



REPORT FIN-2022-040

TO: Mayor and Members of Council

PREPARED BY: Mary Hasan, Director of Finance/Treasurer

PRESENTED BY: Mary Hasan, Director of Finance/Treasurer

MEETING DATE: January 5, 2023

SUBJECT: 2023 Proposed Operating Budget
File No. F05 BUD

RECOMMENDATIONS

THAT Report FIN-2022-040 regarding the 2023 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 2023 Operating Budget and funded by Taxation Levy; and

That Council approves the 2023 one-time base budget increases amounting to \$3,000 as outlined below:

| Description | 2023 One-Time Budget Increase | Approved Base Budget Increase |
|---------------------------|-------------------------------|-------------------------------|
| Parks Outdoor Maintenance | \$3,000 | |

That Council approves the 2023 permanent base budget increases amounting to \$41,613 as outlined below:

| Description | 2023 Permanent Budget Increase | Approved Base Budget Increase |
|---|--------------------------------|-------------------------------|
| Heritage Advisory Committee National Trust Conference | \$3,310 | |

| | |
|---|---|
| Heritage Advisory Committee Doors of Puslinch Posters | Net Revenue Projected of \$2,515 |
| Heritage Act Designations Advertising | \$11,000 |
| Fire and Rescue Services On-Call Payments | \$13,000 |
| Fire and Rescue Services Cell Phone for Public Fire and Life Safety Educator | \$585 |
| Health and Safety Shared Service Agreement | \$16,233 |

DISCUSSION

Purpose

The purpose of this report is to:

- 1.) Provide Council with information regarding the 2023 Proposed Operating Budget.
 - a. The 2023 Proposed Operating Budget is included as Schedule A to this report.
 - b. The 2023 Proposed Expense, Reserve Transfers, and Revenue Summary is included as Schedule B to this report.

Background

Council received Report FIN-2022-035 – 2023 Proposed Capital Budget at the December 7, 2022 Capital Budget Meeting.

The senior leadership team worked collaboratively with the Director of Finance/Treasurer in December 2022 to update the budget model to complete their proposed base operating budgets.

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. Even with expected actions by world governments to bring inflation under control, unexpected events such as the military action in Ukraine will have an upward pressure as global production and supply are priced with an uncertainty premium. Additional factors like the Canadian Pacific rail and aggregate haulers strikes have exacerbated supply chain issues, creating further economic impacts. Outlined below is a summary of the CPI inflationary trends:

- The municipal sector is experiencing significant pricing challenges related to inflation on the acquisition of goods and services, both in operating and capital budgets.
- These CPI inflationary trends are impacting the Township's approved budget from both an operating and capital perspective.

- Pricing spikes will likely continue to fluctuate in the short term as world events continue to impact supply chains and access to resources.
- While it is possible that prices may decline after this high inflationary period, history indicates that overall inflation will not decline, but level off in terms of escalation. Data suggests that after periods of high inflation, while some specific prices may decline back to a historical average, overall, there is no pricing deflation.
- On March 2, 2022, the Bank of Canada (BoC) began raising interest rates as part of their monetary policy, due to strengthening economic performance as the impacts of COVID subside and to address continued pervasive inflation being experienced as well as uncertainty surrounding the situation in Ukraine. As per the BoC announcement:
 - “The policy rate is the Bank’s primary monetary policy instrument. As the economy continues to expand and inflation pressures remain elevated, the Governing Council expects interest rates will need to rise further. The Governing Council will also be considering when to end the reinvestment phase and allow its holdings of Government of Canada bonds to begin to shrink. The resulting quantitative tightening (QT) would complement increases in the policy interest rate. The timing and pace of further increases in the policy rate, and the start of QT, will be guided by the Bank’s ongoing assessment of the economy and its commitment to achieving the two percent inflation target”.¹
- The key risk remains cost escalation. As the BoC has identified, inflation is expected to be persistent over the short term and this will continue to be a concern until such time as global economic and fiscal policies have their intended effect.

The above information demonstrates both the magnitude of the impact, as well as the uncertainty about future pricing impacts related to delivering Township services. Within this evolving and uncertain environment, the Township must continue to deliver services and respond to the inflationary pressures experienced in 2021 and 2022 in order to mitigate any risks associated with adjusting service delivery (ie. delivering less service) for the same price. 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.).

2023 Proposed Base-Operating Budget

The 2023 proposed base operating budget includes:

- Adjustments for previous and current year actuals; and
- Unavoidable documented base budget increases (ie. fuel, insurance, calcium, etc.); and
- Council approved new projects, initiatives and service levels.

