
	<b>Expenditures Total</b>		<b>\$2,221</b>	<b>\$2,709</b>	<b>\$1,611</b>	<b>\$4,117</b>	<b>\$2,941</b>

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Department	Account Type	A Description	2020 Actuals	2021 Actuals	2022 YTD	2022 Budget	2023 Budget
Youth Advisory Committee							
	Expenditures						
		Office Supplies & Equipment	\$0	\$0	\$0	\$0	\$500
	Expenditures Total		\$0	\$0	\$0	\$0	\$500
<b>Grand Total</b>			<b>\$2,376,672</b>	<b>\$2,539,487</b>	<b>\$2,581,519</b>	<b>\$3,203,289</b>	<b>\$3,687,530</b>

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