¹ <https://www.bankofcanada.ca/2022/03/fad-press-release-2022-03-02/>

The tables below outline the increases or decreases associated with the 2023 proposed base operating budget in comparison to the 2022 approved operating budget under 3 categories:

1.) Mandated Internally through Council Approved Policy or Previous Council Direction

| Description | Expenditure Increase or Decrease |
|--|----------------------------------|
| Cost of Living Adjustment (COLA) of 4.0% effective January 1, 2023 as approved by Council at their December 7, 2022 Council Meeting through Council Resolution No. 2022-395. | \$103K |
| Salary grid movements. | Difficult to quantify |
| Increase in group benefit costs including the introduction of an Employee Assistance Program as reported in Report FIN-2022-038 at the December 21, 2022 Council Meeting. | \$28K |
| Increase in contract service costs related to the Questica Budget Software as reported in Report FIN-2022-025 at the June 15, 2022 Council Meeting. | \$19.5K |
| Increase in cyber and municipal insurance premium costs including the change in the primary liability deductible of \$25K to \$50K as approved by Council at their December 7, 2022 Council Meeting. | \$66K |
| Increase to the contribution in the insurance contingency discretionary reserve. \$10K was contributed in 2022 and \$25K is proposed to be contributed in 2023 as approved by Council at their December 7, 2022 Council Meeting. This increase is in line with the primary liability deductible increase of \$25K to \$50K as approved by Council at their December 7, 2022 Council Meeting. | \$15K |
| Increase of the phasing of the aggregate levy from the operating budget to the capital budget resulting in more operating tax levy funds required. \$272K of the aggregate levy funded the capital budget in 2022 vs. \$300K in 2023. This recommendation was included in Report FIN-2022-035 presented to Council on December 7, 2022. | \$28K |
| Decrease in Community Grants approved of \$22K in 2022 and \$12K in 2023 as approved by Council at their December 21, 2022 Council Meeting. | -\$10K |
| Increase in user fees and charges rates approved by Council at their October 19, 2022 Council Meeting in accordance with By-law No. 042-2022. | Difficult to quantify |
| Increase in source water protection recoveries from other municipalities. | -\$20K |

2.) Mandated Externally through Legislation, Other Agencies, or Current Economic Trends

| Description | Expenditure Increase or Decrease |
|---|---|
| Increase in the Ontario Minimum Wage rate of \$15.00 to \$15.50 per hour effective October 1, 2022 to September 30, 2023. | Difficult to quantify |
| Increase in mandatory employee benefit cost employer contribution rates (ie. EI, CPP, WSIB) | \$38K |
| Increase in fuel costs of 25% across the corporation based on actuals. | \$26K |
| Increase in calcium and winter maintenance costs in Public Works due to increases in delivery and fuel costs. | \$10K |
| Increase in conservation authorities levy payments in accordance with proposed conservation budgets. | \$6.5K |

3.) Recommended by Township Staff

| Description | Expenditure Increase or Decrease |
|---|---|
| Increase in vehicle maintenance costs in Fire and Rescue Services based on previous year actuals. | \$14K |
| Decrease in professional development costs across the corporation to be representative of planned professional development for 2023. Many organizations have also changed the way conferences are held (ie. more electronic opportunities to attend conferences and training resulting in lower registration fees). | -\$32K |
| Decrease in election costs due to the 2022 Municipal Election. | -\$59K |
| Decrease in communication costs across the corporation due to the one-time purchase of cell phones in 2022. | -\$6.5K |
| Increase in Parks and Recreation recoveries due to the reopening of facilities due to COVID. | -\$56K |

2023 Proposed Operating Base Budget Increase Requests

All proposed operating base budget increase (BBI) requests due to new projects, initiatives, service levels, and governing legislation which have not been previously approved by Council include a BBI form attached as Schedule C to this Report. These requests are not incorporated in the base operating budget. These BBI requests have been reviewed by the Chief Administrative Officer and the Director of Finance/Treasurer prior to being presented to Council in accordance with Clause 8(e) of the Budget Development and Control Policy.

Outlined below are the 2023 proposed one-time BBI requests amounting to \$3,000:

| Description | 2023 One-Time Budget Increase | Proposed Base Budget Increase |
|---------------------------|-------------------------------|-------------------------------|
| Parks Outdoor Maintenance | \$3,000 | |

Outlined below are the 2023 proposed permanent BBI requests amounting to \$41,613:

| Description | 2023 Permanent Budget Increase | Proposed Base Budget Increase |
|--|----------------------------------|-------------------------------|
| Heritage Advisory Committee National Trust Conference | \$3,310 | |
| Heritage Advisory Committee Doors of Puslinch Posters | Net Revenue Projected of \$2,515 | |
| Heritage Act Designations Advertising | \$11,000 | |
| Fire and Rescue Services On-Call Payments | \$13,000 | |
| Fire and Rescue Services Cell Phone for Public Fire and Life Safety Educator | \$585 | |
| Health and Safety Shared Service Agreement | \$16,233 | |

Cambridge Fire Services Contract

At its meeting held on January 16, 2019 Council authorized 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 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 2023 proposed base operating 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 Council 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 2023 proposed budget compared to the 2022 approved budget:

| Discretionary Reserve | 2022 Approved Budget | 2023 Proposed Budget | Notes |
|------------------------------|-----------------------------|-----------------------------|---|
| Insurance Contingency | \$10,000 | \$25,000 | This increase is in line with the primary liability deductible increase of \$25K to \$50K as approved by Council at their December 7, 2022 Council Meeting. |
| Legal Contingency | \$0 | \$0 | Township staff are recommending a \$0 contribution as the current balance in the reserve is reasonable at \$232K. |
| Elections | \$13,750 | \$13,750 | |
| Asset Management | \$1,212,300 | \$1,197,792 | |
| Information Technology | \$10,000 | \$10,000 | |
| Gravel Roads Improvement | \$207,800 | \$220,800 | This increase is in line with Council direction at the December 7, 2022 Council Meeting. |
| Aggregate Levy | \$271,900 | \$300,000 | This recommendation was included in Report FIN-2022-035 presented to Council on December 7, 2022. |
| Total | \$1,725,750 | \$1,767,342 | |

FINANCIAL IMPLICATIONS

Discussed throughout this report.

APPLICABLE LEGISLATION AND REQUIREMENTS

Municipal Act, 2001

ATTACHMENTS

Schedule A – 2023 Proposed Operating Budget

Schedule B – 2023 Proposed Expenditures, Reserve Transfers and Revenues Summary

Schedule C – 2023 Proposed Operating Base Budget Increases

Respectfully submitted:

Reviewed by:

Mary Hasan
Director of Finance/Treasurer

Glenn Schwendinger
Chief Administrative Officer

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| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|----------------|----|---|------------------|------------------|------------------|------------------|------------------|
| Administration | | | | | | | |
| | | Expenditures | | | | | |
| | | FT Wages | \$258,474 | \$369,656 | \$332,047 | \$421,832 | \$448,584 |
| | | 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 | \$80,640 |
| | | 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 | \$13,389 |
| | | 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 | \$2,510 |
| | | 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 | \$51,026 |
| | | Clothing, Safety Allowance | \$0 | \$777 | \$0 | \$750 | \$500 |
| | | Expenditures Total | \$433,370 | \$652,979 | \$672,924 | \$780,375 | \$817,820 |
| | | 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 |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|------------|----|--------------------------------------|-----------------|------------------|------------------|------------------|------------------|
| By-law | | | | | | | |
| | | Expenditures | | | | | |
| | | 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 |
| | | Expenditures Total | \$95,049 | \$121,721 | \$107,211 | \$142,895 | \$170,446 |
| | | | | | | | |
| | | ReserveTransfers | | | | | |
| | | Transfer from Capital Carry-forward | \$0 | -\$11,494 | \$0 | \$0 | \$0 |
| | | ReserveTransfers Total | \$0 | -\$11,494 | \$0 | \$0 | \$0 |
| | | | | | | | |
| | | Revenues | | | | | |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|-----------------|----|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Fire and Rescue | | | | | | | |
| | | Expenditures | | | | | |
| | | PT Wages | \$414,511 | \$450,424 | \$383,263 | \$439,945 | \$367,151 |
| | | PT Wage Related Expenses | \$30,823 | \$35,290 | \$31,288 | \$37,241 | \$32,634 |
| | | Group Benefits | \$17,706 | \$18,762 | \$19,657 | \$18,903 | \$18,903 |
| | | WSIB | \$12,020 | \$12,553 | \$7,542 | \$13,242 | \$12,006 |
| | | 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 | \$5,532 |
| | | 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 | \$177,796 |
| | | Clothing, Safety Allowance | \$16,288 | \$12,967 | \$13,581 | \$24,752 | \$21,252 |
| | | Expenditures Total | \$693,829 | \$764,515 | \$726,961 | \$787,367 | \$809,716 |
| | | Revenues | | | | | |
| | | 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 |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|------------|----|---|------------------|------------------|------------------|------------------|------------------|
| ORC | | | | | | | |
| | | Expenditures | | | | | |
| | | 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 |
| | | Expenditures Total | \$143,979 | \$133,759 | \$158,469 | \$196,185 | \$196,600 |
| | | | | | | | |
| | | Revenues | | | | | |
| | | 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 | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|------------|----|------------------------------------|-----------------|------------------|------------------|------------------|------------------|
| Parks | | | | | | | |
| | | Expenditures | | | | | |
| | | FT Wages | \$0 | \$30,311 | \$34,953 | \$38,224 | \$76,527 |
| | | 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 | \$14,603 |
| | | PT Wage Related Expenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | Group Benefits | \$0 | \$439 | \$6,374 | \$4,840 | \$10,868 |
| | | WSIB | \$0 | \$920 | \$593 | \$1,151 | \$2,535 |
| | | 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 | \$10,000 |
| | | 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 |
| | | Expenditures Total | \$23,723 | \$60,063 | \$77,313 | \$81,338 | \$139,114 |
| | | Revenues | | | | | |
| | | 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 |
| | | Revenues Total | -\$5,979 | -\$12,037 | -\$13,893 | -\$11,261 | -\$14,914 |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|------------|----|--|------------------|------------------|------------------|------------------|------------------|
| PCC | | | | | | | |
| | | Expenditures | | | | | |
| | | 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 |
| | | Expenditures Total | \$133,565 | \$125,048 | \$124,404 | \$177,933 | \$200,154 |
| | | | | | | | |
| | | Revenues | | | | | |
| | | 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 |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|------------|----|---|------------------|------------------|------------------|------------------|------------------|
| Planning | | | | | | | |
| | | Expenditures | | | | | |
| | | 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 |
| | | Expenditures Total | \$211,313 | \$217,472 | \$252,725 | \$235,174 | \$250,183 |
| | | | | | | | |
| | | ReserveTransfers | | | | | |
| | | Transfer from Operating Carryforward | \$0 | \$0 | -\$7,500 | -\$7,500 | \$0 |
| | | ReserveTransfers Total | \$0 | \$0 | -\$7,500 | -\$7,500 | \$0 |
| | | | | | | | |
| | | Revenues | | | | | |
| | | 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 |

| Department | Ac | Description | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|--------------|----|--------------------------------------|--------------|--------------|-----------|-------------|-------------|
| Public Works | | | | | | | |
| | | Expenditures | | | | | |
| | | FT Wages | \$352,167 | \$409,925 | \$375,562 | \$484,968 | \$480,018 |
| | | PT Wages | \$101,378 | \$41,231 | \$30,804 | \$43,320 | \$40,086 |
| | | OT Wages | \$57,199 | \$22,250 | \$28,765 | \$27,795 | \$27,795 |
| | | FT Wage Related Expenses | \$64,866 | \$73,974 | \$73,454 | \$90,832 | \$90,657 |
| | | PT Wage Related Expenses | \$10,966 | \$3,970 | \$4,940 | \$8,171 | \$7,689 |
| | | Group Benefits | \$38,898 | \$49,418 | \$54,680 | \$52,256 | \$55,357 |
| | | WSIB | \$15,215 | \$13,828 | \$10,174 | \$16,261 | \$17,400 |
| | | 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 |

| Department | Ac | 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 |
| | | | | | | | |
| Grand Total | | | \$2,376,672 | \$2,539,487 | \$2,581,519 | \$3,203,289 | \$3,437,949 |

| Department | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|-------------------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| Expenditures | | | | | |
| Administration | \$433,370 | \$652,979 | 672,924 | \$780,375 | \$817,820 |
| Building | \$547,144 | \$552,280 | 419,871 | \$638,417 | \$633,922 |
| By-law | \$95,049 | \$121,721 | 107,211 | \$142,895 | \$170,446 |
| Corporate | \$209,792 | \$299,702 | 202733.2 | \$202,805 | \$216,294 |
| Council | \$134,433 | \$131,950 | 115,181 | \$144,013 | \$151,145 |
| Elections | \$1,476 | \$1,476 | 56,690 | \$61,614 | \$3,026 |
| Finance | \$579,110 | \$664,339 | 579,651 | \$669,179 | \$690,523 |
| Fire and Rescue | \$693,829 | \$764,515 | 726,961 | \$787,367 | \$809,716 |
| Library | \$6,600 | \$7,474 | 7314.45 | \$6,775 | \$7,690 |
| Municipal Office | \$59,587 | \$69,741 | 66,129 | \$68,760 | \$67,958 |
| ORC | \$143,979 | \$133,759 | 158,469 | \$196,185 | \$196,600 |
| Parks | \$23,723 | \$60,063 | 77,313 | \$81,338 | \$139,114 |
| PCC | \$133,565 | \$125,048 | 124,404 | \$177,933 | \$200,154 |
| PDAC | \$3,389 | \$4,362 | 3,254 | \$6,033 | \$6,223 |
| Planning | \$211,313 | \$217,472 | 252,725 | \$235,174 | \$250,183 |
| Public Works | \$1,406,347 | \$1,352,892 | 1,396,207 | \$1,472,938 | \$1,517,373 |
| Source Water Protection | \$8,531 | \$8,885 | 6,681 | \$9,448 | \$9,682 |
| Heritage Advisory Committee | \$1,130 | \$4,173 | 9613.95 | \$3,246 | \$12,934 |
| Recreation Advisory Committee | \$2,221 | \$2,709 | 1611.34 | \$4,117 | \$2,941 |
| Youth Advisory Committee | \$0 | \$0 | 0 | \$0 | \$500 |
| Expenditures Total | \$4,694,585 | \$5,175,539 | 4,984,944 | \$5,688,613 | \$5,904,242 |
| ReserveTransfers | | | | | |
| Administration | \$70,000 | \$75,000 | 10,000 | \$0 | \$15,000 |
| Building | -\$51,041 | \$80,971 | 166,966 | -\$146,528 | -\$94,682 |
| By-law | \$0 | -\$11,494 | 0 | \$0 | \$0 |
| Corporate | \$0 | -\$24,400 | -41,500 | -\$44,019 | \$0 |
| Elections | \$13,750 | \$13,750 | -41,250 | -\$41,250 | \$13,750 |
| Finance | \$0 | -\$87,616 | 0 | \$0 | \$0 |
| Planning | \$0 | \$0 | -7,500 | -\$7,500 | \$0 |
| Public Works | \$240,000 | \$254,457 | 271,900 | \$261,900 | \$290,000 |
| ReserveTransfers Total | \$272,709 | \$300,668 | \$358,616 | \$22,603 | \$224,068 |
| Revenues | | | | | |
| Administration | -\$5,893 | -\$41,987 | -10,856 | -\$18,300 | -\$14,456 |
| Building | -\$496,102 | -\$633,251 | -586,838 | -\$491,890 | -\$539,241 |
| By-law | -\$35,153 | -\$58,457 | -39,888 | -\$37,102 | -\$46,596 |
| Corporate | -\$982,704 | -\$965,228 | -1,088,216 | -\$961,392 | -\$1,005,489 |
| Elections | \$0 | \$0 | -900 | \$0 | \$0 |
| Finance | -\$215,952 | -\$208,417 | -28,547 | -\$45,440 | -\$31,044 |
| Fire and Rescue | -\$53,437 | -\$96,927 | -78,061 | -\$122,304 | -\$120,871 |
| Library | -\$3,005 | -\$3,632 | 0 | -\$3,000 | -\$3,300 |
| Municipal Office | -\$17,876 | -\$20,922 | 0 | -\$20,628 | -\$20,387 |
| ORC | -\$32,542 | -\$16,797 | -66,990 | -\$62,159 | -\$79,453 |
| Parks | -\$5,979 | -\$12,037 | -13,893 | -\$11,261 | -\$14,914 |
| PCC | -\$14,544 | \$18 | -34,313 | -\$42,166 | -\$77,903 |

| Department | 2020 Actuals | 2021 Actuals | 2022 YTD | 2022 Budget | 2023 Budget |
|-----------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|
| Planning | -\$195,149 | -\$246,290 | -202,382 | -\$186,129 | -\$186,521 |
| Public Works | -\$532,285 | -\$632,791 | -605,460 | -\$506,156 | -\$524,902 |
| Source Water Protection | \$0 | \$0 | 0 | \$0 | -\$19,585 |
| Heritage Advisory Committee | \$0 | \$0 | -5700 | \$0 | -\$5,700 |
| Revenues Total | -\$2,590,622 | -\$2,936,720 | -2,762,042 | -\$2,507,927 | -\$2,690,362 |
| Grand Total | \$2,376,672 | \$2,539,487 | 2,581,519 | \$3,203,289 | \$3,437,949 |

**TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

Department _____ **Parks**

1 - Purpose of Expenditure

To update and replace perennial plants within the Millenium Garden. The estimated cost of \$3K is for plant purchases, topsoil and mulch. The maintenance of these plants would be undertaken by Township staff.

2 - Need

The Garden Gnomes have requested that the Township include funds to purchase more colourful perennials for the millennial garden at the Puslinch Community Centre. The organization has indicated that they plan to continue to weed the garden and add a large variety of colourful flowers to the garden.

3 - Benefit of the Investment

See above

4 - Risk Assessment

None

5 - Financial Impact

One-time request for 2023 Budget only?

Revenues Earned/Reserves Utilized

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

Expenses Incurred

| | |
|---------------------------|---------|
| Plants, topsoil and mulch | \$3,000 |
|---------------------------|---------|

Total Expenses

\$3,000

Net Expense/(Revenue)

\$3,000

| | |
|--|----|
| Furniture/Fixtures Required for new staff? | no |
| Computer Required for new staff? | no |
| Fleet Vehicle Required for new staff? | no |

[Back](#) **TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

| | |
|-------------------|--|
| Department | Heritage Advisory Committee |
| | <hr/> |

1 - Purpose of Expenditure

To add the National Trust Conference as the second approved conference for Heritage Committee Members to attend.

The amounts budgeted in the Heritage Committee cost centre for training in 2022 is consistent with other Committees' training budgets (ie. Recreation Advisory Committee and Planning and Development Advisory Committee). Typically, the actuals have been below budget for all committees as only 1 to 2 Committee members typically attend these conferences. The 2022 approved budget of \$1,300 for training related matters for the Heritage Committee is outlined below. The actuals provided below relate to 2019 and 2022 actuals for attendance at the Ontario Heritage Conference (ie. in non-COVID circumstances).

- 1.) Training - Budget of \$500.00 - (2019 actuals - \$305; 2022 actuals - \$330)
 - 2.) Meals - Budget of \$50 - (2019 actuals - \$0; 2022 actuals - \$36)
 - 3.) Accomodations - Budget of \$500 - (2019 actuals - \$390; 2022 actuals - \$305)
 - 4.) Mileage - Budget of \$250 - (2019 actuals - \$201; 2022 actuals - \$298)
-

The Council, Committees and Other Appointments - Compensation, Benefits and Expense Policy indicates the following in Clause 6.3:

Conference, seminar, or training attendance must be pre-approved through the budget process by Council for Committee Members.

Should Council approve a second conference (ie. National Trust Conference) for Heritage Committee members to attend, it is recommended that the budget for the second conference be for 2 Committee Members given only 1 to 2 Committee Members typically attend any given training/conference based on previous year actuals in the financial system. If more Committee Members attend than what was budgeted, then the future year budget would be adjusted to account for this increase based on an average of previous year actuals.

2 - Need

The Heritage Subcommittee produced a proposal form regarding this initiative that was reviewed and approved by the Heritage Committee at their October 3, 2022 committee meeting.

3 - Benefit of the Investment

The Heritage Subcommittee produced a proposal form regarding this initiative that was reviewed and approved by the Heritage Committee at their October 3, 2022 committee meeting.

4 - Risk Assessment

None

5 - Financial Impact

One-time request for 2023 Budget only?

No

Revenues Earned/Reserves Utilized

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

Expenses Incurred

| | | |
|----------------|---------|--|
| Registration | \$990 | \$495.00 Early Bird Rate Per Attendee Non-member rate based on 2022 rates |
| Mileage/Travel | \$460 | \$0.50/km for approximately 920 KM Round Trip assuming car pooling to Ottawa |
| Accomodation | \$1,760 | \$220.00 Estimated Conference Rate for 1 Night (3 Night conference + 1 travel night) |
| Meals | \$100 | Most meals are provided by Conference |

Total Expenses **\$3,310****Net Expense/(Revenue)** **\$3,310**

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

[Back](#) **TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

Department Heritage Advisory Committee

1 - Purpose of Expenditure

To print approximately 1,500 Doors of Puslinch posters to sell and provide modest funding for the continued development of heritage and historical education within the Township and surrounding areas.

2 - Need

Refer to the Advisory Committee Goals and Objectives Proposal Form completed by Committee Members (John Arnold and John Levak).

3 - Benefit of the Investment

Refer to the Advisory Committee Goals and Objectives Proposal Form completed by Committee Members (John Arnold and John Levak).

4 - Risk Assessment

None

5 - Financial Impact

One-time request for 2023 Budget only? Yes the expenditure related to the printing costs for the poster is a one-time request for 2023 only

Revenues Earned/Reserves Utilized

| | Revenues | Reserves | Balance in Reserves (as applicable) |
|-------------------|----------|----------|-------------------------------------|
| 2023 Poster Sales | \$4,248 | N/A | N/A |

Total Revenues/Reserves **\$4,248** **\$0** **\$0**

Expenses Incurred

| | |
|-------------------|---------|
| Printing Expenses | \$1,733 |
|-------------------|---------|

Total Expenses **\$1,733**

Net Expense/(Revenue) **(\$2,515)**

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



**Township of Puslinch
Advisory Committee Goals and Objectives Proposal Form**

Name of Goal/Objective:

Description of Goal/Objective:

Has the demand or need been adequately established for the initiative?

- Yes
- No

If yes, provide details supporting the demand/need for the initiative:

Are there legislative requirements that need to be considered and adhered to?

- Yes
- No

If yes, provide details of legislative requirements that need to be adhered to:



Township of Puslinch Advisory Committee Goals and Objectives Proposal Form

How will the initiative be funded? (Select all that apply)

Budget Request

Grant

Fundraising

Provide a description of how the initiative will be funded (e.g. If fundraising is recommended how will the fundraising be done and what Township resources are required?)

Provide a detailed breakdown of the costs and attach documentation for any cost estimates.

Will this be an expense each year or will this be a one-time expense?

Expense each year

One-time expense



Township of Puslinch Advisory Committee Goals and Objectives Proposal Form

Provide how services or items for this project will be sourced. Consider if any Township Policies such as the Procurement Policy need to be adhered to.

Does this initiative require marketing or advertising?

Yes

No

If yes, describe what marketing or advertising channels will be used (e.g. Social Media, Traditional or Digital Advertising, Township Events, etc.) and provide detail on why these channels are best to reach the target audience. (Any costs associated with marketing or advertising should be included in the detailed breakdown above. If an external advertiser is identified an external advertisement proposal must be submitted as well.)

Will this initiative require staff resources?

Yes

No

If yes, describe the staff resources required. (Include how many staff and how many hours per week)



Township of Puslinch
Advisory Committee Goals and Objectives Proposal Form

Will this initiative generate revenue?

Yes

No

If yes, provide details for the amount of revenue and indicate if there is a specific purpose proposed for this revenue.

[Back](#) **TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

Department Administration

1 - Purpose of Expenditure

Anticipated statutory advertising costs associated with Heritage designations due to Bill 23.

2 - Need

Section 29.3b of the Ontario Heritage Act states that the notice of intention to designate shall be published in a newspaper having general circulation in the municipality. The average cost per advertisement is approximately \$550 in the Wellington Advertiser.

There are 109 properties with non-designated status on the Township's heritage register. It is recommended that public structures such as churches and school houses be prioritized in 2023. This is a recommendation that the Heritage Committee supported. There are approximately 20 of these properties on the heritage register. Staff recommend that these 20 properties be designated in 2023. The advertising costs associated with this are estimated at \$11K. Staff are seeking Council's direction on how to prioritize the other 89 properties. An option for Council's consideration is to hire an external consultant to assist the Township and the Heritage Committee in this initiative in 2023/2024.

3 - Benefit of the Investment

See above

4 - Risk Assessment

If the Township does not give notice of intention to designate a property that has non-designated status (ie. listed properties) on the heritage register, within 2 years, Council is required to remove that property from the register and it cannot be re-added to the register for a period of 5 years.

5 - Financial Impact

One-time request for 2023 Budget only?

Revenues Earned/Reserves Utilized

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

Expenses Incurred

| | |
|-------------|----------|
| Advertising | \$11,000 |
|-------------|----------|

Total Expenses **\$11,000**

Net Expense/(Revenue) **\$11,000**

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

**TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

Department Fire and Rescue Services

1 - Purpose of Expenditure

Establish an account to reimburse for on-call duty. \$100 per Firefighter for 10 firefighters on call 13 times per year.

2 - Need

Firefighters are asked to be on call for a period of time. This request is to pay them a small amount for this service.

3 - Benefit of the Investment

To ensure a sufficient response to emergency calls.

4 - Risk Assessment

High risk of not having a sufficient response to emergencies.

5 - Financial Impact

One-time request for 2023 Budget only?

Revenues Earned/Reserves Utilized

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

Expenses Incurred

| | |
|------------------|----------|
| on-call payments | \$13,000 |
|------------------|----------|

Total Expenses \$13,000

Net Expense/(Revenue) \$13,000

| | |
|--|----|
| Furniture/Fixtures Required for new staff? | no |
| Computer Required for new staff? | no |
| Fleet Vehicle Required for new staff? | no |

**TOWNSHIP OF PUSLINCH
2023 OPERATING BUDGET**

2023 REQUESTED BASE BUDGET INCREASES

Department **Fire and Rescue Services**

1 - Purpose of Expenditure

A cell phone device is required for the Public Fire and Life Safety Educator to post on social media at Public Fire Education Events and to update the Public on important Fire Safety Messaging.

2 - Need

This is a critical tool for the primary function of this position. The cell phone will also be used to take pictures to use for records and for educational material. A lot of the work that this position does is not in the office and communication is required when off site. Public Fire Education is one of the 2 top lines of defence in Fire service.

3 - Benefit of the Investment

The position is currently utilizing their personal cell phone.

4 - Risk Assessment

Having to replace personal cell phone.

5 - Financial Impact

One-time request for 2023 Budget only?

Revenues Earned/Reserves Utilized

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

Expenses Incurred

| | |
|------------------------------|-------|
| One-time phone purchase cost | \$333 |
| Annual recurring costs | \$252 |

Total Expenses **\$585**

Net Expense/(Revenue) **\$585**

| | |
|--|----|
| Furniture/Fixtures Required for new staff? | no |
| Computer Required for new staff? | no |
| Fleet Vehicle Required for new staff? | no |

TOWNSHIP OF PUSLINCH 2023 OPERATING BUDGET

2023 REQUESTED BASE BUDGET INCREASES

Department

Corporate

1 - Purpose of Expenditure

Development and implementation of an organizational safety management system, with appropriate policies, procedures, and processes, and ensuring that all Township staff and volunteers understand their workplace safety and health duties and have the tools and training to meet those duties.

Maintains all Health & Safety related documentation, training records, certificates, re-certification requirements, including all materials related to inspections, assessments, communications, correspondence, reports, and action items.

2 - Need

Several areas have been identified where documentation and record keeping needs to improve across the corporation to ensure compliance with applicable legislation.

3 - Benefit of the Investment

This is being undertaken as a joint venture with Centre Wellington as an added component of the Human Resources services they are providing to the Township. This is an economical way to avoid fines from the Ministry of Labour.

4 - Risk Assessment

Necessary for staff and volunteer safety as well as compliance with applicable legislation.

5 - Financial Impact

One-time request for 2023 Budget only?

no

Revenues Earned/Reserves Utilized

| | Revenues | Reserves | Balance in Reserves (as applicable) |
|---|-----------------|-----------------|--|
| Building Surplus Reserve | | \$10,822 | |
| Ontario Municipal Modernization Funding | \$27,056 | | |
| Total Revenues/Reserves | \$27,056 | \$10,822 | \$0 |

Expenses Incurred

| | | |
|--|----------|--|
| Fire and Rescue Services Contract Services | \$16,233 | |
| Public Works Contract Services | \$16,233 | includes Parks and Facilities |
| Building Contract Services | \$10,822 | |
| Finance Contract Services | \$4,058 | |
| Administration Contract Services | \$6,764 | includes Advisory Committees, Council, Planning and By-law |

Total Expenses **\$54,111**

Net Expense/(Revenue) **\$16,233**

| | |
|--|----|
| Furniture/Fixtures Required for new staff? | no |
| Computer Required for new staff? | no |
| Fleet Vehicle Required for new staff? | no |

It is recommended that for 2023 only, 50% of these costs be funded by the Township's Ontario Municipal Modernization Funding. The intent of this funding provided by the Province in early 2019 is to assist in "efforts to become more efficient and reduce expenditure growth over the longer term". This project meets the Province's expectation for the use of the Provincial Modernization funding as it helps to modernize service delivery and allows the Township to become more efficient with shared service delivery with municipal partners. The Township received \$569,599 through the Provincial Modernization Program in 2019. There are sufficient funds to fund this initiative.